
FUTURE LEADERS



GEORGETOWN LAW
EXECUTIVE EDUCATION

GEORGETOWN UNIVERSITY
WASHINGTON, D.C.

*Preparing the Next Generation
of Law Firm Leaders*

An Exclusive Program
for Members of:



DATES & REGISTRATION
COMING SOON

Dear TAGLaw Member:

Peter Appleton Jones founded TAGLaw to strengthen the independent law firm's competitive position in the 21st century. Today, with nearly 150 firms in more than 80 countries, TAGLaw members can be found in twice as many countries as the major multinational firms, with roughly twice as many lawyers calling themselves TAGLaw members.

As the business world continues to flatten, TAGLaw has become a powerful tool for the member firms, giving them access to a wide pool of talent with deep regional, and in many cases, highly specialized knowledge. The international conferences we host, along with our members' initiative to participate in our Specialty Groups and hold regional meetings, has helped TAGLaw firms grow their practices as they form close ties with one another.

With our Future Leaders course, we continue to look further over the horizon to help our firms develop leaders that can navigate the changing business world we anticipated at our founding in 1998 so that TAGLaw firms continue to thrive.

Forming an alliance of our own, we joined forces with Georgetown University Law Center, one of the premier law schools in the United States. Georgetown has educated some of the finest lawyers in the world, and they have developed this course exclusively for and according to the needs of, TAGLaw members.

Take a moment to review the agenda for the TAGLaw Future Leaders course and decide who should have the opportunity within your firm to attend this course. As the name implies, the best candidates for this course are the people likely to assume the role of managing partner or of a major practice area of your firm.

To cover all stages of development for the lawyers of TAGLaw, we also have an on-site seminar called The Professional Skills Course to teach promising associates and new partners what is expected of them in a partnership role, as well as our Managing Partners Summit, where TAGLaw Managing Partners can come together to discuss the challenges of running their firms in a collegial, non-competitive environment. We hope to see members of your firm attend at least one of these courses this year and receive the value past attendees have repeatedly told us they received.

Sincerely,

Robert U. Sattin
President



TAGLaw | TAG Academy | TIAG
+1 727 895 3720
rsattin@taglaw.com



CONTENTS

Overview, Objectives & Framework	3
Agenda	4 - 6
Instructors	7
Registration Form	8

For questions about this course, please contact
the TAGLaw offices at +1 727 895 3720.

COURSE OVERVIEW

TAGLaw Future Leaders course framework provides a comprehensive overview of leadership and management issues facing law firm leaders at the individual, group, organization, and industry levels, all with a particular focus on the unique challenges and opportunities of mid-sized law firms. The course framework and topics are highlighted below. The pages that follow elaborate on each topic.

LEARNING OBJECTIVES

- Gain understanding of the elements of effective leadership, as well as one's own leadership style and its effect on others
- Learn how leadership affects other important components of managing law firms, such as strategy, culture and talent development
- Learn the core management concepts related to setting strategy, aligning organizational functions, managing growth and change, and encouraging innovation
- Explore how the duties and pressures of leadership intersect with attorneys' professional responsibilities
- Gain a deeper understanding of the new competitive conditions in which law firms must operate

COURSE FRAMEWORK

Leadership Challenge

- Lawyers' Personalities
- Client Expectations
- Industry Changes
- Growth and Globalization

Law Firm Economics

- Billing, Realization and Collection
- Profitability and Leverage
- Pricing - Hourly and Fixed Fees
- The Legal Services Lifecycle

Successful Leadership

- What Makes Successful Leaders
- Decision Making
- Group Dynamics and Culture
- A Leader's Influence

Strategic Planning

- Elements of the Process
- Overcoming Challenges
- Law Firm Growth
- Lateral Hires
- Managing Risk and Professionalism

AGENDA

Opening Dinner

6:30 p.m. **Cocktail Reception & Dinner** (Location will be a restaurant central to Georgetown.)

Day 1

8:30 a.m. - 9:00 a.m. **Introduction**

Have a chance to get to know one another and begin to learn what it means to be a law firm leader in the 21st century.

9:00 a.m. - 11:00 a.m. **The Evolving Legal Industry, the Changing Economic Model and the Implications for Law Firm Leaders**

James Jones & Milton Regan

Lecture and Discussion

In this session, we provide an overview of the state of the industry and law firm economics, including:

- External pressures facing law firms
 - Changing client expectations
 - Changing attorney expectations
 - Growth and globalization
 - Availability of substitute providers
- The Basics of Law Firm Economics:
 - The impact of billing, realization & collection rates
 - Understanding profitability
 - The impact of leverage
 - Pricing issues and profiting from a fixed-fee arrangement
- Sources of Pressure on Economic Model:
 - Debt and guarantees
 - Legal services life cycle: the migration from high-end to commodity work
 - Client push-back on paying for junior associates
 - Disaggregation of legal service delivery
 - The impact of technology
- Key profitability metrics

11:00 a.m. - 11:15 a.m. **Break**

Continued on next page.

AGENDA

11:15 a.m. - 1:15 p.m. Shifting from Lawyer to Leader: Adapting to the Challenges of Firm Leadership

James Jones & Lisa Rohrer

Lecture and Discussion

Understand what makes a successful leader and explore the contextual nature of leadership. Learn how the personality traits of lawyers tend to differ from the general population and understand the implications these differences have for effective leadership.

1:15 p.m. - 2:15 p.m. Lunch

2:15 a.m. - 3:15 p.m. Leadership and Decision-making: Cognitive Biases and Group Processes that Undermine Good Intentions

Milton Regan

Lecture

During this session, we explore the various cognitive biases that affect decision-making and understand the impact of group dynamics on decisions.

3:15 p.m. - 3:30 p.m. Break

3:30 p.m. - 4:30 p.m. Organizational Culture as a Mechanism for Integrating Busy Professionals

Milton Regan

Lecture and Discussion

What is organizational culture and how does it affect leadership? Here, we:

- Explore what culture is and why it's important
- Understand how culture can pose challenges to leaders
- Explore how leaders can influence culture

4:30 p.m. - 5:00 p.m. Wrap-up from Day 1

5:00 p.m. - 6:00 p.m. Wine and cheese reception

Day 2

8:30 a.m. - 10:30 p.m. Effective Strategic Planning Processes and Follow-Through

James Jones

Lecture and Discussion

Understand key elements of the strategic planning process and learn how to overcome challenges in strategic planning

Continued on next page.

A G E N D A

10:30 a.m. - 10:45 p.m. Break

10:45 a.m. - 12:15 p.m. Managing Law Firm Growth: Making Effective Choices and Achieving Successful Integration

James Jones, Milton Regan & Lisa Rohrer

Case Study and Lecture

Gain a better understanding of how to grow your law firm successfully as we:

- Explore pros and cons of various growth mechanisms, including:
 - Law firm mergers
 - Lateral hiring
 - Organic growth
- Understand options for managing growth, especially achieving integration, across groups and offices

12:15 p.m. - 1:45 p.m. Lunch with panel of law firm leaders

James Jones, Milton Regan & Lisa Rohrer

Brief lecture followed by Q&A session.

Explore the challenges of leadership in law firms today.

1:45 p.m. - 2:00 p.m. Break

2:00 p.m. - 3:00 p.m. Achieving Success through Organizational Alignment

James Jones & Lisa Rohrer

Case Study and Exercise

Understand how to analyze the alignment of strategy, culture and structure in law firms and learn about the dangers firms run if these elements are out of alignment.

3:00 p.m. - 3:15 p.m. Break

3:15 p.m. - 4:15 p.m. Managing Risk and Professionalism in Law Firms

Milton Regan & James Jones

Case Study

Explore how to effectively balance pressures from competitors, partners and other stakeholders, as we also consider, “What does all this mean for professionalism?”

4:15 p.m. - 5:00 p.m. Wrap-up

Attendees will review key takeaways and discuss next steps.

INSTRUCTORS



James W. Jones

Senior Fellow, Center for the Study of the Legal Profession at Georgetown Law

Jim is widely recognized as an expert on the U.S. and global legal markets, and has served as the Chairman of the Hildebrandt Institute (a legal education provider), Managing Director of Hildebrandt International (a legal consulting firm), Vice President and General Counsel of APCO Worldwide, and Managing Partner of Arnold & Porter, LLP. As part of his work with the Hildebrandt Institute, Jim was a co-founder and senior faculty member for the Master's Degree in Law Firm Management at George Washington University. Jim also works with law firms and their leaders on issues of strategy, governance, compensation, succession planning, and risk management. He is the author of numerous books and articles and a frequent speaker on legal-management topics, including globalization, ethics, strategy, and partnership issues. He holds a BA from Trinity University and a JD from New York University.



Milton C. Regan Jr.

Co-Director of the Center for the Study of the Legal Profession and Professor at Georgetown Law

Mitt's work focuses on law firms, the legal profession, ethical decision making, and corporations. He currently teaches a course on law firms in Georgetown's JD program as well as a course for law firms on "The Law Firm as a Business." He also convenes a roundtable for law firm general counsel and partners with management responsibility on risk, liability, and management issues. In addition, Mitt is involved in research projects on law firm culture and management training and succession in law firms. Before joining Georgetown Law, he worked as an associate at Davis Polk & Wardwell LLP, and as a law clerk for Justice William J. Brennan, Jr. of the Supreme Court.



Lisa H. Rohrer, PhD

Director of Executive Education and Research and Fellow at Georgetown Law

Lisa's areas of expertise include the leadership and strategy of professional service firms, client satisfaction, and survey research. In addition to launching Georgetown Law's executive education program, she is currently conducting research on the changing management models and structures in law firms, innovation in the legal market, and managing professional talent. Prior to joining Georgetown Law, she was the Director of the Hildebrandt Institute, where she produced executive education programs aimed at law firms and led research projects on the legal profession. She was also a Research Fellow at Harvard Law School, where she co-authored numerous case studies on law firms and other professional service firms. She is a frequent speaker and writer on management, strategy, and innovation in the legal profession. Lisa holds a BA in psychology from Wellesley College, an AM in sociology from Harvard University, and a PhD from the Joint Program in Organizational Behavior at Harvard Business School and Harvard University.

REGISTRATION FORM

HOW TO REGISTER

Cost per participant is \$1995.

(Cost for guests attending the 1st evening dinner and cocktail reception is \$100.00)

*Registration price includes admission to sessions and meals shown on the agenda.

Hotel accommodations are not included and must be booked separately.

Dates, Hotel & Registration
Details Coming Soon!

ATTENDEE AND GUEST INFORMATION

Attendee Firm Name: _____

Attendee Name: _____

Attendee Name for Badge: _____

Attendee Dietary Restrictions: _____

Attendee Email Address: _____

Guest Name: _____

Guest Dietary Restrictions: _____

PRICING INFORMATION

(Prices are in U.S. Dollars.)

	PRICE	QUANTITY	SUBTOTAL
Future Leaders Attendee:	\$1995.00 USD	x	=
Guests Attending Opening Dinner:	\$100.00 USD	x	=

TOTAL COST: