

UIA TRAINING WORKSHOP MANAGEMENT OF A LAW FIRM

FRIDAY, APRIL 13 & SATURDAY, APRIL 14, 2018



UIAstrategies4LawFirm



Joint Training Workshop
organised by the UIA and
the Macau Lawyers Association

MACAU

INTRODUCTION & GENERAL INFORMATION

THE WORKSHOP - SUMMARY

Inspirational leadership and effective management are increasingly important for law firms. Competition from other law firms and organisations offering streamlined legal services means that there is a constant pressure on price, delivery and “added value”. Leadership and management skills are not generally taught in law school. Day 1 considers the key requirements of leading and managing a flourishing profit-making law firm. Day 2 considers the essential, but often time-consuming skills, required for the fruitful and constructive management of people within the firm.

Pippa Blakemore wrote an article about a similar course that Tiago Marreiros Moreira and she conducted in Lisbon in 2017 in issue 2/2017 of the UIA’s magazine “*Juriste International*”. You will find it at the following link, on page 12:

http://www.uanet.org/sites/default/files/Juriste_International_2017_2_0.pdf

WHO SHOULD ATTEND?

- Senior partners, managing partners, heads of department, team leaders, supervisors, practising lawyers, office managers, and practice managers.
- All members of the law firm who want to develop their skills in leadership, management and communication of his/her firm, department or own practice.
- All those who advise lawyers on these skills.

REASONS FOR ATTENDING: OUTCOMES FROM THE TRAINING

- **Development of your skills, knowledge, confidence and understanding of how to:**
 - Win, keep and grow the clients you want, cost-effectively
 - Lead your firm in the direction you want it to go
 - Increase effectiveness and efficiency within the firm
 - Maximise return on investment of all the resources of your firm
 - Stay ahead of all developments
 - Satisfy the increasingly high expectations of clients requiring speedy pro-activity, creativity and innovation all at less cost
- **Confirmation that what you are doing is correct and:**
 - To generate, introduce and implement creative ideas
 - To increase motivation
 - To revise and refresh knowledge
 - To revise, practise and to up-date skills
 - Tips and techniques to use and traps to avoid
 - Practical, relevant, time-saving advice which is immediately applicable

ACCREDITATION OF COURSES

Every participant attending the entire programme will receive a “Certificate of Attendance” at the end of the Training that may be used for obtaining “Credits” for “Continuing Legal Education” - “Continuing Professional Development” purposes, depending on national rules. For more information, please contact the UIA.

CPD points will be applied for this event with The Law Society of Hong Kong. Delegates will be notified subsequently about the exact number of CPD points the event is accredited for in due course.

WORKING LANGUAGE

The sessions will be held in **English, Portuguese and Mandarin Chinese with a simultaneous translation.**

RELEVANT, PARTICIPATIVE AND INTERACTIVE WORKSHOP

- The principles of the workshop apply to:
 - All sizes firms: smallest to largest, national and international
 - All practice areas
 - All sizes and types of clients: including across sectors; structures; family, public or private
- Sessions are conducted in a whole variety of ways, including: presentations, PowerPoint, delegates working individually, in pairs, in small groups, in larger groups, as a whole.
- Interactive participation by the delegates includes: case-studies, role plays, quizzes, exercises, practicals, questionnaires, templates, checklists, problem-solving and theory-to-practise sessions.
- Discussions allow delegates to share their experiences with others and have constructive problem-solving discussions, which lead to practical and relevant solutions and lessons learned.
- Personal Action Plan - each individual creates a Personal Action Plan, of actions that they will carry out when they return to work. They can then immediately apply what they have learned as soon as they get back to the office from the training

REGISTER NOW FOR LOWER RATE AND TO BE CERTAIN OF YOUR PLACE

- We register on a first come, first served basis and we are limited to an absolute maximum of 150 participants. When the workshop is full, we regret but we cannot accept any more registrations.

Bringing together the world's lawyers

For over 90 years, the UIA (*International Association of Lawyers*) has been defending the legal profession and facilitating international contacts, cooperation and the exchange of knowledge among lawyers, while respecting their cultural and professional diversity.

Today, the UIA brings together several thousand members – lawyers or law professionals – and hundreds of bars, federations and associations.

Join the UIA and become a member of the world's strongest network of lawyers!

- You will participate in the work of the UIA Commissions in Business Law, Human Rights and General Practice and share your experience with that of professionals from over 110 countries.
- You will also be able to join forces with the UIA, which, each year, provides its support to lawyers who cannot freely practise their profession. Everywhere in the world where rights of defence are threatened or the proper administration of justice is hindered, the UIA will make your voice heard.

Join the UIA during the training workshop and benefit from a 50% discount on your membership fee!

www.uianet.org

THE TRAINING TEAM



Pippa BLAKEMORE, BSc, PGCE
The PEP Partnership LLP
Reading, United Kingdom
pippa.blakemore@pep-partnership.co.uk

Pippa Blakemore has been advising law firms all over the world on the creation of strategy and its implementation since 1985, when she set up PEP. Pippa has worked for more than 80 regional, national and international law firms, as a consultant, or on an interim, project or *ad hoc* basis. For example, she has advised on more than 90 winning pitches and worked with more than 6,000 lawyers in all practice areas and in all sizes of law firms.

Pippa started her academic life as a mathematician, after which she studied Politics, Philosophy and Economics, and graduated from the University of Bristol in Politics, followed by a Post-Graduate Certificate in Education in History also from Bristol University. Her clients also include government bodies, global corporates, not-for-profit organisations and charities, which gives her a first-hand understanding and experience of the challenges facing the clients of law firms, and hence she can advise law firms accordingly.

Pippa Blakemore's advice to her clients includes: strategy creation and implementation, business development, rainmaking,

client relationship management, leadership, management skills, project management, communication strategies and skills, problem solving, recruitment, appraisals, mentoring, coaching, speech writing, speech making, marketing and media management, public relations. Pippa has presented to lawyers all over the world, including Europe, United States, Canada, Africa, Mexico, South America, New Zealand and in Dubai.

Pippa's extensive writing includes publications in articles, on websites and chapters in books on: business development, marketing and training for lawyers, which have been published on several continents and in several languages, including Catalan, Spanish, French and Finnish. She has also published on European politics and education, food and wine. Pippa's books are "Law Firm Pitches & Tenders: Presenting to Win" published by Worldwide Legal Research in October 2014 and "Networking for Lawyers: a pocket guide to building business relationships" published in October 2011. Pippa Blakemore is a Freeman of the City of London, which entitles her to drive sheep and cattle across London Bridge.



Tiago MARREIROS MOREIRA
Vieira de Almeida & Associados - Sociedade de Advogados, RL
Lisbon, Portugal
tm@vda.pt

Tiago Marreiros Moreira is a leading international tax lawyer and is head partner of VdA's Tax practice (that includes a team specially dedicated to Private Clients). Law Degree, Catholic University of Lisbon Faculty of Law. Post-Degree in Taxation, Instituto Superior de Gestão, in Lisbon. PIL at Harvard Law School. LPSF at Harvard Business School.

He has been involved in several transactions, in Portugal and abroad, mainly focused on the financing, acquisition and restructuring of national and multinational economic groups and corporations. He has also been actively providing domestic and international tax planning for major corporations, assisting groups in the definition of transfer pricing policies and documentation, resolving tax disputes with revenue authorities, providing advice in securitization transactions and estate planning.

Tiago has also been involved in numerous transactions in Africa and actively provides tax planning advice to major local and international clients in Portuguese speaking countries. He is the

author of several articles published in national and international publications and was lecturer at the Postgraduate Course in Management of Social Organizations of Economics at the Catholic University of Porto.

Admitted to the Portuguese Bar Association, by whom he was recognized as a specialist lawyer in Tax Law, tax arbitrator certified by the Minister of Justice. He is President of the UIA Management of Law Firms Commission, Former President of the UIA Tax Law Commission, member of the International Fiscal Association and of the Portuguese Tax Association, member of the International Fiscal Association, of the Portuguese Tax Association and of the Portuguese Tax Consultants Association.

In 2007 he received the Iberian Lawyer's "40 under forty" award for the best young lawyers in Iberia and ranked by the most prestigious international directories, such as Chambers, Legal 500, Who is Who, International Tax Review, PLC Which Lawyer and Iberian Lawyer.



Pedro PAIS DE ALMEIDA

Abreu Advogados

Lisbon, Portugal

ppa@abreuadvogados.com

President of Union Internationale des Avocats (UIA) since October 30, 2017 and is a partner at Abreu Advogados since 2008 and Cohead of the Tax practice area.

Formerly, he was Elected President of UIA (November 2016 until November 2017). Member of UIA since 1995, where he performed several positions: Director of Commissions of UIA (2010-2011); UIA Representative in International Legal Assistance Consortium (ILAC), since 2009; President of the Foreign Investment Commission of UIA (2006-2011); Vicepresident of the Foreign Investment Commission of UIA (2004-2006).

In 1990, Pedro completed his Law Degree at University Lusíada of Lisbon. In 1996, he also concluded postgraduate studies in Taxation at Instituto Superior de Gestão in Lisbon. He is a specialist in Tax Law recognised by the Portuguese Bar Association and a member of the Tax Committee on Direct Taxation of the Confédération Fiscale Européenne (European Tax Confederation).

In 1996, he founded Pacsa Law Firm a niche practice specializing mainly on corporate and M&A, which was integrated by Abreu Advogados in 2008. Over the years, he coordinated several seminars in the areas of taxation and related areas and

published several articles and papers in these areas. He is also a Tax Arbitrator.

Co-Head of the Mozambican Desk of Abreu Advogados, Pedro Pais de Almeida assists clients investing in Mozambique mainly in Corporate M&A and Tax matters.

Pedro is deeply involved in the Firm's CSR projects and has been Chairman of the Supervisory Board (1998-2002) and Chairman of the Board of Directors (2003-2009) of CAIS - Associação de Solidariedade Social, a Portuguese Charity Institution for the Homeless and is President of the Supervisory Board of IES - Instituto de Empreendedorismo Social, a Portuguese Charity Institution of Social Entrepreneurs and President of the General Assembly of IPAV - Instituto Padre António Vieira, a non-profit civic association for promotion of human dignity, social solidarity, sustainability, development, diversity and dialogue between civilizations/cultures.

As a Lawyer, Pedro Pais de Almeida assists many Charity institutions on tax matters and has been involved in many M&A transactions, debt restructuring operations, tax efficiency structures and corporate reorganizations and restructurings.



Fred KAN, B.A.Sc., J.D., FHKI Arb, FCI Arb

Fred Kan & Co.

Hong Kong, China

ka-chong@fredkan.com

Fred Kan is the Senior Partner of Fred Kan & Co., an established commercial law firm in Hong Kong.

Fred graduated from the University of Toronto in mechanical engineering as well as in law. He was called to the Bar in Ontario in 1969.

Fred was a member of the Council of The Law Society of Hong Kong from 1997 to 2002. He is currently the Chairman of the Law Society's Belt and Road Committee.

In May 2016 Fred was admitted to The Law Society of Hong Kong's Roll of Honour in recognition of his distinguished service to the Law Society, to the Council and to the development of the practice of law in Hong Kong.

From 1997 to 1998 Fred was the Chairman of the Banking and Finance Standing Committee of LAWASIA and from 1998 to 2001

he was the Chairman of its Banking, Finance and Insurance Standing Committee.

Fred was a Council Member of the Hong Kong International Arbitration Centre. He was also a Member of the Macau Law Reform Advisory Committee. He is currently a member of the board of directors of the Financial Dispute Resolution Centre, Hong Kong.

Fred was a Deputy Chairman of the Hong Kong Review Body on Bid Challenges (under the WTO Government Procurement Agreement). In March and April 2010, he was a Visiting Scholar of government procurement law at the University of Nottingham.

Fred is a member of the Executive Committee of UIA and is its Director of National and Regional Activities.

Friday, April 13, 2018

DAY 1: STRATEGY AND PROCESSES

08:00 – 08:30 **REGISTRATION OF PARTICIPANTS**

08:30 – 09:00

WELCOME AND OPENING

Pedro PAIS DE ALMEIDA, *UIA President, Abreu Advogados, Lisbon, Portugal*

Jorge NETO VALENTE, *UIA Representative - Portuguese Speaking Countries, Macau*

Fred KAN, *UIA Director of National and Regional Activities, Senior Partner, Fred Kan & Co., Hong Kong*

09:00 – 09:15

Introductions

Objectives

Personal Action Plans

09:15 – 09:45

1. Strategy creation for your firm

- Vision: where are you now and where you want to be?
- Values and culture
- SWOT analysis
- Alternative business models

09:45 – 10:30

2. Develop your plan to implement this strategy

- Key questions to ask and answer
- Resource allocation and accountability
- Timetable and milestones
- Monitoring and measuring progress and success

10:30 – 11:00

COFFEE BREAK

11:00 – 11:45

3. Key leadership and management skills

- Lead by example
- Successful change management
- Decision-making
- Succession planning

11:45 – 12:30

4. Creating automated, cost-effective structures, processes and procedures

- Standardising processes
- Streamlining procedures
- Automation and technology
- Role of artificial intelligence

12:30 – 14:00

LUNCH

14:00 – 14:45

5. Finance – fees, billing, payment, recovery

- Fee structures, estimates and quotes
- Value for money and “added value”
- Fee negotiation
- Billing and recovery
- Time recording

14:45 – 15:15

COFFEE BREAK

15:15 – 16:00	6. Remuneration: How to distribute the wealth of the Law Firm Speaker: Fred KAN, UIA Director of National and Regional Activities, Senior Partner, Fred Kan & Co., Hong Kong <ul style="list-style-type: none"> - Single-tier partnership - Two-tier partnership - Criteria for remuneration - New approaches to partnership remuneration
16:00 – 17:00	7. Round – table: Management experience in different law firms Key questions posed by and discussion on tables led by Pedro PAIS DE ALMEIDA, President of the UIA, Abreu Advogados, Lisbon, Portugal
17:00 – 17:30	8. Application of today's topics to your firm – discussion on tables and among delegates 9. Feedback and action plans

Saturday, April 14, 2018

DAY 2: MANAGING PEOPLE AND RESOURCES

09:00 – 10:30	1. Attract, retain and motivate staff <ul style="list-style-type: none"> - Recruitment, retention and motivation - Managing partners, lawyers and staff - Appraisals and Performance Reviews which are constructive and meaningful - Talent management: training, development and career planning - 10 steps for effective delegation - Managing difficult people and poor performance
10:30 – 11:00	COFFEE BREAK
11:00 – 12:30	2. Project management for law firms <ul style="list-style-type: none"> - Key characteristics of a project - Requirements of efficient project management in a law firm - Actively managing projects in the best interests of the client and the firm 3. Effective internal communication <ul style="list-style-type: none"> - Inspire and motivate - Use the right methods - Appropriate messages - Listen with eyes and ears
12:30 – 13:00	4. Application of today's topics to your firm – discussion on tables and among delegates 5. Feedback and action plans 6. CLOSING REMARKS

Join the UIA during the training workshop and benefit from a 50% discount on your membership fee!

www.uianet.org

TRAINING WORKSHOP VENUE

MACAU TOWER – 3rd floor, Sai Van Lake Square, Macau, Macau SAR

REGISTRATION FEES

	UIA Member		Non Member	
	≤ 13.03.2018	> 14.03.2018	≤ 13.03.2018	> 14.03.2018
STANDARD REGISTRATION	€ 390	€ 440	€ 440	€ 490
YOUNG LAWYER (<35)*	€ 340	€ 390	€ 390	€ 440

* Please attach proof of age to the registration form to benefit from young lawyers fee.

These fees cover participation in the Course, the coffee breaks, lunch on Friday, April 13, as well as the documentation.

CANCELLATION CONDITIONS

All cancellations will be subject to a 50% deduction and will have to be sent in writing, to be received by the Union Internationale des Avocats **no later than March 13, 2018**. No refund will be made for cancellations received after this date.

VISAS

Anyone who requires a visa invitation letter in order to attend the seminar should register and pay their registration fees **no later than March 13, 2018** to ensure there is enough time to obtain a visa.

All cancellations will be refunded in full, minus €50 to cover administrative costs, provided that the UIA has received the registration documents and total registration fees **no later than March 13, 2018**.

If you register after this date, only 50% of the amount paid minus €50 to cover administrative costs will be refunded for cancellations due to visa refusals.

All cancellations due to a visa refusal must be sent in writing and reach the UIA **before the training course**. Cancellations must be accompanied by a **proof of visa refusal**.

If your visa is issued after the seminar date or if you do not have proof of visa refusal, you will not be entitled to a refund.

GENERAL CONDITIONS

All registrations received by the Union Internationale des Avocats (UIA) along with the full payment of fees corresponding to the events selected will be confirmed in writing.

The UIA reserves the right to cancel or postpone the seminar to a later date, change the seminar venue and/or programme, make any corrections or modifications in the information published in the seminar programme and cancel any invitation to participate in the seminar, at any time and at their entire discretion, without having to provide any reasons for the same.

Neither the UIA, nor any of its managers, employees, agents, members or representatives shall be held responsible for any loss or damage, of any nature, suffered (directly or indirectly) by a delegate, accompanying person or a third party following any cancellations, changes, postponements or modifications.

The UIA strongly advises participants to subscribe to modifiable and/or refundable services, as well as to take out a cancellation insurance.

Neither the UIA, nor any of its managers, employees, agents, members or representatives shall be held responsible for any loss or damage, of any nature whatever, suffered (directly or indirectly) by a delegate or accompanying person, except in case of death or personal injury due to gross negligence by the UIA.

The contractual relations between the UIA and each participant (delegate or accompanying person) in relation to the seminar are subject to French law and jurisdiction, to the exclusion of any other law. Paris is the city of jurisdiction.

FORMALITIES

It is the responsibility of participants to ensure compliance with police, customs and health formalities for their journey. Participants unable to take part in the seminar because of their inability to take a flight or any other means of transportation due to being unable to provide the documents required (passport, visa, vaccination certificate, etc.) cannot claim any reimbursement.

HOTEL RESERVATION

MGM GRAND MACAU 5*

at 1.4 km from the Macau Tower
(Seminar Venue)

Avenida Dr. Sun Yat Sen, NAPE, Macau
T +853 8802 8888 / F +853 8802 3333
hotelenquiry@mgmmacau.com

WYNN MACAU 5*

at 1.6 km from the Macau Tower
(Seminar Venue)

Rua Cidade de Sintra, NAPE, Macau
T +853 2888 9966 / F +853 2832 9966
enquiries@starworldmacau.com
www.starworldmacau.com

STARWORLD HOTEL 5*

at 1.6 km from the Macau Tower
(Seminar Venue)

Avenida da Amizade, Macau
T +853 2838 3838
enquiries@starworldmacau.com
www.starworldmacau.com

UIA TRAINING – WORKSHOP MANAGEMENT OF A LAW FIRM

Friday, April 13 & Saturday, April 14, 2018

MACAU

REGISTRATION FORM

Register online at: **www.uianet.org**

or please complete and return this form, by email, fax or post, to:

UNION INTERNATIONALE DES AVOCATS

20 rue Drouot, 75009 Paris, FRANCE

Tel: +33 1 44 88 55 66 ■ Fax: +33 1 44 88 55 77 ■ Email: uiacentre@uianet.org



Register online

UIA INDIVIDUAL MEMBERS: M I _ _ _ _ _

Please specify your membership number (Please check your membership card or membership fees)

Family Name:

First Name:

Firm:

Address:

Post Code: City:

Country:

Tel: Fax:

Email:

Date of Birth:

EU VAT ID-Number:

Special requests (special diet, allergies, handicap...):

A. TRAINING WORKSHOP REGISTRATION FEES

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B. SEMINAR SOCIAL ACTIVITIES

Please indicate below whether you plan to attend the following events **included** in the cost of your registration.

- ☐ Welcome Cocktail – Thursday, April 12
- ☐ Lunch – Friday, April 13

C. TOTAL

TOTAL (A) – Registration Fees

€

D. CANCELLATION CONDITIONS

I, the Undersigned, confirm that I have read and accepted the **cancellation conditions** as well as the **general conditions** given on *page 8* of the registration programme. My registration will only be taken into account on receipt of the payment.

Participants are aware that their image and/or voice may be photographed, recorded or filmed throughout the duration of the seminar. They hereby assign to the UIA, with the signature of this form, the right to exploit, reproduce and disseminate the images and recordings by all means, both known and unknown, using all media, for an unlimited term and free of charge.

E. METHOD OF PAYMENT

- ☐ By cheque in € payable to the UIA, addressed to: UIA – 20 rue Drouot – 75009 Paris – France
- ☐ By bank transfer in €, without charges to the payee, in favour of the Union Internationale des Avocats, quoting “**2018 Macau**”, to the following bank and account:

Société Générale – Paris Elysées Entreprise
91 avenue des Champs Elysées – 75008 Paris – France
BIC / SWIFT N°: SOGEFRPP
IBAN: FR76 3000 3033 9200 0503 4165 164

Kindly attach a copy of your bank transfer order to your registration form

- ☐ By credit card: ☐ Visa ☐ Mastercard

Card N°: _____

Expiry date: __/__/__ 3 digits: ___

Name of card holder:

I authorise the Union Internationale des Avocats to debit the above mentioned credit card in the amount of **€ (EUR)**

Date: / /

Signature: