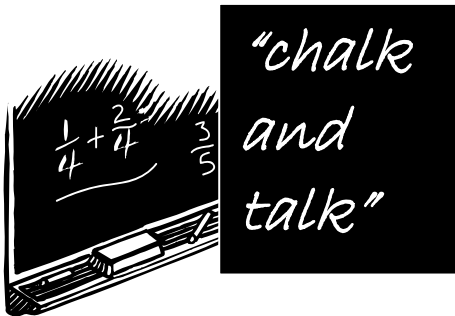




legal education & training group



LETG Newsletter

# Spring 2008

Hope you all had a great Easter and came back full of plans and renewed vigour for the summer months. We, at LETG HQ, are buzzing with excitement about our plans for the remainder of this year, particularly our Annual Conference. Watch out for our new feature "Conference Countdown" for the inside track.

## Inside this Spring edition...



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## LETG News

### Committee News

Our pleas (and our prayers) have been answered and we're delighted to report several new additions to the LETG Committee. Please join us in welcoming to the "fold" Victoria Johnston from Stephenson Harwood, Nigel Spencer from Simmons & Simmons, Trevor Comyn from Mills & Reeve and Dorothea Bannerman-Bruce from Berwin Leighton Paisner. We're thrilled to have them on board, even if the "roll call" at meetings is taking much longer these days!

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### Conference Countdown...

We could keep it a closely guarded secret but what fun would that be? Any publicity guru worth their salt knows that a few "spoilers" help heighten anticipation...

*This year's conference takes place on Thursday 13 & Friday 14 November 2008. We'll be heading to a new venue this year - the beautiful Chesford Grange in Kenilworth, Warwickshire - at the heart of "old England". Chesford Grange is easily accessible by car or rail.*

Our theme for this year is "Career Development for Tomorrow's Lawyers", and our conference promises to be an interesting mix of opportunities for us to share knowledge and to develop our professional skills.

Look out for a special "conference newsflash" soon.

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### LETG Annual Dinner and Awards 19 June 2008

Watch out for your invitation to the LETG Annual Dinner. This year we're holding the festivities at Staple Inn Hall. As usual, the evening will also feature the much-anticipated LETG Awards Ceremony. Don't forget to let Jane Cochrane know by 2 May if you intend to submit an entry. The actual submission needs to be in by 14 May.

Click [here](#) for more details on the submission and judging criteria.

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### LETG "Matched, Hatched and Dispatched"

Our warmest congratulations to Committee Member (and much missed Newsletter Editor!) Karen Aubrey on the birth of baby Samuel Joseph.



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### Congratulations Berwin Leighton Paisner!

Well done to Patrick McCann and the team from Berwin Leighton Paisner on their success at The Lawyer HR Awards 2008. Among the prizes they walked away with was the coveted Award for Excellence in Training.

The ever professional Mr McCann was last seen clambering over



his colleagues in a bid to be first to the bubbly...



### Work Based Learning Pilot

The SRA have announced that there will be a 2 year pilot of the new framework for Work Based Learning, starting this September. Any individuals or firms interested in being a part of the pilot have until 6 May 2008 to register their interest with the SRA. Follow the link below for more information on the pilot and to download the new "Work Based Learning Handbook" and Evaluation Methodology/ Guidance.

<http://www.sra.org.uk/students/work-based-learning.page#firms>

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### Demise of the Learning & Skills Council

Despite repeated denials, the Government has finally announced that the Learning and Skills Council will be closed down by 2010, taking with it the flagship *Train to Gain* initiative. The LSC commanded an annual budget of £11bn. A white paper has been released outlining the Government's plans to divert £7bn of funding to local authorities to help them assist colleges and sixth-forms deliver the reforms needed to raise the education and training leaving age to 18. The remaining £4bn will be given to a new Skills Funding Agency for adults. The Agency will be tasked with managing the performance of further education colleges as well as overseeing the new National Apprenticeship Service.

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### Enterprise Academies

The Government has announced plans to open a National Enterprise Academy next year to unlock the entrepreneurial talents of Britain's teenagers. Dragon's Den entrepreneur Peter Jones is collaborating. A new qualification in

enterprise will be on offer to students over 16 giving them skills for the workplace or to start their own business. The first Academy opens in the South East with another planned for the North West. A further £30 million funding will be made available to boost enterprise education in primary schools and further education colleges.

For more information visit [www.berr.gov.uk](http://www.berr.gov.uk)

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## L&D Professionals need broad view

The Mind Gym has conducted research with 42 FTSE 250 companies. The resulting report says L&D leaders need to broaden their outlook to get a seat at the board table and secure a bigger training budget. The report establishes 15 principles for a "values based approach" which will boost L&D professionals' credibility with business leaders. Visit [www.themindgym.com](http://www.themindgym.com) for more information.

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## News from the CIPD website

Universities are being urged to focus on job skills rather than academia to cope with predicted changes in the demographics of the undergraduate population. For the full article see [http://www.cipd.co.uk/news/\\_articles/universitiesurgedtofocusonjobskills.htm](http://www.cipd.co.uk/news/_articles/universitiesurgedtofocusonjobskills.htm)

Britain's Brain Drain: 1 in 10 well educated Britons are opting to move and work abroad. Read more at

[http://www.cipd.co.uk/news/\\_articles/britainbrainrain.htm](http://www.cipd.co.uk/news/_articles/britainbrainrain.htm)

And lastly, a reminder that the CIPD 2008 Annual Learning & Development Survey will be launched at HRD in April.

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## And you thought your partners made unreasonable requests for training...

Take comfort all L&D professionals - our job isn't so bad. Requests for business development training that makes it easy to find and keep high net worth clients? Requests for how to conduct effective appraisals? Requests for how to resolve difficult situations and deal with difficult people? Requests for how to get these skills within five minutes and make them effective? Trusted colleagues and great organisations like the LETG make finding such things easy - don't you feel sorry for the person who had to source a provider for this course....



<http://www.personneltoday.com/articles/2008/01/04/43768/pope-sanctions-first-ever-formal-exorcism-training-course.html>

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## LETG Member sharing

Don't forget to check out the LETG website [Message Board](#) to see LETG member questions. Can you please send Jane Cochrane any answers you receive and we will add them to the Member Q&A section for future reference.

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## Recent events report

Learn & Lunch: Diversity Workshop,  
11<sup>th</sup> February



The delegates were treated to a thought provoking two hour taster on Diversity awareness by using drama based learning. Simon Thomson, David Rosenbauer and Claire Lichie, professional role players from Steps

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Drama Learning Development ([www.stepsdrama.com](http://www.stepsdrama.com)) a global leader in providing innovative solutions to organisation change issues delivered the session.

The session aimed to:-

- \* explore drama based learning
- \* examine workplace behaviours
- \* re-assess approach to this topic and was a very interactive experience which dealt with serious issues in a fun and entertaining way.

Featuring three different scenarios the delegates observed and participated in each role play in turn. Using a facilitator, the role play was unravelled and played back allowing the delegates the opportunity to contribute their thoughts/suggestions by re-directing the professional role players (actors) on what they should say, their tone and body language etc. On occasion the actors spoke direct to the delegates in gaining clarity on what they should do differently/next. The scenarios were very engaging, relevant and encouraged all the delegates to participate.

Using professional role players to raise awareness and highlight diversity issues worked well and the whole experience was both powerful and memorable. The session enabled the delegates to consider what they have in place, encourage best practice and provide food for thought back at their respective firms. The feedback included:-

*"Good insight into the topic, very much food for thought to consider after the event. The session was very interactive and engaging"*  
*"An excellent workshop, I would recommend Steps to anyone"*  
*"I enjoyed the course and the content. I am glad I attended. It is an effective way of communicating ideas and facilitating discussion".*  
*"One of the most useful workshops we've had and loved the chance to grill STEPS afterwards about how they do things - very useful 10 minutes"*

It goes without saying that the above is in the context of the SRA's Code of Conduct Rule 6: Equality & Diversity (for more information see [www.sra.org.uk](http://www.sra.org.uk))

*Contributed by Margaret Dunmore,  
Shearman & Sterling*



## Qualified Lawyers Transfer Test Consultation, 1<sup>st</sup> April

Many thanks to all who attended our recent meeting to discuss an appropriate response to the SRA's QLTT Consultation Paper. If you couldn't make it along to the meeting, you can access a copy of our [Response](#) on the website. We'll be keeping a beady eye on this at "Committee HQ" so watch this space for updates.

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## Future LETG Events for your diary

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

- |          |   |
|----------|---|
| 21 May:  | Appraisals Workshop (STAR Training Services)<br>Jones Day, 21 Tudor Street, London EC4Y 0DJ |
| 1pm      |   |
| 19 June: | LETG Annual Dinner and Awards<br>Staple Inn Hall, High Holborn, London, WC1V 7QJ            |

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## This issue's "Member in the spotlight"!

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**Victoria Johnston, Head of Training & Development at Stephenson Harwood.**

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

Head of Training & Development – for the last two years and I have been at SH for five years.

### Typical day?

Always different but often progressing own projects and working with the team on theirs – mainly associate and partner development programmes; following up development centres; giving feedback; 1:1 development meetings; designing training; meeting providers ...etc.!!

### What's your office like?

Cosy! Open plan, very lived in, lots of chocolate biscuits and a good team.

### How many in your team?

11 – joint HR & Training team (2.5fte on the Training side).

### Biggest challenges?

Trying to deliver on everything – lots of projects and programmes up and running!

### Greatest triumphs?

Launching our partner development programme and creating structured associate development from NQ to senior level.

### Any training room nightmares?

Materials not arriving until the 11<sup>th</sup> hour for a 2-day residential – plan B was at the ready – stand and deliver, flipchart at the ready!

### Person you'd call in an emergency?

Depends what it was...

Five years, although I have been involved in Management and Personal Development for over twenty years

### What did you do before/in a previous life?

I began my career in teaching, worked in local government and later in housing. I have run holiday projects for disadvantaged children and was Director of a charitable project established to help drug users.

### Main topics you train?

Strictly speaking I am not a Trainer in the traditional sense; I am a Coach and Facilitator, although I can be persuaded to run training on communication skills.

### How long have you been an LETG friend?

My first contact with the LETG was in January 2006 when I was invited by one of my legal clients to attend the LETG Fair. I am now a recommended provider.

### A typical day?

It is a cliché, but there isn't really a typical day, although much of my work is in the City and involves meeting clients face-to-face.

### Biggest training challenges in your field?

The proliferation of Coaching as an industry means that there are lots of people now claiming to be coaches. HR professionals and Training commissioners need to be sure of a person's qualifications and track record.

### Greatest triumphs?

Developing a good understanding of the legal profession when my background is non-legal.

### Any training room nightmares?

Being asked by HR "We have a person with a specific problem. Can you fix it?" Bob the Builder jokes aside, the answer is usually yes, but the question tends to miss the point of coaching which is not to "do things" to people, but to enable them to develop their own solutions.

### Your perfect training venue?

I once facilitated a team away day at the Imperial War Museum. Fortunately the day did not end in a battle.

### What would a perfect law firm client look like?

An already successful senior professional with a desire to improve still further.

### Any secret habits/interests?

I teach karate (no longer secret, obviously).

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## A Day in the Life... Nick Cromwell



Nick Cromwell is an independent management, executive and leadership coach. He has particular expertise coaching senior lawyers, partners, heads of department and managing partners 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)

How long have you been a trainer?

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

Boring and predictable I know, but probably a professional footballer. Unfortunately I am not very good. I did play for my school once as substitute for the 3<sup>rd</sup> eleven. We lost 12 - nil.

### **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](mailto:lbryne@jonesday.com)

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### **Your LETG committee**

Pauline Holland, Chair, Annual Dinner, Law Society ETC

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

Shannon Campbell

Margaret Dunmore

Liz Bryne, Newsletter

Victoria Johnston

Nigel Spencer

Dorothea Bannerman-Bruce

Trevor Comyn

Jane Cochrane, LETG Administrator

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

**Please read on for this  
edition's articles...**

## Article 1



### Appraisals: *In support of Learning and Development – or are they?*

According to the CIPD's *Learning and development survey 2007*, a massive 96% of respondents stated that Line Managers were either "Very Important" or "Important" in supporting staff Learning and Development. Worryingly, 44% also stated that their Line Managers were "Not Very Effective" or "Ineffective" in relation to Learning and Development.

S.T.A.R Training Services has been working with a number of organisations to address this concerning statistic – the above survey explores the concern that Managers do not always take staff learning and development seriously in comparison to other business pressures, and that appraisals do not address specific learning and development needs.

The solution? For Managers to see staff coaching as an integral part of their role and thus be able to identify learning and development needs on an ongoing, day-to-day, basis. The annual Appraisal process provides an excellent foundation on which to build this and should be nurtured as an opportunity for valuable one-to-one time where corporate planning links to individual learning and development.

Appraisals can, unfortunately, be seen as a negative experience. All too often the review can be highly judgemental as it is looking back broadly over a year's work and doesn't necessarily take into account specific tasks or actions the employee has taken. In addition to this, there is often a cascaded negativity from senior level, perhaps from those who are uncomfortable or inexperienced in conducting the reviews, and this then has a knock-on effect further down the hierarchy as more junior management staff have not had a positive experience themselves – invariably a failing appraisal process in an organisation can be traced back to lack of buy-in from the top level.

By exploring the skills required to conduct a successful and meaningful appraisal, senior level management can reverse this negativity. The appraisal is an opportunity to look at the whole person and not just their job skillset – a catalyst for advancement, development and motivation.

The skills used in conducting the annual appraisal can then be used on a more informal, day to day, basis in order to accelerate a learning and development culture within the firm.

#### ***5 reasons why appraisal systems fail***

1. People do not "buy in" to the concept of appraisals – it is seen as a "soft" tick box exercise of little value in comparison to other business pressures;
2. The benefits of the appraisal system are not actively sold throughout the firm thus reinforcing the above;
3. Line Managers are not consistent in the development of the people they manage;
4. Negative feedback is not used constructively and is seen as a "wrist slapping" exercise as opposed to an opportunity to develop skills and/or behaviours;
5. Vague or ambiguous objectives are set which are not measurable and not robust enough to give a focused development plan for the individual.

#### ***Reversing the failing elements of an appraisal system***

*People find it difficult to "buy in" to appraisal systems* which have vague or generic competencies that do not reflect the values and culture of the firm. The CIPD 2007 survey found that the most popular names in employer competencies are: Communication Skills, People Management, Team Skills, Customer Service Skills, Results-orientation and Problem-solving.

These are all well and good, and can certainly be used as a basis to review a person's performance against agreed standards for each area. What would be EVEN BETTER is if these competencies were expanded to reflect the specific expectations of the firm with clear links to the firm's purpose, principles or objectives. With a clear set of specific competencies, the appraisal system is seen as a mechanism for cascading the strategic objectives of the firm to all employees, thus linking organisational and individual goals and making the system more appealing to those that seek a clear definition of the way in which the system supports the "bottom line".

"What's in it for me?" is a question often asked by both Appraisers and Appraisees of a failing system. Consider the following. Have these benefits been sold to every person within the firm?

### Appraiser

- ★ Formalisation of appraisee's performance against agreed criteria in a fair and consistent manner
- ★ Identification of weak areas and an opportunity to address these
- ★ Identification of strengths which may otherwise go undetected – utilising skills to the benefit of yourself, employee and the organisation
- ★ Opportunity to spend valuable one to one time with each report – rapport building and understanding of motivation factors on an individual basis
- ★ Evidence that poor performance is being addressed
- ★ Evidence to support learning and development plans

### Appraisee

- ★ Opportunity to voice opinions and make suggestions in relation to yourself and your role in the organisation
- ★ Opportunity to build rapport with Manager and enlighten them as to unknown areas of yourself and your skills
- ★ Celebration of successes
- ★ Identification of areas that you can improve to make your job/life easier
- ★ Formulation of personal training plan to support your ongoing development and career within the organisation

Consider this model, based on the "Johari Window" concept:

<p><b>FOR BOTH:</b> <i>Discuss specific areas of performance</i></p> <p>Specific tasks completed:          Successes – and why          Failures – and why          Your obvious strengths – and how to build upon          Your obvious weaknesses – and how to improve</p>	<p><b>FOR APPRAISER:</b> <i>Inform appraisee of areas they may be unaware of:</i></p> <p><b>Strengths</b> – "I like it when..."          "You do really well when..."          "Other people respond when you..."  <b>Weaknesses</b> – "Did you know..."          "When you speak/behave like..."          "Certain people find this (specific) characteristic difficult to get on with..."</p>
<p><b>FOR APPRAISEE:</b> <i>Inform Appraiser of areas about yourself that they may be unaware of:</i></p> <p><b>Talents/Skills</b> – "I like it when..."          "Did you know I am able to..."          "In a previous job I ..."          "Out of work I enjoy..."</p> <p><b>Issues/Problems</b> – "I find it difficult when..."          "I would prefer it if you..."          "I would like some support in..."</p>	<p><b>FOR BOTH:</b> <i>Explore the unknown!</i>          Discuss "what if" scenarios:</p> <p>"What if this situation were to happen?"          "How do you think you would respond/cope with..."          "Where do you see yourself this time next year?"          "If you were to take on this task/responsibility, what would you do?"</p>

***Let Line Managers Line Manage!*** Often a failing appraisal interview can be traced back to the fact that a more senior manager is assigned the task of conducting the appraisal, and he or she has little knowledge of the individual's performance on a day-to-day basis. The person best placed to conduct a performance appraisal is the person who has had the opportunity to observe the individual on a regular basis and is therefore in a much stronger position to give meaningful and relevant feedback when discussing specific tasks or occasions.

In addition to and compounding this problem, it is often assumed that because a person is in a more senior position or has been promoted, they will automatically have the skillset to conduct an effective appraisal. This is certainly not the case and a clear distinction should be drawn between academic or vocational skills and people management expertise. A supportive training and development programme in people management skills forms a sound foundation to the success of those promoted or recruited into such a position on the merits of their knowledge and expertise or qualifications. This also ensures that a fair and consistent approach to Line Management is applied across the firm and that people are not managed in different ways by differing personalities.

***No-one likes to be the bearer of bad news*** and giving negative feedback or initiating a discussion regarding a person's weaker area(s) is always one of the most difficult aspects of staff management. Reframed positively however, we can look at this as an opportunity to discuss how an individual can develop and indeed flourish within the firm and offer our support as manager to get them there. When asked, a sample of trainee solicitors reported that they found constructive feedback on their weaker areas a much more meaningful discussion than being congratulated on their successes alone.

The key to giving negative feedback is that first and foremost it should **not** be a surprise that has been held back for discussion at appraisal time only. The appraisal interview should be an accumulation of a number of agreed facts and observations from the given period, leading to open and honest discussion. A failing appraisal system will often have a misguided belief from its appraisers that they must control the interview and with that approach they, perhaps unwittingly, bombard the appraisee with a catalogue of failures which have not previously been addressed.

***Set objectives that are measurable.*** It is such a pity when an appraisal system falters at the last hurdle with "woolly" objectives. An appraisal system can lose its impact by not giving the individual a clear action plan of what they need to do, and when, to improve in the areas the otherwise successful appraisal interview has highlighted. For example, a common objective is one that starts "Improve....." How does that tell the individual what is expected and what they need to put into action?

Bad Objective: "Improve your negotiation skills"

Appraisee thinks: "What skills? What particular part of negotiation do I need to focus on? I thought I was quite successful. Now I feel a failure. I don't know where to start. Maybe I'll just try harder and see what happens."

Good Objective, based on SMART criteria, ( Specific, Measurable, Agreed, Relevant, Time-bound):

"In negotiation with all clients, ensure that you end in agreement by deciding on a specific course of action and putting that in writing within 7 working hours of the meeting. To be reviewed in one month"

Appraisee thinks: "Yes I do have trouble seeing through my agreements, and the client has been confused on a couple of occasions in the past as to what has been agreed. I will make sure I email the client as soon as the meeting has finished and keep a record of those emails to discuss with my manager in a month and review my progress."

By reversing the problems and investing the time to get all involved in the appraisal process, you have made a great step forward in forming the basis of a learning and development culture that can be carried forward to daily performance management.

Jackie Godfrey has been a trainer for over 10 years, with the last five years focused upon training needs analysis and design. Jackie is CIPD qualified and an experienced NVQ Adviser and Assessor, specialising in Management, Customer Service and Business & Administration.

S.T.A.R prides itself on providing tailored training solutions with a heavy emphasis on measurable and visible results in the workplace. For further details of our courses, please contact me on 07745 158998 or email me at Jackie@STAR-Training-Services.co.uk.

**Smart Training Achieves Results - S.T.A.R. - Its all about Evaluation!**

## Article 2



■ LEADERSHIP ■ BUSINESS DEVELOPMENT ■ CLIENT RELATIONSHIP MANAGEMENT

### **A matter of matchmaking – how to attain coaching success**

*Media release prepared for Karen Aubrey, LETG Newsletter, by David Tovey, The PACE Partners*

Coaching is being used more and more by law firms to equip their fee-earners with required skills, ways of working and behaviours. Coaching gives an individual the opportunity to gain help and support that is 100% focused on overcoming particular challenges they face. Given the time pressures lawyers face today, this is becoming very attractive and often requested.

As professionals often responsible for identifying the right coach for the right fee-earner, LETG members sometimes face a challenge. There are so many forms of coaching around - life coaches, business coaches, mentors to name but a few. Each represents a different approach. At one end of the spectrum, you can source specific one to one training on a particular issue. At the other end, a fee-earner may need something more like counselling. If you are trying to find the right coach for one of your fee-earners, where should you begin?

#### **Clarity**

The first step is to consider what your firm and the fee-earner are hoping to gain from the experience. What do they hope will change as a result of the coaching? Sometimes that isn't so easy to define, but the clearer everybody is the easier finding the right coach will be. If your firm's performance appraisal system is not able to clarify this, seek the opinions of the fee-earner and their superiors directly. Sometimes there are different expectations from different interested parties and this makes the coaching's chances of success more limiting.

The answers you gain will point towards a particular type of coaching. If reasons are more personal, for example career or interpersonal skills-related the fee-earner might need a life or behaviour coach. If help is being sought to improve a specific area of business performance then a form of business coaching is more likely to hold the answers.

Business coaching is commonly used to improve and develop a particular skill or focus. It can help manage change or personal challenges and enable an individual to be more successful and effective in their work and with those they manage or lead. It can build confidence and self-awareness and increase motivation and discipline. For those law firms investing in it, business coaching can improve the level, focus and quality of an individual's activities and bring better results.

#### **What should you expect from a coaching programme?**

The coaching approach will vary according to coach, coachee (the lawyer) and the overall goals for the programme. Generally, it takes place through conversation - face to face, on

the phone or even by email. This, however, is different from social conversation. It is dynamic and focuses on what the lawyer needs to achieve. Sometimes a more directive approach is appropriate with the coach sharing specific expertise or knowledge. In other instances, a more collaborative approach is better with the coach helping the lawyer to find answers through reflection and increased self-awareness.

Whatever the format, it should be action-driven with specific objectives, ideally with the lawyer completing tasks and trying out particular skills and capabilities along the way. This will help them improve those areas necessary for the achievement of their objectives. Pinpointing specific goals or results the fee-earner needs to achieve (and by when) will help both them and the coach focus the time and energy to best use. These outcomes will also help you and the firm review the coaching programme's overall progress and assess its success.

### **So what makes a good coach?**

The coach's role should really be to motivate and inspire, ask searching questions, challenge and help the lawyer achieve their potential. A good business coach is often a problem solver, a teacher or even an expert. They are someone to talk to about work problems and challenges and they are certainly someone who is not going to interrupt, make judgements or criticise.

The best coaches are committed to delivering results and have a genuine interest in their coachee's goals. They are adaptable in their style and provide the right balance of directive or collaborative input for each situation. They are sensitive to the highly confidential nature of their work and have the credibility to challenge effectively. They should be able to break down what might seem like an overwhelming goal into manageable bite-size chunks and help the lawyer achieve results more quickly than other forms of personal development.

Business coaches help clients look at the present and realise their future, rather than looking at the past. A coach helps people focus on their own solutions. As a result, they become better equipped to solve their own problems long after the coaching has stopped.

### **How to find one?**

It's not always easy finding the right coach as there are so many on the market. Recommendations count for a lot here and many Training and HR professionals are developing a bank of coaches that have delivered good results for them and for others in the past. By building such a resource to draw from they are more confident that they will have a coach who will be a good 'fit' for a particular fee-earner, when the need arises. So consult your peer group, ask fee-earners and get to know consultants who are visible in your market. Try and meet your coaching contacts regularly so that you can keep up to date with their successes and style of approach. The more insight you have, the better your chance of matchmaking the right coach to the right fee-earner.

### **Notes to the Editor**

#### **1. The Author - David Tovey**

David has developed a passion and expertise in leadership, following a corporate career that included roles as marketing and managing director with a UK Plc. As well as working with professional service and blue chip corporate

clients in the area of business development; David has helped to develop his client's business development leadership capabilities through training, coaching and mentoring. David is a full member of the Professional Speakers Association, and has earned a reputation as a knowledgeable and motivational speaker throughout Europe, Australia and New Zealand.

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)

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