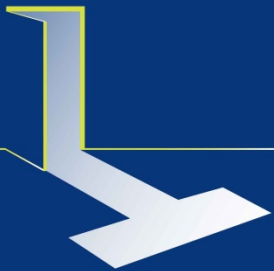


Best Practices in Leadership

Understanding & Enhancing Your Firm Culture

Presented to the members of IAPA by Certified Life Strategies Coach
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DEFINITION of a Firm CULTURE

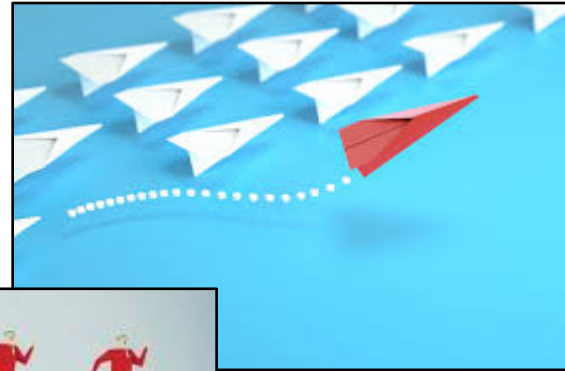


A **Firm's Culture** consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.



Intrinsic Challenges for Leaders

Leadership is not taught – it is developed



DEFINITION of a Well-Formed Outcome



A Well-Formed Outcome with an
Explanation of the Emotional Benefit for
Everyone Involved



Most Firms have a Combination of Four Cultural Styles



1. **Hierarchy Culture**, based on Controlling
2. **Clan Culture**, based on Cooperating
3. **Adhocracy Culture**, based on Creating
4. **Market Culture**, based on Competing

Polling Question #1 ... Tell Me What YOU THINK?



What is the root culture at Your Firm ... (*can you identify the underlying culture*)?

- A. Hierarchy culture (controlling)
- B. Clan culture (cooperating)
- C. Adhocracy culture (creating)
- D. Market culture (competing)

... (Looking for an “A” & “B” answer)



BUILDING ALIGNMENT: The Firm's Value Proposition



VALUE PROPOSITION = What You Do, For Whom and Why
(i.e. the Benefits / the Results) as Perceived by the Client



Building Alignment With CLIENTS



Clearly-Defined, Mutually Agreed Upon Expectations that Establish SUCCESS of Our Working Relationship

- Proposals
- Engagement Letters
- Additional Services – Offering / Identifying
- Proactive Communication to Clients so they “Become Better”
- Invoices / Fees / Billing
- Vetting New Clients
- Identifying Ideal Criteria for Clients (Niche / Specialized / Boutique)
- Regular Re-Evaluation of Clients (“A”)
- Embracing Technology - for Automation of Service, Dashboards & Elevated Services

Building Alignment With EACH OTHER



How are Core Values / the “Mission” of your firm Demonstrated by its Professionals

- Job descriptions
 - Skillsets
 - Knowledge Requirements
 - Personality Traits
 - Understanding of Reporting Mechanism / How Success is Gauged & Rewarded
 - Interviews – Testing on skillsets / questionnaires / personality testing

Polling Question #2 ... Tell Me What YOU THINK?



Do you have current and relevant – and transparent - job descriptions for all levels of staff at your firm (Managing Partner all the way down...?)

- A. Yes – everyone has a job description
- B. Some of us have job descriptions but they are sketchy at best
- C. What's a job description?

... (Please be honest...)



Building Alignment With EACH OTHER



How are Core Values / the “Mission” of your firm Demonstrated by its Professionals

- Meetings – Timely, Rolling Agendas and Homework “assignments”
- Reviews / Evaluations of Self / Others (post-engagements, not annually)
 - Short & Easy
 - KPIs (Key Areas of Performance)
 - Reinforce (Educate & Inspire) Core Values
- Compensation – Incentives for Desired Behavior & Outcomes & Consequences
- Utilizing Technology / Automation to Understand and Improve Workflow and Deliverables

Tying Performance (3 Areas) to Compensation



Professionals can be rated Yes or No / 1-5 (Poor, Fair, Good, Excellent & Outstanding)

KPI #1: Traditional: Billable Hours, Client Retention, Collections

How many hours did you billat what rate? What was the realization and why?

How often are clients billed? How many days before payment? Were there questions or issues with invoices? Write-offs? How much and why?

KPI #2: Non-Traditional – Cross-Selling, Mktg & Bus Dev, Training/Comms

Have you expanded services to a current client – which svcs and for how much \$?

Have you received a referral this year of a prospect? Won or lost? How much \$?

KPI #3: Intangibles: Mentoring, Honesty, Fairness, Compassion

How have you witnessed someone else show compassion or kindness at work?

Who have you mentored last year and how has it benefited them?

Can you honestly say that you are only supportive of others at work?



A Breathing, Living “Existing Energy” of a Service Culture

- Individual Professional Development
- Progress reporting (upward and outward)
- Continued Education
- Support Core Values in a Genuine, Unique, Comfortable Way
- How can YOU Contribute to any of the above?
 - Empowering Teams
 - Understanding Group Dynamics
 - Long Range Strategic Planning
 - Facilitate Meaningful Dialogue / Conversations
 - Elevate to Advisory / Consultancy Role
 - Share Stories throughout the Firm to Educate & Inspire

The TWO Best Questions



“What Do You Want?”

(out of your career / out of your life) ... &

“How Can I Help You?”

Good Leaders Enhance the Firm's Reputation

Value Proposition – What you Do, For Whom & Why?



Seeing yourself as “The Other”

The **Leader** knows what is important to whoever he/she is speaking to (or writing to). The Leader is not focused on the service or task performed but rather on the outcome as it **BENEFITED** that other person.



Some examples of how a leader illustrates the benefit of working with your firm during interactions with key influencers (staff, clients, prospect, referral sources include:

- *Telling a success story that applies (this can be a hypothetical scenario)*
- *Explaining how clients are obtained to ALL at the firm (in a story format)*
- *Understand that stories of anyone at the firm belong to ALL at the firm*
- *Feel GOOD about the emotional impact you have on your clients, too!*



What Seems Most Important Right Now...?

With Clients –

1. Identifying a Niche / Specialized services
2. Re-Evaluation of Clientele to Help Support Longevity & Prosperity
3. Technology for Automation – dashboards and workflow/productivity

With Each Other –

1. Clearly-Defined Roles and Expectations – at all Levels
2. Implementing effortless, proactive, relevant evaluations of all staff
3. Incentivized Compensation Program to Reward Desired Outcomes

With Ourselves –

1. Individual Professional Development (Get a Coach!)
2. Progress Reporting (Upward & Outward)
3. Your Personal Challenge / Issue



Contact Lisa Tierney, CLSC

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