



Project in Profile: Leading Scottish Law Firm

To support the changing commercial needs of the firm, there was an internal review of secretarial resources put in place to re-align key elements of the secretarial/administration functions supporting each of the firm's partners and fee-earners. This included the creation of a new Secretarial Team Leader role. The purpose of this role was that each new Team Leader would line manage a team of secretaries and take on responsibilities such as secretarial cover, work allocation, performance and development reviews, holiday/flexitime management and training and development.

The new Team Leaders were very experienced secretaries and administrators; however had little or no line management experience. Hence, the HR Director contacted Ghost to come in and meet the new Team Leaders to devise a training programme that would set them up for success in their new roles.

Following one to one diagnostic meetings with all of the people concerned and the firm's HR team, Ghost devised a programme called "Leading People and Managing Process". This interactive programme included workshops on:

- What does "leadership" and "management" mean?
- The importance of personal values and playing to people's strengths
- Handling Change
- Communication skills (listening/questioning, giving/receiving feedback)
- Assertiveness skills
- Influencing skills
- Handling Conflict
- Problem Solving and Creativity
- Time Management
- Facilitation skills
- Ways of working for effective teams
- Personal Development Planning

Following design of the materials for the above programme, Shona held a coaching "train the trainer" session with the HR Director and his team, so that they would then be confident and competent to deliver the programme internally.

Here is the feedback from the HR Director:

"I have worked with Ghost creating a management development programme for inexperienced managers. They worked with me to create solutions tailored to the needs of the firm. Ghost took time to understand myself and the firm. The solutions that they have come up with have been highly regarded by demanding clients and through their support have helped build the capability of the existing HR team. Their top qualities are that they are: personable, expert and high on integrity."