

Law Firms As Learning Organizations



Leadership Series

This flexible set of 7 modules is usually presented as a 4-day series over 4–6 weeks. Between classes, participants test the theories and management laws, and practice skills acquired in the engaging classroom activities.

These challenging sessions go beyond the basics. Participants are prompted to expand their vision to see the impact of their actions on the firm as a whole. They leave class inspired to continue their professional development and manage in new and effective ways.

Managers and directors are encouraged to think independently and continue to demonstrate initiative and good judgment. Participants find the content rich, much of it new, and the training methodology stimulating.

Leadership Series Course Summaries



Leadership & the Law

Leadership—the competitive edge for the 21st century. According to *Business Week*, 134 companies spent \$210 million to enroll over 21,000 employees in leadership programs! This thought-provoking program links leadership to change. Participants agree on changes predicted for law firms. They determine leadership traits and behaviors required to lead in the new environment and individually consider how to succeed. They comb results of years of research and review current thought leaders' theories. Freud's theory of *Transference*, recently revived under the leadership umbrella, is presented as a helpful leadership tool. Teams compete in a challenging, creative puzzle activity based on legal industry facts and terminology.

Solving Problems & Making Decisions

Leaders make decisions and solve problems daily and feel constant pressure to make GOOD decisions and deliver the BEST solutions FAST. This program explores techniques for decision making and problem solving as well as the added twist for leaders—which decisions do you make alone versus with the team? The Vroom Model of Decision Making is presented as a practical tool for "deciding how to decide." Participants explore a wide variety of tested decision making methods to use alone or with the team. Finally, participants solve real-life problems using convergent and divergent thinking in a problem-solving process.



Gaining Control: Managing Time & Delegating Work

A new twist on time management uses a case study to reveal how to achieve greater productivity by identifying and effectively managing the *time abusers* in an organization. The class stays with the case characters to evaluate how delegating more tasks and responsibilities can free up time for managers to lead, while providing experience and growth to others. Using a 4-Step Delegation model, participants practice having the formal delegation conversation. A final rousing activity recognizes the fast pace of law firms and gives participants an opportunity to practice delegation conversations held at "the speed of business."

Creating Client Delight

This class gives us permission to say the customer is wrong!! Not heresy, but one of three laws of client delight. Taking an analytical approach to serving clients is satisfying to people who wonder why it's so hard to consistently please clients. The Service Delivery Chain concept clearly demonstrates how external clients can perceive poor service quality even though the breakdown in service is internal. In the *Wow @ Your Organization* activity, participants consider how they can consistently provide service that exceeds their clients' expectations.



Communicating Up, Down, Over & Out



Supervisors and managers often concentrate downward in their leadership roles. This module presents the case that leaders are communication "hubs" and need to communicate effectively in all directions. Workplace communication is analyzed against the tried and true Parent-Adult-Child Model, with Adult-to-Adult interactions clearly emerging as the goal. Participants explore the importance of networking and how "stepping up" networking practices can result in increased effectiveness and efficiency on, as well as off the job. A final unit on upward leadership encourages participants to consider the value they can provide to the organization by courageously managing up.

Influence & Negotiation

Better than a Broadway play! The negotiation simulation in this program draws rave reviews from participants! In this lively activity, representatives from both sides of a real-life law firm situation meet to negotiate an agreement. After intense preparation, the representatives and their cohorts in the "audience" are heavily invested in the outcome. Using influence skills and tactics presented early in the session, the negotiators try for a win-win agreement rather than a heated debate.



Team Leadership

This lively, interactive program looks at the dynamics of team leadership. Content areas include trust as the cornerstone of team relationships, the characteristics of high performing teams, a team development model, and team breakdown diagnosis. A key feature of this program is helping participants "reframe" team breakdowns—from bad, difficult and challenging to good, expected and healthy. Team breakdowns often lead to team breakthroughs and higher levels of commitment and performance! This program closes with a final competitive team activity that serves to review and reinforce many of the concepts.

The Legal Learning Consortium

Membership is restricted to law firms. The benefits of your firm joining are many:

- Free membership
- Access to a "semi-public" employee training resource and lower participant fees
- The ability to influence training content without paying for customization
- Opportunities to join peers interested in law firms as learning organizations
- A forum for staying abreast of the latest trends and practices in employee learning and performance improvement



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Location



Holt Learning's Conference Center
245 Fifth Avenue in New York City

Check Holt Learning's website for other locations.

Registration

View the schedule and fees, and register at:

www.holtlearning.com/law.htm

For information on this series, the Supervisory Series I and II, on-site dedicated training or other details, contact Suzanne Hawley at 212•689•6620, Ext. 25, or at:

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