

EMBEDDING O SHAPED IN-HOUSE

O SHAPED

The 5 O mindset and the 12 O Shaped Attributes can form part of your end to end people processes. Here we set out where, when and how you can embed The O into your in-house legal function, putting your people and your customers at the heart of your team's approach.

JOB ADVERT

Check in with your business colleagues who will be working with the successful candidate - do you know what they expect from the process?

The job advert is your chance to share what's great about working in your organisation and team including the people, the culture and the opportunities that the successful candidate will have to learn and grow.

Think about how the candidate feels reading the advert. Explain that you are looking for candidates who demonstrate the O Shaped mindset and attributes.



INTERVIEW



Think about who you want on your interviewing panel. In the latter stages at least, you should be involving your internal customers who will be working with the successful candidate.

Interviewers should be trained and prepared. Interviewing is a skill in itself and should be taken seriously.

Creating the right environment for the candidate is key. Prepare competency based questions using the O Shaped mindset and attributes framework.

ONBOARDING

A welcome pack is the perfect opportunity to introduce the O Shaped mindset and attributes.

You can stress how important they are to your team and how they will feature throughout the new employee's career there.

Onboarding should involve your internal customers enabling the new employee to become embedded from the very start.



TEAM STRATEGY



Put O Shaped at the heart of your strategy. This might include:

- Adopting (and adapting) the [O Shaped competency framework](#);
- Aligning O Shaped with your purpose, vision and values;
- Setting out how, by applying O Shaped mindset and attributes, you are going to engage with your customers and create value for the business.

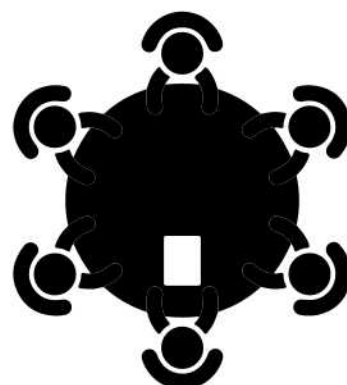
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TEAM MEETINGS

Start your meetings spending time on your people, working on one or more of the 5 Os or the 12 O Shaped attributes.

Create a psychologically safe environment so everyone is encouraged to contribute.

Regularly invite your internal customers to join for part or all of your meetings so your whole team can hear what is important to them at that point in time.



121'S



Make sure you have 121's regularly diarised and avoid postponing them. They are often the meetings that drop out when everyone is busy but that has a significant impact on the employee.

Make development a priority in these sessions and don't just use them for operational work. They are there for the employee.

Use the O Shaped competency matrix as a framework for personal development planning.

PERFORMANCE MANAGEMENT

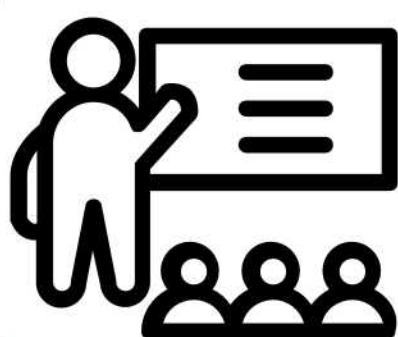
Set SMART O Shaped objectives focussing on both the 'What' i.e. what work that has been done and the 'How' i.e. how that work has been done. Give equal weighting to them.

Regularly seek feedback from key stakeholders across the business about your team member's performance. Rely on facts, not anecdotes.

Tie performance against the objectives for reward, recognition and promotions.



DEVELOPMENT

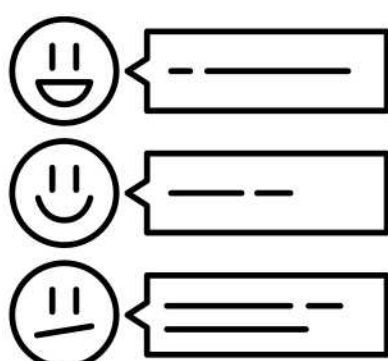


Continuous learning and development is core to the O Shaped philosophy. Everyone should have the opportunity to grow and O Shaped teams create those opportunities. They could include:

- Embedding the O Shaped Competency Matrix.
- Internal secondments across team disciplines and out to the business.
- O Shaped leadership development workshops. O Shaped has built a world class faculty to deliver these workshops.

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STAKEHOLDER MANAGEMENT



Building strong relationships with stakeholders across the organisation is central to O Shaped thinking.

Stronger relationships increases trust and enables in-house teams to gain a much deeper understanding of what matters to their colleagues.

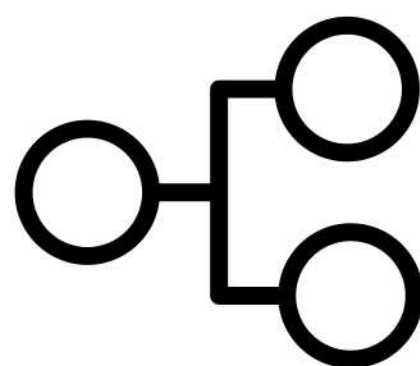
Greater understanding of the key issues will enable in-house teams to become value creating functions.

Think about how you interact with your stakeholders, Are you at the right meetings? How often do you seek feedback? How much do they know about what you do?

SUPPLIER MANAGEMENT

To deliver the challenging mandates in house teams have, tendering for and developing strategic partnerships with law firms is becoming increasingly necessary.

- Check out the [O Shaped Pilots Report](#) which brought in house teams and their firms together, applying O Shaped to their relationship.
- O Shaped is developing RFP and ratings tools to enable more open and transparent relationships with law firms.



ENGAGEMENT



Keeping the team engaged and motivated is critical for an O Shaped team.

- Ensure team members are doing meaningful work and can see the difference they are making - this the 'Why' and creates a real sense of purpose.
- Conduct regular pulse checks around O Shaped mindset.
- Act on the output of those pulse checks quickly or trust will be eroded.
- Recognise peoples' contributions regularly and consistently. The power of a 'thank you' shouldn't be underestimated.
- Team activities outside of work really help to bond the groups.

LEAVING AND AFTER

O Shaped teams develop great people and it is natural that some will leave to fulfil their ambition. It might not feel like it at the time, but this is a good thing!

Parting ways on good terms is important. You want leavers to talk highly of your team and organisation.

Conduct exit interviews in an open way with a continuous learning mindset.

Ensure that you stay in touch, creating an active alumni community.

