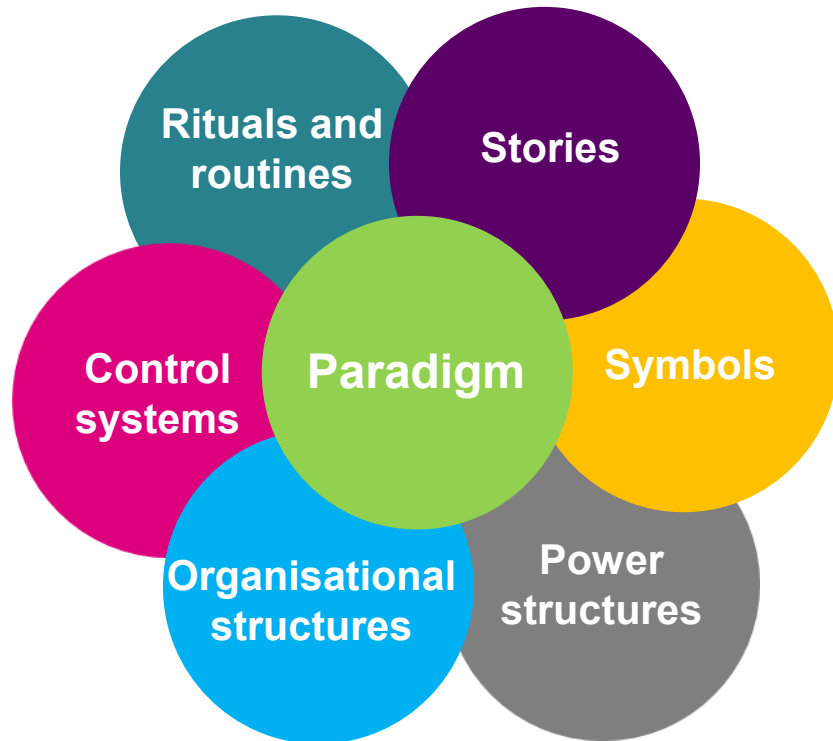


The research

“The way things are done around here”



Johnson and Scholes' Cultural Web Model

Aim

To explore the impact Mills & Reeve's culture has on a lawyer's engagement in BD. With the aim of identifying enablers and obstacles so as to develop evidence-based recommendations for organisational changes, that could improve a lawyer's motivation to engage in BD.

Key questions:

- What cultural factors or norms currently enable or encourage lawyers to engage in BD and which act as barriers?
- How do individual motivational drivers and personality traits interact with organisational culture to shape BD engagement?
- How might M&R's culture evolve to better support efficient and effective BD engagement, thereby accelerating progress towards its 2030 targets?

The headlines

Our lawyers are very open to doing BD! Most get job satisfaction from it and see it as important to the firm and their own futures.



What's been going on?

2030 Strategy

Marketing & BD team

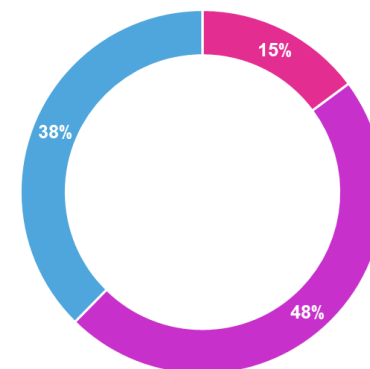
- ✓ Marketing & BD team consistent messaging around 2030 strategy
- ✓ New business team
- ✓ Standalone BD coaching – refresh
- ✓ BD coaching within lawyer cohort training
- ✓ BD Hub refresh
- ✓ BD new starter inductions/lateral 100-day plans
- ✓ BD led regional all staff meetings
- ✓ Client Commitments

Firm and leadership

- ✓ Communication of strategy **ambition of the firm** – one pager/quarterly staff briefings/weekly all staff emails
- ✓ Strategy/targets cascaded down to sectors, practice areas, offices. **BD team** integral to writing strategy/growth plans
- ✓ Change to lawyer's performance review process and objective setting - **expectations**
- ✓ Leadership buy-in to and communication of e.g. BD coaching initiatives

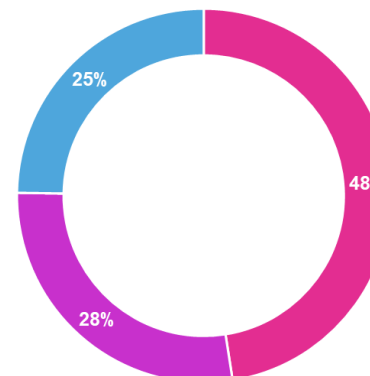
How is BD viewed

How lawyers viewed BD engagement in previous years



- A critical part of professional and firm success, encouraged and valued by the firm
- Important, but not formally recognised
- Encouraged, but undervalued
- Seen as optional or peripheral
- Actively discouraged or avoided

How lawyers believe they will view it in the next few years



- A critical part of professional and firm success, encouraged and valued by the firm
- Important, but not formally recognised
- Encouraged, but undervalued
- Seen as optional or peripheral
- Actively discouraged or avoided

- ✓ Shift from **15% to 48%** - who see it as critical for firm and personal success and encouraged and valued by the firm



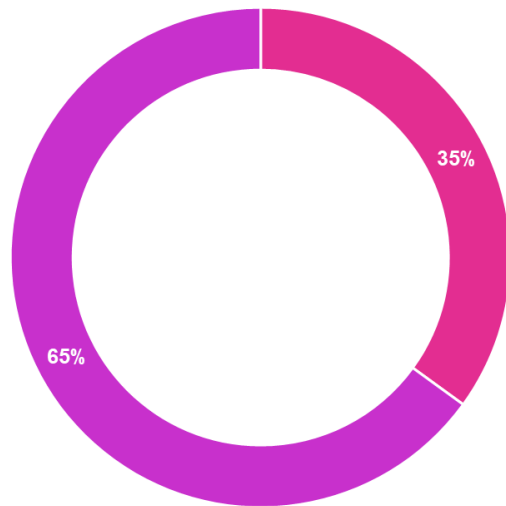
- ❖ Shift from **86% down to 53%** who feel either not formally recognised or undervalued by the firm

MILLS & REEVE
Achieve more. Together.

The measurable impact - intention

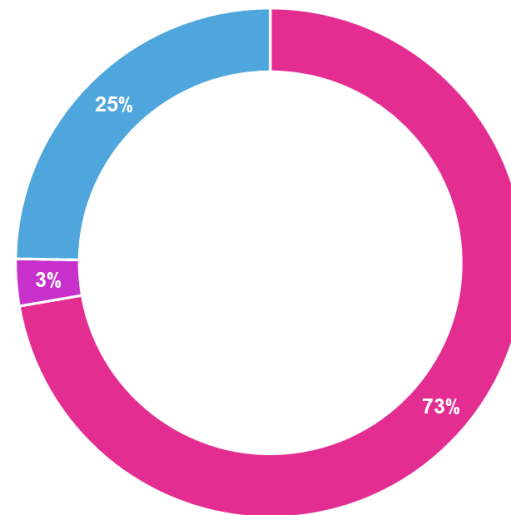
Personal BD objective setting

Did you set a personal BD objective during last year's performance review process?

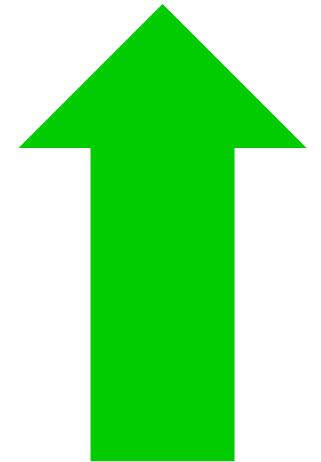


■ Yes ■ No

Have you set a personal BD objective in this year's performance review process?



■ Yes, I have already done it/will be doing it ■ No ■ I'm not sure yet



38% more

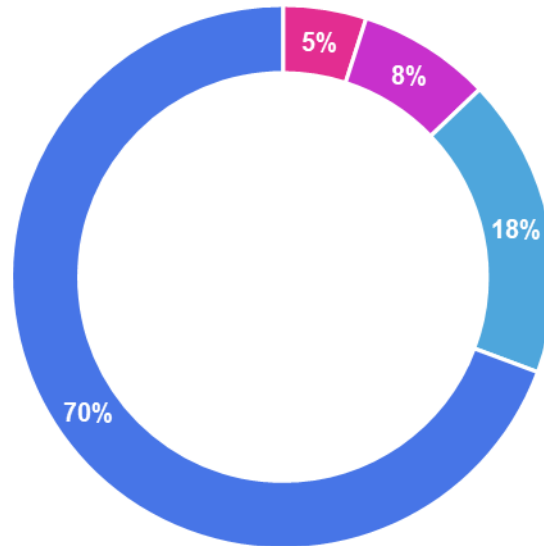
lawyers have set a BD objective this year

This figure was shared in a staff briefing – an example of messaging / expectation from the firm



Time, frequency and planning

How do you typically plan when you are going to spend time on BD activities?



- I have a regular time blocked out in my calendar
- I plan week by week as I have a good idea then when I will have free time
- I plan month by month
- I don't plan, I wait until I have sufficient free time and then do it
- Other

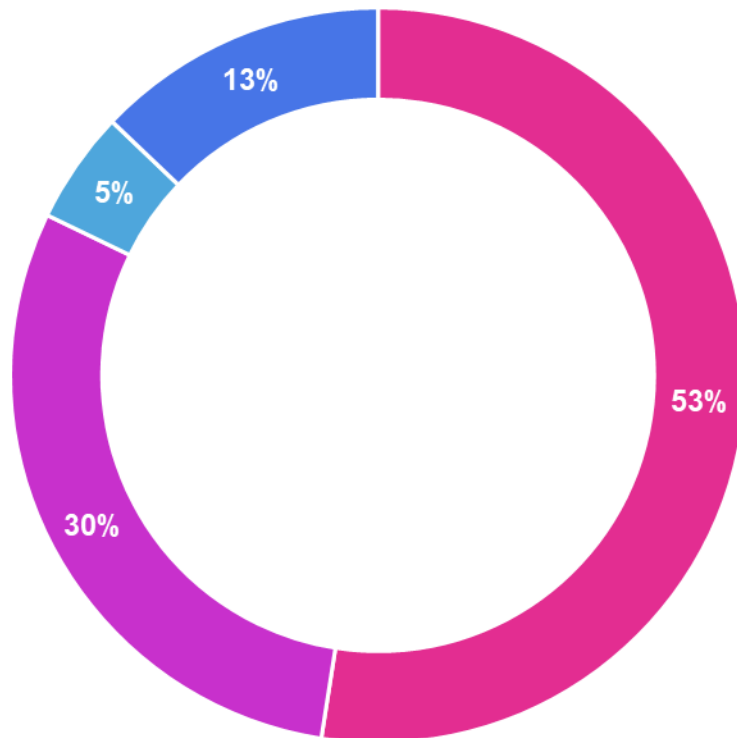
Attitudes and planning link

- Lawyers who proactively plan BD tended to have more positive attitudes toward it and internalise it
- “Planners” reported higher BD authenticity and a stronger belief that BD will help their career, whereas “non-planners” were more likely to see themselves as just legal experts and to fall into the more time short and feeling overstretched bracket.



BD coaching

When was the last time you took part in BD coaching ?



■ Within the last 6 months ■ 6 - 12 months ago ■ 12 - 18 months ago ■ More than 18 months ago

BD coaching correlations

Recent BD coaching is strongly associated with

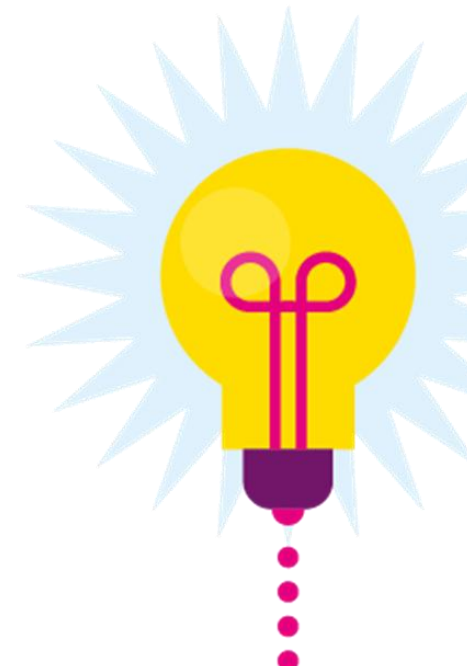
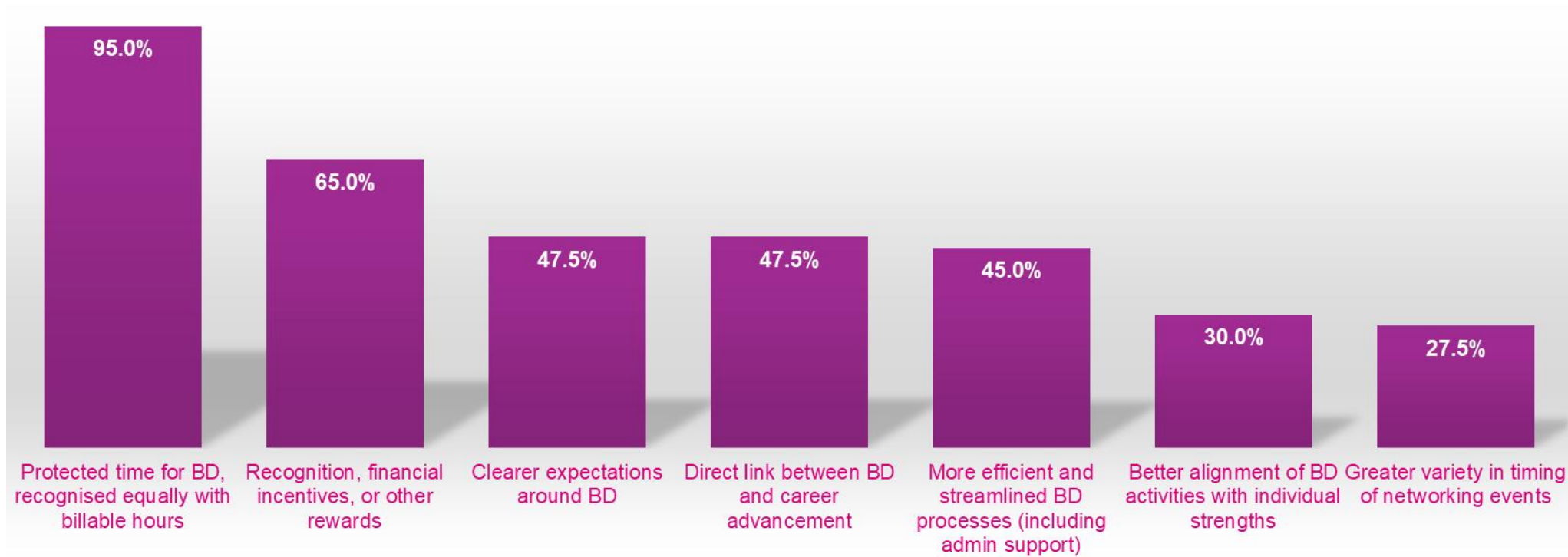
- ✓ more frequent BD activity
- ✓ greater comfort and authenticity in BD
- ✓ BD being seen as inside the scope of their professional identity
- ✓ more proactive planning habits

Regular coaching appears to reinforce both the skills and the mindset needed for effective business development.

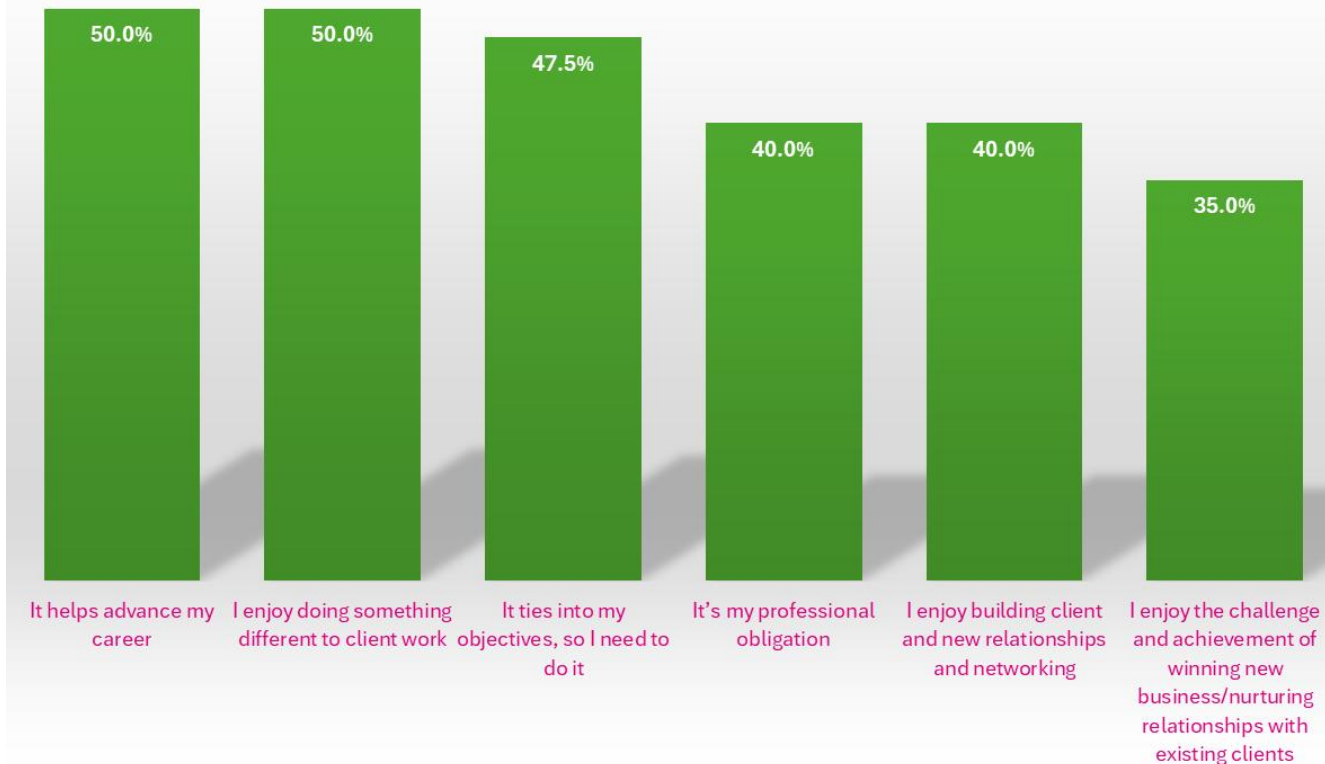
Obstacles and enablers

- A perceived lack of time was seen as the biggest obstacle
- Visible role modelling from other colleagues and partners involving them in BD initiatives were the most popular enablers

What would make you more inclined to engage in BD activities?



Personal motivations



What's happening with motivation?

Lawyers are almost evenly split between two types of motivation:

- **Intrinsic (about 42%)** – things they enjoy, like variety, relationships and challenge.
- **Extrinsic (about 42%)** – things that push them, career progression, meeting objectives, obligations and rewards.

The rest are “other” reasons.

In short: there's as much natural pull as there is push and both can be used.

Top reasons people get involved

1. Career boost (extrinsic)
Enjoy doing something different (intrinsic)
2. It's part of my objectives, so I have to (extrinsic)
3. It's my professional duty (extrinsic)
Enjoy building relationships (intrinsic)
4. Enjoy the challenge and sense of achievement (intrinsic)

Bottom line

1. Align all elements of the culture
2. Add incentives
3. Personalise where possible

This gives clear actions for both the BD team and leadership

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The data in this presentation comes from research carried out in July - August 2025