

**GIVING YOUR LEGAL BUSINESS THE EDGE**



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**DO YOU WANT A  
HIGH PERFORMING  
LEGAL BUSINESS?**

If so, please *READ* on.

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We help lawyers who want to improve their legal businesses. We provide consultancy, engaging training, coaching, physical products and digital and E-learning programmes.



- ✓ Visit us at stand 21 for some FREE gifts or a meaningful chat
- ✓ Listen to Caroline Newman's talk on Wednesday 26 September in Room 4 where she will share with you some of the initial steps you can take TODAY to start your High Performance transformation.
- ✓ Call us NOW on 0203 494 4104 and speak to one of our team or email us at [info@lawdacity.com](mailto:info@lawdacity.com) To find out how we can help you.

## **IN BUSINESS CHANGE IS INEVITABLE! IN LEGAL BUSINESS CHANGE IS HERE!**

- Are you being squeezed financially?
- Are you struggling to adapt to the changes?
- Is your firm or chambers designed for stability and continuity?
- Is your firm slow to adapt to the changes which are sweeping through our profession?
- Is your firm low on innovation and creativity?
- Did your firm lose money last year or, is your firm growing and expanding? Is it nimble? Is it easy to effect change and bring your people with you?
- Do you know what your business is really worth and are you realising the true asset value of your business?
- Or will you get left behind while others capitalise on the new opportunities released by the changes in the legal market?

Uncertainty and change are constant forces that every business has to deal with. In the legal profession some of us are reeling from the constant change that is taking place - and not all of it is good. External forces are putting extreme pressure on some parts of the profession.

The alternative business structure (ABS) is here to stay; for lawyers, it is time to adapt or crash and burn. Bespoke, efficient and effective coaching is a serious option for those choosing to adapt.

## **HOW CAN WE HELP YOU?**

At **Lawdacity** and **Shirlaws**, we help Lawyers to improve their businesses and meet their Compliance obligations by providing Consultancy and High Performance Coaching.

We help you deal with problems you thought were insoluble by finding new solutions that work. To be successful, your business needs to be flexible, able to reorganise quickly and be consistently high performing. We can help you unlock the latent potential and real asset value within your business. We can help you use your strength, inspiration and experience to help you thrive with change and

- ✓ balance your firm's current needs and future opportunities effectively
- ✓ Grow your business' asset wealth
- ✓ Consistently out-perform your peers in: revenue growth; profitability; client satisfaction and reputation
- ✓ Become a superior firm: across time, on a year-by-year basis; through all business cycles in spite of any changes in the industry or changes in leadership
- ✓ Be one of the high performing firms following the shake up in the legal services market.

Or maybe you want to be the one shaking things up, pushing the boundaries of what was thought to be possible! If you're up for it then we want to partner with you on this exciting journey!

## HOW WE DO THIS FOR YOU

### We Have Created The Best Legal Sector Transformation Offering In The Uk Marketplace

We can organise and run a Strategic Retreat for your Partnership Team to enable you to identify the current asset value and profitability of your firm and to agree a vision and strategy for the future. We help to bring ideas and clarity to aid your intra-company discussions and the mapping of issues. We help your people to work productively together and in finding real and relevant solutions to the issues you and your firm face. We can then work with you to ensure you realise this.

Building upon our combined legal sector experience and track record to date at **Lawdacity and Shirlaws** we know we can help you. Why? It's very simple: we have done this before. The fact that you are here today means that you want more profit in your firm to secure its long-term success, don't you?

### We Propose the following Options:

- ✓ A coaching/consulting proposition based around creating asset wealth or
- ✓ A coaching/consulting proposition based around driving income and efficiency or
- ✓ A combination of the above.

Once the option is agreed, we deploy our award-winning programmes to provide the solution that best fits *your* needs.

### Giving You the Advantage

We have created this special offering for lawyers, law firms and Barristers' chambers. Being bespoke, we work at different levels within your business. We assist you with the fine detail of your specific issues. And help you to focus on the bigger picture. Our team brings a vast experience gained in developing Companies from the Times Top 100, fortune 500 companies, International Law Firms, Charities and Government. We have enabled law firms to respond with clarity, insight and flexibility when confronted by challenges and helped them maximize their agility and boldness when faced with new opportunities. We can help you develop the thinking strategies necessary to generate immediate, sustainable and measurable improvements to enhance performance throughout your organisation.

Our service has been described as "relevant, innovative and first class".

**Take Action:** Do you want to be the next firm to benefit from equity and skills investment and realise a multi million pound asset?

- ✓ Visit us at stand 21 to get some FREE stuff, ask your questions and have a meaningful chat with one of our team
- ✓ Listen to Caroline Newman's talk on Wednesday 26 September (afternoon) in Room 4 where she will share with you some of the initial steps you can take TODAY to start your *High Performance* transformation
- ✓ Call us NOW on 0203 494 4104 and speak to one of our team.

## WHAT HAS NOT CHANGING COST YOU?

Have you considered the cost of not addressing the issue at hand? Stop! Think and weigh up both the effect of successfully resolving the situation you face and the cost of not resolving the situation.

### **How Much Time And Money Have You Wasted, So Far?**

Where a problem has been misidentified, money tends to go to waste and further issues created by attempting to solve the wrong problem. Why is now the right time to call us? Challenges and issues are never resolved by ignoring them; they are resolved by appropriate action at the right time. Therefore, the earlier you involve us in your planning or problem-solving, the better.

### **Some More Things For You To Review And Consider**

How is life for you? How are you feeling about your business today? Are you like many lawyers: you wish you could escape but have nowhere to go?

Every single day we work with business owners who want to feel good about their businesses; this is the very heart of all of the Shirlaws frameworks. We believe that often business owners make decisions based on how they feel and how they feel changes as they and their business go through the various business ownership cycles. In our work, we help you to feel good about your business, to feel confident no matter where you are in the cycles and to re-engage with making confident, positive decisions.

### **How Are You Coping?**

How well does your business manage workload? Are you able to grow using existing resources? Could you grow if you made some strategic changes?

### **Your People**

How well does your business manage staff? How are your people spending their time? Does your current set-up work for you? Does your business have the quality, skills, experience and resources needed to create and sustain growth?

### **Are you a Client Magnet?**

How does your business find new clients? How do you keep the ones you have? Are they being fully-served? How are your business development skills?

Do you know the IP within your business? How many new products could you create to offer your existing clients? Could you create a new client base by realising your IP?

## LEADERSHIP

How strong is your management team? Could it be stronger? Would it benefit from a management process specifically designed to enable a business to become re-energised with a quality, robust management team?

### Take Action

If you want to be the next firm to:

- ✓ Have happy focussed fee earners bringing in more clients easily and effortlessly
- ✓ Develop and maintain a high performance environment where success is not only expected but is celebrated
- ✓ Treble your profits over the next 3 years.

Then:

- ✓ Visit us at Stand 21 to get some FREE Stuff, ask your questions and have a meaningful chat with one of our team;
- ✓ Listen to Caroline Newman's talk on 26 September 2012 (afternoon) in Room 4 where she will share with you some steps you can take TODAY to start your *High Performance* transformation
- ✓ Call us NOW on 0203 494 4104 and speak to one of our team.

## High Performance Coaching And Mentoring For Your Teams

### Raise the Bar™

This is our High Performance Personalised Coaching Programme for Solicitors, In-house lawyers, Barristers, Associates, Legal Executives and Trainees. If you are already flying high and want to raise your game even higher, *this is the programme for you*. Through it, you will benefit by becoming a more highly valued member of your team.

*"The best advice I ever got was to get a coach. So I have a coach. Everyone needs a coach. Every successful athlete and every famous performer has a coach. Someone who can give you perspective. One thing people are not good at is seeing themselves as other people see them. A coach really, really helps them".*

Eric Schmidt (former CEO of Google)

*"I see no reason why I won't use a coach for the rest of my career."*

Partner, Herbert Smith (Top-ten City firm: as far back as 2006, coaching accounted for 10% of it's non-legal training budget).

*"As more and more people begin to question the value of debt-fuelled, formalized, frequently-out-of-touch academic education, will personalized one-on-one coaching—often over phone or Skype video chat, and often far cheaper and more targeted than many college courses—become a new form of education for the 21st century?"*

Forbes.com, 2011

## A Knights Tale

David Beech is the dynamic CEO of Knights, an Alternative Business Structure (ABS) which became the first UK full-service commercial law firm to attract private equity funding from Hamilton Bradshaw which is led by James Caan.

Knights, a 23-partner legal practice brought Beech on board in October 2011 to transform the firm's fortunes. Whilst the firm had good turnover – £9m with a Profit per Equity Partner (PEP) of £200k – de-regulation happened on 6th October, the overdraft was huge, and the bank was knocking on the door. Crisis was in the air!

Beech's sole remit was to grow the firm and to ensure the partners were richly rewarded for their investments, whilst preserving the firm's legacy.

To be successful, Beech realised he required expert business coaching. Tony Cliffe, CEO of Cliffedge Ltd and a Shirlaws coach began working with Beech in November 2011.

Using the Shirlaws coaching model Cliffe focussed Beech on his leadership and vision. *"To get the [firm's] leaders focused and on track, we needed to develop and crystallize our vision and strategy which was both motivating and enjoyable."*

He also encouraged Beech to drive a very different business development agenda at Knights. Cliffe's 'add a nought' principles and high performance coaching helped David to position Knights as a very different Law firm to the Private Equity community.

Beech's vision of the firm's future set the foundation. *"Understanding the 'why' set the whole context and purpose for our business and enabled us to agree the 'what' and 'how' easily and with focus."*

Knights provided high quality legal services and ongoing client support. *"Fundamental to this provision of client service is the shared and agreed values that are part of our everyday language and behaviour – internally and externally – to be Caring, Flexible, Open, Passionate, Safe, Honest – to have the 100% conversation within our team and with our clients."*

Who provided the service: the fee earners with their support staff. But 'why' did they do what they did? Context as set out in Beech's vision, and the founding principles of the firm provided the 'why'. Successful re-structuring followed once the ethos was disseminated to the staff.

Cliffe encouraged Beech and supported him in his work.

*"I'm grateful to Tony Cliffe for helping me to realise we needed*

*to operate as a proper company Board, with a CEO supported by a business structure with defined functions, lines of communication and delegated decision making. I realised I needed to act differently if I was to be a genuine CEO, to take more of a leadership role. That is why we now have a board of only three people who focus on the high-level activities."*

Being leader, converting the company structure to ABS (the PEP structure holds no interest to an investor as the equity (profit) is withdrawn from the firm annually), re-structuring the firm and to finding an investor, all required time and focus. Cliffe provided Beech this essential space.

*"It took 8 months so far of hard work to embed the changes in thinking, action and attitude... Tony Cliffe helped me understand, implement and ultimately enjoy my CEO role."*

*Cliffe's coaching gave me a positive framework for dealing with some difficult problems to reverse our trajectory. I selected emerging leaders to prepare strategies for some priority areas of the business. I saw my primary role in energizing and supporting these rising stars. Great work was done which continues on the next set of issues to tackle. Our conversations are mainly on how these strategies tie in to our vision and overarching strategy."*

A review of Knights' Intellectual Property (IP) enabled Beech to emphasise the firm's success in gaining Hogan Lovells' on-shore outsourcing ten years previously.

Knights being an ABS enabled Beech to secure equity investment from James Caan. With his strong M&A background, Beech proved to be the perfect principal-to-principal negotiator to Hamilton Bradshaw.

Caan says: *"Law firms employ people, they have overheads, costs — therefore, having people with the expertise of running, managing and building businesses is a different skill from being a good lawyer... the ABS will allow lawyers to bring a level of (business) expertise into a firm."*

Knights' deal with Caan ensures the firm's future, provides an impressive investment for Caan and proves both Beech's abilities and the Shirlaws method.

Caan chose Knights for three reasons: innovation, Beech's leadership and scalability of service provision. *"Knights is an excellent firm which has proven management and financial backing to position itself in the top 100 UK law firms. This is a very exciting business to invest in. David has an excellent track record in law firm management as well as a unique understanding of private equity, having managed a fund himself."*

## YOUR SUCCESS TEAM

In a powerful collaboration, Shirlaws have teamed up with Lawdacity to offer progressive law firms the best of legal and business consulting and coaching.



Caroline Newman

### WHO ARE LAWDACITY™?

Lawdacity™ was founded by solicitor Caroline Newman LLM. Caroline is the author of Legal Gold. She is a certified Neuro Linguistic Practitioner Trainer and Master Practitioner; a certified Master Practitioner in Timeline Therapy™; a licensed Life Success Consultant and a highly-trained and experienced Professional Speaker.

Following a successful career which included senior positions in local government and the charity sector, Caroline became a solicitor with SJ Berwin LLP (a top City of London and European law firm) and set-up her own successful law practice. Since 2004, she has been coaching and consulting with solicitors and barristers wanting more success in their lives and helping them reach their goals. Caroline has sold and delivered training, consulting and coaching services to barristers' chambers, law firms, local authorities and central government, including the Legal Services Commission, and has worked with thousands of lawyers. Caroline was an elected member of the Council of the Law Society of England and Wales for several years and Chair of its Diversity and Equality Committee. She has won awards for entrepreneurship and for services to the Legal Profession.

### OUR VALUES

At Lawdacity, we believe in being authentic. We are different: we are bold and we are not afraid of taking risks. We strive to do our best and we care about our clients. If you want to know more, visit our website: [www.Lawdacity.com](http://www.Lawdacity.com) to see our 14 points of culture and get your Exciting FREE Special Report on the Legal Profession.

### WHO ARE SHIRLAWS?

Shirlaws is a leading international business performance and coaching company with a successful track-record of helping business owners achieve success for their business. Within the legal sector, Shirlaws has been key in helping city and regional practices to commercial success and in growing the asset value of their businesses.

Caroline Newman says "Shirlaws business tools and processes are specifically designed to support management teams and partnerships to create an agreed and aligned strategy and their coaching is internationally renowned for supporting the full implementation of that strategy. The impact they have achieved in helping well-known law practices achieve success is remarkable."

John Rosling, Shirlaws CEO adds: "what is unique is that our service methodology combines the best of coaching and consulting, transferring skills to our clients, and ensuring sustainable change in their business. Our goal is to see our clients' businesses reward them richly in wealth, time and fulfilment."

Visit our website [www.ShirlawsCoaching.co.uk](http://www.ShirlawsCoaching.co.uk) and download our free book "More Money, More Time, Less Stress"

Lawdacity Coaching & Training

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