

## The question of the day is : « Do you have good leadership? »

By Patrick Bignon

It's difficult to believe that we will experience tomorrow the same trends as we have witnessed over the last few years :

- strong growth,
- increase in profitability...

Indeed, a lot of theories appear to be circulating on the market about potential future developments :

- decrease in leverage ;
- reduction in headcount ;
- decrease in the number of non-equity partners.
- doubts about billing based on time spent...

All these are certainly true and it is necessary to think about the consequences and measure them; nevertheless, this doesn't seem to me to be the most important line of action in the context of a market where there is a total **lack of future visibility**...

When uncertainty and a lack of visibility predominate, the essential question remains that of leadership.

Managing partners, Senior Partners and Comex members are, and will continue in the next few months to be, put to the test as they have never been before ... !

Their qualities and the way in which they manage their firms will no doubt separate the winners from the losers.

While the world is changing and clients are looking for new approaches, the losers will be those who remain completely inactive and choose status quo by taking refuge in the most conservative actions :

- cost control...
- freezing investments...
- retreating into their shells ;
- avoiding taking any risks...

The **winners** will be those who :

- make choices,
- take decisions,
- take well-considered risks,
- change their firm's approaches,
- test new markets and new opportunities ;
- and finally, show themselves to be able to mobilize all their partners to take collective client development action.

In other words, **the question of the day** is whether you have the right leaders in your firm who, through their unswerving energy and their vista, will be able to change your organisation and help it to evolve so as to avoid the firm's decline ...