



Can law firms operate more effectively?

The relationships between leadership, employee involvement climate, workforce moral and turnover in Queensland law firms.

Introductions

- Patrick O'Brien
- Griffith University postgraduate studies
- Background

- Reasons for attending
- Challenges for law firm marketing professionals.

Today's Presentation

1. Discuss the various aspects of the research.
2. Look at how these aspects have integrated into organisations.
3. Discuss the challenges to implementing people strategies in firms.
4. Discuss the benefits of your firms involvement in the research.
5. Questions.

Presentation Aims

- To help build interest in the research.
- Raise awareness for the overall benefits of implementing effective people strategies in law firms.

Vision

- To help people work more effectively together. When this is achieved in our workplaces, it can also be achieved to help solve bigger issues.
- Work is where we learn to solve problems with others.

Turnover in law firms

- Reasons for turnover in law firms?
- Family issues
- Work relations
- Career plans
- Job alternatives
- Tenure
- Age?
- Skill development (versus Taylorism)

Turnover in law firms

- Career advancement
- Participation X Outcomes
- Satisfaction (and shocks to the system)
- Commitment
- Supervisor support
- Work hassles (form of stress)
- Perceptions of fairness
- Person-organisation fit

Commitment

- Continuance commitment
- Normative commitment
- Attitudinal commitment
 - Identification
 - Values
 - Implications for attracting talent
- Strong relationship

Job Satisfaction

- Consistently related to turnover.
- Consistently related to performance.
- What is it?
 - Related to life satisfaction.

Job Satisfaction

- How can you boost it?
 - Job characteristics theory
 - Skill variety
 - Job completion
 - Job challenge
 - Feedback
 - Decision making autonomy
 - Are these new concepts?

Employee Involvement Climate

- Involvement versus Alienation
- Elements
 - Participation in decision making.
 - Information sharing
 - Performance based rewards
 - Training

Employee Involvement Climate

- Helps to motivate people through availability of needs satisfaction.
 - Need for Power
 - Need for Affiliation
 - Need for Achievement
 - Link to performance through motivation.

Leadership

- What comprises good leadership in law firms?
- Leadership is potent.
- Leadership is difficult.
- Leadership is many things.

Leadership

- Laissez-Faire Leadership
- Passive Management by Exception
- Active Management by Exception
- Contingent reward
 - Path/goal transactions where expectations are clarified and agreed to, in exchange for resources and reward. Mutual agreement.

Leadership

- Transformational Leadership
 - Idealised Influence (Values and Charisma)
 - Inspirational Motivation (Vision)
 - Intellectual Stimulation (Encouragement)
 - Individualised consideration (Develop others)

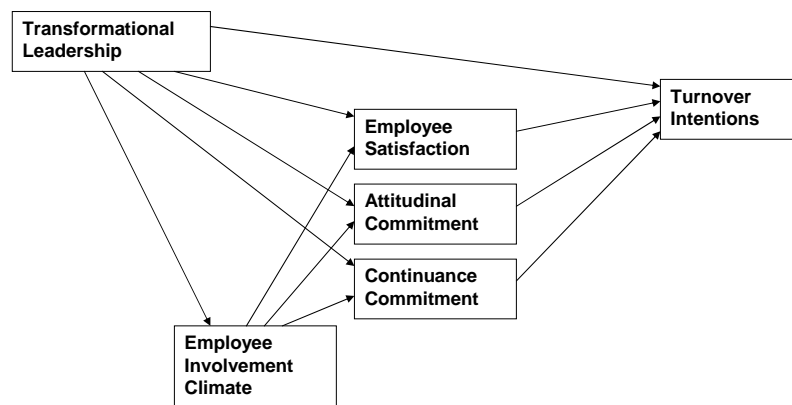
Leadership

- Where does leadership reside in law firms?
- Partner or Leader or Both
- CEO

Focus aspects of the research

- Turnover Intentions (TOI)
- Attitudinal commitment (AC)
- Continuance commitment (CC)
- Job satisfaction (JS)
- Employee involvement climate (EIC)
- Transformational Leadership (TL)

How do these aspects relate?



Causal path to turnover intentions in law firms.

Questions

- What are the implications of today's presentation for marketing professionals in law firms?
- What role can marketing, human resource and legal professionals have in promoting the benefits of people strategies in their respective firms?

Questions

- Open floor