



## **BUSINESS SKILLS COURSES 2009/10**

**BUILDING FUTURES**



# MANAGEMENT SKILLS & PERSONAL DEVELOPMENT

These courses can help contribute towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.” Rule 5 of the Code requires solicitors wishing to be “qualified to supervise” to undertake 12 hours of management skills training.

Time & Stress Management for Lawyers  
Negotiation Skills for Lawyers  
Recruitment Interviewing Skills  
Making Appraisals Work  
Essential Coaching Skills  
Supervising Trainee Solicitors  
Handling Difficult People  
Building Rapport with Clients  
Effective Client Interviewing  
Effective Meetings  
Commercial Awareness  
Effective Business Writing  
How to Bill Clients Effectively  
The Future of Legal Services  
Introduction to Business Development & Networking  
Effective Presentation Skills  
Kaplan Business Challenge - **NEW**



# NEGOTIATION SKILLS FOR LAWYERS

## Essential details

One day course

6 CPD hours.

Trainer:  
Ruth Khan, Rhian Jones  
and Phil Lyons.

Course fee per delegate      £235 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

This practical workshop is for lawyers of all disciplines. It is particularly suitable for less experienced negotiators. The aim of the course is to ensure that you will feel more confident going into any negotiation and that you understand and develop the skills necessary to achieve the best possible results for your clients.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house Lawyers
- Lawyers

## Key benefits

Delegates will develop a better understanding of the skills involved in being a successful negotiator.

## Programme includes

- How to become a more effective negotiator and achieve the best results for your clients
- The theory of negotiation and how to use it for your benefit
- Learn to appreciate the behavioural aspects of negotiation
- Recognise the strategies and tactics employed by successful negotiators – use them yourself!
- Develop the analytical skills to plan effectively for a negotiation
- Improve your presentation skills for a successful performance
- Learn techniques to control the progress of a negotiation to your advantage
- What to do if a stalemate is reached – how to resurrect the negotiation

## Locations & dates

<b>Cardiff</b>	19 October 2009
<b>London</b>	7 August 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# RECRUITMENT INTERVIEWING SKILLS

## Essential details

Half day course - am.

3 CPD hours.

Trainer:  
Gill Whensley.

Course fee per delegate     £165 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

Created especially, but not exclusively, for lawyers; this course will enable delegates to develop the skills needed to conduct effective recruitment interviews for employees at all levels.

### Who should attend

- Lawyers of all levels, including in-house lawyers
- HR Managers

### Key benefits

A greater understanding of how to successfully conduct and assess an employment interview.

## Programme includes

- Key principles of recruitment interviewing
- Overview of employment legislation
- Overview of person and job specifications
- Questioning techniques including the behavioural model to gather accurate information about the candidate
- Understanding body language and nonverbal cues during interviews
- The process of good interviewing

## Location & date

London

28 October 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# MAKING APPRAISALS WORK

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:  
Gill Whensley.

Course fee per delegate     £165 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

This interactive session will give participants an overview of the appraisal process and help them understand the objectives and benefits of performance reviews. It will enable them to prepare for, and effectively conduct, appraisals.

## Who should attend

- Solicitors
- In-house lawyers
- HR Managers

## Key benefits

This course will include explaining how to set objectives and deal with poor performance and development needs.

## Programme includes

- An overview of performance management
- Identifying the benefits of performance reviews
- Working with SMART objectives
- Clarifying performance expectations
- Planning, preparing for and conducting an effective review meeting
- Identifying poor performance and adopting the appropriate action
- Giving and receiving constructive feedback
- Case studies and practical exercises to develop the key skills

## Location & date

London

28 October 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# ESSENTIAL COACHING SKILLS

## Essential details

Half day course - am.

3 CPD hours.

Trainer:  
Jacky Lewis.

Course fee per delegate      £165 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

The course will introduce delegates to business coaching and familiarise them with the most essential skills involved. The course is led by an experienced trainer and coach and is particularly geared towards lawyers. It is an interactive workshop offering a balance of theory and practical exercises. Coaching techniques are taught from the outset and delegates will practise by coaching each other in a supervised format.

## Who should attend

- Lawyers
- In-house lawyers
- Team managers and leaders

## Key benefits

The delegate will have a greater understanding of the benefits of coaching and managing a successful team. This course will enable them to teach coaching principles to others.

## Programme includes

- Unpacking coaching: what is it?
- Introduction to basic principles
- Good coaching; bad coaching
- Listening and communication styles for coaching
- Setting up a coaching relationship
- Maintaining the momentum
- Understanding the limitations of coaching
- Cementing change
- Knowing how and when to end
- Confidentiality issues

## Location & date

London

22 October 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# SUPERVISING TRAINEE SOLICITORS

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:  
Jacky Lewis.

Course fee per delegate     £165 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

For a trainee solicitor to be at their most effective they need to be trained and supervised. This interactive course provides guidance and understanding to the principal and ensures the transition from student to solicitor. Trainees need help and encouragement to absorb information and to assimilate into the culture of the firm as quickly as possible; principals are essential to this role. Whilst this course will touch on the SRA's guidelines for supervising trainees, it is primarily a skills-based course.

## Who should attend

- Solicitors
- In-house lawyers
- Principals
- Training managers

## Key benefits

This course will provide the delegate with a greater understanding of the SRA's expectations with regards to training Trainee Solicitors. It will also help develop the delegate's supervision skills.

## Programme includes

- Clarifying the roles and responsibilities of the seat supervisor
- Listening and communication styles
- Monitoring accessibility, delegation and educative style
- Achieving the best supervisory balance for the trainee
- Developing a supportive antenna
- Ensuring the trainee becomes part of your team
- Managing seat changes
- Ensuring your trainee gets the most out of your seat
- Developing a productive trainee

## Location & date

London

22 October 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# HANDLING DIFFICULT PEOPLE

## Essential details

Half day course - am.

3 CPD hours.

Trainer:  
Jacky Lewis.

Course fee per delegate      £145 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

In any job, we are at certain times all faced with difficult situations and/or people whom we perceive are being awkward, whether they are colleagues, other lawyers, suppliers or clients. This course will help you develop the skills necessary to deal with these circumstances effectively and achieve outcomes that you did not think were possible.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers
- HR Managers
- Members of ILEX

## Key benefits

A better awareness of how to handle difficult and awkward people within a working environment.

## Programme includes

- Understanding how and why some people are difficult
- Listening and communication skills to use with difficult people
- Being well prepared when dealing with difficulty
- Increasing your effectiveness; remaining professional with difficult people
- Improving your level of self assurance in the face of difficulty
- Top tips for resolving conflict effectively

## Location & date

**Manchester**

7 September 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# BUILDING RAPPORT WITH CLIENTS

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:

Jacky Lewis.

Course fee per delegate     £145 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

In difficult financial times it is vitally important we maintain a good working relationship with our clients. As such, building a rapport with our clients is highly important. This course will both improve and enhance your existing skills. How well do you understand what they expect from you and will you deliver a service to them that meets or exceeds their expectations? This course will help you develop the skills necessary to build a rapport with your clients that will be the foundation of your relationship with them.

## Who should attend

- Partners
- Solicitors
- In-house lawyers
- Anyone who wants to develop a client relationship

## Key benefits

The delegate will be better able to build a strong relationship with their clients.

## Programme includes

- The skills needed to create rapport
- Presenting yourself more effectively
- Becoming a more accomplished listener and communicator
- Understanding the effect you have on others
- Putting more effective communication skills into practice
- Creating a lasting impression

## Location & date

**Manchester**

7 September 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# EFFECTIVE CLIENT INTERVIEWING

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:  
Richard Stone.

Course fee per delegate     £145 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

This interactive course will enable delegates to hold effective client interviews. It will help them understand how to prepare for an interview and how to structure them. It will also examine the key questioning and listening skills required in interviews as well as looking at how to build rapport with clients in these situations. Taking accurate and detailed instructions from clients is a pre-requisite for solicitors in a wide variety of matters. This course will help you develop the skills necessary to interview clients effectively. You will also learn how these skills can be applied in other types of interviews, such as witness and recruitment interviews.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers
- Members of ILEX

## Key benefits

By the end of the course, delegates will be able to:

- Conduct client interviews effectively and efficiently
- Understand the importance of preparing for an interview
- Know the best questions to ask and how to listen effectively

## Programme includes

- The purpose of interviews
- Knowing what is expected of a successful interviewer
- Preparing thoroughly for interviews and conducting them professionally
- How to structure an interview
- Questioning and listening techniques
- Giving advice at interviews
- How to create an excellent impression of yourself and your firm

## Locations & dates

<b>Birmingham</b>	4 September 2009
<b>Cardiff</b>	11 September 2009
<b>Manchester</b>	10 August 2009
<b>Sheffield</b>	16 November 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call 029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# EFFECTIVE MEETINGS

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:  
Jacky Lewis.

Course fee per delegate     £145 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

The course will help delegates hold effective client and internal meetings. It will highlight the importance of preparation, look at how to structure and control meetings; and examine the key questioning and listening techniques which are an integral part of successful meetings.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers
- Members of ILEX

## Key benefits

- Understand the importance of preparing for meetings
- Get the most out of attending meetings
- Hold meetings with confidence

## Programme includes

- The importance of preparation
- Agendas
- Controlling the meeting
- Questioning and listening techniques
- The role of the chair
- Getting action

## Locations & dates

<b>Birmingham</b>	4 September 2009
<b>Cardiff</b>	11 September 2009
<b>Manchester</b>	10 August 2009
<b>Sheffield</b>	16 November 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# COMMERCIAL AWARENESS

## Essential details

Half day course - am.

3 CPD hours.

Trainers:

Chris Sweetman and Chris Street.

Course fee per delegate     £145 + VAT

Course fee includes refreshments and materials.

## Why you should attend this seminar

The most successful lawyers are those who combine technical ability with an understanding of their client's business. This course will help lawyers give commercial advice in context.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers

## Key benefits

By the end of the course, delegates will be able to:

- Demonstrate a better understanding of business, particularly strategy, finance and key business concepts
- Understand what clients really want from their lawyers
- Give advice which is practical, commercial and contextualised

## Programme includes

- What is business strategy and why is it important?
- P&L accounts, balance sheets and cashflow statement and other finance matters
- The 6 different types of client businesses and their typical metrics
- Break even, Economies of scale, Return on investment and Barriers to entry
- What clients want from their lawyers and how you can become a valued adviser

## Location & date

**London**

18 November 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call 029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# EFFECTIVE BUSINESS WRITING

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:  
Chris Sweetman.

Course fee per delegate      £145 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

This course adopts a modern and progressive approach to business writing. It will help delegates write to clients and colleagues using simple, concise and effective language.

### Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers
- Business Development Managers

### Key benefits

By the end of the course, delegates will be able to:

- Understand why business writing differs from academic writing
- Plan, structure and lay out their writing effectively
- Demonstrate their understanding of the rules of punctuation
- Write clearly and know which rules they can break
- Tailor what they write to their audience

## Programme includes

- Why is business writing different from other types of writing?
- How to plan and structure your writing
- A recap on the main rules of punctuation
- Dispelling some writing myths
- Clarity, language and tone
- Accuracy and proof reading
- Internal communication

## Location & date

**London**

18 November 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# HOW TO BILL CLIENTS EFFECTIVELY

## Essential details

Half day course - pm.

3 CPD hours.

Trainers:

John Loosemore and Rhian Jones.

Course fee per delegate     £145 + VAT

Course fee includes refreshments and materials.

## Why you should attend this seminar

Satisfied clients who pay our bills (promptly) are the 'raison d'être' of legal practice. Yet, many firms under bill and at the same time alienate the client – no mean feat! How billing is handled (not necessarily the amount billed) is the major reason for complaints about service and loss of clients. This seminar will introduce you to the options for billing your clients and consider how to bill well yet still retain satisfied clients.

## Who should attend

- Trainee solicitors
- Solicitors
- Office Managers
- Partners

## Key benefits

This seminar will introduce you to the options for billing your clients and consider how to bill well yet still retain satisfied clients.

## Programme includes

- How to handle new instructions
- How and when to discuss fees with clients
- Beware the Pilbrow test
- Negotiating fee agreements successfully
- Hourly rate or value billing?
- Fees on account
- Interim and final billing
- Control of work in progress
- Under and over billing
- Conditional fees
- Success fees and caps
- Fee sharing
- Sharing risk with clients
- Contentious business agreements
- How to bill well without alienating the client
- Making sure you get paid
- How to become a key fee earner in your firm

## Locations & dates

Leeds

20 August 2009

London

17 September 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call 029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# THE FUTURE OF LEGAL SERVICES

## Essential details

Half day course - pm.

3 CPD hours.

Trainer:  
Rhian Jones.

Course fee per delegate      £145 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

The nature of law firms is evolving at an ever increasing pace. What shape will law firms take in the future? This course, aimed at junior fee-earners and support staff, looks at changes currently faced by lawyers with a particular emphasis on the Legal Services Act 2007 including, how these affect their work practices and how to introduce and implement change successfully.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers
- Paralegals
- Support staff

## Key benefits

Delegates who attend this course will have a better understanding of the future landscape for legal services and thus be prepared for change and be able to exploit the associated opportunities.

## Programme includes

- Reasons for change
- Tesco Law
- Legal Services Act
- Knowledge management
- Client relationship management
- Digital dictation & outsourcing
- The internet, extranet, websites & virtual case & deal rooms
- Electronic discovery & virtual court rooms
- Referral fees
- Reluctance to change
- How to introduce change
- The future of the law office – virtual offices

## Locations & dates

<b>Leeds</b>	20 August 2009
<b>London</b>	17 September 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# INTRODUCTION TO BUSINESS DEVELOPMENT & NETWORKING

## Essential details

One day course.

6 CPD hours.

Trainer:  
Katie Dignan.

Course fee per delegate      £235 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

This course will explain the basics of marketing and business development in a professional practice and will give delegates the chance to practise their networking skills. It is designed for trainees and other junior lawyers. The course can be tailored to individual firms' needs.

## Who should attend

- Trainee solicitors
- Other junior lawyers
- Business Development staff in law firms

## Key benefits

- Understand the marketing tools available to them
- Be able to plan and write good marketing text
- Be aware of the different methods which can be used to research clients and targets
- Understand the importance of building long-term relationships
- Know how to network effectively

## Programme includes

- How to use PR successfully and writing good articles
- An introduction to what clients want and how law firms can tailor their offerings
- Developing your CV
- The basics of good client relationship management (CRM)
- Building your personal network using good client research methods
- Digital dictation & outsourcing
- The importance of developing relationships with referrers
- Tools to help you network with confidence

## Locations & dates

<b>Birmingham</b>	20 October 2009
<b>Cardiff</b>	3 September 2009
<b>Leeds</b>	6 October 2009
<b>London</b>	5 October 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# EFFECTIVE PRESENTATION SKILLS

## Essential details

One day course.

6 CPD hours.

Trainer:  
Katie Dignan.

Course fee per delegate     £235 + VAT

Course fee includes refreshments  
and materials.

## Why you should attend this seminar

Making effective presentations is a vital and integral part of a solicitor's work – it can help you win and keep clients, and enable you to stand out within your organisation from an early stage. Yet many solicitors lack the confidence and some of the skills required to present successfully. This course will help you become more confident and proficient in making presentations to a range of audiences and in various situations.

## Who should attend

- Trainee solicitors
- Solicitors
- In-house lawyers
- Anyone who feels they need more confidence in presenting

## Key benefits

- This course will allow delegates to fulfil their potential when meeting new people
- It will improve your presentation skills

## Programme includes

- Engaging with an audience
- Creating rapport and involving your audience
- Achieving a greater level of self confidence
- How to get your message across
- Ensuring that your audience has been inspired

## Location & date

Liverpool

8 October 2009

Course dates for 2010 will be confirmed soon. Please keep checking [www.altior.co.uk](http://www.altior.co.uk) or call us on 029 2045 1000 for more information.

For further information, please call  
029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

**NEW**

# KAPLAN BUSINESS CHALLENGE

## Introduction

Have you ever wished that business and finance training could be practical, engaging, highly flexible, stimulating and fun? That delegates would remember their training experience long after they have left the classroom, and that they would gain skills that would allow them to truly add value in the workplace? Look no further than the **Kaplan Business Challenge (KBC)**.

## A Real World Experience

The KBC simulates a real-world business. Delegates work in groups, acting as the senior management team of a failing business. By working through a variety of strategic and financial decisions, in competition with other teams in the room, they are tasked with turning the business around and creating value for shareholders.

## Tangible Training Benefits

Delegates will analyse market projections and determine the overall corporate strategy for their business. They will then put this into effect by developing detailed operational plans with respect to sales, purchasing and production. As they put these plans into action, they will see the financial consequences of their decisions by preparing their company financial statements and then analysing them. Finally, they will face the people who appointed them, as they present their results to their shareholders.

By the conclusion of the KBC, delegates will have created budgets, prepared business plans, analysed market data and financial performance, forecast sales and matched these with production schedules, and become much more commercially aware. In addition, by negotiating with stakeholders and competitors, and working in teams, they will have developed a host of networking and interpersonal skills. Finally, delegates will ultimately appreciate that they all

have a role to play within their organisations in delivering financial success.

## Cash is King!

All managers must understand the difference between cash and profit. Delegates will see how their decisions affect the bottom line in terms of profit, but the KBC also emphasises the importance of cash. They will see where the cash comes from and where it goes – and crucially how there can be cash flow problems even when companies are profitable. The KBC emphasises that “cash really is king”!

## Logistics

The KBC is flexible enough to accommodate a variety of tailoring solutions. Some of our clients run the simulation as a pure generic programme. Others ask us to incorporate wrap-around presentations to place the learning in the context of their companies. We have even created unique boards for clients reflecting their branding, products and business issues.

The KBC can be run effectively over either one, two or three days with ideal delegate numbers ranging from 12-30. It is also incorporated into a management development programme run over 5 days. We can run the simulation at clients' premises, hotels or conference centres, or at any of our training premises throughout the UK. The KBC is applicable for all levels of staff, from new joiners to senior management, and is equally suitable for operational staff within a business and client-facing service professionals.

**To view a short video of the KBC in action visit [www.kaplanfinancial.co.uk/kbc](http://www.kaplanfinancial.co.uk/kbc)**

For further information, please call 029 2045 1000 or visit [www.altior.co.uk](http://www.altior.co.uk)

# HOW TO BOOK

## Telephone, email & fax

Call us on 029 2045 1000,  
email [altior@kaplan.co.uk](mailto:altior@kaplan.co.uk)  
or fax 029 2045 9900.

You may pay by debit/credit card over the telephone or send a cheque (payable to Kaplan Altior) by post the same day.

## Post

Complete and send the booking form to the address below, together with your cheque (payable to Kaplan Altior).

## In-house programmes

Please contact our Business Development Director, Barbara Anderson, on 029 2045 1000 for details about how these courses can be run in-house at your firm.

Kaplan Altior will endeavour to accommodate delegates with disabilities, specific learning difficulties or with medical conditions which affect their studies or the sitting of examinations. Please discuss your needs with us asap.

terms & conditions apply - see [www.altior.co.uk](http://www.altior.co.uk)  
Details correct as at date of print - August 2009

## Course fees per delegate:

**Time & Stress Management for Lawyers**  
Course fee £235 + VAT

**Negotiation Skills for Lawyers**  
Course fee £235 + VAT

**Recruitment Interviewing Skills**  
Course fee £165 + VAT

**Making Appraisals Work**  
Course fee £165 + VAT

## Essential Coaching Skills

Course fee £165 + VAT

## Supervising Trainee Solicitors

Course fee £165 + VAT

## Handling Difficult People

Course fee £145 + VAT

## Building Rapport with Clients

Course fee £145 + VAT

## Effective Client Interviewing

Course fee £145 + VAT

## Effective Meetings

Course fee £145 + VAT

## Commercial Awareness

Course fee £145 + VAT

## Effective Business Writing

Course fee £145 + VAT

## How to Bill Clients Effectively

Course fee £145 + VAT

## The Future of Legal Services

Course fee £145 + VAT

## Introduction to Business Development & Networking

Course fee £235 + VAT

## Effective Presentation Skills

Course fee £235 + VAT

## Kaplan Altior

2nd Floor, St. David's House,  
Wood Street, Cardiff, CF10 1ES  
dx: 33035 Cardiff 1  
tel: 029 2045 1000  
fax: 029 2045 9900  
email: [altior@kaplan.co.uk](mailto:altior@kaplan.co.uk)  
[www.altior.co.uk](http://www.altior.co.uk)

# BOOKING FORM

web

Management Skills & Personal Development

Please complete the details below in BLOCK CAPITALS.

We wish to make a booking for the delegate(s) named below and enclose a cheque for the full amount of

£  made payable to Kaplan Altior.

<input type="checkbox"/>	<b>Time &amp; Stress Management for Lawyers</b> delegate(s) at £235 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Negotiation Skills for Lawyers</b> delegate(s) at £235 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Recruitment Interviewing Skills</b> delegate(s) at £165 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Making Appraisals Work</b> delegate(s) at £165 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Essential Coaching Skills</b> delegate(s) at £165 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Supervising Trainee Solicitors</b> delegate(s) at £165 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Handling Difficult People</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Building Rapport with Clients</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Effective Client Interviewing</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Effective Meetings</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Commercial Awareness</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Effective Business Writing</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>How to Bill Clients Effectively</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>The Future of Legal Services</b> delegate(s) at £145 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Introduction to Business Development &amp; Networking</b> delegate(s) at £235 per person .....	£ <input type="text"/>
<input type="checkbox"/>	<b>Effective Presentation Skills</b> delegate(s) at £235 per person .....	£ <input type="text"/>
	Plus VAT at 15% .....	£ <input type="text"/>
	<b>Total</b> .....	£ <input type="text"/>

contact's full name	Ms/Mrs/Miss/Mr
correspondence to be sent to delegate <input type="checkbox"/> or contact <input type="checkbox"/>	
firm's name and address	
DX	
telephone	
fax	
training contact for firm	
training contact's email	

**Name(s) or delegates(s):** Please use block letters and continue on a clearly labelled separate sheet if necessary.

title	first name	surname
position in firm		SRA roll number
course date		course venue
delegate's mobile*		delegate's email**

\* To be used only to advise delegates of late course changes  
 \*\* Please only include an email address if it is a suitable address (i.e reliable and regularly checked, not temporary) for us to send important course and other information to.

**Return this form to:** Kaplan Altior, 2nd Floor, St. David's House, Wood Street, Cardiff, CF10 1ES.  
 dx: 33035 Cardiff 1 tel: 029 2045 1000 fax: 029 2045 9900 e-mail: altior@kaplan.co.uk www.altior.co.uk

We will not pass your details to any third parties but we may use this information to contact you about future Kaplan Altior courses and special offers. Please put a cross in the box if you do not wish to be contacted.