



Case study: “small differences collectively change outcomes”

To affect change insight focussed in discrete areas will get results. Rarely is dramatic and wholesale change required to make organisations accomplish goals. The challenge is to identify the small differences that will yield maximum benefit for minimum cost. This requires skilled diagnosis of the key issues and understanding of the market environment. The insight gained then needs to be applied efficiently with pragmatic and effective implementation. The key is to identify the critical differences that are required in your firm to get results. Armed with this knowledge you then need the tools and resources to execute the desired change and achieve a commercial edge. Here is a real business case example to highlight the value of identifying these small differences and how these can determine outcomes. The scenarios described below are real but details have been changed to protect anonymity.

A UK subsidiary of a global automotive company were tendering for legal services. The in house head of legal had narrowed the selection of law firm down to two – we will refer to them here as Cassells and Chamberlain LLP and Greenacre LLP. In the earlier round of interviews Cassells and Chamberlain LLP had focussed their pitch around the benefit of senior partners close geographical proximity to the automotive company. This had been a contributing factor in short listing Cassells and Chamberlain LLP.

The automotive company legal team reported very different client experiences on the day of the ‘beauty parade’ (the client pitch). Cassells and Chamberlain LLP delivered a compelling story when they pitched. The firm demonstrated excellent understanding of the automotive market and client business position and clearly articulated benefits of the Cassells and Chamberlain LLP approach.

However, there were some small niggling snags. None of these snags individually were significant but raised some doubt about credibility and congruence. Namely, on introduction to the client team it became evident that the team composition did not closely match the technical areas required. Later at a break point in the meeting the senior partner who had previously extolled the virtues of being based locally could not find the toilet.

This sowed another seed of doubt – ‘Is this localness being over egged? Is the team based here or are they just utilising another practice office?’. Finally, the automotive legal team noticed that the pictures on the boardroom wall were hung poorly – ‘What confidence can I have in their quality of advice if their offices appear scruffy?’.

32a stoney street
lace market
nottingham
ng1 1ll

t: 0115 924 7108
m: 0777 189 7772
f: 0115 924 7101

e: bernard@tenandahalf.co.uk
www.tenandahalf.co.uk

Company Registration: 5341808 VAT No: 857 0784 90



The meeting with Greenacre LLP was comparable in content but differed markedly in client experience. The first difference was that on arrival the client pitching were greeted enthusiastically by Facilities Management who had reserved car parking spaces for their expected visitors. The team were then escorted to the boardroom to meet the lawyers. After shaking hands the lawyers were presented with a photograph of the Greenacre LLP team seated at the table with role descriptions attached. You can probably relate to the experience of being in meetings where peoples names are forgotten. It is embarrassing, unprofessional and to be avoided. This simple action prevented this situation from happening in this instance.

Neither the friendly greeting on arrival or the photograph at Greenacre LLP changed the pitch outcome. However, these positives coupled with the snags at Cassells and Chamberlain LLP decided which law firm won an instruction. The small differences collectively did indeed decide the outcome of the 'beauty parade'.

32a stoney street
lace market
nottingham
ng1 1ll

t: 0115 924 7108
m: 0777 189 7772
f: 0115 924 7101

e: bernard@tenandahalf.co.uk
www.tenandahalf.co.uk

Company Registration: 5341808 VAT No: 857 0784 90