

ARE LAWYERS KILLING YOUR CLIENT RELATIONSHIPS?

In the new landscape of changed client expectations, what is the role for the client relationship partner?

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TOYS  US



1. QUESTION AND REFINE THE BUSINESS MODEL
2. QUESTION TAKEN FOR GRANTED ASSUMPTIONS – INCLUDING THE ROLE OF THE CLIENT RELATIONSHIP PARTNER
3. MOVE WITH PACE

PERSPECTIVE



DOCTORAL RESEARCH

RESEARCH QUESTION: What factors affect the ability of Client Partners (CRPs) to secure the commitment of peers when developing key client relationships?

3
YEARS

31
CRPs

12
FIRMS

SIRCL^P Model



SYSTEMIC & STRUCTURAL

1. WHAT IS VALUED IS OPAQUE
2. LEADERSHIP IS DISTANT
3. NO ROOM AT THE TOP FOR 'NON-LAWYERS'



IDENTITY & ROLE

1. 200 TO 1200 HOURS
2. ADMINISTRATIVE BURDEN
3. PERFORMED BY OTHERS?



COMPETENCIES

1. RANGE OF STRENGTHS
2. VALUES CONGRUENCE
3. PSYCHOLOGICAL SAFTEY



COMPETENCIES – (continued)

1. Strategic and results focused combined with disciplined execution
2. Recognizes the strengths of others and is a team player. Effective communicator with strong EQ
3. Receptive to ideas of others and not self-focused. Willing to learn and is outward looking
4. Trusting, inclusive and flexible – build into integrity and character
5. Confident, enthusiastic and displays passion. Inspires others.
6. Client and relationship focused: demonstrates knowledge, perceived as business partner by client

Total: 80% (of 102 constructs)

LEADER (CRP) DEVELOPMENT

1. “GENTLEMEN FARMERS”
2. DEARTH OF DEVELOPMENT
3. NEW GAME, NEW RULES



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TAKE AWAY

1. LEVERS OF POWER
2. 'THE WAY THINGS ARE'
3. (RE)DEFINE AND MAP
4. LEARNING OPPORTUNITIES
5. EXPECT MORE

QUESTIONS?