

PARTNER DEVELOPMENT: FROM EXPERT TO LEADER

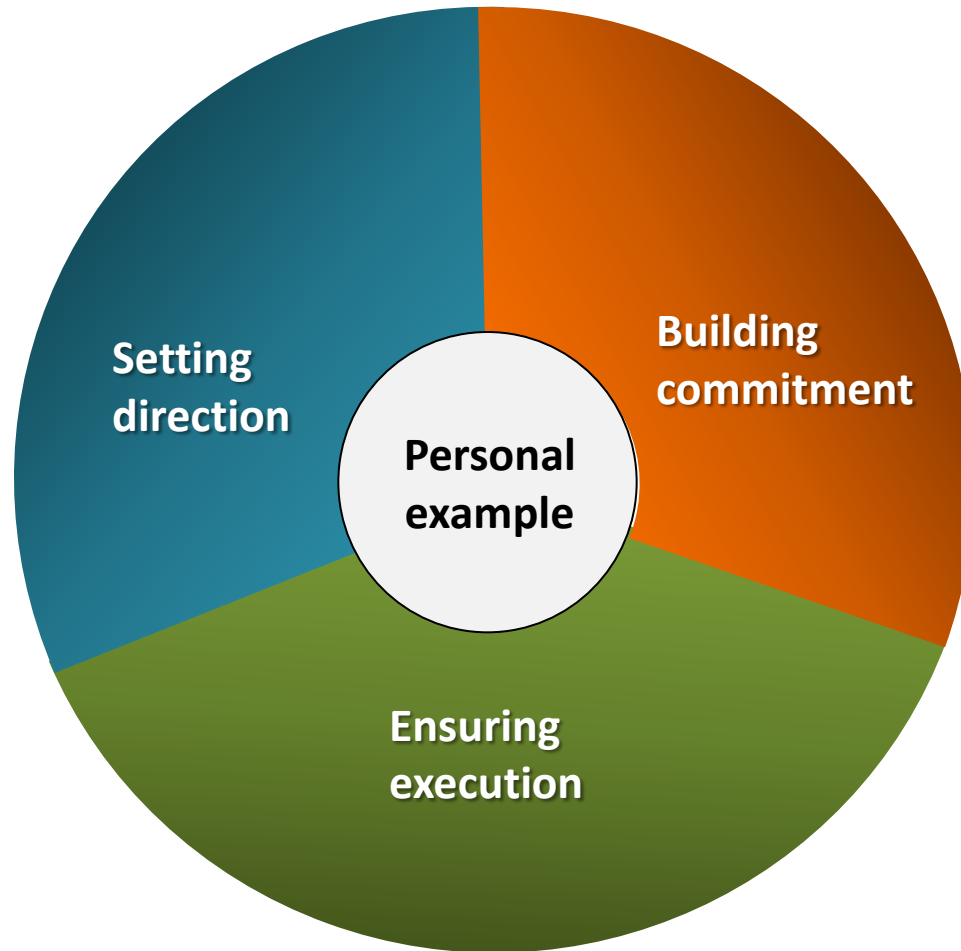
The Emotional Development of Professionals

HR & Law

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LEADERSHIP



3 Key Motives – David McClelland

- 1. Need for Achievement - Recognition**
- 2. Need for Affiliation - Relationships**
- 3. Need for Power - Control**

Achievement Motive

Strong need for achievement people

- Want to feel successful at doing something over which they have control
- Set moderate to high achievement goals
- Prefer to set performance standards for themselves
- Need regular feedback that they are doing well
- May have difficulty working in a team

Affiliation Motive

Strong need for affiliation people

- Focus on establishing, maintaining, and restoring positive affective relations with others
- Want close, warm interpersonal relationships
- Seek the approval of others, especially those about whom they care
- Like other people, want other people to like them, and want to be in the company of others
- Like working in teams

Power Motive

Strong need for power people

- Desire to have strong impact on other people
- Focus on controlling the means of influencing the behavior of another person
- Actively searches for means of influence
- Assesses situations for change potential
- Easily become frustrated and may resort to bullying

Typical Characteristics of Professionals

- High need to achieve - task rather than relationship driven
- Powerful ideals , strong conscience - tendency to guilt and self-blame
- Tendency to value thinking vs. feeling
- Perfectionism plus tendency to pessimism - 'doom zoom'
- Insecure oscillating over/under valuation of personal capability
- Desire for autonomy, high need for control, yet strong need for recognition = strong desire to be included
- Availability of professional role as a mask for vulnerability and uncertainties
- Tendency to split 'true' and 'presented' self

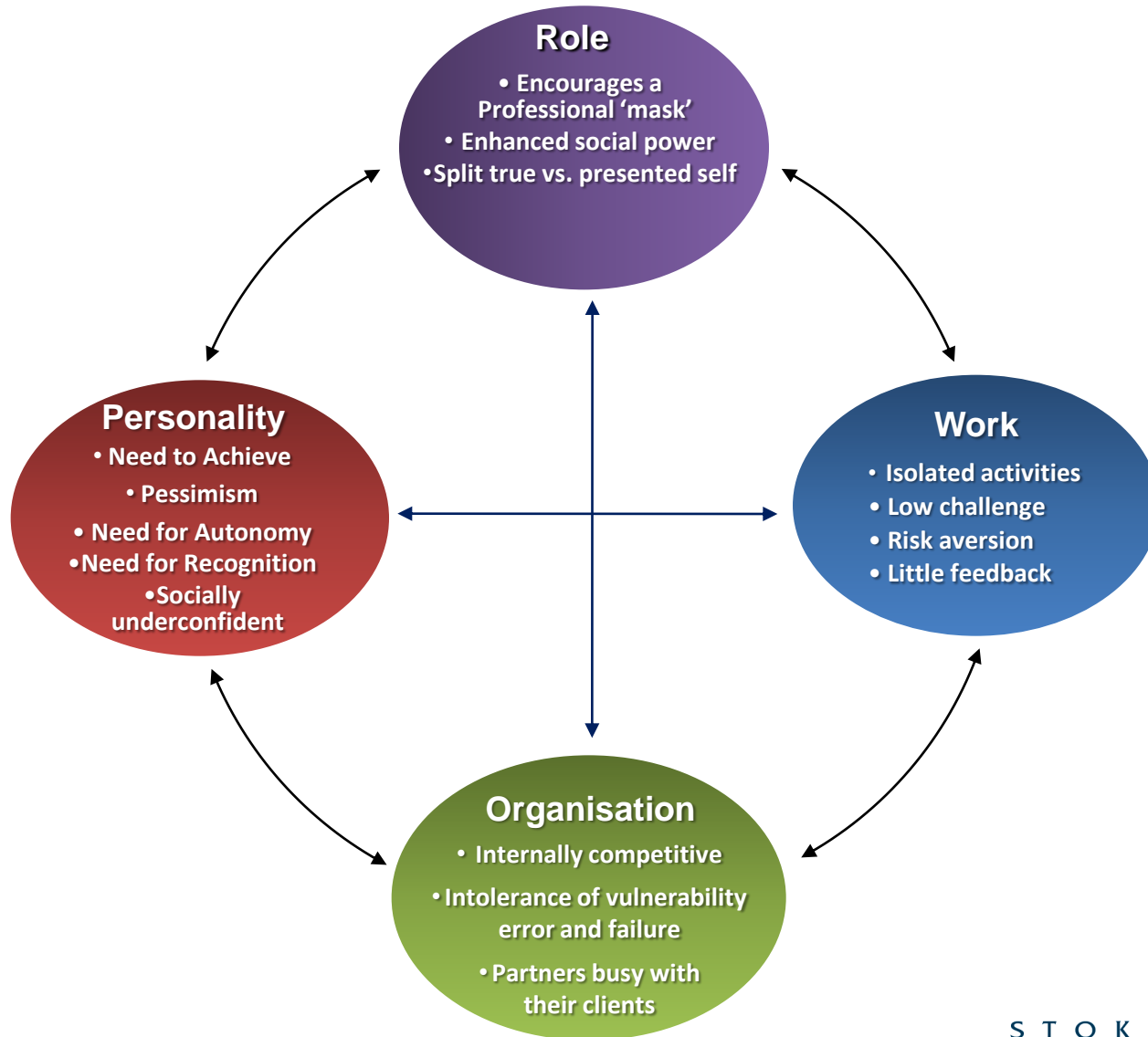
“Emotional Skills Development lags Technical Skills Development”

A Task Driven Need for Achievement

- Seek challenging complex problems – which are solvable!
- Achieving task closure
- Enjoy setting goals and then meeting them
- Competitive, striving to be ‘the best’
- Want to calibrate own performance
- Seek inclusion and recognition
- Want autonomy, and control over task parameters
- Take calculated moderate risks only – not entrepreneurs
- Attribute success to self and failure to others

“A relatively short time-span of attention”

Dynamics of the Professionalization Process



Some Unintended Results

- **Relationship capabilities are undernourished**
- **Oversensitivity about inclusion**
 - increasing isolation may lead to an inner loneliness, producing increased desire for inclusion and high need for recognition but focussed on task success = over-work treadmill + personal sensitivity
- **Professional role can be a mask**
 - to cover sense of inadequacy and maintain sense of importance
 - don't provide good exemplars for next generation of today
- **Motivational shift**
 - from idealistic intrinsic (e.g. justice and liberty) to pragmatic extrinsic (e.g. billings and competitiveness) motivations

With Some Inconvenient Consequences

- **Productive loners** - happy to be left alone but add little to firm development
- **Under-confident over-achievers** – trapped in over-work
- Fears of being found out – **‘imposter syndrome’**
- **Mid-career crisis** - increasingly resistant to decreasing quality feedback leads to stopping developing and becoming ‘stuck’ – career ‘flats’ and ‘stalls’
- **Self-esteem** regulation via over-work

“World-class at resisting change”

“Confidence” has many facets

1. **Communication Skills** – the capacity to express yourself in a way that helps you get what you want, need and deserve
2. **Self-image** - a healthy regard for yourself and your powers
3. **Competence** - actively involved in activities that give a sense of your capability and mastery
4. **Contribution** - a feeling that what you do matters, that you are making a difference
5. **Control** - feeling in charge of yourself and your life
6. **Courage** - able to overcome your fears and prepared to take wise risks

Learning & Development Tips

- 1. Regular Signposting** – lawyers are Thinking types who need regular rationalisations for what they are doing
- 2. Arguing is their way of being** – the first approach to a new idea or person is to argue/debate
- 3. They avoid dealing with interpersonal conflict**
- 4. Low power need** = less intrinsic need for personal development compared to average manager
- 5. Wish to be included > wish to include others**
- 6. High need to appear clever** – means admitting don't understand is difficult, so provide 'first steps'

Leadership Development

- 1. Increase self-awareness** - frequent effective feedback with opportunities to improve performance and learn
- 2. Increase awareness of others and feedback skills**
- 3. Develop skills for managing conflict effectively**
- 4. Develop influencing skills** - power with vs. power over
- 5. Intrinsic vs. extrinsic motivations** - ideals and values
- 6. Consider impact of organisational culture** - attitudes to openness and mistakes
- 7. Offer opportunities for mentoring and coaching** - formal and informal

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