

Law Firm Retreat Modules

Audience - These program modules are designed for law firm managers, directors and C-Suite. The activities, scenarios and content is customized for each law firm to fit its goals for the meeting, its needs and the needs of the participants.

Approach - This will be a highly interactive program using a variety of learning methods. We use a combination of short presentations; team building exercise; group activities and opportunities to explore new skills. Through scenarios or real situations from the firm experience, video clips, action learning and group discussion the goal will be to touch all of the learning styles and create a valuable experience for all participants.

Module 1	Setting the Stage
90 minutes	<p><i>Foundation Knowledge:</i> The Business Case for Leadership & Leading from the Middle in a law firm.</p> <p>Trends</p> <p>Table Discussion and Debrief:</p> <ul style="list-style-type: none"> • Your Assumptions about Leadership • Issues unique to your Firm, your Team • Getting to Know You, Your Leadership Challenges & Expectations for this Meeting <p>Video: Tom Peters on Leadership in 3 minutes and 53 seconds</p>

Module 2	Meetings your colleagues will want to Attend
18 Minutes	<p><i>Group Activity:</i> Building Castles in the Air: <i>a fast-paced activity that helps teams learn to achieve measurably better results through improved planning, communication, delegation and learning from their successes and failures.</i></p>
30 Minutes	<p><i>Foundation Skills:</i> Meetings Your Colleagues will want to Attend</p> <ul style="list-style-type: none"> • Agendas that work • Facilitation Tips & Tricks • Setting Norms • Building Consensus – Fist Five • W3 & TALA – facilitation skill for getting feedback (What Went Well) and setting future agendas (Take A Look At) with your team. • Performing well in meetings – body language, fielding questions and handling curve balls
40 Minutes	<p><i>Group Activity:</i> Several Scenarios distributed (two tables per scenario): <i>In this activity the groups plan the type of meeting that is most appropriate for the situation; consider stakeholders, influencers, decision-makers, format, agenda and planning.</i></p>

Law Firm Retreat Modules

Module 3	Advanced Skill: Collaborative Problem Solving – Introduction
60 Minutes	<p><i>Group Activity:</i> Using the same Scenarios distributed in Module 2 above (two tables per scenario): <i>In this activity the groups experience the Collaborative Problem Solving methodology by working through the scenario provided and map out a strategy to present to the larger group during the debrief.</i></p> <p><i>Debrief and group discussion</i></p>

Module 4	Leadership Behaviour: Earning Trust
40 Minutes	<p>Introduction to the Importance of Trust, how to earn it and how to built trust in your team.</p> <p><i>Based on the concepts in The Speed of Trust and in Five Dysfunctions of a Team, participants will explore the characteristics and behaviours of trusted leaders. In discussion the groups will explore each of the behaviours of highly trusted leaders and in their own words discuss and report to the whole group what each of the behaviours really means.</i></p> <p><i>Debrief and group discussion.</i></p>

Module 5	Leadership Behaviour: Understanding and Developing your Leadership Style
60 Minutes	<p>Introduction to Leadership Styles and behaviours that get results. Participants will explore different styles needed in different situations; favoured styles and how to develop versatility.</p> <p>Companion Materials</p> <ul style="list-style-type: none"> • Leadership that Gets Results* HBR, Daniel Goleman • Why Should anyone be Led by You* HBR, Robert Goffee and Gareth Jones • Developing Versatile Leadership* MIT Sloan Review, Robert E. Kaplan & Robert B Kaiser <hr/> <p><i>Group Activity : Looking in the Mirror</i></p> <p><i>In pairs, participants will identify their preferred leadership styles or trust-related behaviours and discuss the implications of their style in one-on-one relationships, in working with their teams and with leadership within the firm.</i></p>

Law Firm Retreat Modules

<p>Module 6</p> <p>3 hours</p> <p>Supplemental Reading:</p> <p>Our Iceberg is Melting: Changing and Succeeding Under Any Conditions</p> <p>By John Kotter And Holger Rathgeber</p>	<p>Leadership Knowledge & Skill: Managing Change</p> <p>What to Change and Why Introduction of the Case Discussion will arise from the case and from experiences of those in the room. Materials:</p> <ul style="list-style-type: none"> • The Case – Smith Simpson: More Questions than Answers (or a case written drawing from experiences at your Firm) • Change Leaders Worksheet – for the Case • Change Leaders Worksheet – for your Firm/your Team <hr/> <p>The Change Process Presentation and Group Discussion Companion Materials</p> <ul style="list-style-type: none"> • Leading Change in the Legal Environment, Karen MacKay, PLMW • The Quick Wins Paradox, Mark E. Van Buren and Todd Safferston, HBR, January 2009* <p>Video – Kotter on Change</p> <p>Leading and Managing Change</p> <ul style="list-style-type: none"> • Mapping out a change process for Smith Simpson • Collaboration, problem solving and building consensus <p>Companion Materials</p> <ul style="list-style-type: none"> • Managing Change: Law Practice Roundtable, MacKay/Flitton • How GE Teaches Teams to Lead Change, January 2009 HBR, Steven Prokesch* • Dealing with Organizational Change, Shawn Baker • Decoding Resistance, HBR April 2009, Jeffrey D. Ford and Laurie W. Ford* • How to Work the Unwritten Rules and Lead Change, Oct/Nov 2008 Law Practice, Arthur G. Green • Building the Emotional Intelligence of Groups, HBR, Vanessa Urch Druskat and Steven B. Wolff* • Making Good Decisions in the Face of Change, Law Practice, Karen MacKay • Change the Way You Persuade, HBR May 2002, Gary A Williams and Robert B. Miller*
---	--

Law Firm Retreat Modules

Module 7	Influence of Great Administrators (optional topics)
2 Hours	<ol style="list-style-type: none"> 1. <i>Attitude development:</i> Energy & Resilience 2. <i>Communication:</i> Change the way you Persuade - Dealing with Player Changes (New MP, PGLs, Committee Chairs) 3. <i>Performance:</i> Leadership is a Performance Art – handling yourself well in meetings and fielding questions and curve balls
	<p>Reflective Activity: Developing Your Personal Leadership Plan</p> <ul style="list-style-type: none"> • How will you build your knowledge base? • What skill would you like to hone and how? • How will you develop your own leadership style? • How will you foster trust?
	<p>Companion Materials</p> <ul style="list-style-type: none"> • The Influence of Great Administrators, Karen MacKay, PLMW 2008 • Second in Command: The misunderstood Role of the Chief Operating Officer, HBR May 2006, Nathan Bennett and Stephen A. Miles

Module 8	Closing Activity
30 Minutes	<p><i>A Vision is Worth a Thousand Words - Team members close the session and release their creative juices by developing a clear collective vision for becoming a stellar team. TBD – whether teams should regroup within functional areas and work teams.</i></p>
Time depends on the size of the group. Approximately 30 Minutes.	<p>Reflections & Dialogue</p> <p>The participants reflect on the retreat/meeting and share what they’ve learned about new concepts, new skills, about themselves and about their colleagues.</p>

*Articles that require licensing for distribution.