



# Transforming your business, together

Introducing PSFI

# Introduction

Thank you for this opportunity to share our credentials.

Understanding that professional and financial services firms are all different, we take an expertly nuanced view, underpinned by decades of experience to be able to work alongside leaders of professional and financial services organisations to bring transformational change.

Our clients, many of whom have been with us for more than 20 years, trust us to support them on their most complex issues around business & leadership strategies, senior people capabilities, and strategic decision-making.

We are building an independent, international, and diverse organisational development and leadership consultancy to help you access, navigate, understand and apply the most relevant leading edge thinking and research to help your business grow. We offer evidence-based thinking combined with years of hands-on experience and tailor our work and advice to suit each client's needs.

Above all we care deeply about our clients, placing the highest possible value on our relationships with you, balancing warmth and support with curiosity, insight and challenge to get to the heart of the issue so we can help you make a real and lasting improvement to your business.

We would love the opportunity to meet you, understand your challenges and share some of our recent work with you.

Kind regards, Henry



**Henry Marsden**

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Henry is the Managing Partner of PSFI. He specialises in research, coaching and mentoring and has extensive experience in the design and development of leadership programmes. He is an experienced facilitator, case study leader and presenter who is used to working with individuals and large groups.

2009

We formed as an independent firm, partly owned by The Møller Centre at Churchill College, University of Cambridge.

2018

We spun out of Møller and changed our name to PSFI to take complete control and ownership of the firm.

2022

On 1 January 2022 we became PSFI LLP to create a stable and sustainable platform for growth and to align ourselves more closely with our clients.

# Meet your international team

PSFI currently consists of nine partners and two principal consultants.

Our people have extensive experience and insight gained from working with and within financial and professional services firms around the world, many having held senior leadership roles within some of the world's top legal and accounting firms as well as financial institutions.

We have a roster of over 60 client executives who we deploy on programmes in order to provide a real-world perspective to partners. We also have a carefully curated community of complementary specialists who have experience of working in the PSF market.



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# PSFI around the world

We have worked with clients from across the globe, delivering programmes virtually and in-country.



## North & Central America

USA  
Canada  
Mexico



## Latin America

Brazil



## Africa

Algeria	Kenya	South Africa
Ethiopia	Morocco	Uganda
Guinea	Nigeria	
Ivory Coast	Rwanda	



## Europe

Belgium	Germany	Portugal
Channel Isles	Greece	Russia
Cyprus	Hungary	Spain
Czech Rep.	Ireland	Sweden
Denmark	Italy	Switzerland
Estonia	Lithuania	Netherlands
Finland	Luxembourg	UK
France	Poland	



## Middle East

Qatar  
UAE



## Australasia

Australia  
New Zealand



## Asia

China	India	Thailand
Hong Kong	Singapore	Vietnam



# Our culture and values

Our culture and our values sit at the heart of all we do, the clients we choose to work with, the way we help and support each other and the way we choose to grow our business.

We work for the good of the leaders and the firm and are constantly evolving to ensure we are always providing leading practice.

Like many firms we have spent time over the last year reflecting and refining our values. We care deeply about our clients, placing the highest possible value on our relationships with them. We focus on building and sustaining authentic relationships with the organisations and leaders we work with. To achieve this, we are generous with our time, stay human and are easy to work with.

We realise the importance of being succession minded. We want to build a partnership that works across generations and lays long term foundations for future success as much as it meets the needs of the clients and partners of today.



# Our expertise

We are a leadership consultancy, supporting professional services firms and financial institutions on their business challenges. We pride ourselves on listening to the organisational voice to really understand our clients' needs and culture to ensure advice and services fit and resonate deeply. We work for the good of the leaders and the firm and are constantly evolving to ensure we are always providing leading practice.

The following pages showcase the sorts of issues and challenges we support leaders with...

# Leadership

Leadership happens at all levels in financial institutions and professional services firms and we work right across the spectrum from boards looking to make a difference in their firms to lawyers stepping into partnership for the first time.

When we work with top teams and emerging leaders, we help them lead in a way that encourages and inspires a strong sense of followership within the firm. We believe that leadership is not a title, but a role in which you have the opportunity to build a strong culture and provide your followers with a sense of purpose.

## Success stories from recent programmes include:



### Engaging the partners

The firm's leadership team was disconnected from the partnership who were being asked to deliver an increasingly different strategy for the firm.

We were engaged to create a dialogue programme addressing the questions the MP was concerned about, to provide insights to facilitate the discussion with the partners and to capture their reflections. Seven iterations of this programme ran over four years to engage the whole partnership. The MP was re-elected and used the insights to inform the firm's refreshed direction and culture. They reported greater integration, energy, commitment and focus.



### Current and future leaders

The MP and SP saw that partners in significant leadership roles were struggling with issues including low confidence, autocratic leadership and little vision.

We designed a programme to develop those holding current leadership roles and those with potential to do so in the near future. Using a blend of in-person sessions, online learning, action learning groups and coaching, the programme created the opportunity for the leadership team to build relationships with the participants and ultimately deliver the transformation the firm needed. The programme is about to run for the second time (3 years later) with many of the original attendees now holding Board positions and actively sponsoring the work.



# Talent development

Business success in professional and financial services firms is largely dependent upon the quality of execution and therefore the capability of key individuals within the firm.

Partners have different needs at different stages of their career. We help firms with their entire partner talent lifecycle from supporting lawyers into partnership and accelerating through into leadership positions, integrating laterals, through to helping partners consider their next steps after partnership.

The most successful firms understand that developing their people faster and more effectively than their competitors will provide them with a competitive advantage.

## Success stories from recent programmes include:



### Partner election

The Chair of the New Partner Committee felt they were missing data about candidates they felt might struggle to adapt to partnership and lacked “teeth” in relation to challenging the decisions of strong sponsors.

We designed and ran a business psychology review process to help the candidates identify gaps they would need to fill to become highly effective Partners and to develop committee members to work with the information.

We are now into our 5th year of running this process alongside the Committee who welcome the additional data and insights that are provided at interview and beyond.



### Supporting succession and elections

Following multiple terms by the incumbent MP the SP and Board were concerned about the potential and suitability of the future partners stepping into the role.

Our role was to support a governance refresh, encourage partners to stand and to develop a programme of learning and insights for those considering standing. The firm has completed the elections and the candidates are mid-handover with the incumbent MP. The results so far are promising.

# Client relationships

## We help transform client relationships by building effective client teams and developing trusted advisors.

We have years of experience in advising partners how to set up for success. We deliver development initiatives that make a difference and provide a suite of evidence-based tools that stretch performance year on year.

Done well, client teams and trusted advisors will transform your firm and build leaders of the future.

### Success stories from recent programmes include:



#### Client leadership

A global law firm had an excellent client base but only 20% of the clients worked with more than one office or practice group. The firm set a strategy to have 20 clients delivering fees of over \$20m by the year 2020 alongside all partners raising their level of ambition for their client relationships.

Our role was to develop a programme of support with the Client Relationship Partners, industry group leaders and members of the Executive Committee. By blending internal inputs, external thinking, rehearsals with client executives, success stories and coaching, the programme delivered shifts in mindset, ambition, confidence and fees. Having built a strong initial focus the programme was then adapted and rolled out as part of a broader initiative to raise the sights of partners developing high growth clients.



#### Accelerating trusted advisors

A global investment bank wondered if they could bottle the “special sauce” of those few people who were able to operate at the highest level of clients on behalf of the bank and get it into the DNA of the juniors.

PSFI built a bespoke model for the bank, developed a comprehensive programme of support and provided confidential coaching. The programme progressed from a regional pilot to a global programme offered to all those going through a significant proposal. Feedback from clients was tracked as ROI as well as internal measures and self-monitoring reports. All indicated significant improvements in the quality of relationship with the client.

# Coaching

Coaching is where the 'rubber hits the road': it's about individuals and teams working through what they want and need to achieve, the challenges of getting there, and how to actually create change on the ground.

We offer coaching both as an integral part of our programmes, and as a self-standing service. Whichever form it takes, our coaching involves creating deep and transformational relationships, working in parallel on behaviour, mindsets and values.

We balance the profound with the pragmatic, and the individual with the system. All of our coaches are highly experienced and qualified, with backgrounds in business and management at some of the world's leading organisations.

## Success stories from recent programmes include:



### Forging a powerful new executive team

A leading global insurance company was facing the challenge of a new business unit being formed by merging previously separate country organisations. The new leadership team was struggling to work together, with a lack of clarity about their role and mutual suspicions about intentions. We worked with them to create a truly unified team with a core purpose, clear roles, effective processes and most importantly, high levels of trust, mutual support and challenge. Initial success came from enabling the team members to connect at a deeper personal level. Over the last two and a half years we have supported them through the challenges of the pandemic, focusing on supporting staff in a caring way and through a CEO transition. Team members remark that this is by far the best team they have ever been part of.



### Building transformational leadership skills

A partner at a consulting firm aspired to create a new, more inclusive culture in his office and challenge himself to develop as a transformational leader. Over the course of two years, a PSFI coach supported him, providing appropriate challenge where needed and empathy and motivation when times were tough. Starting with an in-depth 360 review and psychometrics, we helped the partner create an inspirational vision for the culture of his office – and the leadership role he would play in helping to create this. This required leaving behind aspects of what had previously made him successful and courageously embracing new ways of thinking, behaving and being. He is now head of the office, which has become a role model in the broader global organisation for its culture that skilfully balances commercial performance with honest and heartfelt humanity.



# Profitability enhancement

We help firms improve their profitability. We take a holistic approach and clients value our expertise on all aspects of the matter or assignment lifecycle starting from pitching, extending to pricing and fee negotiation right through to commercial matter management.

We often start by helping our clients identify the source of their biggest or most frequent profit leaks as well as to define their value-add. This helps them focus on those areas of greatest impact as well as to have better client conversations, turning pitching on its head. Our renowned fee negotiation programme helps clients transform the way they approach fee related interactions with clients. We also work with clients to design tailored profitability playbooks and work with them to ensure successful implementation to transform the profitability of a practice and/or firm.

Our profitability related offerings are typically used by client leadership teams to support their firm wide strategic profitability objectives. Other clients have involved us when supporting practice leaders' efforts to revitalise underperforming groups.

## Success stories from recent programmes include:



### Re-establishing competitiveness

A leading insurance claims firm experienced a plateau in levels of fee income and profitability due to a declining relevance of the brand in many of its previously strong markets.

We worked with the firm to explore the most profitable future direction of the firm while preserving the great standing of the firm within the overall insurance market. PSFI supported the development of a plan to implement the changes in direction and worked with the leadership team to refocus the measures of performance that best supported the plan and improvement programme. The firm reworked its claims activity to increase gearing, lower the use of central London premises, and continue to build new services in commercial litigation and corporate insurance.



### Raising sustained profitability

A leading domestic law firm was struggling to raise profitability. The firm had a culture of high partner autonomy resulting in hourly rates not increasing.

Working together with the executive leadership team our work included designing and delivering a programme to raise awareness for the major levers of law firm profitability and opportunities to apply these, introducing a common language and understanding around profitability & pricing, increasing collaboration across offices and practice areas for immediate profitability improvements, encouraging partners to set profitability improvement objectives and set the foundations for a more managed and co-ordinated approach to pricing and commercial matter management.

As a result, we are currently working on establishing and introducing a profitability and pricing governance framework as well as supporting key partners and support functions to implement it.



**psfi.org**

PSFI is the trading name of PSFI LLP, a Limited Liability Partnership registered in England and Wales with the Partnership Number OC439907 and with its registered office at 6 Cobden Court, Wimpole Close, Bromley, England, BR2 9JF.