

# SAL-INSEAD Legal Leadership Programme 2023

Globalisation and the economic shift to Asia has resulted in significant new opportunities for law firms and in-house counsel operating in this region. At the same time, partners in these law firms and corporate counsel are facing increased challenges including cost pressures, growing competition and talent retention issues. In this changing legal landscape, legal professionals must complement their technical legal expertise with strong leadership to manage these challenges and seize emerging growth opportunities.

**The SAL-INSEAD Legal Leadership Programme** is a three-day intensive management programme specifically designed and contextualised to address the needs of law firm partners, general counsel and legal service officers. Participants from the private sector should currently have P&L remit in their roles or will soon be assuming P&L responsibilities in their organisations.

This unique programme applies business school methodologies to address leadership challenges faced by legal professionals, including improving organisational alignment, managing growth and change, motivating people and teams for high performance, and communicating effectively.

## LIFTED KEY

Legal Practitioner	●	Interpersonal Effectiveness, Intrapersonal Intelligence, Leadership, Business & Strategy Technical Lawyering
In-House Counsel	●	Interpersonal Effectiveness, Intrapersonal Intelligence, Leadership, Business & Strategy Technical Lawyering



ACCREDITED  
CPD  
ACTIVITY



## Programme Content and Learning Model

The programme is organised around two themes which leaders in the legal profession should focus on to be successful in the increasingly competitive and disrupted environment: **Leading Organisations** and **Leading People**.

	Day 1 Leading Organisations	Day 2 Leading People (Part 1)	Day 3 Leading People (Part 2)
AM	Leading Effective Organisational Change <i>Martin Gargiulo</i>	Leading Through Influence <i>Andy Yap</i>	Leadership Communication: Leading Through Trust & Inspiration <i>Andy Yap</i>
PM	Understanding And Leveraging Informal Networks <i>Martin Gargiulo</i>	Leading High Performance Teams <i>Andy Yap</i>	Leadership Presence: Authenticity & Competence <i>Andy Yap</i>
Evening		Networking Session	

**Leading Organisations:** Formal authority is a powerful lever but it is rarely enough to mobilise the resources and people required for implementing major change initiatives. Leaders also need to build, discover, and leverage informal networks to rally support for their ideas. You will have a chance to test your skills in developing, discovering, and leveraging informal networks to implement change.

**Leading People:** Legal leaders are constantly called upon to get things done through others they do not manage, using influence instead of authority. Following on from Leading Organisations, here we focus on building the social resources you need to get things done through influence, to induce cooperation through exchange, and examine how to assess and understand the agendas and interests of the people you need to influence. Finally, we examine the psychology of influence, what causes busy people with their own agendas to buy into requests for help or cooperation.

Woven into the session on Leading People, we will also examine the nuances of leading high performance teams, and leading through communication to build trust and inspire other leaders, team members and clients.

Case studies, lectures, classroom discussions, and small group discussions will provide participants opportunities to deliberate on the determinants of sustained success. Exposure to real world issues will help participants work through possible approaches and solutions to the problems that leaders in the legal profession and in professional service firms including law firms confront on a daily basis. The anticipated time commitment that participants should consider investing in pre-programme readings is expected to be approximately 5 hours at maximum.

## Teaching Faculty



**Andy J. Yap**  
Programme Director  
Professor of Organisational Behaviour  
Academic Director, INSEAD Centre for Organisational Research



**Martin Gargiulo**  
Professor of Entrepreneurship  
The Shell Chaired Professor of Human Resources and Organisational Development

## Participant Profile

Participants will include partners of law firms operating in the Asia-Pacific region and corporate counsel from in-house legal departments, as well as senior lawyers from the public sector. These are professionals who currently have, or are going to, assume management roles as well as profit & loss responsibilities - where applicable - within their organisations.

To ensure an optimal learning environment, the cohort size will be limited to 40 participants.

## Programme Details

Date: 23 March to 25 March 2023 (Thu, Fri, Sat)  
Time: 08.30am - 06.00pm  
Venue: INSEAD Asia Campus (1 Ayer Rajah Avenue, Singapore 138676)

## Programme Fee

S\$9,630 (including 7% GST before 1 January 2023)  
S\$9,720 (including 8% GST on / after 1 January 2023)  
**Please note that 7% GST applies only if full payment is made before or on 31 December 2022.**

## Early Bird Discount

S\$1,500 nett early bird registration discount applicable to the first 10 confirmed applicants before 31 December 2022.

## SkillsFuture Credit (for self-sponsored individuals)

SkillsFuture Credit of up to \$1,000 can be used for this programme.

Participants who wish to claim their SkillsFuture Credit ([www.myskillsfuture.gov.sg](http://www.myskillsfuture.gov.sg)) and make full payment before or on 31 December 2022 should submit their claim before 30 November 2022.

## Registration

To enrol, kindly fill out this form and email it to [gillian\\_chee@sal.org.sg](mailto:gillian_chee@sal.org.sg). Successful registrants will be contacted within 3 working days. Registration closes when seats are filled. For inquiries, please contact [gillian\\_chee@sal.org.sg](mailto:gillian_chee@sal.org.sg).

Salutation: ..... Full Name of Participant : .....

Organisation : ..... Designation : .....

Years of PQE : ..... Profit and loss responsibility at your firm: Yes No

Email Address : ..... Contact Number : .....

Are you claiming SkillsFuture Credit: Yes No

## Cancellation Policy (Charges imposed)

- Received by SAL 30 – 45 days prior to programme commencement date = 25% of programme fee
- Received by SAL 8 – 29 days prior to programme commencement date = 50% of programme fee
- Received by SAL 7 days or fewer days prior to programme commencement date = 100% of programme fee

\*The above dates will be based on date of SAL's receipt of request, not date request is made. All such requests are to be made in writing (email accepted), and must be acknowledged by SAL within three (3) working days.



Number of Public CPD points: 23 (TBC)  
Day 1 - 7.5 Public CPD Points | Day 2 - 7.5 Public CPD Points | Day 3 - 7 Public CPD Points  
Practice Area: Professional Skills | Training Level: Advanced

### SILE Attendance Policy

Participants who wish to obtain CPD Points must comply strictly with the Attendance Policy set out in the CPD Guidelines. For this activity, participants are reminded to sign in on arrival and sign out at the conclusion of each day of the event in the manner required by the organiser. Participants must not be absent from each day of the event for more than 15 minutes. Participants who do not comply with the Attendance Policy on any particular day of the event will not be able to obtain CPD Points for that day. Please refer to <http://www.sileCPDcentre.sg> for more information.