

Straight Talk: The Bar Association Professional of Tomorrow

National Association of Bar Executives

February 8, 2006

Chicago, Illinois

Fundamentals of Environmental Change

1. Time pressure
2. Expectations, value, R.O.I
3. Member diversity
4. Generational values
5. Competition
6. Technology

Strategy

Strategy

- Strategy: method to achieve result
- Strategy: skillful, creative use of resources to meet objectives

Development

Henry Mintzberg

“Virtually everything that has been written about strategy making depicts it as a deliberative process. We formulate, then we implement.”

Helmuth Von Moltke

“No battle plan survives contact with the enemy.”

Henry Mintzberg

“The common assumption is that thought must be independent of (and precede) action. Smart strategists appreciate that they cannot always be smart enough to think through everything in advance.”

Henry Mintzberg

“Strategies can form as well as be formulated...one idea leads to another until a new pattern forms. Action has driven thinking: a strategy has emerged.”

Resource Concentration

Sun Tzu

“Concentrate your energy and hoard your strength.”

Carl von Clausewitz

“We must focus the largest possible number of troops at the decisive point in the engagement.”

Carl von Clausewitz

“It sounds unbelievable, and yet it has happened a hundred times over, that troops have been divided and separated merely according to some vague sense of how things are conventionally done, without a clear understanding of why it is being done.”

Peter F. Drucker

“The concentration decision is the foundation for effective strategy.”

Peter F. Drucker

“Actually, a small organization needs the concentration decision even more than a big one. Its resources are limited and will produce no results unless concentrated.”

Peter F. Drucker

“The worst thing to try to do a little bit of everything. This makes sure that nothing is being accomplished. It is better to pick the wrong priority than none at all.”

Drucker on Diverse Businesses

1. More things can go wrong and taking corrective action is more difficult
2. Complexity creates communication problems
3. The more complex an organization, the more management, coordination, procedures, meetings and delays in decision-making
4. Diversification can be a competitive disadvantage by dispersing resources

Michael E. Porter

“Through incremental additions of product varieties, incremental efforts to serve new member groups, and emulation of rivals’ activities, the association loses its competitive position.”

Michael E. Porter

“The desire to grow has the most perverse effect on strategy... pressures to grow or apparent saturation of the target market lead managers to broaden their position by extending product lines, adding new features, imitating competitors’ popular services...”

Michael E. Porter

“Attempts to compete in several ways at once create confusion and undermine organizational motivation and focus.”

Jim Collins

1. Foxes pursue many ends at the same time; they are scattered and diffused, moving on many levels.
2. Hedgehogs see what is essential, and ignore the rest.
3. The fox knows many things, but the hedgehog knows one big thing.

Oren Harari

“An organization that offers a wide, diversified menu of mediocre or commodity products and services is not in a value mode.

The moment an organization tries to be all things to all people, the focus on innovation and delivery blurs, identity and priorities become confusing and efficiencies plummet.”

Fit

Michael E. Porter

“Strategy is the creation of a unique and valuable position, involving a different set of activities.”

Michael E. Porter

“Strategy involves creating “fit” among an association's activities. Fit has to do with the way an association’s activities interact and reinforce on another.”

Continuity

Carl von Clausewitz

Constant emphasis on strategy as the intelligent use of individual battles for the design of a sustainable campaign.

Michael E. Porter

“Strategic positions should have a horizon of a decade or more, not a single planning cycle.... strategy must have continuity. It cannot be constantly reinvented.”

Abandonment



Beginning

Middle

End

Growth

Maturity

Decline

Invest

Maximize

Abandon

Rationale for Abandonment

- There is a beginning, middle and end to everything
- Abandonment is the key to innovation in an environment of scarce resources
- Withdraw resources from obsolete activities to those with future value and potential

Peter F. Drucker

“The first thing to do to attain tomorrow is always to be sloughing off yesterday... the key to doing something different tomorrow is getting rid of the no longer productive, the obsolete.”

Peter F. Drucker

“Above all, abandonment is the key to innovation – both because it frees the necessary resources and because it stimulates the search for the new that will replace the old.”

Peter F. Drucker

“A ship that spends long periods of time at sea needs to be cleansed of its barnacles or their drag will deprive it of speed and maneuverability.”

Michael E. Porter

“Around the core of uniqueness are encrustations added incrementally over time. Like barnacles, they must be removed to reveal the underlying strategic positioning.”

Change Management

John Kotter

1. Create sense of urgency
2. Powerful guiding coalition with vision
3. Communication
4. Eliminate obstacles to change
5. Execute quick wins

Strategy Summary

1. Deliberate and emergent
2. Concentrate resources
3. Fit
4. Continuity
5. Abandonment

Tomorrow's Bar Association Professional

1. Steward of 10 year vision
2. Chief strategist
3. Manages change to empowered CEO
4. Recruits and develops aligned leadership
5. Abandons the obsolete

Straight Talk: The Bar Association Professional of Tomorrow

Harrison Coerver

harrison@harrisoncoerver.com

800.418.3900