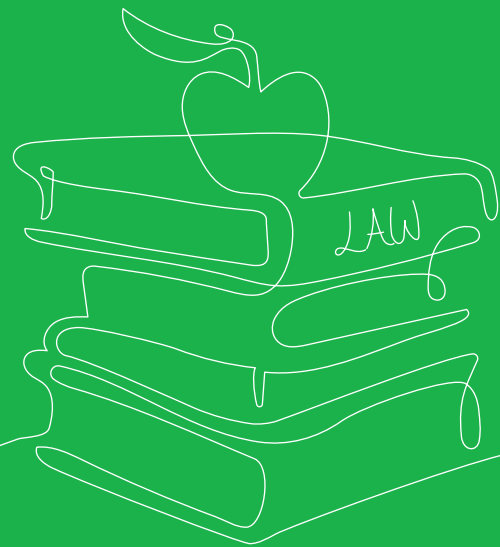


How to elevate leadership capability

Legal Sector Case Study



Inspiring and effective leaders

A top tier legal firm in New Zealand partnered with Winsborough to develop and elevate leadership capability within the Firm. This case study outlines what they did and the results they achieved.



Overview

In 2019 a Top Tier Law Firm in Aotearoa New Zealand partnered with Winsborough to develop and elevate leadership capability within the Firm. Instead of relying on individual partners' experience and intelligence, the Firm wanted to develop a shared understanding of what good leadership looks like in the organisation and implement a comprehensive programme to develop and support Partners in their leadership journey. A year-long Leadership Programme was developed based on best practice, research, and the Firm's unique context.

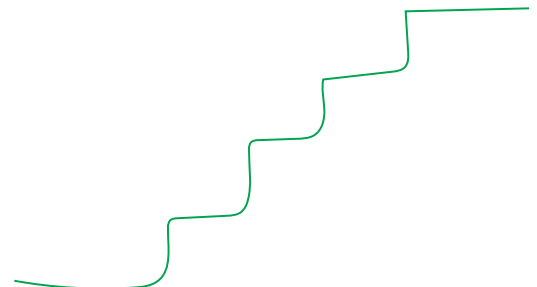
Winsborough's brief, in short, was to help leaders in the Firm:

1. establish common language and expectations around good leadership
2. engage in courageous conversations, and
3. enable sharing of learnings and experiences.

To date, 30 Partners across three cohorts have experienced the leadership programme, this case study details the impact of the programme so far.

“I would never have been able to achieve the step up I have with my team without the growth and leadership development I have received from Winsborough and feedback from tools like the 360”

- Quote from top tier law firm



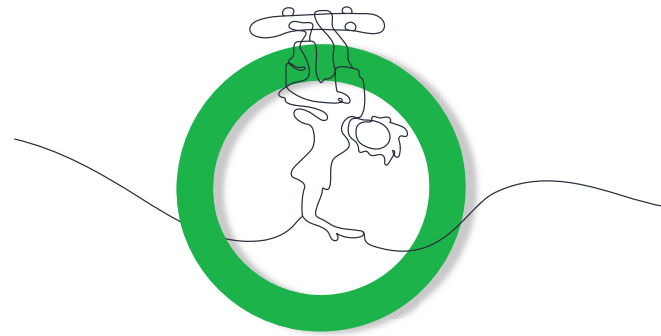
The Programme

Winsborough partnered with the Firm to design a bespoke programme, taking participants through a leadership journey, starting with Leading Self, to Leading Others, to Leading the Organisation.

Leading Self focused on helping Partners understand how they show up as leaders and their impact. Personality assessment and a 360-degree survey supported this understanding and provided a snapshot of each Partner's leadership reputation. The results were built upon during the ongoing executive coaching, helping participants to build selfawareness and identify areas for development and growth.

Leading Others focused on further leveraging these insights, and feedback from each participant's Team Assessment Survey. The key emphasis of the leading others phase was building influence through trust and followership to support a high performing team.

Leading the Organisation focused on understanding the Firm's culture and how this is shaped by Partners values and how the culture can be leveraged to drive strategy and overall Firm performance. Regular workshops explored these leadership topics with a strong emphasis on applying learnings to the Firm's context. For each cohort a second 360-degree survey was completed approximately six months after the programme finished.



The Impact

Comparing results from the initial 360-degree survey and the one completed 6 months after the programme finished, allows the impact and effectiveness of the Leadership Programme to be quantified. The results showed that overall perceptions of Partners' leadership effectiveness improved significantly since embedding the Leadership Programme within the Firm.

Specifically, overall leadership effectiveness rose by an *average of 8 percentage points and as much as 22 percentage points for some Partners.

Partners skills and capability was elevated across all three key areas of the Leadership Programme – Leading Self, Leading Others, and Leading the Organisation. Raters observed that after completing the Leadership Programme, Partners were able to demonstrate greater levels of self-awareness, were more skilled in managing and developing others, and more effective in creating and driving a vision for their teams and the Firm.

8% 

increase in
**leadership
effectiveness***

The personality assessments and 360-degree feedback completed as part of the programme were a critical element of the executive coaching. They were used to encourage regular reflection, and served as a catalyst for growth.

Through reflection and by developing their understanding of how they are seen by others, participants were rated as leading in a more intentional, systematic way. Partners were able to increase their scores in these areas by as much as 39 percentage points.

Additionally, the aggregated 360-degree survey results suggested that partners who have participated in the programme became more effective in their ability to define, connect with, communicate, and energise others towards the firm's vision and strategy. These areas saw an average increase of 15 or more percentage points.

CONNECT
COMMUNICATE
ENERGISE

Interestingly, partners consistently rated themselves harshly, but their Managers and Peers reported seeing the greatest improvement in leadership capability over time.

In summary

A Top Tier New Zealand Law Firm has seen the benefits of investing in their organisation's leadership capability. This has led to a more **supportive, aware, and inspiring leadership culture**.

Results from 360 surveys showed that Participants were seen as more reflective and proactive in their approach to leadership after completing the programme. They acquired valuable leadership tools and techniques which others could visibly see being applied in their everyday leadership practices.

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