



Management in a Nutshell: Simple things to do and to avoid

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Agenda

- Intro
- PART I: What is management?
- PART II: What to do? – case study
- Conclusions



What is management?



Managing is tough





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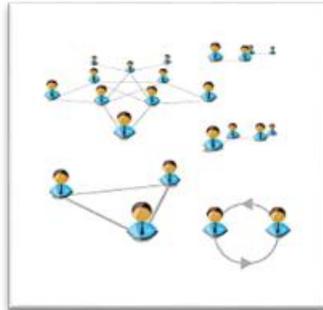
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I. Manage YOURSELF



II. Manage your NETWORK



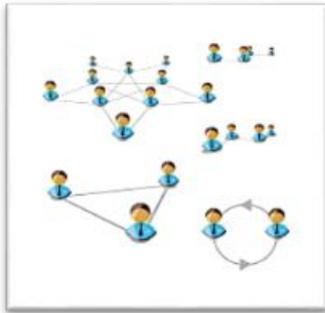
III. Manage your TEAM





I. Manage YOURSELF

II. Manage your NETWORK



Develop three networks: strategic, operational, personal



Explore foundations of your leadership
Use different sources of power
Be trustworthy

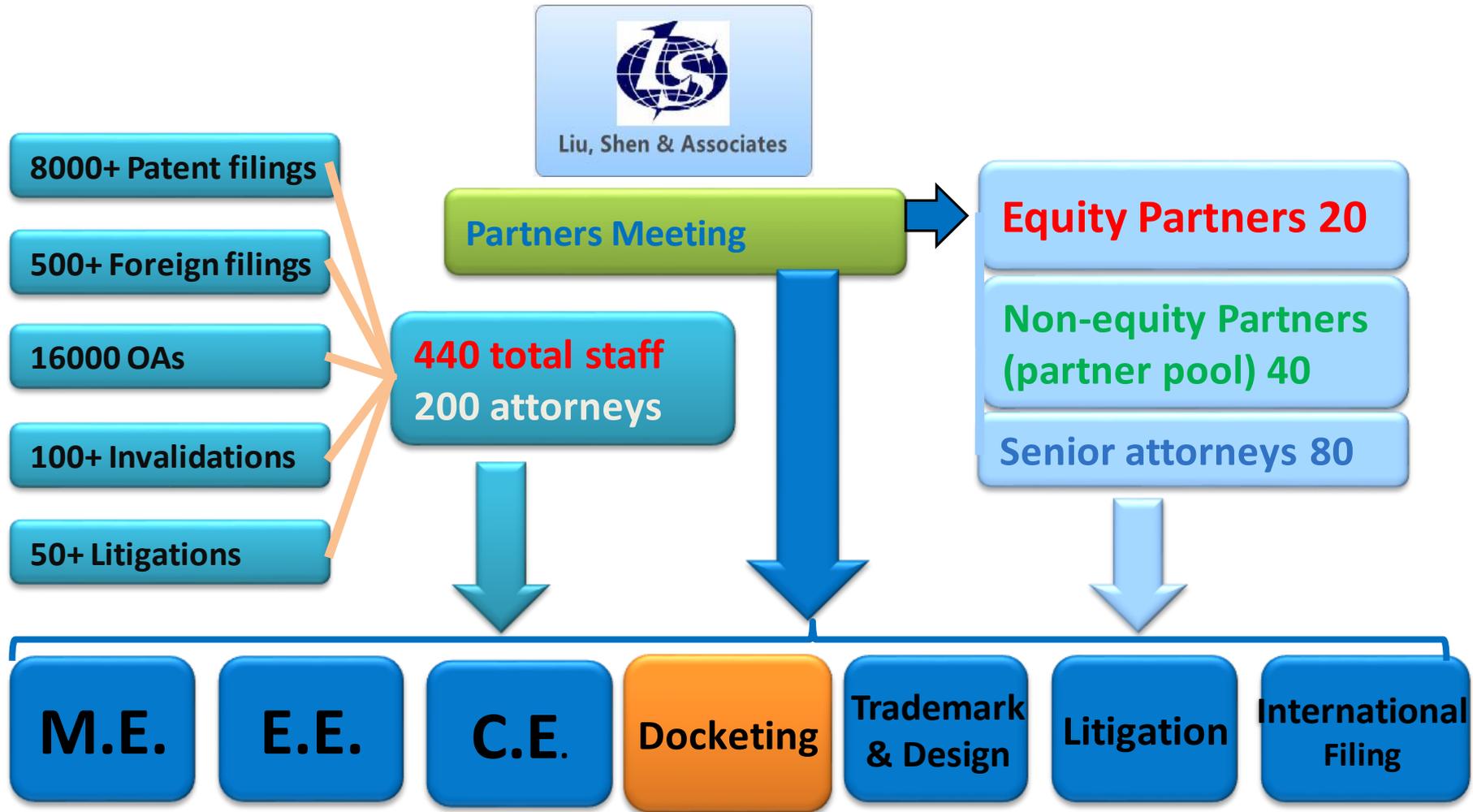
III. Manage your TEAM

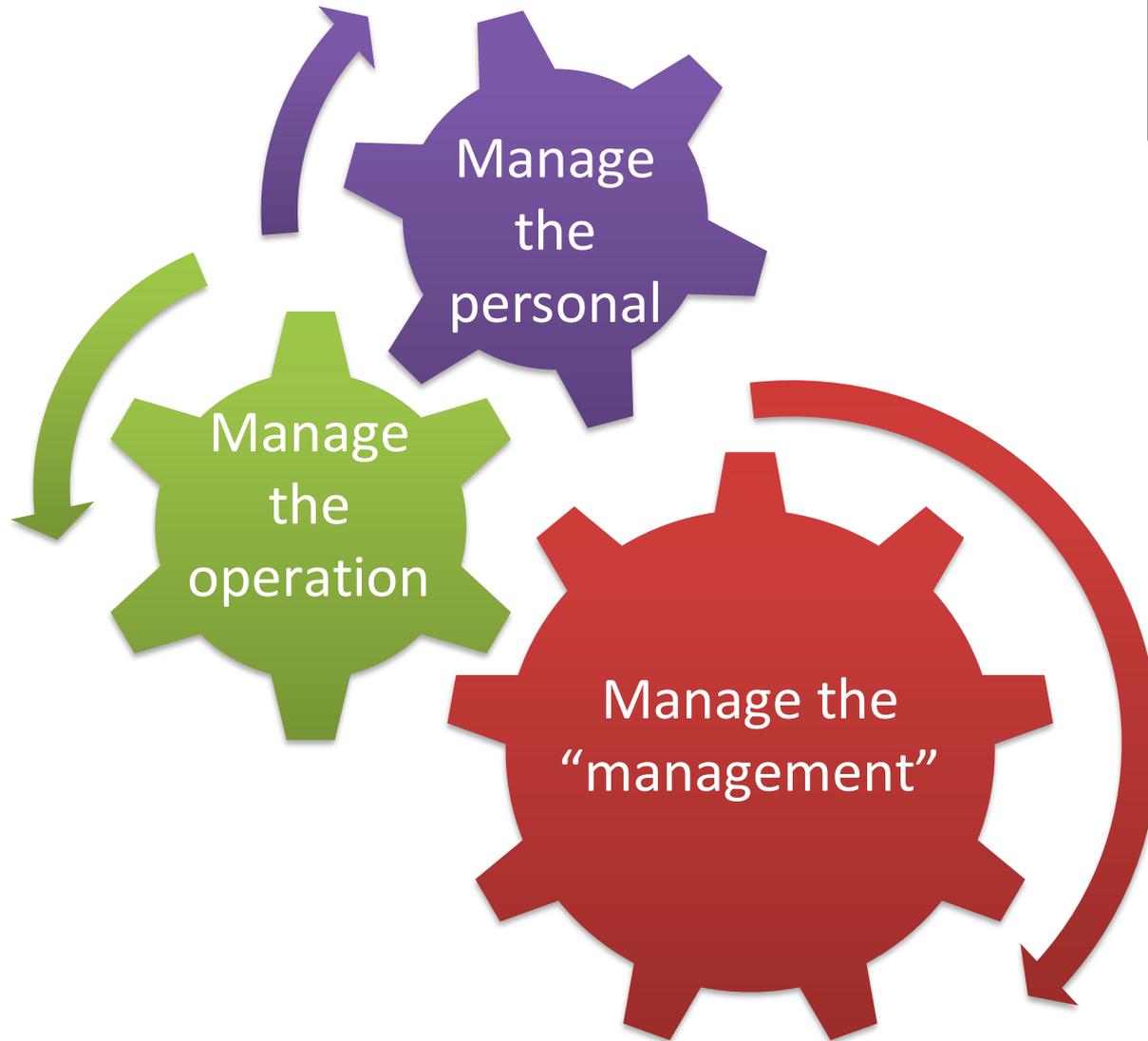


Create common vision
Determine the rules
Delegate
See both: team and individuality
Solve conflicts
Manage changes



Firm Structure – System mode







- Set up “institutional rules” (Partnership Agreement), **avoid potential instability factors among partners**
- Embrace a spirit of cooperation and compromise, **avoid unwilling cooperative with others**
- Adhere to clients first policy, strengthen “firm-client” principal, **avoid clique**
- Strive to sufficient communication, share opinions, **avoid dictatorship**
- Encourage team work, maximize expertise, **avoid solitary activity**
- Adopt “soft” evaluation mechanism, rigid “hours” or “billings” may not work well for a firm under “systemic” management

Manage the
“management”



Manage
the
personal

Manage
operations

▪ **Shape clear path for their professional career development**

▪ Exert strength and expertise

▪ **Recognize all contributions**

▪ Encourage team works

Supporting Staff:

▪ Select competent people

▪ Provide extensive training

▪ Encourage team works

Manage the
management



Manage staff

- Specify group tasks clearly
 - Balance staff and assignment of tasks
 - **Avoid excessive independence among groups**
 - **Share responsibility for complex tasks**
- Assume tasks under supervision
- Provide strong IT support – user friendly access, set up limits of authorization



Attorneys

Shape clear promotional path

Provide “senior allowance”

Recognize all contributions

Rain Markers

Mentors

Technical
Experts

Big “Billers”

Litigators

Equity partners

(10 - 12 years, 10%)

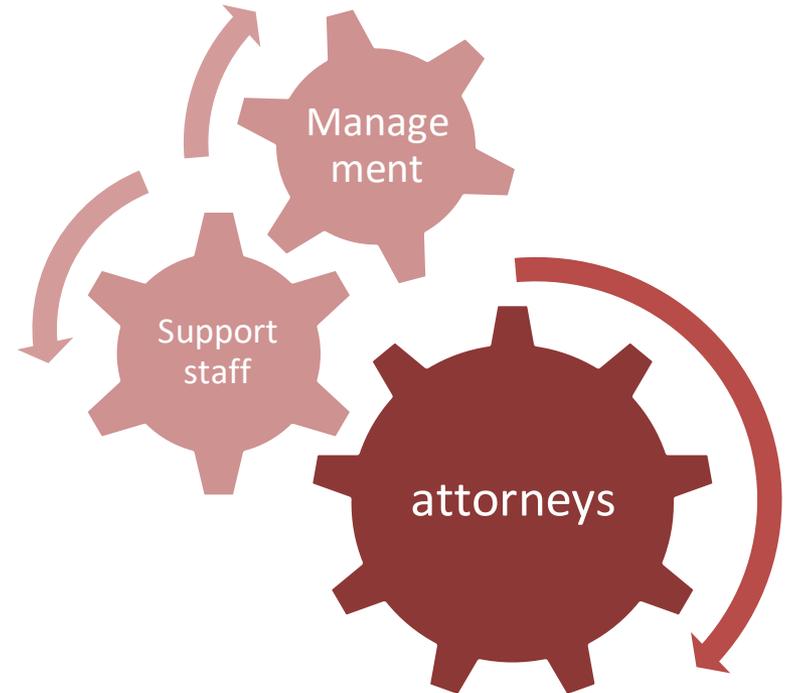
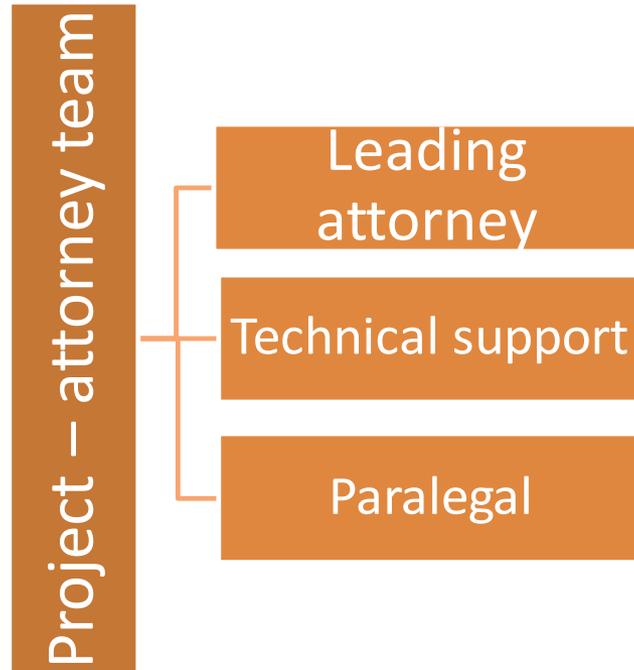
Partner pool – share a part of the firm’s profits (8-10 years, 20%)

Senior attorney – senior allowance
(4-5 years, 70%)

All partners benefit from the firm’s profits by shares



Team Work



- Firm client
- Attorneys not work for a particular partner, but for the firm
- Team work between attorneys and supporting staff
- Team work among all departments
- “project” – select attorneys firm wide
- Working together for a case, not competing on similar cases



Shall and Shall Not

Communicate	Information to firm members and support staff essential to team belonging Reaffirms culture and firm direction Avoids misunderstandings about why decisions made Engenders trust in management
Client service	Make this a mantra Paramount importance that client service not be affected by “good enough” short cuts Strive for 100% client satisfaction and over deliver
Plan constantly	Failure to plan is planning to fail Re-evaluate decisions affecting firm assets – firm and clients Establish procedures to deal with changing markets, retirements and disaster recovery



Shall and Shall Not

Don't live in the past

Previously successful methods may no longer be appropriate
Recognize generational attitude changes
Change is the only constant

Management role

More than operation and execution of policies - can't be laissez-faire
Focus on people development, influencing positive behaviour
Encourage teamwork
Empower people
Take intelligent risks

Solve problems

Focus on solutions, not the blame
Realize that problems will arise and have a process to deal with them

Firm clients

Every client is a firm client
Don't over compensate origination
Avoid a 'my client' culture



Shall and Shall Not

Bad behavior

Don't reward it
Guard against damage to the firm's reputation
No one gets a pass for bad behavior

Recognize all contributions

Fee enablers are as important to the firm's overall success as fee earners
Recognize support staff contributions
Make the firm inclusive and not exclusive

Principles are bedrock

Avoid long-term damage to morale by giving into demands that go against established firm principles
Be mindful of market forces and personnel changes and their impact on the firm's mission statement
Re-evaluate the firm's performance constantly



Key Learnings

Values - fundamental DNA of the organisation that cannot be compromised and leaders should always adhere to and defend firm's values.

Vision and strategy – set direction and priorities for the firm, embraced by and shared with the whole organisation.

Clients – put your own focus on clients and have the whole organisation focused on value creation for the clients regardless of individual responsibility.



Key Learnings

Communication – one of the key tasks of leaders that can never be overdone.

Leadership and management – managers do things right and leaders do right things, both are needed. Professional organisations need strong leadership, use judgement in management – sometimes less is more

People selection and promotion – not all great experts make good leaders, and even good leaders need attention and coaching.



Key Learnings

Metrics and targets – people need to know how they are evaluated and assessed, and targets need to be aligned with overall targets of the firm. You get what you measure.

Consistency and perseverance – stay on course and no frequent U-turns.

Your own example and personal style of leadership – energy and passion. Conflicting messaging eat trust, which is key element of successful organisation.

Mistakes and failures – these happen to all of us, the key difference is what you learn from these and how you bounce back



What to do when you are a manager? *case study*



How to solve case study?

- I. Find your team
- II. Solve case study
- III. Present results

1. Examine case study

- Analyze business environment
- Define nature of the organization

2. Identify the key issue

- Name the main problem

3. Analyze solution

- Analyze the respond to the problem
- Find pros and cons of the respond
- List rules followed by managing partner
- Decide if you recommend implementation of this solution

4. Find alternative solutions*

- List other possible responds
- Recommend what should be done

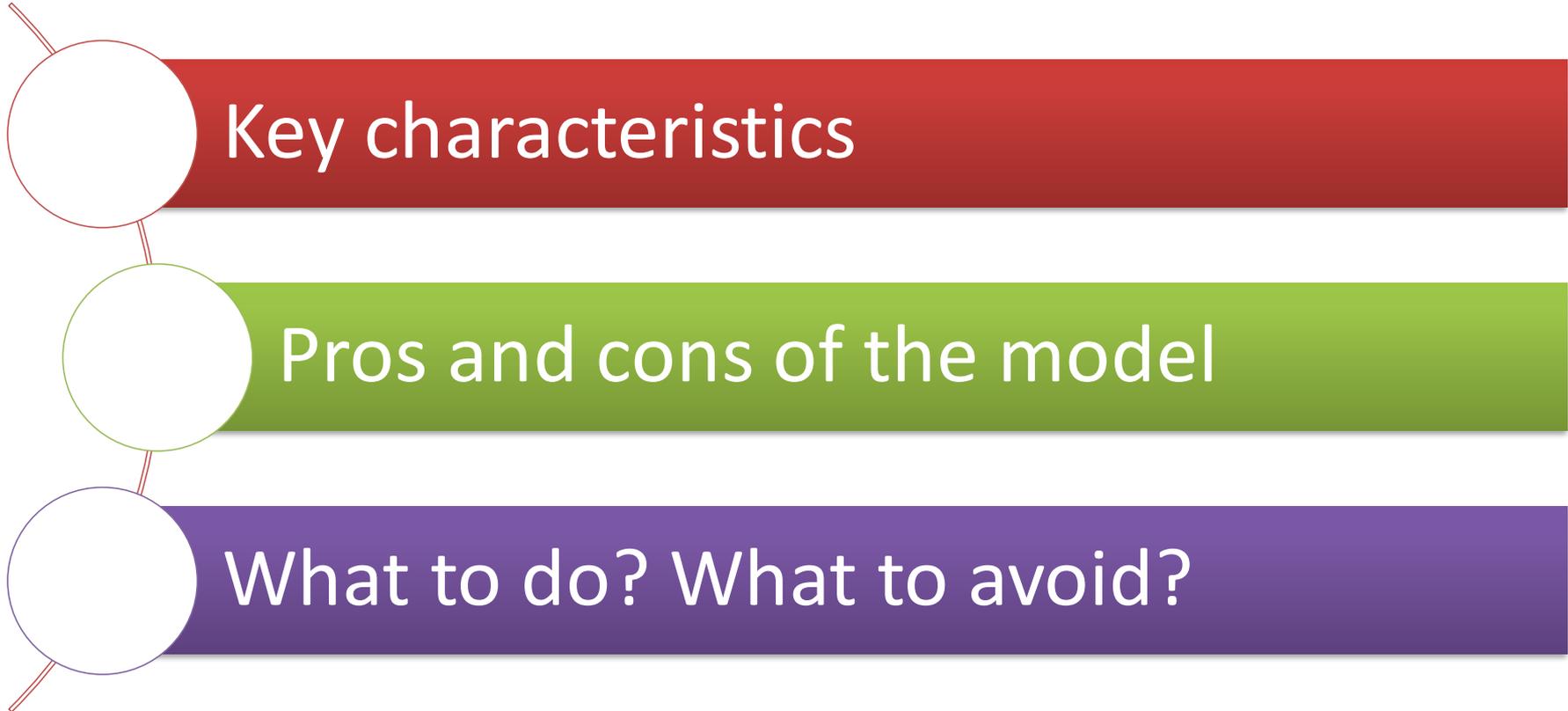
* Additional task for volunteer teams



Conclusions and recommendations



„Traditional” model





„System” model



Key characteristics

Pros and cons of the model

What to do? What to avoid?



„Hybrid” model



Key characteristics

Pros and cons of the model

What to do? What to avoid?



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Thank you!