UNIVERSITY OF PORTSMOUTH

BUSINESS SCHOOL

DOCTORATE IN

BUSINESS ADMINISTRATION

Aligning identity
in legal services firms.

Do senior partners in legal services firms possess the core characteristics of identity to work in alignment within the firm?

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This thesis is submitted in partial fulfilment of the requirements of the University of Portsmouth for award of the degree of Doctor of Business Administration. June 2011.

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AKNOWLEDGMENTS

DECLARATION:

Whilst registered as a candidate for the above degree, I have not been registered for any other research award. The results and conclusions embodied in this thesis are the work of the named candidate and have not been submitted for any other academic award.

Sally Vanson; MSc. Ch.MCIPD. MICF. PCC. MAC. MANLP. MABNLP.

59872 words

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ABSTRACT

This exploratory study used grounded theory to discover whether senior partners in legal services firms in the UK held the core characteristics of identity to work in alignment in the changing context.

Using a combination of participant interviews and secondary analysis of published material, knowledge was generated to review some changes resulting from the Legal Services Act, the components of identity, and individual and peer alignment in these senior partners. The term 'alignment' is used in this study to describe both a state and a process.

The study suggests that senior partners do not currently display many of the attributes to take their firms into a successful future. Senior partners reported living a facade, having difficulties with boundaries and the complex role of partner. They seem to focus on eliminating problems rather than striving to achieve goals, and are more interested in 'I' than 'we'. All of this presents huge challenges for a successful response by the firms to deregulation. There was little evidence of simultaneous identification with the firm and the profession, and this with other findings left a gap between the individual and the collective as well as a gap between the role and core identities of the individual.

More positively, there is some evidence of identity negotiation and where participants were doing some personal change work, this was driven by the hindrances to, and supporting beliefs about, the required behaviour at work, and possibly informed by an imagined image of best 'self' or 'group member'.

The findings support a practitioner model; 'CONTRIBUTIONS' which is useful for coaching and facilitation of individuals and teams. The study offers original contributions to academic knowledge including; building on the 'identification' literature, linking in the concept of 'secondary gain', specific evidence from the legal partner group against generic concepts of identity literature.

CONTENTS

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CHAPTER ONE; THE CONTEXT OF THIS STUDY

INTRODUCTION

This is a grounded theory study exploring whether senior partners in legal service firms possess the core characteristics of identity to work in alignment within the firm.

This thesis is organised into eight chapters;

Chapter One; sets the scene, establishes the context and rationale for the study.

Chapter Two; explores the current, relevant literature and reviews concepts relating to the context, alignment and identity.

Chapter Three; explains the study design and research method and discusses grounded theory and the use of NVIVO software to analyse findings from data collection.

Chapter Four; provides and discusses the findings from the data collection, using exemplary quotes from the findings and compares four areas of analysis. The responses are related to literature in the field to demonstrate their relationship to other published views.

Chapter Five; summarises findings and recommendations from this project. It outlines the contribution this study makes to the existing body of knowledge.

Chapter Six; shares a reflective commentary on my personal development during the DBA.

This document is completed by a comprehensive list of references, a bibliography of related reading and a set of appendices of background information to aid the understanding of the reader.

The study began in 2007 when concerns were being expressed about the far-reaching changes to the structure of the legal profession, coming from the Legal Services Act. The timing of the study became crucial for senior partners as the implementation of the Legal Services Act in 2011 came closer and scaremongering appeared in the press about changing business structures in legal service firms.

This chapter introduces the context of this study. It starts by discussing the research aims, my background and interests, the purpose of the Doctorate in Business Administration, the objectives and aims of the study and how it adds originality and value. The context of the change is then discussed in detail, outlining the nature of partners in legal services firms, the deregulation of the profession, the initial responses to the Legal Services Act, how the change is moving forward and the tensions that this creates within the partner group. This is followed by an explanation of my research questions, and concludes with some initial reflections and analysis.

1.1 DEFINITION OF RESEARCH AIMS

1.1.1 DBA PURPOSE STATEMENT, OBJECTIVES AND AIMS OF STUDY

The purpose of this DBA study is to make a contribution to the enhancement of trans-disciplinary professional practice in management as well as a contribution to knowledge through the application and development of a framework. Unlike a PhD the DBA is a bridge between academic knowledge and professional practice, seeking a solution to a real management problem (AMBA).

As a partner in a niche-consulting firm, I have clients in legal service firms who are reviewing the skills, talents and capabilities of employees at senior level. They want to recruit the right people, who can work successfully with peers, sharing knowledge,

systems and processes; so raising the overall performance in what is a rapidly growing and diversifying business sector, due to the current deregulation of legal services and fuelled by the recent restructuring of the global economies.

My personal interests are in the study of Behavioural Technology and Neuro Linguistic Programming (NLP) at work. I have carried out previous research at Masters level into the impact on identity of newly promoted partners in professional service firms (Vanson, 2005). This enabled me to experience a research topic I wanted to develop, has added value to my clients and therefore my business, and has brought together several strands of previous learning through a commercial application.

The overall aim of this study is to research into the core characteristics of identity that could affect the high performance of partners at senior levels in legal service firms. The results will build upon current thinking and inform development practice in this sector. The core characteristics are defined as the most central or innermost aspects of identity, which are manifested by behaviours of connection and inter-relationship that cause senior partners to work in alignment.

I have chosen this focus because the large law firms will need to think differently in order to survive, and clients tell me anecdotally, that thinking about the effort involved in transformational change is already causing some senior lawyers to leave firms and start niche or specialist law consulting businesses. Although not a topic for this research, this raises the question of sustainability for those who choose that route.

It is worth acknowledging that whilst there are enormous changes to come, the traditionally established professions have undergone massive change over the last twenty years and these changes have included lawyers. The Court and Legal

Services Act 1990 blurred the previously separate distinctions between barristers and solicitors, and allowed solicitors to appear in the higher civil courts and criminal crown courts. The same Act broke the monopoly on conveyancing and made changes to family law, criminal prosecutions and the distribution of costs in civil cases. Competition increased as the population became more litigious and other changes included the legalising of the rules of ethics, restrictions on entry to the profession and the feminisation of the profession with 60% of new entrants being female in 2009 (University of Westminster, 2010).

1.1.2 ORIGINIALITY AND VALUE

This research contributes to originality and value because from March 31st 2009, the Legal Services Act, 2007 has allowed law firms to change their ownership, becoming LDPs (Legal Disciplinary Practices), so that up to a quarter of their partners are non lawyers. During 2011-12 law firms will be able to merge with accountants, surveyors, financial advisors and other professional firms to become alternative business structures (Parnass, 2009; Mort, 2010). Barristers can also become partners for the first time. This concept may attract investment from external shareholders including venture capitalists and could cause flotation on the Stock Exchange. Due diligence will require a full analysis of the management team (senior partners) so publication of this research has been planned to be both timely and to fill a current specialist gap in practice, where external and non-legal measurement of the capability of senior lawyers to run their business has not previously been required. Deregulation has affected other sectors such as banking, gaming and opticians, where historically there was one form of provider (Empson 2007a) and research into the impact of this has taken place. Mueller & Carter (2007) discuss the pervasion of the rise of managerialism citing a case study of shift from a dualist economics +engineering

arrangement to a monoist management logic in a utilities company. Now it is the turn of the legal services sector where this study adds value by enriching theory from previous work, uncovering new perspectives and possibly new research questions and highlighting practical opportunities for individuals, groups and legal services firms. The findings will be used to increase the understanding of HR and OD practitioners in law firms, and other stakeholders, as to how aligned working at senior partner level can accelerate the impact of communication and commercial development strategies in the firm. Stakeholders will then be able to make more informed decisions with regard to recruitment and talent management, and focus development strategies on success criteria for senior partner roles. This can contribute to longer-term sustainability and profitability.

The study will enable my employer to maximise its reputation for the provision of specialist expertise, through dissemination of the findings, and sharing my own developed expertise with legal services clients.

Legal services research is still driven by operational and structural considerations and not by enquiry into the softer skills. The lack of a focused theoretical enquiry into senior legal partners, in the professions literature, implies borrowing from academic studies into other professions. As a consequence the results of this research contribute not only to the legal services industry, but also to the other academic fields, which were used to carry out the enquiry. Contribution of this work to the legal services field includes;

- The generation of a specific literature review which addresses the identity issues applicable to senior partners in law firms.

- A review of the importance of alignment as a variable in senior partner group working which enables a further and up to date perspective at the senior partner level in law firms.
- A direction of attention to both individual and collective (firm) senior partner identity as a core focus of this thesis.

This study relates to senior legal partners situated in the large law firms in the UK and not to corporate lawyers, public sector legal advisors, small solicitor practices or chambers of barristers. The 'magic circle' of Allen & Overy, Clifford Chance, Freshfields Bruckhaus Deringer, Linklaters, and Slaughter & May are excluded, due to the rarefied and increasingly international nature of their operations, developing growth strategies to diversify into multi-national locations by acquisition and partnering with local firms and elevation beyond the challenges of UK operation. They have the financial reserves to invest and to take risks at this time. Law or legal service firms are defined as legal practices operating solely in the UK, with more than 500 employees, operating across a range of legal specialisms.

Anecdotal evidence suggests that lawyers need to respond to new times with innovative thinking and that basing their response on historic concepts will not cause them to thrive. Similarly, accounting professions are adopting a process called 'zero budgeting', i.e. building budgets based on future needs, not historic trends and adding a percentage (Barrett, 2007). The challenges of new times (both economically and organisationally), coupled with the fact that lawyers do not find it easy to innovate, mean that a more maverick approach is needed (Susskind, 2008). It is the mavericks in law practice, e.g. Christopher Digby-Bell [1] who are the research

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[1] Digby-Bell is a member of the Law Society Council with a vision to transform the Law Society from being "a frightened, defensive group of lawyers cowtowing to the government in an attempt to achieve a soft landing on

and development departments, often pursuing ideas that are initially interpreted as peripheral, irrelevant and wasteful, that win through with significant, client-winning innovation. As recession bit deeper during the development of this thesis, I argue that new times require new ways of thinking and these unconventional, off-the-wall partners are more likely to be a source of fresh thinking and creativity, than those more orderly partners who reinforce the status quo.

This research is particularly significant and timely for three reasons;

1. Currently the professional associations are pushing deregulation (Empson 2007a) which is causing changes in culture and approach in the legal services firms as they become more generalist and involved with and directed by policy makers in the UK and Europe (Robins 2009).

Non-lawyers including the likes of Tesco, the AA, banks and insurers will be able to take stakes in law firms. In addition Law Firms are developing new external markets e.g. by unbundling the support functions such as Finance, HR and IT within their firms and making them into profit centres, with external customers, yet within an increasingly accountable environment (Empson, 2007a; Susskind, 2008).

Early authors (Kronman,1993; Linowitz,1994) discuss that the commercial pressure on lawyers is compounded by;

- Increasingly negative public perception of the professions,

- Major life problems of clients, with maladaptive attitudes and behaviours which are played out in relationships with their lawyers,

- Demands from clients for unrealistic results, fuelled by high hourly rates driven by vast practice overheads.

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regulation into being a confident, progressive organisation fit to lead a proud profession in the modern age." (Harris,2005)

This sense of constant pressure can erode capacity for self-care and building human relationships within the firm's partner group, whose members are affected by the same stress and depersonalisation. These early comments still apply as the profession has stayed in a phase of denial for nearly ten years. An example of the reaction to change was in May 2009, when 100 solicitor firms launched QualitySolicitors.com and staged an anti-Tesco Law[2] protest outside the Royal Courts of Justice with lawyers handing out tins of baked beans with the slogan '*legal services by supermarkets are as ridiculous as solicitors selling baked beans'* (Robins 2009, p3).

2. The legal (partnership) structure of law firms causes employees to work in hierarchical silos under the control of partners who have equity stakes in the firm. These partners are generally not salaried and do not regard themselves as employees. Moreover, due to their roles, and demanding high intellectual egos, their identity is developed through intellectual 'know how' rather than entrepreneurial skills. From anecdotal evidence, this can lead to a belief that sharing and aligning with others will reduce their personal differentiator and therefore their power base. They tend not to develop a view of the systemic impact of the whole law firm, rather a specialist view of their niche and silo, leading to internal competition rather than sharing[3] (Empson ,2007a; Susskind ,2008).

In all these areas, new structures, attitudes and working practices are needed which must be more flexible, faster-moving and better balanced (Susskind 2008). In many

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[2] There is a proposal that Tesco could offer legal services within their stores.
[3] It is worth mentioning here that the silo mentality is present in most organisations that have functional structures or functional elements within matrices. What makes the legal profession different is exaggerated emphasis on the silo structure linked to personal wealth of the senior partner, the internal focus, and the outmoded 'apprentice' system of management and development within the structure.

cases the emphasis is on building long-term, strategic relationships between supporting professions such accountants, estate agents and consultancy firms so there is a one-stop shop for professional services.

Susskind (2008) suggests this will break down a 'closed shop' and allow organisations such as Tesco to offer basic legal services at a fraction of the current fee. It is worth mentioning that there is no suggestion that aligning identity is the way to overcome all the current challenges. This is an investigation into one aspect of inter-personal working which may then open doors for other easier and sustainable routes to managing the change and embracing the future.

Susskind (2008) and Empson (2007a) postulate that senior people need to understand the opportunities and possibilities of a new market where the firms' shared experience and adaptability at the interface could be class leading. In other circumstances, (e.g. Scottish law firm Semple Fraser ditching plans to open in London, instead opening in Manchester when their major client Tesco moved there and within one year gaining enough work for 10 fee earners of whom 3 are partners) the understanding of the new ways of doing business and the impact of policy provides added value and insight. The firm's culture, people, skills and experience must match the needs of the future, enabling delivery of specific professional services that are finely tuned and adapted to the changing needs of all clients. One way of doing this is through the sharing of all services and resources (Susskind 2008, Empson 2007a).

Both education and restructuring will contribute to change, however, as Korn Ferry (2009) discovered, in 21% of UK law firms, administrative executives rather than

lawyers are already running the firm, but are perceived by partners as being slow to respond to their needs.

There have been many studies focused on how individuals create, sustain and change their perceptions of self, other people, their organisations and their occupations. These are well documented and review identity at the individual level and social identities, which categorise self into inclusive social units (the firms as a collective, made up of individuals), (Tajfel ,1981; Tajfel & Turner, 1986; Turner,Hogg,Oakes,Reicher & Wetherell 1987; Brewer,1993; Elsbach,1999; Ashforth et al, 2000, 2003, 2007,2008; Kreiner & Sheep, 2006; Ashforth & Kreiner, 2007). No academic research has currently been found on the alignment of peers, in legal service firms, at the identity level to optimise law firm performance. Much has been written generally about identity and the literature review reflects on this and will be explored in Chapter 2.

This study focuses upon the specific occupational identity of law partner and the changes required as a result of deregulation. The argument for lawyers to take on broader cross functional skills in order to then contribute in a specific area of the legal supply chain is well highlighted (Susskind, 2008 building on Maiser,2006) and there are broader concerns as to how these roles become integrated or not within the firm, team or silo, whether this throws a conflict between the legal partner and the firm, how individual agendas can dovetail with those of the firm, to provide the client with the most comprehensive solutions to their issues, and how the legal partner meets the needs of two masters – the client and the firm, at the same time. The challenge is to understand what the immediate core capability is, for the legal partners to accelerate development in this environment so that they can work easily

and positively together to meet the needs of the future. This study calls this capability; 'alignment'.

To answer the overall research question about *"whether senior partners in legal service firms possess the core characteristics of identity to work in alignment within the firm, in the legal services firms of the future*?" it is important to understand the context in which the change is happening.

1.2 THE CONTEXT OF THE CHANGE

1.2.1 THE NATURE OF PARTNERS

Experience as a consultant informs my observation that senior legal partners work very much as 'individual experts or brands' rather than as part of the firm. Literature underpinning the context is limited, albeit developing as the time for change approaches.

Putting the individual ahead of the firm in this way leads to divisiveness and competition, making the law firms an unpleasant environment in which to work (Owen 2008). Owen (2008) found that it takes a minimum of 10 years working very long hours before a lawyer can be considered for junior partnership and there are no shortcuts. It is this personal investment of time and effort that focus the younger lawyer on ensuring that his/her career goals are achieved despite the amount of competition. The 'apprentice model' is key, starting with menial tasks and learning from role models and experience, which makes it very hard to access new and external knowledge, broader perspectives and wider learning. Owen (2008) also postulates that failing to learn the cultural norms (dress code, travel rituals, pastimes) is a serious mistake, and the ultimate luxuries are time and space which are *'the*

privileges of rank in the corporate tribe' (Owen 2008,p89). Owen (2008) challenges

that in order for firms to experience the level of respect, engagement and

commitment they want to hold onto within this change, they need to build community

by giving value and meaning to each member. They need to create a high sense of

belonging, and recognition for contribution by individuals, to enable all to *'support the*

whole tribe and not just their silo' (Owen 2008,p96). The problem with this vision is

that the push for professional standards and maintenance of proficiency in order to

achieve professional legal status, does not leave much time for consideration of

change. Instead this produces modern day 'guilds', which become closed shops,

protecting the interests of individual members and status quo, rather than embracing

the collective interest through change and responsiveness. This can be seen in other

professions such as medicine and education (Ramirez et al. 1996;Daresh,2000)

when surgeons and head teachers are pushed into taking management roles,

although it appears more concentrated where these legal partners have their

personal wealth invested in equity in the firm, and with larger numbers at the same

hierarchical level, causing a more rigid response to change than those operating in

other professions.

This style of working is causing massive pressure, especially at senior levels, and

literature regarding a coping strategy of drug and alcohol abuse is reviewed in the

next chapter. It is also worth understanding the further effects of the tensions and

changes emanating from deregulation. These are examined in the following sections.

1.2.2 DEREGULATION OF THE PROFESSION

There is a meteoric change coming from the new measures in the legal profession (Empson,2007a; Owen,2008; Susskind,2008; SRA,2010) which include:

- A single and fully independent **Office for Legal Complaints** (OLC) to remove complaints handling from the legal professions and restore consumer confidence.

- **Alternative Business Structures** (ABS) that will enable consumers to obtain services from one business entity that brings together lawyers and non-lawyers, increasing competitiveness and improving services. The Act will enable legal services firms to have up to 25% non-lawyer partners in the near future, before the full ABS regulatory structure is implemented, and will allow different kinds of lawyers to form firms together.

- A new **Legal Services Board** (LSB) to act as a single, independent and publicly accountable regulator with the power to enforce high standards in the legal sector, replacing the maze of regulators with overlapping powers. The Act also introduces an independent oversight regulator whose members were recruited in 2008.

- A clear set of **regulatory objectives** for legal services where all parts of the system will need to work together including promotion and maintenance of professional principles.

There are some debates around these changes in that the Government could be seen as wanting to control the legal profession, which could lose its independence. There is a need to balance the interests of State and Community against those of the individual. There is a need for better collaboration between those involved and a

balance of regulation with freedom to empathise and engage with the community. E.g. In the Aberfan Colliery Explosion Case 1989 (Hockman, 2006), it was only because individuals had recourse to advocates of great skills and experience that the parents and families won their case against the National Coal Board.

These reforms come after considered consultation, with input from a large cross-section of people, including the Office of Fair Trading, consumer organisations, the legal professions, and consumers themselves. Although possible, these changes rarely involve radical restructuring of the macro structure of firms so the various barriers to change often mentioned in organisational development literature (Kanter,1989; Harrigan,1985; Bridges,1995; Kanter,1995; Bridges, 2000; Nag, Corley & Gioia, 2007; Boyatzis, 2009) are not a main feature of this thesis, although the difficulties of change are still present in the form of individual and collective identity threats. It is important that the process and outcomes of change result in net positive returns on the emotional energy expended in either consciously or unconsciously aligning identity. (Collins 1981; Dutton 2003; Quinn & Dutton 2005). This will be dealt with in the literature review.

1.2.3 INITIAL RESPONSES TO LEGAL SERVICES ACT

Many firms are focusing on micro organisational structure and delegation as a defence mechanism. A benchmarking survey by the Law Society's Law Management Section (Law Gazette article 399476, 2008) showed that in 2009, 35% of participating firms had adopted the Limited Liability Partnership (LLP) model, up 23% on 2006. A further 16% planned to convert to an LLP in 2010 – demonstrating a shift to a more corporate structure in the profession. The survey also found that:

- 72% of firms employ a practice manager, so that the load of general business management duties did not fall onto the lawyers.

- 44% of firms were <u>Lexcel</u> accredited.[4]

These changes are structural and law firms need to be aware of new competition coming from consumer groups providing more flexible 'one stop shop' services to their members. It is possible that Which? Magazine will own a law firm to create a full-service practice when alternative business structures are allowed in 2011 or 2012. The AA, Co-op and legal expenses insurer DAS are taking advantage of the reforms and setting up in the legal market. (moneynews,2010; Law Gazette article 405743).

In Law Firms, outsourcing of non-core services e.g. library and routine services like conveyancing, is also on the increase. A number of outsourcing companies (Law Gazette article 405743; moneynews,2010) explain that enquiries about legal process outsourcing have climbed sharply since the credit crunch took effect. General counsel are also increasing the pressure on law firms to outsource aspects of legal service as legal spend is squeezed (Law Gazette article 405743). Firms striving to win places on corporate panels are bolstering deal pitches by proving they are using outsourcing as a means of reducing costs (Law Gazette,2008). Mark Harding, general counsel at Barclays postulated that the issue of encouraging law firms to outsource simpler work was becoming increasingly important across the group(Herman,2007). Harding intended to outsource work to New Zealand, while others are taking a 'blended' approach by outsourcing simple legal tasks, such as

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[4] Lexcel is the quality mark that assures clients and prospects that a firm provides a quality service.

contract review, to paralegals in India with most important tasks still being undertaken by the firm's own lawyers or UK law firms.

This could start a process of legal call centres (based off shore) such as the HR Profession has done with companies such as Peninsula. Law firms, recognising that times are getting tougher, could cut overheads considerably, if partners could work together to develop business across the specialist fields and optimise the important benefits of offshore working and cross selling which have not been a focus in the past.

1.2.4 THE EFFECTS OF THIS STRATEGY ON DEREGULATION

Having discussed issues for traditional law partnerships, law functions within organisations, service provision organisations and cross border issues, the effects of this strategy of deregulation can be summarised as complex and wide-ranging:

- New ways of doing business will emerge– new markets e.g. one stop shops, multi functional professional service firms and new working practices e.g. outsourcing, de-skilling - are creating new opportunities and requiring new approaches

- Law Firms have the opportunity to grow in valuable sector markets (including the public sector) as never before e.g. in the property and construction sector

- Firms need to plan for the unprecedented impact of public policy on their operations due to the impact of the Legal Services Act 2007 which takes full effect in 2011 and 2012. Whilst we have seen that service provision firms are doing well in advance of the change, it appears that law firms are talking

about the issue but not yet taking actions to leverage the growth possibilities that fall out of deregulation (Empson,2007a; Susskind,2008; Parnass,2009).

- The complexity of regulation is all pervasive so both defensive and offensive strategies are required to cut costs and maintain profit particularly for equity partners, whilst at the same time developing revenue generation activity, selling across silos and specialisms and possibly moving forward to diversification strategies to sell other professional services.

- Formal public/private partnership initiatives are bringing both sides together in entirely new ways by forming strategic relationships to develop 'one stop shops', putting professional service requirements under one project manager or broker.

- Clients have a greater choice than ever before and require high levels of service from client centric firms.

There is also a personal cost where a culture of long hours and stress is driving increasing numbers of lawyers to drink and drugs both within and outside the workplace, (Gibb, 2008; Syedain, 2009).

Susskind (2008) surmises that law partners cannot possibly acquire all the new knowledge and experience on an individual basis and have to learn to share, in order to optimize and leverage the knowledge available to the firm. This can be both legal and professional service based, developing networking and relational databases and sharing understanding of market sectors and demand, all of which suggest a role for a knowledge management function within the firm.

1.2.5 THE RAMIFICATIONS

The slow realisation of the ramifications of the Legal Services Act (LSA) is only now beginning to be explored in the media. Despite warnings in the wake of the Clementi review that the changes represented 'a wakeup call for lawyers', many have been slow to visualise the new legal landscape. Susskind (2008) argues that the market is increasingly unlikely to tolerate expensive lawyers for tasks that can be completed to the same or a better standard by smart systems and processes. It follows, that the jobs of many traditional lawyers will be substantially eroded or eliminated. This is where the legal profession will be taken by two forces: by a market pull towards commoditisation and by pervasive development and uptake of information technology, which enables outsourcing with immediate response times. Part of this research will be to question the sample group about the effect of change on legal firms in the future in order to understand more about this.

From on-going reading of practitioner literature; The Law Society Gazette, Legal Week, The Lawyer and the electronic law journals project, it seems that few who might be thought to be driving change from within the legal system are writing rigorously and in a sustained way about the long term future of legal service. Pioneers e.g. Susskind and Empson are worrying about the fate of the next generation of lawyers and the need to retrain and develop the current senior levels in Law Firms, although the examples described in this chapter, are in the minority. Susskind (2008) foresees new law jobs emerging which may be highly rewarding and very different from those of today and prompts the question of how the legal service of tomorrow can build from that of today (Susskind ,2008). This is something to be probed in the data collection, especially while there is a global

review of working practices as a result of the 2009/10 downturn. It is assumed that legal guidance will continue to be dispensed by skilled specialists and I am curious as to whether legal partners are still committed to and happy with the profession and would recommend it to their children.

1.2.6 CHANGES IN DEVELOPMENT AND WORKING STYLES

In addition to the structural changes of the industry, expectations of more junior lawyers are changing (Dawkins,2007). Simmons & Simmons (one of the top 200 firms) conducted a survey of its legal staff in 2008 to gain some insight into their attitudes towards careers. The results concluded that respondents were broadly happy but 50% doubted they would want a partnership role.

This is an alternative to Susskind's conclusion, noted previously and Simmons & Simmons (Dawkins, 2007) are treating this as a serious business issue, (probably because of the amount of time and finance involved in developing a talented young lawyer). They have formulated a response that falls under two broad headings: the career structure of lawyers, and the adaptability of those careers. (This is already happening in other industries that have strongly developed 'talent management' strategies e.g. KPMG, Deloitte, and Asda who regularly feature in the Sunday Times 'best companies to work for' hierarchy). As this appears relevant to all professions, it will not provide a focus for this study.

It is useful to note that the findings go beyond legal training. More enlightened firms are including financial and technological acumen, leadership, communication and business awareness in the competence framework and development activities, so broadening the skills and knowledge of individual leaders. The law profession could

learn from other professionals who have de-regulated and diversified. (Craswell, Francis & Taylor,1995; Brock, Powell & Hinings,2006) e.g. the engineering industry have researched into the need for 'T' shaped engineers, who are highly specialised technically, yet also broad generically (Carter & Mueller,2007; Oskam,2009).

These challenges appear to stem from a decline in professional mystique with increased progression based on talent and networking, and the legal profession rapidly being seen as a 'business'. Technical excellence alone is not a differentiator.

Fig. 1.1 Changes in working styles. Adapted from Day & Party (2008) citing Stoakes (2008)

Old days	2009
Small firms, individual practitioners	Huge firms working in teams and silos
Local practice	International practice
Individual clients	Complex corporate clients
Little specialisation	Specific specialisation
No management	Dedicated management
Self managing	Specialist support staff
Everyone knew everyone	Communication (internal and external) is a science
Guessed fees by 'weighing the file'	Hourly rates, value billing, value-add services

Day (2008 citing Stoakes,2008) concludes in Fig;1.1, from his experience at Lovells, that legal partners need to understand both client and law firm finance, the financial markets, strategy and big business and therefore need MBA style training which includes strategy, marketing, statistics and organisational design. This learning has to then be applied through experience of Sales & Marketing, Supply Chain Management, Knowledge Management and back office support systems. Stoake's conclusions about the type of knowledge required are underpinned by Hever (2005) – Fig; 1.2 who brings integrated leadership to the equation.

Hever (2005) suggests that leadership must combine;

- Leadership in commerciality

- Leadership in law

- Leadership in personal evolution

Hever (2005) postulates that it is 'me', the individual that is the catalyst for success in the future and that for 'me' to contribute, there must be some focus on respecting self. Individuals then have to integrate, manage and make choices from their inner and outer maps (how they experience the world and how the world experiences them) as shown in Fig. 1.2.

Fig. 1.2; Integrated Leadership. Adapted from Hever (2005)

- Inspire people
- Build trust
- Culture/values
- Motivation
- Inclusion
- Recognise the right behaviour

- Vision
- Picture of the future
- Communicate strategy
- Set objectives
- Build reputation/ brand

Commitment **Direction**

Execution **Me**

- Build and deliver client value
- Build the right teams
- Develop your people
- Manage the numbers
- Accountability

Displaying unswerving commitment to market leadership in my field
- Demonstrating passion and belief
- Treating everyone with dignity and respect including myself
- Demonstrate the highest integrity
- Giving credit to others
- Taking responsibility for failure

A middle ground between Hever's two maps could be the link between an individual's map and experience of his/her territory as an emotion. Emotions cause reactions, which stimulate actions, experienced as behaviours. (Hall & Bodenhamer,

2003; Sparrow & Knight, 2006). An emotion does not always explain why the individual should act; it provides him/her with the feeling and energy or motivation to do it, in other words, a transactional response which may be triggered by environment, previous conditioning, or learned behaviours. The experiential array model (Gordon & Dawes,2005) suggests that all of these components are developed from beliefs and in turn, beliefs are a subset of identity. This focus on individual identity and his/her commitment and contribution to operationalising the direction is a real driver for the 'I' and 'we' of the senior partner and the partner group. Unfortunately, having identified the two maps shown in Fig; 1.3, that are key to the function of partner as leader, Hever's work then leaps into the spirituality and consciousness paradigm and he does not form conclusions about what is required to align the two maps for 'being' a law firm partner in the future.

Fig. 1.3; Inner and Outer worlds. Adapted from Hever(2005)

Inner world	Outer world
• Thoughts • Feelings • Mindset • Values • Mind chatter • Physical metabolism • Neural activity • History • Disposition • Spirituality	• Social network • Organisational culture • Formal role • Expectations • Teams • Tasks • Activities • Projects • Perceptions • Society
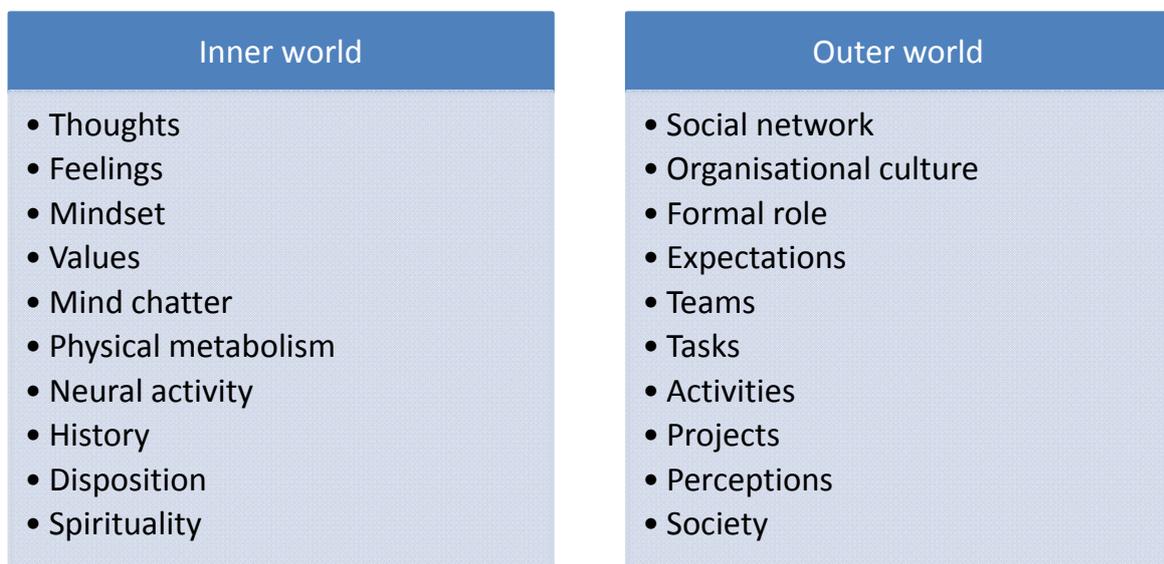
This study fills the gap between Hever's two maps with a concept that suggests that identity is an important component in the effectiveness of the leader (senior partner). The definition of being 'effective' will change as the external context of being a senior

partner reinvents itself during deregulation, so there is real challenge here in continuous effectiveness and sustainable growth within the new structures of the profession. This last section leads to an exploration of 'person/environment fit' and 'identity work' within the literature review in Chapter 2.

1.2.7 TENSIONS AND ENABLING CHANGE

A dilemma is that lawyers need to review both intrapersonal and interpersonal ways of working, at the same time working in alignment within the firm across all specialisms. There is anecdotal evidence from previous research, that the concept of reviewing a client's holistic needs and finding solutions for them in other legal or wider professional service areas is currently an anathema to many senior lawyers (Vanson, 2006). This thinking identifies a need for collective working; team working, co-operation and collaboration and exploration of the concept of 'alignment' in the research question is an overarching model of these concepts.

What does this context mean for lawyers? Sanghera (2007) found that the main reasons for lawyers leaving the profession included, the brutal annual targets (which led to dehumanising hours), an intense pressure to generate business and the need for sleepovers to get the work done. Other factors included the gap between the levels of intelligence needed to become a lawyer and the boredom of the administrative detail of their work. All of this leads to lawyers becoming competitive, aggressive, judgemental, paranoid of being sued and pessimistic. They become hated by their clients and this 'causes individual suffering and they leave the profession, often to go into banking or other financial services. Looking over this list questions whether the firms could solve many of these problems by changing their structures.

Hoare (2007) concludes that 20 per cent of managing partners wish they were in another job and that few lawyers feel able to leave their jobs, chiefly because of the pending pay cuts due to recession, the stress, lack of work life balance, lack of career prospects for lawyers with families and long hours. It will be important to check whether this attitude still exists as it could impact on motivation for alignment. The survey reveals that almost 40 per cent of lawyers, if they could have followed their dreams, would have become either writers or journalists. The most popular chosen exit for those who have already gone down the legal route is a non-law, private sector job.

Hoare (2007) reported in table 1.1 from the YouGov survey where 2,631 lawyers surveyed from June 4 - June 26 2007. More than half those surveyed, confessed that they had originally wanted to be something other than a lawyer – another comment to check through the data analysis because if this is true it could be a demotivator in terms of change – they may feel they have already 'given up' enough for the profession.

Although it is possible some firms may not change, it is clear that the market is facing serious upheaval. Powerful competitive forces are being unleashed and the very traditional business models could be swept away in what some experts are calling 'the big bang for the legal profession'. As discussed, deregulation is pushing the expansion into new markets and sectors.

Table 1.1; Movement from Law Profession (Hoare:2007)

Reasons for being unable to leave the law profession
The possible drop in salary - 70 per cent My family's needs - 37 per cent I feel I am too old to change career - 27 per cent The cost of re-training for something - 26 per cent I don't have the right qualifications for what I really want to do - 23 per cent Apathy - 17 per cent The possible drop in status - 14 per cent The stress of learning new skills - 10 per cent The area I want to enter is too competitive - 8 per cent
Those wanting to leave would like to move to:
Other - 27 per cent Private sector firm (e.g. limited companies and PLCs) - 24 per cent City (investment bank, private equity etc.) - 9 per cent Education/ teaching - 9 per cent Charity/ voluntary sector (e.g. charitable companies, churches) - 6 per cent Other public sector employer (e.g. NHS, police, armed forces) - 5 per cent Nationalised industry or public corporation (e.g. post office, BBC) - 2 per cent

The way that firms respond is a practical example of organizations deciding who they are as a collective and enacting that sense of collective self, given the external and internal issues they face as an organization (Weick,1993; Carlsen,2006). The change in individual and organisational identity required, need not be a major transformation although that is possible (Albert & Whetten, 1985; Diamond & Zalesnik, 1993; Elsbach & Kramer, 1996; Albert, Ashforth & Dutton, 2000; Gioia, Schultz & Corley, 2000). It can include the day-to-day work necessary (Leana & Barry,2000) to ensure that 'who they are' aligns with 'who they want to be' and 'who they need to be' as the organisation moves through its institutional and competitive environments. In order to simplify the complexity of context and influences for the senior partner, I developed a diagram (Fig.1.4) to demonstrate the identity context to be considered.

Fig. 1.4; The identity context of a law firm partner (Vanson, 2010)

ROI

Industry, clients. External context

Deregulation

Competition

Firm

Tactical/ operational plan

Strategic plan

Identity of Partner

Stakeholders

Culture

Organisation

People

HR Systems

HR/OD Strategy

HR/OD

Ethics, duty of care
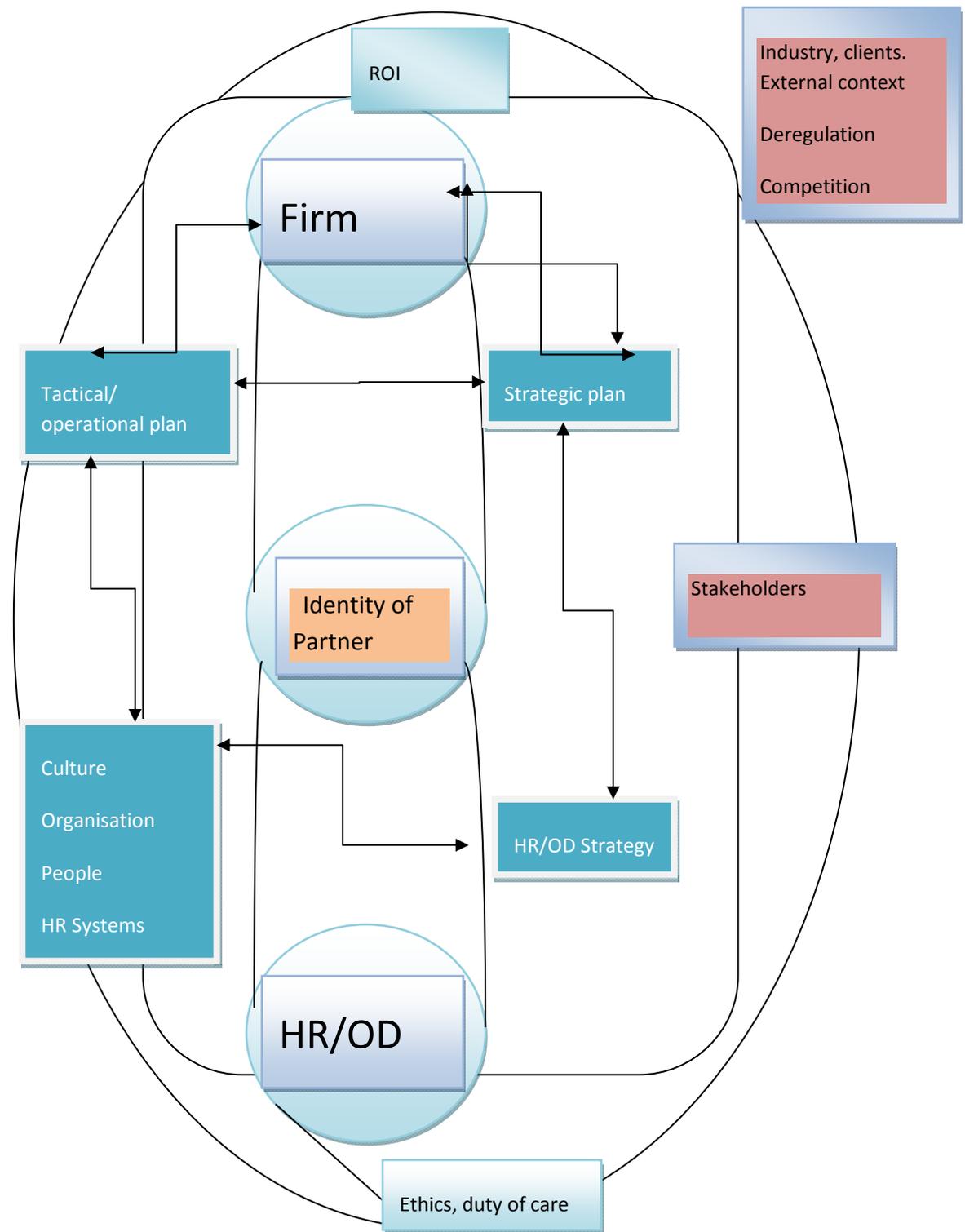
To summarise so far, existing studies e.g. Hever (2005), have not completely integrated levels of analysis. The individual professional is fundamental to the functioning of the firm and the firm sells him or her as an individual brand. At the

same time the professional context plays a vital role in shaping and constraining the strategic choices available, and the behaviours and beliefs of the professionals within them.   By neglecting to align the individual, and organisational level of analysis, researchers are too often left with a distorted perspective of the phenomenon they are investigating and hence the suspicion that this 'alignment' is key to the future development of the legal services firm.

1.3 THE RESEARCH QUESTION BEING STUDIED

Aligning identity in the legal service firms of the future.

Do partners in legal service firms possess the core characteristics of identity to work in alignment within the firm?

This research is very much concerned with an area where transformational change in individuals can occur and the need to understand what is happening from the 'inside out' so that the impact of the change is systemic, positive and can impact the wider context. To ensure integrated commitment, change needs to happen more at the individual identity level than before, so instead of refocusing on the environment, behaviours, capabilities and limiting beliefs which are well documented in the careers literature (reviewed in the next chapter), I have chosen to move straight into the identity level.

After a discussion of appropriate literature, I will generate an appropriate design and methods and carry out practical research with senior partners of the legal profession in large UK law firms. I am particularly looking to find how senior partners are

motivated or not by the difference and similarity of their individual and social identities and the impact of this on their contribution to the firm.

Having gained and described my research findings, I will distinguish between overall outcomes for individuals and any specific analysis between groups, review these against the literature and finally share my conclusions and recommendations including any limitations of this study.

The final chapter of this research project will link back to the personal aims of my DBA purpose statement and reflect on my own personal and professional development during the process.

In the next chapter I explore the current literature to find out what has already been done and where previous studies and findings can be generalized to inform this study.

INTRODUCTION

Chapter One introduced the imminent changes to the UK legal profession and discussed the impact and relevant responses by firms and their professionals. This literature review builds on this introduction by providing a background to the theories and studies pertinent to this research, with the aim of furthering the research enquiry into the alignment of identity in legal service firms. This starts with an explanation of my focus, an understanding of alignment and then defines what 'identity' is, according to previous research. Secondly it reviews identity at the individual (senior partner) level followed by an investigation into the group (law firm) identity and then reviews examples of identity threats. The last section discusses the importance of salience, balance, groundedness and connection to identity, the environment and the identity of the holistic system.

Due to the size of this study, some boundaries have had to be drawn. I have chosen to exclude the work on the 'psychological contract' (Hailey, Stiles and Truss, 2005) because it centres around motivation and emotional commitment which would be categorized at the transactional (behavioural) levels of the network of logical levels which are explored later.

Initial reflections about these legal partners, suggest a constant search for self and 'being' authentic, finding meaning in what it is to be who we are. There is an interplay or dynamic here between;

- Self as 'subject' where 'alignment' is a quality of experience
- Self as 'object' where 'alignment' is a characteristic

- Self as an 'evolution' where 'alignment' is a favourable progression.

THE PROFESSIONS

This study has deliberately not included all of the careers literature and work on the professions, although some of that work has been referenced to provide some understanding of the current position. The careers literature was useful pre reading for familiarization with the concepts of professions such as the delineation of the organization of professional markets, status and the conflict between the professions and bureaucracy which fluctuates according to environmental factors (Larson,1977). The definition of professional work is transient and depends on the challenges and make-up of the groups and a detailed analysis of professionalism and power. It was useful examining the relationship between professionalism, knowledge, the state, social stratification, organizations, bureaucracy and social power (Abbot, 1988; Hanlon,1993; Macdonald,1996; Aharoni,1999; Ciancanelli,2002). The role of knowledge informs the debates about the future of the professions. It was useful to note that authors often cite the profession of accountancy (Broadbent, Dietrich et al. 2002, Brock, Powell, et al. 2006, Cooper & Robson, 2006), where challenges were faced during deregulation, and in contrast to the professional ethos of a decade ago, the emphasis for accounting firms is now firmly on being commercial and performing a holistic service for the customer. The literature found that the emphasis on fraternity and collegiality has reduced in professional firms, and e.g. there is competitiveness within accountancy firms as partners have to cultivate business connections and bring in clients (Aharoni,1999; Ciancanelli,2002). Accountants are retained and/or promoted according to their ability to raise revenues and increase profitability, and are tightly controlled through cost control, personal supervision and

quarterly appraisals. It will be interesting to see whether this gets repeated in the legal profession, although the structuring of the profession is outside the bounds of this thesis (Hanlon,1993; Aharoni,1999).

The emergent characteristics of the new firms and people within them need to be understood (Mayson,2007). Professionals such as lawyers can reach a point of career stagnation and lack of entrepreneurial behaviour and can make their firms increasingly similar as they try to change them. A natural selection occurs as those who are less fit for purpose are weeded out and the more powerful people in the successful organisations end up controlling the professional system e.g. being advisors to the Law Society, adding to the similarity and explaining why many firms end up having the same structures even though they have evolved in different ways (Di Maggio & Powell,1983; Greenwood & Hinings,1988; Greenwood & Hinings,1993; Di Maggio & Powell,1994). Brock, Powell and Hinings (1999) summarise much of this previous research and conclude that the classic models of bureaucracy and professional partnership no longer fit the changing and dynamic environment of law firms. As a result of the legal services reforms law firms will need to restructure and possibly refinance to consolidate, to recruit, train and promote sensibly, and to engage in even more sophisticated systemic strategy and management (Chellei 2009). It would be useful in my data collection to understand what led partners to enter the legal profession and particularly how they became partners.

 The developing notion of professionalism and its contradictions develops the fragmented legal profession into the two separate segments of specialist lawyer and entrepreneur (Hanlon & Shapland ;1997; Brock, Powell and Hinings,1999; Broadbent, Dietrich & Roberts,2002) and suggests whilst the profession will not disappear, plans for the future of the profession cannot be based on the behaviours

of the past. This is a fundamental step forward as the legal profession is possibly the last bastion of specialist professions to be deregulated and the most traditional. (In Chapter 4, I investigate the two roles of 'lawyer' and 'partner' as part of data collection and debate whether there are any issues in aligning the two).

Some of the literature (Larson,1977; Di Maggio & Powell,1983; Greenwood & Hinings,1988; Greenwood & Hinings,1993; Di Maggio & Powell,1994; Brock, Powell and Hinings,1999) is 10 or more years old now and is still consistent with what is happening, demonstrating the very slow pace of change in the profession and suggesting that there may be much to be gained by paying attention to similarity and incremental change as well as variation in structures. There is interest in defining the norms and standards that shape and channel behaviour e.g. in individual competences, as resiliency and adaptability have become more important than organisational commitment, and individuals are still following traditional career paths because job security has decreased (Vockell, 2006). There is a lack of interest from lawyers in working with organisational structure, design and development and no understanding of timing of critical interventions (Empson,2007). Decisions are based on previous evidenced learning and experience although, these are so embedded, the information is processed very quickly so senior partners may not be consciously aware of most of the things they perceive; only becoming aware of them if they consciously direct their attention to them. For the legal profession to change successfully it must get over the conflicts of change and risk aversion, and learn to experience and action new structures and ways of working very rapidly (Vockell,2006; Gladwell,2007, 2008; Sullivan & Baruch, 2009).

Linking this to the context in Chapter One, there are concerns about the personal impact of all this change and the new challenges to the legal profession (Gibb,2008; Lawcare, 2009; Syedain, 2009). Legal partners can live in a world of long hours, alcoholism and substance abuse, in the chase for even more billable hours resulting in personal wealth, while overcoming the threats of mass redundancies caused by the current recession, the 24/7 global economy and the high stress levels of all-nighters and client entertaining. All this affects their physical, emotional and mental wellbeing. Only 10% of law firms have professional indemnity cover for this abuse and only 3 of the top firms admitted to having to take action in their firms (Gibb,2008; Lawcare, 2009; Syedain, 2009). Other factors cited by these authors include;

- 66% of 100 law firms interviewed refused to answer questions about their alcohol abuse policies (Gibb 2008).

- One eighth of patients at a psychiatric practice in The Priory Group is made up of senior lawyers amongst whom substance abuse is endemic. This suggests that those who can afford it are seeking help, there is concern about those who can't (LawCare,2009).

- LawCare charity says that 30% of male lawyers and 20% of female lawyers drink to excess (LawCare,2009).

- Alcohol Concern state that the death rate from liver cirrhosis among lawyers is double the national average (LawCare,2009).

- Jim Baxter, editor of Legal Business said that lawyers are left to their own devices and firms do not generally show moral responsibility or a duty of care (Gibb, 2008).

There is evidence of cocaine clubs in the basements of law firms and unlike other professions such as medicine and teaching, the legal profession '*does not give a damn as long as you are profitable*' (Gibb,2008). Drug and alcohol abuse has increased by 68% during the last decade, along with a need for employee assistance programmes, walk-in wellness centres and fitness centres to support stressed individuals (Gibb,2008; Syedain, 2009).

This personal impact of change develops work from Triage Healthcare & John Hopkins University (2007) calculating that alcohol abuse among UK lawyers is double the national average, 26% of lawyers have used cocaine, lawyers suffer four times as many depressive illnesses as non lawyers and their rate of suicide is six times that of the general population. The pressures of the 2009/2010 recession, coupled with high levels of anxiety feed these habits. Vocational professions such as medicine and teaching take personal supervision and counselling very seriously, whereas in the more commercial and high profit generating professions such as law, professional supervision is integrated into performance management and personal supervision and support is negated with requests for counselling perceived as a weakness (Gibb,2008; Susskind,2008; Syedain, 2009). The need to plan in new ways (Hanlon,1999) provides a springboard for this research into what needs to happen for senior legal partners to succeed in the future.

2.1   WHAT DOES ALIGNMENT MEAN IN THE CONTEXT OF THIS RESEARCH?

In the challenging environment of credit crunch, recession and higher than average stress at work, it would be helpful to have a 'glue' that bonds and builds group working in a seamless and unconscious way to ensure the success of the individual partners and their firms in the future (Brock, Powell and Hinings,1999; Broadbent,

Dietrich & Roberts,2002; Sanghera,2007; Hoare,2007; Empson,2007a; Susskind,2008). The outcome of having this 'glue' is 'alignment'.

The term 'alignment' is used in this study to describe both a state and a process. The state being part of the identity that comes from membership of the legal profession or specific firm, and in this case is the overlap (Fig;2.2) between the individual identity and that of the peer group (Dutton, Dukerich & Harquail, 1994).

The process comes from the joining of the 'I' and the 'we' and how the firm unconsciously changes or evolves to stay in balance (Kreiner, Hollensbee & Sheep, 2006). It can be debated as to whether 'I' the firm, exists. This would happen e.g. where a firm had been started by a sole trader, who even when moving to partnership status, held the individual identity of 'being' the firm and the associated responsibility, and therefore was disassociated from the team and a sense of belonging to a collective.

	Lawyer	Firm (peer group)
I		
We	Overlap	
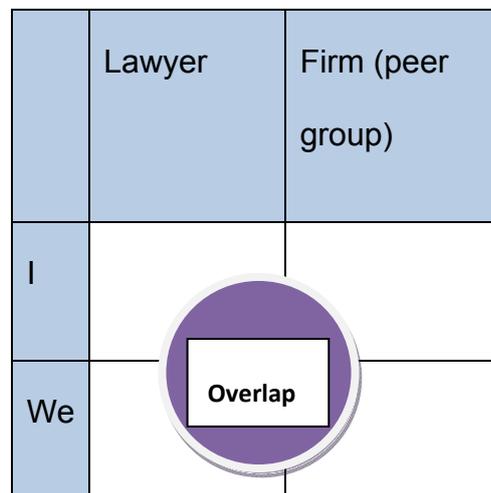
Fig. 2.1; Overlap between individual identity and firm (peer group) identity; (Vanson, 2010)

'Alignment', is different to and more profound than 'co-operation' and 'collaboration', and greater than teamwork. More enlightened firms are moving towards 'collaboration' which is when the sum of the parts exceeds the whole. It involves

people working together to generate something better by drawing new ideas and resources out of each other. Collaboration is the basis of modern team working, LEAN thinking and Japanese Kaisen and Quality Circle work (Womack & Jones,1996) but does not meet the definition of alignment because it is mainly about a conscious behavioural process, although it does provide value and a way to create new work rather than destroying jobs in the name of efficiency. Alignment is more than collaboration and efficiency, more than a behavioural process as it encompasses an unconscious state of 'being'.

Some may debate that this is 'effective team working', but alignment is an unconscious, immediate, unified response without detailed planning, task analysis and allocation of roles in an environment that is ever changing. It is about an evolutionary, flexible and trusting move forward in harmony to build a successful outcome where all contributions are respected and built on. There are many more definitions of 'alignment' with some examples shown in table 2.1.

There are several shared opinions and judgements about the components of alignment (Bourgeois,1985; Ensley & Pearce, 2001; Evetts, 2002). These include; levels of agreement, perceptions, opinions and ideas, common decision and overlap - but not cloning of mental models and belief structures. These judgements start to provide a fundamental premise for alignment and yet from observations, alignment is more than this and is also about passion, innovation, striving, and personal and organisational growth. There is an interaction of emotion and strategic action using an interplay between receptivity, mobilisation and learning that makes it more than, albeit closely related to Emotional Intelligence (Sparrow 2006). Huy (1999) underpins alignment with conclusions about how paying attention to the micro dynamics of emotion can generate macro changes at both the individual and organizational level

with 'emotional intelligence' facilitating change and social adaptation at the individual level and 'emotional capability' at the organisational level. Emotional intelligence seems to be the facilitator of alignment.

Table 2.1 Definitions of 'alignment'

Reference	Definition
Encarta.com 25/4/2009	Position, arrangement, placement, configuration, orientation
Encarta.com 19/5/2009	Alliance, association, coalition, support, affiliation, grouping
Based on WordNet 3.0, © 2003-2008 Princeton University, Farlex Inc.	alignment - an organization of people involved in a pact or treaty, the act of adjusting or aligning the parts of a device in relation to each other;
Collins Essential Thesaurus 2nd Edition 2006 © HarperCollins Publishers 2005, 2006	ALLIANCE, union, association, agreement, sympathy, cooperation, affiliation LINING UP, line, order, ranging, arrangement, evening, sequence, regulating, adjustment, coordination, straightening up, evening up
Business Dictionary.com 19/5/2009	Corporate: Linking of organizational goals with the employees' personal goals. Requires common understanding of purposes and goals of the organization, and consistency between every objective and plan right down to the incentive offers.
Webster's New World College Dictionary Copyright © 2005 by Wiley Publishing	an aligning or being aligned; esp., arrangement in a straight line a condition of close cooperation a new *alignment* of European nations, a line or lines formed by aligning
Compact Oxford English Dictionary of Current English, 3rd edition. June 2005	place or arrange in a straight line or into correct relative positions. (align oneself with) ally oneself to.
Oxford Advanced Learner's Dictionary, Oxford University Press, 2005	arrangement in a straight line: the alignment of the sun, moon and earth at a particular time , bone in my spine was out of alignment. political support given to one country or group by another: Japan's alignment with the West
Maximum Achievement: Strategies and Skills That Will Unlock Your Hidden Powers to Succeed by Brian Tracy,1995	A balance of thoughts, feelings, emotions, goals, and values.
Lookwayup.com 19/5/2009	place in a line or arrange so as to be parallel ; *"align* the sheets of paper on the table". align oneself with a group or a way of thinking . align with; be or come into adjustment .

For the purposes of this research I therefore define 'Alignment' as *'something that is dynamic and constantly flexing and changing so that it adjusts in relation to other objects, tasks or people and can survive in a multiplicity of environments. Alignment is a state of continuous, unconscious and flexible 'flow' or 'being'* (Vanson,2006).

This is similar to Values Alignment which occurs when the values of an individual are aligned to the values of an organisation (Merlevade,1997; Barrett; 2008). When the values of the organisation are focused at the lower levels of consciousness; environment, behaviour and skills, and the values of the employees are focused at the higher levels; belief, identity, purpose and self actualization; frustration will set in. If the other way round, a development need is provided for employees. Where individual, team or group and organisational values are aligned, organisations tend to be more customer focused, more successful and more involved in community service (Barrett & Beeson; 2010).

Lack of alignment leads to being inward looking, bureaucracy and stress and makes it more difficult to hire and retain talented people (Dilts & Delozier,2000). I question whether alignment in a law firm is a collection of components (emotional intelligence plus social adaption, emotional capability, external (client) focus and shared values) that are fuelled by the internal 'drivers' of a senior partner. When the components are manifested externally (as behaviours) they enable that partner to contribute in a unique way to the greater good of the firm which enables the positive sustainable growth of all stakeholders. These behaviours will be investigated in the primary research.

The definition of 'identity' has complex, historical complications, deriving from the early work of Le Bon (1895), Allport (1920's) and Erikson (1950's). By the 1970's the word had a meaning in daily language and social science, and in the 80's and 90's research was taking place in the social distinctions of class, gender, sexuality, and other social categories (Horowitz,1985; Hogg & Abrahams,1988; Bloom, 1990; Smith, 1991; Laitin,1999). There is still a lack of clarification as identity appears to be a moving process, experienced differently both by individuals and by context, with a dynamic interplay between both. Some theorists (Berzonsky,1994) describe content and other process, which can be perceived as illogical by those with a logical, analytical mindset who discuss the distinctiveness and oneness, while allowing for blurring and dynamism (Albert, Ashforth & Dutton,2000). Those who are more conceptual and spiritual discuss the multiplicity of beliefs, values and identity as stages en route to systemic being and congruence (Dilts and Delozier,2000).

IDENTIFICATION AND 'SELF';

An expanded model of identification started with Dukerich et al (1998) and continued with Elsbach in 1999, and Kreiner & Ashforth in 2004. They defined the concepts of *'under identification'* and *'over-identification'* where the overlap between an individual's identity and a social group's identity is either deficient or excessive. In the excessive state the self gets lost and there is little or no perceived uniqueness. What the partner thinks about the firm or suspects others think about the firm will affect the way s/he thinks about him/herself. When partners identify strongly with the firm, the attributes they use to define the firm also define them. The converse is also true if the partner does not identify with the firm and the partner's self concept

contains the opposite characteristics to those identified in the perceived firm's identity. This represents the 'darker side of identification' (Dukerich et al, 1998;247) and could come at great cost to the firm where revenue is generated by 'selling' a named partners as 'expert' and the partner's loyalty is to self rather than the firm. When this happens partners and their silo are more easily acquired by competing firms in lateral moves, depleting the expertise of the original firm.

Merriam-Webster's Dictionary (various editions including 2009) defines *self* as "the union of elements (body, emotions, thoughts, and sensations) that constitute the individuality and identity of a person." A person's *sense of self* is a result of that person's map of this union of elements which makes up his or her identity. It is a result of self-reflection and is subject to deletion, distortion and generalization as can be seen with the overlaps in Fig 2.1. Foucault (1977) debates ways in which individual subjectivities and identities are constructed and self managed, and uses the metaphor of 'panopticons', allied to quantum mechanics (Franke & aul,1978; Dilts & Delozier,2000; Nielsen, Chiang & Grover, 2002) when a human being interacts with others and becomes 'observed', or becomes conscious of him/her self, s/he tends to become frozen in one state or concept such as that of 'idealised self' which may be different from 'actual self'. S/he shows her/his 'best self' to those s/he perceives are judging her/him. Her/his own belief systems then impose another map through making positive or negative judgements of particular elements such as emotions, behaviours, roles, thoughts and comparing these against her/his 'idealised/best self' or how s/he would like to be perceived, and adaptation of this results in the development of 'social self' – how s/he presents her/himself to others and whether this is reality (Foucault,1977). Here is the challenge of managing a different set of multiple identities (*social identity complexity)* and discerning which is

real. In a similar vein, Carter (2008) discusses that the current fashion of British identity studies takes Foucault as one of its foundational thinkers, providing for a philosophical discussion in a study of this type although Rowlinson & Carter (2002) discuss that Foucault lacks clarity and interprets historical facts. Carter et al (2002) favour a more historical form of analysis. In recognising the constructivist approach, the value of metaphor, the motivation and energies generated by all forms of writing, and the differing perceptions of many, this study takes a position between both arguments, acknowledging that Foucault can be made to 'fit theory in a way that is reminiscent of using Shakespeare for management studies.

IDENTITY AND BELIEFS

Taylor(1989:27) argues that identity is a moral code, linked to beliefs that a person uses to guide his /her actions. If core attributes change according to context, so the lawyer may well adopt differing beliefs and values which will affect both self and external perception of identity (Whithead & Russell,1910; Bateson,1972; Dilts & Epstein,1991). There is a debate as to whether this defines identity as a belief about the interpretation of concept of self, rather than reality. Dilts (1990: p133) speaks about beliefs as a process *'a frame that determines how everything afterwards gets interpreted'* suggesting that beliefs are not reality but subjective ideas or interpretation of meaning, ability and self. Furthermore Dilts and Delozier (2000) consider that how individuals take on board identity arises from how and what they identify with and that all identities are beliefs. This can be very rigid and harden into positional bargaining if partners equate identity with moral codes that they believe in and value. If the moral code is also related to the firm then losing a negotiation is not just about betraying self, but also about betraying the firm.   However if the

environment, behaviour, capabilities, beliefs and values, identity and purpose are all congruent then this will affect the impact partners have on the firm in which they find themselves (Dilts and Delozier,2000).

Several theorists (Woodsmall,1995; Hall 1996, 2003) have questioned the concept of identity in Dilts's (1990) logical levels model (fig;2.3) in that it is not logical. I concur with Dilts, building on work from Taylor (1989),that the higher transformational levels; **spirit, identity and beliefs and values**, govern and modulate the lower transactional levels; **environment, behaviours, capability.**

Dilts and Delozier, (2000:518) define that: *'Our sense of identity also relates to our perception of ourselves in relation to the larger systems of which we are a part, determining our awareness of our role, our vision and our mission'* and this both encompasses and breaks apart all the previous work and provides a mass of concepts to analyse and will be taken forward in the following sections by reviewing personal and social identity more closely in the legal application.

Commercial integration
Profession
Firm
Mission or Purpose
Identity
Beliefs and Values
Talent, skills and capabilities
Behaviours
Context and Culture
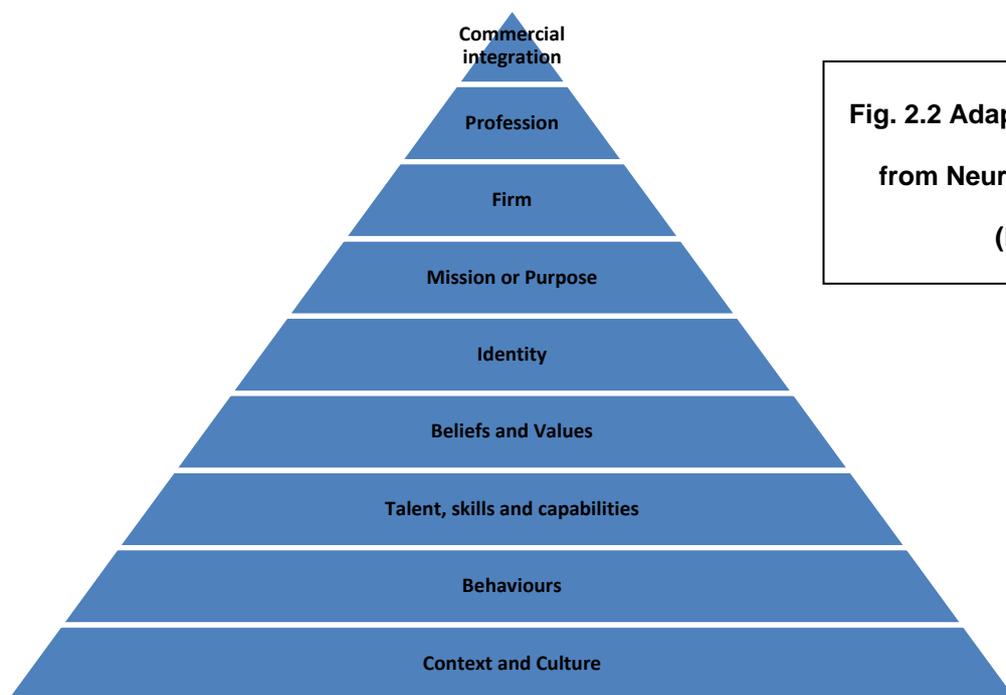
Fig. 2.2 Adapted by Vanson(2009) from Neurological Levels Model (Dilts & Delozier, 2000)

An individual can be perceived as having one identity or being the sum of many identities at the same time (Jenkins,2002 citing Bourdieu), which raises the question of how a senior law partner perceives him/herself if identity is a function that is mobile or fluid (Delozier & Grinder, 1987; Roccas and Brewer,2002; Gordon & Dawes,2005) and humans are able to "identify" themselves with different aspects of their experience; such as particular environments ('Europe" or "British"), roles (a "parent"), capabilities (a "barrister" or "solicitor"), behaviour patterns (an "alcoholic"), etc. The interest for this study is whether the balance of multiple identities works to provide an overall congruence or whether partners who enact multiple identities behave as if they possess 2 or more selves, each with its own characteristic moods, memories, and behavioural repertoire. Are these identities socially constructed and context bounded and is there a self organised, goal-directed, social behaviour geared to the expectations of others?

There is a power in holding multiple identities so that overlap exists between the partnership group and the profession (Roccas and Brewer,2002) whilst there are also major difficulties in profiting from external knowledge (Cassiman & Veugelers, 2006; Huston & Sakkab, 2006) and coping with the acquiring of knowledge to transform understanding and thus grow over time. (Garud & Nayyar, 1994; Zahra & George, 2002; Lane, Koka & Pathak, 2006). Hartmann (1991). Once boundaries are in place they generally become a source of conflict (Ashforth et al,2000) and individuals vary in their preferences for segmenting work. 'Segmenters' prefer to keep their domains as separate as possible, creating and maintaining boundaries while 'integrators' preferred to combine elements of domains, essentially removing boundaries and blending facets and the amount to which they did this depended on

a combination of individual preference and environmental factors (Kreiner, Hollensbe & Sheep,2009) citing Zerubavel,1991).

A self organizing system adapts to maintain relationships with other systems (legal partners) and the environment (the firm) and to express being part of 'something larger than itself' so that the 'ideal self' becomes a shared vision of the future of the group (Boyatzis, 2009). This dynamic, loosely structured and ever evolving concept suggests a complex relationship and an expansive hierarchy between the components of partner, firm and external environment and informs the need to define 'identity', as within this concept identity is a moving point where self relates to others within the sub systems, rather than a fixed point where self exists.

IDENTITY OVERVIEW;

There appear to be three components of identity; individual, relational and firm (collective), and each component is affected by individual social motivations e.g. the law firm's organisational, communication and reward structures. (Brewer and Pickett 1999; Pratt, Foreman et al. 2000). The interplay between the three components suggests that identity has a core but does not stay the same as it ebbs and flows according to the influence in a given context at a given time (Gleick,1987; Wheatley,1992; Wilber,2000; Jenkins,2002; Lawley & Tompkins,2005; Judge,2007; Boyatzis,2009). The way in which the individual and firm components interact is related to the preferred processing styles of individuals and individuals in groups and their behavioural responses (Charvet 1997; Merlevade 1997; Brickson 2000).

The advantage of these identity and identification concepts is that they provide a way of accounting for the identity of the senior partner within the firm. If the senior partner can internalise the firm's identity as a part of 'self' s/he could gain a greater sense of

connection and meaningfulness (Albert, Ashforth & Dutton,2000). This identity can be made up of motivation, persistence, the meaning and the direction of the individual, influenced by collective behaviours. It could be the concept of how individuals acquire and make meaning in life and as such provides a lens for studying change, action and inaction by individuals.

Fig. 2.3 develops the 'identity of the partner component' in Fig. 1.4. taking the partner as self and representing an emergent model of identity (Vanson, 2010) through the groups of which s/he is a part. This is represented as a series of nested loops, each one expanding yet connected to the previous one with identity made up of various fields e.g. a senior partner is a lawyer, manager, strategist, partner, colleague, parent, life partner etc (Pratt, Foreman et al. 2000) which play out when aligned i.e. especially when individuals feel comfortable within the firm and interdependence among stakeholders is high.

The firm's identity develops among the partners especially where there are connections, interdependence and close relationships linking them (Scott and Lane 2000). The firm's identity then becomes sustainable and enduring (Albert and Whetten 1985; Albert, Ashforth et al. 1998; Gioia, Schultz et al. 2000) to the extent that the 'glue' develops to consolidate the identity make-up yet with an elasticity which allows it to evolve over time. Whether partners work on their own or with colleagues to enable this 'glue' will be discussed in Chapter 4.

Fig. 2.3; Vanson (2010) interim model of identity

National context; Political and regulatory system and structure, social and family culture, economy, monetary policies, education system,

National context

Firm

Specilist silo

Silo and Firm; system and structure, colleagues, culture, branding, beliefs and values, professional specialisms, vision and purpose, context, regulatory input, equity philosophy,

Senior partner

Self

Individual; Motivation and confidence, , knowledge & intellect, behaviour, training &development, preferences, personal beliefs and values, professional beliefs and values, role, social class, social group membership, family group &

I surmise that my areas of focus need to be the individual partner, and the firm, the threats to identity and the concept of alignment. Firstly however I review the significance of social identity as this has been highlighted during the exploration of the definitions.

SOCIAL IDENTITY THEORY

Le Bon (1895) postulates that group contexts are the 'off' switch for individual identity and there is no link between groups and self, and self and behaviour. This suggests that if the self is the basis of control then loss of self in the senior partner group means loss of control, because being in the group turns off the identity of the partner for the benefit of the group. Whoever the individuals are that make up a group, whatever their personality, level of intelligence etc, the fact that they are in a group

makes them feel, think, and act in a different manner (a group mind) than they would if they were alone. Group behaviours, beliefs and feelings are very different from the sum of those possessed by the group members, individually (Le Bon,1895; McDougall 1920 reprinted 2009;). This concept appears to be at a transactional level, happening over time and is more about co-operation and is the essence of social identity theory. Le Bon (1895) also noted a denial of personal responsibility within the group and his emergent psychopathology influenced dictators such as Goebbels, Hitler and Mussolini even though it had fallen into disrepute, being firmly rejected by those who believed that identity evolved from intuition and learning theory (Allport,1924).

Allport (1924:295) postulates that there is no notion of collective or group identity, and no psychology of groups, only individuals noting; "*the individual in the crowd behaves just as he would behave alone only more so"*. This phrase (Brewer and Hewstone, 2004 citing Allport) launched many theories and ongoing studies in crowd and group psychology as well as developing work on the individual.

One of the components of 'Identity' (noted earlier) is the individual level which has two parts; social identity and personal identity. (Tajfel, 1982; Tajfel and Turner, 1986; Turner, Hogg, Oaks, Reicher & Wetherell, 1987; Taylor,1989). Social Identity Theory was introduced in 1972 by Henri Tajfel and who defined it as *"an individual's knowledge that s/he belongs to certain social groups together with some emotional and value significance to his/her of this group membership"*. The social identities that derive from the groups individuals perceive themselves to be part of, are as true and basic to self as personal identity (uniqueness). The way in which these two identities come together or not are central to the predictions of the theory and to the

concept of alignment. (Turner, Hogg, Oakes, Reicher and Wetherall, 1987). The extent to which the categorization is deployed is known as *salience* and *salience* relates not only to the relevance of group membership but to a selective change in self-perception whereby people actually define themselves as unique individuals or members of a group. If a partner was to define himself as a member of the partner group s/he would perceive that s/he is interchangeable with members of the group and distinct from members of other groups and yet still unique. Chapter 4 shares analysis of this point.

While Allport (1924) suggested that individuals will progressively internalize the norms of groups to which they belong, and continue to hold these norms as their own even when the group is disbanded, some individuals resist adopting the group's norms and become less popular with their peers (Tajfel & Turner, 1986; Hogg and Abrahams, 1988). The subject group for this study is very specifically senior lawyers and social identity can often manifest itself in occupations, jobs and callings so it becomes the senior partner's self perception derived from the membership of the firm, against whom they benchmark themselves (Turner et al,1987; Barley,1989; Pavalko, 1988; Trice,1993).

Haslam (2001:42) postulates that social identity theory is incomplete and is an *'underdeveloped analysis of the cognitive processes associated with social identity salience'* that fails to appreciate the importance of salience. It does not determine the relationship between personal and social identity or the attraction for individuals to define themselves as members of one group as opposed to another.
The notion of being under developed is compounded by the failure to understand the impact on an individual's state of mind due from membership of a group, or to

consider the effects of social identification on in-group consensual behaviour from macho, bullying management styles to socializing and entertaining (albeit I debate that this is a male perspective and that women could respond differently). Haslam's theory misses the point that the individual unconsciously engages with choice in a range of activities to create, present and sustain personal identities that are congruent with and support the 'self concept' and distinguish one 'self' from another especially in different fields of application e.g. group performance, group norms and work-related attitudes (Snow and Anderson,1987: 1348; Brewer,2003).

Social identity is a categorization of self into more inclusive social groups that reduce the self concept, and through *'identity work',* involves the individual forming, developing, maintaining, strengthening and refining the components that give 'self' a sense of belonging within a given context (Sveningsson & Alvesson, 2003 :1165). This raises a question as to whether individuals use metaprogramme[5] preferences to adapt their identities to suit themselves from some inner belief (internal reference) or to suit the world around them (external reference) (Charvet 1997; Merlevade 1997). Kreiner, Holensbe & Sheep,2006b postulate that individuals leverage the situation for identity growth and that congruence provides safety for some types of growth ('people who are motivated by moving 'towards' goals), whereas incongruence can provide opportunity for dynamic tension to spur growth (people who are motivated by moving 'away from' problems).

Identity growth (Kreiner and Sheep,2006) is about progressive increases in the strengths of one's self concept, coupled with a decrease of perceived discrepancies between real and ideal selves. Kreiner and Sheep (2006) found five identity work tactics that could be used for positive and balanced identity growth; developing

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[5] Common or typical patterns in the thinking styles of an individual which explain why people with the same cognitive structure of their information processing strategies can end up with widely divergent results.

spiritual identity, searching for optimal balance, transforming identity threats, experimenting with possible selves and leveraging congruence. These tactics could vary along a continuum (reflecting my definition of alignment) between those having a continuous orientation and those having a more episodic orientation (Kreiner and Sheep, 2006 citing Tajfel and Turner). They could also have reactive or proactive use, and sometimes individuals can unconsciously use these tactics to respond to identity threats, significant life changes and opportunities such as the legal context of this research. Kreiner and Sheep argue that the search for optimal balance (discussed later) provides a foundation to facilitate the other tactics. I believe this links to spirituality and to explore it is outside the boundaries of this research.

Whether tactics have continuous or episodic orientations, this literature suggests that identity is evolutionary and that the components of comparative or normative fit are a subset of self categorisation theory (Turner & Hogg 1987; Wegge and Haslam 2003) and can produce salience to the group for the individual. The Legal Services Act and deregulation compared to previous situations with accounting firms is an example of comparative fit. It follows the concept of meta-contrast (Turner, Oakes and Haslam ,1994) which maximises inter-category differences and minimises intra-category differences within a particular context. It can occur as a result of perception of differences and alter as a result of changes in a comparative context (Reicher and Hopkins, 1996) e.g. the perceptions of partners within the firm, to the changes occurring as a result of deregulation (an external event) can affect the comparative context and so the comparative fit. The normative fit refers to the content of the differences (what new behaviours, skills and capabilities are required) and is determined by how appropriate the stereotypical perception of the partners is compared to the actual behaviour displayed.

When a person has a skill or talent that is highly valued because the organisation did not have it previously this person can be viewed as a maverick and firms can make deals e.g. a senior law partner, whose habit of drinking to excess was a problem, but was overlooked due to his/her ability to build and leverage relationships resulting in vast percentage increases in turnover to the firm. This example of *complimentary fit* (Kristof,1996) builds on the concept of multiple identities discussed previously and the advantage in this situation is the opportunity for others to learn the relational skills of this individual, and for the individual to learn new skills from the rest of the group including self discipline and management of alcohol habits. S/he can then 'realign' identity, getting rid of the sub-identity of drinker (Ely & Thomas, 2001). Kristof (1996) debates, conversely, about *incongruence,* where the person is still 'the odd man out', but not valued.

When the individual has some aspect of identity which is redundant (e.g. the previous traditional way of partnership working) and is compatible with group members, the opportunity for growth is more difficult to perceive as there is a personal comfort in retaining the status quo and not changing e.g. the well honed characteristics of being a senior and specialist legal partner in a law firm within the context of deregulation. This is an example of *Supplementary fit* (Kristof,1996). Kreiner & Sheep (2008) argue that in this context, and if there is time, the individual has an opportunity to develop from a 'safe haven' perspective, if there is a secure foundation of things that work well e.g. legal practice, s/he could take risks by experimenting with possible selves e.g. commercial ambassador/ business developer. S/he can more easily work with identity threats as the change will be more transactional – building on and evolving what is good, whereas under more turbulent conditions such as *complimentary fit* , where the change is more

transformational, s/he may not feel able to take such a risk because something may be lost rather than evolve. Unfortunately findings in Chapter 1 suggest that legal services firms are leaving it too late and changes will need to be transformational. I question how each partner interacts with his/her environment and how the learned behaviours of the professional role identity sit or not with the unconscious core identity and whether learning from these can contribute to positive transformational change.

2.3 THE INDIVIDUAL LAWYER

The person/environment fit literature focuses on the direct effects of the congruence and incongruence between the individual and the situational factors, and the effects of these on the individual (Kristof,1996), therefore informing the concept of alignment. Early and recent studies postulate that a match between an individual and his/her environment is a basic success factor for job satisfaction (Ostroffe & Schulte, 2007) and this supports the concept of a positive identity being one that enables a partner in a law firm to function effectively, sustainably and in a balanced way within the firm as an 'aligned' individual. (Kristof-Brown, Zimmerman & Johnson, 2005; Judge, 2007; Gerhart,2007).

There is debate about clear distinctions between conscious and learned professional role-identity and unconscious core-identity. The first referring to a 'mask' that could be worn at work, and the second being an 'alignment' within self. The 'mask' could be congruent with the perceived demands of the professional role, but not aligned with self (Merlevade, Bridoux and Vandamme,1997). This incongruence or lack of authenticity takes an evolutionary form which prompts further investigation as to how individuals enter into journeys or rites of passage.

The emerging prominence of papers on 'authentic leadership' and 'authenticity' (Bass ,2002; Luthans & Avolio, 2003; Gardner, Avolio et al,2005; George & Bennis, 2008) have foundations in humanistic psychology and whilst making thought provoking reading, are not a main topic of this research. It is worth remembering that a sub characteristic of aligned individuals, is to be authentic - having compatible understanding of themselves and their lives, being self-referential and remaining true to their core values, identities, preferences and emotions (Gardner, Avolio et al, 2004:802). This authenticity can provide a link between core and professional role identity.

EVOLVING IDENTITY

There are two identity issues; closing the gap between self perceptions of real and ideal selves, and closing the gap between self-perception and other-perception (Kreiner & Sheep,2006). This is not easy and leads to a whole sub set of analysis. Individuals may only notice the 'other-perception if there is an external reference metaprogramme[6] (Merlevade,2004, citing Cameron-Bandler, Gordon & Lebeau,1985, Charvet,1997). These people may adapt and change more frequently as the external environment changes. Individuals who use their own inner feelings, representations and criteria as the source of their evaluation are 'internally referenced' and these people would review the real and ideal perceptions of 'self' as described by their own criteria and so may change less often. (Charvet,1997).

There is a need for personal mastery when shifting identity in the work context, and the more the individual partner (rather than the group) can develop and expand

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[6] External reference metaprogramme is a preference for keeping coherency in their mental processing by referring to evidence outside of themselves e.g. other-perception

identity, the more value can be created inside and outside the firm. (Senge;1994, Cashman;1999).

A focus on the partner's, internal map is not enough so legal partners need to make meaningful conscious choices about how they work with both internal and external perception of identity in order to experience high performance and contribute to the effectiveness of the senior partner group (Cashman,1999; Hever,2005). These external and internal maps are co-dependant in that external events will change the inner perception manifesting behaviours which then change the external perception. (Shannon and Weaver,1948; Watzlawick, Bavelas & Jackson,1967; McLuhan & Fiore,1967; Bateson,1972; Dilts & Delozier, 2000).

There is some sociological construction to identity as it continually flexes and changes very like the rites of passage, experienced by ancient tribes as members journeyed through varying life changes. (Maslow,1943; Graves,1971, 1980). Graves noted that distinct values systems developed and he suggested that the psychology of the mature human being is an unfolding, emergent, and spiralling process marked by the progressive moving from older, lower-order systems to newer, higher-order systems with the corresponding values informing perceptions of self. The systems developed earlier remain in place so providing an increasing repertoire of coping strategies and transformative abilities as the partners take on 'packages' of beliefs and their identity evolves and expands from basic survivor to global villager and beyond (Jung,1958; Campbell,1988; Pearson,1991; Beck & Cowan, 1996; Wilber,1996). It is noted that the Spiral Dynamics model (Beck & Cowan, 1996) alternates between an I' or 'we' orientation as the spiral evolves, suggesting a vacillation between independence and connection as human beings develop. The

state of alignment comes from beliefs about belonging and whether partners perceive themselves to be individuals or members of a peer group, hence the process of working develops from an 'I' or 'we' orientation.

In order to manage personal growth Pearson (1991) postulates that individuals use archetypes as inner guides on their journey as their mentors, with each archetype exemplifying a sub identity. This questions how identity expands as lawyers journey through the hierarchy to become partners, whether each sub-identity or field expands or whether more of them are generated, and whether the archetypes become more positive as challenges are overcome. Pearson (1991) found that each archetype has a lesson to teach and presides over a different stage of the journey that archetypes can help and support other archetypes and this can impact the speed or transformational effects of change. This concept of having an 'inner or 'self' coach could be very relevant to a partner in an expanded role and I question whether the sub-identities become more individualist or more systemic in their thinking as they progress as this could affect the alignment with colleagues. This informs the concept of 'prototypes' discussed in the next section.

Pearson's (1991) thinking, links to Hever (2005) in Chapter 1 and contributes along the lines of individual maps of the world, and could be developed to review how the world is perceived and defined by which ever sub-identity is currently dominating the thinking. This prompts thoughts about personal evolution within the organisational context and whether individuals really understand their sub-identities and find their 'core' and 'who they really are' (Pearson,1991,1996).

In order to sustain an identity change, a person may have to reverse previous habits and learned behaviours and this is why making lasting change requires a strong

commitment to a future vision, especially during times of stress or increased responsibility (Goleman, Boyatzis and McKee; 2002). S/he must engage the power of his/her real self and go inside the internal map described by Hever, (2005). This reinforces a need to ask a question about the Senior Partner's ability to be him/herself at work.

It is worth noting that no alleged benefits for developing any co-dependency of internal and external mapping have been positively corroborated to date (van Rooy & Viswesvaran, 2004; Matthews, Zeidner & Roberts, 2004) and that Lindebaum (2009) has found three barriers to stop law firms developing this;

1. Varying motivational backgrounds and self perception of identities of employees

2. Differences in personal emotional management

3. Influence of male dominated cultures

Focusing on the first and second barriers, Alexander (2002) links emotion to motivation and talks about 'doing what we like from the heart' and when humans really like something they generally agree on it. The main breakthrough in understanding comes when we are able to distinguish the everyday kind of liking (where at a deeper level we do not agree, although shallow politeness suggests we do), from the deeper kind of liking where we do agree and which forms the basis e.g. for shared hobbies and sporting experiences, when 'whole self' is taken to the event. (Hever,2005). This awakens real liking in colleagues who find themselves more in touch with their own and real selves and therefore connected to others and liberated from the opinions, concepts and ego they are bound with at work. The question is

whether this concerns multiple identities or a deepening and broadening of one core identity. These reflections on lawyers form a concern as to whether there is a deeper issue to explore and that their engrossing hobbies (marathon running, rugby, rowing) are compensation for the unacceptability of emotional displays at work. These highly competitive hobbies enable the lawyer to reconnect to their emotional or kinaesthetic needs whereas lawyers have been trained to be rigorously analytical (Linowitz, 1994; Daicoff,1997; Johnson & Broder, 1997). This could be interpreted as devaluing the expression of non rational qualities such as feelings, values and intuition. Kreiger (1998, 10/11) suggests these should be "*acknowledged as occupational hazards of the profession and dealt with consciously".* The metaphor of right and left brain, suggests that the debate is about the 'wholeness of identity' rather than multiple identities. An area for future research could probe whether the non rational qualities, which are more attributable to women, may have been suppressed as a result of the male domination of the legal profession (Lindebaum,2009).

To sum up, the path towards growth and change of an identity is increasingly defined as an ongoing quest for transcendence or something greater than oneself i.e. the new partner! (Ashforth & Pratt,2003; Kreiner & Sheep,2008). This is the real place for a level of personal development. This loosening of being 'legal expert and head of silo' to embrace more of the aligned, generic and strategic role of partner is about enhancing self-concept and can be marked by 'alignment' as well as connecting to 'something greater than the silo', so generating an overall positive identity. I am curious here as to whether this differs from partner to partner? I plan to ask a question about whether partners feel similar or different to their colleagues in order to collect evidence about this. Applying this reading within the context of legal

service firms raises further questions for me;

1. Whether the partner has the ability to communicate and integrate with a more expanded identity than themselves, so I need to discover what characteristics make up the role of partner, how individuals compare themselves to those characteristics, and how they cope with difference.

2. What is core to individual partners and have any attitudes changed over time, from what to what and what kinds of events have prompted those changes.

3. How the partners manage boundaries between home and work and do they continuously open up possibilities for change and freedom as Foucault (1984,2002) debates, by questioning the role a human being plays in his/her own subordination, self creation and self fashioning. Do partners have the confidence to take the risks that are needed for change?

This all relates to alignment of identity within the individual and within the firm, and whether these partners become more or less stable with change?

What I am looking for is a bridge which optimises the two and so need to understand more about the group or the firm.

2.4 THE GROUP OR FIRM

Hogg & Abrams (1988) present the argument of Muztafer Sherif against Allport's work, discussing how the role of a group influences perception, and the development of group norms changes the nature of the individual. Hogg and Abrams (1988:173)

question who is influencing who, what is it to which the group conforms and what is . the connection to a motivation to change. This could be an issue under normal trading circumstances and is exaggerated when the foundation of a law firm is rocked through deregulation, recession and credit crunch. Partners need to make shifts to align with new, externally imposed norms while maintaining or revising the internal group norms. Many individuals are required to change much like a change in national identity (Bloom,1990).

DEVELOPING IDENTITIES IN THE FIRM

Similar to Archetypes and Spiral Dynamics discussed earlier, partners may display attitudinal, emotional and behavioural similarity to the group prototype[7] (Moreland, Levine and McMinn,2001;96). This prototype-based depersonalisation is a core part of social categorisation and helps with the understanding of the social behaviours in the firms and phenomena such as leadership styles, development of sub group or divisional teams, and impacts of mergers and acquisitions of firms. (Hogg & Terry,2000). The managing partners develop influence, when they are the most prototypical member of a group and modify their attitudes and behaviours to those defined as normative to the group when they learn what those behaviours may be. They could view their work as a 'web of relationships. (Turner, Oakes and Haslam1994; Mirvis,1997; Hogg,2001; Hogg & Haines,2001; Van Leeuwen & Van Knippenberg,2001;Dutton & Heaphy,2003).

The firm context may provide role models that aid the co-construction of valued identities prompting a need for work on employee rebranding as part of ensuring strategic understanding and planning. This can occur at three levels (Hogg,

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[7] A prototype is the mental image of the person who best represents the group

2001;123)

1. Individuals join a relevant group (the firm) and category (partners)

2. They learn (either consciously or unconsciously) the stereotypic norms and attributes of that group and principal aspects of how the category is defined (social and technical competences, performance targets and cultural 'unwritten' rules of the firm)

3. They take on group norms and conform to the normative group behaviour (the firm's values sets, agreed competencies including behaviours and the ritual and routines of daily firm life) whether they believe in it or not.

This section has shared a fundamental part of social categorisation theory which underpins and develops into social identification.

CATEGORISATION AND IDENTIFICATION

The intensity of self-categorisation is dependent on the size of the group, and self-esteem from the group status, both being independent of each other. In addition to a personal identity, which distinguishes them from others, individuals hold social identities, derived from social groups and having shared characteristics even memories, (Ellemers, Kortekaas & Ouwerkerk, 1999), and I suggest that this could determine a membership of a similar or relevant group (firm) which would enhance positive self esteem.

The notion of social comparison informs a third concept, where a positive self concept is part of normal psychological functioning and that in order to evaluate themselves individuals compare themselves with similar others. (Festinger,1954; Tajfel and Turner,2001; Poulter,2006). There is room for ambiguity and lack of

control and some evidence (Poulter,2006) to suggest parental influence at an identity level. This could be a valuable perspective to probe as many lawyers come from families where generations of lawyers have served before them. As discussed earlier it will be useful to ask whether they recommend their children follow in their footsteps.

Ellemers (1999, 2001) adds that for groups to be assessed or measured for value and worth, there have to be other groups to use as a comparison and that it is the extent to which people identify with a particular social group that determines their inclination to behave in terms of their group membership. Social identification is primarily used to refer to the emotional component as opposed to the cognitive component of self categorisation. These social identities can include categories such as race, gender, occupational roles, organisational membership and holding multiple identities could be seen as threats to individual uniqueness unless managed (Ashforth, 2001).

Social identification shapes not only self-perception in relation to group members but also in relation to perceived non-group members (non legal partners in this case). These non legal partners may be viewed less positively as less trustworthy and, competing, causing rivalry due to perceived dissimilarity. (Turner, 1984; Turner, Hogg, Oakes, Reicher & Wetherell, 1987; Jetten, Spears & Manstead, 1996; Kramer et al 1999). This causes distrust and a relational distance which will influence the legal partners' response to their changing world and could slow down commercial response where they do not value the generic business skills of their non-legal peers.

Devalued groups use three strategies to gain positive self-esteem (Jost, Elsbach et al,2001);

- individual or social mobility (when a partner and team leave one law firm and move to another where they are welcomed and they perceive are more highly valued, and so they quickly adopt the values and identity of the new Firm)

- social competition (either through excelling at hobbies or professional expertise in order to gain recognition). This works better when individuals or silos work together as an in-group, however non members and other groups can perceive this as a threat) e.g. The Medical Law Team at XYZ LLP or the cricket team at ABC LLP.

- social creativity; this happens when new measures of comparison are introduced e.g. 'the commercial team', 'the strategy group', although Hogg and Abrams (1988) argue that this does increase the status of the team but may not help individual self esteem.

OPERATIONALISING INTERACTION

The first degree of interaction in a law firm is leadership (Boyatzis,2009). The second degree is the formation and use of reference groups allowing interaction between all hierarchical levels. Without Leadership there cannot be an emergence of desired and sustainable change (Boyatzis,2009). For larger change however – such the industry wide implementation of the Legal Services Act, the change needs to be formed around a theme, often defined in terms of beliefs and values and it becomes a reference group, often now called a social identity group. These groups enable large firms, even industries to engage in intentional change albeit Boyatzis (2009)

postulates that to change in desired ways needs intentional effort from the partners to synthesise the change from meaningful experiences to guide and reignite employees to make the firm a better place.

Employees will negotiate boundaries to provide an interface between personal and organisational identity which is open to influence, prone to merging aspects of categories and at the same time closed to influence and divides or segments aspects of categories (Hartmann,1991; Katherine, 1993; Ashforth, Kreiner & Fugate, 2000; Ashforth et al., 2000). Once boundaries are in place they can become a source of conflict (Hartmann, 1991; Ashforth, 2000) yet they provide a flexible medium between a partner and the firm. Individuals vary in their preferences for segmenting work; 'segmenters' prefer to keep their domains as separate as possible, creating and maintaining boundaries while 'integrators' prefer to combine elements of domains, essentially removing boundaries and blending characteristics and the amount to which they do this depends on a combination of individual preference and environmental factors (Kreiner, Hollensbe & Sheep,2009; citing Zerubavel, 1991). This will be probed in the data collection for this study, by asking about boundaries between home and work, expectations of the firm and the ways in which partners feel similar or different to their colleagues.

2.5 IDENTITY THREATS

This literature review covertly supports a presupposition of Neuro Linguistic Programming (NLP) (Dilts & Delozier; 2000) ; *the map is not the territory* (Korzybski,1994) - based on a belief that humans construct their own model of the world and what may be perceived by some as threats are opportunities to others.

The concept of identity threats has come to the fore several times already through the work of Sutcliffe & Vogis (2003) on resilience, Elsbach (2003) on 'sense of self', and Kreiner & Sheep (2008) when they separated five types of identity work. This recurring theme needs further investigation.

Reflecting on what could happen when there is a mismatch between role and core identity, where the individual may not believe internally who s/he is expected to 'be' to the external world, leads to the area of 'Impostor Syndrome' (Clance, 1985; Langford & Clance, 1993; Clance, Dingman & Riviere, 1995) which develops from a limiting belief that 'I' am not good enough, and therefore affects the confidence required to evolve the professional identity. Clance (1985) discovered that many professionals believe themselves to be frauds – disbelieving their talents and deservedness and sure that their success is just 'luck'. They seek reinforcement and praise for their stamina and hard work. They negate the behavioural feedback and then become miserable because they never measure up to their own expectations, they work harder, longer become more stressed and then take on additional study or personal development in order to 'keep up' which results in health problems e.g. female legal partners are one of the largest markets for fertility clinics as they invest whole life in their career and then realize too late that they wish to start a family (Susskind,2008). Clance (1985:23) states *"companies do not consider all of this and recruitment policies start a 'set up to fail' cycle."*

Hay (1996) cites Clance (1985:25-28) in a review of the profile of Impostor Syndrome in the 'ego state' or parent, adult, child' model from transactional analysis, where the individual can be pulled out of adult and into child or parent responses according to given situations. Clance (1985) finds that the senior partner (child ego) is affected by limiting beliefs transmitted through the firm's behaviour (parental ego)

that then gets reinforced by other senior partners, professional managers and role models and that lack of counter-acting processes in firms result in an internal mantra or racket script (Steiner,1990; Karpman,2009) which runs from a perception by the individual that s/he is a fake. Much of Clance's work is developed with the same theme, through the writings on the 'father factor' referred to earlier (Cashman,2000; Hall and Bodenhamer,2000; Poulter;2005) .

A core driver of this study is the tension in these partners within a rapidly changing and evolving context and it was worth examining the older contributions of Breakwell (1986) who identified coping strategies to identity threat but did not review how an individual works with the tension between the uniqueness of personal identity and the social identities of his/her context. Updates on Breakwell's work discuss that individuals learn to dissociate from, or compartmentalise their own feelings, values and sense of 'who they are', which can disconnect them from their 'core self' (Kronman, 1993; Linowitz,1994; Johnson & Broder, 1997). Lawyers generally act as agents for others and therefore learn to value the ability 'to advocate', even in positions contrary to their own conscience. Other impact on image preservation (Schwalbe & Mason-Schrock, 1996; Bartel & Dutton, 2001; Roberts, 2005;) includes the externally driven aspects of identity, (which is fine if there are only external drivers) and not the internal processes of identity creation, adaption and maintenance which drive what individuals do for and by themselves to work on their identity. This distinction is important for this study because if the research is restricted only to the image aspects, the understanding will be limited to this restricted range. The reverse may also be true, that internal identity is affected by external identity as discussed earlier; e.g. if a legal partner consciously lives a façade, eventually that façade may be internalized and become an unconscious

characteristic and this contributes to another question in the data collection about the ability to be oneself at work.

Further threats of identity conflict occur between teams and/or silos within the firm as when identities are implicated in conflict, the conflict tends to spiral out of control and it is difficult to dissociate from it (Northrup, 1989; Rothman, 1997, Rouhana & Bar-Tal, 1998). When partner identities as expressed by firm affiliations are threatened, conflict inevitably follows and traditional methods of conflict management can make the issue worse (Rothman,1997) because conflict can later affect partners' behaviours and distort communication (notably reflected in the lower levels of Dilts' (1990) logical levels model discussed previously).

Partners can transform an identity threat through two forms of reframing (Ashforth & Kreiner, 1999); *neutralising* diminishes the negative value of the threat and is the advice usually given to partners facing threats so that their identity is no longer threatened but preserved. Ashforth and Kreiner (1999) argue that this is an ineffective tactic for identity growth and merely provides a coping strategy as it offers little opportunity for self reflection and subsequent learning and change. The alternative response they suggest is *infusing,* which offers more opportunity for positive change and where partners can draw on various resources such as beliefs, occupational even religious ideologies, or previous successful strategies. The partner will infuse the threat with a positive element drawn from past experience and with a future and generative orientation.

Rather than using reactive or emotional tactics partners can overcome some of the tensions by using strategies for identity management set in the context of the organisation (Thoits,1983; Pratt and Foreman, 2000; Ashforth & Johnson, 2001)

1. Compartmentalization; preserving multiple identities without seeking synergy between them (lawyer, specialist, guru, partner, strategist, author)

2. Deletion; ridding oneself of a particular identity (lawyer to generic strategic partner)

3. Integration; fusing multiple identities into a distinct new one (professional services consultant working at partner level)

4. Aggregation; retaining all distinct identities while retaining links between them.

Partners' energy should be used to work toward a solution (Kreiner & Sheep; 2008) using 'identity threat jujitsu', where the individual uses the strength of the attacker for his/her own advantage merely than just responding with equal force. This principle can be applied to increasingly use the force of the threat itself as a catalyst for increased self awareness and positive change.

It is important to note the collective sense of 'who we are', (Corley et al,2006) based in the partner perceptions that make up the collective. Literature on organisational change can paint a bleak picture where significant amounts of resources are spent pushing through identity labels that meet with fierce resistance and then change becomes a degenerative process in professional firms (Ashforth, Harrison & Corley;2008).

Focus on personal balance could make a huge difference in the evolution of legal services firms, however partners are either segmenting; retrenching and focusing on the task in hand, with a five year horizon at most, or integrating; paying attention to team relationships, at a shallower and behavioural level in order to get things done 'get buy in' to the task in hand, forgetting about their own personal influence and contribution (Susskind,2008). Law firms are investing vast amounts of capital in their environments, to get the space right, and as discussed previously in the tactical skill and capability development of their people. Beliefs and values can often be espoused by the partners and developing the firm in this way is neither long term nor sustainable as John Higgins of Ashridge Management College postulates*" Freud never mentioned shareholder value and to put this at our core is absurd. We need to dig deeper to find out what truly drives us in life and then translate this back into our work context. If we find it impossible to make the two worlds congruent, then a fundamental change is essential."* (Deering 2002).

The challenge for legal services is not just about congruent work: life balance, but about the individual congruence of being a lawyer and legal partner, within a successful partner group and firm, in the deregulated world that is creeping up on them. Bearing this in mind I will probe as to whether my sample group have considered pursuing other roles and/or what advice they would give to new entrants to the profession.

These strategies go a fair way to my concept of 'alignment' and give some indication of 'balance' and yet leave a gap due to the amount of cognitive decision making needed. A resulting identity imbalance could be emotionally draining and take precious resources away from effective performance (Ashforth, 2001). The notion of

alignment is helpful to pull together identity, multiple identities, individual and organisational balance. The current changes from the Legal Services Act, coupled with the challenges of credit crunch and recession, demands total attention to the day job and firms have to decide whether there is a return on invested time in dealing with these identity issues. They have major difficulties, due to both left brain focus and individual arrogance, in profiting from external knowledge (Cassiman & Veugelers, 2006; Huston & Sakkab, 2006) and coping with the acquiring of knowledge to transform their understanding, work innovatively and thus grow over time (Garud & Nayyar, 1994; Zahra & George, 2002; Lane, Koka & Pathak, 2006). The challenge of getting the balance is discussed next.

2.6 BALANCE TO ALIGNMENT

This section reviews the debate that the higher one is promoted in one's profession the more authentic and connected to ones' self and the present holistic system one may become. It questions how partners are able to achieve this sustainably when there is so much external pressure placed on them to conform with the expectations of the firm. The concept of alignment is defined as having harmony and equilibrium in their lives, so as to have the composure, stability, authenticity and connection to form a springboard from which to respond to various contexts. This could be 'intra-alignment' (within self) or inter-alignment (between self and others) and these *integration tactics,* as previously discussed, go some way to dissolving the tensions between group and personal identity and merge social and personal identity (Kreiner & Sheep,2008).

This caused me to reflect on a Coaching Model from (Lages & O'Connor,2007) which seems to draw together the threads of my challenge to define what I mean by

alignment so I have adapted it in Fig.2.4. On reflection this model can be likened to the Johari window (Luft & Ingham; 1955) which was used to help people understand their communication and relationships and suggests that the more open an individual is with himself and others, the more likely s/he is to optimise performance. However it would be politically naive to share everything and 80% sharing of self with others, and others' perceptions with self is enough to give a positive balance (Luft & Ingham; 1955). By recognising the four quadrants in Fig;2.4 as contributing viewpoints, this model provides a useful map from which to navigate balance by being truly aligned.

Fig. 2.4; Integrated Environment (Vanson, 2010; adapted from Lages &O'Connor,2007)

	Interior	Exterior
Individual	The goals, mental habits and values of the individual. The subjective experience of the individual and other stakeholders	The behaviours of the individual, both body language and spoken language. The psycho-geography of any interactions
Collective	The relationship between individuals as experienced by the firm. The shared expectations and synergy that results	The external systems, that support interaction, the organizational framework, logistics, economic system etc

When professional identification (I am a lawyer) is high and organizational identification is low (I am a business strategist/ entrepreneur) – there will be, at best, be no increased performance, and at worst, lower levels of performance (Van Maanen & Barley,1984; Hekman, Bigley, Steensma & Hereford,2009 citing work from Gouldner (1957). Combining identification in three or more ways shapes employee responses to organisational change in a positive way although where detrimental treatment is experienced, identification with the firm or profession

decreases and leads to less effective performance. The relational model does not explore how existing levels of social identification with the group could influence performance in response to treatment and it is possible that members may not immediately abandon highly defining group memberships but may work hard to recover full status.

2.7   SUMMARY AND CONCLUSION

This literature supports the findings of Chapter 1 and the notion that the classic models of partnership and professional bureaucracy no longer fit the changing environment of law firms. (Di Maggio & Powell,1983; Greenwood & Hinings,1988; Greenwood & Hinings,1993; Di Maggio & Powell,1994;Brock, Powell and Hinings;1999; Mayson,2007; Empson, 2007; Susskind,2008; Chellei, 2009). For the legal profession to change successfully it must get over the conflicts of change and risk aversion, and learn to action new structures and ways of working very rapidly (Vockell,2006; Empson,2007; Gladwell,2007, 2008; Sullivan & Baruch, 2009) with a 'glue' that bonds and builds the success of the individual partners and their firms in the future (Brock, Powell and Hinings,1999; Broadbent, Dietrich & Roberts,2002; Sanghera,2007; Hoare,2007; Empson,2007a; Susskind,2008). This 'glue' is what I am terming 'alignment' for which there are many components (Bourgeois,1985; Goleman,1988; Huy,1999; Ensley & Pearce, 2001; Evetts,2002; Sparrow,2006). In order to understand 'alignment', this literature has explored the need to work with a series of multiplicities of identity according to the influence in a given component (personal, relational and collective) and context at a given time (Gleick,1987; Wheatley,1992; Brewer and Pickett,1999; Pratt, Foreman et al. 2000; Wilber,2000; Jenkins,2002; Lawley & Tompkins,2005; Judge,2007; Boyatzis,2009).

Identity evolves according to personal filters and processing preferences (Charvet;1997) and whether thinking is 'joined up' and integrated (Dilts and Delozier;2000, O'Connor;2006, Kreiner & Sheep;2008). The recent work of Kreiner, Hollensbee and Sheep on the issues facing Episcopalian priests has been of seminal importance in shaping thinking, providing a base and rationale for this study.

This review has considered social identity and the person/environment fit literature along with the links to job satisfaction (Kristof, 1996; Ostroffe & Schulte,2007). It is debated whether it is more appropriate to work from a 'safe haven' perspective, (Kreiner & Sheep, 2008) than taking risks by experimenting with possible selves in order to cause transformational change and whether individuals have the coping strategies to manage this (Kristof,1996). Studies support the concept of a positive identity being one that enables a partner in a law firm to function effectively, sustainably and in a balanced way within the firm as an 'aligned' individual. (Kristof-Brown, Zimmerman & Johnson, 2005; Judge, 2007; Gerhart,2007).

From this review of the literature and the many perspectives on identity I conclude that my definition of the concept I am working with is as follows;

> ***Identity is an inter-connected concept where an individual exists as the beating heart, the conscience of a larger entity – in this case the silo, within the firm, within the UK professional context.***
>
> ***A healthy identity is positive, enduring, capable, authentic and aligned both internally and externally. The dynamic interplay means that it has a core and it ebbs and flows according to the influence in a given context at a given time.***
>
> ***There are three components of identity for individuals; personal, relational and collective and each component is affected by individual social motivations which are driven by the firm's components of organisation, task and reward structures. (Brewer and Pickett 1999; Pratt, Foreman et al. 2000).***
>
> ***The way in which the individual and firm components interact is related to the preferred cognitive, affective and behavioural responses of individuals in groups and the way in which these patterns are played out (Charvet 1997; Merlevade 1997; Brickson 2000).***

Authenticity, identity shifts, evolutionary spirals of values and behaviours, rites of passage, rituals, internal and external maps and the link between emotion and motivation all contribute to the background to unfolding identity. (Jung,1958; Campbell,1988; Pearson,1991; Linowitz, 1994; Beck & Cowan, 1996; Wilber,1996; Johnson & Broder, 1997; Daicoff,1997; Alexander, (2002); Goleman, Boyatzis and McKee; 2002; Hever,2005).

A development of the works of Tajfel & Turner(1981, 1986, 1987), Alvesson (1994),Dukerich (1991, 1998,2002), Ashforth (1989, 1999,2000, 2001,2002), Elsbach (1999, 2003), Brewer (1991, 2003), Pratt (2000, 2001, 2003) and Kreiner, Hollensbe & Sheep (2006), provides a second meaning of identification which refers to the flexible process of aligning identity with that of a social group and which contributes strongly to the focus of this research although I want to investigate the form of the self-formation that Foucault's later work (translated 1996, 2002) discussed as being compliant development to support perceptions of the firm's current requirements rather than evolved authentic being. To do this I want to research the influences of constant change and interplay along with identity threats, mismatch between role and core identity and Imposter Syndrome, limiting beliefs and coping strategies (Clance, 1985; Langford & Clance, 1993; Clance, Dingman & Riviere, 1995; Pratt and Foreman, 2000; Ashforth & Johnson, 2001). The literature review finishes with an adaptation of a model from Lages &O'Connor (2007), which concludes that combining identification in three or more ways shapes employee responses to organisational change in a positive way, although where detrimental treatment is experienced, identification with the firm decreases and leads to less effective performance. (Van Maanen & Barley,1984; Hekman, Bigley, Steensma & Hereford,2009 citing work from Gouldner (1957)). It would appear that the focus of

being the 'docile bodies' mooted by Foucault (1977) needs to change from being 'compliant' to the status quo, and become 'compliant' with the change agenda.

This chapter has raised some questions for my data analysis, and these are shown in Appendix 2. It has also focused the development of research questions to support my title as follows;

> **"Do partners in legal service firms possess the core characteristics of identity to work in alignment within the firm?**

1. What are the core characteristics of the identity challenges faced by senior partners in UK legal firms in 2010?
2. What individual tensions result from these challenges?
3. How do these senior partners align identity work to respond to these identity challenges and tensions?

My focus is on the challenges that involve closing the gap between the 'real' as perceived by the individual and the 'ideal' as perceived by the partner group. (Kreiner & Sheep, 2008).

The gap in the literature and in academic knowledge is about the concept of working in alignment for the greater good of the law firm. While much can be learned from the professionalism and careers literature, it is only recently that the law profession has come under the spotlight and relevant 'lawyer specific' literature has evolved. Some of the previous 'professions' research can be generalised, especially with regard to the simple giving of legal advice. It is the component where highly qualified individuals are giving specialist information to clients, that needs customisation and it is with this focus that this study drills into the impact of that

changing environment upon the identity of the senior partners within. I reflect that I am making assumptions;

- That an alignment of identity can be consciously managed and maybe controlled,

- That there are cross hierarchical level effects and interaction at an individual level,

- That collective identity can be changed and is malleable,

Table 2.2 shares the five gaps in academic knowledge discerned from the literature;

Table 2.2; The identified gaps in academic knowledge (Vanson, 2010)

Gap no;	Identification of gap
1.	Hever (2005) underpins work from Day citing Stoakes(2008) with his integrated leadership model (Fig.1.3 and 1.4) but leaps from tactical behaviours to spirituality without forming any conclusions on 'being' and operating from a holistic 'core' identity despite the work of Hall & Bodenhamer (2003) on emotion.
2.	Much of the careers work and literature on the professions develops studies about structures and behaviours and does not suggest how individuals manage internal tensions or what underlies these tensions from an identity perspective.
3.	The last major study of lawyers and their motivation was Hoare (2005).
4.	Dilts and Delozier(2000) network of logical levels model has been a major 'spine' for this study and yet felt too generic without enough detail to use to 'find the difference that makes the difference'
5.	Breakwell (1986) discussed coping strategies and Kreiner, Hollensbee and Sheep (2006) sought to understand how social and personal identities could be balanced to improve wellbeing on an individual and group level and this needs building upon within the context of the legal firm.

The next chapter describes the design and methodology for my research, ethical considerations and limitations and delimitations of my research.

INTRODUCTION

This chapter shares the objectives, discusses the methodology and explains the method and data analysis used to explore the research questions before discussing the ethical considerations for this study and concluding with the delimitations and limitations.

Chapter 1, noted that this thesis concerns the attitudes, perceptions and influences on individuals, suggesting a need for a qualitative methodology taken from a number of disciplines. The literature in Chapter 2 draws from psychology, sociology and business management, and enough scope was needed to provide for these theories. It was important to be able to view the context through the perspective of the participants and understand what their choices meant to and for them, rather than facts that could be generalised to whole population. I needed an inductive method that allowed the generation of new and emergent themes and contexts.

In my research paradigm, I placed myself within a 'progressive' qualitative research framework (Holliday,2002, p19)[8] not assuming the study was an independent reality, but a relational construction between the researcher, the senior legal partners, the law firms and the legal context allowing me to be part of the research setting. This acknowledges that I had some effect on what was being studied, especially with regard to encouraging participants to share their vulnerabilities. It is different to the

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[8] Holliday uses the work progressivism to group together research paradigms including critical, postmodern and constructivist which have an opposition to naturalism in common. According to Halliday they share beliefs: reality and science are socially constructed, researchers are part of research settings, investigation must be in reflexive, self-critical and creative dialogue which aims to reveal hidden realities and initiate discussions (Holliday,2002,p18)

more traditional 'naturalist' approach which sees reality as fairly straightforward, observable and verifiable by fact, similar to a positivist approach.[9]

Reality is socially constructed (Searle,1995; Potter,1996; Berger,2002) and the positivist approach assumes it possible to categorise, and that constructs are naturally occurring categories. I found this to be partially true as demonstrated in the data analysis. I was concerned that the purely positivist approach could ignore the fact that language shapes concepts through metaphor. Since language is a social and cultural construct, our sense of reality is socially constructed (Potter,1996; Charmaz,2000; Berger,2002; Bryman,2004; Elliot,2007) suggesting that people are individual products of social interaction and that personality, beliefs, values, preconceptions, drivers etc may be the results of this social interaction. A completely positivist approach would assume they exist in the same way within all people (Berger,2002; Sherif & Brannigan, 2006; Elliot,2007).

On a continuum between positivism and phenomenology, I found myself in the arena of social constructionism, to the right of centre towards phenomenology. I note that my position sits within the 'contextual constructionist'[10] epistemology (Lyons & Cole, 2007, p166) which accepts that I was actively involved in constructing knowledge, from the data (Charmaz & Smith,2003). However, in the telling of the story, the story, story teller and the listener can be changed by the experience, suggesting that, as I became an engaged listener, (Gadamer,1960:1999) the story of my research could be altered by imagined content and historical input. I could have lost the theme of the

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[9] Holliday (2002) suggests that other writers may refer to naturalism as post positivism or realism.

[10] Contextual constructionists are only partly constructionist, and make claims and argue that any claim can be evidenced and evaluated because they "know"....with reasonable confidence about prevailing conditions. E.g. operating from an 'expert' base and when a discrepancy is found between the knowledge and a claim the contextual constructions will debate why? (Troyer,1992). These contextual constructionists tend to be internally referenced (Chavet,1995).

original story that I wished to research, so I needed to be able to revisit the conversations and clarify comparisons recognising that every experience is unique. I tried not to adopt any position on the correctness of the views of the participants and to set aside my assumptions so that participants could describe their experiences.

THE RESEARCH AIMS AND THE RESEARCH QUESTIONS

This research was designed to provide a new perspective (Glaser,1994) on identity alignment which may have been reviewed in other professions, but not with senior legal partners. I encouraged partners to be free from restraints and to share how they gave meaning to themselves, others and the firm at large, through the stories that they told me (Gough,1994) . This study was a 'real world enquiry' having personal and professional (Robson,2002, Creswell, 2003) relevance for me.

The research questions were confirmed as follows;

1. What are the core characteristics of the identity challenges faced by senior partners in UK legal firms in 2010?
2. What tensions result from these challenges?
3. How do these senior partners align identity work to respond to these identity challenges and tensions?

These are referenced in the header of each page to aid the reader.

3.1 METHODOLOGY, DESIGN, DEVELOPING THINKING AND THE APPROACH

As individuals experienced their context in different ways, their impact and motivations for alignment, came from the changing external and internal contexts, as well as them as individuals. This study is about how partners align their identity (or not). The changing legal environment impacts on the partners so they cannot be independent of it e.g. opportunities for entry by private equity firms may affect the equity partner model and way of working, as well as the earnings of the individual partner. This supports 'worldview' where Webster and Mertova (2007) citing Henson (1992), debate, not only the experience and stories of the individual, but the development of the whole culture and subculture questioning how and why things become the way they are and continue or change.

I needed to be willing to enter into and respond to the participant's world (Smith, Flowers & Larkin, 2009, p55) to understand 'lived' experiences, and how participants make sense of those experiences. There was no 'best way' to do this, and I adapted my methodology in line with my topic and questions (Appendix 3). The phenomenological approach lent itself to the current study so I could engage at a deep and personal level with senior people of high intellect. It also supported the building of the trust needed to access personal information.

There were several considerations in the design, and in social science research a lack of quantifiability is not now considered to be a problem (Strauss1990; Bryman, 2004; Elliot, 2007) although there is an opposing belief (Longino,1990), that knowledge can be gained by observations made as though the investigator is outside the study with no preconceived notion of what is being observed. This is disputed, as humans cannot be objective (Glaser,1967; Charmaz,2003;

Bryman,2004; Elliot,2007) . A researcher is likely to hold some expectation, belief or values when conducting research and the participant may pick this up. The result is that people can and do construct their own maps of the world.

I considered case study research as a *"pilot study which can be used as a basis for formulating more precise questions and testing hypotheses"* (Yin, 1984, p13). My interviews developed stories that became more focused as I worked through them however, the story form was a vehicle to assist analysis rather than the main method.

Another option was discourse analysis where deconstructed from the narrative data and interpreted, expressing culturally aware discourses, suggesting that participants do not actively construct their own world but act as channels through which the culturally available discourse flows (Ashworth,1998, p17). This seemed opposed to the dualism of individual and firm and more about structure than content. I felt that there needed to be a discussion on contextual influences, personal choices etc and rejected it, although it was possible that participants may only be able to talk about their experiences using the cultural discourse of their firm. My decision to reject was compounded by Mueller & Carter (2005) who, citing Reed,1998, suggested that giving attention to language could detract from the analysis of structures and practice even though the 'ethereal' discourse could be a real force for change in an organisation and Clegg et al (2006) postulate that a language-based approach could provide a rich opportunity to understand how practice in enacted and this came into play as an emergent theme (discussed in the next chapter).

Narrative analysis (Webster and Mertova,2007) could encourage participants to uncover the themes in the data which would then become underlying patterns across their stories, adding a grounding in reality, bringing order and meaning to everyday

life, and structure to the concept of self (Murray,2003). This contributes to this study but may not have been specific enough when dealing with the sensitivity of the research topic and the seniority of the participant group. It may not have given a richness of data as I was operating in an litigious environment and not expecting the sharing of personal information to be free flowing and descriptive.   Another concern was that narrative analysis alone may not give the measureable 'proof' of data necessary to convince this very 'evidence based' participant group.

INTERPRETATION

Interpretation can consist of re-enactment, deletion, distortion and generalisation. To keep the stories as 'clean' as possible, I noted that the plot, character, scene, place and point of view are central components and each has different characteristics; temporality, context, people, action, certainty (Josselson & Lieblich,1999; Clandinin and Connelly,2000; Brown, 2006). These components introduced more depth to the enquiry. My training in clean language techniques[11] (Lawley & Tompkins, 2000) supports this movement of time and space so I incorporated narrative spacing that probed "*inward, outward, backward, forward and situation within place"* in the questions (Appendix 3). This aspect helped collect data from more introverted partners and was not intended to challenge their personal boundaries.

Having rejected case study, discourse analysis and pure narrative analysis, I chose my methodology as an exploratory, phenomenological analysis and grounded study, not aiming to provide any final solution (Charmaz,2003) although it was anticipated that as a result of the study recommendations for developing practice can be discovered. The aim was not to test any specific hypothesis (Charmaz, 2003)

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[11] Clean Language is a questioning technique used in psychotherapy and coaching. It is optimised so that the client can discover and develop personal symbols and metaphors, without contamination or distortion from the questioner.

although I noted that some hypotheses could emerge during coding and could lead to further testing and verification (Glaser & Strauss,1967; Glaser,1994).

 Grounded theory can be traced from Whyte and Malinowski in the 1940s to Glaser and Strauss (1967) who came up with the systemic analysis of large amounts of qualitative data. Use of terminology such as 'coding' and 'comparison groups' has left their work open to criticism of neo-positivism (Ashworth,1996) and this could be justified if strict rules were followed with no flexibility. Ashworth (1996, p9) notes:*" there is a very real danger that grounded theory can be taken as a technology for doing qualitative analysis"*.

The key process in using grounded theory was the coding; breaking data down into component parts which were given names. Data were coded as they emerged, being a main difference to quantitative which require the data to fit into preconceived codes. There is a concern, (Robrecht,1995) that there could be too much focus on process and procedure to ensure that the results are grounded in the data, so forcing a quantitative analysis. Using my stance of social constructionism, I was clear that my procedures supported the methodology and were more concerned with the content than the actual research process and that the rigour of the process would be supported by the coding and continuous comparison of data.

My context resonated with the concept of institutionalised isomorphism [12](DiMaggio & Powell, 1983; Carter,2008) which provided a route to understanding why change in partner groups might not occur because adopting similar notions of best practice may leave firms resembling each other instead of differentiating themselves. Carter

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[12] The way professions interact and affect society, ending up having similar structures although they have evolved in different ways and how all of this affects the behaviours of their members.

(2008) argues that firms can remain different in spite of sameness due to the array of experiences. I wanted to understand how the senior partner's working life and context caused him/her to be in their current state and to find an objective level of analysis from which to assess this. I was looking for continuous and descriptive evidence from which to draw patterns and understand what the aggregated experiences were telling me, rather than asking the individual to interpret their own experience. This was helped by one of the strengths of grounded theory in that it gave the freedom of the constructionist approach to consider other influences which affect behaviour e.g. preferred information processing styles. This became valuable so it was important to be able to incorporate these influences of which participants may be unaware while not falling into the 'researcher as expert' role.

This reflected my personal preference for inductive results generation grounded in data. This flexibility demonstrated the adaptability of grounded theory, giving permission to follow my curiosity during interviews, which were influenced by the preferences and judgements of the participants. I acknowledge that this view of grounded theory might be different to that of researchers who locate themselves within differing contexts.

This was a methodology which was participatory and collaborative, recognised 'difference', 'perceived truth' and 'reality', included evolution rather than static accounts and provided a partial account of the current state of the context. It allowed me to compare data as results emerged, in order to formulate emerging concepts, whilst providing rigour through procedures, which can give these senior legal partners a sense of comfort in the findings. There came a time when research had to stop and writing up must begin and with grounded theory, especially in this legal services context, this is difficult because the context is moving forward through

a period of exceptionally rapid change. This study represents the period 2008 -2010, the period immediately prior to the deregulation of legal services in the UK.

3.2 METHODS

The methods were informed by the learning collected in Chapters 1 and 2 and the design explained previously in this chapter.

THREE PREVIOUS CASE STUDIES

Studies featured in the literature review were analysed and three case methodologies were reviewed (Appendix 1) with observations about methods informing the choices made in this study.

THE DATA COLLECTION QUESTIONS AND THE LINK TO THE RESEARCH APPROACH

Some data collection questions had emerged from Chapters 1 and 2 and these were re-ordered and related to examples of their underpinning literature (Appendix 2).

THE PROCESS

This section discusses the research methods used in this study being informed by previous formally assessed work (Vanson,2007, 2007a, 2007b, 2007c). The ontology was a non dualist approach (Elliot; 2007), accessing 'the whole story'. I chose to use this approach as a route to understanding concepts, which on their own could have omitted the intervening stages of a developing perspective. I took a unified perspective which helped me gain insights into the context and culture as I was collecting the data.

Pure numerical methods in people based research could be too static and not make allowance for the continuous movement and change, experienced by people who change their attitudes, choices and values in the moment by 'telling the story'. The

challenging yet supportive questions added value to participants' stories by probing the hidden content, interests and beliefs through 'clues' and individual perspectives, which took account of the context and culture within which the alignment is taking place. I needed to design a method for comparing individual stories, but first I needed to choose my sample.

THE PARTICIPANTS

The data were collected from October – December 2009 under the title of 'Aligning Identity in Legal Firms'. The study took place with 11 senior partners from large UK law firms working across a range of legal specialisms. These firms were ascending towards the peak of the maturity life cycle[13] .

The research was carried out using an inductive approach through convenience then snowball sampling (Van Meter 1990; Bryman 2004), and the use of one to one semi structured interviews, to address the question; *do partners in legal service firms possess the core characteristics of identity to work in alignment in the firm*?

A random sample (in order to reduce researcher bias of familiarity) was generated from a legal firms' database by an independent administrator who also set up the appointments. She generated a sample of senior partners with a goal of 18% female, 82% male which, from a study by Legal Week (Feb8/2010) appeared to be representative of the target group. I chose not to balance out the minority and realise that responses were skewed towards males, which reflects the reality of the participant group. Participants were not previously personally known to me. Ethical considerations are discussed at the end of this chapter. (One partner who wanted to

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13 (The maturity stage is qualified as being evident when competitors begin to leave the market, revenue growth is reduced and revenue reaches a steady state. Most clients are existing users and the Firm will stay in this state until revenue starts to decline or new and/or diversified services are introduced which result in increased revenues again. (Anderson & Zeithamel, 1984; Fill,2005)

charge her professional hourly rate was excluded from the study). My intent in this stratification was to investigate the perspectives of a range of law partners and to build some ecological validity[14] into the design (Keller & Lee,1999, p152).

This research was limited due to the sample size and the sampling methods chosen. This was deliberate as the interviews were focused on highly personal information; not all of it, consciously known to the interviewees who came from a tight segment of population. It must be made clear that this research cannot assume that the results are representative of any general population.

Anonymity was guaranteed to participants. Volunteers were recruited to five criteria;

1. They had to be senior partners in large law firms

2. They had be interested in and have something to say about the topic

3. They must not have any other current relationship with the researcher

4. They had to be available for at least an hour for a face to face interview

5. They had to be prepared to read, agree to and sign the ethics statement and allow their responses to be used in this research project.

Participants were sent an outline of the study by e-mail, clearly explaining the title of the study, research questions, their role, setting boundaries and stating confidentiality. They were able to withdraw at any stage before the interview started. (Appendix 5). They were asked to select a venue that they felt comfortable with e.g. their own office or an off- site venue and I was pleased that all chose their place of

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[14] **Ecological Validity** is the degree to which the behaviours observed and recorded in a study reflect the behaviours that actually occur in natural settings. In addition, ecological validity is associated with "generalisability". Essentially this is the extent to which findings (from a study) can be generalized (or extended) to the "real world". In virtually all studies there is a trade-off between experimental control and ecological validity. The more control exerted in a study, typically the less ecological validity and thus, the less they may be able to generalize. For example, when we take people out of their natural environment and study them in the lab, we are exerting some control over them and, as a result, possibly limiting how much we can generalise the findings to all people in natural settings.

work, which reduced the risk of them taking a different identity or sub-identity and affecting the interview data collected (Bryman,2004).

The initial demographics were coded against each case are summarised as follows;

- 4 partners from London firms and 7 from provincial firms – outside the M25 across the south of the UK, although L4 had moved in the last year from a Bristol to a London firm.
- A mix of ages; thought to be representative of industry partner ages although partners explained that lawyers are becoming partners at a younger age than 5-10 years ago, contradicting Owen (2008) who suggested it takes a minimum of 10 years working 24/7 before a lawyer can be considered for junior partnership and there were no shortcuts.
- 2 partners were female (representative of the 18% proportion at that level).
- 2 partners had an MBA , P2 had a PhD, P3 had been on a short course at Harvard and 8 had no further formal education after their first degree
- 10/11 had a first degree in law. L5 had a legal practice conversion certificate having entered the profession later in life.

The use of open questions was planned to use flexible language, to cause interviewees to recall previous experience, discuss the present and comment on future predications. This enabled the study to be less fixed in one time frame and the methodology was adapted to meet the particular needs of the individuals including their time processing metaprogrammes[15] (Strauss,1987; Charmaz,2003;Charvet,2007) bearing in mind that *'relationships are asserted within*

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[15] Metaprogrammes define preferred common or typical patterns in the thinking styles of a particular individual (Dilts & Delozier,2000). In this case whether they preferred to think from a past, present or future perspective.

language and, therefore, dependent upon both observer and participant definitions'
(Mueller & Carter, 2005:371).

DATA COLLECTION

Each participant was invited to a 1.5hr semi-structured interview with the same researcher (SV) and recorded with a digital recorder (2 were not recorded at the request of the participants so detailed handwritten notes were taken and checked back against the planned questions at the end of the interview by both myself and participant). A list of themes was generated from the research questions, supported by Chapters 1 and 2, my own curiosity and a comparison to a question set used by Kreiner, Hollensbe and Sheep (2006) who conducted a related study. These themes resulted in an initial list of 24 questions (Appendix 3). This enabled a 'like for like' comparison across interviewees.

Interviews included an 'unstructured' or 'open' aspect that enabled me to probe for expanded comments, gaining more depth and exploration through the perspective of the participant. Participants were allowed to talk without interruption to give them space to tell their story. Having very structured and timed questions could have resulted in a poor interview comprising '*rapid pace, closed questions and more frequent, leading and judgemental contributions from the interviewer'* (Smith, Flowers & Larkin, 2009).

After each interview I wrote up a transcript. A numbered list of quotations from the transcripts can be found in Appendix 4. These transcripts were emailed back to participants for further comments, corrections and deletions. Only one responded with some additional comments. Having transcribed 3 interviews I reviewed these for

further themes, which could have, but did not identify further questions for exploration with the remaining sample group. Saturation happened at 6 transcripts, with nothing new in scripts 7-11 so I used these to test the hypotheses emerging from the first six and the overlapping relationships between the areas of focus. I followed suggestions from Smith, Flowers & Larkin (2009) to slowly reflect on each transcript and use myself to make sense of each participant and not the other way round.

The impact of voice, ability to reflect, time processing preferences and dreaming about what could be, were important for understanding the partner group and firm identities (Brown,2006) due to the multiple identity constructs that individuals applied to them. The firm's identity could have been perceived as something complex that became sanitised through an emphasis on what was shared, and could have ignored differences and the interplay between the senior partners. Having had specific interview training, and being qualified in Clean Language[16] as well as carrying out previous in-depth interviews (Vanson,2006) the practical aspects of interviewing were not problematic and past experiences were built on to optimise the results. I was able to avoid bias and leading questions and to use Miltonian[17] language to put the participants at ease, whilst also using Meta model[18] questions to get specific

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[16] Clean Language is a questioning technique used in psychotherapy and coaching. It is optimised so that the client can discover and develop personal symbols and metaphors, without contamination or distortion from the questioner.

[17] The **Milton Model** evolved from the work of Milton Erikson and is the language of reflection or agreement. It is a series of abstract language patterns, which are ambiguous so the client takes his own meaning out of the communication based on his experience. This can assist in accessing unconscious resources that are outside conscious awareness and assists in gaining insights.

[18] The **meta-model** is a pragmatic communications model used to specify information in a speaker's language. It has the opposite impact of the Milton model. The meta model was originally presented in *The Structure of Magic I: A Book About Language and Therapy* in 1975 by Richard Bandler and linguist John Grinder, the co-founders of Neuro-linguistic programming, who collaborated between 1973 and 1975.

answers. The recording equipment was familiar to me and I reduced any loss of data to the minimum.

THE INTERVIEW CONTENT

The data collection came from the interview process, chosen in order to provide richer data than is possible with a questionnaire or structured interview approach. This study is researching a topic that relies on the individuality and uniqueness of interviewees and how they construct their 'maps of the world', rather than distilling these down to a common 'territory'. Interviews were face to face, with the caveat that I could make follow-up telephone call if I needed any clarification. From previous experience I was aware that human beings can hold opposing beliefs that co-exist and inter-relate and I may have needed to explore these further. In the event this did not happen.

I respected the participants as the experts in their own world. (Willig & Stainton-Rogers, 2008,p188) so it was important to understand their world from their perspective, and then dissociate when analysing the transcripts in order to reduce bias and critically look for 'hidden layers' (Boud, Keogh and Walker, 1985). I remembered that some partners may not want to say what they really felt or thought. I was surprised and very grateful for the openness, frankness and trust exhibited by the participants (Appendix 4), and perceived that the majority were exceptionally overt about their perspectives.

I adjusted my question technique, adding probing questions and silences, during the first interview, to be able to listen to the events 'as lived' instead of events 'as told' where interviewees could take a stand over their perspective of events (Clandinin & Connelly, 1990,p5).

Alcohol and drug issues in lawyers have been highlighted in Chapter 2 (Gibb,2008; Susskind,2008; Syedain, 2009). Whilst not directly related to this study, I took care, relying on my own observations and judgements, when collecting data, to ensure that I was not getting a distorted view due to a substance misuse issue. (I have some experience as I chair a drug and alcohol abuse charity, and have worked with some of the service users). This is certainly a topic for confidential research outside this thesis as abuse could distort rational thinking.

As discussed in the literature review, factors such as personal history and family background may also impact on core identity (Dilts and Delozier, 2000). No measures were taken of this due to the focus of the research, although this could question whether the descriptions gained as a result of the interviews were measuring what the study required to be measured, and also any subsequent application to a wider population. It is my belief that in this specific sample the measures were accurate.

The open questions and pauses empowered the respondents to influence the agenda and prevented their descriptions from being fragmented. This produced data that were more accurate, truthful and trustworthy than structured interviews that ask a standardized set of questions – often out of context (Graham,1984; Mishler,1986). It can also be argued that description can obscure 'clean' descriptions of reality even though the process of reflection and 'sense-making' contributes to evaluation or meanings that are not pre-formed. When interviewing I asked follow on/ or clarification questions to ensure I 'made sense' of the responses.

It appeared vital to spend time building rapport, using matching and mirroring[19] techniques and the preferred metaprogramme[20] processing style of the participants to give the partners confidence. I shared explanations using an intellectual perspective so that they could follow my thinking and provide accurate and precise responses. My advanced training in cognitive processing and in decoding conversational language assisted with this while remaining open to the experiences of the partners and mindfulness of my own perceptions, expectations and experience in the process. This duality of being connected to the individual and my own awareness is an outcome of my NLP training.

Having gained a substantial amount of information my next challenge was to make sense of it.

CODING

Strauss and Corbin (1990) devised a system of coding practice which was followed in this study. There were three stages to the coding each progressively interrogating the data for more specificity;

1. Open codes; highlighting key passages from the transcripts, assigning passages to concepts, working through all the transcripts collecting quotes to saturate the concepts and then chunking down into categories by refining the concepts and deleting and amalgamating some.

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[19] Matching is the process of reflecting back the cognitive or behavioural patterns of another person e.g. posture, pitch and tone of voice. Cognitive strategies e.g. beliefs and values can also be matched. This pacing is a fundamental mechanism of rapport and influence. Mirroring is a similar process and is useful for understanding the other person's position and developing intuitions about their internal experience (Dilts & Delozier,2000)

[20] Metaprogrammes define preferred common or typical patterns in the thinking styles of a particular individual (Dilts & Delozier,2000)

2. Axial codes; making connections between the categories and linking them to each other, to sources and to consequences. These are the 'real world' phenomena and screenshots of these are shown in Appendice 9..

3. Selective coding; which selects the central or core categories from the most common and revealing codes, relates and compares them to other categories and provides the backbone of the storyline from which the results are derived.

I began the coding process after the first three interviews, so simultaneously collecting and analysing data. I typed each interview transcript verbatim, listening to the recording on headphones then re-listening to the audio record whilst reading the transcript, correcting any misunderstood words or inaudible statements, actual words used and any pauses within the interview, which generated new insights that had not been picked up from the written record. I used code names starting with 'P' (provincial) or 'L' (London) to identify individual participants and to limit my subjectivity (Marshall & Rossman, 1995) when it came to the review stages.

In order to put the respondent at ease to tell their story, I had not asked the questions in the same order for each participant so they had the flexibility to raise issues that were important to them, to generate any new topics and to help the conversation flow freely. In the 'word' documents, I put transcript content into the same order as the initial question order for ease of uploading to the NVIV0 software system. The interviewees' responses were not changed or altered in any way.

I logged individual participants 'cases' in a casebook, noting their demographic trends and relationships between them e.g. who worked in the same firm, same gender, those having a post graduate qualification, those based in or out of London.

I read through the transcripts, making notes about themes and relationships which emerged. I noticed that I had to read each transcript with the previous transcripts in mind in order to keep track of similar themes.

OPEN CODES

These themes became the initial open codes and they developed from other topics that emerged while I was doing this. Immediately the value of the individual responses and initial note taking became clear became clear, as the themes from my notes generated more codes which caused me to start reviewing additional literature as they emerged (Strauss & Corbin,1990). I pursued new literature as leads developed throughout the coding (Charmaz,2000).

Open codes excluded repetitions and digressions which were not relevant to the study. I went back several times carrying out a line by line analysis of the transcripts in light of new instances, which made the data collection iterative rather than linear. This was a very time consuming stage although many codes were identified from the first transcript, with progressively fewer codes as the proportion of new information decreased.

This analysis made me think about the amount of text that I placed under each code and focus on the really valuable quotes. I re-ordered my initial notes into more sense making memos to record my reflections about the data. These memos became important in keeping track of my reflections of relationships between concepts and categories, and also where I was from day to day in the coding process. Having the memos on soft copy helped with the writing up as I could add to, delete and change the order of the content and develop a structure for writing up the findings as seen in the next chapter.

I needed to condense the amount of data I had and make meaning from it. (Lee,1999, p89). I reviewed my open codes against my title and research questions and where there were similar events, actions and interactions, I clustered them together as categories and sub categories (Strauss,1998). I linked quotes taken from interview transcriptions to provide evidence within individual open codes. The quotes varied in length from a word or sentence to a paragraph. Some quotes could have been used across a range of codes where multiple possible concepts (Strauss & Corbin1998) were found to exist. Considering these multiple quotes was important , as the quotes could have various characteristics and the way I interpreted these impacted on the open codes given. This caused me to go back and review the context in the transcript and put the quote against the code it most reflected, or in some cases break the quote down to give specific evidence against two or three codes bearing in mind that 'once is enough where it is significant' (Glaser,2002). Other open codes came from the instances arising from the interview texts and eventually I cross referenced these to other open codes comprising interview questions and the instances arising from the answers.

 At the end of this stage I had a list of open codes and open code memos which was far too unwieldy to use on its own and it needed further investigation.

I had many examples across my open codes of components used in 'identity work'; the beliefs, strategies, emotions, motivations, behaviours, abilities, and vulnerabilities and I used these to develop some coding categories.

Axial codes are "*the process of relating categories to their subcategories..... where coding links categories at the level of properties and dimensions*" (Strauss & Corbin,1998,p123). .

I used axial coding to refine the open codes by deleting or combining some of the open codes, by making connections between them and defining any properties such as cause, effect, context and preconditions. This resulted in a reduced number of categories and sub categories (examples in Appendice 9).

I continually checked whether I was discovering anything new or different when making categorisation decisions from the labels given by participants and by myself, checking whether these labels produced any differences to the meaning. Doing this gave me a deeper sense of what was going on and caused me to re-check my codes to decide if, as a result of refined information, I would still label them in the same way. I made some changes to words used as labels at this stage to ensure consistency.

 I noticed that I was coding at two levels; the words the participants had used and my own conceptualisation of this in order to produce meaning. The automatic production of NVIVO coding stripes enabled an ongoing comparison of the trends and patterns. These helped me remember the relationships among the activities as I continued the analysis by using the query tool in NVIVO to get comparison reports against codes. I pulled reports in visual formats, including graphs, spider grams and tag clouds, from the NVIVO system, according to the questions asked and from interpretation of these, building queries to investigate comparative and inter-related themes. Examples are shown graphically in Chapter 4.

I then coded the literature against the same codes and these findings are compared in the next chapter. I sorted the code statements by concept, sub concept, category and sub category, finding more commonalities and reviewed the frequency with which each was mentioned based on the total number of participants. As far as possible I based this on participants who made at least one statement relevant to the code in order to more accurately reflect the breadth of the group in the study sample.

SELECTIVE CODING

Making the decision to prioritize detailed description and contextualized data, instead of large samples of cases, gave me a rich picture of inter-related stories, not a generalisable study. I operated in a similar way to the method used by Kreiner, Hollensbe and Sheep (2006) which had proved to be a seminal study for my research; i.e. a two-order approach of open and axial codes (Van Manen,1997 and Gioia:1998). The open codes (first order data) had included concepts generated from interviewees in response to the 24 questions asked, and axial codes (second order data) were made up of categories developed from linkages and themes in the open codes and the components of identity work which had emerged across the open codes.

When I reviewed these I noticed that one category (characteristics of partners) had a much higher level of reference than others and yet was related to other categories. It seemed to become a central category. I discarded any codes which were not related to this and re-coded for this central category against both open and axial codes and against my original interview questions. This central category was also analysed against the four areas of focus; individual, firm/group, identity threats, balance and alignment as they provided links between the categories.   Eventually codes and

content became repetitive, adding no new information and I stopped. An emergent storyline had developed which on reflection was a parallel process[21] of aligned development. The storyline developed from these parameters leads to the discussion in Chapter 5.

CRITIQUE OF CODING

Glaser(1992,p.40) recommended reviewing the key points in the data, to see what emerged, and felt the approach followed by Strauss and Corbin (1990) was too prescriptive as coding 'word' by word' and 'line by line' gave a mass of data to review and caused confusion and loss of focus with many words to consider and more than one code emerging from the same text. I kept this in mind as I worked, developing a personal integrity to just let the results emerge from the data however as individual words did seem important to my findings, the Strauss version was the method I largely followed.

The terminology made the method appear more complex than it was as neither Glaser & Strauss (1967) or Glaser (1978;1992) share the definitions or prescribed use of the coding i.e. is a code a statement of importance and how do I define importance if I am to have no preconceived ideas? Although time-consuming and requiring large amounts of concentrated attention, coding became intuitive and straightforward providing a structure for my analysis.

When coding the transcripts it would have been useful to have a second independent person to check the reproducibility of assigning quotes to codes to ensure consistency and credibility and correct any variance. This was not possible

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[21] Processes that run in the same way at the same time but within different contexts

due to constraints of time and money and having to present a DBA assignment that needed to be all my own work.

The outputs are best presented diagrammatically, however the relationships between concepts and categories are not always hierarchical and the diagrams were deemed too unwieldy and cumbersome by my supervisors and myself, for inclusion in this report (Goulding,1999).

Finally, the method could be criticised for reducing the data to a level of variables very like the quantitative methods it is supposedly a reaction against. The process of repeatedly returning to the data ensured that the results were firmly grounded in the participants' experiences. This helped me keep faith with participants' stories while checking whether their comments were individual, repeated across the sample group or were only related to one situation which was not seen to be significant. The development of the results was inductive and compared incidents from the data with the literature, so each informed interpretation of the other and I could compare the relationships with the knowledge.

THE RESEARCHER'S ROLE

The relationship of the interviewer and interviewee was explored earlier as a distinguishing feature of grounded theory. My own professional background could have biased this study and I was careful to balance my sense making with experiences from the partners who were sharing their stories (Van Manen1997). I also tried to establish a distance between myself and my research in order to reduce lack of objectivity through application of my own values, experience and context, although to pretend this is 100% distance would be delusional as I had an impact on the responses just by designing and asking the questions. I believe that creating a

space for the partners to share their stories, whilst staying involved, did not diminish the authenticity of their stories and my personal interest seemed to increase the reflective inquiry of the partners. The amount of openness was truly outstanding.

3.3 ETHICS

There could be a perception of power associated with the status of being a supposed 'expert', as well as being the person collating answers to some very personal information (Wetherell et al. 2001) so I had ethical obligations.

This study conforms to the requirements of the University of Portsmouth's ethical committee (Appendix 6) and the guidelines and codes of practice of the professional associations to which I belong (Chartered Institute of Personnel and Development, Institute of Directors, International Coaching Federation, Association of Neuro-linguistic Programming). Care was taken that no harm or distress was caused to partners.

In light of the UK Data Protection Act 1998, (A.D.Jankowicz, 2005) all partners were invited to participate in the research and maintain their right to decline. They were offered anonymity and confidentiality (Hussey & Hussey, 1997)and their employing organisations are not named. There was no intent to work with commercial or sensitive topics or by deception.

I made it clear to participants that should any illegal or harmful behaviours be disclosed such as proposed harm to self or others, Class A drug use, abusive relationships e.g. involving a child under age 16, industrial espionage, terrorist activity and money laundering, then I reserved the right to discuss such findings with appropriate people, after discussion with the participant and with my academic supervisors.

Participants were given the option of having their responses kept for this research only, in a private file, to be destroyed once the thesis has been marked, or to be used for further future analysis for purposes of writing academic papers when the same confidentiality agreement would apply. These less structured interviews are much more effective at safeguarding the interviewee who makes choices about the content to be shared and the boundaries for the discussion (Josselson & Lieblich, 1999). Respondents were permitted to view transcripts of their responses (manual record keeping legislation), are not named in the final write up, and there is no traceability. To comply with University ethical approval, all participants were asked for their written informed consent to take part in the research and also for use of the data they provided and a sample is seen in Appendix 6.

Issues of a deep and personal nature which required professional help in resolution could have been brought up. The British Sociological Association, statement of ethical practice (BSA ,2002) says that *'social research intrudes into the lives of those being studied'* and '*while some participants in sociological research may find the experience a positive and welcome one, for others, the experience may be disturbing'*. Even if not harmed, those studied may feel wronged by aspects of the research experience. This could have happened in this study as interviewees were asked to reflect on areas of their working life that they had not considered in the past (Gubrium and Holstein,1995;Lieblich & Josselson,1997;Parr, 1998; Hollway &Jefferson,2001). It was important for me to be experienced enough to minimize any negative effects of the research on the participants, by being aware of the emotional impact of responses, and to turn these reflections into a positive learning experience and leave the participant in a safe state. I am professionally qualified coach and counsellor and I conducted interviews personally and did not use a researcher.

When semi-structured interviews are carried out well, participants remember them as being interesting and enjoyable and value the opportunity to talk about their lives and experiences, reflect on their plans and make decisions about their future lives (Proctor and Padfield,1998; Smythe and Murray 2000). Because these studies had both a research and a therapeutic element, I offered a 'follow-up' coaching session to participants to ensure they were left 'resourceful'. I was careful to get everything as correct as possible because the participants were senior legal experts.

3.8 DELIMITATIONS AND LIMITATIONS

This study was based on my curiosity to understand identity issues in partners in law firms with an approach chosen to complement the complexity of the study without standardising individual responses or imposing a response on the partners. Their stories assisted in the dissemination of this study which needed to build on practice as well as academic research.

The grounded theory approach meant that I was not aware of some of the concepts until quite late in the data analysis and in a study of this type, I needed to be aware conscious of the dangers of reliance on unproven anecdotal evidence. This was done by using multiple codes and comparisons to reduce the effects of random error and to ensure that both the accuracy and the precision of the data were addressed. The high intra and inter-participant data convergence suggested that the validity (Table;3.1) would be high (Easterby-Smith, Thorpe and Lowe,2004).

Table 3.1; Introduction to Perspectives on validity, reliability and generalisability, adapted from Easterby-Smith, Thorpe and Lowe (2004) by Vanson (2009).

	Positivist	Phenomenologist
Validity	Do the measures correspond closely to reality?	Does the study clearly gain access to the experiences of those in the research setting?
Reliability	Will the measures yield the same results on other occasions?	Is there transparency in how sense was made from the raw data?
Generalisability	To what extent does the study confirm or contradict existing findings in the same field?	Do the concepts and constructs derived from this study have any relevance to other settings?

I was clear that I had developed my research questions from my own curiosity and raised awareness, from reading the literature, whereas pure grounded theorists may disdain this, suggesting ongoing questions should be developed from the emergent themes, although Glaser & Strauss (1967,p.169) encourage using 'any material bearing in the area'.

Almost all interpretive studies are unique (Patterson & Williams,1998) and yet there was something to be learned, from every partner that had a wider application. Whilst respondents may have thought they had individual beliefs and ideas, (Taylor,1987) these could appear to be the common beliefs and ideas of their firm and represented the discourse analysis I had discarded as a research method, where each partner acted as a channel through which the firm's discourse flowed (Ashworth1997, p17). This suggested that these views were not subjective but inter-subjective beliefs and ideas which are representational of the firm's structure in which individuals find themselves. It is beyond the scope of this study to discuss Taylor (1987) however this resonated with me, and reviewing Table 3.1, I concur with Elliot (2007) that the

external validity of this study depends on a demonstration of how widely the inter-subjective meanings were shared within legal firms and this discussion becomes part of dissemination of this study.

The inclusive relationship in this research study has demonstrated clarity for legal partners, by making meaning out of their realities, suggesting that reality is not independent of human action (Charmaz, 2000,p51). The concepts, categories and theoretical level of the analysis emerged from my own interactions and questions about the data (Charmaz,2000). The work of the purely positivist researcher would have been more exclusive as, depending on the design, the partners may have had no stake holding in the research. Partners may previously have been unaware of the need to develop themselves and the support required to do this. I did note that some participants appeared in denial or could have been unable to grasp the enormity and ramifications of the changes to the industry sector and to themselves. Indeed the distractions of credit crunch and recession may have caused a focus on short time survival and a subjugation of personal needs.

The design took an inductive approach. This was useful for this study where I noticed some trends, observations etc and carried out an investigation, resulting in some significant facts emerging, with explanations being developed to support the significance. Most researchers have questions and, I became very aware that some of the questions and certainly the answers were unknown in advance, which could cause pure deductivists to accuse the research of being 'invalid' on the grounds that I could have been filtering for my own preferences or bias, with my conclusion based on premises (Goel, Gold et al. 1997). This made me aware of the impact of partners' language on the results and if re-running this study I would review the value of

discourse analysis as a way of further probing what became a valuable linguistic contribution.

Both the individual interviews and the data collection produced new insights and needed ethical consideration in handling the impact of raised self awareness. The inclusion of some narrative worked and often seemed to be the first time that reflecting on their experiences happened for the participant (Atkinson,1998) causing a transition to 'who they really were'. This impacted on how identity was defined and expressed, whether it was internally and externally aligned and how it matched with identity formation models. (Erikson, 1964/1980; Kroger,1993; Marcia 1966; Widdershoven, 1993 all cited in Atkinson,1998).

The approach was mostly non-prescriptive in its procedure and relied on my sense making and interpretation of accounts(Willig & Stainton-Rogers,2008). I could have used quantitative methods for this study and the main advantage would have been one of confidence; both in terms of numerically proven research which is difficult for lawyers to argue with, and from a familiarity perspective as an understandable method for disseminating the final report to them. It is a more precise and controlled method and could be generalized to other firms and professional service industries as it has a predictive nature. It may have sanitized the results and lost the richness of the findings. I found that grounded theory enabled this richness through a reflective process which allowed the mind of the partner to wander, and provided a process for me to drill down through layers of facts and meanings and probe the relationship between both (Gough,1994).

The grounded theory approach has been a useful, general and flexible strategy for analysing data in this complex area under the conditions for a DBA thesis. Bulmer

(1979) cited in Bryman(2004) has questioned whether it is possible for the researcher to suspend their awareness of relevant theories and concepts until a quite late stage in the process of analysis. As a result of this study I would suggest that the sensitive researcher will be aware of emergent themes early in the data analysis and this is influenced by personal filters from beliefs, values, curiosity and previous experience. However, the professionalism of the researcher will enable him/her to suspend judgement and approach the study with an open mind, although the sensitivity can provide a focus and enable a building on the work of others.

The concept of coding chunks of data, does fragment the data, hence the need for constant re-reading of transcripts. Some writers suggest that the coding can result in a loss of content and narrative (Coffey and Atkinson,1996), however this is where the sense making of the researcher and the weaving together of data, together with quotes from the narrative, proves useful (van Manen,1997) as a way of picking up all of the evidence. This prevents a purely linear account of what the participants said and did and ensures justice is done to the commentary of the individuals within the categorisation of the coding. This method supports the view that codes are not just mechanisms for breaking down and retrieving text, but through their properties and interconnections they become components of a dynamic phenomena (Strauss & Corbin,1990; Coffey, Holbrook & Atkinson,1996).

There are competing views regarding grounded theory (Charmaz,2000) which can be argued to be objectivist in that it aims to uncover a reality that is external to social factors (the world exists despite the human being), or constructionist, where social reality is not independent of human action. Whilst Glaser, Strauss and Corbin may neglect the role of the researcher and focus on the generation of data, this does not

imply that they are indifferent to the constructivist approach that I found invaluable when collating the data.

Bryman (2004) suggests that the vocabulary of grounded theory can be inconsistent and at times I became confused about the interplay between 'concepts' and 'categories'. It was useful to note that Strauss & Corbin (1998,p73) and Charmaz (2000,p519) used the terms interchangeably. I clarified this by defining 'concepts' as components of open codes and the more refined components of axial codes as 'categories' in order to make sense of my coding. In the main categories the importance was in the breadth, whilst in the sub-divisions the importance was in the depth. This interrupted the narrative flow, enabling me to produce some graphical displays of data to help the sense making.

The processes such as coding and enabling emergent themes were influential and it was of enormous help to find that the NVIVO software was written with grounded theory in mind.

NVIVO

The complexity of the analysis and coding reinforced my decision to use the NVIVO software programme to manage data from interviews. NVIVO removed the manual tasks associated with analysis (classifying, sorting and arranging information) so I had more time to explore trends, build and test theories and arrive at answers to questions. I was also able to code my literature review against both open and axial codes which enabled an integrated comparison of my findings.

NVIVO has been interesting and challenging. The benefits have included;

1. Organising data and literature to build maps of what was happening in the study.

2. Automatic tracking of changes in a journal as I worked and the ability to write memos which linked to the journal and explained my thinking.

3. Exploring and managing ideas and querying data whilst keeping the evidence accessible and relevant to the questions being asked.

4. Supporting me to enter codes, enabling coding links, being able to search text and count instances and intersections of codes (which were useful in the comparisons of individual responses).

5. Building graphical models from my findings, enabling me to get 'closer' to my data, and report on these with reference links to the sources of evidence.

Overall using this software has extended my capabilities, and made the coding easier. However the cost and limitations include;

1. The phenomenal amount of time consumed in learning the software and applying it to my design.

2. The time needed to set up the computer, the project and organize the software and the resources.

3. The need to combine the coding with re-reading the literature, reflecting and note taking in order to make sense of what the coding was saying. (Orderly desk and floor space was vital and had not been planned for due to a naivety about using computer based programmes).

4. The coding could become addictive and take over the thesis, so knowing when to stop and what to leave for a further study was crucial e.g. the software can code the recordings and this would be a great advantage if using discourse analysis.

5. The licensing conditions, which delayed the start, resulted in more delay in the middle of the project and chaos, at the end when the licence key expired without warning.

6. The instability of Version 8 and eventual corruption when changing servers. Once my thesis was completed I used version 9 to re-access my data and found the revised simplicity and compatibility with Office to have improved enormously.

7. Using the software forced some focus towards quantitative interpretation of data due to the graphical representations. This partially informed the final position of moving much nearer to a midpoint between phenomenology and positivism, albeit still learning towards the former.

I would warn the doctoral researcher that NVIVO is not a time saving tool. With that caveat it has been of great value in bringing some evidenced analysis to qualitative work. I have only used a small number of the functions of the software. Blocks of time needed to be set aside to work on the analysis so that the themes could be followed coherently.

Having shared this discussion, the data analysis in the next chapter will demonstrate the findings which evolved from this design and methodology with screen shots from NVIVO to share comparisons and aid understanding.

In conclusion this chapter has shared and critiqued the research methods used in this study. However the benefit of grounded is illustrated in the findings in the next chapter which make full use of the stories from the participants with the literature woven in to the analysis to support, debate or add to the findings.

CHAPTER FOUR; RESEARCH FINDINGS AND DISCUSSION

This chapter develops discussions from the previous Chapter, shares findings from the research data and considers four questions;

1. How was the grounded theory approach followed?

2. What themes are present in this dataset?

3. How do these themes interact with each other?

4. How do these themes interact with the academic literature discussed in Chapter 2.

The tables and graphs illustrate data supporting the study into identity and alignment in law firms. The quotations are listed in Appendix 4 as well as being included in the text.

4.1 THE GROUNDED THEORY APPROACH

The aim of this study was to generate new themes coming from the participants, rather than testing an existing theory. Starting from curiosity not any pre-conceived hypothesis, this study was constructing results, from inductive data collection, about issues which could be important to senior partners in law firms (Glaser,1978; Glaser & Strauss,1967; Strauss & Corbin,1998) and was providing a rigour, ensuring that the outcome was drawn systematically from over 200 pages of transcribed data.

As discussed in Chapter 3, the methods of Glaser and Strauss had diverged, and my methods followed the 'evolved' grounded theory of Strauss (Strauss & Corbin,1998) with results emerging from the data iteratively with linkages, as opposed to Glaser's situation of '*binary opposition'* (McCann & Clark,2003a) which focuses on the contrast between two opposites. This method enabled me to take into account the stories of the senior partners and acknowledge multiple truths, when

creating, refining and eventually formulating my theories. '*The perspectives and voice of the people'* being studied (Strauss & Corbin,1994, p.274) meant that these findings are *"a totality of collective identity-relevant narratives authored by participants"* (Brown,2006, p.7). The narrative perspective does not assume that identities are shared, fragmented, discontinuous or enduring (Brown, 2006), but form an aggregate model of shared themes which continuously develop. This enabled flexible and ongoing development of concepts which are both perceptions and contradictions, and the process supported, and acted as a metaphor for, my earlier interpretation of 'alignment'.

Avoiding salience to a minimal number of respondents, I included themes even if only referred to by one participant. This was an important dilemma as *'quantitative researchers would err on the side of 'fidelity' to the phenomenon, and struggle with inter-subjective agreement'* (Smith,2008,p.50).

The traditional grounded theory of Glaser (1978,1992) would have meant that I carried out the research and analysed the data from a blank slate with no pre-determined thoughts and little literature review, to contaminate the study (Glaser,1992). Believing there is always unconscious conditioning and no such thing as a completely open mind, I needed some sensitivity to the literature (Strauss & Corbin, 1998) to give myself a springboard from which to follow clues, to gain a full experience and accumulate knowledge.

Having engaged with the literature, I was able to interweave it throughout the analysis, providing another perspective on the emerging themes and stimulating my thinking. I searched for further literature during the journey of analysis, making the literature review part of my 'emergent' journey. The context setting in Chapter 1 also contributed as a source of data.

As discussed in Chapter 3, the data were analysed by constant comparison of data with data, then comparison between those interpretations and more data, to ensure that my theorising was fully grounded in the senior partners' experiences. This chapter summarises findings from this process and uses the opportunity from working with NVIVO to present some data diagrammatically. I discuss the interactions between themes, from data coded against interview questions and the 4 areas of focus (individual, firm, identity threats, balance and alignment), analysis of the components of identity work and feedback from open comments to the researcher. Further themes emerged which are included.

I have included dialogue about the interaction between themes and the literature review where relevant. It is worth noting that the understanding of alignment and identity is characterised by multiple narratives, with some participants specifying events and other people, whilst fewer are concerned with 'self'.

I used several techniques including open and closed questions, clean questions and metaprogramme analysis to stimulate reflection about the data (Corbin,1998) and these were also emergent e.g. I had not planned to review metaprogrammes in advance.

In line with the planned two-order approach, the initial systematic analysis of data was carried out question by question concentrating on the nature of the profession, being a senior partner and the tensions arising. The results presented both environmental and individual factors, however the repetition that appeared in the data was overwhelming, with so much data convergence, that it became more efficient to write an integrated analysis. It was motivating to understand that the interview question design caused this to happen and yet at the same time enabled a

divergence, allowing for the contributions of the outliers and providing a richness and authenticity to this study.

The coding design was discussed in detail in Chapter 3. An additional need came from the integration of the analysis when a further level of coding (the concept of dissociation) came into play as I discovered repetitions within the data analysis and traced their connections, giving me more breadth in my conclusion.

The most common axial codes were re-compared to discover how these senior partners were creating, presenting and sustaining identities (both consciously and unconsciously) that supported their own perceptions of who they are and those of the firm. New codes emerged (Fig.4.1) which have been shown in a balloon chart as there is no hierarchical order to these. Codes which are connected are juxta positioned and shown in the same colour.

Overall, diagrams became central to my conceptual process, however on the advice on my supervisor, some of these have been removed from this thesis as being too confusing for the reader to easily read.

Moving beyond the reported information in the data, I discovered meanings about belief and values, suggesting that I acted as an 'enabler' in the data collection process and that my perceptions had a value in informing the discussion (Charmaz,1995). In order to ensure the participants' voices have been kept 'live' and present in the analysis it was important to include their quotes and to ensure that every participant was represented in the analysis. (There is an average of 11 quotes per participant in these findings, albeit London partners are more verbose than the provincial ones). This informed a style of writing that is more *literary than scientific* (Charmaz,2000) and therefore in keeping with a professional doctorate study

indicative of a constructivist grounded theorist and part of the emergent iteration of grounded theory.

Fig. 4.1; Emergent codes for identity work
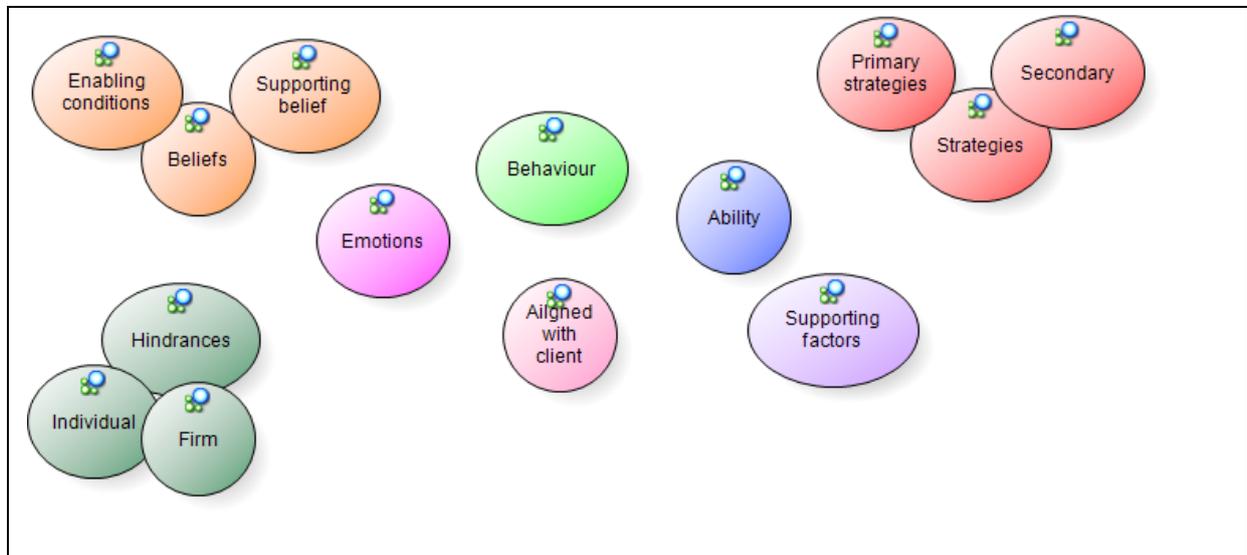
The results of this method have developed a large amount of data which can be re-analysed from varying perspectives for further research topics as well as uncovering a *'core category'* for this study (Strauss & Corbin,1990) which becomes the final storyline in Chapter 5.

4.2 DETAILED DATA, RESULTS AND DISCUSSION SUMMARIES

4.2.1. THE PARTICIPANTS

The participants were mainly unknown to each other. Immediate relationships were unbiased and indicative of the profession and are illustrated in Fig. 4.2.

Fig. 4.2; The relationships between the legal partner participants
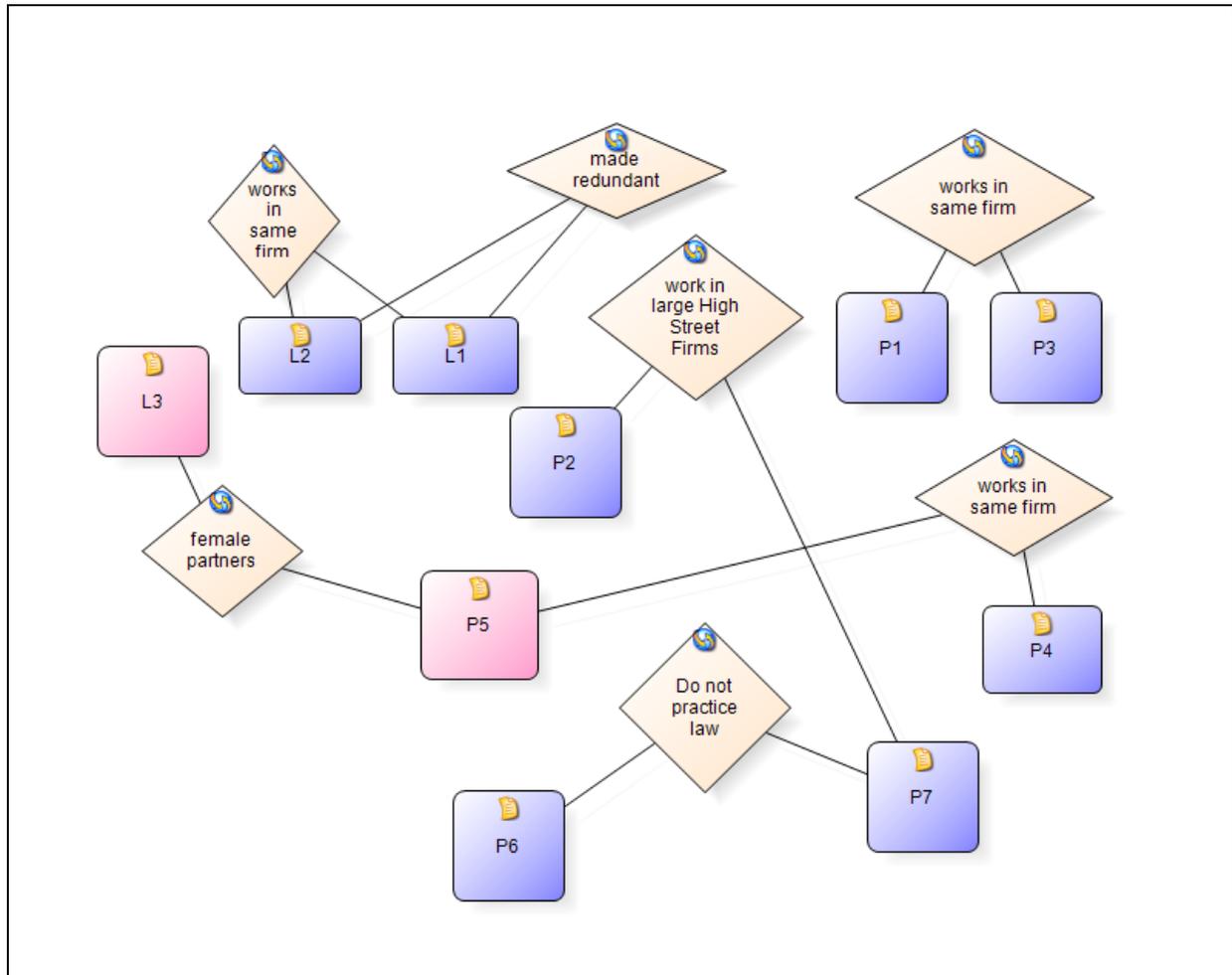
Recent changes in the legal profession were explained in Chapter 1. Participants

seemed dismissive of the changes applying to them as individuals, but reported that

change is coming rapidly and the context is tough. "*They're trying to get more and*

more out of less and less" (P4).

" We could be more specialist, getting involved in delivering the products and
services that clients want. We need new channels to market; .... Relationships will be
part of quality law firms and there will be fewer firms although research is currently
showing that's not the case and there's bigger fragmentation going on. Firms with 50
-200 staff will need to aggregate. Some will deal with the ownership and employment
issues and the partner model will go" (P7).

"businesses are relatively profitable and some people will see them as being even more profitable when you take out some of the partners who are perceived to be hangers-on. When you get into that environment some of these people will be compensating for loss of day to day salary by stock options and some of them will be very disappointed......."(P4).

There was an implication that low performers were carried by their firms in the past and there were moves afoot to expose them;

" You get people who know they're not particularly good performers and then they suddenly see tough times ahead in the organisation they've got genuine reasons to be worried rather than hypothetical reason to. ...... three partners ... had left the firm in the past six months and (a journalist) wanted to know why... loads of partners are being kicked out under the radar ... She said 'we're going to expose all that'.. people's fears of being exposed are really coming home to roost....." (P6).

Participants thought they were good at the business and commerciality of legal practice, and feedback was about others rather than themselves (this theme continues throughout the study). They suggested that the partner model was outmoded;

"The old partnership model was conceived with clients in mind. If you didn't get it right you suffered as the owner and that's hugely sensible but now it's a business. Competing ... drives prices down; firms do corporate work for nothing in the City. If you're going to be a professional law firm, let the reserve services go to others ....." (P7).

COMMERCIALITY

There was a concern around business acumen and the need for firms to understand how it develops as reflected by Anderson and Shirako ,2008. In this study and in the literature about other professions, (Kelly & Gennard, 2001; Armstrong, 2003; Hayley, Farndale & Truss, 2005; Auluck, 2006) functional specialists e.g. legal partners, are not perceived as credible and having full commercial understanding of business need and process because they have not 'been there and done it';

"lawyers think they have an innate understanding of business, They spend 6 years learning law and 6 minutes learning business and think they can solve anything internally. They need to look at the German management and scientific ladders of

promotion and realise we need professional business managers to manage our practices" (P2).

6 out of 7 provincial partners expected multi-disciplinary practices with more cross selling although 5 provincial and one London lawyer suggested legal services will still come from law firms. 6 of the provincial lawyers cited lawyers' high pay as an issue to be addressed with lawyers earning less in years to come, especially if other professionals come into law firms. The London lawyers did not mention it.

"..different remunerations, lawyers get paid more than accountants, how do you deal with that......" (P6).

5 out of 7 provincial partners believed that larger high street practices would take over the sole traders and grow. L4 suggested that sole traders would disappear and much of his current work was to close down non-performing firms. It became apparent that provincial partners were more in touch with the end user as a client, and also understood that small law firms passed business to them – possibly being more collegiate, whilst the London lawyers seemed more remote.

"I went to a partner conference in Cornwall, people who threw their weight around at the table were the people who were doing the biggest fees and one partner said " you realise I rely on your chaps to give me the work". I said "actually that's very important and don't forget it" (P4).

3 respondents mentioned the advent of lawyers moving into retail and supermarkets and there appeared to be a lack of understanding about acquisition of legal firms by non legal , with an implication that career expectations were about equity and dividend rather than being salaried:

"We have a joke about someone buying the firm. It's a questionable model for external capital… absolute return implies an exit, the partners would be salaried so it destroys career expectations. The only impact will be if other law firms do it, then we will be vulnerable" (P1).

The majority commented on their perceived, negative aspects of change – 3 thought standards would reduce, 7 thought there would be greater commoditisation of the back of house services and 6 felt that there would be little private equity investment interest;

"Private equity firms?......They're not daft, the last thing they want is deal with a load of lawyers who are awkward ... buy a law business and the good will walks out the door ...They're interested in the back of house and anything that can be commoditised, and flogged on to someone else otherwise there's not enough money in it for them and too much hassle" (P6).

The legal profession could be taken by two forces (Empson,2007a): a pull towards commoditisation and the development and uptake of information technology which enables outsourcing with immediate response times. New law jobs may emerge which could be highly rewarding, and very different from those of today with reputation development becoming an extremely complex process (Susskind,2008) and outside the bounds of this study.

GENERALISATION OR SPECIALISATION

Focusing on generalisation or specialist development can impede economic progress and there needs to be a mix of the two (Owen, 2008; McPartland, 2009). Senior partners cannot possibly acquire all the new knowledge and experience required for change on an individual basis, and therefore need to learn to share all services and resources in order to optimize and leverage the knowledge available to the firm (Empson,2007a; Susskind;2008). Education would contribute to real positive change as Korn/Ferry (2009) discovered, but this seemed discounted by most partners. Participants reported that generalist development activities were offered to grow commercial awareness, evidenced through some take up of the MBAs and PhD and following the routes of other professions (Craswell, Francis &

Taylor,1995; Beesely, 1997; Powell, Brock & Hinings,2002, Stokes,2008;Hever ,2008; and Oskam;2009). There was a large gap between educational offers and take-up, and the topic of business education came up frequently in response to questions, with the minority who had pursued it allocating a very high value to it, possibly because it appears to be a rarity in the legal world.

There was mention of knowledge sharing with regard to cross selling and client management. Susskind (2008) postulates that new law jobs may emerge but these were not mentioned nor were the opportunities to role model the strategies of other professions who had faced similar challenges (Larson,1977; Abbot ,1988; Hanlon,1994; Macdonald,1995; Bruce;1996; Addams,1997;and Wilmot & Sikka,1997). Apart from mentioning refinement of current skills, partners appeared to have major difficulties, in understanding how to profit from external knowledge, (Huston & Sakkab, 2006; Garud & Nayyar, 1994; Zahra & George, 2002; Koka & Pathak, 2006; Lane, Cassiman & Veugelers, 2006). There were discussions about reduced earnings being forced on partners by the firm, with P7 and L1 postulating the need for lawyers in the future to be 'gifted' (which translated as 'technically great' although there was little evidence of talent management programmes to encourage this), and to have passion – something I had only observed in two participants in this sample even though they appeared verbose when asked about the future for their firms, and about the younger people coming through;

"It's going to be tough in the immediate future.......anybody looking to succeed in this area must be exceptionally academically gifted and well trained as well as having a real passion for the subject matter" (L1).

" Clients are savage, they have the whip hand and are demand led. Looking back before 1970 when firms were allowed a maximum of 20 partners who could have foreseen where we are today. There will be even more evolution, increased size and complexity, new areas of law are being invented every day – nuclear, civil rights, fertility etc" (P1).

"I think there'll be some casualties... too many people in the profession and that will reduce permanently at some stage. We have a bit of a problem as do all firms with generation Y who up until 2 years ago were really calling the shots...." (P3).

UNDERSTANDING OF THE LEGAL SERVICES ACT

The current state of thinking about the Legal Services Act appeared random, with no clear understanding shown of its impact. Participants shared some thoughts about their position and intimated that non legal leaders may be required;

"we are concerned that the Legal Services Act and external investment is going to apply a different yard stick . We may be commercial by our own standard but not by those of other people" (P4).

"...law was a safe home for people who had been in industry and who had been cleared out by the new broom sweeping through, and were trying to grow within law firms the sort of rather overweight bureaucracy that had failed elsewhere.... so an out-an out-dated model frankly.. I think we have to accept that we can be managed, led by accountants .... anybody with the right skills"(P4).

"it's arrogance but the fundamental problem is the ownership one. If you own the practice why would you want someone else coming in and managing you and affecting your profits so the model is flawed for that reason. Non legals may be excellent but not the animals you need to nurture lawyers (P7).

The participants reported that law firms have to restrict access to equity partnership as a result of the pressures of legal reform, competition and financial performance. The pyramid structure of most law firms meant that young lawyers saw partnership as a remote possibility and this was seen to have some benefit;

"This would enable revised structures within firms who could then adopt a matrix style of progression allowing highly competent lawyers to focus on what they're good at and be promoted for specialist expertise. There could be another promotional ladder for generic business administration. The pool of talent could be drawn either from lawyers who want to broaden and develop their commercial skills, or from a professional business administration base" (P6).

When discussing the future (Fig. 4.3) there appeared little comprehension on how the firms could evolve and change (Hogg & Terry,2000; Moreland, Levine and McMinn, 2001; Hogg,2001; Hogg & Haines,200; Van Knippenberg & Leeuwen, 2001). Comments suggested that partners were planning their own exit, were

complacent in their own superior performance or were sitting, watching and waiting for something to happen or for the change agenda to move on. Although three positive comments focused on their own continuity, there was nothing specific about 'self' (Turner,1987; Reicher & Hopkins,1996:297; Brewer,2001) and it seemed that individuals were not connected to the issues facing the firm and the profession.

Fig. 4.3; The Future for the Firm

	A : Tough times ahead	B : Reduced earnings	C : More breadth	D : Lawyers must be gifted and have passion
1 : P1	1	1	1	0
2 : P2	2	0	2	0
3 : P3	2	0	1	0
4 : P4	1	0	1	0
5 : P5	1	0	1	0
6 : P6	2	1	2	0
7 : P7	1	1	1	1
8 : L1	1	0	0	1
9 : L2	1	0	0	0

Whilst these comments make rather different points, the common theme is one of inappropriate thinking at partner level for those who are tasked with developing the strategy, growth, and sustainability of their firms. Some arrogance from the partners was possibly demonstrated with the belief that only lawyers can understand lawyers.

In a context of rapid change and a tough future, with concerns about commerciality, business acumen and performance, a lack of business knowledge and experience, general pressure with London being worse than the provinces, the Legal Services Act and possible external investment, reduced access to equity partnership and revised business structures resulting in lower earnings, these legal partners were either planning their exit or waiting for something to happen. Where did these partners come from and what characterises them?

ENTERING THE PROFESSION AND BECOMING A PARTNER

6 partners entered the profession through their own choice. It seemed like a safe

option when Britain was coming out of recession and the three day week in the

seventies. Other factors impacting choices included; liking detective stories, not

wanting to be a medic or land agent, wanting to be self-employed and having a

second career which was a transferrable profession and built on strengths from

previous work.

"I liked debating and arguing points and was in the debating society at school. I took part in several speech competitions. I'm very competitive" (L1).

Three partners were influenced by parental figures. "*My Dad was a lawyer so I*

expect that influenced me" (L1). P3 was encouraged to try law by his school and

P2's father suggested law.

"When I was 15 my father sent me to stay with a family friend who was a partner in a law firm. He was a bachelor with his own flat, sports car a great social life and not much work. He specialized in crime and matrimony and I sat in his office 2 days a week. I thought the work was interesting – even fun, the rewards were great and he was looked up to and respected by local people. I went off to do a law degree" (L4).

These findings correlated with the work of Poulter (2006) who evidenced a link

between parental influence and identity, and it is noted that nowhere was the

influence of a mother mentioned. The male parental figure was the *'archetype'* used

to make this decision (Pearson, 1991) reflecting the 'mental image of the type of

person who best represented the group' (of parental figures) – the 'prototype'

(Moreland, Levine and McMinn,2001;96). Once in the firm promotion was rapid ;

"joined this firm as a trainee for two years. Six years after that I was made a partner, not bad going for 8 years on. There were no targets or business case in those days" (L3).

"had been told I had no prospects but my partner was sick and I acted up for him and was promoted for my efforts. I was an equity partner straight away and paid for my equity out of retained profits" (P2).

"That was 2 years post qualification" (P4).

Only L5 went through a formal process to be promoted to partner. In those days

"you had to write a business plan and then present ...to the promotion committee. We had to go through some psychometric tests.....it's changed now it's an assessment centre.....I think it was the first time (anyone wrote) *a formal business plan about where you were going to take your practice and how you were going to develop it"* (P5).

For others; *"there was no assessment, just a tap on the shoulder. I was the youngest person in the firm and too young to be a partner not so easy nowadays"* (L4).

Being in a highly valued area of work was also influential;

"was made a partner after 4 years which even for this firm is fairly early but I genuinely feel I was in very much a growth area, at the right time when the market was really getting cranked up as well" (P3).

"I work with infrastructure on huge projects so I was in demand. My work is and was high value and high profile with huge clients" (L3).

A long stay in the same firm was not unusual;

"I did law at university and became a partner in 1984 when I would have been 27. I did my articles here, working hard and being perceived at being talented. I was at the same firm all my life. I became the managing partner in 2001 and have not done any legal work since" (P7).

None of the partners mentioned that expectations of more junior lawyers are

changing whereas Dawkins (2007) discussed that only 50% of lawyers now want to

aspire to partnership because firms are not flexible and do not meet aspirations

about work life balance. London firms were generally more pressured with one

exception which was

" similar to other London firms but more cuddly and don't expect as much as some of the others. The golden circle firms are foul and I would hate to work there – the pressure is inhuman (L3)."

Working in the provinces appeared to give better life balance than London but was still skewed towards work. Curiously, provincial firms marketed the 'week-end off' opportunity as an employment benefit (rather than assuming it as a normal way of life). There was an implication that lawyers are drawn to locations where multiple legal firms are located.

"*The work is as hard as in London Monday to Friday but 45 weekends you'll be off. ..... the difference we've sold, is that for some reason it doesn't seem to interrupt your weekends as much down here, but Monday to Friday will be just as hard. Burgess Salmon for example in their recruitment adverts always had a picture of some dozy lawyer with a surf board - get the hell out of London and get down here and you can go surfing on the weekend. We sense Bristol is the No 1 destination outside London ' cos it's the only other place with a decent legal community. (P3).*

THE CHARACTERISTICS OF A SENIOR PARTNER

When asked to describe the characteristics of a senior partner all 11 participants discussed that business development skills including sales and client relationship building were important, with 3 mentioning it twice; *"Only a small part of the role is being a lawyer. You need to be great at customer services and know that every day presents a new challenge* (L2).

4 participants mentioned financial skills. Being strong willed and competitive was rated by 2 with 1 mentioning emotional intelligence. The business skills, strategy and finance were more important to the provincial lawyers as was expected as this is where the managing partners were to be found;

 "Good partners have to demonstrate the ability to make money. ...... (L4).

Y*ou have to be a dammed good lawyer with some salesmanship, good at entertaining and socially skilled (L1),*

Client relationships are important and we have to bring in the juniors, share the access and broaden the client base, also good at HR, Finance and Marketing and make himself available for management roles and internal projects (P3).

There are finders, minders and grinders. The grinders keep their heads down and work hard and they won't make it now. Bringing in work is key. The minders are a

mixed bag..........some may make it but the finders are the rainmakers, they bring in the work, they make equity partner......... It's about marketing and client winning (P1)

Legal partners need to understand both client and law firm finance, the financial markets, strategy, business and integrated leadership (Stoakes ;2008; Hever,2008). The participants were very clear that the MBA style training discussed earlier would give them strategy, marketing, statistics and organisational design and could be applied through experience of Sales & Marketing, Supply Chain Management, Artificial Intelligence, Knowledge Management and back office support systems as part of a secondment or rotation scheme. Participants were not committed to doing this themselves and seemed to follow Hever's (2008) philosophy of the individual manifesting his/her own success although none mentioned leadership as a core characteristic.

PREPARING FOR CHANGE

Partners appeared to sound surprised and as if they were being very innovative when describing business practice that is the norm in other industries;

" you need to understand the big picture, to be focused on clients and to win respect and build confidence.."(P2).

" we pride ourselves on our responsiveness, good at client relationships client management. We're seen as very responsive to our client's business and we speak a language they understand "(P5).

"Most people are polygamist with their business relationships. I don't think it's a client driven thing, it could be one way of differentiating yourself "(P6).

"The professional part is the easy bit, being focused on clients doing a good job and putting them first"(P7).

These positive comments suggested that there was a move towards change with comments on account management and cross selling in the practice.

"we look for people who have got acknowledged expertise .... in maintaining client relationships ....the capacity of the partners to hunt together and somebody to get

a client and then what actually does this client want and need and who can I bring in to deal with that and we've had some spectacular successes .... in generating more income out of the client because of service from a completely different part of the practice ...." (P3).

This 'glue melting and resetting' (of client relationship management) appeared to be an unfolding, emergent, and iterative process of incremental change (Graves,1971, 1980, 1988). The development of basic characteristics of alignment was taking time whereas sustainable success for the aftermath of the Legal Services Act in 2011 required rapid transformational change for commercial survival. The partners' 'trial and error' model was outmoded in this context, as a slowly emergent state was not serving these legal partners well and a new way of developing was required to overcome current barriers to change (van Rooy & Viswesvaran, 2004; Zeidner, Matthews & Roberts, 2004, Lindebaum (2009).

Maybe this transformational change was happening on an individual scale? When asked to compare themselves to the partner characteristics that they had identified, participants introduced two new characteristics of 'generating billable hours' instead of 'finance', and 'being entrepreneurial' instead of 'business development'. 'Emotional Intelligence' and 'being a good lawyer' were not mentioned. Fig; 4.4 lists the revised characteristics of these specific partners across the horizontal and the participants are listed vertically. The shaded boxes denote a response from the relevant participant against the characteristic. (This format is used to read all screenshots of spreadsheets in this chapter).

Fig. 4.4   Comparing self to the characteristics of a partner

	A : Billable hours	B : People skills	C : Being strategic	D : Entrepreneurial skills	E : Strong willed	F : Fit in,
1 : P1	1	0	0	0	1	1
2 : P2	0	0	1	0	0	1
3 : P3	0	0	1	1	0	1
4 : P4	0	0	0	0	0	1
5 : P5	1	1	0	1	1	1
6 : P6	0	0	0	0	1	1
7 : P7	0	0	1	0	0	0
8 : L1	0	1	0	1	1	0
9 : L2	0	0	0	1	0	1
10 : L3	1	1	0	1	1	0
11 : L4	0	0	0	1	1	1

SELF V. OTHERS

When comparing self to others, participants seemed to find difficulty in self

assessment and discussed the need to impress others (another recurring theme);

"You've asked a lot about me. In this game we don't think about ourselves too much, it's what's on the outside and how others see you that matters. There are always people to impress; clients, staff, judges, potential clients. The whole game is played round people and it's them who matter, far more than the law. Sorry I don't have more time, you've made me think.....life's a game, I don't know who said that but I like it. Yes that's my philosophy" (L1).

At the same time partners appeared keen to share opinions of themselves with a

need to quantify their value;

"I'm strong and successful, better than most" (L1)

"I work 18 hrs a day including week-ends to make sure I'm perfect. I'm responsible for 100 people with 6 overseas offices plus all my active clients and I run the London partner group. I am one of the best in the firm" (L3).

 "I know I'm well known, good reputation and all that…..very strong that's why this firm hired me. You have to adapt to client expectations and demand and also the culture of a new firm and new colleagues but being commercial always comes first before fitting in. That's very honest of me isn't it? I'm not being arrogant just honest I know my limitations and I know I'm good at what I do" (L4).

This raised questions about partners' self confidence and self perceptions and

whether they needed to give themselves positive feedback to reinforce this because

no-one else did. In order to deal effectively with the world, people need to feel good about themselves and partners also compared their partner group with other groups seemingly to define their group as positive (Tajfel and Turner;2001). I debated if 'positive mentality, which came across as 'arrogance' (by their own definition), was a portrayal of 'ideal self', which developed an externally acceptable perception of themselves, and they were losing sight of who they really were and where their identity was. This appeared to be happening with hierarchical groups (partner, associate and partner, assistants or trainees) where senior partners perceived themselves to be 'better' or more knowledgeable than their colleagues and subordinates, with little concern as to how difference was handled and valued.

Kreiner and Sheep (2006) citing *(Snow & Anderson 1987; 1348)* debate closing the gap between self perceptions of real and ideal selves, and self-perception and other-perception. This may not be easy for these lawyers who mainly held an external reference [22]metaprogramme and therefore focused on 'other-perception'. (Merlevade,2004; citing Cameron-Bandler, Gordon & Lebeau,1985; Van der Horst,1987 and Charvet,1997). This suggested a analysis, in line with classic social identity theory and social categorisation theory, about who was influencing who and precisely what it was to which the partner group conformed (Hogg and Abrams, 1988:173). L3 was unusual in suggesting juniors took their 'whole' self to work and discussions with L4 suggested that longer serving partners influenced newcomers hence, the need to 'fit in'.

 " *I tell juniors this all the time so it's well rehearsed.........find a good role model/ mentor and take every opportunity presented....work hard and long, take*

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[22] External Reference refers to people who need others to provide opinion and direction, to reach a conclusion. These people need the standards for their decisions to be outside information. They need others to tell them about the quality of their work and they will not want to start or continue a task unless they can gain direction and feedback from outside of themselves e.g. client standards, firm's policies etc

secondments and learn....be flexible, show enthusiasm and be motivated...eat and sleep well.......don't separate self and work, be yourself at work. If they don't want to put the effort in there's no room for them here" (L3).

"become great at your work network and become known......... adapt and do it their way. I keep quiet if I don't agree...... no boat rocking here. This is based on experience which is valued here... you have to appreciate the culture. You join in on the surface and get your kicks elsewhere......(L4).

This exemplars both social identity theory (shared attitudes in intergroup relations), and social categorisation theory (relationship between group behaviour and self-concept) and the challenges of both, although social construct theory people (who believe that groups construct theory and knowledge collaboratively for each other) will most likely disagree with this.

The concept of being valued and more accomplished than colleagues came across as being very important to participants when I asked what made them unique (see Fig. 4.5).

"I am a strategist and I have a PhD. I can see what the future brings and am not locked into the present. I think that makes me more committed than others. I also understand client service needs. My colleagues are 'legal experts' and don't spend much time working out what clients really need, they just go with what they want....... I suppose they don't have consulting skills" (P2).

Only 2 of the 9 with 'great client focus' thought they translated this into high billing of fees as a unique characteristic. One perceived high biller managed to do this without the great client focus. When probed, others assumed 'high billing' as a 'must have' to be a partner so didn't perceive it to make them unique. This did cause a dilemma in accepting non legals or non practising lawyers as partners as there was a lack of understanding as to how pure managers could earn their keep and how generic 'sales people' could sell legal services. The one who thought being female was unique, was in fact the only female partner in her firm (there were several in other firms). Only 3 cited people skills and those who had studied for MBA

programmes thought this worth mention as it was deemed so unusual supporting the earlier theme of a general lack of take-up of business skills development.

Fig. 4.5; What makes you unique as a partner?

	A : MBA	B : Management experience	C : Great client focus	D : Female	E : People skills	F : High billing and fees
1 : P1	0	1	0	0	1	1
2 : P2	1	2	2	0	0	0
3 : P3	0	1	2	0	1	1
4 : P4	0	1	1	0	0	0
5 : P5	0	0	1	0	0	1
6 : P6	1	2	1	0	0	0
7 : P7	0	1	1	0	0	0
8 : L1	0	0	1	0	0	0
9 : L2	0	0	1	0	0	0
10 : L3	0	0	0	1	0	0
11 : L4	0	0	1	0	1	0

Individuals want to express their uniqueness whilst needing to belong to something greater than themselves (Ashforth and Mael,1989; Dutton, Dukerich & Harquail,1994; Brewer & Pickett,1999). Based on the findings of superiority over colleagues and yet wanting to identify with them, it was possible that the conflict between 'being unique' and 'belonging' was blocking any change. There was some discussion about evolution, but little about changing with the times or structures concerning new times and new thinking (Campbell,1988; Wilber,1996; Beck & Cowan,1996). With the exception of *"I'm female" (L3)* there were no surprise unique characteristics and nothing differing to the previous generalist discussion.

These findings were correlating with the work of Allport (1924) and Hogg and Abrahams (1988) who identified that the group is a collection of individual psychologies where the individuals internalise recognised characteristics of partners and hold onto these when the group is disbanded or no longer relevant. In fact there

seemed to be little uniqueness and this underpins findings about the 'importance of 'fitting in' in table 4.4 suggesting that it participants need to retain their popularity with their peers by choosing characteristics that maximise the positivity of their group (Turner, Hogg, Oakes, Reicher and Wetherall,1987). This could be because these senior partners have been in the job for some time, identify with earlier influencing professional groups, finding it difficult to adapt or to change identity very quickly.

It appeared that these partners were defining themselves by the characteristics of their group (salience), conforming to the group prototype, seemingly modifying their attitudes and behaviours to those defined as normative to the group, then developing what they unconsciously perceived to be a personal prototype. This caused a co-identity which may be giving them meaning and justification, with some supporting beliefs about 'being able to play the game', 'be likeable', and 'socially acceptable, but was not developing the profession (Abrams, Wetherell et al, 2001:286; Mirvis ,1997; Hogg,2001;Dutton & Heaphy,2003). These repetitive factors sounded like a well learned lesson or cultural discourse (Ashworth,1998) and correlated with the '*supplementary fit'* work (Kristof,1996;Kreiner & Sheep, 2008), suggesting operating from a 'safe haven' retaining outmoded concepts e.g. billable hours and fitting in, at the expense of other characteristics which needed to be developed to cope with deregulation.

These findings contradicted Allport (1924) and Tajfel & Turner (1986) who suggested that the individual specialisms would make up the group, rather than the group characteristics being taken on by the individuals. Partners were very clear about the value of role-modelling and 'fitting in'. There was no evidence of the categorization being 'group to group' as discussed by Tajfel and Turner (2001), apart from that of 'legal partner', 'female partner' or 'Jewish' and these were in the minority. Some

social identity came from the partner group (Oten;2002) although self esteem was coming from within the individual rather than from the group membership as postulated by Ellemers, Kortekaas & Ouwerkerk (1999). This informed the multiple identities issue discussed later.

It appeared that the influential long serving partners who were not so bothered about change and the long term future, were rejecting high change orientated individuals (especially 'non legals'), (Larson,1977;Abbot, 1988; Hanlon,1994; Macdonald,1995; Bruce,1996; Addams,1997; Wilmot & Sikka,1997).
"Concerned?..... nothing else to say (laugh) do I care....... not really, I'll be long gone...."(L2).
Chapter 2 considered studies about brand identity and the social relations (Bloom,1990; Jenkins,1996) of the firm, both of which were mentioned by participants as part of the 'well learned lesson' discussed earlier and which all appeared motivated to play as part of their 'fit' with the group, underpinning the high professional need to be perceived as trustworthy. (Turner, 1984; Turner, Hogg, Oakes, Reicher & Wetherell, 1987; Jetten, Spears & Manstead, 1996; Kramer et al 1996).

Few mentioned the name of their firm and similarly to other professions, these partners appeared to view themselves as professionals first and members of the firm second (Bamber & Lyer,2002) rather than identifying with both their firm and their profession simultaneously (Lloyd, Johnson, Morgeson, Ilgen, Meyer 1996). This duality, rather than one integrated identity, seemed a major barrier to alignment. 'Professional' supported an 'I' approach whereas 'firm' or both would support a 'we' approach. Another characteristic is that participants referred to the role (lawyer, partner, managing partner) as opposed to the person, suggesting perhaps a

preference to work with a role-identity rather than the core-identity (Merlevade,

Bridoux and Vandamme ,1997) which would underpin being unique individuals.

MANAGING IDENTITY

I recoded Fig. 4.1 to discover how many partners were using duality or integration to

support their identity work and found a fairly even balance. Partners had strategies

which informed the responses given during interviews, and intimated some glimmer

working in 'alignment' although at a cognitive and shallow level. There was a quality

of alignment between researcher and the participants in that participants need not

have been overly trusting in talking to a stranger - yet were being surprisingly frank in

their answers;

"Being human is as impossible now as when I was a trainee. We are all machines. Sometimes I walk the dog, not as much as I used to...you end up spending money on luxuries but no time to enjoy them and I'll probably be dead before I retire. It's all a big game really......the game of life" (L4).

" I can't be bothered to put on an act. I wonder how I come over. I can be remote as I am so busy and focused on task and not relational. There's no time for a facade......... my 'me' is different in different contexts. I am extrovert at work and shy at home but 'shy' is hidden at work –I am full of apparent confidence and others believe it. Emotionally immature but no room for emotion at work...." (L3).

There was little other evidence of 'emotionally intelligent' or 'self-concept'

characteristics and P6 was critical of this;

"It's not a particularly enjoyable job running a law firm because of the lack of emotional intelligence of people, you spend your whole time in battles. You don't get the kind of management pleasure you do in other firms. It's one long grind against people who don't want to work in teams, are only interested in themselves. Their job is to challenge everything because that's what they're trained to do. To see the risk of everything and their stock in trade is words not action. Let's debate everything, but not do anything is the natural state, then you add this lack of, emotional intelligence in too, it makes very dysfunctional organisations I think". (P6).

Participants were asked to take an overview and explain what characteristics made

up a typical partner in their firm (Fig. 4.6). With the exception of 'lawyer', the

characteristics tended to include more personal and descriptive concepts than those used in Fig. 4.4 and 4.5 although business development and client relationships were again important, demonstrating data convergence.

"I think you've got to be good at business development because it's a firm that's grown and developed very rapidly. You've got to be adaptable, innovative. We pride ourselves on our responsiveness, good at client relationships client management, good financial management, more client –focused. That's certainly a key differentiator" (P5)

Fig. 4.6; Characteristics of a typical partner in the Firm.

	A : Self interest	B : Challenge	C : Conservative	D : Dysfunctional	E : A lawyer	F : Competitive
1 : P1	0	0	1	0	0	0
2 : P2	0	2	0	0	1	1
3 : P3	0	2	0	0	2	2
4 : P4	0	1	0	0	1	1
5 : P5	0	1	0	0	0	1
6 : P6	1	2	1	1	2	1
7 : P7	0	1	0	0	1	0
8 : L1	0	0	0	0	0	1
9 : L2	0	0	1	0	1	0
10 : L3	0	1	0	0	0	1
11 : L4	1	0	0	0	0	0

The range of perceived characteristics of a typical partner in the firm is shown in Fig.4.6. Empson (2007a) and Susskind (2008) support the 'competitive' characteristic, finding that partners tend not to develop a view of the systemic impact of the whole law firm (which was at odds with the strategic overview discussed by 3 participants in fig.4.4). Some of the characteristics were mentioned in the context of distinguishing the firm from others, suggesting that partners hold a mental image of the type of person who is representative of the firm's desired brand image and how that perception is modelled (Hogg & Terry,2000; Hogg ,2001; Hogg & Haines ,2001; Moreland, Levine and McMinn ,2001;96; Van Knippenberg & Leeuwen,2001). This explains some of the 'learned behaviours' I have experienced, as legal partners are complying with this model which leads to a usually 'reduced' and occasionally

'expanded' sense of self. This model often appeared 'imagined' rather than a real person and in the case of one firm discussed earlier, was a replication of the theoretical and unresearched 'competence model'. This is not a gain or redefinition of identity (Turner,1987; Reicher & Hopkins,1996), and it could be seen as a place on a continuum of transition from 'I' to 'we', (Turner, 1987; Brewer,2001).

SUPPORTING THE SELF CONCEPT

This concern reflected the tensions in the literature, where studies showed individuals adopting conflicting strategies to support the self concept and distinguish themselves from others and yet working hard to be included in social units which then depersonalise 'self'. (Snow and Anderson, 1987; Brewer,1991; Sveningsson & Alvesson, 2003). The literature carried on the notion of movement (Dilts and Delozier, 2000). However as discussed earlier, in the Hawthorn Effect (Landsberger, 1958), the 'panopticon' (Foucault,1977) and by quantum mechanics (Nilesen, Chiang & Grover, 2002) when a legal partner becomes consciously observed by self or others, s/he may become frozen in a concept such as that of 'idealised self' and his/her belief systems will make judgements about that 'idealised self'. This *'identity work',* may be open to rebalancing as suggested by L4 and P7, and still presents the debate as to whether it is internally or externally motivated and how much it reflects the 'mask' discussed in Chapter 2 (Merlevade, Bridoux and Vandamme, 1997).

4.2.4 WORKING STYLES

Partners needed their own space to be productive (Fig. 4.7), and only 2 (P5 and P6, who have external processing preferences) did not work alone. There were beliefs that *"spending time with others doesn't earn the pennies."* (L4).

P6 discussed a balance between working alone and working with others and P5

focused on working hours and working with others in a supervisory rather than a co-

worker or team capacity;

"we sit in pods right next to each other which are the meeting point. I'm very aware of what goes on. I hear all the conversations but I keep an eye on what hours people are working. I don't expect people to do things I'm not doing myself. If the work's there we do it. I don't believe in people staying when there's no work to do," (P5).

Fig.4.7 How do you work on your own?

	A : Need own space to be productive	B : Does not work alone
1 : P1	0	0
2 : P2	2	0
3 : P3	2	0
4 : P4	1	0
5 : P5	0	1
6 : P6	1	1
7 : P7	0	0
8 : L1	1	0
9 : L2	1	0
10 : L3	1	0
11 : L4	1	0

"Most of my work is on my own not with others from the firm, just my clients. Odd partner meetings then it's a business conversation. Trust each other to do own thing, try and work at home a day a week if I can" (L4).

There was no mention of innovative collaboration, harmonisation of workload,

partnering on projects or other characteristics that I expected to underpin a concept

of alignment. All except P5 had their own office and *"the partner structure does not*

encourage sharing" (L4). There was discussion about interpersonal and team skills

at a cognitive level motivated by pay and about learned behaviours. There were no

examples of an internal 'passion' for working with others.

."*Being a team player, listening and empathizing, training and development . I try to be nice to people, work hard, optimistic, not trite and trivial, solutions and goal focused and not too serious........ am typical of the firm work ethic - work hard, ethical, common values, collegiate there are no clones. We get paid by equity, no*

performance pay, if someone's not doing the job they go." (P1).

I did find that once the partners adopt an external reference from their strong belief about 'great customer service', they start working together and the word 'team' falls very naturally. A concern is whether this is a fully engaged belief or is being intellectualised from a learned behaviour from one of Foucault's (1977) 'docile bodies' and this was in part evidenced by a mismatch between language used and espoused values.

Talking about working with others (Fig. 4.8); two did not answer the question and 9 said that lawyers were not team players, had no emotional intelligence and may be

"creating some monsters because you need to have some monsters to survive. I think some of them are actually autistic, some of them have got no interpersonal skills but have got a will to win, and we need them to make sure we carry on .... some more rounded nicer people might fall by the way side" (P6).

Fig. 4.8 How do you work with others?

	A : Lawyers are not team players	B : People skills
1 : P1	0	0
2 : P2	2	0
3 : P3	2	0
4 : P4	1	0
5 : P5	1	0
6 : P6	2	1
7 : P7	1	0
8 : L1	1	0
9 : L2	1	0
10 : L3	1	0
11 : L4	0	0

Group contexts affect individual identity (Le Bon,1895), and Owen (2008) challenges that *"in order for firms to experience the level of respect, engagement and commitment they desire, they need to build community by giving value and meaning to each member, creating a high sense of belonging and recognition for contribution by individuals to enable all to support the whole tribe and not just their*

silo"". The responses of the participants suggested they did not value the skills of their peers, causing a relational distance that could slow down commercial response to managing their future challenges. This behaviour was at odds with that discussed by Tajfel and Turner (2001) who made it clear that group membership is a real, true and vital part of the person and through the familiarization of these norms individuals can define to which group they belong. Participant responses suggested these norms come from the inside out and if they happened to fit with the group all was well and if not, then they would play the game to look as if they fitted whilst saying and believing something else – hence the mixed messages about identity characteristics being individual or group.

One participant told me after the interview that '*in the old days' the firm held summer parties, cricket matches, etc'* which would have helped the alignment of both, but the external influences of credit crunch and commercial challenges had put a stop to it all - an example of Foucault's (1970, 1977) findings where individuals are 'punished' for the external context.

4.2.5 PERCEIVED IDENTITY

There was little discussion about authenticity (Bass & Steidlmeier, 1999; Luthans & Avolio, 2003; Avolio & Gardner,2005; George & Bennis, 2008) and the characteristics shared became a collective identity, raising the question of how a senior law partner perceives him/herself and whether this is another form of the self-formation that Foucault's later work (translated 1996, 2002) discussed as being compliant development to support perceptions of the firm's current requirements rather than evolved authentic being.

Who did participants perceive themselves as being? Identity links to spiritual connectedness, and a misalignment between professional role and individual identity can lead to serious health problems (Merlevade, Bridoux and Vandamme,1997) .

One respondent did not perceive himself to be a lawyer. Four respondents vacillated between lawyer and partner, appearing not to want to make a clear distinction and keeping the two roles separate rather than integrating them. For one participant 'lawyer' was clearly a job while the other five were consumed by the identity of the profession and seemed not to control identity negotiation[23] even though they kept reminding me that they were unique.

By taking on the 'role identity' as core, there appeared to be either a lack of 'whole life' alignment within these five participants or an over-alignment with the professional role identity where identification referred to the part of the partner that came from his or her association with the firm and the occupation e.g. being a partner in a law firm or being a lawyer (Kreiner, Hollensbe & Sheep,2006).The characteristics of uniqueness described were not unique and I questioned how much these partners were suppressing 'self' in order to appear to 'fit' with others in the profession and how aware they were of others?

Some respondents did merge their identity with their role – possibly driven by fear, although only one partner described a full integration of the two. Fig 4.9 breaks this identity negotiation down into the components of identity work ,demonstrating this is

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[23] Identity negotiation is the process through which people reach agreement as to 'who is who'. Once agreement is reached people are expected to remain faithful to the identity they have assumed so they know what to expect from each other. This is the 'glue' holding relationships together.

not driven by clients or emotions, but comes from the 'away from hindrances' and supporting beliefs, that develop strategies and impact on behaviour.

Fig. 4.9 Using identity work to support self-concept

Identity work components	Lawyer; who you are or what you do?			Can you be yourself at work	
	A : It's who I am	B : It's a job	C : I am not a lawyer	D : Most of the time	E : I can't
1 : Beliefs	1	1	0	2	1
2 : Strategies	2	1	0	2	2
3 : Emotions	0	0	0	0	0
4 : Behaviour	2	1	1	3	3
5 : Ability	0	0	0	2	2
6 : Supporting factors	1	0	0	2	1
7 : Hindrances	3	2	0	2	3
8 : Aligned with client	0	0	0	0	0

Numbers denote numbers of responses in each cell

BEING YOURSELF AT WORK

So could these respondents be truly themselves at work?

"I've changed a lot recently. No trust anymore. I am myself 25% of the time. That's all due to HR and Employment Law. It's easy to get into trouble, it's more easy going in this firm although the older partners don't always behave, you know what I mean. In my last firm you couldn't put a foot wrong. I wouldn't trust anyone at work anymore I've learned my lesson so they don't get to know the real me" (L4).

P7 and L4 could not be their whole selves at work, and cited having a facade, with L4 and P1 discussing the need to behave due to HR legislation, suggesting a link between 'self' and compliance with the HR legislation that is important to them. (I assumed this area to be sensitive, not asking what the HR legislation prevented them from doing). P2, P3 and P6 both could and couldn't be themselves at work and this was a conscious decision and context dependent. P2 shared an example of

'acting' both with colleagues and clients, intimating a lack of authenticity in order to gain flexibility and balance.

"The job involves 'acting'. You need to know when you are doing that and when to stop. I bring my whole 'self' to work to bond with colleagues and show empathy and understanding. I also act e.g. telling someone they are buying a nice bungalow when I hate bungalows. I consider this a social nicety and it helps clients to be at ease but it's not the authentic me" (P2).

Fig. 4.10   Can you be yourself at work?

	Yes	No	Reason	
	A : Most of the time	B : I can't	HR Legislation	Facade
1 : P1	0	1	1	0
2 : P2	1	1	0	0
3 : P3	1	1	0	0
4 : P4	0	1	0	0
5 : P5	1	0	0	0
6 : P6	1	1	0	0
7 : P7	0	0	0	1
8 : L1	1	0	0	0
9 : L2	0	1	0	0
10 : L3	1	0	0	0
11 : L4	0	0	1	1

P6 suggested that managing partners could not be themselves if they wanted another job in law, intimating a hindrance in terms of effectiveness as a managing partner, and perhaps being a managing partner only works as a pre-retirement role for 'clever' partners?

"I'm in a very unusual position, which most managing partners aren't. I'm not then relying on getting another job in the law, so, I can be myself because I know I'm cleverer than they are" (P6).

There were responses about lack of trust, fear of 'getting things wrong' and lessons learned, which, were reminiscent of a child/parent relationship (Hay,2007) with the firm, and surprising when these partners are the 'owners' of the firm. This was at

odds with the majority preference of being 'internally referenced'[24] and suggested that the collective identity is stronger than that of the individual;

" I'm pandering to others 95% of the time and specially in recession. When things are climbing it's easy to be yourself" (P7).

 Only P5, L1 and L3 felt they could be themselves at work although on closer investigation this was about flexibility and chameleon-like behaviour in the same way as P2, P3 and P6, suggesting that the majority perceived identity as a moving point where self relates to others and to context, rather than a fixed point where self exists; *"I am myself at work but maybe not my whole self"* (L1).

Responses suggest that these participants have adopted the archetype of legal partners (Carol Pearson,1991,1996) and are content to let this archetype rule their thinking. The success of being able to be oneself could be dependent on the quality and quantity of information exchange, the level of collaborative behaviour and the joint decision making processes (Barrick, Bradley and Colbert,2007). These distinctions were not mentioned and the core identities appeared to be suppressed.

This begs the question that if these participants cannot or are not allowed to engage 'self' at work, can they ever evolve or change?

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[24] People with high Internal Reference are those who provide their own internal motivation. They decide about their own work situation and about the quality of their own work, and they have difficulty accepting other's opinions and direction. They may gather information from others but they do not require input from others to make a decision.

So is a lawyer who or what they are (Fig. 4.11) was pivotal in moving the conversation towards deeper 'identity' issues. Respondents suggested it was more important to be known as a 'lawyer' than a 'partner';

"I always tell people I am a lawyer and leave out the partner bit" (P2).

" if somebody asked me I'd say I'm a lawyer. It defines me? I think it's part of who I am. I don't think it's everything, it's not the be all and end all. I suppose part of that is I've done lots of different jobs so I've not always been a lawyer...part of me thinks I'm' not sure I always will be a lawyer....it's the longest time I've ever done anything" (P5).

All but one (P7) answered that 'lawyer' is who they are as an individual identity. P5 also answered that it was a job, suggesting a connection between professional role and core identity. P6, said that although it is who <u>they</u> are, <u>he</u> isn't a lawyer. (He does not practice law and is CEO of the firm).

Fig. 4.11; Is Lawyer who or what you are?

	A : It's who I am	B : It's a job	C : I am not a lawyer
1 : P1	1	1	0
2 : P2	2	2	0
3 : P3	2	2	0
4 : P4	1	1	0
5 : P5	1	0	0
6 : P6	1	1	1
7 : P7	0	0	1
8 : L1	1	0	0
9 : L2	1	0	0
10 : L3	1	0	0
11 : L4	1	0	0

   If 'lawyer' is <u>who</u> they are, this partially explained the lack of interest in developing 'non-legal' skills, or commitment to a change where more 'non-legal' functions would be required of them. There was a suggestion that carrying out the duties of partner was a threat to being a lawyer and there was a need to keep practising law

and keeping up to date just in case being a non-practicing partner did not work out, intimating a strength of commitment to the legal and not the leadership role. When questioned further about any separation of identities of partner and lawyer, there was a spread of comments, reverting to task and behaviour and relating to the identity of being a lawyer. 7 respondents reported that they practice less law as a partner. 3 of the 7 and the other 4 said there was a balance between the two – intimating that 4 who practised less were not finding a balance. 6 identified a skills conflict and a need to juggle, 6 identified specific problems with management of the two roles, and 5 said they could only be successful in one area. Money and security were the compelling factors and P6 summed this up by saying;

"you're much better to stay as the expert running your team and being influential, and taking the money because there's no risk in it".

With all except one participant identifying themselves as 'lawyers' and gaining a security from staying the same, the firms could be encouraging a fusion between role and core identities which is hardly surprising as those setting strategic direction for the firm were the very partners being interviewed. Some may consider this inevitable, however as partners with a duty of care through corporate governance of their firms, the focus of being the 'docile bodies' mooted by Foucault (1977) needed to change from being 'compliant' to the status quo, and become 'compliant' with the change agenda. As the professional identification was high and the organisational identification was low– there appeared little increased commercial performance and at worst this could result in lower levels of commercial performance over time (Hekman, Bigley, Steensma & Hereford ,2009; building on work from Gouldner, 1957; Van Maanen & Barley,1984).

London lawyers postulated that 'balance' and 'juggling' of the two identities could be en route to a form of alignment. This was a surprise as the managing partners were to be found in the Provincial group, however there was still confusion as to how being a partner was valued and earned financial contribution.

"The lawyer bit is high detail, repetitive and relies on drafting skills so the skill set is different. Being a partner is more strategic and commercial while being balanced enough to mitigate risk and not stick to the letter of the law. There is a conflict between running the business and delivering the service and the time to do both. There is the challenge of fee generation and adding value to clients and you have to keep them sweet to survive especially now. It's all about juggling" (L3).

"being a partner is a much more involved role. You have to talk to people and know about business. I don't separate them, I just see the partner role as an expansion of what I did before. If you try and separate them, count your hours and all that, you end up wasting time and doing neither role well. It's about focus and being who I am" (L1).

The perception of the expertise of 'lawyer' being more valuable to the firm than that of 'partner' may be a security blanket – a safe place to return to. This is at odds with the 'complimentary fit' literature which espouses that those who hang on to old values do not progress, become the 'odd man out' and undervalued (Kristof,1996). It can be debated that the specialist lawyer and entrepreneur are separate segments and that we cannot plan for the future of professions based on the behaviours of the past (Broadbent, Dietrich & Roberts,2002; Hanlon & Shapland,2002).

Fig. 4.12; Separating being a lawyer from being a partner

	A : Less practice law	B : Balance and effective at both	C : Success is expert in one area	D : Problems with management	E : Conflict of dif skills
1 : P1	0	1	0	0	0
2 : P2	2	1	1	1	2
3 : P3	2	1	1	1	2
4 : P4	1	0	1	1	1
5 : P5	0	1	0	1	0
6 : P6	1	0	2	2	1
7 : P7	1	0	0	1	1
8 : L1	0	1	0	0	0
9 : L2	1	1	1	0	0
10 : L3	0	1	0	0	1
11 : L4	1	0	0	0	0

To change to meet the needs of the future, needs intentional effort from both lawyer and partner group constructs (Boyatzis ,2009). Listening to participants 'excusing the firm', the convergent data suggests that these partners did not really want to change. Tajfel and Turner (2001) postulate that individuals identify themselves with groups they perceive they belong to underpinning Fig. 4.11 where 10 participants responded that 'lawyer' is who they are. This suggests that a secondary gain, from staying as they are, is identification. In order to deal effectively with their world they appeared to need to feel secure about who they are with some overlap between the partner's identity and the firm's identity (Dutton, Dukerich & Harquail,1994). Seeing themselves as both similar to and different from members of the partner group helps this adoption of dual identities (Gaertner & Davido ,2000; Hornsey & Hogg ,2000) a decision made when the partners initially joined the profession and took on a specialism or expertise. This is instead of identity being cyclical, evolutionary(Pratt, 2001), and being influenced by ongoing firm and legal demands as well as the partner motivation for change which would be part of alignment and for which   there

was no evidence apart from the two respondents who talked of leaving the industry completely.

 Interestingly all mentioned working at keeping a balance but none said they had achieved balance. Work-home balance is a necessary contributor to the work-life equation (Casper, Lockwood. Bordeaux & Brinley,2005; Poelmans, 2005).

When sustainable change is happening, the 'ideal self' becomes a shared vision of the future of the partner group (Boyatzis,2009) and if the individual has some aspect which is redundant yet compatible with group members any change is blocked as no one takes the risk to change unless the group provide a safe place from which to do it (Kristof, 1996; Kreiner & Sheep, 2008). It was useful to check how 'similar' and 'different' these participants felt that they were.

BEING SIMILAR TO OR DIFFERENT FROM COLLEAGUES

Fig. 4.13   How are you similar to your colleagues?

	A :No	B : A long term commitment to partnership	C : Pressure stress competing	D : Similar background
1 : P1	0	1	0	1
2 : P2	0	1	0	2
3 : P3	1	1	1	1
4 : P4	0	1	0	1
5 : P5	0	1	1	1
6 : P6	1	1	0	1
7 : P7	0	1	1	1
8 : L1	0	1	0	0
9 : L2	0	0	1	0
10 : L3	1	0	0	0
11 : L4	0	0	0	1

It was hard work getting answers to the question about similarity to colleagues. There were some distracting tactics including giggling before a positive emotional albeit descriptive response came from the partners who appeared to like the concept

of similarity and 'getting on'. There were some very subjective statements about social background and interpersonal skills which supported the earlier analysis on 'fitting in'.

" We have similar backgrounds and interests, same social strata, probably all vote Tory, lots in common, enjoyment and very happy, husbands and wives are involved, keep personal stuff out of work, very professional all do own thing really" (L4).

"we are business like, collegiate, caring and trying to do our best" (P1).

For the first time 'trust' was mentioned and there was some contradiction to earlier views as now colleagues were competent, working together for a greater good, having a common approach and some leadership skills.

"Many things cause me concern, some worry and some frustration ..... it isn't my job as senior partner to sort them, it's my job to coach, mentor, talk to, support but not to over-reach. I can empathise with them but I'm alone at the top. It's very easy to trust them, very confident in the competence and quality of my colleagues........ we have an increasingly common approach to client service, so I'm very confident about that. If the time came that was thought to be unreasonable then I think we'd probably deal with it appropriately if it concerns dealing with the client...... in terms of management of the firm, we've got a very strong management team, and I'm pretty confident that, with one or 2 exceptions, we get things done in a timely fashion" (P4).

"I think as a cohort as a group we're all quite ambitious both probably personally and as a firm we're sort of ambitious to be part of something that is a success story, I think generally the partners are quite accessible people they're quite easy to get on with, quite a laugh. When I first joined I joined a corporate team and you just had to laugh so I'd say fairly similar" (P5*).*

Three participants denied being similar to colleagues. 1 suffered from the stress of competing and 2 discovered they had a similar long term commitment to the partnership leaving one who was completely dissimilar to colleagues. P5 came closest to describing 'alignment' with colleagues, with his metaphors of *'picking up and succeeding'* and *'picking up the ball and running with it'.* He was also able to

articulate a concept of working in a similar and supportive way with regard to business development activities and this 'trust' and 'integration' started to provide some 'green shoots' towards the concept of 'alignment';

"I suppose it comes back to a sort of selling....if you go down one avenue with something, you know that the person next to you will pick up something else and that the two of you together will actually succeed....you know they're with you and they would know equally that you're there with them.....some partners I would find it very easy to sit through a meeting with and know where we were all going...." (P5).

Questions about being different from colleagues appeared easier for participants to answer, reinforcing the suspicion of an 'away from' and 'difference' metaprogramme[25] preference for the majority. Some of the previous arrogance and 'I'm better than colleagues' characteristics re-appeared.

5/11 participants (Fig. 4.14) thought they had more emotional intelligence. *"I studied 3 firms for my PhD and am proud that competitors shared their internal challenges with me. As a result I am the one who involves all levels of staff in decisions and plans for the future.........."* (P2).

Fig.4.14   How are you different from colleagues?

	A : High emotional intelligence	B : High performance	C : Change orientation	D : Balanced	E : Team player	F : Strategic or entrepreneurial thinker
1 : P1	0	0	0	1	1	0
2 : P2	1	0	0	1	0	2
3 : P3	0	1	0	0	1	1
4 : P4	0	0	0	0	0	1
5 : P5	1	0	1	0	0	1
6 : P6	1	1	0	1	1	1
7 : P7	1	0	1	0	0	1
8 : L1	0	0	0	0	0	1
9 : L2	0	0	0	0	0	1
10 : L3	1	1	1	1	1	1
11 : L4	0	1	0	0	0	0

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[25] Metaprogrammes define preferred common or typical patterns in the thinking styles of a particular individual (Dilts & Delozier,2000).

P1, P3, P6 and L3 thought that they were team players and their colleagues were not;

"they rarely play football or rugby or cricket. They don't play team sports. They do things where it's about individual excellence and you see that people who are better in a team environment are those who are interested in team sports" (P6).

TRAINING AND DEVELOPMENT

There was a discussion about training, highlighting that when linked to the identity of lawyer, rather than needs for the broader business function, training was acceptable and characteristics could be taught so that different people start to operate in the same way. There were links to the process of alignment although it was externally induced rather than an internalised way of being;

 "We run a course internally where we look at the whole client cycle, from deciding who you want to go after, researching them, acquiring and cross-selling them, delegating work to other people all that, we go right the way through the site so people are seen as achievers. They tend to be put through that course to harmonise the way we work... It takes about a year to get through. I think it's something that some people develop over time and some people do have an innate ability but I think the process can be taught" (P5).

The answers to the question about difference, included task, behaviour and environment with participants seemingly depersonalising and generalising their responses although the client life cycle course appeared to be a positive move towards developing alignment. It prompted the question as to why more time is not spent developing integrated working processes with colleagues. A host of developmental needs started to emerge for partners including; consulting skills and client needs diagnosis, shared ownership of client, team development and cross selling with P2 arguing the case for 'alignment'.

 "My colleagues are 'legal experts' and don't spend much time working out what clients really need.....I suppose they don't have consulting skills. We still have dinosaur partners who keep work to themselves e.g. when a colleague was off with a broken leg her clients were just left to themselves, we got a lot of complaints and

when she returned she was then overworked. I get very upset when colleagues advertise themselves and not the firm, talk about 'my' clients not 'our' and play as individuals (P2).

" Where I think lawyers aren't so good, is developing business teams and I still think any firm that says it's cracked this cross-departmental business development is kidding themselves.................that's where we all fall down, we're not great at cross-selling. I mean they'll invariably gravitate towards people from their area"(P3).

There were discussions about the difficulties of managing lawyers and the credibility of management skills within the partner environment which culminated in a highly dominant leadership style being adopted to get results. The added value was not obvious in these firms who were struggling with consultative selling as well as consultative leadership and team working.

" My colleagues are certainly lawyers through and through and have real problems with the management duties of being a partner. I find it difficult when I'm not leading. I like being in control at least you feel that you know where it's going and what the milestones are and again it's back to delivery to deadlines. I think if you're somebody who tends to try and deliver ahead of the deadline I find it more challenging when working with colleagues "(P5).

THE EFFECTIVE SELF

The more the individual can utilise 'self', the more value can be created inside and outside an organisation. Awakening the holistic, inner identity would result in increased effectiveness (Senge,1994 and Cashman,1999). These lawyers seemed not to make conscious choices about how they harmonised both internal and external perception in order to experience high performance (Hever, 2008).

Numerous studies; (Tajfel, 1981; Tajfel & Turner, 1986; Turner,Hogg,Oakes,Reicher & Wetherell,1987; Brewer,1991;Dukereich,1998; Elsbach,1999; Ashforth 2000, 2003, 2007,2008; Ashforth & Kreiner, 2004; Kreiner & Sheep, 2006) have focused on how individuals create, sustain and change their perceptions of self, other people,

their organisations and their occupations, so I was curious as to whether these participants had changed their attitudes over time.

Apart from P7 talking about beliefs, values and personal responsibility and P1, P3 and P7 mentioning increased pace, the rest stayed with intellectual and mainly skills and work based answers. I wondered whether I was expecting too much from the interview process in terms of participants opening up to me. There was some sharing of personal feelings from L1, L3 and L4.

" I used to look down on the commercial aspects and think that you didn't need intellect to do those things. When you don't have any responsibility, marketing and fee generation are just boring aspects around the serious business of law. It's being in a senior role that made the change. Now I can make things happen so it's fun. It's like playing chess" (L1).

CHANGING OVER TIME

Fig. 4.15 Has your attitude changed?

	A : Intellectual	B : Beliefs and values	C : Personal responsibility	D : Increased pace
1 : P1	1	0	0	1
2 : P2	2	0	0	0
3 : P3	1	0	0	1
4 : P4	1	0	0	0
5 : P5	1	0	0	0
6 : P6	2	0	0	0
7 : P7	1	1	1	1
8 : L1	1	0	0	0
9 : L2	1	0	0	0
10 : L3	0	0	0	0
11 : L4	0	0	0	0

There was an indication that instead of change, there was more of the same in a more concentrated format and a suggestion that the push for billable hours, earning money and aiming for equity partnership is entrenched from the start of a lawyer's career, coupled with the convergent data emphasising the huge focus on making money for self at the partner level. This study postulates that the highest value of

these legal partners is personal wealth as an external manifestation of value for self, built though hard work.

"As you move up the ladder, frustration builds. You work very hard and want to reap rewards yet get even more work. It's pushed by the need for billable hours – other professions are getting away from that, but of course we have to chase the money so we can buy in to partnerships if we want or need to" (L2).

" I have less patience over the same old arguments, I am more interested in making money, ... my judgement has improved. I like client communications, giving advice and politics – client politics. I am less interested in regulation, money laundering and compliance" (P1.)

"...we're still doing 'fixed fee' tender work to this day, it's incredibly profitable, we still make money on a reduced fee basis. So those sorts of things, those two elements in practice I suppose I'm saying you can do it differently, you can use the volume, and it can make a difference "(P4).

4.3 COPING STRATEGIES

There is a debate that the lawyer and entrepreneur are separate segments with each just as valuable to the firm . There was clear evidence that some partners kept law and business as separate as possible while others blended the two according to individual preference and environmental factors, and this could be a coping strategy. Within this environment, it seemed important to consider how else participants were coping.

Fig. 4.16 Is it possible to take work too seriously

	A : High pay long hours culture	B : Stress and imposter
1 : P1	1	1
2 : P2	2	1
3 : P3	1	1
4 : P4	1	1
5 : P5	1	0
6 : P6	1	2
7 : P7	1	1
8 : L1	1	0
9 : L2	1	1
10 : L3	0	1
11 : L4	1	1

The data convergence was demonstrated when 10/11 respondents discussed the high pay and long hours culture. This theme is consistent throughout most sections of this study and throughout the interviews with many examples and stories about the impact of these, although again, the examples were all about others and not self*".*

" they get ill – cancer, heart attacks etc. I think many of them have problems coping and I don't think being a lawyer is a recipe for a long life" (L2).

"They need to manage their lives. It's just a project and I do that for work so I'm lucky. Others need to learn how" (L3).

"Being human is just as impossible now as when I was a trainee. We are all machines." (L4).

"You need peer review and keeping an eye out for each other.....people don't change their behaviours after their mid twenties, yet they can learn." (P1).

" lawyers have been brought up to think that the world owes them a living. The most junior trainee starts on a salary higher than the average wage and then they moan about it. They're doing really long hours under pressure but they're earning loads of money and people expect them to be all round super people. The nature of what drives them is to be clever the whole time and not to fail because of course none of them have ever failed....it's one of the reasons lawyers are not good at selling because their self image is such they can't be wrong, they build a suit of armour around themselves . A lot of this stress comes from fear of failure, and it's self imposed" (P6).

The convergence of the theme of talking about others rather than self, lack of ownership and accountability continued when discussing stress and the characteristics of imposter syndrome, again with an implication; *'It's all about them and not me".* This in itself seemed a coping strategy aiding denial and reducing the need to face up to the dysfunction of their working styles.

DO FIRMS EXPECT TOO MUCH?

There was a general consensus that the firms expected too much from partners (an intangible argument as partners own and lead the firm and L3 understood this) with

all but L4 agreeing that 'they' expect long working hours. 2 participants reported that cancelling holidays was also expected. 6 shared how work impacts on children and partners, and (7) explained that their families and friends (5) help them cope. Only 3 mentioned alcohol and drugs and one was clear that her religion and her children provided her support. Her comment about week-ends being for children was consistent with other respondents. Legal partners were working long hours (Fig. 4.17) perpetuating an imbalance in the way they spent their time;

" I spend more time at work. 100% of your life is the firm. Maybe I should take more time out I don't know" (P7*).*

" You have to keep up appearances and make your face fit. By being totally committed and giving my life to the profession. You have to be focused and clear about how you spend your time and live your life" (L2*)*

" it's a way of life I even take calls in the supermarket. I play for high stakes and my personal reputation is at stake. I put pressure on myself and I am a perfectionist so I get pressure from the culture and my personal drive which makes me feel vulnerable. It's all about proving myself to myself as much as others. In the last 6-9 months I have had too much to do, to do everything well I get dissatisfied and stressed "(L3).

Superficial niceness was not as high as I had expected from earlier comments about facade. Comparing these comments to Fig. 4.18 on staying grounded and authentic, this focus produced more results about the impact on family. More lawyers were using non-legal friends to help them cope (5 v. 2) than to help them stay grounded and authentic. Although Gibb (2008), reports several alarming facts about the alcohol and drug taking impact of all this change, the participants played this down and with one exception did not want to discuss it.

"I get home and want food, wine and bed ...., lots of wine as well to make me sleep......." (L4).

Whilst no participants admitted to drug use, there was acknowledgement that 'other colleagues', especially in London firms had issues with drugs and alcohol. This was

not probed due to the sensitivity and ethics involved in the topic.

Fig. 4.17   Does the Firm expect too much and how do lawyers cope?

	Results of expectations				How lawyers cope				
	A : Superficial niceness	B : Long Working hours	C : Cancel holidays	I : Impact on children and partner	D : Alcohol	E : Drugs	F : Family	G : Religion	H : Non legal friends
1 : P1	0	1	0	1	1	1	0	0	0
2 : P2	1	1	0	0	0	0	1	0	1
3 : P3	1	2	1	1	1	1	2	0	2
4 : P4	0	1	0	0	0	0	1	0	1
5 : P5	0	1	0	1	0	0	1	0	1
6 : P6	1	1	0	0	1	1	1	0	1
7 : P7	0	1	0	1	0	0	1	0	0
8 : L1	0	1	0	0	0	0	0	0	0
9 : L2	0	1	1	1	1	0	0	0	0
10 : L3	0	1	0	1	1	1	1	1	0
11 : L4	0	0	0	1	1	0	0	0	

There were various strategies for helping respondents manage new times and new thinking (Campbell,1988; Wilber,1996; Beck and Cowan,1996). Not one participant mentioned getting help to develop these. All of their comments about coping were reactive, behavioural and usually involved impact on family and children yet they appeared unmotivated to change any negative behaviours and they negated the impact on those close to them; "*I just live with it. The firm is my life. More stress, my kids would agree with that. I've been here man and boy. It's my life*" (P7). There was little mention of hobbies, sports etc to level the balance of doing too much cognitive work which Kreiger (1998, 10/11) suggests should be "*acknowledged as occupational hazards of the profession and dealt with consciously*".

Sanghera (2007) listed conditions such as '*dehumanising hours, need for sleep-overs, mind numbing work, being hated by clients and colleagues, self imposed unhappiness yet mind-boggling rates of pay*' which were again minimised or

accepted as part of the job. Most partners;

"are doing really long hours under pressure but they're earning loads of money and people expect them to be all round super people. If you're going to earn 3, 4 hundred thousand pounds you bloody well ought to be "(P6).

"I've seen people have divorce and family problems. Some people start working 20 hrs a day and that's easy when you're a junior because the work keeps piling up. There's a lot of bullying but we all came up the hard way. When you have targets and you want to get on that's how it's done" (L1)*.*

"We are all machines, robotic, all down to the targets - 1400 billable hours for non managing partners and 700 for heads of departments plus their management roles. Add that up and this is a serious business" (L4).

Putting up with negative aspects of the role correlates with the literature where

Ellemers, Kortekaas & Ouwerkerk (1999), Jost, Elsbach et al (2001) and Collins

(2004) postulate that the devalued partner group may use negative behaviours to

gain positive self-esteem demonstrating they have adopted the values and identity

of the firm and they can be socially competing *("I do more hours than them" etc*) in

order to 'ft in' and increase the status of the group. This 'conforming' is at the

behavioural level and is perhaps why participants feel stressed as they are not fully

congruent and have little overt peer engagement and support which could work

towards alignment of identity.

In the previous sections, working hard to 'fit in', be part of a group and keeping a

balance at a behavioural level, had been one of the major conscious coping

strategies, based on integrated rather than bounded working. Some strategies

towards alignment have started to push through and there is evidence that partners

could be motivated by hindrances and supported by emotions which then result in

some capability to transform the identity threats to themselves and their firms.

Judging from their strategies of 'digging their heels in', a concern is that if too much

attention is paid to this emerging development, the partners may be frozen in the

state of being observed, and they would then make conscious judgements about their development which could either help or hinder their progress.

Alignment requires commitment to the firm, and individuals need the emotional energy to be 'positive' in order to commit (Summers-Effler ,2004). There was little evidence of 'positive emotional energy' (Baehr, 2005). The partners could be lacking confidence, due to the limiting belief 'we are not good enough' coming from fear and a lack of understanding of the needs of future working, (Clance, 1985; Langford & Clance, 1993; Clance, Dingman & Riviere, 1995). Other coping strategies involved adopting positive stance and integrating their lives into the profession;

"I am who I am. Of course one behaves in a positive way even when feeling concerned....I just take each day as it comes and deal with what's thrown at me. One gets a bit terse at times ...... I delegate a lot – you have to when there's so much to do. I have plans for retirement" (L1).

" By being totally committed and giving my life to the profession. You have to be focused and clear about how you spend your time and live your life" (L2).

STAYING GROUNDED AND AUTHENTIC

Fig. 4.18 How do you stay grounded and authentic?

	A : Friends are not lawyers	B : My family	C : Elevate above it	D : Reasonable hours	E :give self to profession	F : Hobbies, something dif
1 : P1	0	0	0	0	0	0
2 : P2	0	0	0	0	0	0
3 : P3	0	0	0	0	0	0
4 : P4	0	0	0	0	0	0
5 : P5	1	1	0	1	0	1
6 : P6	1	0	1	1	0	0
7 : P7	0	0	0	0	1	0
8 : L1	0	0	1	0	0	0
9 : L2	0	0	0	0	1	1
10 : L3	0	0	0	0	0	0
11 : L4	0	0	0	0	0	0

The tones used during interviews could sound negative and there were words used disparagingly about 'other', rather than 'self', continuing a coping strategy of what

initially appeared to be denial but with this level of repetition now seemed more one of dissociation to reduce ownership of their strategies. P6 suggested that colleagues used denial and challenge as a coping strategy. The other noticeable point was that participants often did not answer the question immediately, then during the interview, the answer arose when providing the data for other questions e.g. when asked about a typical partner in the firm;

"Is it surprising that the vast majority get them wrong, when particularly a lot of the skills you need are around emotional intelligence and people skills? All the analytical skills you need are numerical ones and lawyer are hopeless with numbers obviously very intelligent people but whatever the number equivalent of being dyslexic is. It never ceases to amaze me. You ask anyone who deals with lawyers. Lawyers really do not understand numbers or strategy. They can make an effort to understand and do it, but it's something about how their minds work." (P6)

These findings evidenced the dissatisfaction shared by lawyers and a need for restructure of the profession (Gibb,2007; Sanghera ,2007) and they can change . Dilts and Delozier (2000), Kreiner, Holensbe & Sheep (2006b) and Boyatzis (2009) with his 'Intentional Change Theory' demonstrated that individuals can leverage their own situation to grow into authenticity. The congruence between the individual and the workplace has a huge impact on performance and effectiveness (Kristof-Brown, Zimmerman & Johnson, 2005; Ostroffe & Judge, 2007).

There was a big impact on females , both as lawyers and the inability to start families and also on spouses who were left to organise the home and social life in a very traditional middle class way. Only one participant referred to part time working although 8/11 talked about blurring boundaries with L1 taking work home;

"I don't bring home to work though, that's dangerous. It's like sharing a weakness" (L1).

"I suppose I work about 12 hours a day, sometimes a bit more and take work home at week-ends although I've got better and don't do it so much anymore. They invented blackberry, so there's quite a lot of interference if you try and turn off. I take it on holiday. I tend to look at it a couple of times a day and it doesn't interfere. I've got a fantastic secretary but she does send things that beep away in my pocket and all I can do is think; this is for Monday when you get back don't look at it now and then I do" (P4).

The participants seemed unaware of the enormity of the intrusion of work on home life and some were giggling when describing their dysfunctional working methods. There appeared to be ignorance that the general population does not work under such pressured conditions. These partners were paying some attention to processes such as flexibility and decision making, but the difficulties of changing variables such as personality preferences and demographic difference did not help with home life balance or reduction of work related stress. (Kossek, Lautsch & Eaton, 2005; Poelmans, 2005; Byron,2005; Eby, Casper, Lockwood, Bordeaux and Brinley (2005).

MANAGING BOUNDARIES

In terms of separating themselves from work, only 3 had any idea how, and mentioned importance of having non-legal friends which had now reduced from 5 to 3, but only one respondent was the same as in the previous question with P7 and L4 coming into this group. (These changes seemed indicative of reflecting on reflections as the participants were making sense for themselves of this experience of thinking about their lives).

Fig. 4.18; How do you manage boundaries

	Impact on female		Coping strategy	
	C : Starting families	D : Female organises home and social life	E : Portfolio and part time working	F : Blurring boundaries
1 : P1	1	0	0	1
2 : P2	1	1	0	2
3 : P3	1	2	0	2
4 : P4	0	1	0	1
5 : P5	1	0	0	0
6 : P6	1	1	1	2
7 : P7	0	1	0	1
8 : L1	0	0	0	1
9 : L2	0	1	0	1
10 : L3	1	1	0	0
11 : L4	0	0	0	0

All 11 said they worked to keep a balance yet 4 referred to the privilege of earning large amounts of money as if personal life was something that was given up in favour of money, although as P6 suggests (again in a dissociated fashion as if he is not a partner);

 "*because they earn more money than the vast majority of people, they have bigger houses and that kind of thing. It creates this superiority thing, which they know is not based on substance and so it comes back to putting on a front. Of course the moment you haven't got a job anymore, you're not earning and you can't afford the third house in France, (because most have got second or third things), and we'd all like to have them, but it's collecting things, so the outside world can see how clever you are*" (P6).

Some partners like to segment and separate (Fig.4.20) the parts of their lives, whilst the majority try to integrate by removing or 'blurring' boundaries (Kreiner, Hollensbe & Sheep, 2009 citing Zerubavel, 1991). This provides an interface between personal and organisational identity which can both help and hinder the merging or overlap of these identities (Hartmann,1991; Katherine, 1993; Ashforth, Kreiner & Fugate, 2000; Ashforth et al, 2000).

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Fig. 4.20 How do you separate yourself from work?

	A : Socialise with non lawyers	B : Understand the privilege of earning large amounts	C : Work at keeping a balance
1 : P1	0	0	1
2 : P2	0	0	2
3 : P3	0	1	2
4 : P4	0	0	1
5 : P5	0	0	1
6 : P6	1	1	1
7 : P7	1	1	1
8 : L1	0	0	1
9 : L2	0	1	1
10 : L3	0	0	1
11 : L4	1	0	1

A CHANGE OF TONE

There had been some evidence about conscious strategies, resulting in abilities that senior partners are starting to use, to transform the identity threats to themselves and their firms. The words used and the empathy shown were more positive in the second half of the interviews and could have been a product of 'warming ' to the researcher, 'reflecting on reflection' or a sudden awareness of the lack of emotional intelligence in earlier responses. Whatever the reason, the realisation was heartening;

 "I operate a large team (100 people) and do brainstorming to create ideas for deals. I share, consult and give feedback. We are collaborative and work to consensus" (L3).

 "I enjoy seeing people come through from trainee as long as they are interested. I give them time. I generally chair the group and am positive. We do everything by consensus and work hard to build it. People respect each others' views as long as they have evidence they are genuine and will back down when in the minority" (P1).

 " To have knowledge of and empathy with all employees and to be able to manage colleagues by persuasion not hierarchy. To understand the big picture, to be focused on clients and to win respect and build confidence. Balance is good, having big

ideas, selling them in and knowing when to rein back. Having flexibility" (P2).

Those senior partners were able to articulate beliefs, but were perhaps not

consciously aware of the implications of them, and the way in which the beliefs

enabled or supported their strategies and behaviours;

" Being a partner is a way of life it's not a job. We're a brotherhood, you could call it a cult and the firm comes first" (L1).

"We need to be more agile, flexible and broader advisers and get out of our comfort zone and use specialists and generalists and more prepared to involve others and refer issues. We can always develop more business across specialist areas" (L3).

" Of course you have to keep a distance and not get involved, there's always a facade" (L2).

These beliefs and values supported the concept of alignment and some factors

which could help develop it. There were also more positive statements, albeit still

informed by the seeming arrogance of the individuals when discussing themselves.

Although towards the end of the interviews partners appeared more relaxed, they

seemed to repeat themselves as if to convince me that they were very skilled and to

ensure I understood their context and needs.

"I am fortunate to work in a firm that has come so far and offers so much opportunity, to develop potential and progress quickly. I can see into the future, colleagues are much shorter term planners. I can see what I need to give up in order to build a better future. I think that makes me more committed and loyal than most. I also understand customer service"(L2).

"I have more of a strategic view. I do all these things but most people only think of the next job or the next year. I have a longer term view" (P2).

" I think that you have to recognise that the business of law needs different and complementary skills within the partnership so you need people who are commercially savvy, who are good at winning business, good at maintaining relationships good at supervising the way in which work is undertaken so those sorts of skills are necessary"(P4).

Fig. 4.21 Have you ever thought of doing something else?

	A : Lobbyist	B : Charity work	C : Commercial and creative	D : Associated work such as crime, detection etc
1 : P1	1	0	0	0
2 : P2	0	0	2	0
3 : P3	0	1	2	0
4 : P4	0	0	1	0
5 : P5	1	0	0	0
6 : P6	0	0	1	0
7 : P7	0	0	1	1
8 : L1	0	1	0	0
9 : L2	0	1	0	1
10 : L3	1	0	1	0
11 : L4	0	0	1	0

As discussed in Chapter 2, the challenge was not just about congruent work: life balance, but about the individual congruence of being a legal partner, within a very well paid, solid partner group and firm, in the deregulated world that was fast creeping up on them. When considering alternative careers, unsurprisingly, participants considered 'more of the same' (Fig. 4.21). Only two overtly mentioned staying in the same type of occupation or going into other crime related roles, such as detection.

'Charity work' and 'lobbyist' were mentioned as other possible career paths, although all of these were left brain, intellectual and highly competitive occupations, harnessing characteristics of the lawyer. Only L4 (who had left his previous firm under difficult circumstances, which may have precipitated more reflection) talked about a very practical and kinaesthetic change by running a *"mobile homes park in Devon, not report to anyone, it would be all mine to do with as I want"* (L4). I wonder how bad being a senior legal partner really is, whether the negativity is due to a lack of emotional engagement and balance or whether the main problem in moving out of

the profession would be the loss of 'partner' equity, status and associated wealth – in which case what stops the leadership, management and change of the current environment?

There is some correlation with results from Hoare(2007) and Gibb (2007) both in terms of reasons for being unable to leave the profession and preferences for new careers with L4 previously giving the 'maverick' answer to this question.

Contradictions in the answers to some of the more personal questions suggest that the respondents were not being consistently 'integrated' and might be giving the intellectual or deemed 'acceptable' response rather than a true reflection of self, possibly part of the value of 'fitting in'. To try and get closer to core 'self' and associated values, I asked whether they would recommend the law profession to their children (Fig. 4.22). This provided reinforcement of earlier analysis that partners still thought the profession was worthwhile, despite their sacrifices, and that specialisms were important. There was a suggestion that too much 'emotion' wasn't good and a reference reinforced that pay is important. Having previously discovered that few lawyers undertake formal development after qualification, it was useful to note the importance attached to training at the start of the career, including joining a 'magic circle' firm and getting a secondment to a City business. Again this was all about advice for 'others' with an implied 'putting up' with partners' own context and no reflection on making it better for themselves.

"It's a lazy decision to follow in Dad's footsteps, go and find your own way and if you do enter law know why you are doing it. It's still an OK profession." (P2).

"Think long and hard and choose a specialist area that pays. Avoid family law, probate and conveyancing .Too much involvement, too emotional and no pay. I would support them and counsel them to get a good seat and get training in other areas; client relationships and selling, commercial training maybe an MBA, get a

secondment to a client business in the City, learn about behaviour in the profession, it's much harder for girls" (L4).

"...go and work and train in one the magic circle firms and do 90 hrs a week. Go and do international work and get paid well for doing it, but expect to have no life while you're doing it then get out and do something else subsequently. I wouldn't want to suggest they go into a provincial law firm at the moment. I would do if it was structured properly post legal services act but not at the moment. I don't think they would want to" (P7).

Fig. 4.22 What would you recommend to your children?

	A : Work hard and go ahead	B : Understand the price you pay	C : Train in London then get out	D : Do what you enjoy most	E : Would stop them doing it
1 : P1	0	0	0	0	1
2 : P2	1	1	0	1	0
3 : P3	2	1	0	1	0
4 : P4	1	0	0	1	0
5 : P5	0	0	0	1	0
6 : P6	2	1	0	1	0
7 : P7	1	1	1	0	0
8 : L1	1	0	0	1	0
9 : L2	0	0	0	0	1
10 : L3	0	0	0	1	0
11 : L4	1	0	1	0	0

Only P1 and L2 said that they would stop their child from following them into the profession. Overall the negativity about the profession did not seem to make it a career to be avoided and yet parents were not pushing their children to join, which is at odds with Poulter (2006), who found that the majority came to the professions due to parental influence. There could be unconscious encouragement through role modelling.

EMOTION

The hindrances to any change strategies seem to come from emotional responses such as pride, empathy, understanding, trust, integrity, affinity, which start to support the concept of needing to work in alignment and could explain the more positive outputs to the later questions;

"I *was very proud"* (L1).

"I think I fit well. I love people. You need to enjoy the thrill and buzz of being at the heart of a commercial deal You have to be trustworthy and genuine, give the right impression to clients and to 'fit in' " (L2).

"I bond with colleagues and show empathy and understanding. I like power, trust and integrity are important" (P2).

It was interesting to note that 'emotion' was used to support the business of law –

hence the connection to 'fit'.

"I enjoy the buzz when it's positive. It can be very inspiring"(L2).

"some people are very strong business developers who I would have a natural affinity with."(P5).

"Ensure you are passionate as well as being good at law" (P7).

This applies the work of Hall and Bodenhamer (2003: 76) who postulate that

'emotion' is the same as 'motivation' which provides humans with the feeling and

energy to act, rather than analysing cause and effect. This could explain the reduced

movement and stuck state if the partners feel emotionally attached to working in their

current situation, and are not using their well honed cognitive skills to review or move

it, due to fear of being 'outlawed' by their group. The positive application of this state

could be the start of the 'glue' that could bond and build group working in a

seamless and unconscious way to ensure the success of the individual partners and

their firms in the future, however it needs melting and re-setting in a way that

supports, rather than hinders the future. It was no surprise to discover that 'alignment

with client', followed the same route and was sustaining the organisation and

therefore the career of the individual (but not the identity) and was usually a

behaviour albeit with strong beliefs underpinning it;

"A good client is like a blood brother. We need to have great client relationships or your career is ruined and what will happen then?......Your clients are your best

friends closer than your families, love them. No such thing as a bad client they feed you"(L4).

These emotional responses start the journey along a spiral of change to a state of alignment. Interestingly in the next section it can be seen that the participants themselves use the word 'therapeutic' and also gave positive feedback on the 1:1 interviews, suggesting a leaning towards challenging 1:1 work.

4.4 THE FULL EXPERIENCE

In Chapter 3 I discussed that the act of constructing a narrative could well be the first time that the full experience comes together for the participant, and so can be a way of becoming 'who one really is', which endorses the identity formation models (Erikson, 1950/1963; Kroger,1993; Marcia 1966; Widdershoven, 1993 all cited in Atkinson,1998) . The previous two sections found that respondents became more positive, relaxed and shared emotion towards the end of their interviews as they were able to reflect on their reflections. This was extended by other responses from some of the participants, who were very open about the added value they had immediately gained from being involved in this project;

"*You've asked a lot about me. In this game we don't think about ourselves too much, it's what's on the outside and how others see you that matters. There are always people to impress; clients, staff, judges, potential clients. The whole game is played round people and it's them who matter, far more than the law. Sorry I don't have more time, you've made me think.*"(L1)

" *This has been strangely therapeutic, has made me think. I wonder if I'm really happy but what is 'happy'? I have a good life and should be thankful*"(L4).

 "*think you've covered everything and it's been a valuable reflection even though I've gone on a lot and way over time. I would really like to read your results*"(P6).

In the elapsed period since the interviews, seven out eleven participants have enquired about getting copies of this thesis and two have asked for visits and further discussion.

4.5 LINGUISTIC THEMES

AN EMERGENT DIMENSION

My NLP training sensitised me to the use of language. I noted that partners tended not to answer questions and/or wandered off the topic as they were telling their stories, and I had a 'gut feel' that this was a clue to more understanding. Foucault (2002) postulates that language neither mirrors nor represents the world but it enacts reality. Using some double loop analysis[26] led me to investigate some basic similarities and differences in the language characteristics used, as well as analysing the answers to questions about characteristics. The importance of this short section should not be underestimated as it develops earlier findings about participants talking in a dissociated style, using 'others' rather than 'self' as exemplars.

Linguistic characteristics were chosen from some basic metaprogrammes (Charvet,1997) -an interpretation of these is given in appendix 8.7. I used a positivist approach to record this data as it was an emergent theme identified from listening to recordings, and I noted the data manually as I worked from a factual analysis with a yes/no tick list which was quicker than analysing through NVIVO.

Chapter 2 discusses how Foucault (1984, 2002) debated the role a human being plays in his/her own subordination, self creation and self fashioning and how this opens up possibilities for freedom if partners play to their strengths. Linguistic preferences are classed as a personal strength as they are human beings' most practiced patterns. This evolved self-formation, could be learned by the partner for social transformation as the most practiced patterns may not be the authentic or even the preferred patterns.

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[26] Double loop analysis used feedback from one piece of analysis to question assumptions underlying the findings and is useful for solving problems in rapidly changing and uncertain contexts (Argyris,1977)

As table 4.1 shows, there was a fairly even spread of linguistic preference over the participant group, although it was surprising to note that there were clear preferences and no one used both patterns, unlike Charvet's (1997) findings that 20% of samples from general population did. Characteristics such as 'towards' and 'away from' where there is a balance have been excluded from this list.

1. Provincial partners used more Miltonian (influential) language, only one London lawyer appears in this group and he only moved from Bristol to London, a year ago.

2. The career partners are reflective and think before answering questions. This could be a learned preference linked to their need to consider legal issues before giving a judgement. Of the three who are more reactive and cognitive, two were made redundant shortly after the interview and the other one had chosen law as a second career and perceived it as a 'transferable job' rather than being on the career ladder.

3. The provincial partners were more likely to wander off the topic and not answer questions, along with the London lawyer who had recently transferred. This is another characteristic of Miltonian language (see point 1. above) and the same partners responded in this group as in point 1.

4. The majority (7) favoured internal processing (the more introverted and reflective thinkers, who rely on self reference) rather than external (those who take reference and feedback from the outside world, characterised by 'thinking aloud') and this is evidenced during the further responses such as a preference to work alone. Throughout the study in the 'work related context' all participants used their own criteria to answer questions and rarely related to any examples external to their immediate world, especially when I asked how they and their firms were responding to the Legal Services Act, demonstrating a 'most practiced style' of 'internal reference'. This was not surprising as Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet(1997) would argue that 'experts'

who use their own inner feelings, representations and experiences as the source of their evaluation are 'internally referenced' and these people would review the real and ideal perceptions of 'self' as described by their own criteria and would not therefore refer to published research or even the experience of others in these changing times(Charvet,1997; Merlevade,2004).

5. The breadth of conceptual thinking of five partners caused me to discover that they (P2,P4,P6,P7) are or have been managing partner and P3 could be considered in the future for this role. Due to the general disinterest in business education, I was curious to note whether these participants had additional education and noted that P2,P3 and P6 had all completed post graduate study in business related qualifications as well as their initial law degree. None of those who were focused on legal practice had any business education. L5 had business experience in a previous career.

6. Finally I noted from my casebook results that only 4 partners (P3,P5,L3 and L4) seemed to demonstrate any intrapersonal or self awareness skills although the majority (with the exceptions of P4 and L1) were interested in other people. The transcripts however again showed that this was an interest in how others contributed rather than a personal introspection.

Table 4.1 Linguistic characteristics of legal services partner participants;

Case	Attribute	Opposite attribute	Explanation of attribute
P2,P3,P4,P5,P6,L4	**Miltonian [27]Language**		Language of influence
P1,P7,L1,L2,L3		Meta Model Language[28]	Specific, cognitive and technical language
P1,P2,P3,P4,P6,P7,L3,L4	**Reflective**		Thinks before answering questions
P5,L1,L2		Reactive	Gives an immediate and usually cognitive answer
P2,P3,P4,P5,P6,L4,	**Options**		Wanders around topic and may not answer question
P1,P7,L1,L2,L3		Procedures	Very logical and procedural,
P3,P5,P6,L4	External Process		Takes feedback from and measures self and firm against outside world
P1,P2,P4,P7,L1,L2,L3		**Internal process**	Relies on self and 'internal expertise' for feedback and measures
P3,L3	Towards orientation		Moves towards goals and vision
P1,P2,P4,P5,P6,L4		**Away from**	Motivated by moving away from issues
P2, P4, P6, P7 (P3)	Managing partner		Is, has been or will be the Managing Partner
P1,P5,L1,L2,L3,L4		**Legal partner**	Is a legal expert, doing mainly legal work

Analysing some metaprogramme preferences of the participants, prompted me to query the dataset for the 50 words used most often (Fig:4.23) and they resulted in three immediate themes catching my attention;

1. 'Law' was way down the list with .34% coverage and 'business' slightly above with .35 % coverage.

2. The most often used words were 'I' (4.94% of total) and 'You' (3.51% of total) (and on reference back to the transcripts, at least 50% of 'you'

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[27] [27] The **Milton Model** evolved from the work of Milton Erikson and is the language of reflection or agreement. It is a series of abstract language patterns, which are ambiguous so the client takes his own meaning out of the communication based on his experience. This can assist in accessing unconscious resources that are outside conscious awareness and assists in gaining insights (Dilts &Delozier,2000).

[28] [28] The **meta-model** is a pragmatic communications model used to specify information in a speaker's language. It has the opposite impact of the Milton model(Bandler & Grinder,1975)..

being used as the 3rd person dissociative 'I'). This meant that 6.70% of the words used informed a follow on statement about self, own experience etc

3. The word 'people' had a relatively high coverage at .96% however on further investigation I discovered this related either to 'people skills' or was again being used as a third person dissociative pronoun.

The last two points encouraged me to review the transcripts to look at the language of the responses where I found that the majority talked in a dissociated style, with P2,P3 and P6 being very extreme and failing to include themselves in their judgements, preferring to talk about others, often negatively and as if a separate species. The partners were replaying what they were experiencing without having accompanying feelings or taking personal ownership for the behaviours being discussed;

"Sometimes you're not quite so instinctive. I mean you'd be singing from a firm perspective but maybe not from a personality perspective......it's like any group of people there are some who you'd naturally align yourself with, your sort of thought processes are very similar to them so if you're in a meeting with other partners and you're cross selling something you know instinctively where that partner's going to go which is good"(P5).

Fig;4.23   Tag cloud of 50 most often used words

about all an because been business can do don't firm from get going good got had have how i i'm i've just know law lawyer like me more much my partner people so some them things think time um up very we well what when who work would you your

(This theme of dissociation has been recurring throughout the analysis, and doing this final check has suggested that this characteristic has become very valuable to the conclusion). Otherwise I found the symbolic meanings of the tag cloud words to be outside the boundaries and methods of this project and the space for this line of inquiry was not available.

4.6 SUMMARY OF FINDINGS AND THE GAP FOR ACADEMIC KNOWLEDGE

The sample group was deemed to be unbiased and representative of the industry in terms of demographic data with no unusual or biased relationships between participants etc. London firms were said to be more pressured than the provincial firms and the current state of thinking appeared muddled with no clear understanding of the changing structures. A major characteristic of the provincial participants was not to answer questions or to wander off the topic and in doing some additional analysis of linguistic patterns it appeared that;

- Provincial partners use more influential language, whilst London partners are more specific, cognitive and technical in their language.

- The majority of partners are very reflective and think before answering questions.

- There is a majority leaning towards internal processing.

- The majority were motivated by moving away from issues and problems and only 2 were 'towards' (goal orientated).

- Only 4 demonstrated any self awareness or intrapersonal skills, although 9 were interested in the performance of other people, but not in any personal connections.

Already these findings add to academic knowledge as no previous study of UK legal

partners using the metaprogrammes (Charvet;1997, Merlevade,1997) could be found.

The ongoing summary is organised under the headings of the research questions I defined at the end of Chapter 2, which informed the methodology discussed in Chapter 3 and which pre-empt the discussions in the next chapter. These findings have been collated from emergent concepts and categories in the data, the interview questions and cross referencing of the results with the literature.

4.6.1 WHAT ARE THE CORE CHARACTERISTICS OF THE IDENTITY CHALLENGES FACED BY SENIOR PARTNERS IN UK LEGAL SERVICES FIRMS IN 2010?

This study finds discrepancies between the characteristics that the individual partners perceive they themselves have, as opposed to what they discussed as the ideal characteristics to be held by partners.

The following characteristics also appear to be prevalent in the senior partners interviewed for this study;

- A cognitive and left brain focus

- Individual arrogance supported by position and status

- Being risk averse

- Fear of letting go of old norms

- Wanting to operate from the safety of a familiar world

- Lack of interest in external feedback, learning and acquiring non legal knowledge

- Focus on eliminating problems rather than achieving goals

- More interest in 'I' than 'we'

- Strong need to 'fit in' and belong

- Dismissive of colleagues capabilities

- Inauthentic and wearing a mask

- Gap between individual and collective identity

- Gap and tension within individual identity

The gaps in the literature at this stage can be listed as;

- The linguistic preferences and motivational processing of senior legal partners

- The preference of senior legal partners to be short term, silo focused and operational with measureable personal targets, rather than taking a long term, strategic and commercial overview of their firm.

- The subtle phenomena of the negative and antagonist view of senior legal partners towards colleagues.

- The need for senior legal partners to be risk averse, operating from a 'safe haven' in order to protect their equity stake and retire without getting involved in the future.

There is also an observation that the legal centric literature seems to present an ideal or magic circle perspective with other large firms being way behind. They are operating in line with much of the older identity literature, even that which has fallen from popular thinking e.g. Le Bon. In the next section I review what individual tensions arise from these challenges.

4.6.2 WHAT INDIVIDUAL TENSIONS ARISE FROM THESE CHALLENGES?

The findings are a restatement of most of this chapter so I have tried to summarise here. This study has found that participants can be very mixed in their responses to deregulation and the impact of The Legal Services Act. Findings portray an

ignorance and negativity towards the Legal Services Act, with some participants seemingly disconnected from each other and from any future with their firms. The provincial partners appear more in touch with the commercial impacts and the end user. This is a high pressure industry especially in London, and concerns were shared about the lack of commercial acumen in law firms and lawyers not being perceived as credible business people.

The tensions resulting from the challenges can be summarised as;

- Threat of non legal ownership of firms but little action being taken to change.

- A dysfunctional working style that is blamed on others and not self.

- Concern about the future, but no research as to what can be learned from other professions.

- The display of behaviours which compound the issues; long hours, cancelled holidays and high dependency on female partners to manage family life and then give a secondary gain of negative emotion which could result in a demotivation to commit to change.

- The impact of the working styles on female lawyers who vote with their feet.

- An inability to review and reflect on impact on self demonstrated by the majority considering alternative careers which run the same behavioural patterns.

- A need to work with internal and external perception to truly understand high performance and to engage mind, body and spirit (in the business sense of purpose and mission).

- The subjugation of individual identity characteristics in favour of those demonstrated by the group.

- Static and resistant attitudes to change.

- The main archetype/ sub-identity mentioned is 'lawyer', and in five out of eleven participants this seems to have overtaken core identity as the ruling identity.

- These participants play to weaknesses rather than strengths.

Most of these findings support the generic literature, which is then developed as follows;

- Building on the 'identification' literature by linking in the concept of 'secondary gain' ; by identifying themselves with the partner group and its work ethic, partners can feel good about themselves and this 'feeling good' is the secondary gain which then offsets any guilt about the abuse of their personal lives.

- Providing specific evidence from the legal partner group against generic concepts of identity literature

- Building on the literature which explores why lawyers are leaving the profession, by discussing what patterns of characteristics they run and would continue in their new roles.

- Finding examples which contradict the work of Poulter (2006) as professional parents are not pushing children to follow in their footsteps.

- Discussing the symptoms of negative emotions, in a specific group, from a root cause of fear and lacking confidence and needing to prove they are good enough which all seem barriers to working in alignment, increasing performance and regenerating the firm.

- Uncovering the parent/child relationship between the partner group/firm and senior partners.

It is worth noting at this point that during the interviews I had to work hard to get answers and my intuition suggested that answers were not always authentic, and that participants were giving what they deemed to be socially acceptable answers. I bear this in mind during the next section where I review what these partners do to respond to these identity challenges and tensions.

4.6.3 HOW DO THESE SENIOR PARTNERS ALIGN IDENTITY WORK TO RESPOND TO THESE IDENTITY CHALLENGES AND TENSIONS?

In reviewing responses and related literature, this study has found that there appeared to be intellectualising around the role, with behaviours being pre-planned and made up of primary and secondary strategies, which could be hindered by both individuals and firm and then cause loss of confidence and fear. It seemed that behaviour was measured by time and money ensuring the focus of the participants was on the clients, with the associated characteristics of salesmanship, technical expertise, playing the game and being socially acceptable. This all continues the themes from the previous two sections and the intellectual strategies (focused on 'fitting in' and 'doing the right thing') seemed to inform the very conscious game playing and lack of authenticity I had been experiencing. I uncovered a suggestion that partners could make intellectual decisions to live facades which then become internalised and unconscious characteristics. This distinction was important for this study because if the research is restricted only to the image aspects, the understanding and commitment will be limited to what appears to be happening rather than reality.

The ways in which these senior partners align identity work to respond to these identity challenges and tensions is summarised as;

- A perception of intellectualising and a decision to live a facade

- Carefully planned primary and secondary behavioural strategies which underpin the facade and the game playing and if hindered, can result in fear and loss of confidence (which then inform the 'Imposter Syndrome' setting the cycle off again, re-anchoring and reinforcing the facade.

- The seemingly well learned facades become internalised and unconscious and are re-energised by a belief that good behaviours are the result of increased hours at work and increased money earned so all focus is then on client and not 'self' or 'firm'

- The same emotions drive suppression and support alignment so these could be re-adapted.

- The conflict between wanting to 'fit' and being 'individual' can cause a paralysis where 'self' is negated and behaviours which 'fit' are reinforced.

- Strong shared beliefs about client service could cause partners to start working together and this, driven by frustration with hindrances to identity and other emotions, is starting a slow journey to alignment.

- 'Fit' is defined as 'luck' or 'game playing'.

- The majority of participants seemed dissociated, failing to include themselves in their judgements and experiences and possibly exacerbating the gap between core and role identity

- There looks to be a slow, emergent strategy to work towards alignment of individual and group and this can be impeded by partners not liking or not having respect for each other.

Table 4.2 Findings from research study

	THE CORE CHARACTERISTICS OF IDENTITY CHALLENGES FACED BY SENIOR LEGAL PARTNERS	
1	Cognitive and left brain focus	
2	Individual arrogance supported by position and status	
3	Risk averse	
4	Fear of letting go of old norms that served them well	
5	Want to operate from the safety of a familiar world	
6	Lack of interest in external feedback, learning and acquiring non legal knowledge	
7	Focus on eliminating problems rather than achieving goals	
8	More interest in 'I' than 'we'	
9	Strong need to 'fit in' and belong	
10	Dismissive of colleagues' capabilities	
11	Inauthentic and wear a 'mask'	
12	Gap between individual and collective identity	
13	Gap and tension within individual identity	
	THE TENSIONS RESULTING FROM THE CHALLENGES	
	Challenge	**Action**
1	Threat of non legal ownership of law firms	Little action being taken to change
2	Dysfunctional working styles	Blame others not self
3	Concern about future	No research as to what can be learned from other professions
4	Display of negative behaviours	Compound the issue of no balance
5	Secondary gain of negative emotion	Demotivated to commit to change
6	Impact of conditions on female partners	Leaving profession
7	Inability to review and reflect on 'self'	Consider alternative careers which run same patterns and characteristics
8	A need to work with internal and external perception	Learn to engage mind, body and spirit
9	Static and resistant attitudes to change	Ruling internalised archetype is lawyer
10	Participants play to weaknesses and not strengths	Fear and lack of confidence – 'imposter syndrome'
	THE WAYS IN WHICH SENIOR PARTNERS ALIGN IDENTITY WORK TO RESPOND TO THE IDENTITY CHALLENGES AND TENSIONS	
1	A lot of intellectualising and the decision to live a facade	
2	Carefully planned behavioural strategies to underpin the facade and game playing	
3	Hindered behavioural strategies result in fear and loss of confidence, 'imposter syndrome', and then re-anchor and reinforce the facade	
4	Well learned facades become internalised and unconscious and are re-energised by a belief that good behaviours come from long hours, increased fees and money earned	
5	All focus on client and not 'self' or 'Firm'	
6	The same emotions are used to drive suppression and support alignment so can be re-adapted	
7	Conflict between wanting to 'fit' and 'be individual' cause a frozen state where 'self' is negated and behaviours which 'fit' are reinforced	
8	'fit' is defined as 'luck' or 'game playing'	
9	Majority of participants are dissociated, failing to include themselves in their judgements and experiences and exacerbating the gap between core and role identity	
10	There is no time for a slow emergent strategy to implement work towards alignment of individual and group	
11	Individuals are open to 1:1 work	

Much of Chapter 4 has been underpinned by the generic literature shared in Chapter 2. The value has been in specific investigation into the senior legal partners and the underpinning of practice. The literature studied the externally driven aspects of identity which restricted understanding and more studies are needed in the identity

creation, adaption and maintenance which motivates individuals to work on their identity e.g. the fear driving the game playing. For ease, the findings from this chapter are summarised in Table 4.2 above and used to inform the conclusion developed in the next chapter.

Overall I noted that although at times the findings could sound surprising and even disappointing, there is positive evidence that partners can do alignment in a way that suits them and of moving slowly towards an aligned way of working in what is a complex context.

INTRODUCTION

This study was designed to address the research question; ***Do senior partners in legal services firms possess the core characteristics of identity to work in alignment with the firm?*** This chapter shares the conclusions that can be drawn from this thesis. Chapter One discussed that this study is embedded in the context of an industry undergoing transformational change, where legal firms have been slow to foresee and respond to possible new ways of being in business, reflecting the notion that the classic models of partnership and professional bureaucracy no longer fit the changing environment of law firms (Di Maggio & Powell, 1983; Greenwood & Hinings,1988; Greenwood & Hinings,1993; Di Maggio & Powell,1994;Brock, Powell and Hinings;1999; Mayson,2007; Empson, 2007; Susskind,2008; Chellei, 2009). Di Maggio & Powell (1983) suggest that firms have gained legitimacy with stakeholders (e.g. perception as trusted advisors) by copying practices from more prestigious firms.

Deregulation is pushing expansion into new markets and sectors. As well as acquiring new knowledge, literature identified that the senior partners may need to review both intrapersonal and interpersonal ways of working in order to respond and commit to the change. This study investigated the identity issues of these senior partners in order to support alignment where alignment is an evolutionary, flexible and trusting move forward in harmony to build a successful outcome where all contributions are respected and built on. Alignment can be summed up as the overlapping point between self esteem, self confidence, emotional intelligence and context. Findings suggest that these components become the 'glue' that bonds and builds group working in a seamless and unconscious way to ensure the success of

the individual legal partners and their firms and reflects the works of Brock, Powell and Hinings (1999), Broadbent, Dietrich & Roberts (2002), Sanghera (2007), Hoare (2007), Empson (2007a) and Susskind (2008) by amalgamating their work and applying it in this specific context. From research in this study, I was convinced, as were my supervisors, that alignment will be central to future success. Participants were doing negative alignment very well and the challenge was to flip their strategy over so they could use it positively for future development.

I am surmising that the negative map partners build of things they do not like or want, pushes them out of alignment as they then focus their attention on these 'development areas'. This may keep them out of internal balance setting up conflicts within them, affecting their identity and therefore their behaviours. This could re-organise their identity within the system in which they are operating. An aligned identity may permit them to accept the areas they don't like and access more of the behaviours available to them, enabling more flexibility. (This thesis did not enable the space to discuss chaos theory properly).

Chapter 2 shared research about 'identity' across a broad array of literature suggesting there are many perspectives on identity and it is difficult to present as a short definition that does justice to a multiplicity of meanings. Identity appears to be a moving process, experienced differently both by partners and by context, with a dynamic interplay between both.

The differing perceptions of the meaning of identity enabled me to develop my definition as one of connection and movement which incorporates flexibility and adaptability combining the work of Albert, Ashforth & Dutton (2000) with the very values led stable central point of Dilts and Delozier (2000) and at the same time, responding to external influences;

"identity is an inter-connected concept where an individual exists as the beating heart, the conscience of a larger entity (in this case the silo within the law firm within the UK professional context). A healthy identity is positive, enduring, capable, authentic and aligned both internally and externally. The dynamic interplay means that it has a core but does not stay the same as it ebbs and flows according to the influence in a given context at a given time" (Vanson, 2010)

There were three components of identity for senior partners; personal, relational and collective and each component is affected by the partner's motivations which, in turn, are driven by the firm's components of social, organisation, task and reward structures reflecting the findings of Brewer and Pickett (999)and Pratt Foreman et al, (2000). Building on the work of Charvet (1997), Merlevade (1997) and Brickson (2000), I concluded that the way in which the partner and firm components interact is related to the preferred cognitive and affective processing styles of the partners within their firms and the way in which resulting behaviours are played out.

Chapter 4 built on findings in Chapter 1 (legal services firms are clearly in a challenging period) by discussing that legal partners could have become disconnected from their peers and even their inner selves– evidenced by derogatory comments about colleagues and partners and wanting to express their uniqueness whilst needing to belong to something greater than themselves and be valued for their contributions , which applies the work of Ashforth and Mael (1989), Dutton, Dukerich & Harquail (1994) and Brewer & Pickett (1999) in a specific legal setting.

5.1   A SUMMARY DISCUSSION AGAINST RESEARCH QUESTIONS

This section presents a summary of the findings from Chapter 4 for each research question, relating these to the literature reviewed in Chapter 2, identifying any agreement or disagreement.

The sample group consisted of nine male and two female partners. Six partners

entered the profession through their own choice and five were influenced by male

parental figures, which both supports and updates the parental influence findings of

Poulter (2006) as there was some evidence of personal decision to enter the

profession, especially where it was a second career. Participants are not now

pushing their children to enter the profession suggesting freedom of choice is more

important for their children.

All participants shared a view that Legal Services in the UK is a high pressure

industry, even more so in London than in the provinces. Change is coming rapidly

and they implied that partner structures are outmoded and not meeting the needs of

the changes so the context is tough.

WHAT ARE THE CORE CHARACTERISTICS OF THE IDENTITY CHALLENGES FACED BY SENIOR PARTNERS IN UK LEGAL FIRMS IN 2010?

Table 5.1; The core characteristics of identity challenges faced by senior legal partners

	THE CORE CHARACTERISTICS OF IDENTITY CHALLENGES FACED BY SENIOR LEGAL PARTNERS
1	Cognitive and left brain focus
2	Individual arrogance supported by position and status
3	Risk averse
4	Fear of letting go of old norms that served them well
5	Want to operate from the safety of a familiar world
6	Lack of interest in external feedback, learning and acquiring non legal knowledge
7	Focus on eliminating problems rather than achieving goals
8	More interest in 'I' than 'we'
9	Strong need to 'fit in' and belong
10	Dismissive of colleagues' capabilities
11	Inauthentic and wear a 'mask'
12	Gap between individual and collective identity
13	Gap and tension within individual identity

Participants discussed concerns about the commerciality of law firms with partners

not being perceived as credible business people, which reflects the professions

literature postulating that functional specialists are not perceived as credible due to

lack of commercial experience (Kelly & Gennard, 2001; Armstrong, 2003; Hayley,

Farndale & Truss, 2005; Auluck, 2006; Anderson & Shirako, 2008). Participants

suggested that they personally were good at the business and commerciality of legal practice and their negative comments applied to peers. In some cases they shared little professional regard for their colleagues.

Respondents suggested that the characteristics needed for senior partners consisted of business development, people skills, emotional intelligence, being a good lawyer, financial and strategic skills, being strong willed, competitive, able to fit in and being the right sort of person (as judged by themselves). At this point they were glossing over and possibly assuming some of the functional characteristics and yet putting an emphasis on the social and people elements, reflecting literature (Stoakes, 2008; Hever, 2008) which discusses that legal partners need to understand both client and law firm finance, the financial markets, strategy, business and integrated leadership.

When comparing themselves and typical partners to the perceived characteristics required, partners introduced other characteristics which were operational and not reflecting the strategic content of the most senior role in an organisation.

Partners were keen to share their strong personal opinions of themselves in order to quantify their value, although they intimated that currently senior partners in legal firms do not have the attributes to take their firms into a successful future, and do not currently work in alignment either within themselves or with colleagues.

There was no mention of innovative working, collaboration, harmonisation of workload, partnering on projects with colleagues or other characteristics that I would have expected to underpin a concept of positive alignment causing me to question its necessity. However participants were very clear about its use as a success

strategy in a more negative sense to manage the past and to manage clients in more progressive firms so I was convinced it had a value.

I was told that *"the partner structure does not encourage sharing"* (L4) and the majority of partners preferred to work alone behind a closed door emphasising the direct effects of the environment being a key factor for job satisfaction reflecting previous studies (Kristof, 1996; Kristof-Brown, Zimmerman & Johnson, 2005; Kreiner, Holensbe & Sheep, 2006b; Ostroffe & Schulte, 2007; Ostroffe & Judge, 2007). It appeared that these partners were manipulating their environment to function but without the balance of alignment or the support of a positive identity, that enabled them to function effectively, sustainably and in a balanced way within the firm as 'aligned' individuals. The duality of independence and connection reflected some of the earlier works on evolutionary development and coping strategies by Jung (1958), Campbell (1988), Pearson (1991), Beck & Cowan (1996) and Wilber (1996).

An emergent theme was that the partnership model was the cause of much of the dysfunctional working but that no-one was coming up with a workable alternative because there was so much personal equity bound up in this model. Three partners endorsed that lack of action was leaving the way clear for supermarkets, banks and insurance firms to take over lucrative law firms.

Table 5.2; The tensions resulting from the challenges

	THE TENSIONS RESULTING FROM THE CHALLENGES	
	Challenge	**Action**
1	Threat of non legal ownership of law firms	Little action being taken to change
2	Dysfunctional working styles	Blame others not self
3	Concern about future	No research as to what can be learned from other professions
4	Display of negative behaviours	Compound the issue of no balance
5	Secondary gain of negative emotion	Demotivated to commit to change
6	Impact of conditions on female partners	Leaving profession
7	Inability to review and reflect on 'self'	Consider alternative careers which run same patterns and characteristics
8	A need to work with internal and external perception	Learn to engage mind, body and spirit
9	Static and resistant attitudes to change	Ruling internalised archetype is lawyer
10	Participants play to weaknesses and not strengths	Fear and lack of confidence – 'imposter syndrome'

The speed and intensity of the change appears to cause the partners to assume that the need for change could be anywhere except within themselves. They seemed ignorant of the need to connect to 'self' and then to 'colleagues', align with colleagues and change as a collective in order to cause the changes required in the firm as reflected by Charan & Drotter (2001). (The exceptions here are P6 and P7 who have chosen not to practice law in order to focus on the strategic development of their businesses). The output of partners' legal training and their current role legal role is to act on behalf of others, often in distressing or complex situations and these lawyers really hone their learning of the skill of 'advocating' even in situations that clash with their values and integrity. They seem to learn to dissociate from their own feelings and sense of 'self' and as discussed in Chapter 4 this becomes internalised and an unconscious strategy.

There appeared to be an inability for partners to be grounded, with both the partner and the firm ignoring the life of the partner, suggesting a 'mask' being worn in order to 'fit in', and a lack of internal stability and balance. This suggestion of living a

facade was hinted at (sensitive to discuss in a professional firm) and offers a modern application to the literature (Kanter, 1977; Clance, 1985; Langford & Clance, 1993; Clance, Dingman & Riviere,1995; Hall and Bodenhamer, 2000; Roccas and Brewer, 2002) suggesting that the way lawyers learn to compartmentalise their own feelings and values causes internal tensions. This was borne out by some participants who found social identity difficulties with managing boundaries and the complex role of partner, and would rather stay as 'legal expert' then take their money and get out, because there was no risk in that strategy, assuming of course that their equity had a positive financial value.

Comments showed that individuals respond very typically to change, planning their own exit, being complacent in their own superior performance or sitting, watching and waiting for something to happen and for the change agenda to move on. There were major difficulties, in understanding how to profit from external knowledge reflecting Huston & Sakkab (2006), Garud & Nayyar (1994), Zahra & George (2002), Koka & Pathak (2006) and Lane, Cassiman & Veugelers (2006). Partners exemplified work by Empson (2007a) and Susskind (2008), agreeing there would be tough times ahead, and that they need more breadth to cope which could only be achieved through sharing of services and resources. They seemed to be overwhelmed and 'stuck' in the current situation rather than risking any transformational leap to become more strategic and entrepreneurial (Shalley et al, 2004; Shalley, Gilson & Blum, 2009).

Building on the context specific literature from Hever (2005), Empson (2007a), Susskind (2008) and the findings of superiority over colleagues and yet wanting to identify with them, this study found that the conflict between 'being unique' and 'belonging' was blocking any change. The cocktail of this longer term state of

disconnection and the increasing speed of change could wake the industry up. It can be argued that it is difficult to align with an external environment when the environment is rapidly changing and it is highly complex to ask for a professional (role) identity formed over years through embedded and highly institutionalised cultures to become different – especially as the change is still in gestation. A concern is that these law firms have failed to evolve at the same speed as other professional services (Susskind; 2008). One reason could be that senior partners commit to long term equity ownership and stay in the firm for some time, finding it difficult to work as a group to adapt or change identity very quickly.

This challenge and further work took forward earlier literature (Allport,1924; Tajel & Turner,1986) which postulated that the individual specialists make up the group, rather than the group characteristics being taken on by the individuals. What I noticed is that these partners are defining themselves by the characteristics of their group. Although debated by Allport (1924), partners' responses appeared to reflect the work of Le Bon(1895) as they were conforming to the group prototype, modifying their attitudes and behaviours to those defined as normative to the group and subjugating their own identities, often denying personal responsibility. This caused a co-identity, almost a negative alignment, which was giving them meaning and justification, whether they believed it or not, but not developing the profession.

There was evidence of a lack of experience of self reflection which exemplifies the literature on 'Imposter Syndrome'. To deflect attention on self, the participants talked about 'others' rather than 'self', with rituals and routines running in order 'to fit in' and 'belong'.

Table 5.3; The ways in which senior partners align identity work to respond to the identity challenges and tensions.

	THE WAYS IN WHICH SENIOR PARTNERS ALIGN IDENTITY WORK TO RESPOND TO THE IDENTITY CHALLENGES AND TENSIONS
1	A lot of intellectualising and the decision to live a facade
2	Carefully planned behavioural strategies to underpin the facade and game playing
3	Hindered behavioural strategies result in fear and loss of confidence, 'imposter syndrome', and then re-anchor and reinforce the facade
4	Well learned facades become internalised and unconscious and are re-energised by a belief that good behaviours come from long hours, increased fees and money earned
5	All focus on client and not 'self' or 'Firm'
6	The same emotions are used to drive suppression and support alignment so can be re-adapted
7	Conflict between wanting to 'fit' and 'be individual' cause a frozen state where 'self' is negated and behaviours which 'fit' are reinforced
8	'fit' is defined as 'luck' or 'game playing'
9	Majority of participants are dissociated, failing to include themselves in their judgements and experiences and exacerbating the gap between core and role identity
10	There is no time for a slow emergent strategy to implement work towards alignment of individual and group
11	Individuals are open to 1:1 work

Comments reflected the '*supplementary fit'* literature (Kristof,1996; Kreiner & Sheep, 2008), where partners are developing from a *'safe haven'* retaining outmoded concepts and short term targets e.g. billable hours and fitting in, at the expense of other characteristics required by deregulation. After the economic upheavals of October 2008, recession, Government cutbacks global financial issues, these 'safe havens' are not necessarily the right place from which to build a strong future. I suggest that the 'moment must be seized' or the 'safe haven' could become an outmoded place from which to start.

This perspective does offer an opportunity to enable partners to take risks and experiment with possible selves, working more easily with identity threats as postulated by Kreiner & Sheep (2008) although unlike their study of Episcopalian priests, under what are now becoming turbulent conditions, partners seemed loathe to take such a risk. This contributes to the theme of 'dissociation' running through

the findings and which is at the opposite end of the continuum to 'alignment'. These senior partners appear to have maintained an 'emotional disengagement' with what is going on in their environment, despite strong commitment to the tasks of targets, billable hours, drive to achieve etc. I suggest that this operational drive is forcing a lack of alignment because they are heavily focused on short term, work related and individual targets. Whilst this may not be a new issue in management, it appears exaggerated in this context of extremely high professional integrity where these partners have strategic responsibility for the whole firm.

The majority of these partners tend to focus on 'symbols' (external to themselves such as 'wins', status and money that suggest affluence, prestige and competitive advantage) rather than 'self' (internal to themselves such as values, feelings, character and conscience which underpin alignment). Holding these symbolic foci is an example of Foucault's (1984) subjugation of 'self' and hides the value of partners' innate human qualities and their abilities to experience genuine self respect and respect for others as postulated by Kronman (1993), Linowitz (1994) and Johnson &Broder (1997). For the senior partners this seemed to be about providing safety and security for self as a defence against having to think about the dehumanising state of their working environment and so I agree with the literature.

Some participants avoided questions and some appeared in denial. This anxiety supported my questioning about coping strategy. There was little evidence of legal partners asking themselves what really matters and re-evaluating their direction, manifesting as the 'safe haven' discussed earlier and the various coping strategies adopted e.g. high reliance on families and partners, excuses for long work hours, having non- legal friends, working to 'fit in', blurring boundaries between home and

work, and consciously giving up personal life in terms of high salaries. All of these 'busy' activities supported the sense of denial and appeared to fill time so that partners did not have space for reflection.

Most coping strategies were compounding the anxiety and stress and one participant admitted to alcohol reliance. All participants were aware of drug and alcohol abuse in the industry but again by 'others' and not 'self'. Building on Sanghera's (2007) findings of *'dehumanising behaviours'* these appeared self imposed and although some participants were aware of a need to keep a balance and try to manage it, the majority gave up personal life in favour of the high salaries, which then they did not have time to spend, although their families might, which begs the question of motivation for the earner? The majority of these participants appeared not to want to change and here I build on the 'identification' literature by linking in the concept of 'secondary gain' offsetting any guilt about the lack of focus on their personal lives. The tension is that identification with the partner group is superficial (P2, P3, P6) whilst professional or role identification is high. The literature (Van Maanen & Barley,1984; Hekman, Bigley, Steensma & Hereford,2009 citing work from Gouldner (1957) suggested that this mismatch could reduce levels of performance in the long term. This pressure seems to result in tension, increasing emotions such as self doubt and aggression, and resulting in a 'fight' strategy where partners dismiss colleagues as 'inept', arrogantly suggesting that they themselves are 'better'. This may be driven by feelings of inadequacy, fear and being out of control reflecting the work of Clance (1985) on Imposter Syndrome, and creates limiting assumptions and behaviours for themselves.

The dissociated characteristic researched by Dilts & Delozier (2000) is useful to understand why partners may not register what they 'think or feel' in the moment, or be engaged enough to see the patterns and processes occurring around them. They appear to take a meta view seemingly unable to 'walk in their colleagues' shoes'. They may not present themselves as fully present in the world because they could intellectualise their responses to given situations; possibly another learned behaviour in their legal work. Building on Dilts and Delozier (2000), I suggest that partners need to develop compassion for each other and welcome the risks to be taken to support the changes that the industry will undergo. The tension that exists does not allow challenge to be seen as helpful and supportive, rather it is perceived as a threat to be fought and overcome.

However, as being 'helpful and supportive' is perceived as socially acceptable and 'nice' behaviour (L1, L2, L4), these senior partners do learn to adopt the facade of being socially charming, especially with their clients and those from outside the firm. This wish to be well thought of suggests they hone their influencing and negotiating skills rather than allowing themselves to feel self-doubt and incompetence. This ability to be 'nice' gains them entry to the partner group where acceptance at the behavioural level reflects findings about social ritual and routine from Durkheim (1995) and Collins (2004) and suggests they do not currently need to reflect on their personal characteristics and preferences or engage their emotions. This strategy has served partners well in surviving in the traditional and process orientated culture of law firms so they have adopted a 'closed' set of behaviours which include.

- Holding on to an "idealised professional self" (where they feel they must be in order to be successful and to gain approval)

- Identification with thoughts, beliefs and routines that limit their expression of core identity.

- Lack of understanding of how to relate to difficult feelings (frustration, fear, anger, self-doubt, etc.) that then emerge as blaming or disrespecting colleagues.

One of my concerns is that the partners are starting to interpret the changes to the profession in a very personal way. From the perspective of identity challenge, this exemplars Campbell's (1988) "hero's journey" using archetypes to find the call to action present in the events and challenges they face. The 'demon' in their journey, has emerged during this period of transition and is the denial of difference, change and evolution happening to them. They appear to disconnect from their vulnerability and live from survival strategies that cut them off from colleagues and the benefits of alignment e.g. gaining of trust and respect.

I noted that that once the partners adopt an external reference from their strong belief about 'great customer service', they start working together and the word 'team' falls very naturally. My concern was whether this is a fully engaged belief or is being intellectualised from a learned behaviour from one of Foucault's (1977) 'docile bodies. ' This was partially evidenced when partners used language that appeared to be disconnected from their espoused values, so development from current strategies needs to be considered with care. Partners suggested they are motivated by hindrances and supported by emotions which then result in some abilities that they use to transform the identity threats to themselves and their firms. A concern is that if too much attention is paid to this emerging development, the partners may be frozen in the state of being observed as reflected by Landsberger (1958), Foucault (1977)

and Nilesen, Chiang & Grover (2002). Partners will then make conscious judgements about their development which could help or hinder their progress.

Findings demonstrated some identity negotiation in terms of being a lawyer and being one's self at work and offered a generalisation from findings of Kreiner &Sheep (2006). Where participants were doing identity work, this appeared to be driven by the individual and firm blockages and the supporting beliefs about behaviour, probably informed by an imagined image of best 'self' and starting a slow but positive move to a state of internal alignment. It seemed that once partners' attention was on the image of 'best self' they naturally developed towards it, supporting a plan for change. A limitation here is that partners do not value the skills of their peers, which causes a relational distance that is slowing down the sharing of 'best selves' and reducing the commercial response to managing their future challenges.

This chapter identifies that partners have the capabilities for aligned working, and plans need developing to build on a well honed style of working preferences. A caveat is that these plans are implemented with sensitivity as partners seem in denial which is a common response to any required change (Bridges, 1995; Clance, 1995; Bridges 2000) and is evidenced by their lack of interest in the Legal Services Act, in accessing knowledge from the outside world or developing their commercial skills. These senior partners have to reinvent themselves. The seriousness for the industry, not to mention the health of the individuals suggests an immediate call to action, and the next chapter details recommendations for stakeholders.

CHAPTER SIX; RECOMMENDATIONS AND IMPLICATIONS FOR PRACTICE

INTRODUCTION

The previous chapter shared conclusions from the research question; ***Do senior partners in legal services firms possess the core characteristics of identity to work in alignment with the firm?*** This chapter develops recommendations for stakeholders that can be drawn from this thesis, by discussing the broad implications and limitations for both the academic and the practitioner, sharing the dissemination routes, academic contribution and transfer to practice and suggests possibilities for extending the study.

It is worth mentioning here that this study focused on individual and collective identity characteristics of current senior partners. Although conclusions could be drawn about the need to address the structure of the firm, and the routines that recruit and promote a specific type of person, this is outside the bounds of this study.

The conclusions in the previous chapter suggest that from a spiral dynamics perspective (Beck & Cowan, 1996) these legal partners seem to operate in the adversarial, egocentric zone with a focus on 'me' and they need to transform to the transpersonal, collaborative and interconnected zone and a focus on 'we'. The message to all stakeholders is that there are two levels of intervention to be taken; the individuals and the partner group, these are discussed below and summarised in a stakeholder action plan at the end of this section.

Pearson (1991) postulates that individuals use archetypes as inner guides or mentors on their journey, with each archetype exemplifying a sub identity. This concept of having an 'inner or 'self' coach could be very relevant to the changing role of partners. I suggest that using one integrated and various sub-identities, could

become more individualist within their thinking and could be developed to review how the change is perceived from the perspective of which ever sub-identity is currently dominating the thinking. This ability to access multiple perceptions could accelerate the success of alignment with colleagues, building on Hever's (2005) work and coaching could help individuals really understand their sub-identities and find their 'core' and 'who they really are'.

One of the multiple perspectives could be that of the imagined or real partner who best represents the group'; a prototype as reflected by Moreland, Levine and McMinn (2001;96). There is already a preference for taking on the group characteristics, and 'modelling' of the prototype, using the partners' well honed strategies for 'wearing a mask', could help them develop from a model of excellence defined from the group prototype. Developing the literature (Turner, Oakes and Haslam1994; Mirvis,1997; Hogg,2001; Hogg & Haines,2001; Van Leeuwen & Van Knippenberg,2001;Dutton & Heaphy,2003) I suggest that partners could develop high influence especially if they are the most prototypical member of the group. Their colleagues would adapt and eventually conform to the prototype modifying their attitudes and behaviours to those defined as normative to the model once they learn what those characteristics may be.

I propose recommendations for both individual and group work. Whilst there may be more value to the firm in the group work, it will be important to work with individuals first because so many personal issues came out of the study and the partners need to be 'fit for the battle of the future' and to understand how their professional and organisational identities have become interwoven with their own (in many cases to the subjugation of self and personal impact of early death, third or more divorce,

alcohol and substance abuse etc). Individual work will be less challenging (providing a 'safe haven') for the partners and needs to happen before action learning sets because group contexts affect individual identity (Le Bon.1895), and partners have shared their preference for sole working to get the job done and provide a voice from which to 'command' the silo structure. They could perceive that loss of self in the action learning set means loss of control and participants have been very clear that *"partners are not team players"* (P6). In order to deal effectively with the world, partners have shown a need to give positive self feedback and they may compete against a common enemy of other law firms, venture capitalists etc in order to define their firm as positive as reflected by Tajfel and Turner (2001). This could provide the motivation to work together identifying and working towards a 'model of excellence' as discussed earlier resulting in eventual review of structure, and accompanying recruitment, selection and promotional activities.

The individual and group work discussed below is focused on helping these partners make the best short to mid-term decisions for themselves, the current partner group and the firm's immediate response to changes in the profession.

6.1 RECOMMENDATIONS FOR STAKEHOLDERS IN THIS DBA RESEARCH STUDY

The stakeholders in this study are defined as;

- Those responsible for the strategic planning and development of the firms
- The equity holders of the firms who include the same senior partners
- The HR directors of these firms
- The more junior partners, functional directors and employees of the firm
- The researcher's company – The Performance Solution
- The researcher
- University of Portsmouth

6.1.1 THE INDIVIDUALS

This study suggests an immediate need for work at the identity level because these partners appear to have lost contact with their own needs and are taking refuge in activities and behaviours that keep them disconnected, becoming withdrawn from colleagues and shutting down.

One recommendation would be to use coaching at the identity level to enable partners to expand and deepen their sense of who they are and respond to opportunities from a place of increasing resourcefulness and authenticity - even during times of challenge and crisis. The ICF global consumer awareness study (2010) tapped into the awareness and attitudes of 15,000 people in 20 countries on five continents and found

"More than two-fifths (42.6%) of respondents who had experienced coaching chose "optimize individual and/or team performance" as their motivation for being coached. This reason ranked highest followed by "expand professional career opportunities" at 38.8% and "improve business management strategies" at 36.1%. Other more personal motivations like "increase self-esteem/self-confidence" and "manage work/life balance" rated fourth and fifth to round out the top five motivation areas" (ICF,2010).

Using the Dilts Logical levels model adapted by Vanson (Fig; 2.2) coaching would start with feedback and awareness at the behavioural level and then involve some belief change work, facilitating the partner to incorporate 'emotion' and 'feeling', so that the s/he experiences realignment and congruence in a sense of 'being' at work and could then establish connection with colleagues. This is not just about reframing but is about the need to manage energy and to 'let go' and lose their 'attachment' to 'self' to enable true alignment with other partners and real leadership. There are six passage transitions in the life of a leader (Charan & Drotter,2001) and the findings in this study suggest that these senior partners have stopped after the third transition

at the role of 'Function Manager', and need to progress through Business, Group and Enterprise Manager to be truly effective. Overcoming the challenges of each transition will enable them to build a grounded strategic response to the changes in the firm's commercial environment.

Fig. 6.1. Wheel of Life (Whitworth et al,1988)
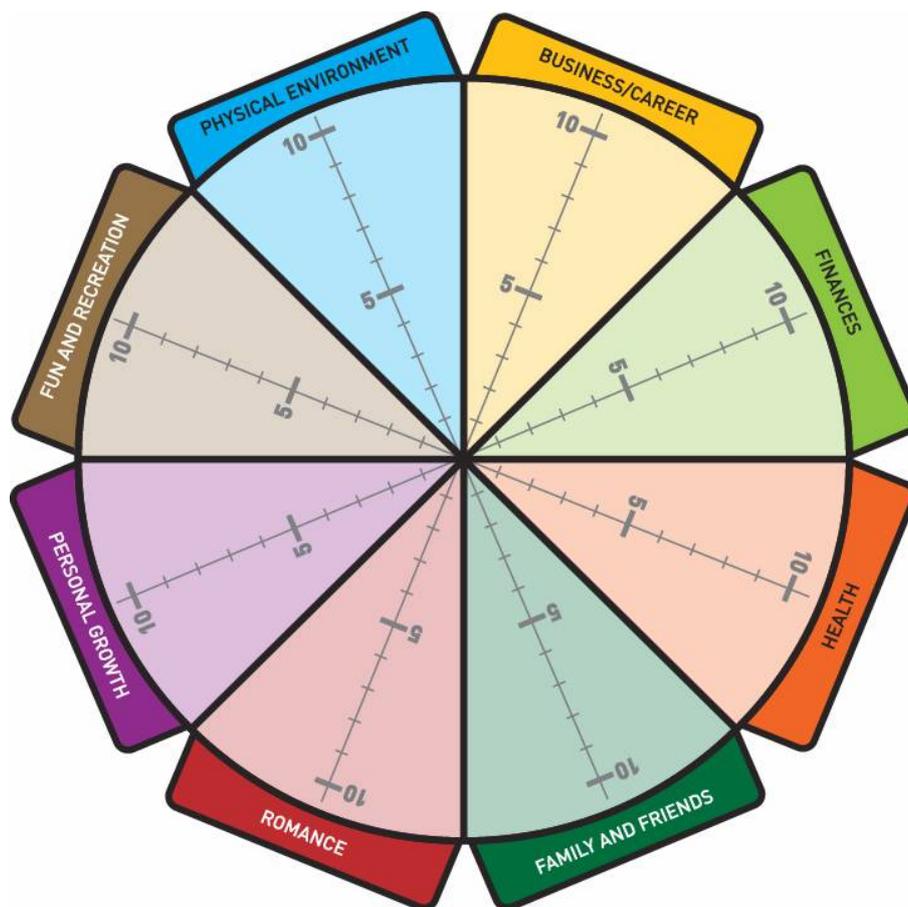
Based on learning from Chapter 2, suggested coaching techniques include;

- outcome thinking to develop compelling goals which give a sense of personal purpose enabling 'buy in' to the firm's longer term goals (O'Connor & Lages,2004).

- unwinding learned behaviours and limiting beliefs, (Gilligan,1997) to decouple any negative identities and rebuild a more positive motivational core which fills the gap between Hever's (2005) inner and outer maps, forming a sub set of identity (Gordon & Dawes (2005).

- Hero's Journey work (Campbell,1988) to help them identify and overcome challenges by learning to trust and share their own vulnerabilities, have the courage to take personal risks to change and from this learning join with others to take shared risks to make changes in the firm, whilst keeping the firm sustainable.

- holistic balancing so that whole life is considered rather than just work such as suggested by Whitworth et al in their Wheel of Life model (Fig.6.1) albeit with some adaptation of the labels as shown in Fig.6.2.

- work on parts integration (Dilts & Delozier,2000) to bring all components of personal and professional identity into alignment which then form a strong sense of self as the springboard into group work.

Having gained development from the coaching on a 1:1 basis to understand self, the newly found learning about alignment needs to be optimised through group work as discussed in the next section.

6.1.2 THE PARTNER GROUP

To enable group alignment there needs to be a strong partner group motivation to develop purpose and vision and give more holistic and long term meaning to the work and relationship of the partner group with the firm. This could require facilitated action learning group work where the partners reframe, recalibrate and refocus within the context of their firm and the changing external environment. This could

also include confronting the negative public image of the profession and could involve working across firms and even at a national level (which shouldn't be an issue as many are already involved in Law Society initiatives and this is where discussions and impact on longer terms structural changes can be affected). Action learning set working would give ;

- Development of the generic leadership characteristics, effective ways of working together and use of emotions identified in Hever(2005) to move from conflict and negative working styles to group harmony.

- Inclusion of unconscious alignment by balancing support and challenge,

- sharing of what is being learned about self and others in order to improve their performance whilst studying 'real' firm issues bringing learning immediately back into the daily work of the firm.

- building on work done by Oskram(2009) and his 'Innovation Lab' developing 'T' shaped engineers.

Alignment can be cemented through measuring progress by peer informal and formal review such as 6 monthly 360 degree feedback against pre-agreed behaviours, extending this to 720 degree feedback where all staff and clients get invited to participate in reviewing the change process.

In this legal context individual and senior partner team modelling could be very meaningful, as it plays to the strategies partners have been adopting, forming a foundation from which to coach partners (individually and in their group) to make high quality connections co-constructing a meta-identity from their current state and the prototype of best imagined self and group. This model would be constructed within a framework discussed in the next section.

6.1.3 THE FRAMEWORK

Throughout this study I have discussed the need for 'contributions'. Playing on this mnemonic I have incorporated findings in the development of a firm wide identity model based on the new world in which they find themselves (Fig.6.2). The thirteen components of this model are developed from the data analysis through the table of findings in Chapter 4 and are shown in Table 6.1. This model defines the areas of identity components required for senior partners to align identity in the law firms of the future and the components are flexible enough to allow for the longer-term structural context within which senior partners and their firms now operate. The model could be used to define the categories of the 360 feedback tool and an individual development plan for partners, which can then be collated to use in action learning sets and can be used to benchmark progress year on year. The success measures for the model would come from the 'model of excellence' i.e. the 'imagined best partner or self, or those partners who are deemed most effective in aligning their legal and strategic obligations to meet the long term needs of the firm whilst staying internally aligned and authentic.

This 'contributions' model depicts a non-hierarchical and balanced system to enable the processing of behavioural, cognitive and emotional information with 'self' at the centre. It allows the individual to enter at any point and work his/her way through the model with a coach or within a team, taking note of all 'contributions' to alignment and which is more expansive than emotional intelligence.

Alignment becomes the activity of bringing all contributions together and considering all challenges through the lens of the 13 contributions. Senior partners can review the holistic firm dynamic and ask what is really going on, what do they want to happen, do they have all the resources they need to enable the happening and what

is the positive, long term sustainable impact of the actions they take within their structural context.

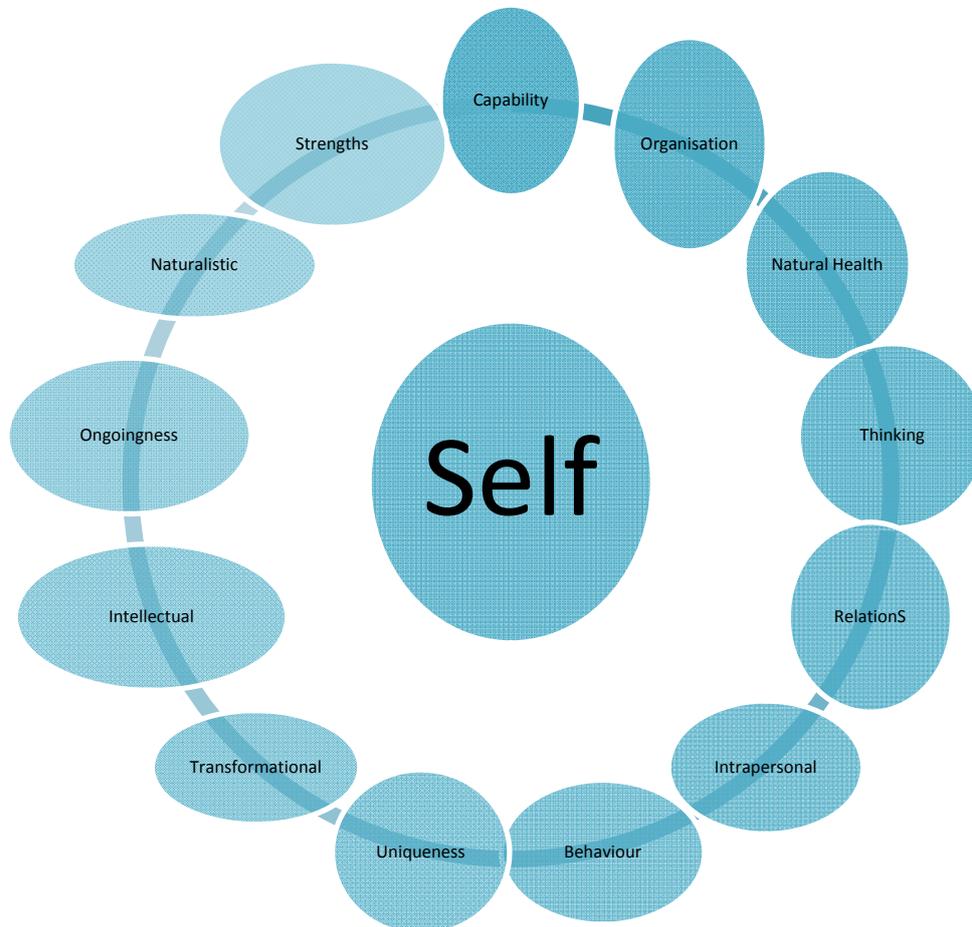**Fig 6.2 Contributions to alignment (Vanson, 2010)**

Table 6.1 expands the definitions of the components of this model and demonstrates a link back to the findings of this study from Chapter 4.

Table 6.1; Relationships between 'contributions' model and findings of this study (Vanson, 2010).

	Element of contributions model	Supporting findings
C	**CAPABILITY;** the technical skills and capabilities required for the professional role identity of 'the lawyer' both now and in the future.	There was no evidence to suggest that partners were not legally competent, suggesting that the technical training and capabilities are well honed and provide a sound base from which to build confidence for further development. Partners had a cognitive and left brain focus, were dismissive of colleagues and their capabilities, and not interested in gaining external feedback and non legal knowledge. They had an arrogance supported by position and status. Individuals are open to 1:1 development work.
O	**ORGANISATION;** the evolving and dynamic environment, systems and culture in which the partner aligns him/herself with colleagues. A need for new structures, especially with regard to recruitment, selection and promotion activities.	There was a threat of non legal ownership of law firms and evidence of dysfunctional working styles, concern about the future, fear of letting go of old norms, risk averse, wanting to operate from the safety of the old world. They were focused on eliminating problems rather than achieving goals. There was a need to 'fit in' and belong.
N	**NATURAL HEALTH;** having enough balance in life, with the accompanying mental health and physical fitness maintained to support the identity that the lawyer wants to live in.	There was a belief that good behaviour comes from long hours, increased fees and money earned, resulting in some stress, skewed balance in favour of work and some evidence of reliance on alcohol.
T	**THINKING;** understanding which are the valued archetypes and how information is developed and processed to support these, how beliefs, values, cognitive styles and preferen**ces distort this understanding** and the impact of the distortion on the firm.	The majority of participants are dissociated, failing to include themselves in their judgements and experiences and exacerbating the gap between 'core' and 'role' identity.
R	**RELATIONS;** understand how 'self' impacts on others. Reflecting on social identity, connection or not with colleagues, team activities and development and interpersonal effectiveness or leadership skills and taking account of interested external stakeholders even acquisitors.	There is a gap between individual and collective identity and tension within individual identity with more interest in 'I' than 'we', resulting in inauthentic behaviours and the wearing of a 'mask'.

	Element of contributions model	Supporting findings
I	**INTRAPERSONAL;** understand how 'self' impacts on self. Reflecting on beliefs and values, personality and preference, role and core identity and where social identity impacts self. Being honest about vulnerabilities and emotional responses.	There was an inability to review and reflect on 'self' and even when considering alternative careers these ran the same patterns and characteristics.
B	**BEHAVIOURS;** Understanding how identity preferences manifest themselves in conscious and unconscious behaviour, where these behaviours originate, how they support archetypes and both the power and conflicts that come from role modelling. Understanding risk and risk taking.	There was evidence of being risk averse. Negative behaviours were compounding the issues of lack of balance and there was a secondary gain from negative behaviour (safe haven) which demotivated any commitment to change. Female partners were leaving the profession and female spouses were used as a coping mechanism to manage home and social life.
U	**UNIQUENESS;** Reflecting on how self, and self originating patterns contribute to the firm, and how the individual aligns with the collective identity.	There was a need to work with internal and external perceptions of 'self' and firm. All focus was on client and not 'self' or firm.
T	**TRANSFORMATIONAL;** Deep values, meaning and purpose and how these are harnessed to support identity and to transform the performance of self and the firm and perhaps even context and stakeholder groupings.	Hindered behavioural strategies resulted in fear and loss of confidence, 'Imposter syndrome' which then re-anchored and reinforced the facade. There is no time for a slow emergent strategy to implement work towards alignment of individual and group.
I	**INTELLECTUAL;** a cognitive ability to understand and continuously and objectively develop understanding of the ever changing commercial arena and the implications of the change on personal and collective identity.	There were static and resistant attitudes to change, often based on personal finances from equity ownership. There was evidence of intellectualising the ability to live a facade and 'fit in' with carefully planned behavioural strategies to underpin the facade and game playing.
O	**ONGOINGNESS;** taking the best from the past, present and future and optimising this to ensure sustainability and long term continuation of the environment through flexibility and revised structures.	Well learned facades became internalised and unconscious and were re-energised by a belief that good behaviours came from long hours, increased fees and money earned.
N	**NATURALIST;** being human in the firm with all the conflicts and constraints that brings, yet enabling identity connection and a spiritual understanding of colleagues which builds trust and enables a flow.	There was an identified need to engage body, mind and purpose to be authentic. Conflict between wanting to 'fit in' and be 'individual' cause a frozen state where 'self' is negated and behaviours which 'fit' are enforced. 'Fit is defined as 'luck' or 'game playing'.

Element of the contributions model		Supporting findings
S	**STRENGTHS**; self determination; discovering and optimising self to contribute to a world to which all partners and employees want to belong.	The same emotions are used to drive suppression and support alignment so these can be re-adapted.

The action plan detailing the responsibilities of stakeholders is defined in Table 6.2

Table 6.2; Stakeholder action plan

Stakeholder action plan	
Stakeholder	**Action**
Strategic planners and developers	Take the learning from this study, carry out environmental analysis and agree future direction for the firm with associated structures.
Equity holders	Review the firm structure, partnership model, methods for retaining, developing and extracting equity, and investment model for the firm. Agree exit packages for non committed partners.
HR/OD Directors or heads of function	Review organisational structure, recruitment and selection, competences and career path. Link CONTRIBUTIONS to performance appraisal and reward at the highest level.
Senior partners	Take the learning from this study and commit to longer term horizons and personal development which supports the business strategy or exit the firm
All employees	Review personal development plans against career aspirations and external environment. Commit to taking risk and feeding back at the highest levels.
The Performance Solution	Take the learning from this study and develop packages of services to educate and support law firms. Develop CONTRIBUTIONS as a commercial model.
The Researcher	Disseminate this study.
University of Portsmouth	Support the dissemination of this study especially on law courses and at open conferences. Support a dissemination event for local law firms.

In critique of this study, I note the following limitations;

- This study by its exploratory nature has inherent limitations. The tightly defined demographic may reduce the applicability of findings to a more diverse sample. It would be useful to work over a longer time period with larger numbers to substantiate findings and review the longitudinal impact of the conclusion and recommendations.

- The sample group was limited to senior partners and having noted the 'short termism' of these people, the study may have benefited from interviewing the next level down – 'junior partners and associates' who may have more ownership in the future strategies of their firms.

- The grounded theory method enabled a richness through a reflective process, giving credence to the meaning the participants made from their own experience and enabling meaning to emerge through the multiple coding process. It became a metaphor for alignment with a parallel process of flexibility and convergence. It makes forecasting and generalising more difficult as emergent themes were specific to the integrity of the sample group, as of course would be alignment.

- The use of NVIVO was time consuming but removed many of the manual tasks associated with analysis and brought some quantitative aspects to a qualitative study which will be helpful in dissemination to my sample group and their industry.

- The work on 'authenticity' was originally outside the bounds of this study. Having discussed this as part of my findings, and were the resources available, I would go back and review that literature and extend the study.

- o It would have been useful to have appraisal results to compare to self assessments but this was outside the boundary of the agreed methodology of study and would have required more trust by the participants.

- o Work on structure, selection and promotion was outside the research question, however valuable evidence has been uncovered and further analysis should be done in this arena.

- o There are assumptions;

  - That an alignment of identity can be consciously managed and maybe controlled

  - That there are cross hierarchical level effects and interaction at an individual level

  - That collective identity can be changed and is malleable

Whilst the use of narrative as evidence for the grounded theory was well established (Rosenthal, Josselson et al. 1993; McEwan and Egan, 1995; Josselson and Lieblich, 1999; Clandinin and Connelly, 2000; Murray, 2003; Brown, 2006; Elliot, 2007; Webster, 2007; Ibarra and Barbulescu, 2010), the reliance on retrospection for understanding had limitations. The act of interpretation includes decoding the researchers own response and I could not tell if I was 'filling in' linkages because 'filling in' happens unconsciously. Also, respondents may try and present a socially desirable face, especially as I was not familiar to them, although it does provide the truest response of their subjective experience (McAdams, 1997). In trying to minimise this, there is no knowing if I am pulling in the opposite direction.

These limitations do not reduce the value of the research but do need to be recognised in the spirit and intent of academic research to add to the body of

knowledge. It is also worth noting that although the study gains reliability through the data convergence there were only eleven participants of which only two were female. It was not possible to control the effect of mood and the external environment of downturn and recession so generalisability will be limited.

6.3 THE IMPLICATIONS FOR ACADEMIC KNOWLEDGE AND FOR THE PRACTITIONER ESPECIALLY STAKEHOLDERS IN THIS STUDY

This study has met the initial academic aims of;

o   generating a specific literature review which addresses the identity issues applicable to senior partners in law firms
o   reviewing the importance of alignment in senior partner working and enabling a new perspective at senior partner level in law firms

It has provided an enquiry into the softer skills required by senior legal partners and has extended the academic fields which were consulted to carry out the enquiry. It has developed a unique, timely and specific research study for current and future application in the changing legal services industry through the development of a 13 point framework for focused development of partners. The study adds to work by Clarke & Newman in 1997 (cited in Carter, 2005), who studied the combining of culture management and performance management and Table 6.3 shares where the study has responded to the gaps in academic knowledge.

Table 6.3; Responding to gaps in academic knowledge

Responding to gaps in academic knowledge	
Identification of gap	**Addition to knowledge**
Hever (2005) underpins work from Day citing Stoakes(2008) with his integrated leadership model (Fig.1.3 and 1.4) but leaps from tactical behaviours to spirituality without forming any conclusions on 'being' and operating from a holistic 'core' identity despite the work of Hall & Bodenhamer (2003) on emotion.	This study works with aligning the 'core' and 'role' identities of the legal partner in a congruent and holistic way so that from this place of authentic strength, they can work in alignment with colleagues and gain the added value of parallel process by using this confidence and skill to review a client's holistic needs and sell across specialist silos. This works aligns the lawyer and firm levels of analysis enabling the 'I' and the 'we' to stay in balance and is developed in the 'Contributions to alignment model' (Vanson, 2010)
Much of the careers work and literature on the professions develops studies about structures and behaviours and very little suggests how lawyers manage internal identity tensions or what underlies these tensions from an identity perspective.	This study goes 'inside the individual' in the context of 'being a lawyer' and pulls out the tensions as symptoms of a deeper root cause.
The last major study of lawyers and their motivation was Hoare (2007).	This study updates that work
Dilts and Delozier(2000) network of logical levels model has been a major 'spine' for this study and yet felt too generic without enough detail to use to 'find the difference that makes the difference'	Chunking down into the 'Contributions to alignment ' model (Vanson, 2010) ensures that distinctions are made at biological, physical, systems, relational, emotional, cognitive, and transformational level with identity encompassed by those characteristics rather than being one of them. This builds on Fig. 2.5; Interim model of identity. Vanson (2010)
Breakwell (1986) discussed coping strategies and Kreiner, Hollensbee and Sheep (2006) sought to understand how social and personal identities could be balanced to improve wellbeing on an individual and group level.	This study builds on this work and discusses how the partner can work with the tension between individual and social identities within a legal firm context and work on embodiment of personal and collective identity
Hever (2005) researched how a City Law firm dealt with Leadership development.	This study expands the context into multiple firms and deepens Hever's work by concentrating on one component of the leader (identity).

From a 'practice' perspective, Gallup's research (Buckingham,2007) confirms a link between a strengths focus, higher performance and client engagement. No where can the author find any evidence that fear of the future and personal development, and a stagnation in behaviour adds any value to performance and/or customer engagement. This study highlights the dangers of following this route and provides the legal services industry with a stakeholder action plan to manage the identified complex development need in the senior partner group and nest it in the longer term

structural and culture change necessary to support the enhancement of an already challenging commercial environment. The contribution to practice is that the coaching interventions must be at the level of identity, verging on therapeutic interventions and not stop at the level of behaviour and performance which is where organisational coaching traditionally focuses. The required changes to structure will fall out of identity changes which then impact beliefs, behaviour and environment (Dilts and Delozier, 2000). The action plan is equally applicable to lawyers and the non-lawyers who will become future partners, even holding equity and so provides a recipe for aligning them with the lawyers, and enabling a systemic view of the whole firm.

6.4 THE PUBLICATION AND DISSEMINATION ROUTES –ACADEMIC CONTRIBUTION AND TRANSFER TO PRACTICE

ACADEMIC DISSEMINATION

Some academic dissemination has already taken place on the initial findings of this study.

- Paper presented at the First International NLP Conference, University of Surrey on 5th July 2008
- Identity and Transformational Change; peer reviewed paper for NLP Research Journal, March 2009
- Identity and Transformational Change; poster presented University of Portsmouth Research Conference, June 2009

- Identity and Transformational Change; poster presented University of Kingston Research Conference, June 2010
- Paper cited on pages 107, 109, 127,149; Linder-Pelz,S. (2009) "NLP Coaching; *an evidence based approach for coaches, leaders and individuals*", London, Kogan Page

Further dissemination routes are planned on successful completion of this DBA study and include;

- International Coach Federation; submission in full format to be peer reviewed for their research portal
- Paper submission;
  - Association of Coaching International Research Journal
  - 3rd International NLP Conference in 2012
- Conference presentations
  - Portsmouth University Research Conference
  - University of Derby Research Conference

DISSEMINATION TO PRACTICE

- Paper submission
  - Rapport and Acuity journals
  - The Performance Solution research journal
  - The Lawyer magazine
- Conference presentation
  - The Law Society
  - 3rd International NLP Conference
- Internal Seminars at participant firms

6.5 EXTENSION OF STUDY AND FUTURE RESEARCH

Excluding the restraints of time and money, this study could be extended to cover

the future research noted in the following sections.

THE RELATIONSHIP BETWEEN IDENTIFED CHARACTERISTICS OF SENIOR PARTNERS, APPRASIAL FEEDBACK AND SUSTAINABLE PERFORMANCE

A review of the characteristics participants have identified as being important and

compare these to appraisals over the previous 5 years to check if characteristics

identified are the characteristics participants use, whether characteristics lead to

sustainable performance, whether they are required in the current climate and what is missing. This could then be checked out with focus groups at all levels, forming an internal environmental research study and then compared and contrasted across a broad cross section of firms to find the industry norm. This would inform the education and training of lawyers in the future

THE STRUCTURE OF LAW FIRMS

An investigation of the relevance of the current partner model against variable equity holding and power across law firms and compare and contrast the John Lewis all – employee partner model as an experiment to prove benefits or otherwise.

IMPACT OF IDENTITY FOCUS ON BUSINESS PERFORMANCE

A study about the impact on the business results when personal identity is high and organisational identity is low so as to get some quantitative results for lawyers who need left brain, cognitive evidence to be convinced.

LONGITUDINIAL

A longitudinal study to follow progress of current senior partners over next 5-10 years and develop a comparative analysis of those who change and those who don't. It would also be useful to track current Trainee and Assistant Solicitors and find out what happens to them.

A REALLY INNOVATIVE AND PARALLEL STUDY

During this study I became aware that I may be able to generate a parallel study with other professions where tradition and ego play a large part e.g. Hospital consultants , executive personnel of public sector bodies such as NHS Trusts, Universities etc – my extreme example being royal families e.g. King Abdullah 11 of Jordan (Appendix

8). At the time of finalising this study there is concern in the Middle East about suppression by governing monarchs. A study of this focus could provide immense value. Finally, having concluded this study and made recommendations for the future, the final chapter reviews the impact of this research project on my own personal development.

CHAPTER SEVEN; REFLECTIVE COMMENTARY ON PERSONAL DEVELOPMENT

The purpose of this chapter is to reflect on my personal development since my DBA professional development portfolio was produced and marked in 2007. By completing this Doctorate I am bringing together all the learning from the formal and informal development I have undertaken, as well as my qualifications in Strategic Direction, Human Resources, Business Management and Organisation Development with NLP development.

Having integrated all this learning and experience I wanted to use it as a springboard to develop both myself and a specific body of knowledge from a new perspective in Legal Service Firms.

I chose to undertake a DBA rather than PhD for several reasons including;

- My perception was that the DBA provides a less lonely journey as it provided a taught first year with a foundation of action learning sets.

- From conversations I had, it appears that the DBA is more acceptable to commercial clients who perceive it to be more practitioner based and therefore 'value adding' to their immediate business issues. Whether true or not they relate PhDs to the world of academia.

- Being client and case study centered it could add immediate value to my business as I worked on real time issues.

On a personal level I wanted to enjoy the challenge and the fun of exploring a topic in more depth than previously, the opportunity of updating my reading and body of knowledge with the addition of research, to reflect on and consolidate my learning and to use this as a stepping stone for completion of my thesis..

I planned to remain positive about my studies, despite the overwhelming feedback that Doctorate studies, are tough, lonely, can throw up blockages and barriers and are generally hard work. Set in the context of whole life this became a huge challenge.

I initially chose to understand the impact of the DBA on my life using various segments from Fig.5.1 Whitworth's (1998) life cycle model. When choosing to undertake a major piece of study during mid life, I found various systemic influences on whole life that come from the commitment to the study, and various life events that impact the study. I cannot therefore suggest that I have learned and developed purely as a result of the Doctorate and I must be aware of the system in which I exist. In my case these personal events were highly concentrated and included;

- Moving house at the start of my DBA, which was very positive, enabling me to set up my study, with dedicated bookshelves and filing to support my studies.

- My daughter and stepson both leaving home to go to University creating a positive identity change for me as well as giving me a quieter and more structured environment in which to study.

- I am self employed and the credit crunch and subsequent recession made it more difficult to win business and made clients more demanding, elongating my working hours, making business more stressful and having a negative impact on my studies and the time available for research.

- A major academic supplier to my business made massive changes to the supply chain without consideration or prior notification, which caused me many wasted hours of low level administration.

- The illness and subsequent death of my Mother and then issues arising over distribution of her estate had both an emotional and time consuming impact.

- My partner had a hip replacement, which indirectly impacted my studies as I had to take on more of the household administration.

It is therefore impossible to evaluate the changes in my style and processing purely in light of the DBA, although this has played a major part and it is with this caveat that I reflect on my personal development.

7.2 PERSPECTIVES ON LEARNING AND CHANGE

To define reflection; Hay(2007:p7) likens it to self supervision, where you step back from your work and take a meta-perspective across three timeframes – past, present and future. As well as using Hay's definition, I reviewed my preferred learning styles against Kolb (1984) and Honey & Mumford (1982 cited in1986) in (Fig:6.1) and then took account of Gibb's (1998) model of reflection (Fig.6.3), and John's (2002) model of reflection.

Fig;7.1 adapted from Honey & Mumford (1982) and Kolb(1984)

The Learning Process in Context

Adapted from Kolb (1984) and Honey and Mumford (1982)
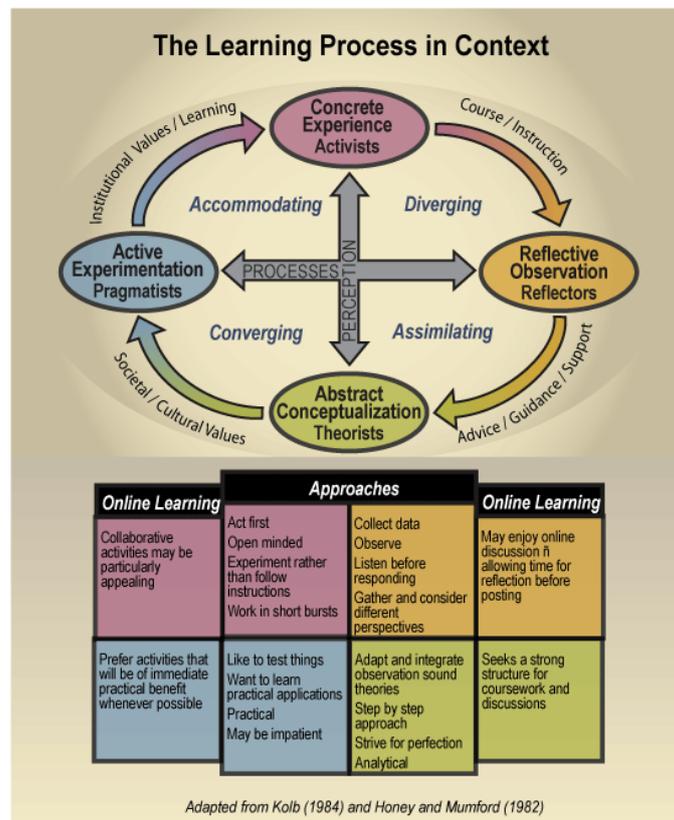
From Fig; 7.1 I conclude that my learning preferences are to be a reflective observer, followed by active experimentation. I do need a clear framework in which to operate, which explains my complete frustration at the start of the DBA where policies and procedures, as well as personnel, were ever changing and were inconsistent due to being the first cohort of a new course. I therefore appreciated the advice, guidance and support from my lead supervisor (without too much interference in the detail), and the process of a DBA thesis which enabled me to first reflect on my reading and then actively carry out my data collection. The gathering and consideration of different perspectives was enthralling and I enjoyed the use of NVIVO and being able to very practically test and use my data. The analytical strive for perfection was alien to my preferred way of processing and I learned new strategies for persisting with this. I also have a need for collaboration and sharing and found the early

breakdown of action learning sets very sad, as the DBA reverted to the process of a PhD after the first year.

I chose Fig: 7.2 by Gibbs (1998) for this continued reflection as the model is cyclical and allowed me to reflect on events as a researcher and to see what could be learned from each experience from a meta level without getting too involved in the content in the context of research and learning. One of the main reasons I was discouraged from using Johns(2002) reflective model in depth, was supported by Rolfe et al (2001) who does not consider that it makes provision for what happens if the event occurs again, and during such a long period of study, events were repetitive. John's (2002) reflection model is suited to scenarios or events that have been resolved and at the time of completion of this thesis, neither the recession and impact on my business, nor the fall out after the death of my mother have been brought to closure.

Fig 7.2; Gibbs' model of reflection (1988)
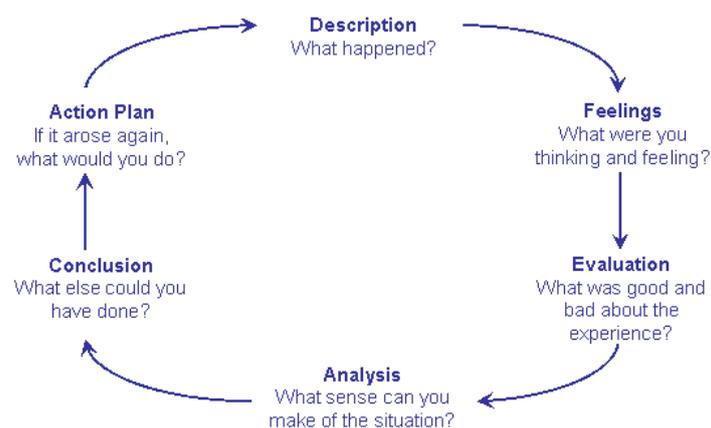
The Transition Model (O'Connor & Lages, 2004) in (Fig;6.3), whilst primarily a coaching model, provided a useful insight into what I was thinking and feeling and what was good and bad about the experience, and built on Gibbs(1988). It is useful in that having to take accountability and responsibility for my progress and

completion, I indulged in a lot of self coaching, especially in the early days when I was not happy with the DBA course management, and then again as my reading took me away from the focus of my research questions. I coached myself to let go of all external structures which were not serving me well and focused on my own thesis, my supervision and the resources I had available to support me. I would contradict The Transition Model (Fig. 7.3) in that my strategy was not born out of fear, yet I agree with the challenge of focus and the dissatisfaction with the University system, which was informed by my own beliefs and values around customer service, legal requirements regarding sales of goods and services, and my own code of practice regarding service to clients of my own business. I had to change the context for my beliefs and learn that universities and their culture exist in a different paradigm, and what became really interesting was that I found the university to be running a parallel process to the culture in which my legal service partners exist, where knowledge is paramount and the hierarchical structure is related to the holding and dissemination of the knowledge. This new understanding and learning led to a significant shift in my thinking and the longer term impact was that I built relationships with another university and during my studies was appointed a Visiting Fellow and engaged in consultancy work to design a Masters' degree for them. I could say that 'I joined the other side' as I now have teaching relationships with another two Universities!
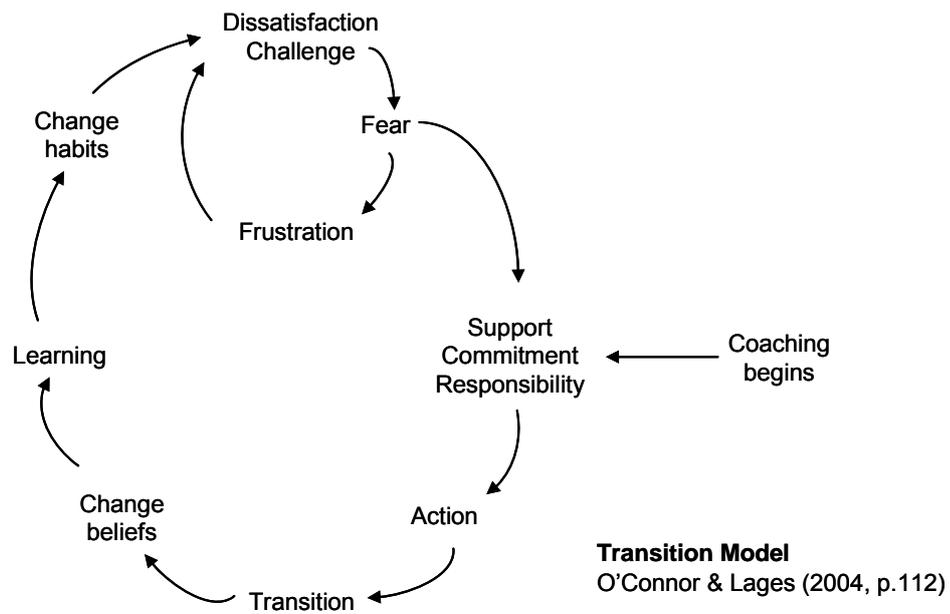
Transition Model
O'Connor & Lages (2004, p.112)

Fig. 7.3; Transition Model O'Connor & Lages (2004,p.112)

Having reviewed what happened, what I was thinking and feeling, and what was good and bad about the development of my DBA journey, I now use the next section to make sense of it using Bateson's logical levels of learning (2000).

7.3 MAKING SENSE OF THE LEARNING AND CHANGE

In Chapter 4 I have discussed the metaprogramme preferences of my participant group that became the clue to my conclusion. Curiosity led me to review whether the learning and development from my DBA has impacted the way I interpret and process information, and intuitively I felt that I had changed most in the last 18 months, when I was collecting and analysing my data. I therefore compared my personal iWAM[29] questionnaire results from Sept 2009 against July 2010 (Appendice 8.9). I discovered that some of my metaprogramme preferences have evolved. The main changes are detailed in Table 7.1. and I believe these are now impacting my daily work.

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[29] The iWAM questionnaire is an online survey used for the individual interpretation of metaprogramme preferences.

Table 7.1; Changes in metaprogramme preferences (Vanson 2010)

	Changes in Metaprogramme	Factors affecting change
1	100% increase in the need to focus on activity and the need to manipulate activities	This evolved because I was so busy, I had to project manage my life
2	98% increase in the need to have a number of examples in order to be convinced	This arose from the need for 'evidence' and I became frustrated if I could not find it.
3	61% reduction in considering the words used in communication to be important	This was more about the written word than the spoken word and I became very concerned at having to write words to explain charts which I perceived to be self explanatory
4	79% reduction on internal motivation developing a need for motivation from external sources	At the start of the DBA I was intrinsically motivated by personal interest in associated topics hence losing focus and reading wider than I needed to. As time moved on, the approaching and externally imposed deadlines became the motivator for finishing.
5	73% reduction in focus on future.	This focus is still high but has lost the 'dreamer' preference and become more of the planner and project manager orientation
6	72% increase in affective communication	A much higher focus to non verbal signals and emotions in communication. The interest in 'emotion' developed when it appeared to be very low in the participant group.
7	70% reduction in internal reference	A much greater need for external evidence before making decisions has developed, and is possibly linked to the need for justifying my findings and evidencing my work
8	67% reduction in the importance of theory	Prior to this period I was interested in the theories of other, however as I collected my data, my own findings became much more compelling.
9	66% increase in the need to be able to see something to be convinced	This need developed through the use of the NVIVO programme where reviewing charts and tables became vital in finding themes and relationships, especially I was getting blinded by all the words involved in the total thesis.
10	65% reduction in wanting to be noticed for what I had achieved	As I became enthralled by my work, I forgot about the personal identity of becoming a Dr. and more interested in the impact of my findings.
11	56% reduction in focus on allotting time and keeping to schedules	I found this was making me stressed and instead became focused on doing the best I could in the time available, because I couldn't control my external environment.
12	An increase of 49% in external reference and needing feedback and opinions from others.	This was a reaction against the lack of interest from my DBA peers and my already high need for collaboration was exaggerated by the isolation of my study and also the findings which made me fearful of parallel process and adopting a working style like that of the legal partners

	Changes in Metaprogramme	Factors effecting change
13	47% reduction in the need to seek options and alternatives	This is still high, and I have a high change preference, however I learned that I have to stick to the rules more than I had done in the past. Having said that, I also learned that I was not driven to be a perfect Doctoral student, and could only do my best within the chaotic environment caused by recession and credit crunch.
14	42% reduction in compliance	
15	41% reduction in the need for consistency in order to be convinced	This manifested itself in my reading of Smith (2008) who suggested that even a comment made by a single participant is valuable.
16	40% reduction on need for progress over time	I learned to let concepts settle and come back to them and even to let go if they did not need taking forward.
17	40% increase in focus on place.	I reached a very 'stuck' state and did some self coaching around Dilts (2000) logical levels. I realized I needed to change my environment and took myself to France to a creative environment for 6 weeks to do my data analysis and write up Chapter 4.
18	38% increase on the need for group environment	This again relates to the loneliness I had tried to avoid by doing a DBA and when I met this, I sought more group environments in my daily work, to compensate. I am now learning to play Bridge.
19	38% increase in the need for dramatic and radical change.	The search for the key to 'shift' these partners was compelling and this need for change became vital when many of my findings correlated with the literature and I was looking for development for the partners, which would also add to academic knowledge.
0	30% reduction in being convinced by doing	At the start I felt I needed to transcribe all interviews myself in order to be convinced that all aspects were covered. I am now less convinced and in a larger study would use researchers.
21	29% increase in being convinced by hearing	This was very low to start with and my auditory skills were honed by referring back to tapes rather than transcripts to check out content

The iWAM Metaprogramme report uses "Standard Groups", in my case a UK norm group, where respondents are compared against how the population of that norm group answered the same parameter. If a person score 0% for any one metaprogramme they have scored one standard deviation less than the average response for that norm group. If they score 100% for any one metaprogramme then they have scored one standard deviation greater than the average response for that

norm group. So, for example, in my case a reduction of 79% in internal motivation means that my response for this parameter has decreased 79% compared to the responses of the norm group, and compared to the norm group I am now 79% less "internally motivated" than I was in my earlier report. These changes alerted me to reflect on the challenges presented the prescriptive purpose of the research (caused by a need for credibility in the profession) and my stance as a social constructionist at the outset using my initial curiosity with no preconceived ideas. This caused a tension at the data collection stage due to the huge environmental influence from the strong traditional culture of the law firms which seemed to have an exaggerated influence on the perceptions of reality of the individuals and which they then seemed to internalise as a 'gut feel' or 'knowing' and as has been discussed, then affected their representation of 'self'.

Despite a theme of openness and exploration running through my thesis I felt pulled in to the collective view, especially during the data analysis. This 'infectiousness' seemed to be based on inter-subjectivity and could be one explanation of my shifting meta programme preferences as I was challenged with a wider search for proven reality than the classical objectivity that I had understood at the outset. I felt compelled to come up with a recommended tangible solution to fit the professional structure in order to give my research credibility with the legal practitioners. This was the reasoning behind my recommendation of coaching within a framework to reduce a constructed reality and from which individuals can be flexibly developed yet still giving freedom of choice rather than a rigid model which a positivist may suggest.

Other challenges experienced because of the tensions between purpose and design included;

- The parallel process of the profession moving from a regulated environment to a freer context where each firm can be more innovative in terms of its structure and yet participants wanting to hang on to a more 'normative' way of being. This impacted on their style of thinking and partially informed the use of semi-structured questionnaire so they had a process with which they were familiar. Although it initially felt prescriptive, I notice that I unconsciously compromised by varying the question order to suit the participant and included some open questions as well as incorporating all the aside comments of the participants. I was also able to add in sub questions to maintain the less normative design of the study and enable new themes to emerge.

- The partial possibility of 'categorising' through the grounded theory coding process which enabled me to "link up" specific interpretations of experiences and ideas with participants' own references of what was possible and viable. The chunking up of these, enabled a 'meta' or 'collective' truth to be built from the 'perceived' truths of the individuals and prompts further reflections about 'what is real truth'?

- As discussed in Chapter 3, on a continuum between positivism and phenomenology, I found myself within the 'contextual constructionist' epistemology (Lyons & Cole, 2007, p166) which accepts that I was actively involved in constructing knowledge, from the data (Charmaz & Smith,2003). This was slightly further towards positivism than when I first started this study.

- I became an engaged listener, (Gadamer,1960:1999) and could have lost the theme of the original story so tried not to adopt any position on the correctness of the views of the participants by using the coaching tool clean

language techniques (Lawley & Tompkins, 2000) to take out a lack of presupposition and incorporate narrative spacing in the questions. This prompted reflections about the use of Clean Language in research so that participants' truths' are not contaminated by presuppositions from the researcher, and also caused me to understand the value of bringing 'whole life' learning to my study e.g. my experience in a drug and alcohol charity to watch out for any signs of substance abuse.

- The use of the NVIVO software forced some focus towards quantitative interpretation of data and partially supported the normative purpose of the study, moving much nearer to a midpoint between phenomenology and positivism, albeit still learning towards the former which was a learning for me.

Throughout my study I felt challenged by a need to compromise and comply whilst preferring to explore and discover. I reflect that a more positivist design could have been easier and led to a more concrete theory however it may have lost the richness of the findings. I found that the social constructionist paradigm enabled a richness through a reflective process which allowed the mind of the partner to wander, and provided a process for me to drill down through layers of facts and meanings and probe the relationship between both (Gough,1994). The relativity of what is real in this context causes me to enquire more deeply into what is 'truth' and whether there is or could be a 'finite definition' and whether a 'meta-truth' is a 'truth' or a 'deletion, distortion or generalisation'? Alternatively, were the partners' truths only their way of representing reality and was each 100%? If not – maybe the 'meta-truth' was a more comprehensive truth– hence prompting further personal development for me in a later study and hence the arguments that positivists put forward about 'social constructionism' (Searle,1996). The map is not the territory (Dilts,2000).

Understanding my preferences for conceptual (large chunk) and options orientated processing helped me to understand some of my writing blockages when asked for a level of detail which my brain did not naturally produce. I can understand why so many students 'drop out' of doctoral studies, as the process is very biased in favour of smaller chunk, procedural thinkers and as a large chunk, options thinker my head physically hurt at times when trying to force it into alien ways of working.

Bateson's Logical Levels of Learning model (2000) identifies four logical levels of learning and not everyone will reach level IV (Bateson, 2000:p301); some will exit the process beforehand. I believe that I have reached level III, that I have developed an enormous understanding of senior legal partners and their challenges and that I can take a meta-perspective and understand a need for an enhanced longitudinal study and for possible generalisability in other innovative and niche areas e.g. the King of Jordan. This level IV correlates with the yellow level of the Spiral Dynamics model (Beck & Cowan,1996) suggesting I am systemic, functional, integrative, interdependent, questioning and accepting, working where change is the norm and uncertainty in an acceptable place of being. This description sums up my holistic experience of the last 3.5 years whilst describing my current preferred way of bring and working. Having "resolved contraries" (Bateson, 2000, pg 305-306) much of the remainder of my learning was spent re-evaluating or collapsing learning at the earlier levels, as Bateson predicts. By the end of the thesis, having had several 'wobbles' and gradually building confidence in my own ability, I sought to apply my increased awareness and learning to facilitate increased awareness in senior partners in legal services firms by concluding my thesis and planning the dissemination.

My learning (like everyone else's) has not occurred in a vacuum. There is obviously no distinct line between what I learned before September 2006 and my development after that date. However, I am able to perceive a change in motivation and in cognitive processing after September 2009 and this could relate to a change in working style from spending limited time each week on my DBA to taking blocks of time e.g. 8 weeks in summer 2010, 2 weeks in early autumn 2010, 4 weeks in spring 2011, to get fully immersed in my study.

Beaver (2002) points out that we learn with greater ease when we are 'in learning mode' and have more 'focused attention', and this was certainly the case at this time when I started putting aside long blocks of time for my research instead of a day a week. My attention was focused particularly on how to bring together the 'behaviour and capability level' to 'higher level issues', 'involving beliefs, identity and spirituality',(Dilts,2000) and I believe there was a parallel process going on here for me as I discovered that this 'alignment' was lacking in my participant group.

To understand this fully I need greater understanding of how the conscious and unconscious portions of the mind are involved in making changes, and that the unconscious part is 'where wisdom, creativity and problem solving capabilities reside', (Bandler, 1979). This next step, born out of curiosity, and of a need and value for continuous learning causes me to develop my action plan.

I will admit at this stage that my own values have been hit by some of my dealings with the legal profession and this has caused initially a heightened awareness of identity conflicts and the aggressive behaviours exhibited by human beings when 'self' is threatened, followed by a curiosity about peace, especially related to my

interest in the Middle East. (A huge chunk jump and entirely congruent with my thinking style). With this in mind my actions following the completion of this work will be;

- Continue with some practical, fun and group related activity e.g. my Bridge lessons to reintroduce some balance.

- Pursue my interest in the MA in Peace Studies at Bradford University and the newer version of this running at University of the West of England.

- Pursue further reading about the relationships and tensions between social constructionism and the concept of reality.

- Disseminate this thesis and search for funding to carry out a longitudinal study to follow the careers of younger lawyers.

To finish, I would suggest that my personal growth over the last 4 years has been a collaborative solution-focused, results-orientated and systematic process in which the DBA was the catalyst for better working and information processing styles, work performance, life experience, self-directed learning and personal growth within the real 'Hero's Journey' (Chapter 2) challenge of living everyday life with all the changes that mid life brings.

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1. THREE COMPARATIVE CASE STUDIES

Case no.	Name of Study	Design and Methods
1.	**Generative Organisational Identity Change: approaching organisational identity as process (Corley & Harrison, 2009)**	This was a case study approach, with field research carried out over 2 years in one organisation, Initial research on context was carried out by observation within the organisation. Multiple in-depth interviews were carried out with the top management team and the professional employees in a service organisation (60 interviews with 41 participants.) Researchers were also non-participant observers during two annual strategic planning cycles, sat in on sales and manufacturing meetings and toured manufacturing and distribution centres. They also held unstructured interviews with members of the marketing team. They carried out the first ever employee culture survey for the company. From transcripts of interviews, observation notes and survey results, major themes were identified and compared. Like the next study the grounded theorizing created the theory iteratively from observations and data points and insights from early data drove decisions about the next wave of data collection and/or analysis. Findings were presented using abstract data from the key themes and generalizations were made.
2.	**Where is the 'me' among the 'we'? Identity work and the search for optimal balance (Kreiner, Hollensbe & Sheep, 2006)**	2 studies, first was exploratory and informed design of the second. Study 1 was analysis of open-ended survey responses from 220 Priests as part of evaluation study from a wellness programme. 3 researchers generated separate lists of themes and issues then collaborated to agree major themes to be included in Study 2. They then researched the context and determined 2 dimensions which affected attitude (tenure in priesthood and living in church property). The sample for Study 2 was stratified on these 2 dimensions and under tenure 3 classifications were created; 1-5 years, 3-19 years and 20 years +. Responses from Study 1 also generated themes to be explored when discussing identity e.g. differentiation (segmentation of individual and occupational identities or integration (blending of individual and occupational identities). This was because many priests noted an inability to separate the two and so forced a choice. Study 2 consisted of 1 hr semi structured telephone interviews, with each researcher conducting 1/3rd of the interviews. The sample was 40% female, evenly divided among the 3 tenure groups and on/off site residency with the intent of sampling a wide range to build ecological validity and to enable post hoc analysis between sub groups. Church administrators generated a stratified, random sample which was also a mix of theoretical sampling (data from sub groups to build theory) and random sampling (to alleviate bias in selection).

	Analysis followed Grounded Theory techniques with a two step coding process. Each transcript was read word for word and coded independently by the interviewer plus one other researcher. The two researchers then co-analysed and compared batches of transcripts to agree a final coding. The non-coding researcher served as record keeper and 'judge' when further clarification was needed and to relieve researcher bias. The NVIVO software programme was used to enter codes, facilitate coding links, perform text searches and count instances and intersections of codes. The grounded theorizing created the theory iteratively from observations and data points and insights from early data drove decisions about the next wave of data collection and/or analysis. This inductive method also compared emerging ideas from the data with existing literature and vice versa. After 52 interviews no new themes were found which suggested theoretical saturation had been reached. (Glaser & Strauss: 1967) Findings were presented using a two-order approach (Van Maanen:1979 and Gioia:1998). First order data included codes and text passages comprising of words, ideas and data from interviewees, and second order data comprised more abstract concepts developed from linkages and themes in first order data.. For maximum clarity both order were woven together and an emergent model developed.
3. **The Dispositional Sources of Job Satisfaction: A comparative test (Judge, Heller & Klinger, 2007)**	Approximately 500 university employees—working in a diverse set of occupations—were randomly selected to participate from the e-mail directories of three state universities (similar in terms of undergraduate student population: M=17,100, SD, =5,336 and per cent women: M =53.7%, SD=8.7%) in the Midwestern United States. Participants received an e-mail requesting their participation in the study in exchange for personal feedback and a small honorarium. One hundred and ninety-three individuals (39%) indicated their willingness to participate. A comparison of respondents versus non-respondents revealed no significant differences with respect to gender but there was a significant difference between respondents and non-respondents with respect to university individuals recruited from one particular university were significantly more likely to participate than individuals recruited from the other two universities. Personality and job satisfaction surveys were mailed to these 193 individuals along with a cover letter assuring the participants that individual responses were confidential. Included in the mailing was a second survey assessing the participant's job satisfaction, to be completed by a "significant other". Significant others were instructed to complete the survey away from the focal person and to return it directly to the researchers in a separate postage paid envelope that was included with the questionnaire. Questionnaires were numbered so that significant other responses could be matched with those of respondents. One hundred and fifty-nine surveys were returned by respondents, representing an 82 per cent response rate. One hundred and fifty-six significant other surveys were returned, indicating a response rate of 81 per cent. In order to realise the advantages of a longitudinal design, including the benefits of temporal aggregation and stronger causal inference.

Data were collected over a 6-month interval. Accordingly, approximately 6 months later, the same self-report survey was sent to these employees. One hundred and twenty-two surveys were returned by respondents, representing a 77 per cent response rate.

The Big Five personality traits were measured using the 60-item NEO-FFI (Costa & McCrae, 1992), which consisted of 12 items per trait. The internal consistency reliabilities for emotional stability, extraversion, openness, agreeableness, and conscientiousness at Time 1 were as follows: .85, .82, .79, .69, and .83, respectively. The emotional stability scale was also used for the computation of the core self-evaluations trait. Self-esteem was measured with Rosenberg's (1965) 10-item scale. Generalised self-efficacy was measured using Judge, Locke, Durham, and Kluger's (1998) eight-item generalised self-efficacy measure. Eight items from Levenson's (1981) locus of control measure were taken. Eight items were chosen (six from his internality sub-scale, two from his chance sub-scale) based on the degree to which the items measured self-evaluations (versus views of the world, perceptions of powerful others, etc.).

Dispositional affect was measured with the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988). The PANAS assesses both PA and NA by asking the participant to indicate how often they *Generally* experience 10 positive and 10 negative emotions (e.g. determined, enthusiastic, jittery, afraid).

Overall job-satisfaction was measured with the five-item Brayfield-Rothe (1951) measure and three items from the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979).

Case No 1. Reported grounded, generative data giving insights over time with a focus on the processes and factors that gave an awareness of identity change in one organisation. The timescale of the study enabled abstract theory to be developed and over time from the data points and so informing the next wave of analysis. My concern here is that with such large numbers of participants, saturation would occur early and carrying on would make the results so general that important themes could be discarded as at one point in time they may not be considered as important as others and there is no suggestion of collecting these up and re-visiting them at a later date.

There was no categorization of the data so some of the data demonstrated conflicting views which the researcher assumed as 'a level of comfort with the ironic and paradoxical' (Corley & Harrison, 2008) when it may be a design fault or even due to the collection of data over a long time when human attitudes are changing.

I conclude that this is a descriptive and generalized study which could be used as a base comparative model for further research but on its own is not a useful design for my D.B.A. study.

Case no 2, provides a robust foundation upon which to develop more theory of identity work, using grounded theory techniques to create a conceptual model. The design offered a breadth of methods to research identity (differentiation, integration and dual-function tactics) which in themselves creates a parallel process to the development of the identity process. This is then consolidated by inter weaving the personal and social identity results so giving insights into the nature of identification. As Kreiner, Hollensbe and Sheep (2006) discuss, other existing work often focuses

on choosing a social identity or set of identities without paying attention as to how an individual negotiates his/her relationship to that identity or the conditions under which the negotiation happens whereas in reality identity does not occur in a vacuum.

There was a greater emphasis on uncovering the overarching themes in the study than the stratification of the sample and the analysis of differences between the sub-groups so it is worth considering whether it is worth examining the individual and group differences that affect identity work e.g. personality, gender, occupational/ current role tenure and age which is carried out in Case No 3.

Qualitative data and interview techniques don't make it easy to document the frequency of phenomena (e.g. common words and phrases used) although measurement of this could be devised e.g. through an NVIVO tag cloud, and included in the analysis. It may be worth exploring the added value from this. The researchers were able to do some linking of themes and future research could measure specific themes and link them more closely to review changes in identity under certain conditions. It would also be useful to drill down into the language used and uncover beliefs and pre-suppositions where clues are given in daily phraseology used.

The study did provide a broad theory giving insights into identity work.

Case No. 3 used a quantitative study providing three over-lapping typologies (the five-factor model, PA/NA, and core self-evaluations and tried to compare the validity and unique validity of these frameworks and the contribution of this study was in the comparison of the three typologies.

Traditional empirical research has focused on robustness and chosen tests and statistical measures as the best way of validating research. (Webster 2007) Polkinghorne (1988) disagrees and points out that statistical results are often interpreted as important, without taking into account that they have probably been selected from chance drawing of sample elements of the population. Robustness is important to me as a researcher, because I am working with human beings at an identity level, I have to investigate the need to at least have some interaction in order to probe answers and this interaction will need a trustworthiness of notes and transcripts. One aim of this study is to have a choice about the philosophical approach and yet to be aware that the approach will affect the rest of the methodology, and that sometimes the research question itself will suggest a certain approach. It does not have to produce 'conclusions of certainty' but the findings do need to be substantiated.

The design and method with examinations of correlation is one of the more popular in personality psychology and I have a concern as to whether labels used are ever universally defined and understood e.g. would it be better to label core self-evaluation as emotional stability? Choosing nominalisations can present challenges for the social scientist who is undertaking more conceptual research in ensuring that all readers take away the same understanding from the research. In Case No 3 further construct validity is needed because the core self-evaluation could be integrated into the emotional stability construct and indeed Judge (2007) came to the same conclusion. The downside of this is that the main construct e.g. emotional stability would then need to be measured more broadly so the maximum predictions are realized. The three typologies could be integrated into a 'meta' or higher cluster to capture the relationships of these constructs.

This method could be seen by practitioners being too conceptual or theoretical and 'not in the real world' and the research subjects could be biased to behave in certain ways suggested 'unconsciously' by being 'part of an experiment' or just cued by the design. Polkingthorne (1988) points out that the use of statistical methods in a research study such as this is insufficient in terms of seeking logical certainty and proposes that studies involving humans should aim for results that are 'believable'.

I conclude that there is more work to do on this method and for purposes of this D.B.A. study this design is not conducive to practitioner dissemination as it could be distracting and over whelming and is better suited to the organisational psychologist because of the complexity of the statistics used. It is however a useful design for a very large sample group when enormous amounts of data need to be analysed although the data has to be bounded by the researcher in order to form the questions and surveys, making it a deductive method that limits the iterative development of theory making it less innovative and open to the bias from previous education of the researcher.

2. EMEGENT DATA COLLECTION QUESTIONS FROM CHAPTERS 1 AND 2

EMERGENT QUESTIONS FROM CHAPTER ONE		
Vanson 2010	**Sub category from Research question**	**Related theories and examples of references**
What led you to become a lawyer? Where did you train?	Background and context	Personal identity and identity work; Hackman & Oldham (1980)Snow & Anderson (1987), Brewer (1991),Amabile, 1996; Mumford & Gustafson, 1988; Sveningsson & Alvesson (2003), Shalley et al, 2004) Shalley, Gilson & Blum (2009),
How long have you worked here? How did you become a partner?	Background and context	*Compound question to be asked with question 1 as a rapport and confidence building introduction*
How much is the deregulation and the Legal Services Act affecting you at work?	What tensions result from these challenges?	Changing environment; Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) and Greenwood & Hinings (1993), Brock, Powell and Hinings (1999)
Are there issues or examples in separating the role of lawyer from that of partner?	What tensions result from these challenges?	Individual and social identity. Tajfel, 1981; Tajfel & Turner, 1986; Turner,Hogg,Oakes,Reicher & Wetherell,1987; Brewer,1991;Dukereich,1998; Elsbach,1999; Ashforth 2000, 2003, 2007,2008; Ashforth & Kreiner, 2004; Kreiner & Sheep, 2006; Maiser,2006; Susskind,2008)
Is it possible to take work too seriously? Do you think you do or can you think of others who do? How can this be prevented from happening?	How do these senior partners align identity work to respond to these identity challenges and tensions?	Identity conflict and stress; Vockell (2006), Rockmann & Kaufman (2006), Wang & Pratt (2007), Gladwell (2007,2008), Gibb (2008), Baxter (2010),
How do you manage the boundaries between work and home or do you?	How do these senior partners align identity work to respond to these identity challenges and tensions?	Personal identity and identity work; Hackman & Oldham (1980)Snow & Anderson (1987), Brewer (1991),Amabile, 1996; Mumford & Gustafson, 1988; Shalley, Ashforth & Kreiner (1999), Foucault (1984, 2002) Sveningsson & Alvesson (2003), Shalley et al, 2004) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997) Graves (1998) Beck & Cowan (1996) Foucault (1984, 2002)Kreiner & Sheep (2006) Gilson & Blum (2009),
Are there times when the Firm expects too much of you? Have you given anything up in order to be good at your job? Can it be overwhelming?	How do these senior partners align identity work to respond to these identity challenges and tensions?	Boundary theory and Balance; Markus & Wurf, 1987; Csikszentmihalyi, (1990) Hartmann (1991) Katherine (1993) Kreiner & Fugate (2000) Brewer,2003; Wegge & Haslam, 2003) Kossek, Lautsch & Eaton, 2005; Poelmans, 2005; Byron,2005; Eby, Casper, Lockwood, Bordeaux and Brinley (2005).
How do you stay grounded and authentic in the face of the strong demands of your role and the challenges of enormous change resulting from deregulation and the Legal Services Act?	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2010?	Changing environment and personal identity; Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) Campbell (1988) Pearson (1991) Greenwood & Hinings (1993), Brock, Powell and Hinings (1999), Vanson (2000)

What would you do if you could no longer be a legal partner for some reason? Has there ever been a time when you have felt you would like to pursue another role?	How do these senior partners align identity work to respond to these identity challenges and tensions?	Careers work and Social identity , Larson (1977) Tajfel, 1981; Tajfel and Turner, 1986; Turner, Hogg, Oaks, Reicher & Wetherell, 1987; Abbot (1988), Taylor,1989, Hanlon (1994), Macdonald (1995), Bruce (1996), Addams (1997) and Wilmot & Sikka (1997)Barley (1989) Pavalko (1988), Trice (1993), Sanghera (2007), Gibb (2007), Hoare (2007),Sullivan & Brauch (2009);
What would you say if your son/daughter wanted to follow in your footsteps?	How do these senior partners align identity work to respond to these identity challenges and tensions?	Changing environment, Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) and Greenwood & Hinings (1993), Brock, Powell and Hinings (1999) Hanlon (1999) Poulter 92006) Susskind (2008),

EMERGENT QUESTIONS FROM CHAPTER TWO		
Vanson 2010	**Sub category from research question**	**Related theories and examples of references**
Tell me about your role, how do you describe the traits that make up the role of partner?	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2010?	Individual identity; Snow & Anderson (1987), Ashforth & Kreiner (1999), Foucault (1984 2002) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997)Graves 91998) Beck & Cowan (1996) Kreiner & Sheep (2006)
How would you compare yourself to these traits?	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2010?	Individual identity; Snow & Anderson (1987), Ashforth & Kreiner (1999), Foucault (1984,2002) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997) Graves 91998) Beck & Cowan (1996) Kreiner & Sheep (2006)
Do you believe you are a typical legal services firm partner	What tensions result from these challenges?	Self as system, personal identity, intentional change theory; Hackman & Oldham (1980)Gleik (1987), Snow & Anderson (1987), Mumford & Gustafson, 1988;Brewer (1991),Wheatly (1992), Amabile, 1996;Wilber (2000), Sveningsson & Alvesson (2003), Shalley et al, 2004)Lawley & Tompkins (2005), Boyatzis (2009) Shalley, Gilson & Blum (2009),
Have your attitudes changed over time? (from what to what, what kinds of events prompted that change?)	How do these senior partners align identity work to respond to these identity challenges and tensions?	Personal identity and identity work; Hackman & Oldham (1980)Snow & Anderson (1987), Brewer (1991),Amabile, 1996; Mumford & Gustafson, 1988; Shalley, Ashforth & Kreiner (1999), Foucault (1984, 2002) Sveningsson & Alvesson (2003), Shalley et al, 2004) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997) Graves 91998) Beck & Cowan (1996) Kreiner & Sheep (2006) Gilson & Blum (2009),
Are there times when the Firm expects too much of you? Have you given anything up in order to be good at your job? Can it be overwhelming?	How do these senior partners align identity work to respond to these identity challenges and tensions?	Boundary theory and Balance; Markus & Wurf, 1987; Csikszentmihalyi, (1990) Hartmann (1991) Katherine (1993) Kreiner & Fugate (2000) Brewer,2003; Wegge & Haslam, 2003) Kossek, Lautsch & Eaton, 2005; Poelmans, 2005; Byron,2005; Eby, Casper, Lockwood, Bordeaux and Brinley (2005).

Do you always tell new people that you meet socially what you do?	What tensions result from these challenges?	Identity management; Thoits (1983), Pratt and Foreman,(2000) Ashforth & Johnson (2001) Roccas and Brewer (2002) Brewer (2003)
How do you feel about the future of the profession?	What tensions result from these challenges?	Social identity in professional service firms. (Kelly & Gennard, 2001; Armstrong,2003; Hayley, Farndale & Truss, 2005;Auluck, 2006 Susskind2008; Anderson & Shirako, 2008;)
How do you stay grounded and authentic in the face of the strong demands of your role and the challenges of enormous change resulting from deregulation and the Legal Services Act?	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2010?	Changing environment and personal identity; Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) Campbell (1988) Pearson (1991) Greenwood & Hinings (1993), Brock, Powell and Hinings (1999), Vanson (2000)

These tables show how the individual interview questions link to the research

questions and which literature in Chapter 2 underpinned their development.

3. FINAL DATA COLLECTION QUESTIONS WITH NARRATIVE SPACING NOTED

	Kreiner & Sheep 2006	Vanson 2010	Sub category of Research quest.	Theories and examples of references
1	What led you to become a priest?	What led you to become a lawyer? Where did you train? **BACKWARD SITUATION**	Background and context	Personal identity and identity work; Hackman & Oldham (1980)Snow & Anderson (1987), Brewer (1991),Amabile, 1996; Mumford & Gustafson, 1988; Sveningsson & Alvesson (2003), Shalley et al, 2004) Shalley, Gilson & Blum (2009),
1a		How long have you worked here? How did you become a partner? **BACKWARD SITUATION**	Background and context	*Compound question to be asked with question 1 as a rapport and confidence building introduction*
2	Would you give me a few characteristic qualities of what you would consider to be a typical priest?	Tell me about your role, how do you describe the traits that make up the role of partner? **INWARD PEOPLE**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009?	Individual identity; Snow & Anderson (1987), Ashforth & Kreiner (1999), Foucault (1984, 2002) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997)Graves 91998) Beck & Cowan (1996) Kreiner & Sheep (2006)
3	How would you compare yourself to these qualities? Do you think you are a fairly typical priest?	How would you compare yourself to these traits? **INWARD PEOPLE**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009?	I Individual identity; Snow & Anderson (1987), Ashforth & Kreiner (1999), Foucault (1984, 2002) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997)Graves 91998) Beck & Cowan (1996) Kreiner & Sheep (2006)
4	What was the transition from the seminary to your first church like?	Do you believe you are a typical legal services firm partner **INWARD SITUATION-PEOPLE**	What individual result from these challenges?	Self as system, personal identity, intentional change theory; Hackman & Oldham (1980)Gleik (1987), Snow & Anderson (1987), Mumford & Gustafson, 1988;Brewer (1991),Wheatly (1992), Amabile, 1996;Wilber (2000), Sveningsson & Alvesson (2003), Shalley et al, 2004)Lawley & Tompkins (2005), Boyatzis (2009) Shalley, Gilson & Blum (2009).

5	How much does your vocation define you as a person? That is, is the priesthood something you do or something you are?	How much is the deregulation and the Legal Services Act affecting you at work? **OUTWARD SITUATION**	What individual tensions result from these challenges?	Changing environment; Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) and Greenwood & Hinings (1993), Brock, Powell and Hinings (1999)
6	Are there times when being a priest feels more like who you really are than what you actually do?	Are there times when being a lawyer feels more like who you really are than what you actually do? **INWARD SITUATION-ACTION**	What individual tensions result from these challenges?	Individual and social identity; Tajfel, (1981) Tajfel and Turner (1986)Turner, Hogg, Oaks, Reicher & Wetherell (1987) Taylor (1989) Woodsmall (1995) Hunshaw & Zink (1997) Hall (1997)Dilts (1990,2000)
7		Are there issues or examples in separating the role of lawyer from that of partner? **INWARD PEOPLE-ACTION**	What individual tensions result from these challenges?	Individual and social identity. Tajfel, 1981; Tajfel & Turner, 1986; Turner,Hogg,Oakes,Reicher & Wetherell,1987; Brewer,1991;Dukereich,1998; Elsbach,1999; Ashforth 2000, 2003, 2007,2008; Ashforth & Kreiner, 2004; Kreiner & Sheep, 2006; Maiser,2006; Susskind,2008)
8	Have your attitudes about this changed over time? From what to what? What kinds of things prompted that change?	Have your attitudes changed over time? (from what to what, what kinds of events prompted that change?) **BACKWARD – FORWARD SITUATION-ACTION**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Personal identity and identity work; Hackman & Oldham (1980)Snow & Anderson (1987), Brewer (1991),Amabile, 1996; Mumford & Gustafson, 1988; Shalley, Ashforth & Kreiner (1999), Foucault (1970, 1977, 1980, 1984, 1996, 2002) Sveningsson & Alvesson (2003), Shalley et al, 2004) Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997) Graves 91998) Beck & Cowan (1996) Kreiner & Sheep (2006) Gilson & Blum (2009).

9	To what degree do you feel you can be 'yourself' within your vocation. Are there times you can't be the real 'you'?	How much can you be 'yourself' at work? **INWARD-OUTWARD ACTION-CERTAINTY**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Values alignment, individual and social identity and identity threats ; Barrick, Borgeois (1985), Clance (1985) Dess & Onger (1987), Dutton, Dukerich & Harquail, (1994), Dutton, Dukerich & Harquail, (1994)Hamburg, Kohmer & Workman (1999), Ensley Gaertner & Davido (2000) and Hornsey & Hogg (2000) Jost, Elsbach et al (2001) Hogg (2001) Van Knippenberg & Leeuwen (2001) Brewer (2001) Kreiner, Hollensbee & Sheep (2006), Bradley & Colbert (2007) Barrett (2010)
10	Is there such a thing as taking yourself or the priesthood too seriously? Too lightly? Do you know priests who do? Are there ways to prevent this happening?	Is it possible to take work too seriously? Do you think you do or can you think of others who do? How can this be prevented from happening? **OUTWARD ACTION-SITUATION**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Identity conflict and stress; Vockell (2006), Rockmann & Kaufman (2006), Wang & Pratt (2007), Gladwell (2007,2008), Gibb (2008), Baxter (2010),
11		How do you manage the boundaries between work and home or do you? **INWARD SITUATION**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Personal identity and identity work; Hackman & Oldham (1980)Snow & Anderson (1987), Brewer (1991),Amabile, 1996; Mumford & Gustafson, 1988; Shalley, Ashforth & Kreiner (1999), Foucault (1984, 2002) Sveningsson & Alvesson (2003), Shalley et al, 2004 Merlevade (2004), citing Cameron-Bandler, Gordon & Lebeau (1985), Van der Horst (1987) and Charvet,(1997) Graves (1998) Beck & Cowan (1996) Foucault (1984, 2002)Kreiner & Sheep (2006) Gilson & Blum (2009),

12	Are there times when the vocation asks too much of you? Have you had to give up anything about yourself to be a priest? Can t be too consuming? Does the magnitude of the calling sometimes overwhelm priests? Has that happened to you? Are there ways to prevent it from happening or is it OK?	Are there times when the Firm expects too much of you? Have you given anything up in order to be good at your job? Can it be overwhelming? **INWARD-OUTWARD BACKWARD – FORWARD SITUATION-ACTION**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Boundary theory and Balance; Markus & Wurf, 1987; Csikszentmihalyi, (1990) Hartmann (1991) Katherine (1993) Kreiner & Fugate (2000) Brewer,2003; Wegge & Haslam, 2003) Kossek, Lautsch & Eaton, 2005; Poelmans, 2005; Byron,2005; Eby, Casper, Lockwood, Bordeaux and Brinley (2005).
13	Are there times when you feel more or less comfortable with people knowing your vocation?	Do you always tell new people that you meet socially what you do? **OUTWARD SITUATION ACTION**	What individual tensions result from these challenges?	Identity management; Thoits (1983), Pratt and Foreman,(2000) Ashforth & Johnson (2001) Roccas and Brewer (2002) Brewer (2003)
14	What would you recommend to a brand new priest about managing the separation between him/her self and the priesthood?	What would you recommend to a new 'assistant or associate' about managing the separation between him/herself and work? **OUTWARD – FORWARD SITUATION - ACTION**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Boundary theory and Balance; Markus & Wurf, 1987; Csikszentmihalyi, (1990) Hartmann (1991) Katherine (1993) Kreiner & Fugate (2000) Brewer,2003; Wegge & Haslam, 2003) Kossek, Lautsch & Eaton, 2005; Poelmans, 2005; Byron,2005; Eby, Casper, Lockwood, Bordeaux and Brinley (2005).
15		How do you feel about the future of the profession? **FORWARD – OUTWOOD SITUATION-ACTION-CERTAINTY**	What individual tensions result from these challenges?	Social identity in professional service firms. (Kelly & Gennard, 2001; Armstrong,2003; Hayley, Farndale & Truss, 2005;Auluck, 2006 Susskind2008; Anderson & Shirako, 2008;)

16	What is unique about you as a partner? **INWARD ACTION SITUATION PEOPLE**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009?	Self evaluation and growth Luft & Ingham (1955), O'Connor (2006)Judge (2007), Kreiner & Sheep (2008) Hekman, Bigley, Steensma & Hereford (2009), building on work from Gouldner (1957); Van Maanen & Barley (1984)
17	How do you stay grounded and authentic in the face of the strong demands of your role and the challenges of enormous change resulting from deregulation and the Legal Services Act? **INWARD-OUTWARD SITUATION-ACTION-CERTAINTY**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009?	Changing environment and personal identity; Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) Campbell (1988) Pearson (1991) Greenwood & Hinings (1993), Brock, Powell and Hinings (1999), Vanson (2000)
18	In what ways do you think you feel similar to your colleagues? **INWARD-OUTWARD SITUATION-PEOPLE**	What individual tensions result from these challenges?	Emotion and transcendence; Linowitz, (1994) Johnson & Broder (1997) Daicoff (1997) Kreiger (1998) Ashforth, Kreiner & Fugate (2000)Alexander (2002) Goleman, Boyatzis & McKee (2002) Ashforth & Pratt (2003) Kreiner & Sheep (2008) Hever (2008) Kreiner, Hollensbe & Sheep (2009)
19	In what ways do you think you feel different to your colleagues? **INWARD-OUTWARD PEOPLE CERTAINTY**	What individual tensions result from these challenges?	Emotion and transcendence; Linowitz, (1994) Johnson & Broder (1997) Daicoff (1997) Kreiger (1998) Ashforth, Kreiner & Fugate (2000)Alexander (2002) Goleman, Boyatzis & McKee (2002) Ashforth & Pratt (2003) Kreiner & Sheep (2008) Hever (2008) Kreiner, Hollensbe & Sheep (2009)
20	Tell me about how you work on your own and what you do? **INWARD SITUATION ACTION**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009?	Developing question

21	Tell me about working in groups or teams of colleagues? **OUTWARD SITUATION ACTION**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009?	Neurological level of change and group identity; Le Bon (1896) Whithead & Russell, (1910)McDougall & Freud (1921) Allport (1924), Bateson, (1972), Turner, Hogg, Oakes, Reicher and Wetherall (1987) Hogg & Abraham (1988)Dilts & Epstein (1991) Dilts (1996, 2000)
22	What would you do if you could no longer be a legal partner for some reason? Has there ever been a time when you have felt you would like to pursue another role? **OUTWARD SITUATION ACTION**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Careers work and Social identity , Larson (1977) Tajfel, 1981; Tajfel and Turner, 1986; Turner, Hogg, Oaks, Reicher & Wetherell, 1987; Abbot (1988), Taylor,1989, Hanlon (1994), Macdonald (1995), Bruce (1996), Addams (1997) and Wilmot & Sikka (1997)Barley (1989) Pavalko (1988), Trice (1993), Sanghera (2007), Gibb (2007), Hoare (2007),Sullivan & Brauch (2009);
23	What would you say if your son/daughter wanted to follow in your footsteps? **OUTWARD SITUATION PEOPLE**	How do these senior partners align identity work to respond to these identity challenges and tensions?	Changing environment, Di Maggio & Powell (1983), Greenwood & Hinings (1988), Nelson (1988) and Greenwood & Hinings (1993), Brock, Powell and Hinings (1999) Hanlon (1999) Poulter 92006) Susskind (2008),
24	What other information would you like to share with me that could be useful for this research? **OUTWARD INWARD BACKWARD FORWARD SITUATION PEOPLE ACTION CERTAINTY**	What are the core characteristics of identity challenges faced by senior partners in UK legal firms in 2009? What individual tensions result from these challenges? How do these senior partners align identity work to respond to these identity challenges and tensions?	Developing question

Q1 <Internals\Provincial Lawyers\P5> "you had to write a business plan and then present the business plan to the promotion committee. We had to go through some psychometric tests. I mean it's changed now it's there is now an assessment centre ....I might be wrong in this, but I think it was the first time a sort of formal business plan about where you were going to take your practice and how you were going to develop it." For all others it was informal, a tap on the shoulder or being in the right place at the right time and comments included;

Q2 <internals\london lawyers\l3> joined this firm as a trainee for two years. six years after that I was made a partner. not bad going for 8 years on. there were no targets or business case in those days. I work with infrastructure on huge projects so I was in demand. my work is and was high value and high profile with huge clients.

Q3<internals\london lawyers\l4> by the time I was 29 I was a partner……….. there was no assessment, just a tap on the shoulder. I was the youngest person in the firm and too young to be a partner not so easy nowadays

Q4 <internals\provincial lawyers\p2> I had been told I had no prospects but my partner was sick and I acted up for him and was promoted for my efforts........ I was an equity partner straight away and paid for my equity out of retained profits.

Q5 <internals\provincial lawyers\p3> was made a partner after 4 years which is fairly – fairly early even for this firm it's fairly early but I genuinely feel I was in very much a growth area at the right time when the market was really getting cranked up as well

Q6 <internals\provincial lawyers\p4> I joined a firm that became part of it in 1983 so a long time ago that was 2 years post qualification and became a partner in 1985 I think I was probably an impertinent and arrogant youth who demanded recognition um and I thought partnership was the way of achieving that

Q7 <internals\provincial lawyers\p7> I did law at university and became a partner in 1984 when I would have been 27. I did my articles here, working hard and being perceived at being talented. I was at abc all the time… unusual the same firm all my life. I became the managing partner in 2001 and have not done any legal work since.

Q8 <Internals\Provincial Lawyers\P5> what, a self assessment? ....

Q9 <Internals\London lawyers\L1> I'm strong and successful, better than most.

Q10 <Internals\London lawyers\L3> I work 18 hrs a day including week-ends to make sure I'm perfect. I'm responsible for 100 people with 6 overseas offices plus all my active clients and I run the London partner group. I am one of the best in the firm.

Q11.<Internals\London lawyers\L4> I know I'm well known, good reputation and all that…..very strong that's why this firm hired me. you have to adapt to client expectations and demand and also the culture of a new firm and new colleagues but being commercial always comes first before fitting in that's very honest of me isn't it? I'm not being arrogant just honest I know my limitations and I know I'm good at what I do

Q12 <Internals\London lawyers\L1> You've asked a lot about me. In this game we don't think about ourselves too much, it's what's on the outside and how others see you that matters. There are always people to impress; clients, staff, judges, potential clients. The whole game is played round people and it's them who matter, far more than the law. Sorry I don't have more time, you've made me think.....life's a game, I don't know who said that but I like it. Yes that's my philosophy.
Q13 <Internals\London lawyers\L1> You have to be a dammed good lawyer with some salesmanship, good at entertaining and socially skilled........

Q14 <Internals\London lawyers\L2> you have to be trustworthy and genuine, give the right impression

to clients......

Q15 <internals\provincial lawyers\p1> It's different in different firms, you have to fit the culture.

Q16 <internals\london lawyers\l3> Client relationships are important and now we have to bring in the juniors, share the access and broaden the client base............also good at HR, Finance and Marketing and make himself available for management roles and internal projects.

Q17 <Internals\London lawyers\L4> Good partners, well they have to demonstrate the ability to make money and to manage people well......to develop fabulous client relationships. The relationship must be with the partner and the client, I brought my clients with me when I came here they are my bread and butter.

Q18 <Internals\Provincial Lawyers\P1> There are finders, minders and grinders. The grinders keep their heads down and work hard and they won't make it now. Bringing in work is key. The minders are a mixed bag, they share work, some may make it but the finders are the rainmakers, they bring in the work, they make equity partner......... It's then about marketing and client winning

Q19 <Internals\Provincial Lawyers\P2> to be focused on clients and to win respect and build confidence.....Balance is good.... having big ideas, selling them in and knowing when to rein back. Having flexibility

Q20 <Internals\Provincial Lawyers\P3> And I suppose the third aspect is the ability to build a business and to sustain a business

Q21 <Internals\Provincial Lawyers\P4> I think what we try to do is recognise that that the business of law needs different and complementary skills within the partnership so you need people who are commercially savvy who are either good at winning business, good at maintaining relationships good at supervising the way in which work is undertaken ....and more particularly people who've got expertise in maintaining client relationships…….

Q22 <Internals\Provincial Lawyers\P5> I think you've got to be good at business development .... you've got to go with it you've got to be adaptable, innovative, we pride ourselves on our responsiveness, good at client relationships client management, good financial management.

Q23 <Internals\London lawyers\L1> I am who I am. Of course one behaves in a positive way even when feeling concerned. That's what leadership is about. I just take each day as it comes and deal with what's thrown at me. One gets a bit terse at times – maybe that's being authentic. I delegate a lot – you have to when there's so much to do. I have plans for retirement

Q24 <Internals\London lawyers\L2> By being totally committed and giving my life to the profession. You have to be focused and clear about how you spend your time and live your life.

Q25 <Internals\Provincial Lawyers\P7> I spend more time at work. 100% of your life is the firm, always thinking about things. Maybe I should take more time out I don't know. The credit crunch and restructuring has had a huge impact especially last year when we did a merger it was a horrendous year but touch wood we are doing really well. It's frustrating I can see bits falling off the cliff in a couple of year's time and we're not responding to it properly or in the way I think we should.

Q26 <Internals\Provincial Lawyers\P5> we just happen to sit in pods that are right next to each other which are the meeting point so I'm very aware of what goes on I can hear all the conversations but I do keep an eye on what hours people are working. I don't expect people to do things I'm not doing myself so they realise I think in any office environment you soon get a feel for when people come in, when people go. my feeling is if the work's there we do it if it's not I certainly don't believe in people staying when there's no work to do, I mean there's not obviously there's not the corporate pressure that there was because of the downturn but that's beginning to come through again. those would be where we talked about supporting on us deals those sorts of things that would be where you'd work more unusual hours. I'm certainly perceived as someone who gets things done cos I get asked to get involved in a lot of wider things so I don't think I'm perceived as having free time

Q27 Internals\Provincial Lawyers\P6> - you can't keep blaming other people here. It might be that I have to keep giving them such tough medicine to make them change that at the end of it they've had enough but that's what goes with this. It's just more about saying you've got to be competitive, guys but are they going to work in teams, is their emotional intelligence. Again a perverse thing of this is we may be creating some monsters because you need to be some monsters to survive, you know, people who actually are ....., I think some of them are actually autistic. But some of them have got no interpersonal skills but have got a will to win, and actually we need them to make sure we carry on and things. And some of them more rounded nicer people might fall by the way side, which is a shame

Q28 <Internals\Provincial Lawyers\P6> you're much better to stay as the expert running your team and being influential on the thing, and taking the money because there's no risk in it.

Q29 <Internals\London lawyers\L1> Yes, being a partner is a much more involved role. You have to talk to people and know about business. I don't separate them, I just see the partner role as an expansion of what I did before. If you try and separate them, count your hours and all that you end up wasting time and doing neither role well. It's about focus and being who I am.

Q30 <Internals\London lawyers\L3> The lawyer bit is high detail, repetitive and relies on drafting skills so the skill set is different. Being a partner is more strategic and commercial while being balanced enough to mitigate risk and not stick to the letter of the law. ....there is a conflict between running the business and delivering the service and the time to do both. There is the challenge of fee generation and adding value to clients and you have to keep them sweet to survive especially now. It's all about juggling.

Q31 <Internals\Provincial Lawyers\P4> it's gonna affect everybody and what amazes me I've been to one or 2 very large magic circle firms who say it's not going to affect us at all but It certainly will affect them and I mean you've seen it over and over and over again and the investment capacity of some of these people who are out there is enormous and actually legal service in my view and I see quite a few different businesses are relatively profitable and some people will see them as being even more profitable when you take out some of the partners who are perceived to be hangers-on and so when you get into that environment and some of these people will be compensating for loss of day to day salary by stock options and some of them will be very disappointed.......

Q32 <Internals\Provincial Lawyers\P6> You also then get the different remunerations, lawyers get paid more than accountants, how do you deal with that......

Q33 <Internals\Provincial Lawyers\P7> We could be more specialist....that's what everyone will be telling you therefore getting involved in delivering the products and services that clients want as you'll have less and less clients. The partnership model is fractured. We need new channels to market; the top will determine the market and specialist will work at micro levels. It's really interesting how that's changing. If you want to be specialist experts at the top end that will stay. Relationships will be part of quality law firms and there will be fewer firms although research is currently showing that's not the case and there's bigger fragmentation going on. Firms with 50 -200 staff will need to aggregate. Some will deal with the ownership and employment issues and the partner model will go. Young lawyers can have bonuses and will take risks with clients. Creative law will come in. The old partnership model was conceived with clients in mind. If you didn't get it right you suffered as the owner and that's hugely sensible but now it's a business it's created a tension in that – hugely interesting area and I can make a case for that. Competing with each other drives prices down; firms do corporate work for nothing in the City. If you're going to be a professional law firm, let the reserve services go to others but.....

Q34 <Internals\London lawyers\L4> The firm's main business is domestic conveyancing...... so not much impact and we don't use outsourcing. I mean my own interventions with small practices . That's all good for the bigger firms survival of the fittest and all that ....High Street firms will go there's no place for them. I am glad I'm older and a senior partner.

Q35 <Internals\Provincial Lawyers\P4>I went off to a partner conference down in Cornwall, a good firm, good people but it was interesting, the people who threw their weight around at the table initially were the people who were doing the biggest fees and later in the meeting my partner said but you realise I rely on your chaps to give me the work and I said actually that's very important and don't' forget it.

Q36 <Internals\Provincial Lawyers\P1> Not at all, I don't know what it's about. We have a joke about someone buying the firm. It's a questionable model for external capital… absolute return implies an exit, the partners would be salaried so it destroys career expectations. The only impact will be if other law firms do it, then we will be vulnerable.

Q37 <Internals\Provincial Lawyers\P6> Private Equity Firms.... I mean I'm talking to a couple, but the-they're the ones I've spoken to are only interested in the back of house stuff. they're not daft these people, the last thing they want to do is deal with a load of lawyers who are awkward and you know, you buy a law business and the good will walks out the door every day. So they're interested in the back of house stuff and anything that can be commoditised, and flogged on to someone else otherwise there's just not enough money in it for them and too much hassle.

Q38 <Internals\London lawyers\L4> - We need to remain positive and continue to achieve but focus on opportunity and not history, Firms need a lawyer at the helm and not a non-legal CEO like that b...... that took over my last firm. He'll cripple it.................. I don't know the return for PE firms may not be too high could get despondent but we will have survivors...... big firms too many faces.

Q39 <Internals\London lawyers\L2> Concerned..... nothing else to say (laugh) do I care....... not really, I'll be long gone....

Q40 <Internals\Provincial Lawyers\P6> you then get people who know they're not particularly good performers and then they suddenly see tough times ahead in the organisation they've got genuine reasons to be worried rather than hypothetical reason to. if there's lots of work around in the economy you worry you might get found out, but the chances are you won't because you know, any fool can be successful, but when it's tough and it's really tough at the moment, The reason for that phone call that I had to take, was, it was about three partners that had left the firm in the past six months and they wanted to know why. There was good reasons for all of them, it was a non story. But they're putting together a big story for Monday, , she said that in a lot of the big firms, loads and loads and loads of partners are being kicked out under the radar ... screen. And she said we're going to kind of expose all that. So people's fears of being exposed are really coming home to roost

Q41 <Internals\London lawyers\L1> - It's going to be tough in the immediate future, given the current market although the economy will recover in time. Corporate has always been a very competitive field and anybody looking to succeed in this area must be exceptional in terms of being academically gifted and well trained as well as having a real passion for the subject matter.

Q42 <Internals\Provincial Lawyers\P1> Clients are savage, they have the whip hand and are demand led. If I look back before 1970 when firms were allowed a maximum of 20 partners who could have foreseen where we are today. It used to be about form not substance. There will be even more evolution, increased size and complexity, new areas of law are being invented every day – nuclear, civil rights, fertility etc.

Q43 <Internals\Provincial Lawyers\P3>Umm. I do worry about it a little bit actually...........I think there'll be some casualties I think there's probably too many people in the profession and that will reduce permanently at some stage. We have a bit of a problem as do all firms with the sort of generation Y who up until 2 years ago were really calling the shots even people like me who you know aren't that old used to look at them and think God you lot have got cheek and really very ruthless about what they would and wouldn't do very clear that this wasn't a job for life and therefore they weren't going to give you their life

Q44 <Internals\London lawyers\L3> - The children keep me grounded and I devote my week-ends to them. I get up early if I need to work and my goal is for me to have a week-end on my own with my son. Life is about work, kids and husband. There is no time for me. I don't believe in being 'super Mum' but I don't have a nanny. I take the children to nursery in the morning and have no family back-up. I enjoy work I feel lucky it's fascinating. My husband has his own business, he's a lawyer too, which helps and he does all the domestic stuff. We are Jewish so family food and religion are very important to me and keep me balanced and healthy and sustain me

Q45 <Internals\Provincial Lawyers\P6> because they earn more money than the vast majority of people, they have bigger houses and that kind of thing. So it, so it creates this superiority thing, which they know is perhaps not based on substance and so it comes back putting, on a front. And of course the moment you haven't got a job anymore, you're not earning and you can't afford the third house in France, because most of them have got second or third things, and we'd all like to have them, and sometimes it's quite useful. But it's collecting things, so the outside world can see how clever you are

Q46 <Internals\London lawyers\L1> Yes, I've seen people have divorce and family problems. Some people start working 20 hrs a day and that's easy when you're a junior because the work keeps piling up. There's a lot of bullying but we all came up the hard way. When you have targets and you want to get on that's how it's done.

Q47 <Internals\London lawyers\L2> I know assistants who work 20 hours a day and have no social life. They don't even take holiday –how long can they keep that up?

Q48 <Internals\London lawyers\L4> We are all machines, robotic..... all down to the targets 1400 billable hours for non managing partners and 700 for heads of departments plus their management roles. Add that up and this is a serious business.

Q49 <Internals\London lawyers\L2> Yes, as I've said some do and they get ill – cancer, heart attacks etc. I chose to delegate the law part of my role, I maybe don't earn as much as colleagues – that's my choice..........................I think many of them have problems coping and I don't think being a lawyer is a recipe for a long life.

Q50 <Internals\London lawyers\L3> - well they need to manage their lives. It's just a project and I do that for work so I'm lucky. Others need to learn how.

Q51 <Internals\London lawyers\L4> Being human is just as impossible now as when I was a Trainee. We are all machines,..We need to have great client relationships or your career is ruined and what will happen then? Slow workers are left to manage themselves and are then out. No support..... You need to have good hobbies and manage your health. I get home and want food, wine and bed, lots of sleep, lots of wine as well to make me sleep. Sometimes I walk the dog....... not as much as I , often too late........You end up spending good money on luxuries but no time to enjoy them and I'll probably be dead before I retire. It's all a big game really......the game of life.

Q52 <Internals\Provincial Lawyers\P1> Peer review and keeping an eye out for each other. You may say different but people don't change their behaviours after their mid twenties, yet they can learn. We have a partner who rowed twice for Cambridge in the Blue boat – he lost both times which is a shock in itself. He has huge commitment at work but he's a workaholic, a ditherer, no planning, a perfectionist. He works all night on completions. Once after an all nighter on a Thursday he was still working on a Friday evening and talking rubbish. I had to terminate the meeting and say it could all wait until Monday – he couldn't understand. This is self imposed stress. He gets distracted like setting off at lunchtime to see his wife in hospital and still being in office on mobile at 3.00pm.

Q53 <Internals\Provincial Lawyers\P6> lawyers have been brought up to think that the world owes them a living. You know, if you think the most junior trainee starts on a salary higher than the average wage ...... and then they moan about it and then they moan, they're doing really long hours under the pressure but they're earning really loads of money and people expect them to be all round super people but, if you're going to earn 3, 4 hundred thousand pounds you bloody well ought to be......................the nature of what drives them needs to be clever the whole time. And not to fail because of course none of them have ever failed. That is usually stressful it's one of the reasons lawyers are not good at selling........ because what they do is because their self image is such they can't be wrong they build a suit of armour around themselves ...... a lot of this stress comes from fear of failure, and it's self imposed. And I can identify with that, I got made redundant from Price Water House in 1990, first time I ever failed at anything and I've never recovered. And I'm driven. Why am I here running this law firm when it's a virtually impossible job because I'm not going to let the bastards win.

Q54 <Internals\London lawyers\L1> No. I take work home , don't bring home to work though, that's dangerous. It's like sharing a weakness. Some of the girls talk a lot about child problems etc but the men don't it's more about sport, even what sports their kids are playing.

Q55 <Internals\Provincial Lawyers\P7> I just live with it. The firm is my life. More stress, my kids would agree with that. I live with it; I've been here man and boy. It's my life.

Q56 <Internals\Provincial Lawyers\P4> I suppose I work about 12 hours a day, sometimes a bit more and take work home at week-ends although I've got better at that and don't do it so much anymore .... they invented blackberry, um err so there's quite a lot of interference if you try and turn off um. I take it on holiday too. I did get much better than I was I mean I tend to err you know, look at it a couple of times a day, the set times and it doesn't interfere. I've got a fantastic secretary but she does send things to me that beep away in my pocket and all I can do is think this is for work when you get back, this is for Monday when you get back don't look at it now and then I do.

Q57 <Internals\London lawyers\L4> holiday camp.........no.......... a mobile homes park in Devon. Not report to anyone it would be all mine to do with as I want. I could talk to people and catch fish. It would be upmarket nothing tacky, you need to talk to proper people..... have a decent conversation good bar with good wines and a Chef who cooks decent grub... yes that's what I would do..................no stress no pressure... fresh air and good times with real people

Q58 <Internals\London lawyers\L4> We have similar backgrounds and interests....... same social strata... probably all vote Tory.... lots in common... enjoyment and very happy.........husbands and wives are involved at a shallow level anyway, keep personal stuff out of work, very professional all do own thing really

Q59 <Internals\Provincial Lawyers\P1> Business like, collegiate, caring and trying to do our best

Q60 <Internals\Provincial Lawyers\P4> Many things cause me some concern and some worry and some frustration and I suppose you know but then I suppose that comes from that it isn't my job as senior partner to sort them, it's my job as senior partner to coach, mentor, talk to, support but not to over-reach. So I can empathise with them but I'm alone at the top. talking about technical work, client work? it's very easy to trust them very confident in the competence and quality of my colleagues, and I think that we have an increasingly common approach to client service, so I'm very confident about that. you know if the time came that was thought to be unreasonable then I think we'd probably deal with it appropriately if it concerns dealing with the client. In terms of other stuff, in terms of management of the firm, we've got a very strong management team, and I'm pretty confident that, with one or 2 exceptions, we get things done in a timely fashion.

Q61 <Internals\Provincial Lawyers\P5> ...] I would say similar in that I think as a cohort as a group we're all quite ambitious both probably personally and as a firm we're sort of ambitious to be part of something that is a success story um, I think generally the partners are quite accessible people they're quite easy to get on with, quite a laugh. When I first joined I joined a corporate team and you know you just had to laugh) so I'd say fairly similar.

Q62 <Internals\Provincial Lawyers\P5>I'd say there are there are some people who are very strong business developers who I would have a natural affinity with there are others who are probably not-well I suppose from a business perspective it would be understanding the brand values and understanding where you want to go and how you would behave professionally and as an ambassador for the firm aligned more in the instinctively knowing. I suppose it comes back to again to a sort of selling, you know that if you go down sort of one avenue with something, you know that the person next to you will pick up something else and that the 2 of you together will actually succeed so you know that they're with you and they would know equally that you're there with them so I would know that some partners that I know that I would find it very easy to sit through a meeting and know where we were all going and that you know that somebody would pick up the ball and run with it sort of thing you know that they'll just tag on with what you're doing

Q63 <Internals\Provincial Lawyers\P2> I studied 3 firms for my PhD and am proud that competitors shared their internal challenges with me. I also involve all levels of staff in decisions and plans for the future..........

Q64 <Internals\Provincial Lawyers\P6> They rarely play football or rugby or cricket. They don't play team sports. They do things where it's about individual excellence and you also see here that our, our partners who are better in a team environment are those who are interested in team sports.

Q65 <Internals\Provincial Lawyers\P5> when I first arrived here I didn't know many people so I didn't know what everybody did, I was new to law, I sort of came here 2 3 years ago so I was still learning about different areas and trying to understand how they all fit together, yes over time as you build up your own internal network of people, and externally, and you realise where the opportunities lie then that's something that develops over time, and again it's something that we run. I'm one of the people who leads on it, we run a course internally where we look at the whole client cycle, so from you deciding who you want to go after and researching them and acquiring them cross-selling them, delegating work to other people all that, we go right the way through the site so people are seen as achievers. T hey tend to be put through that course and I think it's about 12 14 modules, so they go, it takes about a year to get through anyway. so yeah so yes I think it's something that some people do develop over time and I think some people do have an innate ability but I think also it's something that can be taught…….the process can be taught yes, whether people then actually really good ,well………………………. I think some areas tend to have maybe more of a support function so you might not find people there out and about, taxes sometimes is one maybe I think thought most areas cross sell I think there's always some there's always opportunity and I think some people do more than others. It's about personal preference and some people feel more comfortable doing it than others so they choose not to do it

Q65 <Internals\London lawyers\L1> Yes, I used to look down on the commercial aspects and think that you didn't need intellect to do those things. When you don't have any responsibility marketing and fee generation are just boring aspects around the serious business of law. It's being in a senior role that made the change. Now I can make things happen so it's fun. It's like playing chess.

Q66 <Internals\London lawyers\L2> Yes, of course, as you move up the ladder, frustration builds. You work very hard and want to reap rewards yet get even more work. It's pushed by the need for billable hours – other professions are getting away from that, but of course we have to chase the money so we can buy in to partnerships if we want or need to

Q67 <Internals\Provincial Lawyers\P1> I have less patience over the same old arguments, I am more interested in making money, training others and research and my judgement has improved. I like client communications, giving advice and politics – client politics. I am less interested in regulation, money laundering and compliance.

Q68 <Internals\Provincial Lawyers\P2> Yes, I am more relaxed and yet more measured in my decisions about others. Becoming managing partner and doing my PhD prompted the change.

Q69 <Internals\Provincial Lawyers\P4> You just remember things don't you? I can remember when I, shortly after I became a partner, another partner walked in, he said I've just had a telephone call from so and so he could give us, 'asked me how many cases I could take on and I said something like a dozen' I can' remember now, err and he said 'that's a shame I wanted to send you 200 a week' so I said ' you must be joking, no way anybody could cope with that' and I and another partner actually had a conversation after the meeting saying look it's something that could be- it wasn't our area of practice at all, we should be getting on with that cos that's that's something. Another one was an invitation to tender that came out in 1993 very early on and I can remember going to the then senior partner and saying this is all we've got and he said 'you'll never make money out doing work which was a fixed fee' and we're still doing that work to this day, it's incredibly profitable, we still make money on a reduced fee basis. So those sorts of things, those two elements in practice I suppose I'm saying you can do it differently, you can use the volume, and it can make a difference.

Q70 <Internals\Provincial Lawyers\P6> I-I-I'll give you an example of our partners meeting last night because it's all about change. We've done a lot of strategic analysis of where we think, what's going on in the market, where we need to be, so that's all the, I don't know, the cold side of (inaudible) ok, that makes sense, so l-last, so ok what does that mean for us as an organisation, well start from the basis that do we all accept the market is usually competitive, we can see that, people getting made redundant, fee rates going down and you know, we've done all this analysis. So we all agree it's going to stay competitive for the next 3, 4, 5 years

Q71 <Internals\Provincial Lawyers\P7> I spend more time at work. 100% of your life is the firm, always thinking about things. Maybe I should take more time out I don't know. The credit crunch and restructuring has had a huge impact especially last year when we did a merger it was a horrendous year but touch wood we are doing really well. It's frustrating I can see bits falling off the cliff in a couple of year's time and we're not responding to it properly or in the way I think we should. That's frustrating.

Q72 <Internals\London lawyers\L4> That's an easy one and I've changed a lot recently. No trust anymore......I am myself 25% of the time. That's all due to HR and Employment Law. It's easy to get into trouble.. it's more easy going in this firm although the older partners don't always behave, you know what I mean........... In my last firm you couldn't put a foot wrong . I wouldn't trust anyone at work anymore I've learned my lesson so they don't get to know the real me.

Q73 <Internals\Provincial Lawyers\P7> I'm pandering to others 95% of the time and specially in recession. When things are climbing it's easy to be yourself.

Q74 <Internals\London lawyers\L3> I can't be bothered to put on an act........ I wonder how I come over, I am sure others see things in me. I can be remote as I am so busy and am focused on task and not relational. There's no time for a facade......... my 'me' is different in different contexts. I am very extrovert at work and shy at home but 'shy' is hidden at work –I am full of apparent confidence and others believe it. Emotionally immature I think but no room for emotion at work.... yes that's it.

Q75 <Internals\London lawyers\L1> We have to provide great client service.....It's hugely satisfying to help the individuals in the team.......You have to talk to people and know about business...... I just see the partner role as an expansion of what I did before. If you try and separate them, count your hours and all that you end up wasting time and doing neither role well. It's about focus and being who I am..............

Q76 <Internals\London lawyers\L1> You have to be a dammed good lawyer with some salesmanship, good at entertaining and socially skilled. We work hard and play hard, you need stamina.........The whole game is played round people and it's them who matter, far more than the law.

Q77 <Internals\London lawyers\L2> you need to be great at customer services and know that every day presents a new challenge. you need to enjoy the thrill and buzz of being at the heart of a commercial deal. you have to be trustworthy and genuine, give the right impression to clients and to 'fit in'.

Q78<internals\london lawyers\l4> They must be able to manage the team to develop fabulous client relationships. ....

Q79 <Internals\London lawyers\L1> Of course one behaves in a positive way even when feeling concerned. That's what leadership is about. I just take each day as it comes and deal with what's thrown at me. ....

Q80 <Internals\London lawyers\L2> You have to keep up appearances and make your face fit. By being totally committed and giving my life to the profession. You have to be focused and clear about how you spend your time and live your life

Q81 <Internals\London lawyers\L3> I tell juniors this all the time so it's well rehearsed.........find a good role model/ mentor and take every opportunity that is presented....work hard and long..take secondments and learn..be flexible, show enthusiasm and be motivated...eat and sleep well...................................don't separate self and work be yourself at work. If they don't want to put the effort in there's no room for them here.

Q82 <Internals\London lawyers\L4> - Become great at your work network and become known.........have to adapt and do it their way. I keep quiet if I don't agree...... no boat rocking here. This is based on experience which is valued here... you have to appreciate the culture........ yes you join in on the surface and get your kicks elsewhere......

Q83 <Internals\Provincial Lawyers\P1> Being a team player, listening and empathizing, training and development – we all have to be responsible for developing and supervising Trainees, and developing standards.........got to Oxford so can hold it with the public school types, up and down the market. I try to be nice to people, work hard, optimistic, not trite and trivial, solutions and goal focused and not too serious........ am typical of the firm work ethic -0 work hard, ethical, common values, collegiate there are no clones. – we get paid by equity, no performance pay, if someone's not doing the job they go. All sorts make the world go round, there's a value contribution……we all share work and clients, we have to, no tree hugging here.

Q84 <Internals\Provincial Lawyers\P2> Balance is good.... having big ideas, selling them in and knowing when to rein back. Having flexibility ....The job involves 'acting'. You need to know when you are doing that and when to stop............I bring my whole 'self' to work, I have to, to bond with colleagues and show empathy and understanding. [...] However I also act e.g. telling someone they are buying a nice bungalow when I hate bungalows. I consider this a social nicety and it helps clients to be at ease but it's not the authentic me.

Q85 <Internals\Provincial Lawyers\P6> I'm in a very unusual position, which most managing partners aren't . And that is, I haven't got to worry about going back to working in my legal team and being, , with all my partners after being their boss and suddenly going back to being one of them. Which of course in itself breeds inertia into management because you daren't do anything that perhaps you need to do because you, you reckon you're going to go back in there. So, I can say what needs to be said and do what needs to be, done. The worst they can do to me is say, well we've had enough of you, here's a cheque, go away. I'm not then relying on getting another job in the law, so, I can be myself because I know I'm cleverer than they are.

Q86 <Internals\London lawyers\L1> I am myself at work but maybe not my whole self. You don't want to share everything with colleagues do you? Maybe I'm not my whole self at home either – or maybe I have many selves. Interesting and I can't answer it....... that makes me sound like a nutcase doesn't it? Schizophrenic. ....Many colleagues are 'arrogant experts' and don't spend any time working out what our clients want. They just give them more of the same – that will be our downfall.

Q87 <Internals\London lawyers\L3> it's a way of life I even take calls in the supermarket. I play for high stakes and my personal reputation is at stake.......................I put pressure on myself and I am a perfectionist so I get pressure from the culture and my personal drive which makes me feel vulnerable. It's all about proving myself to myself as much as others. In the last 6-9 months I have had too much to do to do everything well I get dissatisfied and stressed.

Q88 <Internals\London lawyers\L4> being commercial always comes first before fitting in

Q89 <Internals\Provincial Lawyers\P2> My colleagues are 'legal experts' and don't spend much time working out what clients really needs, they just go with what they want....... I suppose they don't have consulting skills. .... We still have dinosaur partners who keep work to themselves e.g. when a colleague was off with a broken leg his clients were just left to themselves, we got a lot of complaints and when she returned she was then overworked. I get very upset when colleagues advertise themselves and not the firm, talk about 'my' clients not 'our' and play as individuals................ Lawyers think they have an innate understanding of business, They spend 6 years learning law and 6 minutes learning business and think they can solve anything internally. They need to look at the German management and scientific ladders of promotion and realise we need professional business managers to manage our practices.

Q90 <Internals\Provincial Lawyers\P3> Where I think lawyers aren't so good, because it doesn't come naturally to them, is developing business teams and I still think any firm that says it's sort of cracked this cross-departmental business development is kidding themselves..................................that's where we all fall down, we're not great at cross-selling. I mean they'll invariably gravitate towards people they know, who are from their area

Q91 <Internals\Provincial Lawyers\P4> there are an awful lot of people who are partners who are there because they're technically excellent

Q92 <Internals\Provincial Lawyers\P5> My colleagues are certainly lawyers through and through and have real problems with the management duties of being a partner......................... I do find it difficult when I'm not leading ....I suppose I like being in control at least you feel that you know where it's going and what the milestones are and I suppose again it's back to the delivery to deadlines I think if you're somebody which I am who tends to try and deliver ahead of the deadline I do find it more challenging when working with colleagues

Q93 <Internals\London lawyers\L1> was very proud

Q94 <Internals\London lawyers\L2> I think I fit well. I love people............I enjoy the buzz when it's positive. It can be very inspiring.

Q95 <Internals\Provincial Lawyers\P2> I bond with colleagues and show empathy and understanding. [...] ....I like power, trust and integrity are important.

Q96 <Internals\Provincial Lawyers\P7> Ensure you are passionate as well as being good at law.

Q97 <Internals\London lawyers\L3> Client relationships are important and now we have to bring in the juniors, share the access and broaden the client base........................I operate a large team – 100 people and do brainstorming to create ideas for deals. I share, consult and give feedback. we are collaborative and work to consensus

Q98 <internals\provincial lawyers\p1> enjoy seeing people come through from Trainee as long as they are interested. I give them time. I generally lead or Chair the group and am a positive lead. We do everything by consensus and work hard to build it. [...]There is a lot of respect. People respect each others' views as long as they have evidence they are genuine and will back down when in the minority.

Q99 <Internals\Provincial Lawyers\P2> To have knowledge of and empathy with all employees and to be able to manage colleagues................ peers by persuasion not hierarchy............... To understand the big picture, to be focused on clients and to win respect and build confidence...........................Balance is good.... having big ideas, selling them in and knowing when to rein back. Having flexibility

Q100 <Internals\London lawyers\L1> Being a partner is a way of life it's not a job. We're a brotherhood, you could call it a cult and the firm comes first.

Q101 <Internals\London lawyers\L3> We need to be more agile, flexible and broader advisers and get out of our comfort zone and use specialists and generalists and more prepared to involve others and refer issues. We can always develop more business across specialist areas

Q102 <Internals\London lawyers\L2> Of course you have to keep a distance and not get involved..............Of course there's always a facade,

Q103 <Internals\London lawyers\L2> ...I am fortunate to work in a firm that has come so far and offers so much opportunity, to develop potential and progress quickly.........I can see into the future, colleagues are much shorter term planners. I can see what I need to give up in order to build a better future. I think that makes me more committed and loyal than most. I also understand customer service.

Q104 <Internals\Provincial Lawyers\P2> I have more of a strategic view. I do all these things but most people only think of the next job or the next year. I have a longer term view......

Q105 <Internals\Provincial Lawyers\P3> I think lawyers do work in teams I think there's an element of – so if you take a sort of team on the transaction office you can get a team working really well on a project by project basis.

Q106 <Internals\Provincial Lawyers\P4> I think that you have to recognise that the business of law needs different and complementary skills within the partnership so you need people who are commercially savvy who are either good at winning business, good at maintaining relationships good at supervising the way in which work is undertaken so those sorts of skills are necessary...I think we try to find people who are good team players we have to deal with the big great I ams, those who are idiosyncratic and unfortunately whilst you can accommodate some you can't accommodate very many of those particularly if they expect others to make way for them

Q107 <Internals\Provincial Lawyers\P7> Some are good managers, some are good people people. The traits are easy; people management, marketing and sales and a combination of those. ....I had a very interesting conversation with a partner from the American Firm Reed Smith in London and they are now reorganising themselves in client facing teams. I'd love to have a matrix based organisation with a horizontal team which we have had here. We've got a rainmaker, pipeline, CRM and all these things and actually do people really want it and are they really going to work as a team to make it exciting?

Q108 <Internals\London lawyers\L2> I enjoy the buzz when it's positive. It can be very inspiring.

Q109 <Internals\Provincial Lawyers\P5> (1) some people who are very strong business developers who I would have a natural affinity with um...........................

(2) you know that the person next to you will pick up something else and that the 2 of you together will actually succeed so you know that they're with you and they would know equally that you're there with them so I would know that some partners that I know that I would find it very easy to sit through a meeting and know where we were all going and that you know that somebody would um pick up the ball and run with it sort of thing you know that they'll just tag on with what you're doing

(3) Sometimes you're not quite so instinctively................ I mean you'd be aligned from a firm perspective but maybe not from a personality perspective you might not quite approach things in quite the same way ..... there are others who are well- it's like any group of people there are some who you'd naturally align yourself with um your sort of thought process are very similar to them so if you're in a meeting with other partners and you're sort of cross selling something you know instinctively where that partner's going to go which is good.

Q110 <Internals\Provincial Lawyers\P7> Ensure you are passionate as well as being good at law.

Q111 <Internals\London lawyers\L4> A good client is like a blood brother......We need to have great client relationships or your career is ruined and what will happen then?......My ability to develop outstanding relationships with clients and retain them. Social skills knowing what to say, carrying the conversation ....Your clients are your best friends closer than your families, love them no such thing as a bad client they feed you

Q112 <Internals\Provincial Lawyers\P2> To understand the big picture, to be focused on clients and to win respect and build confidence..

Q113<Internals\Provincial Lawyers\P4> we also look for people who have got um acknowledged expertise and more particularly um people who've got expertise in maintaining client relationships........the capacity of the partners to hunt together and somebody to get a client and then what actually does this client want and need and who can I bring in to deal with that and we've had some spectacular successes with that in generating more income out of the client because of service from a completely different part of the practice ....you must understand exactly you know the full range of services the firm is offering) and then try and understand what's happening in the client sector, so to the client and what they might want from us and then make sure that your colleagues come back in and you sell it across the firm and that's very important and I think that will be going forward as well......I think I'm pretty careful about asking the client what they want, they would like to achieve and trying to manage what, you know, see what their expectations are and see whether that's actually reasonable. And whether anything else lies behind it, do they really want to achieve that or what do they actually want.

Q114 <Internals\Provincial Lawyers\P5> we pride ourselves on our responsiveness, good at client relationships client management............ we're seen as very responsive to our client's business and we speak a language they understand and all those sorts of things

Q115 <Internals\Provincial Lawyers\P6> Back to my client Lord, most people are polygamist with their - their business relationships. So, I don't think it's a client driven thing, it could be one way of differentiating yourself from certain parts of things.

Q116 <Internals\Provincial Lawyers\P7> The professional part is the easy bit, being focused on clients doing a good job and putting them first.

Q117 <Internals\London lawyers\L1> - You've asked a lot about me. In this game we don't think about ourselves too much, it's what's on the outside and how others see you that matters. There are always people to impress; clients, staff, judges, potential clients. The whole game is played round people and it's them who matter, far more than the law. Sorry I don't have more time, you've made me think.....

Q118 <Internals\London lawyers\L4> - ... this has been strangely therapeutic, has made me think. I wonder if I'm really happy but what is 'happy'? I have a good life and should be thankful

Q119 <Internals\Provincial Lawyers\P6> think you've covered everything and it's been a valuable reflection even though I've gone on a lot and way over time. I would really like to read your results.

Q120 <Internals\Provincial Lawyers\P6> Is it surprising that the vast majority get them wrong, when particularly a lot of the skills you need in management are around emotion intelligence and people skills, all the analytical skills you need are numerical ones and lawyers, I don't know, the thing about lawyers is they're hopeless with numbers......

Q121 <Internals\Provincial Lawyers\P5> Sometimes you're not quite so instinctive................ I mean you'd be singing from a firm perspective but maybe not from a personality perspective you might not quite approach things in quite the same way ..... there are others who are well- it's like any group of people there are some who you'd naturally align yourself with your sort of thought process are very similar to them so if you're in a meeting with other partners and you're sort of cross selling something you know instinctively where that partner's going to go which is good.

5. ETHICS STATEMENTS

INTRODUCTORY E MAIL

Dear xxxxx

Thank you very much for agreeing to help with my Research Study. The title of the study is; "What are the core characteristics at the level of identity that enable a partner to work in alignment with colleagues, in the legal services firms of the future"?

This is of great and current importance due to the implications of The Legal Services Act and the possible deregulation or restructuring of legal services firms.

Your role is to be interviewed confidentially against a series of semi structured questions, which should take 1-1.5hrs and which I need to digitally record in order to transcribe your answers. You may choose a venue appropriate for our needs and I am happy to travel to your office. You and your Firm will not be identified in the study as I am analyzing the trends in responses and not individuals. You may be identified in the acknowledgements should you wish to be recognized as a contributor. You will also receive a pre-publication copy of the study. At no time will your name or your Firm's name be used without your explicit permission.

The results of the interviews may be used for further research analysis, unless of course you object, in which case all records will be destroyed on completion of this project.

Once again, thank you very much for agreeing to contribute to this very important Research and I am looking forward to working with you.

With warmest wishes

Sally Vanson

RESEARCH PROJECT; INDIVIDUAL CONSENT FORM

Research Topic   Aligning identity in legal service firms of the future

Researcher: **Sally Vanson**

Contact Address: xxxxxxxxxxxxxxxxxxxxxxxxxxxx

	STATEMENT	Please Initial Box
1	I confirm that I have been informed of the nature of the research and have had the opportunity to ask questions.	
2	I understand that I responded voluntarily to a request for participation and that I am free to withdraw at any time, without giving any reason.	
3	I agree to take part in the above study.	
4	I agree to the interview being digitally recorded	
5	I agree to a transcript of my interview notes being presented as part of the research	
7	I understand that neither my Firm nor myself will be identified in any way without my written permission	
8	I agree to the use of anonymised and sanitised quotes from my interview in publication from this study.	

Name of Participant: …………………………………………

Date: ………………………………

Signature: ………………………………

Name of Researcher: **Sally Vanson**…………………………

Date: …………………………………

Signature: …………………………………

PARTICIPANT INFORMATION SHEET

Research Topic   Aligning identity in legal service firms of the future

Researcher: Sally Vanson

Contact Address: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Following our recent e mails you have agreed to take part in my research concerning the alignment of identity. The purpose of this study is to highlight areas and methods where positive and sustainable change can be accelerated.

All of the questions will relate to yourself perceptions within your professional role(s). I aim to conduct a recorded interview with you which will cover up to 24 questions about some or all of the following points:

a. What are the core characteristics at the level of identity that enable a partner to work in alignment with colleagues, in the legal service firms of the future?
b. What are the core characteristics of the identity challenges faced by legal partners?
c. What individual tensions arise from these challenges?
d. How do legal partners align identity work to respond to these identity challenges and tensions

Your participation in this research is entirely voluntary. Any information you provide will be treated with absolute confidentiality and anonymity. Any incidents you disclose will be sanitised to remove any traceability to you as an individual, any colleagues or other named persons and place or particulars that will distinguish a specific incident, unless it is already in the public domain. I am also bound by codes of practice from my professional associations including Chartered Institute of Personnel and Development, European Mentoring and Coaching Council, The Association for Coaching, The International Coaching Federation and The British Psychological Society, to ensure complete confidentiality.

You have the opportunity to withdraw from this research at any time and any information you have provided will not be used. The interviews will be digitally recorded and then transcribed by myself. The tapes and documents will be kept confidential, anonymous and secure, and destroyed when no longer required for purposes of this report.

You will be given the opportunity to obtain a copy of the transcript of your interview and confirm its accuracy. For quality control purposes I may also request you clarify the context in which I use the information you provide. You will also receive a copy of my final report.

The results of this research will be reported in my research project for Portsmouth University Business School with a copy available in the University Library, and copies provided to clients of The Performance Solution and other interviewees.

I anticipate the interview will take a maximum 1.5 hours and we will contact you to make an appointment at a place and time to suit your convenience.

If you have any queries or concerns regarding this process do not hesitate to contact me.

If you have concerns regarding this study, please contact The Complaints Officer, Samantha Hill, Portsmouth University. Tel: 02392 848484

Signed (researcher) *Sallyanne Vanson* _ **Date:** _____

6. ETHICAL APPROVAL

-----Original Message-----

From: Andy Thorpe [mailto:Andy.Thorpe@port.ac.uk]

Sent: Monday, January 18, 2010 4:24 PM

To: Donna Denham

Cc: Charlotte Rayner; Sally Vanson

Subject: Fwd: RE: FW: Ethics form v2007-08.doc

Hi All,

Let me clarify.

Ethics approval (EA) is required for all theses, the problem however has been that to date UP does not require an EA submission form to be included in the final bound thesis [I pointed this out 18 months ago, only to be told -- "can't be done" -- bizarre, as all MA disso's need them!] -- so unless you have an astute chair of FRDC and a good admin system, it is theoretically possible for students to evade And not do at all.

Fortunately, the loophole has been recognised - and plans are presently underfoot to devise an EA form for inclusion in thesis (will probably pass into regs in next AY -- hence my cajoling of those who have not yet completed) which will require student to confirm they have EA for the work undertaken. In PBS case, since start of this year I have refused to sign off thesis submission/go to viva forms UNLESS EA is in place in preparation for this.

So, in Sally's case -- as the EA was completed during first part of DBA - and this was approved by EA - she need not worry .... and when thesis passes by me, I will authorise the viva (knowing that EA was done).

Does that answer everything??

Andy

This checklist should be completed by the researcher (PhD students to have DoS check) and sent to Sharman Rogers who will coordinate Ethics Committee scrutiny.

No primary data collection can be undertaken before the supervisor and/or Ethics Committee has given approval.

If, following review of this checklist, amendments to the proposals are agreed to be necessary, the researcher must provide Sharman with an amended version for scrutiny.

1. What are the objectives of the research project?

2. Does the research involve NHS PATIENTS, RESOURCES OR STAFF? YES / NO (please circle).

   If YES, it is likely that full ethical review must be obtained from the NHS process before the research can start.

3. Do you intend to collect PRIMARY DATA from human subjects or data that are identifiable with individuals? (This includes, for example, questionnaires and interviews.) YES / NO (please circle)

   If you do not intend to collect such primary data then please go to question 14.

   If you do intend to collect such primary data then please respond to ALL the questions 4 through 13. If you feel a question does not apply then please respond with n/a (for not applicable).

4. What is the PURPOSE of the primary data in the dissertation / research project?

5. What is/are the SURVEY POPULATION(S)?

6. How big is the SAMPLE for each of the survey populations and how was this sample arrived at?

7. How will respondents be SELECTED AND RECRUITED?

8. What steps are proposed to ensure that the requirements of INFORMED CONSENT will be met for those taking part in the research? If an Information Sheet for participants is to be used, please attach it to this form. If not, please explain how you will be able to demonstrate that informed consent has been gained from participants.

9. How will DATA be COLLECTED from each of the sample groups?

10. How will DATA be STORED and what will happen to the data at the end of the research?

11. How will CONFIDENTIALITY be assured for respondents?

12. What steps are proposed to safeguard the ANONYMITY of the respondents?

13. Are there any RISKS (physical or other, including reputational) TO RESPONDENTS that may result from taking part in this research?   YES / NO (please circle).

If YES, please specify and state what measures are proposed to deal with these risks.

14. Are there any RISKS (physical or other, including reputational) TO THE RESEARCHER OR TO THE UNIVERSITY that may result from conducting this research?   YES / NO (please circle).

If YES, please specify and state what measures are proposed to manage these risks.[30]

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[30]   Risk evaluation should take account of the broad liberty of expression provided by the principle of academic freedom. The university's conduct with respect to academic freedom is set out in section 9.2 of the

15. Will any DATA be OBTAINED FROM A COMPANY OR other ORGANISATION. YES / NO (please circle) For example, information provided by an employer or its employees.

If NO, then please go to question 18.

16. What steps are proposed to ensure that the requirements of INFORMED CONSENT will be met for that organisation? How will CONFIDENTIALITY be assured for the organisation?

17. Does the organisation have its own ethics procedure relating to the research you intend to carry out?   YES / NO (please circle).

If YES, the University will require written evidence from the organisation that they have approved the research.

18. Will the proposed research involve any of the following (please put a √ next to 'yes' or 'no'; consult your supervisor if you are unsure):

- Vulnerable groups (e.g. children) ?   YES ☐   NO ☐
- Particularly sensitive topics ?   YES ☐   NO ☐
- Access to respondents via 'gatekeepers' ?   YES ☐   NO ☐
- Use of deception ?   YES ☐   NO ☐
- Access to confidential personal data ?   YES ☐   NO ☐
- Psychological stress, anxiety etc ?   YES ☐   NO ☐
- Intrusive interventions ?   YES ☐   NO ☐

19. Are there any other ethical issues that may arise from the proposed research?

Details of applicant

The member of staff undertaking the research should sign and date the application, and submit it directly to the Ethics Committee. However, where the researcher is a supervised PhD candidate, the signature of the Director of Studies is also required prior to this form being submitted.

	Name	Signature
Researcher		
Director of Studies		
Date		

Approval by Ethics Committee

I/We grant Ethical Approval

FREC

_____

Date

_____

AMENDMENTS

If you need to make changes please ensure you have permission before the primary data collection. If there are major changes, fill in a new form if that will make it easier for everyone. If there are minor changes then fill in the amendments (next page) and get them signed before the primary data collection begins.

CHANGES TO ETHICS PERMISSION

VERSION: _____

Please describe the nature of the change and impact on ethics:

Please print the name of: I/We grant Ethical Approval

Researcher _____ FREC _____
Signed: (Signed)

          _____   _____

Date   _____ Date   _____

(please cut and paste the next section, together with the heading at the top of this page, as many times as required)

VERSION: _____

Please describe the nature of the change and impact on ethics:

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
1. Action Level This pattern consists of 2 parts: Initiation and Reflecting and Patience. The combination predicts the tendency a person has to initiate.	OF1+ **Initiation**	The High Initiation person may upset some of the people around him by `bull-dozing' ahead. This person is good at starting and does not wait for others to initiate. So, this person may be seen as exhibiting a lot of activity, but the activity may only be associated with the initiation, not the completion of a task. Also, typically this person does not take time to evaluate consequences. The High Initiation person is motivated when tasks are best done by quick initiation. This person works best in situations where they are able to initiate without waiting for someone else's analysis. Situations like sales, business development, and inventor may be ideal for people high in this pattern.
	OF1- **Reflection and Patience**	The person with high Reflecting and Patience score display a lot of patience as they wait. They prefer not to be the first to initiate ideas or projects, but rather prefer to learn from the experience of others and prefer to be more cautious in moving forward. Those high in this pattern work best in situations where others initiate and they in turn, react. When the job is understanding, analyzing or being cautious, they will perform well. Examples might be a bank teller, police investigator, or sales clerk in a department store.
2. Action Direction Goal Orientation includes the capability to remain focused on a goal and maintain that focus over time.	OF2+ **Goal Orientation**	Ability to focus: High Goal Orientation refers to people who can stay focused on their goals and think in terms of the goals to be achieved. They are focused on what they are moving towards, rather than what they are moving away from. As such, they may have trouble recognizing what should be avoided or what could go wrong. High Goal Orientation people are best suited for jobs that are Outcomes focused. Because these positions are rewarded for attaining goals, they are well suited for outside sales, project management, and developer / inventor.
Problem Solving focus is on finding and correcting problems.	OF2- **Problem Solving**	High Problem Solving (low goal orientation) refers to people who easily recognize what should be avoided and are motivated when there is a problem or something to move away from. As a result they may have trouble maintaining focus on their goals because they are easily distracted by problem situations. High Problem Solving people are best suited for tasks that involve finding errors. They are good auditors, safety and quality control inspectors, and hardware and software testers. Because they naturally recognize problems, they find errors that other people overlook. They will not be good at maintaining focus on goals or company outcomes as they may be diverted and focus on ordinary problems.
3. Evaluation Reference This pattern consists of 2 parts: Individual Motives (the amount of internal reference) and External Reference (the amount of external reference).	OF3+ **Individual Motives**	People with high Individual Motives (Internal Reference) are those who provide their own internal motivation. They decide about their own work situation and about the quality of their own work, and they have difficulty accepting other's opinions and direction. They may gather information from others but they do not require input from others to make a decision. The person who has high Individual Motives and a low External Reference has difficulty adapting to the needs of the situation. They recognize what the other person needs (based on their own internal standards), and they operate as if this is the correct information.
The combination refers to the decisiveness of a person. It also relates to the source of motivation for the person.	OF3- **External Frame**	High External Reference refers to people who need others to provide opinion and direction, to reach a conclusion or make a decision. These people need the standards for their decisions to be outside information. They need others to tell them about the quality of their work and they will not want to start or continue a task unless someone or something can give them direction and feedback. High External Reference people are good at jobs that require being adaptable to the needs of the customer. They will be good at tasks such as sales roles, because they adapt until they get the sale. They may be good at secretarial jobs, if their boss is a good decision maker. If they do not have close supervision, they will have no yardstick about how well they are doing and they can lose interest in their job if they are not given feedback about their performance.

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
4. Task Attitude This pattern consists of 2 parts: alternatives (the amount of options) and follows procedures (the amount of structure). The combination refers to how people perform their tasks.	OF4+ **Alternatives Thinking**	The high Alternatives person is one who is always looking for a better way to do things. When developing alternatives, these people are motivated with an excitement about what they are doing. They may be proficient at developing new procedures, but not good at following procedures. Even though a procedure may already work, they may feel compelled to explore another option and alter the procedure. They may follow a procedure the first time through, but after that they will begin to alter and improve it, or change the rules. Their best assignments are in situations where a procedure needs to be modified or where a new procedure needs to be developed. An example might be a lawyer in a big law firm where they find ways around the rules to take care of their clients, or a sales manager in a fast changing marketplace.
	OF4- **Follows Procedures**	The high Follows Procedures person is satisfied and excited by following rules and procedures the "correct" way. When the procedure fails, they may not recognize that the procedure doesn't work. If they do not have a procedure to follow, they may become confused and not know what to do next. They may have difficulty conceiving a better way to perform a task. Their best assignments are when they are provided with a clear cut, proven set of procedures to complete. Examples would be airplane pilots, filing clerks and accountants, all of which need to follow procedures to complete their tasks.
5. Task Scope This pattern consists of 2 parts: OF5+ Breadth (the amount of overview or large scope)	OF5+ **Breadth**	The high Breadth person is someone who works with and thinks about large 'chunks' of information. They work with the overview and the big picture. They can work with details, on occasion, but prefer to work with the high-level view. The Breadth person has difficulty staying on track sequentially through information. They are likely to be random as they go through information. Their conversations, presentations or reports will usually have a random quality as they go from overview to details to overview again
5. Task Scope Depth Orientation (the amount of detail). The combination describes the 'chunk' size of information that a person normally works with.	OF5- **Depth**	The high Depth Orientation person is someone who works well with details. They need specific information to understand. They may feel lost or overwhelmed when working with the big picture or the overview. The Medium Scope person can operate randomly or sequentially. If they begin with either sequential or random presentation of information, they can change mid-stream and go to the other style as needed. These people can work equally well with the big picture and with the details. This person may have difficulty delegating because it is easier to do the detail task themselves than delegate it.
6. Communication Sort This category consists of 2 parts: Affective Com¬mu¬ni¬ca¬tion (the importance given to non-verbal communication - High Interaction) and Neutral Communication (the im¬por¬tance given to content or Low Interaction).	OF 6+ **Affective Communication**	An Affective person (high interaction) responds to people and their communication with a variety of non-verbal signals that provides the other person with information about how the communication is progressing. Nodding their head, tilting their head, smiles of recognition and lifting eyebrows are all signals about how the communication is progressing. When they receive the nonverbal signal of recognition (a nod of the head for instance), they feel comfortable to progress to the next part of the communication.

The high Affective Communication person is focused on the other person in a conversation and doesn't maintain a focus on their internal states (except as related to that communication). These people perform best in situations where establishing rapport is the task, although other categories may alter the person's ability to establish rapport. |
| | OF6- **Neutral Communication** | A high Neutral person (low interaction) does not provide facial expressions or body language signals that indicate how the communication is progressing or to indicate their understanding or recognition of the information. They usually remain in the same posture and maintain the same facial expression throughout a conversation.

The low interaction person maintains a focus on their internal states and/or on the content of the information and does not account for the non-verbal parts of the communication as an important part of the communication.

Neutral Communication people perform best in jobs with little or no need for establishing rapport. They may be good with things and ideas and they usually are experts in their chosen field. |

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
7. Work Environment Type This pattern consists of 2 parts: High Group Environment (the importance given to social contact) and Individual Environment (the importance given to social independence	OF7+ **Group Environment**	High Group Environment people want to be around people constantly. They do not function well in situations where people are not with them. If the office setting is open space with all the desks visible, this person will function very well. But if the offices are separate, this person will have great difficulty functioning well. High Group Environment people are good in situations where there are many people to interact with. They are also good in situations where there are simply many people around them. So, they would be good as flight attendants, teachers, social workers, managers, coaches, salespeople.
The combination of patterns has to do with wanting people around while you are working	OF7- **Individual Environment**	High Individual Environment people do not need other people, they are independent in the work context. These people are motivated by work situations where there is little contact or interaction with others. So, they might be good writers, inventors, engineers, night guards.
8. Work Assignment Type This pattern consists of 2 parts: Sole Responsibility (the importance given to being responsible oneself) and Shared responsibility (the importance given to sharing responsibility in the team	OF8+ **Sole Responsibility**	High Sole Responsibility people want sole responsibility for the work they perform. They want to be acknowledged for their results. The Sole Responsibility person is happy to accept responsibility and does not want to share it with others. If they are part of a team, they want to have responsibility for their part of the project. Sole Responsibility people prefer tasks in which the person is responsible and accountable for the task. This would include management and sales.
The combination predicts how the responsibility for the work needs to be assigned for motivating this person.	OF8- **Shared Responsibility**	The Shared Responsibility person wants to share responsibility with the team. They want to be part of that team. They want the team to have responsibility, but personally, they do not want to accept responsibility for the task of the team. When they receive direct orders for them to personally accept responsibility for some task, they may think that this is unfair, thinking it is the team's responsibility.
9. Relationship Sorting This is the set of three scales (So1 - So3) which, when combined, describe a person's appetite for change	SO1 **Sameness**	The Low Change person (Sameness) sorts for similarities. They are people who have difficulty accepting change. They may ask for change, but their time frame for a requested change is 10 to 25 years. They want stability and for them, their security is based in having no changes. The high Sameness person is best at tasks that do not change. Examples might be a bookkeeper or algebra teacher, where there is little change in formulas over time.
	SO2 **Evolution**	The Medium Change person sorts for evolution. These people adapt to change. But, if changes do not happen within their appropriate time frame (5 to 7 years), they will force the situation to change. They like their world to evolve slowly over time but will accept change as long as it is not dramatic or too often. The High Evolution person is good at most tasks except those that constantly change. They are best suited for positions where they maintain systems. Many management positions are medium change jobs.
	So3 **Difference**	High Difference people sort for difference. They are those who want, need and create change. They force change whenever possible. If change does not happen within the appropriate time frame, they change the situation. The high Difference person can deal with change easily and is motivated by change. They are not well suited to keeping things the same. They perform well in high technology development areas, consumer electronics and creative jobs such as in marketing, where a new campaign needs to be invented every day. Consulting roles are also suitable, where one gets a new project every couple of months in a high change environment.

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
10. Work Approach The internal process a person uses when approaching or working on a task or project	WA1 **Use**	The Activist (or high Use person) is someone who must perform physical activity. They do not need much theory or structure, they just take action. High Use people are good in situations that require activity. They often require strong supervision to make sure that they are doing what is actually required. They make good salespeople, entrepreneurs and first-line managers.
Does the person focus on theory / understanding, organizing /structure or use / implementation?	WA2 **Concept**	The Theorist (or high Concept person) is someone who must think and analyze before they take action. They cannot proceed without understanding the philosophy, and knowing what it is all about. High Concept people are good at understanding the theory, analyzing and thinking things through. They make good consultants and academics.
	WA3 **Structure**	The Structurist (high Structure person) is one who must organize. They must structure all the parts before anything else. High Structure people are good at organizing and structuring. They are good in design tasks and in planning. They make good accountants, higher level managers and architects.
	Sequences of the Work Approach Patterns	The key to using this information to predict behaviour, is to know the sequence of a person's Work Approach. The sequence is arranged from the highest to the lowest scoring pattern, which will indicate how someone will distribute their available energy over the 3 approaches. **Use -> Structure -> Concept:** This person simply begins the task and along the way uncovers what parts are needed. They have very little theory or philosophy. They understand only through their activity. **Structure -> Use -> Concept:** This person organizes the resources and then does the task. They have very little theory or philosophy. They understand only through the structure of the resources. **Use -> Concept -> Structure:** This person takes action and Extended DISCovers the theory along the way. They have very little organisation. **Concept -> Use -> Structure:** This person completely develops an idea or theory and then does it. They have very little organisation. **Structure -> Concept -> Use:** This person organizes the resources and then develops the theory to explain that organisation or those resources. They have very little production. **Concept -> Structure -> Use:** This person fully develops an idea and then gathers and organises the resources for that idea. They have very little production.
11. Temporal Processing These patterns indicate how persons are oriented when thinking about time	TP1 **Past**	The high Past person is one who gathers information from the past as a way of understanding how to perform a specific task. They are often critical. High Past people are concerned about the past and value past data and tradition over other forms. They will excel in jobs which relate to the past. They make good historians, librarians, archivists.
	TP2 **Present**	The high Present person is one who gathers information from what is happening now in order to understand how to perform some task. They are often pragmatic. High Present people are concerned about the present and value here and now data over other forms. They will excel in jobs which relate to current data. They are good news reporters, athletes and short cycle salespeople.

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
	TP3 **Future**	The high Future person is one who gathers information from the future in order to understand how to perform some task. They are often dreamers. High Future people are concerned about the future and value future visions over other forms. So, they will excel in jobs which relate to the future issues. They are good designers, forecasters, visionaries and inventors.
12. McClelland's Motivational Criteria	MO1 **Power**	This person is motivated by situations where they have power, authority, and control over people and things. Dominance people (high Power) like to be in control or in charge. A high score in this pattern can also be found in person's who want to make a difference and need to the appropriate authority to be able to accomplish this. The ideal situations are influential positions such as management, ministry, teaching and journalism or other situations where control is the task.
	MO2 **Affiliation**	This person is motivated by situations where people like them, they can participate in taking care of other people and they can be a part of the group. High Affiliation people are interested in being liked and perform better when affiliative incentives are present. They want to be in situations where people are in contact with them and visit with them and socialize with them. They excel in jobs such as a flight attendant, or hostess. They are also more likely to maintain interpersonal networks. They act whenever possible to avoid conflict.
	MO3 **Achievement**	This person is motivated by situations where they can achieve and be noticed for what they have achieved. High Achievement people want to reach their outcomes. They seek out and tend to do better at moderately challenging tasks and take moderate risks when they see the outcome inked to their personal performance. They want to compete and achieve and are more likely to persist longer, as long as there is a reasonable chance of success. They like jobs where there is very concrete performance feedback such as in entrepreneurship or sales positions.
13. Norming These patterns are related to the 'unwritten rules' for the culture in regard to how people interact and what is expected of each other	N1 **Assertive Rules**	These people know the policies and rules and are willing and able to tell others know what they should do. (High Universal Rules) people expect others to follow 'the' rules as they would. They believe the best rules of conduct are those they are following themselves and see these rules as normal conduct. They know the policies and rules and are willing and able to tell others know what they should do High Assertive people respond well to situations where the people around them have the same level of expectations about that situation.
	N2 **Indifference**	These people have rules for their own lives and they do not involve themselves in other peoples' work habits. High `No Rules' people are not concerned about other people and do not want others to get in their way. They believe there are no best rules of conduct and they have rules for their own lives and care little about how other people conduct their lives
	N3 **Compliance**	High Compliant people are willing to follow the rules and policies of the organisation. When they know the rules, they are excellent examples of what the Organisation's rules define as good conduct.

High `Organisational Rules' people: try to be the worker the company needs and tend to follow the rules of conduct the manager demands. These people want to do what is expected and will try to conform to organisational policy. High Compliant people respond well to situations where they have a strong manager who provides the policies and rules. |

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
	N4 **Tolerance**	These people know the rules and policies for themselves but do not feel it is appropriate for them to impose those rules on others. High `Particular Rules' people: believe the rules of conduct are adaptable, should be tailored to each person and that each person thus should be following their own rules. High Tolerant people believe everyone should be doing things in their own way. They know the rules and policies for themselves but do not feel it is appropriate to impose those rules on others and so, they are unable to pass those rules on to others. They have a "different strokes for different folks" way of thinking. High Tolerant people respond well to situations where they are allowed to let others lead their own lives.
14. Convincer Patterns The Convincer patterns indicate how a person is convinced. The first four convincers represent the channels by which they gather information	CO1 **Convinced by Seeing**	People high in Convinced by Seeing must be able to see something to become convinced. It could be to watch a process or to see photographs or to look at a graph. It involves a visual process.
	CO2 **Convinced by Hearing**	The High Hear person must hear how, or hear about something in order to be convinced. It could be a verbal report, a Extended DISCussion or the sound of the machine. It must include an auditory process
	CO3 **Convinced by Reading**	The High Read person must read information or instructions to become convinced. This could be written reports or an instruction manual.
	CO4 **Convinced by Doing**	The High Convinced by Doing person must actually perform the task themselves in order to be convinced. This may include working alongside other people in order to be convinced about them. The person is convinced because of their muscular activity.
The second four Convincer patterns are related to how the person massages that data to be convinced.	CO5 **Convinced by a number of examples**	People must have the data a particular number of times for them to be convinced. High Number of Examples people are good at just about everything. They learn new tasks by gathering data a certain number of times.
	CO6 **Convinced Automatically**	High Convinced Automatically people only need a small amount or even partial information and then quickly project the rest of the information. They then decide based on their projections. High Automatic people are good at tacking projects beyond the state of the art. They only gather a little information and jump to conclusions quickly about the possibility of getting the job done.
	CO7 **Convinced by Consistency**	High Consistent people are never quite convinced. They need to get information every single time to remain somewhat convinced. High Consistent people are good at retail management, sales, and telemarketing. They need to gather information every time and are convinced only for that time. Also, they do not believe the customer when the customer says, "No.
	CO8 **Convinced over Period of Time**	High Period of Time people need to have the data remain consistent for a period of time for them to be convinced. High Period of Time people are good at just about everything. To believe that they know how to do a task, they need to gather information for a certain period of time.
15. Interest Filters The Interest Filters of the person indicate what the person needs to work with or manipulate to feel successful. It is what must be in their working environment	IF1 **Interest Filter for People `WHO'**	A High People person works best with people and their feelings. They will want to know whom they are working with, or who is involved. They will become de-motivated if they are not working with or around people. High People person's excel in roles such as nursing, medicine, sales, hospitality, counselling and coaching.
	IF2 **Interest Filter for Tools 'HOW"**	A High Tools person works best with tangible tools and instruments. It means they will want to make sure that the equipment they are using (whether that is a shovel or the software on their computer) is in good working order.
	IF3 **Interest Filter for Systems 'WHETHER'**	A High Systems person works best with the process of things. How does it work here, would be a common theme in their life. People who score high on systems might have developed their system thinking skills. They excel in roles such as computer programming, systems analyst, or setting up systems.

Metaprogramme Category	Metaprogramme Thinking Style Code & Name	Description of Metaprogramme Thinking Style
	IF4 **Interest Filter for Information `WHY'**	A High Information person works best with facts and knowledge. They thrive on gathering and accumulating knowledge and would make good academics, researchers, authors, and guides. These people are likely to have an interest in all of the Interest filters, People, Tools, Systems, Information, Money, Time and Activity.
	IF5 **Interest Filter for Money `HOW MUCH'**	A High Information person works best with facts and knowledge. They thrive on gathering and accumulating knowledge and would make good academics, researchers, authors, and guides. These people are likely to have an interest in all of the Interest filters, People, Tools, Systems, Information, Money, Time and Activity.
	IF6 **Interest Filter for Place `WHERE"**	A High Place person is concerned about position or place. This may mean either or both the geographic or social/political position.
	IF7 **Interest Filter for Time `WHEN"**	A High Time person is concerned about allotting time and keeping schedule. Deadlines and timing would be in the focus of attention. Planning and keeping a diary will be important to this person.
	IF8 **Interest Filter for Activity `WHAT'**	A High Activity person focuses on activity and needs to keep active. What do I have to do, what needs to be done would be questions the person would be asking. This person would make a good personal assistant or secretary. Focusing on what is the most important thing to be done rather than acting for the sake of being busy, are areas this person may need to keep in mind.

KING ABDULLAH BIN AL-HUSSEIN II – A CASE FOR FURTHER RESEARCH

King Abdullah bin Al-Hussein II is the 43rd generation direct descendant of the prophet Muhammad and assumed his constitutional powers as King of the Hashemite Kingdom of Jordan on February 7th 1999 - the day his father, the late King Hussein, passed away.

Abdullah, is a product of his father's marriage to British-born Queen Mona. He was born Prince Abdullah bin al-Hussein on January 30, 1962, and is one of 11 children of Hussein. Abdullah began his education at the Islamic Educational College in Jordan. He later studied at St. Edmund's School in Surrey, England, and Eaglebrook School and Deerfield Academy in Deerfield, Massachusetts. After completing his secondary education, Abdullah enrolled in 1980 at the Royal Military Academy at Sandhurst, where he received his military education. In 1984, the prince enrolled at Oxford University to take a one-year course in international politics and foreign affairs.

ARMY DAYS

Returning home, he then joined the Jordanian army, working his way to the rank of Captain and the Commander of a Tank Company in the 91st Armoured Brigade, later becoming attached to the Air Force's Helicopter Anti-Tank Wing as a Tactics Instructor, where he also became a Cobra Attack Helicopter Pilot. He worked his way up the ranks and, in June 1994, assumed command of the Royal Jordanian Special Forces. In May 1998, he was promoted to the rank of Major General.

In addition to his career in the army, King Abdullah, often assumed the duties of Regent in his father's absence, regularly travelling abroad with the late King Hussein. King Abdullah has indicated that he is committed to building on the legacy left by his father, who made enormous advances in sanitation, literacy and the country's infrastructure, notably continuing to improve the country's education and humanitarian efforts.

Abdullah has been married since June 1993 to the former Rania al-Yasin, the daughter of Palestinian parents living in Kuwait. The couple have two children, Prince Hussein, born in 1994, and Princess Iman, born in 1996. Abdullah and Queen Rania have gone to great lengths to maintain close ties to the Jordanian people, choosing to live outside the royal compound and rubbing elbows now and again when they dine out at the Howard Johnson's restaurant in Amman.

HOBBIES AND INTERESTS

King Abdullah is a qualified diver, pilot and free-fall parachutist, as well as a serious racing driver (he's a former Jordanian National Rally Racing Champion). As a hobby he enjoys collecting ancient weapons and armaments. He has done much to moderate ill-informed views about Arabs in western countries, especially the US, often appearing on television to explain the background to the current troubles and preaching a message that attempts reconciliation, rather than aggression. "There is

no such thing as moderate Islam and extreme Islam; there is Islam, and then there are extremists."

Abdullah II (born 1962) succeeded his father, the late King Hussein, as king of the Hashemite Kingdom of Jordan on February 7, 1999. Relatively unknown outside Jordan before becoming king, Abdullah has surprised many observers by displaying a natural flair for a job many said he could never handle.

Abdullah's ascension to the throne was a surprise to almost everyone. In the final months of King Hussein's life, he had entrusted power to his brother, Crown Prince Hassan, heir apparent to the Jordanian throne. Less than two weeks before his death, some feuding within the royal family angered Hussein and caused him to announce that Abdullah was now next in line for the throne. It was an announcement that shocked and worried many in Jordan. Abdullah, Hussein's eldest son by his second wife, Princess Mona, was known as a competent military leader, serving as a major general in charge of Jordan's elite Special Forces. However, he had no experience in handling affairs of state, particularly worrisome in a country that requires delicate diplomatic manoeuvring just to maintain a fragile state of peace with its neighbours.

Typical of the reactions to Abdullah's sudden elevation to the highest levels of power in Jordan was this comment made to *Maclean's* magazine by K. Aburish, a London-based Palestinian writer who was born in Jordan: "I think everybody in the country is still in a state of shock." Abdullah's military background served him well in Jordan where the military is one of two centres of power, the second being the Islamic movement.

Had Hussein lived longer, he was widely expected to have passed the mantle of power to Prince Hamzah, the oldest son of Hussein's third wife, American-born Queen Noor. However, since Hamzah was only 19 years of age at the time of his father's death, he was considered too young and not adequately prepared to lead the country. Critics decried Hussein's choice of Abdullah as his successor, charging that Abdullah was a superficial playboy, patently unsuitable for a job of such immense responsibility. However, almost from the moment he ascended to the throne, Abdullah has confounded his most vocal critics with his ability to handle the job. In the first months following his father's death, Abdullah moved quickly to try to mend frayed diplomatic ties with Syria and Saudi Arabia. His grasp of political issues and pro-Western leanings quickly endeared him to diplomats in Washington, London, and other Western capitals.

Although many political observers focused on the contrasts between Hussein and his eldest son, Roscoe Suddath, president of the Middle East Institute, in a February 1999 interview with ABC News, chose to spotlight the similarities between father and son. "He's a lot like the king," Suddath told ABC. "He's got that wonderful charismatic and winning personality, winning smile. He's personally very physical, very vigorous. He loves to jump out of airplanes, drive fast cars, just like his father." Suddath went on to give his feelings about how Abdullah would fare as king. "I think he's capable of becoming king, yes. I think he will rely more on the institutions, on the prime ministry, on the royal advisers, on the parliament."

Somehow lost in the shuffle following the death of King Hussein was his widow, Queen Noor, the former Lisa Halaby who was married to Hussein for 21 years. Although her oldest son, Hamzah, had long been considered the most likely candidate to succeed Hussein, his father's sudden decline came at a time when Hamzah was not considered old enough to shoulder such a responsibility. In any case, the sudden elevation of Abdullah to power, and the appearance on the scene of a new, younger queen, has pretty much left Noor in the shadows. In compliance with his father's dying wish, Abdullah has named Hamzah crown prince. Whether he will continue as heir apparent, however, remains to be seen. Abdullah has a young son, and in time he may choose to take the title of crown prince away from his half-brother and confer it instead on his own child.

Doubts about Abdullah's ability to hold his own in the international arena have gradually been dispelled, as the king has demonstrated a remarkable facility for dealing with national leaders the world over. It was evident from the start of Adbullah's reign that he would carry on his father's campaign to bring a lasting peace to the embattled Middle East. Speaking to the World Economic Forum in Davos, Switzerland, in January of 2000, Abdullah said: "It is the task of the new generation of leaders in the Middle East to transform peace settlements into a permanent reality of economic hope and opportunity for the peoples of the region. These leaders are the ones who can closely associate with the hopes and dreams of the people of the Middle East who long to be able to live and work like so many others around the world with the promise of hope and fulfillment."

PLEDGED SUPPORT TO THE U.S

Even more telling was the king's reaction to the terrorist attacks on the United States on September 11, 2001. Abdullah swiftly pledged Jordan's "full, unequivocal support " in the American war on terrorism. In a meeting with President George W. Bush only weeks after the attacks on the World Trade Center and Pentagon, Abdullah told the American president "we will stand by you in these very difficult times." When asked if he thought it might be difficult to unite Middle Eastern countries against Saudi-born Osama bin Laden and his band of al Quieda terrorists, the king said: "I think it will be very, very easy for people to stand together. As the president said, this is a fight against evil, and the majority of Arabs and Muslims will band together with our colleagues all over the world to be able to put an end to this horrible scourge of international terrorism, and you'll see a united front." In a later meeting with European Union officials on the U.S. terrorist attack, the king left no doubt about what he felt it would take to bring peace to the Middle East. "Israel's recognizing of the legitimate rights of the Palestinians, which is recognized by international resolutions, is the only route to defuse the tensions in the region," he said.

Some of Abdullah's own countrymen have expressed unhappiness with the king's close ties to the United States and its allies. As Abdullah met in Washington with President Bush, a comedy troupe in Amman drew riotous laughter from its audience when members suggested that Jordan's leaders say "no" to their own people but "only know how to say OK" to the United States.

A solution to the Palestinian problem is crucial for Jordan and King Abdullah, because nearly two-thirds of all Jordanians are of Palestinian extraction. The kingdom and its ruler have experienced problems in the past with civil unrest fomented by extremist Palestinian groups. In a meeting with British Prime Minister Tony Blair in October of 2001, Abdullah said the establishment of a Palestinian state was "inevitable" and the only sure way to guarantee stability in the region. The king added that "it is in everybody's interest to bring" such a state into reality.

Before succeeding his father as king, Abdullah had acted as regent in the absence of his father and frequently travelled with Hussein on state visits to other countries. In addition, Abdullah had often represented his country and King Hussein on a variety of visits to countries around the Middle East, developing close relationships with a number of Arab leaders in the process.

Although the citizens of Jordan enjoy as wide a range of personal freedoms as can be found in the Arab world, the country's political system still falls well short of Western-style democracy. Its parliament has limited powers, and even Muslim clerics must submit the text of their sermons for government approval. Freedom of the press is likewise constrained by complicated licensing requirements for newspapers and vague statutes that prohibit any threats to national security. A recent survey taken by the Jordanian Centre for Strategic Studies found that more than three-quarters of respondents believed they would face government punishment if they attempted to demonstrate peacefully in public.

NODE CLASSIFICATIONS

	Name	Created On	Created By
		Name	Type
	Thesis	7/27/2011 2:14 PM	SV

Type		Name	Type
		Age	Text
		'away from'	Text
		Gender	Text
		Goal or	Text
		Internal ref	Text
		Interpersonal	Text
		Intrapersonal	Text
		Law deg	Text
		Location	Text
		Options	Text
		PG Edu	Text
		Reflective	Text
		Way of speaking	Text

This was an overview which informed the findings on Metaprogrammes, which I analysed manually. The advantage of keeping the NVIVO record was to enable me to quickly revisit the text in the interview scripts if I needed to refer to it.

INITIAL AXIAL CODES

	Name	Sources	References	Created On	Created By
			Name		Sources
				Name	
	Aligning identity	2	56	7/15/2010 10:41 AM	SV
	Becoming a partner	2	7	7/15/2010 10:58 AM	SV
	Core facets of identity challenges	2	35	7/15/2010 10:38 AM	SV
	Feedback for researcher	2	4	7/16/2010 4:26 PM	SV
	Firms and culture	2	33	7/17/2010 1:10 PM	SV
	Identity work	2	42	7/29/2010 11:22 AM	SV
	Tensions from challenges	2	42	7/15/2010 10:40 AM	SV
	Units of analysis	2	63	7/29/2010 11:18 AM	SV

An analysis of open codes resulted in this list of axial codes. Sources refer to both interview scripts and the literature review. References refer to the number of times these codes appear. The creation date refers to the set up in NVIVO and the source creator (SV) is myself.

AXIAL CODE, ONE LEVEL OF EXPANSION; ALIGNING IDENTITY

Name		Sources	References	Created By
Aligning identity		2	56	SV
	Being yourself		33	7/15/2010 11:27 AM
	Changing attitude		18	7/15/2010 11:26 AM
	Doing something else		5	7/15/2010 11:31 AM
	Firm expects too much		15	7/15/2010 11:29 AM
	Legacy		1	7/15/2010 11:32 AM
	Managing boundaries		21	7/15/2010 11:28 AM
	Separating self from work.		20	7/15/2010 11:30 AM
	Taking work too seriously		7	7/15/2010 11:27 AM

In this example the axial code of 'aligning identity has been expanded to show the sub codes at one level down and the spread of references informing the concept of identity alignment. Again the 2 sources are the interview transcripts and the literature review.

AXIAL CODE, MULTI LEVELS OF EXPANSION; ALIGNING IDENTITY

Name	Level 1	Level 2	Level 3	Level 4	Sources from transcripts	References
Aligning identity						
	Being yourself				2	33
		I can't			3	3
			Facade		2	2
			HR Legislation		2	2
		Most of the time			6	7
	Changing attitude				2	18
		Emotional			6	6
			Beliefs and values		1	1
			Increased pace		3	3
			Personal responsibility		1	1
		Intellectual			8	9
	Doing something else				3	5
		Associated work such as crime, detection etc			3	4
		Charity work			4	5
		Commercial and creative			7	9
		Lobbyist			4	4
	Firm expects too much				3	15

		Cancel holidays		2	2
		Coping strategies		2	5
			Alcohol	8	11
			Drugs	6	7
			Family	5	7
			Non legal friends	3	3
			Religion	1	3
		Impact on children and partner		7	13
		Superficial niceness		4	5
		Working hours		8	11
	Legacy			1	1
		Do what you enjoy most		4	4
		Train in London then get out		2	2
		Understand the price you pay		4	4
		Work hard and go ahead		6	13
		Would stop them doing it		2	2
	Managing boundaries			3	21
		Blurring boundaries		9	17
		Gender		1	1
			Female	6	6
				Female organises home and social life	5	5
				Starting families	7	9
			Male	2	2

				2	3
		Portfolio and part time working		2	3
	Separating self from work.			2	20
		Socialise with non lawyers		3	5
		Understand the privilege of earning large amounts		4	4
		Work at keeping a balance		10	11
	Taking work too seriously			1	7
		High pay long hours culture		8	10
		Stress and imposter		7	12

This chart shows a 4 level expansion, taking the axial code of aligning identity and showing the full make up, sourcing and referencing behind that axial code. This shows the spread of sourcing from interview transcripts only

AXIAL CODE TWO LEVELS OF EXPANSION; IDENTITY WORK

Name of axial code	1 level down	2 levels down	Sources from transcripts	References from transcripts
Identity work				

Transcript

	1 level down	2 levels down	Sources from transcripts	References from transcripts
	Supporting factors		9	54
	Strategies		12	100
		Secondary	10	39
		Primary strategies	11	36
	Hindrances		12	96
		Individual	13	70
		Firm	11	39
	Emotions		7	36
	Beliefs		11	93
		Supporting belief	9	25
		Enabling conditions	10	43
	Behaviour		11	102
	Aligned with client		9	17
	Ability		8	43

Similar to the previous example this screenshots demonstrate a two level expansion of the identity work axial code with sourcing from interview transcripts only