

UIA Training – Workshop

Leadership and Management of a Law Firm; Delivering Excellent Client Service Cost-effectively

Thursday, September 20 & Friday, September 21, 2018



LONDON – UNITED KINGDOM



UIA ■ T +33 1 44 88 55 66 ■ F +33 1 44 88 55 77
uiacentre@uianet.org ■ www.uianet.org

INTRODUCTION & GENERAL INFORMATION

TRAINING - WORKSHOP VENUE

Berwin Leighton Paisner LLP

Adelaide House, London Bridge
London – United Kingdom – EC4R 9HA



Attending this event will grant you CLE credits in most jurisdictions!

THE WORKSHOP - SUMMARY

Inspirational leadership and effective management are increasingly important for law firms. Competition from other law firms and organisations offering streamlined legal services means that there is a constant pressure on price, delivery and “added value”. Leadership and management skills are not generally taught in law school. Day 1 considers the key requirements of leading and managing a flourishing profit-making law firm. Day 2 considers the essential, but often time-consuming skills, required for the fruitful and constructive management of people within the firm.

Pippa Blakemore wrote an article about a similar course that Tiago Marreiros Moreira and she conducted in Lisbon in 2017 in issue 2/2017 of the UIA's magazine "Juriste International". You will find it at the following link, on page 12:

http://www.uianet.org/sites/default/files/Juriste_International_2017_2_0.pdf

Who should attend?

- Senior partners, managing partners, heads of department, supervisors, practising lawyers, office managers, practice managers, and team leaders.
- All members of the law firm who want to develop their skills in leadership, management and communication of his/her firm, department or own practice.
- All those who advise lawyers on these skills.

Reasons for attending: outcomes from the training

- Development of your skills, knowledge, confidence and understanding of how to:
 - Win, keep and grow the clients you want, cost-effectively
 - Lead your firm in the direction you want it to go
 - Increase effectiveness and efficiency within the firm
 - Maximise return on investment of all the resources of your firm
 - Stay ahead of all developments
 - Satisfy the increasingly high expectations of clients requiring speedy pro-activity, creativity and innovation all at less cost
- Confirmation that what you are doing is correct and:
 - To generate, introduce and implement creative ideas
 - To increase motivation
 - To revise and refresh knowledge
 - To revise, practise and to up-date skills
 - Tips and techniques to use and traps to avoid
 - Practical, relevant, time-saving advice which is immediately applicable

Working language

The sessions will be held in **English without simultaneous translation**.

Accreditation of courses

Every participant attending the entire 2 days Training Workshop programme will receive a “Certificate of Attendance” at the end of the Training that may be used for obtaining “Credits” for “Continuing Legal Education” - “Continuing Professional Development” purposes, depending on national rules. For more information, please contact the UIA.

Relevant, Participative and Interactive workshop

- The principles of the workshop apply to:
 - ✓ All sizes firms: smallest to largest, national and international
 - ✓ All practice areas
 - ✓ All sizes and types of clients: including across sectors; structures; family, public or private
- Sessions are conducted in a whole variety of ways, including: presentations, PowerPoint, delegates working individually, in pairs, in small groups, in larger groups, as a whole.
- Interactive participation by the delegates includes: case-studies, role plays, quizzes, exercises, practicals, questionnaires, templates, checklists, problem-solving and theory-to-practise sessions.
- Discussions allow delegates to share their experiences with others and have constructive problem-solving discussions, which lead to practical and relevant solutions and lessons learned.
- Personal Action Plan - each individual creates a Personal Action Plan, of actions that they will carry out when they return to work. They can then immediately apply what they have learned as soon as they get back to the office from the training

Number of participants is strictly limited

Minimum number of participants: 15 / Maximum number of participants: 32

Register now for lower rate and to be certain of your place

We register on a first come, first served basis and we are limited to an absolute maximum of 32 participants. When the workshop is full, we regret but we cannot accept any more registrations.

Bringing together the world's lawyers

For over 90 years, the Union Internationale des Avocats (UIA International Association of Lawyers) has been defending the legal profession and facilitating international contacts, cooperation and the exchange of knowledge among lawyers, while respecting their cultural and professional diversity.

Today, the UIA brings together several thousand members – lawyers or law professionals – and hundreds of bars, federations and associations.

Join the UIA and become a member of the world's strongest network of lawyers!

- You will participate in the work of the UIA Commissions in Business Law, Human Rights and General Practice and share your experience with that of professionals from over 110 countries.
- You will also be able to join forces with the UIA, which, each year, provides its support to lawyers who cannot freely practise their profession. Everywhere in the world where rights of defence are threatened or the proper administration of justice is hindered, the UIA will make your voice heard.

*Join the UIA during the training course and benefit from a
50% discount on your membership fee!*

REGISTRATION FEES

	UIA Member		Non Member	
	<= 20.08.2018	> 21.08.2018	<= 20.08.2018	> 21.08.2018
STANDARD REGISTRATION <i>Amounts exclusive of VAT</i>	€ 745 * £ 659*	€ 795* £ 699*	€ 795* £ 699*	€ 845 * £ 739*
YOUNG LAWYER (<35)** <i>Amounts exclusive of VAT</i>	€ 695 * £ 619*	€ 745 * £ 659*	€ 745 * £ 659*	€ 795* £ 699*

* The VAT (20%) can be applied to the amount here above according to the European Directive 2006/112/CE of November 28, 2006. For more information, please contact the UIA. If you provide an EU VAT ID number, the VAT will not be charged.

**Please attach proof of age to the registration form to benefit from young lawyers fee

These fees cover participation in the Course, the coffee breaks, lunches on Thursday, September 20 & Friday, September 21, as well as the documentation. The cocktail reception on Thursday, September 20 is kindly offered by the Law Society of England & Wales.

CANCELLATION CONDITIONS

All cancellations will be subject to a 50% deduction and will have to be sent in writing, to be received by the Union Internationale des Avocats **no later than August 20, 2018**. No refund will be made for cancellations received after this date.

VISAS: Anyone who requires a visa invitation letter in order to attend the training course should register and pay their registration fees **no later than August 20, 2018** to ensure there is enough time to obtain a visa.

All cancellations due to a visa refusal will be refunded in full, minus €50 + VAT to cover administrative costs, provided that the UIA has received the registration documents and **total registration fees no later than August 20, 2018**.

If you register after this date, only 50% of the amount paid minus €50 + VAT to cover administrative costs will be refunded for cancellations due to visa refusals.

All cancellations due to a visa refusal must be sent in writing and reach the UIA **before the training course**. Cancellations must be accompanied by a **proof of visa refusal**.

If your visa is issued after the training course date or if you do not have proof of visa refusal, you will not be entitled to a refund.

GENERAL CONDITIONS

All registrations received by the Union Internationale des Avocats (UIA) along with the full payment of fees corresponding to the events selected will be confirmed in writing.

The VAT (20%) can be applied to the amount here above according to the European Directive 2006/112/CE of November 28, 2006.

The UIA reserves the right to cancel or postpone the training course to a later date, change the training course venue and/or programme, make any corrections or modifications in the information published in the training course programme and cancel any invitation to participate in the training course, at any time and at their entire discretion, without having to provide any reasons for the same.

Neither the UIA, nor any of its managers, employees, agents, members or representatives shall be held responsible for any loss or damage, of any nature, suffered (directly or indirectly) by a delegate, accompanying person or a third party following any cancellations, changes, postponements or modifications.

The UIA strongly advises participants to subscribe to modifiable and/or refundable services, as well as to take out a cancellation insurance.

Neither the UIA, nor any of its managers, employees, agents, members or representatives shall be held responsible for any loss or damage, of any nature whatever, suffered (directly or indirectly) by a delegate or accompanying person, except in case of death or personal injury due to gross negligence by the UIA.

The contractual relations between the UIA and each participant (delegate or accompanying person) in relation to the training course are subject to French law and jurisdiction, to the exclusion of any other law. Paris is the city of jurisdiction.

FORMALITIES

It is the responsibility of participants to ensure compliance with police, customs and health formalities for their journey. Participants unable to take part in the training course because of their inability to take a flight or any other means of transportation due to being unable to provide the documents required (passport, visa, vaccination certificate, etc.) cannot claim any reimbursement.

HOTEL RESERVATION

A limited number of rooms have been pre-booked at a preferential rate. Reservations should be made directly through the hotel. Credit card details must be given in order to secure your reservation. Please note that the number of rooms is limited. We recommend that you proceed with your reservations as soon as possible.

<p>LONDON BRIDGE HOTEL at 500 meters / 0.3 miles from the venue 8-18 London Bridge Street London SE1 9SG, United Kingdom T +44 (0)20 7855 2200 F +44 (0)20 7855 2233 E reservations@londonbridgehotel.com</p>	<p>Standard Room Single occupancy: £ 231.75 per night Standard Room Double occupancy: £ 248.70 per night Inclusive of Breakfast Buffet, Wi-Fi and Taxes at 20% To benefit from the preferential rate, indicate the group reference BLPL200918 Reservations should be made: • By phone: +44 (0) 207 855 2200 mentioning “BLPL200918” • By email: reservations@londonbridgehotel.com mentioning “BLPL200918”</p>
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THE TRAINING TEAM



Pippa BLAKEMORE, BSc, PGCE
The PEP Partnership LLP
Reading, United Kingdom
pippa.blakemore@pep-partnership.co.uk

Pippa Blakemore has been advising law firms all over the world on the creation of strategy and its implementation since 1985, when she set up PEP. Pippa has worked for more than 80 regional, national and international law firms, as a consultant, or on an interim, project or *ad hoc* basis. For example, she has advised on more than 90 winning pitches and worked with more than 6,000 lawyers in all practice areas and in all sizes of law firms.

Pippa started her academic life as a mathematician, after which she studied Politics, Philosophy and Economics, and graduated from the University of Bristol in Politics, followed by a Post-Graduate Certificate in Education in History also from Bristol University. Her clients also include government bodies, global corporates, not-for-profit organisations and charities, which gives her a first-hand understanding and experience of the challenges facing the clients of law firms, and hence she can advise law firms accordingly.

Pippa Blakemore's advice to her clients includes: strategy creation and implementation, business development, rainmaking, client relationship management, leadership, management skills, project management, communication strategies and skills, problem solving, recruitment, appraisals, mentoring, coaching, speech writing, speech making, marketing and media management, public relations. Pippa has presented to lawyers all over the world, including Europe, United States, Canada, Africa, Mexico, South America, New Zealand and in Dubai.

Pippa's extensive writing includes publications in articles, on websites and chapters in books on: business development, marketing and training for lawyers, which have been published on several continents and in several languages, including Catalan, Spanish, French and Finnish. She has also published on European politics and education, food and wine. Pippa's books are "Law Firm Pitches & Tenders: Presenting to Win" published by Worldwide Legal Research in October 2014 and "Networking for Lawyers: a pocket guide to building business relationships" published in October 2011. Pippa Blakemore is a Freeman of the City of London, which entitles her to drive sheep and cattle across London Bridge.



Tiago MARREIROS MOREIRA
Vieira de Almeida & Associados - Sociedade de Advogados, RL
Lisbon, Portugal
tm@vda.pt

Tiago Marreiros Moreira is a leading international tax lawyer and is head partner of VdA's Tax practice (that includes a team specially dedicated to Private Clients). Law Degree, Catholic University of London Faculty of Law. Post-Degree in Taxation, Instituto Superior de Gestão, in Lisbon. PIL at Harvard Law School.

He has been involved in several transactions, in United Kingdom and abroad, mainly focused on the financing, acquisition and restructuring of national and multinational economic groups and corporations. He has also been actively providing domestic and international tax planning for major corporations, assisting groups in the definition of transfer pricing policies and documentation, resolving tax disputes with revenue authorities, providing advice in securitization transactions and estate planning.

Tiago has also been involved in numerous transactions in Africa and actively provides tax planning advice to major local and international clients in Portuguese speaking countries. He is the author of several articles published in national and international publications and is lecturer at the Postgraduate Course in Management of Social Organizations of Economics at the Catholic University of Porto.

Admitted to the Portuguese Bar Association, by whom he was recognized as a specialist lawyer in Tax Law, tax arbitrator certified by the Minister of Justice. He is President of the UIA Management of Law Firms Commission, Former President of the UIA Tax Law Commission, member of the International Fiscal Association and of the Portuguese Tax Association, member of the International Fiscal Association, of the Portuguese Tax Association and of the Portuguese Tax Consultants Association.

In 2007 he received the Iberian Lawyer's "40 under forty" award for the best young lawyers in Iberia and is also ranked by the most prestigious international directories, such as Chambers, Legal 500, Who is Who, International Tax Review, PLC Which Lawyer and Iberian Lawyer.

Thursday, September 20, 2018

DAY 1: STRATEGY AND PROCESSES

08:30 – 09:00	REGISTRATION OF PARTICIPANTS
09:00 – 09:15	Introductions Objectives Personal Action Plans
09:15 – 09:45	1. Strategy creation for your firm - Vision: where are you now and where you want to be? - Values and culture - SWOT analysis - Alternative business models
09:45 – 10:30	2. Develop your plan to implement this strategy - Key questions to ask and answer - Resource allocation and accountability - Timetable and milestones - Monitoring and measuring progress and success
10:30 – 10:45	COFFEE BREAK
10:45 – 11:45	3. Key leadership and management skills - Lead by example - Successful change management - Decision-making - Succession planning
11:45 – 12:30	4. Creating automated, cost-effective structures, processes and procedures - Standardising processes - Streamlining procedures - Automation and technology - Role of artificial intelligence
12:30 – 14:00	LUNCH
14:00 – 15:00	5. Finance – fees, billing, payment, recovery - Fee structures, estimates and quotes - Value for money and “added value” - Fee negotiation - Billing and recovery
15:00 – 15:15	COFFEE BREAK
15:15 – 16:00	6. Finance – remuneration - Time-recording - Income - Salaries - Costs - Profit share structures
16:00 – 17:15	7. Project management for law firms - Key characteristics of a project - Requirements of efficient project management in a law firm - Actively managing projects in the best interests of the client and the firm
17:15 – 17:30	8. Feedback and action plans
18:00 – 20:00	COCKTAIL RECEPTION Kindly offered by the Law Society of England & Wales 113 Chancery Lane London WC2A 1PL, United Kingdom

09:00 – 10:30	1. Attract, retain and motivate staff <ul style="list-style-type: none">- Recruitment, retention and motivation- Managing partners, lawyers and staff- Appraisals which motivate and are meaningful- Talent management: training, development and career planning- 10 steps for effective delegation- Managing difficult people
10:30 – 10:45	COFFEE BREAK
10:45 – 12:30	2. Effective internal communication <ul style="list-style-type: none">- Inspire and motivate- Use the right methods- Appropriate messages- Listen with eyes and ears
12:30 – 14:00	LUNCH
14:00 – 14:30	3. Teambuilding <ul style="list-style-type: none">- Your firm as one team- Key roles and team dynamic- Resolve team conflicts and problems- Realign underperforming teams
14:30 – 15:30	4. Creativity and innovation <ul style="list-style-type: none">- Generate and be open to new ideas- Deal with issues before they become crises- Creative problem solving- Avoid being taken by surprise- Risk management
15:30 – 15:45	COFFEE BREAK
15:45 – 16:15	5. Time management skills and tips <ul style="list-style-type: none">- Reduce timewasting- Dealing with pressure- How to prioritise- Keep up to date and ahead
16:15 – 17:00	6. Developing personal skills <ul style="list-style-type: none">- Be constantly curious- 5 Ds for increasing productivity and reducing stress- Personal SWOT analysis
17:00 – 17:30	7. Personal Action Plan and the way forward Feedback and certificates





UIA Union Internationale des Avocats
International Association of Lawyers
Unión Internacional de Abogados

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Leadership and Management of a Law Firm

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LONDON – UNITED KINGDOM

REGISTRATION FORM



Register online!

Register online at www.uianet.org
or please complete and return this form by email, fax or post, to:

UNION INTERNATIONALE DES AVOCATS
20 rue Drouot, 75009 Paris, FRANCE

Tel: +33 1 44 88 55 66 / Fax: +33 1 44 88 55 77 / Email: uiacentre@uianet.org

Family Name:

First Name:

Firm:

Address:

Post Code: City:

Country:

Tel: Fax:

Email:

Date of Birth:

EU VAT ID-number:

Special requests (special diet, allergies, handicap...):

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A. TRAINING WORKSHOP REGISTRATION FEES

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B. SOCIAL ACTIVITIES

Please indicate below whether you plan to attend the following events **included** in the registration fees:

Lunch – Thursday, September 20

Cocktail – Friday, September 21

Lunch – Friday, September 21

C. TOTAL

TOTAL (A) Excl. VAT – Registration Fees: €

VAT (20%)*: €

TOTAL (A+VAT): €

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D. COMMITMENT

I undertake to attend the entire 2 day programme.

A "certificate of attendance" will be delivered to all participants who will attend the entire course.

E. CANCELLATION CONDITIONS

I, the Undersigned, confirm that I have read and accepted the **cancellation conditions** as well as the **general conditions** given on **page 5** of the registration programme. My registration will only be taken into account on receipt of the payment.

Participants are aware that their image and/or voice may be photographed, recorded or filmed throughout the duration of the course. They hereby assign to the UIA, with the signature of this form, the right to exploit, reproduce and disseminate the images and recordings by all means, both known and unknown, using all media, for an unlimited term and free of charge.

F. METHOD OF PAYMENT

♦ By cheque in € - drawn in a French bank - payable to the UIA, addressed to: UIA – 20 rue Drouot – 75009 Paris – France

♦ By Bank transfer in **EUR or GBP** – without charges to the payee – in favour of the Union Internationale des Avocats, quoting "**LONDON 2018**", to the following bank and account:

Société Générale – Paris Elysées Entreprise
91 avenue des Champs Elysées – 75008 Paris – France
BIC / SWIFT: SOGEFRPP
IBAN: FR76 3000 3033 9200 0503 4165 164

♦ By credit card: Visa Mastercard

Card N°: _ _ _ _ _

Expiry date: _ _ / _ _ 3 Digits: _ _ _

Name of card holder:

I authorise the Union Internationale des Avocats to debit the above mentioned credit card in the amount of:

€ (EUR) **OR** £ (GBP)

Date:/...../.....

Signature: