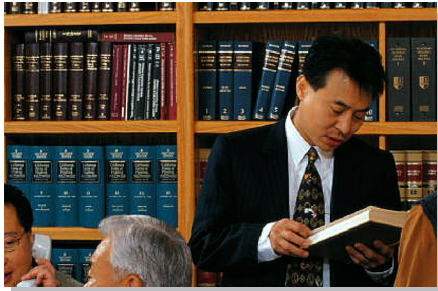


Law Firms As Learning Organizations



Supervisory Series II

Graduates of the Holt Learning *Supervisory Series I* return enthusiastically to this new *Supervisory Series II* series of classes to continue enhancing their management knowledge and skills. Experienced supervisors who did not attend the first series also become immediately engaged in this highly interactive training.

This set of 5 modules is presented as a 4-day series over a 4–6 week period. As in *Supervisory Series I*, between classes participants return to the workplace where they test the theories and management laws learned in class. They also try out their newly-

acquired skills and report back, in class, on their successes and challenges. Sharing and networking is an important benefit of the program.

This training asks participants to expand their vision and see the impact of their actions on the firm as a whole. They leave the program with a broader perspective and with inspiration to continue their professional development and manage in new and ever more effective ways.

Supervisory Series II Module Summaries



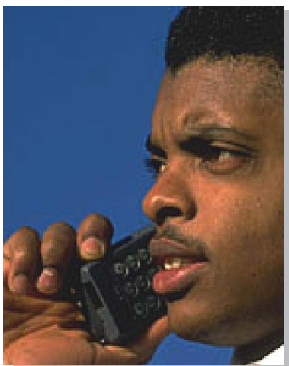
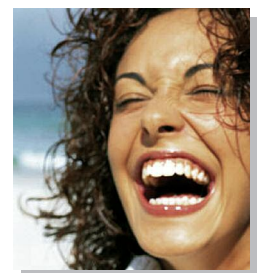
Using DiSC for Managerial Success

This module assumes that participants have a basic understanding of and skills in management topics such as recruiting and hiring staff; creating clear expectations; coaching and counseling employees; giving performance appraisals; dealing with difficult people; and knowing when and how to discipline as necessary.

This module challenges participants to be knowledgeable about the legal industry, including its history and recent changes, and their impact on the industry and their staff. Participants also explore their leadership style, the pros and cons of each style, and identify situations when it may be necessary to adapt their preferred style to the situation or person.

Creating Client Delight

Very few employees deal directly with the firm's external clients. However, all employees have internal clients. Internal clients are often the toughest to please. This class gives us permission to say the client is wrong! Not heresy, but one of three, easy to remember, laws of client delight. The other two laws show why it is so difficult to please some clients and how to create a strategy that will allow your department to "wow" your clients consistently.

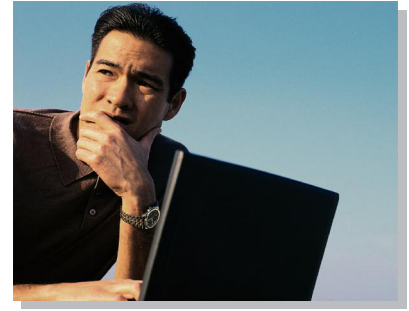


Developing Effective Communication Habits

Studying the Parent-Adult-Child model brings an acute awareness to many participants that they may be in comfortable, but ineffective, communication patterns with employees, and need to move these communications to the Adult-to-Adult level. Additionally, the importance of networks and the value of strong relationships throughout the firm, with staff, with other supervisors, and with managers and directors are discussed. Finally, five approaches to resolving conflict are examined and participants identify their preferred conflict handling approach and practice employing other approaches as may be needed.

Supervisor as Problem Solver & Decision Maker

How do you make decisions—based on first impressions as Malcolm Gladwell might suggest, “from the gut” as Jack Welch, former GE CEO advocates, or based on lengthy analysis? Do you make decisions alone or collaboratively? What’s the right decision-making style? When? Why? Participants study and practice using Yale University professor Victor Vroom’s Decision-Making model. How do you solve problems? The same old way, day after day? Participants learn to use divergent thinking techniques to find new and creative approaches to problem solving.



Manager as Delegator



What’s the difference between ineffective time managers and time abusers? Are you sending employees to time management classes needlessly? Participants learn to recognize four typical time abuser personalities and how to manage them effectively. They consider how they, themselves, may fall into one of the categories and how to deal with it personally.

An eye-opening activity reveals the power of delegating responsibilities versus delegating tasks.

Participants examine the personal beliefs that influence their delegation decisions and learn how to avoid making biased decisions regarding what to delegate to whom. A Four-Step Delegation model is presented to help supervisors delegate clearly and effectively. Recognizing that legal supervisors and their staffs are extremely busy, activities designed to build skills in delegating at the “speed of business” round out the day.



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

Location



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

Check Holt Learning’s website for other locations.



245 Fifth Avenue - Suite 1802
New York, NY 10016
212 • 689 • 6620

www.holtlearning.com

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

Registration

View the schedule and fees, and register at:

www.holtlearning.com/law.htm

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

shawley@holtlearning.com