Evelaw

Training Courses for Fall 2022

I. Introduction

You can find below our course offerings for Fall 2022. For your convenience, we have organized our courses based on the following categories:

II. Training Improvements

As you will see, we have strived to adapt our courses to the challenges of organizing trainings in an unstable environment by making the following improvements:

- Introducing **short training videos** that help lawyers stay caught up when they have to miss live sessions due to client conflicts; and

- Placing a renewed emphasis on **maximizing the interaction in our live workshops** in order to ensure our participants continue to receive the following types of memorable experiences:

    o "Very helpful suggestions on how to improve presentations and **very engaging way of presenting these (despite the videoconference format!)**; not just theory, but many opportunities to participate and practice." Partner, Wolf Theiss

    o "**Even though online, Aaron was connecting with everyone** and dealing with people personally. It was very interactive and Aaron paid attention to every question or concern raised." Associate, Kinstellar

    o "The training was great, in fact it was the best legal writing training I had in Baker. The personal style of Aaron Muhly was very cool and motivating. I found it great that **he picked each one of us in order to actively participate** and he was super nice even if someone made a mistake." Associate, Baker McKenzie

III. Evelaw Trainers

Aaron M. Muhly

Aaron is an experienced trainer and L&D expert. He works with law firms around the world on boosting the effectiveness of their communication skills in core areas, including legal writing, negotiation, presentation, and business development.

Aaron began his career as an associate at Chicago's premier litigation firm, Jenner & Block. Subsequently, he switched direction and assumed the role of professional development officer for Baker & McKenzie. In this role, he developed and delivered skills training for lawyers, including many courses aimed at helping non-native English-speaking lawyers work confidently and effectively in English.

For the last 15 years, Aaron has been delivering his training as an external consultant to law firms. In connection with Evelaw, he has established a series of offline and online training courses focusing on the core communications needs of his clients, including the following courses:

- Clear Legal Writing
- Effective Contract Drafting
- Negotiation Strategies
- Precision Pitching
- Online Networking Lab

Aaron earned a BA (Government) from Dartmouth College. He also earned a JD from the University of Iowa College of Law. During his legal studies, he was selected to be the first participant in a judicial externship program with the Delaware Supreme Court, where he worked under the supervision of Justice Randy J. Holland.

Aaron has been a member of the Illinois Bar Association since 1998.

Peter Horvath

Peter is a Hungarian and US trained lawyer and a member of the Budapest and New York Bar Associations. He is the recipient of an LLM from Columbia Law School and an MBA from Cass Business School.

Peter began his career as an attorney at the Budapest office of Norton, Rose. Subsequently, he has worked as a General Counsel for TriGranit Romania and as well as an investment advisor for real estate developments. As a consultant and trainer, he regularly works with law firms on improving their business strategies with a focus on business development and financial profitability.

Writing & Drafting

Clear Legal Writing (Legal Writing 1)

Although lawyers are expected to provide their advice in a clear, business-like manner, many lawyers frustrate clients with legal advice that is unnecessarily long and complex.

In this course, you will discover self-editing techniques that will quickly uncover the clarity issues in your English writing. To address these issues, you will receive a revision roadmap enabling you to transform overly-complex explanations into clear and natural business advice.

Main Benefits

After the course, you will be able to do the following:

- Confidently evaluate the quality of your English writing by understanding your strengths and weaknesses.

- Quickly boost the clarity of your writing by identifying and eliminating the issues that drive clients crazy.

- Effectively build writing habits that will help you impress clients, both native and non-native English speaking.

Sample Topics

- How to quickly convert long, passive sentences into easy-to-follow text.

- How to avoid legalese and other overly-complex linguistic styles.

- How to speed up the writing process by following fundamental English patterns.

Common Questions

Number of Participants

As we would like to ensure that all participants can actively participate during the course and receive sufficient feedback, we will limit the group to a maximum of 16 participants.

Length

Your colleagues will participate in 4 hours of live workshops. These live sessions will be broken into two 2-hour sessions.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. We will spend substantial time on coaching participants to analyze and improve their writing based on the course's writing principles. We minimize our presentation time so that we can maximize our time on providing substantive feedback.

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	The students will discover how lawyers develop bad writing habits by watching a video by Lawrence McEnerney, a University of Chicago professor and international legal writing consultant.
Course Book	Course book containing 83 pages of demonstrations, writing tools, exercises, and comparative explanations.
Workshops	Two half-day training workshops (4 hours total).
Self-Study	The students will have access to pre-recorded videos of the key training concepts as well as practical demonstrations of the revision exercises.
Post-Training Boosters	The students will receive guided homework exercises that will help boost the improvement in their writing.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

High-Value Writing (Legal Writing 2)

In modern business, clients expect their lawyers to prove their value by providing legal advice that is not merely legally correct but that also demonstrates a business-oriented approach to problem solving.

In this course, you will receive tools for crafting advice that clients value by directly addressing their fundamental business problems.

Training Benefits

After the course, you will be able to do the following:

- Ensure that all correspondence begins with the main point.
- Provide reasoning for your arguments that is clear and persuasive.
- Anticipate and address client questions in a clear and confident manner.

Sample Topics

This course is an advanced version of our Clear Legal Writing course. It teaches principles that go beyond mere clarity to address even more fundamental concerns of clients. For example:

- How to present legal advice that gets through to busy and impatient executives.
- How to answer difficult questions in a direct, yet analytically-sophisticated, manner.
- How to pleasantly surprise non-lawyers by avoiding the common legal practice of hiding key points.

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in 4 hours of live workshops. These live sessions will be broken into two 2-hour sessions.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. We will spend substantial time on coaching participants to analyze and improve their writing based on the course's writing principles. We

minimize our presentation time so that we can maximize our time on providing substantive feedback.

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	The students will better understand the challenges of providing value as lawyers by reading an article written by in-house counsels about their struggles to prove their value to company management.
Course Book	Course book containing 110 pages of demonstrations, Tools, exercises, and comparative explanations
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of value-building skills as well as practical demonstrations of the revision exercises.
Post-Training Boosters	The students will receive guided homework exercise handouts that will help boost the improvement in their writing.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Effective Contract Drafting

Although most lawyers spend their careers working with contracts, the vast majority of lawyers are never taught to draft contracts in law school. (Imagine surgeons not learning the basics of surgery in medical school.)

In this course, you will develop the skills to effectively draft, review and negotiate English language contract provisions. More importantly, you will improve your ability to translate complex contract terminology into explanations easily understandable to your business colleagues.

Main Benefits

After the course, you will be able to do the following:

- Confidently draft professional English provisions, reducing the need to rely on templates.

- Effectively manage the linguistic and legal complexities of Anglo-Saxon contracts.

- Skilfully impress your business colleagues by being able to transform frustratingly complex legal terminology into business-ready instructions.

Sample Topics

- How to identify and utilize the basic components of contract provisions to quickly assemble professional provisions.

- How to work with the magical contract terminology that can dramatically transform your provisions (e.g. materiality, reasonableness).

- How to efficiently navigate and review common contract sections.

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in 4 hours of live workshops. These live sessions will be broken into two 2-hour sessions.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. We will spend substantial time on coaching participants to analyze and improve their writing based on the course's writing principles. We minimize our presentation time so that we can maximize our time on providing substantive feedback.

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	Prior to the course, the participants will read an article about the importance of quality contract drafting and be challenged to consider what factors should be prioritized when thinking about the drafting process.
Course Book	Course book containing 115 pages of demonstrations, Tools, exercises, and comparative explanations
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of the drafting skills as well as practical demonstrations of the revision exercises.
Post-Training Boosters	The students will receive guided homework exercises that will help boost the improvement in their drafting.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Speaking & Presenting

Power Presenting (Speaking Skills 1)

Your younger colleagues are extremely skilled at finding the flaws and pointing out the problems in their clients' situations. Although this negative mind-set is useful for much of their work, unfortunately it restricts their ability to make presentations that inspire and positively persuade your clients and colleagues, especially when speaking online.

In this course, you will discover and practice techniques for packaging your presentations in a manner that will not only make it easier to sell your ideas but also to instill confidence in yourself and your audience - both in the conference room and over the internet.

Main Benefits

- You will receive valuable feedback to build upon the strengths and address the weaknesses of your speaking style.

- You will adopt a simple, but effective, framework for producing presentations with impact.

- You will be able to deliver difficult presentations in English with confidence.

Sample Topics

- What three topics should you address immediately to build your audience's interest?

- How to use non-verbal communication to establish a strong connection with your audience?

- How should you shape your slides to avoid putting your audience to sleep?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in 4 hours of live workshops. These live sessions will be broken into two 2-hour sessions.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. We will limit the time spent on introducing presenting techniques in order to focus on (i) allowing the students to practice presenting, (ii) providing each student with valuable feedback on their presenting styles, and (iii) engaging in discussions about the key concerns of our students (e.g. keeping clients entertained online).

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	Prior to the course, each participant will prepare a 5-minute presentation.
Course Materials	The participants will receive a .ppt demonstrating the speaking techniques as well as a handout summarizing the main course principles, including special insights for online speaking.
Presentation & Feedback	Each participant will make at least one, 5-minute presentation. They will receive feedback from both the instructor and colleagues.
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of the presentation skills.
Satisfaction Survey	Following the course, we will help you collect the feedback from the participants.

Conquering the Camera (Speaking Skills 2)

Although your senior colleagues have spent years sharpening their skills at speaking before an audience, they have had little time to adapt these conference room skills to the challenging realities of communicating online – in front of the cold camera. As a result, they struggle to convey their true personalities in client video conferences and tend to avoid key BD opportunities like webinars and podcasts.

In this course, you will discover how to communicate effectively in any online scenario, from live discussions to passive podcast recordings. More importantly, as you will make multiple presentations and receive formalized feedback, you will experience rapid improvement in your skills and gain the confidence to excel before the camera.

Main Benefits

- You will craft your own online persona, enabling you to communicate with style and confidence.

- You will discover how to evolve your successful conference room techniques for the online environment.

- As you will receive substantial feedback on your speaking skills, you will be able to not only pinpoint your weaknesses but also address them quickly and constructively.

Sample Topics

- How to utilize acting techniques to speak more naturally and communicate a feeling of confidence and control?

- How to create an authentic style in your speaking by letting your voice convey your true personality?

- How to boost the fluency of your speaking by avoiding the trap of trying to memorize your speech word-by-word?

Common Questions

Number of Participants
As we need to ensure that all of your colleagues can actively participate during the course and receive substantial feedback, we recommend a maximum of 6 participants.

Length
Your colleagues will participate in two 2-hour live workshops.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format
The live sessions are conducted as workshops. In each session, we will devote the majority of time on (i) encouraging your colleagues to make presentations before the camera, (ii)

providing them with constructive feedback, and (iii) coaching them as they apply the feedback immediately.

IT
You colleagues can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	Prior to the course, each participant will prepare a 5-minute presentation.
Course Materials	The participants will receive a .ppt demonstrating the speaking techniques as well as a handout summarizing the main course principles.
Presentation & Feedback	Each participant will make at least two, 5-minute presentations. They will receive feedback from both the instructor and colleagues.
Formalized Assessment	The participants will receive formalized assessments of their speaking skills so that they will (i) understand their skill development needs and (ii) identify the training methodologies for effectively addressing such needs.
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of the online speaking skills.
Satisfaction Survey	Following the course, we will help you collect the feedback from the participants.

Engaging Presentations (Short-Form Course)

Although lawyers know that conference presentations and online webinars are great opportunities for promoting their services, we also know that our colleagues frequently waste theses opportunities with boring (but safe) lectures. As a result, they lose out on a surprisingly simple approach to stand out from their competitors.

In this course, you will discover a set of techniques that will enable you to confidently convey your true personality by skillfully engaging your audience, whether it be in the conference room or in an online box. More importantly, you will acquire motivation to seize such speaking opportunities as you recognize just how easy it is to outperform your competition.

Sample Topics

- How can we leverage the concept of curiosity to capture the interest of your audience and make your presentations a lot more relaxing and enjoyable?

- How can you utilize your body, and especially your eyes, to engage and control your audience?

- If you struggle making presentations in English, how can you speak more fluently and avoid the trap of reading from notes?

Common Questions

Number of Participants
As we would like to ensure that all of your colleagues can actively participate during the course, I recommend a maximum of 16 participants.

Length
Your colleagues will participate in a 90 minute workshop.

Format
The training will be conducted as a workshop. We will minimize my presentation time so that we can maximize our time on addressing the key speaking concerns of your colleagues.

IT
You colleagues can participate in the live session via Zoom.

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Deliverables

Preliminary Homework	Prior to the course, your colleagues will be asked to identify their main concerns with speaking, both in the conference and in webinars. (If possible, I would like them to share their concerns via email prior to the day of the training.)
Course Materials	Your colleagues will receive a .ppt demonstrating the speaking techniques as well as a handout summarizing the main course principles, including special insights for online speaking.
Workshop	One 90 minute training workshop
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Negotiation

Negotiation Strategies (Negotiations 1)

For non-native English speaking lawyers, it can be challenging to participate in international business negotiations due to limited opportunities to practice their skills in English as well as misunderstandings regarding the cultural and personal negotiating styles of their counterparties.

In this course, you will learn to boost your leverage in negotiations by:

- practicing and receiving feedback on your English negotiation skills via two negotiation role-plays;

- adopting an effective framework for organizing your pre-negotiation planning; and

- understanding not only your opponent's negotiation style, but your own style as well.

Main Benefits

After the course, you will be able to do the following:

- Prepare for negotiations in a strategic manner by analyzing key issues with our Negotiation Checklist.

- Update your strategies throughout the negotiation process by investigating the other side's position via effective questioning techniques.

- Identify your preferred style of negotiation and develop a productive approach for dealing with the conflicting styles of other negotiators.

Sample Topics

This course focuses on negotiating techniques made popular by **Harvard Law School's Program on Negotiation** (e.g. **BATNA**: how to boost your persuasive leverage by uncovering hidden alternatives). We also help students learn how to manage their own personal negotiation style as well as the different styles of their counterparties by applying the **Negotiation Personality Test** developed at **Wharton Business School (University of Pennsylvania).**

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in two 2-hour live workshops.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. The students will be organized into teams in order to participate in two highly-interactive, English language negotiations.

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	The students will read an article from Harvard's Project on Negotiation in order to understand the important differences between positional and interest-based negotiating.
Course Book	Course book containing 25 pages of demonstrations, Tools, and exercises.
Role-Plays	Your colleagues will participate in two intensive negotiation role-plays.
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of the negotiation skills.
Post-Training Boosters	After the course, the students will receive additional reading assignments that will reinforce the main course principles and assist them with incorporating these principles into their negotiations.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Multi-Party Negotiations (Negotiations 2)

Although most lawyers can handle two-party negotiations, few of us possess the skills to effectively manage more complex, multi-party negotiations. As a result, we oftentimes fail to take advantage of the unique techniques required for successfully navigating a multi-party setting.

In this course, you will receive targeted tools for overcoming the complexity of multi-party negotiations and achieving favourable client outcomes. As a result, you will have the ability to operate in multi-party environments with a confidence-building skill-set.

Training Benefits

After the course, you will be able to do the following:

- Focus on the unique power levers in a multi-party scenario.
- Skilfully apply the influence tactics that work best in complex, multi-party negotiations.
- Avoid the pitfalls of complacency by focusing on a coalition-growth strategy.

Sample Topics

In this course, you will focus on the following types of practical issues:

- **Relationship Investment**: How to build your leverage with other parties by sending signals about your willingness to invest in a relationship with them?
- **Gains vs. Losses**: How to boost the influence of your proposals by choosing between a focus on losses over gains?
- **Coalition Process**: What are the key steps for building a winning coalition?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in two 2-hour live workshops.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. The students will be organized into teams in order to participate in two highly-interactive, English language negotiations.

IT
The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	The students will read an article from Harvard Business School about the fundamental differences between 2-party and multi-party negotiations.
Course Book	Course book containing 25 pages of demonstrations, Tools, and exercises.
Role-Plays	Your colleagues will participate in two intensive negotiation role-plays.
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of the negotiation skills.
Post-Training Boosters	After the course, the students will receive additional reading assignments that will reinforce the main course principles and assist them with incorporating these principles into their negotiations.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Business Development

Natural Networking

Although law firms focus on networking as a crucial pillar for their business development, most firms set their lawyers up for failure by providing artificial tools (e.g. uncomfortable elevator pitches) and unrealistic expectations (e.g. "go be a rainmaker"). As a result, we frequently see lawyers freezing up in the most basic of networking situations, struggling to engage in small talk and demonstrating an inability to truly listen for, and address, important client interests.

In this course, you will learn to avoid the trap of overcomplicating the networking process by identifying realistic outcome expectations for networking discussions as well as receiving natural tools to help you excel in client conversations. More importantly, you will have the opportunity to test out and receive feedback on your development with the course skills by participating in multiple conversational roleplays.

Main Benefits

After the course, you will be able to do the following:

- Build your confidence at networking events by understanding and addressing the hidden obstacles generated by our pessimistic legal mindsets.

- Engage in client conversations with positive energy by focusing on improvisational acting and active listening techniques.

- Take your networking to the next level by identifying and setting up quid pro quo deals as well as other opportunities to follow up on expressed client interests.

Sample Topics

- What is the obvious flaw in relying on an elevator pitch?

- How to transform boring chit-chat into meaningful conversations by focusing on (i) linking words and (ii) targeted questions?

- How to utilize expressed interests to tactfully probe for business opportunities?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in one 2-hour live workshop.

Format

The course utilizes a workshop format. We will limit the time spent on lecturing in order to focus on (i) allowing the participants to practice the course techniques, (ii) providing each participant with valuable feedback on their networking styles, and (iii) encouraging discussions about their key concerns (e.g. how to discuss personal details).

IT

The students can participate in the live session via Zoom.

Deliverables

Preliminary Homework	Prior to the course, your colleagues will read an article about good and terrible networking techniques for lawyers as well as analyze sample networking conversations.
Course Materials	Your colleagues will receive a booklet addressing: (i) how to set the right goals for networking conversations, (ii) specific skills for and demonstrations of effective conversation techniques, (iii) explanations about how to leverage identified client interests for follow-up meetings, and (iv) a suggested list of next steps and reading recommendations. In addition, you will receive roleplay scripts for client conversations.
Workshops	One two-hour training workshop.
Satisfaction Survey	We will help you collect the feedback from the participants.

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Online Networking Lab

Your lawyers have spent countless amounts of time, money, and energy in sharpening their networking skills at conferences. Unfortunately, they have relied so much on the central role of in-person networking for their BD activities that they now find themselves struggling to connect with clients in a world where in-person conferences aren't always reliable.

In this course, you will learn how to evolve your networking skills in order to succeed in the strange, new environment of networking at online events like webinars and virtual conferences. More importantly, you will have plenty of opportunities to practice these new skills in order to overcome your fears of engaging with clients in unfamiliar environments.

Main Benefits

After the course, you will be able to do the following:

- Boost your networking by holding events that are designed to attract followers via the promotion of meaningful conversations.

- Develop a level of online self-awareness that will enable you to impress target clients by acting and speaking with energy and confidence.

- Diplomatically lead online interactions and breakout discussions as a gracious host.

Sample Topics

- How to avoid the trap of boring webinar monologues?

- How to redesign your appearance to maximize your presence and impact online?

- How to steer awkward conversations into dynamic discussions that your clients will enjoy and remember?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in one 2-hour live workshop.

Format

The course utilizes a workshop format. We will limit the time spent on introducing online networking techniques in order to focus on (i) allowing the participants to practice the course techniques, (ii) providing each participant with valuable feedback on their networking styles, and (iii) encouraging discussions about their key concerns (e.g. managing awkward silences).

IT

The students can participate in the live session via Zoom.

Deliverables

Preliminary Homework	Prior to the course, your colleagues will need to read the following Harvard Business Review articles: (i) How to Host a Virtual Networking Event and (ii) What Professional Services Must do to Thrive. We will use the second article for the purpose of a mock networking event so that the participants can practice informal discussions.
Course Materials	Your colleagues will receive a .ppt demonstrating the speaking techniques as well as a handout summarizing the main course principles, including several practical tips for managing common online issues.
Workshops	One two-hour training workshop.
Satisfaction Survey	We will help you collect the feedback from the participants.

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Precision Pitching

Although law firms rely on pitches to fuel their businesses, most associates don't understand all of the BD activities required to make a winning precision pitch. (Even worse, they don't want to know, because they didn't go to law school to become "salesmen".) As a result, they can't assist partners in key stages of the business development cycle (e.g. initiating contact with potential clients and conducting post-matter interviews to win additional work).

In this course, you will not only obtain a global understanding of the BD process but also acquire practical techniques to succeed during key stages. More importantly, you will have the opportunity to become comfortable in challenging client-contact situations by participating in engaging role-plays and candid discussions.

Main Benefits

After the course, you will be able to do the following:

- Confidently build and leverage your network to set up meaningful conversations with potential clients.

- Intelligently investigate the needs of clients in order to promote the appropriate value propositions of your firm.

- Effectively utilize post-matter discussions and other easy client contact opportunities to uncover business opportunities.

Sample Topics

- How to understand and overcome the psychological obstacles that prevent most lawyers from engaging in basic networking and client contact activities?

- How to avoid the mistaken belief that "selling is talking" by enhancing your ability to listen for client needs?

- How to network effectively in a world where the availability of in-person conferences is unpredictable?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in two 2-hour live workshops.

As we know that some of your colleagues will need to miss sessions due to client conflicts, all of the training participants will receive access to our self-study videos and exercises.

Format

The live sessions are conducted as workshops. The students will participate in engaging discussions that challenge their beliefs around the difficulties in business development. More importantly, they will participate in two role plays involving difficult meetings for potential client work.

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	Prior to the course, the participants will conduct the following exercises: • Read an article about law firm differentiation and review their firm's BD guidelines to identify their own differentiators • Draft an email to an a law firm partner in London to sell the idea of meeting to discuss referral-work collaboration between firms
Course Book	Course book containing 69 pages of the following materials: • practical templates (e.g. how to write initial and follow-up emails to clients); • client interview question lists (e.g. what are the key topics to discuss in a post-matter interview); and • real-world examples (e.g. our chain of emails with the London office of Latham & Watkins for initiating contact and setting up a meeting for a local Budapest law firm).
Role-Plays	Your colleagues will participate in two client meeting roleplays.
Workshops	Two half-day training workshops (4 hours total)
Self-Study	The students will have access to pre-recorded videos of the BD skills.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Articles that Clients Really Read

Have you checked to see if anyone is reading your articles? If not, ask your IT guy/gal to provide you with the statistics on your articles via Google Analytics. If you are like most lawyers, you won't be happy with the results.

In this course, you will discover three techniques for maximizing the likelihood that clients will read and enjoy your articles.

Main Benefits

After the course, you will be able to do the following:

- Boost interest in your articles by effectively communicating the benefits of reading your articles
- Avoid the classic lawyer tone that clients hate
- Help clients save time by enabling them to quickly find the stuff that is important to them

Sample Topics

- What are the reasons that clients might not be reading your articles?
- How do you sell the benefits of your article?
- Why might industry topics be a better choice for attracting clients?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course, we recommend a maximum of 16 participants.

Length

This course is 1 hour in length.

Format

This course combines open discussions about article issues with guided exercises for solving important problems.

IT

Your colleagues can participate in the live session via Zoom.

Deliverables

Preliminary Homework	The students will be asked to review a sample law firm article and evaluate it based on the likelihood that target clients will actually read it.
Course Book	Course book containing 25 pages of demonstrations, exercises, and comparative explanations
Workshops	One training workshop (1 hour total)
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Courses for Supervisors

Managing the Message

As a supervisor, you are oftentimes forced to reconcile the difference between the law-focused perspective in the legal advice of your associates with the business-oriented perspective of your clients. By reconciliation, I mean that you need to spend time acting as a highly-paid editor to make the advice presentable for your clients.

In this course, you will discover a step-by-step approach to quickly convert complex legal analyses into direct answers to client questions. More importantly, you will learn how to effectively communicate this approach to your associates.

Sample Topics

- How can we help associates feel the pain of clients when the associates hide the main messages in their advice?

- How can we give clients the answer that they want to hear without creating legal risks for ourselves?

- How can we use a Next Steps section to not only lead the client forward but also (i) sell additional work and (ii) effectively manage our fears that they will make a bad decision?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in a 90 minute workshop.

Format

The training will be conducted as a workshop. We will minimize my presentation time so that we can maximize our time on discussing key issues faced by your colleagues and utilize writing samples to practice the techniques.

IT

Your colleagues can participate in the live session via Zoom.

Deliverables

Preliminary Homework	Prior to the course, your colleagues will read a problematic writing sample in order to identify (i) their issues with the writing as well as (ii) their proposed solutions.
Course Materials	Managing the Message course book containing 23 pages of demonstrations, revision Tools, exercises, and comparative explanations.
Workshop	One 90-minute training workshop
Post-Training Boosters	Your colleagues will receive a guided homework exercise handout that will help them further practice the course skills.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Evelaw

Profitable Feedback

Let's face it: every lawyer knows that working at a law firm means lot's of poor feedback. Unfortunately, such feedback creates substantial costs in terms of supervisors unintentionally creating additional work for themselves, oftentimes leading to burnout.

In this course, you will develop techniques for tackling this feedback challenge so that you can avoid junior colleagues de-prioritizing your assigned work. Better yet, if you apply these techniques consistently, you can build for yourself a motivated team of junior colleagues, a team upon which you can reliably build a strong practice.

Main Benefits

After this course, you will be able to do the following:

- Understand how Silicon Valley law firms use Feedback Coaching to get a competitive edge.
- Immediately start to reduce the emotional costs of providing difficult feedback.
- Cause your junior associates to simply like you more.

Sample Topics

- How to utilize "I" messages instead of "you" messages in order to (i) help associates see your perspective and (ii) reduce the likelihood that they shut out your messages?
- How to save time and energy by engaging in active listening and allowing associates to find their own solutions?
- How to identify and manage discussions where you and the associate are talking about two completely different problems?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course, we recommend a maximum of 16 participants.

Length

This course is 1 hour in length.

Format

This course combines open discussions of student feedback concerns and guided demonstrations of how to effectively deliver feedback.

Deliverables

Preliminary Homework	The participants will learn about hidden feedback challenges by watching a video by Doug Stone and Sheila Heen, famous Harvard dispute resolution professors, as they educate Google employees on managing feedback.
Course Materials	The participants will receive a course book that explains and demonstrates the course techniques with real-world situations and provides additional exercises to enable the participants to practice the techniques.
Workshops	One training workshop (1 hour total)
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Courses for Practice Groups

Clear Written Advocacy

Although lawyers understand that the key to winning disputes is crafting strong, persuasive arguments, many lawyers find themselves undermining these efforts by hiding their arguments under a layer of painfully long and complex prose.

In this course, you will discover how to deliver your arguments with impact via a set of self-editing techniques that help you quickly see and fix your clarity issues. More importantly, you will also learn how to make the right clarity choices, a set of strategic choices that not only enhance reader understanding but also boost the credibility of you and your client.

Main Benefits

After the course, you will be able to do the following:

- Quickly boost the clarity of your writing by eliminating the issues that distract not only decisionmakers but also clients from appreciating your underlying arguments.

- Carefully avoid word choice and structural mistakes that cause decisionmakers to be unconsciously biased against your submissions.

- Effectively strengthen the rhetorical effect of your writing by controlling how decisionmakers perceive your client's story.

Sample Topics

This course introduces to lawyers the Chicago science-based approach to persuasive writing. For example:

- How to choose the right sentence subjects to win the story battle before decisionmakers?

- How to subtly influence decisionmakers by understanding their unconscious expectations about the role of verbs?

- How to quickly uncover the sentence killers that exhaust all readers and interfere with their ability to follow your line of argumentation?

Common Questions

Number of Participants

As we would like to ensure that all of your colleagues can actively participate during the course and receive sufficient feedback, we recommend a maximum of 16 participants.

Length

Your colleagues will participate in 3 hours of live workshops. These live sessions will be broken into three 1-hour sessions.

They will also have the opportunity to engage in self-study via videos and exercises. These self-study sessions will require approximately 2 hours of work.

Format

The live sessions are conducted as workshops. We will spend substantial time on coaching participants to analyze and improve their writing based on the course's writing principles. We minimize our presentation time so that we can maximize our time on providing substantive feedback.

IT

The students can participate in the live sessions via Zoom. They will also have access to the self-study sessions via Teachable.

Deliverables

Preliminary Homework	The students will discover how lawyers develop bad writing habits by watching a video by Lawrence McEnerney, a former University of Chicago professor and international legal writing consultant.
Course Book	Clear Legal Writing course book and Clear Written Advocacy Supplement containing over 100 pages of demonstrations, writing tools, exercises and comparative explanations.
Workshops	Three one-hour training workshops.
Self-Study	The students will have access to videos and exercises addressing key training concepts.
Post-Training Boosters	The students will receive guided homework exercises that will help boost the improvement in their writing.
Satisfaction Survey	After the course, we will help you collect feedback from the participants.

Due Diligence Drafting for Clients

Clients are especially sensitive to the communications of lawyers when they are facing stressful situations - like M&A deals. In these situations, even if you have the best intentions to protect your client from doing something stupid, minor misunderstandings can lead to clients accusing you of being a "business blocker". In this training, you will discover a method to minimize the risk of client misunderstandings with your DD reports by implementing a business-oriented communication style.

Main Benefits

After the course, you will be able to do the following:

- Efficiently identify the DD sentences that are going to frustrate clients.

- Quickly transform frustrating DD sentences into client-friendly explanations.

- Skillfully provide effective DD feedback to junior colleagues.

Sample Topics

- Why are lawyers sometimes viewed as business blockers?

- What are key client expectations regarding the structure of DD sentences?

- How to quickly transform complex DD text into client-oriented stories?

Common Questions

Length

This course is 1 hour in length.

Format

The course is a workshop. We will spend substantial time on coaching participants to analyze and improve their writing based on the course's writing principles. We minimize our presentation time so that we can maximize our time on providing substantive feedback.

IT

The students can participate in the course via Zoom.

Deliverables

Preliminary Homework	The students will discover how lawyers can easily be demonized as business blockers by reading an article excerpt about the challenges faced by in-house lawyers in trying to be accepted by business colleagues.
Course Book	Course book containing 10 pages of demonstrations, writing tools, exercises, and comparative explanations.
Workshops	One hour workshop
Satisfaction Survey	After the course, we will help you collect feedback from the participants.