

LAW FIRM WELFARE SURVEY

OCTOBER 2021

Success

20ml, 15ml, 10ml, 5ml, 1ml, 5ml

2010, 2011, 2012, 2013, 2014

*three months

80% Long-term business performance, 70% Compliance with regulations, 67% Employee commitment to values and mission

meetings important

target in 3 week

Leads by example

53% of organization rank it as most important

67%

Motivates

Business

Integrity

Inspires

Responsible

GREAT LEADER

Encourage

Support

SAVING MONEY

6 in 10 Leaders say their company empowers employees at level

So many ways to saving money

Planning

2 most in-demand capabilities for managing

some Problem can't Fix

The investment is the good way to try but you should be leaving the option and divide the money for plan B

Small business have 1-4 employees are self-employed average revenues 24,000

Percent: 28.4%, 16.4%, 25.5%

BRAND

Building a Brand for Market Success

When people hear the name they conjure up a set of impressions that influence how they think and buy. Those bought to define your brand.

Your brand resident in your customer's mind as a result of all the encounters with logo, your messages and that people about you. Something as business address to how you is perceived.

every time someone walks into your business and looks around, visits your Web site, meets an employee, or glances at your ad, that person forms an impression that leads to a mind-set about your business.

BRAND is the result of all the impressions made by your name, your marketing, everything else you see and hear. As your brand is built, as your business grows, it is For that matter every time someone walks into your business and looks around, visits your Web site, meets an employee, or glances at your ad, that person forms an impression that leads to a mind-set about your business.

JOB

address a social problem

Bank have interest and savings option to deposit

may be you would is the good way to save your money



SUMMARY

This is a summary of a snapshot survey conducted by myself in September 2021 and follows on from the April 2021 survey I conducted to assess the impact of Covid-19 on law firms globally. The latest online survey aimed to identify how firms had responded in the past six months, what changes they had made, whether those changes were perceived to be permanent or temporary, how firm leaders had responded and the overall level of optimism given the uncertain state of affairs.

This time there were fewer responses, - 35 from representatives from firms in Australasia (60%), United Kingdom (37%), with the balance coming from the USA. Responses came predominantly from Managing Partners/Principals (43%), Partners (20%), and Executive managers (31%).

The survey was brief, covering fourteen questions of either a qualitative or quantitative nature. The replies to each of those questions are summarised in this report on the following pages. The main conclusions I draw from this survey are:

- Firms are still adjusting to the 'new normal'. Work flows, cash-flow, productivity and profitability continue to improve or increase but not to the same degree as was reported in the April survey. Lockdowns continue to impact negatively on morale, health and well-being and team culture.
- Firms have introduced many changes to the way they operate, notably remote/flexible working practices, mental health support and wellbeing initiatives. 60% now believe those changes to be permanent compared with 23% in the April survey.
- More training and improved technology are high on the wish-list of most respondents looking to function more effectively as a result of COVID-19.
- Many respondents continue to feel optimistic about the future, the majority (82%) remain optimistic about the outlook for their firms over the next twelve months.
- More training and improved technology remain high on the wish-list of most respondents looking to function more effectively as a result of COVID-19.
- Leaders are regarded as having been very effective in adjusting to the COVID fallout.

My thanks to all those who participated in this survey. I hope you find these results of value. Should you wish to receive a copy of the full survey, please contact me directly.

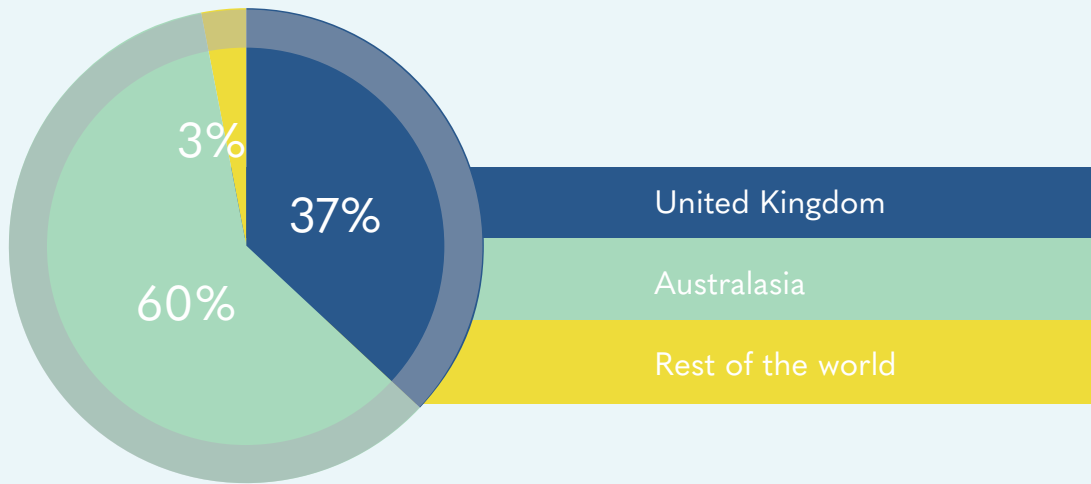
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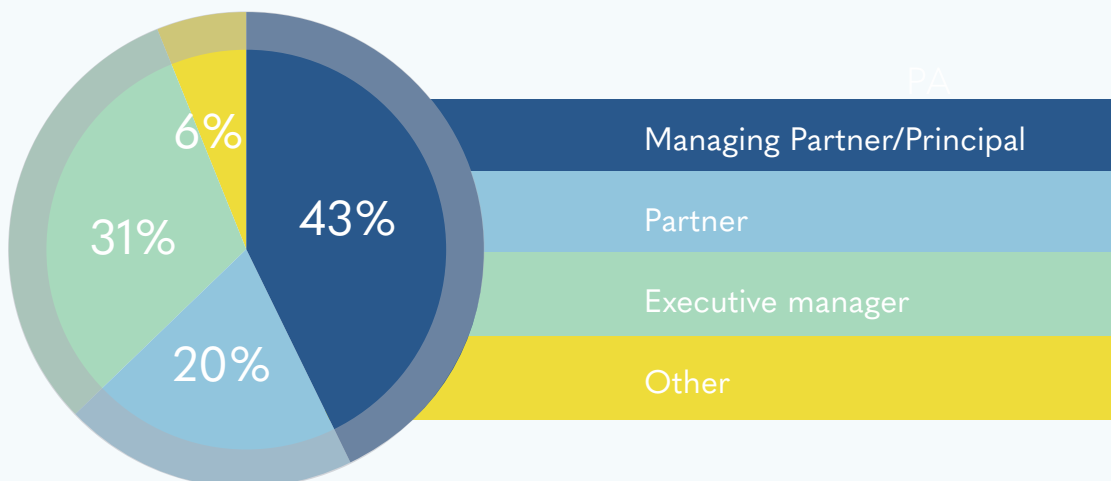
QUESTION 1

Where are you based?



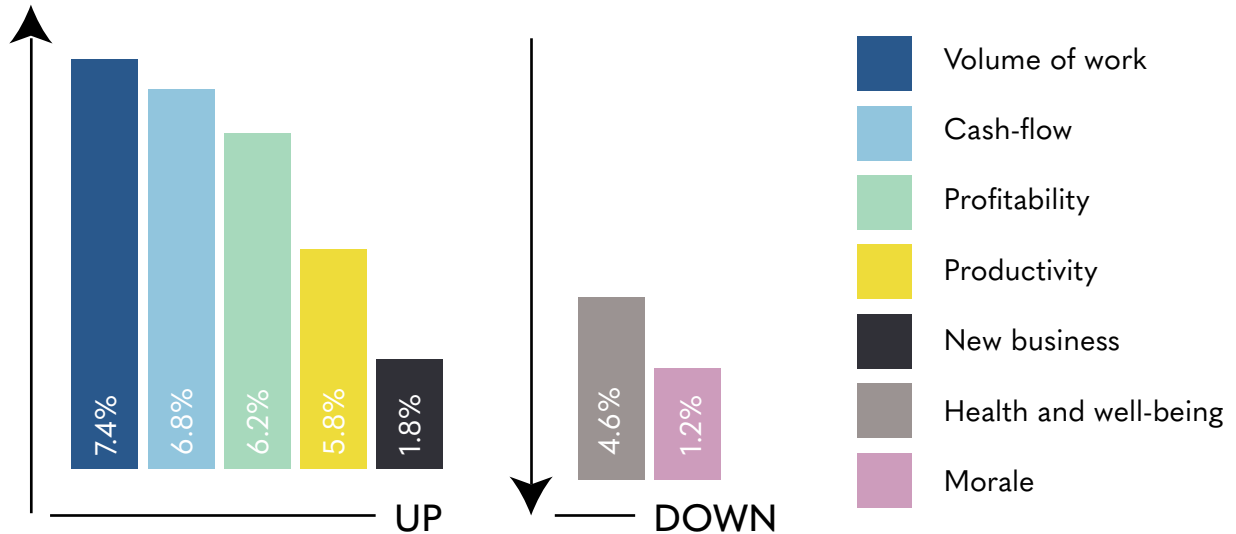
QUESTION 2

Please indicate your role?



QUESTION 3

Compared with six months ago, to what extent is your firm better or worse off?



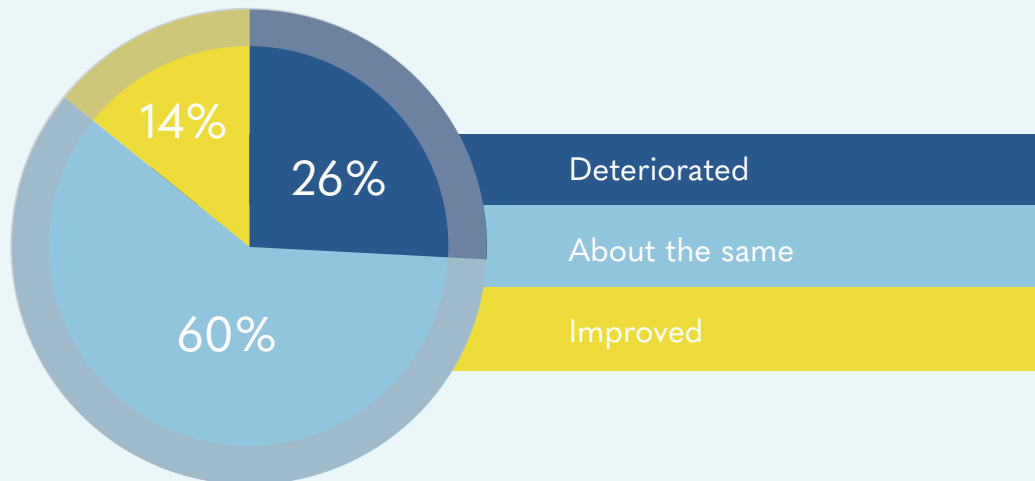
QUESTION 4



Compared with 6 months ago, how is your mental and emotional well-being?

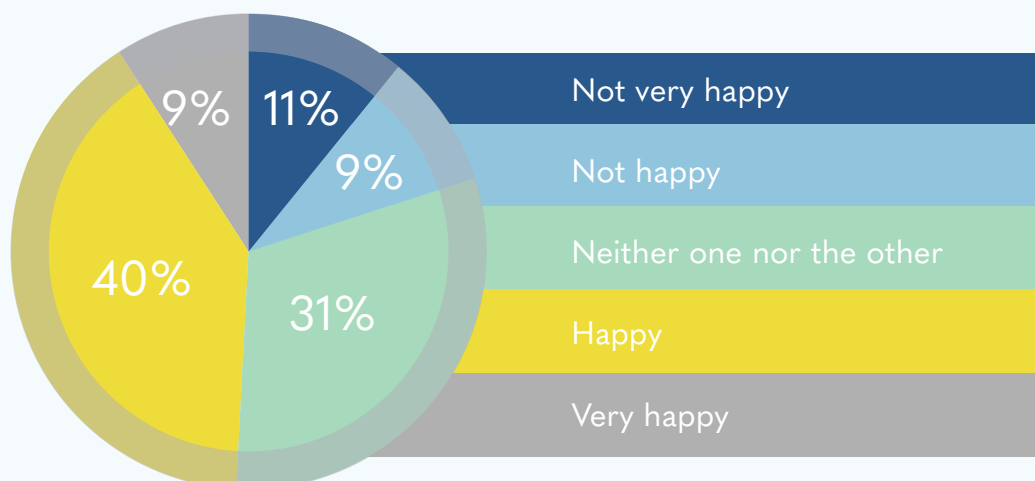
QUESTION 5

Over the past 6 months, has the quality of your working life improved or deteriorated?



QUESTION 6

On a scale of 1 (not much) – 5 (very much), please indicate how happy you are with your working life at the moment.





QUESTION 7

What, if anything, has changed for the better in your firm as a result of COVID-19? (Random selection of responses)

"More agile approach, willingness to consider things in a different way."

"A focus on people particularly those we know that lived alone through lockdowns, more collegiality and check ins with people."

"Board has been forced to allow employees to WFH and trust employees."

"As a team we have built greater resilience, have 'come together' more and are now working more smoothly."

"Use of and standard of technology so working remotely is effective."

"IT; working paper light."

"Greater willingness to make change."

We all have more compassion, support and vulnerability with each other."

"Caring for the mental well-being of others."



QUESTION 8

What, if anything, do you think has changed for the worse in your firm as a result of COVID 19? (Random selection of responses)

"More emphasis on individual needs among employees, rather than working together as a team."

"Pressure on staff to do more with less people."

"Accentuated the silos we work in."

"People's resilience and tolerance."

"Lack of connection. We are just so totally disconnected from each other. The firm doesn't even have a strategy for connecting us while in lockdowns or once out of them."

"... staff insisting on unrealistic working practices.."

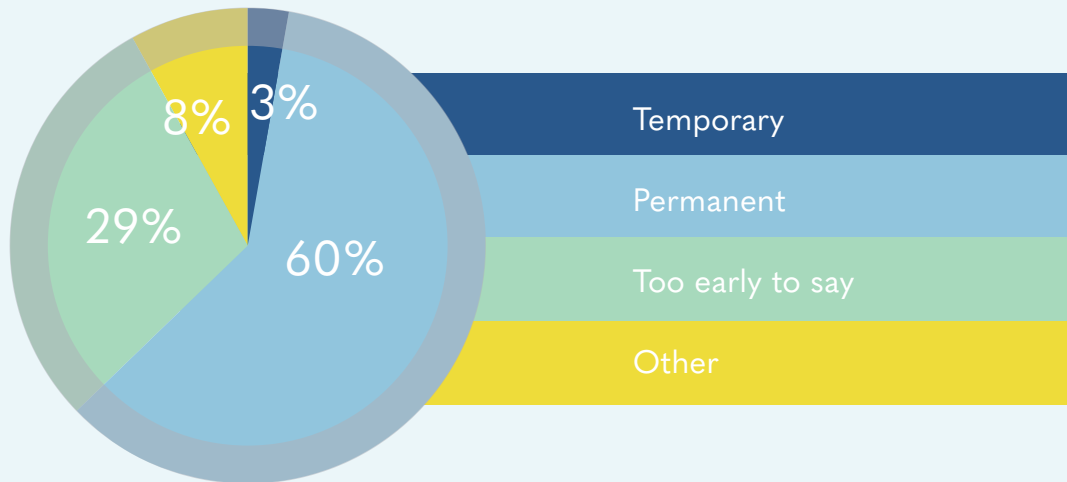
"Productivity has declined due to communication with colleagues being more difficult."

"Stress levels related to working remotely and poor connectivity and busy households have grown considerably."

"The rhythm and 'buzz' of client work has been disrupted with all legal services being provided online. None of our team signed up to be IT workers. This work-life change significantly changes the enjoyment of and so motivation for our daily work."

QUESTION 9

Do you consider the changes to be temporary or permanent?



QUESTION 10

What changes, have you made to the way you operate as a result of COVID-19? (Random selection of responses)

"More wellbeing support including ongoing staff webinars, check-ins and zoom sessions."

We started saying 'no' to work. We never did that before and it was a hard learning curve."

"New KPIs."

"More remote working, mental health support, revised KPIs, career development plans and marketing strategies."

"95% of staff can work from home. We have introduced flexible working options."

More mental health support/wellbeing initiatives; we are allowing our staff (roles permitting) to work 50% of the time from home."

"Strategy-wise, simply agreeing to let ourselves work in a 'slower' less pressured way, with the emphasis on team and individual well-being not profitability."



QUESTION 11

*What, if anything, would help you or your firm to function better?
(Random selection of responses)*

"Strategic thinking that everybody buys into."

"Leadership training and business strategy support for the partners."

"Better technology and more staff..."

"Technology – making sure we are up to date with the best systems and fully trained as part of this."

"More time to invest in coaching/mentoring."

"Empathy and support."

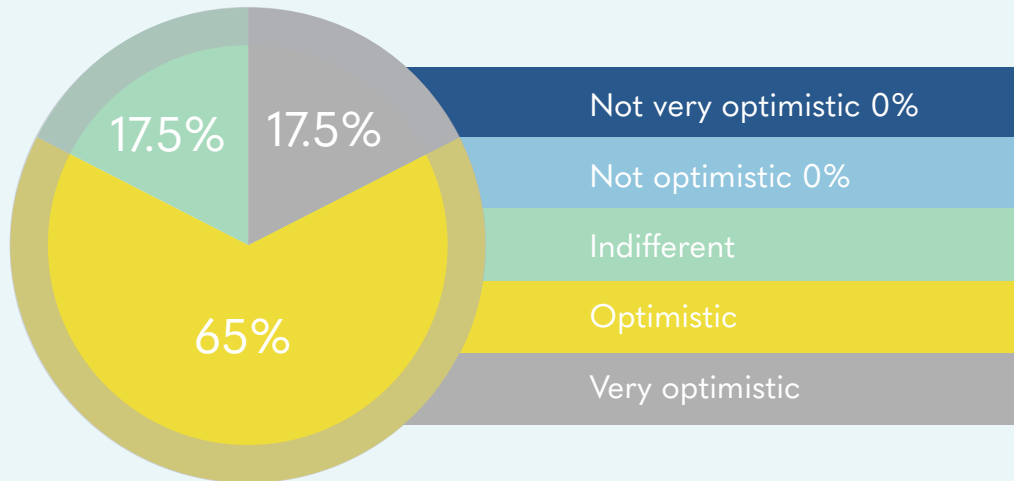
"Greater alignment at Partner level for tech changes."

"Better technology, more empathy and team coaching; better support for those partners leading departments and teams."

"Greater resourcing."

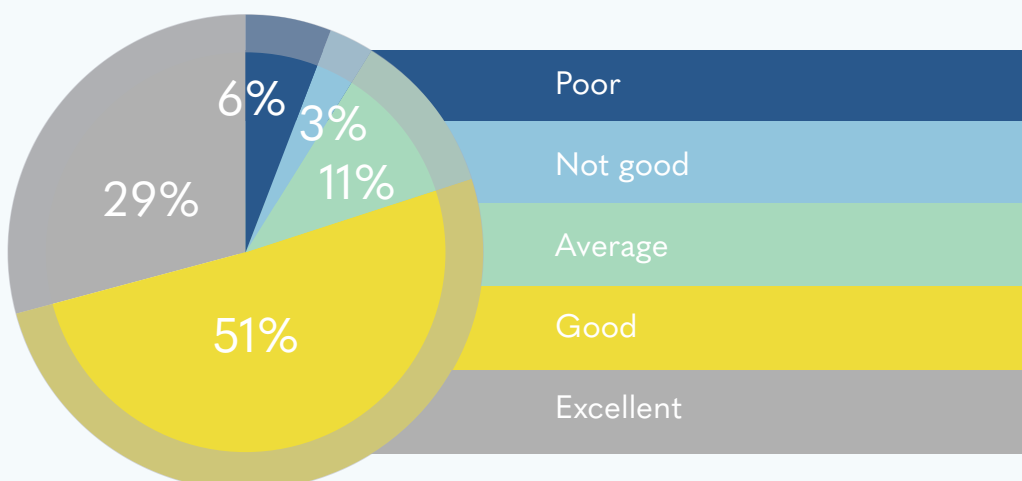
QUESTION 12

On a scale of 1 (not very) – 5 (very), please indicate how optimistic you are about the outlook for your firm over the next 12 months.



QUESTION 13

On a scale of 1 (poor) to 5 (excellent), how effective has your firm's leadership been in adjusting to the COVID fallout?





QUESTION 14

Anything else you would like to add? (Random selection of responses)

"I think we have done a great job. I am very proud of our team in how they have adapted and I am delighted that our staff seem to feel the same way, which has increased the trust and loyalty across the firm."

"Younger staff members seem to be less resilient."

"Regulatory landscape will lead to a lot of mid-sized firms looking to exit from the profession."

"Almost everyone I talk to (in Auckland) is really struggling with their work, family and the juggle. I am seriously worried about the mental health and well-being of our lawyers."

"The majority of our people are looking forward to getting back to the office and the greater structure that an office environment brings without the distractions of a home environment."

"Our Partners and CEO have been proactive, empathetic and inspirational. You can't ask for more than that."

BREAKTHROUGH 2021!

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AN OPPORTUNITY TO:

- Uncover new business opportunities
 - Become more productive and profitable
 - Gain clarity and certainty around your future direction
 - Unify all your people to your firm's mission
 - Become a more confident and effective leader
-

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