

PETER SCOTT CONSULTING

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Challenge your thinking - some questions to ask yourselves this summer.

As summer holidays loom, probably the last thing on the minds of many managing partners will be the challenges facing their firms. However, it may be useful to take time out this summer while away from the office to quietly think about how to take forward your law firms, and to consider some of the challenges you may now need to face up to and deal with.

The ability to **focus** means we can then see things more **clearly**, and challenging yourselves on some of the matters below may help to focus the mind.

Our people

- *Do we have the right people on board who will provide our clients with what they want?*
- *Are we making sufficient investment in our people to develop the skills and behaviours required for our firm to succeed?*
- *Are we managing the way our people work, perform, and behave in a way that will help us to achieve our goals?*
- *What do we need to do to be able to recruit and retain the best people?*
- *Are we rewarding our people in a way that will make us more competitive?*
- *Do we have in place a process of feedback and review to manage performance and behaviour and is it effective in building high performance?*
- *Are we dealing effectively with underperformance?*
- *Are all our partners prepared to be managed for the greater good of the firm?*

Our clients

Do we:

- ***listen** carefully to feedback from clients?*
- *have the ability to anticipate and respond to our clients' needs?*
- *or do we take a long time to adapt to changes in client demands?*
- *talk about high quality delivery but not take it seriously?*
- *encourage an attitude of innovation in responding to clients' problems?*
- *fail to recognise and reward those who excel in providing good client service?*

- *reinforce the importance of quality in everything we do?*

Adapting to a changing world

- *What needs to change in our firm?*
- *Do we seem to always be looking back at the past rather than towards the future?*
- *Are all our people open-minded and prepared to change how they work and behave to achieve our firm's agreed goals?*
- *Are all our people willing to expand their knowledge in new areas and develop new skills?*
- *Do we encourage our people to challenge the way things are done and to suggest ideas for improvements?*
- *How are we going to futureproof our business?*
- *Do we need to take another look at our existing strategic plans to test if they are still realistic and achievable?*

Are we measuring what matters?

You cannot manage what you do not measure, and so measuring, analysing, and assessing information about your firms will determine the way you will respond to your challenges, and is therefore of critical importance.

Challenging yourselves by asking some of the questions above, to generate critical information relating to the key drivers of your law firm, is likely to be a good place to start.