



INSEAD



# SAL-INSEAD Law Firm Leadership Programme



Globalisation and the economic shift to Asia has resulted in significant new opportunities for law firms operating in this region. At the same time, partners in these law firms are facing increased challenges including cost pressures, growing competition and talent retention issues. In this changing legal landscape, law firm partners must complement their technical legal expertise with business acumen and a clear strategy to manage these challenges and seize emerging growth opportunities.

The **SAL-INSEAD Law Firm Leadership Programme** is a three-day intensive management programme specifically designed and contextualised to address the needs of law firm leaders. This unique programme applies business school methodologies to address business challenges faced by law firm partners including strategic planning, improving organisational alignment, managing growth and change, and motivating people and teams.

## KEY BENEFITS

- Build agile and sustainable law practices
- Seize emerging opportunities in a rapidly changing global economy
- Assess and improve his/her capabilities as a team leader
- Explore best practices for building and leading productive teams
- Improve on ability to motivate teams overcome obstacles that stand in the way of effective management and leadership
- Develop yourself and others to build a robust talent pool, protecting your legacy by readying successors.

Participants will gain a holistic understanding of the challenges, skills and perspectives required to be effective law firm leaders.

## TEACHING FACULTY

### Philip Anderson

Programme Director  
Professor of Entrepreneurship  
The INSEAD Alumni Fund Chaired Professor of Entrepreneurship  
Academic Director of the Rudolf and Valerie Maag INSEAD Centre for Entrepreneurship (ICE)

### Jay Kim

Professor of Entrepreneurship & Family Business

### Stefan Thau

Professor of Organisational Behaviour

Find the full faculty profiles on the programme website.

## PARTICIPANT PROFILE

Participants will include partners of law firms operating in the Asia-Pacific region. These are professionals who currently have, or are going to assume, management roles as well as profit and loss responsibilities within their law firms. To ensure an optimal learning environment, the cohort size will be limited to 40 participants.

While the programme is primarily designed for partners of law firms, this bespoke leadership and management programme contextualised to the legal industry is also open to a limited number of senior lawyers from the public sector who fit the profile.

## PROGRAMME CONTENT

### Day One

#### Leading Strategically:

- Competitive strategy and competitive advantage
- Achieving strategic innovation: Understanding the value innovation framework

### Day Two

- Executing your strategy

#### Leading People:

- Leading organisational change in the digital era
- Fireside chat
- Cocktails with SILLP Alumni

### Day Three

- Leading high performance teams
- Developing Your Personal Leadership Philosophy
- Re-entry and personal development plans

## Leading Strategically

We will start by learning what strategy is and developing the capabilities to think strategically in a law firm context. You will explore how to formulate and implement a strategy. You will be introduced to the concepts of Value Innovation and Blue Ocean Strategy. The ultimate goal is to be able to create a sustainable competitive advantage.

Once you have created a concept for differentiating your law firm from rivals, you need to translate your value creation idea into one or more concrete initiatives that you can execute. The chief challenge in implementing a strategy is aligning your partners and other stakeholders. We examine how to move an initiative forward when it requires the cooperation of people with different priorities, clients, and practice area challenges. Then we examine how to learn and adjust as you execute a strategic initiative, adapting your strategy as you accumulate experience and feedback from the market.

## Leading People

### Leading organisational change in the digital era

Taking a firm beyond its established practices can create fear and anxiety, which leaders must help their people overcome. We first discuss when and why people resist changes, with a focus on the challenges that digitization presents for law firms. We then examine how to mobilise your team behind a clear vision of a better future. We then show how a series of small forward steps, quick wins and constant feedback sustain a sense of momentum and progress, inspiring confidence in times of transition and uncertainty.

When you assume the mantle of leadership in a professional services firm, a number of personal challenges arise. We will together explore three interlinked areas of leadership:

- Lead organisational change: counter resistance to change, team mobilisation behind a clear vision, and quick wins to sustain momentum;
- Lead teams: attract, develop, motivate and retain superior talent;
- Personal leadership: the role of a leader, steps to take to become the leader you want to be, how to develop yourself and others

We will end the programme with a focus on re-entry and Personal Development Plans. Case studies, lectures, classroom discussions, and small group discussions will provide participants opportunities to deliberate on the determinants of sustained success. Exposure to real world issues will help participants work through possible approaches and solutions to the problems that leaders of professional service firms including law firms confront on a daily basis.

The anticipated time commitment that participants should consider investing in pre-programme readings is expected to be approximately 5 hours at maximum.

## REGISTRATION

Please fill in the following details, scan this form and send to [pa@sal.org.sg](mailto:pa@sal.org.sg). Successful registrants will be contacted within 3 working days. Registration closes when seats are filled. For enquiries, please contact [pa@sal.org.sg](mailto:pa@sal.org.sg) or call +65 6557 7523 / 6332 4133.

Name of Participant: .....  
( Mr /  Ms /  Mrs /  Dr)

Company: ..... Nationality: .....

Designation: .....

Years of PQE: .....

Profit and loss responsibility at your firm  Yes  No

Email: .....

Contact Number: (DID)..... Mobile Number:.....

I (delete as applicable) apply for the SkillsFuture Study Award (applicable only to Singapore citizens).

## DATE, LENGTH AND TUITION FEE\*

**Date:** 23-25 April 2020 (Thu, Fri, Sat)

**Length:** 3 days

**Times:** 08:30–18:00 (please note: day 2 will end around 20:00)

**Tuition Fee:** SG\$ 9,000 per person

SG\$ 1,000 early registration discount - applicable to the first 10 accepted and paid applicants by 31 December 2019.

A joint SAL-INSEAD certification of completion will be awarded to all participants who complete the programme.

\*Tuition fee includes course materials, tea breaks and lunches. GST (7%) will be added for Singapore-registered companies

## LOCATION

INSEAD Asia Campus - 1 Ayer Rajah Avenue, Singapore 138676

## SKILLSFUTURE STUDY AWARD

Eligible Singapore Citizens can apply for the SkillsFuture Study Award. A monetary award of S\$5,000 will be given to successful applicants to help defray programme fees.

Please refer to [www.skillsfuture.sg/studyawards/legal](http://www.skillsfuture.sg/studyawards/legal) for more information.

## CONTACT US

To secure your place on the programme, contact:

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### Jukka Majanen

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For more details, please visit: [www.sal.org.sg/Resources-Tools/SAL-INSEAD-Law-Firm-Leadership-Programme/About-SILLP](http://www.sal.org.sg/Resources-Tools/SAL-INSEAD-Law-Firm-Leadership-Programme/About-SILLP)