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## Beyond the Law – Adding Value as an In-house Solicitor Building Trust & Leadership Capabilities

**Rhona O'Brien**

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# What is trust and why is it so important?



The word 'TRUST' is prominently displayed in large, bold, white capital letters with a black outline. Surrounding it are various related terms in smaller, black, lowercase letters, including: honesty, respect, people, belief, relationships, loyalty, accept, and relationships.

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# Building Trust

## What is trust?

It is a balance between:-

### 1. Character

- integrity, honesty, empathy, reliability

### 2. Competence

- knowledge, skills, performance, achievements, experience



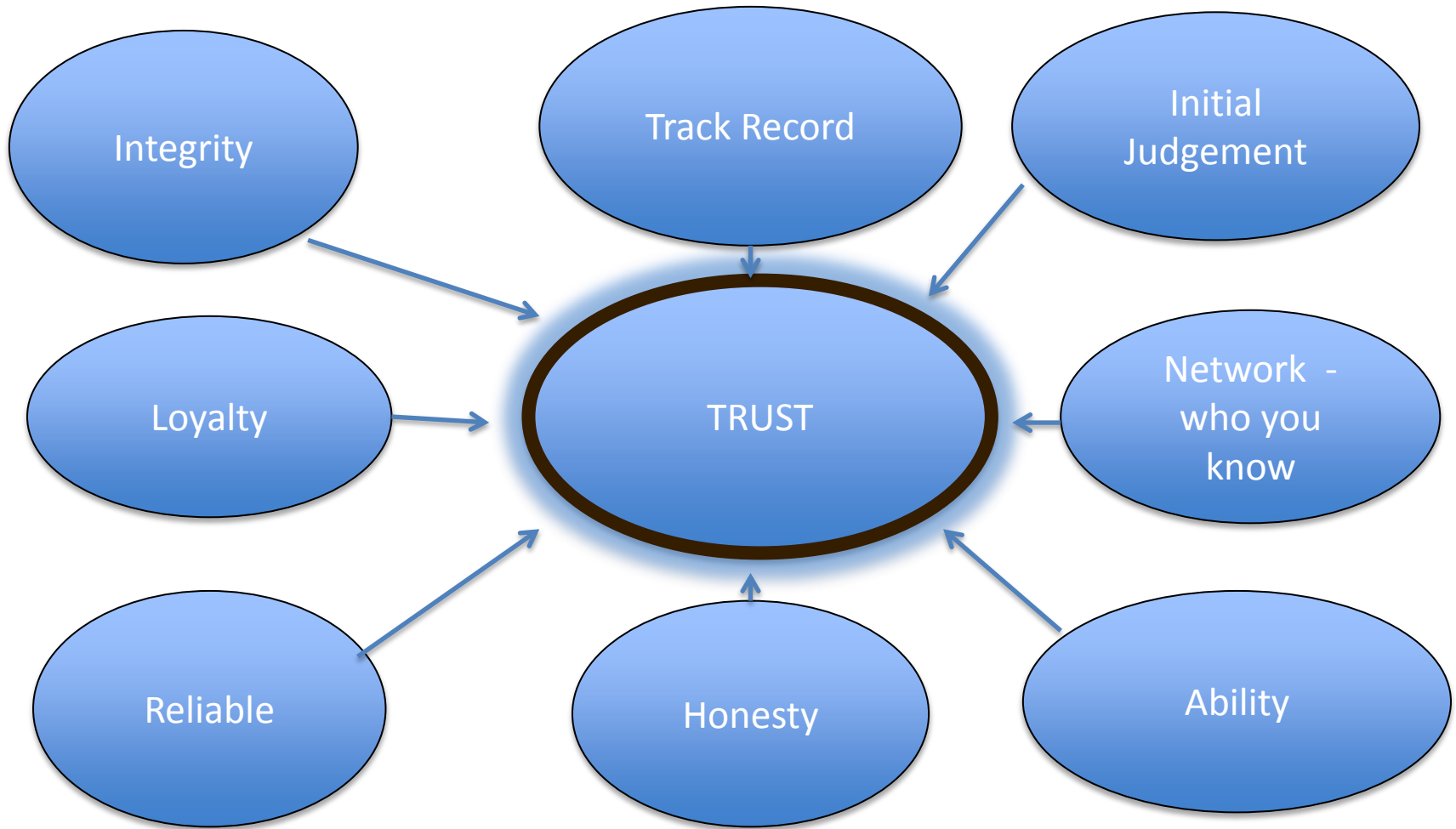
It is relationship driven and takes TIME to build.

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# Who do you trust and why?



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# Why is TRUST so important?

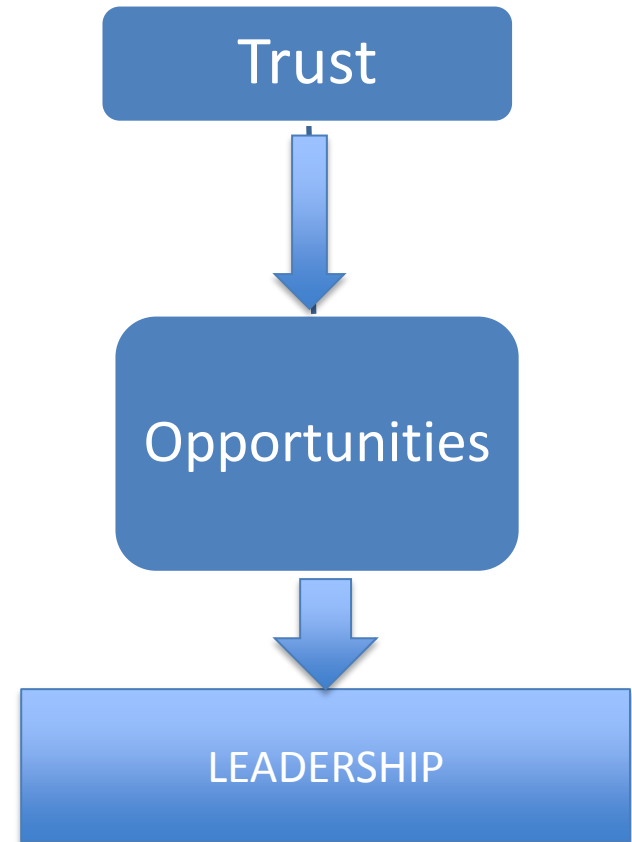
- Trust is essential for success. Trust is key to effective Leadership.
- It provides a sense of safety and **confidence**
  - “safe pair of hands”
  - “gets the job done”
- When team members feel safe and trust each other, they feel comfortable to open up, take appropriate risks, and expose vulnerabilities.
- A team that trusts one another works towards common goals.
- Without trust there's less innovation, collaboration, creative thinking, and productivity.
- People spend their time protecting themselves and their interests.

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# Trust Leads to Opportunity and Strong Leadership



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# Trust is a Dynamic Process

- Once Trust is established, that's only the beginning of the process.

- Establish it;
- Grow it;
- Repair it.



Try not to burn bridges.

# Building Trust as In-House Counsel

- 2016 - new business and a new sector
- No previous in-house counsel in place
- New experience and challenge.

## THE CIRCLE OF TRUST



YOU ARE  
HERE

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# Purpose of the Internal Legal Function

- Traditionally, In-House functions are considered Cost Centres. Move from being a fee earner to a support cost.
- More sophisticated organisations understand the real “value add”:-
  - speeding up management decision-making processes;
  - increase management options;
  - reduce legal risk.

By fully understanding the business, legal counsel will identify ticking time bombs which may require outside legal assistance to remedy.



True, we [lawyers] build no bridges. We raise no towers. We construct no engines. We paint no pictures—unless as amateurs for our own principal amusement. There is little of all that we do which the eye of man can see. But we smooth out difficulties; we relieve stress; we correct mistakes; we take up other men's burdens and by our efforts we make possible the peaceful life of men in a peaceful state.

(John W. Davis)

[izquotes.com](http://izquotes.com)

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# Applying the Drivers to Build Trust

How Do I Build Trust?

1. **Competence** – rely on and use experience, keep learning, keep relevant;
2. **Delivery** - consistent performance, reliable, raise risks and identify solutions, take ownership;
3. **Communication** – engage with colleagues, have an interest, energy, interest, communicate in an accessible way;
4. **Purpose** –demonstrate add value to the business.

Every step of the way working constructively with the team and building relationships.

TAKE FEEDBACK - IT WILL TAKE TIME

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# Steps to Build Trust



When looking at a query:-

- Gather the facts;
- Listen, listen, listen...
- Clarify the answers given – ask questions – demonstrate understanding and interest;
- Document important meetings with follow up email;
- Be solution focussed but push back as appropriate;
- Always be approachable, respectful and willing to support.

When delivering advice:-

- Be mindful of the tone of your advice;
- Be clear and provide a summary – who is email going to;
- **Always follow up.**

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# As In-House Counsel who do you TRUST?

Always:-

- remember your client is the **COMPANY**;
- apply best **ETHICS** and professional standards;
- avoid office gossips and toxic work environments;
- navigate carefully the office politics.

To provide the best advice for the business **YOU** also need to Trust.

- Information received from the business;
- Input from external advisors.

While you can do a certain amount of verification through due diligence, fundamentally to be an effective In-House Counsel you need to develop relationships of trust at all levels within the organisation and externally.

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# Leadership

Leadership is about inspiring others to follow. Not all trusted advisors make for good leaders. Self-awareness is important. If you have the potential to be a leader:-

- Trust and Leadership go hand in hand;
  - With Trust comes Opportunities;
  - With Opportunities comes New Experiences;
  - With New Experiences comes Career Growth;
  - With Career Growth comes Leadership.
- 
- Focus on developing work relationships based on TRUST and leadership opportunities can follow.

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**KEEP  
CALM  
AND  
TRUST YOUR  
LAWYER**

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# Appendix

## JACOBS MODEL FOR ESTABLISHING TRUST

### 8 DRIVERS



# Establishing Trust – Jacobs Model

- Model devised by employee motivation specialist Susanne Jacobs.
- 8 drivers to establish trust in workplace
- Depending on whether they are satisfied or not, they can lead to
  - positive performance; or
  - negative performance.

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## 8 Drivers – Jacob Model

1. **Belong and connect** – employees need to feel connected and included within the team, rather than excluded and out on their own.
2. **Voice and recognition** – employees should feel encouraged enough to put their thoughts and ideas across within the workplace as a whole, rather than feeling as though they will be shot down.
3. **Significance and position** – employees should feel that they are a valued member of the team and that the work they are doing matters to the organisation in addition to their department, rather than feeling as though they are easily dispensable.
4. **Fairness** – employees should always feel as though they are treated fairly and consistently in accordance with everyone else, rather than being singled out unfairly.

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## 8 Drivers – Jacob Model cont.

5. **Learn and challenge** – employees should always feel that they are being encouraged to learn, develop and challenge themselves rather than sitting back and becoming less productive.
6. **Choice and autonomy** – employees should be given a certain amount of choice and autonomy when it comes to balancing their professional and personal lives, rather than being held to rigid organisational structures.
7. **Security and certainty** – employees should feel secure in their positions, rather than worrying about whether they might lose their jobs on any given day.
8. **Purpose** – employees should always have a clear sense of purpose and be aware of how their work helps the company as a whole, rather than feeling isolated and confused about their roles.

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