

FLUX MAGAZINE PRESENTS

THIS IS THE HOW

MAKE CHANGE NOW

*Leading virtual teams • Tackling unconscious bias • Mentoring that works
Leadership and resilience • Succession planning*

Cambridge Judge Business School Executive Education offers a wide range of open enrolment and customised programmes for organisations, business professionals, managers, leaders and executives from many different functions who strive for professional and personal growth.

The Professional Service Firm team works with clients to address specific needs, ranging from strategy implementation and alignment, change management and being a trusted adviser, to help firms achieve operational excellence and results.

All Executive Education programmes attract a wide range of people and organisations from around the world and across industries and business sectors who are seeking challenging, academically rigorous, yet practical executive development programmes.

02

THIS IS THE WHY

*Sarah Lyons, Executive
Education, C7BS explains
why the how matters.*

04

LEADING VIRTUAL TEAMS

*Flexible working is about making
'virtual' effective for clients.*

08

TACKLING UNCONSCIOUS BIAS

*We all do it. And we can all
overcome it – with vigilance.*

12

MENTORING THAT WORKS

*Forget informal v formal. The core
issues are strategy and chemistry.*

18

BUILDING YOUR RESILIENCE

*Lawyers are the least resilient
of all professionals.*

22

ROBUST SUCCESSION PLANNING

*How to ensure that women come
out of the talent pipeline at the top.*

“Success in 2016 requires teams to be fighting fit. You can’t afford to lose half your best people — often, but by no means only, the female half — to your clients, to your competitors or to other sectors.

— Sarah Lyons, Executive Education, C7BS



THIS IS THE WHY

Sarah Lyons, of the Women in Law Leadership Programme at Cambridge Judge Business School, on why the how matters.

AS I WRITE THIS, 25 LEADING WOMEN LAWYERS FROM

some of the country's top firms are gathering in Cambridge to take part in the third Cambridge Judge Business School Women in Law Leadership Programme, the only one of its kind in Europe. Demand for the programme – from both firms and lawyers – is higher than ever, and no wonder. The next 10 years will bring increased competition, new technology and, with Brexit, greater uncertainty to our sector. Tackling and profiting from these challenges will require teams to be fighting fit, with an abundance of flexibility, creativity and tenacity to apply to the task in hand. Which means you really can't afford to lose half your best people – often, but by no means only, the female half – to your clients, to your competitors or to other sectors.

That's why we have published *FLUX: This is the how* – a clear and straightforward guide to what works and what doesn't, equipping you with the confidence, skills and insights you need to advance your firm, just as the Women in Law Leadership Programme does for individual women. Drawing on the practical experience of leading firms, on page 12, we identify the key characteristics of mentoring schemes that work. On page 4 we examine what it is really like to manage a virtual team and on page 8 ask whether unconscious bias can be overcome. On page 18, we discuss how to build your own resilience – and that of your team – and on page 22 we lay out the key steps required to build an effective talent pipeline. In short, if you've ever wondered how to ensure that 'mentoring' or 'flexible working' make a meaningful impact on your life – and your bottom line – this publication is for you.

The stakes are high. New research from Dr Lionel Paoella, CJBS lecturer in strategy and organisation, has found that the higher status the firm, the greater the expectation that it should succeed on these measures (and the greater the outcry when it fails). Research conducted by Dr Kim Peters and Professor Michelle Ryan demonstrates that employees who feel they belong are more likely to be ambitious and motivated, more likely to work above and beyond and make sacrifices for their career, more likely to feel they have a good work-life balance and, ultimately, more likely to feel satisfied with their job and stay working with their organisation.

Back in Cambridge, our Professional Service Firm team continues to work with clients to develop practical and relevant leadership development programmes for women – and men. FLUX is part of our commitment to all lawyers because, ultimately, there is a better way. And this is the how.

THIS IS THE HOW

LEADING VIRTUAL TEAMS

WHAT DO YOU MEAN YOU ARE NOT IN THE OFFICE?

At her desk? Sometimes. Around for lunch? If you're lucky. Available and at work? Always. You hope. Flexible working is key to a successful work-life balance for women and men, and almost universally available tech means that it is easy to implement. But managing flexible colleagues – whether you are in or out of the office – is another matter.

“At the moment, I've got lawyers working in Singapore, Hong Kong, China and Sydney,” says Pattie Walsh, partner at Bird & Bird's International Employment Group's Asia Pacific practice. The broad challenge, she says, is around making sure that individuals have a sense of belonging to the team when they may never have been physically in the same room as each other. It's easy for her, as a team leader, to interact with each team member, but what happens when they need to interact with each other? For that, they need the virtual equivalent of the water-cooler.

BONDING AROUND THE VIRTUAL WATER-COOLER

Walsh says that this may sound trivial, but without the usual mechanisms for social interaction, the virtual water-cooler is essential. “I run a weekly video conference to bring all our offices together, outlining what we're doing for particular clients, and that's valid and appropriate,” she says. “But another recognised and critical purpose of that meeting is that we spend time talking about frustrations, challenges and sometimes personal things that are going on. It's formally creating a space that might not normally happen in that kind of a meeting.”

Sophie Vanhegan, partner at City boutique firm GQ Employment Law, agrees that building in time for updating and regular communication is essential. Her team has a short weekly meeting to gauge capacity and find out what everyone's doing that week. Those who aren't physically in the office will dial in. There's also a monthly group meeting where any issues can be raised, from the lack of Earl Grey teabags in the kitchen to a problem with the bonus scheme. “We also share what's traditionally more management-style information with the broader team,” she says. “So that might be financials, where we're headed strategically, or what our targets are for the coming year.”

LIFE MANAGEMENT SORTED

Virtual working isn't just about having a career spanning continents: it's also a powerful life management tool – which Vanhegan's firm has realised. “Obviously, it's

MAKE IT HAPPEN

- Create water-cooler moments during virtual meetings, giving team members permission to relax, make small talk and get to know each other.
- Encourage a culture where flexitime and homeworking are life and career management tools for everyone, not just something working parents feel embarrassed about.
- Be willing to adapt, change – and listen. Flex is a new world and a new way of working for everyone, so do what works for your team and junk what doesn't.
- Present flexible working to management as a benefit to the business which leads to enhanced performance and productivity.

“

People think you need to be a ‘lone wolf’ when you’re working without the normal team infrastructure. Actually, you need enhanced communication skills.

*Pattie Walsh, partner,
Bird & Bird*

89%

of surveyed lawyers at Herbert Smith Freehills say that the firm’s agile working policy has improved their work-life balance.

2

The minimum number of days a week that GQ Employment Law requires team members to be present in the office. And you can dial in to team meetings.

easier to pick up your children from school or childcare without the commute,” she says. “But a lot of our team – myself included – feel that you can sometimes be more productive when you have a big piece of work to do. You can get more done, because you don’t have a commute on top of your day.”

NORMALISING WORK OUTSIDE THE OFFICE

At Herbert Smith Freehills, partner Catherine Howard is just one team member taking advantage of the firm’s award-winning ‘agile working policy’, which encourages fee-earners to work one day a week from home, regardless of whether they have children or other responsibilities. “I find I naturally save some of the more complex and thoughtful tasks for my agile day,” says Howard. “Being at home somehow provides the peace to think about the more difficult tasks.”

A recent survey showed that, after a pilot of the scheme, 89% said it had improved their work-life balance and 75% said they were more productive. “It’s eroding that perception of home-working as only something women with children do, as a concession. It normalises working out of the office, and reinforces the fact that people who aren’t in the office are nonetheless doing just as much valuable work as those in the office.”

Not everyone necessarily wants to do full-time virtual working of course. “Having a strong team culture is still important,” says Howard. “To ensure juniors get properly trained and know-how is naturally transferred between team members, you need people in the office for a significant portion of their weeks.”

LONE WOLVES NEED NOT APPLY

That means that if you’re either applying for or recruiting for an entirely virtual team position, you need to think hard about working style and preferences, as the most effective virtual workers aren’t necessarily the ones you would expect. “People think that you need to be a ‘lone wolf’ when you’re working without the normal team infrastructure,” says Walsh. “Actually, you need enhanced communication skills, and the ability to reach out and communicate in different mediums. You need to show more initiative than you normally would, simply because of the practicalities. You might need to make a call on something in the middle of the night.”

At GQ, for example, flexibility is a key cultural value. Vanhegan says her one day a week working from home is valuable, but she likes her time in the office, dealing with people face to face. All GQ team members

are able to work from home between one and three days a week, as long as they are in the office two days a week. And even their flexibility policy is flexible. Previously, Tuesdays and Thursdays were ‘core days’ when everyone was expected to be in for team meetings. But in consultation with the whole team a few months ago, it was felt that not everyone had to be there for team meetings. People could dial in. So the firm trialled the new plan.

CEDE CONTROL, IMPROVE RETENTION

It’s clearly working: not a single lawyer has resigned in the firm’s six-year history. Many of GQ’s lawyers, Vanhegan included, have Magic Circle or big city firm backgrounds and have walked away from pay or benefits that can’t be replicated in a smaller firm. But the flexibility, Vanhegan says, has huge value. “If you want flexible working, present it to management in a positive way. It’s often approached from the perspective that the benefit is only for the employee, not for the business. When you have flexible working in place, it tends to engender better buy-in from your team. They feel more valued. That in itself will lead to enhanced performance and productivity.”

And when all the pieces of a virtual team come together, says Walsh, it’s extraordinary to see what they can achieve. “It’s a richness. We all learn from each other. We all have different perspectives – which you need because now there’s no longer just one place where the clients come from. They could come from anywhere. We could be anywhere. That’s how business is these days. So to have teams that work that way is just as critical.”



WHO

Sophie Vanhegan, partner

FIRM

GQ Employment Law

WHAT

Fully flexible working for all team members

HOW IT WORKS

“You can lose people because they’re not visible. Performance reviews and feedback become even more critical. You’ve got to work much harder to carve out the space for all those conversations and processes that sometimes you don’t always give the time and attention to. I think it’s even more critical that you do.”

IMPACT

The firm has been going six years. In that time no one has left – so in other words, happy staff, happy clients and a very small recruitment bill.

THIS IS THE HOW

TACKLING UNCONSCIOUS BIAS

TOO YOUNG. TOO BLACK. TOO POSH. TOO FEMALE.

Ever had the feeling that somehow someone had made their mind up about you before you opened your mouth? Maybe they thought you were too old for the job. Too young. Too black. Too posh. Too common. Too ‘nice’. The truth is that almost everyone has been guilty of unconscious bias at some point. The problem comes when those preconceptions begin to cloud your judgment about who might be right for the job, right for your firm. About who might be the right ‘fit’.

Obviously, the unfairness matters. But for firms wanting a competitive edge, unconscious bias is a two-pronged problem. First, it makes those not in the club – and that will include highly talented people whose training you have invested in – feel excluded and isolated. Result: your non-clubbable best and brightest leave. Second, if it is not identified and recognised, unconscious bias can prevent a firm from hiring the biggest talents. Result: slow, but unmistakable, decline.

HOLDING UP A MIRROR TO PARTNERS – AND YOURSELF

Unfortunately there is no silver bullet, but forward-thinking firms are implementing a number of initiatives to tackle the issue. “It is important to set aside time to focus on what you are trying to achieve,” says Su Akgun, diversity and wellbeing manager at international firm Osborne Clarke which, under the leadership of managing partner Ray Berg, has made tackling the issue a key driver in the firm’s wider diversity and wellbeing strategy.

Osborne Clarke has put its leadership team through unconscious bias training, delivered by an external provider, and has launched diversity e-learning, exploring ways to minimise the impact of unconscious bias. “It’s about holding a mirror up to the partners, recognising that everyone has unconscious bias and making sure they understand the trigger points – hiring, promotion and, probably the most difficult to track, the allocation of work,” says Berg.

CV BLIND: SCHOOL, UNIVERSITY, QUALIFICATIONS

When it comes to one of those trigger points – recruiting trainees – many firms have adopted a ‘CV blind’ policy, where partners are not given the details of where candidates went to school or university or the grades and degree qualifications they achieved. In addition, Osborne Clarke also sets competency-based interview questions that interviewers are encouraged to follow to try and eliminate any biased questioning. It is, says Berg, about “trying to make the process fairer.”



MAKE IT HAPPEN

- Recognise that unconscious bias exists, and is damaging. No firm is exempt, but what matters is how you deal with it.
- Understand all the ways that unconscious bias can influence you and your team: it is not just about gender or race.
- Take time to think about how best to tackle the issue. There is no silver bullet – you’ll need to take a holistic approach.
- Create a space where your team can talk about unconscious bias and the challenges it creates. Encourage staff to come up with their own solutions.

“

The programme enables all employees to tailor plans to their individual circumstances, rather than allowing bias to prevail that suggests all mothers will take the same approach.

*Tara Doyle, partner,
Matheson*

36%

The proportion of female partners at Dublin-based Matheson

24

Members of staff on Matheson's recruitment committee. They have all been trained to identify and understand the unconscious biases that may influence their decision-making processes.

PROACTIVE TALENT SPOTTING

However, it is not enough just to focus on unconscious bias. “You have to have a holistic approach that is inculcated in the way you do everything,” says Berg. His initiatives include appointing a diversity and wellbeing manager, initiating ‘proactive talent spotting’ to identify people who may not necessarily put themselves forward and implementing a buddying scheme that pairs up senior associates and partners. The firm is also launching the ‘female progression initiative’ which, explains Akgun, will be a forum for open discussion on improving female progression.

IDENTIFYING AND UNDERSTANDING YOUR BIAS

At Dublin-based Matheson – which boasts 36% female partners – the 24-strong recruitment committee has been trained to “identify and understand the unconscious biases that may be a factor in their interview techniques and recruitment decision-making processes”, according to Tara Doyle, partner and head of the asset management group. But interestingly, it has not provided firm-wide unconscious bias training at a formal level. Instead, says Doyle, its approach has been to “create a dialogue around it” and tackle the “interwoven diversity issues” with a range of initiatives, including flexible working arrangements.

The initiative that has done the most to combat unconscious bias is the Matheson Maternity Coaching Programme. The firm partnered with a leading business psychology practice to support lawyers at key stages, including preparing for maternity leave, during the period of leave and on return to work.

ONE SIZE DOES NOT FIT ALL

As Doyle explains: “The programme involves tailored one-on-one coaching sessions and, crucially, also involves one-on-one coaching sessions with the lawyer's supervising partner. It covers the challenges presented by maternity leave and balancing the demands of a young family and career development.”

This enables all employees to “proactively plan for the period of leave and the return to work and tailor those plans to their individual circumstances, rather than allowing an unconscious bias to prevail that suggests all mothers will react in the same way and take the same approach,” she says.

Conscious of the need to include male staff, the firm is looking to introduce paternity coaching and a series of family- and parenting-focused events for mothers and fathers. “Issues do not always break down along

gender lines,” adds Doyle. “Personalities are influenced by gender, but also by background and education. Partners need to understand all of the ways that unconscious bias can influence them and why firms are losing people of both genders in the middle of their careers.”

PICKING THE RIGHT PEOPLE FOR THE RIGHT REASONS

“Getting people to recognise that unconscious bias affects their decision-making is the first step to tackling it,” says Victoria Parry, employment partner at Osborne Clarke. “Part of the human make-up is that we are all biased. What’s important is to be able to identify it, so when you make critical career decisions you are checking yourself to make sure you pick people for the right reasons,” she says.

But as well as the existence of unconscious bias that affects decisions made about others, firms need to recognise that employees can operate internal bias that inhibits them from putting themselves forward for projects or promotion. According to Parry: “It is common across the legal profession for high-achieving female lawyers with a very strong work ethic and high standards, especially once they have had children, to feel they are not meeting their own high standards and expectations, so they do not put themselves forward.”

Change involves “a cultural shift” she says, but the figures speak for themselves. More than 70% of Osborne Clarke’s senior associates are women and the percentage of female partners has risen year-on-year to 20% in 2015. “And if you’re still not convinced,” she adds, “the best business case for eradicating unconscious bias is the overwhelming message from our clients that they want to see a diverse workforce. If clients are asking for it, you’d be foolish not to listen and act.”



WHO

Victoria Parry, partner

FIRM

Osborne Clarke

WHAT

Integrating unconscious bias awareness into the firm’s wider diversity and wellbeing strategy

HOW IT WORKS

“Tackling unconscious bias and diversity cannot be a one-off. It will always be on the agenda. Things like our training programmes, e-learning and internal annual diversity month are the most important things we do alongside our client relationship programme.”

IMPACT

More than 70% of Osborne Clarke’s senior associates are women and the percentage of female partners rose year-on-year to 20% in 2015.

THIS IS THE HOW

MENTORING THAT WORKS



TURNING A STATEMENT OF INTENT INTO ONE OF ACTION

“I was really keen to be mentored when I heard my firm offered mentoring, but I still haven’t been matched with anyone a year later.” Sound familiar? What about this one? “Our firm claims to offer everyone mentoring, but really it’s a coaching scheme.” The legal sector is no stranger to mentoring, with wide recognition that it can impact on diversity, yet such comments remain prevalent. So how can you make sure that your mentoring programme actually works?

A SENSE OF PURPOSE FOR MENTEE – AND MENTOR

The first ingredient of a good scheme, according to Susannah Macknay, diversity and inclusion partner at Slaughter and May, is having a clear purpose. Next up, a great scheme needs clarity around the mentor’s role. “For us, it’s all about helping the mentee manage their own career path and development,” says Macknay. Finally, there needs to be buy-in at board level. “Our board is committed to mentoring as part of our wider diversity and inclusion strategy,” she says.

“Even though we have several strands to our mentoring programme – bringing together people from different departments, focusing on women who have access to external mentors, another for lesbian, gay, bisexual and transgender (LGBT) staff, and a pilot for black and minority ethnic (BME) staff – everyone in the firm is absolutely clear that the overriding aim is career development,” says Macknay. “Knowing what to expect from it gives the mentoring relationship focus, as well as making outcomes more measurable.”

ENABLING FORMAL AND INFORMAL MENTORING

For Slaughter and May associates and business services staff – all of whom have access to mentoring – a particularly popular aspect of the scheme is that mentees can request the type of mentor they have. “So people might request a mentor who is male, LGBT, BME or someone who didn’t train at the firm.”

Like many programmes, Slaughter and May’s grew out of informal mentoring that had grown organically. But while Macknay favours their new more formal approach, others, such as Sue Shale, partner and CFO at Farrer & Co, thinks there is room for both. “I am mentoring five people at the moment, but only two are via the formal scheme. With the informal ones, I still think the training is important as it helps structure something that could otherwise be an amorphous lump. But the casualness – which means it isn’t measured and questioned – works better for some people, and



MAKE IT HAPPEN

- To be effective, mentoring schemes need clarity and a clear purpose for mentee – and mentor.
- Put control in the hands of mentees by allowing them to choose the type of mentor they’d like. Personal preference and chemistry are important.
- Effective mentoring isn’t only delivered via formal programmes – give relationships room to grow and develop organically.
- Mentoring means different things to different people. Ensure that both parties truly understand what they’re embarking on before any commitment is made.
- Learn from experience: track and assess your scheme against clearly defined goals.

“

Back in the 1990s, you got a lot more on-the-job training, which was important for people like me in our formative years. I see little evidence of that nowadays and I think mentoring helps to fill that gap.

*Philip Goodstone,
partner, EY*

42

out of 56 mentees in the Law Society of Scotland's Career Mentoring Scheme over the last two years have been female.

47

out of 68 trained mentors in the Law Society of Scotland's Career Mentoring Scheme over the last two years have been female.

anything more formal could even put them off.” Indeed, it doesn't feel like an effort to mentor, Shale says. “I really enjoy it and I think the mentor has to feel that way for the relationship to work. I certainly don't think they should be paid. If it's a burden and you feel you should be remunerated, you shouldn't be doing it. Simple as that.”

And in her experience, to work, the discussions need to be really candid and open. “If it's not relationship oriented and is just about specific work issues, it becomes coaching. That doesn't mean people can't come along with an agenda, such as an upcoming mid-term review, but it has to be in a wider context.”

ANALYSING BARRIERS IS KEY CONTENT

Philip Goodstone, UK&I head of law at EY, believes there's never been more need for mentoring. “Back in the 1990s, the market was a very different place for firms and for lawyers. At that time you got a lot more on-the-job training from senior lawyers, which was so important for people like me in our formative years. The level of commitment to training and development from partners – who would invest in you for the long term, help you with your work, take you to meetings and generally help a young lawyer shape his or her career – was just far greater. I see much less evidence of that nowadays and I think mentoring helps fill that gap.”

Goodstone agrees that the most important components of mentoring are clear objectives and measurable outputs. “After all, if at the end of the programme you haven't made the shift you intended, it's important to turn to something else.” He also thinks the devil is in the detail.

“I think for mentoring to really work, there has to be lots of, ‘Let's pause here – what is it that you want to achieve and what is stopping you from achieving it?’ And that it must be the mentee, rather than the mentor, who leads the discussion, so that any barriers, whether real or perceived, can then be worked through.” He also agrees that mentoring seems to mean different things to different people. “So it is important that both parties truly understand it before embarking on it,” he says.

PERSONAL CHEMISTRY CAN'T BE IGNORED

Macknay sees no reason why mentoring shouldn't be widely available. “We want to encourage a mentoring culture. That's not to say we'd either impose mentoring or a particular match, because you have to want it and a lot of it comes down to personal chemistry. In fact, mentees must feel that if the chemistry doesn't

work, it's fine to request another mentor." Nobody expects mentors to put in masses of overtime, says Macknay. "Mentors here tend to have no more than three mentees. Mentoring meetings typically take one to two hours, and we recommend meetings every four to six weeks. Some people schedule meetings around important milestones – for example, before a performance appraisal."

BUILDING A MEANINGFUL AND EFFECTIVE RELATIONSHIP

Individuals tell Slaughter and May that they can't always talk to their friends (because they don't usually understand the nuances of the profession) or someone who directly manages them (as the conversation often shifts to day-to-day matters rather than career development), whereas an impartial mentor can be more honest, explains Macknay.

"The kinds of questions we might ask a junior associate might be 'What do you want out of this relationship?' to which they might answer 'How do I approach X piece of work? How do I ask for certain kinds of work without seeming to be pushy? If I have a workplace issue, what's the best way to solve it?' Then we'll assess how they feel as the relationship goes on and gather feedback from both parties at the end so that the firm can see what has shifted during the relationship. People nearly always tell us it's useful to have a sounding board, as well as having strategic discussions around certain issues."

Slaughter and May is also hot on tracking the career paths of mentees. Macknay says: "It's early days, but we're keen to spot trends and try and understand what happens to people's careers when they have had mentoring."



WHO

Susannah Macknay, partner

FIRM

Slaughter and May

WHAT

Focused mentoring with a focus on outcomes

HOW IT WORKS

"Mentors are given 'briefings and guidelines' with specific tips around latest mentoring trends such as storytelling, but ultimately it's the mentee who must be in the driving seat if it is to really work. We gather feedback and we're very keen to spot trends and measure the impact."

IMPACT

Mentors get useful feedback into the organisation (if they work there) and interesting insights (if they don't), and it's a good exercise in listening to different perspectives. "And nearly everyone puts themselves back up each year to mentor again – which must be a good sign!"

“Personalities are influenced by gender, but also by background and education. Partners need to understand all of the ways that unconscious bias can influence them and why firms are losing people of both genders in the middle of their careers.

— *Tara Doyle, partner, Matheson*

THIS IS THE HOW

BUILDING YOUR RESILIENCE



EVERYONE KNOWS THE SENIOR CONSULTANT IS A MAN

Glass ceilings, unconscious bias, lack of gender diversity – there are a number of factors that arguably inhibit women’s progress to the top of the legal profession. But perhaps the most fundamental of all is the simple fact that no-one *expects* them to reach the top. The assumption that those in charge – leaders, managers, consultants, surgeons – will be men remains persuasive. Overcoming that assumption – and all the attendant challenges of balancing life and work in a demanding industry – requires toughness. Grit. Resilience.

LOW RESILIENCE AFFECTS LAWYERS. WOMEN AND MEN

Lawyer-psychologist Dr Larry Richard has found that lawyers are four times more likely to suffer from mental health issues than the general population. They are four times more likely to suffer from depression. And they are in the bottom 30% of professionals when it comes to their resilience: their ability to bounce back and keep going after criticism, a bad experience or a life-changing event. So low resilience isn’t a female thing. It’s a law thing. Richard found lawyers’ characteristics of perfectionism, the need to be in control, a requirement for urgency and very high abstract reasoning flowed alongside low resilience. These often make life a lot harder for those juggling a career in law and leadership with family life. How can lawyers get better at resilience?

CREATING A SAFE SPACE FOR DISCUSSION

The first step towards it is simply to be aware of it, and make a space where it can be discussed. Leaders in all walks of life often don’t realise just how pressured they are and what the signs of burnout may be, says Christine McLintock, past president of the Law Society of Scotland and former General Counsel for Pinsent Masons. McLintock thinks we need to create a culture where it’s fine for someone working alongside you to ask if you’re OK.

“That’s why the Society’s Legal Wellbeing initiative is so important,” she says. “We’re saying: let’s have a conversation in our offices with staff who are exhibiting signs of being under pressure. Let’s talk about what it is that’s causing that and what could be done to try and mitigate it. A line manager should be able to discuss signs of ill-health with anyone, whether that is physical or mental. You’d certainly have the conversation if you came in with a broken leg, so try and have it before it becomes a major issue.”

MAKE IT HAPPEN

- Lawyers as a group score very low when it comes to developing resilience. Create a space at work where it’s fine to say: “Are you feeling OK?”
- Recognise that you can’t do everything, however perfectionist and completist your nature might be. In fact, trying to do everything could be lowering the quality of your home life – and your work.
- Delegate. Surround yourself with people who are very good at what they do. A strong team is a sign of good leadership, not weakness.
- Everyone has their own way of developing resilience. Allow team members to find their own path but be there to guide them as and when required.

“

Sometimes people's personal lives mean they are not as resilient as they are at other times. Resilience continually ebbs and flows and you have to be constantly aware of it.

Paula Jefferson, partner, BLM

30%

Lawyers are in the bottom third of all professionals when it comes to resilience: the ability to bounce back and keep going after criticism, a bad experience or a life-changing event.

4x4

Lawyers are four times more likely to suffer from mental health issues than the general population – and also four times more likely to suffer from depression.

THE BEST WIFE. THE BEST MOTHER. THE BEST LAWYER.

Recognising that you can't do everything is hard, but vital. "When you first have your children, you almost create a rod for your own back," says McLintock. "You want to be the best mother, the best wife, the best daughter and the best lawyer. And of course, you can't be everything all the time. I certainly hit the wall a number of times and felt like I wasn't doing anything as well as I wanted to."

Her colleague, current Law Society of Scotland president Eilidh Wiseman, former partner and UK head of employment and pensions law team at Dundas & Wilson, agrees. "Surround yourself with people who are really good at what they do and often are better than you at what they do," she says. "You have to be able to delegate and have trust in those you are delegating to. To do that, you have to let go slightly." Take that dedication and apply it to your resilience, she suggests. Build in time for exercise or hobbies and treat that time as sacrosanct: it's just as important as that unmissable client meeting.

When Paula Jefferson, a partner at BLM, was negotiating her current role, she made her need for flexibility very clear. She would work full-time, but those times could vary: she might leave to pick up her daughter one Tuesday and then spend three days away with clients the following week. No two weeks are the same. She focuses on what she can do, rather than what she can't, and takes the same attitude to requests.

DEALING WITH DISTRESSING MATERIAL

Resilience isn't just about managing workload and avoiding burnout, either. It's also something that lawyers need to develop when dealing with highly distressing material. Jefferson specialises in advising clients facing increasing numbers of issues and claims as a result of historic sexual abuse allegations. The nature of the work can be horrific at times. She needs to ensure that her team can maintain empathy while still being able to do their job, and have a good work-life balance.

As a leader, she says, it's her role to enable team members to develop their own ways of working flexibly and being resilient. "It's about me understanding what works for them, what their strengths and weaknesses are, and how their need to work from home or different hours, for example, changes over time. You're constantly learning and adapting. You have to appreciate that sometimes people's personal lives mean that they are not as resilient as they are at other times.

So the question of resilience continually ebbs and flows, and you have to be constantly aware of it.”

Jefferson’s own way of coping demonstrates just how individual solutions for developing resilience need to be: she takes her BlackBerry and laptop everywhere she goes – even on holiday. It sounds counter-intuitive, but it works for her. “When we were on holiday overseas recently, my husband was unwell and ended up in hospital and we were away for two and a half weeks in the end. The fact that I had the laptop with me meant that I could carry on working. With this way of working, I feel that I’m keeping on top of everything, rather than coming back to a whole host of things that have arisen in the meantime.” Other team members take a different approach, and that’s fine she says. “None of my team feel that they have to take the same approach to me. If they’re looking at their BlackBerry out of hours, it’s as much because they want to, rather than any expectation by me that they will do so.”

There is still a lot of work to be done around encouraging lawyers to think about resilience and wellbeing. Wiseman points out, for example, that the more senior you become, the more control you can have over your workload and your flexibility. That has to change, she says, and having senior women taking control of the conversation around resilience and providing strong role models will help.



WHO

Eilidh Wiseman, president

FIRM

Law Society of Scotland

WHAT

Recognising issues before they get out of control

HOW IT WORKS

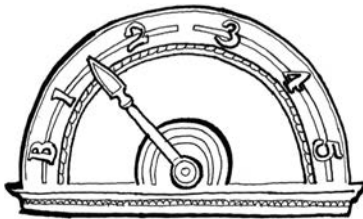
“When I was a relatively new partner, I was working some really long hours with two young children, and I felt I couldn’t do it any more. I had a meeting with my manager who asked me to think about what I could do, not what I couldn’t. It was minor tweaks, but it made all the difference.”

IMPACT

Wiseman went on to have a hugely successful career at the firm for 17 years. “The most important realisation for me was that I didn’t need to do it all myself. Building on great leadership skills I had observed while a junior lawyer, I set about building a strong team of highly effective and extremely capable colleagues.”

THIS IS THE HOW

ROBUST SUCCESSION PLANNING



AN ORDERLY CHANGE OF THE GUARD? SOME HOPE.

More women trainees. More women in the pipeline. More women making partner? You'd hope so. But the evidence of the past 10 years suggests that this orderly changing of the guard has not actually taken place.

"Rewind the clock a decade, and the general attitude was that because 50% of trainees were women, it was only a matter of time before this percentage flowed through to the top," says Jonathan Bond, director of HR and learning at Pinsent Masons. "This was particularly if – as is the case in our firm – you do plenty of one-off initiatives like building network groups and regular analysis of gender pay as part of the salary review system. But the problem is it hasn't happened."

FOR DRAMATIC CHANGE YOU NEED DRAMATIC ACTION

Indeed, women made up 68% of trainees across the profession last year, yet only 28% of all partners, with a rise in female partners of just 4% in 10 years, according to The Law Society. "It's becoming increasingly clear that dramatic change is required, particularly around succession planning," says Bond.

As a result, three years ago Pinsent Masons launched Project Sky, a co-ordinated programme aimed at improving gender balance in the firm's partnership and senior leadership team. "As the focus is removing barriers to the progression of women to the highest levels, the first task was to get the board to give it priority," says Bond. "Next, we set a goal of ensuring that women will comprise 30% of the firm's partnership, with a first milestone of reaching 25% by May 2018." Targets are crucial, he explains, because they are the equivalent of the board nailing the colours to the mast – that public commitment inevitably gives the strategy momentum.

THE COMPLY AND EXPLAIN RULE

Other things, like regular detailed analysis of those targets, the involvement of an external consultancy and unconscious bias training have been crucial. And among the resulting tangibles has been a new 'comply and explain' rule. "This means that every time a senior role becomes available, the practice group head has to ensure the gender balance of nominees for the role matches the balance of the available candidates, unless there's a good reason for doing otherwise," says Bond.

The reciprocal mentoring programme is also significant. "Classic mentoring has long benefited women, but what's good about this more niche model, in which potential female partners are partnered



MAKE IT HAPPEN

- Set firm targets. The public board commitment gives strategy momentum.
- Use tangible strategies such as 'comply and explain': every time someone is promoted into a senior role, the practice group head has to nominate a gender balance similar to the balance of the available candidates.
- Measure outputs, not inputs. Reward not just hours worked but also bringing new ideas to clients and managing those relationships well.
- Ensure that partners realise that good succession planning is good business. Firms in which succession planning really works are those where the partners recognise that revenue generation comes in many forms.

“

The job of a partner is to build your business, using your capital – which is, of course, your people. If a partner thinks that’s not their job and is solely client facing, they are not fulfilling all the requirements of partnership.

*Tamara Box, partner,
Reed Smith*

68%

of trainees across the profession are women – but only 28% of partners are women, with a rise of a paltry 4% in 10 years, according to the Law Society.

30%

The Project Sky target for women partners at Pinsent Masons. An interim target of 25% has been set with a deadline of May 2018.

with senior male partners, is that we now have senior men seeing the organisation through the lens of more junior women, and quite a few lightbulb moments have resulted. I get many senior managers coming to me, saying, ‘Shouldn’t we do X and Y?’ That’s because the business case for more women has moved on to something more personal.”

REWARDING VALUE NOT JUST HOURS

The firm has also moved towards measuring outputs, not inputs. “As an example, we’ve changed our lawyer bonus scheme. This used to be solely about rewarding people who exceeded their hours targets, whereas we now also reward adding value to clients – bringing new ideas to clients, for example, and being efficient in how you manage client relationships. A lot of women, in particular, welcomed that because it felt like an end to a culture that only rewarded long hours. Also part of the ‘measuring output not input’ piece is the fact that there is now a parallel track for becoming legal director and partner, which has attracted more women to apply for senior positions.”

MOTHERHOOD, NOT MUMMYTRACK

For Sarah von Schmidt, partner in the private client team at Farrer, it’s been her firm’s focus on maternity leave that has been at the heart of succession planning in her case – and indeed others.

The firm, explains von Schmidt, recognised her talent very early on and together they worked creatively over the years to ensure she was able to continue her path to partnership, while navigating her changing personal circumstances – notably, having three children. After various different arrangements, including working three- and four-day weeks, as well as a spell in a non-fee earning role in trainee solicitor recruitment, she is now back to four days a week. Her case has helped lead to a new flexible working protocol that all women (and men) in the firm benefit from.

“It’s about working out people’s personal development plans, so they can really see they’re not being sidelined. One woman here – a very valued part of a private client team – has been promoted to senior associate while in between maternity leaves. Elsewhere in the firm, people have been promoted to partner while on maternity leave. This identifying and nurturing female talent is now at the heart of the firm’s new three-year diversity and inclusion (D&I) strategy and action plan that I’m involved in embedding across the whole firm, and which all partners are fully on board with.”

GETTING ALL PARTNERS ON BOARD

Tamara Box, chair of the Financial Industry Group at Reed Smith, believes an essential part of succession planning is ensuring that women are helped to learn how best to put themselves forward for promotion. “Plenty of research shows that women are socialised to be self-deprecating and unlikely to put themselves forward for something unless they have 100% of the skills required. I spend a lot of time telling managers to take this into consideration.”

Having all partners on board is also key, she adds. “The job of a partner is to build your business, using your capital – which of course, is your people. If a partner thinks that’s not their job and is instead solely client facing and selling the work, then they are not fulfilling all the requirements of partnership. Firms in which succession planning really works are those where the partners realise that revenue generation comes in many forms.”

INVESTING IN YOUR PEOPLE IS NOT ALTRUISM

Not that responsibility should stop there, she says, insisting that all managers should be held accountable for succession planning in practice. “This needs to be the case at every single level of management, with detailed levels of responsibility when it comes to who is being moved into what role and planning ahead for the future. On the one hand, I accept that this is hard to do – not least in the legal industry – but on the other, it isn’t as if the purpose is altruistic. In fact, I don’t believe in altruism in this context. It’s more a case of, ‘I gain political capital if the capital I’ve invested in – my people – do well. It makes me look good.’”

Too often, she says, we talk about “doing good” instead of “being good.” “But succession planning is all about being good. Organisations need to realise that it is conversely not good if certain members of their team – simply by nature of their gender – aren’t able to reach the top.”



WHO

Sarah von Schmidt, partner

FIRM

Farrer

WHAT

A spotlight on female talent for strategic succession planning

HOW IT WORKS

“I have worked with the firm creatively over the years to ensure I could continue my path to partnership – to the benefit of everyone – while working flexibly and in non-fee earning roles while my children were young.”

IMPACT

This case has helped lead to a new flexible working protocol that all women (and men) in the firm benefit from. “We still put our clients first, but we also understand that we can accommodate people’s work needs and preferences by pulling together as a team.”

ABOUT THE WOMEN IN LAW PROGRAMME

The Women in Law Leadership Programme is working to build the female leaders of 2030.

ABOUT WOMEN IN LAW

In response to demand within the global legal market, the Women in Law Leadership Programme brings together key aspects of the successful ‘Law Firm Partner as Leader’ programme, with sessions aimed specifically at the unique challenges faced by female law firm leaders today.

The programme is the only one of its kind in Europe. It is specifically designed for female law firm partners who recognise that in order to thrive in the law firm environment, they, as individuals, need to be equipped with the insights, skills and techniques which will help them meet the demands of today’s partner role. This will make them not just more effective leaders at firm and practice level, but also more effective role models.

AN IN-DEPTH APPROACH TO SKILLS AND KNOWLEDGE

Topics covered include: integrated leadership and the motivational dynamics of lawyers; law firm strategies such as practice segmentation; aligning the firm’s practices, people and resources; strategic talent management in law firms; leadership styles such as becoming an effective role model, coach and mentor; high performance teams and making your teams even more effective; leadership and values, including the power of personal example; and leading and sustaining change in the firm.

Alongside practical and skill-building activities, the programme is a unique opportunity to share experiences and strategy with leading women lawyers while becoming part of a pan-European network of alumni. As a recent participant said: “It was a truly excellent experience. Many of the methods I had used at work have been through a slow process of trial and error. If somebody had shown me these skills earlier, it would have saved me years! Also the validation it has provided has been invaluable. It has given me an inner confidence and motivation to truly sit at the table and believe that I belong here.”

WHO SHOULD ATTEND?

The programme is valuable for all female law firm partners including those in leadership and management positions such as managing partners, members of partnership boards and other firm-wide management committees, practice area heads, industry sector heads, and those in line to take up such positions.

*For more information please visit:
www.jbs.cam.ac.uk/women-in-law.*

“ It was a truly excellent experience. The skills and validation have been invaluable. It has given me an inner confidence and motivation to sit at the table and truly believe: ‘I belong here’.

— *Victoria Parry, partner, Osborne Clarke*

FLUX: This is the how is produced
by YBM on behalf of Executive
Education, Cambridge Judge
Business School.

www.ybm.co.uk
Editor: Mira Katbamna
Commissioning editor:
Steve McGrath
Art director: Zoë Bather
For CJBS: Sarah Lyons

The opinions expressed in FLUX
are those of the contributors and
not necessarily those of CJBS or
YBM. Produced for CJBS by YBM
(www.ybm.co.uk). If you have any
comments or would like any more
information, please contact Sarah
Lyons at s.lyons@jbs.cam.ac.uk.

GET IN TOUCH

To find out more about our programmes for women
and men in law, and other professional services,
please contact Stacey Clifford, Professional Service
Firm team business development director.

Stacey Clifford
Executive Education
Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge CB2 1AG
United Kingdom

Tel: +44 (0)1223 339605
Fax: +44 (0)1223 339701
Email: s.clifford@jbs.cam.ac.uk

THANK YOU

With thanks to the following firms and organisations
for their valuable insights and contributions to this
publication:

BLM
Bird & Bird
EY
Farrer & Co
GQ Employment Law
Herbert Smith Freehills
Law Society of Scotland
Matheson
Osborne Clarke
Pinsent Masons
Reed Smith
Slaughter & May

Cambridge Judge Business School

DRIVE ORGANISATIONAL PERFORMANCE AT CAMBRIDGE.

The **University of Cambridge Judge Business School** offers an exceptional range of executive education programmes as well as custom designed programmes to solve today's global business challenges.

These programmes are designed for organisations and individuals from a broad spectrum of industries and business sectors who face new challenges and increasing demands for high levels of performance.

Our reputation for excellence attracts high calibre organisations and participants from around the world. They choose us for new perspectives and insights on key management issues delivered via challenging, academically rigorous, yet practical executive development programmes.

Find out more:
www.jbs.cam.ac.uk/execed



**UNIVERSITY OF
CAMBRIDGE**
Judge Business School

ExecutiveEducation

Cambridge Judge Business School

LEADERSHIP FOR WOMEN LAW FIRM PARTNERS.

The **Women in Law Leadership Programme** is specifically designed for women law firm partners who want to gain the insights, skills and techniques required to meet the demands of today's partner role – and to become effective leaders and role models at a firm and practice level.

Join a high profile group of women from across Europe and elsewhere in the world to discuss the unique challenges faced by female leaders. Let our leading business academics and top consulting professionals inspire your thinking in our unique and historic Cambridge learning environment.

Find out more:
www.jbs.cam.ac.uk/wlp



UNIVERSITY OF
CAMBRIDGE
Judge Business School

Executive Education