



**Leading from the Middle:  
Leadership Development  
For Administrative Directors**

Date                      TBD

Place                      TBD

Presenter                Karen MacKay, MBA

## **Program Leader - Karen MacKay, MBA, CHRP**



Karen has more than 20 years of professional services experience combined with an MBA from the Rotman School of Management at the University of Toronto; a Certified Human Resources Professional and licenses in several tools and assessments. Today she has a number of loyal and longstanding clients who have come to count on her for her knowledge and integrity, as well as for her sensitivity and flexibility in the face of their ever-changing business priorities. In 2009, Karen was elected to become a Fellow in the College of

Law Practice Management in recognition of her contribution to the law practice management profession.

With excellent communication, presentation, facilitation and coaching skills, Karen's practice is focused on professional service firms and the professional talent within them: leadership and strategy, governance and management; compensation, assessment and development through to succession planning and exit strategies. Further, Karen is a globally recognized expert on the challenges, expectations and motivations of the generations at work in law firms today; the management challenges around motivation, reward and retention of associates, of women and of partners nearing retirement.

Karen writes regularly for legal publications in Canada, the United States, the United Kingdom and Australia. She is a member of the Practice Management section of the American Bar Association and is a member of the Editorial Board of Law Practice Magazine, an ABA publication.

Prior to founding Phoenix Legal, Karen led the Canadian legal practice of one of the largest human capital management consulting firms in the world. Before that she spent eleven years as the Chief Operating Officer of a large Canadian law firm.

### **Purpose**

The purpose of this program is to:

1. Increase knowledge and business acumen within the law firm context.
2. Raise self-awareness, identify natural strengths and develop leadership style.
3. Develop skills required for effective leadership and to apply learning through experience in a management role.
4. Hone skills and develop confidence through coaching and mentoring as participants apply learning in real-life situations.
5. Build leadership *bench-strength* within the firm of skilled and knowledgeable candidates for succession of leadership roles in the firm.

**Audience**

This program is designed with sufficient flexibility to adjust to the unique culture and strategic imperatives of the firm. Content and scenarios are designed to meet the needs of new and experienced administrative directors.

**Ideal Group Size**

Minimum of 8 / Maximum of 12

**Timeline**

Twelve months.

**Methods**

Methods are designed to increase retention, skill development and confidence.

- Reading and group directed learning conversations
- Assessments
- Presentation – introduction of new concepts
- Facilitated Group Discussion – collaborative learning
- Case Studies and/or Scenario Planning
- Coaching – one-on-one to meet the unique needs of individual participants

<i>Source: Coaching for Performance By Sir John Whitmore</i>	When told...	When told & shown...	When told, shown and experienced...
Recall after <b>3 weeks</b>	70%	72%	<b>85%</b>
Recall after <b>3 months</b>	10%	32%	<b>65%</b>

\*effective January 1, 2010



<p>Book Selection for Pre-Reading:</p> <p><b><i>The 360° Leader: Developing Your Influence from Anywhere in the Organization</i></b></p> <p>John C. Maxwell</p>	<p><b>Module One – Building the Foundation</b></p>
	<p>Introductions, Expectations and Norms</p> <ul style="list-style-type: none"> <li>▪ Who are you? Why are you here?</li> <li>▪ What norms should guide our meetings?</li> </ul>
	<p>The Business Case for Leadership</p> <ul style="list-style-type: none"> <li>▪ Leadership &amp; Law Firm Success – the Link to Profitability</li> <li>▪ Unique Challenges of Leading from the Middle</li> <li>▪ The Leadership &amp; Management Team</li> <li>▪ The Difference Between Leadership and Management</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ <i>Leadership and Law Firm Success: A Statistical Analysis</i> (McBassi &amp; Company)</li> <li>▪ <i>What Leaders Really Do</i>, HBR, John P. Kotter</li> </ul>
	<p>Assumptions About Leadership and Management - Group Discussion &amp; Debrief</p>
	<p>Foundation Skills</p> <ul style="list-style-type: none"> <li>▪ Meetings your Colleagues will want to Attend</li> <li>▪ Effective use of technology (Live Meetings, Video Conferencing, Conference Calls and other resources)</li> <li>▪ Planning the meeting and developing agendas</li> <li>▪ Leading inclusive meetings</li> <li>▪ Managing Time</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ <i>Meetings your Colleagues will want to Attend</i>, by Karen MacKay</li> <li>▪ <i>Managing Meetings</i>, Resource Handout</li> <li>▪ <i>Who's got the Monkey</i>, 1999 HBR, William Oncken Jr., Donald L. Wass, Stephen R. Covey</li> </ul>



	<p>Setting a Personal Example</p> <p>Participants create a personal vision for leadership in their own role/group/portfolio today; the platform for success; the interfering factors that impede your development as a leader and your impact as a leader in your firm given its evolution. Participants then develop an action plan; get feedback from others and from the session facilitators.</p> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ <i>What to Ask the Person in the Mirror</i>, HBR, Robert S. Kaplan</li> <li>▪ <i>Partner Performance</i>, Karen MacKay</li> <li>▪ <i>New on the Job? Engage your People</i>, Law Practice, Karen MacKay</li> <li>▪ <i>Why Should anyone be Led by You?</i>, HBR, Robert Goffee &amp; Gareth Jones</li> <li>▪ <i>Seven Transformations of Leadership</i>, HBR, David Rooke &amp; William Torbert</li> </ul>
	In-Person Coaching Session
	Telephone Coaching Session
	Telephone Coaching Session
<p>Book Selection for Pre-Reading:</p> <p><i>The Speed of Trust</i>, Stephen M.R. Covey</p>	<p><b>Module Two – Raising Self Awareness and Playing to your Strengths</b></p> <p>LIFO® Assessment and Training Customized to the Legal Environment</p> <ul style="list-style-type: none"> <li>▪ <b>LIFO®</b> begins with understanding each individual’s basic orientation to life and work. It then focuses on <b>Building Collaborative Teamwork</b>, <b>Bridging the Communication Gap</b> and <b>Breaking Productivity Barriers</b>.</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ The Beatles from a LIFO® Perspective</li> <li>▪ How to become a Natural Leader: Six Lessons in Leadership from LIFO® Training</li> </ul>



	<p>Developing your Leadership Style</p> <p>Facilitated Discussion &amp; LIFO @ Group Activities</p> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ <i>Leadership That Gets Results</i>, HBR, Daniel Goleman</li> <li>▪ <i>Developing Versatile Leadership</i>, MIT Sloan, Robert E. Kaplan &amp; Robert B. Kaiser</li> <li>▪ <i>Leadership Run Amok</i>, HBR, Scott Spreier</li> </ul>
	<p>Earning Trust &amp; Political Capital</p> <ul style="list-style-type: none"> <li>▪ Facilitated Discussion based on <i>The Speed of Trust</i></li> </ul>
	In-Person Coaching Session
	Telephone Coaching Session
	Telephone Coaching Session
	<b>Module Three – Leading Teams</b>
<p><i>Pre-reading</i></p> <p><b><i>Five Dysfunctions of a Team</i></b></p> <p>Patrick Lencioni</p>	<p>Building Collaborative Teamwork</p> <ul style="list-style-type: none"> <li>▪ LIFO @ Participants develop skills that enable them to work together more productivity</li> <li>▪ Inventory team strengths.</li> <li>▪ Utilize individual differences for greater participation</li> <li>▪ Control team excesses to avoid wasting time and resources</li> <li>▪ Overcome team blind spots so the team can see all sides of problems and make unbiased decisions.</li> <li>▪ Collaborative Problem Solving Process</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ Collaborative Problem Solving Resources</li> <li>▪ <i>Building the Emotional Intelligence of Groups</i>, HBR, Vanessa Urch Druskat and Steven B. Wolff</li> </ul>



	<p>Management Conversations</p> <ul style="list-style-type: none"> <li>▪ Having Influence Up, Down and Sideways</li> <li>▪ Changing communication style to meet the needs of others</li> <li>▪ Adjusting to new leaders</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ <i>Change the way you Persuade</i>, HBR by Gary A. Williams and Robert B. Miller</li> <li>▪ <i>Zero Tolerance for Jerks</i>, Workforce.com, John Hollon</li> <li>▪ We Have to Talk: Difficult Conversations Checklist, Judy Ringer</li> <li>▪ <i>A CEO's Six Steps to Effective Feedback</i>, Harvard On Line, Christina Bielaszka-Vernay</li> <li>▪ <i>Great Coaching in Action</i>, David Maister</li> <li>▪ <i>Best Management Tool Ever</i>, Anthony Sturgess &amp; Phil Higson</li> </ul>
	In-Person Coaching Session
	Telephone Coaching Session
	Telephone Coaching Session
<p><b>Pre-Reading</b></p> <p><i>Execution: The Discipline of Getting Things Done</i></p> <p><b>Larry Bossidy</b></p> <p><b>&amp;</b></p> <p><b>Ram Charan</b></p>	<p><b>Module Four– Execution: Too Many Balls, Not enough Hands</b></p>
	<p>Why Execution is so critical to Strategy</p> <ul style="list-style-type: none"> <li>▪ Essential behaviours of effective managers</li> <li>▪ Embracing Creativity: Love every idea for 15 minutes</li> <li>▪ After action review: learning from your mistakes</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ Execution, Chapter 3: The Leaders' Seven Essential Behaviors</li> <li>▪ <i>Who's got the Monkey</i>, 1999 HBR, William Oncken Jr., Donald L. Wass, Stephen R. Covey</li> </ul>



	<p>Firm Operational Review</p> <ul style="list-style-type: none"> <li>▪ Facilitated Group Discussion</li> <li>▪ What operational activities are aligned with firm strategy?</li> <li>▪ What operational structures and activities are roadblocks to strategy implementation?</li> <li>▪ What could be different?</li> <li>▪ Effort Impact Analysis</li> </ul> <p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ Execution: Chapter 6 - The People Process: Making the Link with Strategy and Operations</li> <li>▪ Execution: Chapter 7 – Making the link with People and Operations</li> <li>▪ <i>Leading Change in the Legal Environment</i>, Karen MacKay, PLMW</li> <li>▪ <i>The Quick Wins Paradox</i>, Mark E. Van Buren and Todd Safferston, HBR, January 2009</li> </ul>
	<p>Personal Productivity</p> <ul style="list-style-type: none"> <li>▪ Managing Time</li> <li>▪ Break the Productivity Barrier</li> <li>▪ Participants build confidence and self-esteem by understanding and appreciating their styles, strengths, and uniqueness. They learn how to:             <ul style="list-style-type: none"> <li>○ LIFO ® Training – Breaking the Productivity Barrier</li> <li>○ Avoid overusing their most preferred strengths so they don't waste time and energy or have a negative impact on others.</li> <li>○ Get help from people with different styles and strengths to fill in their blind spots and provide a wider perspective in planning and solving problems.</li> <li>○ Become more versatile in their approach to people and problems by using more of the strengths of their least preferred styles.</li> </ul> </li> </ul>
	<p>Companion Materials</p> <ul style="list-style-type: none"> <li>▪ LIFO Training Materials</li> <li>▪ Productivity Workbook v.2</li> <li>▪ Interpersonal Communications Workbook</li> </ul>
	<p>In-Person Coaching Session</p>



	Telephone Coaching Session
	Telephone Coaching Session
<b>Reflection &amp; Debrief</b>	Wrap up and Final Debrief – Virtual or Live Meeting at the law firm’s retreat or other similar setting Reflections & Dialogue <ul style="list-style-type: none"><li>▪ What have you learned?</li><li>▪ How has this experience impacted you?</li><li>▪ How has this experience impacted your group or the firm?</li></ul>