



Practice  
Management  
Excellence

# Your Guide to Practice Management Excellence Services

Management Development for Chambers,  
Practice Teams and Members.

# Management Development Training & Coaching for Chambers

## What we do for Practice Managers

We help you develop your career in practice management, increase your value to chambers and be equipped for future industry challenges.

We work with all levels of Chambers' management, in all parts of the country.

We aim to help you develop your people, and support you to deliver on the core skills expected from a practice team. Because we work 100% for Chambers, our courses have become the industry's leading management development solution.

*"I attended the 'Maximising Business Relationships' and 'Excellence in Running Practice Development Meetings' sessions. I was thoroughly impressed with the intellectual level of the content and felt that I took away practical solutions that I could implement going forward. Don is an excellent trainer and with Bill Conner on board, Don has an excellent grounding in the peculiarities of clerking."*

Katie Myles - Essex Court Chambers

## Our services include:

- ✓ **Practice Management Excellence programme**  
– Our industry-leading Chambers development programme has something to offer all practice managers at all stages of their career (please see pages 4&5). The courses are conducted as open sessions, or as a part of an in-house management development programme. For open course dates, visit [pmetraining.co.uk](http://pmetraining.co.uk)
- ✓ **Staff 'team building' away days** – Due to work pressures in chambers, we often facilitate team building away days at weekends. We will liaise with you to deliver a bespoke solution in order that you get the maximum advantage from this experience.
- ✓ **In-house delivery of tailored programmes**  
– Some chambers have a very clear understanding of the skills they want to develop, and prefer a bespoke solution. We listen to what you want to achieve and build a programme specifically for your needs.
- ✓ **One-to-one management development**  
– Investing in very specific personal or chambers development, is sometimes needed to drive tangible results. We work one-to-one, or with small groups to facilitate change.
- ✓ **Appraisal Consultancy**  
– If you need to build and run an appraisal system for your teams, we can assist you with getting it right first time. We supply bespoke documentation, and the training required to implement, conduct and deliver a professional staff appraisal.

# What we do for members of the Bar

We support you with the ability to offer your members relevant, robust and targeted encouragement for their own practice growth.

Our Strategic Practice Development Programme has been created to alleviate the stress, anxiety and frustration that naturally occurs when building a Practice.

Using our unrivalled and qualified experience, we motivate and encourage members of the Bar, equipping them with modern business development tools, to underpin personal success.

*"Don delivered training in Chambers to members in relation to our formal Mentoring Scheme. The content was engaging, relevant and encompassing of the occasional peculiarities of the Bar. It provided insightful guidance on techniques and application to ensure our members can provide consistent mentoring assistance to our junior members whilst setting comfortable boundaries. The delivery was relatable, clear and encouraged open discussion around potentially challenging topics. We are very grateful to Don and wouldn't hesitate to recommend him."*

Sarah Earl, Chambers Director, Old Square Chambers

## Our services include:

- ✓ **Practice Development training programme** – We have a range of courses that assist members with their own business development. We understand personal limitations and the challenges of being self-employed in a chambers. We help members who are not natural sales people to be comfortable and effective with their own style of business development.
- ✓ **Chambers' Member Mentoring** – Being self-employed and building a practice can be demanding and stressful. Juggling your career with your home life and trying to fit in business development activities, can be an enormous undertaking. Many chambers are starting their own internal mentoring scheme and, to that end, we offer a short course to help lay down some foundations to support this initiative.
- ✓ **One-to-one training and coaching programmes** – Investing in very specific personal, or practice team development, is sometimes needed to drive tangible transformation. We work one-to-one or with small groups to facilitate change.
- ✓ **Presentation training for the Bar** – Presenting seminars and lectures is a key opportunity for Barristers to develop their personal profile and generate business. You only get one chance to make a first impression. It is crucial that you make the most of this opportunity.
- ✓ **Networking and business relationship training** – Networking and the ability to engage with clients is absolutely crucial to the business development of a member of chambers. We offer short courses, to give your members the competitive edge when building their practice network.
- ✓ **In-house bespoke courses and away days** – Working with members of chambers or management teams, we can work with you to address the specific needs of chambers.

# PME Courses tailored to the clerks' personal development

## LEVEL: STARTER CLERK

### GENERAL DUTIES

#### COMPETENCES REQUIRED

- Have a general understanding of how a chambers works, its unique culture, and the role of a modern Bar clerk.
- Understand how to handle members' expectations/ demands.
- Know the importance of client service expectations.
- Gain an understanding of own career progression and have constructive appraisals.
- Possess the ability to work in a team and have enhanced communication skills.
- Be able to communicate at all levels and be able to handle difficult conversations.
- Have the ability to manage time and own workload.

### **Title:** Clerking off to a good start! – Soft skills training for Starter Clerks

1. The Clerks' role in context of a barristers' chambers.
2. The importance of excellent customer service and working effectively as a part of a team.

*"This is the stuff you don't learn at school, college or university, but is absolutely essential for your career progression."*

**Course commitment:** 2 days (1day per month)  
**Location:** Central London Chambers

#### BENEFITS TO CHAMBERS

- Rule-out any misconceptions of what life as a clerk encompasses.
- Retain starter clerks who are able to cope with the difficult demands of members without taking it personally or emotionally.
- Gain staff who will understand the importance of customer service, how their own behaviour effects chambers/clerks room/their own reputation.
- Have motivated and ambitious staff who want to work hard for chambers and understand what they bring to the team.
- Build a team-work ethic, have better communication and less issues due to poor communication.
- Have staff who appreciate the value of time and the affect of poor time management.

## LEVEL: JUNIOR CLERK / ASSISTANT PRACTICE MANAGER

### OPERATORS

#### COMPETENCES REQUIRED

- Have, and continue to build, good product knowledge.
- Possess the ability to recommend counsel, and why a client should use them.
- Have good networking skills and the ability to communicate with all client types.
- Start to master professional fee negotiation and increase client loyalty.
- Start to become commercially aware in preparation for pro-active business development.

### **Title:** Building your career in modern Practice Management

1. Professional collaborative negotiation skills
2. Developing business for your chambers

*"Now you are in the game, now stand out from the crowd."*

**Course commitment:** 2 days (1day per month)  
**Location:** Central London Chambers

#### BENEFITS TO CHAMBERS

- Have your staff take an active interest in your members and why clients should choose them over others.
- Be proud of your clerks at chambers' functions and have them understand the importance of building a long-term business network.
- Develop clerks that are motivated to go that extra mile to build business with long-term clients and key accounts.
- Start to prime your clerks to think commercially and get ready for their next position of proactive selling.

**LEVEL:**  
**CLERKS / PRACTICE MANAGERS**

**CLIENT INFLUENCERS**

**COMPETENCES REQUIRED**

- Have a professional profile and be skilled in running Practice Development meetings.
- Possess excellent people management skills – Clerks/ Members.
- Proactive and strategic business development planning.
- Be excellent in interpersonal and rapport building skills.
- Confidently pitch or present your chambers to clients.

**Title: Professional Practice Development**

- 1a. Effective management of staff and members' practices.
- 1b. Maximising business relationships.
- 2a. Building a business development plan for results.
- 2b. Pitching and presenting for new business.

*“Put your skills to work and gain the maximum rewards for chambers and yourself.”*

**Course commitment:** 2 + 2 days

**Location:** Central London Chambers

**BENEFITS TO CHAMBERS**

- Take influence from proven strategic BD tools and offer your members a credible team of practice developers who are working 'on-side' with members.
- Start to develop the next leaders in chambers.
- Maximise value from your current client base and build new markets/revenue streams.
- Set yourself apart from your competitors when pitching to clients.
- Motivate and keep your best people and get a better return on chambers investment of staff.

**LEVEL:**  
**SENIOR MANAGEMENT**

**BUSINESS DRIVERS**

**COMPETENCES REQUIRED**

- Be a Strategic / Analytical thinker, understanding the 'bigger picture.'
- Possess a good understanding of marketing and branding, for business development purposes and the recruitment of members.
- Understand the future business requirements and be able to manage change.
- Be an excellent 'people person' and understand the individual requirements of members.
- Have the ability to implement client management systems.
- Be an expert business developer.
- Have excellent leadership skills, leading staff and members alike.

**Title: Leadership Development for Chambers' Senior Management**

1. Business development for modern chambers' management.
2. Managing the challenges of Chambers' unique business structure.
3. Professional Mentoring and Coaching

*“You have reached the top. Be motivated to lead your members, staff and drive strategic business results for chambers.”*

**Course commitment:** 2 + 1 days

**Location:** Central London Chambers

**BENEFITS TO CHAMBERS**

- Have strong leadership which is forward thinking ready for future challenges.
- Get a better return on investment on chambers' expenditure.
- Develop business leaders who foster the growth of their staff and members.
- Progress leaders who feel supported in a unique and challenging role.
- Possess members who are satisfied that they are working with the best possible team in the sector.

# Practical take away tools for strategic development

At PME we back-up our industry experience with our qualifications in marketing and personnel development. We understand our market, and the people who work within it.

Our training courses are designed to be:

- Suitable for all levels of practice management and members.
- Suitable for all levels of education.
- Extremely practical, with learning that you can apply immediately in Chambers.
- Non-intimidating, engaging and fun.

All our delegates leave our courses with printed notes and extra reading material.

We understand the pressures that you work under; we are flexible in our approach to bookings, delivery times and payment plans.

Please contact us for further details or booking information.

## Professional Development Experts

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For more detailed information about our courses please visit:

[www.pmetraining.co.uk](http://www.pmetraining.co.uk)

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If you would like to discuss the content of this brochure or arrange a meeting please contact:

**Bill Conner:**

Tel: 07557 670 560

[bill@abcllp.com](mailto:bill@abcllp.com)

**Don Turner:**

Tel: 07775 074 568

[don@pmetraining.co.uk](mailto:don@pmetraining.co.uk)

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# About PME

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Practice Management Excellence is a unique enterprise, created originally by combining the huge experience of ABC Chambers' Solutions, the leading recruitment and consultancy agency serving the Bar, and the strategic managerial business expertise of Don Turner, a former Board-level strategic management executive, and a qualified trainer and coach with a passion for personal development. This mixture of ABC's sector knowledge, and Don's exceptional commercial credentials, and his skills and credibility as an instructor and mentor, have led PME to become the most prominent provider of management development training and coaching for barristers' chambers.

**PME is the only provider of training and development solutions, that operates exclusively for the Bar.**

This allows us to have a uniquely focussed approach, and understanding of the business of chambers, and the business development needs of their barristers and practice managers. Since PME's launch in 2013, we have now worked with well over 70 of the country's leading chambers, trained over 350 practice managers, conducted more than 60 in-house courses for members and chambers' management and provided more than 80 one-to-one, or small group coaching sessions for barristers and practice managers.

Working with various chambers - from boutique, to some of the largest and most prestigious sets, has allowed us to develop many close connections with the senior executives/clerks. This allows us to have the most up-to-date sense of the challenges facing chambers, enabling us to refine and develop our courses to meet your needs. Please get in touch to discuss how PME can help you.

*"I have known Don Turner for a number of years and I was pleased to finally get the opportunity to formally work with him. I attended a two day training course designed for senior management. From start to finish I found the course to be extremely informative and thought provoking. It was refreshing and rewarding to sit around a table and share ideas and problems with colleagues from other chambers from around the country – I would go as far as to say it was cathartic!*

*Don's approach to business planning and strategic business development was spot on. I have taken away a number of ideas and applied these into my daily working life. There are numerous trainers out there, but Don has really taken the time to understand the nuances of the Bar, clerking and chambers life generally. As a result, he is able to tailor his training to all levels: barristers, clerks, senior management and administrative staff. There is something for everyone and I can't recommend him enough."*



Some courses contain a lot of fluff, but I was pleasantly surprised when I attended the 'Professional Networking Skills' and 'Managing People for Success' modules. Don is a fantastic trainer with an engaging and personable manner and excellent subject knowledge that he relates to his experiences. These sessions contained outstanding content which was made very relevant to clerking. Everything I learnt was 100% pure actionable advice, very clearly delivered.

**Philip Austin, Clerk**

I have worked with PME training for the past three years. They have been outstanding in supporting my professional goals and supplying credible training for my staff. Every module attended demonstrates not only relevance to the life of a Clerk but an insightful understanding of the pressures faced in our profession. We find that the tools, knowledge and thought provoking training can be put straight to work for the benefit of the Clerks and Chambers.

**Chris Sunderland, Senior Team Clerk, Crown Office Chambers**

I have attended every module myself and so can personally attest to the quality of the course. We are already seeing benefits in the way individuals are using aspects of the training in their day-to-day work.

**Robin Jackson, Chambers Director, 3VB**

"I found this course very thought provoking. It was valuable to meet my peers and share our experiences. I came away from the two-days enthused about our chamber's unique brand and how we could develop it."

**Clair Wadden, Senior Clerk, Unity Street**

Don and PME training provided one to one coaching for one of our most experienced clerks. I felt the clerk in question would get more out of this more targeted approach to knowledge development than they would from the more traditional group training style sessions. The sessions proved to be excellent. The clerk really enjoyed them and the improvements in an already excellent clerk have been significant.

**Vince Plant, Chambers Director, Devereux Chambers**

Thank you for your time yesterday. The training was very insightful and I hope to be at more in the future. Before yesterday, I had never heard of Emotional Intelligence, Transactional Analysis or SDI. I have been doing some further online reading and hope to be able to use some of these techniques to straighten and manage current and new relationships. Most importantly, you kept the whole session engaging and fun! Best regards and hopefully see you soon.

**Ryan Tunkel, Clerk, 4 Stone Buildings**