

## Case study

### Ringrose Law Group

Legal services firm using Thomas assessments to manage cultural change and rapid business growth post merger.

Tools used: PPA, JOB

The Ringrose Law Group was founded in May 1999 when Boston based Ringrose & Co merged with the Lincoln based Adie Pickwell. The group was completed with the addition of David Hitchcock & Co from Sleaford in the summer of 1999. The firm has now evolved into one of the leading providers of legal services in Lincolnshire, employing over 130 people.

The Group's greatest strength is its staff. It is accredited with Investors in People, a nationally recognised standard that highlights its commitment to the continual education, training and improvement of its staff.

It has experts that provide advice and help in areas such as criminal, family and commercial law, commercial and domestic conveyancing, civil litigation, wills and probate, immigration and personal injury. The Practice is currently working towards the Lexcel Law Society Quality Mark.

#### The challenge

Ringrose Law Group is one of the leading law firms in the area. The merger resulted in a substantial increase in employees, the headcount almost doubled, and the Group moved to new purpose built premises. The main issue was how to successfully manage the cultural change the merger presented - three different firms each with its own way of working and communicating.

For the Group to maintain its competitive edge and dominance in the market the integration of the different teams needed to be as seamless as possible. The merger also presented an opportunity to rationalise the services the firm offered to ensure they were operating as effectively as possible.

Ed Moss, CEO of the Ringrose Law Group comments, "Cultural differences between each firm was a particular challenge to manage. We wanted to build on the strong reputation we had in the region and become more successful through ensuring that all the teams were able to work well together and communicate efficiently."

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#### The solution

Ringrose Law Group used Thomas International's Personal Profile Analysis (PPA) and, in some circumstances the Human Job Analysis (HJA), to understand its staff better as part of its management process.

Ed Moss comments, "I have to admit, at first I was sceptical that such a short test would tell me everything about the behavioural work style of an individual. However, I was extremely impressed with the results, they were a very accurate reflection of people's work style. As fee earners and partners were also quite sceptical I initially decided to adopt a non-confrontational approach to them by inviting them to complete a PPA on an optional basis. Once several

people had been profiled word soon spread and I found requests to complete the PPA grew.”

The Ringrose Law Group uses the PPA and HJA as part of the recruitment process.

“When recruiting a family lawyer, the HJA showed us that we needed to look for a non-confrontational person with good listening skills and a steady, empathetic approach. However the qualities we look for in a litigator or personal injury lawyer are very different – they need to be more persuasive, tenacious and talkative. The HJA really enabled us to find the best fit possible for the job.”

“One of the specific issues Thomas’ systems helped address was: “Is this person in the right job?” The Group had a three year qualified fee earner who

specialised in personal injury. It became apparent that she felt frustrated by her role - she was not overly assertive and gave in easily when negotiating with the other side.”

“She was extremely bright and we wanted to keep her within the Group so we needed to explore other options. She completed a PPA which highlighted some key things about her work style. After several discussions she transferred to domestic conveyancing and is now really enjoying her role. The massive benefit of the PPA is that it provides measurable objectivity – the profile speaks for itself.”

Using the PPA and HJA as part of its recruitment, management and development programmes has enabled Ringrose Law Group to smoothly

manage the growth of the firm and cultural change brought about by the merger.

“The merger was the step-up we needed to increase our physical presence in the market. It enabled us to double our size and has resulted in increased profitability and gross income. Integration was the key word but beyond the integration of the systems we wanted to ensure the cultural transition was as smooth as possible. We wanted our people to make a positive contribution to the business and to do this we needed to bring out the best in them and maximise their potential. Thomas’ systems helped all staff in the Group to understand the way they and their team members worked, increased their self esteem and improved their confidence.”

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