



**GLOBAL SERVICE DELIVERY**  
Balancing consistency with a  
local face

**Hogan  
Lovells**

**Stephen Allen - Global Head of Legal Service Delivery**

# Why global?

## FTSE 100 Exposure by Geographic Revenue vs Domicile

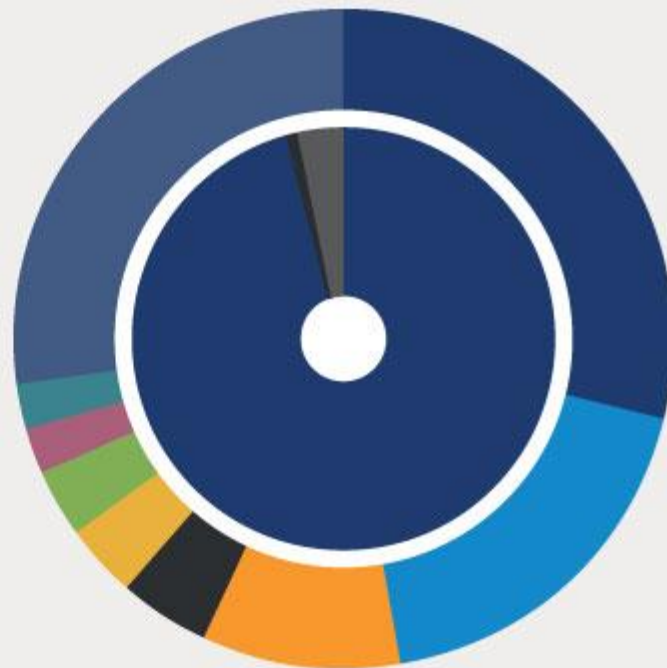


**Outer: Primary Revenue**

28.9% United Kingdom

**Inner: Primary Domicile**

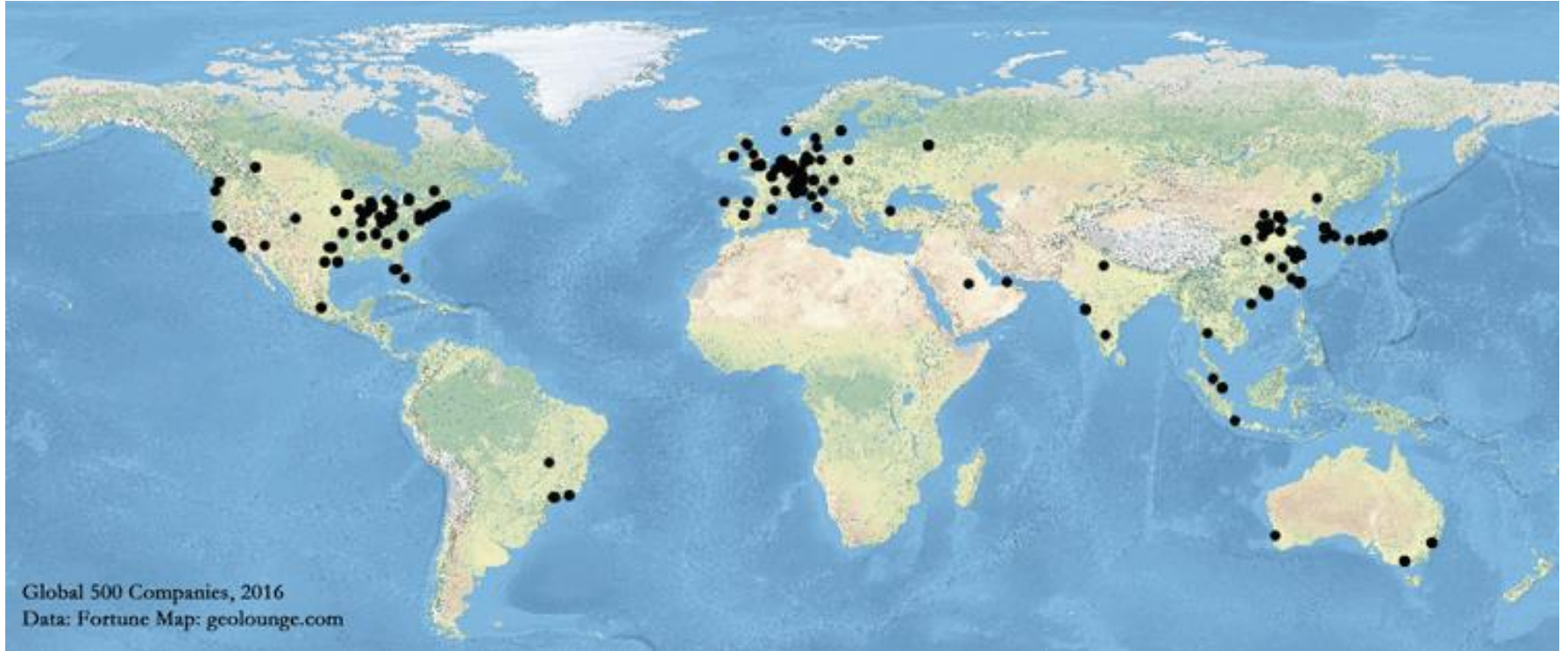
97.0% United Kingdom



Source: FactSet, as at 1 March 2017.

# Why global?

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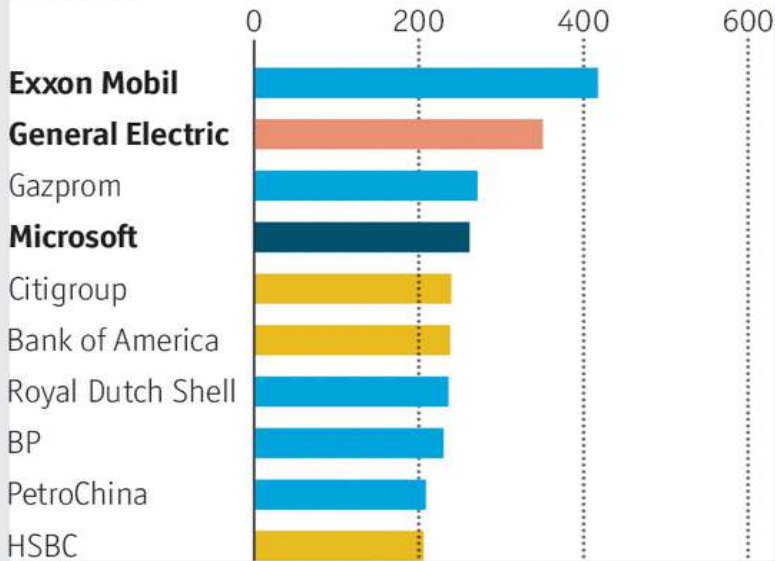
# Why global?

## A virtually new world

World, largest listed companies by market capitalisation, \$bn

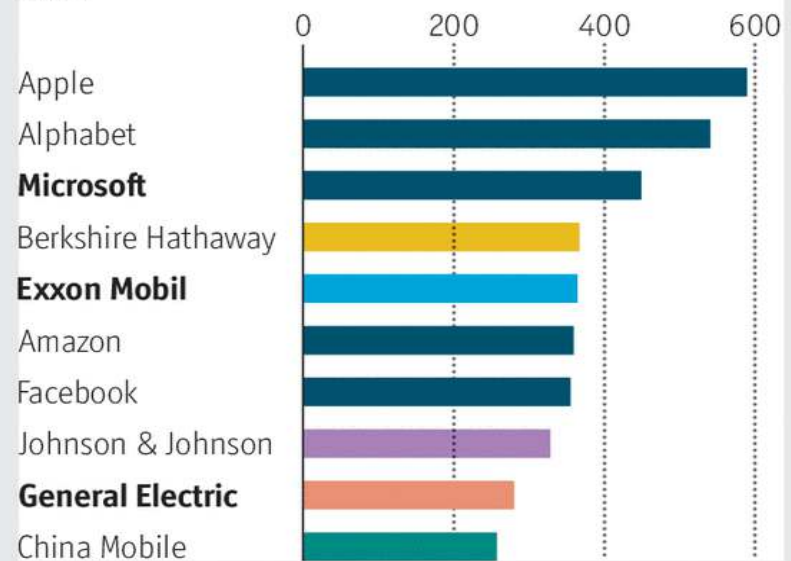
Sector: ■ Energy ■ Financials ■ Health care ■ Industrials ■ IT ■ Telecoms

End 2006



Source: Bloomberg

2016\*



\*At August 24th 2016

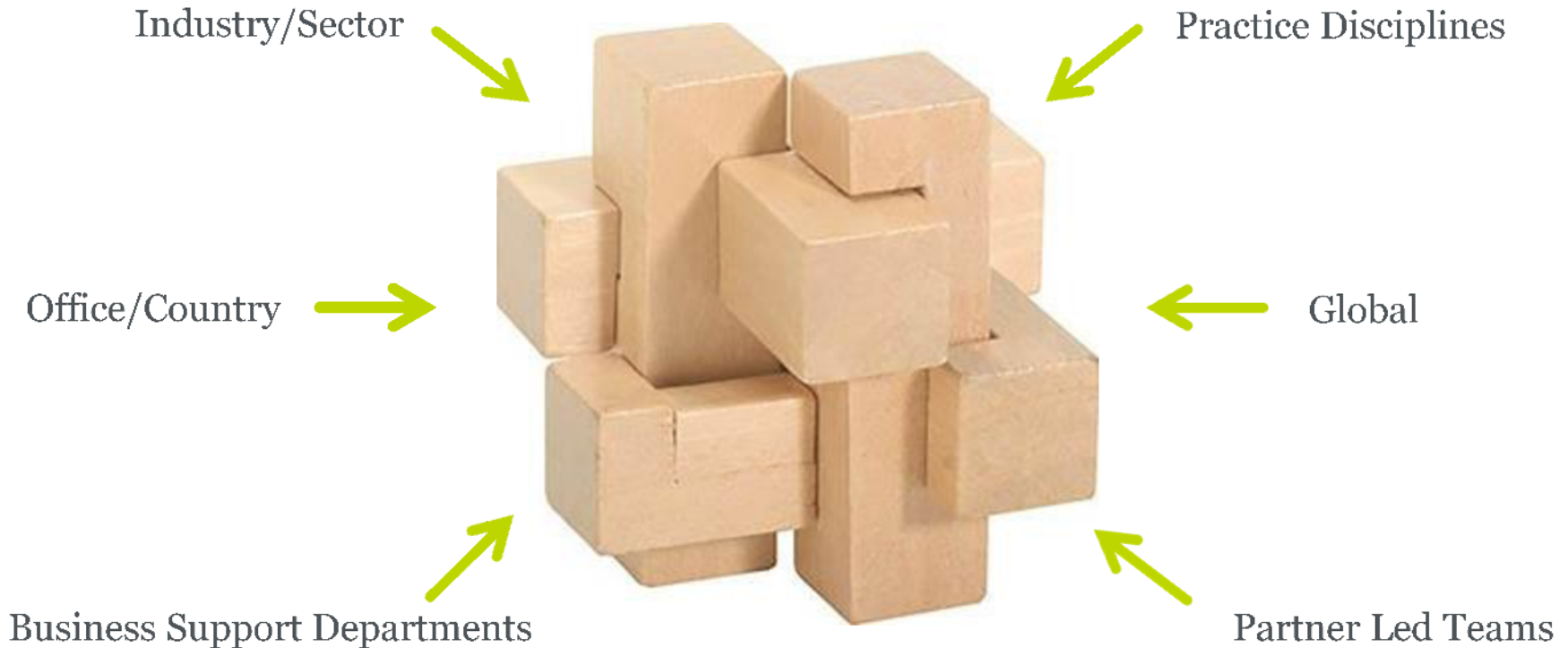
# What Global Clients Want from Global Elite?

- 1 Expertise
- 2 Service
- 3 Relationship
- 4 Business Savvy
- 5 Value Pricing
- 6 Style
- 7 Geography
- 8 Reputation



# Matrix Madness

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# Top Down and Bottom Up

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# Top-Down vs Bottom-Up

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- Authority figure
- Singular narrative
- Broadcast
- One to many



**BOTTOM-UP**

**TOP-DOWN**



- Individuals
- Personal narrative
- Conversational
- Many to many



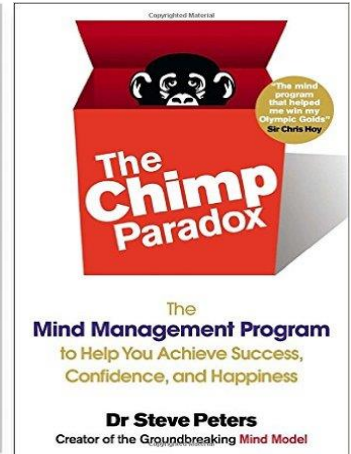
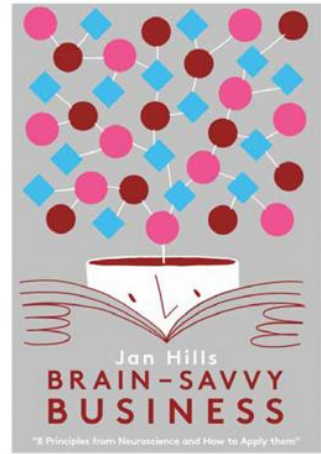
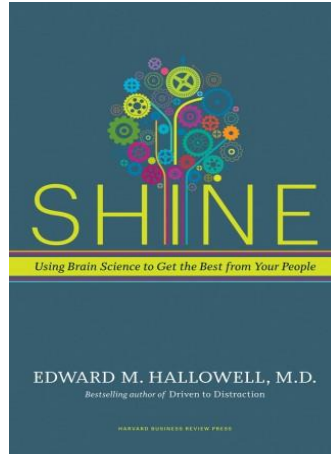
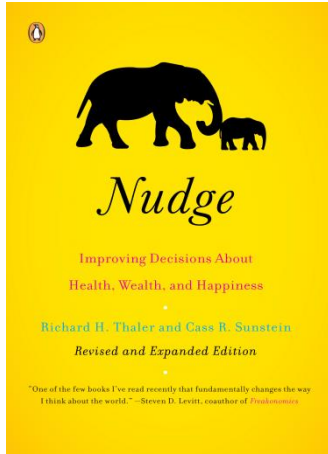
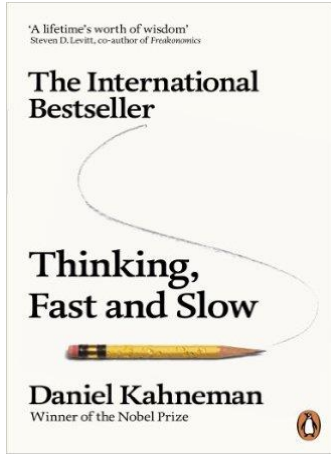


# Challenges We Face

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1. New Strategy = Change
2. Change = New Behavioural Habits
3. New Behavioural Habits = Mind-Set Change
4. Mind-Set Change = Organisational Energy

# Learning from the 'Head Doctors'



# Change

Biologically people's brains react to change in similar ways. The inevitable stress can be reduced through consideration of four key principles:

	Common 'Threat' Triggers	Minimising 'Threat' / Increasing Rewards
<b>CERTAINTY</b>	<ul style="list-style-type: none"><li>▪ Lack of information about 'change'</li><li>▪ Cliques - 'in crowd'</li><li>▪ Unpredictable/new behaviour by management</li><li>▪ Job insecurity</li></ul>	<ul style="list-style-type: none"><li>▪ Publicise agenda - explain strategy and plans</li><li>▪ Break down large changes into chunks</li><li>▪ Openly establish new routines</li><li>▪ Help people see positives of change</li></ul>
<b>OPTIONS</b>	<ul style="list-style-type: none"><li>▪ Telling people what to do (control &amp; command)</li><li>▪ Excluding people from 'shaping plans'</li><li>▪ Dictating detailed processes</li><li>▪ Micro-managing</li></ul>	<ul style="list-style-type: none"><li>▪ Give people choices</li><li>▪ Create flexible plans</li><li>▪ High-level policy – allowing discretion and judgement</li><li>▪ <b>Leaders set direction, teams define detail</b></li></ul>
<b>REPUTATION</b>	<ul style="list-style-type: none"><li>▪ Dictating instructions</li><li>▪ Excluding people</li><li>▪ Reducing historic responsibility</li></ul>	<ul style="list-style-type: none"><li>▪ Ask for input and expertise</li><li>▪ Ask for self assessment of performance</li><li>▪ Provide opportunities for new learning</li></ul>
<b>EQUITY</b>	<ul style="list-style-type: none"><li>▪ Favouritism (perceived or otherwise)</li><li>▪ Uneven workloads</li><li>▪ Unclear expectations</li></ul>	<ul style="list-style-type: none"><li>▪ Stick to agreed policies</li><li>▪ Explain reasons and context</li><li>▪ Ensure decision-making is transparent</li></ul>

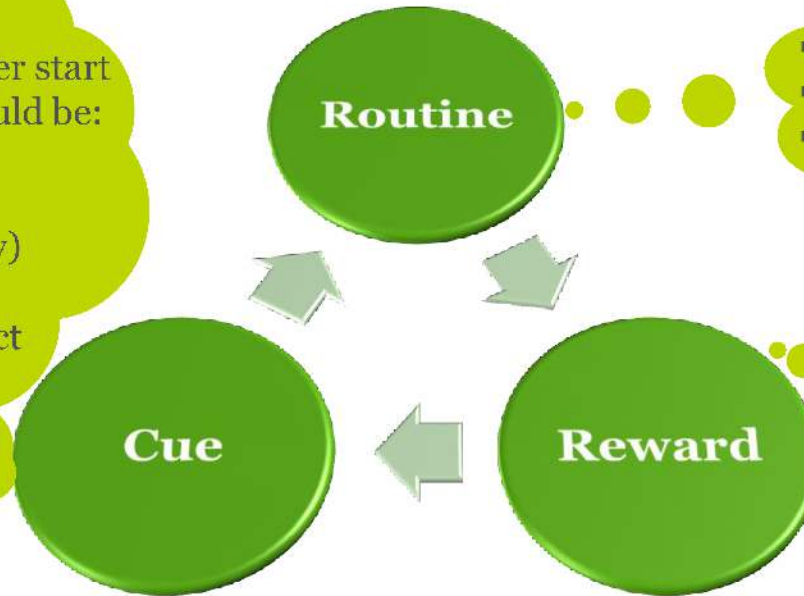
# New Behavioural Habits

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"We are what we repeatedly do. Excellence then, is not an act, but a habit".  
*Aristotle*

The cue will mark or trigger start of new 'desired' habit. Could be:

- Location
- Time
- Emotional state (tricky)
- Habit 'partner'
- Following preceding act



- Predetermine desired action
- Consider 'if-then'
- Plan for contingency

- Highly personal
- Not always monetary
- Openly acknowledge

# Mind-Set Change

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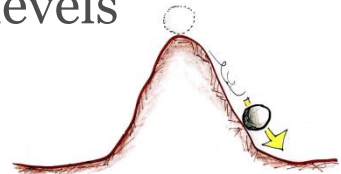
- Educate management and employees – abilities are not inherent but can be learned (Dr Steve Peters)



- Encourage learning from mistakes (*yes even in a law firm*)



- Don't evaluate as 'poor' 'average' or 'good' – look at comfort levels



# Organisational Energy

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Change is exhausting and constant. Many organisations suffer from 'change fatigue'. Hallowell's (Shine) 'Cycle of Excellence'. Productivity can be enhanced through:

- **SELECT**: Put the **right people** in the **right roles** and give them responsibilities that 'light up' their brains
- **CONNECT**: Strengthen bonds among team members
- **PLAY**: Help people unleash their imagination – creativity aids productivity
- **GRAPPLE AND GROW**: Help employees 'master' their work
- **SHINE**: Use rewards to stimulate loyalty and desire (*appreciation*)

