

CULTURE AND CHANGE

“If we want things to stay as they are, things will have to change...”
(Giuseppe Tomasi di Campedusa, *The Leopard*)

Law firms are created from a vision, and they survive or fall on the strength of that vision to continually attract clients and service them without par in a competitive market. But as clients, their businesses and entire industries evolve, so too must legal service providers in order to maintain success and longevity. The Phoenix Legal approach to Culture and Change is designed for firms seeking to better understand their culture, how it informs their structure and operations, and how to change, improve and strengthen these accordingly.

There is a remarkable direct tie between the strength of a law firm’s culture and its financial performance. This is not surprising, when one considers that law firm culture is the basis of all compensation, succession and governance arrangements within a firm. To improve these arrangements, and consequently its bottom line, a firm must first understand its culture and develop language to describe it. Phoenix Legal is pleased to offer assistance to your firm in the event that it has decided to take stock of its culture and affect change. We facilitate the process so that firm members have the best information possible to enable informed decisions. We involve as many firm members as desirable, through a confidential and customized survey in collaboration with the University of Michigan. We provide a resulting cultural inventory to help your firm: develop a common language; build on its existing strengths; provide a baseline from which to measure the impact of change; access merger candidates; and add depth to recruiting and marketing messages.

We always strive to present the results of a cultural inventory in a collaborative and collegial manner, by using a combination of presentation and interactive facilitation. This is ideally done at a leadership meeting or firm retreat.

The result is a better understanding of how to maintain those areas of your culture that are important to you, as well as those areas that may require change. We also demonstrate how to use all of this new information about culture in decision-making, compensation, communications and recruiting.

How is a Cultural Inventory Conducted?

The following sets out the steps; we...



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- Set up a customized website with your firm name and logo, where members of your firm will be invited to participate
- Draft internal communication announcing the cultural survey, its purpose and context and instructions on how to participate
- Monitor and report activity to ensure maximum participation
- Analyze survey data to identify where areas of the firm’s culture is strong and areas that require attention
- Prepare a comprehensive report and presentation on your firm’s culture
- Prepare and deliver the results at an on or off-site meeting of the firm’s leadership group. During the first half of the day the data would be reviewed in detail. During the second half of the day we would work with the leaders to develop some action plans in response to the findings
- Follow-up with respect to action assignments and assist with implementation



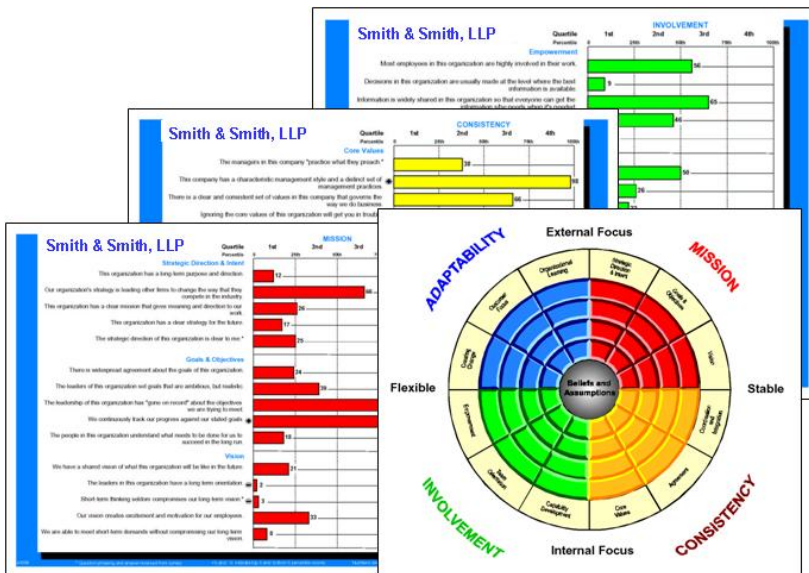
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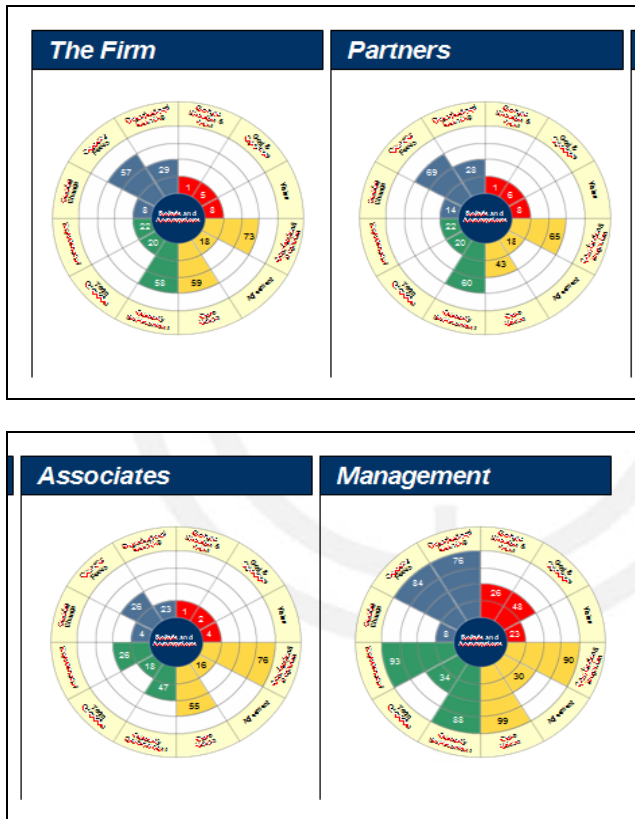
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Presentation of Results

Recognizing that there is no such thing as a *good culture* or a *bad culture* we will prepare a comprehensive report on your firm’s culture including those areas in which the firm’s culture is similar to other firms and those areas where the firm is unique. We will help you understand how to maintain those areas that are important to you and, how to change other aspects that will help your firm become stronger in the future.



Excellence. Professionalism. Trust.



We can slice and view the data by position; by practice group; by office or by any other data-set that would be meaningful in your firm.



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Managing Change

In any change initiative, the biggest challenge in law firms is always *execution*. Given the need to service external clients first, the practice group or the firm itself falls behind in the order of priority. Phoenix Legal does not just come in and tell you how things look, or make suggestions on how they should be fixed: we assist you with execution by retaining a project management role right through the process until you feel confident that it has become part of the rhythm of the firm. We remain flexible in terms of what this role might mean – our aim is deliver value as you define it.

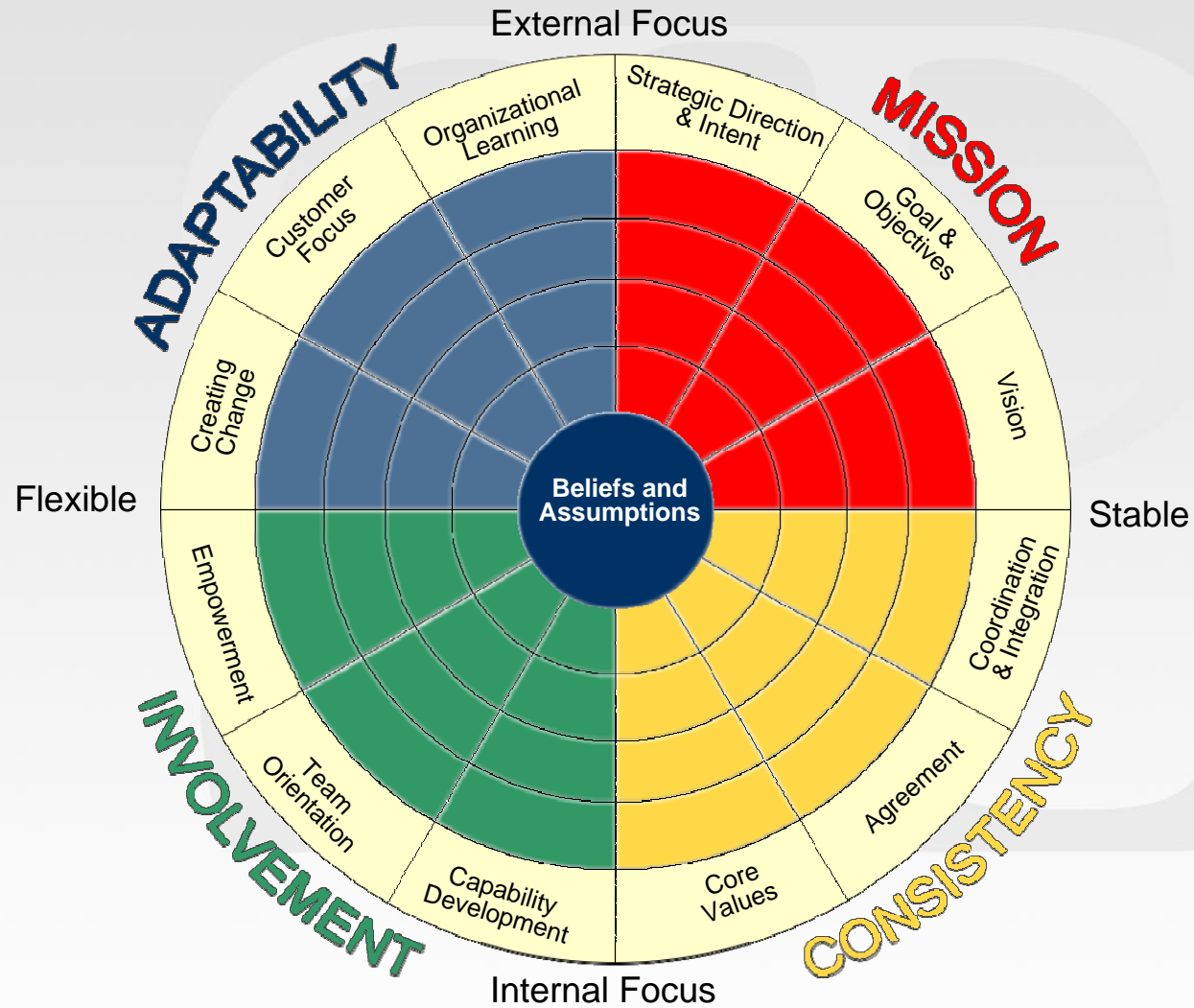
In our experience, lawyers will buy into and support a plan that they have had a hand in creating. By making all lawyers stakeholders in the process from assessing culture through to initiating change, you help ensure that everyone in the firm acts effectively and efficiently when called on to support a component of the plan for change. Phoenix Legal will be there for your firm every step of the way from assessment and advice through to planning and execution.

To Learn More

To learn more, please contact Karen MacKay by telephone at 416.657.2997 or by e-mail at kmackay@phoenix-legal.com



Cultural Inventory



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