

CGR in the Legal Sector

CGR has a long tradition of working with professional service providers and has been an active supplier to the legal sector for more than ten years. Our past and present clients include five of the top ten UK firms in terms of turnover, as well as a number of other multi-national, City and provincial firms. Our work has encompassed all parts of the spectrum, from “upward feedback” programmes and one-to-one work with Partners, to the selection of legal secretaries and administrators.

Brief details of the main areas are given below (listed with the respective firms’ names shown at the time the work was first commissioned):-

Selecting & Developing Partners

Multi-rater (360) feedback systems design and provision of one-to-one feedback (*Clifford Chance; Lovells*)

One-to-one coaching (*Baker & McKenzie; Linklaters*)

Partner review (appraisal) materials and reviewer training (*Rowe & Maw; Clifford Chance; Lovells*)

Advice on and/or design of Partner admissions processes including extended interviews and assessment centres (*Rowe & Maw; Norton Rose; Clifford Chance; Lovells*)

Graduate Selection (Trainee Solicitors & Placement Students)

Application forms and competency-based screening guides (*Bird & Bird; Stephenson Harwood*)

Structured interview materials and interviewer training (*Stephenson Harwood; Watson Farley & Williams*)

Assessment centre materials and assessor training (*Bird & Bird; Rowe & Maw; Stephenson Harwood; Masons; Norton Rose*)

Recruitment of Other Fee-Earners & Support Staff

Structured interview materials and interviewer training for “lateral hires” (*Norton Rose, Clifford Chance; Baker & McKenzie*)

Toolkits and skills development workshops for secretarial & support recruitment (*Baker & McKenzie; Addleshaw Goddard*)

Induction & Development Programmes

Newly qualified/new associate induction (*Bird & Bird; Linklaters; PwC Tax & Legal Services USA*)

Pan-European “Personal Development Workshops” for high potentials (*PwC Tax & Legal Services/Landwell*)

HR Systems & Organisational Development

Placement and “accreditation” of former Legal Secretaries into new roles as PAs (*Lovells*)

Team-building (*Rowe & Maw; Norton Rose IT*) and merger support (*Maitland Chambers*)

Appraisal training and design of lawyer and support staff appraisal documentation (*Stephenson Harwood*)

Competency Models

Very often included within the design of the above processes, but large-scale stand-alone projects have included developing “global” frameworks (*Baker & McKenzie; PwC Tax & Legal Services /Landwell*) and “families” of role profiles across a firm (*Weightmans*).

Co-Working with Firms’ Clients & Other Suppliers

Our experience of working in the legal sector has enabled us to partner with various firms and to offer contributions their client seminars - on workplace stress (*Pinsents; DLA*), performance management and dealing with sensitive issues (*DLA*). We have also contributed to seminars and programmes offered by other suppliers such as Hildebrand International, Nottingham Law School and Legal Week.

In 2002 we undertook a survey of “Trainee Solicitors’ Attitudes to Employment” that encompassed 14 of the top 50 UK law firms.