

# Two-day Workshop:

## Achieving success as a Head of Department in a law firm

In-house interactive workshop for firms of all sizes throughout the UK designed to get the best out of your Heads of Department. Up to 15 delegates.

### Objectives

- How to get people to 'lift their heads from their desks' and think more strategically about their respective parts of the business as well as just operationally or in relation to their own client work
- Focusing on the steps your people will now need to begin taking in practice if they are to lead and grow their teams to maintain a competitive edge
- Getting your people to prioritise their thinking around 'innovating' when planning how they work and use their people and the technology available to them, to steal a march over their rivals
- Encouraging your Heads of Department to lead and instilling in them an understanding that it is they who must drive change if the firm is to stay ahead
- Getting everyone out of their comfort zone to drive out complacency and encourage ambition
- Understanding and putting into practice how to be 'accountable'



### Session 1

The role of a HoD

- How each delegate currently sees their role as an HoD
- Assessment of priorities
  - Business
  - People
  - Financial
  - Strategic
  - Operational
  - Reputational
  - Business development



### Session 3

Developing people

- Building profitable teams of people who are open-minded, flexible and prepared to learn new skills and ways of operating
- Roles, responsibilities and accountabilities
- Managing the performance of your people
- Succession planning



### Session 2

Working on the business rather than in the business

- The conflict between client and non-client pressures
- Effective prioritising
- Effective delegation



### Session 4

Building each department's financial strength

- Where is each department now?
- Steps each should take to improve
  - Time recording
  - Profitability
  - Cash generation
  - Pricing

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## Session 5

Strategic development

- Developing strategy
- Documenting strategy
- Synergy with the whole firm
- Ensuring action – “herding cats”



## Session 6

Operations – management and client processes

- Lean process management
- How work is performed and by whom
- Technology
- Management format
- Governance and links with other departments and overall management



## Session 7

Business development

- Developing a plan
- Systemising business development
- Untapped existing clients
- Cross selling



## Session 8

- Action plans
- Identified objectives
- Agreed actions
- Timescales
- Monitoring

## Costs

Bespoke workshops are designed and agreed to meet the needs of individual firms. Prices available on a per delegate basis and are based on the agreed specific circumstances.

## About the workshop facilitators



Andy is a highly experienced accountant, trainer, presenter and consultant to the legal profession, having exclusively advised lawyers since 2004.

Andy provides training to lawyers both in-house at law firms and via public courses throughout the UK and is a regular contributor to the legal press.

Andy is co-author of the Law Society’s toolkit on financial stability.

**Andy Poole, Legal Sector Partner  
Armstrong Watson**



Peter Scott is a solicitor and former Managing Partner of Eversheds London and European offices. He acts as an adviser, trainer and coach to law firms in relation to their strategic, financial, performance, reward and risk and compliance issues, with a particular focus on helping them to improve their competitiveness through effective performance management. He also acts as a ‘discreet mentor’ to many managing partners and CEOs.

Co-author of Financial Stability Toolkit (The Law Society)

**Peter Scott  
Consultant, Peter Scott Consulting**