

19-21 May 2008

London

"I found the event extremely stimulating and everyone I have spoken to has told me how enjoyable and thought-provoking they found it."

Mr Andreas Neocleous, Managing Partner, Andreas Neocleous & Co, Cyprus

"The interaction between teams was superb."

Peter Lennon, Senior Managing Partner, Lennon Heather and Company, Ireland

'The 3-day Executive MBA for Lawyers'



STRATEGIC LAW FIRM MANAGEMENT • CASE STUDY BASED LEARNING • BEST PRACTICE TIPS AND TECHNIQUES

This 3-day management development programme for private practice lawyers is a concentrated way to focus on the current management principles and techniques applied to the particular demands of the legal practice

www.falconbury.co.uk

Substantial early booking discount available
See booking form for details



Delegates will be split into **Think Tank** groups to address a challenging interactive exercises linked to all of the core modules of the programme.

LAW SOCIETY ACCREDITED

18 CPD HOURS

'A very worthwhile course, thank you'

Jonathan Smith, Head of Conveyancing, Tollers Solicitors, UK



'The 3-day Executive MBA for Lawyers'

Be a high performance manager by injecting new skills, knowledge and techniques into your role

The legal landscape is constantly changing and every day lawyers and managers within firms are facing dynamic new challenges to lead change, inspire innovation and manage increasingly complex business issues.

Firms which stay competitive over a long period of time are those that have developed a clear strategic vision and have the skill and techniques to turn strategy into a reality that can adapt and endure both internal and external change.

With a hand-picked team of presenters who have worked both within private practice and in-house departments, Falconbury have developed this intensive 3-day training programme. It will supercharge your key management skills and intellectual capital enabling you to integrate your strategic, financial, people management and business development goals to achieve consistent success.

What will this programme do for you

You train to become a lawyer, yet management seems to be one of those things that people are just left to do. This programme will provide you with a synthesis of current management principles and techniques and apply them to the particular demands of the legal practice. The avoidance of pitfalls and exploitation of opportunities comes from business acumen which is fashioned not only by experience but also by the injection of ideas and techniques from a programme like this.

What this programme will do for your firm

Investment in human capital and developing the individual delivers payback for all employers. A firm will only get effective business development from managers, who tackle successfully the difficult issues that currently confront a firm. This three-day intensive development programme will send you back to the firm with a dynamic and refreshed approach to management.

Who should attend?

- Managing partners requiring a refresher and update of key business and financial management and development techniques
- Aspiring managing partners and senior partners who need to develop a broader strategic vision and skills
- Senior law firm support staff who wish to broaden their understanding of law firm management i.e. marketing directors, HR directors etc
- Senior partners with functional management responsibilities who wish to understand the interplay between different management disciplines

Make a difference to your performance and the firm's success

This concentrated 3-day programme provides you with the unique opportunity to learn from, share best practice and gain an injection of new thoughts with colleagues from other firms and legal environments.

Key objectives of attending this programme are:

- **Learn** the principles and theories of strategic thinking in the context of law firm management
- **Examine** how your competitors influence your firm's performance
- **Master** the key financial management skills to develop, manage and meet a challenging forecast and budget
- **Benchmark** your firm in a domestic and global market
- **Analyse** how you can add value through successful client relationship management of existing clients
- **Build** a useful strategic marketing plan to encourage new clients and win new business
- **Become** an effective strategic leader to manage through change, communicate clearly, delegate efficiently
- **Gain practical techniques** to manage team members to produce high performance results
- **Benefit** from learning tips to manage and influencing difficult people

Think Tank sessions

This programme features a series of interactive Think Tank sessions where the participants come together at points during the course to review the new tools and techniques introduced during the modules. The programme director will highlight the key learning points, examine the integration between the modules in a business context and use group exercises and cases to further the participants knowledge. Participants will have the opportunity to pool their combined knowledge and learn from their peers alongside the module-based training.

'Thank you for an inspiring course'

Jens Christian Lolk, Associate,
Bech-Bruun Lawfirm, Denmark



"This programme will provide you with a synthesis of current management principles and techniques and apply them to the particular demands of the legal practice."

Module 1

Strategic thinking, finance and business management in the legal landscape

In this module you will explore the classic elements of strategic thinking and the tools and techniques associated with strategic analysis in the legal sector. It will also give you a clear understanding of the key financial management techniques you need and teach you to integrate both to achieve your goals.

LAW FIRM STRATEGY

- Developing a strategy
 - The role of the partner
 - Understanding own firm and competitors better
 - Appreciating the likely changes to the legal landscape in the coming years
 - Understanding the changes to the provision of legal services – the opportunities and threats to the structure of law firms – LLP MDP
 - Gaining investment – making a firm attractive to investors
- Implementing the strategy
 - The 5 most common headings: profitability, cashflow, growth, people and productivity
 - Getting “buy in” – the communication process
- Revising the strategy

DEVELOPING A CHALLENGING BUDGET

- Historical financial benchmarking models: domestic and global predicting fees in a sophisticated way
 - trends – ask clients – “bottom up”,
 - economic – file counts – etc
- Better approaches to departmental expenses and real control
- Breaking the fees target into something manageable
 - gearing – rates – margin
 - hours – recovery

(benchmarks for all of the above will be provided for a range of practice areas so that delegates can identify how their area is currently performing)

- The secrets of improved time recording
- Controlling work in capital
 - Work in progress – the required disciplines
 - Debtors – interim billing, money on account and better credit control

USING MANAGEMENT INFORMATION TO RUN A PROFITABLE FIRM

- Exactly what information needs to be distributed?
- The importance of training fee earners to use this information
- The monthly process to ensure the information is being managed

THINK TANKS

THINK TANK!

Module 2

Strategic marketing and client relationship management

This module concentrates on the practical aspects of marketing legal services, including how to develop focused marketing activities which map your client’s agenda to your full scope of services, rather than just the very few they know your organisation offers. By first analysing your client bases and how clients assess “satisfaction,” you will then be able to create a strategy which allows you to match their expectations. Aligning your tactics to these expectations through seamless, joined-up team working puts you in a position to turn your clients into advocates.

UNDERSTANDING YOUR MARKET

- What are we famous for?
 - The Value Proposition
- The client’s value drivers
 - Beyond fee rates
- Analysing your competition
 - Impact of MDP’s
- Who is our client?
 - Profiling the ideal client
- Which clients and how?
 - Using MIS information to find success patterns

PLANNING FOR GROWTH

- Client retention strategies
 - How to measure client profitability
 - How to manage clients out
- Client acquisition strategies
 - Widening/narrowing the client base
- Creating the marketing plan
 - Multi-country marketing
 - Aligning marketing plan and the business plan
- Marketing tactics
 - Integrating your referral network
- Implementing the marketing plan
 - Making the best use of scarce resources
 - Engaging everyone in the firm to “do marketing”
- Marketing yourself and your firm
 - PR, beauty parades, pitches, influencing skills
- The client plan
 - Contents and scope

THE WAR FOR TALENT – SHORTAGES AND TRENDS

- Finding and hiring lawyers to lead current client relationships
- Leading internal colleagues to source new clients
- Leaders in law firms and their role in client development
- Internationally mobile lawyers – shortage of lawyers, global trends and hotspots

THINK TANKS

THINK TANK!

IN-HOUSE TRAINING

Interested in this course for your firm’s senior team?

Please contact Caroline Glen on +44 (0)20 7729 6677 or email caroline.glen@falconbury.co.uk

Module 3

Developing the human capital of your firm

Talented employees want to work in firms with vision. Investment in your leadership is key in engaging and retaining talent. This module will explore how to make your firm a compelling employment proposition – therefore ensuring you and your firm maintain the competitive edge in an increasingly competitive market. It will look at your style as leader and manager, and help you to build and maintain an effective team.

LEADERSHIP

- Management and leadership – blending the two
- What is leadership – essential leadership skills
- Styles of leadership and how to develop as a leader to influence your team
- Succession planning

INSPIRATION AND MOTIVATION – THE TEAM

- Communication skills - how you use them and how to improve them to influence your team
- What is a successful team – stages of team building and criteria for effective teams
- Building a successful team – creating a vision and maintaining focus

TALENT MANAGEMENT

- Successful recruitment and retention – key drivers for acquiring and retaining the competitive edge
- How important is the culture of your firm?
- Problem solving and decision-making
- How to handle difficult behaviour as a leader
- Giving and receiving feedback for continuing effective performance



THINK TANK!

THINK TANKS

Style of Working

The programme's aim is to be practical and hands-on rather than academic. It focuses on real-life examples of professional practices and managerial skills. Presenters will be sharing their consulting and professional experience providing a series of helpful frameworks and tools in their chosen fields of expertise. It will use a blend of theory, discussion, group exercise and case study based learning to develop your skills.

“...providing you with the unique opportunity to learn from, share best practice and gain an injection of new thoughts with colleagues from other firms and legal environments.”

Expert Faculty

Our expert faculty has been put together to bring you a balanced mix of professional experience working both in and with law firms both in the UK and internationally, dynamic communication skills and a keen desire to enhance the overall business skill base within the legal sector.

Programme Director

Allyson Stewart-Allen is an internationally-recognised international marketing expert and founder of a professional services business development advisory firm following many years' experience with PwC, PA Consulting and Hay Management Consultants. She assists several well-known EU, UK and US law practices wanting to improve client referrals, internal cross-selling, the brand experience and succeeding across cultures. She is the co-author of best-selling business book “Working with Americans” and is a regular commentator in the international business press including CNN, CNBC, International Herald Tribune, Financial Times as well as spending 4-years as the Sky News Business Report programme's 'Muse of Marketing.' She is a Programme Director with London Business School's Centre for Management Development and a popular conference speaker.

Programme Presenters

Michelle Haste is Counsel and Head of Labour and Employment in the London office of US Law Firm Crowell & Moring. She qualified as a solicitor in 1991, and since then has worked for major national and international law firms, and has been responsible for providing HR advice to those firms in relation to staff and partners, as well as advising on human issues arising from mergers, in addition to advising corporate clients on labour and employment matters. Michelle regularly writes for journals and speaks at conferences, and has delivered a number of successful in-house training programmes on labour and employment issues, and team building and leadership. She is a graduate of the advanced Coach training Program of Coach U, and is a member of the International Coach Federation.

Robert Mowbray is Managing Director of MacIntyre Advisory Services. He has worked with over 300 law firms ranging from the small entrepreneurial firms to major global players providing training and consultancy support at a strategic level. Over the last 12 years he has devoted an increasing proportion of his time to the development and presentation of strategic financial and management training courses for solicitors. He is an Industrial Fellow of the Business School of Kingston University and is author of the book entitled *Maximising the Profitability of Law Firms* published by Blackstone Press. In July 2001 he was voted 'Trainer of the Year' by the legal profession. Each year he undertakes a survey on the costs of training in law firms for the Legal Education and Training Group. Robert qualified as a chartered accountant in 1983 and is also a principal in MacIntyre Hudson LLP.

Martin Piers is Global Head of Legal for Hudson, the NYSE listed international recruitment agency, and is responsible for the strategic development of the legal business across all regions. Until the summer of 2006, Martin was Head of Europe for Labour and Employment for Jones Day, the American global law firm (with over 700 partners and almost 3000 lawyers in 30 offices). His current remit includes working with law firms in respect of the management of their own talent (partner and associate) career structures and recruitment policies.

Date and Venue



19-21 May 2008
Charing Cross Hotel
The Strand
London WC2N 5HX
Tel: +44 (0)870 333 9105

Timetable

Registration is at 9am on the first day. The course consists of 2 full days of training from 9am-5.30pm. Some overnight work maybe set. The final day will start at 9am and finish at 4pm to allow extra time for travel home. Refreshment breaks and 1 hour for lunch will be scheduled each day. Participants are invited to stay for a drinks reception at the end of day 1.

Booking your place

To reserve your space on this exceptional development programme please send your booking via:

Email bookings@falconbury.co.uk
Web www.falconbury.co.uk
Call +44 (0)20 7729 6677
Fax +44 (0)20 7729 6110
Post Falconbury Ltd, 10-12 Rivington Street
London EC2A 3DU, UK

Past delegate comments from other Falconbury legal training programmes

'Gives very useful advice. Lively presentation and discussions on interesting topics'

'...excellent and very useful'

'Well presented structured – held attention. Obvious intelligence and experience of presenters'

'Knowledgeable trainers able to expand on the issue on demand'

'The standard of presenters was excellent'

'Very thorough and enjoyable'

'Friendly and gregarious trainer facilitated the course well'

IN-HOUSE TRAINING

Falconbury are aware that a public training programme may not be the solution to leadership and management issues within your firm. It may be more appropriate to involve only attendees from your firm and tailor the programme to focus on the current challenges you face as a business.

Tailoring the programme to fit your needs

We can deliver the **'3-day Executive MBA for Lawyers'** to you as an in-house tailored programme.

In this format you will benefit from the intensive, practical and challenging programme that provides a solid grounding in the essential skills and techniques all managers need. Also the programme will be developed to directly reflect your firms corporate culture and current business issues. The structure and the content of the programme can be modified to suit your logistical requirements as well as your training needs.

Extensive bank of experts

Falconbury has brought together our most motivated and forward-thinking experts to deliver tailored in-house programmes developed specifically around the needs within your firm.

All our experts have a practical commercial background and highly refined people skills. During the course of the programme they act as facilitator, trainer and mentor, adapting their style to ensure that each individual benefits equally from their knowledge to develop new skills.

Practical applied training

Our experts use a balanced blend of practical and theoretical learning. Participants always benefit from the opportunity to practice new skills and develop real competence in business management skills. A case study based on current challenges facing your firm can be developed. This will enable the attendees to examine several solutions under the guidance of our expert trainers and then take these solutions back to the workplace for implementation.

For more information please contact Caroline Glen on: +44 (0)20 7729 6677 or email: caroline.glen@falconbury.co.uk

Please quote your reference number:

Book now for **5817/**
'THE 3-DAY EXECUTIVE MBA FOR LAWYERS'

Yes I wish to attend:

19-21 May 2008, London, UK

Ref: 1067

For more than two delegates please photocopy this booking form

Early Booking Discount: The full rate for the programme is £1999/€2949 + VAT, but book **before 7 March 2008** and attend at the discounted rate of £1799/€2113.83 + VAT a saving of £200/€294.

IT IS IMPORTANT TO FILL OUT ALL THE INFORMATION BELOW

First delegate details

£1799 + VAT = £2113.83 **€2655 + VAT = €3119.63** *Early booking discount*

£1999 + VAT = £2348.83 **€2949 + VAT = €3465.08** **FULL FEE**

Mr/Mrs/Ms (surname) _____

First names _____

Job title _____

Tel _____

Email _____

Any special requirements _____

Second delegate details: (10% saving)

£1619.10 + VAT = £1902.44 **€2389.50 + VAT = €2807.66** *Early booking discount*

£1799.10 + VAT = £2113.94 **€2654.10 + VAT = €3118.57** **FULL FEE**

Mr/Mrs/Ms (surname) _____

First names _____

Job title _____

Tel _____

Email _____

Any special requirements _____

Contact details (ALL INVOICES WILL BE ADDRESSED TO THIS CONTACT)*

Mr/Mrs/Ms (surname) _____

First names _____

Job title _____

Tel _____

Email _____

Training manager _____

Organisation details

Company _____

Address _____

Postcode _____

Country _____

Tel _____ Fax _____

Payment details

NB Please note that payment must be made in advance of the event, Falconbury reserve the right to refuse admission if payment has not been received.

I enclose a cheque made payable to Falconbury Ltd PO Number _____

I would like to pay by bank transfer (BACS) payment:

In GBP Sterling (£) to Nat West Sort Code 60-04-16 • Account no. 30212820

In Euros (€) – to Nat West Sort Code 60-04-16 • Account No. 90618831
IBAN No. GB78NWBK60721190618831

NB If paying by credit card the fee will be charged in GBP Sterling (£)

Please charge my credit card Mastercard Visa

Card no. _____

Expires _____ Security number (last three digits on signature strip) _____

Or alternatively book via our secure booking form on our website or call us with your card details.

Cardholder name _____

Signature _____

* Contact details above must be those of the cardholder

5 WAYS TO BOOK

Call +44 (0)20 7729 6677

Fax +44 (0)20 7729 6110

Email bookings@falconbury.co.uk

Online www.falconbury.co.uk

Post Falconbury Ltd., 10-12 Rivington Street
London EC2A 3DU, UK

Date and location

This training course will be held on:

19-21 May 2008

Charing Cross Thistle

The Strand, London WC2N 5HX

Tel: +44 (0)870 333 9105

Fee

The fee for this three-day training programme includes all written materials, lunch and refreshments.

How to register and pay

A VAT invoice and booking confirmation will be sent within 7 days, please contact us if you have not heard anything after that time.

Payment can be made by credit card, by bank transfer (for bank account details please see payment details section of booking form) or by cheque made payable to Falconbury Ltd and posted to the address above. VAT no. 770008751. Any questions please contact **CUSTOMER SERVICES** on +44 (0)20 7729 6677. **ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT**

VAT Reclaim – International Delegates

If you are attending the course from outside the UK you can reclaim the VAT payable through HM Customs & Excise please visit their website at <http://www.hmrc.gov.uk> for a downloadable form or contact our customer services on info@falconbury.co.uk for more information.

Multiple booking discounts

A multiple booking discount of 10% is available on the 2nd and subsequent delegates booked at the same time from the same organisation. This discount can apply to any online discount but, unless otherwise stated this may not be used in conjunction with any other offer.

Accommodation

Accommodation is **not included** in the course fee but we are able to help you find accommodation in the area. Information will be sent with the booking confirmation but if you have any queries in the meantime please contact our customer services on +44 (0) 20 7729 6677.

Always read the small print

Cancellations and transfers: Once we have received the booking form the places are confirmed. Any cancellations received 14 days or more before the date of the course will be charged a 10% administration fee. After that date the full course fee will be charged. Transfers can be made free of charge up to 14 days before the event (on payment of the difference on higher value courses). NB: A maximum of one transfer is allowed. After the transfer no cancellation can be accepted and the full course fee will be charged. 13 days or less before the event no transfers can be accepted. Substitute delegates may be named.

ALL CANCELLATIONS MUST BE RECEIVED IN WRITTEN FORM

Please note: Falconbury Ltd reserve the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled Falconbury will refund the full amount and disclaim any further liability.

Data protection: The personal information provided by you on this form will be held on a database. Sometimes your details may be made available to external companies for marketing purposes. If you do not wish your details to be used for this purpose please write to: The Database Manager, Falconbury Ltd, 10-12 Rivington Street, London EC2A 3DU, UK.

Enquiries: If you have any queries about registration or payment please do not hesitate to contact our customer services department on **+44 (0)20 7729 6677**.