Ark Group’s Law Firm Practice Management 2.0 Series

Firing On All Cylinders
An Intensive One-Day Workshop for Practice Group Leaders
Identifying and Implementing the Structural Necessities for Effective Practice Management

Space is Limited! Sign-up by December 1st to receive your 15% Early Bird Discount!

Getting Your Practice or Industry Group Fully-Charged!

Whether you are the leader of a practice group or industry team, whether this is your first experience in leading a group or the custodian of an especially challenging group of mavericks, you are among the most essential players in achieving your firm’s long-term profitability and success…

This job is not an easy one!

It is your challenge to:

• Create a strong cohesive group out of a collection of bright, intelligent, autonomous individuals
• Identify how, as a practice leader, you add value and what specifically is it, that you can do, that is likely to actually affect the success of the group you lead
• Positively impact and enhance client satisfaction – turning client needs into growth opportunities
• Find a way to develop a strategic direction in an intensively competitive marketplace and have your colleagues actually want to work together
• Lead effective meetings that result in some action plans being formulated and your colleagues taking responsibility for actually doing something

Obviously there are many challenges inherent to this position as law firms (and their clients) increasingly embrace the application of new economic and structural pillars necessary for the profession to benefit from greater alignment on issues such as efficiency and value. And perhaps you were never trained or given any guidance on how to go about organizing and managing a group of your fellow professionals. So, now where do you turn?

This intensive, skills-building workshop is an investment in your ability to make a measurable difference to your group’s quality of service, profitability, and professional morale. Every aspect of this experience is designed to provide hands-on checklists, interpersonal techniques and exercises to make it completely applicable for you to use immediately.

CLE credit has been approved for this workshop in a number of states. Please contact Peter Franken at 312.212.1301 or by email at pfranken@ark-group.com for more details!

February 8, 2017
AMA Executive Conference Center
San Francisco, CA

This Workshop Will Be Facilitated By:

Patrick J. McKenna,
McKenna Associates, Inc.

Here are just a few of the firms that have already taken advantage of this practical workshop:

• Baker Donelson
• Edwards Angell
• Greenberg Traurig
• Holland & Hart
• Husch Blackwell Sanders
• Jenner & Block
• Kirkland & Ellis
• Miles & Stockbridge
• Morgan Lewis
• Quarles & Brady
• Sheppard Mullin
• Sidley Austin
• Steptoe & Johnson
• Sutherland Asbill
• Troutman Sanders
• Weil Gotshal
• Winston & Strawn
• Womble Carlyle
• And many others...
Firing On All Cylinders
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Workshop Agenda: Wednesday, February 8, 2017

8:30AM  Registration & Continental Breakfast

9:00AM  Introduction and Overview
Patrick McKenna will begin with a discussion of the evidence of why practicing together in a group can make a measurable difference to your law firm’s quality, service, profitability, skills and professional morale, motivation and enthusiasm.

9:30AM  One-on-One Management Skills
This session will examine, in depth, the critical elements to becoming an effective group leader, including:
- determining, together, what precisely is the job and what does it require of the individual holding the position;
- identifying how, as a practice leader, you add value and what specifically is it, that you can do, that is likely to actually affect the success of the group you lead;
- exploring under what circumstances people accept counsel, how to get people to accept your influence and why someone would follow you; and
- identifying the various options you have available to you and what you need to do, to develop personal credibility with the people you manage.

11:15AM  Working With Your Colleagues’ Differing Styles
When you bring together a group of lawyers who have different substantive skills, diverse experiences, a variety of work styles, and sometimes conflicting priorities, the process of managing the interactions can be challenging. This session will illustrate:
- How to avoid personality clash and achieve instant rapport
- Effective communication skills for understanding and appealing to your team members

12:00PM  Networking Luncheon

1:15PM  Group Collaboration Skills
Developing convergence on common goals as a team is important. Good practice group leaders recognize that in order to get the group working together effectively, you must invest in some conversations with your team to determine:
- why we should work together as a group;
- what is it in for each of us to collaborate together;
- how much time is going to be required to participate in a meaningful manner; and
- what kind of behavior we think we have the right to expect of each other

This session will equip practice leaders with the tools and techniques to explore with their group - what kind of group you want to be, what benefits you want to get, and whether you are prepared to do what it takes to truly be a team.

2:00PM  Developing A Strategic Direction For Your Group
The essence of creating a strategic direction is in having your group members progress through a deliberate process wherein they assess their position relative to competitors in their marketplace, identify their best areas of emerging opportunity, and develop specific action plans for capitalizing on those areas where they can improve their market positions and secure the most profitable business. This working session will assist you in learning how to develop specific, strategic action plans with the core members of your practice group.

3:00PM  Effective Group Meetings & Getting Action Implemented
Nowhere is the vitality of your team more visibly apparent than in the fundamental workings of practice group meetings. Since practice group meetings remain the principle vehicle for effective group action and the most visible aspect of the group’s progress, they require that a practice leader adhere to some interrelated principles that together will help energize these meetings and make them more far more effective. This session will focus on how to have your team working together on strategic projects, determine an action plan for moving the group forward, and a means for absolutely ensuring that best intentions actually get implemented.

4:00PM  Wrap-Up / Q & A
This concluding session is designed to summarize, synthesize, debate, question and answer any of your “real world” practice management and leadership issues. As a group, we will determine and discuss coordination and leadership challenges.

ABOUT YOUR WORKSHOP FACILITATOR
Patrick J. McKenna, McKenna Associates, Inc. is an internationally recognized author, lecturer, strategist and seasoned advisor to the leaders of premier law firms. One of the profession’s foremost authorities on law firm leadership, Patrick has authored more than a few pioneering texts, including his book (co-authored with David Maister), First Among Equals: How to Manage a Group of Professionals, (The Free Press) — which topped business bestseller lists in the United States, Canada and Australia, has been translated into nine languages, and has been widely described as the essential guide to practice group leadership. McKenna’s published articles have appeared in over 50 leading professional journals, newsletters, and online sources; and his work has been featured in Fast Company, Business Week, The Globe and Mail, The Economist, Investor’s Business Daily and The Financial Times. His consulting expertise was acknowledged in 2008 when he was identified through independent research compiled and published by Lawdragon as “one of the most trusted names in legal consulting” and his three decades of experience led to his being the subject of a Harvard Law School Case Study entitled: Innovations In Legal Consulting (2011). An example of that innovation was launching the first instructional program designed to specifically address the issues that new firm leaders face in their First 100 Days, which has thus far graduated over 70 new leaders many from AmLaw 100 and 200 sized firms. His latest work is entitled, The Changing of The Guard: Selecting Your Next Firm Leader and was released by Ark Group Publishing in April 2015. McKenna has consulted with at least one of the largest law firms in over a dozen different countries.
# Firing On All Cylinders: Workshop for Practice Group Leaders

*(February 8, 2017 -- San Francisco, CA)*

### Attendee 1

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**Signature**  
I have read the terms and conditions below

- [ ] Workshop Registration $1295
- [ ] EARLY-BIRD DISCOUNT: I am registering before December 1st and would like to claim my 15% early bird discount! ($1,100.75)

*For team discounts, call Peter Franken at 312 212 1301*

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**Venue and Accommodations**

This workshop will be held at the AMA Executive Conference Center located in the **San Francisco Marriott Marquis** at 55 Fourth Street, located minutes from the heart of the city, restaurants and other hotels. Only 15 miles from the SF Int’l Airport. For more details, contact Peter Franken at Pfranken@ark-group.com or by phone at 312.212.1301

**Who Will Attend This Workshop**

Ark Group/Managing Partner’s **Firing On All Cylinders** is an intensive workshop developed exclusively for Department Chairs, Practice or Industry Group Leaders in law firms who want to be more effective in their roles, foster higher levels of collaboration, learn how to better motivate their peers and explore where to direct limited (non-billable leadership) time in order to maximize your impact and investment.

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**Registration conditions**

1. Registrations can be submitted at any stage prior to the event, subject to availability. A limited allocation is being held and registering early is therefore recommended, in the event of the registration not being accepted by Ark Group the total amount will be refunded.
2. Payment must be received in full prior to the course.
3. All speakers are correct at the time of printing, but are subject to variation without notice.
4. If the delegate cancels after the registration has been accepted, the delegate will be liable to the following cancellation charges:
   - Cancellations notified over 45 days prior to the event will not incur a cancellation fee.
   - In the event of a cancellation being between 45 and 30 days prior to the event, a 20% cancellation fee will be charged.
   - For cancellations received less than 30 days prior to the event, the full delegate rate must be paid and no refunds will be available.
5. All registrations submitted by e-mail, fax, or over the telephone are subject to these booking conditions.
6. All cancellations must be received in writing.
7. Ark Group will not be held liable for circumstances beyond their control which lead to the cancellation or variation of the program.
8. Please make checks payable to Ark Group USA.

Ark Group USA will not use your email address or information for any purpose other than distributing our conference and event notices.

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**Please note:** payment must be received in full prior to the event to guarantee your place

- [ ] Credit Card
  - [ ] VISA
  - [ ] AMERICAN EXPRESS
  - [ ] MasterCard

- [ ] Payment in the mail (checks made payable to Ark Group USA)
- [ ] Multiple bookings: please invoice separately

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**EARN CLE CREDIT**

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Firing On All Cylinders: Workshop for Practice Group Leaders

THIS WORKSHOP WILL BE HELD AT:

AMA Executive Conference Center
55 Fourth Street, Second Level
San Francisco, California 94103
#415.442.6770
http://www.amaconferencecenters.org/san-francisco.htm

February 8, 2017 — San Francisco, CA

Located in the San Francisco Marriott Marquis— The Executive Conference Center is just minutes from the cable cars, Chinatown, shopping, museums and only 15 minutes from the San Francisco International Airport.

Other Nearby Hotels

San Francisco Marriott Marquis
55 Fourth Street
San Francisco, California 94103
#415.896.1600

Courtyard San Francisco Downtown
299 2nd Street
San Francisco, California 94105
#415-947-0700

The Westin San Francisco - Market Street
50 3rd St
San Francisco, CA 94103
(415) 974-6400
westinsf.com

Intercontinental San Francisco
888 Howard Street
San Francisco, California 94103
#415.616.6500
http://www.intercontinentalsanfrancisco.com/

JW Marriott San Francisco Union Square
500 Post Street corner of Post and Mason · San Francisco, California 94102 USA
#415.771.8600

The Stanford Court Renaissance San Francisco Hotel
905 California Street · Nob Hill · San Francisco, California 94108 USA
#415.989.3500

Parc 55 Hotel Wyndham
55 Cyril Magnin Street
San Francisco, California 94102
#800.697.3103
http://www.parc55hotel.com/
Directions
San Francisco Executive Conference Center
Located in the San Francisco Marriott Marquis
55 Fourth Street, 2nd Level
San Francisco, CA 94103

DIRECTIONS
From the airport: The San Francisco Executive Conference Center is approximately 15 miles north of the San Francisco International Airport. Frequent airport buses and vans make the trip in about 30 minutes.

For additional driving directions and maps click here http://www.mapquest.com/

Parking:
Parking is available at the Marriott Hotel (415-896-1600). Please call the hotel directly for current rate information. Parking is also available at the Yerba Buena Parking Garage at 5th Street and Mission Street. Parking at garage now $25 for up to 12 hrs.

TRANSPORTATION
Public Transportation:
Powell Street is the most convenient stop for those using the BART (subway) system and the Muni Metro.

Airport Transportation:
There is a shuttle available from San Francisco International Airport (Super Shuttle) rate approximately $17 per person (runs every 30 minutes from 5 a.m. to 7 p.m.) to the Marriott Hotel. Taxicabs are also available at the airports with rates that can range from $35 to $45 plus tip. BART (Bay Area Rapid Transit) trains now serve the San Francisco International Airport. A trip between the Powell Street Station and the airport costs approximately $5.35 (a 35 minute ride).