

How to manage people and change

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DGLLEGAL

Services for Lawyers

Presenters

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Sarah has a BSc (Hons) in Applied Accounting and is a Fellow member of the Association of Chartered and Certified Accountants. Her career spans over 35 years working within the legal sector, fulfilling roles from COFA through to CEO. During her career she has worked with a number of legal regulators, professional bodies and government organisations. Sarah has been a member of the Institute of Legal Finance & Management throughout her career, qualifying as a Fellow member in 2005. Sarah also served as chairperson between 2010-2012 and continues to serve as an Executive Council Member. To view Sarah's full bio, please visit: <https://dglegal.co.uk/the-team/sarah-charlton/>



Today's Session

- Setting the scene
- Change curve - refresher
- Practical tips on people management

Do people resist change?

“People don’t resist change. They resist being changed”



Why is change important?



Where do you stand?

You are likely to fall into one of three categories:

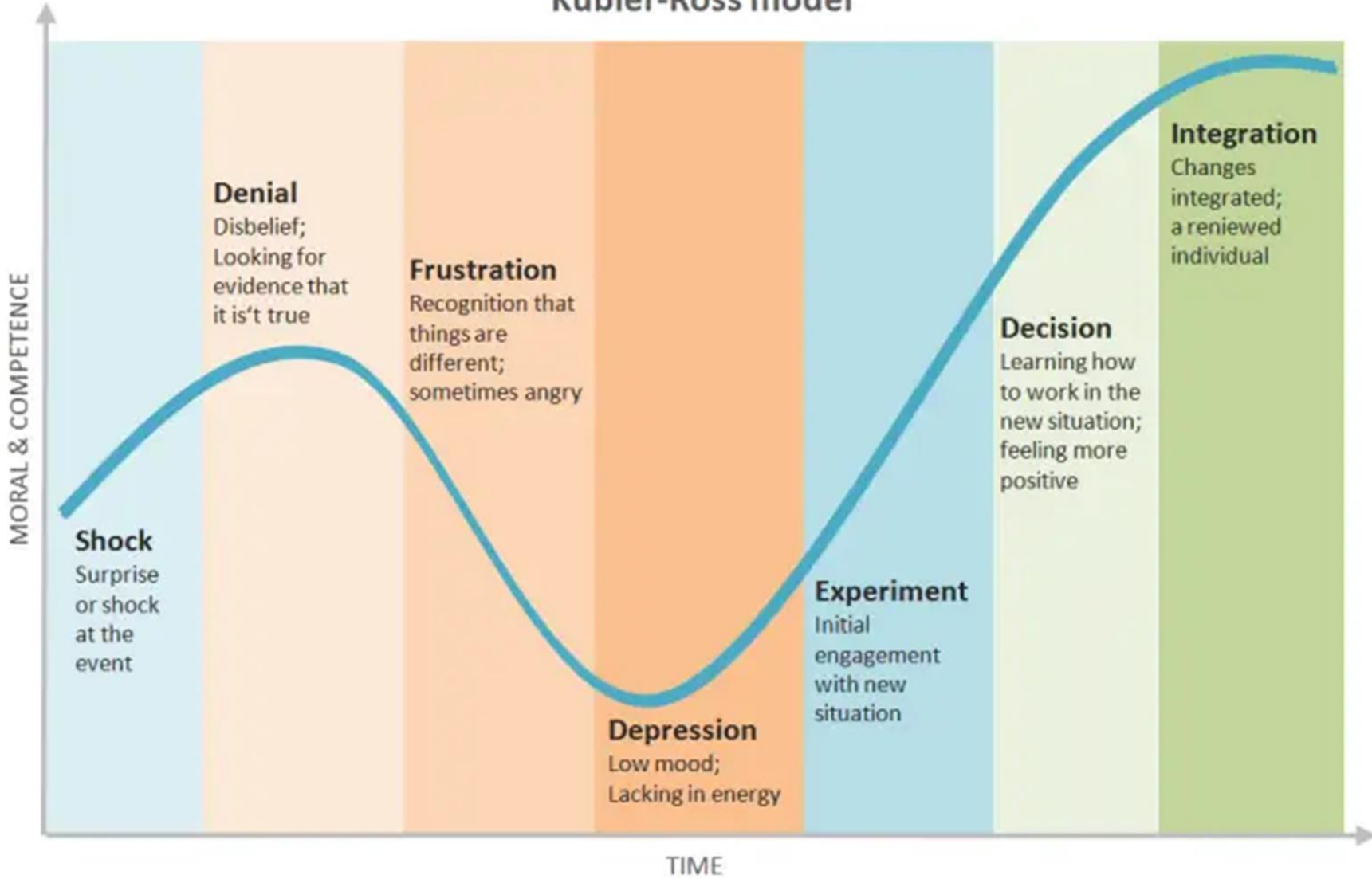
- Avoid or delay – other businesses will overtake you!
- Necessity – you maintain your current market position.
- Innovative – you are likely to be an industry leader.

“Standing still is a strategic risk”

Where should I be?

“Lawyers won’t be replaced by AI, but lawyers that use AI will replace lawyers that don’t”

Kübler-Ross model



EMOTIONAL & SOCIAL INTELLIGENCE COMPETENCIES

SELF AWARENESS

SELF MANAGEMENT

SOCIAL AWARENESS

RELATIONSHIP MANAGEMENT

EMOTIONAL SELF AWARENESS

EMOTIONAL SELF CONTROL

ADAPTABILITY

EMPATHY

INFLUENCE

COACH and MENTOR

ACHIEVEMENT ORIENTATION

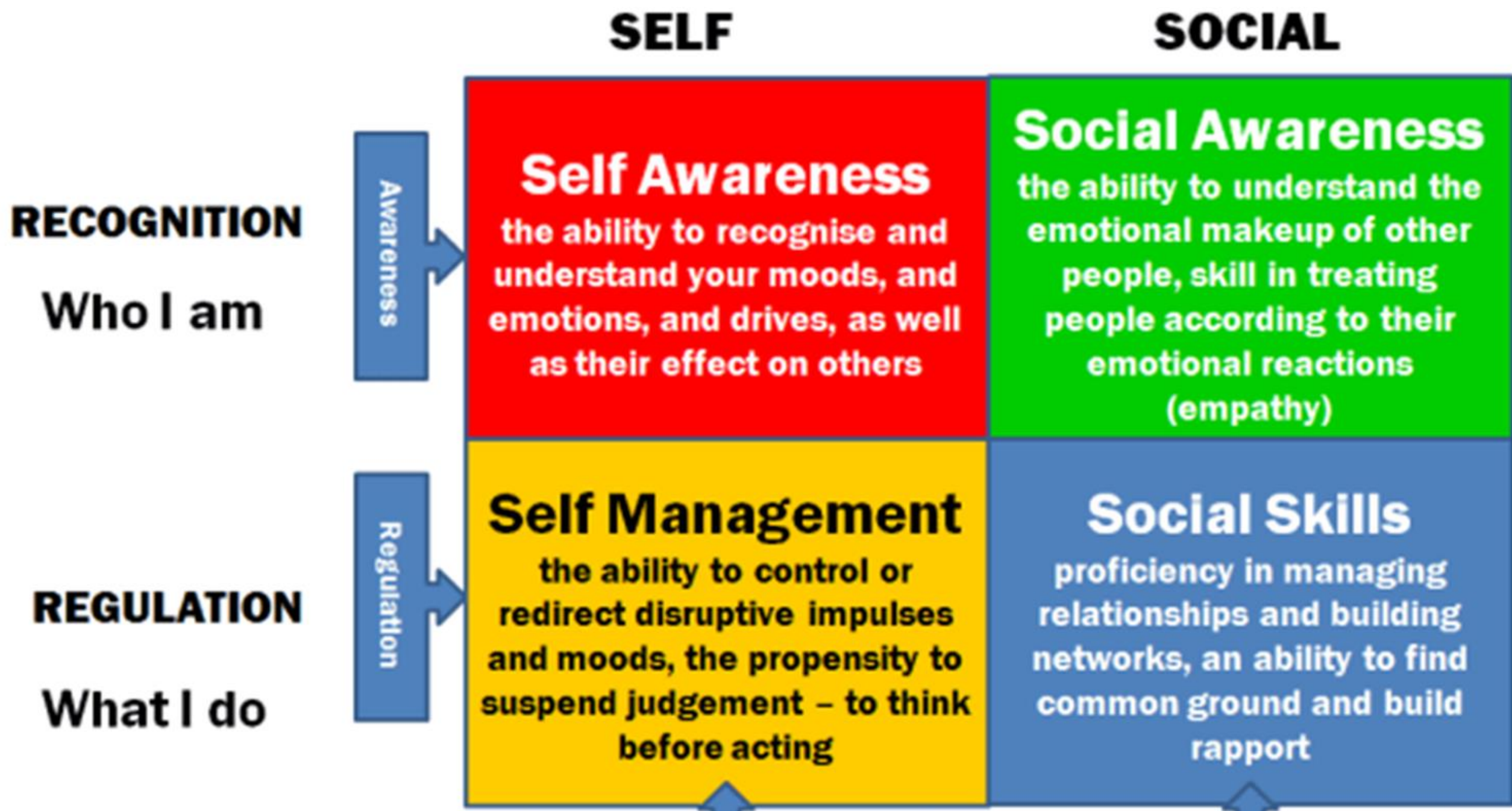
POSITIVE OUTLOOK

ORGANIZATIONAL AWARENESS

CONFLICT MANAGEMENT

TEAMWORK

INSPIRATIONAL LEADERSHIP



Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

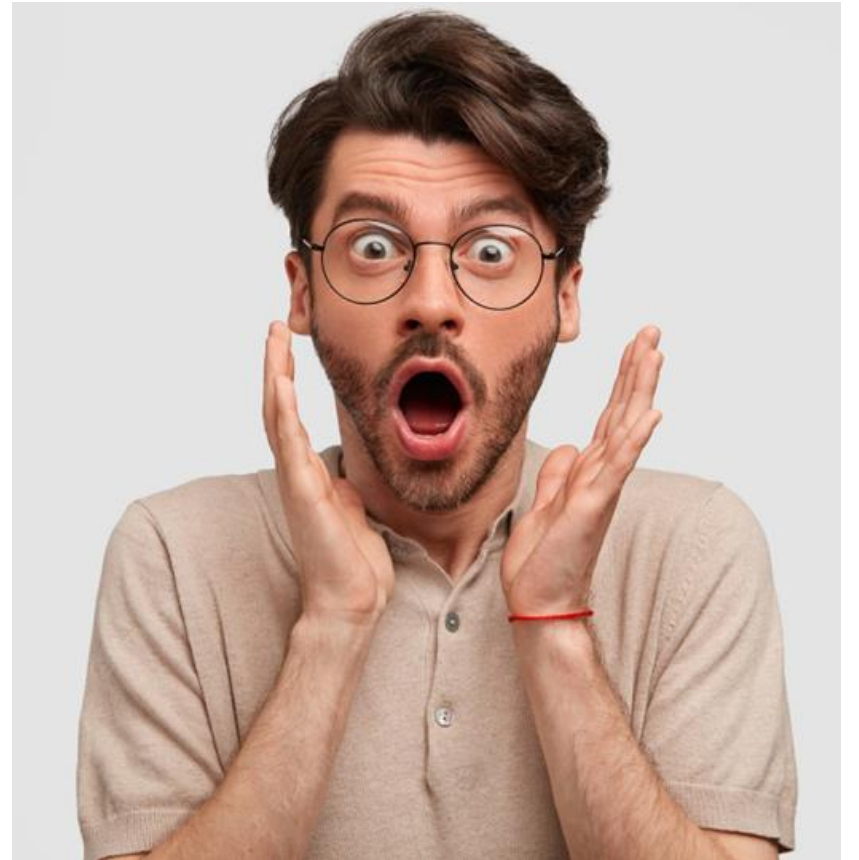
Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

Shock

- Pre-warning [where possible]
 - Conferences
 - Cascade via HoD and TL
 - F2F
 - Departmental
 - Newsletter
 - Intranet
 - Social Groups/Teams





Denial

- Regular updates will reinforce the fact change is on the horizon.
 - You may need to vary your approach depending on the individual
 - Likely to reduce fear

Frustration

- Listening skills
- Show empathy
- Be sensitive



Feeling low

- Be inclusive
- Praise
- Regular communication



Experiment

- Further praise
- Highlight the end results
- Be responsive to questions



Decision

- You can change your mind!
- Reinforce the positives

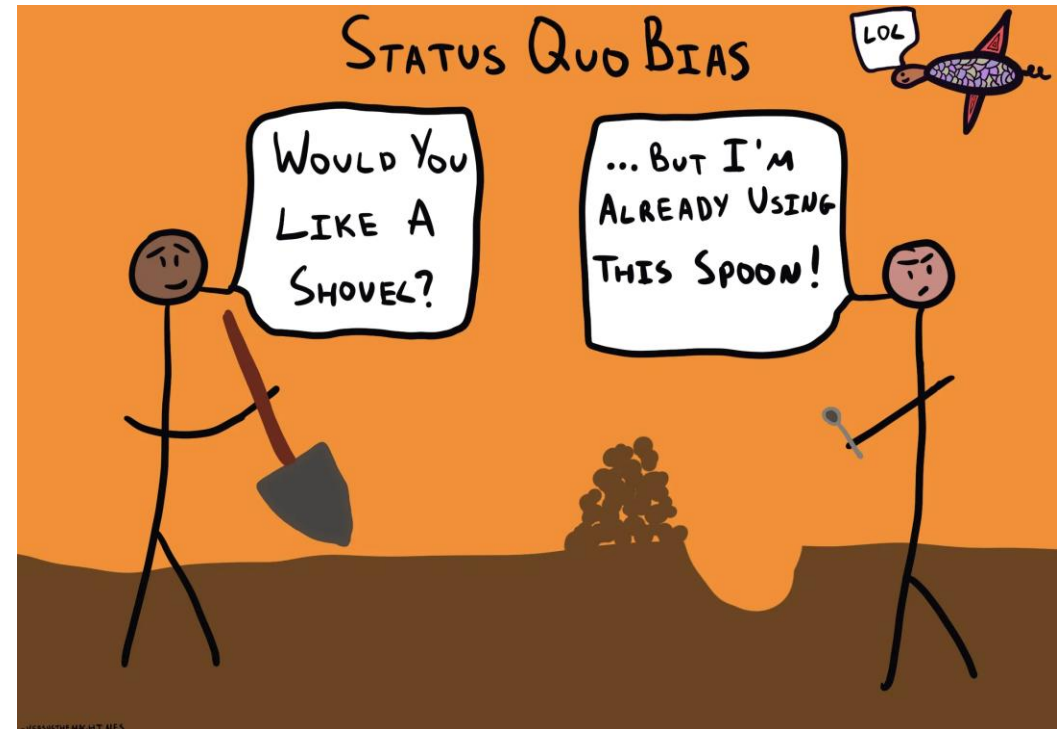


7. Integration



We are all different!

- How we process emotions.
- How much time we will spend at each stage.
- What we place value on.
- What else might be going on in our lives
- How much change we are familiar with.



Potential obstacles

“One bad apple can spoil the bunch”





Influencers – not just for celebrities



Are we the communication problem?

Remember that emotions are neutral – they are neither good nor bad. It is how we respond to our emotions that can be problematic.

Communication pitfalls to avoid

- Leave yourself enough time to communicate well
- Choose wisely
 - Invest a little time at the beginning to avoid more time at the end
- Don't put yourself under pressure to respond immediately
- Remember we are all different and react better or worse to differing methods of communication.
- Consider your emotional state as much as the recipients



Conclusion

- There is no silver bullet = we are all different!
- Planning and preparation!





Contact Details



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