

# Performance Programmes



### Leading from the inside-out

Our state of mind is the key to performance. Operating more consistently from a higher state of mind means that people make better decision, are more creative and build stronger relationships with others. We have identified four factors that are key to leading from the inside-out. This programme covers the strategies that we have identified successful partners using to lead from the inside-out.

### Leadership development for associates and business services managers

Based on three core modules: leading self, leading team and leading with clients. This programme is aimed at professionals who are being asked to lead others and teams for the first time. It is designed to help them make the transition from technical experts who are solely responsible for their own output to leaders and eventually trusted business advisors capable of managing clients and supervising and delivering the work of others.

### Mentoring skills for partners

Providing mentoring support to junior professionals is embedded in the mind-set of most partners. However, our experience tells us that not all partners have the skills necessary to be an effective mentor. In particular, they tend to be good at providing advice and being directive, but not so good at listening and asking questions. They can also get caught up on their own agendas. This, practical programme gives partners the necessary understanding and skills practice to be able to have an effective mentoring relationship.

### Giving effective feedback

All professionals require good quality feedback in order to perform at their best. When asked, professionals will say that they give good feedback, but don't receive much in return. There is therefore a skills gap that this programme addresses. Starting out with understanding the various contexts for feedback, the programme gives participants a model to use for giving feedback and then enough practice that they are ready to give good quality feedback.



### Master class for partner reviewers

Senior partners are often responsible for the performance and development of junior partners. Over the cycle of a year this can include setting annual targets, gathering and presenting evidence on performance, assessing performance and the holding developmental conversations. This master class covers all aspect of the Review Partners' role and gives them the skills necessary to provide the necessary support and challenge to their fellow partners.

### Coaching skills for partners and senior associates

Lawyers are trained to spot problems and give advice to their clients about how to fix them. They tend to follow this approach when dealing with their teams, which, whilst it may be effective in the short-term, it is unlikely to lead to sustained higher performance.

This programme provides both the theory and practice necessary develop the skills of a coach. Attendees also realise that they can also use these skills with their clients to listen to what they have to say, challenge their thinking and then co-create solutions.

### Coaching skills for managers and associates

Skilled professionals tend to be promoted as a result of their technical skills. As a new manager, these professionals then have to lead others for the first time. An easy trap for busy managers to fall into is to “tell” their teams what to do, rather than asking questions to explore understanding and option. The danger of this approach is that is can lead to a “dependency” on the manager to provide answers and the teams stop thinking for themselves.

This programme helps managers to understand the above dynamic and then provides them with the understand and practical skills to adopt a coaching approach as and when appropriate.



### Leading Change

This workshop focuses on giving leaders tools for leading themselves and their teams. The workshop focuses on self-awareness, effective communication, influence, persuasion, giving feedback and leading effective teams. The curriculum focuses on initiating, sustaining and leading change initiatives in a law firm, practice group or legal department. Each participant will develop a personal leadership plan at the end of the session, which will be the basis for the coaching sessions.

### Leading Collaboration

This workshop focuses on understanding the obstacles to building an effective team and how to create an engaged, focused and high performing team. We will discuss topics of conflict, trust, commitment, accountability and getting results. Participants will take the Leadership Practices Inventory, which is a 360 assessment that solicits feedback from those who work with and for the participant. This feedback will show which leadership practices the participant exhibits most and least frequently. Participants will use the feedback to shape their personal leadership plan. We engage in a simulation to illustrate several key leadership concepts and with modules focused on decision making and strategy development.

### Leading Innovation

We teach innovation by using Stanford University's Design Thinking process. Participants will learn a variety of tools to better understand a client's point of view (gaining empathy), brainstorm solutions (ideation), design solutions (prototype and test) and refinement of the idea. We will use these concepts in a fast-paced experience to "practice" innovation. Using a real-world client problem, teams will use the innovation tools and design thinking process to develop an innovative solution to meet a client need.

