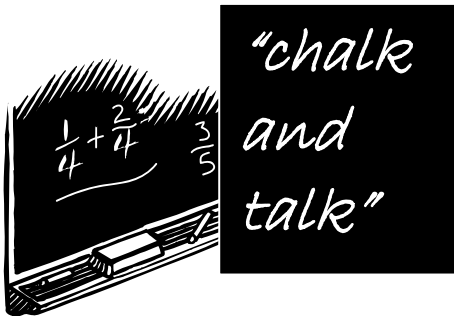




legal education & training group



LETG Newsletter Winter 2007 Special edition



Knowledge Management & the link to training

"This festive Winter edition of Chalk and Talk looks at the link between Knowledge Management and training, one of the many themes touched on at the LETG conference in November!

Check out pictures of the fun and magic being conjured at the Conference, in addition to all the usual great features....

This is the last edition of Chalk and Talk this year, so have a great festive season and happy sledding!"



Inside this Winter edition....

Table with 2 columns: Article Title and Page Numbers. Includes items like News (p 1-2), SPECIAL WINTER FEATURE (p 3-11), Recent LETG events (p 12-13), etc.

LETG News

Committee news

Farewell to Patrick McCann, Vice-Chair;

Welcome to Kathryn!

We bade a very sad adieu to Patrick McCann from BLP, who after several years of valued service on the committee hung up his hat! We all hope to see him soon in 2008.

A very warm welcome to Kathryn Lippert of Baker & McKenzie who recently joined your committee! We still have a vacancy for another committee member, and we'd be delighted to hear from any members who'd like to get involved and roll their sleeves up! We are keen to make sure the LETG's activities continue to meet members' needs and concerns; if you want to make a difference, why don't you take up the mantle?

Express your interest - email [Pauline Holland](#).

---

## Other news...

### Australian accountants move towards CPD e-learning



With professionals trying to squeeze more chargeable hours out of the day, it's not surprising to read that a recent survey has found accountants looking towards online CPD. A special FT report explores the pros and cons both from a content and a monitoring point of view - follow this [link](#).



### My, how training and development has changed in 21 years!

Celebrating its coming of age, the National Training awards are 21. But in that time, the training landscape has changed.

But how? More structure, less "sticking plaster" - does this ring true with you? Follow the [link](#) to People Management's interesting tour, with stories from organisations as diverse as Ernst & Young and Rentokil.

---

### Coaching and managing go hand in hand

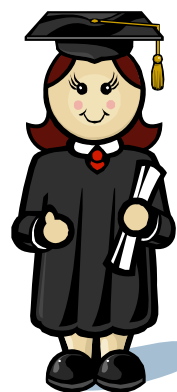
With coaching being a tool that many of you are using within your firms, this interesting short article from People Management bemoans organisations' use of coaching as a replacement for effective management. Coaching isn't a panacea and organisations should be clear why it is being used and what its outputs should be. Follow the [link](#) for some sensible guidance.



---

### Desire to learn is the key for knowledge workers

According to an article by Martyn Sloman of the CIPD in the FT, knowledge workers learn best by finding out things for themselves, and sharing acquired knowledge with others. The marked shift from training to learning presents us L & D professionals with greater challenges for the future, including how best to tailor continuing professional development. Follow this [link](#) to read more of Martyn's views in the FT.



### MBA's not be all and end all

According to the Times, executives are looking for more than off the shelf MBAs and are demanding more of business schools. Schools need to offer more tailored and cost effective solutions, but the prices remain high. For an interesting exploration of how companies are using business schools as a development and retention tool, follow this [link](#).

## Special Winter Feature:



# Knowledge management and the link to training



As those who attended the recent LETG conference will have seen, the link between managing knowledge and training is incredibly close. Ruth Ward, Head of Know How systems at Allen & Overy LLP took us through a range of social software tools that they are using to assist in their staff sharing knowledge. Later, we explored how we could use this in training.

### It isn't just IT!

How many times have we heard the words "knowledge management" used alongside "IT system"? Yes, firms use IT as a way to make storing knowledge easier and ultimately to make knowledge more accessible, but a system is only as good as the morsels of wisdom that we put in it. Just look at the precedent bank caveats we all know and love! But what can we in training and development learn from our quest in our firms to share our knowledge?

### Going beyond the training room?

How often do we bemoan the fact that the training on which we expend so much effort (both developing and organising) has no long term effect? How better might we enhance a delegate's increased knowledge from the training and ensure it is used (and indeed passed on) after the event?

There are certainly no easy answers, but a number of areas can lead in the right direction:

- Nailing the relevance of the training/learning intervention to a lawyer's day-to-day work.
- Instilling confidence in lawyers to go on and train/coach others - demystify the art
- Encouraging collaborative networks of people who can go on to learn and share knowledge after the training (one of the

things we discussed following Ruth Ward's session at the LETG conference).

We are delighted to include within this section a number of articles to further prompt and develop your thinking on how we can be more proactive about making the link between training and knowledge management become more real.

*Knowledge management: fad or business necessity?* is by Sharon Green, a former LETG member (and committee member). She set up Chiara Consulting following over 17 years of commercial experience, eight of those in the legal sector. Sharon draws on generalist HR, graduate recruitment and specialist learning and development expertise to help clients develop and deliver programmes, processes and projects to help them get the most out of their people. Sharon recently completed an interim management project for Mayer Brown as well as continuing to work with existing clients in the energy and engineering consultancy sectors.

*Knowledge management and learning and development* is by Juliet Humphries. Juliet is an experienced professional in knowledge and information management with 17 years practical experience with the legal profession. Juliet set up Pierian Spring Consulting in October 2004 and works with clients to develop and exploit their knowledge capabilities to support their business objectives. Prior to setting up as a consultant, Juliet was Director of Knowledge at Linklaters with global responsibility for knowledge and information services. Juliet qualified and practised as a corporate lawyer and became one of the first professional support lawyers in London in 1990. She has an MBA in Law Firm Management.

Juliet has written and spoken extensively on topics relating to knowledge and information management and has been actively involved in a number of working parties and research initiatives. Juliet is currently Chair of the Society for Computers and Law Knowledge Management Advisory Committee. Juliet is also on the Editorial Board of KM Legal.

*The Connection between Knowledge Management and Training* is by David Whitney. David is a professional development consultant and presenter who works closely with fresh Professional Development, [www.freshpd.com](http://www.freshpd.com)

fresh provide management and skills training and consultancy for law firms.

## Knowledge management: fad or business necessity?

Sandy Begbie, HR Director of Aegon a UK Insurance Company, was quoted ('Personnel Today' 9/10/2007) as saying the most annoying piece of management jargon was 'knowledge management; surely it is just common sense'. I don't know Sandy but I am sure he is not alone in his cynicism. I can imagine partners, lawyers and development professionals who might also share his view.

I too believe there is often an air of the emperor's new clothes about concepts and theories touted around as fact in the HR and Training world however, knowledge management (KM) is a concept that interests me. It formed the basis of my MA dissertation seven years ago. I have also come across at least one specialised KM consultant since setting up my business eighteen months ago.

What does knowledge management actually mean and what is the impact on firms and training professionals? Don't worry; the word limit of this article prevents me from sharing my entire thesis but I think it is worth exploring how we define knowledge, some of the approaches for capturing it and what KM means for you.

The concept of KM is not a new one. In recent years the importance and value of knowledge has gained increasing prominence. This can be attributed, in part, to an economy focused less on products and more on services resulting in knowledge being viewed as a source of competitive advantage. This is particularly the case in certain industries like software development and financial services and the rise in IP law is testament to this.

Some firms might commoditise their products but for a large number of them the know-how of their lawyers is often quoted as key in differentiating the firms work and service to clients. The global reach of many firms is also a driver to communicate effectively with all staff, create a unified brand as well as share and gain leverage from individual, team and organisational knowledge.

### How do we define knowledge?

Knowledge can be defined simplistically as **explicit** or **tacit**.

**Explicit knowledge** is viewed as tangible, easily identifiable, formal, systematic and able to be made a requirement therefore, it is argued, it can be shared more easily (Nonaka 1991\*). Capturing explicit knowledge often points towards the IT, KM or Information Services teams in firms as it favours a technical solution. KM systems, precedent banks, e-bibling, e-learning, deal rooms, internal intranets, chat rooms, podcasts, blogs, wikis and social networking sites can all be seen as systems based methods for capturing, facilitating or sharing knowledge.

It is a logical next step to view explicit knowledge as a tangible asset that can be measured; hence terms like 'intellectual capital' being used as well as or instead of human resources.

**Tacit knowledge**, on the other hand, can be highly personalised, hard to formalise, difficult to communicate and often lies hidden in what can be termed individualised, intuitive responses or routines (again Nonaka 1991). By viewing knowledge as tacit we highlight obvious deficiencies in taking a purist systems based approach. How can you use a system to harness, categorise

and share knowledge if it is often contained in the rituals and routines of 'the way we, or even I, do things around here'? How easily can it be captured or measured?

To capture tacit knowledge is often harder to achieve and requires an organisational development approach concentrating on processes, practices and systems that facilitate the sharing of knowledge within a firm and between individuals. This might take the form of capturing new knowledge as it enters an organisation following up on induction and integration of new staff, conducting systematic deal reviews to capture lessons learned following a transaction, adjusting performance appraisal and reward systems to encourage knowledge sharing and penalise those who view knowledge as their own intellectual property to be used to increase their own commercial value. I am sure you can think of many more examples to add to this short list.

However you categorise knowledge in theory, the reality in many firms and organisations is a little different. "Unlike traditional raw material, knowledge usually isn't coded, audited....it's scattered, messy and easy to lose" (Galaghan).

How many times on projects have you heard the barriers being erected? "This is my personal information". "What about client confidentiality?" "What will happen to me if I share?" "I don't have time on top of other work". Whether these concerns are legitimate or not, whether they are overtly or covertly expressed, they belie the complexity of effective knowledge management.

A key challenge, very relevant to firms and the HR and training teams, is the competition amongst professionals. It "often inhibits sharing and assigning credit for intellectual contributions is difficult because professionals knowledge is their power base, strong inducements to share are necessary" (Quinn 1998). KM goes right to the heart of the employment relationship, the psychological contract, between the firm and the individuals within it. Making links between firm-wide projects like KM and processes like reward and performance management/appraisals are essential to try and overcome these challenges and promote cultural change.

### **What does this mean for HR and development professionals within law firms?**

By viewing knowledge as two distinct types and placing them as opposites on a continuum there is an obvious danger of creating a superficial and simplistic distinction. It might imply that there is not room for a hybrid, sophisticated or blended approach to capturing knowledge within firms, where a number of legal and support functions can play legitimate roles.

There are many challenges surrounding effective KM that point to tackling it holistically, strategically and on a number of levels using various methods and tools. I know that in many larger firms KM is viewed in this way, as a long-term goal involving a number teams working on multiple projects. Is this the case for all firms who might struggle with resource levels, budget constraints or wonder where to start?

I feel strongly that by concentrating on the explicit, 'hard' knowledge and taking a purely systems based approach led by technology itself we are in danger of missing the tacit, 'soft' aspects of KM where HR and development professionals have the experience, impact and ability to add value. It also perpetuates the concentration on the obvious tangibles rather than trying to tackle the deeper aspects of learning and knowledge that are harder to uncover, capture and harness.

This article has been a quick canter through KM, which I hope you can see is a very broad church. I have not had time to touch on the ways, in addition to being a member of the LETG, in which training professionals can share knowledge with each other. How many of you have a

wiki or share knowledge online through professional forums? It can be very easy to forget one's own KM or professional development needs.

In my view it is important to keep abreast of areas like KM and investigate them with a critical eye. By doing this, development professionals can continue to offer a credible and valuable role in firm-wide organisational development projects.

So where do you stand on the line between KM: fad or necessity? For the record I come down to the right of centre and that is not necessarily a reflection on my personal politics!

### **References**

Nonaka, T. The knowledge creating company originally published Nov-December 1991 reissued as part of Harvard Business Review on Knowledge Management, 1998

Quinn, J.B. et al. Managing the professional intellect: making the most of the best originally published March-April 1996 reissued as part of Harvard Business Review on Knowledge Management, 1998

Galaghan, P.A. Smart Companies, published in Personnel Management, December 1997.

## Knowledge management and learning and development – by Juliet Humphries

In many ways it is a surprise that we are still even asking the question “is there a link between KM and learning and development (L&D)”. I would argue that there is a strong and unassailable connection between them at a strategic, tactical and operational level and there always has been.

In my view, the distinction between KM and L&D has been artificially exaggerated, often reflecting the vested interests of individuals, functions and firms rather than because there is a hard divide between them. Whilst in the corporate world KM may have been hijacked by the IT agenda, law firms, in the UK at least, have not suffered from this. Yet we still raise the question. Twenty years ago when KM and L&D did not exist but their predecessors know-how and training did, it would probably be fair to say that their connection seemed pretty obvious, lying as it did around the capture and dissemination of legal knowledge and practice. However, the similarities between KM and L&D have in recent years often been overlooked. In many instances the two functions are not aligned under the same leadership; do not have “joined up” strategies; and operationally may even be seeking to meet the same objectives without working towards them together or, perhaps even worse, without knowing it. However, the reality is that a successful KM organisation and a successful learning organisation end up looking pretty similar with the two disciplines sharing many of the same objectives.

They both aim to share knowledge and instil the right behaviours at an individual and firmwide level even if L&D might also focus on skills development and KM on know-how content, systems and systems architecture. At the very least one would hope that those in KM and L&D would agree that they are trying to:

- Equip the individual to develop and maintain client relationships and undertake client work to the best of their ability
- Achieve a balance between an understanding of the law and the commercial reality of doing the work
- Enable individuals and the firm as a whole to learn and develop new capabilities

The reality is that the pace at which individuals need to know new things is increasing year on year. Keeping up to date is a daily task and there is an ever pressing need for “just in time” knowledge. Whilst the training course might sit firmly within L&D and the know-how database and current awareness services within KM, does it matter to the over-worked lawyer where performance support (coaching, mentoring and informal learning), or case studies, podcasts, video clips and e-learning sit? Depending on the circumstances, for some these tools and techniques will be seen as a learning opportunity to develop their knowledge and skills for the future, for others they are a means of obtaining the right knowledge to do their current work.

At a tactical level there are many similarities between KM and L&D although they might come up the issues from different perspectives:

- KM attempts to manage lawyers tacit knowledge (that is, the knowledge inside their heads), by turning it into explicit knowledge in a form that can be easily accessed by others. Training courses and other learning opportunities are doing much the same by turning tacit knowledge and best practice skills within a firm into explicit knowledge in a form that can be easily accessed, learned and applied by others for different purposes
- KM focuses on the storage and retrieval of knowledge whilst both KM and L&D focus on how people apply their knowledge
- KM will focus in most law firms just as much on communication strategies for knowledge sharing as they will on codification strategies. Those communication strategies might be equally seen as learning and development opportunities.

At an operational level the KM and L&D functions both rely heavily on lawyers to develop content. Whilst ostensibly developed for one purpose much of the content has multiple uses. Knowledge repositories are now just as likely to contain power point presentations, podcasts or video clips as part of the firm's knowledge base as they are guidance notes and checklists. The same lawyers will be drawing on the same resources whether they are putting together a formal training event or offering informal guidance to another lawyer during the course of a matter. In firms with Professional Support Lawyers any fundamental distinction between KM and L&D seems even less meaningful as these individuals are usually heavily engaged in supporting both activities for a particular practice group.

In the early days of KM, perhaps KM aficionados thought it was in their interests to distance themselves from training, and to create a parallel knowledge agenda. Similarly those responsible for L&D may have needed to move training to the next level without the complication or distractions of the new KM discipline. However, I am not sure how much sense the separation makes today or will increasingly make in the future, particularly if we have got the message across to firms that learning does not simply equal training and KM does not equal technological solutions. If we focus on informal learning from mediums other than formal training materials the difference between KM and L&D looks distinctly blurred. The processes around KM and L&D might have differences but surely it would make sense for them to be seen as part of the same agenda?

The danger is that if KM and L&D are seen as strategically and operationally distinct functions they will seek to build on their separateness rather than promoting their common values and approaches and looking for joint ways to better support the firm's lawyers. It would be sad if the reason for still having this debate has ostensibly nothing to do with understanding the real differences or similarities between KM and L&D but comes down to organisational politics.

## **The Connection between Knowledge Management and Training – by David Whitney**

A quick glance at a recent job advert for a Director of Knowledge at a large London firm succinctly demonstrates the main elements of the relationship between knowledge management and training.

“The successful candidate will be expected:

- to develop a comprehensive know-how and training strategy; and
- to support practice team lawyers through training, know-how and systems for leveraging knowledge.”

Put another way, the job description envisages an interdependence between the firm’s knowledge strategy and its provision of learning and development if both (or either) are to be effective. Indeed an overarching knowledge strategy can provide the context in which L&D programmes are designed and run, whilst training is an essential part of the roll-out of knowledge management improvements if they are to be understood and put into practice by fee-earners as planned.

### **Knowledge Management - the big picture**

Unsurprisingly, the motivation for most firms who have KM and L&D strategies is as a means of staying competitive and profitable in a swiftly evolving legal marketplace. Underlying this general goal, however, are usually one or more of the following specific ambitions:

- to maximise internal efficiencies, in particular by reducing the costs and risks of providing traditional legal services;
- to look at new ways of conducting business and providing services to clients;
- to add value to new and existing business relationships;
- to introduce new revenue streams and reduce reliance on time-based billing;
- to develop the expertise, quality and job satisfaction of lawyers as a means of attracting and retaining the best people; and
- to differentiate the firm from its competitors and thereby continue to attract profitable work from targeted clients.

While these ambitions are likely to have been the subject of considerable debate within the management team and the partnership, there is often considerably less fee-earner insight into and understanding of (a) the firm’s strategies in these areas; and (b) the potential benefits of knowledge management both at an individual and firm-wide level.

The prize for successfully communicating the thinking behind the firm’s KM and L&D strategies can firstly be a new motivation and engagement with L&D – a common goal for all – and in time (assuming that actions and the provision of resources follow words) the creation of a knowledge acquisition and sharing culture. Of course, buy-in by fee-earners to this approach usually depends on an ability to demonstrate how a new KM procedure or skill will benefit them individually or as part of a team or why it is necessary to use it at all. Although winning the L&D ‘buy-in’ battle will often depend on firm-specific issues, there are KM and L&D matters of more general relevance which may be persuasive.

Whilst the impact of both KM and L&D are notoriously difficult to measure attempts have recently been made to gauge which firms and individuals are most innovative and therefore, by inference, have succeeded in applying their (collective) knowledge to business ends. The FT Law 50, published for the second time in July 2007, provides a unique ranking of the most

innovative lawyers and law firms operating in Europe<sup>1</sup>. Reading the rankings and supporting stories behind them vividly demonstrates how developing and leveraging knowledge can deliver major benefits to the firms which invest in KM and the learning and sharing culture required to encourage and support it. This information readily provides the basis for a KM case study or a facilitated discussion about potential projects in other firms. Alternatively, the scoring approach used in the rankings might assist in an in-house innovation analysis.

At the same time, the SRA's February 2007 discussion paper "Education, training and development for solicitors – The way ahead" anticipates a change from process to outcome driven CPD and a concomitant responsibility on solicitors to undertake personally tailored development programmes. Although the introduction of outcome based CPD may be some way off, the initiation of a debate about these issues by the SRA provides another reason for lawyers to become fully conversant with the KM and L&D strategies of their firms: in due course this will become a necessary first step towards designing their own individual tailored development plan.

### **Bringing KM strategies to life**

Mirroring the individual focus in L&D referred to above, a key part of a firm's KM strategy should be to encourage their fee-earners to develop their own knowledge strategies. Since a lawyer's individual knowledge and skills are usually cited by clients as the most important factors for them in deciding who they will instruct, the development and maintenance of that knowledge and skill is essential.

How can the L&D team assist lawyers to become better at acquiring, maintaining and using their knowledge? To help solicitors become more efficient at absorbing information some commentators<sup>2</sup> suggest training in speed-reading; listening and memory skills. Even when the basics of these skills are covered by existing training it may be appropriate to periodically revisit them by running advanced workshops and to measure their impact on individual's knowledge acquisition. Another approach, akin to the SRA's "Day One Outcomes", is for firms to expressly set out in their training and professional standards materials the knowledge and skills which each lawyer should have in a given practice area, noting possible areas of extension and further reading and (where there are deficiencies) linking back to individuals' personal development plans.

In the age of information overload two other personal KM key skills are the abilities to focus the process of knowledge acquisition and to deal effectively with the vast proliferation of materials which are now available from various physical and electronic sources. Anecdotal evidence suggests that beyond basic introductory courses about research techniques and how to use the firm's computer systems there is often little guidance or training in these areas. These topics lend themselves well to facilitated small group discussions in which fee-earners share best practice top tips ("what works and why") rather than to a more prescriptive top down approach.

A key aim of any KM initiative is to allow any given fee-earner on a matter or pitch to identify and use (as appropriate) all the knowledge within a firm on a given subject or client. This function requires interpersonal knowledge strategies<sup>3</sup>, i.e. encouragement to fee-earners to obtain key knowledge from subject experts in the firm and to subject experts to project and to share their expertise with their colleagues. Of course, the effectiveness of the interaction between fee-earners in these circumstances (and subsequently with the client to whom the relevant knowledge is to be passed) depends on the interpersonal skills of the people involved.

---

<sup>1</sup> See [http://www.ft.com/cms/s/2/95dcb508-2982-11dc-a530-000b5df10621.dwp\\_uuid=1d928f30-2984-11dc-a530-000b5df10621.html](http://www.ft.com/cms/s/2/95dcb508-2982-11dc-a530-000b5df10621.dwp_uuid=1d928f30-2984-11dc-a530-000b5df10621.html)

<sup>2</sup> See Matthew Parsons in "Effective Knowledge Management for Law Firms" (2004)

<sup>3</sup> See Matthew Parsons, *supra*

Therefore, from a KM perspective, training in interpersonal communication should be aimed at increasing the firm's social capital ("the stock of active connections among people")<sup>4</sup>, the quality of knowledge projection and the quality of client service. Commonly such training will cover conversation skills and introductions; delegation and supervision; effective working and team relationships; effective coaching and appraisal processes; listening; building trust; the effective use of e-mail; and building social networks. While training on some or all of these areas is very likely to form a substantial part of many firms' L&D programmes, in my experience the KM relevance of them is rarely covered.

Of course, what the phrase Knowledge Management usually brings to mind is the creation of precedent banks, databases and other tools designed to save fee-earner time and make their practice more effective. There is inevitably some degree of initial training for fee-earners in the use of such systems and documents but what is often lacking is L&D input and knowledge sharing at a more advanced stage aimed at allowing able users to fully leverage the knowledge embedded in them and thereby maximise the benefits they can obtain from these systems in their day to day work.

### **Summary**

My message is that for KM and L&D to work properly there needs to be good communication of the firm's strategy in these areas. Training input can (and ought to) play a part in this process to demonstrate just how great a difference good KM and L&D can make.

The development of personal and interpersonal skills is key to a good KM strategy. Even where the requisite skills are already part of a firm's training programme, however, they will often be taught / discussed in a non-KM context. Changing the packaging and presentation of personal and interpersonal skills training to emphasise KM and ongoing L&D connections can potentially provide greater 'buy-in' to courses and be an important step to building a firm-wide knowledge acquisition and sharing culture.

### **David Whitney**

---

<sup>4</sup> See "In Good Company" (2001) Don Cohen and Laurence Prusak

## Recent events report



### LETG AGM - an enthusiastic turnout and lots of canapé munching at Herbert Smith

With thanks to Richard King of Herbert Smith for extending his hospitality to the LETG, the Committee were delighted to see so many members turn out to hear our Annual report on LETG activities in 2007.

Pauline, our Chair, kicked off proceedings with a useful review of the year, including some enlightening statistics and updates:

- 8 new member firms
- Now 115 member firms in total, 226 members
- A new South West group are starting to meet

Then came Sandy, our treasurer, with the figures! Another successful year was reflected by a healthy surplus in the bank, which the committee will be looking to use wisely in furtherance of the LETG's aims and objectives and in the interest of members.



Shannon then briefly whetted our appetite for the Annual Conference to come!

Some drinks and excellent food rounded off an informal yet informative evening!

### Now that's magic! Creativity, innovation and new tricks at the 12th LETG conference 2007 in Birmingham....



Well, it's that time of year again, when all the L&D professionals throw off their shackles and embark on the annual pilgrimage to the Midlands to the big event of

the year....a.k.a The LETG Conference....(cue drumroll).

This year saw the 12th Conference taking place at the Aston Business School on 21 and 22 November in Birmingham. Even travel delays couldn't deter LETG's finest from arriving, to start their day with free gifts in the form of a briefcase, together with a rather flash pen with a hidden USB key which was cleverly loaded with all the speakers' slides.



Following the Chair's introduction, the day started with Steve Lassman, an Executive Development Consultant from Nationwide who covered the Why, What and How of talent management at Nationwide, including video footage of Professor Doug Ready. He discussed the shift of expectations in terms of a career for life towards a career for now and how it was necessary to provide robust opportunities for future leaders, whether or not they stayed with your organisation.



Following a quick comfort break, the morning continued with a lively presentation from Shirley Pointer, HR Director of the BERR, formerly the DTI. Her theme was "Innovation in Government: The Art of the Impossible". After her Monty Python references, she went on to talk about the "organ doing" approach to successful innovation. Her analogy to culture change cleverly demonstrated that if you were to put a new "organ" in an organisation, without managing the immune system and a change of lifestyle then the new organ will be damaged and the recipient will see no change or benefit. Any implant needs a holistic approach, as does any innovation. In order to do this, Shirley believes you need to be clear about the problem. She finished with "Is your innovation going to be a really good transplant or will it be spat out?"!

She also explained how she had managed to get senior managers to give 360 degree feedback publicly to each other at a management event - something we'd all like to try!

Following a lunch offering a great opportunity for networking or catching up with old faces (well, perhaps less of the "old" but well known ones....!) we saw the first of the "innovation

hours" where break out groups met to discuss the morning sessions and how the topics covered could be applied to our own legal practices, large and small. DeWinton Williams very kindly assisted with these break out sessions, together with committee members and the morning speakers.



More tea/coffee and biscuits later, we all met to hear Ruth Ward, Head of Know-How Systems at A&O talk to us. Her theme was Social Software and Networking as Informal Development Tools. A&O pioneered the use of social networks within the legal profession, being rewarded with the prestigious FT Innovation Award. Ruth made the technophobes amongst us shrink deeper into our seats (is there such a thing as techno envy?) as we felt more and more inadequate! Luckily, the following animated innovation hour discussions helped us realise that these fantastic "all singing - all dancing packages" could be applied differently at different levels for organisations of all sizes.

The last session of the day was from DeWinton Williams. Gwenllian and Michael talked about a multi-disciplined approach to Business Development and how lawyers can be taken from linear to lateral in winning business.



The evening events kicked off with a glass of bubbly, followed by dinner and lots of time to get to know fellow table members.

*" Group E: England 2-3 Croatia"*

For footie fans, it was all too much - the running commentary on the Euro qualifiers score (and whether David Beckham was playing) added to the tension, but the final whistle brought a disappointing result.



The only consolation was the magician, who arrived looking a little harassed and every now

and then you heard squeals and gasps of surprise (or the dull thud of scepticism!) as he moved around the tables performing magic tricks.



*What is Tracy looking for in his top pocket? - ed.*



movingconstellations

Day Two saw the introduction of The Nowhere Academy and the duet formed of Sue Abbotson and Terry Ingham to tell us about organisational constellations. We all arrived having read with great curiosity our pre-reading materials and eager to find out more. Following the introductory hour, the room was magically changed and Sue demonstrated their constellation approach using audience members as "props". Group discussions/questioning followed.

*" A learning carousel"*



Lunch was taken during the "Learning Carousel". Rather than have to choose between two sessions, everyone had the opportunity to see both. A very sensible approach to rainmaking was delivered by Gary Willams and Paul Denvir from the Pace Partnership and then Jeremy Cassell from Release the Potential blitzed his way through how best to push our training evaluation efforts to higher heights.

All in all, another successful event!! Here's to next year's conference, theme to follow.....

*With thanks to Tracy Clegg, Charles Russell*

## LETG Events for your diary 2008: Roll on the New Year!



### Spring 2008

As you recover from the excess that goes with the festive season, why not make a note in your diary to join us as we start another new year with good intentions and resolutions!

#### January:

Thursday 10 January 2008	The Grange Holborn, Southampton Row	 <p><b>Detox and Retox (sponsored by Altior) Guest speaker – Rob Parsons of Altior, on “Well Being at Work”</b></p> <p>Join your fellow LETG members for a healthy juice or an alcoholic tincture, and learn how to get your New Year off to a healthy happy start!</p>
5.30pm		
For more detail and booking form to reserve your place, please click <a href="#">here</a>		

### Other events provisionally planned for 2008:

**4 half day workshops** - on topics from Evaluation, and Personal Development Plans through to Development Centres

**2 Breakfast briefings** - on SRA update topics

**LETG 20<sup>th</sup> Anniversary** - annual dinner and awards

**LETG annual conference** - see our call for your comments below!

**Watch this space in the newsletter and in the newsflashes for more details throughout the year!**

---

## Can YOU help?



### We want your views on excellent themes for the Annual Conference in 2008!

What burning issues do you want to hear experts talk about?

What do you want to discuss with other members and get ideas on?

The Committee are waiting to hear your valued comments - we are here to make sure we address your needs!

Email your comments through to

[Jenny Hughes-Webb](#)

[Kathryn Lippert](#)

[Tracy Clegg](#)

---

See programme for 2008 dates	The College of Law, Moorgate, Bunhill Row, London	 <p><b>Change leadership for Business Support Professionals in Law firms</b></p> <p>A fantastic opportunity for L &amp; D and other support professionals to gain high quality, in-depth training and coaching on driving change in law firms.</p> <p>£3000 - LETG law firm members</p>
For full programme details and booking form please click here		
 <p>Change Leadership Programme flyer - No</p>		

## A day in a trainer's life!

Nick Davies, Kissing with Confidence  
<http://www.kissingwithconfidence.com/>



Mine is a rather schizophrenic existence at Kissing with Confidence, since I have two roles: one as one of the organisation's three principal trainers and another as sales director: the latter involving calling up and making appointments to see training and development professionals at organisations across the UK. Having said that, so much of our business is with law firms that a great deal of my time is spent in the City. And Monday was no exception.

However, here I am on Tuesday morning sitting with my innocent smoothie and black coffee, at a table for two in the Starbucks outside Embankment station, having a final run though of the order of play at my first stop today - Berwin Leighton Paisner.

I have 60 real estate lawyers at BLP this morning. Patrick McCann, the head of training and development there and I are doing a kind of Morecambe and Wise double act - although he's adamant that he's definitely not the 'straight man'.

The BLP gig is an unusual one because the audience is 50% BLP, UK-based, English qualified solicitors with the other 30 being lawyers from many different European countries - Holland, Spain, Denmark, Germany, Austria, Russia and Greece, to name but a few.

The overseas contingent are guests of BLP for the week and Patrick has asked us to deliver a session on business development skills, but to ensure that the delegates have lots of interaction and are fully engaged in practical exercises. Although he and I have been planning this for some months, it's only on the day that we'll really find out if what we do hits the mark.

So, I arrive at 8.45; meet up with Patrick who takes me to the training room. There is then a moving about of furniture - this is normally the case when delivering stuff to larger audiences, to ensure that the delegates can see me, the flip-chart (as a matter of policy, none of us at Kissing With Confidence ever uses PowerPoint) and that both they and I can, when required, move about freely.

But, aside from a minor shuffling of chairs the room is perfect and boasts stunning views of the Thames, sandwiched as it is between London and Tower Bridge.

Someone once opined that managing lawyers was akin to herding cats and I suppose it would have been asking too much to get 60 lawyers from about 20 different countries all to arrive at a training room at precisely 9.30, but we eventually get a full house 15 minutes later and kick things off.

The session goes well and the delegates are really positive, proving more than happy to contribute to the discussions.

Well, we finish 10 minutes later than planned and everyone leaves happy. Patrick and I have 10 minutes of debrief and an opportunity for a catch up on other training we might be able to assist him with.

I leave BLP's offices and head to Monument tube to catch the Circle Line to Liverpool Street, followed by a quick walk over to Ashurst on Appold Street.

Normally, Jo Gubbay, Ashurst's Head of Training and Development would be there to meet me, however, she's away for the day so it's a member of her team, Emma, who greets me and shows me to the small, perfectly formed training room that is to be 'home' for the next three hours.

One of the great perks of this job is that people will insist on feeding me and with most large organisation now replete with professional catering facilities, I am often greeted with what is quite literally a buffet of snacks, sandwiches, dips, crisps and fruit that would not look out of place at a footballer's wedding (minus the WAGS, of course.)

No sooner am I tucking in to a delicately manicured triangle of smoked salmon, sandwiched between two slices of granary, than the partner with whom I am to spend the next three hours appears.

He has a big speech to deliver at the end of the month and has asked for some one-to-one coaching in how best to deliver that, in addition to improving his presentation skills generally. I have arrived minus my DVD camera for this session because I just want to cover the essentials but once our session is complete, I will send him away to prepare his speech using the techniques and tips I've suggested and get him to deliver it 3 or 4 times in front of the camera, when next we meet in a fortnight's time.

This guy is responsible for a substantial team and has great people around him and it's therefore really important, when he presents to clients on behalf of his team, that he comes across as confident, assured and in a manner that leaves an audience convinced that he can do what he says.

I really enjoy this kind of session because even the most senior people really open up and reveal their insecurities and worries about being up on their feet. In fact a big part of coaching is simply reassuring them that they are not alone: experiencing exactly the same anxieties as the vast majority of other people.

At any event, the three hours flies by and after setting this partner, now my new best friend, some 'homework' I dash pell mell over to Liverpool Street to get myself back on the tube to carry me to Kings Cross, where, if I am lucky, I will just manage to jump on the 5 o'clock to Edinburgh.

I've no reservation this time round so am thankful to find a seat in the restaurant car, sitting opposite someone who - at least on first glance - appears to be 'normal' (Well, you just never know on public transport do you.)

The train departs on time and it's not long before Barry - who turns out to be the very nadir of normal - and I are in conversation, ordering our dinner and allowing ourselves the luxury of an ice-cold beer as we speed out of London to be swallowed up by the autumn night.

It turns out that Barry is the manager of The Metro Centre, the UK's first and, so I am soon to learn, biggest shopping centre. Prior to occupying this post he worked as an area manager for M&S and what with my background in retail with Russell and Bromley it's not long before we are having a really interesting chat about the retail sector, with me learning loads about the current issues facing that area of the economy.

On occasion this kind of chat can lead to an exchange of business cards and even maybe a meeting at a later date to talk about what we can do to help an organisation with its training. However, this was not such an occasion, just a chance for two blokes to natter about work, kids, commuting and the excellent food that GNER currently serves up.

Barry alighted at Darlington and the rest of my carriage, with the exception of two others and me, disembarked at Newcastle, leaving me to travel the remaining hour and a half of my journey in virtual silence; arriving outside my house at 10.15.

I love working and staying in London: for me it still remains a magical city. However, perhaps one of the reasons I adore it so much is that I am fortunate to live in a lovely old stone house within a close-knit community of seven others, on a farm in the idyllic countryside just outside Edinburgh. So, when I do arrive at my door, it is pitch black, silent, but for the sound of a nearby owl and I am left to reflect that only a matter hours ago I was standing on a crowded train on the Circle line.

---

## Want more from this newsletter?

Contact Jane Cochrane.

---

## Your LETG committee

[Pauline Holland](#), Chair, Annual Dinner, Law Society ETC

[Peter Carrick](#), Website development

[Sandy Boyle](#), Treasurer

[Karen Aubrey](#) Newsletter (mat leave from Jan 08)

[Jenny Hughes-Webb](#), Website development

[Tracy Clegg](#), Gifts

[Shannon Campbell](#)

[Rebecca Fradley](#)

[Margaret Dunmore](#)

[Liz Bryne](#)

[Kathryn Lippert](#)

[Jane Cochrane](#), LETG Administrator

[www.letg.org.uk](http://www.letg.org.uk)

## Article 1



Improving performance through people

## Trainees and The Knowledge

Cab drivers do it. They learn *The Knowledge* – a thorough understanding of the landscape in which they work. A trainee solicitor has a similar challenge. Processes and systems, the work of the practice area they have joined, precedents, legislation, the regulatory environment, compliance issues, the expectations of the senior lawyers with whom they are working, the client who pays the bills – the list of areas in which they need to acquire knowledge is daunting.

Providing guidance on how to acquire that knowledge is essential. Every firm offers an induction process and a programme of technical and legal training. Of equal importance is providing guidance on conduct. The trainee has entered new territory. The question in their mind, is urgent and immediate – *'As I find my way through this challenging terrain, how do I behave?'*

Working closely with our clients, we have developed two programmes designed to help trainees to answer that question. In the first, the focus is on conduct, confidence and communication. It provides practical advice on how to make a successful transition from academia to the workplace. The programme's central theme is building a personal brand. Trainees are helped to understand the process whereby, day by day, in every action they take, they build a personal reputation in their firm.

Trainees look at the qualities they need to have, the skills they need to develop and the behaviours they need to show. They are given some guiding principles. Among them is the spirit of volunteering. In a time-poor, time-pressured environment there is no room for the grudging conscript or the unwilling contributor. We help them with how to show energy, engagement and enthusiasm and to understand the inevitable visibility of behaviour – that everything they say and do is evidence of who they are and of the attitude and approach they bring to the work they do.

The programme offers reassurance to trainees. They have been recruited on the basis of performance and potential. In the exams they have passed and the qualifications they have gained, they have shown they can perform. More importantly, they have shown they have the potential to learn and to develop. The firm does not expect that, faultlessly and at the first attempt, they will perform to perfection every task they are given. What really matters is how they conduct themselves as they make the attempt.

'Where is the field of play?' This is a question we encourage the trainees to ask. At this moment, at twenty two minutes past midnight and nine hours out from a completion meeting, the field of play is this office – a mountain of photocopying and two dozen bundles of documents to produce by dawn. One day, you will be giving insightful, commercially focused advice on a complex cross-border acquisition. Tonight it's check the toner cartridge and get those documents in shape. That's your field of play and the only one you currently have in which to show how valuable you are.

The second workshop we run focuses on managing performance, pressure and priorities. Here, the central theme is personal leadership. Trainees get practical advice on how to take ownership of their own performance. The starting point is creating a sense of empowerment.

Competing demands from clients and more senior lawyers, brutal deadlines, an unending sequence of new challenges, the need to, again and again, go beyond their comfort zone – we help trainees accept the reality of life at the bottom of the firm's hierarchy. And then to feel powerful. To feel that they can exert influence. That they can exert control over the work they do and the progress they make.

The work we do on conduct, attitude and approach is supported by work on time management tools and techniques. Taken together, the two programmes provide a practical guide to personal effectiveness and performance.

Trainees are the future of the firm. To fulfil that destiny, they must acquire a prodigious amount of knowledge - a process that begins on the day they join. When so much is expected of trainees in terms of what they need to do, time spent in helping them learn how to be can produce significant and long-lasting rewards.

**About JSB:** With over 25 years' experience, JSB is the market leader in delivering first class training and consulting services to HR professionals and their line management colleagues in hundreds of Law Firms, throughout the UK and internationally.

**More Information:** For further comments from JSB about 'Trainees and The Knowledge' or any other areas covered in JSB In-company training, courses, conferences and seminars, contact Matthew Solon at JSB on 020 8371 7017, email Matthew at: [Matthew.Solon@jsbonline.com](mailto:Matthew.Solon@jsbonline.com) or visit [www.jsbonline.com](http://www.jsbonline.com)

## Article 2



*Improving performance through people*

### **The things they say –**

Lawyer “Am I the first one? I thought I was going to be late.

Trainer “(You are late! The others will be even later).

Trainer ‘What would you like to achieve from this programme?’

Partner ‘CPD points!’

Trainer “Before we start are there any questions?”

Lawyer “What time is lunch?”

Lawyer “I have to pop out for a couple of minutes to take a call. I’ll be right back”

Trainer (Yeah right)

Lawyer “What time is this due to finish? I have a meeting at 10:15”

Lawyer “I’m sure the email from the training department said it was a half day course”

Lawyer “Were we supposed to prepare something?”

Lawyer “I’m sure the email didn’t ask me to prepare anything – did it?”

Lawyer “What email?”

## Article 3

## **Performance Coaching in Law Firms – Maximising Your Potential**

By Nick Cromwell

Increasingly, law firms are turning towards Coaching for their staff. This drive comes not just from HR and Training departments, but also from partners and senior lawyers themselves.

When dealing with performance issues, whether this is reactive (fixing a “problem”) or proactive (improving something that is already working well) the solution in the past has often been to go on training courses. Here, I would like to pose a question; what do most training courses have in common?

The answer is that most training courses involve an element of teaching or instruction. We go to be trained, to have things done to us, to come away with more knowledge about a given topic than we would have had previously. Coaching is not training, although good trainers will employ Coaching techniques. So what is Coaching? What distinguishes it from training and what makes it so powerful?

Socrates said, “I cannot teach anybody anything, I can only make them think”. Coaching is the art of facilitating the performance, learning and development of another. It does this by enabling people to think for themselves to develop their own solutions. Because of this, it is extremely powerful. Coaching concerns the here, the now and importantly the future. If it looks to the past, it looks to the recent past in order to learn and change quickly. It is not therapy. Increasingly, in the business context Coaching is about improving performance. It does this by enabling individuals to meet their full potential and helping them to learn for themselves rather than by instructing or telling them.

Training courses can be extremely useful, especially on the technical side. If there is new legislation that we need to understand, it can be a very beneficial way to learn about this, to be able to hear from an expert. But what happens when we go higher up in an organisation? What happens when we become the expert or at least when others in the organisation expect us to be the expert? Where do we go for our support and learning then?

Recently, during a Coaching session with a senior partner and head of department in an international law firm, he recounted how when he first started working as an associate, he used to think; wouldn't it be great to be my manager, to have their level of freedom to make decisions. Later on, as a more senior lawyer himself, he thought he would have so much more time if he could attain the position of partner. As a partner, he wished to have the

influence and responsibility of the head of department, thinking again that this would give him more freedom. When he did eventually get to be head of department, things suddenly looked very different. It was only then that he began to understand that leadership does not automatically give you more time, that delegation is an art and that he now had less people to talk to. It is an old cliché, but it really can be lonely at the top.

Coaching is valuable for people at any level within an organisation. However, it is particularly useful for senior and very senior people because they will invariably have less people to talk to, have more responsibility, be under more pressure and have higher levels expectation both of themselves and by others. The head of the Intellectual Property department, for example, will be head of department because he or she is an accomplished intellectual property lawyer, not necessarily because they are an experienced manager. Coaching allows those in senior positions to look at all aspects of management. Common themes include running a department, strategy, managing a team, client relations and marketing. The coachee looks at issues in their own time and at their own pace, although the coach will use different models, tools and techniques to ensure that the Coaching session remains structured, objective and focussed on outcomes.

Coaching is more relevant now than at perhaps any point previously. We work in an increasingly competitive environment. The pressure brought about by the pace of change, increased competition (both internal and external) and the tension that can exist even within one department, for example because of the way chargeable hours are structured, and long hours are just some of the issues facing lawyers today. Many lawyers now work for firms with head offices based outside the UK, primarily in the United States. This brings pressure in terms of cultural difference and levels of expectation. Clients themselves are operating within an environment of heightened competition and law firms need to be able to respond to this. Coaching is extremely useful in providing space for objective reflection, followed by planning and finally action.

Increasingly, law firms can find themselves growing through merger, while conversely lawyers find that their area of expertise needs to be ever more focussed on one particular aspect of the law. A large part of Coaching has always been about successful change management.

Law is an especially tough profession, particularly competitive and, it has to be said, resistant at times to change. Despite this, it is my experience that this resistance to change is itself changing. More and more law firms are now embracing the concept of Coaching as a tool to increase potential and improve performance. Coaching is no longer seen (as it used to be) as a fix for problems but as a proactive way to assisting development, individually, within teams and across organisations.

About the Author: Nick Cromwell is an independent management, executive and leadership coach. He has particular expertise coaching senior lawyers, partners, heads of department and managing partners in law firms as well as directors and senior executives on the operational side. More details can be found on his website; [www.nickcromwellcoaching.co.uk](http://www.nickcromwellcoaching.co.uk)

## Article 4

## Getting a better return

Media release prepared for Karen Aubrey, LETG Newsletter, by Gary Williams, The PACE Partners

Throughout the UK, Law firms are spending thousands and thousands of pounds in developing the business development capabilities of their fee-earners. Behind this investment is a keen ambition to secure new business and generate greater top line growth. But does this investment always bring the desired return? In some firms yes, but in others there is a significant shortfall and, once back at their desks, fee-earners struggle to apply the learning. What do those firms, who reap more rewards from their business development training, do differently? In this article, we will reveal some of their secrets.

First of all, let's consider the training a lawyer typically goes through in their career. A significant proportion of it focuses on developing their technical knowledge and how that knowledge should be applied in given situations. Sometimes knowledge is tested in business simulations or real life, but essentially the learning process relies on the ability to memorise and apply technical data and information.

Most lawyers are very comfortable with this. The learning process often mirrors their academic experience, in which they usually performed very well. This is one of the reasons why business development training proves so challenging for many lawyers. Business development is a skill and as a skill has to be practised to be learnt. Part of the learning will take into account theory and process, but to be really be proficient it has to be practised. Performing well in business development requires confidence and confidence cannot occur unless there is experience on which to build it.

Another reason why business development training is often challenging for some lawyers is that practising it requires time and this is something they tend not to have a lot of. It also requires a firm culture where additional people help, coach and guide an individual to adopt the best habits.

The firms who gain a better return on their business development training have a different perspective. They recognise that

- the approach to developing a lawyer's business development capabilities needs to be different to the one developing technical know-how
- time will need to be set aside for lawyers to practise and perfect their business development skills
- support needs to be made available to assess an individual's progress and ensure good habits are formed

What form does this support take? Here are some examples.

- **Being clear about the end in mind**

The most effective business development training tends to focus on the individual and what contribution they need to make to the firm's business. This means understanding individual fee-income targets and assessing them against that person's current portfolio. If firms are

going to get a good return on their business development training investment, they need to be clear what return they want in terms of new and repeat business. Without a clear picture of where the firm is going, what it wants to achieve, what inputs are required and how those relate to individual fee-earners, it is going to be difficult to measure a development programme's success.

### **One size doesn't fit all**

Given a fee-earner's targets, it is then important to assess their capability. Great business development is a result of a several different skill-sets. Different fee-earners will have capability in different ones. Those firms that are clear about the gaps in an individual's ability make better use of the time available. They ensure that training is completely focused on addressing weaknesses and building confidence and experience in the areas most needed. In doing so, the more successful firms also tend to recognise that different people learn in different ways and adapt the development approach accordingly, for example some fee-earners learn better in a one to one environment, others like to learn and practise alongside others.

### **Just in time**

Just as it would be difficult to practise learning the piano without a keyboard, so too is it difficult to practise business development training is therefore built around a fee-earner's current and future portfolio. It works in the 'here and now' and reflects those clients the fee-earner is looking to develop. Only then can the challenges and opportunities facing the fee-earner really be tackled and the skills needed to convert business into fee-income be developed. When business development training is offered on this 'just in time' basis and focused on real clients and real situations, its effectiveness rate increases dramatically.

### **Good foundations**

Those firms that are very effective at business development, tend to have defined a robust business development process - one that isn't just proven and tested, it also works effectively alongside everything else fee-earners have to do. Such a process brings a number of benefits to the firm. It ensures that various internal support services, such as marketing, IT and knowledge management work more cohesively to support fee-earners' efforts. It also means from the client's perspective, there is a more consistent and quality approach to attracting and winning their business. For lawyers, the process prevents them from having to re-invent the wheel. They can use what time they have to perfect their skills and approach and motivate clients to want to select and work with them.

### **Ongoing support and measurement**

The more successful firms are definitely more 'hands on' when it comes to helping their fee-earners embed the right skill-set. They follow up training with activities such as further coaching, mentoring, development surgeries with external consultants and the like. The focus of these is to help their lawyers implement the new thinking back in the office, to guide people on best practice and ensure bad habits are avoided. Some firms set up buddy systems or have a champions who demonstrate what good business development looks like and help others to be equally successful. Progress is tracked to measure the effectiveness of the business development training programme. Review points ascertain what difficulties a lawyer is encountering in achieving their individual targets and during these sessions any further development needs are identified and responded to.

## Summary

Law firms are wise to invest in developing their fee-earners' commercial skills. It ensures they respond successfully to competitive pressures and grow their business. Good business development skills are accumulated through practice and experience. Those firms that reflect individual fee-earner's portfolios, targets and capabilities in the learning experience tend to develop the right skill-set more quickly. In time these firms reap the rewards of confident and highly effective business developers – lawyers who know how to package and present their technical knowledge to deliver fantastic value for clients.

▪

## ▪ Notes to the Editor

### 1. The Author - Gary Williams

Prior to joining PACE Gary was involved in business development and key client management in the commercial sector. He headed up the sales and marketing function of a number of organisations both in the UK and internationally. Having worked for several years in the professional services sector, he is able to combine his experience to help his clients win more quality business, from both new and existing clients.

### 2. The PACE Partners LLP

The PACE Partners specialises in leadership, business development and client relationship management for professional services firms. Their aim is to help organisations to improve their profitability by winning the right kind of work from the right clients at the right fees. They do this by ensuring the strategy, processes, skills and confidence are in place for effective business development and client relationship management. They have published three of the most significant UK focused books on business development in the professional services – *Growing Your Client Base: A step-by-step guide to business development in professional service*, *Creating New Clients* and *Managing Key Clients*. [www.thepacepartners.com](http://www.thepacepartners.com)

**Contact** - Michelle Gahagan - The PACE Partners LLP

t +44 (0)1932 260062 f +44 (0)1932 260011 e [michelle@thepacepartners.com](mailto:michelle@thepacepartners.com)

[www.thepacepartners.com](http://www.thepacepartners.com)

## Article 5

This article is based on the results of a survey undertaken by Viv Cole of Academy Internet, which was referred to in an LETG newflash.

## Battle of the Professions. Who is more advanced at using e-learning: accountants or lawyers?



091007 el census for  
ela sp.pdf

---