

The logo for KIES Consulting is a teal circle containing the text 'KIES' in large, bold, white, sans-serif capital letters, with 'Consulting' in a smaller, white, sans-serif font below it.

K I E S
Consulting

Junior Lawyer Career Programme

Practical Business Skills For
The Next Generation

As research has shown, the transition from an academic to a commercial world can be an uphill challenge for junior lawyers who are either looking to, or have already, secured a training contract. This is because many lack a sufficient level of business and service acumen that will allow them to effectively apply their legal skills.

Programme Learning Outcomes:

By the end of the programme you will be able to:

- exemplify habits and principles that lead to increased resilience;
- apply financial and commercial acumen to business decisions;
- demonstrate attention to detail leading to improved quality deliverables;
- exercise a work ethos that focuses on reliability and effectiveness;
- practice an increased level of emotional intelligence in all communications.

Programme Design Principles:

The programme has been designed with a practical focus that combines the development of knowledge through interactive workshops with supportive guidance through structured 1-to-1 coaching. Participants will learn the theory behind practical business skills alongside the ability to apply them in practice.

The programme consists of 10 modules which have been designed in support of each other yet are complete units in themselves. This creates the opportunity to build, through a subselection of modules, a bespoke training programme to meet specific requirements.

Each module will give the learner an introduction to the respective topic with enough foundation and material to enable continued learning and development of skills beyond the end of the programme.

Programme Modules:

Interpersonal Skills Effectiveness	Business Skills Driving Growth	Service Skills Customer Satisfaction
Personal Effectiveness	Financial Acumen	Negotiation
Active Listening	Networking	Matter Management
Career Growth	Business Development	Business Writing
	Digital Marketing	

Programme Schedule (Indicative for entire programme engagement):

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11
Personal Effectiveness							Business Development			
1/2 Active Listening	Business Writing	Net-working	2/2 Active Listening	Career Growth	Matter Management		Financial Acumen	Negotiation		Digital Marketing

Course Work:

- Personal Development Progress Report on achievements through the programme
- Personal Development Plan with guidance for students and their manager about how to further the learning of each module
- Confidential Feedback Report on the student’s strengths, weaknesses and opportunities ahead
- Comprehensive Handbooks on all modules

Lawyers are required to consistently work to the best of their ability; to use their resources effectively whilst being proactive and skilled in influencing positively and adapting to new situations with sensitivity and integrity.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Identify and apply the principles of proactivity that lead to improved ownership of tasks and increased initiative;
- Recognise productivity impacting stressors and take ownership to actively manage emotional health leading to sustainable growth;
- Appraise, categorise and diligently execute priorities as the foundation of effective time management;
- Unlock unknown solutions collaboratively to achieve effective outcomes;
- Identify and apply principles of synergy to increase the output of truly collaborative team work.

Content:

- Developing proactivity
- Identifying and tracking goals
- Teamsynergies
- Personal leadership
- Creating Win-Win
- Maintening growth

Course Work:

- Workbook "The 7 Habits of Highly Effective People" (Stephen R. Covey)
- Personal development plan
- Post module learning assessment

Format:

Module duration	7 weeks
Workshop time	7.0 hours
Coaching time	3.5 hours
Self study	9.5 hours

Through active listening we build rapport and create deeper, more reliable relationships. We can influence, diffuse and negotiate far more effectively in both our business and personal life.

Learning Outcomes:

By successfully engaging with the module you will be able to:

- Recognise the concepts of active listening and build greater awareness of its application and strengths;
- Evaluate and apply the appropriate active listening tools to effectively influence stakeholders and improve working relationships;
- Increase quality of work through a deeper understanding of the requirements behind a request;
- Build rapport and trust leading to stronger business development performance.

Content:

- Concepts of active listening
- Active listening tools
(Mirroring; Silence; Paraphrasing; Labelling; Empathy; Open ended questions; Body language; Listen to understand, not to respond)

Course Work:

- Active listening handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	2 weeks
Workshop time	2.5 hours
Coaching time	1.0 hours
Self study	3.0 hours

The role of a lawyer requires the development of a broad set of skills. Carefully analysed and planned personal development plans can only be successful if these improvements create traction on the career ladder.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Recognise personal strengths and weaknesses and how they resonate with different areas of responsibilities;
- Design, execute and continuously evaluate a personal development plan;
- Orientate personal growth plans on well-set expectations on the journey to becoming a senior lawyer;
- Identify political issues and skillfully navigate the system.

Content:

- Character strengths & corresponding areas of law
- Developing strengths not averaging out weaknesses
- Presentation of strengths
- Mistake culture & continuous learning
- Working the system
- Enabling sustainable growth

Course Work:

- Career growth handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	1 week
Workshop time	1.5 hours
Coaching time	0.5 hours
Self study	1.5 hours

Profitability is the measure used by firms' to identify high performers. It is therefore critical for lawyers to thoroughly understand how a law firm's and their contributors' financial performance is measured.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Identify the regulatory requirements influencing a firm's financial operation;
- Recognise the levers that impact the financial health of a firm leading to more astute business decisions;
- Understand the practices that measure the financial performance of individuals, departments and firms.
- Differentiate between profitable work and opportunities for investment.

Content:

- Regulatory requirements
- Income sources & baseline expenses
- Key performance indicators
- The role of cash flow
- Funding sources
- Profit & Loss statement
- Balance sheet
- Time recording

Course Work:

- Financial acumen handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	1 week
Workshop time	2.0 hours
Self study	1.0 hours

The most connected people are often the most successful. Targeted networking offers an opportunity for lawyers to raise their brand, help keep a pulse on the market and meet valuable mentors, partners, and clients.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Recognise the strength of well built networks to build a recognisable brand;
- Identify and apply the principles and best practices of networking to build the foundation for future alliances, mentorships and business development opportunities;
- Build larger and deeper networks leading to greater influence in the business community.

Content:

- The ROI when networking
- Focused target audience
- Appearance and presentation
- Conversation handlers
- Online networking
- Growing relationships

Course Work:

- Networking handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	2 weeks
Workshop time	1.5 hours
Coaching time	0.5 hours
Self study	4.0 hours

It is difficult for a potential client to evaluate a law firm on anything other than reputation and personal impression. This puts the lawyer's skills to connect with their clients and their needs under the microscope.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Identify roles in business development and recognise their importance;
- Build and manage productive relationships with clients on a journey to become their trusted advisor;
- Identify and apply the principles and practices of consultative selling;
- Successfully acquire customers without being "salesy".

Content:

- New business, organic growth and cross-sales
- Emotional intelligence
- Becoming a trusted advisor
- Consultative selling
- Alliance strategy
- Psychology of influence

Course Work:

- Business development handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	4 weeks
Workshop time	6.0 hours
Coaching time	2.0 hours
Self study	5.0 hours

As potential clients are getting more sophisticated in their research for suitable legal advice digital marketing becomes the new shop window which enables a firm to be considered in the first place.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Understand the principles of digital marketing and its relevance to the firm's business development strategy;
- Identify own role and relevant contributions in digital marketing to build an expert profile and a personal brand;
- Exemplify digital marketing practices leading to more productive collaboration with marketing experts and to produce higher value campaigns.

Content:

- Marketing an online presence
- Introduction to online ads and SEO
- Get noticed with social media
- Value of content marketing
- Email campaigns
- Make the most of video

Course Work:

- Digital marketing handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	1 week
Workshop time	1.5 hours
Coaching time	0.5 hours
Self study	1.0 hours

Outstanding negotiation is not about being tough and driving hard-ball tactics, nor is it bargaining; it is about applying smarter, more subtle techniques that ensure the other side has it your way and takes ownership of their decision.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Recognise successful negotiation principles and techniques and their relevance to different types of approaches;
- Begin to apply successful negotiation techniques in practice to establish an authority and influence decision makers;
- Recognise the techniques applied to create high-value solutions that would have been inaccessible otherwise.

Content:

- Pivotal concepts
(Win/Win, biases, hidden agendas, cultural differences, etc.)
- Preparation for success
- Practical techniques
(Tactical empathy, BATNA, ego, calibrated question, voice, accusation audit, fairness, etc.)

Course Work:

- Negotiation handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	2 weeks
Workshop time	4.0 hours
Coaching time	1.0 hours
Self study	3.5 hours

Failure to deliver customer satisfaction is the single biggest reason why clients leave their law firm (67%). Yet this figure is not driven by poor legal performance, it is a lack of professional matter management.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Identify relevant processes in the stages of matter lifecycle management;
- Apply practices of detailed matter scoping, planning and execution leading to accurately managed client expectations and increased billability rates;
- Recognise and execute matter closure and lessons learned practices leading to strengthened relationships with clients and the creation of opportunities for organic growth.

Content:

- The matter lifecycle
- Roles and responsibilities
- Scoping a matter
- Planning for success
- Transition of cycle stages
- Execution management
- Reporting
- Closing a matter & lessons learned

Course Work:

- Matter management handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	2 weeks
Workshop time	4.0 hours
Coaching time	1.0 hours
Self study	2.5 hours

In contrast to the legal knowledge behind the advice lawyers give, writing can and will be judged by clients. With the client's emotions often high a simple faux-pa can have significant consequences.

Learning Outcomes:

By successfully engaging with this module you will be able to:

- Identify and apply appropriate language and terminology for different types of recipients;
- Recognise and use specific structures of information depending on recipient and chosen communication channel;
- Exemplify a quality over quantity approach to external communication to maintain trust with clients and colleagues;
- Employ improved correspondence-related grammar leading to high-quality deliverables.

Content:

- Knowing your audience and consideration of appropriate communication channels
- Creating succinct and structured client facing communication
- Speaking the client's language
- Avoiding common grammatical mistakes

Course Work:

- Business writing handbook
- Personal development plan
- Post module learning assessment

Format:

Module duration	1 week
Workshop time	1.5 hours
Coaching time	0.5 hours
Self study	1.0 hours

Contact Kies Consulting

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W <https://kiesconsulting.co.uk>

Useful Reference

The research looking into the question "What stops high potential junior lawyers from becoming high achievers" identified the skill gaps this training programme has been designed to address.

The report presenting the top findings can be viewed on the Kies Consulting website.