

# Law Firms As Learning Organizations



## Supervisory Series I

In a lively and enjoyable six-course series (1 day each scheduled over a 6-8 week period), participants acquire skills specific to supervising in a legal environment. Between classes they return to the workplace eager to try their newly acquired skills. They share their experiences in each session throughout the program. The group bonds as they support each other in the learning process.

New and potential supervisors complete the training with a solid foundation of basic management skills. Experienced supervisors are refreshed and reenergized.

## Supervisory Series I Course Summaries



### The Role of the Supervisor

In this introductory class, participants turn a critical eye on themselves as they compare their own competencies, personality preferences and leadership styles to those of benchmarked highly effective legal supervisors. This comparison helps to map each person's personal, unique path through the series. Some may struggle with the transition from peer to supervisor, others wish to fine-tune certain skills, and all participants enjoy sharing experiences and challenges.

### Creating Clear Expectations

A worldwide study of 25,000 managers showed that the primary reason employees don't do what they're supposed to do is because they don't know they're supposed to do it! In this session participants use a simple model to set specific, measurable, agreed-upon, realistic and timed goals and objectives for their own organizations and each employee in them. Significant time is spent practicing proven methods for clearly communicating these objectives to employees.



### Managing Difficult People

The mantra of this class is "I cannot change others' behavior, only influence it." Participants analyze an existing or a past difficult relationship and learn how to apply basic psychological rules that discourage offensive behavior and encourage acceptable behavior. Teams compete to create and role-play fictitious scenarios that exhibit how using techniques learned in class can soften or eliminate inappropriate workplace behaviors. Finally, participants create a plan for dealing with their own "difficult person."

## Effective Interviewing

Following EEO rules and regulations and using an effective interview process avoids problems down the road. Participants learn how to read between the lines of a résumé and prepare relevant interview questions in advance. Role-playing demonstrates how using an agenda keeps control of the conversation in the hands of the interviewer. Participants observe the value of a formal evaluation, the final step in the interview process, which provides an objective measure of the candidate's qualifications.



## Coaching, Counseling & Discipline

When and why would you coach an employee? What's the difference between counseling and coaching? What are the legal issues associated with disciplining for poor performance? These questions and more are answered in this practical performance management session. Instructors and fellow classmates provide feedback as participants role play simulations of real life coaching, counseling and disciplinary conversations.

## Conducting Performance Appraisals

Employees and supervisors alike dread the annual performance appraisal! However, it can be a useful tool in the supervisor's toolkit when the appraisal is an integral part of a well-oiled performance management process. Participants learn how to make the performance appraisal a win-win for the employee and the firm. They practice creating a motivational environment for this critical conversation and role-play positive as well as awkward or potentially emotional situations.



## 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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[Click here](#) for a printable Holt Learning brochure.

## 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](http://www.holtlearning.com/law.htm)

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

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