

From Flash to Force: Increasing the impact of trainings and internal programs



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Changes we seek in our work

Culture
shifts

Making new
skills “stick”

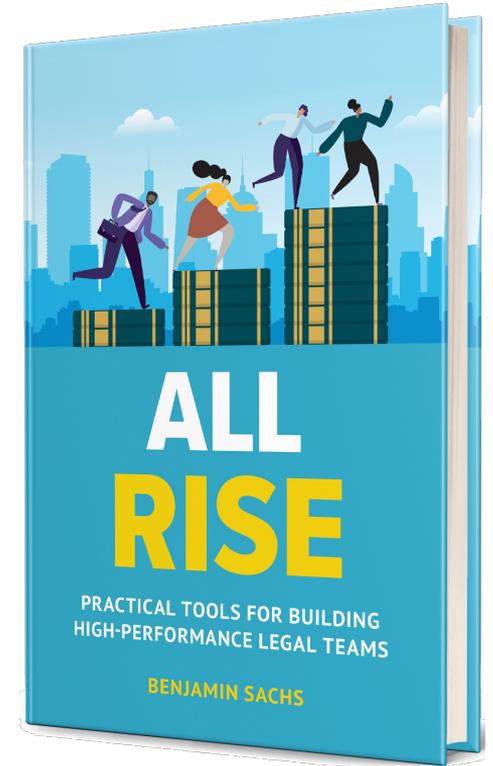
Improving
diversity, equity,
and inclusion

Internal
processes

▶ We had a good idea *...now what?*

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- ▶ Author of *All Rise: Practical Tools for Building High-Performance Legal Teams*
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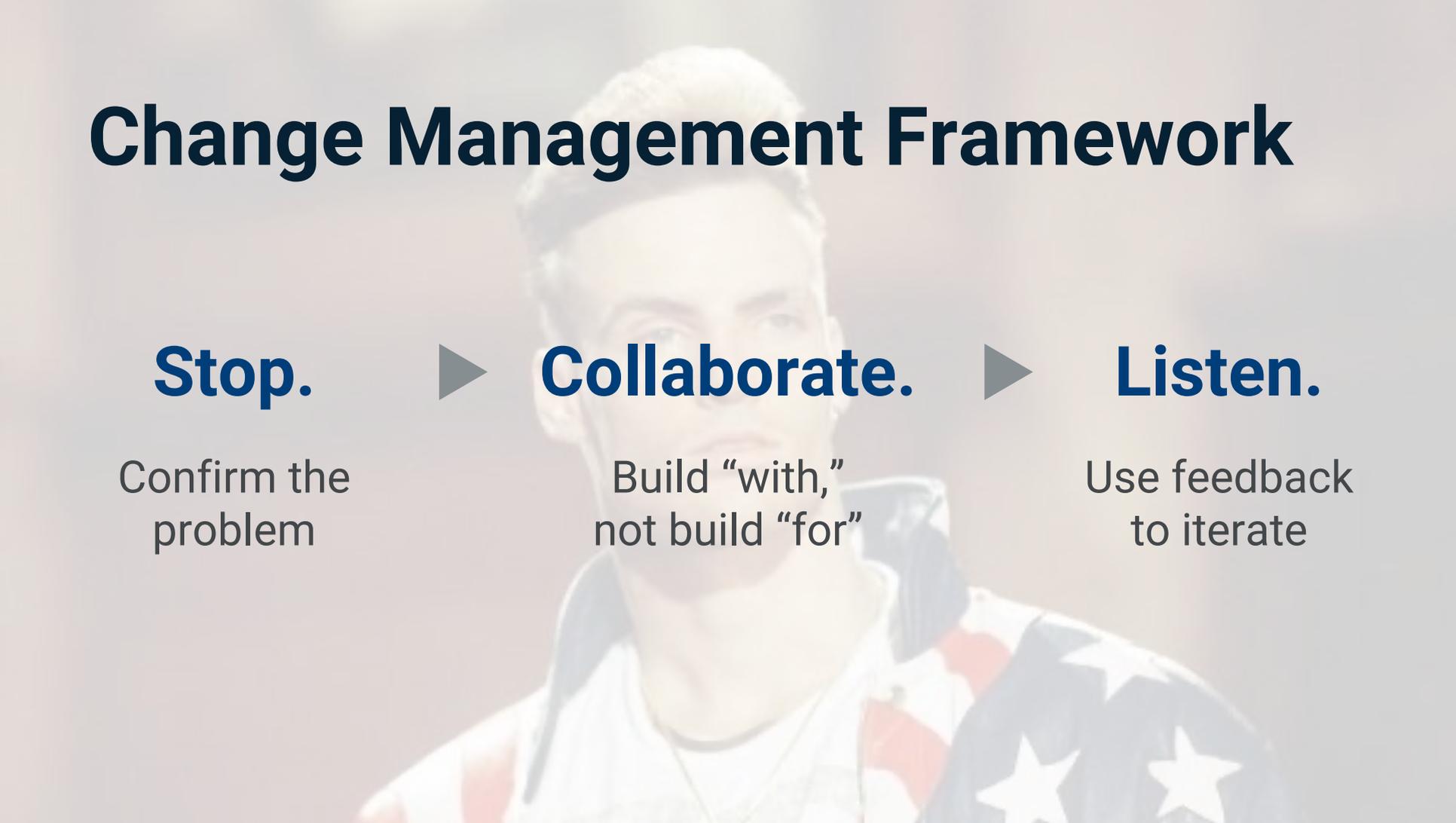
- ▶ Director, LL.M. and Alumni Advising, Associate Director, Career Services, Vanderbilt Law School
- ▶ Columnist, Above the Law
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▶ **Why is it so hard to drive lasting *change* in our organizations?**

▶ **Who can save us?**



Change Management Framework



Stop.

Confirm the
problem



Collaborate.

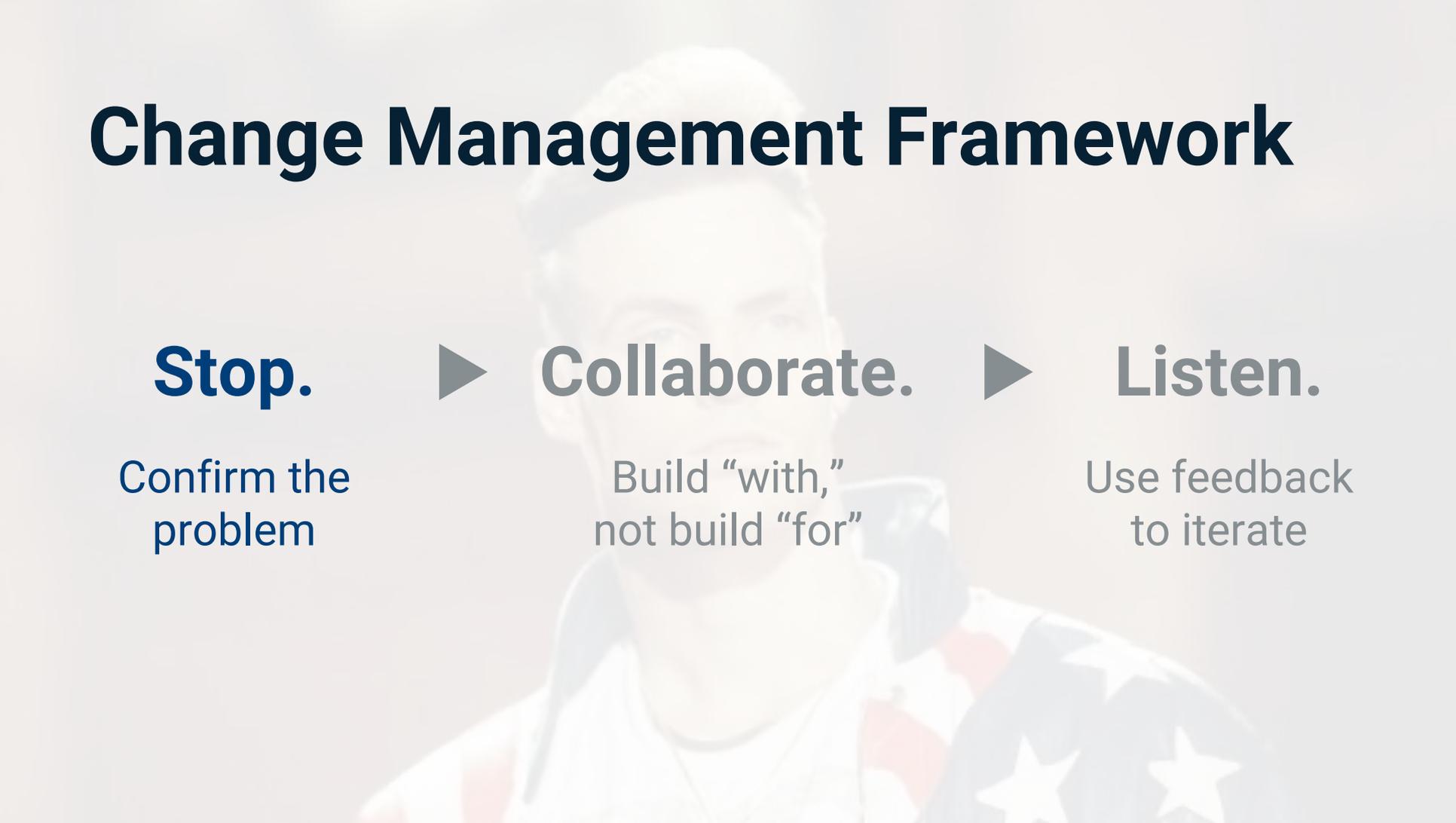
Build “with,”
not build “for”



Listen.

Use feedback
to iterate

Change Management Framework



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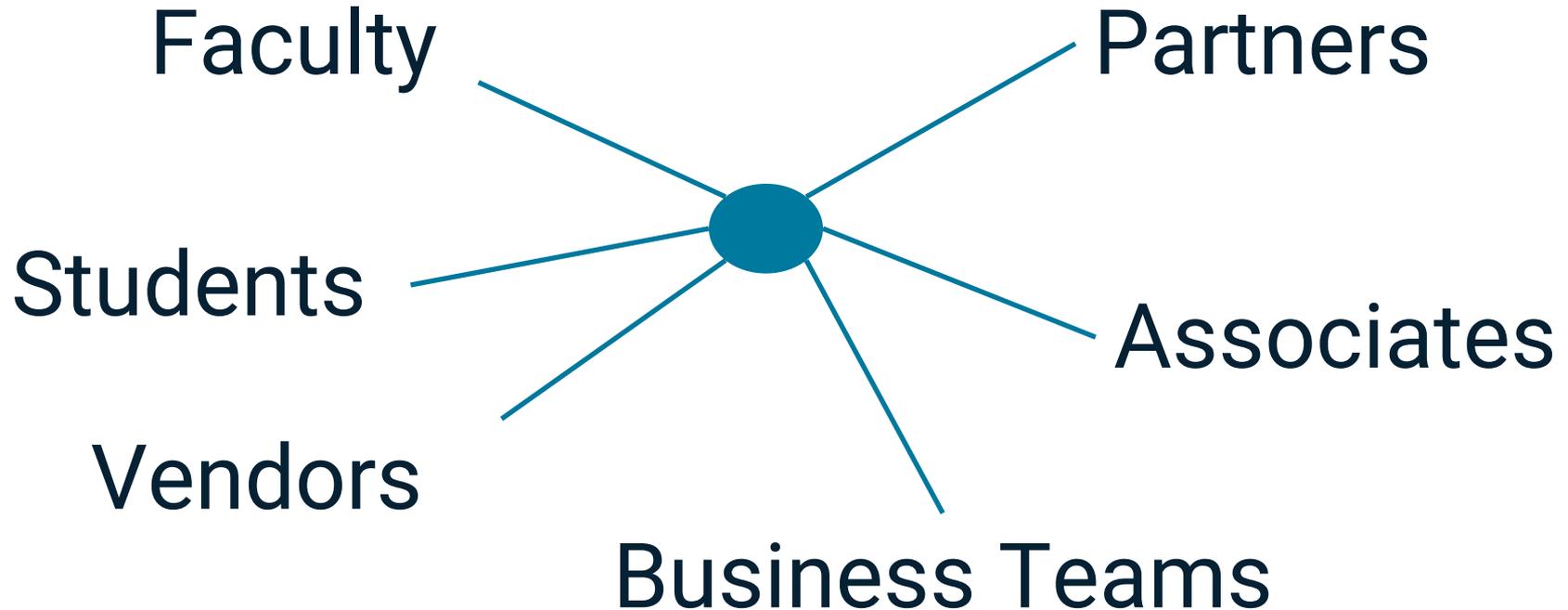
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Identify all the stakeholders



Questions to Ask

Problem Scoping

- ▶ What **problem** are we trying to solve?
- ▶ Why is that **important?**
(Or: What does solving that get us?)
- ▶ What do you think is **causing** that problem?
- ▶ How would you **measure** (or define) success?

Example: Measuring success for return-to-office policies

Happy hour attendance?

Badge-swipe data?

Improved collaboration?

Questions to Ask

Problem Scoping

- ▶ What ***problem*** are we trying to solve?
- ▶ Why is that ***important?***
(Or: What does solving that get us?)
- ▶ What do you think is ***causing*** that problem?
- ▶ How would you ***measure*** (or define) success?

Solution Scoping

- ▶ What ***examples*** of solutions did you have in mind?
- ▶ What ***concerns*** do you have about the solutions we might propose?
- ▶ What have we ***tried before?***
- ▶ Why did that ***fail?***

Additional Tools

- ▶ Focus Groups
- ▶ Surveys
- ▶ Interviews

Try keeping it simple, e.g.:
“What’s working? What’s not?”





Real World Example

- ▶ Associates complain their work is “unsustainable.”
- ▶ Partners say associates’ hours are in the normal range.
- ▶ ***Now what?***

Dive deeper to find a “solvable” problem



————— *“Can you give me an example of that?”* —————>



“This generation is too entitled.”



“Associates don’t want to work hard.”

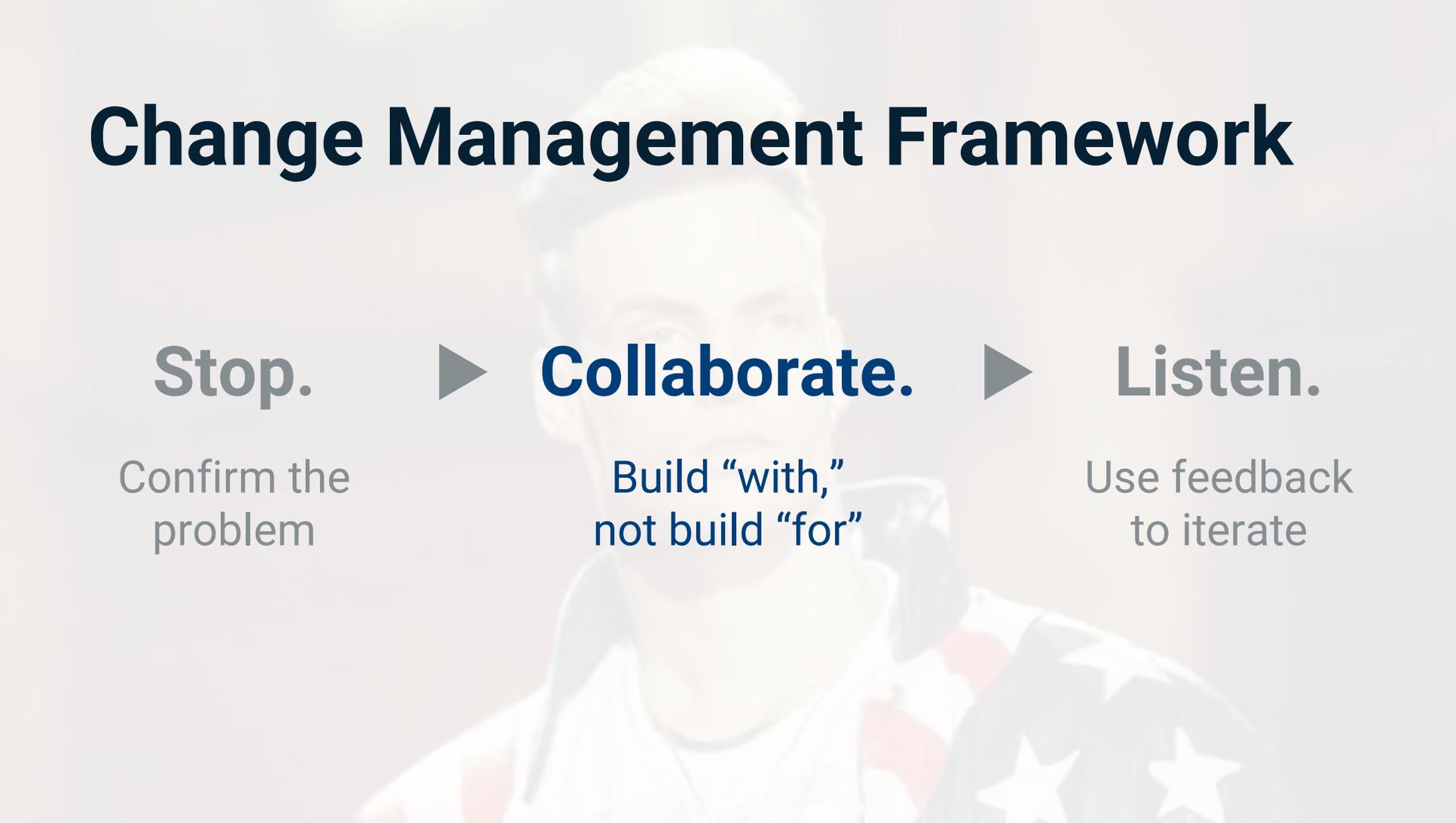


“Hours are normal, but they still complain.”



“Weekend work is too unpredictable.”

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▶ What's the problem with *top-down* process changes?

Better *process* → better *buy-in*

- ▶ Bring stakeholders into the decision-making process
- ▶ E.g., 2 partners + 2 associates, or teachers + students
- ▶ Those you pick will become your biggest evangelists



But wait... inmates running the asylum?

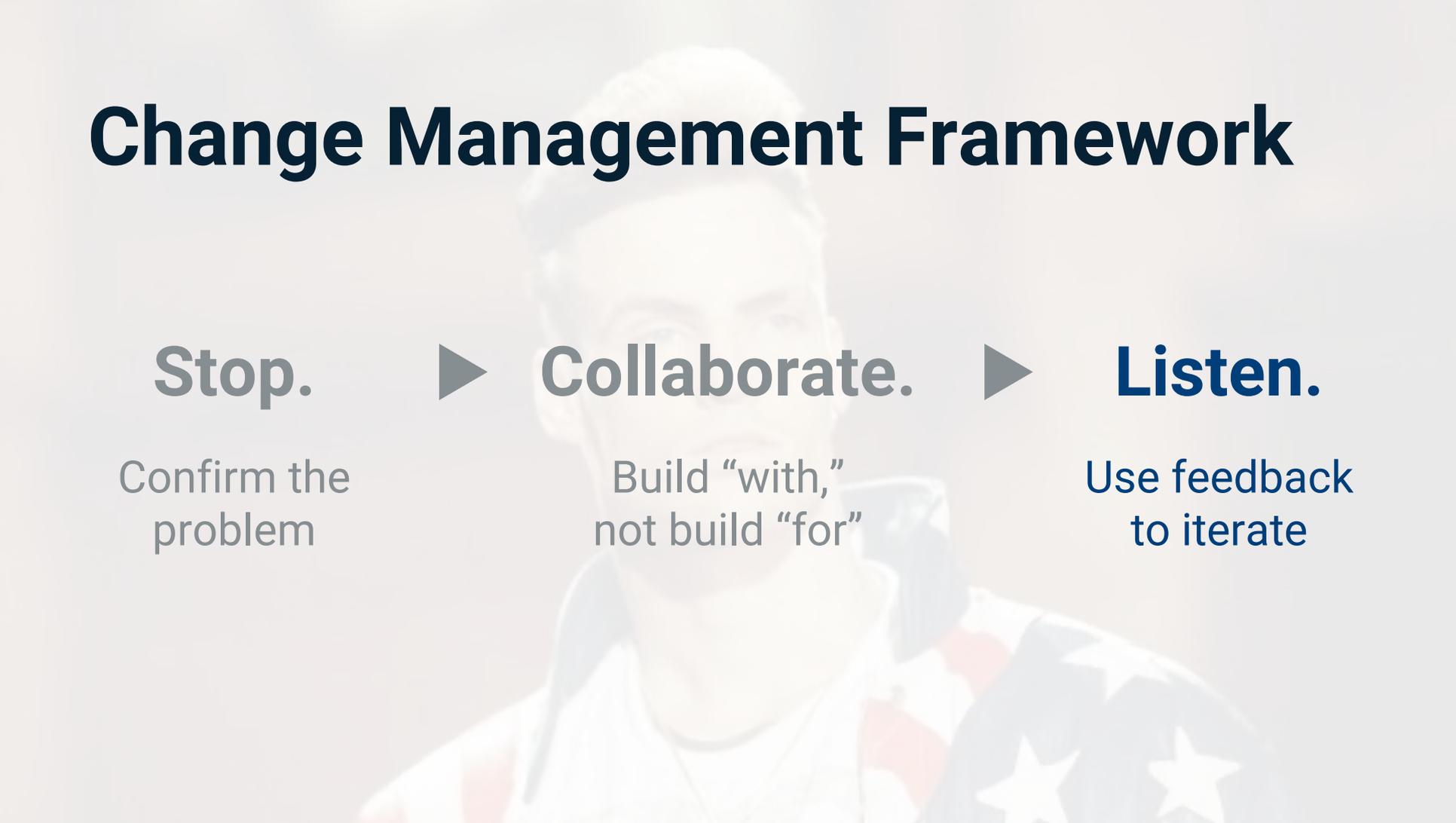
Leaders often fear bringing less experienced voices into the conversation. What are the costs and benefits?

- ▶ Costs: Time (need to educate and reconcile perspectives)
- ▶ Benefits:
 - ▶ Better ideas, grounded in day-to-day reality
 - ▶ Encourages an “ownership mindset”
 - ▶ Improved rollout thanks to support from those involved

Tips for getting buy-in from top brass

- ▶ **Provide a range of options, not a single proposal**
 - ▶ Psychologically, this provides them a sense of control
 - ▶ E.g., “good/better/best” with trade-offs on costs and benefits
 - ▶ But you can still include your recommendation
- ▶ **Connect the problem to priorities they care about**
 - ▶ “Associate culture” → “Associate retention” → “Profitability”
 - ▶ “Complaints about ____” → “Distracted by ____” → “Productivity”

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Plan for iteration

- ▶ **Make “learning” the goal, not “perfection”**
 - ▶ Pilot the ideas with one team or office
 - ▶ Get feedback throughout the process
- ▶ **Lower the stakes by asking for “gated investment”**
 - ▶ Not: “This plan will require \$100,000.”
 - ▶ Instead: “The pilot will cost \$10,000. Then we’ll evaluate.”



Embed your changes deeply into the culture

Build successful changes into...

- ▶ Onboarding
- ▶ Trainings
- ▶ Reviews
- ▶ Recruiting

Change Management Summary: From Flash to Force

Confirm the problem

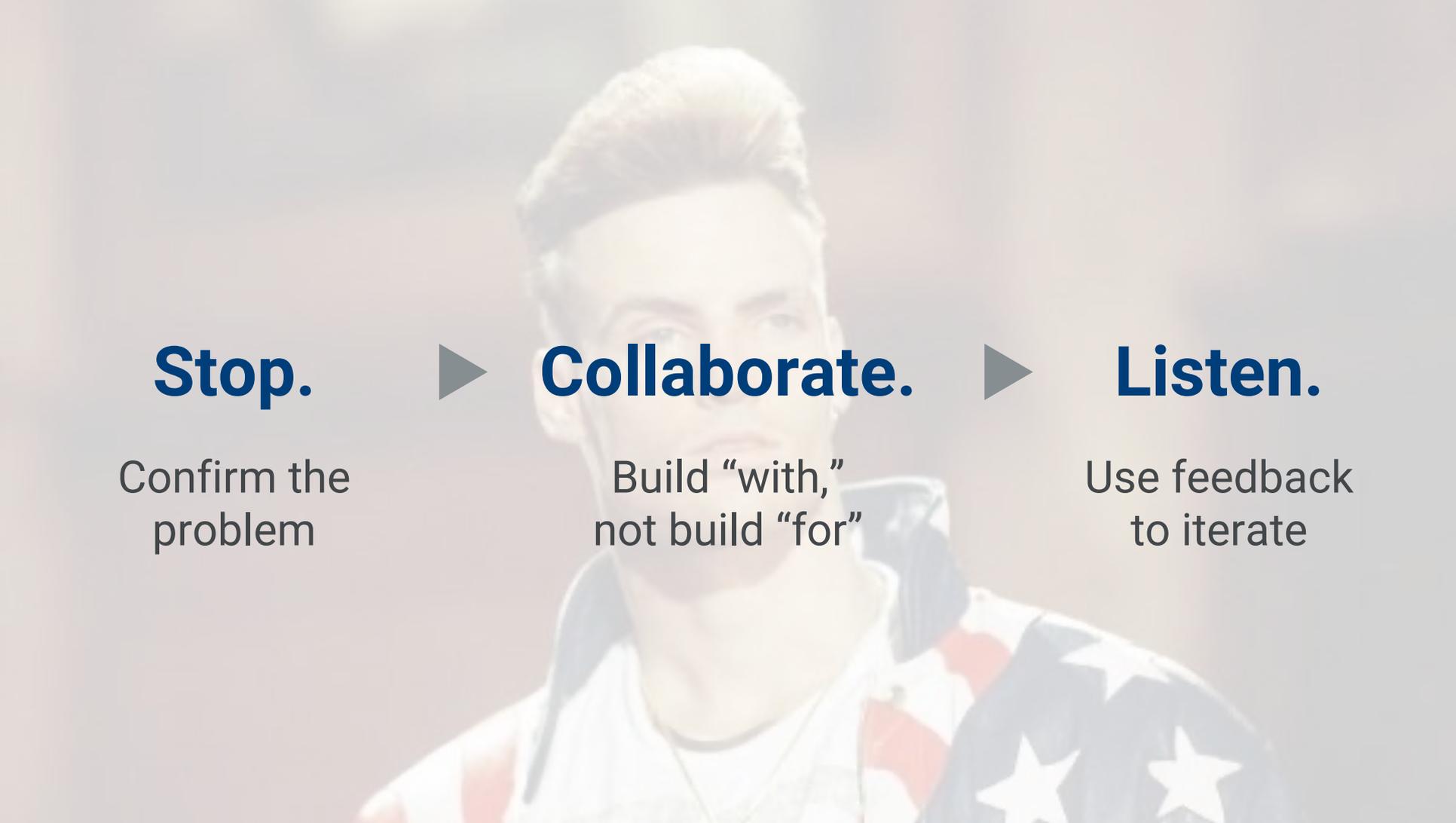
- ▶ Identify stakeholders
- ▶ Ask them why this problem matters
- ▶ Ask what solutions they have in mind to spot misalignment

Build “with,” not build “for”

- ▶ Bring stakeholders into the process
- ▶ Provide leaders a range of options
- ▶ Connect this to their top priorities

Use feedback to iterate

- ▶ Make “learning” the goal, not “perfection”
- ▶ Explain budget with “gated investment”
- ▶ Embed your changes (*onboarding, training, recruiting, reviews, etc.*)



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Continue the conversation with us



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Ice Ice, Baby