

# Legal Sector Conferences 2017

## London

In Association with Milburn O'Brien



# Helping lawyers win more clients, increase their fee income and improve profitability

T: +44 (0) 1844 350306

E: peterf@mobgroup.co.uk

[www.mobgroup.co.uk](http://www.mobgroup.co.uk)

Milburn O'Brien

# Welcome

**Rashel Chowdhury**  
**Head of Professionals Sector**  
**Royal Bank of Scotland**

# The World continues to be an uncertain economic environment

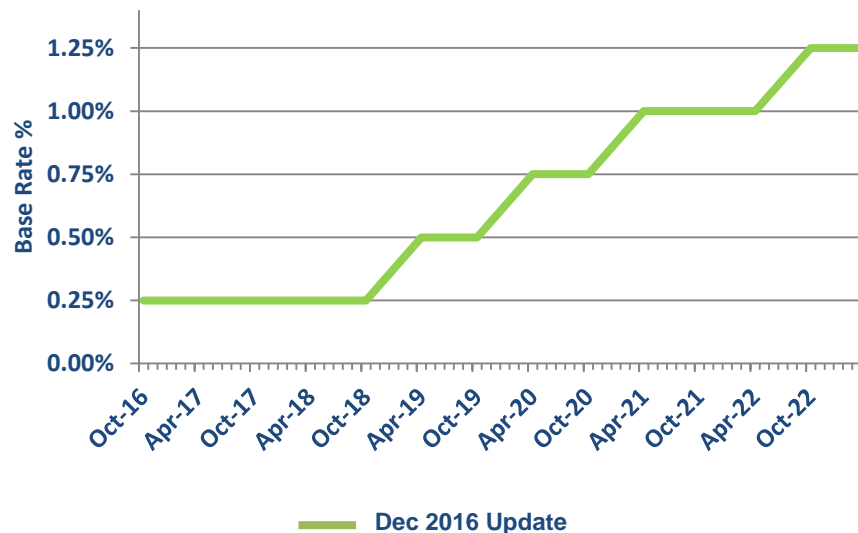
**Donald MacDonald**  
**National Head of Professionals**  
**RBS Commercial Banking**  
**March 2017**

# Overview

- The central economic case has shifted to the upside since mid 2016.
- This reflects the better than expected performance of the economy in the months since the Brexit referendum and the upward shift in consensus expectations for growth, particularly in 2017.
- Brexit implications and triggering of Article 50 will cause continued uncertainty.
- Markets expect a UK Base Rate of 1.25% in five years time.
- But the improving yield curve in recent months does not signal the beginning of the end of the lower for longer environment.
- The economic rationale for a prolonged low rate environment has not changed.
- Inflation, Unemployment levels and Exchange Rates will be a continued focus to measure the prosperity of UK plc.

# A favourable move in the yield curve

## Base Rate - Market Expectations



- Sterling's fall in H2/2016 prompted a shifting of inflation and rate expectations.
- The 'Trump trade' (the prospect of a reflationary fiscal stimulus) has given renewed impetus to those dynamics, bringing in interest rate expectations.
- Back in October 2016, UK Base Rate was expected to reach 0.75% by end 2022. It's now expected to reach 1.25%. Similarly five year swaps have moved higher.
- The changing political landscape has prompted some fairly significant shifts in the yield curve in recent months.
- Heightened political uncertainty regarding Brexit is not going away. The yield curve could be shifting around substantially in the coming months and quarters.

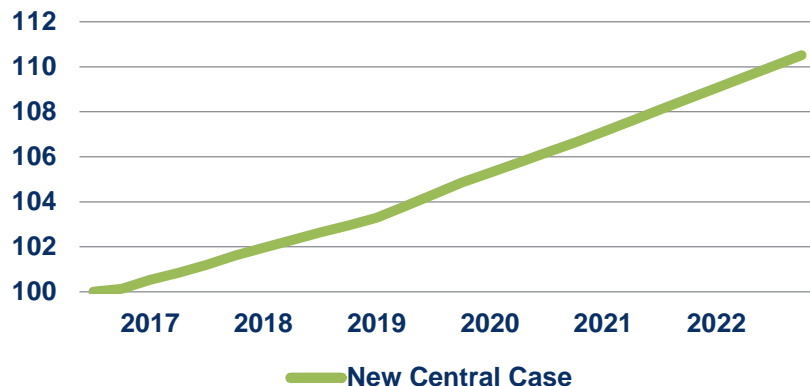


# Post referendum resilience reflected in a higher near-term GDP forecast

## UK GDP Growth Forecast (% Y/Y Change)

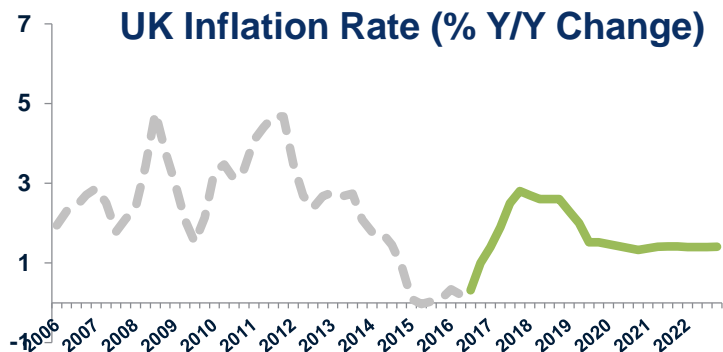
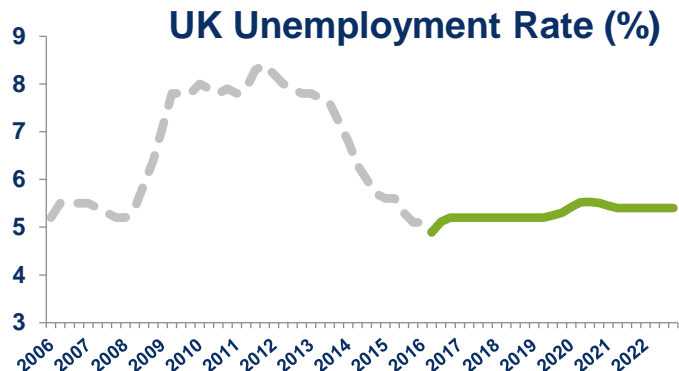
	2017	2018	2019
'New' Central Case	1.1	1.4	1.6
Current Consensus	1.1	1.5	1.8
'Old' Central Case	0.5	1.0	0.7

## UK GDP (Q3 2016 = 100)



- The consensus forecast has moved to what was previously described as the 'upside'.
- This reflects the better than expected performance of the UK economy in H2/2016.
- Consumer spending, the labour market and business investment have all performed better than expected. In response the Bank of England, and the consensus more generally, have raised their forecast for the performance of the UK economy over the coming year.
- It's worth noting the spread of views amongst the consensus remains wide – uncertainty over the outlook remains elevated.

# Solid labour markets conditions, but higher inflation



- The UK labour market has continued to display its impressive ability to generate job growth in the months since the Brexit referendum.
- So the new central case sees a very modest rise in unemployment over the coming year, reaching only 5.2% (previously 5.7%). The current rate is 4.8%.
- Inflation expectations have seen a more material shift compared to other variables.
- The fall in sterling has prompted a recalibrating of inflation expectations as higher import costs feed into higher consumer prices.
- Inflation is expected to reach just shy of 3% in the central case but stay elevated for a more prolonged period compared to the previous central scenario as the effect of higher import costs fully filter through.

--- Historical  
— New Central Case



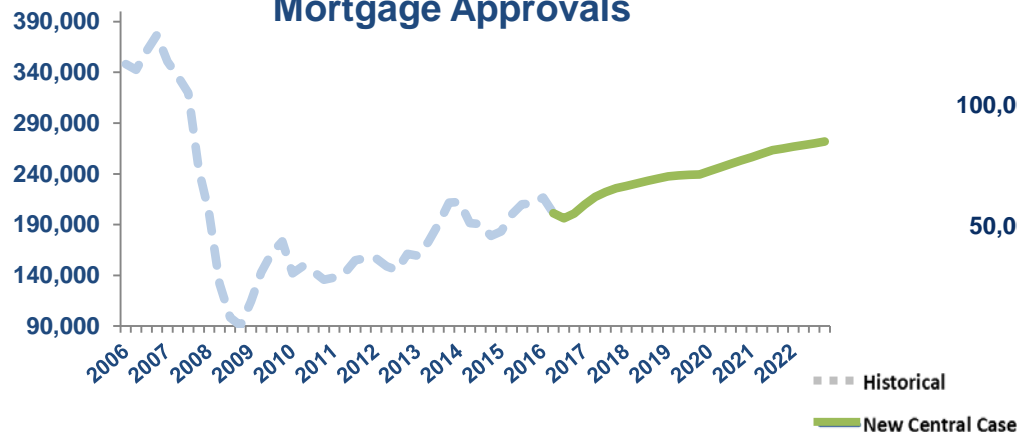
# Higher house price growth and mortgage lending

- The slowdown in house price growth is now expected to be more modest than under the previous central scenario, falling to just under 3%/y in 2017 from around 7% in 2016.
- Mortgage approvals are expected to continue gradually improving over the forecast period. They are forecast to average close to 70k per month to Q2 2017 – in a similar ballpark to the Bank of England's forecast of 65k per month.

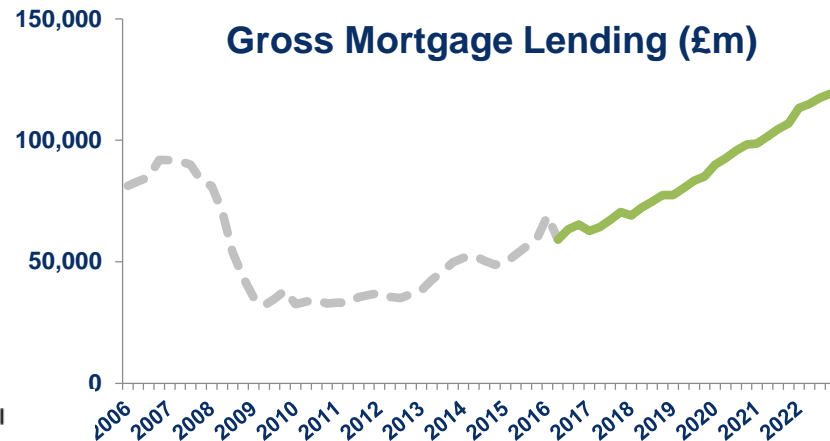
## UK House Prices (% Y/Y Change)



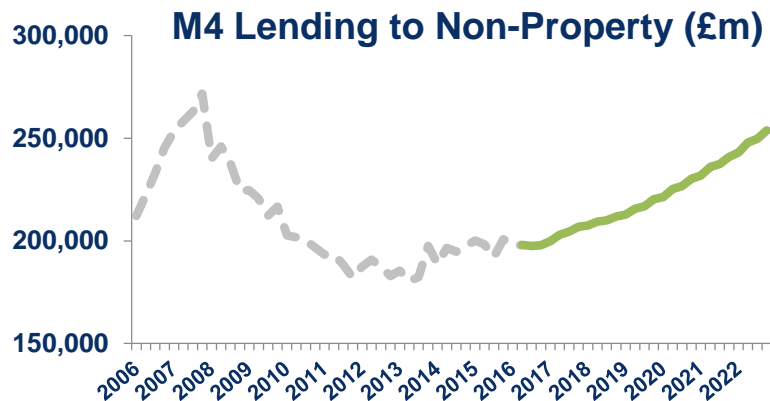
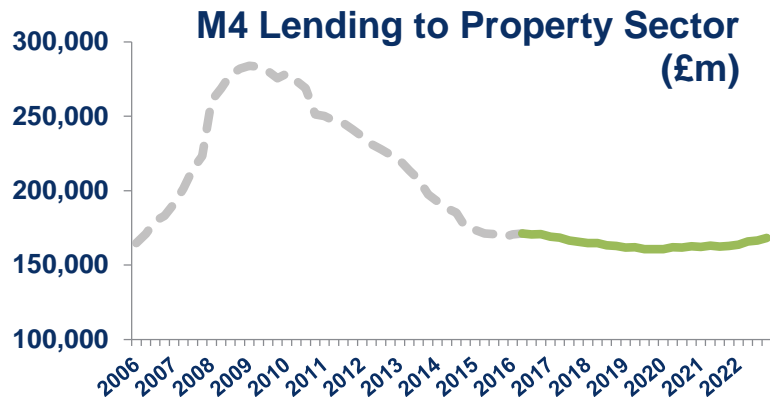
## Mortgage Approvals



## Gross Mortgage Lending (£m)



# Stronger M4 lending / update to FX forecasts



- A more robust pace of economic growth, including stronger business investment and a healthier labour market means a stronger pace of commercial lending.
- Exchange rate volatility a significant prospect.
- Inflationary impacts need to be considered.

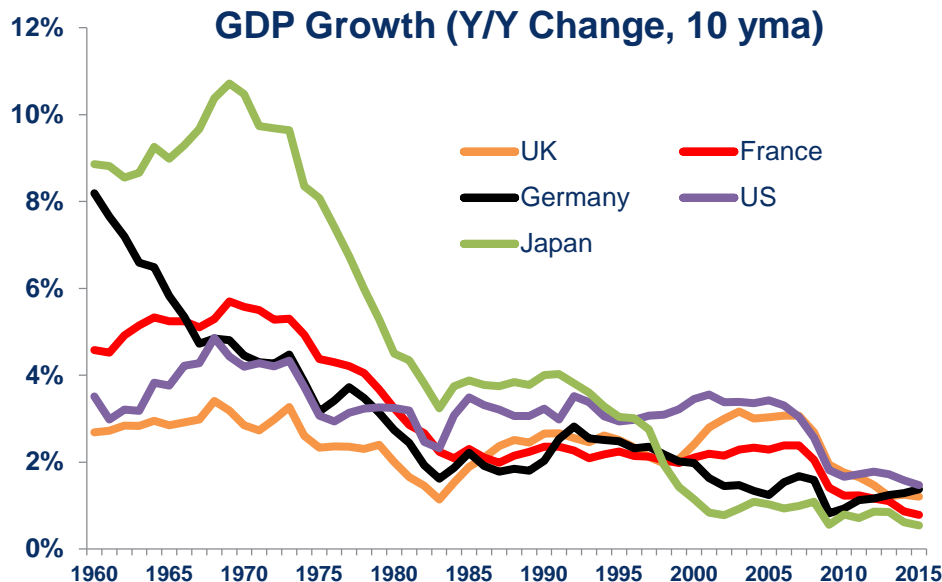
## GBP/EUR Forecast



■ Historical  
■ New Central Case

Source: Bloomberg

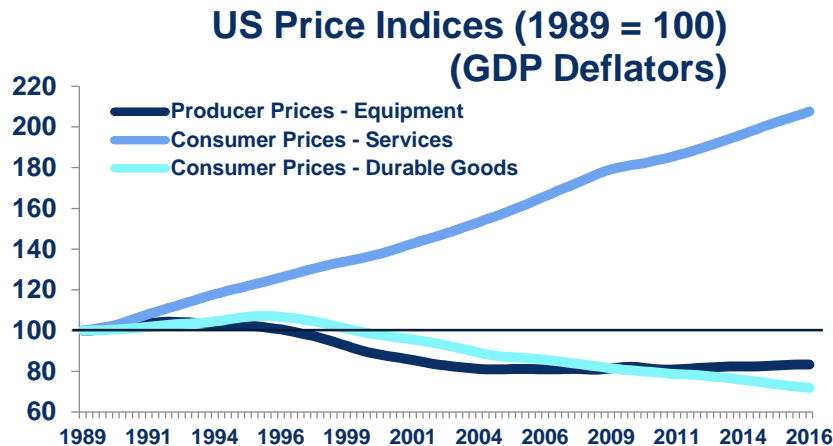
# Lower for longer wasn't just for Christmas



Source: Conference Board

- The 'improved' outlook for interest rates could give the impression that the lower for longer threat will soon be left in the rear view mirror.
- This is far from the case. The likelihood of lower for longer has not receded due to an expected spike in inflation inspired by a fall in sterling.
- It is based on deep, structural features of the UK and global economies that in many cases have been in train for decades.
- First, the trend rate of growth in developed economies has steadily fallen in recent decades. There are numerous reasons including less favourable demographics (lower birth rate, retiring baby-boomers).
- This partly explains the imbalance in the global economy – an increasing propensity to save and a decreasing propensity to invest. This excessive saving acts as a drag on demand, reducing growth and inflation and in turn pulling down on interest rates – the 'equilibrium' rate of interest is moving lower.

# Less investment and it's getting cheaper

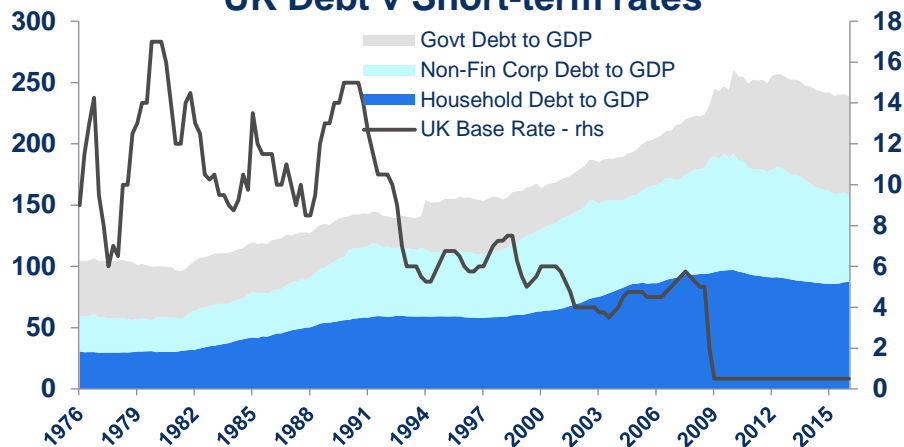


Source: Bloomberg

- One of the factors keeping investment levels low (the flipside of higher saving) and thus lowering 'equilibrium' interest rates is how technological change is altering the nature of economic activity.
- In the past companies may have required significant levels of upfront capital investment.
- Today many of the leading companies, particularly in the technology sector, don't need large levels of upfront and ongoing investment. Consider the large cash piles at Google and Apple and their struggles with what to do with it.
- Similarly, Facebook has a market capitalisation of over \$340bn with an employee headcount of around 12,000. By contrast General Electric has a market cap of around \$280bn and 300k+ employees.
- In addition to less need for big capital outlays, the chart shows that the price of much of that capital equipment has been falling, just like the prices of consumer durable goods have been declining.
- This is the benefits side of the globalisation ledger. The integration of China into the global economic system (including its accession to the WTO) has been a driver for lower prices. So investment goods are getting cheaper and less capital outlay is required.

# Low rates encourages leverage. That debt needs to be managed....with low rates

UK Debt v Short-term rates



Source: BIS, IMF, Reinhart & Rogoff

- The structural decline in interest rates has gone hand in hand with an increasing debt burden.
- Collectively, household, corporate and government debt is down modestly since the crisis. But generally speaking economy-wide deleveraging is very hard to do. Managing that debt load necessitates low, and perhaps ever lower, rates.
- And UK household debt to GDP is on the rise again. There remains a reliance on debt to fuel growth.
- Changes to income distribution are also credited with playing a role. A greater share of the fruits of economic growth have accrued to those at the top of the income distribution where the propensity to save is higher, again pushing down on rates.
- Similarly, US corporate profits as a share of GDP are historically elevated. This higher capital income share serves to increase the level of savings (see previous slide on less demand for investment) and lower interest rates.

# Summary

- Economic Uncertainty Continues
- Real Brexit Impact Still Unknown
- Lower for Longer .....How Long?!
- Legal Profession Actions/Reactions
- 2017 a Challenging Year



# Disclaimer

This communication has been prepared by The Royal Bank of Scotland N.V., The Royal Bank of Scotland plc or an affiliated entity ('RBS'). This material should be regarded as a marketing communication and has not been prepared in accordance with the legal and regulatory requirements to promote the independence of research and may have been produced in conjunction with the RBS trading desks that trade as principal in the instruments mentioned herein. This commentary is therefore not independent from the proprietary interests of RBS, which may conflict with your interests. Opinions expressed may differ from the opinions expressed by other divisions of RBS including our investment research department. This material includes references to securities and related derivatives that the firm's trading desk may make a market in, and in which it is likely as principal to have a long or short position at any time, including possibly a position that was accumulated on the basis of this analysis material prior to its dissemination. Trading desks may also have or take positions inconsistent with this material. This material may have been made available to other clients of RBS before it has been made available to you and regulatory restrictions on RBS dealing in any financial instruments mentioned at any time before is distributed to you do not apply. This document has been prepared for information purposes only. This document has been prepared on the basis of publicly available information believed to be reliable but no representation, warranty or assurance of any kind, express or implied, is made as to the accuracy or completeness of the information contained herein and RBS and each of their respective affiliates disclaim all liability for any use you or any other party may make of the contents of this document. This document is current as of the indicated date and the contents of this document are subject to change without notice. RBS does not accept any obligation to any recipient to update or correct any such information. Views expressed herein are not intended to be and should not be viewed as advice or as a recommendation. RBS makes no representation and gives no advice in respect of any tax, legal or accounting matters in any applicable jurisdiction. You should make your own independent evaluation of the relevance and adequacy of the information contained in this document and make such other investigations as you deem necessary, including obtaining independent financial advice, before participating in any transaction in respect of the securities referred to in this document. This document is not intended for distribution to, or use by any person or entity in any jurisdiction or country where such distribution or use would be contrary to local law or regulation. The information contained herein is proprietary to RBS and is being provided to selected recipients and may not be given (in whole or in part) or otherwise distributed to any other third party without the prior written consent of RBS. RBS and its respective affiliates, connected companies, employees or clients may have an interest in financial instruments of the type described in this document and/or in related financial instruments. Such interest may include dealing in, trading, holding or acting as market-makers in such instruments and may include providing banking, credit and other financial services to any company or issuer of securities or financial instruments referred to herein. This marketing communication is intended for distribution only to major institutional investors as defined in Rule 15a-6(a)(2) of the U.S. Securities Act 1934 (excluding documents produced by our affiliates within the U.S.). Any U.S. recipient wanting further information or to effect any transaction related to this trade idea must contact RBS Securities Inc., 600 Washington Boulevard, Stamford, CT, USA. Telephone: +1 203 897 2700. In Singapore, this marketing communication is intended for distribution only to institutional investors (as defined in Section 4A(1) of the Securities and Futures Act (Cap. 289) of Singapore). In Hong Kong, this marketing communication is intended for distribution only to Professional Investors (as defined in Schedule 1 of the Securities and Futures Ordinance of Hong Kong).

Issuers mentioned in any material may be investment banking clients of RBS Securities Inc. and RBS Securities Inc. may have provided in the past, and may provide in the future, financing, advice, and securitization and underwriting services to these clients in connection with which it has received or will receive compensation. Accordingly, information included in or excluded from this material is not independent from the proprietary interests of RBS Securities, Inc., which may conflict with your interests.

For further information relating to materials provided by RBS, please view our RBSMarketplace Terms and Conditions: [RBSM Terms and Conditions](#)

The Royal Bank of Scotland plc. Registered in Scotland No. 90312. Registered Office: 36 St Andrew Square, Edinburgh EH2 2YB. The Royal Bank of Scotland plc is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. The Royal Bank of Scotland N.V., established in Amsterdam, The Netherlands. Registered with the Chamber of Commerce in The Netherlands, No. 33002587. Authorised by De Nederlandsche Bank N.V. and regulated by the Authority for the Financial Markets in The Netherlands.

The Royal Bank of Scotland plc is in certain jurisdictions an authorised agent of The Royal Bank of Scotland N.V. and The Royal Bank of Scotland N.V. is in certain jurisdictions an authorised agent of The Royal Bank of Scotland plc.

Copyright © 2015 The Royal Bank of Scotland plc. All rights reserved. This communication is for the use of intended recipients only and the contents may not be reproduced, redistributed, or copied in whole or in part for any purpose without The Royal Bank of Scotland plc's prior express consent.

Copyright © 2015 RBS Securities Inc. All rights reserved. RBS Securities Inc. member FINRA (<http://www.finra.org>) / SIPC (<http://www.sipc.org>), is a subsidiary of The Royal Bank of Scotland plc. RBS is the marketing name for the securities business of RBS Securities Inc



# Do you embrace or deny IT in your firm?

Aaron Naisbitt

RBS LEGAL CONFERENCE

## Analyse Your Current Position

- Does your IT strategy fulfil your business strategy?
- Honest & independent assessment
- Is your IT a cost or profit centre

# System & Data Security

## Threats

- Data
- Email
- Users

## Opportunities

- GDPR / Compliance
- Automated Protection
- Education



# Centralise your IT infrastructure

## Threats

- Single points of failure
- Unidentified security risks
- Time consuming management

## Opportunities

- Enhanced availability
- Data protection
- Performance





# Implement a proven disaster recovery plan

## Threats

- Lost revenue
- System downtime
- Reputational damage

## Opportunities

- Fast recovery
- Risk mitigation
- Client engagement & PII





# Turn your IT department into a profit centre

## Threats

- User dissatisfaction
- Out of date technology
- Time-consuming daily tasks

## Opportunities

- Focus on adding value
- Maximise your investments
- Marginal gains



# Align your IT roadmap to your business goals

## Threats

- Flexibility
- “Over” or “Under”- spending
- The competitive edge

## Opportunities

- Start transitioning to the new world order
- Make your in-house IT more strategic
- Future proof your business & stay competitive



## Further Resources

[Legal Landscape's Research Report: 2017 Legal IT Trends](#)

[Blog Post from Legal Week: Legal tech priorities for 2017](#)

[Blog Post from Converge TS: Guidance for law firms reviewing email and cybercrime security](#)

[Law Society's Resource Library: Cybersecurity and scam prevention](#)

[Video Roundtable from PWC: Cyber security issues facing law firms](#)

[Blog Post from Converge TS: Business continuity and disaster recovery tips](#)

For further information please contact:

Natalie Fayle, Marketing Manager

Natalie.Fayle@cts.co.uk

www.cts.co.uk 0345 872 4400

# Royal Bank of Scotland Legal Conferences 2017

Andrew Guy

PGC

March 2017

## Andrew Guy

I am:

- An Executive Search consultant with 25 years of experience in recruiting into leadership and management positions
- An engineer (by training)
- An ex-infantry officer
- Irreverent ("Why?")
- NOT a lawyer!

Friisberg & Partners International

20 Countries

26 Offices

16 Partners

150+ Executive Search Professionals

Executive Search & HR Advisory





UK firm of Friisberg & Partners International (NB rebranding coming soon!)

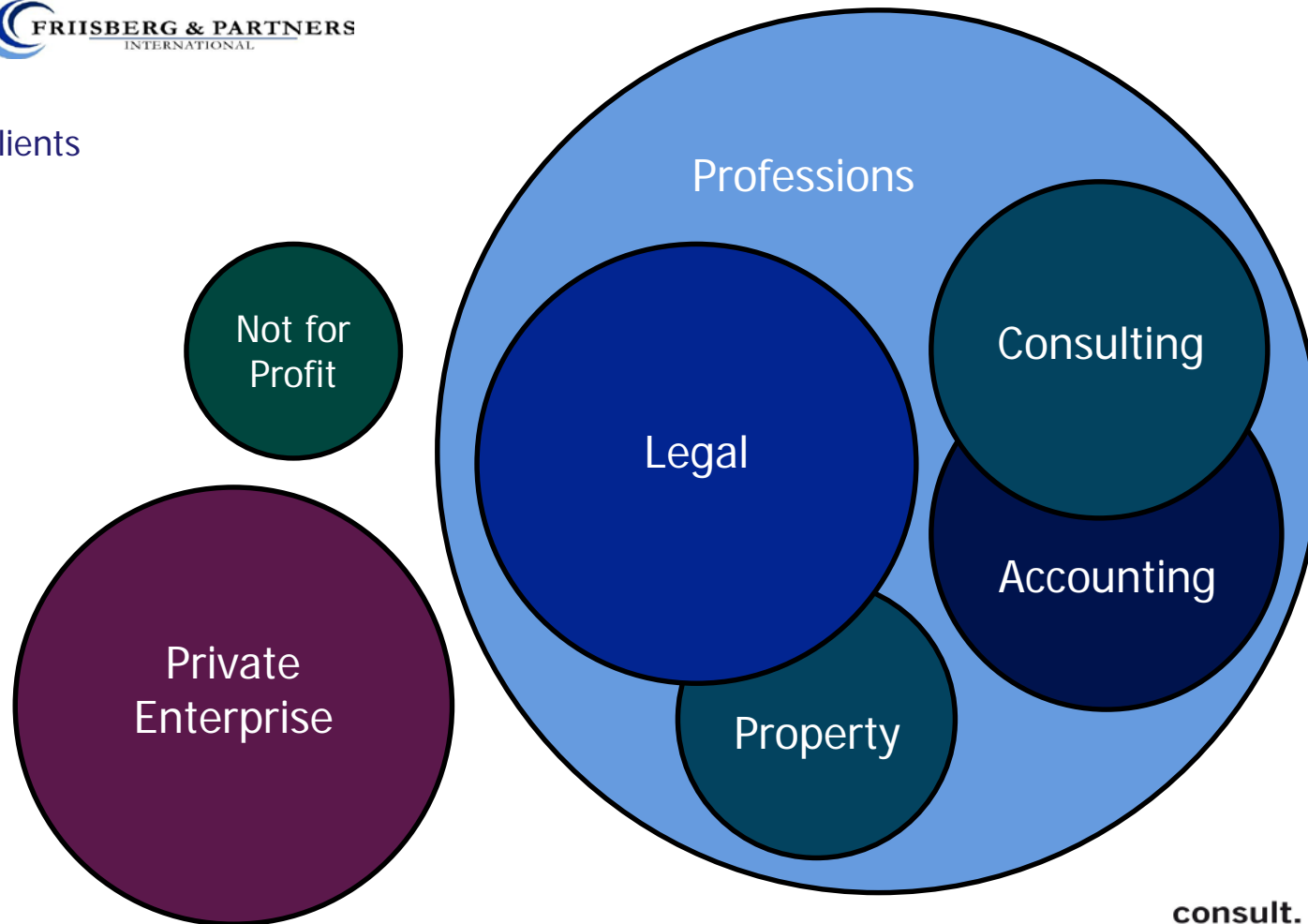
Established in January 2000

Formerly Executive Search & HR Consulting Practice of Deloitte in the UK

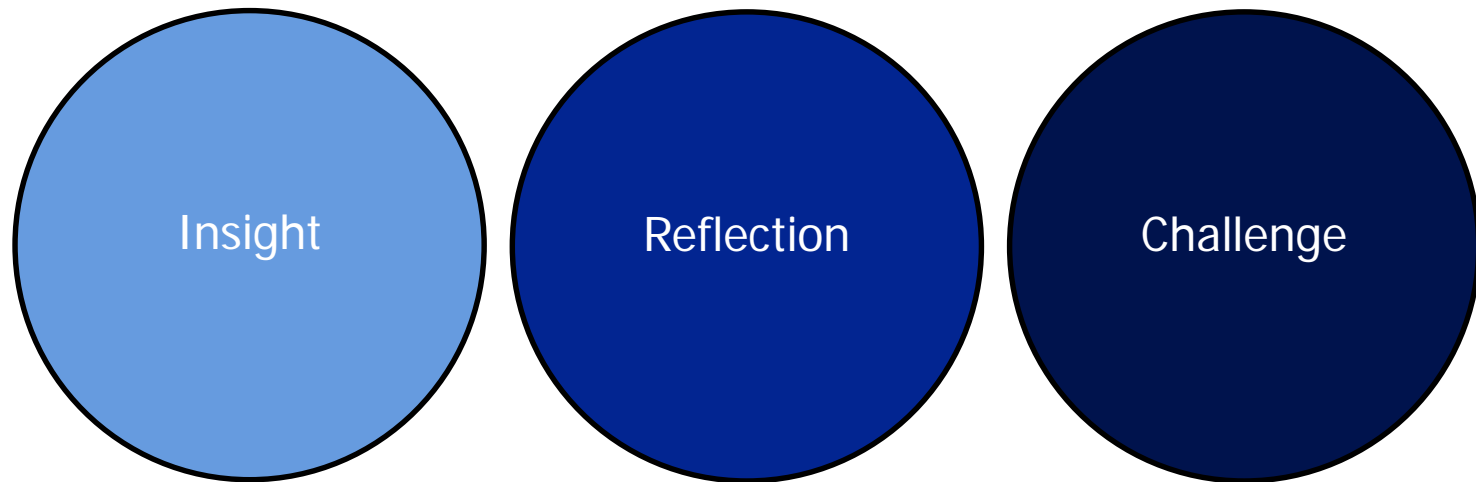
Clients:

- Professional Partnerships (Legal, Accounting, Consulting, Property)
- Private Enterprises (OMBs, Family & EO, VC & PE Backed)
- Not for Profit

Clients



consult. search. select



## Big Issues for Leaders in Legal

### **“In my experience...”**

- Value & Reward
- Approach to Market(s)
- Non-lawyers / “The Hired Hands”
- Hard people with whom to do business
- Recruitment

## Value

## Insight

Business Models: Timesheets v Fixed Fees v No Win No Fee v “Other”

## Reflection

It really doesn't matter which model you adopt, any or all.

## Challenge

Management → Metrics → Systems → Efficiency → Margin!



## Reward

### Insight

Partner reward = salary (or drawings) + profit share

### Reflection

Shareholders in many businesses do not run that business, but are just investors in it

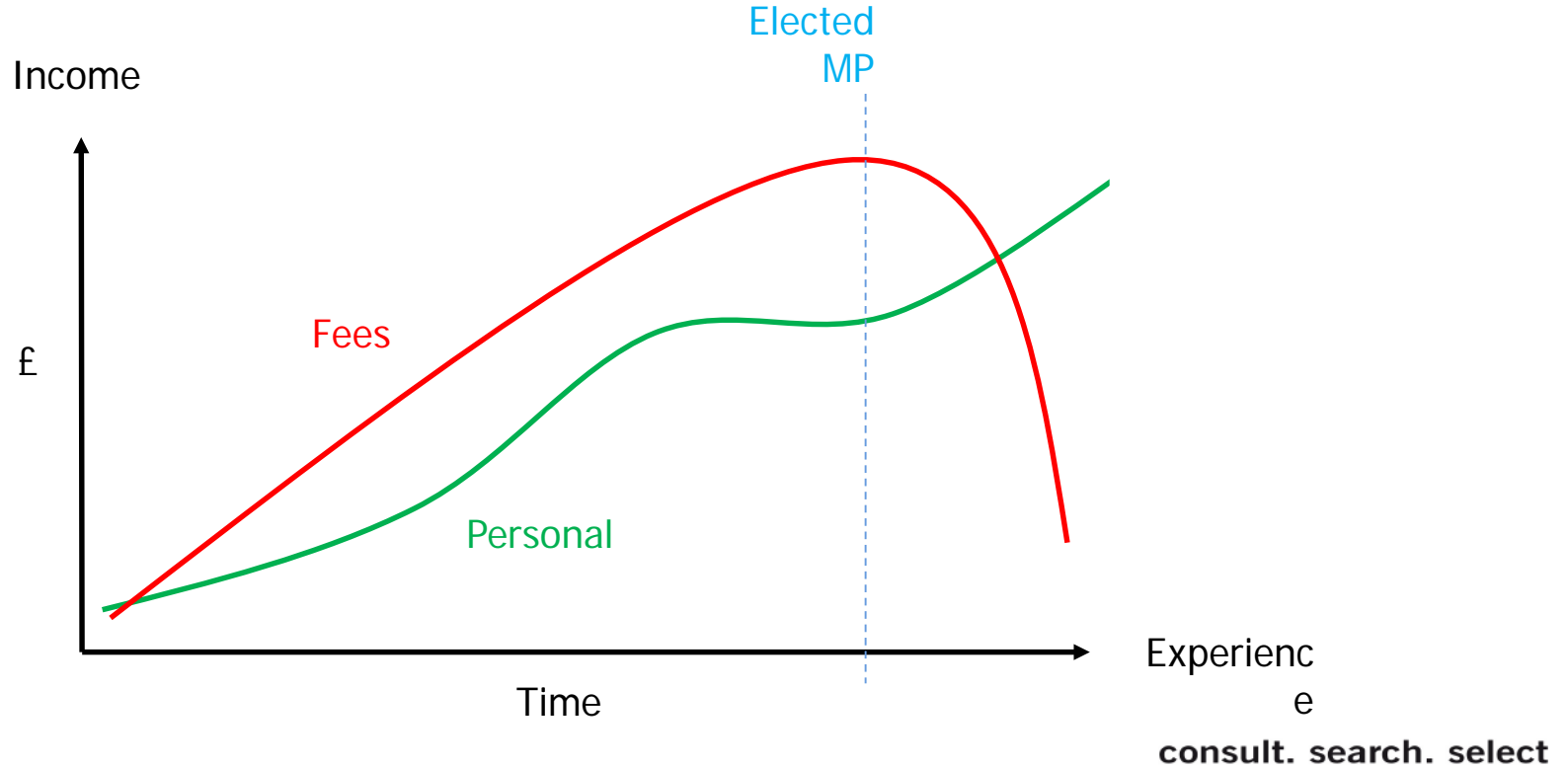
Conflicting interests of management and ownership collides in partnerships

### Challenge

Why focus on PEP when it does not drive good management behaviours?



## Earnings



## Approach to Market(s)

### Insight

Not really big news... but:  
Your markets have been disrupted (law is not alone)

### Reflection

The competition is no longer other law firms

### Challenge

Why treat a customer buying a standard product or a service  
... the same as ...  
a client that trusts you and values expert advice and guidance?  
(cp & cf accountants!)

## Non-Lawyers / “The Hired Hands”

### Insight

CEOs / COOs / CFOs / BDDs / HRDs / ITDs / ...

May not be “fee-earners”

Nor are they “fee-burners”

### Reflection

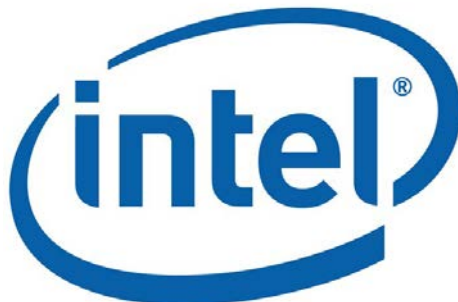
Reward for professional leadership (including MPs) should be “value” based.

### Challenge

Should a non-lawyer be the highest paid person in your firm?

If not, why not?

Hard people with whom to do business



## Recruitment

### Insight

M&A v New Markets v Hiring

### Reflection

M&A not as easy as it sounds! ("Our London Office" problem)

New Markets = M&A and/or Hiring

### Challenge

Why hire only from what is available on the market?

Why not define carefully what the value is in your firm?

Then find and hire the professionals you need to maximise that value?

	Cons	Pros
External	<ul style="list-style-type: none"> <li>Investment (time &amp; money)</li> <li>Risk of mis-hire</li> <li>Apparent weakness</li> <li>Disruption</li> <li>Demotivated staff</li> <li>Hire'n'fire reputation</li> </ul>	<ul style="list-style-type: none"> <li>Fresh blood</li> <li>New ideas</li> <li>Diversity</li> <li>Renewal</li> <li>Re-invention</li> <li>Diversification</li> </ul>
Internal	<ul style="list-style-type: none"> <li>Limited choice</li> <li>Stasis</li> <li>Buggin's turn</li> <li>Inward focus</li> <li>Complacent</li> </ul>	<ul style="list-style-type: none"> <li>Low cost</li> <li>Known knowns</li> <li>Advancement</li> <li>Planned succession</li> <li>Loyalty</li> </ul>



Agency



**consult. search. select**

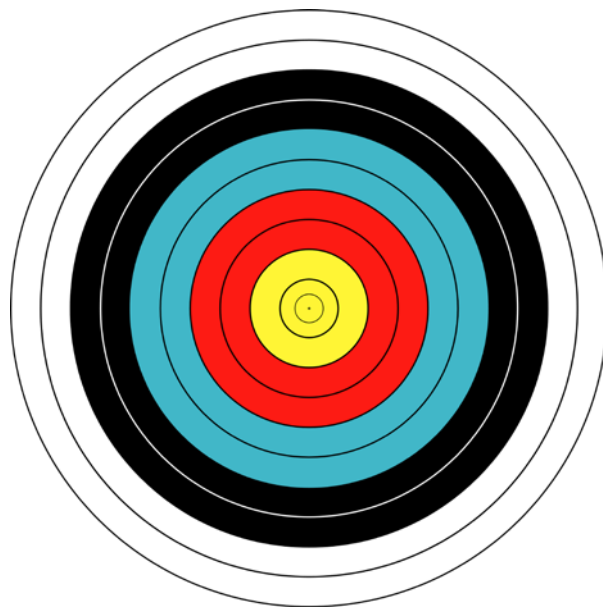
## Specialist



Don't Panic!

"...no one was really poor,  
at least no one  
worth speaking of."

Search



**consult. search. select**

# Incentivising People

Andy Poole  
Legal Sector Partner  
Armstrong Watson

Rosy Rourke  
Legal Sector Director  
Armstrong Watson

**ArmstrongWatson®**  
Accountants, Business & Financial Advisers



**ArmstrongWatson®**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



The Law Society has exclusively  
endorsed Armstrong Watson for the  
provision of accountancy services to  
law firms in the North of England



**ArmstrongWatson®**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



The Law Society has exclusively endorsed Armstrong Watson for the provision of accountancy services to law firms in the North of England





**ArmstrongWatson<sup>®</sup>**  
**Accountants, Business & Financial Advisers**  
A track record of providing solutions to the legal profession



The Law Society has exclusively  
endorsed Armstrong Watson for the  
provision of accountancy services to law  
firms in the North of England





# What do we want our people to do?

**ArmstrongWatson<sup>®</sup>**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



The Law Society has exclusively endorsed Armstrong Watson for the provision of accountancy services to law firms in the North of England



# How do we change behaviours?

**ArmstrongWatson<sup>®</sup>**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



The Law Society has exclusively endorsed Armstrong Watson for the provision of accountancy services to law firms in the North of England



# Options



**ArmstrongWatson<sup>®</sup>**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



The Law Society has exclusively endorsed Armstrong Watson for the provision of accountancy services to law firms in the North of England



**Who has bonus scheme in their firms?**

**What is the basis of the bonus scheme?**

**Are they working / well received?**



# Issues

## Disincentivisation

Culture

Accurate MI

Appropriate MI

Achievable?

Lack of team approach

Encouraging wrong behaviours



Within their power?



# Issues

Disincentivisation

Lack of team approach

Accurate MI

Appropriate MI

Within their power

Achievable

No support provided



Resentment from others

Encouraging wrong behaviours

Subjective

Not transparent

Difficult to understand or calculate

Skewed to one behaviour

Focus on fee earners only?



# Hallmarks of a successful bonus scheme

- Based on what behavioural traits are wanted
- Open, fair and transparent
- Based on achievable targets
- Measurable and objective
- Easy to understand and calculate
- Balanced to encourage performance in a number of areas
- Encourage team work, collaboration and commitment



# Is it that simple?



VS



**ArmstrongWatson<sup>®</sup>**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



Endorsed by

The Law Society has exclusively  
endorsed Armstrong Watson for the  
provision of accountancy services to law  
firms in the North of England





# What else is required?

**ArmstrongWatson<sup>®</sup>**  
**Accountants, Business & Financial Advisers**  
A track record of providing solutions to the legal profession



The Law Society has exclusively  
endorsed Armstrong Watson for the  
provision of accountancy services to law  
firms in the North of England



# What else needs to be done?

1. Identify business objectives
2. Identify what we need our people to do in order to achieve those objectives
3. Educate all staff on 1 and 2 – training
4. Obtain suggestions from our people on how to achieve 1 and 2
5. Obtain buy in from our people
6. Prepare a bespoke bonus scheme
7. Identify the KPIs that will drive the scheme – ensure balanced



## What else needs to be done?

8. Publicly introduce the bonus scheme
9. Set targets for each KPI by person
10. Obtain buy in to and agreement of targets
11. Publicise the MI regularly
12. Embrace peer pressure
13. Introduce a coaching programme
  - assist people to hit targets
  - assist managers to assist staff
14. Balanced approach of KPIs and balance between carrot and stick



## What we find in practice

- **Fee earners**
  - **Utilisation**
  - **Recovery**
  - **WIP days**
  - **Debtor days**
- **Non fee earners?**



# What questions do you have



**ArmstrongWatson®**  
Accountants, Business & Financial Advisers  
A track record of providing solutions to the legal profession



The Law Society has exclusively endorsed Armstrong Watson for the provision of accountancy services to law firms in the North of England



## Your action points

1. Identify your business objectives and what people need to do
2. Educate your people
3. Obtain buy in
4. Balance stick and carrot
5. Introduce an appropriate incentive programme
6. Share appropriate MI linked to realistic targets
7. Coach your people



# Disclaimer

This presentation and supporting documentation has been prepared in general terms and therefore cannot be relied upon to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this presentation and/or supporting documentation. Armstrong Watson would be pleased to advise on how to apply the principles set out here to your specific circumstances. Neither Armstrong Watson nor the presenters accept a duty of care or liability for any loss occasioned to any person acting or refraining from acting as a result of this presentation and supporting documentation.



Andy Poole  
Legal Sector Partner  
Armstrong Watson

Third Floor, 10 South Parade,  
Leeds LS1 5QS

T: 01228 690200  
F: 01228 690201  
M: 07828 857830

Twitter: @AW\_AndyPoole  
E: andy.poole@armstrongwatson.co.uk

[www.armstrongwatson.co.uk/legalsector](http://www.armstrongwatson.co.uk/legalsector)

Rosy Rourke  
Legal Sector Director  
Armstrong Watson

Fairview House, Victoria Place,  
Carlisle CA1 1HP

T: 01228 690200  
F: 01228 690201  
M: 07557 951148

Twitter: @AW\_RosyRourke  
E: rosy.rourke@armstrongwatson.co.uk

[www.armstrongwatson.co.uk/legalsector](http://www.armstrongwatson.co.uk/legalsector)







ArmstrongWatson®  
*...we're with you.*

**ArmstrongWatson®**  
**Accountants, Business & Financial Advisers**  
A track record of providing solutions to the legal profession



The Law Society has exclusively  
endorsed Armstrong Watson for the  
provision of accountancy services to law  
firms in the North of England



# Victoria Brackett



**Leading change**

**The journey from regional to national**

---

Victoria Brackett, Chief Executive, Business Legal Services

# The strategic context

---

- A clear strategy
- Growth ambition
- Client demand
- Market disruption
- Opportunity for our people

# The options

---

- Stay the same
- Grow through acquisition
- Specialise – niche
- Join a bigger platform

# The partnership mind set

---

A conflict in an ambitious partnership:

Standing still was not an option:

*“When you're finished changing, you're finished.”* Benjamin Franklin

But change was risky and uncomfortable:

*“The world hates change, yet it is the only thing that has brought progress.”*

Charles Kettering

And we needed to look forward:

*“Change is the law of life. And those who look only to the past or present are certain to miss the future.”* John F. Kennedy

# An April Fool's Day announcement

---

- Fear
- Personal priorities
- Nostalgia
- Baby boomers v. Gen X (and a bit of Y)
- Retirement v career opportunity
- Buying v selling
- Confidentiality
- Buy in

# The opportunity

---

- Culture
- Clients
- Markets
- Investment
- Strategic alignment
- Why?
  
- The partner's story ....



# Leading change

---

Any different from the day job?

- Collaboration
- Communication
- Confidence
- Availability
- Preparation

# The people

---

- Confidentiality
  - Announcement
  - Preparation
  - Unity of message
  - Integration
  - Departures
- 
- The associate's story ....

# Integration

---

- Strategic objectives of two firms
- Two cultures
- Two client bases
- Our way is/was better?
- But this feels really different
- Compromise
- Conflict
- Success

# Leading change

---

Any different from the day job?

- Collaboration
- Communication
- Confidence
- Availability
- Preparation

# And one year on?

---

- Revised, integrated strategies
- Post merger recruits
- Integrated systems
- Client feedback
- Leadership challenges
- Ambition and energy
- Best of both

# And finally ...

---

## Why did we bother?

# Legal Sector Conferences 2017

In Association with Milburn O'Brien



# Helping lawyers win more clients, increase their fee income and improve profitability

T: +44 (0) 1844 350306

E: peterf@mobgroup.co.uk

[www.mobgroup.co.uk](http://www.mobgroup.co.uk)

Milburn O'Brien