

CENTRAL  
**LAW  
TRAINING**

**YOUR PRACTICE  
MADE PERFECT**

**Core Skills Programme**

# Contents

<b>Introduction</b>	<b>5</b>
<b>Trainers</b>	<b>6</b>
<b>Business Development</b>	<b>9</b>
<b>Management <i>and</i> Leadership Skills</b>	<b>12</b>
<b>Personal Effectiveness</b>	<b>14</b>
<b>Finance <i>for</i> Legal Professionals</b>	<b>17</b>
<b><i>The Process</i></b>	<b>18</b>

Each area is sub-divided into a number of modules.

A basic description of the key/most popular modules is given overleaf but every session is of course tailored to your individual requirements. Modules will be designed to the specific audience and are therefore appropriate to all levels of fee earners and support staff.

If you require training on any areas that are not covered then please do let us know and we will be able to arrange this.





## About Central Law Training (CLT)

CLT is the UK's leading provider of post-qualification training and accreditation for professionals working in the legal sector. We have been delivering CPD training, skills training and professional qualifications to a wide variety of law firms and other organisations across the country for over 25 years. With a nationwide programme of learning that is second to none, its administration systems and support mechanisms ensure a positive learning experience for all involved.

Fundamentally, our focus is our clients and their firm; providing them with all the knowledge and skills they need in order to be the best they can and to help them manage their work successfully and profitably.

Thousands of legal practitioners and those associated with the legal and professional services sectors undertake CLT training each year. We strive to ensure our portfolio of products and services meet the needs of professionals. We believe in innovation and are constantly investing in new ways of delivering top-quality learning from today's recognised experts, utilising the latest technologies. We research new trends, changes in the law and regulation to ensure we keep the range of topics we cover up to date so that you can be too.

It is important to us that we are local to our clients. As part of the Wilmington Group our geographical reach is unmatched, with offices in the following locations:

Birmingham | Chicago | Dubai | Dublin | Glasgow | Hong Kong | Leicester | London | Madrid | Nottingham | Paris | Singapore.

# Introduction

# Trainers

We understand the vital importance of having core skill training delivered by experts with intimate knowledge of the legal sector and the culture of top firms. The list below illustrates the background and experience of some of our key trainers:

- Former Magic Circle Director of Strategy and Global Chief Marketing Officer of a top international law firm
- Former Magic Circle Solicitor. With 10 years' in-house experience. Author of numerous books focused on core skill training within the legal sector.
- Legal Education & Training Group (LETG) trainer of the year. Author of a highly regarded book on legal core skill training. 25 years' experience of training and consulting with more than 400 firms, in over 20 countries.
- Former Managing Partner at a top 50 law firm. Currently acts as an adviser, trainer and coach to law firms and other professional service firms in the UK and abroad.
- Former Marketing & Business Development Director of a top 20 law firm. Over 20 years' experience working to improve the performance of fee earners.
- Former fee earner at a Magic Circle firm, leading US firm and other top 20 firms. Now works exclusively with top law firms on a wide range of business development skills.

This level and depth of experience means all our speakers can share insights and war stories to ensure a genuinely practical session is delivered. It also means we can match our speakers to any specific profile you may require.





# Business Development

9

9

## **Building a Professional Practice**

This module provides guidance on each of the components necessary to build a successful client practice. It covers all the principal techniques for marketing and business development required by successful professionals.

## **Creating an Effective Business Development Programme for your Practice Area**

A primary responsibility for practice group leaders is managing the revenue line of their practice. This module covers the marketing strategy and business development techniques they should use within their practice to achieve growth. It looks at how to align and motivate their practice partners in order to grow revenue per lawyer.

## **Using Networking to Build your Practice**

Most professionals build their practice from their personal network. This module covers the tools and techniques to make this an effective and enjoyable process as well as the foundation of a growing practice.

## **Using Client Meetings to Build Business**

Client meetings are an essential step in gaining business. Too often they are just industrial tourism. This module teaches the tools and techniques to turn each meeting into a professional relationship that creates a path to winning work.

## **Building your Network and a Career Path as a Professional Adviser**

Ambitious associates interested in building a career in the profession need the skills to build a portfolio of clients. This should start early. Associates need a career plan and to continuously build their network for the future. This module explains what they should be doing and the techniques for how to do it.

## **Researching Prospects and Managing a Pipeline**

Many professionals try to build their practice by serendipity. Effective rainmakers realise that a systematic and rigorous approach is the best to take. This module explains how to build a pipeline of opportunities to create a successful practice.

## **Creating and Using an Effective Client Proposition**

Clients may use you because they know you are there, but more often, they will be interested in using you because you are offering something that they need and is of interest to them. This module describes how to build your proposition and relevant client hooks.

## **Client Relationship Management: Best Practice Techniques**

Working with complex organisations means that Client Relationship Management is about a lot more than client care. This module covers how to build your share of the client's legal spend. It looks - among other areas - at client mapping, the value of client metrics, how to gain work across different practices and jurisdictions, how to motivate client teams and how to increase client engagement with your firm.

# Business Development *(continued)*

## **Pitches, Bids and Proposals**

In a more difficult market clients have become a lot more selective and price sensitive. Requests for proposals are now ubiquitous. However, the techniques for successful pitching for work are, for many, counter-intuitive. This module explains how to win in a proposal process.

## **Client Feedback Programmes**

As cost pressures increase, law firms are frequently taking their client feedback programmes in-house. This module will focus on the skills required to conduct a meaningful interview that will actually result in recommendations and be put into practise. It covers the full feedback process, from setting up and conducting client reviews to accurately capturing and working with the results.

## **Using PR to Build your Profile and Client Awareness**

Public relations are a primary means of building awareness of your services - and in a way that is perceived to be independent of the claims you make about yourself. It is a necessary complement to business development; yet how to achieve PR coverage is often misunderstood due to limited awareness of how the media operates. This module describes what you need to know and how to set about it, in order to raise your profile among clients and prospects.

## **How to Improve your Ranking in Legal Directories**

In a globalising world, selecting the right lawyer can be a daunting but critical decision. Meeting this need is the niche occupied by the Legal Directories. For any lawyer obtaining the best possible ranking provides independent affirmation of their capability, enables greater client access and is a way to compete against the leading brands. The ranking is a product not merely of what work you do but of how you handle the Directory ranking process. This module shows you how you can progressively build your rating.

## **Negotiating Fees**

In a crowded market, with lower volumes of activity, negotiating the fee is a sensitive part of gaining work. However, there is a wide range of techniques to employ in negotiating both the best and the most profitable fee for the work you do. This module covers how to get to a worthwhile price for the work you do and ensure it remains profitable.

## **Presentation Skills**

All professionals now need to be able to communicate to clients at meetings, conferences and seminars in a way that is highly professional and effective. The difference between a good and a bad presentation most often comes down to technique. This module teaches you how to present well and with impact.

## **Using Social Media**

How effective is social media as a business development tool? Should you focus all your efforts on LinkedIn, or are Facebook and Twitter equally relevant to the legal sector? Is doing something better than doing nothing? These are all questions being asked by an increasing number of the top firms, this module will help you answer them.





# Management *and* Leadership Skills

## **Selection and Recruitment Interviewing**

Distinguishing between those candidates that tell a good story from those that can actually do is a perennial issue for all managers. This module will enable you to develop powerful techniques to establish proven experience in identifying those that will thrive in today's competitive market.

## **Developing and Coaching your People to Drive Business Results**

This module focuses on exactly what is needed to effectively manage and develop both fee earners and support staff in your firm. It will help you understand and respond to different learning styles and motivations. It will also tackle performance issues, identify if ability or willingness is the problem and to recognise danger signs at an early stage. The skills covered here will be highly useful in appraisal and other performance review meetings.

## **Developing effective KPIs and Increasing Engagement in your Firm**

Increasing engagement and developing effective KPIs can play a key part in getting the best from your people. This module will enable you to understand the importance of engagement in motivating these people, effectively deploy tools to bring about engagement, identifying the best KPIs for your firm, ensuring buy-in and overcome any resistance to your strategy.

## **Appraisal Skills**

Appraisals are only effective if they are useful both in terms of time invested by the senior lawyer; and of serving a useful purpose from the junior lawyer's perspective. It should not be a form filling exercise! This module will focus on the core skills required by the appraiser to ensure this is the case.

## **Handling Disciplinary Meetings**

It is clearly important that these meetings are handled fairly and appropriately. This module shows how a disciplinary meeting should be conducted and the key skills, knowledge and approach needed for a satisfactory outcome for those involved.

## **Delegating Work to Colleagues**

This is never as easy as it sounds. Many lawyers understand that it requires a comprehensive brief, monitoring and follow up, and this module focuses on how to do this efficiently and effectively.

## **Managing Change Management**

The challenges faced by the legal sector are forcing many firms to change. Often the largest barrier for change is resistance from employees. This module will help firm management to understand the elements they bring to a changing situation and increase the chance of success. It will help you identify the source of employee resistance and develop a strategy to overcome these obstacles, determining the most effective tools to help others get through the changes.

## **Succession Planning**

Planning for the future is no easy task in the current market. This module will help you identify key roles in your firm (both now and in the future), analyse your existing partners for role suitability, recognise the gaps in your firm and develop a strategy to fill them. It will also create a leadership culture in your firm, and an understanding of the key processes and frameworks required to implement succession planning in your firm.

## **Social Media Policy**

Should you allow your employees access to social media sites? If so, which one's? How do you monitor what your employees are saying about your firm? How do you maintain brand integrity? This module will help law firm management answer these vital questions.

# Personal Effectiveness

## **Project Management**

Embracing project management skills is crucial to meeting client demands for 'more for less' and enhanced matter transparency. This module will provide you with a comprehensive understanding of legal project management principles, explain and demonstrate how these principles can be applied in practice, how to get management buy-in and help you lead effective projects to boost your firm's productivity and profitability.

## **Assertiveness Skills**

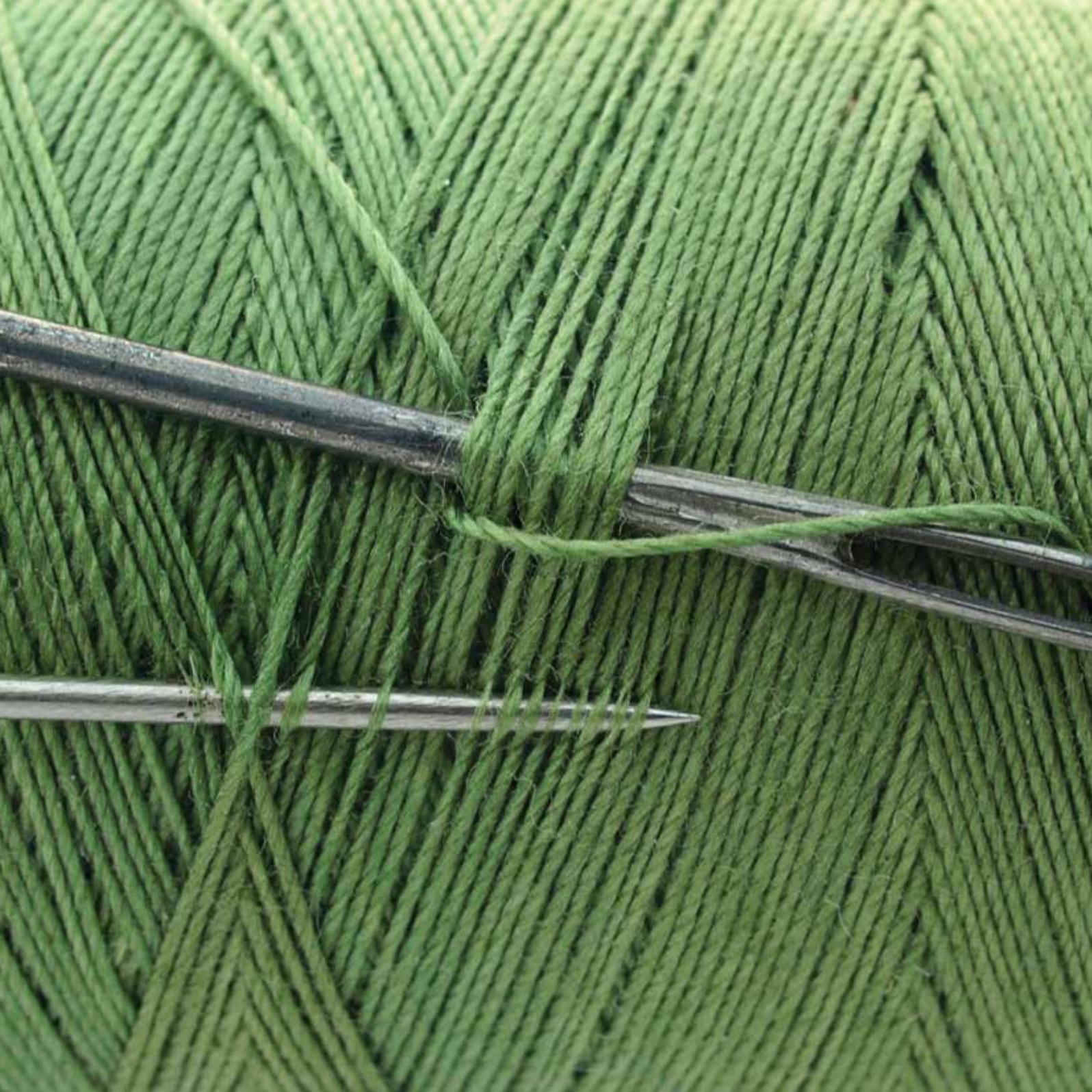
Using personal power to influence others and getting the balance right between personal and positional power is a crucial skill for fee earners. This module will help you understand how to influence different people in different situations.

## **Legal Business Writing**

This module will enable you to produce written work of a higher quality with less supervision. It will reduce your legal risk by clarifying areas that might otherwise lead to claims or contractual disputes and make your documents easier to read and more focused on client needs.

## **Time Management**

Do you feel that people could achieve considerably more in a shorter working day? Why do so many fee earners feel the need to ignore the work/life balance? Is this down to the fee earner and how they work or is it a failure to manage other people? Why do people never seem to find time for important activities such as business development, know-how, billing, cash collection and staff development? This module will help answer these questions and suggest some possible solutions.





# Finance *for* Legal Professionals

## **Understanding and Interpreting Accounts**

Are your lawyers comfortable reading the financial statements of clients and talking to them about their business? When working on commercial transactions, do they have the ability to refer in the documents produced to the accounts associated with the transaction? Do they understand accounting jargon such as EBITDA, IFRS, amortisation, cash flow, deferred tax and gearing? Do they know why clients might be interested in talking about these issues with them? Have your lawyers been trained to read accounts and identify possible extra opportunities for work from existing clients?

## **Documenting Commercial Transactions**

Do your corporate lawyers know their way around the accounting clauses of a purchase/sale agreement? Do they understand group accounts and the effect on these accounts of group acquisition and disposals? Do your banking lawyers understand the rationale for financial covenants and the reason why it is important to specify in loan documents why certain figures in the accounts need to be calculated in particular ways? Do finance lawyers understand the difference between operating and finance leases, and the implication on the accounts?

## **Understanding How Businesses Make Business Decisions**

Are your lawyers comfortable talking to clients about strategy and business planning? Do they understand how their clients go about writing a business plan? Would fee earners feel comfortable talking to clients about their budgets for the forthcoming year and whether they had appropriate management information systems in place to control the business? Do fee earners know how clients take investment decisions and do they understand terms such as payback, net present values and discounted cash flow? Could fee earners prepare a cash flow forecast and do they understand why clients will be more interested in this than their accounts?

## **SRA Accounts Rules**

Do fee earners still remember the rules they learnt on the LPC relating to if they misuse client money without even realising? Do your lawyers understand about secret profits and why they must not earn them? Have people in the accounts department had recent training or do they simply do what the partners ask? Would it be possible for someone in the firm to disappear into the sunset with a suitcase full of client money?

# The Process

The process to organise a Bespoke Course is simple:

1. Contact us to discuss how we can help
2. We will introduce you to the right speaker(s) so they can tailor the programme to meet your specific requirements
3. We will liaise with you on course logistics and provide all course materials
4. The training will be delivered at a time and location of your choice

## Contact our Bespoke Team

Tel: 0121 362 7707 | Email: [bespoke@clt.co.uk](mailto:bespoke@clt.co.uk)

## Prices

The recommended course length will vary depending on level of content and your specific requirements. Contact the bespoke team today to receive a quote.



Bespoke *Training*

---

Wrens Court | 52-54 Victoria Road | Sutton Coldfield | West Midlands | B72 1SX  
Tel: 0121 362 7707 | Email: [bespoke@clt.co.uk](mailto:bespoke@clt.co.uk) | [www.clt.co.uk/CLT-bespoke](http://www.clt.co.uk/CLT-bespoke)

IH107649