PathtoPartner

The complete non-technical training package for the next partners in your firm delivered by an experienced team who really understand the legal world.

SIZE 10½ BOOTS
www.tenandahalf.co.uk
info@tenandahalf.co.uk

PathtoPartner

Are your new partners ready to run your business?

What is PathtoPartner?

Making the progression to partner is often as daunting as it is exciting ... for both the firm and the individual being promoted.

The fact an individual is being considered means they have made the grade technically and have demonstrated the ability to look after every aspect of a client relationship. But what about the other stuff?

Do they have the skills required to consistently bring in new work?

Can they keep growing and farming their network so the opportunities keep coming long into the future?

Are they ready to manage their team (and themselves) in an efficient and productive way?

Do they have the business savvy and financial know-how to keep driving their practice forward?

These are all the questions PathtoPartner has been set up to answer. Our panel of recognised experts will add the finishing touches to your future partners so that they're fully prepared to make the highest possible impact on the future of your firm.

Why is PathtoPartner a vital addition to your preparatory process?

Our experienced team has designed the programme very carefully so that it delivers the following results:

For the participants –

- **Each will graduate understanding exactly what it means to be a Partner and what is expected of them in their new role**
- **Each will graduate with a broad and solid grounding in the non-technical skills and practices today's partner needs**
- **Each will pick up practical (and proven) tools, techniques and approaches and find out how best to apply them to their new position more effectively**
- **Each will leave with the increased confidence they'll need to step up from fee earner to partner**

For your firm –

- **Your new partners will have the core skills required to lead and manage your firm effectively**
- **Your new partners will have a much broader set of skills which will help them settle into your partnership more quickly and more effectively**
- **Your new partners will be able to lead by example from the off and truly set the standards all fee earners should aspire to**
- **Your new partners will be able to meet both your staff's and the legal industry's expectations of how your business and personnel are managed which will improve performance and increase staff retention**

All of which, we believe, will make the PathtoPartner programme a self-funding exercise

What will you learn?

HR

Module 1: How to create (and maintain) your personal brand

If you are going to be a successful partner you must present yourself in a way that is appropriate to your position, this is your 'personal brand'. This module will help you begin that process by covering:

- The foundations of leadership and building a team for success
- How to present yourself to others appropriately internally and externally using emotional intelligence
- Priming you and your team to handle change

Module 2: How to manage yourself effectively

Successful senior people are those who can manage their own time and their resources effectively. This is why they keep delivering whilst, at the same time, planning their business development and their practice development and managing their people side ... and still get some personal time!

This module covers:

- Operating under pressure and how to be effective
- How to delegate the right side of work at the right level and manage your team effectively
- Having difficult conversations
- Mental health
- What it means to build a brand as a manager

Module 3: How to manage your team effectively

As a Partner, you will need to lead, manage and delegate to more junior people whether Associates, Pupils or support staff; this workshop looks at the skills and knowledge you'll need and covers:

- Exploring current leadership challenges to help your new partners develop and effective and flexible leadership style, including performance management
- Micro Management – spotting it and how to avoid it
- Ensuring psychological safety in your team
- Motivation – how to build it in your team and move towards a high performing unit

What will you learn?

Business development

Module 1: How smarter partners win more work

Technical skills alone are no longer enough to win business. Historically a lawyer won new work based on happy clients and word of mouth. Today the market is tougher with increased competition, more discerning and demanding clients and a raft of new market entrants.

This workshop prepares your new partners for this new commercial environment by covering:

- Why traditional approaches to marketing & business development (advertising, sponsorship, attending the same old networking events) don't work anymore
- A new model - 'Intelligent Marketing' - based on creating visibility not on writing cheques
- How to generate a better return from the time and budget you invest in business development
- How to find business development activities that best fit the different personalities of your new partner group
- How to measure and monitor the financial return your personal BD is generating

Module 2: How to network effectively

For some reason whenever business development is mentioned the majority of the legal profession still immediately thinks 'networking' and, worse still they think networking has to mean formal networking events.

To rebalance your new partners thinking, this workshop will explain:

- How you really create a powerful and productive personal network • How to leverage existing relationships
- How NOT to work the room but create meaningful new relationships by helping people and building trust rather than hard-selling
- How to follow up properly and stay visible so that your networking efforts pay off

Module 3: How to create more value from existing relationships

Another legal BD misnomer is that marketing should be all about new client acquisition but, again, the answer is a firm "no"! If you retain what you have (in terms of clients and referrers), you will be well on the way to building a bigger and better business which is why this module covers:

- The principles often/alternatively referred to as Key Account Management or Client Relationship Management
- A structured and systematic approach to managing key client and referrer relationships
- How to use these relationships to generate more work and more referrals
- How to make it easier to win new clients by building case studies and testimonials from existing clients and referrers
- How to measure the additional revenue you are creating via your existing relationships

PathtoPartner

Finance

Module 1: Managing yourself

On a personal level partnership can bring significant changes for the way your new partners are remunerated and what they will have to start doing themselves to to fit in with their new partners and their role in the partnership, therefore this workshop covers the most frequently asked questions on becoming a partner, and:

- Changes on becoming a partner – what behaviours are required and what is expected?
- What investment will be required, how can that be funded and will that be repayable?
- How they will be remunerated by the practice and the tax rates applying to specific remuneration strategies
- Personal tax self-assessment - registration, deadlines, timing of tax liabilities
- Paying their tax bill – do they need to manage their personal cash flow/drawings to cover their tax bill or does the practice retain the funds to pay it over on their behalf?
- Tax reliefs (loan interest, use of home, professional subsidies, gift aid) or tax planning opportunities (pensions, investments) your new partners may be able to use to their advantage

Module 2: Managing your practice

Running any business successfully involves knowing your numbers. The financial statements for the practice can be daunting and impenetrable documents to understand without explanation so this module covers:

- Understanding the firm's various financial statements - what does a balance sheet show and profit and loss account show?
- How any investment they've made in the practice is represented in the financial statements
- Key performance indicators for the practice

Module 3: Managing your strategy

Your numbers will tell you if you're doing well, why you're doing well and where you're doing well. Your numbers will also highlight any potential concerns and act as an early warning that you need to give particular aspects of your practice your immediate attention or even start doing things differently.

Your new partners need to know how to use the financial information available to inform their thinking and support their decisions, so this module covers:

- Understanding their financial targets and approaches to achieving them
- Getting the basics right – the importance of getting bills raised and paid and the difference between profit and cash
- Cash flow and Lock up – how long does it take to bill clients and get paid, why it is important and strategies to reduce it

The PathtoPartner Team

HR: Elissa Thursfield, Director, EMT Legal Ltd.

Elissa is a specialist and award-winning employment solicitor who designs and delivers HR training to household name brands across the UK.

Elissa trained with a global corporate law firm and was previously Head of Employment and Managing Director at a regional law firm and a HR Consultancy. Elissa is a founding member of Hroes:The Virtual Workplace and EMT Legal, a specialist HR and Employment Law consultancy.

She is regularly asked to contribute to BBC Radio Wales, Radio 5Live, various BBC publications, The Independent, The Daily Mirror and The Week as an employment law expert. She is also a member of the Lexis Nexis Experts Panel for Employment Law.

Elissa has a unique blend of experiences, enhanced by her role as a volunteer RNLI Helm and as a member of the elite RNLI Flood Rescue Team which qualifies Elissa to speak on leadership skills and transferring these skills into the workplace.

e: elissa@emtlegal.co.uk
w: www.emtlegal.co.uk

Business development: Bernard Savage, Tenandahalf

Bernard has more than 30 years of professional sales and marketing experience, including in-house roles at Procter & Gamble, Shell and Eversheds.

Bernard is the founding member of Tenandahalf, a business development agency that works solely with professional service firms in the UK and internationally.

Since founding Tenandahalf Bernard has delivered BD training and other more BD projects for more than 100 law firms as well as for many more patent and trade mark attorneys, barristers' chambers and accountancy practices.

Tenandahalf help practices of all sizes to improve the 'top and bottom line' through strategic and tactical support, group training, 1on1 coaching and client research.

Bernard is an avid follower of Mansfield Town Football Club and curator of #Fridayonmymind, a weekly playlist for likeminded people in the LinkedIn community who share a passion for music. Bernard also subscribes to the view that 'clothes maketh the man' and has a large collection of pocket squares ensuring that he walks the talk!

e: bernard@tenandahalf.co.uk
w: www.tenandahalf.co.uk

Finance: Andy Poole, Armstrong Watson

Andy heads Armstrong Watson's nationwide services to the legal sector, covering all of the firm's offices, and has specialised exclusively in the legal sector since 2004.

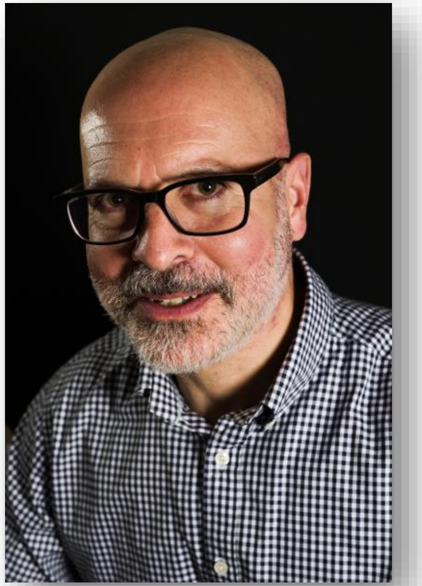
He provides compliance accounting, tax and SAR services to law firms as well as helping firms to improve by providing benchmarking, strategic consultancy, merger assistance, structural reviews and training courses.

Andy understands and proactively informs law firms on issues that may impact on them. He speaks at national solicitors' conferences and is a regular contributor to the legal press. He is also co-author of the Law Society's toolkit on financial stability and works with law firms throughout the UK.

e: andy.poole@armstrongwatson.co.uk
w: www.armstrongwatson.co.uk/legalsector

What next?

Let's have a chat so we can find out what you're looking to achieve, how big your group is, exactly what you'd like us to cover during the course and timescales you're working to...



... and, of course, so that we can answer any additional questions you may have. We'll then be able to put together a more formal proposal you can discuss internally.

From there, all we'll need to do is arrange a date for your in-depth needs' analysis.

To organise that first chat please contact:

Bernard Savage
t: +44 (0) 777 189 7772
e: bernard@tenandahalf.co.uk