LEGAL COURSES

Course Code: AL456

Course Duration: 3-5days

COURSE Title: Key Strategic legal Management Skills for Long Term Profit Maximization

Course Introduction:

It is a dynamic, interactive and hands-on course, which explores vital concepts with 'just enough' theory to underpin effective practice. Lawyers achieve success in the initial years of their career by becoming technical experts, capable of coordinating and supervising high performing teams. Progression to team leader, senior associate and ultimately partnership is a critical transition which requires you to develop a strategic mind-set. It is essential that you also develop a new set of skills and knowledge in order to implement your strategy effectively. By this Programme, you will develop an understanding of the key business disciplines of strategy, marketing and leadership, and how all three are critical to practice

Course Objective:

- Qualified solicitors with building experience in public service
- Associates who are creating business plans at practice group level or for promotion to partner;
- More junior solicitors who are given earlier responsibility or who wish to develop more strategic thinking at an earlier stage of their career;
- Newly recruited or developing lawyers who want to gain a better understanding of strategy and implementation in order to further develop their contribution to the firm/organization; and
- More experienced professionals who seek a refresher and update on their existing skill set and wish to comply with Solicitor Competence.

- Recognise that successful performance for your practice law firm/organization depends on creating long- term sustainable value, not purely profit generation;
- Identify the key 'RULES' that drive long-term performance in your firm/organization and apply these to your business proposals;
- Contribute more effectively to the development and implementation of your practice group or firm's strategy; and
- Articulate your practice group or firm's strategy more persuasively to internal and external stakeholders.

Course Outline:

- The five key 'RULES' that drive long term sustainable performance and how to affect each;

- What is the 'balanced scorecard' and how do you apply it to the firm/organization?
- What is the client 'important/performance' matrix and how does it determine strategy?;
- What is the 'Modern Marketing Mix' and how does it impact on strategy and its implementation?;
- Identifying and addressing operational, personal and strategic factors; and
- Your personal leadership brand and style of communication.

Course Topic: Will Drafting Masterclass

Course Introduction:

In a time of increased competition anyone preparing wills needs to be confident in the quality of the product offered. This practical course covers the whole process starting with taking instructions - which is where things so often go wrong, then looking at planning points involved in wills for married couples, cohabitees and the elderly and finally at detailed drafting points.

Course Objective:

It looks at drafting will trusts and common pitfalls. It is designed to allow practitioners to take a fresh look at their drafting practices, particularly in the light of recent legislation and case law.

Mini-case studies and suitable precedents will accompany the materials and there will be opportunities for questions and discussion.

Course outline:

TAKING INSTRUCTIONS - WHAT DO YOU NEED TO KNOW?

- o Details of property owned
- Is severance of joint tenancy required?
- Are there any third party rights?
  - o Details of family and dependants
- Is there a spouse, civil partner or cohabitee?
- Are there children?
- Are any beneficiaries minors?
- Does client want advice on minimising chances of a successful claim?
  - o Any reason to question capacity/consider undue influence?

- **SESSION 2: PLANNING THE WILL**
  - o Spouses and children
  - o Cohabitees and children
  - o Discretionary trusts
  - o Are mutual wills ever a good idea?

WILL DRAFTING

- o Topping
- Revocation and foreign wills
- Will in expectation of marriage/formation of civil partnership

- o Tailing
- Signature on behalf of testator
- Special attestation clauses
  - o People
- Executors and Trustees
- Partners in firm
- Charging clauses
- Exemption clauses
- Self dealing
- Guardians
  - o Beneficiaries
- Implied rules: adoption, legitimacy, assisted reproduction, civil partnership, same sex marriages
-
- Survivorship clauses
- Estates of Deceased Persons (Forfeiture Rule and Law of Succession)
- Charities
- Obligations in relation to charities
- Errors in identification
- Express clauses
  - o Non-residuary gifts
- Express clauses
- Pecuniary Legacies
- Receipts for minors
- Contingent gifts: intermediate income
- Implied rules
- Express clauses
  - o Specific Legacies
- Personal chattels
- Expenses of transfer
- Intermediate income
  - o Residuary gifts
- Division
  - o Reduced rate for charities
- Formula clauses
  - o Administrative Provisions
- Capital and Income: Trusts
- Inheritance and Trustees' Powers Bill

Course Title: Money-Laundering

Course introduction:

This in house training course is aimed at both prosecutors and defence practitioners. It provides a comprehensive guide to the offence of money- and will be suitable for everyone from those providing advisory role to the police force   to trial advocates. It may also be of interest to investigators. By attending this course you will learn:

Course outline

- The main offences;
- Who has to prove what;
- When the offence should not be charged;
- The up-to-date case law;
- The powers of the statutory body to examine bank accounts;
- Sentencing guidelines;
- Ancillary orders on conviction.

Course Code: AL: 547

Course Duration: 3-5days

Course Title: Preparing For and Conducting Negotiations

Course Introduction:

This in- house course will focus on improving practical negotiation skills. It will cover both preparation for negotiations and the conduct of a negotiation itself.

The former will include: discussion and advice regarding planning and structuring negotiation; identifying optimal outcomes; an overview of negotiation styles and strategies; and how to choose an appropriate approach for a particular negotiation. We will then go on to consider how to conduct a negotiation, including improving communication skills, using effective questioning, dealing with nerves and making and responding to offers.

Course outline

- Planning to negotiate and identifying a satisfactory outcome
- Negotiation styles and strategies
- Choosing your strategy
- Verbal and non-verbal communication during a negotiation
- Exploring the issues and getting to yes
- Nerves and when things go wrong
- Offers and agreement

An Introduction to Data Protection and its Practical Application

Course introduction:

All businesses hold information about individuals (whether they be employees, customers or anyone else) and so are affected by data protection laws. Since failure to comply with requirements can result in criminal as well as civil liability, no organisation can afford to ignore the issue of data protection.

This course is aimed at lawyers in private practice, in house and in public authorities and will also be of interest to data protection officers. It provides a practical guide to how data protection works and how the principles must be applied in a variety of contexts.

Course outline

- Key principles, obligations and rights under the FOI Act and associated legislation
- Rights of data subjects including access requests
- Information management, storage and document retention policies
- Privacy regulations and their relation with the Act
- Role of the Information Commissioner: codes of practice and powers of enforcement including Monetary Penalty Notices, Assessments and criminal charges under the Act
- How to keep up to date with the Act
- Data breaches

Course Code: AL 556
Course Duration: 3-5 Days

Drafting Commercial Contracts

Course Introduction:

A course aimed at all commercial lawyers, which refreshes and updates the key points of contract law in a practical context. What does the client want? What will the other side accept? Will the court support all the contractual terms? In the course of reviewing relevant recent case law, delegates will consider the following key questions using practical examples:

Course Outline
- What do the words say? – Interpreting the contract
- When is the contract made? – Formation and letters of intent
- When can you imply terms into a contract?
- What sort of "endeavours"? – "Best", "all reasonable" and "reasonable" compared
- Is a warranty a representation? – Consequences for the draftsman
- Warranty or indemnity? – The difference between the two
- What liabilities can you limit or exclude?
- What are consequential losses? The lawyer's definition v the client's version
- What is force majeure? – How to legislate for the unforeseeable
- What does an entire agreement clause achieve (and what doesn't it do)?

Course Duration: 3-5days

Course Title: Legal Career Management Course

Course Introduction

This In-house Course teaches the core skills required to successfully manage a legal practice. It is designed for career lawyers in first 3 years post-qualification but will also provide a useful introduction to many core management techniques for more senior lawyers who have not previously undertaken formal management training.

The course covers the basic principles in areas such as:

- Understanding the environment for legal practice
- Building a career in legal practice
- Client care and managing people (organisation, motivation, delegation and dealing with underperformance)

It is delivered by Murg's Marion's **hig**hly experienced legal trainers, who have extensive training and practical law firm management experience.

The course is run with limited numbers and is case study based allowing delegates to practise many of the skills being taught.

It can count towards the training requirements for supervision of a practice and the supervision skills requirements of the LPC professional ethics Standard.

Course Code : AL 665
Course Duration : 3-5days

Course Title : Drafting a Shareholder Agreement

Course   Introduction:
Sometimes the basic constitution of a company's articles of association is not enough. Whether for a quasi-partnership company, a corporate joint venture or an equity investor, more is needed to document the parties' understandings about how the company is set up in the first place, how it runs and what happens if human relationships break down.

Course Objective:

This course looks at the content, form and style of shareholders' agreements against the background of the company's constitution, with particular reference to 'quasi-partnership' companies.

: **Course outline**
- Shareholders' agreements - when and why?
- How do the model articles need to change?
- How and when can shares be transferred?
- What is a bad leaver?

- Are your bad leaver provisions a penalty?
- What matters need everybody's consent?
- What can you say in restrictive covenants?

Course Code: AL 778

Course Duration: 3-5days

Course Title: Introduction to Fraud

Course Introduction

This brand new course is aimed at all criminal practitioners - both prosecutors and defence lawyers. It is also suitable for civil lawyers who are new to crime, private prosecutors and those seeking a refresher in this area. The course provides an overview of the most common types of fraud offences and examines the prosecuting powers of both the police and other prosecuting force. It provides practical advice that you will be able to use immediately.

Course Outline

- Cyber crime

- Money-laundering

- False accounting, conspiracy to defraud and other miscellaneous fraud offences

- Benefit fraud

- Intellectual property/trading standards

- Police powers

- Powers of all other prosecuting govt agencies

- self-incrimination

- Allocation of offences at the first hearing

- Ancillary orders on sentence

Course Code: AL 889

Course Duration: 3-5Days

Course Title: Managing and Motivating Career Professionals

Course   Introduction

For anyone with staff responsibilities within a legal environment (or for those about to undertake them. this course provides an overview of the key issues to be understood to manage people well, in a rapidly changing environment.

For every legal firm/organization, people are the most important and most costly investment made. It is therefore vitally important that all 'people managers' understand a range of tactics and methods to ensure that the firm/organisation not only maximises its return in service delivery, but also creates a culture within

which staff are happy and want to play their part in achieving the firm/organization's goals.

Course outline

This practical and interactive seminar takes the fear out of managing people and explores the following key areas:

- What is different about law in public service?
- Common goals, values and standards
- Motivating people
- Leadership and teams
- Effective delegation
- Coaching and development
- Performance management and 'difficult' people
- Managing change

Course Code: AL 980

Course Duration: 3-5days

Course Title: Cross-Examination in Crime: Improving Your Technique

Course   Introduction

Cross-examination can win cases, but more often it is a reason why cases are lost. This course will assist you to develop and improve your cross-examination techniques through role play, so that you will leave with practical skills that can be put into practice immediately.

Course Outline
- Purpose of cross-examination
- Case analysis
- Questioning styles
- Structuring your cross-examination
- Facts v assumptions
- Witnesses of fact
- Expert witnesses
- Pitfalls when cross-examining
- Key points
- Tactics - rapid fire or scatter gun

The course is interactive and delegates will practice cross-examination, receive feedback on their performance and suggestions for improving.

Course Code: AL667
Course Duration: 3-5days

Course Title: *Criminal Evidence: The Essential Guide for Junior Prosecutors and Police force Advisers*

Course Introduction
This practical course will give a thorough grounding in the rules of criminal evidence. It will teach you to assess the weight of the evidence, identify the

strengths and weaknesses of the case against your clients and advise them accordingly.

This is an essential course for those who want to understand the type and range of evidential issues they will need to consider at the police station. It will also be of value to prosecutors starting out in the Magistrates' to the higher Courts, new charging lawyers or those returning after time away. For defence lawyers, the course will firm up the basis for recently-qualified lawyers, lawyers returning to work after a career break and lawyers practising in other fields who want to acquire a basic understanding of criminal evidence.

Course outline
- Basic criminal law principles including:
    - Acts and intentions
    - Offences and defences
    - The burdens of proof
    - The right to a fair trial
- The rules governing admissibility and inadmissibility of evidence and the exceptions
- How to weigh up probative value and prejudice
- Disclosure under the relevant laws and the duty to investigate lines of enquiry
- Lost or destroyed evidence
- The rules surrounding the use of confessions, statements and inferences
- Bad character evidence – what it is and when it can be used
- How the courts will approach the evidence of a co-accused/accomplice
- The rules surrounding identification evidence
- How evidence can be excluded

Course Code: AL 990

Course Duration: 3-5days

Course Title: Critical Thinking and Creative Problem Solving

Course Introduction:
Successful organizations recognize that critical thinking and creative solutions to problems significantly enhance business potential. Today's decision makers must use a variety of thinking styles, methodologies and creative processes. In this course, you develop your skills as a critical thinker and problem solver.

Course Objective
- Make better decisions through critical thinking and creative problem solving
- Adapt to different thinking styles in group and team environments
- Recognize and remove barriers to individual and group creativity to foster an innovative work environment
- Systematically analyze a target problem
- Profiling your personal thinking style and the styles of others
- Identifying personal and team roadblocks to success
- Analyzing left- and right-brain characteristics
- Leading through speaking in another style
- Applying logical methodologies to transform a range of creative options into supportable decisions
- Preparing a framework to present your decision
- Developing your personal decision-making toolkit

Course Outline
Introduction
- Leveraging Personal Thinking Styles
- The Herrmann Brain Dominance Instrument (HBDI)
- Analyzing personal preferences
- Managing thinking preferences
- Unleashing Your Creativity
- The creative environment

Group creative thinking
- The iterative mind
- Recording the creative process
- Solving Problems Using Analysis and Prioritization
- Systematic approaches to problem solving
- Analyzing the creative process
- Avoiding analysis paralysis
- Applying analysis models

Translating Creativity and Analysis into Practical Application
- Organizational politics
- The influence of decision-making styles
- Deploying your decision

Putting It All Together
- Integrating your solution into the business
- Continuing your development

Your Personal Decision-Making Toolkit

Course Title: High Impact Leadership: Expanding Your Influence to Achieve Results

Course Code: 926
Course Duration: 3 -5 Days

Course Introduction:

In this course we would examine how to Lead, manage and engage teams for positive strategic outcomes, Successfully navigate organizational politics to achieve business results, Implement strategy to strengthen your team's competitive advantage and Enable effective decision making and judgment in challenging situations

Course Objectives:
- ✓ Enable effective decision making and judgment in challenging situations
- ✓ Extend business alliances and proactively facilitate change across your organization
- ✓ Focus on individual and team strengths to enhance talent capability and performance
- ✓ Influencing others by leveraging your leadership strengths
- ✓ Assessing your ability to thrive in a political environment
- ✓ Turning your department's strengths into a competitive advantage
- ✓ Measuring and monitoring performance results in a fast, efficient way
- ✓ Profiling your decision-making style and recognizing how others make decisions
- ✓ Building alliances and social networks through effective influencing tactics
- ✓ Applying a strategic change model
- ✓ Promoting individual and team strengths

Course outline:

Defining your role
- o   Organizational culture
- o   Politics: thriving in a political landscape

Linking Strategy to Action
- o   Implementing a strategic direction
- o   Translating strategy into measurable outcomes

Making Tough Decisions
- o   What makes a decision challenging /Decision-making styles
- o   Applying a decision-making model
- o   Expanding Your Influence across Your Organization

Eliminating "silo" thinking
- o   The power of networking
- o   Fostering Change from your perspective
- o   The challenge of change

Making change happen
- o   Engaging and Mobilizing Others
- o   Leveraging team performance for strategic results
- o   Harnessing individual strengths
- o   Orchestrating cross-generational understanding

Course Code : AL 790

Course Duration: 3-5days

Course Title : Improve Your Analytical Skills: Making Information/Data Work For You

Course introduction:

Assess and synthesize information so it's meaningful to you and your business/organization.
Every day there is new information creating new demands. You're asked to summarize a lengthy report. Your boss distributes a pet project and asks you to come up with a list of recommendations. Important information about a competitor's product has just arrived and you're undecided about how to present the data:

Course objectives:
* Organize information from multiple sources and in multiple formats
* Put information into a format that can be analyzed
* Apply techniques to determine what information is relevant within a specific context
* Learn to see contradictory information in the correct perspective
* Analyze information in order to identify the "best" opportunity
* Recognize information patterns and determine what they can mean for your business
* Communicate your findings and suggestions with expediency and clarity

Course outline summary:

* Exploring challenges professionals face in collecting, evaluating and presenting information
* Describing the basic steps in the analytical process
* Deciding on an approach for an analysis project
* Applying specific analytic techniques to your work situation
* Using interview techniques and clarifying questions
* Describing the characteristics of valid conclusions
* Explaining how to get from conclusions to recommendations

Who Should Attend

All legal professionals who want to learn basic analytical skills that they can apply to their jobs to make more informed and successful business decisions.

Course Code: A98
Course Duration: 3-5days

Legal performance Indices (LPI)

Course introduction:

This course will challenge the current thinking about performance indicators and explain why current measures are not creating the change intended.

Course Objective:

- o It will help participants revolutionise the way they measure, report and improve performance through the appropriate use of the four types of performance measures (KRIs, PIs and RIs).
- o Balanced scorecard implementers
- o Teach reporting standards to accountants responsible for reporting performance measurement on a regular basis
- o Examine Managers who have been assigned the task of improving performance measurement in their organisation.

Course outline :

- A ground-breaking approach which will help you choose the right KPIs
- An appreciation that not all KPI performance measures are 'key' to your business
- An insight into the importance of identifying your organisation's critical success factors
- A road map to developing and reporting KPIs
- An understanding of why performance measures often fail to deliver
- In-depth white paper with templates and over 300 performance measures

*Course Title: Managing Public Security And The Rule Of Law**
Course Code: 812

Course Duration: 3-5 Days

Course Introduction

The justice sector provides the backbone for internal security processes and procedures and encompasses a number of separate state institutions to provide security for the people. This course will examine the way in which justice sectors are formed and managed to deliver security for the people.

Course Objective:

- Responsibilities Of Individual Institutions,
- Different National Approaches To The Delivery Of Security And Justice,
- Distinctions Between Different Legal Systems And Accountability,
- Transparency And Oversight Of The Justice Sector.

Course Outline:

- Assess International Law And Institutions
- Transitional Justice Mechanisms And
- Restorative Justice And The Approaches To Delivery Of Non-State Justice.
- Various Case Studies Of Post Conflict Justice Reform In Transitional Countries.

Course Title: Succession Planning and Mentoring Management

Course code: c501
Duration: 3days

Course Introduction

Organizations today recognize that people can drive a business forward or backward training plays an important role in remaining competitive in a global economy
Succession management is any effort designed to ensure the continued effective performance of any organization, division, department or work group of making provision for the development, replacement and strategic application of key people over time

As input to the secession management system an organization usually identifies its existing competence related to the leadership needs, mentoring provides a structured system for strengthening and assuring continuity of organizational culture, this can be crucial at times of leadership secession as leadership changes often requires redefinition and modification of culture

Succession planning and mentoring are worthwhile processes that can develop the longevity and relevance of business organizations this workshop is therefore designed to equip participants with succession planning and mentoring management skills

Course Objectives
- At the end of the workshop the participants will
- Explain the concept of secession, learning and mentoring
- Highlight the succession and mentoring planning process
- Discuss the principle and elements of mentoring
- Outline the benefits of mentoring and succession planning
- Discuss the challenges of mentoring and succession planning and proffer solutions to them
- Measure and evaluate the effectiveness of a mentoring and effectiveness of a mentoring and succession planning programme

Course outline
- Concept of secession planning and mentoring

- Mentoring and succession planning process
- Principles and element of succession planning
- Principles and elements of mentoring
- Benefits of mentoring and succession planning
- Challenges of mentoring and succession planning
- Best practises of mentoring and succession planning
- Evaluation of mentoring and secession planning programme
- Community and interpersonal relationship
- The ability of corporate entities to harmoniously achieve their objectives and goals in a volatile

Course Code : AL 553
Course Duration: 3-5days

Course Title: Administrative Workshop For Legal Personnel

Course Introduction:
This workshop is designed to equip participants with relevant management techniques and skills that will enable them to operate as effective and efficient administrative and Legal personnel .

Course Objective:
At the end of the work shop participants will be able to:
- Apply modern management techniques
- Identify key result areas in their jobs
- Set targets an performance standards for themselves and subordinates
- Evaluate employee performance objectively
- And build effective work teams

Course Outline
- Management processes
- The personnel functions
- Planning and organizing work
- Delegation and authority
- Budgetary and budgetary control
- Effective team building
- Leadership and motivation
- Disciplinary procedures
- Computer application
- Performance appraisal
- Industrial relations