



Keeping the right people

Dr. Marcus von Hermann

FICPI 17th Open Forum | Venice, October 26th 2017

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

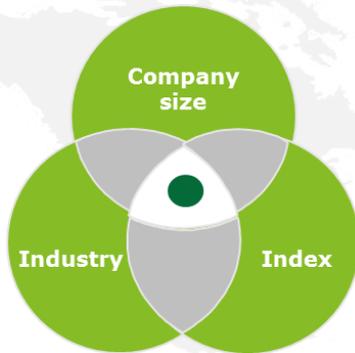
Know how much your competitors pay by purchasing appropriate benchmarking reports



Remuneration

1

External variables



2

Internal variables



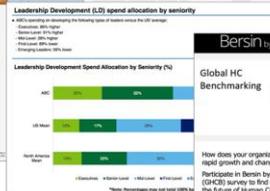
- Resort
- Main duties
- Professional experience



Merchandise



Sample Report



Invite Template



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

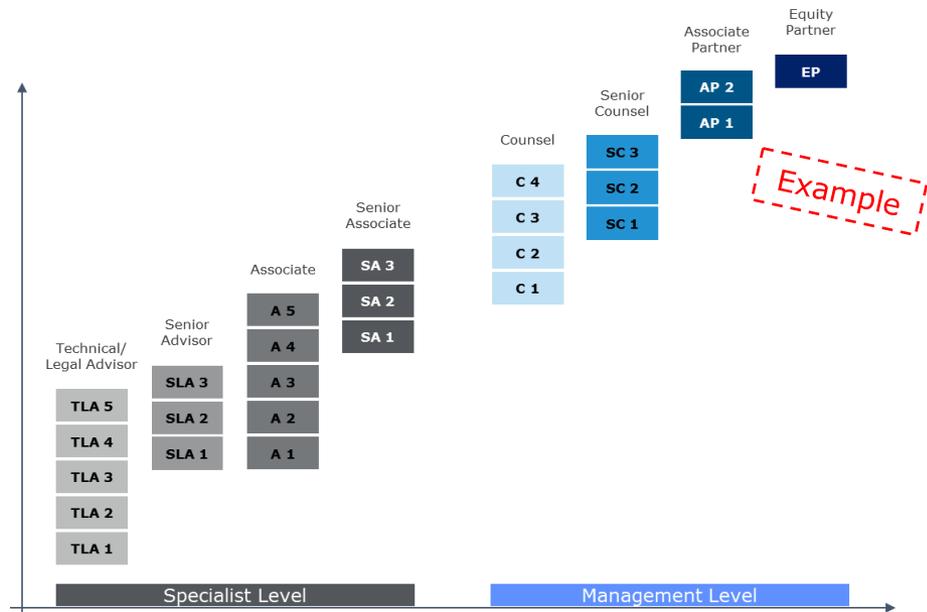
➤ Lack of opportunities to progress

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



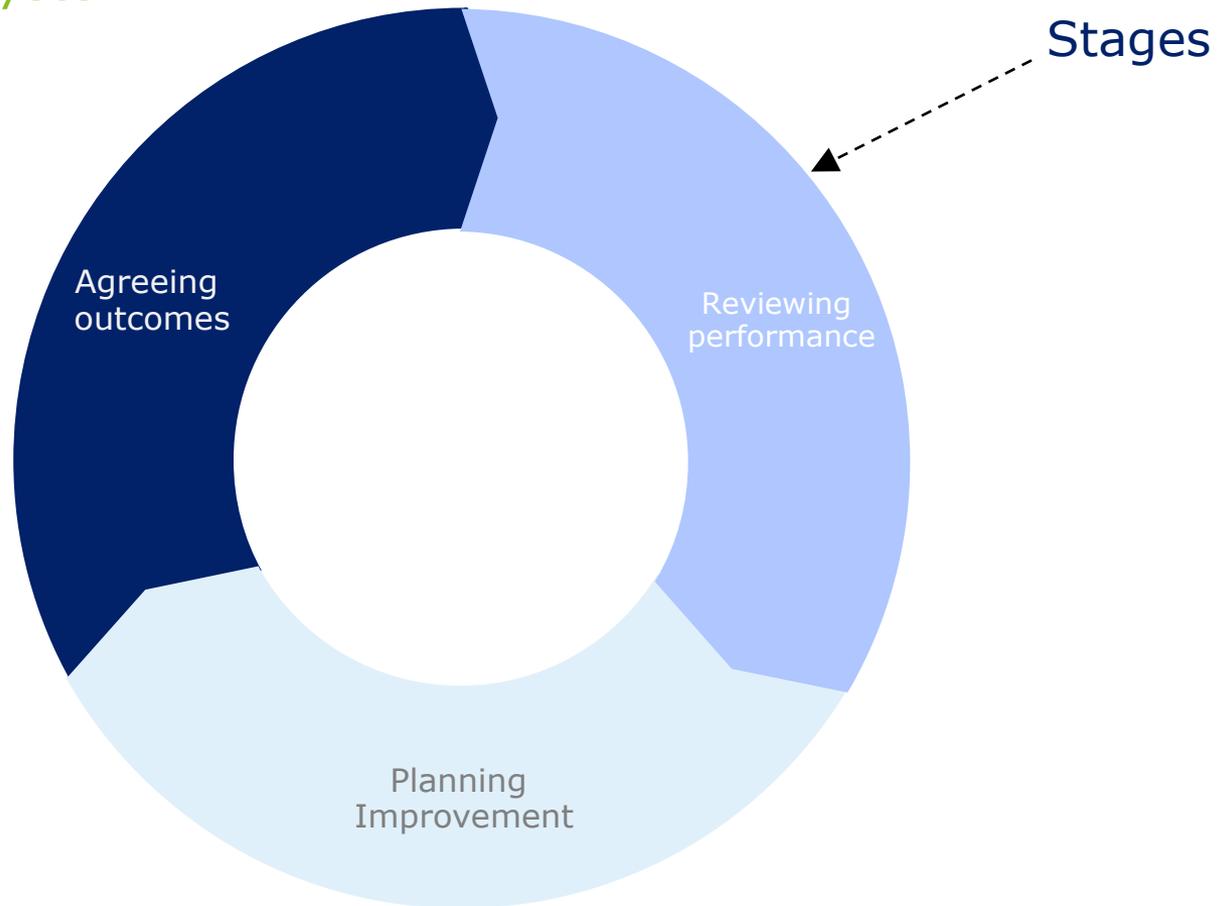
- 💡 Know your system
- 💡 Train your skills
- 💡 Focus on the person

02 Leadership skills for retaining law firm employees

Performance coaching model



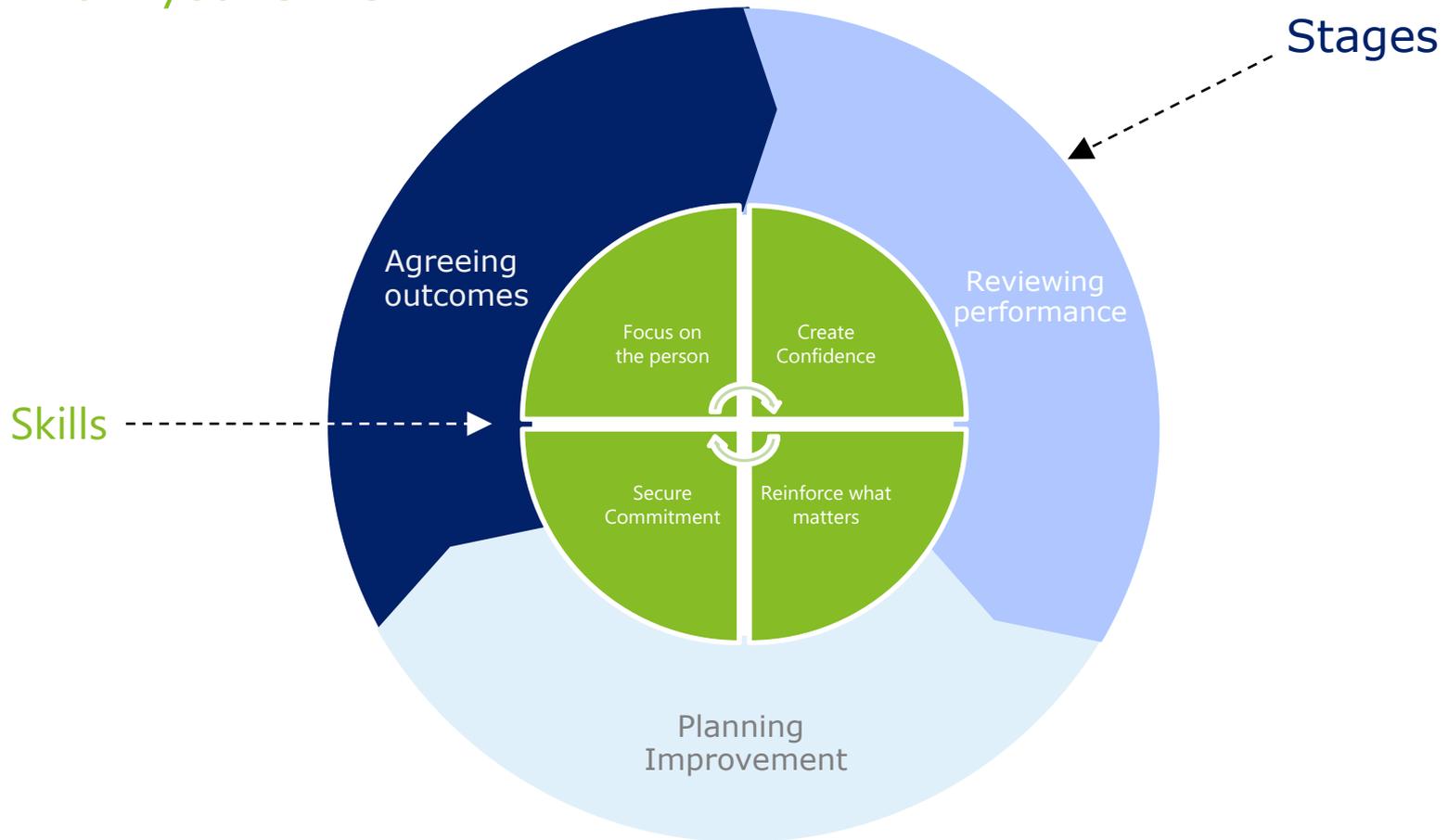
Know your system



02 Leadership skills for retaining law firm employees

Performance coaching model

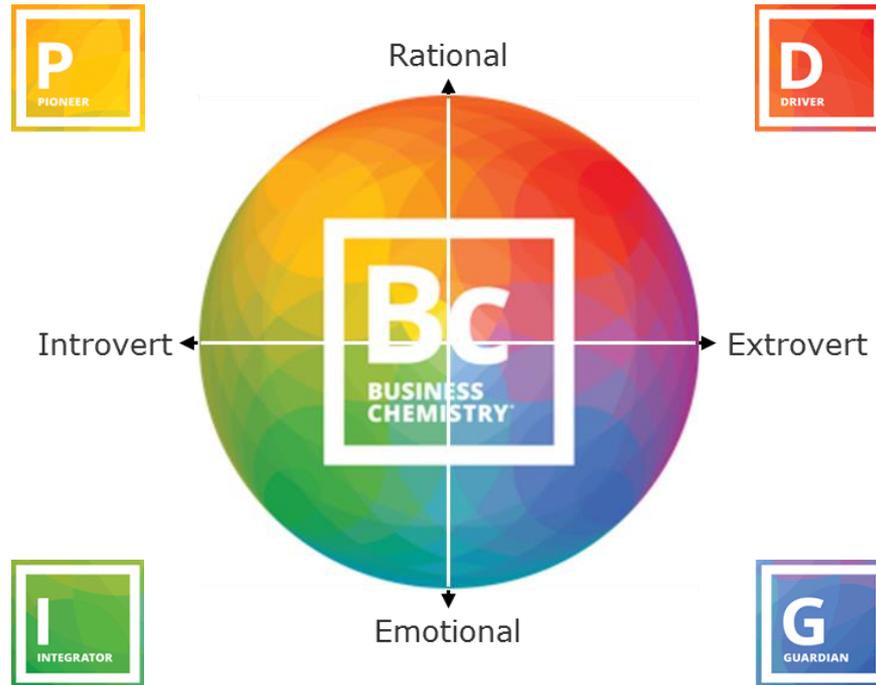
Train your skills



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!

Deloitte Human Capital Advisory Services

First place of world wide Human Capital consulting firms in consequence of the breath of know-how and the depth of competencies

A more than \$1.98 billion practice with over 8,000 practitioners, serving 100 countries/locations



Human Capital Consulting Portfolio

Total Rewards

- ✓ Compensation strategy and -design
- ✓ Sales Force Effectiveness
- ✓ Compensation and Performance Management
- ✓ Executive Compensation
- ✓ Pension Evaluation
- ✓ HR Due Diligence / HR-PMI

Organisation Transformation & Talent

- ✓ Change Management
- ✓ Moderation and Coaching
- ✓ Learning and Personnel Development
- ✓ Talent Management Strategy

HR Transformation

- ✓ HR Strategy
- ✓ HR Transformation
- ✓ HR Shared Services
- ✓ HR Outsourcing Advisory
- ✓ HR Technology



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/de/UeberUns for a more detailed description of DTTL and its member firms.

Deloitte provides audit, risk advisory, tax, financial advisory and consulting services to public and private clients spanning multiple industries; legal advisory services in Germany are provided by Deloitte Legal. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 244,000 professionals are committed to making an impact that matters.

This presentation contains general information only not suitable for addressing the particular circumstances of any individual case and is not intended to be used as a basis for commercial decisions or decisions of any other kind. None of Deloitte GmbH Wirtschaftsprüfungsgesellschaft or Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte network”) is, by means of this communication, rendering professional advice or services. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.