STERLING DEVELOPMENT
vision . strategy . structure . culture

Training & Coaching for Law Firms, Lawyers and Counsel

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Sterling Development is a leading strategy implementation and behavioural training company. Our core competence is the alignment of organisational strategies, people, processes and systems (information technology) to deliver transformational performance.

Adding Value to Law Firms

Today's lawyers are required to be professional both in their chosen disciplines and in a range of people and commercial skills that they may not have foreseen as students or trainees.

Partners and senior associates are increasingly expected to fulfil leadership, project management and business development roles that require skills and mindsets different from and complementary to their technical abilities. Their firms' ability to differentiate increasingly depends on such abilities.

And firms which invest in them can gain significant competitive advantage over those who do not. How to build professionalism in these areas?

Beyond a superficial appeal, traditional universities and business schools struggle to engage lawyers meaningfully and to generate practical learning. Training companies impart one-size-fits-all tools and tips that lack substance and relevance. One-off experiential events create short-term openings that may not translate into new habits. Coaching, even when effective, may be used only for remedial purposes. And experienced or retired lawyers, who may command initial respect, tend to lecture their juniors and to focus on the details of "how they did it" rather than distilling and bringing alive the underlying principles that remain useful, relevant and valid.

This is not the Sterling way. We provide a bespoke approach to training and coaching. Our legal training arm includes facilitators who are members of the Bar of England and Wales with over twenty years' experience of training lawyers from a broad range of practice areas in a wide variety of skills and at all levels of seniority.

Since 1997, Sterling Development has built a unique track record of helping lawyers develop non-technical skills through their careers, working internationally with full service global practices as well as with medium- sized and small firms.

On a strategic level, we have helped growing international players to align and develop their strategies and the partnership culture to achieve them. Individually, we have equipped countless lawyers to fulfil the non-technical aspects of their role as professionally as they do the technical.

For lawyers based outside the UK we also provide technical skills training in areas vital to international practice such as Contract Drafting, Advocacy, Legal Correspondence and Ethics. These courses cover the practical needs of international based lawyers as well as the basic precepts of common UK law versus continental or other systems. The fundamentals of English Contract, Company and Commercial law in addition to specialised areas of law like Employment or Property law are also addressed where relevant and to provide context.

Accreditation

Sterling Development Programmes typically carry the following accreditation:

- Certification of successful completion by Sterling Development (based on Seminar participation and project work)
- CPD points – in most jurisdictions, lawyers and other professionals can gain Continuous Professional Development points through Sterling Development programmes

Client Projects

Sterling Development provides continuous development projects for lawyers in legal practices of all sizes. Projects are custom designed and may take the form of branded initiatives or of in-house curricula. Within the custom design, our work is further tailored to each part of the organisation, to each group and to each individual.

Projects may be designed to address specific organisational issues and desired outcomes, such as creating strategy and generating alignment across departments and regions, developing the partnership culture to fulfil strategy, raising confidence, morale, performance, motivation and retention, improving internal collaboration and cohesion and generating higher client and partner satisfaction.

We also help Human Resources and Learning and Development managers to address challenges such as influencing the Partnership towards new ideas and designing development curricula.

The environment for learning non-technical skills and the continuous development programmes and coaching outlined in this brochure have been designed around the best practice evolving through our client work since 1997.

Sample Assignments

ALLEN & OVERY

Part of team that provided behavioural training to all A&O Associates and Partners internationally for many years.

Freshfields Bruckhaus Deringer

English is the lingua franca of international legal practice. FBD needed to bring its new German Associates up to speed in the technical aspects of English Law and the English language.

BNP PARIBAS

Provided French to English translation and training in the principles of English contract drafting and liability.

Law Society of Scotland

Provided members with training in motivation, team working and building stakeholder relationships.

The Environment for Learning Non-Technical Skills

The non-technical skills needed by today's lawyers not only can be learned; they should be learned - continuously. The most successful lawyers recognise this and constantly strive to learn from their own and others' experiences and ideas. Learning can be relatively slow, through experience and crises alone, or faster, with the help of an environment that speeds up the natural learning process.

This environment has five essential features:

1. **Continuous:** the learning process must be continuous - sustained over time. This is essential because this kind of learning is not simply intellectual/ informational: an effective development process requires time away from work for awareness-raising and (self-) assessment, balanced with periods of implementation of new insights at work to foster the evolution of new habits and skills.

2. **Participant-based:** development is best as a group activity, in which lawyers' own issues provide the case studies. In this way, lawyers learn both from each other's experiences as well as from their own. As well as speeding up learning, this provides invaluable insights for developing coaching and other skills.

3. **Cumulative:** each element must build on what has gone before and cannot happen without the work already done. A modular structure on its own is not enough for this; cumulative learning also depends on the fourth and fifth features:

4. **Ideas:** essential as a backdrop is a coherent framework of theoretical and practical ideas, using everyday language and free of jargon, which enables lawyers to make sense of their development and which, as they assimilate it, equips them to help others do the same. Sterling Development provides this through a unique, integrated, accessible model of professional leadership, business development and relationship management. Supporting materials are based on this model.

5. **Leadership:** the leader(s) of the development process must lead by example. Our facilitators bring authority, knowledge and experience of lawyers' career and professional development challenges, understanding of the work and dynamics of law firms, practical knowledge of the psychology of personal development, and professional leadership communication and coaching skills.

In summary: lawyers need an environment for career-long development of non-technical skills - an environment of sustained, cumulative group learning based on personal case studies, underpinned by robust, inclusive ideas and led by example.

Sterling Development provides this through client consulting projects and through the programmes outlined in these pages.

Continuous Development Programmes for Lawyers

We provide seven Continuous Development Programmes for Lawyers, all of which benefit from a continuous learning environment while simultaneously providing networking opportunities for lawyers from different firms.

The programmes are as follows **(see pages 7-13):**

1. **Associate Development 1** - for junior Associates who wish to develop personal organisation and communication skills
2. **Associate Development 2** - for mid-level Associates who wish to develop management and client contact skills
3. **Associate Development 3** - for senior Associates who wish to develop leadership, project management and business development skills
4. **Partner Development 1** - for recently made-up Partners who wish to develop their leadership and Practice-Building capabilities
5. **Partner Development 2** - for experienced Partners who wish to review and further develop their leadership and Practice-Building capabilities and their wider contribution to the partnership
6. **Partner Development 3** - for Partners coming towards the end of their careers and looking to create the best value from their knowledge and experience
7. **Managing Partner Programme** - for Managing Partners who wish to work together to address common issues and develop their leadership styles

Each programme consists of a series of from 3 to 7 (depending on the programme) intensive one-day workshop-style seminars, usually at intervals of 3-5 weeks, with tailored project work between seminars and one-to-one orientation, goal-setting and interim sessions before, after and during the programme.

All programmes are tailored to the development goals and needs of the group and of individual participants. At the same time, Partners and Associates from the same firm who participate in different continuous development programmes emerge with common frames of reference that can give wider benefits for the firm.

Each continuous development programme can be adapted for internal use and for building in-house career-development curricula.

Each programme's style is highly interactive, and the focus throughout is on participants' live challenges and issues, which are used as case studies.

Other Consulting Services, Short Courses and 1:1 Coaching (see pages 14-21)

Sterling Development also provides small group training/coaching, for a maximum of 4 lawyers, with a focus on skills necessary for today's international practice including:

- Overseas lawyers and in-house coulselwho wish to develop skills like Contract Drafting, Legal Writing, Document Drafting, Negotiation Skills, Advocacy Skills, Client Conference Skills and Presentation Skills;
- Overseas lawyers and in-house counsel who wish to develop their understanding of English Law, Legal Terminology and particular areas of Law;
- Overseas non-lawyers and in-house counsel for whom knowledge of English Contracts is necessary.

Associate Development 1

Associate Development 1 is for groups of maximum 12 Associates, 1-3 years PQE, who wish to work together to share experiences and to develop personal organisation and communication skills, including their ability to manage trainees, PAs and secretaries and to communicate effectively with senior lawyers.

It comprises four one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 4. During the intervals between seminars, participants apply new insights and skills at work and then report their experiences to the group at the start of the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Being a Junior Associate**	• Responsibilities and challenges of being a Junior • Assessment of current communication skills with lawyers & staff • Assessment of personal organisation and life balance • Development planning
	Implementation of new ideas and insights at work
Seminar 2 **Managing Work**	• Report Back: exchange of results since Seminar 1 • Assessment of current working style and impact • Organising and managing work for trainees and secretaries • Development planning
	Implementation of new ideas and insights at work
Seminar 3 **Teamwork and Career Development**	• Report Back: exchange of implementation plans since Seminar 2 • Managing and working effectively in intact and virtual teams • Being proactive in relation to career development • Development planning
	Implementation of new ideas and insights at work
Seminar 4 **Developing Commercial Awareness**	• Report Back: exchange of implementation plans since Seminar 3 • Understanding the commercial environment and client’s needs • Becoming the ‘preferred choice’ of senior lawyers • Development planning
	1:1 coaching to review learning and stay on track

Associate Development 2

Associate Development 2 is for groups of maximum 12 Associates, 3-5 years PQE, who wish to work together to share experiences and to develop management and client contact skills, including their ability to manage junior associates and trainees and to communicate effectively with clients and senior lawyers.

It comprises five one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 5. During the intervals between seminars, participants apply new insights and skills at work and then report their experiences to the group at the start of the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Being a Mid-Level Associate**	• Responsibilities and challenges of being a Mid-Level Associate • Assessment of current communication and self-management skills • Understanding and overcoming barriers to effective influence and communication
	Implementation of new ideas and insights at work
Seminar 2 **Managing Junior Associates**	• Report Back: exchange of results since Seminar 1 • Assessment of current impact/motivation of junior associates, secretaries, trainees and paralegals • Creating an environment in which junior associates can excel
	Implementation of new ideas and insights at work
Seminar 3 **Managing Client Contact**	• Report Back: exchange of results since Seminar 2 • Assessment of current and potential impact on clients • Balancing conflicting demands in a group • Managing contacts and relationships with clients and senior lawyers
	Implementation of new ideas and insights at work
Seminar 4 **Projects and Career Development**	• Report Back: exchange of results since Seminar 3 • Contributing effectively to projects and project management • Managing time and workload • Being proactive in relation to work-life balance and career development
	Implementation of new ideas and insights at work
Seminar 5 **Being a Manager**	• Report Back: exchange of results since Seminar 4 • Managing and integrating 360° relationships • Handling difficult interactions • Positively influencing Practice Area/Departmental working practices
	1:1 coaching to review learning and stay on track

Associate Development 3

Associate Development 3 is for Associates, 5-7 years PQE, who share experiences and develop leadership, project management and business development skills. It is also suitable for those preparing for partner selection processes.

It comprises six one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 6. During the intervals between seminars, participants apply new insights and skills at work and then report their experiences to the group at the start of the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Being a Senior Associate**	• Responsibilities and challenges of being a Senior Associate • Assessment of current leadership thinking & communicating skills • Leadership in a legal practice
	Implementation of new ideas and insights at work
Seminar 2 **Managing Performance**	• Report Back: exchange of results since Seminar 1 • Assessment of current impact and motivating others • Creating an environment in which Mid-Level Associates can excel
	Implementation of new ideas and insights at work
Seminar 3 **Managing Client Relationships**	• Report Back: exchange of results since Seminar 2 • Assessment of current extent to influence existing clients • Building personal/collective reputation through the client experience
	Implementation of new ideas and insights at work
Seminar 4 **Developing Business**	• Report Back: exchange of results since Seminar 3 • Developing new clients: strategies and excellent first contact • Creating differentiation through the quality of needs analysis and response
	Implementation of new ideas and insights at work
Seminar 5 **Managing Projects**	• Report Back: exchange of results since Seminar 4 • Assessment of current project management skills • Managing projects - approaches and techniques • Managing time and workload
	Implementation of new ideas and insights at work
Seminar 6 **Being a Leader**	• Report Back: exchange of results since Seminar 5 • Professional leadership through 360° relationship management • Being proactive in relation to work-life balance and career development • How to continue to develop non-technical skills
	1:1 coaching to review learning and stay on track

Connecting with Clients

The Connecting with Clients Programme is for groups of Senior Associates who wish to gain specialist knowledge that adds value, professional and personal rapport when engaging with clients. The content is designed to avoid any need to disclose confidential information.

It comprises four one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 4. During the intervals between seminars, participants apply new insights at work and then report their experiences to the group at the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Connecting with Clients**	• Responsibilities and challenges of being Managing Partner • Thinking and communicating as a leader • Different styles of leadership and their impact
	Implementation of new ideas and insights at work
Seminar 2 **Effective Influencing**	• Report Back: exchange of results since Seminar 1 • Getting the results you want through effective influencing and collaborative behaviour • Critical elements of financial management for Associates • Action planning and 'what will I do differently?'
	Implementation of new ideas and insights at work
Seminar 3 **Negotiation**	• Report Back: exchange of results since Seminar 2 • What is negotiation and what makes a good negotiator? • Planning for negotiation and achieving win-win outcomes • Negotiation styles • Bargaining and closing tips
	Implementation of new ideas and insights at work
Seminar 4 **How Business Work**	• Report Back: exchange of results since Seminar 3 • What makes a business successful? • What are key measures of success (for us and our clients)? • What knowledge would help us be a beer business partner to our clients?
	1:1 coaching to review learning and stay on track

Partner Development 1

Partner Development 1 is for Partners of 1-3 years' standing who wish to work together to explore issues of common interest and to develop their leadership and Practice-Building capabilities. The content is designed to avoid any need to disclose confidential information.

It comprises seven one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 7. During the intervals between seminars, participants apply new insights at work and then report their experiences to the group at the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Being a Partner**	• Responsibilities and challenges of being a Partner • Assessment of current leadership thinking and activity • How to organise, use and bill for time on leadership activities
	Implementation of new ideas and insights at work
Seminar 2 **Building the Practice**	• Report Back: exchange of results since Seminar 1 • Assessment of current impact on others' motivation and morale • Creating an environment in which Lawyers and Staff can excel
	Implementation of new ideas and insights at work
Seminar 3 **Developing Business**	• Report Back: exchange of results since Seminar 2 • Leading by example in Client Relationship Management • Engaging colleagues/Associates in effective business development
	Implementation of new ideas and insights at work
Seminar 4 **Strategy in a Legal Practice**	• Report Back: exchange of results since Seminar 3 • Role, relevance and types of strategy • Benefits/methods of communicating strategy and generating alignment
	Implementation of new ideas and insights at work
Seminar 5 **Sustaining the Practice**	• Report Back: exchange of results since Seminar 4 • Developing commercial awareness (Practice/Area) • Developing lawyer roles and career management
	Implementation of new ideas and insights at work
Seminar 6 **Managing the Future**	• Report Back: exchange of results since Seminar 5 • Managing reputation - personal and collective • Managing internal conflict and instilling operating principles
	Implementation of new ideas and insights at work
Seminar 7 **Synthesis**	• Report Back: exchange of results since Seminar 6 • Managing change and growth in a law firm • Influencing the legal industry
	1:1 coaching to review learning and stay on track

Partner Development 2

Partner Development 2 is for groups of a maximum of 10 Partners of 4+ years' experience who wish to o explore issues of common interest and to review and further develop their leadership and Practice-Building capabilities and their wider contribution to the partnership. The content is designed to avoid any need to disclose confidential information.

It comprises seven one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 7. During the intervals between seminars, participants apply new insights at work and then report their experiences to the group at the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Partnership**	• Review of responsibilities and challenges of Partnership • Assessment of current Practice leadership thinking and activity • How to reassess time usage and management as a leader
	Implementation of new ideas and insights at work
Seminar 2 **Building the Firm**	• Report Back: exchange of results since Seminar 1 • Assessment of current impact on the culture of the firm • Creating an environment that attracts, develops and retains talent
	Implementation of new ideas and insights at work
Seminar 3 **Developing Business**	• Report Back: exchange of results since Seminar 2 • Generating firm-wide excellence in Client Relationship Management • Creating differentiation in existing and new client relationships
	Implementation of new ideas and insights at work
Seminar 4 **Developing Strategy**	• Report Back: exchange of results since Seminar 3 • Strategy - proactively managing stakeholder relationships • Benefits/methods of generating strategic thinking across the firm
	Implementation of new ideas and insights at work
Seminar 5 **Managing the Future**	• Report Back: exchange of results since Seminar 4 • Managing the firm's reputation • Managing internal conflict and instilling operating principles
	Implementation of new ideas and insights at work
Seminar 6 **Managing the Future**	• Report Back: exchange of results since Seminar 5 • Managing reputation - personal and collective • Managing internal conflict and instilling operating principles
	Implementation of new ideas and insights at work
Seminar 7 **Legacy**	• Report Back: exchange of results since Seminar 6 • Managing change and growth in a law firm • Influencing the legal industry
	1:1 coaching to review learning and stay on track

Partnership Development 3

Partner Development 3 is for groups of a maximum of 8 Partners who are coming towards the end of their careers and looking to create the best value from their knowledge and experience.

It comprises four one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 4. During the intervals between seminars, participants apply new insights and then report outcomes to the group at the start of the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Golden Years of a Career**	• Responsibilities and challenges of the Golden Years • Reassessing personal value to the firm, to clients and to the industry Finding new meaning in personal and professional life • Development planning
Implementation of new ideas and insights at work	
Seminar 2 **Creative Role Definition**	• Report Back: exchange of results since Seminar 1 • Limitations of conventional role definitions • Approaches and methods for defining new ways of harnessing experience • Development planning
Implementation of new ideas and insights at work	
Seminar 3 **A Broader Influence**	• Report Back: exchange of results since Seminar 2 • Developing activities beyond accustomed boundaries • Distilling principles from experience for the benefit of others • Development planning
Implementation of new ideas and insights at work	
Seminar 4 **The Future**	• Report Back: exchange of results since Seminar 3 • Charting a new course, for renewed personal and professional satisfaction • Taking a longer-term view: work, leisure, happiness • Development planning
1:1 coaching to review learning and stay on track	

Managing Partner Programme

The Managing Partner Programme is for groups of Managing Partners who wish to explore issues of common interest and to review and develop their personal leadership style and impact. The content is designed to avoid any need to disclose confidential information.

It comprises seven one-day workshop-style seminars at intervals of 3-5 weeks, with one-to-one planning and review meetings prior to seminar 1 and following seminar 7. During the intervals between seminars, participants apply new insights at work and then report their experiences to the group at the next seminar.

Core Topics

Prior to Seminar 1: meeting to plan personal development goals for the programme	
Seminar 1 **Being a Managing Partner**	• Responsibilities and challenges of being Managing Partner • Thinking and communicating as a leader • Different styles of leadership and their impact
	Implementation of new ideas and insights at work
Seminar 2 **Building the Practice**	• Report Back: exchange of results since Seminar 1 • Assessment of current impact on the quality of leadership • Managing the Board and Partner performance
	Implementation of new ideas and insights at work
Seminar 3 **Developing Business**	• Report Back: exchange of results since Seminar 2 • Leading by example in Client Relationship Management • Engaging Partners and Associates in effective business development
	Implementation of new ideas and insights at work
Seminar 4 **Strategy in a Legal Practice**	• Report Back: exchange of results since Seminar 3 • Role, relevance and types of strategy • Communicating strategy and obtaining buy-in
	Implementation of new ideas and insights at work
Seminar 5 **Sustaining the Practice**	• Report Back: exchange of results since Seminar 4 • Developing commercial awareness across the Practice • Developing lawyer roles and career management
	Implementation of new ideas and insights at work
Seminar 6 **Managing the Future**	• Report Back: exchange of results since Seminar 5 • Managing reputation – personal and collective • Managing internal conflict and instilling operating principles
	Implementation of new ideas and insights at work
Seminar 7 **Legacy**	• Report Back: exchange of results since Seminar 6 • Managing change and growth in a law firm • Influencing the legal industry
	1:1 coaching to review learning and stay on track

Sample Services,
Small Group Training
& 1:1 Coaching

English Law & Communication Skills for Overseas Lawyers (Private Practice)

English Law and Communication Skills for Overseas Lawyers is for small groups (maximum 4) of overseas lawyers in private practice with any number of years of post-qualification experience and a good standard of English. The course presents key aspects of the English Legal System, terminology and themes in each delegate's own area of practice, the fundamental principles of liability under English law, essential aspects of English Contract law all applied with the communication and soft skills necessary.

It comprises 3 to 5 days (18-30 hours) of seminars conducted on an intensive basis. The course may also be held half daily on a semi-intensive basis. After each intensive course a support on-line service is offered in the form of 1:1 coaching sessions via Skype. Here candidates can report on the application of the knowledge and skills gained on the course and iron out on-going communication and substantive legal difficulties.

The course content is applied and practised in the context of the communication skills and soft skills necessary for lawyers in International practice today.

Core Topics

Prior to Day 1: (Skype) meeting to plan personal development goals for the programme	
Day 1 **The English Legal System**	Introduction to the English legal System Comparison with delegates' systems Introduction to English Contract Law
Day 2 **Liability**	Essential principles of liability under English law Core Legal Terminology Terminology in delegate's own area of practice
Day 3 **Contracts**	Contractual rights under English law Remedies in Equity and at Common law Contractual versus tortious liability and remedies
Days 4 and 5	We explore the delegates own area of practice. Basic Civil Litigation terms and procedure are covered from commencement through disclosure to trial, judgment and eventual enforcement. Communication skills including client briefing, conference, presentation and writing skills is practised extensively
	1:1 coaching to review learning and stay on track

Contract Drafting for Overseas Lawyers and In-House Counsel

The contract drafting course is for small groups (maximum 4) of overseas lawyers in private practice and in-house counsel with any number of years of post-qualification experience and a good standard of English. The course enables delegates to draft both "operative" and "boilerplate" clauses, to compile and draft entire agreements, to develop an understanding of how legal terminology, phraseology and the "grammar" of drafting interact in the drafting process.

It comprises 3-5 days (18-30 hours) of seminars conducted on an intensive basis. The course may also be held on a semi intensive half-daily basis. After each intensive course a support on-line service is offered in the form of 1:1 coaching sessions on Skype. Here candidates can report back on the application of the knowledge and skills gained on the course and iron out on-going communication and substantive legal issues.

Core Topics

Prior to Day 1: (Skype) meeting to plan personal development goals for the programme	
Day 1 **Contract Drafting**	Key aspects of the English legal system How the system affects contract drafting Basic principles of English contract law *Contract drafting principles and the 'grammar' of drafting is applied in the context of re-drafting standard clauses from a commercial agreement*
Day 2 **Liability**	Basic principles of liability under English Law The relationship between tortious and contractual liability The effect of tortious and contractual liability on drafting *The principles of drafting are applied in the context of drafting 'operative' clauses from scratch*
Day 3 **International Agreements**	The structure of International commercial agreements Key Terminology and its uses Commonly confused and misapplied terminology in International agreements *By applying core drafting principles and terminology to the different parts of a standard agreement, an entire agreement will be compiled and drafted by delegates*
Days 4 and 5	Typical contracts in each delegate's own area of practice is further explored. Advanced proofing techniques are presented, and re-drafting of problematic clauses is carried out. Work in progress is analysed and improved. Further practice in drafting standard clauses in International agreements is also given.
	1:1 coaching to review learning and stay on track

English Law and Communication for Overseas (In-House) Lawyers

English law and Communication is for small groups (maximum 4) of overseas in-house lawyers with any number of years of post-qualification experience and a good standard of English. The course presents key aspects of the English Legal System as they affect commercial law, key terminology and themes in International practice, the fundamentals of English Contract Law, the basic principles of English company Law and explores some current issues in corporate governance.

It comprises 3-5 days of seminars (18-30 hours) conducted on an intensive basis. The course may also be held on a semi-intensive half-daily basis. After each intensive course a supporting on-line service is offered in the form of 1:1 coaching sessions on Skype. Here delegates can report back on the application of the knowledge and skills gained on the course. Candidates can also iron out any on-going communication or work-related difficulties that arise.

The course content is applied and practised in the context of the communication skills and soft skills necessary for lawyers in International practice today.

Core Topics

Prior to Day 1: (Skype) meeting to plan personal development goals for the programme	
Day 1 **English Legal System**	Introduction to the English legal system Comparison with delegate's system Introduction to English contract law
Day 2 **Liability**	International commercial agreements Commonly confused terms in International agreements English Corporate Law 1: Forms of incorporation Process of incorporation
Day 3 **Governance**	English Corporate Law 2: corporate structure and governance Some current issues in corporate governance Some current issues in International practice
Days 4 and 5	We explore themes related to each delegate's company. Areas related to commercial practice such as intellectual property, employment and arbitration are covered. Presentation, negotiation and professional writing skills is practised extensively.
1:1 coaching to review learning and stay on track	

English Law & Communication for Overseas Financial Lawyers and In-House Counsel

This course is for small groups (maximum 4) of overseas financial lawyers who specialise in the Banking/Finance/Regulatory sector with any number of years of post-qualification experience and a good standard of English. The course presents core concepts of English Law as they affect Finance and Banking, compares these with a candidate's own law and explores the meaning and use of specialised terminology around financial/banking law and regulation.

It comprises 3-5 days (18-30 hours) of seminars conducted on an intensive basis. The course may also be held on a semi-intensive half-daily basis. After each intensive course a support on-line service is offered in the form of 1:1 coaching sessions on Skype. Here delegates can report back on the application of the knowledge and skills gained on the course and iron out any on-going communication or work-related difficulties that arise.

The course content is applied and practised in the context of the communication skills and soft skills necessary for lawyers in International practice today.

Core Topics

Prior to Day 1: (Skype) meeting to plan personal development goals for the programme	
Day 1 **English Legal System**	Introduction to the English legal system Comparison with delegate's own law Introduction to English contract law
Day 2 **Ownership Rights**	Rights of ownership under English Law Encumbrances to Title Loan Agreements
Day 3 **Financial Law**	Financial Law & Terminology Secured Transactions: charges and liens Negotiable Instruments and promissory notes
Days 4 and 5	We explore each delegate's own area of practice in greater depth. Current themes in Financial Law such as the subprime crisis, fraud and white-collar crime are explored. Issues in banking such as ECB stress-testing and financial markets post-Brexit are also addressed.
	1:1 coaching to review learning and stay on track

Written English Communication for Overseas Lawyers & In-House Counsel

This course is for small groups (maximum 4) of overseas lawyers who wish to improve their written English communication with any number of years of post-qualification experience and a good standard of English. The course enables overseas lawyers to draft English legal texts more effectively, to develop an understanding of key aspects of English Law as they apply to drafting various documents, to explore the relationship between grammar, syntax, style and terminology in producing legal texts and to look at some general issues of style.

It comprises 3-5 days (18-30 hours) of seminars conducted on an intensive basis. The course may also be held on a semi intensive half-daily basis. After each intensive course a support on-line service is offered in the form of 1:1 coaching sessions on Skype. Here candidates can report back on the application of the knowledge and skills gained on the course and iron out any on-going communication or work-related issues that arise.

Core Topics

Prior to Day 1: (Skype) meeting to plan personal development goals for the programme	
Day 1 **English Legal System**	Key aspects of English Law The effect of background Law on the drafting of legal documents Common legal terminology in legal documents *The legal precepts used in drafting English legal documents like opinions, briefing papers, case-notes, memoranda of advice and formal correspondence are explored*
Day 2 **Liability**	The construction of liability under English law The effect of liability principles on the drafting of legal documents Essential terminology in commercial legal documents *By considering some traditionally tricky areas of legal writing for overseas lawyers like tone, register, formal/informal distinctions and general style, the common pitfalls in drafting legal texts are identified and avoided*
Day 3 **Drafting Documents**	The relationship between contractual and tortious liability The effect of such liability on the drafting of legal documents Essential terminology in corporate/commercial legal documents The meaning and use of key terms
Days 4 and 5	Issues in each delegate's own area of practice are further explored. Advanced proofing and re-writing techniques are applied to a wide range of documents. Further practice in drafting correspondence is given and work in progress analysed and improved.
	1:1 coaching to review learning and stay on track

For more information please contact Denis Lyons, our Legal Partner, today at:

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STERLING DEVELOPMENT
vision . strategy . structure . culture