

The author of Law Firm Re-creation: Managing law firms is about people and motivation

Original Wisdom Wisdom 4 days ago

2021 你的律所所有明确的战略吗?
律所内部管理科学吗?
律所发展规划明确吗?
管理能力足够卓越吗?

如果你也正在为这些问题苦恼或困惑, 如果你想跟左侧的导师们共同探讨解决方案, 请扫描左侧二维码, 获取更多信息。

外方导师

Peter Zeughauser
Zeughauser Group 法律咨询有限公司首席合伙人
Ervin Company 首席执行官

Scott Westfahl
哈佛大学法学院高级管理教育项目主任

潘言博 教授 (Professor Jaap Bosman)
TGO 法律咨询有限公司 CEO

Author / Xia Lingxuan

Source / Zhizhi

What is the nature of law firm management? What problems are often overlooked by law firm leaders? With these questions in question, we interviewed Professor Jaap Bosman, CEO of TGO Legal Consulting and author of the best-selling book Re-Engineering.

Mr. Pan shared with us his opportunities to work in law firm management consulting, his practice experience, and, based on his experience as a managing partner of a leading Dutch law firm over the past decade, provided unique insights on the topic of "How to develop the leadership of lawyers" in his book Re-creation of a Law Firm.

The full interview is as follows:



What is the opportunity for you to decide to devote yourself to the leadership and management of research law firms?

That's what I'm interested in. My previous experience at the company, as well as my experience at the firm, has allowed me to see that many key issues in the management of the firm have been overlooked, so I hope that through some of my innovative ideas, I can provide enforceable solutions to the problems faced by the management of the firm.

First of all, it needs to be clear that psychology and motivation to understand human behavior are two very important aspects of organizational management. To let the law firm run, you need to understand the rules of the firm's business operations, but it's not complicated. I think commercial success accounts for only 30% of the success of law firms, and the remaining 70% is entirely determined by how the firm manages them properly.

So law firm management means not just managing the person's work, but also thinking about how to influence and motivate him. Unfortunately, the importance of this part is greatly underestimated, and the manager of the law firm pays too much attention to the acquisition of business results, but if you do not understand the psychology of your members, do not understand his motivation to be a lawyer, the difficulties he may encounter in the career trajectory of lawyers and his expectations, the management of the law firm can not be said to have a basis for success.

The key to managing a law firm is how to manage people, which is an art.



What do you think is the most difficult part of managing a lawyer, or more precisely, in the process of managing a lawyer?

It's a complicated topic because every lawyer in the law firm, they're in a different grade, so their mental state is very different. But in general, lawyers are generally more argumentable and hard to convince, and if you make a point, they'll make more arguments about it.

This means that you can't manage a lawyer in a situation similar to "negotiating" with a client, you need to focus extremely on the point of issue you want to discuss and try to control the situation in which both parties get caught up in your arguments. At the same time, the ultimate motivation behind a deep-seated dig at a lawyer's behavior - perhaps a desire to be promoted, a dissatisfaction with his current job, or a career-planning confusion.

So managing a law firm is a labor-intensive thing, and you need to understand the motivations behind different grades of lawyers' claims and focus on those motivations to solve problems.

I once met a law firm that had problems preparing to dismiss a poor-performing partner. The dismissed man, upon learning that he was about to be dismissed, did not cooperate with any work at all and resisted violently. If you don't figure out why he's so emotional, you might think he's making a fuss.

The truth is that the partner, who has devoted his life to the law firm, is anxious about his poor performance in old age, and is afraid that he will be abandoned and useless; These reasons led him to resist the decision to be dismissed so much. You see, if you don't understand the motivations behind your actions, you'll never get to the point where you're going to solve the problem.



How do you collect and arrange the contents and cases in your book *Law Firm Re-creation*?

I've been in a management position at the law firm for decades, and I've accumulated a lot of experience and cases in the process. Before becoming a lawyer, I worked for a time as a business executive for an advertising ad company, and the experience *tesse* per se understood how to think differently from a client's perspective about what products they wanted, and from an opponent's point of view about what they would do, and combine that information to motivate my members.

Therefore, digging deep and understanding the deep motivation behind each person's behavior has become my professional habit, and has been with me as a lawyer. But I have found that in law firms, paying attention to and focusing on the motivations behind the actors is something that few people know, or even know, are rarely put into practice.



How do you summarize the concept of "law firm leadership" and what are the key factors in wanting to lead a law firm?

There's a lot to talk about. The problem is actually very complex, and the first thing you need to understand is that when we're talking about managing partners at a law firm, we default to them as leaders, but in many cases that's not the case. Leaders and experts with leadership, there are some differences. Experts with influence and leadership are the ones who can really influence the operation and development of the firm.

So before we talk about law firm leadership, we need to be clear about who can be a leader, or who is the real decision maker. From

my personal point of view, the advice on how to successfully become a leader/decision maker is:

First, focus on the problems faced by law firm management and streamline and correct the problems. Everyone, especially team managers, has limited energy and too many priorities for themselves that not only reduce efficiency, but can also be caught up in repeated decision-making with no tangible results.

So leaders must learn to focus on the top priority issues at the moment, list 3-5, and then build logical relationships on those issues so that they can correct with each other so that they can be executed with a greater sense of direction and hierarchy when thinking about future planning.

Determination and patience. As a leader, in addition to the determination to implement change, but also to endure. Generally speaking, a new set of strategic planning will take about three years to come to fruition, Chemo in the process of eager to achieve lost patience, the country needs five years of planning!

Third, vigorously train outstanding members. What law firms need to understand is that effective management must be about putting time on the things that produce the most output. So what is the best outcome for a law firm? It's business ability, or revenue-generating capacity. In China, where the legal market is still vast and opportunities are high, the firm's internal management must focus on tapping and developing the most revenue-generating business people.



As a good partner of Chinese lawyers, what advice do you have on how to manage and develop Chinese law firms in the long term?

China's legal market has only been in development for more than 40 years. During this time, the founding partners of the law firms started from their own hands and have made a first-of-its-kind performance, which is respectable. But founding partners need to understand that the path to success in the past cannot be replicated, that planning the path to future development is the point, that where we reach now is not important, it is important to think about where we need to go in the future.

Therefore, as a leader, future success requires the addition of more innovative ideas, and the intergenerational problems of law firms need to be addressed even better - that's what I'm saying about the need to focus on the up-and-coming, to focus on and nurture them, and to develop the main force for the achievement of future goals. Of course, the most important thing is that with the determination and patience to put strategic planning into practice, in the process of continuous calibration, adjustment of the plan to meet the needs of different stages of development goals, I believe that continuous practice is the best way to test the theory.



The **Law Firm Leadership and Development Strategy - China Course** **has** answers for managers of Chinese law firms or future managers.

Some things are not something we don't do, but that we haven't thought about it in depth.

Come here and discuss solutions with the world's top professors and industry leaders.



2021 Law Firm Leadership and Development Strategy - China Course

Law Firm Leadership & Management Program 2021 – China

March 20-25, 2021

March 20-25, 2021

China Shanghai

Shanghai, China

Sign up hot in the process, you will harvest:

Director of the Executive Education Program at Harvard Law School,
Master of Management Consulting of International Law Firms,
Expert in Management Consulting of Chinese Law Firms, and Joint
Lectures by Managers of China's Old and Powerful Firms, [Large-scale Firms and Regional Firms](#)

Strategy, management, innovation, leadership, practice five modules,
Fonta, PCCW, Tianshou, Hengdu, Zhonglun five new cases to
explain the law firm's development strategy and leadership
[excellence partners, lifelong learning, to join the high-end social circle](#)

Partner [excellence, lifelong learning, and join the high-end social circle](#)

Quality [service, the ultimate experience, the whole closed immersive experience](#)

Value-added [benefits, value-added enjoyment](#)



There are only **10 seats left in the** course

[Sweep code appointments now!](#)



Introduction to the course

Law Firm Leadership and Development Strategy - China Course , LLMC
is the sixth law firm manager to develop an international
perspective, industry foresight, strategic management and
leadership excellence.

The 2021 Law Firm Leadership and Development Strategy - China Course (Spring Class) will be held in Shanghai from March 20 to March 25, 2021. This course is fully updated and will be taught jointly by the Director of executive education programs at Harvard Law School, a master of management consulting at international law firms, managers of leading law firms in China, and management consulting experts at Chinese law firms. The course includes five modules on leading strategy, scientific management, innovation and development, leadership excellence and strategic practice at China's leading law firms, as well as numerous exchange sessions with visits from leading accounting firms, alumni night talks, and student sharing sessions. Teaching methods include, but are not limited to, "case teaching," "round-table discussion," "sand tray push," "flip class" and so on.



Foreign mentor

Scott Westfahl

Director of the Executive Education Program at Harvard Law School

哈佛大学法学院高管教育项目主任 (Director of HLS Executive Education) , 负责哈佛大学法学院高管教育项目的核心课程, 为来自全球的律所管理者和公司法总提供高端定制化领导力课程。他的高管教育教学重点包括: 领导力和团队协作、设计思维和创新、专业人员的激励和发展、促进法律组织的多样性和包容性, 以及从人才发展角度看战略和组织变革等课题。

Westfahl教授曾在美国高赢律师事务所担任管理合伙人, 也曾任职于麦肯锡华盛顿办公室逾6年, 他是一位经验丰富的专业机构管理顾问。



Peter Zeughauser

Zeughauser Group法律咨询公司首席合伙人

Irvine Company前高级副总裁

Peter Zeughauser先生是国际著名的专业机构战略管理咨询专家，能够从薪酬体系、公司治理、合伙结构、领导力开发等方面，为全球领先的律所管理层提供顾问意见。他曾为多家中国律师事务所提供过战略管理咨询服务。

Peter曾被美国《国家法律杂志》（The National Law Journal）评为50位“真正推动律师事务所业务方式变化”的法律业务开拓者和先锋者之一。

潘言博 教授

(Professor Jaap Bosman)

TGO法律咨询公司CEO

Jaap Bosman（潘言博教授）是TGO法律咨询公司CEO，TGO法律咨询公司是一家专门为大中型律师事务所提供咨询服务的机构，在法律界拥有超过十五年的工作经验，他也是畅销书《律所再造》的作者。他在两家荷兰领先的律师事务所担任全球战略和业务拓展部总监。

潘言博教授曾被2013年《金融时报》（Financial Times）授予首个最具创新能力的国际策略律师奖（Innovative Lawyers Award for International Strategy）。


中方导师

（按照授课顺序排序，根据实际情况有微调）

韩亮

方达律师事务所管委会主任、合伙人

梅向荣

盈科律师事务所创始合伙人、主任、全球董事会主任

龚伟礼

毕马威中国副主席

章靖忠

天册律师事务所主任、管理合伙人

江锋涛

恒都国际律师集团董事局主席、恒都律师事务所创始人、合伙人

莫琼

智行合管理咨询有限公司CEO、创始合伙人

张学兵

中伦律师事务所创始合伙人、主任

徐菲繁

北京天同律师事务所CHO，国家一级人力资源管理师，领越TM领导力认证导师、ICF认证企业高管教练

李祖滨

德锐咨询董事长

孙学致

吉林大学法学院教授、博士生导师，中国民法研究会常务理事

洪祖运

智合创始人、董事长、CEO，华东政法大学律师学院特聘教授


课程模块

模块一：领先战略

如何面对竞争市场并突破重围
形成获取市场领先地位的视野
律所的战略和组织一致性
律所战略制定与落地

模块二：科学管理

顶尖人才的引进和激励
团队协作及如何利用"影响心理学"获得同行和客户的认同？
绩效评价与考核
重心转向人才选择
“四大”会计师事务所经验分享——毕马威案例

模块三：创新发展

律所再造

模块四：卓越领导力

成功应对专业服务机构的领导者所面临的挑战
获得市场领先地位的可行性方案
混沌时代中引领变革

模块五：中国领先律所战略实践

中国领先律所战略实践——方达
中国领先律所战略实践——盈科
中国领先律所战略实践——天册
中国领先律所战略实践——恒都
中国领先律所战略实践——中伦



校友的声音，是课程口碑最好的证明！

有一天，我发现这件事可能是靠谱的了，是因为那个月，中伦上海的大趴乔文骏大律师给我发了一条微信：“宏伟，这个课程张学兵和我前两年在哈佛参加了，十分有收

获，所以费尽周折引入中国，建议你参加，定大有收获。”

——《哈佛六日，未来十年》

刘宏伟（LLMC一期学员，良翰律师事务所主任）

“哈佛商学院教授板书中的几张图，彻底解开了我心中一直隐藏的‘人格分裂’之惑。谢谢辛苦授课的教授们，谢谢哈佛！”

蒋勇（LLMC一期学员，北京天同律师事务所主任）

“这个课程将商业经典案例融入律所管理之中，颠覆思考，启迪智慧，提升律所精细化管理水平！”

迟日大（LLMC二期学员，吉林功承律师事务所主任）

“这个课程从事务所战略到律所管理者个人规划、自我管理；从宏观到微观；从律师业的过往发展到未来趋势；从律所成功的特质到失败的原因。这次课程是智慧的旅行，友谊的航程。感恩各位教授！感恩各位同学！感恩智合的精心安排和周到的服务！”

陈岩（LLMC三期学员，青海树人律师事务所主任）

“那么如何发挥自己的领导力潜能与感召力，我认为智合课程为我们从领导力与管理的框架等一系列问题进行了梳理，让我们深入思考，特别是六十一位同仁学友们的真知灼见和无私分享，让以往的困惑、迷茫洞开天窗。感谢智合让我们相遇相知相守，从此相伴前行！”

韩永安（LLMC三期学员，陕西永嘉信律师事务所主任）

“我们学习的不仅仅是律所管理的“术”，更重要的是思维模式，即所谓“道”，这个“道”也不仅仅是运用于工作中的律所管理，也同样适用于生活中的很多困惑。当你的思想被启迪，内心有一种莫名的感动。与智者同行，是很幸福的一件事。”

东海霞（LLMC第四期学员，北京市盈科律师事务所中国区董事会董事）

“极为震撼，体系化的课程设计以及真诚的案例分享，从中解读出来的内容极为丰富，管理价值巨大。”

丁亮（LLMC第五期学员，北京德恒律师事务所合伙人）

“很受启发，如果早一年来上这门课程，去年就不会那样焦虑。”

席超（LLMC第五期学员，北京恒都（南京）律师事务所主任）


报名信息



课程时间：2021年3月20日-25日

课程地点：中国·上海

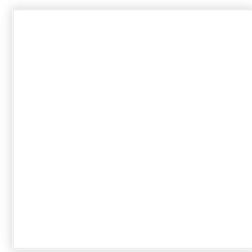
授课语言：中英文授课及中文教材，配有同声传译

申请材料：报名表（1份）；高清职业照；

报名时间：即日起开始报名（周六、周日不休），60人额满为止

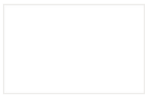


报名扫码：



课程席位仅剩**10**席
即刻扫码填写表单
预留课程席位





点击“[阅读原文](#)”，填写报名表预留课程席位

Read more

喜欢此内容的人还喜欢

业内俗称的“大傻帽”，职业路径来了

医药猎头老吴

全国人大常委会 | 关于设立北京金融法院的决定

中国破产法论坛

年过30乏竞争力，要不要转行，如何切入？

地产offer

