



The International Management Excellence Awards 2022

Remo, 15 June 2022

Winners Book

Knowledge Partners



Welcome to the Awards



**Richard Chaplin, Founder & Chief Executive,
Managing Partners' Forum, PM Forum**

The Managing Partners' Forum brings together professional services firm leaders to share ideas on strategic leadership and management excellence with each other, peers and clients, while providing an independent voice and direct access to policy makers.

The PM Forum is the world's largest community for professional services marketers with over 3,000 members in more than 30 countries. Its goal is to raise the standards of marketing and enhance the credibility of marketers.

Our International Management Excellence Awards, now in their 20th year, recognise the vital contribution of management to the business of professional services firms. That contribution was vital during the pandemic, at times verging on existential.

The Awards have an important educational dimension. After the name of each category winner is announced, a five-minute live interview is conducted with a senior representative on the challenges they faced and how they went about resolving them. Questions are not shared in advance. These interviews are now available to watch – see links on relevant pages of the booklet. A highlights video has also been produced – [click here](#) to watch.

We would like to take this opportunity to thank the fantastic sponsors for the 2022 Awards: Be the Business; Business in the Community; CBI; Financial Times; Harvard Business Review; PM Magazine; Thomas Reuters HighQ; and Vuture.

I'm sure you'll be inspired by learning about some fantastic achievements, so please join me in celebrating the winners.

And if you're interested in making a submission for the 2023 Awards, please contact me at richard.chaplin@pmint.co.uk or call me on +44 (0)20 7786 9786.



Welcome from

Chair of Advisory Board



**Welcome from Neville Eisenberg,
Chair of Advisory Board,
Managing Partners' Forum**

At last year's Awards ceremony, I reported that the Forum was attracting large numbers of new members and anticipating the highest level of renewals since its formation in 1995, and how this augured well for the future. My core message today is very similar, with more new members and even higher levels of renewals, I would like to thank each and every member for their continued support and engagement.

As chair of the Forum's Advisory Board, I have seen first-hand how well the Forum has adapted to the changes resulting from the pandemic. As a recognised representative body to government for the UK's largest sector, we focus on four national priorities relevant to the professions, namely business skills, innovation, productivity, and levelling up.

First, business skills: I'd like to highlight three of our initiatives:

- Our formal peer groups go from strength to strength, with more members than ever. Our thanks to moderators Richard Thorby and Nicole Bachmann, and to our Head of Memberships, Claire Mitchell, for her tenacity in forming new groups.
- Our Mentor Match programme, organised jointly with sister association PM Forum, was launched in February as a public

good. It combines an algorithm to identify matches and a personal dashboard for all stages of the mentorship journey. I'm delighted to report that the programme has already resulted in 44 new mentorships.

- The week of the Awards saw the 75th episode of the *Retuning Your Firm* show, hosted by Richard. It is much more than a free panel session, with the findings of live polls shared with Government, and over 250 videos of full shows and presentations by guests attracting hundreds of views every month.

Second, innovation: Rather than promoting specific solutions, we provide advice and tools to facilitate the innovation process and, in particular, encouraging the use of design sprints. Our recent Innovation Summit showed how any Board can use professionally designed whiteboards to help resolve business challenges.

Third, productivity: The Forum defines productivity as the product of what is done to people and how they feel about it. We observe that leadership style has a strong influence on the level of employee engagement. For example, those leaders that practise 'challenge and support' – the default style at most professional services firms – typically enjoy far higher levels of employee engagement than those that practise 'command and control' – the default at most corporates.

These original insights have resulted in two active public campaigns:

- Urging leadership teams at professional services firms who practise 'challenge and support' to share their approach with their peers at client organisations.

- Urging those responsible for shortlisting for NED roles at corporates to expand their searches to include those with direct experience of 'challenge and support' leadership.

Fourth, levelling up: An ideal outcome is a firm in a prosperous area transferring some of its less profitable work to a firm in a less prosperous area with lower costs. We are developing an online marketplace to facilitate these types of transactions.

Finally, our committees and HQ may come up with great ideas and initiatives. However, effective communication of content and messages to key audiences is also essential. Thanks to our Head of Marketing, Larysa Hale, for the dramatic growth in traffic, page impressions and followers on the Forum's LinkedIn site in recent months.

Coming back to tonight, the Forum has once again cleverly woven together so many of the live elements of an in-person awards ceremony. We are at tables with colleagues and guests. We are eager to hear the judges' verdict – but a bit nervous about being interviewed live if successful. And what a fantastic venue – the garden of an Italian villa complete with birdsong.

Thanks are due to our international panel of judges, chaired by Andrew Hedley. They have, as ever, put considerable effort into selecting tonight's winners – it is hugely appreciated.

My congratulations to every firm shortlisted and, of course, to this year's winners.

Message from

The Chairman of Judges



The professional services awards industry is a crowded place and whilst a pure focus on management and leadership helps differentiate The International Management Excellence Awards, those choosing to enter want re-assurance as to the rigour applied by the judges.

So how do we go about the judging? Firstly I scrutinise all the entries, allocate to categories and select the shortlists. Quality is the sole determinant, so for some categories there are only a handful of finalists.

Entries are then sent to panels of three to four judges per category, often based in different countries. The judges are all highly experienced subject matter experts. After detailed consultation, each panel presents their recommended list of winners at a meeting of all the judges, with those present debating and deciding the final positions.

The following criteria are used to assess each entry:

- Strategic alignment;
- Active leadership engagement;
- Innovation in services, markets, methods or systems;
- Effective education of stakeholders;
- Positive impact on the client experience, employee engagement or stakeholder performance; and
- Measurable impact against goals in a reasonable timescale.

Our congratulations to all firms shortlisted.

Andrew Hedley
Chairman of judges

The judges

Leading consultants, business thinkers and experts, based in the UK, Europe, North America and Australia, selected solely on the basis of their expertise.



Chairman
Andrew Hedley
Hedley Consulting



Tim Aspinall
Aspinall
Consultants



Luc Bardin
Strategic
Partnering Ltd



Chris Blythe, OBE



Ray D'Cruz
Performance
Leader



Marcus Dimbleby
Red Team
Thinking



Neil Farmer
Informal Networks



James
Faulconbridge
Lancaster
University
Management
School



Louise Fleming
Rosewell House



Dame Janet
Gaymer
Business Banking
Resolution
Service



Rupprecht Graf
von Pfeil
Venturis
Consulting Group



David Hancock
Cabinet Office



Julia Hayhoe
Hayhoe
Consulting -
Strategy,
Leadership &
Executive Coach



Dominic Houlder
London Business
School



Peter Kane
The BD
Consultancy



Derek Klyhn
PSFI



Max Landsberg
McKinsey &
Company



Alan Leaman,
OBE



Steve Lee
Rosewell House



Lisa Lister
Progress
Marketing



Claire Mason
Man Bites Dog



Paul Matthews
The PACE
Partners



Rosemary Nunn
I&K - The
Innovation and
Knowledge
Agency



Raquel Ortega-
Argilés
Birmingham
Business School
and City REDi
Institute



Susanne Pugsley
PSBD



Michael Roch
Performance
Leader



John Rowland
Cicero Group



Nicola Sawford



Rick Seabrook
Panoram Digital



Tim Skipper
Totum Partners



Candida Snow
Snow CC



Nigel Spencer
Queen Mary
University of
London Law
School



Larry Stroud
Korverge Inc



Kim Tasso
RedStarKim



David Vazquez
London Luton
Airport



Susan
Vinnicombe, CBE
Cranfield School
of Management



David Wallace
Wallace Marketing

Our sponsors

We would like to thank this year's sponsors.



Be the Business is an independent, not-for-profit organisation, with a single goal: to help business owners and leaders improve the performance of their business.



Business in the Community is the largest membership organisation dedicated to responsible business. It is leading a movement to create a fair and sustainable world in which to live and work.



The CBI speaks on behalf of every sector in the UK economy. Its membership includes firms and trade associations, coming together with common priorities and a shared vision.



Financial Times is one of the world's leading news organisations, recognised internationally for its authority, integrity and accuracy.



Harvard Business Review aims to provide professionals around the world with rigorous insights and best practices to help lead themselves and their organisations more effectively and to make a positive impact.



PM magazine is a high quality educational tool that brings its readers the latest news, views and informed commentary on the issues and activities that really count, presented in an authoritative, yet accessible style.



Thomson Reuters HighQ empowers law firms to work more intelligently and collaboratively with internal colleagues while delivering more responsive, transparent, and valuable services to clients.



Vuture's platform is designed to ensure professional services teams can deliver end-to-end campaigns that drive customer-experience excellence.

Theme winners 2022

Sponsor:



The Awards are grouped under three themes, each with multiple categories.

Client Theme

The pandemic has brought clarity over the advisers who are truly client-centric. Does your front-line describe themselves solely by reference to their expertise (law, accountancy, architecture, etc) or also by their contribution to their clients?

Business Theme

With almost everyone working from home for some of the time, a key challenge for management is how best to foster productive, healthy and sustainable working practices, and sustain innovation.

Community Theme

Given finance and cash flow carry most weight in partner/director discussions, it is easy for community contribution to be given lower priority. Yet, this remains an excellent way for firms to develop their people in terms of both individual skills and teamwork, and to enhance the firm's employer brand for new recruits, as well as boost the engagement of current employees, while improving the community of which they are also a part.

Our best in theme winners

Best in Client theme

Winner:
SHOOSMITHS

[Click here](#) to watch Nancy Allen, Head of Client Experience at Shoosmiths being interviewed live at the Ceremony.

Best in Business theme

Winner:
LF LUBBOCK FINE

[Click here](#) to watch award winner Robert Morley, Chief Operating Officer at Lubbock Fine being interviewed live at the Ceremony.

Best in Community theme

Winner:
STROCK

[Click here](#) to watch award winner Kerry Cooperman, Specialist Council at Strook & Strook & Lavan being interviewed live at the Ceremony.

Exceptional achievement

Exceptional Achievement is a merit award that is given to an individual who has made a significant contribution to the professional services sector.



Winner

Nick Owen CBE

Sponsored by:



Nick Owen is the former Deloitte Executive Chair and Board leader with proven international boardroom experience leading purpose-driven transformational change.

He is an experienced Chair with strategic and operational knowledge, and with a track record of delivering commercial outcomes. Experienced in guiding the development of digital investments and inspiring a focus on purpose to accelerate transformational change, Nick has developed a reputation as an ESG thought leader by creating sustainable business models and defining the role of business in society. He is also a mentor to high-performance Board and leadership teams, simultaneously driving purpose-led stakeholder outcomes whilst improving performance and productivity.

Before his Chair roles, Nick led Deloitte's Private Sector Consulting Industry team and has over 35 years' experience working with large multinationals as well as privately owned companies. He has worked with clients and markets in Consumer and Industrial Products, Energy and Resources, Life Sciences and TMT.

For the last five years, Nick was the Business Chair of the Professional & Business Services Council, which works with the UK's Department for Business, Energy & Industrial Strategy to drive the growth agenda. He has also been a member of the Prime Minister's Financial and Professional Services Business Council providing input to the Prime Minister and Cabinet.

Nick is also a Trustee of Macmillan and Teach First, and also Chair of the Business Leaders Council of Teach First.

Tributes to Nick Owen



Robert Lawson, Global Head of Mergers & Acquisitions, BP

“The relationship has been one where Nick provided professional services to our company and my team... building his team to provide that service and leapfrogging the competition to become our preferred supplier.”



Will Gosling, Partner and UK Human Capital Consulting Leader, Deloitte

“He is energetic, values focused, values driven, empathetic, challenging and, most of all, human. He always brings a human touch to a situation, and is very interested in what makes people tick, their motivations and wanting to help them. He’s just somebody I really like spending time with.”



Sally Jones, Partner and UK Trade Strategy and Brexit Leader, EY

“I’ve never met anyone who is able to build consensus and move mountains in the way that he is things that seemed impossible.”



Alan Belfield, Chairman, Arup Group and Co-Chair, Professional & Business Services Counsel

“The engagement, the friendliness, the ability to keep the focus and drive is amazing. He is hugely articulate, hugely thoughtful very strategic. We brought government and business together in a focused way, and Nick made that happen in an articulate and diplomatic way that was seamless. People didn’t realize they were being steered in that direction, but we were, and it was brilliantly done.”



Carl Creswell, Director, Services Directorate, Department for Business, Energy & Industrial Strategy

Ministers want to hear from people who challenge them and who have differences of view. That is something he would do politely... if there was something that people needed to hear that they weren’t hearing, then he would ensure that happened.”



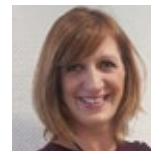
Edward Braham, Chair, M&G plc and former Senior Partner, Freshfields

“A very good class of partner. He knew our people; he understood the business and was always good at being helpful in identifying things which he picked up elsewhere and which he thought you ought to know. It was always a call you want to take as it was always worthwhile.”



Rob Halkyard, Executive Director of Engagement, Teach First

“I would describe him as someone who has demonstrated his commitment to social mobility using his networks, his influence and his agency as a senior person in the professional services industry for good, not just our charity, but the wider society.”



Marcia King, Deputy Director, Professional and Business Services, BEIS

“I felt nervous, the first time I met him because of his gravitas and standing... he is a very good leader and approachable, and I really enjoyed working with him over the time he was working on the Council.”

To watch the tribute video and Nick Owen’s acceptance speech [click here](#)

Client theme:

Best new solution for clients

Sponsor:



Winner

SHOOSMITHS



“After two years, we have got the accuracy level of Cia[®], our tool to review commercial contracts, up into high 90% whereas lawyers tend to clock in somewhere in mid 80%, so the AI is starting to outperform human beings on certain tasks.”

Simon McArdle, Partner, Shoosmiths

Judges citation

Shoosmiths have developed a simple AI tool to review commercial contracts. With ‘no assembly required’ for in-house legal teams, it simplifies routine activities and makes their delivery efficient and systematic. Under the brand Cia[®], this service can benefit from continuous improvement and refinements as well as release a long-term stream of innovation. With this innovative tool’s rapid response and pragmatic advice, more deals are getting agreed in less time than using conventional methods.

The judges were unanimously impressed with a different approach to this AI-led project with good senior leadership involvement and delivering impressive results. Client feedback is strong and the resources on the website are excellent.

Runner-up

- Watson Farley & Williams

Also shortlisted

- Bird & Bird
- Dentons

Live interview

[Click here](#) to watch award winner Simon McArdle, a partner in the Commercial team at Shoosmiths being interviewed live at the Ceremony.

Client theme:

Best collaboration with clients

Sponsor:



Winner

A&L Goodbody



“Our knowledge management toolkit is a catalyst for conversations with clients around problem solving. At its heart are simple solutions that are centred on people and behaviours, so our clients do not need to make a big tech investment.”

**Paula Reid, Partner – Head of Knowledge,
A&L Goodbody**

Judges citation

A&L Goodbody developed an interesting toolkit to help GCs build their own internal knowledge management capacity ‘off the shelf’. The toolkit allows clients to progress at their own pace and drive efficiencies by avoiding knowledge loss and unnecessary repeat work. It was part of a wider Knowledge Lawyer initiative to add value to, and nurture the relationship with, existing clients, and to demonstrate the firm’s expertise.

In 2020, the knowledge team launched KnowledgeCONNECT, giving clients direct access to research support from ALG law librarians. In 2021, the team built on this success to offer client teams an ‘off-the-shelf’ toolkit to get started with KM. In-house teams looking to save time, reduce duplicate effort, support the hybrid model and enable quicker onboarding should be looking to KM as part of their suite of tools to drive efficiencies. However, without a dedicated KM expert, getting started can present a challenge. Legal Leaders’ Toolkit was developed to enable GCs to self-start a KM drive.

Runner-up

- Arthur Cox

Also shortlisted

- Mason Hayes & Curran
- Meridian West

Live interview

[Click here](#) to watch award winner Paula Reid, a partner in the Knowledge team at A&L Goodbody being interviewed live at the Ceremony.

Client theme:

Best enhanced solution for clients

Sponsor:



Winner

SHOOSMITHS



“Our relationship managers, who are not lawyers, have a client-facing role. Our client excellence team helps everyone at the firm contribute to the client experience. We also have a listening programme for our CEO and Chair to meet with their peers at clients.”

**Nancy Allen, Head of Client Excellence,
Shoosmiths**

Judges citation

This firm’s extensive non-lawyer-led client listening programme revealed client business needs that extended beyond legal advice. As a result, the firm worked collaboratively with clients to provide tailored solutions. Projects included: team development, coaching and mentoring, peer networks, internships, using feedback to enhance working practices, panel management and ESG initiatives spanning diversity and social mobility.

These innovative projects had a real impact on the clients involved and added significant value to the client experience. The firm is now looking at how they can be replicated to other clients within a client forum. The firm has since set up a client excellence team to continue to consider all client interactions. The initiative was also strategically aligned with the firm’s aim to provide ‘more than the law’.

Runners-up

- Dentons
- Weightmans

Also shortlisted

- Lancer Group

Live interview

[Click here](#) to watch award winner Nancy Allen, Head of Client Excellence at Shoosmiths being interviewed live at the Ceremony.

Community theme:

Best community programme

Sponsor:



Winner

STROOCK



“We had some advantages over other firms. Since the aftermath of 9/11, we have forged and honed our ability to do disaster relief – react, stand up, activate when others are paralysed - so were ready when the pandemic struck.”

Kerry Cooperman, Special Counsel and Director of Pro Bono, Stroock

Judges citation

The Covid pandemic brought many challenges to professional services firms. The winning firm was concerned not just about its own welfare, but also about the thousands of small businesses, non-profits and sole traders who would struggle as the economy locked down and who might not have survived. They didn't wait to find out if they would.

Stroock & Stroock & Lavan put together an alliance of firms to provide much-needed emergency help in the form of legal and financial advice, assisting with many of the practical and technical issues that could make the difference. This was a wonderfully collaborative and impressive intervention at a time of great peril, serving the economy and people of New York City when they really needed reliable help. The alliance managed to provide a rapid response to requests, many thousands of pro bono hours and, perhaps most significant of all, a model of doing good work that is both scalable and transferable.

Runners-up

- Arthur Cox
- iResearch

Also shortlisted

- Brachers
- Shoosmiths
- William Fry

Live interview

[Click here](#) to watch award winner Kerry Cooperman, Specialist Counsel at Stroock & Stroock & Lavan being interviewed live at the Ceremony.

Business theme:

Best marketing campaign

Sponsor:



Winner



“Our rebrand was not a cosmetic overhaul. At its core was inclusivity with every business unit at the firm asked for feedback and a focus on living our values and reflecting our DNA in every interaction between clients and colleagues.”

Susan Ahern, Chief Marketing and Business Development Officer, Clark Hill

Judges citation

Clark Hill was a clear winner in this category, with its Simply Smarter rebrand and market engagement campaign standing head and shoulders above the rest. This campaign demonstrated strategic understanding and deployment of brand as the identity and DNA of the firm’s people.

This ambitious and cohesive programme showed clear strategic intent, extensive leadership involvement across the firm, effective partnering with ALM to target GCs and C-suite leaders, education of the internal audience on the importance of the initiative, claims of improved employee, community and website visitor engagement, and measurable uplift in client interaction and impact.

Clark Hill’s supporting materials were impressive and gave the judges clear insights into the journey of the campaign and ‘before’ and ‘after’ visuals - as well as even more impressive result statistics.

Also shortlisted

- Gateley
- Kingsley Napley

Live interview

[Click here](#) to watch award winner Susan Ahern, Chief Marketing and Business Development Officer at Clark Hill being interviewed live at the Ceremony.

Business theme:

Best people initiative

Sponsor:



Winner



“There was broad acknowledgement that allowing people to work their best personal hours was a good idea and we agreed as a management team to give it a try. It has proved to be incredibly successful with a 12% increase in productivity and zero unplanned departures.”

Robert Morley , Chief Operating Officer, Lubbock Fine

Judges citation

Lubbock Fine’s ultra-flexible Smart Working model was strategic in its intent and scope. Starting as a strategic transformation project before the Covid pandemic, Smart Working showed forward-thinking intent to transform ways of working and to enable people to work in their “personal best hours” and chosen location.

The judges were particularly impressed by the forethought of the need to make this shift, the role modelling of the change by senior management, and the strategic stakeholder management, both internally and externally.

Runner up

- Dentons

Also shortlisted

- Shakespeare Martineau
- Weightmans

Live interview

[Click here](#) to watch award winner Robert Morley, Chief Operating Officer at Lubbock Fine, being interviewed live at the Ceremony.

Business theme:

Best strategic reimagination

Sponsor:



Winner

SHOOSMITHS



“You always have to start with deciding what problem you are trying to solve because you never start with the technology or innovation and then try and find a problem to solve. As long as some of our products are meeting client needs, they will always be there.”

Tony Randle, Partner & Head of Client Strategy, Shoosmiths

Judges citation

The judging panel all agreed that Shoosmiths had provided a strong submission with clear evidence of innovation and cross-company transformation, which was to be highly commended on the measurable impact, as well as having strong strategic and logical alignment. Shoosmiths is clearly at the leading edge of how firms are adopting technology and the panel found the idea of collaboration with third parties to keep costs low and measurable highly innovative. Shoosmiths are now well-positioned to ride out the effects of the pandemic and continue with their growth journey whilst meeting the changing demands of the operating environment, their people, and their clients.

Runner up

- Bilzin Sumberg

Also shortlisted

- Arthur Cox

Live interview

[Click here](#) to watch award winner Tony Randle, Partner and Head of Client Strategy at Shoosmiths being interviewed live at the Ceremony.

Online event partner



The International Management Excellence Awards attract entries from professional services firms based in the UK, Ireland, Australia, Continental Europe and North America.

With an in-person ceremony, this has often resulted in shortlisted firms located outside the UK having to spend considerable time and outlays for their senior people to travel to London in the hope of returning home with a trophy.

One positive outcome of the pandemic has been the accelerated development of online platforms that replicate much of the feel of an in-person awards ceremony. This has facilitated far greater levels of participation from across the globe.

In 2022, the ceremony was held in the beautiful garden of an Italian villa, complete with birdsong. The stunning 3D floor plan, designed by Telepresent, is hosted on Remo, an interactive platform that recreates natural interactions in any type of gathering.

The garden has multiple identical floors, each combining a general networking area where delegates can mix and mingle as they please, and 15 tables for up to six people. Tables can be booked for internal groups or to entertain guests. Subject to seat availability, delegates can move freely from table-to-table and from floor-to-floor.

Remo has two modes: networking (described above) and presentation (similar to a Zoom webinar) with seamless instant transition between modes for all delegates. Presentation mode is used for the awards MC to announce the winning firms and conduct live interviews with their representatives with no advance notice of the questions. These live interviews boost the educational dimension of the awards as delegates can listen to four to five minutes of intense Q&A without being distracted by conversations on other tables as would be typical at an in-person event. The live interviews are also subsequently available as videos for widespread sharing at the winning firm – see links on relevant pages in this booklet.

remo





Managing
Partners'
Forum



pmforum



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www.pmint.co.uk

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