



LOEB CONSULTING GROUP, LLC
Developing People, Developing Leaders

The Management Development Series For Legal Managers

To get great things done in today's legal firms, managers have to enable others to act. Managers foster collaboration and trust. They make it possible for others to do good work. They know that those who are expected to produce the results must feel a sense of personal power and ownership.

Today's managers understand they must find a balance between the traditional command and control techniques and modern philosophy of empowerment. The goal is to give people what they need so they feel strong, capable and committed to doing excellent work.

LOEB CONSULTING GROUP

- Loeb Consulting Group, LLC is a **management and leadership development** company dedicated to cultivating high potentials in law firms, businesses and student community leadership.
- We provide **training and coaching services** to all levels of leaders and managers.
- Our clients include **top tier legal service firms** and other large and mid-sized organizations that place a priority on excellent management, exemplary leadership, respectful and skillful communication and diverse work cultures.

THE MANAGEMENT DEVELOPMENT SERIES

FOR LEGAL MANAGERS

The Management Series for Legal Managers is a highly interactive development series dedicated to those responsible for supervising or managing others in the highly competitive world of legal firms.

Whether managers have been “promoted from within” or moved into the legal industry to manage those who support demanding attorneys, it is the manager’s responsibility to build a collaborative team to support the goals and initiatives of the firm.

This series provides managers with the non-negotiable skills required to be an effective managers. It is a five course series designed for participants to acquire the skills required to manage in the legal environment. As part of the series, participants return to the workplace eager to practice their newly acquired skills. They return each week to share their experiences and to reflect on their learnings.

Skilled facilitators with background working with legal firms provide expert feedback and coaching as the participants gain confidence and the skills required to be an effective manager in today’s legal world. In addition, the group bonds as they support each other in the learning process.

The Management Development Series will be offered in New York City on:

- ⇒ March 22
- ⇒ March 29
- ⇒ April 5
- ⇒ April 19
- ⇒ April 26

Each session is from 9:00 am to 4:00 pm

Location: Hosted by Fried Frank (specific address to be announced).

Investment: \$3,000.00 per participant for all 5 sessions.

TO REGISTER

For more information and/or to register, please contact Natalie Menendez, Marketing Coordinator at nmenendez@loebconsultinggroup.com. Natalie will reach out to you personally and answer any questions you have and/or arrange for your registration personally.

- ⇒ **Participants enroll in all FIVE sessions.**
- ⇒ Cancellation: If you are unable to participate in the series, please cancel 7 business days prior to the first day of the series to avoid penalty.
- ⇒ Loeb Consulting Group makes every effort to accommodate substitutions and make up dates, however these adjustments cannot be guaranteed. All questions and concerns can be addressed to Natalie Menendez at 866-987-4111 extension 3.

SESSION 1: BECOMING THE BOSS

“Congratulations” seems like the natural response when someone gets promoted supervisor or manager. But study after study shows that, for many, taking on a management position at work is one of life’s most challenging and/or stressful events. The transition to formal or informal leader represents major changes in orientation of what people believe is important, how they allocate their time, and what aspects of the job they draw satisfaction from. This requires some degree of personal transformation if the new manager is to fully achieve results at his or her new level. *Becoming the Boss* is designed to help participants successfully transition from individual contributor to formal or informal leader.

By participating in “Becoming the Boss” participants will develop their ability to:

- Understand their role and the common challenges that new managers face
- Confidently manage others in achieving team results, through:
 - ⇒ Clear communication
 - ⇒ Effective delegation
 - ⇒ Constructive feedback
- Create a positive work environment
- Plan for their ongoing development and professional growth as a manager.

Workshop Agenda

- Introduction
- What makes a Boss “Great”?
- Case Study
- The Role of the Manager
- The Human Element
- Introduction to Performance Management
- Communication Styles
- How Should You Delegate
- Constructive Feedback
- Personal Action Plan



SESSION 2: EFFECTIVE SELECTION USING BEHAVIORAL INTERVIEWING

Read any of the books-du-jour out there that discuss hiring practices, and you're guaranteed to read a chapter on "The Cost of a "Bad Hire." The general argument, according to these authors, is that the cost of making a bad hire isn't simply the salary and benefits costs that were sunk into the new employee who ultimately didn't pan out. While the loss of salary, productivity, and poor morale are all clearly painful, another one of the biggest cost of a bad hire - *by far*- is the emotional energy and time spent by managers managing the poor performance of a bad hire. Dealing with poor performing employees is a drain on managers' mental capacity and has far-reaching implications for the performance of the firm. Bad hiring decisions cost more than money, they cost *mindshare*. For every hour you spend fretting over what to do with your new \$75,000-a-year-plus-benefits disaster, that's an hour not spent focusing on your work.

Behavioral interviewing significantly improves your chances of picking the right candidate two to five times over traditional processes. It focuses on *how* the candidate works rather than on skills, qualifications, and first impressions.

As a result of participating in "Effective Selection using Behavioral Interviewing" participants will:

- Know how to prepare for a behavioral interview
- Learn how to develop behavioral based interviewing questions
- Learn the boundaries for a legal interview
- Gain ideas for structuring and having a productive interview discussion
- Learn techniques to probe for the right information
- Learn how to close the interview with a professional and positive impression

Workshop Agenda

- The Cost of a Bad Hire
- Three Phases of Interviewing
- Preparing for s Behavioral Interviewing
 - ⇒ What is a Behavioral Interview?
 - ⇒ Analyzing Your Position
 - ⇒ Identifying Competencies
 - ⇒ Developing Effective Questions
- Legal Boundaries
 - ⇒ Questions to Avoid
- Conducting Your Interview
- Leaving a Positive Impression



SESSION 3: IT'S OKAY TO BE THE BOSS

Managing people is harder today than ever before. There's no room for down time, waste, or inefficiency. Managers have to do more with less. And some employees have become high maintenance. They might disagree openly and push back, and sometimes they won't very likely trust vague promises of long-term rewards. Most employees look to their immediate bosses to help them get what they need and want on a day-to-day basis at work. How do managers tackle this huge management challenge? Some of them take a hands-off approach. By trying to "empower" employees by leaving them alone unless they really need them or something goes wrong—they say that they don't want to "micromanage". Of course, problems always come up and can snowball into bigger problems. When that happens, managers then spend too much of their time fixing things and falling behind on their "real" work . . . which leaves even less time for managing people . . . and can open the door for even more problems. It's Okay to be the Boss reminds managers that employees rely on them to be successful. And in order for that to happen they need to be highly engaged with their employees.

As a result of participating in "*It's Okay to Be the Boss*," participants will be able to:

- explain the importance to themselves, their employees, and their organization of being strong, highly engaged managers.
- describe common obstacles to being an engaged manager, explain which obstacles they can control, and describe strategies for working around obstacles they cannot control
- describe eight back-to-basics techniques for helping their employees succeed and be able to start practicing those techniques.
- develop an action plan for applying the eight techniques in carrying out their daily management responsibilities.

Workshop Agenda

- Get in the habit of managing every day
- Learn to talk like a performance coach
- Take it one person at a time
- Make accountability a process, not a slogan
- Make expectations clear every step of the way
- Track performance in writing
- Solve small problems early before they turn into big ones
- Do more for some people, less for others



SESSION 4: CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

To get things done in today's organizations, today's managers have to enable others to act. Effective managers foster collaboration and trust. They make it possible for others to do good work. *Conducting Effective Performance Reviews* builds managers' confidence and competence to leverage their employees' every day performance by conducting a constructive performance review meeting. This interactive workshop eliminates the stress and uncertainty of the performance review process; and teaches managers how to facilitate a performance review so they can develop confident, motivated, committed and productive employees.

This workshop is based on the book, The Essential Performance Review Handbook, by Sharon Armstrong, Career Press, 2010.

As a result of participating in *Conducting Effective Performance Reviews*, managers will:

- develop an understanding of how performance management can motivate and de-motivate employees & affect their productivity.
- explore the key components to preparing for an effective review.
- identify and practice key skills related to conducting an effective review.
- create a personal action plan for applying key learning.

Workshop Agenda

- The relationship between performance management and performance reviews
- Preparing for an effective review
- Tapping into what motivates your employees
- Establishing SMART Goals
- Conducting the performance review
 - ⇒ Conversation starters
 - ⇒ Communication considerations
 - ⇒ Using probing questions
 - ⇒ Delivering feedback
 - ⇒ Handling challenges
- Wrapping up the discussion
 - ⇒ Closing with an “eye towards the future”
 - ⇒ Asking for feedback
 - ⇒ Highlighting the positive
 - ⇒ Next steps



SESSION 5: BUILDING RELATIONSHIPS

“Building Relationships” teaches participants how to understand and appreciate the styles of the people they work with. The result is more productive teams and working relationships. Using the **DiSC® model**, a powerful yet easy-to-use, research-validated learning model, participants learn how to improve the quality of their workplaces by building solid working relationships, minimizing conflict and communicating more effectively. This workshop uses online pre-work, engaging facilitation with contemporary video, to create a personalized learning experience.

As a result of participating in “**Building Relationships**” managers will:

- Discover their DiSC® Style and learn how their style may affect their workplace relationships.
- Learn to understand other styles and what challenges them when working with different styles
- Learn how to build more effective relationships by identifying strategies to build trust, minimize conflict and overcome challenges when working with people of different DiSC® styles.
- Learn how to identify others’ DiSC® styles based on behavioral cues.

Workshop Agenda

- Learn about the DiSC® model
 - ⇒ Identify style and explore the priorities that drive each style
 - ⇒ Discover the similarities and the differences among the styles
- Discover individual reactions to different DiSC® styles
 - ⇒ Identifying what works for and what challenges each style
 - ⇒ Use the DiSC® model to understand the people you work with
- Learn how others have bridged their differences using DiSC®
 - ⇒ Practice using DiSC® to build more effective relationships at work
 - ⇒ Develop an action plan for building more effective relationships
- People Reading
 - ⇒ Learn a method called people reading
 - ⇒ Develop skills in recognizing people’s DiSC® styles based on their behavioral cues

