Managing the Interdependent Relationship between Organisations and Professions in the Delivery of Professional Services

Introduction

Professions are facing challenges to adapt, innovate and diversify their services and the influence of increased managerial authority has seen the introduction of measures designed to rationalise the delivery of professional services. The complex relationship and the interplay between professionalism and management underpin the role of management in identifying and shaping opportunities for developing and delivering professional services (Pinnington and Grey 2007, Malhotra and Morris 2009). As professionals and managers are reconciled across the processes that shape and deliver professional services the drive for innovation and creativity inevitably raises concerns for the professional role. The extant literature highlights research into the role of the manager and the broader activity of managing critical processes in the organising and performing of the professions (Robertson, Scarbrough and Swan 2003, Malhotra, Morris and Hinings 2006, and Malhotra and Morris 2009) but there has been little research into the challenges of managing organisations that exist in an institutionalised professional context.

It is clear from the literature that professions and professionals remain largely defined by the shape and content of their work (Suddaby and Greenwood 2005, Malhorta, Morris and Hinings 2006, Malhorta and Morris 2009), yet the durability of the role of the professional in the delivery of a service is challenged by increasing levels of management within firms and organisations (Watson 2001, Rashman, Withers and Hartley 2009). Weber's model of rational–legal bureaucracy suggests that functional efficiency can be gained through the characterisation of formal knowledge and advocates greater managerial authority as a means of developing social order (Greenwood, Suddaby and Hinings 2002). This approach challenges the Anglo–American concept of professionalism which recognises the authority of the professional and rejects challenges to its autonomy control from increased managerialism (Freidson 1986). Emerging trends suggest a move away from the functionalist approach to professions that identifies with status and authority towards a rationalist view that encourages a more open and less systematic role for the professional with less emphasis on conforming to the norms and routines and a more innovative approach to delivering services (Anderson-Gough, Robson and Grey 2000, Cheetham and Chivers 2005). The concept of 'professional socialisation' within an organisational setting is significant in the context of the delivery of a professional service Fournier (1999). However, as professional firms become increasingly differentiated, the profile of the management teams within those organisations is raised and their role more influential (Cheetham and Chivers 2005).

This study uses the delivery of professional legal services to address, firstly, the implications for the legal profession when faced with the introduction of managerial initiatives designed to enhance their services and, secondly, the challenges presented by the strong level of professionalism exhibited by lawyers. Malhotra and Morris (2009) observed that as lawyers diversify their services and introduce innovation to their role by adapting their existing skills and acquiring new skills, increasing heterogeneity across the legal profession has consequences for the organisation and management of the lawyers and their services, not least from imperatives for increased levels of output from efficiency driven bureaucratisation. Reflecting the current trend

towards new and innovative legal services, the role of the legal manager is assessed as a means to offer new ways to identify and shape opportunities for developing and delivering legal services. This paper uses empirical insights from eight law firms (both UK firms and international firms and which all operate across multiple offices) and five in-house legal groups to assess how decisions regarding the appropriate levels of management are interwoven with the demands on their services from an increasingly diverse and fragmented client base and how measures introduced by organisations to implement managerial initiatives must be balanced against the continuing professionalism of lawyers that remains a feature of legal services. It argues that in order to innovate and diversify their services professionals must reconcile their professional role with appropriate managerial measures that will offer opportunities for growth and innovation.

Professions and the Professional Role

Organisations and professions are both robust social contexts within which resources can be managed and from which services may be delivered. They can and do co-exist but their relationship may be complex and the professional context is inevitably shaped by aspects of a social identity that conform to the professional role. Social boundaries distinguish social groups and establish their identity (Newell et al 2003). Professions conform to a social categorisation that is defined by a combination of professional membership (Montgomery and Oliver 2007), ownership of a specialist knowledge domain (Quinn, Anderson and Finkelstein 1996) and the consequences of professional socialisation processes (Anderson-Gough, Gray and Robson 2000). The 'appeal of professionalism' is described by Fournier (1999) as a control mechanism defined by aspects of professional socialisation e.g. specialist training and knowledge and experience. The role of the professional is the execution and delivery of a 'primary task' or 'service'. Nevertheless the performance in the delivery of the service may change over time and in doing reflects the influence of changing inputs and demands (Allingham and Mill 2000).

The legal profession is one of the oldest and most recognisable of the 'professions'. It provides a service that is founded on a combination of codified knowledge and the tacit component of a knowledge base that is the product of a specialised education and training. In the UK the profession enjoys an exclusive jurisdiction and a level of autonomy and authority that is supported by self imposed regulations [1] and adherence to a set of accepted 'professional norms'. The legal profession is inherently conservative and has an acknowledged social status. The coordination of the profession is achieved through the imposition of regulated standards of skill which ensures a level of conformity across the profession whilst also fostering an allegiance amongst the members to a shared set of common rules and values (Brock, Powell and Hinings eds. 1999). Nelson (1985) believes lawyers are perceived as *"a breed apart"* (p 543) and their adherence to particular set of routines and practices set them apart from standard business practice. The legal services market in the UK is currently operating in a climate where the introduction of measures for the deregulation of this market is driving change across the legal profession. Across the UK the provision of legal services under new business models is radical and changes being introduced [2] suggest a transition towards dual activity and services across the professional institutions and organisational settings that are synonymous with the provision and delivery of legal services. There is widespread, if perhaps understated, recognition of the need to address the management of lawyers (Hitt et al 2006). As lawyers place less emphasis on conforming to the norms and routines synonymous with

their profession and embrace a more open and innovative approach to their services they demonstrate a willingness to promote a more business orientated approach to their services that inevitably must reconcile with increased managerial authority (Pinnington and Grey 2007, Malhotra and Morris 2009).

Managing the Professional Role

The independence and idiosyncrasies of a professional culture fosters an attitude and approach that is not receptive to a directional form of management (Raelin 1991). The professional role is shaped and defined by the conduct of their work and the nature of their services (Suddaby and Greenwood 2005, Malhotra, Morris and Hinings 2006, Malhotra and Morris 2009). Nevertheless the drive towards greater efficiency and productivity can lead managers to introduce measures to routinise the role of the professional (Quinn, Anderson and Finkelstein 1996). However the *"idiosyncratic tactics of the professional culture"* (Raelin 1991, p 85) are the most problematic. It is the 'us and them' attitude that has a destabilising effect.

Lawyers display loyalty to the functionalist aspects of their role that derives from the status and authority synonymous with their professional identity (Larson 1977) and is enhanced by levels of specialist training and knowledge (Konnttinen 1991). Nevertheless in response to demands being made on them to provide more diverse professional legal services (driven both by client demands and Government initiatives to deregulate their services) lawyers are demonstrating they are both resilient and resourceful in reorganising themselves. They are redefining their role, often across increasingly fragmented organisations. The consequences for such reorganising have given rise to increased levels of managerial opportunism across their services that challenge the traditional systematic role of the legal profession.

Managing and Delivering Professional Services

The focus of the professional service firm is primarily to provide a specialised and enhanced level of customer service that inevitably involves a close inter action and relationship with the client. In a client-focused service the client rewards the provision of a service in terms commensurate with the value determined in the level of service given and management has a role in ensuring the appropriate delivery is attainable. Finkelstein and Hambrick (1990) argue that organisational outcomes such as strategy and performance would be expected to reflect, in part, the characteristics of an organisation's leaders and consequently complex decisions are the result of behavioural factors within an orgnaisation and not rational analysis. The ownership and delivery of expert knowledge and experience remains the focus for a professional service (Dyer and Singh 1998, Hitt et al 2006). The knowledge gap that exists between the professional and the client is the essence of a knowledge transfer process that is fundamental to the demand for a professional service. This knowledge gap requires careful management to ensure that the specific characteristics of the organisation's resources are fully utilised and involved in the value creation process (Maister 1993, Lowendahl 2005). A manager may be indirectly influenced in his/her interpretation of a problem by a combination of their demographic background and their

commitment to the organisation but nevertheless an organisation is defined by the products or services they offer and by the markets they serve and therefore inevitably the characteristics of these domains will affect the level of managerial authority and discretion.

Watson (2001) argues that there are emergent processes whereby management skills are developed and nurtured. Management is about continuous learning but nevertheless must also be responsive to organisational change. There has been significant movement from the traditional perception of a manager as an 'administrator' towards a more influential and strategic role within an organisation (Brock, Powell and Hinings eds. 1999).The transition from administrator to manager is accompanied by underlying tensions. Central to this shifting paradigm is the resource dependent approach which seeks out new opportunities for growth and innovation and the emergence of an organisational culture where strategic aims are allowed to develop and flourish (Allingham and Mill 2000). The consequent labelling of 'management' as an embodiment of a range of skills, experiences, knowledge and traditions is qualified by the danger of it also then representing intransigence and inflexibility (Langlois 1998). Nevertheless the management team emerges as a body of expertise and knowledge within an organisation that becomes an indispensable and non substitutable part of the organisation (Brock, Powell and Hinings eds. 1999) but one which may undermine and threaten the autonomy of any professional group.

Managing Legal Services

Traditionally the management of the delivery of legal services was rarely a matter of deliberation, strategy or policy. The coordination of services was achieved through informal ad hoc arrangements relying on the strength of collegiate relations borne out of a common professional background and identity (Sveiby and Lloyd 1987). Within private law firms (the traditional context from which legal services were delivered) a hierarchy of seniority dictated the management of firms within departments or areas of legal specialist expertise. The emphasis was not on effective and efficient management but instead on delivering a high quality, reliable service to a client base in return for which the lawyers were rewarded financially and also in terms of an enhanced reputation (Spar 1997).

As they adapt and evolve across increasingly differentiated structures changes to legal services reflect the growing trend for the legal profession away from a formal, processual approach to service delivery towards a more responsive, innovative approach that has generated an awareness of the need for some level of management to ensure that both the quality and delivery of service ideals are not compromised. Establishing professional a role for themselves that is more open and less systematic, lawyers are conforming less to the norms and routines of their profession and embracing a more innovative approach to the delivery of their services (Cheetham and Chivers 2005 and Malhorta and Morris 2009). Nevertheless the influence of pre existing routines and practices is significant and norms of behaviour and practices that are synonymous with a profession are recognised as counter intuitive to initiatives promoted by management in the pursuit of opportunistic and strategic growth (Cohen and Levinthal 1990, Newell et al 2003, and Nicolini et al 2008). Although professional firms (regardless of orientation) no longer conform to established organisational structures (Brock, Powell, Hinings 1999) and are found across a broad spectrum of organisational contexts and internal structures, the professionals working within them

continue to exhibit authority and ownership of their work (Bechky 2003). The strength of professionalism that underpins the legal profession is evidenced by the knowledge that the structure of the organisations within which these relationships are framed and ordered remains relatively unimportant to the shape and identity of the profession (Suddaby and Greenwood 2005, Malhorta and Morris 2006) and lawyers remain defined by the nature of their work and the manner and mode of their services (Malhorta and Morris 2009).

The purpose of this paper is to contribute to research on (i) the role and contribution of the manager in managing professions and their services and (ii) the challenges of managing organisations that operate within an institutionalised professional context and the influence of the prevailing norms and expectations of professional services.

Methodology

The research aims of this paper are not to make knowledge claims about an objective reality but to explore and understand social phenomena and to interpret the role and actions of the actors within a social context. Grounded theory is an inductive approach to research that adopts a fundamentally interpretivist view (Goulding 2002). It assumes the notion of a socially constructed reality and as such is an appropriate methodology for understanding complex social phenomena (Suddaby 2006). Grounded theory has been applied in a wide arena of social science research encompassing, inter alia, research in management and organisations, (Kram and Isabella 1985, Denzin and Lincoln 1994, Rafaeli and Sutton 1991, Eisenhardt 1989a, Charmaz 1990) and is widely used in qualitative research. Researchers in 'professionally' orientated areas have similarly turned to grounded theory as a qualitative approach (Scher 1997, Langley 1999) and as a methodology it embraces a flexibility and adaptability in its procedures that enable the researcher to capture and understand the complexities in substantive areas such as organisational and individual interactions and behaviour and decision making (Locke 2001) and to contextualise the findings (Martin and Turner 1986). Nevertheless the methodology is guided by principles that inform the research process, although the degree of commitment to these principles lies with the discretion of the researcher. The approach adopted in this study follows Strauss' (1987) interpretation of grounded theory that identified grounded theory as a qualitative research method that uses a systematic set of procedures to inductively develop theory about social phenomena and combines with a more formal, prescriptive routine in analysis (Strauss and Corbin 1990, Locke 1996, Suddaby 2006). This research adopted the systematic approach and procedures advocated by Strauss and Corbin (1990 and 1998) designed to develop the emergence of explanations and theory. This prescribed approach is the preferred choice and the one most commonly adopted in organisational research areas (Goulding 2002). It followed a three stage coding process (Open, Axial and Selective) during which the empirical data is constantly analysed, coded and compared. The coding processes are the means to identify similar constructs and relationships across potential variables of interest (Graebner and Eisenhardt 2004) and from there the processes of conceptualising and theory building develops from the constant comparison of the data (Strauss and Corbin 1990, Maitlis and Lawrence 2007).

The research was conducted across two different social dimensions from which lawyers deliver their services, namely, private law firms and in-house legal groups. The sampling procedures in this research were guided by those discussed by Glaser and Strauss (1967), Corbin and Strauss (1990) and later Strauss and Corbin (1998) with the aim of conceptualising the ideas and themes emerging from the data and constructing theoretical categories. The process of theoretical sampling reflects its contribution in promoting and defining ideas and concepts (Charmaz 2006).

Data was collected from eight private law firms and five in-house legal groups. In the 'Private Law Firm' category, those firms sampled comprised a broad range of private laws firms, representing the wide diversity of private law firms, both domestic and international, that presently operate in the UK. Similarly a range of in-house legal functions were selected to fulfill the 'In-House Legal Group' category and was supplemented with data from a further thirty six in-house groups that were profiled in a series of reports in a professional journal. In addition to sampling across the lawyers working in these two contexts, data was also collected from Professional Groups serving the legal profession, Management Consultants specialising in the training and development of legal professionals, and Legal Education and Training Groups and Professional Journals serving the legal profession. Across the 'Management Consultant Group', the 'Education and Training Group' and the 'Professional Group' data was collected from a series of interviews with people who held positions of authority within their respective organisations and in their respective roles had knowledge both specific and general that informed the research.

A total of twenty nine in-depth interviews form the substantive basis of the empirical data but in line with a grounded theory approach data was also gathered from a range of other sources, viz: Government publications, websites, books, journal and newspaper articles and documents provided by the sample groups (Glaser and Strauss 1967, Strauss 1987, Corbin and Strauss 1990, Maitlis and Lawrence 2007). Twenty five interviews were conducted face to face. Where this was not possible, telephone interviews were set up at pre-arranged times. All interviews (with one exception where permission was refused) were taped with the prior consent of the interviewee and then transcribed and coded. The interviews were conducted on a semi structured basis. An interview protocol was always prepared before. The firms and organisations in the three categories, Private Law Firms, In-House Lawyers and Management Consultants, are cited under 'nom de plumes' to protect their anonymity. However it was not felt necessary to do so for the samples in either the Representative Group or the Education and Training Group as their function role is to provide a service to members of the legal profession and their remit is in the public domain.

The processes of constant coding, analysis and comparison of the data were carried out throughout the data collection period. The methodology of grounded theory is receptive to the researcher constructing his/her own coding paradigm (Kelle 2007). The QSR NVivo 8 coding programme was used to assist in coding and analysing the rich and varied qualitative data collected and then to systematically recode the data across a combination of non-hierarchal categories in 'free nodes' and 'families' of nodes comprising an organisation of categories in 'tree nodes'. The tree structure in NVivo works not only as a means to catalogue the data but also as a tool to connect existing nodes with new nodes that are created during the ongoing analysis of the data.

The systematic processes of coding and analysing the data began as soon as the empirical evidence started to be collected (Strauss and Corbin 1990, 1998). The process of open coding of the data is a descriptive and interpretive stage that is useful in identifying concepts and categories across the data (Goulding 2002). This level of categorisation is an organisational tool and a useful means of sorting and managing the data (Strauss and Corbin 1990, 1998). Connections across and relationships that emerged between both the six descriptive categories namely, (Private Law Firms, In-House Legal Groups, Education and Training Groups, Journals, Management Consultants and Professional Groups) are a measure of the importance of the range of empirical evidence. In some instances the interviewees enjoyed multiple roles and consequently were able to provide data that reflected this duality whilst also highlighting the interconnections across these categories and confirming the relationships within the sample.

Coding is a means to classify and index the data and applying a code is: *"a way of linking the data to ideas and from ideas back to supporting data"* (Bazeley 2007 p 66). The initial open coding processes identified and articulated four themes or ideas across the data that were organised and recorded in four in vivo coded free nodes, viz:

- Changing focus of the legal profession
- Combining legal with other skills
- Understanding both legal and business skills
- Diversity of skill

These free nodes are abstract representations that are both descriptive and labels for emerging themes and link the data back to the broader descriptive categories (Strauss and Corbin 1998).

The second and third stages of more detailed coding (axial and selective stages) represent the start of the theorising process as the data is recoded within clusters to create organisation and order across the data and to help identify patterns of association (Bazeley 2007). Interpretive analysis of the coded data at this stage enabled greater understanding of how and why the coded texts were important (Strauss 1987 and Strauss and Corbin 1998) and reflecting across the codes encouraged the identification of patterns of association (Bazeley 2007). Developing connections across the nodes to link these associations was a critical process in identifying broader themes and relationships in the data (Gibbs 2006). The emerging picture highlighted that to resolve the challenges of managing lawyers with a culture of managerialism there is a need to reconcile the professionalism of the profession with management initiatives.

Reconciling Professionalism with Managerial Initiatives

Historically the role of the legal professional did not give high priority to management issues and devolved authority was often limited to decisions that were relatively unimportant and non strategic in nature. Private law firms (the traditional context for of the profession) were under

managed and the positions of seniority within the profession were rewards for demonstrations of legal expertise and ability. These roles often embraced elements of a managerial role but there

were minimal (if any) pre requisites on appointment for evidence of managerial skills and aptitude.

The private law firm 'James Dalrymple' is used as a frame of reference to review how lawyers in private firms are managed, and draws on the example of both the former and current management structure of this firm (**Appendix A).** The firm had adopted a new, innovative management structure with the introduction of a combined senior leadership of a Chief Executive (a lawyer and partner) and an Operations Manager, (a non–lawyer) who *"was employed to manage the firm"* (Interview). These two roles jointly led an internal hierarchy of senior lawyers within the firm. Significantly the non–legal role of Operations Manager ceased to exist within two years following the appointment of a new Chief Executive who *"felt the position wasn't necessary"* (Interview). The firm is currently 'managed' by a management team in which all members are lawyers and partners within the firm. During the interview no further explanation for the introduction of the new management structure was offered but when asked if there was resentment amongst the partners that someone who was not a lawyer was trying to tell them how to run their business the answer was insightful:

> *"Yes I think it was a struggle. Having a legal background means it is easier to relate to the partners. However I think it may happen again. After all it is a business and it needs to be managed. It would probably be side by side. The Chief Executive who is a lawyer and a non lawyer"* (Interview)

The appointment of the non–legal Operations Manager was one of a number of initiatives introduced by the firm to project a more 'business like' approach to their services but the increased managerial authority of this role was inadequately reconciled with the professionalism of the firm forcing a further reorganisation that resulted in increased managerial authority for the lawyers. The pattern emerging across the data suggests that whilst there are attitudes of negativity amongst the profession to the introduction of managerial initiatives to their services there is also evidence that some lawyers are pursuing different roles that identify with this increased managerial role and authority for the legal persona.

Lawyers are, by the nature of their profession, independent, and management initiatives do not fit easily with their professional role: "*Management is the antithesis of the law because there is no right answer"* ('Rankine Associates' Interview). There was considerable evidence that managing lawyers (in any environment) was a challenge. As with lawyers in private law firms, in–house lawyers similarly identified with a functionalist role that enjoyed the protection of their professional group and were resistant to the external authority and management imperatives standard in the wider organisation or business environment in which they exist. The legal adviser to the in-house group 'Jurisprudence' was succinct in his view: *"Traditionally lawyers like to be in charge of what they are doing. Lawyers hate being managed. There is an in built thing that they like to run their own case - they like to have ownership of their work load*" (Interview). Nevertheless there is a growing acceptance amongst lawyers of a culture that recognises that management can enhance their role and the service they deliver: "*The climate is moving towards a virtuous circle that reconciles the role of a good service lawyer that understands the business issues and that embraces management skills as integral to the professional role*" (Interview with Member of the Education and Training Committee, Law Society of England & Wales). The levels of suspicion and uncertainty displayed by lawyers towards management are balanced with an

approach to their role that is reconciling itself with a culture of management and implies an enthusiasm for changes and a willingness to embrace some form of managerial bureaucracy: "*Management is the key to unlocking tension and getting delivery right"* ('Kemp Associates' Interview). As demand grows for a wider and more diverse legal service that is often competence driven, lawyers are reorganising themselves and, in doing so, the managerial role emerges as a key player in both service delivery and strategic decision making. Lawyers are showing themselves receptive towards trends integrating managerial skills in the legal role: *"It is difficult to separate out the management of the work from the work itself because they are so closely linked"* ('William Forbes' Interview).

As private law firms and in-house legal teams both strive to compete more effectively in the legal services market they are organising themselves to embrace innovative challenges and prepare their lawyers for new responsibilities. However lawyers continue to deliver their services from within a regulatory framework that is committed to external duties of care ensuring a need to reconcile any managerial initiatives with those professional standards. It was clear that lawyers were unsure how to accommodate the introduction of managerial initiatives across their services and there was evidence of considerable resistance from some within the profession who were anxious to *"do what they have always done"* acknowledging that *"for a profession rooted in the past and tradition, lawyers don't have a great deal of experience in coping with change"*. Nevertheless managerial influences positively enhanced service delivery in terms of increased efficiency, value for money and greater levels of accountability. Specifically in respect of in-house lawyers, managers developed strong relationships with the clients and as a consequence were empowered to introduce greater transparency and communication between the lawyers and clients. The emerging picture reflects a 'balanced response' from a profession that continues to demonstrate levels of suspicion and uncertainty towards management yet acknowledges that some form of managerial bureaucracy is both necessary and inevitable.

The Role of Legal Manager

Managerial initiatives offer opportunities to lawyers for reducing costs, minimizing mistakes and increasing the speed of delivery. Underpinning these measures however legal services continued to be defined by certain aspects of professionalism, namely, the specialist knowledge of lawyers, the strength of their professional identity, and aspects of elitism in their role and the codes of conduct that shape their work ethic. These norms of professional behaviour and standards of professionalism served as benchmarks against which clients may measure the services they seek from lawyers and thereby reassure themselves. The challenge that was presented to lawyers was to redefine their role without compromising their professional identity and to do so in ways that they can manage the resourcefulness of their resources. Managerial measures must enjoy the authority and credibility of the profession if they are to ensure that legal services are not compromised. Lawyers who combine their professional role with management skills are ideally positioned to address both the strategic demands of their firms and the professional concerns of their peers.

The rationale behind the role of the legal manager and its contribution in the management of legal services was examined in both private law firms and in-house legal groups. A clear distinction emerged reflecting different roles and profiles for legal managers across these two organisational contexts. Further (although less obvious) differences in the role for the in-house legal manager also emerged during the analysis but they were recognised as distinguishable relative to the size of the legal teams being managed. For the purposes of this analysis, in-house groups comprising twenty or fewer lawyers were classified as 'small' and in-house legal groups comprising more than twenty lawyers were classified as 'large'. Tentative propositions of the skills and qualities deemed necessary and appropriate for the role of a legal manager were captured by grouping together variables of interest (Graebner and Eisenhardt 2004) and are set out in **Table 1.**

Table 1

	Qualities and skills for a legal manager
Private law firms	➢ Sharing values of professionalism and integrity ➢ Leadership ➢ Trust and respect of peers ➢ Willingness to allocate time to management
In-house groups < 20 lawyers	➢ Focus on teamwork ➢ Cooperation across the business ➢ Raising the profile of the group
In-house groups > 20 lawyers	➢ Leading and managing the group ➢ Encouraging a collaborative approach ➢ Involving the group in strategic decision making

In private law firms the role of the legal manager embraced both leadership skills and the ability to engage the trust and respect of the lawyers. At the firm 'Andrew Bankton', strong leadership and direction for the legal teams was the primary role for the Unit managers. In the interview with the Managing Partner he summed up the view of the firm towards their managers: *"The role of the lead partner in a Unit is to manage a team where everyone has a contribution to make. It's all about getting that team in place and working in accordance with the strategy and vision for the Unit"*. Each of the legal managers in this firm were senior lawyers with considerable professional experience and expertise but those skills alone were not enough to embrace the managerial role demanded of them as Unit Head. They each had demonstrated "*a set of competences of the standard demanded by the firm and a focus on managerial issues and business development skill"*. As firms sought to diversify and address new opportunities for growth they faced challenges from their lawyers who questioned measures that potentially threatened or undermined their professionalism and firms looked for strong leadership and direction of their teams from their legal managers.

Whilst the values represented by the private law firm manager are also valued within the in-house setting the focus shifts towards a more integrated role for the manager leading the team not only within the legal framework but also the wider organisation and is consistent with an emphasis on managing both the internal relationships within the legal group and its external relationship with the wider organisation. Legal managers for in-house legal groups enjoyed a more formalised managerial role that was recognised as a leadership role within the organisation but was nevertheless still significantly framed within their legal identity. There was a similar emphasis for the role of the legal manager to demonstrate strong leadership and management of teams of lawyers but moreover the role served to ensure a high profile for lawyers as contributors and key players in the business.

In 'small' in- house groups the lawyers worked closely as a team and the role of managing that team was focused on developing and raising the profile of the legal team across the wider organisation by developing different roles for lawyers across the business. Whilst the management of 'large' in-house legal groups was focused on leading and managing those groups nevertheless the organisational demands on their services transcended the management of those services. There was a clear emphasis on encouraging a collaborative approach that extended to levels of organisational strategic decision making although still framed within the professional context of the legal role. At 'Jurisprudence', the Senior Legal Adviser managed a legal capability of 40 lawyers and described the role of his group within the organisation as: *"not the normal think tank of taking strategy forward but that does not mean we are not involved in the process"*.

Embracing Duality across the Professional and Managerial Role

The professional role is characterised, in part, through its influence over the shape and direction of the role it embraces and the tasks it performs (Malhotra and Morris 2009). The managerial role can harness innovation and bridge the gap between the knowledge and experience in the professional role and the successful and productive exploitation of those resources (Lowendahl 2005). Embarking on a new direction for the professional role requires a change from a principal focus on knowledge towards a combined approach that embraces the development of managerial skills as integral to professional career development (Hitt et al 2001).

The professional skills of lawyers translated effectively into managerial strengths. There was some resistance from the lawyers and indeed some lawyers chose to reject any demands for them to embrace managerial skills, preferring to focus on their legal skills. But many lawyers accepted that by combining the strengths of their professional role with the broader, more inclusive considerations of management they were not only enhancing the transferability of their skills and career paths but also enriching their legal role. As lawyers embraced the management of their services the profession was reassured that the professionalism and integrity of their services would not threatened by external management initiatives which further enhanced the authority and credibility of the role of the legal manager.

Historically the legal profession rewarded success in the professional field through promotion to positions of seniority and leadership that traditionally included a management role. In private law firms issues of succession remain fundamental to their strategic aims but increasingly firms are

rejecting promotion on grounds of seniority and instead are identifying potential leaders in early career stages a high priority. As firms recognise the value of developing management skills in their lawyers the processes are aimed not exclusively at senior positions but across all lawyers who demonstrate leadership potential. Teamwork and leadership are significant contributors to the successful delivery of legal services. In the legal profession a team embodies a critical mass of appropriate knowledge, skill and experience that requires direction and management from good leadership in order to work cohesively and effectively. To acquire and sustain trust and respect of the team the leadership role must be credible and effective at developing relationships both within the team and externally with those seeking its services. Although many lawyers have embraced a leadership role and, through the development of their interpersonal skills have proved themselves effective team leaders, there remains a strong resistance to such initiatives from those lawyers who wish to remain *"the expert who doesn't want to be a manager"* ('Delict' Interview). Whilst conceding that amongst lawyers, *"at different levels there are material differences for going to work"* ('George Joseph Bell' Interview) and that some lawyers "*don't want to get bogged down in the administration of management"* ('William Forbes' Interview) there is nonetheless considerable evidence arising from this study to suggest that lawyers are developing their leadership skills and managerial competencies and in doing so increasing their marketability and aiding their career progression.

Private law firms recognise that the talent pool in their lawyers is considerable and offer training programmes to complement and the professional development of their lawyers. Stephen Mayson (Professor of Strategy at College of Law and Director of the Legal Services Policy Institute) described these programmes as being: "*part of the process of encouraging lawyers to think about strategy and giving them the language to do that*" (Interview). At 'David Hume' the firm has a policy of identifying key competences for potential Associate and Partnership roles amongst their early career stage lawyers and then developing those skills with training programmes. The Head of Human Resources explained: "*We see the development of management skills and legal skills as good practice that will help develop the business"* (Interview). However firms faced challenges from their lawyers and some conceded difficulties in introducing managerial measures. At the firm 'John Erskine' the Chief Executive and Head of the Management Board explained the position in the firm: *"None of the partners get any formal management training. It is just what they pick up along the way"*. Despite resistance from some of the partners the strong leadership by the Chief Executive has successfully introduced changes in the firm: *"In the past we have seen the partners as managers rather than seeing every lawyer within the team as a manager. Our processes for associates and partners have been formalised in the last two years. The aim is to demonstrate for the purposes of promotion that you are an effective manager"*. Internally this firm has three Departments each led by a senior lawyer and each department contains a number of Units led by a lawyer. The Department Heads are responsible for the management of their respective groups but strategic decision making is made in consultation with other partners in the Department. The Unit heads are responsible for the management of their Unit but report to their respective Department Head. There is no formal management training or leadership development programme in place in the firm. An annual appraisal scheme is used to identify potential leaders. The Department Heads are chosen by the partners within the department. The Chairman elaborated on the consequences of this selection process: "*The Heads of Department recognise they have been charged with the responsibility for running a business and yet although they know a lot about lawyers they haven't been trained how to manage them. It is fair to say that not everybody who has been a Head of Department has been a good manager"*. He acknowledged the

shortfalls in the management of the firm and is keen to embrace a more 'business like' and structured approach to training and leadership development but, in a firm that is very successful despite its conservative approach to running the business was forthright in his recognition of the resistance embedded in the professional identity: *"Curiously lawyers who are used to being confrontational in their professional careers somehow find it difficult to confront someone in their team who is underperforming. The concept of a partnership is that all the parties are owners of the business and there are often long standing relationships in place that make it difficult to be critical of one of your colleagues and fellow partners"*.

A shift in the balance of professional development designed to embrace more management focused approaches has led to greater ownership amongst lawyers for the responsibilities of team working and leadership. Whilst firms promote their own individual approaches to developing leadership skills in their lawyers they often do so within a culture of professionalism that still remains suspicious of such measures. There is vulnerability amongst some lawyers that developing new skills and ways of working will undermine their professional role.

As with lawyers in private law firms, lawyers working in-house are encouraged to develop themselves and to diversify their role beyond the legal team. Teamwork is an integral part of an in-house legal group and leadership of the team ensures the delivery of a legal service that meets the demands of the business. There is a clear focus on identifying and developing leadership and management potential amongst the lawyers and this reflects the increasing profile of the lawyers across the wider organisational setting and an emphasis on developing the role of the in–house lawyer. Within the five in-house groups that were researched as in-depth case studies the team leaders all enjoyed senior positions within the organisational hierarchy and as a consequence there were underlying assumptions about their managerial expertise in addition to the presumptions about their legal skills both enhanced through experience overtime. In 'Jurisprudence' the team leaders enjoy considerable managerial autonomy but the Head of this group advised that: *"Before appointment as a team manager the lawyer has to demonstrate some management skills. Their appointment is based on experience and capabilities and general organisational approach"*. Some of the groups were organised into teams that were more fully integrated into the organisation's internal structure (most notably 'Agency' and 'Succession'). Nevertheless the lawyers still functioned professionally within those teams and their responsibilities remained defined by their role to deliver legal services. In 'Agency' the lawyers are managed in teams across a range of business divisions and their role within those teams is at a "*reasonably senior level"* that automatically qualifies them to follow the organisational leadership development programme. Despite this position "*a lot of development is not geared towards people becoming legal managers but instead towards becoming effective lawyers"* (Interview with the Global Legal Services Coordinator).

The legal profession recognises that in order to meet the changing and diversified demands on their services their role delivering in legal services needs to be managed and nurtured. Increased managerial initiatives are designed to increase the efficiency of service delivery but, as lawyers adapt their role, they are demonstrating they are receptive to such measures that offer opportunities to enhance their role and develop their skills. As they are drawn towards innovating and diversifying their services, decisions and choices on issues of career progression and the transferability of their skills are shaped by options that include the range and availability of training courses and coaching and mentoring programmes which offer potential to develop their

role. Whilst lawyers are creating opportunities themselves to develop their role they are also being provided with opportunities by firms and a profession that both recognise the potential for greater leverage from an enhanced legal role.

Discussion

Lawyers belong to a profession that has been reluctant to embrace rational – bureaucratic measures to organise them and direct their services. The discussions in this paper nevertheless recognise that lawyers are reconciling their professional role to managerial initiatives as they seek to identify opportunities for growth and innovation in their market. Growing levels of heterogeneity across the legal profession are driving changes in the delivery of their services. As lawyers reconcile themselves to the demands of managerial initiatives to identify and nurture opportunities for growth and innovation their services increasingly reflect not only the resources of their profession but also the dynamic capabilities of leadership and management. It is significant that as lawyers adapt their activities they do so in ways that they retain authority over their day to day work whilst demonstrating they are resourceful in adapting their skills and acquiring new ones.

Lawyers are increasingly resigned to being managed and having their services strategically directed, nevertheless they continue to demand a consensus that acknowledges the embedded values of professionalism and integrity resonant with their professional status. As lawyers concede the need to adopt a more 'business–like' approach to their services they have been forced to address the consequences for their professional role as measures are introduced to manage those services more efficiently. They remain committed to delivering their services within a regulatory framework that defines their levels of professionalism and they continue to assert ownership of their services. This strength of professionalism is balanced against their demonstrated willingness to adapt their role and to accept levels of managerial authority to accommodate the demands of the increasingly fragmented contexts from which legal services are delivered.

The role and identity for lawyers remains distinguished by the expert nature of their knowledge and the specialist focus of their services (Quinn, Anderson and Finkelstein 1996) but changes to the shape and nature of professional legal services have seen the processes that deliver legal services successfully exploit these resources as lawyers seek to diversify and innovate their services. As lawyers seek ways to perform their role in innovative and creative ways that would enhance their services, less emphasis is being placed on the norms of behaviour and routines embedded in the professional role. Although lawyers still identify with a functionalist role for their professional services, the imperatives driving change across legal services see lawyers reorganising themselves in ways that embraced managerial initiatives.

Nicolini et al (2007) observed that the strength of professional identity in the healthcare sector was a source of conflict between managers and professionals. The legal profession remains largely defined by the shape and content of its work (Suddaby and Greenwood 2005, Malhotra, Morris and Hinings 2006, Malhotra and Morris 2009). However it is clear that implementing strategic growth for legal services involves connections between the strategic management of

those services and a professional role whose services are shaped by the nature of the interaction with clients. Understanding and managing that relationship is critical in driving change across the delivery of legal services. Surprisingly, given the strength of their professional identity and adherence to the professional socialisation of their role, lawyers were keen to address new and additional responsibilities and were generally receptive to measures that would enhance their managerial skills. In some organisations these additional skills were being nurtured at the early career stages of lawyers and were being done in ways that were designed to enhance their career progression. High value was placed on developing the managerial and leadership skills of lawyers.

Management and leadership training courses and programmes were commonplace across the profession. These programmes were in addition to the generic professional courses for lawyers and confirmed a widespread commitment found across the profession towards developing new and enhanced roles for lawyers. The development of managerial skills in lawyers was seen as a *"key competence"* that was not only *"career enhancing"* but also a *"sound investment"* by firms and organisations seeking new opportunities to develop their legal services. Identifying potential leaders was a priority. The focus on cross-functional training and experienced–based learning that was highlighted was the most obvious challenge to the aspects of the professionalism of the lawyers. Nevertheless the general trend was that lawyers conceded the benefits of developing this duality in their role and embraced such opportunities.

Differences in the relationship between lawyers and managers are influenced by organisational context and reflect not only the nature of the environment from which services are delivered but also the nature and complexity of the relationship between the lawyers and their client. These factors influence and shape the role of the lawyer and consequently the demands on the legal manager but they do not materially alter the relationship between lawyers and managers.

Conclusions

This paper has addressed the role of managerial input as lawyers reorganise themselves in response to demand for new and more innovative legal services. Notwithstanding increased strategic influences on their services, the lawyer/client relationship and the expectations sought from the service continue to shape and direct legal services. Lawyers remain defined by the nature of their work and the manner and mode of their services reflects a loyalty to the routine practices and norms of the legal profession as they continue to deliver their services within a compliance framework of professional standards. Nevertheless although the influence of professional boundaries co-existing within an organisational framework remains significant lawyers have proved inspirational in creating new roles for themselves that are shaped by the nature and scope of their services and not constrained by social and institutional boundaries. If the legal profession is to adapt and diversify to meet challenges to their services these boundaries need to be managed. The successful coordination of the interconnections across the dual roles of lawyer and manager demonstrates the resourcefulness of lawyers both in adapting their existing skills and also in acquiring new ones. Lawyers reorganised themselves and their organisational form to accommodate the introduction of managerial initiatives designed to enhance their services. There

were genuine concerns across the profession that the introduction of greater managerial authority would diminish the role and authority of lawyers but contrary to these concerns, as lawyers embraced increased managerialism and their role diversified they embraced the increased responsibilities that enhanced ownership of their work and services.

As lawyers developed their role across new and diverse skills they demonstrated a duality to their role that embraced both professionalism and managerialism. Lawyers continue to deliver services in response to the demands of their client base and to draw on their resources of knowledge and experience to do so. As clients become increasingly informed and demanding lawyers seek out the resourcefulness of their resources to develop new and innovative ways to deliver their services. Professionally they have developed themselves through new education and training programmes and practices and they have embraced new roles. In doing so they have not only enhanced the transferability of their skills and but also addressed potential for career development.

An increasingly corporate focus for the delivery of legal services resulted in demands for lawyers to strategise their services and inevitably some aspects of their professionalism were diminished as a consequence but not significantly so. As team work and leadership roles emerged as key players across legal services, lawyers embrace these new roles to successfully create a brand for their services that not only addressed the corporate demands of an organisation but also fulfilled their professionalism of their role. Lawyers retained their professional identity and their skills and their services continued to be framed by the resourceful allocation of their knowledge and experience albeit in different and exciting ways.

The role of managers and the resource of management in connecting resources and services recognises the interdependent relationship that may exist between two coexisting organisations. The interdependencies between contexts are framed within the boundaries of the social and institutional contexts of professions and organisations. This paper concurs with the findings of Newell et al (2003) and Montgomery and Oliver (2007) that these boundaries are diminished as boundary spanning activities became more frequent. However it concludes that professions conform to a social identity that shapes their work and the manner of their services and the influence of the social and institutional context remain significant as socially constructed markers that need careful management. The social identity of the legal role is evolving and becoming less 'professionalised' but nevertheless the influences of the professionalism of the legal identity remain pervasive.

The influence of professionalism may be diminished, but not significantly, through the introduction of processes designed to enhance and improve services. Generally lawyers have responded positively to challenges presented to them and their services and they are strategically repositioning their role and successfully managing themselves. An outcome of this paper extends the views of Suddaby and Greenwood (2005), Malhotra, Morris and Hinings (2006) and Malhotra and Morris (2009) that professions and professionals remain largely defined by the shape and content of their work. The emergence of signs of innovation and creativity in their services suggests that as lawyers embrace new and differentiated roles their influence will extend beyond the framework of their traditional remit.

In this research lawyers exhibited levels of professionalism in their role and services that were unsurprising given the traditional background and history of their profession. However in the face of threats from the potential deregulation of their services and against a backdrop for demands from their clients for a more accountable and 'business – like' service lawyers were resilient and tenacious in addressing opportunities for growth and exploring different approaches to deliver new and innovative services across increasingly fragmented organisations. The influence of managerialism across legal services was especially interesting given the strength of professional socialisation in the legal role.

These findings offer interesting avenues for further research across similar professional settings and in research on the influence of the professionalism in other professions and the role of management in directing and shaping their services and how the findings from this research translate within the context of other professional standards, codes of conduct and norms of behaviour.

Notes

[1] The legal profession in the UK is regulated by the Law Society of England & Wales and the Law Society of Scotland. The Law Society of England & Wales was established by Royal Charter in 1845. Its regulatory powers are underpinned by the Solicitors Act 1974, the Courts and Legal Services Act 1990 and the Access to Justice Act 1999 and the Legal Services Act 2007. The Law Society of Scotland is the governing body for Scottish solicitors and was established by the Legal Aid & Solicitors (Scotland) Act 1949. The governing regulations are set out in the Solicitors (Scotland) Act 1980.

[2] Concern in the public domain that consumers' interests were not being adequately addressed and served by the self regulation of the legal profession resulted in a Government review of the legal service market in England and Wales. In response to the findings in a 2002 Consultation Paper "*In the Public Interest",* published in July 2003, the Government instigated an independent review of the regulation of the legal services market in England and Wales with the aim of promoting competition and innovation and improving services for the consumer. *"The Clementi Report"* was published in December 2004 and its recommendations were included in a Government White Paper published on 17th October 2005. The recommendations of the Clementi Report allow the introduction of new business structures that will provide new opportunities for other areas of expertise and other professions to be integrated within a legal firm and in doing so will provide new business models that will be better positioned to respond to both consumer demands and changing market conditions. Measures to comply with the recommendations in the Clementi Report have been introduced in England and Wales by the Legal Services Act 2007 and new forms of practice and regulation across legal services permitted under this legislation will be adopted from October 2011. A similar review instructed by the Law Society of Scotland was conducted into the legal services market in Scotland. The findings of this review are contained in a report published in April 2006,"*Report by the Research Working Group on the Legal Services Market in Scotland*" and its recommendations were implemented in the Legal Services (Scotland) Act 2010 whereby the delivery of legal services is permitted from alternative business structures that comprise a minimum of 51% legal professionals and the remaining 49% non professional external investors and contributors.

References

Allingham, B. and Mill, D. (2000), *Successful Law Firm Management,* W. Green, Edinburgh.

Anderson–Gough, F., Grey, C. and Robson, K. (2000), "In the Name of the Client: The Service Ethic in Two Professional Services Firms", *Human Relations,* Vol. 53 (9), pp. 1151-1174.

Bazeley, P. (2007), *Qualitative Data Analysis with NVivo,* Sage, London.

Brock, D., Powell, M., and Hinings, C.R. (eds.), (1999), *Restructuring the Professional Organization. Accounting, health care and law,* Routledge, London.

Charmaz, K. (1990), "Discovering chronic illness: Using grounded theory", *Social Science and Medicine,* Vol. 30 pp. 1161-1172.

Charmaz, K. (2006), "*Constructing Grounded Theory*", Sage, London

Cheetham, G. and Chivers, G. (2005), "*Professions, Competence and Informal Learning"*, Edward Elgar Publishing Limited, Cheltenham Fournier, V. (1999), "The Appeal to 'Professionalism' as a Disciplinary Mechanism", *The Sociological Review*, Vol. 47(2), pp. 280-307.

Cohen, W. and Levinthal, D. (1990), "Absorptive Capacity", *Administrative Science Quarterl,y* Vol. (1), (35), pp.128-152.

Corbin, J. and Strauss, A.L. (1990), "Grounded Theory Research: procedures, Canons and Evaluative Criteria", *Qualitative Sociology,* Vol. 13 (1) pp. 3-21.

Denzin, N.K. and Lincoln Y.S. (2000) *Handbook of Qualitative Research,* 2nd eds.,Thousand Oaks, California, Sage.

Dyer, J.H. and Singh, H. (1998), "The Relational View: Cooperative Strategy and Sources of Inter-Organizational Competitive Advantage", *Academy of Management Review,* Vol.23 (4), pp. 660 -679.

Eisenhardt, K.M. (1989), "Building Theories from Case Study Research", *Academy of Management Review* Vol. 14 (4), pp, 532-550.

Finkelstein, S. and Hambrick, D.C. (1990), "Top- Management- team Tenure and Organizational Outcomes: The Moderating Role of Managerial Discretion", *Administrative Science Quarterly*, Vol. 35(3), pp. 484- 503.

Friedson, E. (1986), *Professional Powers; A Study of the Institutionalization of Formal Knowledge,* University of Chicago Press, Chicago.

Gibbs, G. R. (2006), *Qualitative Data Analysis. Explorations with NVivo,* Open University Press, Maidenhead.

Glaser, B.J. and Strauss A.L. (1967**),** *The discovery of grounded theory: Strategies of qualitative research*, Wiedenfield and Nicholson, London

Goulding, C. (2002), *Grounded Theory: A Practical Guide for Management, Business and Market Researchers,* Sage, London.

Graebner, M.E. and Eisenhardt, K.M, (2004), "The seller's side of the story: acquisition as courtship and governance as syndicate in entrepreneurial firms", *Administrative Science* Quarterly, Vol. 49 pp. 366-403.

Greenwood, R., Suddaby, R. and Hinings, C. (2002), "Theorizing Change: The Role of Professional Associations in the Transformation of Institutionalized Fields", *Academy of Management Journal,* Vol. 45(1), pp. 58 -80.

Hitt, M.A. Bierman, L., Shimizu, K. and Kochhar, R.(2001), "Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource – based perspective", *Academy of Management Journal,* Vol. 44(1), pp.13-28.

Hitt, M.A., Bierman, .L, Uhlenbruck, K. and Shimizu, K. (2006), "The Importance of Resources in the Internationalization of Professional Services Firms: The Good, the Bad and the Ugly", *Academy of Management Journal,* Vol. 49 (6), pp. 1137 -1157.

Kelle, U. (2007), "Development of Categories: Different Approaches in Grounded Theory", in Bryant, A. and Charmaz, K. (eds.) *The Sage Handbook of Grounded Theory,* Sage, London.

Konnttinen, A. (1991), "Professionalization as Status Adaption: The Nobility, the Bureaucracy, and the Modernization of the Legal Profession in Finland", *Law & Social Inquiry,* Vol. 16 (3), pp. 497-526.

Kram, K.E. and Isabella, L.A, (1985), "Mentoring Alternatives: The Role of Peer Relationships in Career Development", *The Academy of Management Journal,* Vol. 28(1) pp. 110-132.

Langley, A. (1999), "Strategies for Theorizing from Process Data", *The Academy of Management Review,* Vol. 24 (4), pp. 691-710.

Langlois, R. (2002), "Modularity in technology and organization", *Journal of Economic Behaviour and Organisation,* Vol. 49 (1), pp. 19-37.

Larson, M.S. (1977), *The Rise of Professionalism. A Sociological Analysis,* University of California Press, London.

Locke, K. (1996), "A funny thing happened! The management of consumer emotions in service encounters" *Organization Science*, Vol. 7, pp. 40-59.

Locke, K. (2001), *Grounded Theory in Management Research,* Sage, London.

Lowendahl, B. R. (2005), *Strategic Management of Professional Service Firms*, 3rd ed., Copenhagen Business School Press, Copenhagen.

Maister, D. (2003), *Managing the Professional Service Firm,* Simon & Schuster, London.

Maitlis, S. and Lawrence, T.B. (2007), "Triggers and Enablers of Sensegiving in Organisations", *Academy of Management Journal,* Vol. 50 (1), pp. 57-84.

Malhotra, M. and Morris, T. (2009), "Heterogeneity in Professional Service Firms" (2009), Journal *of Management Studies,* Vol.46 (6), pp. 885-922.

Malhorta, M., Morris,T. and Hinings, C.R.(2006), "Variation in organizational form among professional service organizations", in Greenwood,R. and Suddaby, R. (eds.) *Research in the Sociology of Organizations: Organizations and Professions,* JAI Press, Greenwich, CT.

Martin, P.Y, and Turner, B.A, (1986), "Grounded Theory and Organizational Research", *The Journal of Applied Behavioral Science*, Vol. 22(2), pp. 141-157.

Montgomery, K. and Oliver, A. L (2007), "A Fresh Look at How Professions take Shape: Dual – directed Networking Dynamics and Social Boundaries", *Organization Studies,* Vol. 28(5), pp. 661-687.

Nelson, R.L (1985), "Ideology, Practice and Professional Autonomy: Social Values and Client Relationships in the Large Law Firm", *Stanford Law Review,* Vol. 37 (2), pp.503-551.

Newell, S., Edelman, L., Scarbrough, H., Swan, J. and Bresnen, M. (2003)"'Best practice' development and transfer in the NHS: the importance of process as well as product knowledge", *Health Services Management Research*, Vol. 16(1), pp.1-12.

Nicolini, D., Powell, J., Conville, P. and Martinez–Solano, L. (2007), "Managing knowledge in the healthcare sector, a review", *International Journal of Management Reviews*, Vol.10 (2) pp. 245-263.

Pinnington, A.H. and Gray, J.T. (2007), "The Global Restructuring of Legal Services Work? A Study of the Internationalization of Australian Law Firms", *International Journal of the Legal Profession*, Vol.14, (3), pp. 147-172.

Quinn, J., Anderson, P. and Finkelstein, S. (1996), "Managing Professional Intellect: Making the Most of the Best", *Harvard Business Review,* March, pp.71.

Rafaeli, A. and Sutton, R.I. (1991), "Emotional contrast strategies as means of social influence: lessons from criminal interrogators and bill collectors", *Academy of Management Journal,* Vol.34, pp.749-775.

Raelin, J.A. (1991), *The Clash of Cultures: Managers Managing the Professionals*, Harvard Business School Press, Boston. MA

Rashman, L., Withers, E. and Hartley, J. (2009), "Organizational learning and knowledge in public service organizations: A systematic review of the literature", *International Journal of Management Reviews,* Vol.11 (4), pp. 463-494.

Robertson, M., Scarborough, H. and Swan, J. (2003), "Knowledge Creation in Professional Service Firms: Institutional Effects", *Organization Studies,* Vol. 24(6), pp.831-857.

Scher, M.J. (1997), "*Japanese Interfirm networks and their Main Banks",* Macmillan, Basingstoke and London,

Spar, D.L. (1997), "Lawyers Abroad: The Internationalization of Legal Practice", *California Management Review,* Vol. 39(3), pp.8-28.

Strauss, A. L. (1987), *Qualitative Analysis for Social Scientists,* Cambridge University Press, Cambridge.

Strauss, A.L. and Corbin, J. (1990), *Basics of Qualitative Research, Grounded Theory procedures and Techniques,* Sage, London.

Strauss, A. L. and Corbin, J. (1998), *Basics of Qualitative Research*, Sage, Thousand Oaks, CA.

Suddaby, R. (2006), "From the Editors: What Grounded Theory is Not", *Academy of Management Journal,* Vol. 49 (4), pp.633-642.

Suddaby, R. and Greenwood, R. (2005), "Rhetorical strategies of legitimacy", Administrative Science Quarterly, Vol. 50, pp.35-67.

Sveiby, K.E. and Lloyd, T.(1987), *Managing Knowhow,* Bloomsbury, London.

Watson, T. (2001), "The Emergent Manager and Processes of Management Pre – Learning", *Management Learning,* Vol.33 (2), pp. 221-235.

Appendix A

'James Dalrymple'

The private law firm 'James Dalrymple' has a highly structured training programme that is conducted in – house. Each year the firm wide appraisals are analysed to determine the training requirements for the forthcoming year and a training analysis is submitted to the Management Board for approval. The Board also identifies key strands to be adopted in the training strategy for the forthcoming year.

Level 1

Basic training programme for the firm's trainee lawyers. Its focus is on soft skills. Trainees will also receive Divisional training which focuses on legal skills.

Level 2

Soft skills training programme for all legal fee earners (except trainees). This includes project management and time management courses.

Level 3

Development programme providing management training for lawyers at 'Associate' level

Level 4

Competency Matrix (for all levels up to Partner) drawn up in conjunction with the annual appraisal to identify the expectation of each lawyer in terms of both legal expertise and management ability.

Level 5

Partnership Competency Matrix