



**COLLEGE
OF LAW**

LEGAL
BUSINESS
MANAGEMENT



LEADING & MANAGING PEOPLE

A road map to understanding the complexities and motivations of individuals and teams, and how to lead them to success.

Course start dates: **14 August 2023**

Take as a standalone subject – or start with a Graduate Certificate

Visit mlb.collaw.edu.au to learn about the Legal Business Management and other award programs or enrol in the Master of Legal Business.



YOU WILL GAIN CRITICAL INSIGHT AS YOU

EVALUATE

Contemporary management theories and models that explain the complexities of individual, group and intra-group behaviour within a workplace context.

EXAMINE

Scientific rationale that explain and promote high performance legal workforces.

DEVELOP

Coaching skills to facilitate optimal individual and team performance.

CRITICALLY

Evaluate ethical and cultural challenges.

APPLY

Effective communication skills to engage, influence, develop and guide others.

WHAT'S THE DIFFERENCE BETWEEN MANAGEMENT AND LEADERSHIP?

Management and leadership are often used interchangeably, but they are distinct concepts. While management involves planning, organising, coordinating, and controlling resources to achieve organisational goals, leadership involves inspiring, motivating, and influencing individuals or teams to achieve a shared vision.

The aim of this subject is to:

- Build existing knowledge on leading and managing to inform better people management decisions.
- Apply contemporary management theories and behavioural science to explain behaviour you are observing at work.
- Apply the knowledge and skills to your practice by creating a development plan, implement and document the outcomes and feedback.

Learn from inspiring
industry leaders

Complete online over
12- week period

Address your real business
challenges during the course

Directly applicable to your
organisation



YOUR TEACHING FELLOWS



DR BOB MURRAY

Bob is a psychologist and an internationally recognised expert in strategy, leadership, influencing, human motivation and behavioural change. Using the latest research in human science, Bob helps organisations to better market their services, lead their people, improve productivity and increase firm-wide resilience.

With his colleague Dr Alicia Fortinberry, Bob won the American Science Achievement Award and was appointed to head the Obama Administration's comprehensive national workstress initiative.

Bob is a NY Times best-selling author and also writes for a professional audience. Bob's weekly newsletter, "Today's Research," on the latest findings that apply to leadership, wellness, psychology and social trends, has a global readership of leaders in industry and academia.



DR ALICIA FORTINBERRY

A psychologist with a grounding in behavioural neuro-genetics, Alicia enables leaders to successfully design and run organisations according to what really motivates humans.

With Dr Bob Murray, she received the US Science Achievement Award from the American Association for the Advancement of Science, for their work on personality and change.

Her latest books (with Dr Bob Murray) include, "Leading the Future: The Human Science of Law Firm Strategy and Leadership" (2nd edition) and "The Human Science of Strategy: What Works and What Doesn't". Alicia and Bob also wrote two popular best-sellers "Creating Optimism" and "Raising an Optimistic Child" (both McGraw-Hill, New York).

WHAT YOU NEED TO KNOW

WHY STUDY THIS SUBJECT?

Technical knowledge of any kind is not enough to succeed in law firms. It never has been, and certainly won't be in the AI-rich future.

In order to be of most value to clients, colleagues and the firm, you need to be a highly effective, confident manager and, ultimately, leader. You need to understand what really does—and doesn't—motivate people. What does—and doesn't—promote a collaborative, engaged and flexible workforce. What the clients not just of today but of tomorrow truly need.

This is as true for an emerging leader directing or supporting a team as it is for a Managing Partner creating or maintaining a high-performing culture and charting the firm's future. This course will equip you with the understanding and highly practical skills to be that leader.

You will learn how to gain others' trust and commitment so you can best influence, support and guide them. And so that they will put their energy and ideas into your vision, initiatives and success.

DURING THIS COURSE, YOU WILL:

- **Investigate** the increasing reliance on technology and the loss of human relationship techniques, which are crucial skills in today's world.
- **Delve** into the techniques that can help us maintain and improve our interpersonal relationships, especially in the legal workplace.
- **Explore** the science of relationship forming and gain practical tools and tips derived from that science.
- **Learn** about the social and psychological factors that influence the formation of relationships and how to leverage that knowledge to improve interactions.
- **Hear** from international subject matter experts and gain skills and practical experience to apply in personal and professional settings.
- **Use** effective communication skills to engage, influence, develop and guide others.
- **Participate** in real-life scenarios in which participants explore how to resolve misunderstandings and disagreements with colleagues and clients.

HOW YOU WILL LEARN

The online component is delivered via the College's learning portal – CANVAS.

From this portal, you will be able to:

- Access all your study materials
- Complete activities and submit assessments
- Watch relevant and engaging videos
- Engage with your Teaching Fellows and other students

WHO THIS COURSE IS FOR

If you looking to learn cutting-edge thinking to strengthen your culture, build stronger teams and generate more revenue – this course is for you. You may also be an emerging leader – pre-emptively equipping yourself with the advanced skills you need for the path ahead.

This course is particularly suited to:

- General managers
- Principals
- Managing partners
- General counsel
- Legal operations managers
- Senior/Corporate associates
- HR managers
- L&D managers
- Senior leaders
- Top-tier executives

DURATION, DELIVERY & ASSESSMENT

This is a twelve-week course, consisting of four online modules that include self-paced study, practical activities, online discussion forums and interactive Zoom sessions.

Should you choose to undertake the assessments, you will also need to devote around an additional 45 hours throughout the course for the assessments and preparation.

COURSE REGISTRATION

Start dates:

14 August 2023

Visit mlb.collaw.edu.au for more start dates.

WHAT YOU WILL LEARN: WEEK BY WEEK

Each week includes readings, multimedia resources and online activities.

Six scheduled online conferences at week 1, 3, 5, 7, 9, and 11 will explore the subject learning material with your teaching Fellow and peers and to receive assessment guidance.

Successfully completing the assessments for this course may be used towards Graduate Certificate or Masters qualification pathways. However, undertaking the assessments are not a requirement to participate in this course.

WEEK 1	Online conference 1 <ul style="list-style-type: none">• Subject overview (including assessments) and presentation by Teaching Fellow• Overview of key learnings for week 1 and 2.
WEEK 2	Module 1 <p>Evaluate contemporary management theories and models that explain the complexities of individual, group and intra-group behaviour within a workplace context. Topics include:</p> <ul style="list-style-type: none">• human 101 – what kind of creature are you leading?• human motivation – CATS• what is a leader – the science of leadership, are leaders born or made, what makes a leader: experience, genetics or both?• what makes people come to work?• creating a collaborative culture• diversity• creating a “tribe” – the rules, roles and rituals in groups including class charter.• the importance of a flat organisation• encouraging “speaking-up”• adult attachment theory – being the parent in the room, and• change management
WEEK 3	Online conference 2 <ul style="list-style-type: none">• Teaching Fellow presentation• Overview of key learnings for week 3 and 4
WEEK 4	Module 2 <p>Examine scientific rationale that explains and promotes high performance legal workforces. Topics include:</p> <ul style="list-style-type: none">• the science of high performance• creating and leading high-performance teams• creating group loyalty and commitment• creating a self-defending team• blocks to creating HPTs in law firms and how to overcome them• the rehumanisation of the legal workplace• stress reduction in teams and firms• the science and practice of resilience, and• preventing lawyer burnout

Week 5	Online conference 3 <ul style="list-style-type: none"> • Teaching Fellow presentation • Overview of key learnings for week 5 and 6
Week 6	Module 3 Develop coaching skills to facilitate optimal individual and team performance. Topics include: <ul style="list-style-type: none"> • difference between coaching and mentoring • can a manager be a coach – which hat are you wearing? • informal coaching • corridor coaching • team coaching • coaching upward • formal coaching • performance dialogues • the four essential dialogue skills – praise, asking, listening, specificity • human motivation (the science of motivation and performance) • material and non-material reward (the science of reward), and • conscious and unconscious bias
Week 7	Online conference 4 <ul style="list-style-type: none"> • Focus on assessment task 2 for students
Week 8	<ul style="list-style-type: none"> • Demonstration of coaching skills with teaching fellows
Week 9	Online conference 5 <ul style="list-style-type: none"> • Teaching Fellow presentation • Overview of key learning for weeks 10-12 (that is, M4 and final assessment task)
Week 10	Module 4 Critically evaluate ethical and cultural challenges. Topics include: <ul style="list-style-type: none"> • empowerment and boundaries • needs-based dialogue • ethics – bullying and harassment, and • the law firm of the future
Week 11	Online conference 6
Week 10 to 12	(Assessment task 3)



MORE ABOUT THIS SUBJECT

SUBJECT FEE

The subject fee is AUD\$3,725

HOW TO REGISTER

[Register Online here](#)

CONTACT ONE OF OUR CUSTOMER ENGAGEMENT ADVISORS

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