

New Partner Institute

Business of Law and Business Development Program
for SCG Legal Member Firms

scglegal.com

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THE NPI MODULES

INTRODUCTIONS & BUILDING A
STRONG FOUNDATION

PRACTICE MANAGEMENT & PROCESS
IMPROVEMENT

LEADERSHIP & COMMUNICATION

PLANNING FOR SUCCESS

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Module 2: Part A Leadership & Communications



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ESSENTIAL COMMUNICATION SKILLS

- ▶ Communication is a core skill for lawyers.
- ▶ Law requires translating complexity, persuading others, and building trust.
- ▶ Strong communication drives success from client relationships to courtroom advocacy.
- ▶ Legal expertise creates impact only when it is clearly communicated and influences decisions.

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EFFECTIVE COMMUNICATIONS

- ▶ What is communication?
- ▶ Types of communication
- ▶ Communication framework: CIRFAC
- ▶ Adapting to diverse styles

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WHAT IS COMMUNICATION?

“The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.”

[Sydney J. Harris](#)

“How well we communicate is not determined by how well we say things but how well we are understood.”

[Andrew Grove](#)

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Communication without
Comprehension = Misunderstanding

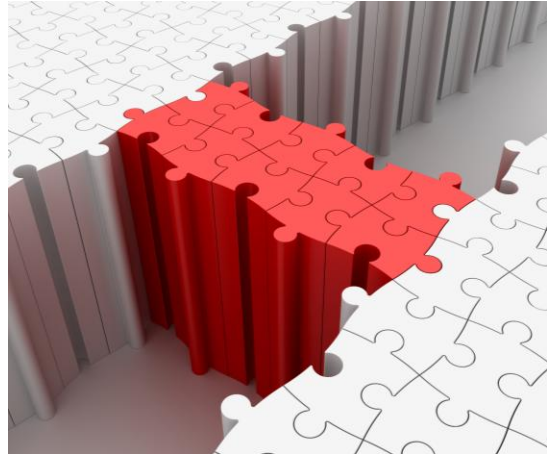
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Communication Challenges

- ▶ What kinds of challenges do you have?
- ▶ Why and when do they occur?
- ▶ What are the effects?
 - ▶ What happens when it's great?
 - ▶ Not so great?



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WHEN AND WHERE DO WE COMMUNICATE?



- Face to face
- Meetings—before, during, after
 - In person, remote, and hybrid
- Email
- Voicemail
- Presentations
- Memos and reports
- Feedback on work



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Plan & Prepare

Audience

- Who's your audience?
- What's the most effective way to reach the audience?
- Put yourself in their position: **"What's the takeaway?"**
- How will listeners/readers receive the message from their perspective?

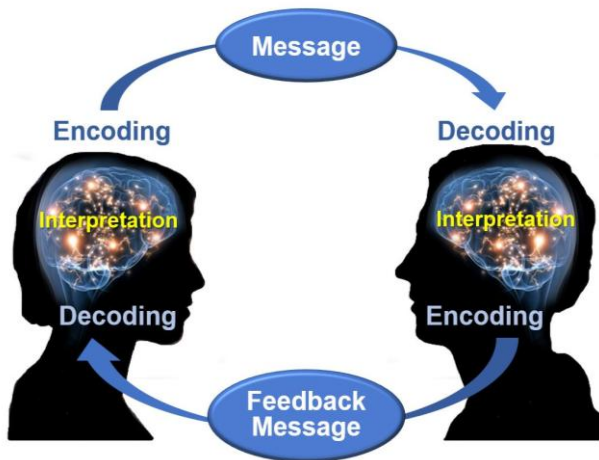
Messages

- Develop messages with the audience in mind
- Be clear about what you want the audience to do: Call to Action!
- Be concise

Refine

- Study to internalize material
- Practice for confidence confidently
- Get feedback: confirm that the message is clear and concise

Framework for Communication: CIRFAC



Conclusion

Issue

Rule

Facts

Analysis

Conclusion

Make Meetings Meaningful

- ▶ Think about how much time is really required - and stick to it!
- ▶ Always prepare a meeting agenda with clear purpose, objectives, and anticipated outcomes (why we are here and what we aim to achieve)
- ▶ Invite only those who are necessary and who will contribute; don't waste time
- ▶ Recap meeting with a summary and follow up with any necessary email/reminder
- ▶ For virtual meetings, state ahead of time if you would like people to attend with cameras on

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Memos and Reports



Like emails, memos should have a specific subject



Be concise



Start reports with a short summary followed by all the data. Present the most important first.



Be clear up front about the ask, what that is and by when you will need input



Information that is necessary but lost in a lot of text may cost you!



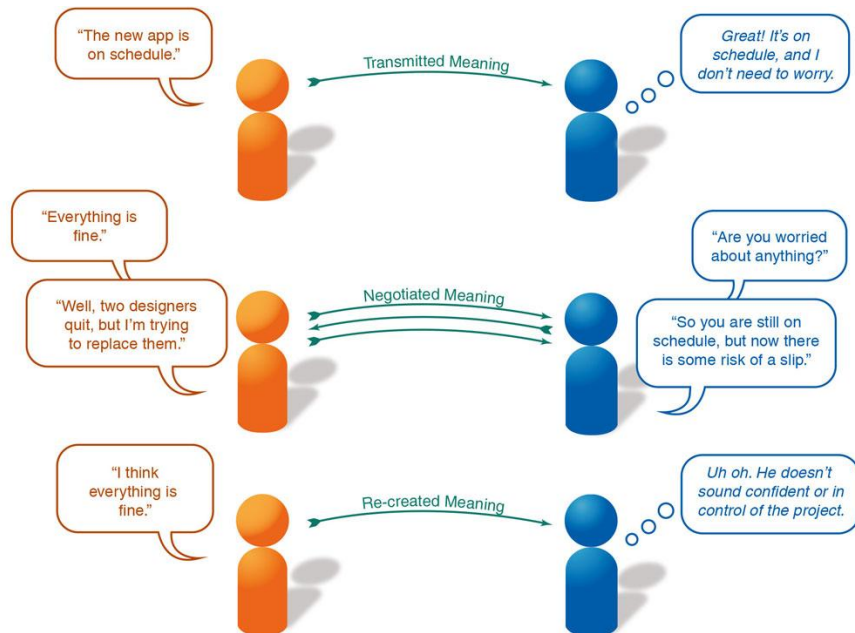
Use memos and reports as an opportunity to shine!

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What does it mean?

The message is....

The message received!



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Effective Emails

- Include a clear call to action
- Use a professional tone - use AI to polish
- Proofread before hitting send
- Sign off professionally-include proper signature
- Include date(s) if you need a response

Use	key words in the subject line
Start	with appropriate salutations/greetings
Be	personable and professional
Focus	the message - use CIRFAC
State	the purpose of the email in the first sentence/paragraph

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Effective Voicemails



Draft bullet points before you call



Identify yourself



Check your tone - include a warm greeting



Leave a 1 to 2-minute message



Be clear about timing of a response by and how to reply



Leave your phone number and email



End with a "thank you"



How you sound is most important

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Example voicemail

Hi Alex, this is Catherine. I hope you enjoyed your family vacation/are well.

I'm calling to discuss the XYZ client matter / the 123 project timeline / summer associate program.

We have a decision / choice / response due on April 23. I'll also send an email with this information.

So that we have proper time to prepare, please give me a call back or reply to my email about what time works best for you before April 20.

I'm at extension 2468 or Catherine@LegalLeanSigma.com

Thank you! I look forward to connecting soon.

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Read the Room!

Understand every individual's perception and position

WHAT'S IN IT FOR ME

- ▶ What's the point?
- ▶ What can I take away from this?
- ▶ Why should I care?
- ▶ How will I be affected?
- ▶ Who else will talk about this?
 - ▶ What will they say?
 - ▶ How will you react?
 - ▶ Agree?/Counter? / Reposition?

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Giving Feedback about Work



Begin with what you appreciated about the work



Let listener know you have some "suggestions" and would like to provide/share those



Be constructive if it's negative



If positive, then reinforce what was well done



For all work, provide all team members with feedback and share good work with others to build camaraderie, support and loyalty

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Adapting to Diverse Styles

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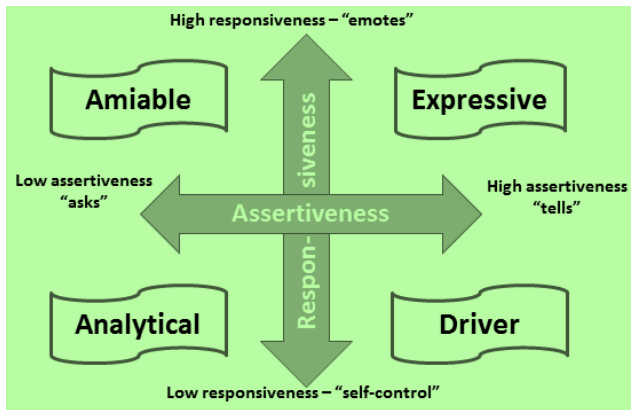
Where to Use This Information



- Teams
- Projects
- Client Service & Business Development
- Face to Face Meetings
- Presentations and Speeches
- Writing
- Teaching, Training, and Coaching
- Personal Lives

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Personality Types



- Identify the type
- Quickly build rapport
- Critical for sales and high performing, high functioning teams

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Driver

- ▶ Strong, dominant personalities - speaks quickly, loudly, intensely
- ▶ Sustains eye contact
- ▶ More confrontational
- ▶ This type of person is net-net and all business
- ▶ “Whatever it takes”
- ▶ Be concise when dealing with them (think bullet points)
- ▶ Let them be the boss

Strengths & Weaknesses*

- ▶ Independent
- ▶ Decisive
- ▶ Determined
- ▶ Has trouble operating with others
- ▶ Does not take time to consider other perspectives
- ▶ Domineering; too focused on doing it “my way”

*Reference: www.peterursbender.com

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Analytical

- ▶ A thinker, constantly assessing
- ▶ Asks a lot of questions and does not make decisions as quickly as drivers (analysis-paralysis) but limits small talk
- ▶ Contained: fewer facial expressions, gestures, vocal inflections; speaks precisely
- ▶ Task oriented
- ▶ Provide supporting documents throughout the process
- ▶ Don't be aggressive

Strengths & Weaknesses*

- ▶ Thinking
- ▶ Thorough
- ▶ Disciplined

- ▶ Excludes feelings from decisions
- ▶ Goes too far; perfectionist
- ▶ Too rigid or demanding of self/others

*Reference: www.peterursbender.com

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Amiable

- ▶ This type of person is easy-going, calm, and hard to excite
- ▶ Leans back, speaks slowly and softly
- ▶ States opinions carefully
- ▶ Desires harmony and does not respond well to pressure
- ▶ Make them comfortable, take time to build a personal relationship
- ▶ May wait until last minute to make decisions

Strengths & Weaknesses*

- ▶ Supportive
- ▶ Patient
- ▶ Diplomatic

- ▶ Slower to address issues/problems
- ▶ Tends to conform to wishes of others
- ▶ No time boundaries; things do not get done
- ▶ Not assertive or directive

*Reference: www.peterursbender.com

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Expressive

- ▶ This type is a “people person” and enjoys socializing
- ▶ Communicates with a lot of body language, talks with hands, shows more facial expressions
- ▶ Good story-tellers
- ▶ People pleasers
- ▶ React positively to their ideas
- ▶ Provide them with references
- ▶ Give a fast-paced presentation

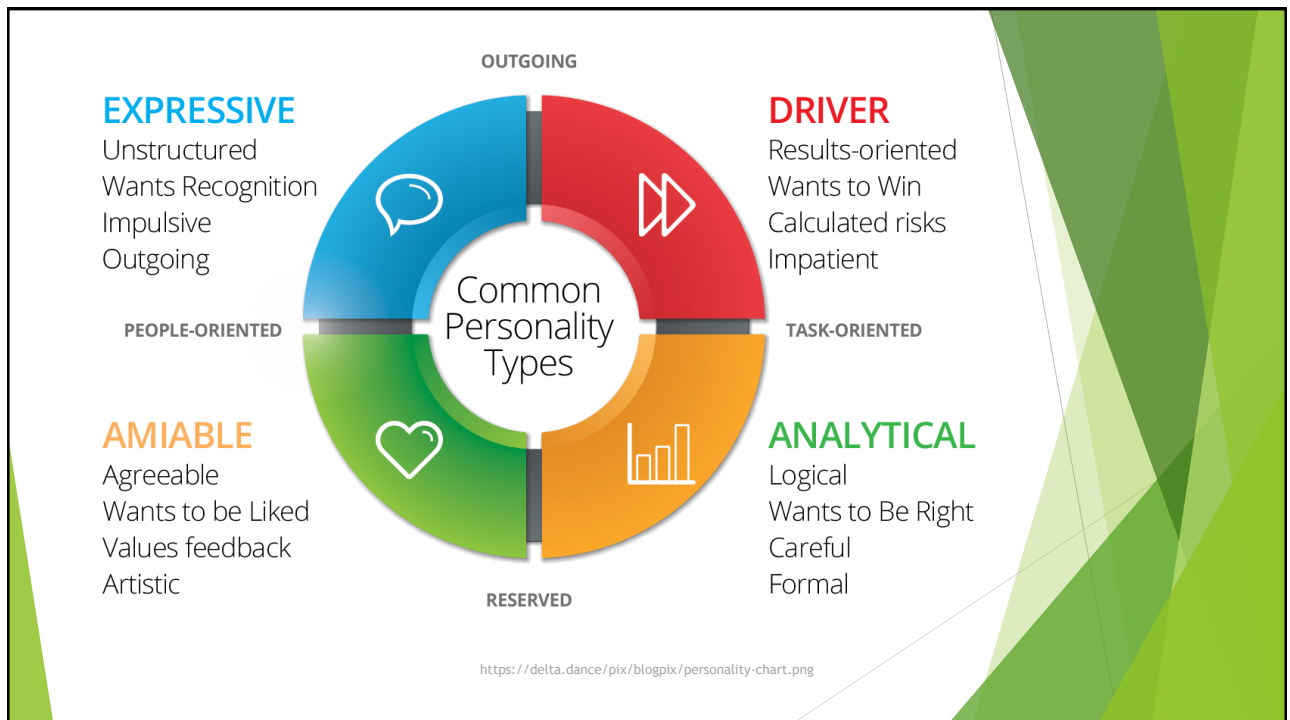
Strengths & Weaknesses*

- ▶ Good communicator
- ▶ Enthusiastic
- ▶ Imaginative
- ▶ More comfortable working in a group

- ▶ Talks too much
- ▶ Comes on too strong
- ▶ Dreamer; unrealistic
- ▶ Uses opinions and people as rationale

*Reference: www.peterursbender.com

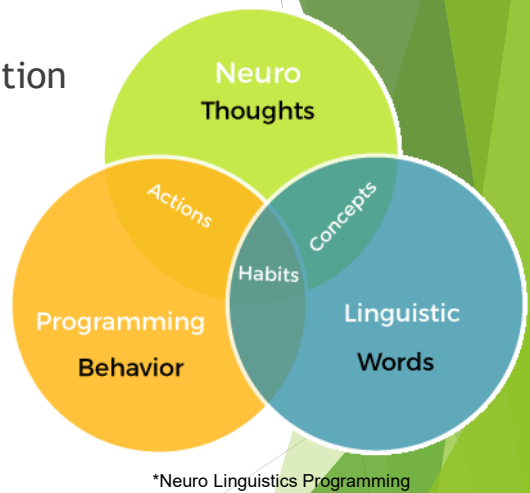
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Communication Styles (NLP)*

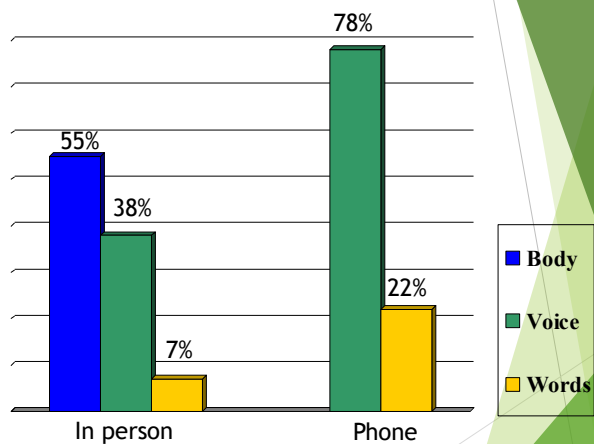
- ▶ How we take in and process information
- ▶ Three types
 - ▶ Visual
 - ▶ Pictures
 - ▶ Mental Images
 - ▶ Auditory
 - ▶ Words
 - ▶ Sounds
 - ▶ Kinesthetic
 - ▶ Feeling Based
 - ▶ Physical Memory



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The Stats

- ▶ In Person
 - ▶ Body 55%
 - ▶ Voice 38%
 - ▶ Words 7%
- ▶ On the Phone
 - ▶ Voice 78%
 - ▶ Words 22%



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The Clues



Voice



Gestures



Word selection



Eye movement

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Visual

- ▶ More than 70% of lawyers
- ▶ Eyes: up and to your right
- ▶ Typical Phrases
 - ▶ I see...
 - ▶ I can't picture it
 - ▶ In view of...
 - ▶ It's not clear to me
 - ▶ We don't see eye to eye
 - ▶ You have tunnel vision



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Auditory

- ▶ Well modulated voice
- ▶ Eyes: shift down and to your left
- ▶ Typical Phrases
 - ▶ I hear you
 - ▶ Listen...
 - ▶ To tell the truth
 - ▶ Clear as a bell
 - ▶ Let's talk
 - ▶ Rings a bell
 - ▶ Just doesn't sound right



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Kinesthetic

- ▶ Expressive, gestures match
- ▶ Eyes: look down and to your right
- ▶ Typical Phrases
 - ▶ My gut feeling is...
 - ▶ Slipped my mind
 - ▶ It's a hassle
 - ▶ Start from scratch
 - ▶ Pull some strings
 - ▶ Can't get my arms around it
 - ▶ Boils down to...



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Mirror and Match



- ▶ Tone of voice
- ▶ Body language
- ▶ Expressions and actions
- ▶ To make people comfortable

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