BAR LEADERSHIP CHALLENGES

Mark Beese

2017 Michigan Bar Leadership Forum

LEADERSHIP FOR LAWYERS LLC

SBM
STATE BAR OF MICHIGAN

Table Discussions

3:35   Instructions

3:40   Discuss Leadership Challenges, Report Out

4:00   Brainstorm possible solutions to challenges

4:35   Report out to large group

5:00   Conclude

Identify Leadership Challenges

- Diversity & Inclusion
- Innovation
- Developing online tools & ways to serve members
- Access to Justice
- Strengthening the network

- Engaging new members
- Energizing volunteers
- Identifying and developing new leaders
- Attracting Millennials
- Fundraising

Record Challenges on Flipchart!

Report – Leadership Challenges

Table discussion

- At your table, brainstorm possible solutions to the challenge.
- Be creative.
- Don't limit each other's ideas. Build on them.
- Record your ideas on your flipchart.
- Choose a representative to report for your group

- Report out at 4:35

Solutions Report

- What are some of your top ideas?

Mark Beese
Leadership for Lawyers
www.leadershipforlawyers.com

LEADING WITH VISION

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Vision and Values

"I once asked Max Dupree, who wrote a fabulous book entitled *Leadership Is an Art,* what he felt was the most important role of a leader. He compared the role to that of a third-grade teacher who keeps repeating the basics. "When it comes to vision and values, you have to say it over and over and over again until people get it right."

– Ken Blanchard

Inspire a shared vision

Ik droom dat ooit op een dag...

Vision

A unique and ideal image of the future for the common good.

Vision…

Ideal

Unique

Image

Future Oriented

Common Good

Vision

- Vision
  - Compelling
  - Clear
  - Challenging
- Enlisting other in a common vision
  - Alignment of interests
  - Understand WIIFM
  - Often a negotiation
  - One on one conversations

VISUAL EXPLORER™

1) What will a **positive future** at your group, section or bar look like, from your own point of view?

2) What **effort or resources** are needed in order to bring about these positive changes?

Write these questions down and reflect a moment.

Choose one card for each question:
Two cards total.

1) What will a **positive future** at look like, from your own point of view?

2) What **effort or resources** will you need in order to bring about these positive changes?

- Chose cards that in some way help you describe your answers to each of the questions. The card might make an emotional or metaphorical connection, or begin to tell a story.

- **You have five minutes. Do this in silence please.**

- **Bring the two cards back to your seat** and then follow the next instructions on the slide.

At your table,

- Share your vision for the future …
- Share your effort/resources needed…

Pick one vision and develop a plan to make it into reality as a table group.

Create a 2 minute pitch for the large group.

'Essential reading for anyone with aspirations.'
Matthew Syed, *Bounce*

MINDSET

HOW YOU CAN FULFIL YOUR POTENTIAL

- Business
- Parenting
- School
- Relationships

DR CAROL S. DWECK

Fixed Mindset: Intelligence is Static

Leads to a desire to look smart and therefore a tendency

Challenges … avoid challenges

Obstacles… give up easily
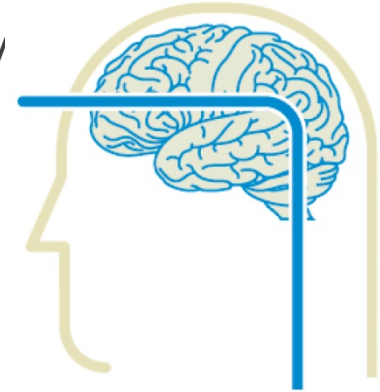
Effort … see effort as fruitless or worse

Criticism … ignore useful negative feedback

Success of Others … feel threatened by the success of others

As a result, they may plateau early and achieve less than their full potential.

All this confirms a **deterministic view of the world**.

Created by Nigel Holmes, from *Mindset: The New Psychology of Success* by Carol S. Dweck. Used with permission.

Growth Mindset: Intelligence Can Be Developed

Leads to a desire to learn and therefore a tendency to…

Challenges … embrace challenges

Obstacles… persist in the face of setbacks

Effort … see effort as the path to mastery

Criticism … learn from criticism

Success of Others … find lessons and inspiration in the success of others

As a result, they reach ever-higher levels of achievement.

All this gives them a **greater sense of free will**.

Created by Nigel Holmes, from *Mindset: The New Psychology of Success* by Carol S. Dweck. Used with permission.

Big Egos Get in the Way of Learning

"Have you ever met someone with a big ego who was really good at being open-minded? Really good at reflective listening? At putting himself in another's shoes? At playing well with others?

At saying, I don't know
Your idea is better than mine, or
You are right?

I didn't think so."

- Edward Hess

Mindset
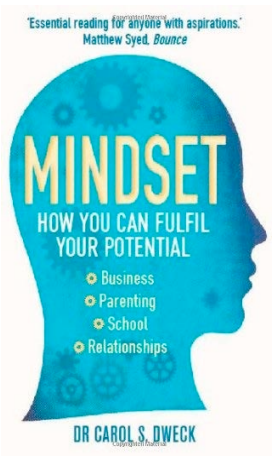
What mindset do we need to make significant change?

- Growth vs. Fixed?

- What new models do we need to consider?
- How will we do things differently?
- What should we stop doing?
- What new skills/processes do we need to learn?

Change Style Indicator

- Conserver
- Pragmatist
- Originators

CHANGE STYLE PREFERENCES & STRUCTURE

CONSERVERS

Accept the structure

Prefer change that is incremental

CHANGE STYLE PREFERENCES & STRUCTURE

CONSERVERS

Accept the structure

Prefer change that is incremental

ORIGINATORS

Challenge the structure

Prefer change that is expansive

CHANGE STYLE PREFERENCES & STRUCTURE

CONSERVERS	**PRAGMATISTS**	**ORIGINATORS**
Accept the structure	*Explore* the structure	*Challenge* the structure
Prefer change that is incremental	Prefer change that is functional	Prefer change that is expansive

CHARACTERISTICS

When facing change, CONSERVERS…

- ❑ **Generally appear deliberate, disciplined, and organized**
- ❑ **Prefer change that maintains current structure**
- ❑ **May operate from conventional assumptions**
- ❑ **Enjoy predictability**
- ❑ **May appear cautious and inflexible**
- ❑ **May focus on details and the routine**
- ❑ **Honor tradition and established practice**

CHARACTERISTICS

When facing change, ORIGINATORS…

❑ **May appear unorganized, undisciplined, unconventional and spontaneous**

❑ **Prefer change that challenges current structure**

❑ **Will likely challenge accepted assumptions**

❑ **Enjoy risk and uncertainty**

❑ **May be impractical and miss important details**

❑ **May appear as visionary and systemic in their thinking**

❑ **Can treat accepted policies and procedures with little regard**

CHARACTERISTICS

When facing change, PRAGMATISTS…

- ❑ May appear practical, agreeable, flexible
- ❑ Prefer change that emphasizes workable outcomes
- ❑ Are more focused on results than structure
- ❑ Operate as mediators and catalyst for understanding
- ❑ Are open to both sides of an argument
- ❑ May take more of a middle-of-the-road approach
- ❑ Appear more team-oriented

CSI Industry Norms – New norms August 2014

Industry	Mean	#	Conservers	Pragmatist	Originators
Law Firms/Legal Services	-6.52	1374	44%	42%	14%
Health: Public	-4.26	1513	37%	46%	16%
Government Agencies	-3.90	1720	39%	43%	18%
Educ: Elementary/Secondary	-3.50	2610	37%	45%	18%
Utilities	-2.71	1029	33%	46%	21%
Engineering/Design/Research	-2.25	701	34%	45%	21%
Health: Clinics/Hospitals	-1.40	6647	31%	45%	24%
Military/Defense	-1.19	2079	30%	47%	23%
Human Services	-1.00	477	29%	48%	23%
Energy/Gas/Oil	-0.80	2761	27%	52%	22%
Mining/Geology	-0.70	486	26%	53%	21%
Aviation/Aerospace	-0.42	2476	27%	50%	23%
Insurance	-0.37	4186	27%	49%	24%
Banking/Finance	-0.12	7545	26%	50%	24%
Hospitality/Travel/Leisure	-0.03	718	26%	50%	24%
Pharmaceuticals	0.04	3773	26%	48%	26%
Media/Publishing	0.24	1404	25%	48%	27%
Community Development	0.29	1021	25%	49%	26%
Health: Products/Equipment	1.21	3769	22%	51%	27%
Nonprofit Agencies	1.84	3243	23%	45%	32%
Technology/Software	3.49	4247	18%	47%	35%

Leading to Change Style?

If you group is mostly conservers and pragmatists, what do you need to do to be

- More innovative
- More creative
- More risk tolerant
- Open to failure
- Experimental

How would you develop leaders differently?
How would you recruit differently?

Millennials Myths

i don't have a problem with entitlement! the problem is that i'm not getting everything i want!

Millennial Myth #1

ENTITLED

- Don't have the same work ethic

- Think they can say whatever they like to whomever they want

- Demand more flexible work schedule

& HARDWORKING

- Millennials are willing to work **long hours**

- Millennials will **speak truth** to power

91%	**94%**
Millennials	Other Generations

Balance

- 63% say that work demands interfere with their home and personal life

- 59% say that the amount of time their job takes makes it difficult for them to fulfill their personal responsibilities

- 68% say that they have had to change their personal plans because of work

Team Contributors

- 82% volunteer to do things for their work teams

- 88% help others on their teams with their responsibilities

- 78% go beyond their job responsibilities to assist team members

Millennial Myth #2

NEEDY

- Want their parents involved?

- Want constant and instant gratification

- Want frequent feedback, mentoring and assistance

& INDEPENDENT

- Millennials want to know what they need to do to be **successful** but don't want to be told how to do it

- Millennials will run with a project but want regular **feedback** along the way

40%	30%
Millennials	Other Generations

Millennial Myth #3

WANT TO DO GOOD

- Want to contribute to their communities

- Want to have societal impact

- Want to do good in the world

& DO WELL

- Millennials want their work to be **meaningful** and interesting, more than a job that pays the bills

- Millennials struggle with **financial issues** that affect their career and job choices

46%	**69%**
Debt Impact	Student Loans

Millennials' Values and Expectations

- 99% want autonomy and control over work assignments

- Want to know why, not just how. 58% say the reason for their work was not made clear.

- Only 61% say they have enough information to do their tasks.

Millennial Myth #4

HIGH TECH

- Love technology

- Rely on technology too much

& HIGH TOUCH

- Millennials want attention and **community** at work

- Millennials believe you can't replace face to face communication. **Connection** matters.

70%

Preference

Relationships and Communications

Millennials prefer

- Social networking sites – 70%

- Phone – 69%

- Email – 66%

- Text – 59%

- Face to Face – 42%

- Instant Message – 39%

Millennial Myth #5

COMMITTED

- Committed to their organization only if they are getting ALL the things they want

& LEAVING

- About ½ of Millennials would be happy to spend their careers with their **current organization**

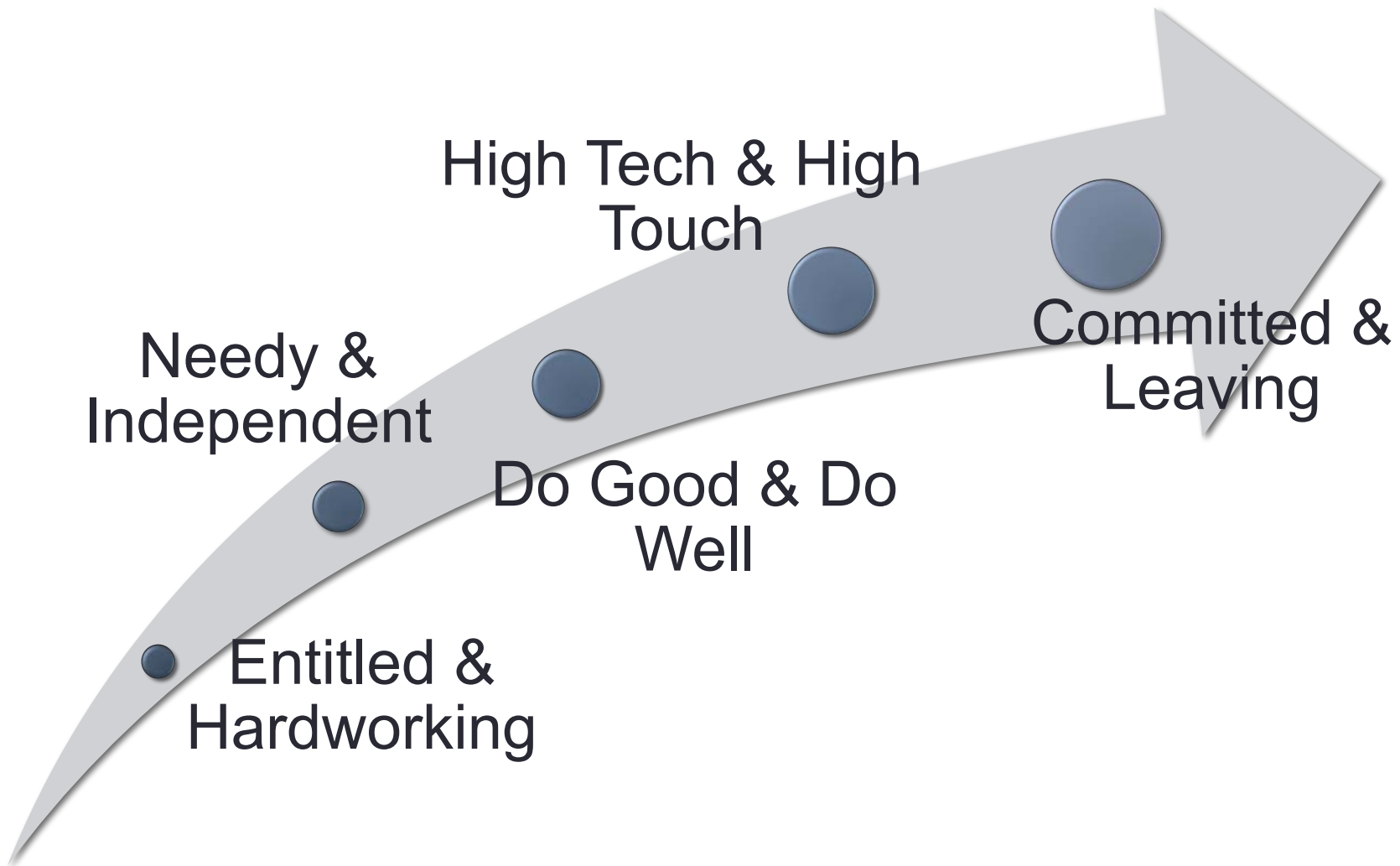- Millennials leave if needs for **advancement** and development aren't met

69%	**74%**
Millennials	Other Generations

Engaging & Retaining Millennials

High Tech & High Touch

Needy & Independent

Committed & Leaving

Do Good & Do Well

Entitled & Hardworking

Millennial
Engagement

What can we do to engage a new generation of lawyers in Bar activities and groups?

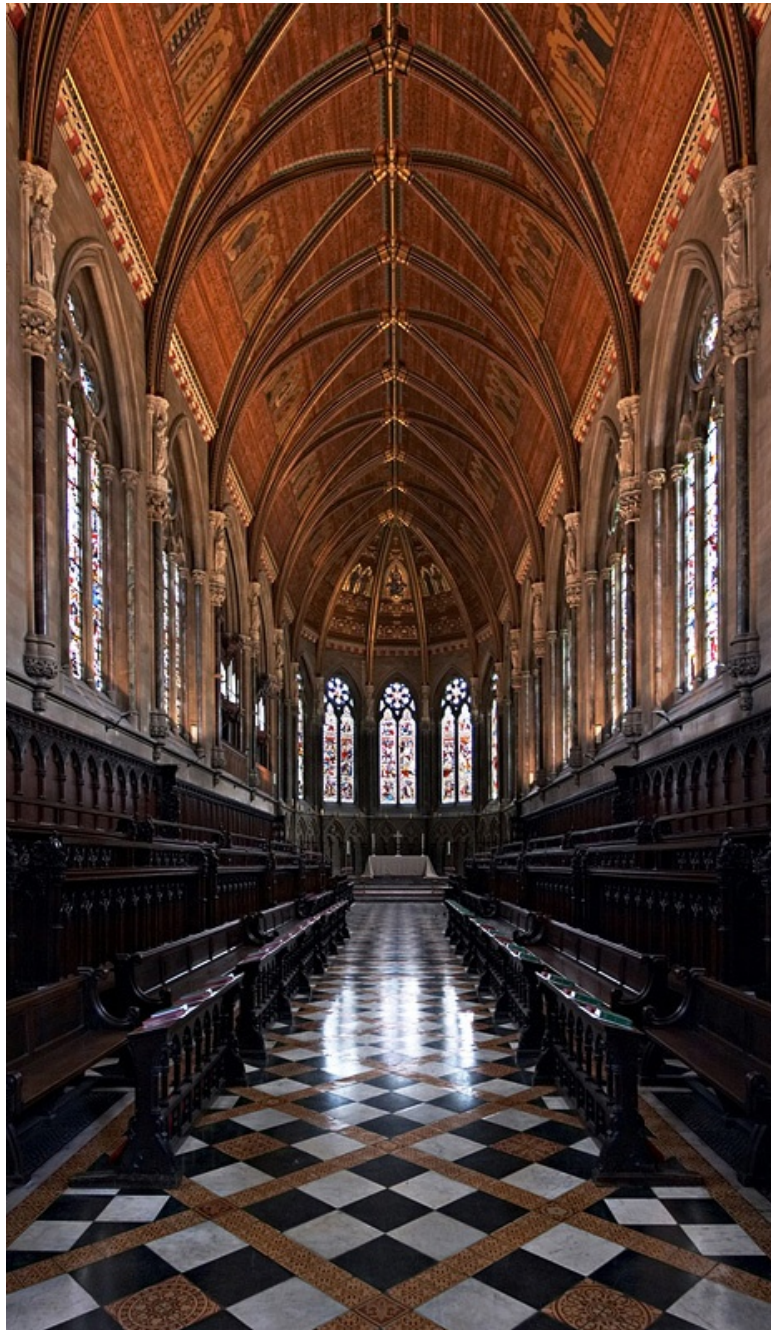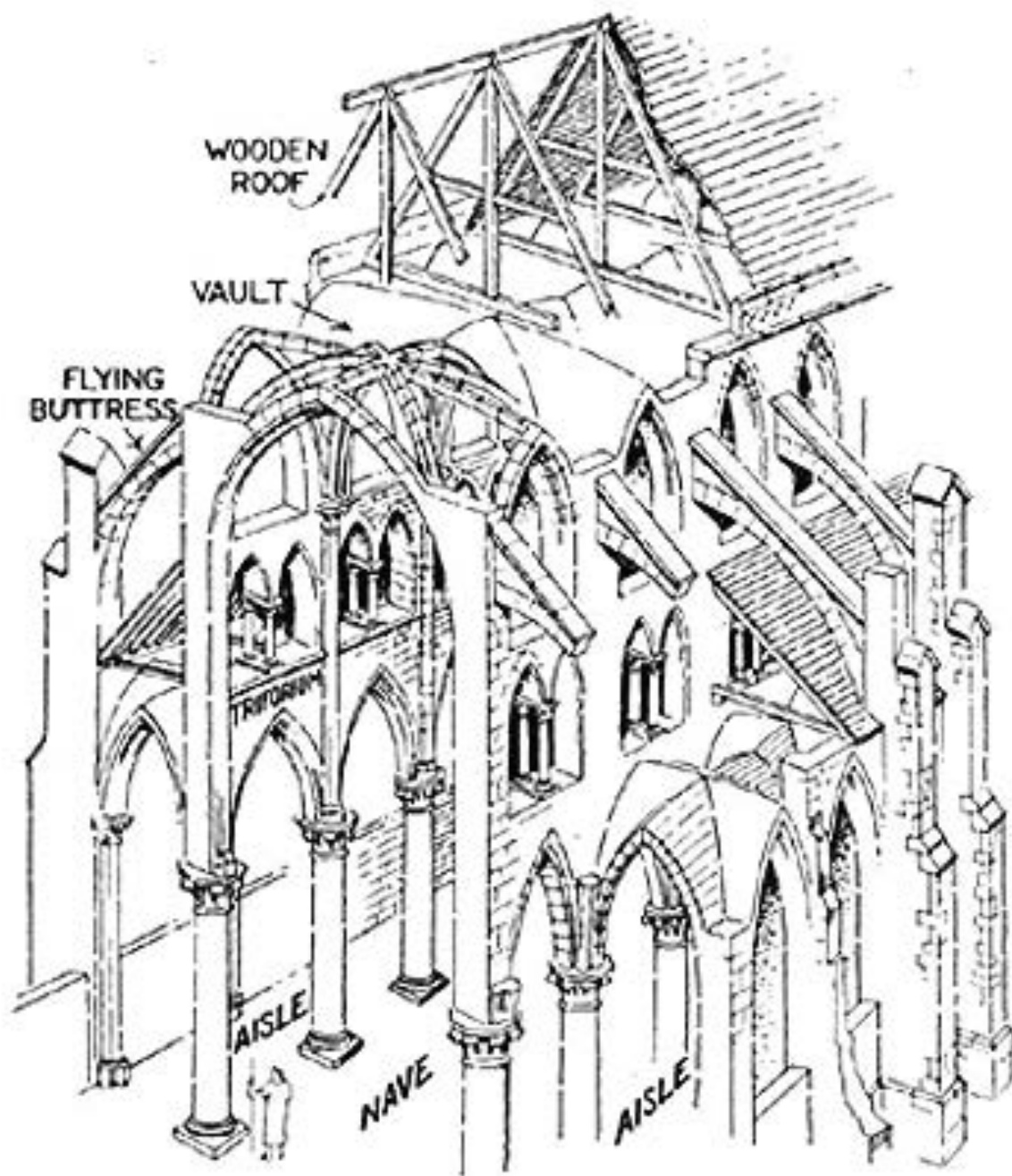# Lollipop Moment

Closing Thoughts

"**Action without vision is drudgery;**

vision without action is merely a dream.

But vision with action

is the hope of the world."

Inscription on 17th century Welsh church

Chapel at St. John's College, Oxford

WOODEN ROOF

VAULT

FLYING BUTTRESS

TRIFORIUM

AISLE

NAVE

AISLE

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