LAWYERS’ MANAGEMENT PROGRAM (LMP)

“Step up to your next challenge!”
LAWYERS’ MANAGEMENT PROGRAM

LMP

Madrid, May 2016

Program Co-Directors:
Moray McLaren
Director at Redstone Consultants.
Sally Woodward
Founding Principal at Sherwood PSF Consulting.

May: 35 sessions: 5 days of class in Madrid [from Tuesday to Saturday; 52 hrs.]

Integral Approach to learning
- Interaction with a world class-faculty and international guest speakers
- Lively discussion with an international peer group
- Keynote presentations; framework lectures; practical tools and techniques
- Use of case study analysis and practical exercises to test and apply learning

Requirements and participants’ profiles
Participants’ profiles will vary depending upon their jurisdiction and role. As a guide, most have at least five years’ experience as a lawyer (or in another relevant role) while some have many more. We interview each prospective participant in advance, to discuss their specific business objectives and what they will be able to both contribute to and to gain real value from the program.

Rankings:
IE Business School ranked #1 in Europe by Financial Times
IE Business School ranked #3 of non-US schools by Bloomberg
The rule of the game are changing. The traditional model for legal services – which has remained basically the same for decades if not centuries – is now being seriously challenged.

Old approaches are being shaken and sometimes broken, and as with all competitive markets increasingly “the winner takes it all”!

But once lawyers reach a certain level in their career - experience and knowledge - how can they take their career and their business to the next level?

Now in its 6th successful year, the LMP helps lawyers understand the changing environment, develop clarity on where they want to be and understand what is required in order to get there.

Join a world-class faculty for a 5-day program in Madrid where you can find the time, space and support to explore

- The changing environment for legal services: Where are you and your organization going?
- Review the options available: Where do you want to be?
- Developing a route map for your future: How do I get there, who needs to do what and when?
- Taking the team with you: Ensuring you have the right people on board then getting the best out of them?

This brochure outlines the benefits you can take from the program, and further information is available from the website at: http://www.ie.edu/execed/lmp

“"I had recently been promoted and relocated to a different part of the business – moving to Philadelphia with my family - I knew it was time to change up a gear. The LMP gave me the frameworks and practical tools I needed. I would highly recommend it to those making that next step.”

Cristina Quílez
Former Head of Legal, Sales, Projects and Services Division, Gamesa, Philadelphia; Lead Lawyer Energy, Siemens S.A
OUTCOMES: REDEFINING THE BUSINESS OF LAW

Are you wondering whether and how your firm or in-house department should respond to all the changes and challenges you read about in legal services – new entrants, new ways of competing, new ways of delivering legal services, the continuing demand for delivering more value with fewer resources / at lower cost or the increasing challenges from some Generation Y lawyers for more time and energy for life beyond work?

Or maybe you are concerned that you simply don’t have the time or other resources to keep on top of what is happening in legal services and the risks and opportunities such change presents for you, or for your organisation?

Are you being prepared for (or wanting to put yourself in a position to apply for) your next promotion – one which will see you being a leader / manager of a team or significant part of the business?

Perhaps you are looking to set up a legal services business or to supply more services to lawyers so as to take advantage for the increasing demands for legal services in all areas of business and the world?

Or are you clear about the fact that a change of strategy or approach to service delivery is required and even what changes you want to make but struggling to find a way to make these happen?

The LMP provides you with the “out of office” time to answer these challenges: firstly applying tools and analytical frameworks to each issue, then forming and finally testing your own thinking with the faculty and their peers on the course.

The outcomes include:

- An understanding of the wave of changes that we are seeing within legal services.
- Clarity as to what this means for your own organization – be that risks and opportunities – as well as the changes needed and an actionable plan to make that work.
- An external view of your business from the other side of the fence: be that of the client (in-house lawyer) or the external legal advisor (law firm).
- A clearer picture of your role as a leader, what can be expected of you or not, plus an understanding of your own leadership style – what you do well and how you can get better.
- A better understanding of what motivates your people, plus the influencing skills required to get them to where they need to go.
- A review of your operational challenges, how to better structure and organize the business.
- Ideas on how to make the change required, be that either getting buy-in to innovation or being organized or working in new and different ways.
- Above all, knowing the value that you bring to your business and the knowledge and skills required for developing a successful career.

The LMP is taught by leading academics and practitioners who are working on real-life projects, so you will gain the skills and experience to put your ideas into practice.

“The LMP allowed me to step back and take a fresh look at the business – the direction we wanted to go in and what we had to do better to get there. I left with some very clear ideas and a plan with my next steps.”

Richard Macklin
Partner, Dentons, London
PROFILE

This Program is for:

- Lawyers seeking to take their career to the next stage, be that within a law firm or in-house legal team. Many either do, or are preparing to, manage groups of lawyers.
- Alternative service providers be that entrepreneurs, start-ups and investors
- All have at least five years’ experience as a professional (be that as a lawyer or in a business position) while some have many more.

METHODOLOGY

An innovative learning model:

- Workshop sized classes and not large lecture theatres
- Shared experiences and joint learning through interactive exercises and case-studies
- Real world scenarios from business and not academic research
- Clear and practical outcomes, closing with one-to-one executive coaching

“...We have continued to grow despite the economic uncertainty, with a network now across Latin America, UK, Africa and Asia. I am grateful to the LMP for giving me a renewed vision of the “world” of legal services and my role in getting there.”

Matilde Melo de Cabral
Practice Director, PLMJ, Lisbon

WHAT THE LMP OFFERS PARTICIPANTS?

• One-to-one interaction with top-level experts who will challenge you to review your management methods and styles.
• Share experiences, exchange best practices globally – through interactive learning – developing your personal and professional networks.
• Updating management skills, learning the latest models and methodologies of the most successful of businesses.
DAY 1: WHERE ARE YOU AND YOUR ORGANISATION. UNDERSTANDING THE ENVIRONMENT
The changing environment for legal services and the risks and challenges this brings
A framework for understanding the purpose and process of making strategy
And the challenge of leading lawyers and making change happen.

DAY 2: WHERE DO YOU WANT TO BE? DEFINING STRATEGIES IN AN UNCERTAIN CONTEXT
Understanding what this means for me and my organization
Understanding our own personal approach and style – how to flex that as required
The organization and structure required to support your strategy
We finish the day with our pricing workshop - understanding the financial value and appropriate pricing of services.

DAY 3: HOW DO YOU GET THERE? MANAGING THE IMPLEMENTATION OF CHANGE
Enrolling your team, improving your people skills
Developing your strengths and recognizing your limits
The lawyer as a “coach”
Measurement and metrics in legal services
Influencing behavior through metrics

DAY 4: SUCCESS THROUGH INNOVATION
Creating the right climate for innovation
Meeting the organizational challenge: systems and processes required
Innovation with services, service delivery and business models

DAY 5: SECURING COMPETITIVE ADVANTAGE THROUGH YOUR PEOPLE
The people challenges in a changing world
Dealing with a new generation (Gen Y)
Career development and structures
Recognition and rewards, including profit sharing for partnerships
Supporting motivation and personal development in your people
Individual coaching sessions: next steps to apply learning back in the office.

“I arrived at the firm in 2008 to join the residential property team and was delighted to be asked to become a partner in July 2010. I now lead up one of our conveyancing teams and the LMP couldn’t have come at a better time. It gave me the tools, self-awareness and confidence I needed to take my career to the next stage. The one-to-one coaching on the final day was a particular help, allowing me to pull it all together with somebody who had been there before.”

Louise Dawson, Bolt Burden, London
Juan-Carlos Pastor is a professor of organizational behavior and the academic director of the Center for Global Leadership at IE. He teaches courses on organizational behavior, leadership, coaching, and managing people. He earned an M.A. in Social Psychology from Clark University, a Ph.D. in organizational behavior from the State University of New York at Buffalo, and was a Fulbright Scholar at Harvard University. Juan-Carlos is an active researcher and consultant in the area of leadership development, team dynamics and diversity management.

Jill Waymire Paine is professor of organizational behavior at IE. Her research is in the area of organizational change, leadership and motivation. More specifically, how leaders can strengthen follower engagement and commitment during change initiatives using targeted, deliberate, persuasive communication. Professor Paine has more than 15 years of experience working as an internal and external organizational development consultant for firms such as Pfizer, General Electric, Schroders, Omnimom Media Group, Bryan Cave, LLP and venture-backed technology start-ups. She has recently published a book titled Organization Change: A Comprehensive Reader.

Kevin Doolan is the managing partner of the Moller PSF group at Churchill College, University of Cambridge, and the world’s leading authority on pricing within legal services. He formerly led the commercial banking team at Eversheds LLP later becoming their Head of Client Relations. Kevin has an MBA from Henley and teaches pricing at the London School of Economics, Judge Business School (Cambridge University). He also teaches at Harvard Business School where he developed the Harvard Case Study on Pricing. In 2008 Kevin received the Financial Times Innovative Lawyers Award.

Lee Newman is dean, professor, teacher, trainer, speaker, author, and educational entrepreneur. A world leader in Positive Leadership, he is Dean of IE’s School of Human Sciences and Technology and Professor of Behavioral Science and Leadership at IE University and IE Business School. He was previously with McKinsey & Company in Chicago, and is a founder and senior manager in two technology-based start-ups in New York City (Brainstorm Interactive, and HR One). He has degrees from the University of Michigan, M.I.T. Sloan and Brown University.

Michele DeStefano is a Visiting Professor at Harvard Law School and visiting faculty lead of Harvard’s Center on the Legal Profession. A Professor of Law at the University of Miami, she is the Founder and Director of LawWithoutWalls. Recently recognized by the American Bar Association as a Legal Rebel, she is an expert in entrepreneurship and innovation in the law. Michele earned a J.D., magna cum laude, from Harvard Law School and a B.A., magna cum laude, from Dartmouth College and has been admitted to the Massachusetts, Minnesota, and District of Columbia bars.

Peter Cornell is a founding partner at Metric Capital and manages its investor relations function, as well as being a member of its Investment Committee. He joined Metric from Terra Firma where he was Managing Director in charge of Stakeholder Relationships. Previously, Peter was the Global Managing Partner of Clifford Chance, leading over 3,500 lawyers in 30 offices. During his 36 years tenure with Clifford Chance, Peter led mergers across the US, Europe and Asia. He serves on IE’s Global Advisory Board.

Richard Topp is the Company Secretary and Director of Legal Services at Carillion plc – a major player in the business services and construction fields, with revenues in excess of £4bn and more than 50,000 employees. He leads an in-house team of more than 20 lawyers focusing on the provision of innovative business solutions. In 2015 he won the Innovative European In-House Lawyer Award from the Financial Times. He has published a number of books on the in-house legal role.

Rosemary Martin was appointed as Vodafone’s Group General Counsel and Company Secretary in March 2010. She previously served as CEO of the Practical Law Group, having spent 11 years with Reuters Group PLC with the last five years as group general counsel and company secretary. Before joining Reuters, Rosemary was a partner with Rowe & Maw (now Mayer Brown). Rosemary has received a number of awards including the Financial Times Innovative Lawyer’s Special Achievement Award. In 2015, she was named Lawyer of the Year at the Legal Business Awards.

The LMP team of coaches, mentors and special guests have included:

Charles Martin, Senior Partner, Macfarlanes, London
Eduardo Ruiz Montoya, Chief of Staff, Vice President & Associate General Counsel, Hewlett-Packard, Palo Alto.
James Batham, Innovation Partner, Eversheds, Manchester
John Rigau, Vice President and General Counsel - PepsiCo Western Europe, Barcelona
Juan Coto, Executive Business Coach and Athlete’s Mental Trainer at The Alliance Coaching
Maria Hernandez, Partner, Eversheds Nica, former Corporate Compliance Ombudsman, Tyco International, Princeton
Olga Garcia, General Counsel & Company Secretary at Cubico Sustainable Investments, London
Silvia Madrid, Head of Legal, Royal Bank of Scotland, Madrid
Tony Angel, former Managing Partner Linklaters; former Global co-Chairman and Senior Partner, DLA Piper, London

COURSE DIRECTORS

Moray McLaren is a Director at Redstone Consultants, a global consultancy firm specialising within legal services. He has both worked in and advised law firms for almost 20 years, including both the global and local elite. He is Chair of the Strategy Group of the International Bar Association’s Law Firm Management Committee and a member of the Advisory Board of LawWithoutWalls. A former lawyer, he has an MBA in legal services and is a trained business coach. His latest book on strategy - 'The Da Vinci challenge, Craft services in a commoditised world?' – will be published in 2016.

Sally Woodward has thirty years’ experience working with lawyers first as an academic, and a practising solicitor; then in a senior management role in a law firm, and more recently as a consultant and leadership coach specialising in supporting lawyers through organisational and personal change. She was the first Director of Studies in Law at Newnham College, Cambridge. She spent twelve years at Freshfields using the learning from her MBA studies at London Business School to help support its rapid growth and development into a leading international firm; and her current client base as an external consultant and coach includes many international law firms.
Programs designed for legal professionals wanting to expand their vision of the legal world and develop business and management skills that are needed to respond to the new challenges facing the legal sector.

Our programs’ hallmark is the constant search for the perfect blend between the best theory and the most innovative teaching methods, as well as a constant exposure to cutting-edge legal practice, a varied and exciting clinical program, the possibility of engaging in high-level scholar research and a great exchange program. Our goal is to train fully-rounded and entrepreneurial legal professionals.

GENERAL INFORMATION

Dates and Place
Dates: May 24th - 28th 2016
Classes: Will be held every day from 8.30 am to 7.00 pm
Place: Madrid, Spain

FEES
The tuition fee is 9,500 €. It covers teaching sessions, program materials, coffees, lunches and accommodation

SPECIAL RATES
Special rates are available for IE Alumni, members of IE Alumni Association, groups of executives attending from the same organization / law firm, executives registering for more than one program and early-bird inscriptions.

ADMISSION PROCESS
Our aim is to bring together a select group of legal professionals from around the world with complementary skills, who will assist in each other’s learning and develop lifelong friendships. Please note that the size of the intake is restricted and that participants undertake a selection process designed to ensure that they will be able both to contribute and to gain full value from the program. This comprises the following steps.

1. Application
The admissions process starts upon your submission of the online application which you can find in our website: http://www.ie.edu/execed/lmp

2. Personal Interview with the Program Directors

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