

PROGRAMS FOR PRACTICE GROUP, OFFICE, AND CLIENT TEAM LEADERS

Sample Modules

This document outlines options for the content of a workshop customized to a firm's goals and a program's length. The highly interactive workshop is designed to ensure that each participant leaves with a clear plan for applying its guidance to his or her role.

1. The Producer-Manager Dilemma: Clarifying priorities and dealing with the time crunch

Based on a case study, this module addresses the dilemmas facing partners who have to maintain thriving practices (and a personal life) while also taking on leadership roles. It focuses in particular on the importance – and the difficulty – of spotting and dealing with long-term issues despite the unending stream of short-term pressures. The discussion concludes with a simple exercise that asks participants to decide how they will maintain focus on their leadership priorities despite having to juggle so many other responsibilities.

2. Leading Change: Moving colleagues towards a common goal

This module draws on John Kotter's research-based framework for bringing about difficult changes or leading difficult initiatives. The session provides a pragmatic approach relevant to a wide range of leadership situations, and then applies this approach to a scenario that involves leading colleagues towards a common objective. The session also asks participants to reflect on the steps they should be taking now to lay the foundation for changes they would like to accomplish during their tenure as leaders.

3. Engaging Groups in Creating Strategy: From plans to action

Group leaders often find it more difficult to persuade their colleagues to invest the time and energy to follow through with a strategy than to create the strategy in the first place. This module provides practical guidance for engaging a group's partners in creating, buying into, and executing a strategy.

4. Leading Collaboration to Develop Business

Research confirms what common-sense tells us: increased collaboration within a group and among groups can produce dramatic increases in a firm's business. This segment focuses on how group leaders can generate more collaboration within a group, making the most of each partner's strengths, and among groups, pursuing opportunities that add value for clients.

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Sample Modules (cont'd)

5. Leadership Styles

This module addresses three related topics:

- the difference between the leadership styles that are effective in the practice of law and those that are effective for leading peers,
- the range of styles employed by effective leaders, and
- the importance of using different styles in different situations.

The session asks participants to reflect about the styles that come most easily to them, and about the styles they should employ to reach their goals as leaders over the coming year.

6. Leading One-on-One: Coaching, engaging, and having difficult conversations

This module provides practical advice about conducting conversations with colleagues to encourage engagement and commitment, manage accountability and performance, and deal effectively with conflict. It uses brief scenarios to spark a discussion of the best tactics for approaching these conversations.