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INTERNATIONAL BAR ASSOCIATION PROGRAMME 2024

IBA Law Firm Management Committee Academy for Leaders

A cutting edge IBA programme specially designed for law firm leaders

24 – 27 July 2024

King's College London, London, England

Attending the LFMC Academy will equip you with:

- The latest techniques and tools that can help your firm grow its revenue and develop its clients
- An understanding of how to be an effective and successful leader in a new fast changing environment
- The knowledge to develop your firm's market position and strategic advantage
- How to leverage use of knowledge, technology, and innovation to improve client relationships and financial performance
- The best methods available to grow your international work
- How to prepare for the future
- Both a personal and firm 'action list' with clear and practical outputs

Who should attend?

The Academy will assist all leaders in a very practical way. Delegates will typically be:

- Current or future law firm leaders
- Central management and/or office, practice and/or sector leaders
- Senior business professionals within law firms (CEO / COO level)

For more information and to book online visit www.ibanet.org/conference-details/CONF2452

IBA Law Firm Management Committee Academy for Leaders

The focus for law firms is on what happens next – what the ‘next normal’ might be and what the future holds – in a very challenging world. ‘Margin squeeze’ is being discussed in all law firms.

It is likely that the pandemic changed some aspects of legal practice permanently. Looking to the future, lawyers and clients alike are reviewing their relationships, bringing more ‘human’ relationships with a drive for openness and purpose. Many management challenges remain highly relevant and need addressing.

Those prepared to embrace change and understand the opportunities arising from change will emerge in a much stronger position in the future.

The IBA’s Academy for Leaders examines legal services and explains what is changing, the aspects that will stay the same and the key success factors for ensuring continued growth and success in the years ahead. Critically, it will look at this both entirely practically (eg, what should law firms do) and from a truly global perspective.

A learning methodology designed specifically for law firm leaders

Undertaking a leadership role, with the responsibility of building and managing a profitable business, is one of the most challenging periods for any professional.

We learn differently as adults, clear learning objectives are required with a very participatory and highly practical approach.

Our unique learning approach combines formal presentations from world-class academics, advisors and practitioners who have decades of real-life experience, with group discussions, exercises and case studies.

Our starting point is to help you better understand the changing business environment and your own specific challenges so as to develop your unique set of learning objectives. Throughout, participants will be sharing and building upon their own knowledge and experience, all in the company of experts. The Academy will benefit from the leading expertise available in London and globally.

As a result, places are strictly limited. Participation is by selection only and based on the specific needs of individuals and their ability to contribute to the joint learning of the group.

To apply, email the application form by **31 May** to **Emily Bower** at emily.bower@int-bar.org

Class of 2023 testimonials

‘The Academy was transformative for me in how I understand the firm and my place in it. The content and the faculty were exceptional, and my classmates have become good friends and helpful professional contacts. I strongly recommend the Academy to anyone who seeks to become a more effective leader in the modern legal profession.’

Michael F Williams PC *Kirkland & Ellis, Washington, DC*

‘Truly enlightening and transformative. An unparalleled opportunity to connect with a diverse range of professionals, providing a forum for dialogue and discovery across different cultures and jurisdictions. A must-attend for any forward-thinking leader looking to gain a multi-faceted view of our global legal landscape.’

Oskari Gestrin *Castrén & Snellman Attorneys, Helsinki*

‘Incredible learning experience, where academics and lawyers with law firm management background, shared with us their know-how and real-life experience in the area of law firm management and leadership. Lots of ideas to implement since day one.’

Rafael Villamar-Ramos *Sanchez Devanny, Monterrey*

‘The IBA Leadership Academy was a wonderful experience to hear from experts and leaders in law firm management issues. It was encouraging to learn that large and small, we all grapple with the same issues. I particularly appreciated the Academy’s sessions on digital transformation and what it means for future law firms.’

Hyun Ju Pak *Shin & Kim LLC, Seoul*

Venue: King’s College London, Strand Campus

King’s was established by royal charter in 1829 under the patronage of King George IV and the Duke of Wellington.

The Academy will take place at the Dickson Poon School of Law, King’s College London at the Strand Campus which incorporates the historic 18th century Somerset House with its beautiful Georgian era quadrangle and Bush House, which previously served as the headquarters of the BBC World Service.

IBA Harassment Policy

IBA IBA conferences provide unrivalled professional development and network-building opportunities for international legal practitioners and their professional associates. The IBA values the participation of every delegate and member of the IBA and wants all attendees to have an enjoyable and fulfilling experience. Accordingly, all Conference attendees are expected to show respect and courtesy to other attendees, IBA staff and those involved with hosting the events throughout the Conference and at all Conference events, receptions, and parties, whether officially organised by the IBA or others. All delegates, guests, attendees, speakers, exhibitors, staff and volunteers at any IBA event are required to conform to the IBA Harassment Policy. See www.ibanet.org/iba-harassment-policy

The IBA, its officers and staff accept no responsibility for any views expressed, presentations or materials produced by delegates, speakers, and faculty at the Academy.

Course content

Each of the four days will cover the key elements essential for leadership success.

■ Day One – Wednesday 24 July

0900 – 1000 **Introduction to the Leadership Academy**

Stephen Bowman *Managing Partner, People & Talent, Bennett Jones, Toronto, Ontario; Member, Advisory Board, IBA Law Firm Management Committee; Co-Chair, IBA Future of Legal Services Commission*

Moray McLaren *Lexington Consultants, Madrid; Chair, Talent and Leadership Subcommittee, IBA Law Firm Management Committee*

Stephen Revell *Senior Co-Chair, IBA Law Firm Management Committee*

1000 – 1300 **MODULE ONE**

Understanding market position and strategic advantage: what type of law firm do you want to build and how do you build it?

Methodology includes:

- Reviewing the changing business environment and client needs: what is the higher versus lower value work? Which clients and prospects are most attractive?
- Reviewing and prioritising your firm's opportunities in terms of service lines, sectors and client types
- Positioning yourself accordingly, building and communicating the firm's unique offering and the differentiation required
- Opportunities and challenges for approaching the market through industry specialisation and client service teams (sector teams/client relationship management)
- Setting direction, getting buy-in, ensuring accountabilities and delivery

1400 – 1745 **MODULE TWO**

Improving legal service delivery through better use of knowledge, technology and innovation: how do I make the most of disruption, technology and new business models?

More competitive market conditions are forcing law firms to find efficiencies, adopt new ways of delivering their services and adapt and update their business models.

This session will review the challenges of innovation and change, ensuring you have the right balance of inputs and outputs required to improve your service delivery without waste and higher costs.

We will cover the following topics:

- Understanding the driving forces for a new approach – is efficiency everything?
- Starting with your clients, people and processes (then adding in the technology)
- The importance of knowledge (what does that mean?) and role of knowledge management
- Affordable options for embracing AI and other new technologies

■ Day Two – Thursday 25 July

0845 – 1300 **MODULE THREE**

Inspiring your people and leading through change: how do I best lead my partners? How to lead to achieve strategy

This module will help you become an effective and successful leader by understanding what current changes (in generations, society and work practice) means in terms of your own leadership style, collaborating better and getting the most from your people by building open and trusting relationships, understanding personal motivation and managing by 'outputs' and not 'inputs'.

Having a strategy is important but achieving it is mission critical and it's the primary job of a 'leader'.

Participants will gain a clearer picture of their role as a leader, what can be expected of them (or not), plus a greater awareness of their own leadership style and how that can be improved.

The module will cover the following topics:

- Understanding the difference between management and leadership and what is required of today's law firm leaders
- Getting the best from your people, appreciating the different styles of leadership and what that means
- How to lead to achieve the strategy
- Guiding the junior lawyers and supporting them in overcoming any limitations blocking them from developing their own practice
- Improving your 'management leverage' by delegating, supervising and developing an effective team in the 'new abnormal'
- Ensuring your people are on board and the 'people pipeline' is still intact
- Leading to achieve strategy

1400 – 1745 **MODULE FOUR**

Business development and communications: how do I ensure we build the best client relationships?

In this session, we will demystify the state-of-the-art marketing and strategy techniques at use for individual lawyers and their firms. By using these approaches, lawyers maximise their ability to build a network, develop a strong reputation and create the practice they dream of having.

This module will cover the following topics:

- Understanding your value proposition – creating strategic plans, practice plans and mini marketing plans
- Selecting and prioritising opportunities: which clients and prospects are most attractive and what work do you want from them?
- Options for winning new work and developing stronger client relations
- Market positioning and branding: why tactics come before strategy
- Communications tactics, PR, social media and law firm directories
- Organising your law firm BD – various structures and how they operate

Course content

■ Day Three – Friday 26 July

0845 – 1300 **MODULE FIVE**

Understanding law firm ownership, partner performance and profit sharing: how do we remunerate/reward to build a firm?

Law firms are facing a 'perfect storm' in terms of their ownership models, evaluating partner performance and dividing profits fairly.

What are the financial and non-financial requirements of a law firm partner and how to evaluate their 'contribution'? During turbulent times, how to 'fairly' divide ownership and profits? How can firms continue to promote new partners within a slow or no-growth environment, meanwhile ensuring that the most senior of partners are still able to transition out of the firm?

For many, this is coming against the background of the transition from first to generation ownership with additional challenges regarding law firm valuations and partner contributions.

The briefing will cover the following topics:

- Current challenges within law firm ownership, contribution and profit sharing
- Understanding partner performance in terms of financial and non-financial contribution
- Capital contributions and buying-out founding interests
- Latest trends in partner performance: objective setting, evaluation and profit-sharing

1400 – 1815 **MODULE SIX**

Understanding financial management and profitability: how do I finance my firm for now/for growth?

This session will provide an overview of the key financial risks for law firms in 2022 and how you can overcome them.

We will cover the following topics:

- Current trends in law firm financial management
- Best practice in handling cash-flow
- Time recording, invoicing and cash collection
- New sources of investment and lending when required

■ Day Four – Saturday 27 July

0845 – 1330 **MODULE SEVEN**

Growing your international work through referral relationships, networks, alliances and merger: increasing our international work?

Within more competitive domestic markets, law firms are seeking options for increasing the level of their international work. In parallel, they are seeking to modernise with more professional systems. As a result, the number of domestic mergers is increasing as firms seek economies of scale, while others are also seeking to grow through international networks, alliance relationships or even an international merger.

The briefing will cover the following topics:

- Understanding your strategic challenges weighing up the options for overcoming these
- Weighing-up pros and cons of domestic mergers, international alliances and mergers
- Managing a relationship network
- Defining your merger needs and making the first selection
- Dos and don'ts of approaching firms – the keys to success
- Getting the deal done, approaches to negotiation
- Making this all happen, aligning the partners and post-merger integration

1415 – 1735 **MODULE EIGHT**

Wrap up session: ask the Experts?

Please note the order and timing of the modules may change.

Social programme (Subject to change)

Wednesday 24 July

Welcome drinks

Bush House 8th Floor

Friday 26 July

Evening drinks

Riverside Terrace, Somerset House

Saturday 27 July

Closing ceremony, awards ceremony and farewell drinks

The River Room

Course Directors



Moray McLaren

Moray is a Professor at the LawAhead Center for the Legal Profession at IE Law School and a member of the Møller Institute at the University of Cambridge. A co-Founder of Lexington Consultants, he has been advising law firms on growth and performance for over 25 years. Moray is a jury member at the Financial Times Innovative Lawyers Awards and board advisor to some of the world's most successful law firms.



Stephen Revell

Stephen worked for Freshfields for nearly 44 years and was a partner for 33 of them. He has lived on three continents – North America, Europe and Asia and has managed transactions in over 50 countries. Whilst at Freshfields he led the StrongerTogether relationship program involving over 400 law firms around the world. Stephen is Co-Chair of the IBA Law Firm Management Committee and a trusted advisor to law firm leaders globally on their key strategic challenges.



Stephen Bowman

Stephen is a Canadian tax lawyer and Vice Chair and Managing Partner, People and Talent, at Bennett Jones. He served for over 12 years as managing partner of the firm's Toronto office and a member of the firm's board. His IBA roles include serving as Co-Chair of the IBA's Future of Legal Services Commission and former Co-Chair of the Law

Firm Management Committee. Stephen has also served variously as a director and board chair of non-profit organisations in the business, international tax, education and cultural sectors.

Keynote speakers

Bobby Duffy *Professor of Public Policy, Director of the Policy Institute, King's College London*

Reena Sengupta *CEO, RSG Consulting; Founder, FT Innovative Lawyers Awards*

Professor Richard Susskind OBE FRSE *President, Society of Computers and Law; Author, 'Tomorrow's Lawyers', Oxford Internet Institute*

Faculty

Our unique faculty of academics and practitioners includes the following experts

Gary Assim *Shoosmiths, London; Member, IBA Law Firm Management Committee Advisory Board*

Robert van Beemen *DRB Group, The Hague; Co-Chair, ESG Subcommittee, IBA Law Firm Management Committee*

Zulon Begum *CM Murray, London; Co-Chair, ESG Subcommittee, IBA Law Firm Management Committee; Programme Co-Officer, IBA Alternative and New Law Business Structures Committee*

Christina Blacklaws *The Law Society of England and Wales, London; Officer, IBA Bar Issues Commission*

Eric Baijal *BBM Solicitors, Wick; Chair, IBA Small and Medium Firms Subcommittee*

Jay Connolly *Global Chief People Officer, Baker & McKenzie, London*

Adam Cooke *Multilaw, London*

Melissa Davis *MD Communications, London*

Neville Eisenberg *Senior Advisor, Mishcon de Reya, London*

Carrie Fletcher *Research Fellow, London Business School Leadership Institute, London*

Mercedes Galindez *Head of Marketing, Slaughter and May, London*

Shahir Guindi *Chair Emeritus, Osler Hoskin & Harcourt, Montreal, Quebec*

David Gutiérrez *Partner, BLP Legal, Spain & Costa Rica*

Greg Jackson *PwC, London*

Juan Carlos Machuca *Partner, Uria Menendez, London*

Paul Marmor *Sherrards Solicitors, London; Co-Chair, IBA Law Firm Management Committee*

Rob Millard *Cambridge Strategy Group Limited, Cambridge*

Alastair Morrison *Head of Client Strategy, Pinsent Masons, London*

Martin Reufels *Heuking, Cologne*

Rolandas Valiunas *Ellex Valiunas, Vilnius*

All speakers and faculty are subject to change.

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DEADLINE – 31 MAY 2024

To apply to participate please complete this form and send to **emily.bower@int-bar.org**

Name

Firm name

Your position in the firm

City and country where based

Email

I confirm that I will attend all 4 sessions

A short (no more than 500 words) description of why you want to attend this Academy and how you believe you and your firm will benefit from it.

IBA Member £6,000 + VAT

Non-member £6,700 +VAT

All fees include course materials