Introduction
A Word About Science

Watch This Video Clip

Count how many times the players wearing white pass the ball
Attentional Focus

- We tend to focus on one thing
- When we do, we miss other stuff
- Our brain thinks that whatever we’re focused on is the most important thing . . . even though it may not be
- As lawyers, we pride ourselves on being smart, right and accurate – but sometimes we’re not . . . and we don’t even know it

Start with 1 lily pad

Double the number of pads each day

On day 30, the pond is filled

Q: On day 20, what per cent is filled?
Answer: Less than 1/10th of 1 per cent

- Day 30 = 100% of the pond is covered
- Day 29 = 50% of the pond is covered
- Day 28 = 25% of the pond is covered
- Day 27 = 12.5% of the pond is covered
- Day 26 = 6.25% of the pond is covered
- Day 25 = 3.13% of the pond is covered
- Day 24 = 1.56% of the pond is covered
- Day 23 = 0.78% of the pond is covered
- Day 22 = 0.39% of the pond is covered
- Day 21 = 0.19% of the pond is covered
- Day 20 = 0.097% of the pond is covered

Exponential Change
“If you don't like change, you're going to like irrelevance even less.”

Source: General Eric Shinseki
Chief of Staff, U.S. Army
All law firms—and all law firm networks—are fighting the winds of change.

The worst response: Doing nothing
Even though we’re in a time of great change, it’s hard for lawyers to change or adapt

WHY ? ? ?
Why lawyers resist change

1. It’s human nature to resist change
2. Lawyers are even more human

It’s human nature to resist change

• “Bad is stronger than good”
  – Psychologist Roy Baumeister
• We tend to see change as “bad”
• Here are 3 other reasons we naturally resist change
“Change”

We don’t like change
We especially don’t like accelerating, continuous, disruptive, unrelenting, exponential change

Helicobacter Pylori

Dr. Barry Marshall
Blind Spots make it hard to change

Dr. Barry Marshall

We get habituated . . .
Barriers to Change

- 3 types of “automaticity”:
  1. Change Resistance
  2. Blind Spots
  3. Habituation

Lawyers are even more human

- If people don’t like to change, lawyers like it even less . . .
- Lawyers are risk-averse—the CSI data prove it
- Change Style Indicator (CSI)
CSI CONTINUUM

Lawyers are here

Conserver

Pragmatist

Originator

25% 50% 25%

One more barrier: Personality
The Role of Personality

- Plays a large role in understanding lawyers
- People who become lawyers are outliers
- Let’s look at data
- Caliper Profile
  - 53 years
  - 6 million+ college-educated subjects
  - Over 5000 lawyers, including 250 leaders

The Percentile Curve

- 0%: 13.59%
- 2%: 13.59%
- 40%: 34.13%
- 50%: 50%
- 60%: 34.13%
- 100%: 13.59%
Lawyers:
Outliers on 6 of the 18 traits!

High Skepticism (Low Optimism)

Lawyers: 90
General Public: 50

Really high
Really High Autonomy

Lawyers: 89
General Public: 50

Very High Abstract Reasoning

Lawyers: 82
General Public: 50
Really Low Resilience

90% of lawyers score below the 50th percentile!

Lawyers: 30
General Public: 50

RESILIENCE

Average for Lawyers
Average for Public
So what can you do—despite these barriers—to adapt to change as if your organization’s future depends on it?

First, recognize that you’ve already adapted many times over the past 20 years.
Progress Requires Behavior Change

- Switching to a new accounting system
- Relying on Professional Development professionals instead of having your lawyers be solely responsible
- Adopting a knowledge management system
- Introducing “leadership” into law firms
- Getting lawyers to work in teams
- Introducing alternative fees
- The enormous and multiple impacts of technology
- The use of project management methods
- Expansion to multiple offices
- The rise in lateral hires

What do these all have in common?

They all required your people to change their behavior

Harvard Business School Model for Adapting to Change

- Change will occur only when the costs of changing are outweighed by a number of factors which can create positive motivation to change. This relationship between positive forces which support change, and the cost of change, may be expressed in the following change formula.

\[ \text{Chg} = D \times M \times P > C \]

where:

- \( \text{Chg} \) = Change
- \( D \) = Dissatisfaction with the status quo
- \( M \) = A new model or vision, clear picture of desired end state
- \( P \) = A planned process for managing change (a way of getting there), including concrete first steps
- \( C \) = Cost of change to individuals and groups

Source: Michael Beer, “Organizational Change and Development”
Translation?

a) You have to identify what you’re *dissatisfied* with
b) You have to have a compelling *vision* for an alternative future
c) You have to be able to see the actual *pathway* to that future
d) #2 and #3 together must be more *compelling* than #1

Dissatisfaction with Status Quo

• Requires a sense of *urgency* for all 4 elements

Source: Heart of Change by John P. Kotter
Urgency can only be mobilized by evoking an *emotional* response

- I don’t mean this
- or this

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**Emotions**
Consider this . . .

"It is said that in Ancient Rome, when Cicero spoke to a crowd, people turned to each other and said, ‘What a great speaker Cicero is.’ But in Ancient Greece, when Demosthenes spoke, people said, ‘Let us take up arms against Sparta!!!’"
Turn “loss aversion” to your advantage

• How can you evoke an emotional response (a sense of urgency) about escaping the status quo?
• Ask: “What will you lose if you “do nothing?”

Source: Thinking Fast and Slow by Daniel Kahneman

Want an Uplifting Vision?
Harness Human Nature

• How can you evoke an emotional response about a vision for your future?
• Ask: “How can we create meaning?”

Source: “Increasing the Meaning Quotient of Work” by Susie Cranston and Scott Keller
McKinsey Quarterly (Jan 2013)
The main thing that evokes an emotional response to a vision is *meaning*

1. Provide work that has a positive impact on the well-being of human beings
2. Provide work that is linked to an important virtue or personal value
3. Provide work that has a lasting impact (legacy) or a ripple effect
4. Provide work that builds supportive relationships or a sense of community

Source: *Positive Leadership* by Kim Cameron

Creating “meaning” is especially potent when it’s *uplifting*

- Evokes emotional response
- “Elevation”

Source: *The Progress Principle* by Teresa Amabile
Want people to follow the pathway? Harness Human Nature

• How can you evoke an emotional response about the pathway to your goal —the in-between steps?
• Liberally provide feedback about progress

Source: The Progress Principle by Teresa Amabile

It has to be compelling

• How can you insure that the vision and the pathway are more compelling than the status quo?
• Here’s a clue ...
The Champion

The Challenger
Mindset

Colgate #1
De-Brief

It has to be **compelling**

- Keep *attention* focused on the vision, and,
- Communicate redundantly
- Communicate redundantly
A Failure to Communicate: How a Change Vision Gets Lost in the Clutter

- Vision Communication: 0.58 percent
- Other Communication: 99.42 percent

Source: Leading Change, 1996 by John P. Kotter

One More Way to Make It Compelling: Rely on Social Proof

- Bandwagon Effect
- In times of uncertainty or ambiguity, we look to the behavior of others to see how to behave
- Look for pockets of success
Conformity Video Clip

Allen Funt video clip: Conformity

Final Suggestion

Role-Modeling: You either lead by example or you don’t lead at all.
Role-Modeling

• Leaders are seen as authority figures
• Extra symbolic weight
• Congruence

Role Modeling matters

• “Clap your Hands” activity.
• Let’s clap our hands—in fact, let’s see if we can all clap in unison.
Thank You

Books on Change by John P. Kotter
Other Recommended Books

- *The Resilience Factor* by Karen Reivich & Andre Shatte. Describes 7 steps, based on cognitive psychology, that can enable an individual to increase his/her Resilience. The basis for the “mental toughness” component of the U.S. Army program that I mentioned.

- *Switch* by Chip & Dan Health

Other Important Steps

1. Participation: When you have a hand in creating your own destiny, you’re more likely to support movement toward that destiny
2. Role clarity: Make sure people know who does what?
3. Use pilot studies, small efforts lead to large ones – they reduce risk and resistance
4. Positive Energy Networks (more powerful than Information Network or Influence Network) – Focus on the bright spots – Spend more time with positive individuals than naysayers
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- Repairing dysfunctional behavior
- Selecting talent
- Building teamwork