

IBA Law Firm Management Committee Academy for Leaders



the global voice of
the legal profession®

A cutting edge IBA programme specially designed for law firm leaders

Tuesday 4 July – Friday 7 July 2023

King’s College London

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)

Photo: Somerset House



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The focus for law firms on short-term survival during Covid has passed and attention has turned to what happens next – what the ‘next normal’ might be and what the future holds – in a very challenging world.

The pandemic has accelerated change in many aspects of the way in which lawyers practice and serve their clients. Firms turned remote overnight and increased their use of technology. It is likely that some aspects of legal practice have changed permanently. Looking to the future, lawyers and clients alike are looking for more ‘human’ relationships with a drive for openness and purpose. Many of the pre-covid management challenges remain highly relevant and need addressing.

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

The IBA’s Academy for Leaders examines the post-Covid world for 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 - 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 March** to Julie Elliott at julie.elliott@int-bar.org

Class of 2022 testimonials

‘An intense four days during which we heard from amazing faculty and had the opportunity to exchange ideas and insights with colleagues from all over the world in pursuit of becoming better law firm leaders.’

Aleksandra Jemc Merc *Jadek & Pensa, Ljubljana*

‘The forum provided insightful themes and dialogue surrounding the emerging legal industry and what we expect to see on the horizon, to prepare for the shift across the industry.’

Huda Alkhodari *Hammad & Al-Mehdar Law Firm*

‘A combination of excellent content which I look forward to implementing when I get home, and a wonderful network of colleagues sharing their experiences.’

Nenad Stankovic *Stankovic & Partners, Belgrade*

‘A week full of learning and inspiration together with great law firm leaders and with the team of the Law Firm Management Committee of the IBA. Lots to learn to take Rivadeneyra, Treviño & De Campo to the next level, but full of motivation to keep going!’

Vidaur Mora Espinosa *Rivadeneyra, Treviño & De Campo, Mexico City*

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 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.

■ Tuesday 4 July

1030 – 1300 **MODULE 1**

Understanding market position and strategic advantage: What type of firm do we want and what do we need to do to achieve that?

- Reviewing the changing business environment and client needs
- Reviewing and prioritising your firm's opportunities in terms of service lines, sectors and client types
- Positioning yourselves accordingly, building and communicating the firm's unique offering with a focus on differentiation
- Setting direction, getting buy-in, ensuring accountabilities and delivery

1400 – 1730 **MODULE 2**

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

- Selecting and prioritising clients
- Options for developing stronger client relations and winning new work
- Market strategies and planning
- Communications including law firm directories
- Organising your law firm BD function

■ Wednesday 5 July

0900 – 1200 **MODULE 3**

Understanding financial strategy and profitability: How do I finance my firm for now/for growth?

- Best practice in law firm cash-flow and financial management
- Time recording, invoicing and cash collection
- New sources of investment and lending when required
- The levers of profitability
- How to best utilise systems

1400 – 1730 **MODULE 4**

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

- Understanding the driving forces for efficiencies and new approaches
- Reviewing and evaluating the new technologies available
- The importance of knowledge and the role of knowledge management
- Affordable options for embracing new approaches and technologies

■ Thursday 6 July

1000 – 1215 **MODULE 5**

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

- 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 – 1730 **MODULE 6**

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

- 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
- Ensuring all of your people are on board and the "people pipeline" is still intact.
- Helping partners do what is best for the firm

■ Friday 7 July

0900 – 1230 **MODULE 7**

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

- Understanding the international opportunities, weighing up the options for achieving this
- Balancing the pros and cons of domestic mergers, international alliances and mergers
- Managing a Relationship Network with referral law firms and other advisors
- Defining your merger needs – the keys to success, getting the deal done, approaches to negotiation
- Making this all happen, aligning the partners and getting buy-in

1345 – 1730 **MODULE 8**

Wrap Up Session: Ask the Clients and the Experts?

Please note the order and timing of the modules may change

Social programme (Subject to change)

Tuesday 4 July

Welcome drinks - Quad

Thursday 6 July

Evening drinks - Riverside Terrace, Somerset House

Friday 7 July

Closing ceremony, award of certificates and farewell drinks

Course Directors



Moray McLaren

Moray is a member of the Møller Institute at the University of Cambridge and an Associate Professor at IE Business School. A Partner with Lexington Consultants, he advises law firms as they review their options for growth then put that into practice. Moray is Chair of the IBA's Law Firm Management Talent and Leadership Subcommittee.



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 organizations in the business, international tax, education and cultural sectors.



Stephen Revell

Stephen worked for Freshfields for nearly 44 years and was a partner for 33 of them. He has lived on 3 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.

Keynote speakers

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

Reena Sengupta *Executive Director, RSGI; 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*

Sadie Baron *Reed Smith, England*

Robert van Beemen *Partner, Dicke Röell Breedveld (DRB Group)*

Zulon Begun *Partner, CM Murray*

Ray Berg *Osborne Clarke, London*

Jeremy Black *Deloitte, London*

David Burgess *Publishing Director, Legal 500*

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

Melissa Davis *Founder and CEO, MD Communications*

Neville Eisenberg *former Managing Partner and Senior Partner, BLP; Founder, Lawyers On Demand*

Hanim Hamzah *KPMG Law Asia Pacific Regional Leader, Singapore; Member of Advisory Board, IBA Law Firm Management Committee*

Michelle Holford *Slaughter and May, London*

Stuart Hopper *Director – Consulting, Elevate Services; former Director of Practice Development and Innovation, UK and Middle East, Dentons*

Alastair Levy *McKinsey & Company, London*

David McClune *Hogan Lovells, London*

Matt Meyer *CEO, Taylor Vinters, London / Singapore; Strategic Advisory Board, Thought River*

Rob Millard *Founder, Cambridge Strategy Group; past co-chair, IBA Law Firm Management Committee*

Isabel Parker *Deloitte, London*

David Patient *Partner, Co-Head of International Board, former Managing Partner, Travers Smith*

Tony Williams *Principal, Jomati Consultants, former global Managing Partner at Andersen and Clifford Chance*

All speakers and faculty are subject to change.



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DEADLINE – 31 MARCH 2023

To apply to participate please complete this form and send to julie.elliott@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 £5,300 + VAT

Non-member £6,000 +VAT

All fees include course materials