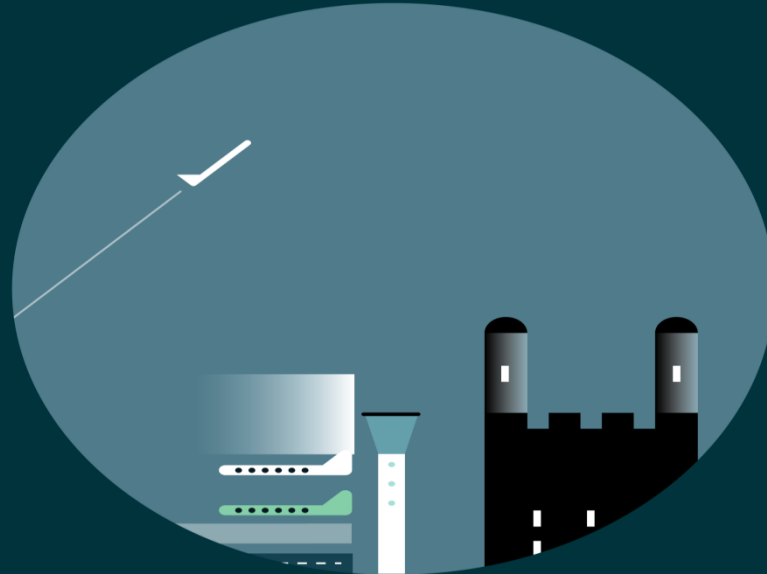


Improve business performance by improving the performance of your people



Guy Buckland, Head of people development, Osborne Clarke



Official agenda

- How to give everyone the courage to be client-facing
- Using L&D to create a competitive advantage
- How to deliver a diversity strategy that matters



The importance of broad perspective



A wide-angle photograph of a sunflower field. The foreground is filled with a dense field of bright yellow sunflowers. In the middle ground, there are rolling green hills with scattered trees and a few utility poles. The background shows a larger, forested hill under a heavy, grey, overcast sky. The text "Imagination is more important than knowledge" is overlaid in the center of the image in a yellow, italicized font.

Imagination is more important than knowledge

Be more client facing - summary

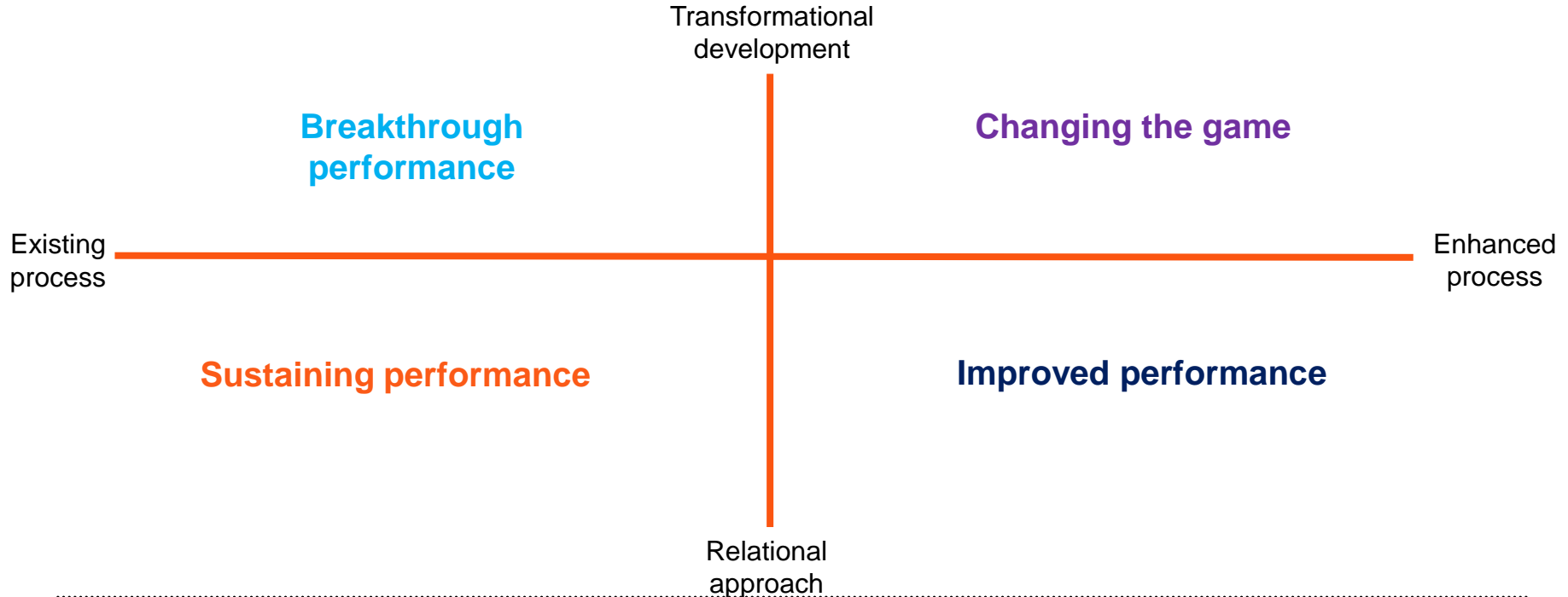
- **Ultimately everyone in the business is aiming to help our clients succeed**
- **We understand lawyers, we understand business**
- **There is no fundamental difference between supporting internally and externally**
- **You may have more to give in some situations than the lawyers**

Insanity: doing the same thing over & over again & expecting a different outcome



Be rigorous in your approach & take people with you...

Changing the game



Impact Map

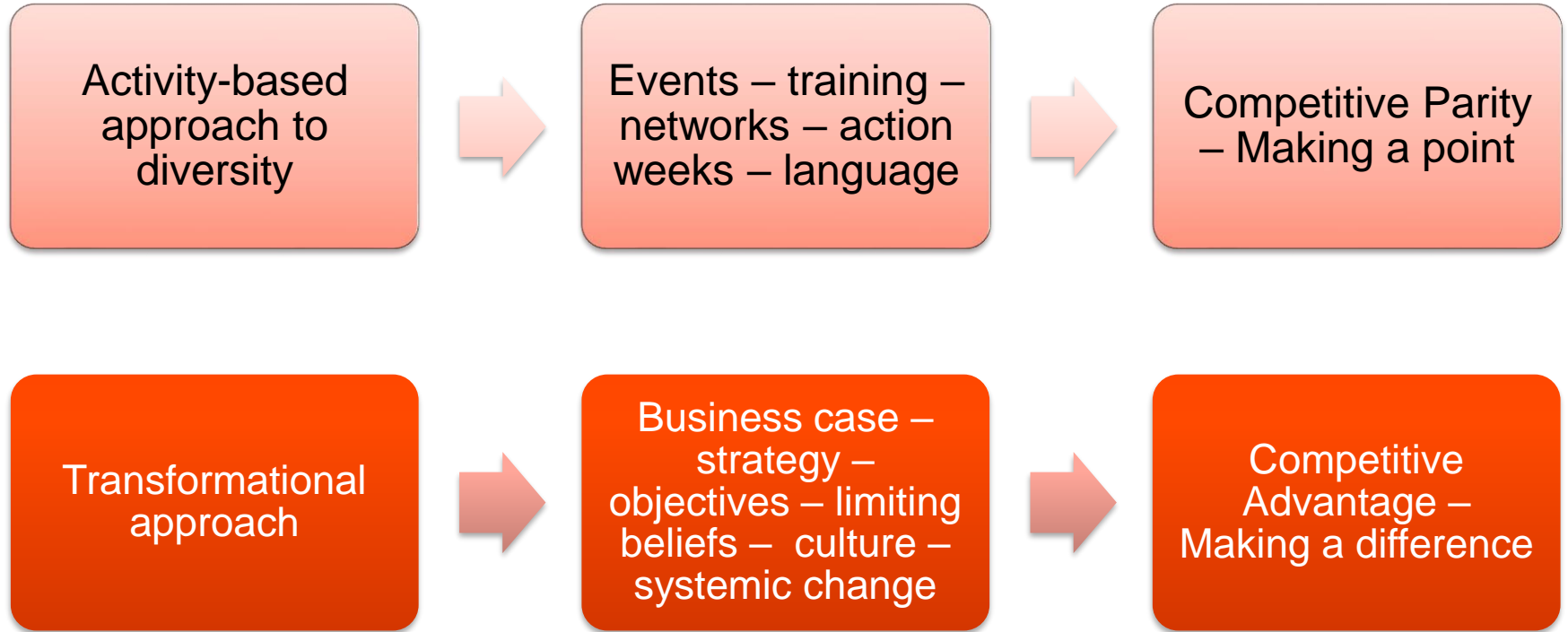
The knowledge, skills, mind-sets, that produce the behaviours	The behaviours that produce the results	Measures (of those goals)	Business goals (strategic)

L & D for competitive advantage - summary

- **Be confident in your expertise, and engage with your stakeholders**
- **If you don't strive for it, you have lost the war...**
- **Provide the hygiene development, then aim for transformation**
- **Practical, pragmatic, but above all business-focussed**

*No problem can be solved from the same level of consciousness
that created it*





Impact Map

The knowledge, skills, mind-sets, that produce the behaviours	The behaviours that produce the results	Measures (of those goals)	Business goals (strategic)

Only 61 of the original Fortune 500 from 1955 were left in 2015



Diversity that matters - summary

- **Move from activity to the business imperative**
- **Make it a woven part of what you do**
- **Just like anything else, have a strategy, an objective, a plan...**
- **Adapt or die...**

Thank you for your participation

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