

Learning to Lead 2011

Leading yourself
and others

Creating trusting
client relationships

Managing for
commercial success



Learning to Lead is specifically
designed for senior professionals:

- » aspiring to the role of partner,
director or principal
- » transitioning to or newly
appointed in these roles
- » wanting to be more effective in
leading a team or practice

Melbourne:
26–28 October 2011

Sydney:
23–25 November 2011

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RESEARCH + CONSULTING

2011

'The whole program has been a very enlightening and rewarding experience. It has given me much greater clarity about myself and my future as a leader.'

Partner, national accounting firm

Australian professional service firms are today faced with greater challenges than ever before. Competitive intensity, complexity and the widening gap between the best and the rest make effective leadership the critical success factor.

The depth and quality of leadership are the key differences between practitioners – and firms – with mediocre performance and those that consistently outperform their peers.

Why Learning to Lead is so successful

Learning to Lead is an intensive, three-day course that gives you the tools to become an effective leader in a high-performing professional service firm. The format provides ample opportunity to apply this learning to the reality of each participant's role and firm.

Learning to Lead is designed and delivered by Beaton – Australia's leading authority on the management of professional service firms – with each presenter drawing on our deep understanding of the professions.

Which professions should attend

Learning to Lead is designed for:

- » Accountants
- » Architects
- » Engineers
- » IT consultants
- » Management consultants
- » Patent attorneys
- » PR consultants
- » Project managers
- » Solicitors

Who will benefit from the program

Learning to Lead has been specifically designed for senior practitioners in roles such as:

- » Associate director
- » Director
- » Partner
- » Principal
- » Senior associate
- » Senior consultant
- » Senior engineer
- » Senior manager
- » Team leader

Challenges the program will help you meet

The program will develop your skills, competence and confidence in a range of areas, including:

- » creating and sustaining a thriving practice
- » becoming a rainmaker
- » driving profit improvement

- » motivating and inspiring staff
- » growing and retaining high performers
- » dealing with underperformers
- » building a high-performance team

Who has attended past Learning to Lead courses

Here are some of the firms whose senior professionals have attended Learning to Lead:

- » BDO
- » Bonacci Group
- » Buddle Findlay
- » Cardno
- » Cornwell Design
- » Energetics
- » ENSR
- » Ferrier Hodgson
- » Fordham
- » Freehills
- » GHD
- » Gilbert + Tobin
- » Hall & Wilcox Lawyers
- » Henry Davis York
- » Herbert Geer
- » Hicksons
- » HLB Mann Judd
- » Jackson McDonald Lawyers
- » Middletons Lawyers
- » Norton Rose
- » Parsons Brinckerhoff
- » Pitcher Partners
- » Terra Firma
- » Thinc Projects
- » URS Asia Pacific
- » Watermark Patent & Trademark Attorneys
- » Wood & Grieve Engineers

Program overview

Core of the program – three-day course

The core of Learning to Lead is a three-day course. There are also pre- and post-course components.

The pre-course component of Learning to Lead is specifically designed to help you identify your most important learning needs. The post-course component is designed to help you implement what you learn back in the office.

Pre-course assessment

Understanding your leadership style

- » MBTI – included in the core program
- » 360° feedback – optional
- » EQ-i – optional

Three-day course

What you'll learn on each day

- » [Day 1: Leading yourself and others](#)
- » [Day 2: Creating trusting client relationships](#)
- » [Day 3: Managing for commercial success](#)

Post-course support

Sustaining your learning

- » Email advice service – included in the core program
- » Coaching – optional

Core program

day 1

'A very insightful and rewarding experience. The program exceeded my expectations [and] opened my mind to things I had never thought of.'

Principal, engineering firm

Pre-course MBTI

The Myers-Briggs Type Indicator – included in the core program

The MBTI is the most thoroughly researched and widely used personality assessment tool in business and the professions. The MBTI is particularly useful for:

- » Enhancing your awareness of yourself as a leader and manager
- » Understanding and influencing others.

The MBTI is included in your registration for the core program.

Day 1

Leading yourself and others

Why leadership makes a difference

Leading vs managing

- » Why professional service firms need both
- » Having the right mix at the right level
- » Attributes of effective leaders and managers
- » Leadership – born or learnt?

Self as leader

- » Understanding your leadership and management style
- » Developing your leadership potential
- » Setting meaningful goals by aligning your vision and values
- » Removing barriers to change

Helping others succeed

- » Identifying performance challenges
- » The key drivers of performance
- » Knowing when and how to intervene
- » Becoming a more effective coach and mentor

Creating high-performance teams

- » Articulating a clear purpose and performance goals
- » Developing an agreed working approach
- » Harnessing team diversity
- » Clarifying team roles

day 2

Day 2

Creating trusting client relationships

Leading-edge practice development

- » Rainmakers – who they are and how you can develop them
- » Creating a passion for rainmaking in your team

Understanding your clients' needs and expectations

- » What clients value
- » What drives client choice and loyalty

Positioning and profiling

- » Determining your target market
- » Clarifying your positioning
- » Building your profile
- » Fostering positive word-of-mouth

Prospecting and pitching

- » Qualify prospects
- » Engage and identify needs
- » Pitching, from informal proposals to set-piece tender presentations
- » Pricing strategies
- » Closing the sale

Protecting and building

- » Up-selling and cross-selling
- » Shaping loyalty levers
- » Developing trust
- » Getting referrals

day 3

Day 3

Managing for commercial success

Why leadership makes a difference

Practice economics

- » Understanding what drives profit in your practice
- » Links between strategy and choice of business model
- » Strategies and tactics for improving profit

Why some firms fly

- » The keys to sustained success
- » Clarifying purpose, strategy, values and standards
- » Strategy and business planning in practice

Open plenary

- » A discussion on your real day-to-day challenges and how to apply your learning from the course when you get back to the office

Post-course advice

Email advice service – included in the core program

For 12 months after the course, you may email us with any challenges you are facing in applying the course material. This service is included in your registration for the core program.

Options

Pre-course assessment

Understanding leadership style

We have selected two assessment tools to complement the course.

These tools will:

- » Help you understand your leadership strengths and development needs
- » Identify actions for building on your strengths and addressing weaknesses
- » Focus your learning so that the program is more relevant to you.

360° feedback – optional

Use Beaton's web-based Partner360° service to receive feedback from 8 to 15 staff, peers and senior practitioners. Your Partner360° results are provided in a detailed report and debriefed with you in a 90-minute one-on-one feedback session before the course.

BarOn Emotional Quotient Inventory – optional

The EQ-i is a self-report inventory that provides information about you in areas such as:

- » Self-assurance
- » Empathy
- » Personal relationships
- » Stress management
- » Adaptability
- » Optimism.

EQ-i scores have been correlated with effective leadership in a number of major research studies amongst professionals. The inventory is completed online and debriefed with you before the course in a 90-minute one-on-one feedback session.

'Of all of the available leadership programs we looked at, Learning to Lead was the most relevant [to] and most focused on professional services.'

HR Director, Queensland law firm

Post-course support

To sustain your learning

It is not always easy to implement what you have learnt when you return to the office after a course. Here is a service to help you.

Coaching – optional

An experienced coach will work with you one-on-one to continue your development after the course. Coaching is a personalised learning experience. It's the most effective way of achieving sustained change in your behaviour. Coaching can focus on a range of issues, such as:

- » Formulating a realistic and achievable business development plan
- » Resolving a team conflict
- » Dealing effectively with underperformance
- » Delegating effectively.

Initial coaching appointments are for three 90-minute sessions, scheduled to suit you.

Presenters

2011



Joel Barolsky BCom MBA

Joel is a specialist advisor, facilitator and educator with over 18 years' experience in consulting to professional service firms, industry associations and large business-to-business organisations. He is a Senior Fellow of the University of Melbourne, where he teaches a subject entitled 'Professional Services Management'. He is Director of Barolsky Advisors Pty Ltd.



Tristan Forrester BEc LLB(Hons) GradDipBus

Tristan has over 15 years' experience working with some of Australia's leading professional service firms. He helps firms improve their understanding of the needs of clients, staff and potential recruits through robust research, and using these insights to drive strategic change.

Learning to Lead 2011 details

For more information, visit our website:
www.beatonglobal.com/learningtolead

2011 dates

Melbourne: 26–28 October
The Westin Melbourne
205 Collins Street

Sydney: 23–25 November
Hilton Sydney
488 George Street

Times each day

8:30 am–5:30 pm

Places are limited

Each program is limited to 20 participants to encourage a personal experience.

Early bird and group rates

Discounts apply for two or more participants from the same firm attending the same program. There is also an early bird discount.

For more information, see our website:
www.beatonglobal.com/learningtolead

How to book

There are two ways to book:

1. Online: www.beatonglobal.com/learningtolead
2. Contact Lynda Dean:
Telephone: 03 9829 0000
Facsimile: 03 9827 5800
Email: lynda.dean@beatonglobal.com

Options

Select the option that suits you best

Price

1. Core program » This includes: – 3-day course – MBTI assessment – Post-course email advice service	\$4,250*
2. Options to enhance your learning 2.1 Core program plus » One pre-course assessment – either Partner360° or BarOn EQ-i only	\$5,100*
2.2 Core program plus » One pre-course assessment – either Partner360° or BarOn EQ-i » Post-course coaching	\$7,100*
2.3 Core program plus » Both pre-course assessments: Partner360° and BarOn EQ-i » Post-course coaching	\$8,100*
2.4 Specific days from the core program » Any one day	\$1,950*
» Any two days	\$2,950*

*Note: Prices do not include GST. Please contact us for the prices for other combinations – see Lynda Dean's details on the left.

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T +61 3 9829 0000

F +61 3 9827 5800

Level 3/650 Chapel Street
South Yarra VIC 3141 Australia
mail@beatonglobal.com
www.beatonglobal.com
ABN 48 135 310 459

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'Clarified numerous management
and leadership issues I had.'

Team leader, economic policy consultancy