

Virtual Newsletter

Issue 3

WELCOME to the third edition of the Zee Associates newsletter where we keep you abreast of the latest trends in the training and development industry.

We also demonstrate how Zee Associates can help keep your firm's corporate profile high and your employees satisfied by offering a broad range of training, coaching and development services.

If you would like to discuss your firm's training and development needs please call us for a free consultation.

Des Whitehorn
Training Principal

Who's Using Us Right Now?

K-Legal

- Supervisory Skills
- Trainee Dictation Skills
- Secretarial Development

Baker Tilly

- Report Writing
- Image Consultancy for Receptionists
- Interpersonal Skills

Burges Salmon

- Proofreading
- Appraisals & Competencies Consultancy
- Co-ordinator Development

Linklaters

- Group Secretary Development

Freshfields Bruckhaus Deringer

- Proofreading
- Interpersonal Skills For Team Leaders

Trends in Training

Like Human Resources executives, Training and Development professionals need to stay ahead of the curve when it comes to trends in the workplace.

Employees are attracted to firms who invest in their staff and it is in the firm's interest to offer career, technical and personal development opportunities.

Here is a selection of Zee's most popular services:

Consultancy: Secretarial Career; Secretarial Competencies; Appraisal Systems; Stress Management Policies & Guidelines

Development: Corporate House Styles; Career / Job Search

1-2-1 Professional, Career & Skills Coaching: for Receptionists; Supervisors; Switchboard Teams; Call Centre Staff

Performance Management: for Team Leaders, Supervisors and Partners

Re-skilling Your Secretaries Could Save Your Firm £ Millions

Would you like to increase your firm's productivity, attract and retain more staff and clients AND save millions? The answer could be in re-skilling your secretarial staff.

Allen & Overy is piloting a 'Workplace Benchmarking' scheme that could save them millions of pounds per year and reduce their secretary to fee-earner ratio from 2.5:1 to 4:1.

Significant benefits are attainable simply by creating a workplace that is more efficient.

*According to Architects HOK's latest 'Legal Workplace Benchmarking Study'... "the survey revealed that London law firms could save millions of pounds per annum on seemingly innocuous changes, such as filing and secretarial ratios.

"The average amount of filing per fee-earner is the equivalent of 60 workspaces.

"On average, firms annually pay £5,284 per workspace, with the highest figures reaching £10,263 per year.

For most firms, this represents a significant annual saving. Reducing the ratio of secretaries to fee-earners from around 2:1, to 4:1 or 5:1 could also make a significant difference. The average ratio of fee-earners to secretaries is presently 2.5:1. The survey noted that those firms achieving ratios of 3:1 or 4:1 had implemented comprehensive training programmes for secretaries, including IT and management skills."

*Excerpt taken from The Lawyer, 23 June 2003. Author: Emma Vere-Jones

Did You Know?

A secretary used to be a monarch's 'Keeper of Secrets' and had to walk behind the monarch and keep notes.

Secretaries and administrators now account for 13% of the UK workforce and 78% in this sector are female.

Source: National Office of Statistics, Labour Work Force. 2002

Brainteaser

Do you know the difference between these commonly confused words?

Discrete and Discreet
Imply and Infer
Viable and Feasible
Fewer and Less
Alternative and Choice
Compliment and Complement



If you would like to request course literature, discuss any of our services or request an invitation to an event please contact us:

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Performance Management Or Appraisal? Do You Know The Difference?

By Des Whitehorn

What is Performance Management? Well, without beating about the bush too much, Performance Management is definitely *not* performance appraisal!

And many supervisors, team leaders and heads of department we have worked with over the last few years are visibly shocked to hear this.

Appraisal is the end of the cycle. Agreed, it is a formal opportunity to review an individual's performance over the past six/twelve months. But more importantly it is quality time devoted to looking forward over the next six to twelve months so that targets and goals, by way of objectives that meet the business needs, can be set.

However this is not possible without managing an individual's performance throughout the year - and in many cases on a daily basis. And by managing performance throughout the year, the appraisal process and form filling is made easier.

To do this effectively, the individuals in your teams need guidelines (standards and competencies) against which they can be appraised.

The problem is that, at work, standards are not always set nor maintained effectively, so we end up with problems with people. Some people also bring their standards with them from previous

firms and even previous teams in the same firm.

So we have also to be very careful that we do not allow or set double standards, for example because we cannot be bothered on occasion to manage a "small" performance issue.

Performance management, then, is setting standards (of behaviour as well as of performance) and having them maintained. This is clearly not the same as appraisal.

All firms have to maintain profit to ensure survival. And the root of a successful and profitable business is its people. Those profits depend on how well people are managed. In other words: whether and how you manage their performance!

So, as you gear up for the next round of appraisals, consider whether you are truly managing performance or simply hoping it's been done well enough to enable you to appraise your staff. And if you'd like help with any of your performance management issues, call us.



Look Out For...

Next issue— Articles from **Des on One-to-One Coaching and Dealing With Stress**. If you can't wait until then please call us.

We introduce **Judith Di-Castri**, a Consultant Trainer with Zee Associates, who many of you will already know from her articles in the Law Society magazine. Judith's leading article will be on **Proofreading and Editing**—see if you can spot the deliberate mistakes.

Also in the next issue, more brainteasers, 'Did You Know?' and 'Commonly Confused Words' to keep you on your toes!

Taster Day—an invitation to meet our trainers and sample some of our most popular courses, network with your peers and catch up on industry news and trends.

New website—Zee's website is getting an exciting new look with useful resources for trainers, full course outlines & competitions—watch out for it.

Test Your Legal General Knowledge

Answers are at the bottom of the page.

1. Which philosopher discussed law in terms of 'right reason'?
 ⇒ Aristotle
 ⇒ Cicero
 ⇒ Plato
 ⇒ Socrates
2. What does the term 'Habeas Corpus' mean?
 ⇒ Church Authority
 ⇒ To produce the body
 ⇒ The Word of Law
 ⇒ The Body of Law
3. Which 'peoples' used to resolve their legal disputes by a head-butting contest?
 ⇒ Huron Indians
 ⇒ Zulus
 ⇒ Mongols
 ⇒ Innuit
4. Which individual is credited with the 'Civil Code' that is used in France?
 ⇒ Danton
 ⇒ Napoleon
 ⇒ Marat
 ⇒ Robespierre
5. Which US Supreme Court Justice is known for his comment on pornography, 'I can't define it, but I know it when I see it'?
 ⇒ John Marshall
 ⇒ Roger B Taney
 ⇒ Potter Stewart
 ⇒ Hugo Black

1. Cicero
 2. To produce the body
 3. Innuit
 4. Napoleon
 5. Potter Stewart

Answers:

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