



Keeping the right people

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Our Action Points for today

01

**Factors driving
attrition in law
firms**

02

**Leadership skills for
retaining law firm
employees**



01

Factors driving attrition in law firms

Based on Deloitte's leadership anecdotal experience



- 🏠 Remuneration
- ▶️ Lack of opportunities to progress
- 🏆 Not feeling valued
- ⚖️ Work-life balance
- 👔 Firm culture
- ♀️♂️ Gender / diversity issues

01

Factors driving attrition in law firms

Today, please let us focus on these topics



Remuneration



Lack of opportunities to progress



Not feeling valued



Work-life balance



Firm culture



Gender / diversity issues

01 Factors driving attrition in law firms

Keep your remuneration systems up to date



Remuneration

- ✓ Pay adequate salaries
- ✓ Invest in fitting benchmarks to find out what's adequate
- ✓ Tell your people why you think your salary is adequate
- ✓ Pay for performance
- ✓ Be aware that good pay is not the only reason why people stay

01

Factors driving attrition in law firms

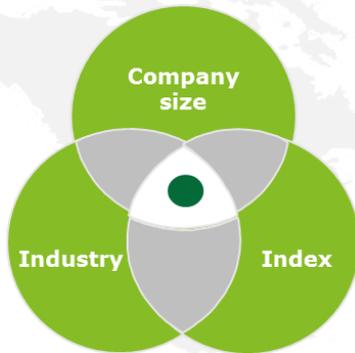
Know how much your competitors pay by purchasing appropriate benchmarking reports



Remuneration

1

External variables



2

Internal variables



- Resort
- Main duties
- Professional experience



01

Factors driving attrition in law firms

Give your people the chance to develop to the right level



Lack of opportunities to progress

- ✓ Give associates opportunities for career development
- ✓ Design clear and reliable career paths
- ✓ Put time aside for coaching and mentoring
- ✓ Help your people map out the pathway to future progression
- ✓ Be honest, when no further progression is possible or useful

01 Factors driving attrition in law firms

Give your people the chance to develop to the right level

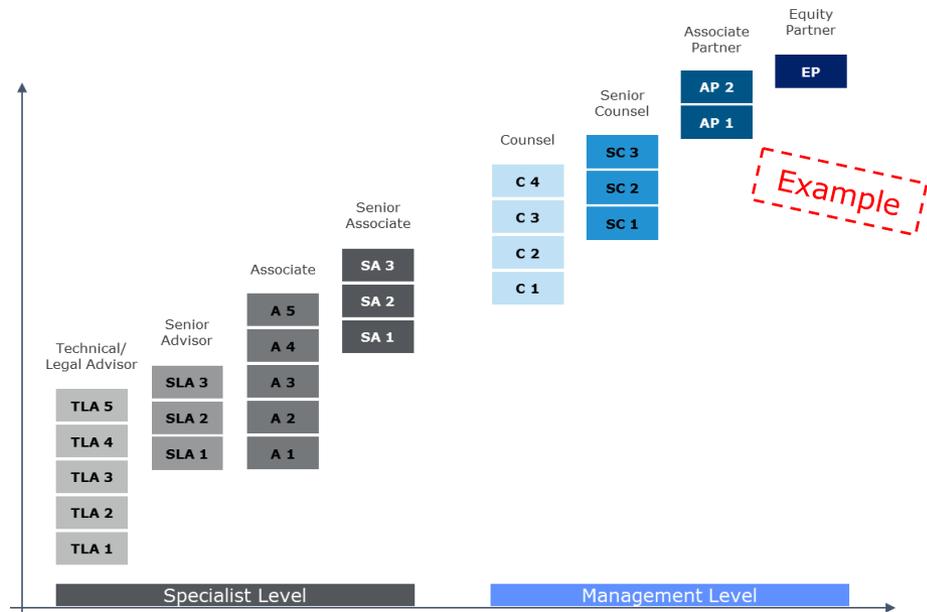
➤ Lack of opportunities to progress

Design a balanced level structure

Use levels to build up a diversified pay structure

To be

As is



01

Factors driving attrition in law firms

Use systematic communication methods to keep people valued



Not feeling valued

- ✓ Identify high potentials
- ✓ Take risks with people
- ✓ Give clear, timely and specific feedback
- ✓ Treat people as individuals
- ✓ Be authentic
- ✓ Provide recognition
- ✓ Use tools and professional help to practice your communication skills

02 Leadership skills for retaining law firm employees

Performance coaching model – Overview

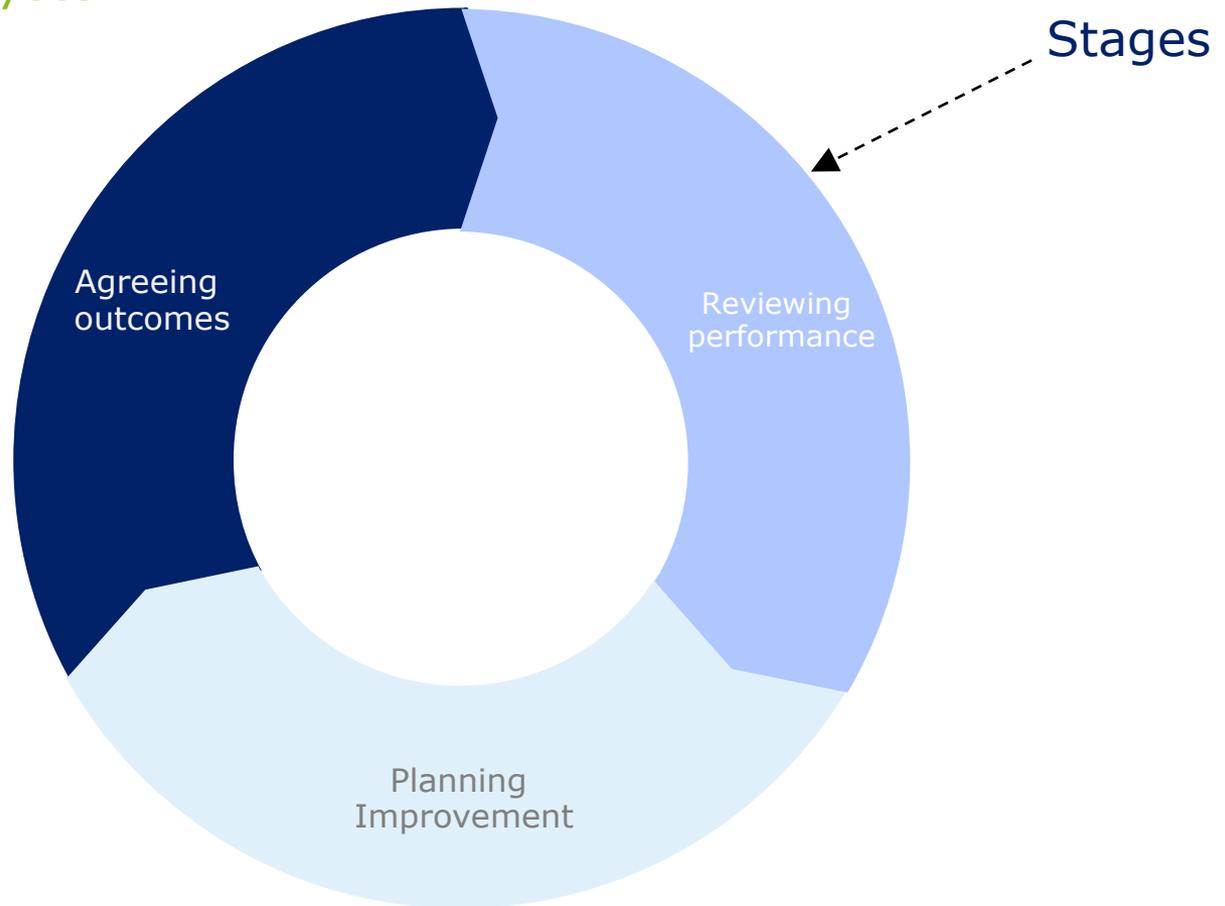


- 💡 Know your system
- 💡 Train your skills
- 💡 Focus on the person

02 Leadership skills for retaining law firm employees

Performance coaching model

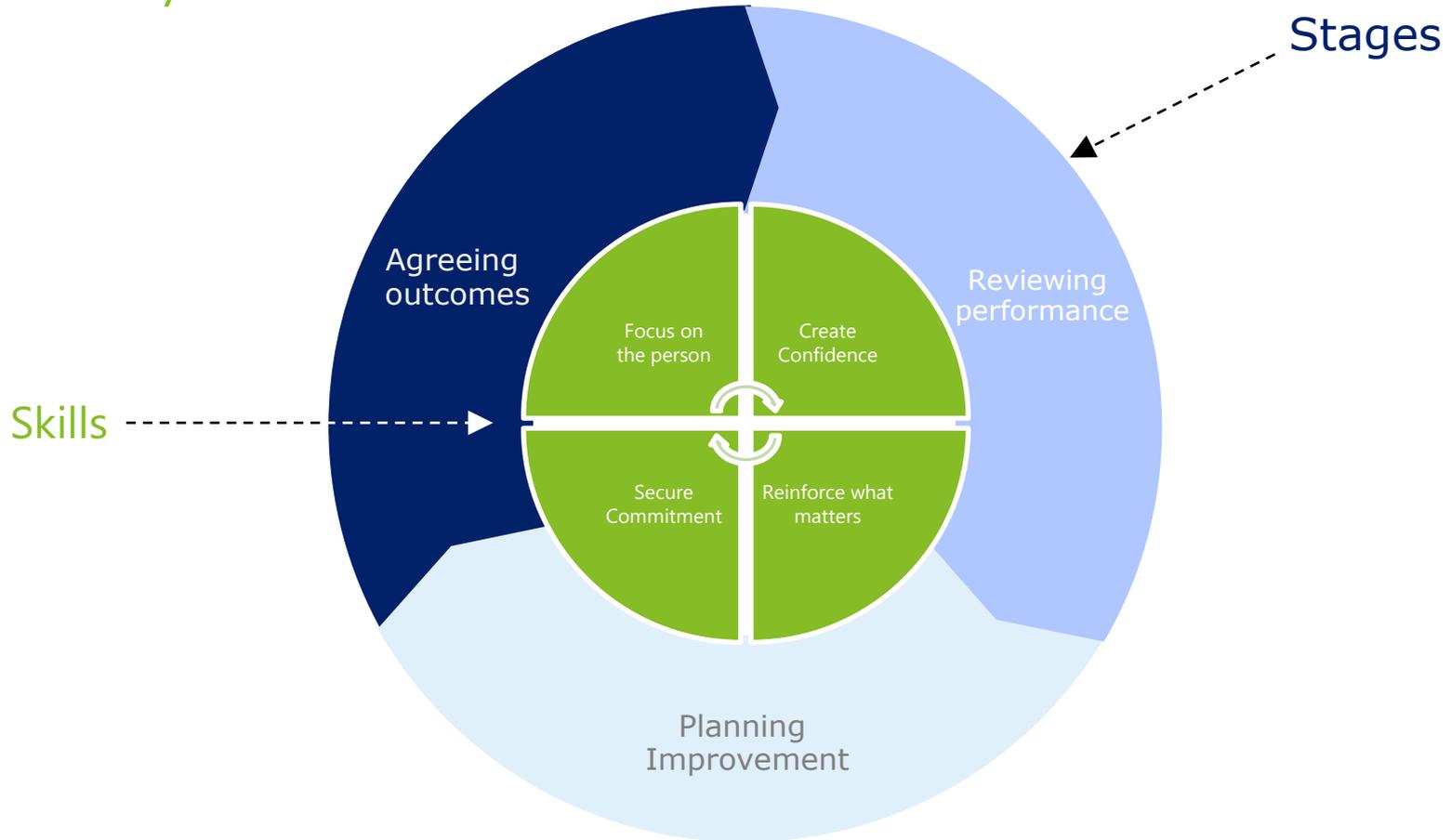
Know your system



02 Leadership skills for retaining law firm employees

Performance coaching model

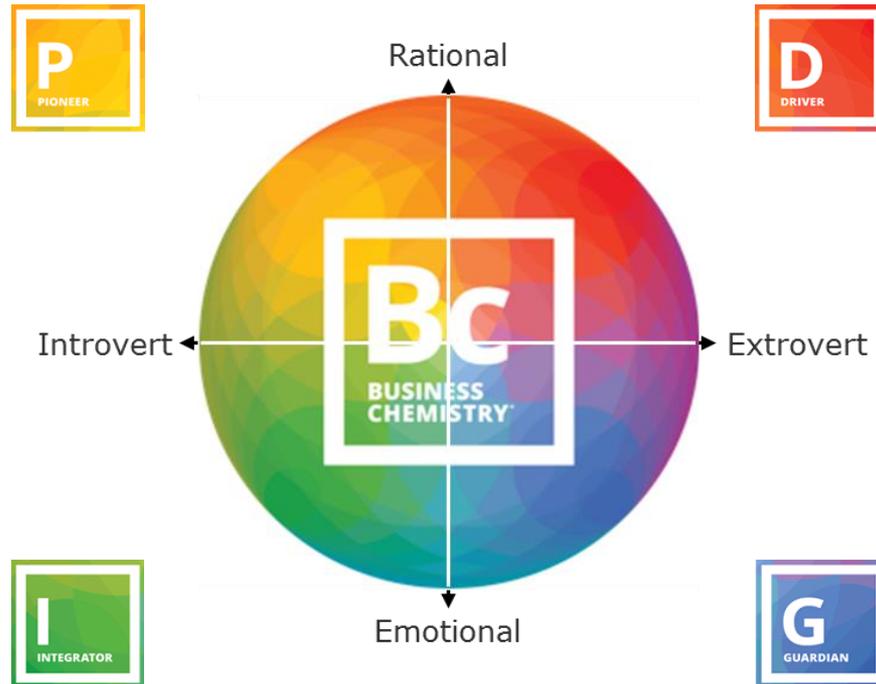
Train your skills



02 Leadership skills for retaining law firm employees

Performance coaching model

 Focus on the person



02 Leadership skills for retaining law firm employees

Performance discussion structure



INTRODUCTION

- ✓ Indicate time available
- ✓ Encourage note taking
- ✓ Indicate the period under review



REVIEWING PERFORMANCE

- ✓ Coachee presents "Greens" and "Reds" about performance
- ✓ Coach gives "Greens" and "Reds" about review's performance
- ✓ Coachee summarizes what both said
- ✓ Discuss areas of disagreement



PLANNING IMPROVEMENT

- ✓ Agree priority development areas
- ✓ Where appropriate, agree development needs that will help the individual 'raise the bar' of good performance



AGREEING OUTCOMES

- ✓ Agree outcome using 'you-me-agree'
- ✓ Agree Green and Red boundaries for each outcome



CONCLUSION

- ✓ Restate the positives about performance
- ✓ Agree next review meeting

Deloitte.



Keeping people is a combination of several topics. Play all!

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- ✓ HR Strategy
- ✓ HR Transformation
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