

Being the Boss ... and Other Four Letter Words



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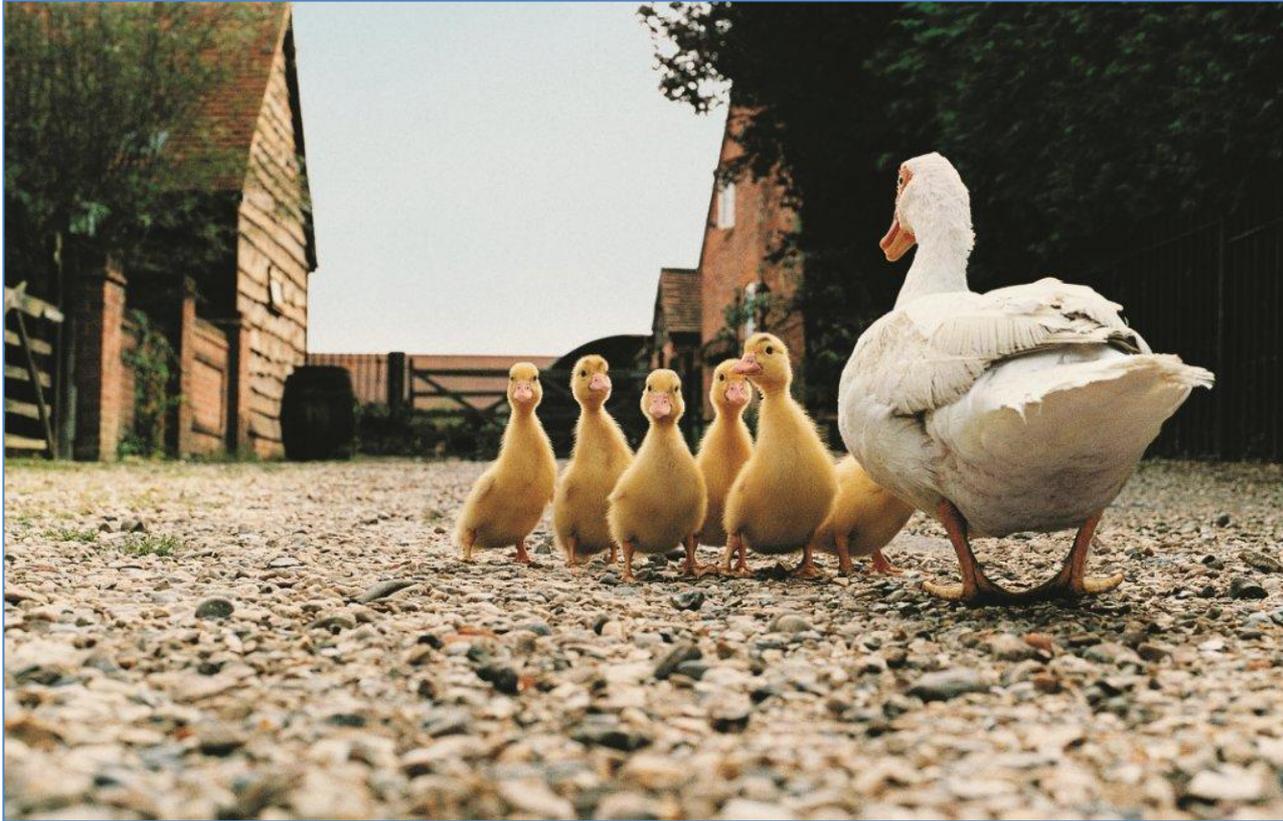
Professional Development Consortium

GREAT BOSSES ARE GREAT . . .



Agenda

- Great bosses are great
 - Leaders
 - Teachers
 - Coaches
- Next steps and suggested readings
- Questions?



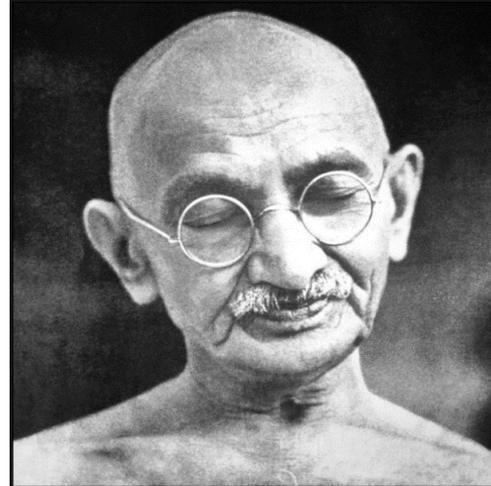
1. LEADERS

*"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
- John Quincy Adams*



Inspire Them

- Lead by example
 - Be passionate and positive
 - Help them find what they are passionate about
 - . . . And then give them projects in that area
 - Do what you say you will do
 - Share the credit, but not the blame



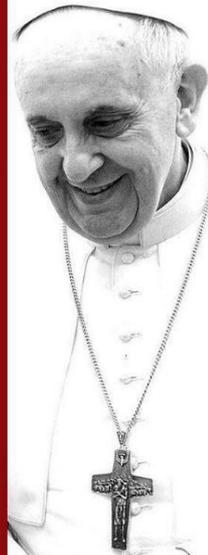
An ounce of practice is worth more than tons of preaching.

—Mahatma Gandhi

Inspire Them

- Provide clear vision and purpose
 - Identify mission, strategy, goals of the firm/dept
 - Be explicit about how their contributions are impacting the overall mission
 - Understand your purpose and role
- Demonstrate your trust in them
 - Hold brainstorming sessions
 - Push their limits
 - Develop future leaders from within

**DEAR YOUNG
PEOPLE,
DO NOT BURY YOUR
TALENTS,
THE GIFTS THAT
GOD
HAS GIVEN YOU!
DO NOT BE AFRAID
TO DREAM OF
GREAT
THINGS!**
POPE FRANCIS



Inspire Them

- Be real and accessible
 - Show emotion
 - Be transparent
 - Get to know them and show personal investment in them
- Be confident
 - Be decisive
 - Demonstrate knowledge and experience, but . . .
 - Admit when you do not have the answer



*"Motivation is the art of getting people to do what you want them to do because they want to do it."
- Dwight D. Eisenhower*



Motivate Them

- Extrinsic motivators

- Motivation that arises from outside the individual and drives behavior through external rewards or punishment
- Research shows that extrinsic motivators often do not work as well as we imagine

- At a certain point, rewards and punishment do not motivate us
- And may in fact demotivate us



*"There is a mismatch between what science knows
and what business does."*

-Daniel Pink



Motivate Them

- Intrinsic motivators
 - Motivation that comes from inside an individual
 - Drives behavior through the pleasure of the activity or a sense of satisfaction in completing or working on a task
 - More powerful than external motivators
 - Learners who are intrinsically motivated
 - Persist more and perform better
 - Are more confident
 - Enjoy the learning process
 - Show long-term retention and apply their knowledge

Motivate Them

- Trifecta of intrinsic motivators
 - Autonomy
 - Whether you pursue an activity for its own sake or because external forces compel you
 - We gain motivation when we feel in charge
 - Allow team members to have input into what they do and how they do it



"Traditional notions of management work well if you want compliance. If you want engagement, self-direction works better."

- Daniel Pink



Motivate Them

- Trifecta of intrinsic motivators
 - Competence / Mastery
 - Personal growth (skills and knowledge) and movement towards mastery is rewarding in its own right
 - Competence comes from recognizing the basis of accomplishment
 - Innate talent
 - Hard work
 - Includes freedom to make errors

“Do not judge me by my successes, judge me by how many times I fell down and got back up again.”

–Nelson Mandela



Motivate Them

- Trifecta of intrinsic motivators
 - Purpose / Value
 - People want to feel like they are a meaningful part of something bigger than themselves
 - You can help build this



Try Not to Demotivate Them

Top Ten Demotivators

1. Micromanagement
2. Lack of impact/progress
3. Job insecurity
4. Poor leadership
5. Failure to actively manage the team
 - Recognition for good performance
 - Recourse for poor performance
6. Poor communication
7. Coworker conflict
8. Burnout
9. Lack of career vision
10. Inequitable treatment (real or perceived!)
 - Inequity/favoritism
 - Feeling undervalued

"Alone we can do so little; together we can do so much."

- Helen Keller



Help them Gel

- Building a cohesive team is a never-ending process
- Promote trust
 - Encourage team members to develop relationships that extend beyond the workplace
 - Save time for fun – foster social interaction and teambuilding



Help Them Gel

- Foster communication in all directions
 - Encourage team members to communicate regularly with each other directly, rather than always through you
 - Encourage team members to give feedback on the functioning of the team
 - Make sure there is room for minority or unpopular views

Help them Gel

- Celebrate success
 - Make sure the group knows you appreciate their work and thank them
 - Give team members visibility throughout the firm and publicly acknowledge their accomplishments
 - Acknowledge incremental successes, rather than just completing the full project



Leadership Exercise

Think about the exceptional leaders that you know of and your definition of a great leader in general. What percentage of a leader's professional time do you think should be devoted to the following behaviors?

Behavior	% of time that should be spent
Delegating and giving instructions	
Brainstorming or envisioning	
Executing	
Persuading	
Reviewing work and providing feedback	
Reflection and planning	
Disciplining	
Resolving interpersonal conflicts	
Praising or encouraging	
Observing	



Leadership Exercise

Now think about what you actually do on a daily basis. What percentage of your professional time do you generally spend on the following behaviors?

Behavior	% of time that should be spent	% of time you actually spend
Delegating and giving instructions		
Brainstorming or envisioning		
Executing		
Persuading		
Reviewing work and providing feedback		
Reflection and planning		
Disciplining		
Resolving interpersonal conflicts		
Praising or encouraging		
Observing		





2. TEACHERS

*"Tell me and I forget. Teach me and I remember.
Involve me and I learn."*

- Benjamin Franklin



Train Them: In the Classroom

- Formal classroom training
 - Encourage them to attend training offered by your firm (staff training AND lawyer training)
 - PD conferences
 - PDC webinars
 - Executive education programs
- Consider professional coaching
 - Open slots when you arrange lawyer coaching
 - Inquire about what your firm will sponsor



Train Them: On the Job

- Delegate to them
 - Resist the temptation to do everything yourself
 - Start small
 - Allow space for mistakes
- Allow them to take ownership
 - Establish expectations and define the goal/success
 - Do not dictate all the steps
 - There is usually more than one way to do it
 - Focusing on the goal communicates trust in them

Train Them: Apprenticeship

- Mentor them
 - Let them shadow you
 - Internal meetings
 - Calls with vendors
 - Copy them on email strings
 - Encourage team members to teach and mentor each other
 - You cannot have all of the answers and spend all the time!
 - Fosters cohesiveness



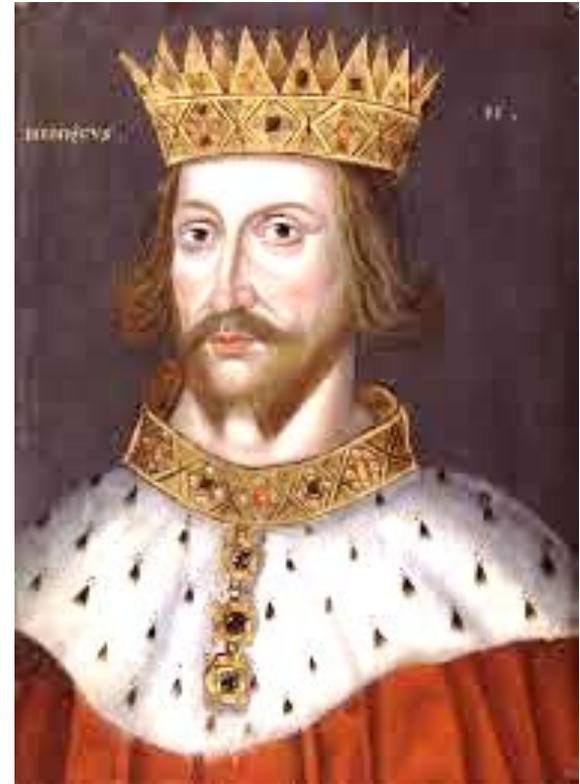
"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires."

- William Ward



Communicate with Them

- Think before you speak
 - At planned meetings
 - Answering questions
 - Don't be Henry II
- Be as accessible and transparent as possible
 - Have an open door
 - Keep them in the loop
- Look for teaching moments



*"I'm a great believer that any tool that enhances communication has profound effects in terms of how people can learn from each other, and how they can achieve the kind of freedoms they are interested in."
- Bill Gates*



Your Firm Cannot Afford Poor Communication

- Miscommunication can cost an organization 25% to 40% of its annual budget
- It's estimated that 14% of each workweek is wasted as a result of poor communication
- A Microsoft survey showed that employees on average spend more than 5 hrs/wk in meetings, but 71% of them also said the meetings were not productive



Lisen to Them!

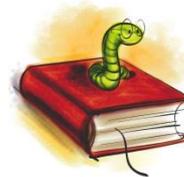
- Listening is the most fundamental component of interpersonal communication skills
- Adults spend an average of 70% of their time engaged in some sort of communication, broken down into . . .



45% listening



30% speaking



16% reading



9% writing

"There are many benefits to this process of listening. The first is that good listeners are created as people feel listened to. Listening is a reciprocal process – we become more attentive to others if they have attended to us."

- Margaret J. Wheatley



Can You Hear Me Now?

- Listening is not something that just "happens" (like hearing)
 - Active process in which a conscious decision is made to listen to and understand the message
 - Requires **focus** and awareness of both verbal and nonverbal messages (e.g., body language)
- Active listening
 - Involves listening with all senses
 - Important that the active listener is *seen* to be listening
 - Listener must be conscious of body language and provide verbal cues

*"If we were supposed to talk more than we listen,
we would have been born with two tongues and one
ear."*

- Mark Twain



Evaluate Them

- Practice what we preach!
- Be prompt with evaluations
- But not necessarily "in the moment"
- Be kind, but straightforward
- Encourage



Performance Management

- Process, not an event
 - Performance review meeting
 - Set expectations and goals
 - Ongoing coaching and feedback
 - Training and development
 - Monitoring and documenting performance
 - Note examples of both good performance and areas to work on
 - Demonstrate the importance of performance throughout year, rather than just around review time



Feedback Meetings

- Actually prepare for the meeting!
- Invite their input
 - Use their self-evaluation
 - Ask them their impressions of their performance
 - How do you think your performance was?
 - What are your accomplishments and strengths?
 - What do you see as your areas for development?
 - What are your goals for next evaluation period?
- Your message / feedback

Opportunity for Upward Feedback

- How are you doing as a manager?
 - What am I doing that is supporting you?
(i.e., what should I **continue**?)
 - What am I doing that is getting in your way?
(i.e., what should I **stop** doing?)
 - What could I do that would be even better?
(i.e., what should I **start** doing?)
 - Do you receive enough real time feedback from me?

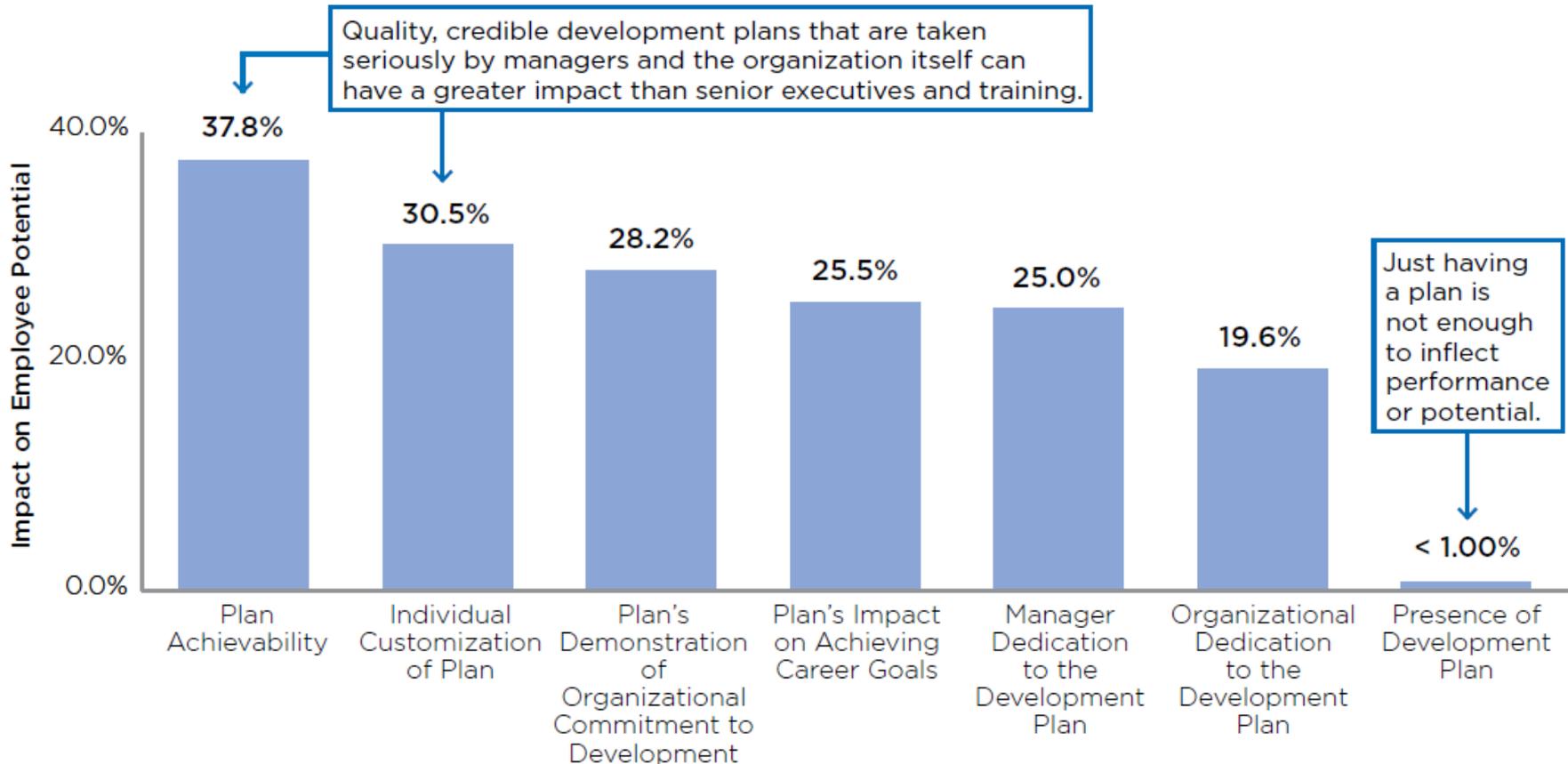
Develop Them

- Work with them to create their own career development plan
 - What skills do they need to learn? Want to learn?
 - What are their career interests and goals?
 - What networks would help them, and how can they get connected?
 - How can you help?
- Do not be afraid to let the plan project beyond their current role or even your firm



Career Development Plans

- Just setting goals is not enough!



Source: CEB analysis.



Develop Them

- Provide the tools (training, mentoring, etc.) they need to
 - Increase their skills
 - Feel a sense of competence and accomplishment
- Check in
 - Set time-bound goals and monitor progress
 - Reevaluate and update the plan over time



"All highly competent people continually search for ways to keep learning, growing, and improving. They do that by asking WHY. After all, the person who knows HOW will always have a job, but the person who knows WHY will always be the boss."

-Benjamin Franklin



Communication Exercise

Which listening bad habits are you guilty of?

- I interrupt often or try to finish the speaker's sentences.
- I answer with advice, even when not requested.
- I make up my mind before I have all the information.
- I am a compulsive note taker.
- I appear to be listening but actually get distracted by other thoughts.
- I am impatient.
- I become defensive or block out information that I don't agree with.
- I launch from the speaker's point to my story or relate my experience with that topic.
- I think about my reply while the other person is speaking.
- I dismiss or minimize the speaker's position as "overreacting."
- I multitask, so even though I continue "listening" I sometimes miss things.



3. COACHES

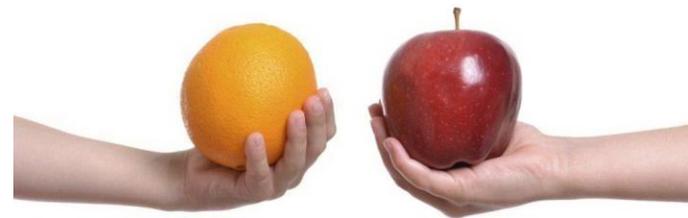
"No matter how good or successful you are, or how clever or crafty, your business and its future are in the hands of people you hire."

- Akio Morita, cofounder, Sony Corporation



Recruit! Build Your Team

- When hiring, think about need, skills, and fit
- Find time for job search and interviews
- Don't judge a book by its cover or be "sold" on a winning personality
 - Is the person trainable? Promotable?
 - Focus on candidates' potentials
- Develop a consistent list of questions so you can compare apples to apples



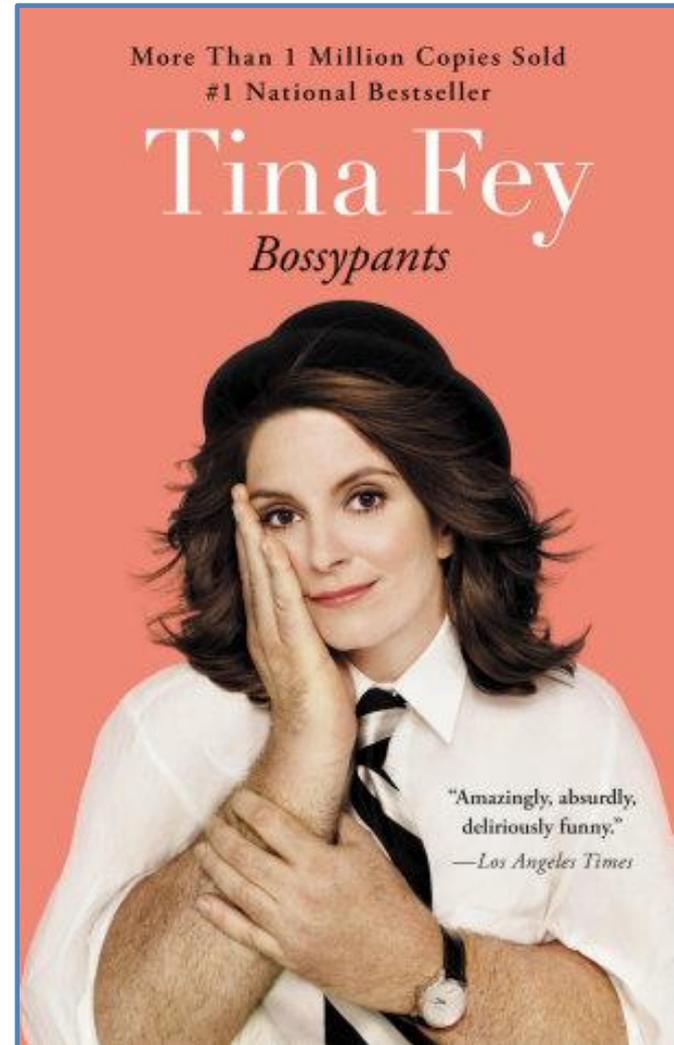
Interview Musts

- Explain the organization, team structure
- Explain the position, expectations
- Review candidate's work history, skill set
- Listen
 - Don't talk too much
 - Listen to the responses and follow up
 - Take notes
- Let the candidate interview you
- Know the law



"In most cases, being a good boss means hiring talented people and then getting out of their way."

- Tina Fey, Bossy Pants



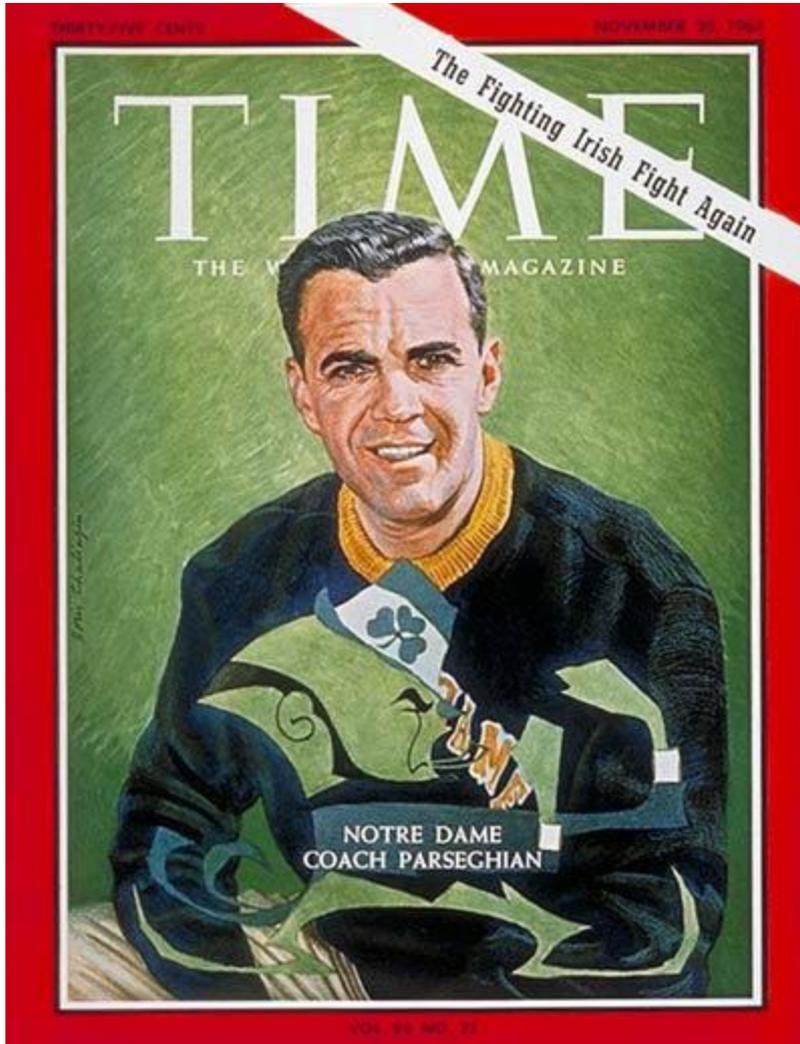
Before Making the Offer

- Be consistent with your interviews and review your notes
- Interview at least 3 people and don't be the only interviewer
- Consider the fit for firm and team
- Dig deep on the references
- Hire the best candidate for the job, not the best job seeker/interviewee
- Go with your gut



Being the New Boss

- Really introduce yourself, your expectations, your preferred communications styles
- Don't make snap decisions/try to change everything immediately
- Take the time to meet, get to know, and listen to your new team
 - What their prior leadership was like
 - Where they have been, what they have done
 - Where they are/want to go (as a team and individuals)



"A good coach will make his players see what they can be rather than what they are."

- Ara Parasheghian

Coach All to Promotion

- Integrate learning and development into job descriptions
 - Let all team members know they should continue to develop and grow
 - Identify and play to their strengths, preferences
- Set, assess, and reassess goals
- Look for opportunities to sponsor all members, internally and externally
- Set the bar high and let them rise to the occasion



*"Put me in coach, I'm ready to play today
Look at me, I can be centerfield."*

- John Fogerty

Develop The Rookies

- Empathize – remember your first job?
- Properly introduce them, help them network
- Define your expectations, explain their roles
- Explain the culture of your firm
- Provide the "translations"
- Provide early feedback
 - Praise/validate: What they are doing right
 - Redirect: What they need to do better
 - Build their confidence, forgive rookie mistakes

Coaching Rookies

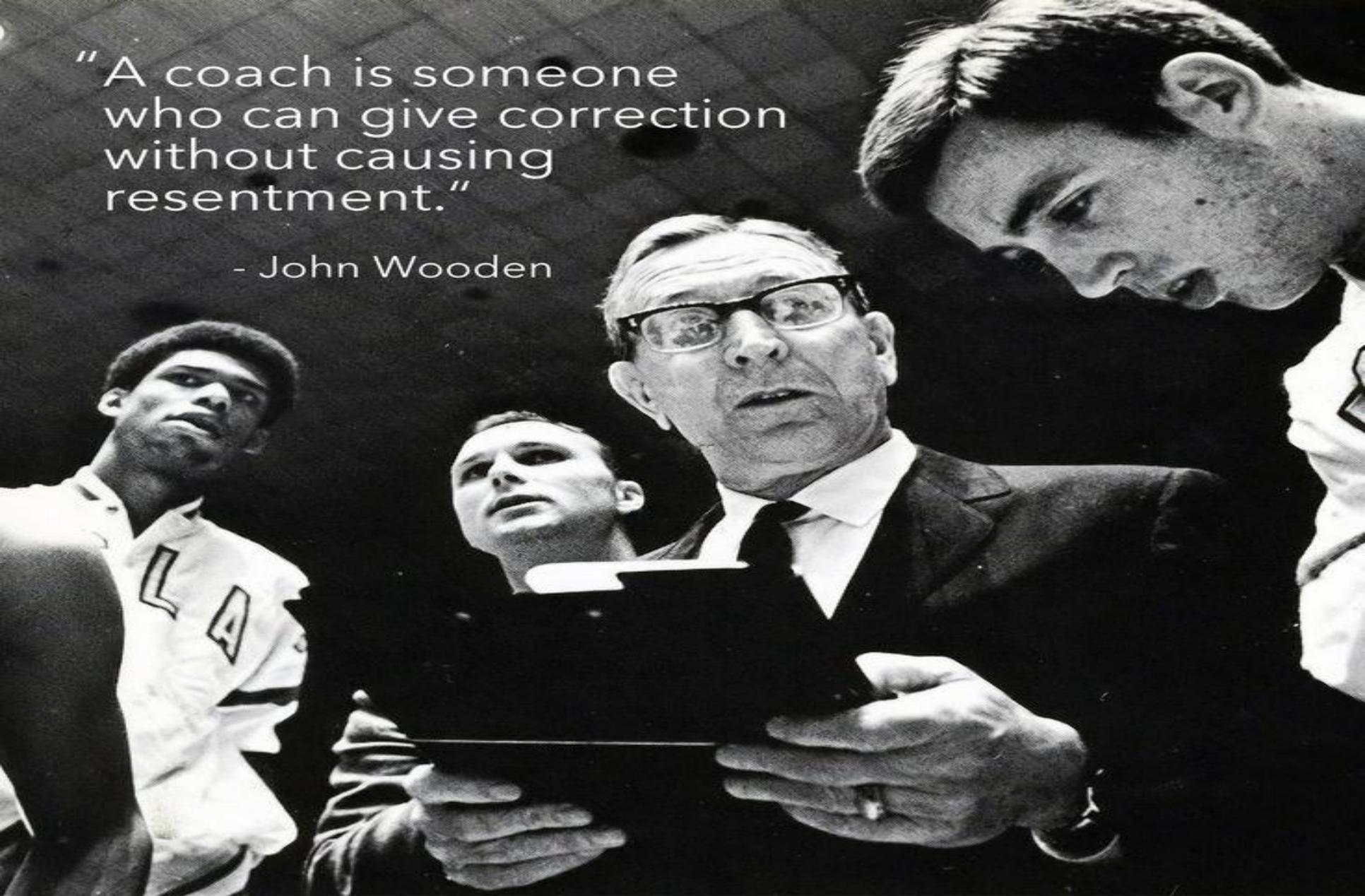
- Make the investment, but realize this may be a starter job for them
- Give them early autonomy and celebrate early "wins"
- Be clear with instructions, check in, and check their work
- Be even more accessible and approachable
- Give them a mini review after a few weeks

Don't Forget the Veterans

- Seasoned employees can get bored running the same old plays
- Keep it fresh for them with new responsibilities
- Help them identify their blind spots
- Keep giving them feedback
- Create new challenges and expand their networks
- Remember to calibrate how you measure their success

"A coach is someone who can give correction without causing resentment."

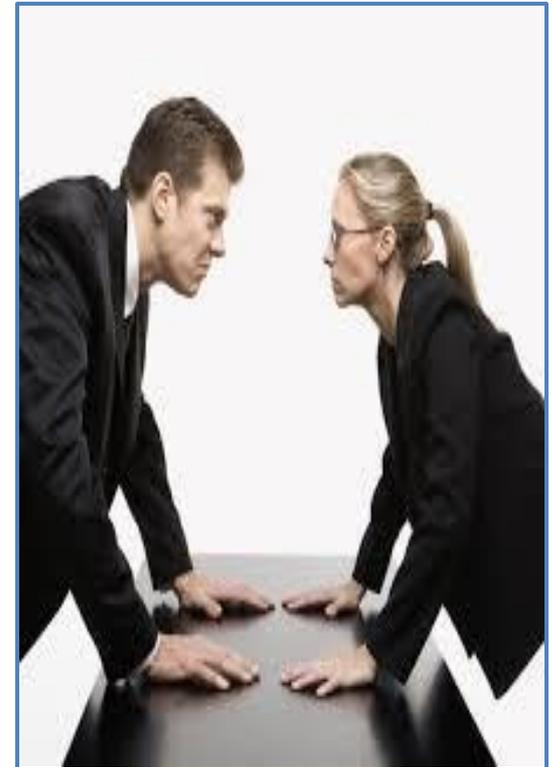
- John Wooden



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Handling Team Conflict

- Even the best teams experience conflict from time to time – let problems surface
- Help them learn to work "it" out without intervention
- Be ready to intervene if necessary
 - Get all the facts, don't take sides
 - They aren't required to be friends, but they do need to coexist and get the job done
 - Come up with an action plan to avoid/resolve future conflicts



Deal With Performance Issues

- Identify and communicate issues timely
 - Be direct
 - Don't let something sit too long
 - Give specific examples, how they affect team, consequences
- Work to get agreement that there is a problem
- Develop and communicate a performance improvement plan
- Document performance issues as they occur
- Keep emotions at bay, and always take the high road
- Know when to get HR involved

"You get the best efforts from others not by lighting a fire beneath them, but by building a fire within."

- Bob Nelson



Coach Your All Stars



- Champion, reward, and value high performers
- Empower them to continue to achieve
- Get out of their way
- Let them mentor others and help you manage
- Beware the green-eyed monster

Get Coached

- Seek out and be receptive to feedback on your leadership, management, and communication styles
- Assess and develop your teaching and coaching skill set
- Find management mentors
 - Don't forget peer mentors!
- Consider getting a coach



Final Tips / Next Steps

- Schedule time for "being the boss"
- Set the example (loyalty to firm and team, confidentiality)
- Don't micromanage
- Check yourself for inequities, misperceptions
- Don't set unrealistic expectations
- Candidly assess yourself as a manager
 - What can you do to be a better leader, teacher, and coach?

ANY QUESTIONS?



Be the Boss You
Wish You Had,
And, Never,
Ever Become a
Four-Letter
Word or
Horrible Boss!



Suggested Reading

- *Daniel Pink TED Talk on Motivation*,
http://www.ted.com/talks/dan_pink_on_motivation?language=en
- *Superbosses: How Exceptional Leaders Master the Flow of Talent*, Sydney Finkelstein
- *Good to Great*, James Collins
- *Drive*, Daniel Pink
- *Aligning the Stars: How to Success When Professional Drive Results*, Jay W. Lorsch
- *First, Break All the Rules*, Curt Coffman and Marcus Buckingham
- *HBR Guide to Managing Up and Across*, Harvard Business Review
- *Learning from Law Firm Leaders*, Sue Manch and Michelle Nash
- *Management: Tasks, Responsibilities, Practices*, Peter Drucker
- *The 7 Habits of Highly Effective People*, Stephen Covey

