

The Mini-MBA for In-house Lawyers

27-30 November 2018 • 25-28 June 2019 **London**



Includes: Practical exercises and interactive sessions

Business, commercial, financial and leadership skills to manage and develop a sound and strategically effective in-house legal department

This unique and interactive four-day programme has been designed to empower you to:

- **Appreciate** the strategic choices the senior management team make and how legal can effectively support those
- **Contribute** to the strategic agenda of your business through an enhanced understanding of business drivers
- **Lead and manage** successful change in your department and across the business
- **Apply** project management tools and techniques to achieve desired outcomes and cohesion within your team
- **Understand** the financial pressures of your business and how that impacts your department
- **Proactively manage** the relationship with outside lawyers including mutually beneficial fee structures
- **Build** a framework for managing and leading the department to high-performance
- **Improve** the influence you have contributing to business decisions or processes

'Well organised sessions to cover the programme and good arrangement on team discussion'

Linda Yu, Abercrombie & Fitch

'Overall the content was very good regarding internal legal function. Very useful'

Rita Branquinho Lobo, Novabase

'Very high quality speakers and discussion. The content was great and sparked good debate within the group'

Anthony Buxton, Brother International Europe Ltd

'Very good course and one I would recommend. Good mix of presenters'

Joanne Watkins, Company Solicitor, Weaver Vale Housing Trust

'The content, presentation and speakers were top-notch. I can recommend the course without reservation'

Eliud Ogutu, Senior Legal Counsel, CFC Stanbic Bank Limited

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Why you should attend

This intensive four-day programme uses up-to-date MBA thinking and techniques to focus on the real and challenging issues that are confronting today's in-house legal departments.

The expert trainers from a legal and business background will share with participants their own experiences from working as in-house lawyers and business managers. They will refer to and explore up-to-the-minute management and leadership methodologies and techniques. This programme also offers a unique opportunity to share existing best practice and establish industry-wide norms with colleagues from different organisations and countries.

Who should attend?

- Heads of legal departments
- Legal departments CEOs
- Legal affairs directors and managers
- Key corporate law team members
- Senior corporate counsel and advisors
- Private practice lawyers seeking a switch to an in-house role

What are the objectives of this course?

As a result of attending this programme, you will be able to:

- **Engage** with business colleagues when strategic choices are being made
- **Review** the role and strategy of the in-house legal function
- **Define and demonstrate** the rationale and value of the legal department to the rest of the organisation
- **Achieve** better outcomes by applying project management techniques
- **Mobilise** more effective teamwork within and outside the legal team
- **Participate** more confidently in discussions involving financial analysis
- **Withstand** cost cutting pressures by highlighting coherent resource priorities
- **Establish** strong working relationships with business colleagues in order to influence behaviour and attitudes towards legal issues
- **Manage and lead** the in-house legal team to high performance
- **Access and enhance** core leadership management techniques in the context of effective change management
- **Pursue** the best remuneration options with external law firms and gain value for money from their services
- **Examine and understand** how successful Heads of Legal have applied a commercial and strategic focus to achieve results
- **Measure and boost** the performance of the legal team through valuable assessment and coaching

Style of working

Through a balanced mix of theory, exercises, discussion and case studies this programme will utilise our highly successful and proven 'Mini-MBA' methodology. This programme will focus on a strategic agenda to examine policy issues and applications as well as detailed tactical implementation issues. It will utilise the experience of senior in-house practitioners and business consultants to provide real insights into current business and in-house legal challenges.

Please note that during the programme specific sessions may extend or shorten based on the groups discussions and specific needs.

The programme director

Mark Prebble, during his 21 years as an employed in-house lawyer, has worked for ICI and The BOC Group plc in the UK, and Biogen and SGS in Switzerland. He held the positions of General Counsel at SGS and Group Legal Adviser at The BOC Group plc. Mark has worked with in-house legal departments, providing coaching and support for in-house lawyers, wherever located, on management issues, legal department performance and projects involving raising legal awareness. He also undertakes project management work for businesses, which have no legal department, and interim management of legal departments.

The expert faculty

Graham Boyd is known for his success in leading people, business, research, strategy and multi-stakeholder dialogue. Over the past ten years his focus as entrepreneur and business transformation consultant has been on Teal, or self-managing and deliberately developmental organisations. Graham started his professional life in high energy physics and computing then moved into Procter & Gamble, where he led the successful development of new products and new organisations. At P&G he worked globally with the in-house legal team to develop strategic thinking and management skills. Since 2008 Graham has been an accomplished consultant, trainer and coach, and achieved great success with organisations and teams globally in developing their strategic decision-making skills, and empowering them to link their operations to overall business performance.

Robert Mowbray is one of the longest standing and most widely known trainers of professionals having worked in and with law, accounting and other organisations for over 25 years. He is renowned as a trainer in all things "financial" and has considerable experience of helping lawyers and professional firms to increase profitability through more efficient and effective working practices. Robert is the author of *Maximising the Profitability of Law Firms* and has trained or consulted with over 400 firms in over 20 countries. He has been voted Trainer of the Year by the Legal Education & Training Group and is the current author of the annual financial benchmarking survey organised by the Law Management Section of the Law Society. The unique experience that Robert has gained puts him in a position to independently and authoritatively help in-house legal departments understand strategic financial management and how they can build effective relationships with external law partners.

Dates and venue

27-30 November 2018
25-28 June 2019

The Cavendish Hotel
81 Jermyn Street
London SW1 6JF
Tel: +44 (0)20 7930 2111
Note: Entrance via Duke Street



Situated on prestigious Jermyn Street, St James's in the centre of Piccadilly and Mayfair, The Cavendish is very convenient for visitors who want to experience central London. The hotel is within walking distance of the best shopping areas and sightseeing landmarks. This modern, stylish building has remained at the forefront of boutique London hotels for the past few centuries. The Cavendish offers relaxing accommodation and excellent meeting space. Although located in central London, it gives you the opportunity to take a break from the hustle and bustle of the city.

Accommodation

When available we have arranged a preferential rate for accommodation at the venue. To take advantage of this price please mention **FALCON** when booking your accommodation. Web: www.thecavendish-london.co.uk
Email: enquiry.cavendish@the-ascott.com

For information on alternative accommodation solutions please visit our website: falconbury.co.uk/accommodation

Programme schedule

Registration will take place on day one at 09.00-09.30. Each day starts at 09.30 to 17.00, except day four which finishes at 16.30 to allow time for travel home. Two 15-minute refreshment breaks and one hour for lunch will be scheduled each day.

The programme

DAY ONE

Welcome, introductions and objectives setting

MODULE 1 Business strategy and strategic planning

Your strategy

- Your business has a strategy – do you know what it is?
- Is it taking you where you need to be?

Strategy, tactics and choices

- Definition
- Classic strategy development
 - Why do you exist?
 - How do you deliver value for others?
 - Who are you?
 - What performance do you need?
 - What is your message?
- Top down v bottom up strategies

Strategies for winning v strategies for success

- The difference between success and winning and when to focus on each
- Creating strategies for success
- Strategic activity systems

MODULE 2 Developing your strategy for legal services

- Building the full picture of the need and demands for legal services
- Risk appetite and corporate culture

Selecting and selling the right options for the provision of legal services

- In-house capability decisions
- External providers
- Cost implications
- **Practical exercise:** Developing a blueprint

DAY TWO

MODULE 3 Leading and managing strategic change

Strategy, change and people

- Eight levels of change
- Compelling strategies for everyone to follow

How you experience change

- Change-U
- People types and change
- Leading yourself through change
- Followership through change
- Leading others through change
- Integrating actions, beliefs, cultures and processes to enable change

The change toolkit

- Types of change
- Change readiness assessment
- Stakeholder analysis
- The politics of change
- Communication
- Influence
- Networking
- Success factors

MODULE 4 Project management and team-work

The essentials of project management

- Key elements for effective project management
- Overview of basic project management tools
- **Practical exercise:** Applying the project management approach to your work

Teamwork

- Team roles and composition
- Team membership qualities
- Team leadership qualities
- Dealing with team tensions and non-performance
- **Practical exercise:** Developing the in-house legal team

DAY THREE

MODULE 5 Understanding the business from a financial perspective

The history and the accounts

- All of the jargon around rules and the like
- The main statements and what they tell you
- How to interpret the figures to understand the business issues
- Valuing a business from the accounts – EBITDA etc.

The future and the need for business processes

- The Boardroom jargon quiz
- Business plans – why are they needed and how are they prepared?
- The use of budgets and management information to control businesses
- Why cash is king and the need for cash flow forecasts
- Investment decisions explained: Net present values, rates of return, payback periods
- **Practical exercise:** Forecasting cashflow, profit and loss and a balance sheet

MODULE 6 Managing a budget and external expenditure

Managing fees with external law firms

- Getting the best value

The problems with traditional fee arrangements

- What do law firms want?
- Understanding the cost and the cash flow

Finding ways of operating more creative and 'win-win' fee arrangements

- How do you encourage greater efficiency – the use of matter planning and pricing tools?
- Fee negotiation – making it more effective and less stressful
- Genuinely creative fee arrangements that help everyone
- Making sure there are no unforeseen surprises on fees
- Getting the engagement letter right
- Practical ways of managing scope creep

DAY FOUR

MODULE 7 People management and leadership

Understanding and fostering motivation and engagement

- Motivation theory
- Demotivation is easy
- Neutralising negativity and scepticism
- **Practical exercise:** Performance management scenarios

Emotional intelligence and leadership qualities

- Developing yourself
 - As a leader and as a manager

MODULE 8 Influencing and decision-making

- Analysing stakeholders
- Deciphering cultural differences
- Problem-solving tools and processes
- Decision-making tools and processes
- **Practical exercise:** Contributing effectively to decision-making

The view from the other side

- Learning from those in-house lawyers who have become business leaders
 - What pointers for us does their hindsight provide?
 - What best prepared them to be candidates for a business role?

Question and answer consultation session with Mark Prebble

'Mark is a very measured, interesting and authoritative presenter'

John Tayler, Head of Legal, TD Direct Investing

'Good overview of the issues which face heads of legal departments in a global environment'

Terrance W Conley, NORSK HYDRO SA

'Useful content and good presentation from Mark'

Jorgen Schou, Chief Legal Advisor, University of Southern Denmark

Book individual modules...

If you would like to choose individual modules, rather than attend the complete course, please contact Customer Services for more information on pricing on +44 (0)20 7729 6677 or email info@falconbury.co.uk

Book before 19 September 2018
and SAVE £400/€560!

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To book online go to: falconbury.co.uk/2283

Dates and venue

27-30 November 2018 Ref: 10144

25-28 June 2019 Ref: 10437

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Accommodation

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Web: www.thecavendish-london.co.uk
Email: enquiry.cavendish@the-ascott.com

For information on alternative accommodation solutions please visit our website:
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Fees and payment

EARLY BOOKING DISCOUNT

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£2199 + VAT = £2638.80 • €3079 + VAT = €3694.80

FULL PRICE

Book **AFTER 19 September 2018**

£2599 + VAT = £3118.80 • €3639 + VAT = €4366.80

Multiple booking discount for 2nd or subsequent delegates – 15%

£2209.15 + VAT = £2650.98 • €3093.15 + VAT = €3711.78

Payment options

1. Invoice which can be paid by bank transfer or credit/debit card.
2. Online through our secure website when registering.



Run this programme in-house for your whole team

Coming to Falconbury for your in-house training provides an all-inclusive service which gives you access to a wide variety of content, learning platforms and delivery mechanisms as well as your own personal training adviser who will work with you from the initial enquiry through to feedback and follow-up after the programme.

With over 600 trainers, all practitioners and experts across a huge range of fields, we can provide the training you need, where you need it, when you need it, and at a price which suits your budget. Our approach to tailored learning and development consists of designing and delivering the appropriate solution for each client.

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CONSULTATION

To get a FREE consultation and to find out how we can work with you please call **Aleksandra Beer**, our in-house training expert, on **+44 (0)20 7729 6677** or email inhouse@falconbury.co.uk

A little bit of 'Small Print'

FEE

The fee includes all meals and refreshments for the duration of the course and a complete set of course materials. If you have any particular requirements please advise customer services when booking.

PLEASE NOTE

Falconbury Ltd reserve the right to change the content and timing of the programme, the speakers, the date and venue due to reasons beyond their control. In the unlikely event that the course is cancelled Falconbury will refund the registration fee and disclaim any further liability.

The rest of the 'Small Print'; the event cancellation policy and the terms and conditions, is on our website, please visit: falconbury.co.uk/content/terms-and-conditions



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