



Trainee Solicitor & Newly Qualified Development Programme

Can be endorsed/accredited by the Institute of Leadership & Management (ILM)

Developed with a leading firm in the UK, Executive Development is unique in having developed a structured personal development programme for trainee and newly qualified solicitors. The programme runs alongside the legal and technical training requirement and can be approved to meet the Law Society CPD requirement on personal electives.

Delivered during a typical two year training contract period, the programme leads to a formally recognised award from the Institute of Leadership & Management (ILM), the leading body in the UK in this field.

The focus of the programme is very much on personal skill development and providing people with an introduction to core individual skills.

There are 7 core workshops delivered approximately every 3 to 4 months over a typical two year training contract period. Each workshop covers a number of the modules required for the ILM endorsed part of the programme and attendance is monitored carefully to ensure that all of the delegates complete the course. Other modules can be added if required.

The training programme is highly interactive with many experiential exercises and problems to solve throughout the course, and the content and level of the material is reviewed on an ongoing basis. Where possible, senior people from within the client are encouraged to join the trainers during the workshops, adding their own experience and input.

An outline of each workshop is provided to give an insight into the areas that are covered and dates are given for the programme.

For more information, please contact us for an informal chat.

Communication Skills – (Full day)

This workshop covers the topics of both verbal and written communication and looks at the differences between effective and ineffective methods of giving and receiving information throughout an organisation such as a law firm. In particular, the barriers to effective communication between different departments are explored and ways to overcome these are identified. Particular emphasis is given to one-to-one situations and the different communication methods that can be used.

Reports, letters and other documents are of vital importance within the firm and a partner is encouraged to join us for part of the day to advise and coach trainees in this important area.

Learning Outcomes

1. Understand the concept of the communication cycle
2. Recognise and overcome barriers to communication
3. Apply basic theories to ensure effective communication in the workplace
4. Understanding the importance of one to one communications
5. Select the most appropriate method(s) to communicate with individuals in given situations
6. Preparation to communicate with an individual
7. Communicate appropriately and effectively with individuals in your area of work
8. Communicate appropriately and effectively with individuals outside your area of work and outside the organisation

Content

1. The importance of effective communication at work and the effects of poor communication
2. The stages in communication: Sender – encoding – transmission – decoding – receiver
3. Possible barriers to communication and the methods to overcome them
4. Ways to ensure effective communication in the workplace
5. Aspects of face to face communications, including appearance, impact, body language
6. Consideration of the recipients needs
7. Written and verbal communication, report writing and keeping it simple

Time Management & Problem Solving – (Full day)

This workshop looks at the practices and techniques required to make effective use of time within a practice. The identification of different types of task, the logging of activity and subsequent analysis is used to look at ways of being more effective. The problem solving aspect of the workshop focuses on the correct identification of problems, analysis of possible solutions and subsequent actions taken. Decision making is an integral part of this process and is explored in a variety of ways.

The practical aspects of time management are normally discussed by an associate/partner in the firm, providing an insight into ways of becoming more effective in the workplace.

Learning Outcomes

1. Agree appropriate objectives and prioritise them
2. Recognise the importance of effective time management to achieve objectives
3. Estimate duration of tasks
4. Plan activities within constraints
5. Identify and minimise interruptions to planned work
6. Monitor use of own and teams time and review progress
7. Recognise existence, nature and scope of problems
8. Identify relevant objectives
9. Identify options for resolving the problem
10. Evaluate effectiveness of options
11. Recommend optimum solution within circumstances
12. Monitor and review chosen solution to ensure objectives achieved.

Content

1. How to set SMART objectives
2. Urgency v importance when prioritising
3. Time logs
4. Constraining or limiting factors
5. Application of planning and monitoring techniques
6. Simple ways to recognise, investigate and analyse problems
7. Objective setting in relationship to problem
8. Brainstorming and creative thinking techniques
9. How to evaluate options
10. Simple decision making techniques
11. Monitoring and review techniques to evaluate outcomes of problem solving activities

Presentation Skills - (Full day)

Presentations are an important form of communication to colleagues, potential clients and existing customers. This workshop shows the delegates how to plan, prepare and deliver effectively using a variety of professional tips and techniques. Emphasis is given to non-verbal aspects of communication and how to effectively present information in a variety of different ways. The workshop is highly interactive and uses extensive video feedback to get the learning points over in an effective manner.

Feedback from previous programmes consistently places this session in the highly enjoyable category, despite the butterflies beforehand!

Learning Outcomes

1. Identify range of non-verbal and behavioural factors which effect people
2. Assess impact of different behaviours in the workplace
3. Assess impact of appearance and mannerisms in the workplace
4. Interpret non-verbal signals from others
5. Select the most appropriate way to present statistical information
6. Present charts and diagrams effectively
7. Explain the information through the use of audio and visual aids
8. Effective utilisation of Powerpoint

Content

1. Body language including facial expressions
2. The Impact of personal appearance and mannerisms in the workplace
3. Sending, receiving and interpreting unspoken messages (including inflection and tone)
4. Effects of attitudes, perception and cultures on the interpretation of non-verbal messages
5. The value of various methods of data presentation
6. Evaluation of alternative methods to select most appropriate for a given situation
7. How to effectively use audio and visual aids
8. Effective use of Powerpoint

Client Care - (Full day)

Revolving around the relationship with the client, this workshop uses case studies to look at best practice and the opportunities to provide the best possible service to the client. Role play provides the opportunity to practice interview techniques, active listening and questioning techniques to ensure that we understand and do not make assumptions when making decisions.

Learning Outcomes

1. Appreciate the importance of effective working relationships
2. Understanding the changing nature of relationships in the work place
3. Anticipating needs
4. Interview skills
5. Questioning techniques
6. Acting positively to build trust within working relationships
7. Actively listen and disregard distractions
8. Use observation and perception to gather relevant data
9. Recognise non-verbal cues
10. Client care and building the relationship

Content

1. The nature of formal and informal relationships
2. Differences between people, and the effect on relationship building
3. Differences in organisational culture, and the effect on relationship building at work
4. Social skills appropriate to the workplace and client
5. The five human senses, and how to use them effectively
6. Planning and carrying out the interview
7. Active listening skills
8. Significance of non-verbal communication
9. Developing the "sixth" sense
10. The link between marketing, brand image and customer care

Team Dynamics - (Full day)

This workshop looks at some of the concepts around leadership and working in teams. The trainees will have been part of a number of different teams prior to this workshop and will have experienced different working styles and leadership approaches. An understanding of what makes a good team work can be taken on to the next department and help people to become part of the team quickly and efficiently.

Whilst the opportunities to lead and manage other people may be some way off, a basic understanding of motivation, delegation, leadership and team dynamics will provide a good foundation to build on. Input from a Partner and HR on the practical aspects of teamwork within the client firm is encouraged.

Learning Outcomes

1. Recognise the difference between groups and teams
2. Identify the stages of development of teams
3. Recognise the current development stage of the team
4. Recognise the range of team roles and use this concept to build an effective team
5. Recognise the range of team roles and apply this concept to build an effective team
6. Recognise the difference between leadership and management
7. Identify alternative leadership styles and qualities
8. Assess the effects of different leadership styles on group activities
9. Recognise own preferred leadership style
10. Develop trust within the team

Indicative Content

1. Characteristics of groups and teams – the differences, examples within the workplace
2. Forming, Storming, Norming, Performing (and mourning)
3. How to identify team roles (e.g. Belbin) and the use and implications for managers
4. Building a balanced team to achieve objectives
5. Difference between leadership and management, and the need for each of them
6. Range of leadership styles – their use and potential impacts on individuals and outputs
7. Leadership qualities and the sources of power
8. Identification, development and impact of personal leadership styles
9. How to build trust and respect within the team

Negotiation and Mediation Skills - (Full day)

Negotiation and mediation skills are important skills and this workshop uses case studies to explore the process involved. The roles of social skills, non-verbal communication and the interpretation of information form a key part of the course and are discussed and explored at length. The delegates will be able to practice influencing others, have to deal with conflict and recognise the effect of different levels of authority in the negotiation process.

Input from a senior partner/associate is encouraged to set the context for the style of negotiation, bearing in mind such things as brand value, relationships with mediators and the reputations of the client firm in the marketplace. There is also the opportunity to learn from other people's experiences, thus avoiding some of the common mistakes in the future.

Learning Outcomes

1. Explain and apply the principles of negotiation
2. Recognise the importance of non-verbal communication and social skills in effective negotiation
3. Influence people to achieve identified objectives
4. Reduce resistance and minimise conflict
5. Know where and how to accept the opinions, values and will of others
6. Work to achieve a "win-win" situation

Indicative Content

1. Formal and informal negotiation
2. Negotiation strategy, tactics and behaviour
3. Non-verbal communication and social skills
4. Techniques for influencing others
5. Value systems and other barriers to acceptance
6. Conflict and its resolution to achieve a "win-win" situation
7. Levels of power and authority, and the impact on negotiation

Making the Change - (Full day)

The final workshop in the programme brings together all of the skills and disciplines discussed in the previous two years. The trainees will have the opportunity to demonstrate their effectiveness as a team, their ability to manage time and resources, communicate clearly and concisely and to present their results to a distinguished panel!

The implications of changing from a trainee to a qualified professional are also discussed with senior partners from the client firm, providing an insight into the transition to newly qualified solicitor.

Learning Outcomes

1. Practical planning skills
2. Teamwork in practice
3. Communication skills
4. Problem solving
5. Meeting client needs
6. Presentation skills
7. Guidance on making the transition to qualified status

Content

1. Practical exercise to allow the delegates to demonstrate knowledge and understanding of the main topics in the development programme
2. Discussion forum on making the change to newly qualified solicitor.

Programme Tutors

Brent Warren and Malcolm Yates from Executive Development Ltd deliver the programme modules. Both Brent and Malcolm are tutors for Nottingham University and deliver many of the management programmes available through the School of Continuing Education. They also deliver commercial training to a number of blue chip companies and organisations throughout the UK.