



MANAGEMENT SKILLS DEVELOPMENT PROGRAMME

A LEADERSHIP AND BUSINESS SKILLS
PROGRAMME FOR ASSOCIATES AND PARTNERS

“ *This has been an excellent course from start to finish thanks to Andrew’s knowledge, his relaxed manner and his skill at drawing out what we really think or what is really bothering us.* ”

Otterburn
Legal Consulting

LONDON | AUTUMN 2018
TO AUTUMN 2019

CAN ALSO BE
RUN IN HOUSE

COURSE FORMAT

- 12 month course
- Meet bi-monthly
- Central London location
- 10.00am – 4.00pm
- Pre-reading before each module
- Assignments after each module
- Small group
- Highly interactive
- Fee includes course reading

ANDREW OTTERBURN



COURSE OVERVIEW

Most lawyers have little formal grounding in the essentials of business; yet in today's changing environment it is vital they have the necessary skills if they and their firms are to thrive in the future.

The programme is designed for lawyers both at and below partner level and is also appropriate for in house professionals in areas such as IT, HR or marketing who want to broaden their management skills.

The focus of the programme will be on the three core areas of:

- Finance and understanding the drivers of profitability and cash
- Managing, motivating and leading people
- Developing and implementing strategy

The programme will comprise six modules together with pre-reading and work after each module and would be led by Andrew Otterburn, an experienced law firm management consultant and trainer, with input from other speakers.

Andrew Otterburn is a leading law firm management consultant who has advised around 250 firms of solicitors and barristers chambers in the UK and Ireland. He has undertaken extensive consultancy work for the Law Society of England & Wales, the Legal Services Commission and the Ministry of Justice. The 3rd edition of his book "Profitability and Law Firm Management" was published by the Law Society in 2016. He is a former vice chair of the Executive Committee of the Law Management Section and a founding member of the Law Consultancy Network.



The modules will include guest contributions from Andrew's colleagues in the Law Consultancy Network, Nicola Jones of Athena Professional, or HR, marketing and finance professionals from the participating firms.

“ The partners and managing associates in this cohort now have a deep understanding of the needs of the firm as a business and the challenges that we face and I would hope also have the skills and inspiration to meet them head on. Thank you for investing in us. ”

THE PROGRAMME IS DIVIDED INTO 6 MODULES

LAW FIRM PROFITABILITY

Understand the basics of law firm finance and the difference between profit and cash. Look at a simple set of accounts and consider the main profitability drivers. Using a case study consider the management reports firms may use.



MOTIVATING AND MANAGING A TEAM

Learn about different management styles and behaviour types. Consider what does and doesn't work in managing a team. Understand better how to "influence up" and build the trust and respect of colleagues.



WORKING CAPITAL AND CASH

Using published LLP accounts, learn about lock up and calculate lock up for your own firm and two other firms. Consider departmental lock up and profitability. In groups identify ways both may be improved.



LEADERSHIP, COMMUNICATIONS AND SELF-MANAGEMENT

Understand the differences between managers and leaders. Identify the skills required of leaders in law firms. Consider how to deal with difficult people and situations. Learn how to better manage your own time.



STRATEGY AND PLANNING

Understand why having a strategy is so important. Learn about values and what makes each firm different. Consider the business strategies for your own firm and ask what the goals may be in five years time?



MANAGING CHANGE

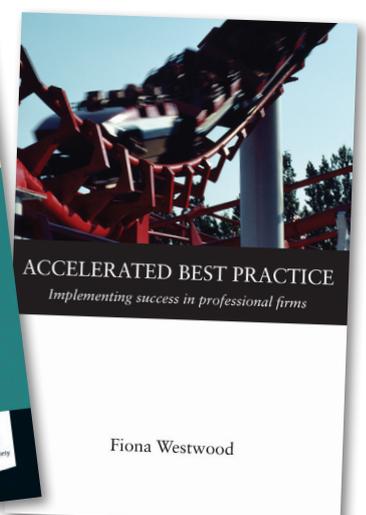
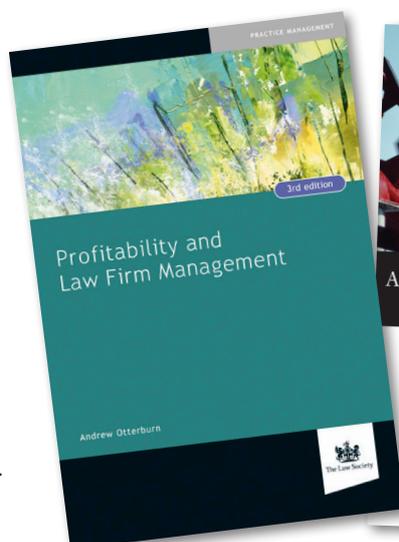
Consider the practical problems achieving change in a law firm. This module also considers the contributions people at different levels can make in achieving change. We will review options for building a business and your role in business development. We will consider key BD skills and the importance of listening.



PARTICIPANTS WILL RECEIVE COPIES OF THE TWO CORE BOOKS THAT WILL BE USED IN THE COURSE:

Otterburn, A. (2015) Profitability and Law Firm Management (3rd edition), London: The Law Society

Westwood, F. (2008) Accelerated Best Practice – implementing success in professional firms - Matador



IN HOUSE PROGRAMMES

The programme can also be run in house and this has a number of advantages:



The programme can be adapted to suit the needs of the firm



The final module would include the results of assignments the participants will have undertaken relating to key issues facing the firm – to be presented to the Management Board



Key members of the management team such as the CEO and finance director would contribute to modules



The financial and strategy modules will be based around your own figures and plans



Participants develop a better understanding of people they may spend the rest of their careers working with



The participants learn as a group



It is a great way of identifying future partners



We set up our management training programme because we wanted to ensure that our younger solicitors learned the skills that we think are required to manage a modern law firm, and to enable us to identify potential future partners not only based on their legal ability but also based on their ability to manage their own team and potentially the firm itself. The programme has been a massive success as the people who went through it are thoroughly engaged with the business, several have been promoted (including three to junior partner level) and the next generation of solicitors are very, very keen to be included on the programme when we run it again.



The fees for an in house programmes depend on the number of participants, number of modules and the degree of customisation required and are quoted on a bespoke basis for each firm.

It is generally far more cost effective to run a programme of this nature in house. The fees for in house programmes depend on the number of participants, number of modules and the degree of customisation required. They are quoted on a bespoke basis for each firm, depending on the specific needs of that firm, and are invoiced in stages through the year.

HOW TO ENROL

TO ENQUIRE ABOUT ENROLLING ON THE PROGRAMME,
CONTACT ANDREW DIRECTLY VIA:



andrew.otterburn@otterburn.co.uk



+44 (0)1484 682928

FEES FOR THE OPEN PROGRAMME IN LONDON:

One participant: £3,500 (£4,200 including VAT)

Additional participants: £3,000 (£3,600 including VAT)

Fees are per person for the six module programme and include copies of the two core books, course materials and sandwich lunch at each module, but do not include accommodation in London. Fees are invoiced in two stages of £1,750/£1,500 each, prior to commencement and half way through the programme.