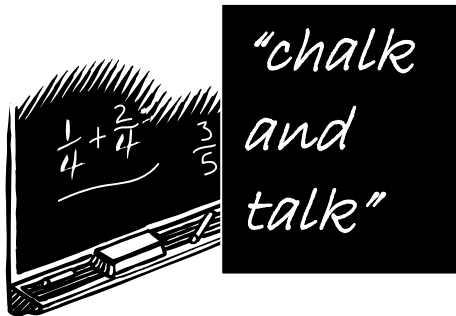




legal education & training group



LETG Newsletter

Summer 2008

Have you enjoyed your bucket & spade moment yet? If not, here's a little bit of holiday reading for you to enjoy while relaxing on the beach - a match for any Jackie Collins novel you might have been thinking about dipping into!

With the "new term" approaching, we L&D professionals start turning our thoughts to developing and shaping the careers of our next trainee intake but what about our own careers? Well, this year's conference is going to offer plenty of ideas. Read on to find out more...

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LETG News

Committee News

We're sorry to report that Shannon Campbell has decided to step down from the Committee. We'd like to thank Shannon for all her support for the LETG and wish her all the best for the future.

Annual General Meeting

13th October 2008
4.30 – 6.30 pm

This year's AGM comes with an extra-special bonus. Martyn Sloman, the adviser on learning, training and development for the CIPD, is coming along to talk to us about the research he

has been conducting for the last few years. "The Changing Role of the Trainer" will look at the role of the trainer in organisations in the modern economy and will share the findings of the CIPD on what best training practice now consists of.

The business of the AGM will follow on from Martyn's talk and we'll finish the evening with some drinks and nibbles from around 6.30pm

A booking form will be circulated shortly so please make sure you reserve your spot....

Conference Countdown...

Annual Conference 13th and 14th November 2008

Planning is well underway for our thirteenth Annual Conference, which this year will be held in the beautiful surroundings of the Chesford Grange Hotel in Kenilworth, Warwickshire (<http://www.qhotels.co.uk/hotels/chesford-grange-near-warwick-warwickshire/>)

This year, under the title of "Learning and the Legal Ladder", we will be exploring current issues in lawyer development, as well as incorporating various sessions focused on the development of L&D professionals. We are normally so busy planning training for others that we forget to develop ourselves, so we will be trying to redress the balance a bit! Some of the highlights include:

A keynote speech by Stephen Mayson, Director of the Legal Services Policy Institute, who will set the scene by discussing the importance of effective career development for law firms in the current environment. He will be joined by a panel of speakers from law firms, a law school and the recruitment industry, who, as well as answering your questions, will give practical examples from their experience of the issues we are all facing and tips for addressing them.

A selection of workshops on the theme of "The path to partner...or elsewhere?" - Whether you are interested in the best way to deliver technical legal training, competency frameworks, development centres or partner transition programmes, there

should be something here for you. We will also spend some time considering alternative career paths and work/life balance in the legal profession and how to make them work for your firm.

"Working with and influencing fee-earning professionals" - Des Woods will be running a workshop looking at the particular challenges facing support professionals in law firms and how to overcome them.

For those of you looking for innovative methods of lawyer development, **Alchemy**, who specialise in teambuilding and experiential events, will explain how to run a successful teambuilding event for a sceptical legal audience, including taking us on a (virtual!) expedition to the North Pole!

A full programme and booking form will be available in early August, so look out for the Conference Newsflash. We look forward to seeing you there!

LETG "Matched, Hatched and Dispatched"

Nothing to report this quarter but please let us know if you have any good news to share with us.

Other news...

Training Budgets: how to get the most from your pot of cash



Will my budget be slashed? A perennial headache for most of us...and never more so than in the current economic climate. Richard Chappell, MD of IT training provider Learning Tree has penned an article for Training & Coaching

Today looking at the challenge facing L&D managers to prove their training really delivers...

<http://www.personneltoday.com/articles/2008/06/13/46236/training-budgets-how-to-get-the-best-from-your-budgets.html>

Draft Apprenticeship Bill

A draft Apprenticeship Bill has been published to encourage more employers to offer apprenticeships in the workplace. John Denham, Skills Secretary, says the Government want to treble the number of apprenticeships on offer and anticipate that 1 in 5 young people will be undertaking an apprenticeship in the next decade.

22m workers will have right to request time to train by 2010

If legislation is passed, up to 22 million workers could have the legal right to request time to train by 2010, according to John Denham (*what a busy man he is!* - ed), Secretary of State for Innovation, Universities and Skills. Employers can apply for funding through the Train to Gain initiative, which will pay out over £1billion a year from 2010, hopefully helping companies to reduce the estimated £38.6million of their own money spent upskilling workers each year. To read the full article go to:

<http://www.hrmagazine.co.uk/news/index.cfm?fuseaction=fulldetails&newsUID=73bc4272-cb15-4d83-856a-7a5c79b3d682>

Identify Skills Gaps to maximise funding benefits

The chairman of John Lewis, Charlie Mayfield, has called for businesses to clearly define the skills shortages in their workforce so that they can make the most of Government funding. Describing the current position as "chicken and egg", Mr Mayfield admits that the Sector Skills Councils need to do much more to engage with the business community but that businesses could help by spelling out exactly what they need the SSCs to deliver. With SSCs currently undergoing relicensing to clarify their roles, it is possible that those under-performing may find themselves closed down altogether.

New guide for solicitors

For generations the Guide to Professional Conduct was the source of knowledge in relation to rules surrounding the profession; however, it is no more. The 1999 edition was the last and in response a new guide has been produced to assist solicitors in navigating their way through their regulatory requirements. This could be a useful resource to have to hand... - see The Gazette for more details...

The Solicitor's Handbook 2008 -
<http://www.lawgazette.co.uk/features/the-solicitor-s-handbook-2008>

L&D starts at home...

So, how often do we as Learning & Development professionals focus on our own development? Not enough according to a recent and thought-provoking column in People Management. A useful reminder and certainly time to think about our own CPD...developing ourselves and our teams; taking time for those 1:1s; networking; and attending that seminar which caught our eye, without feeling guilty! The LETG is of course on hand to assist, so read on and we look forward to seeing you soon...



News from the CIPD website

CBI warns against academic diplomas: the CBI has called for the Government to focus on improving GCSEs and A Levels rather than promoting diplomas which won't offer employers any greater value than the existing qualifications framework.

http://www.cipd.co.uk/news/_articles/cbi-warns-against-academic-diplomas.htm

Hidden skills of staff could be used to benefit businesses: Research by learndirect Business reveals 60% of staff believe they have skills beyond the workplace which their employers could tap into if only they were asked about them.

http://www.cipd.co.uk/news/_articles/hidden-skills-of-staff-could-be-used-to-benefit-businesses.htm

And finally...

Those dear folks at the CRB have admitted that mistakes lead to 700 people being wrongly branded a criminal last year! So maybe not the trainee's fault for filling the form in incorrectly...?

LETG Member sharing

Don't forget to check out the LETG website to see the really useful answers to LETG member newsflash queries - there's a wealth of helpful hints and recommendations from other members there!

Recent events report

Appraisals Workshop 21st May 2008 Jackie Godfrey, S.T.A.R Training Services

Jackie has a very engaging manner, which encourages participants to interact with her. I say this because it's true and, for the record, have not been at all influenced by the bribes - chocolates and toys - on offer!

We spent the afternoon working in groups on exercises designed to get us thinking about how to secure buy-in for appraisals and how to sell the benefits of doing appraisals to already busy people. Having the chance to talk to others about the way they tackle this was extremely valuable.

Other objectives for the afternoon included a look at giving feedback - and particularly how to give negative feedback confidently and constructively - plus a session on setting measurable objectives. We looked a lot at language and how important it is to be precise about what you mean because it is so easy for people to interpret things differently. It seems obvious when you think about it but simple things are often overlooked.

There was a great mix of HR and L&D professionals in the room, which made for a more rounded discussion. It was particularly encouraging that so many people were at their first LETG event.

I think with a subject this wide, it must be hard to decide what to focus on. It was a shame we didn't have more time to really delve into some of the issues raised but, as with showbiz, it's always best to "leave them wanting more".

*Contributed by Moira Bradley,
Jones Day*

LETG Awards and Annual Dinner 19 June 2008 Staple Inn Hall



When planning a drinks event to take place during the summer, one of your main worries is what the weather is going to be like. Thankfully, the weather held out for this year's

LETG awards dinner, which proved to be the best one ever.

The event was held, for the first time this year, at Staple Inn Hall. The beautiful rose-filled garden was the perfect setting in which to: enjoy a class, or two, of champagne; to mingle and chat with old friends; and to meet several new ones.

The delicious canapés which were distributed were rather moreish. They were edible architectural gems. It was extremely difficult to stop at just the one. The canapés whet our appetites for what was to follow. Dinner was served in the Main Hall. The oak-panelled walls and stained glass windows really lent a feeling of grandeur to the occasion.

The length of the hall enabled us to sit in three long rows facing other people. The table plan which had been painstakingly put together

ensured that there was a good opportunity to meet more new people.

It was clear, judging from the volume in the room that everyone was having a good time. It's a miracle that people actually managed to finish their meals. With all this laughter, wine and good food, it was almost easy to forget why we were all there. The all important LETG awards. Who would be walking away with a coveted LETG award? Stephenson Harwood, Simmons & Simmons and Linklaters: that's who!



Our Trainer and Training Organisation of the Year but hang on, that guy behind Pauline doesn't look too well...one too many Pimms I reckon! - ed

De Winton Williams were the well deserved winners in two of the training organisation categories with Gwenllian Williams picking up the award for Trainer of the Year and de Winton Williams walking away with the award for Training Organisation of the Year. Surely winning two awards doesn't get any better for an external trainer.

Before we knew it, it was all over and time to go home. It was a wonderful night, and the organisers really did put on a superb event.

I'm already looking forward to next year's event. 18 June 2009 is already blocked out in my diary. See you there!

*Contributed by Dorothea Bannerman-Bruce,
Berwin Leighton Paisner*



Qualified Lawyers Transfer Test Update

As you may have seen from our recent newsflash, the SRA have now published the results of their interim consultation on the QLTT. The new arrangements come into force on 1 September 2008 so, if you missed the newsflash, follow the link to the SRA website for more details.

<http://www.sra.org.uk/solicitors/qltt/revise-guidance.page>

Future LETG Events for your diary

Please make sure you've got the following dates firmly marked in your diary...

13 October: LETG AGM and The Changing Role of the Trainer with Martyn Sloman
Jones Day,
21 Tudor Street, EC4
4.30 - 6.30 pm

13/14 November: LETG Annual Conference
Chesford Grange
Hotel, Kenilworth

This issue's "Member in the spotlight"!



This issue, we're talking to Liz Bryne from Jones Day

What's your role and how long have you been in it?

Graduate Development Manager, meaning I am responsible for the day to day needs and overall development of our trainee solicitor population. I take over as soon as we've made a training contract offer so oversee development during the GDL and LPC and I manage our induction programme, development reviews and

appraisals, and all aspects of our internal development programme. I've been in my role for about 8 years now.

Typical day?

It varies too much for there to be anything "typical". One day I'll be running a training session, the next holding review meetings, researching for new programmes, interviewing potential suppliers or hosting talks with our placement students. I do an awful lot of form filling and admin based work and even more talking! I love the variety though and wouldn't have it any other way.

What's your office like?

Organised! I am the original neat-freak and can't bear clutter.

How many in your team?

Myself and my assistant – who is fab! We also have a graduate recruitment team and an associate HR and development team and we all work together pretty closely.

Biggest challenges?

Number one is getting partners to let trainees out for PSC training! I don't think I'm alone in this one though...

The second is convincing trainees it's a good idea to check their diary once in a while!!

Greatest triumphs?

Definitely for me, having the chance to build up a training and development department pretty much from scratch. I inherited 3 boxes of files and got on with it. At the time, I looked after all qualified staff plus trainees and it was a very steep learning curve. Emerging from that initial challenge with something resembling a structure was very satisfying.

Any training room nightmares?

Mercifully few but the usual culprits – powerpoint that's on vacation the day you need it, laptops being stolen from external venues (actually that was a real nightmare because it was the first induction I was ever responsible for and I had a bunch of partners turning up and no slides – thankfully I had packed a paper copy of each presentation but definitely more by luck than judgment!!).

Person you'd call in an emergency?

My Mum!!

A Day in the Life... Lucy Widdowson



Lucy is the founder and leader of Change Consulting, an executive coaching and development consultancy with a team of 8 people.

You can contact Lucy at lucy@change-consulting.co.uk

How long have you been a trainer?

I have personally been in training, development and HR for over 18 years...showing my age now!

What did you do before/in a previous life?

Before setting up my own business I worked for The Body Shop as Human Resources Director – UK and for a number of other large retailers. I had a brilliant time at the Body Shop and there was no shortage of great product!!...the body butters are my favourite!

Main topics you train?

The main topics we train are:

- Leadership
- Coaching
- Personal Development Planning
- Building Business Relationships & Communications skills
- Influential Presentations
- Team Building
- Leading Change

How long have you been an LETG friend?

A client recently referred us to LETG so we are looking forward to being part of the LETG group.

A typical day?

Is there one??!! No one day ever seems to be the same for me which is what I love about having my own business. One day can be executive coaching, another facilitating a board team building session, another working on strategy with a client - fantastic! All incredibly rewarding and what a sense of satisfaction to see clients achieving a Return on Investment!

Biggest training challenges in your field?

Probably converting the cynics!! What a feeling when they are turned around!

Greatest triumphs?

A few examples are:

- The launch of Virgin Nigeria Airways having played a key part in the take off!
- Working with Virgin Atlantic Airways to help them become an Approved Centre for the Chartered Management Institute - the first airline!
- Observing an executive team adopting a more empowering and engaging leadership style and seeing the results!
- Coachees achieving their goals or desired promotions!

Any training room nightmares?

Luckily I haven't really had many. Probably the most common has been arriving to facilitate a workshop and none of the technology working; however, we all know that as a facilitator you have to be flexible, so I just switch to plan B!!

Your perfect training venue?

Lots of choices here - usually the best are when there is a sense of space and lots of room to change the energy. The Grove at Watford is fabulous for this!

Any secret habits/interests?

Lots of travel - went to Lapland for 5 days last Christmas and saw a very important person in red...

Jogging - ran the Race for Life this year - amazing to see so many people raising money for Cancer Research.

If you weren't a trainer, what would you be?

Probably an Interior Designer - as I love to be creative!

Want more from this newsletter?

If you'd like to see a particular L&D theme covered, would like to be a "Member in the Spotlight" or have any other contributions to offer for future editions, please let us know.

Contact Liz Bryne
lbryne@jonesday.com

Your LETG committee

Pauline Holland, Chair, Annual Dinner
Peter Carrick, Website development
Sandy Boyle, Treasurer
Karen Aubrey, Maternity Leave
Jenny Hughes-Webb, Website development, Annual Conference, Awards
Tracy Clegg, Gifts, Annual Conference, Annual Dinner
Margaret Dunmore
Liz Bryne, Newsletter
Victoria Johnston
Nigel Spencer
Dorothea Bannerman-Bruce
Trevor Comyn

Jane Cochrane, LETG Administrator

www.letg.org.uk

Article 1

Creating The Right Blend

“There’s more than one way to skin a cat” has always struck me as a rather strange expression for conveying a message of choice and innovation. Choice and innovation however goes to the very heart of creating truly effective development programmes.

A number of our clients are currently achieving success through adopting a blended approach to delivering their programmes.

This blended approach means being innovative and flexible in terms of timing and means of development interventions. For example consider some common limitations facing traditional approaches.

“Your wasting your time if you think our people will do any pre-work, they are just too busy” – So they arrive at a training programme ill prepared, not very self aware and can’t make best use of the time available.

“I’m not sure I have any specific objectives to get from this programme, I’m just happy to see what turns up” – So no proper focus, the training may provide a stimulating intervention but runs the risk of being an interesting ‘stand alone session’ without lasting effect.

“I can’t remember what I wrote on my development plan...oh yes it was something to do with....” – The participant runs the risk of not join up the learning from the programme to ongoing development through work. At best their development becomes sporadic and slower than if carried out in a planned and sustained way linked to clear business/personal objectives.

We are helping clients overcome these limitations by providing better designed programmes that include:

Proper diagnostic and development planning – In a recent example each participant (six in total) completed a 360° questionnaire which looked at their current performance at Leadership in a professional services environment. The results formed a personal report which was used to inform a 1:1 diagnostic discussion with their executive coach. The output from this discussion was the 1st draft of a personal development plan that was used to determine specific personal objectives for subsequent modules of this partner development programme.

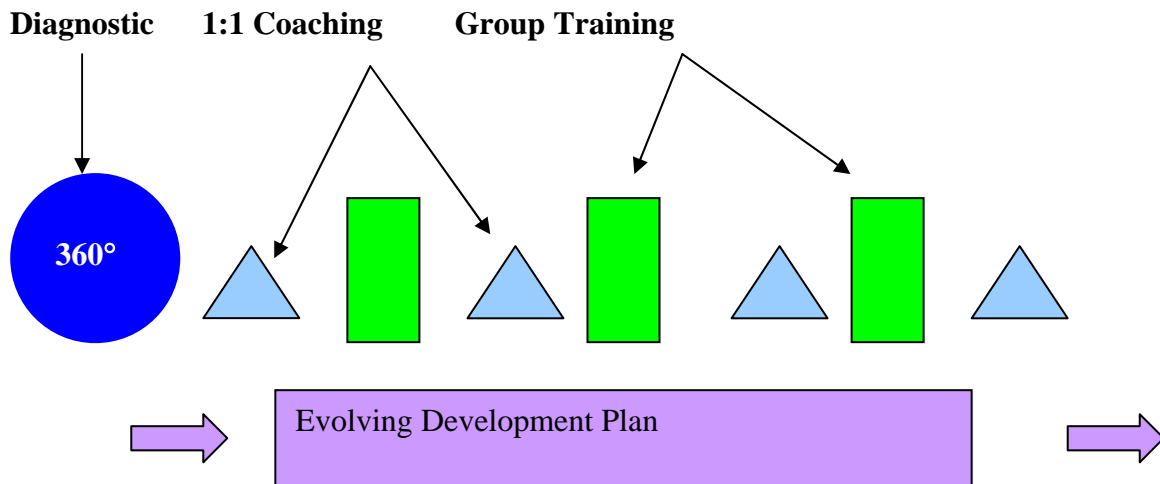
“The 360° feedback was very useful it brought into sharp focus those areas of the programme that I should pay particular attention to” - Programme Participant

Clear Objectives and Longer Term Development – continuing with the example above. The partners worked through three 1 day modules over a three month period. They were able to use the personal insights from the diagnostic phase and write an evolving personal development plan. This evolving plan formed part of an ongoing coaching relationship with their executive coach. This meant they arrived on each module with a clear focus for the day and a good understanding of how their personal development tied into strong performance against their wider business objectives.

Development Plan, Making Change and Reporting of Results – To help create a culture of ongoing and sustained development, each participant completed the programme by having a final discussion with their executive coach looking at their business and personal development objectives as documented in their personal development plan. The group also presented to their executive board what they had got from the programme, ideas for taking their development further and their thoughts about how the firm can benefit from the personal insights the partners gained.

“In every meeting since the course I have consciously changed something about the way I engage with others, be it in what I say, how I say it or my body language etc which is a key change for me.” - Programme Participant

Key elements of a blended approach include:



gordon cooper
associates ltd



Andrew Cooper

Andrew helped form Gordon Cooper Associates Ltd (GCA) in 1996, which has now grown to support a team of 16 consultants with a strong focus on working with professional services firms. The business is split along three key service lines being, Management Training, Executive Coaching and more recently an online business providing coaches with a suite of innovative 360° Coaching Tools designed specifically for legal and professional practices.

Andrew is experienced in most aspects of management skills and development, with a particularly strong track record in relation to Leadership, Personal Impact, Client Relationship Management and Business Development skills.

Andrew has been awarded an advanced post-graduate diploma in Executive Coaching with the Academy of Executive Coaching – which is accredited by the International Coaching Federation. He is qualified to Level B with the British Psychological Society and uses a wide range of psychometric tools and coaching techniques. Andrew is a certified trainer for Edward de Bono's Six Thinking Hats which is a tool used to improve thinking, creativity, and overcome unproductive behaviour in groups.

www.gordoncooper.co.uk email andrew@gordoncooper.co.uk

Leadership Skills For Women Lawyers



Retaining and Developing Talented Women Lawyers

By Jane Wintringham

The vexed issue of **retaining and developing** talented women lawyers is starting to preoccupy a growing number of firms. Women lawyers leaving the profession has historically been regarded as “natural” wastage. A variety of factors now mean that firms are starting to **wake up and pay increasing attention** to retaining and developing their women lawyers.

“The cost of replacing an experienced lawyer is currently estimated at 3 times the annual salary, and the risk to profits of losing an investment of £150,000+ per lawyer.”

The **factors influencing** women to leave and which hold back the careers of women lawyers who stay in the profession are well documented:

The **main drivers** are:

- *The changing economic climate.*
- *The cost of replacing an experienced lawyer (currently estimated at 3 x annual salary), the risk to profits of losing an investment of £150,000+ per lawyer.*
- *Clients increasing focus on diversity means they expect similar standards from their professional advisers, some require sight of a firm's diversity data and policies before making decisions on awarding lucrative contracts.*

- *Women lawyers are leaving the profession in droves – 5 + PQE when the grim reality and frustrations of juggling career aspirations and personal commitments starts to hit hardest. The younger generation of lawyers is unwilling to accept second-class treatment or wait for the long promised cultural change to take place in largely male dominated firms.*

- *Commitment to family / personal responsibilities*
- *Lack of flexibility*
- *Lack of client development opportunities.*
- *Lack of general management experience*
- *Lack of mentoring opportunities*
- *Exclusion from informal networks within the firm*
- *Lack of female role models*

The challenge for firms keen on improving the situation is how to encourage and support their women lawyers develop their leadership potential and maximise their talents.

The challenge for individual women is to understand that the answer lies in their hands and to grasp the importance of proactively managing their careers.

“The challenge for firms keen on improving the situation is how to encourage and support their women lawyers develop their leadership potential and maximise their talents.”

The larger legal firms are already tackling the issue along with reviewing their HR policies on flexible working, working from home etc. However care needs to be taken to balance needs of the individual with those of the employer. Part time employees have much to offer an employer who is prepared to be flexible.

Firms can assist by being clear as to exactly what women lawyers need to do to fulfil their potential. Many lawyers still do not have job descriptions or a clear idea as to what is required to reach leadership level. Indeed many partners are unclear about the criteria for partnership!! As a consequence many lawyers feel that they are operating in a vacuum. One solution to prevent this "smoke and mirrors" approach to management is to introduce core competencies frameworks with key areas, standards of performance and behaviour.

The emergence of Women Initiative Programmes, maternity coaching, home working have all been publicised in recent months. What is interesting to note is the plight of women lawyers is not just restricted to our jurisdiction. As far a field as America, Australia and India are all debating similar issues.

Whilst larger firms may have the budgets and numbers to make Women's Initiatives viable it is still possible for other firms to be creative and **tap into other developmental opportunities**. e.g. informal mentoring by more senior members of the firm, the sharing of insider secrets on business development.

For any women's development programme to be successful a vital ingredient is **boosting the individuals self-confidence and provide the motivation and energy to successfully become a "trail blazer"**. The ability to reach the top but also consistently perform once there without burning out is vital.

If role models are unavailable, case studies help to demonstrate exactly how successful women lawyers combine their high-powered roles with the conflicting demands of running home, family and life outside the office.

Women lawyers need new ways of thinking to enhance their **natural abilities** and use them to their full advantage to do "business on their terms" Business Development and networking are skills that can be taught with a little practise.

With the growing % of female entrepreneurs, business owners and key influencers there are growing opportunities for women lawyers to seize the initiative and gain valuable business and contacts. There are increasing numbers of women only networking groups allowing the savvy to exploit to their advantage.

Many lawyers are technical experts but have under developed inter and intra personal skills, management / leadership skills. Many are still resistant to the idea of networking and business development. By equipping women lawyers with the necessary skills, by getting them to think of themselves as **leaders**, appointing mentors (informal or formal) to provide the "insider secrets" all of which will enhance the prospect of women lawyers making it to the top and staying there.



JANE WINTRINGHAM

of **Leading Women**

Lawyers specialises

in helping women

lawyers and their

firms develop their

talent and leadership potential.

As a former CPS training manager Jane

has until recently been a member of

LETG.

For a **FREE REPORT** on the

"7 Success Secrets Every Woman Lawyer Should Know"

Go to ...

www.leadingwomenlawyers.co.uk

