

## Dick Tyler - coaching bio

I am an executive coach and business consultant to professional service organisations and their leaders. I am the former Senior Partner and Managing Partner of CMS Cameron McKenna LLP and Executive Partner (based in Frankfurt) of its European business. I have 30 years' experience as a transactional lawyer and in leadership roles in a leading multi-national professional services organisation.

In addition to being a coach, I am a member of the Faculty of Meyler Campbell. In that role, I tutor experienced business professionals either to practice as coaches or to apply coaching in their organisations at a senior level. The Meyler Campbell Business Coach Programme is the premier business coach training programme in the UK. I am also a founding fellow of the Institute of Coaching Professional Association at McLean Hospital, a Harvard Medical School affiliate.

In my coaching, I draw on the combination of my leadership experience and my experience as a top level coach and coaching tutor to bring a rare and valuable perspective to people in leadership roles.

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### My business experience

Over a 14 year period, between 2000 and 2014, I was Senior Partner and Managing Partner of CMS Cameron McKenna LLP and Executive Partner of its European business, having previously had a successful transactional practice as a mergers and acquisitions lawyer. In those roles, I had significant exposure to the leadership challenges in a people-based business and to the different phases of the economic cycle. The heart of my approach to leadership was to bring out the best in people in order to deliver business results.

I was elected to be Managing Partner when I was 39. In the following eight years, the firm's fee income and profit per partner increased by 75% and 150% respectively, the latter being greater than in any other City law firm over the same period. The firm also won 'The Financial Times' Innovative Lawyers Award for innovation in management and featured regularly in 'The Sunday Times' Top 100 Companies to Work For. The driver for this was a values-led strategy, which I devised in conjunction with David Maister, who is widely acknowledged as one of the world's leading authorities on the management of professional services firms.

### My experience includes:

- as Managing Partner, managing the operational aspects of the firm's business and leading a team comprising the heads of its client-facing practices and business support functions
- making difficult decisions about office closures and people's pay and jobs - I was reluctant to compromise the bottom line for the sake of my personal popularity or to save the firm's face
- as Executive Partner of CMS across Europe, leading the integration of an international business with total revenues of over €800m and which now has offices in 58 cities in 32 countries and employs more than 5,000 people
- building consensus within a leadership group comprising 20 Senior and Managing Partners from 10 firms, for the vast majority of whom English was their second language
- as Senior Partner, chairing the firm's Board, carrying out a strategic review and leading the processes by which the firm made important decisions about its new London premises (its biggest investment for 25 years), international expansion and its merger with Dundas & Wilson (a 60 partner Edinburgh law firm). During my three years as Senior Partner, the firm's profits grew by over 20%
- leading the process by which the firm re-organised its partner model. This involved fundamental changes to how partner performance is managed, measured, supported and rewarded. The new model reflected the different stages in the partner lifecycle, and also codified the 'one-firm' set of behaviours expected of partners.



## My coaching

My involvement in coaching began when I was based in Frankfurt, as leader of CMS across Europe. In my role there, I was one step removed from operational management and found that the key skills that I needed were persuasion and an ability to build consensus. I undertook the Meyler Campbell Business Coach Programme in order to become better at my job and to codify my previous management experience. I found coaching as an approach to leadership both hugely stimulating and effective.

Like coaching, leadership in a professional services organisation is about allowing individuals to set their agendas and own the outcomes. Competitive advantage usually comes not from the work that leaders bring in and do themselves but from their ability to build teams that deliver consistent and high quality performance.

Having found the experience of developing others both personally rewarding and significantly additive to the bottom line, my own style of leadership evolved to become predominantly facilitative. My later years as a law firm leader were primarily about putting this into effect: having a clear sense of direction for the organisation as a whole and allowing individuals and teams the flexibility, and providing them with the support, to achieve success within that framework.

From that point on, as I spent more time coaching in my leadership role and also as a member of the Meyler Campbell Faculty and tutor of its Business Coach Programme, I was clear that I wanted my future career to be as an executive coach. While I found the experience of leading a law firm and working alongside very able colleagues profoundly satisfying, I am delighted now to have the opportunity to work on a one-to-one basis with clients who are senior leaders in a variety of different organisations and industries.

This journey has involved challenge as well as opportunity, through which I have benefited from working with my own coach. The challenges of finishing a role and leaving an organisation, navigating push-back from within and charting a course for the next stage of my career are all experiences that many senior leaders will face and which equip me better for my own coaching work with clients.



## My story

I was not born to be a lawyer. My parents met at Bletchley Park during the war and I was brought up in a modest and well-supported environment outside Cheltenham, where my father worked at GCHQ. I learnt from my parents the values of integrity, discretion and personal responsibility.

I went to a state grammar school and decided when I was 16 that I wanted to go to Cambridge and to play rugby to the best of my ability. Going to Cambridge, where I studied Geography and then Law, was the transformational event in my life. It gave me the opportunity to fulfil my academic potential and to take part in other aspects of university life to the full, on a totally level playing field.

While I was at Cambridge, I played rugby for the university when it still boasted a first class fixture list. I played in three Varsity Matches and scored a try for Cambridge against the New Zealand All Blacks. This was a competitive, physically tough, sink-or-swim environment. It stretched me to my limits both physically and mentally.

As a result, I learnt a huge amount in my late teens and early twenties about the personal commitment, leadership and teamwork that is needed to achieve high performance and the disciplines, skills and processes that make for successful teams. All this was stress-tested twice a week in front of a paying audience, with 15 opponents trying their best to stop us achieving our objective. I have drawn on this experience extensively in my leadership roles and in my coaching.

I have been described as an ISTJ with a colourful life and a sense of humour! Outside work, I am a father to two daughters in their twenties, who have demonstrated conclusively the non-applicability of coaching in the family environment. I sing in the St. Bartholomew's Hospital Choral Society, where I experience the same benefits of commitment, leadership and teamwork as I did on the rugby field.

I have recently been president of the alumni society of my Cambridge college and I sit on its development committee. I am also a director of PRIME, which is the major initiative between law firms to address social mobility issues in the legal profession, and I sit on the committee of the City of London Law Society. I live in London, Tweet sporadically and enjoy keeping fit and making the most of the cultural opportunities that London offers.

