



integrity excellence partnership respect innovation fun generosity

# Getting to Higher Performance



Professional Legal  
Trainers Group





## Char LeMaire

### Chief Learning Officer

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# High performing teams



# Client demands & expectations



Shareholders want higher profits



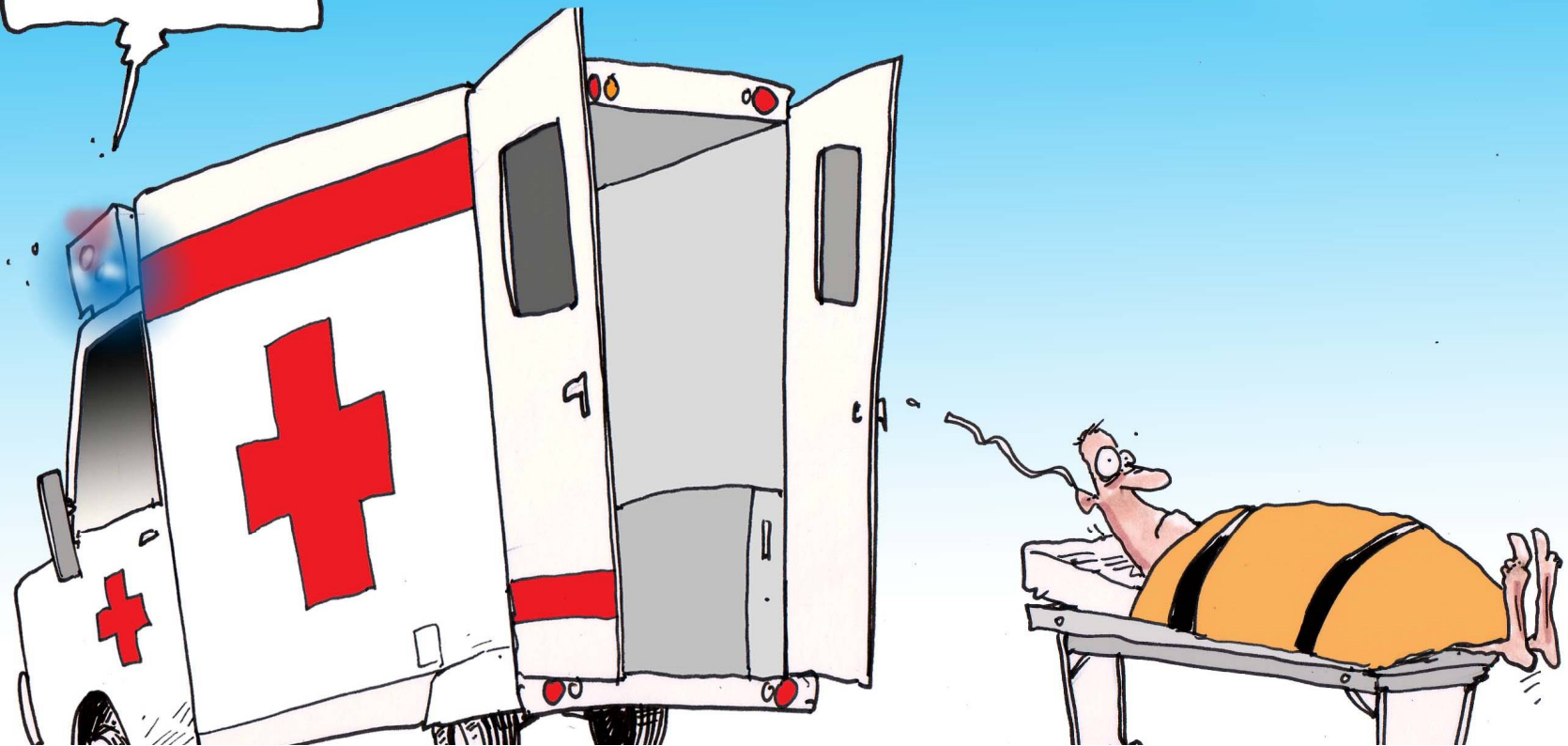
# Changing roles



# Role confusion

... NO...  
IT'S YOUR  
JOB TO CLOSE  
THE DOORS...

ROLE CLARITY



# What do I do?





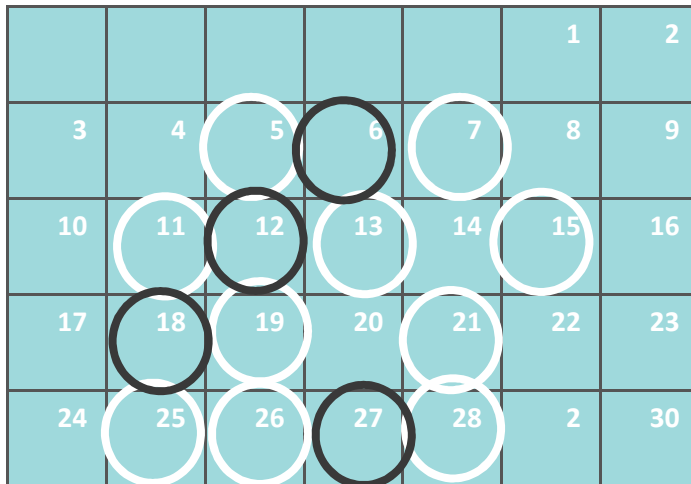
# Survey from one firm



**27%** OF LAWYERS  
NO LONGER  
DELEGATE

**73%**

ASSOCIATES  
**DRAFT**  
THEIR OWN  
DOCUMENTS



**19%**

DELEGATE **2-3**  
TIMES PER WEEK

DELEGATE ONLY  
**ONCE** A WEEK

**8%**

# Lawyers want help with....



- Traditional work like copying, scanning, expense reports and time entry
- Organizing and managing lawyer work
- Finding solutions to open ended questions (research)
- Searching for and retrieving relevant information
- Technical support



# Secretaries could do better at...



- Time management
  - meeting requests with time, place, directions, phone numbers, supporting documents, background notes and links to related material
- Managing client projects
  - keeping up with tasks and deliverables
  - managing client expectations
- Resourcefulness and using good judgment



# Higher Performance



# Identify GAPS to Performance



**Go**  
for the  
SHOULD

**Business SHOULD**

**Performance SHOULD**  
(Accomplishments & Behaviors)

**Analyze**  
the  
IS

**Business IS**

**Performance IS**  
(Accomplishments & Behaviors)

**Pin Down**  
the  
CAUSES

**External to  
Organization**

**Internal to Organization**  
(Work Environment Needs)

**Internal to Individuals**  
(Capability Needs)

**Select**  
the  
SOLUTIONS

**Training?**

**Mentoring?**

**Redefine job  
role?**

# Pin down the Causes



## Performance Factors

### Factors EXTERNAL to Organization

- Economic Conditions
- Demographics
- Competition
- Customer Expectations
- Government Regulations

### Factors INTERNAL to Organization (Work Environment Needs)

- Clarity of Roles & Expectations
- Coaching & Reinforcement
- Incentives
- Work Systems & Processes
- Access to Resources

### Factors INTERNAL to Individuals (Capability Needs)

- Skill and Knowledge
- Inherent Capability

**DATA GATHERING  
AND ANALYSIS**

**WORK PRODUCT  
ANALYSIS**

**INTERVIEWS, FOCUS  
GROUPS AND SURVEYS**

**OBSERVATION**



# Activity



# What you can do

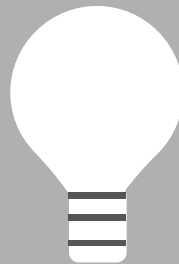


GET BETTER AT  
**ANALYSIS &  
MEASUREMENT**

DO NOT BE  
PREDISPOSED TO  
ANY PARTICULAR  
**SOLUTION**



DO NOT MAKE  
**RECOMMENDATIONS**  
UNTIL YOU HAVE DATA  
TO SUPPORT THEM



FOCUS MORE ON  
**OUTCOMES**

HELP PEOPLE GET  
**WHAT THEY NEED**  
TO PERFORM AT  
THEIR BEST

**ELIMINATE**  
**BARRIERS**  
TO PERFORMANCE

HELP MANAGEMENT  
UNDERSTAND THEIR  
ROLE IN  
**SUPPORTING**  
**PERFORMANCE**

MAKE SURE TRAINING  
PAYS OFF – PEOPLE HAVE  
WHAT THEY NEED TO  
**APPLY** WHAT THEY  
**LEARN**






Questions? Comments?



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# Thank you!

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