

# New Partner Institute

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

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## **CERTIFICATION COURSES and CERTIFICATES**

- ▶ **YELLOW BELT** – February 24–28 – 5 Sessions, 12–3:30 pm eastern each day – [REGISTER NOW](#)
- ▶ **BEHAVIORAL ECONOMICS CERTIFICATE** – March 24, 25, and 26 – 3 Sessions, 4 – 5:30 pm eastern each day – [REGISTER NOW](#)
- ▶ **WHITE BELT** – April 9–11 – 3 Sessions, 12–3:30 pm eastern each day – [REGISTER NOW](#)
- ▶ **YELLOW BELT** – July 21–25, 5 Sessions, 12–3:30 pm eastern each day – [REGISTER NOW](#)
- ▶ **YELLOW BELT** – October 10–24, 5 Sessions, 12–3:30 pm eastern each day – [REGISTER NOW](#)

REGISTER NOW links have all information, including the program description and timed agenda.

## **FREE PROGRAM – February 20, 2025**

- ▶ **AI & PI for Law** – Thursday, February 20 from 12 – 1 pm eastern – [REGISTER NOW](#)

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# THE NPI MODULES

INTRODUCTIONS & BUILDING A  
STRONG FOUNDATION

PRACTICE MANAGEMENT & PROCESS  
IMPROVEMENT

LEADERSHIP

PLANNING FOR SUCCESS

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**SCGLEGAL®**  
A WORLDWIDE NETWORK OF LEADING LAW FIRMS

## Module 2: Part B Communications



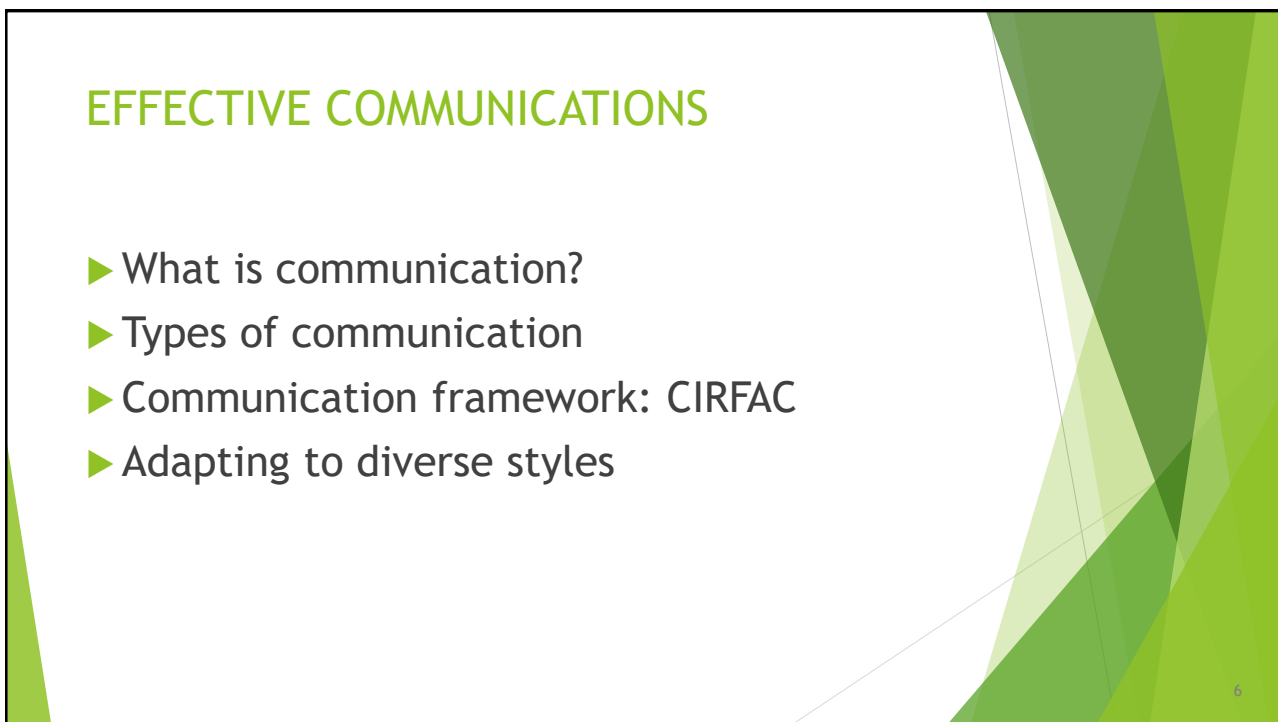
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## WHAT IS COMMUNICATION?

“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 communication challenges do you have?
- ▶ Why do they occur?
- ▶ What about the effects? What happens when it's great? Not so great?

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# First, 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
- Be concise

## Refine

- Study to internalize material
- Practice presentations to deliver confidently
- Is the message clear and concise?



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## TYPES OF COMMUNICATION

- ▶ Meetings—before, during, after
  - ▶ In person, remote, and hybrid
- ▶ Memos and reports
- ▶ Emails and voicemails
- ▶ Presentations
- ▶ Feedback on work



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## 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 are we here and what we hope to achieve)
- ▶ Invite only those who are necessary and who will contribute; otherwise, people will be wasting their time
- ▶ Recap meeting with a summary and follow up with any necessary email
- ▶ For virtual meetings, state ahead of time if you would like people to attend with cameras on
- ▶ Be as concise as possible when presenting information

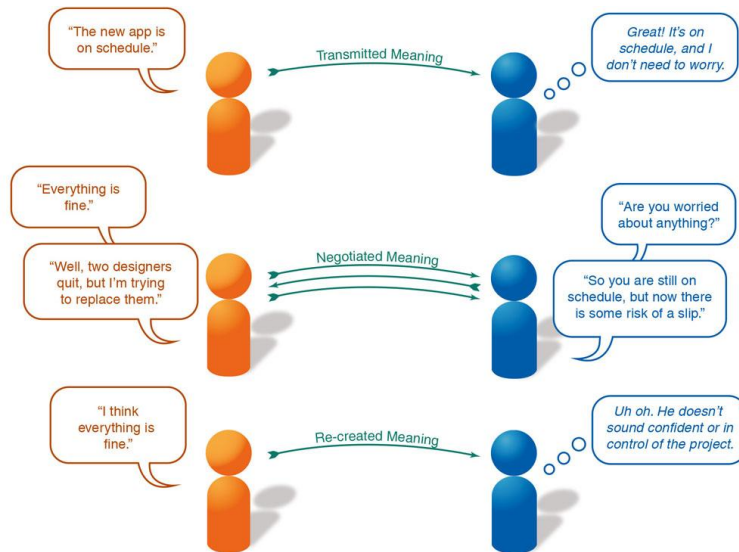
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## Memos and Reports

- ▶ Like emails, memos should have a specific subject
- ▶ Be concise
- ▶ Reports should always have a summary one or two pages followed by all the data. The most important information must be presented first so as not to get lost in pages of support documentation
- ▶ If you are asking something of the reader, be clear up front what that is and when you will need input by
- ▶ Information that is necessary but lost in a lot of text may cost the firm and your team money
- ▶ Use memos and reports as an opportunity to shine!

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## Information Sharing



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## Write Effective Emails

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

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

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## Leave Succinct and Effective Voicemails

- ▶ Identify yourself
- ▶ Include a warm greeting
- ▶ Leave a 1 to 2-minute message (no need to leave an entire conversation on voicemail)
- ▶ Be clear about when you would like 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 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 October 8. I’ll also send an email with this information.
- ▶ So that we have proper time to prepare, please give me a call back or send me an email about what time works best for you before October 3.
- ▶ I’m at extension 2708 or Catherine@henlaw.com.
- ▶ Thanks. I look forward to connecting soon.

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## THE “WHAT’S IN IT FOR ME”

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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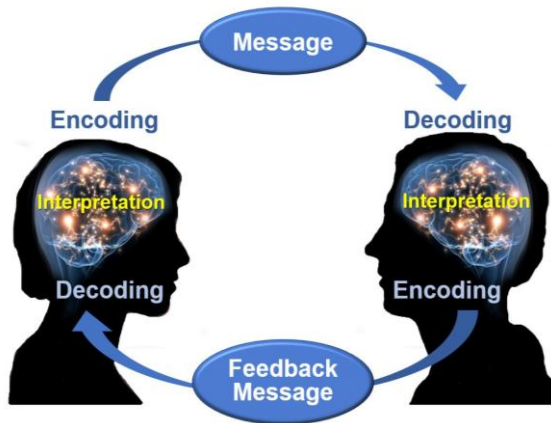
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## Feedback about Work

- ▶ 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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## Framework for Communication: CIRFAC



Conclusion

Issue

Rule

Facts

Analysis

Conclusion

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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

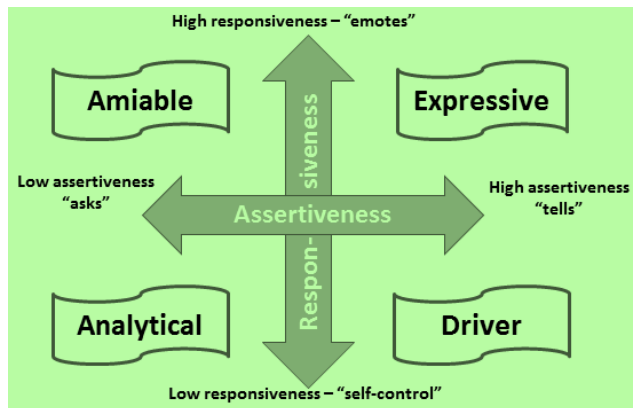
Writing

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](http://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](http://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](http://www.peterursbender.com)

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## Expressive

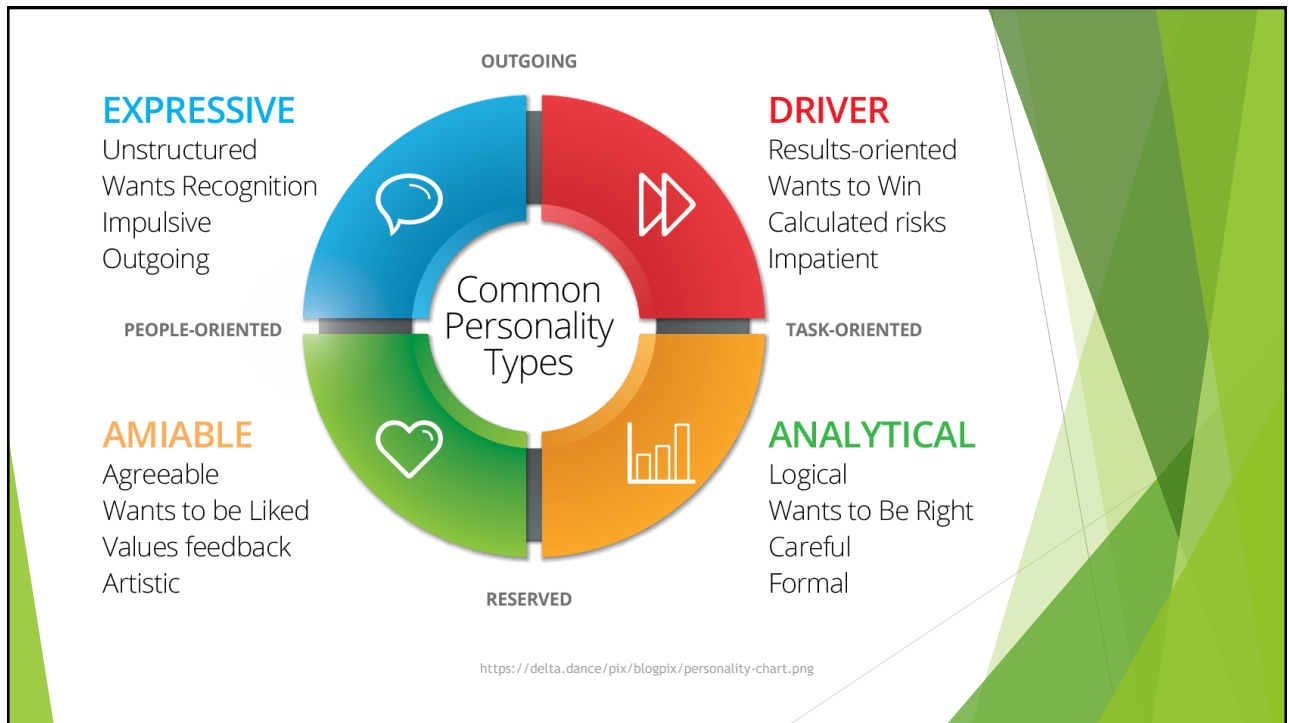
- ▶ This type is a “people person” and enjoys socializing
- ▶ Communicates with a lot of body language, talks with hands, shows more facial expressions
- ▶ Good story-tellers
- ▶ People pleasers
- ▶ React positively to their ideas
- ▶ Provide them with references
- ▶ Give a fast-paced presentation

### Strengths & Weaknesses\*

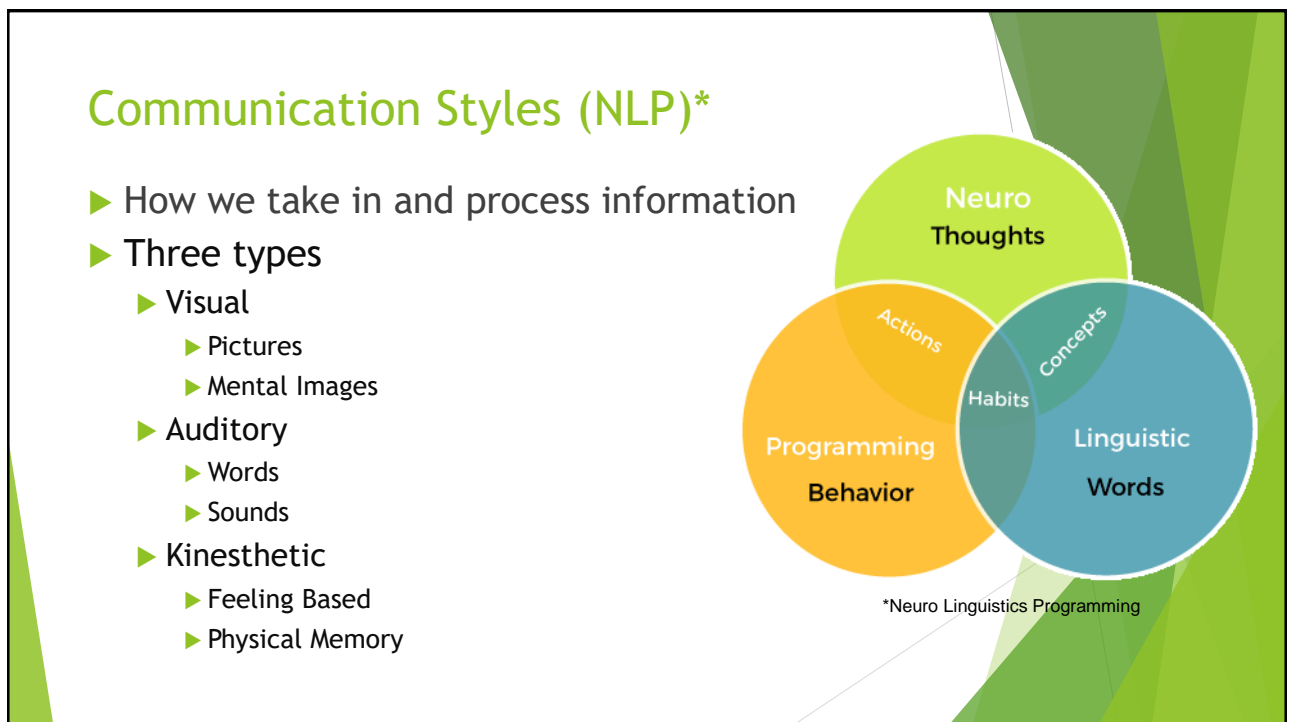
- ▶ Good communicator
- ▶ Enthusiastic
- ▶ Imaginative
- ▶ More comfortable working in a group
- ▶ Talks too much
- ▶ Comes on too strong
- ▶ Dreamer; unrealistic
- ▶ Uses opinions and people as rationale

\*Reference: [www.peterursbender.com](http://www.peterursbender.com)

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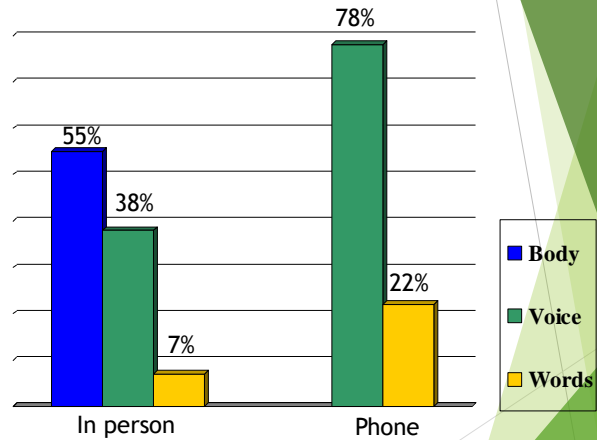
## The Stats

### ► 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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