

“If a business is not reinventing itself to adapt to changing market conditions, then it is highly likely it will go into decline or be taken over by those that are better adapted to the new environment.

This statement is no less true for law firms than for any business.

The diverse range of demands and impacts on the profession is forcing a rethink of everything from training and development through to the type of people being recruited”.

Source: ‘The Future of Legal Services’, The Law Society, 2016



Enhancing Vision and Agility to Respond to Industry-Wide Challenges

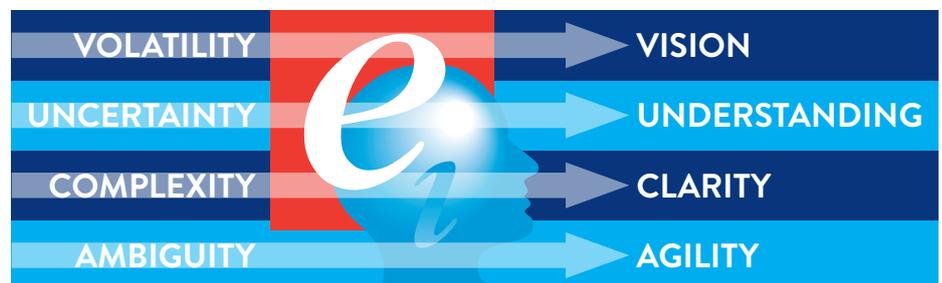
Where is it that law firms can differentiate themselves within a VUCA driven professional services environment?

Examples of VUCA impacts on the legal profession include: -

- global & national economics
- how clients will buy legal services in the future
- artificial intelligence, technology innovations and disruptions
- new types of competition and new market entrants
- wider political agendas around funding and regulation including access to the justice system?

Perhaps it is in the personal development arena, where carefully considered investments, can pay back large dividends for legal businesses by developing future partners, building

the influence of seasoned partners, and strengthening teams to drive organisational performance, with vision, understanding, clarity and agility.



Original Source: “Vuca Prime” Bob Johansen - Institute of the Future

Accelerating Organisational Growth and Future Proofing Legal Careers

During uncertain times, high quality teamwork and collaboration across old boundaries, are often the focus areas that visionary organisations and their leadership prioritise, in order to thrive on change agendas.

Artificial intelligence cannot yet replicate the human performance essentials of teamwork, cooperation and problems solving, around complex client problems. Collaborative relationships both within and outside the organisation are becoming essential pre-requisites for survival.

It is in this enhanced teamwork and

leadership arena that organisations stay ahead of the innovation curve and deliver consistent and sustainable high performance to meet their clients’ changing expectations.

We believe the cutting edge of this evolution process, revolves around **Executive Presence** and high quality leadership.

We believe that **Executive Presence** is an essential leadership asset for deal making, organisational growth and responsiveness to change, which enables whole businesses to transform with agility and confidence.



Sustaining High Performance With Integrity and Presence

Being identified as having partnership or leadership potential requires that you appear both competent and trustworthy.

In the article 'Connect, Then Lead' by Amy Cuddy, Matthew Kohut and John Neffinger (Harvard Business Review 2013), the authors state "The best way to gain influence is to combine warmth and strength... Insights from the field of psychology show that these two dimensions account for more than 90% of the variance in our positive or negative impressions we form of the people around us."

It is also observed that warmth or trustworthiness "contributes significantly more to others' evaluations of us—and it's judged before competence".



"Before people decide what they think of your message, they decide what they think of YOU".

Measuring and Developing Your 'Executive Presence'



So what do your people think of you?

Do you have both the professional competence and the personal warmth and integrity - the 'X' factor - to make it as a Partner?

- Are you aware of how you are showing up with your Reports, Peers, Partners and Clients?
- Are you unconsciously limiting your ability to impact clients and deliver immediate business results?

- When do you make the switch from autonomous technical skills to collaborative, people/engagement and teamworking skills, to advance to higher leadership levels?
- How are you safeguarding your legal career progression, in the disruptive VUCA legal services environments?

Ei World has an exciting, cutting edge solution which we believe will enable positive transformation in all of the above areas.

ExPI™ - Executive Presence Index for Sustainable Business Growth

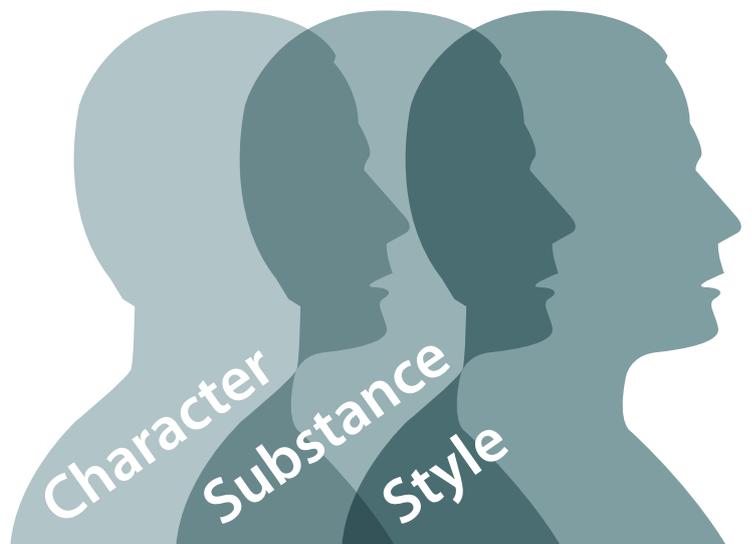
Ei World have partnered with Bates Communications Inc, to take 'Executive Presence' to a deeper level of application.

The Executive Presence Index (ExPI™) is the first and only research based, scientifically validated assessment to measure 15 unique facets of Executive Presence, across 3 critical dimensions of Character, Substance and Style.

The multi-rater assessment is administered via an online questionnaire and participants receive a comprehensive feedback report and guided feedback from an accredited coach.

Importantly, the feedback is directly related to your business context and delivery of your immediate business challenges.

Long term career planning is essential for any lawyer, but especially for those who aspire to become partners. Whether you are a 'Grinder', a 'Minder' or a 'Finder' in the legal profession, this ensures that all new Insights created and Development Actions agreed, underpin immediate performance goals and a tangible return on investment, enabling you to be better equipped to move to the next stage of your career.



For more information:
www.eiworld.org/executive-presence/

To start a conversation:
info@eiworld.org | +44-(0)20-3507-0270

Who is ExPI™ for?

ExPI™ is for:

- Ambitious Associates with aspirations for partnership in the longer term (3-5 years) who want to best position themselves for partnership track selection
- Senior Associates who have already been identified as having “partnership potential” in the medium term (2-3 years) and who want to distinguish themselves from their competition in the potential partner pool
- Salaried Partners with aspirations to become equity partners
- “Junior” Equity Partners with aspirations to become Practice/ Departmental / Regional Heads or assume other leadership positions within the firm
- “Senior” Equity Partners with aspirations to become Senior Partner / Managing Partner of the whole firm
- All senior legal professionals seeking to ensure on-going high performance and positive client impacts



Career/Professional Applications of ExPI™

The ExPI™ assessment can be used highly effectively within existing Top Talent and/ or Partnership Track programmes and actively supports a wide array of learning and development requirements, which get to the heart of high performing leadership.

Enhancing the ability to win new work and deliver projects collaboratively, whilst achieving excellent client service, are all critical Partner capabilities, where even excellent technical legal skills alone, will not suffice. Being competent, determined and working the longest hours is no guarantee of success.

To be successful, Partner candidates must:

- engender the **trust** of the Partners and firm’s Clients
- demonstrate **credibility** at all times
- be effective at **executing work** in teams

The ExPI™ can help to identify any perceived weaknesses in these key areas, which may impair the ability or credibility of the candidate to be considered as one of the “club”.

Once new Insights are recognised and responded to, the Development Actions and new deliverables may subsequently persuade the Partners that the candidate can not only successfully achieve the primary objectives of the firm and contribute to its growth, but also act as an outstanding ambassador for the firm.



ExPI™ Pilot Process Overview

Ei World is making available a limited offer of initial pilots with carefully selected law firms, involving between 6-12 applicants each firm, to undertake the ExPI™ online assessment survey and participate in feedback and coaching sessions, to raise performance and impact.

- The pilot process stages for Participants are as below:



All calls are strictly confidential, 1-1 and led by a qualified ExPI™ coach.

Many leaders around the world are liberating their Executive Presence in this way, to lead and co-create more sustainable futures for their businesses.



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