

ReedSmith

## Evolving Roles: Why Hire a Cultural Anthropologist?

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**ReedSmith**  
Driving progress  
through partnership

“

## A Cultural Anthropologist is

**a social scientist that systematically analyzes groups through ethnographic and other qualitative and quantitative research methods to make sense of their culture and then apply what they've learned to broader understandings of the human experience**

”

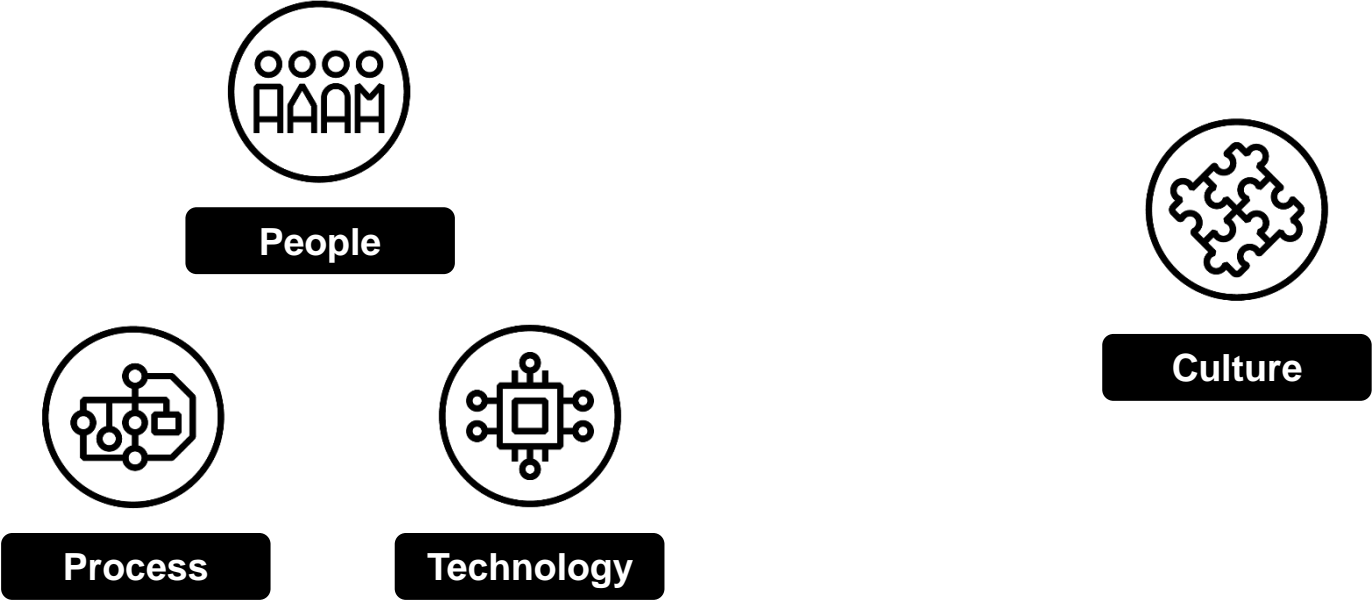
“

# A Cultural Anthropologist is

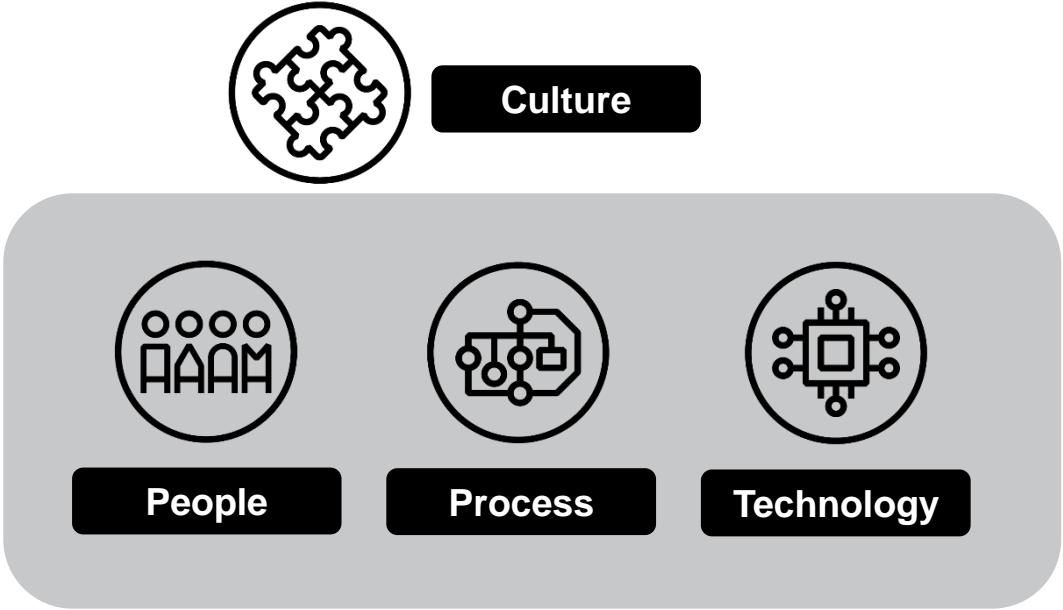
someone who collects **stories** and **makes sense** of them.

”

# Defining Culture



# Defining Culture



Culture is a collection of habits within a group that shapes how we speak, act, think, and solve problems together.

Changing an individual's habits is hard, changing everyone's is harder.

Changing Habits, Changing Culture

# Anthropologist's Toolkit

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## Ethnography

Collecting and assessing qualitative and quantitative data to yield actionable insights

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## Multi-Focal Analysis

Balancing organizational and individual needs and experiences

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## Cultural Context

Situating organizational insights within broader knowledge of cultural evolution

# Unlocking Practice Growth

## Challenge

*Successful team hitting a growth ceiling due to challenges with onboarding and training new team members and collaborators.*

### 05 The Collaborator

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|--|---|--|
| <p>"These are Reed Smith's clients and opportunities"</p> <p>"Incentive structures are misaligned with collaborative behavior: the credit system doesn't go far enough"</p> <p>"Our BD team is not staffed appropriately"</p> <p>"How do we produce what we do best and NOT depend on an individual who does sales well or not?"</p> <p>"I find my ability to vet new partners that I bring to clients"</p> <p>"It's quicker for me to generate insights myself than go looking on (SaaS)"</p> <p>"It's the job of our law firm to ensure that our lawyers do and understand BD in a consistent way"</p> | <p><b>Think</b></p> <p><b>Feel</b></p> <p><b>Say</b></p> <p><b>Do</b></p> | <p><b>Open</b> to sharing their pipeline data, as it helps the firm overall</p> <p><b>Disappointed</b> that cross-selling is unbalanced</p> <p><b>Frustrated</b> that BD lawyers are out there doing their own thing, being 'super clever' but inconsistent. Showing we lack collective behaviors and coherence</p> <p>Thoughtful planning each year on goals and targets</p> <p>Reads—a lot—to stay on top of industry/client trends and needs</p> <p>Is proactive about making introductions between clients and other BD partners</p> <p>Stays engaged and up-to-date with internal firm happenings</p> |
|--|---|--|

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## Innovation Lab Methods & Deliverables

Interviews, observation, artifact analysis, guided journals to produce:

- Empathy Maps
- Journey Maps
- Prioritized Insights

### Topic 1 | Meetings

|  |  |                              |
|--|--|------------------------------|
| <p><b>WHAT'S WORKING</b></p> <p><b>What is Loren's Superpower?</b><br/>Loren is a strong, strategic leader of the practice and a key stakeholder in the firm's overall success. He is a natural networker and is able to connect with key stakeholders across the firm and the industry.</p> <p><b>What is Loren's Superpower?</b><br/>Loren is a strong, strategic leader of the practice and a key stakeholder in the firm's overall success. He is a natural networker and is able to connect with key stakeholders across the firm and the industry.</p> | <p><b>WHAT'S NOT WORKING</b></p> <p><b>What is Loren's Superpower?</b><br/>Loren is a strong, strategic leader of the practice and a key stakeholder in the firm's overall success. He is a natural networker and is able to connect with key stakeholders across the firm and the industry.</p> <p><b>What is Loren's Superpower?</b><br/>Loren is a strong, strategic leader of the practice and a key stakeholder in the firm's overall success. He is a natural networker and is able to connect with key stakeholders across the firm and the industry.</p> |                              |
| <p><b>QUICK WIN</b></p>  | <p><b>FOCUS OF CONTROL</b></p>   | <p><b>CONSIDERATIONS</b></p> |

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## Solutions

Collaboration across firm ecosystem to produce:

- Team Playbooks
- Technology Solutions
- Training & Onboarding Resources



# Thank you!

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