It's Training Day.

What trainings do you oversee?

Career Prep (Law School)

- Preparing for Exams
- How Law Firms Work
- Interview Training

Professional Skills

- Legal Writing
- Public Speaking
- Management/Leadership
- DEI Training
- Business Development
- Mentorship

Substantive Training

- Trial advocacy
- Deal closing-checklist
- E-discovery
- Legal Ethics

Firm Practices

- File Systems
- Billing Systems

▶ **What are your top challenges in managing these trainings?**

What we're up against

Participants must learn something useful
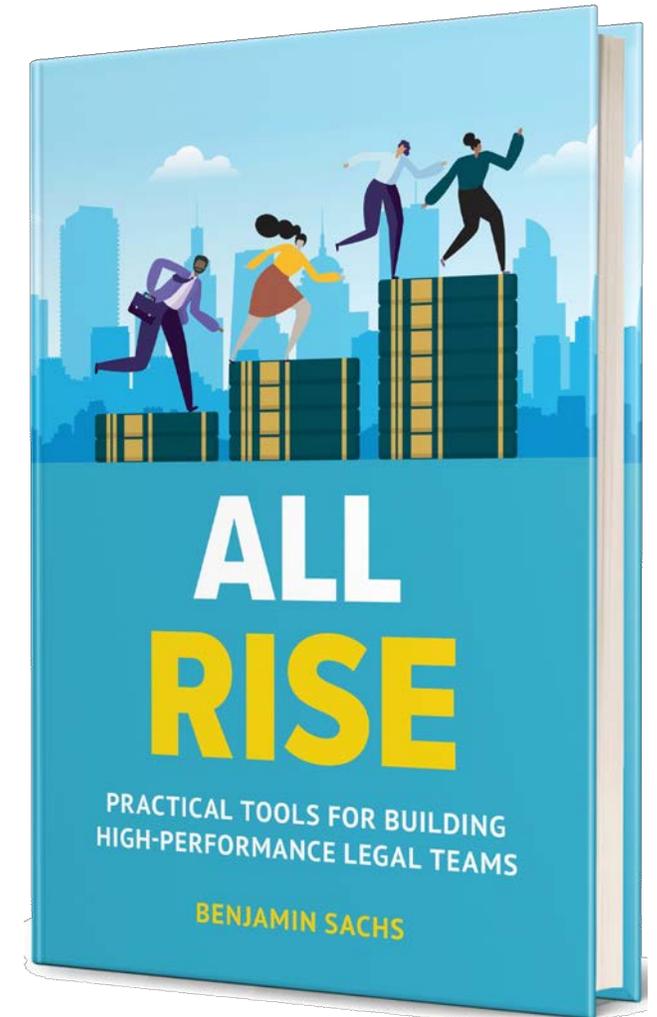
Trainings have to be neither too hard nor too easy

Training is too long or boring

Getting butts in seats

Our credibility is on the line

Ben Sachs

▸ Author of All Rise: Practical Tools for Building High-Performance Legal Teams

▸ Teaching at UVa Law

▸ President of The Landing Group

▸ Former COO and GC at Storyblocks

▸ Previously at BCG and Sidley Austin

Natasha Zech

▸ Chief of Attorney Talent, Williams & Connolly LLP

▸ Certified coach, Volta Coach Training

▸ Former litigator and DC Superior Court law clerk

Nicholas Alexiou

▸ Director, LL.M. and Alumni Advising, Associate Director, Career Services, Vanderbilt Law School

▸ Columnist, Above the Law

▸ Previous experience at American Constitution Society, Sidley Austin, and as Federal Law Clerk

Today's Agenda
Address challenges across 4 stages of development

1
Recruiting Your Trainers

2
Planning with Your Trainer

3
Creating and Reviewing Their Content

4
Post-Training Feedback

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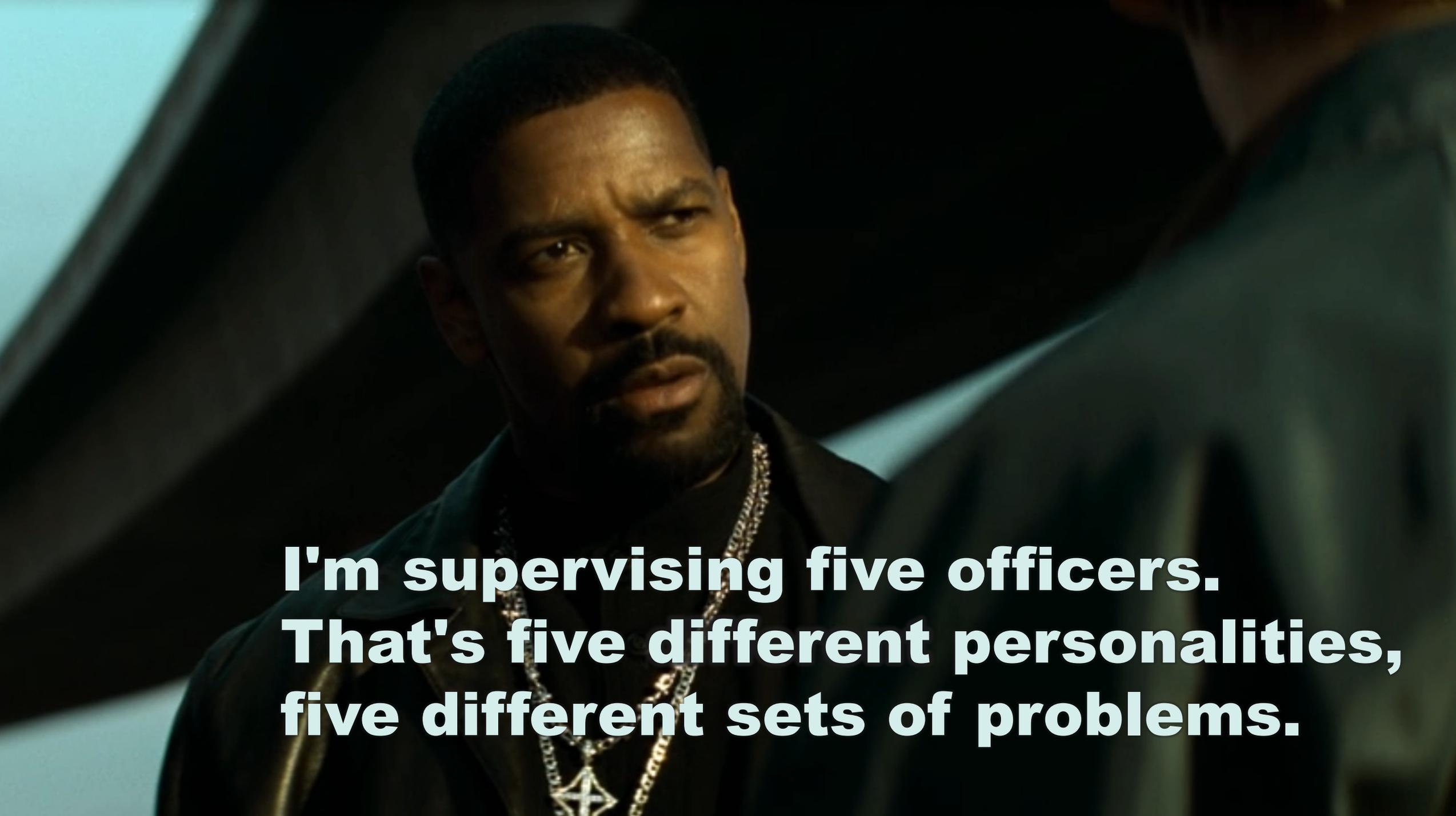
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I'm supervising five officers.
That's five different personalities,
five different sets of problems.

Recruiting busy lawyers to be trainers

▸ For partners: position trainings as a sponsorship opportunity

▸ For associates/students: they can still contribute even if not "leading," e.g., by drafting "good/bad" examples

▸ Address "lack of time" concerns by sharing tools and templates
  - *Samples from this seminar available at* LANDING.GROUP/NALP

What if you have a poor trainer?

▸ Actively recruit strong teachers to replace poor ones

▸ Set expectations that it's a "rotation system"

▸ Consider a panel format instead

Panel Format Best Practices

Detailed version available at
LANDING.GROUP/NALP

1. **Recruit 2-4 panelists (senior + junior), plus an engaging facilitator (no topical experience needed!)**

2. **Warn each panelist to come with a 2-3 min story/example**

> *A good story will usually do one of these:*
> - *Sell the Value: Make participants see how mastery of this topic can benefit them (e.g., an example of AI making your life easier)*
> - *Invoke Fear: Help participants see the downsides of not taking this seriously (e.g., an example of what not to do, and the consequences)*

3. **Send a list of 5-10 additional questions that the facilitator may ask, so panelists are prepared**

4. **Facilitator's Job:** Kick off the session by asking each panelist to share their prepared story/example. Then switch to the "additional questions" list and direct questions as needed to keep time and balance panelists' contributions.

5. **Reserve time for audience Q&A**

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You're on my team now.

You should own logistics, not the speaker

▸ **Length**: Depends on the expected quality of the speaker and content, *not* how important the topic is

→ Reality Check: People do not learn when they are bored.

▸ **Format**: All in-person or all virtual is ideal to level the field

▸ **Timing**: What else is happening then at the organization? In the world? E.g., review seasons, bonuses, exams, barrister's ball, elections, anniversaries of tragic events.

Worried about your speaker's approach?

Preemptive Feedback: Share concerns in advance and position them as unrelated to this particular speaker

- "Other sessions got this feedback…"

- "In the past, these trainings have had low marks for engagement, so we'd like to include more hands-on activities."

- "Students have told us that having a panel is more engaging than a single speaker…"

- "People have said that some trainings are too heavy on war stories and not enough on concrete tactics…"

Ask for a "One-Sheet" plan with 4 components

(1) Learning Objectives

(2) Content Outline
- Prefer Harvard outline (I, I-A, I-B., II...) not bullets
- Half page or less

👉 *For new trainers, include 2-3 samples*

(3) Engagement Plan
- How will audience participate?
- E.g., breakouts? Exercises? Polls?

(4) Format: Virtual or In-Person?

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Tell me a story, Hoyt! Entertain me.

Set expectations for content development

▸ Send them your organization's official slide template

▸ Attach "tips and tricks" for great sessions (see next slides)

▸ Include a timeline for you to review slides

▸ Your tone: "I'm here to make your life easier"
(Not: "This is how we do things here")

But what if it's a major client? Big donor?

Tips for Great Seminars

Detailed version available at
LANDING.GROUP/NALP

1. Have a Hook

Start by selling the audience on why this topic is important to them. Common hooks include:

- Colorful Story (e.g., example of "what good looks like")
- Data (e.g., an alarming statistic)
- Audience Discussion (e.g., "What are your challenges?")

2. Challenge the Audience

- Spend less time on obvious points
- Focus on *unintuitive* lessons, *difficult situations*, examples that seem good at first but *could be better*, and other nuances
- Otherwise, participants will say they learned nothing
- Caveat: remember the different layers of your audience

Tips for Great Seminars

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3. Invite Active Participation

Aim for every 15-20 minutes. Techniques include:

- ✓ Example on screen that everyone critiques live

- ✓ Question to the audience or breakout discussions

- ✓ Follow along with me
  (e.g., "Everyone log into the AI tool and try this prompt…")

- ✓ Individual activity
  (e.g., "Everyone come up with 2 trial themes, then we'll share.")

- ✗ Doesn't count: "telling stories" and "being funny."
  (Good to have, but this is not "audience engagement.")

4. Vary the Visuals

- Use your org's template, but don't use the same layout for every slide

- Ways to mix it up: single- vs. multi-column, charts, tables, screenshots, callouts, graphics, and more

- Swap old stock photos for modern ones from Unsplash

Simple Slide Example

- ▸ Lorem ipsum dolor sit amet, consectetur adipiscing elit

- ▸ Enim ad minim veniam

  - • Duis aute irure dolor
  - • Aenean nec suscipit quam

- ▸ Excepteur sint occaecat cupidatat non proident
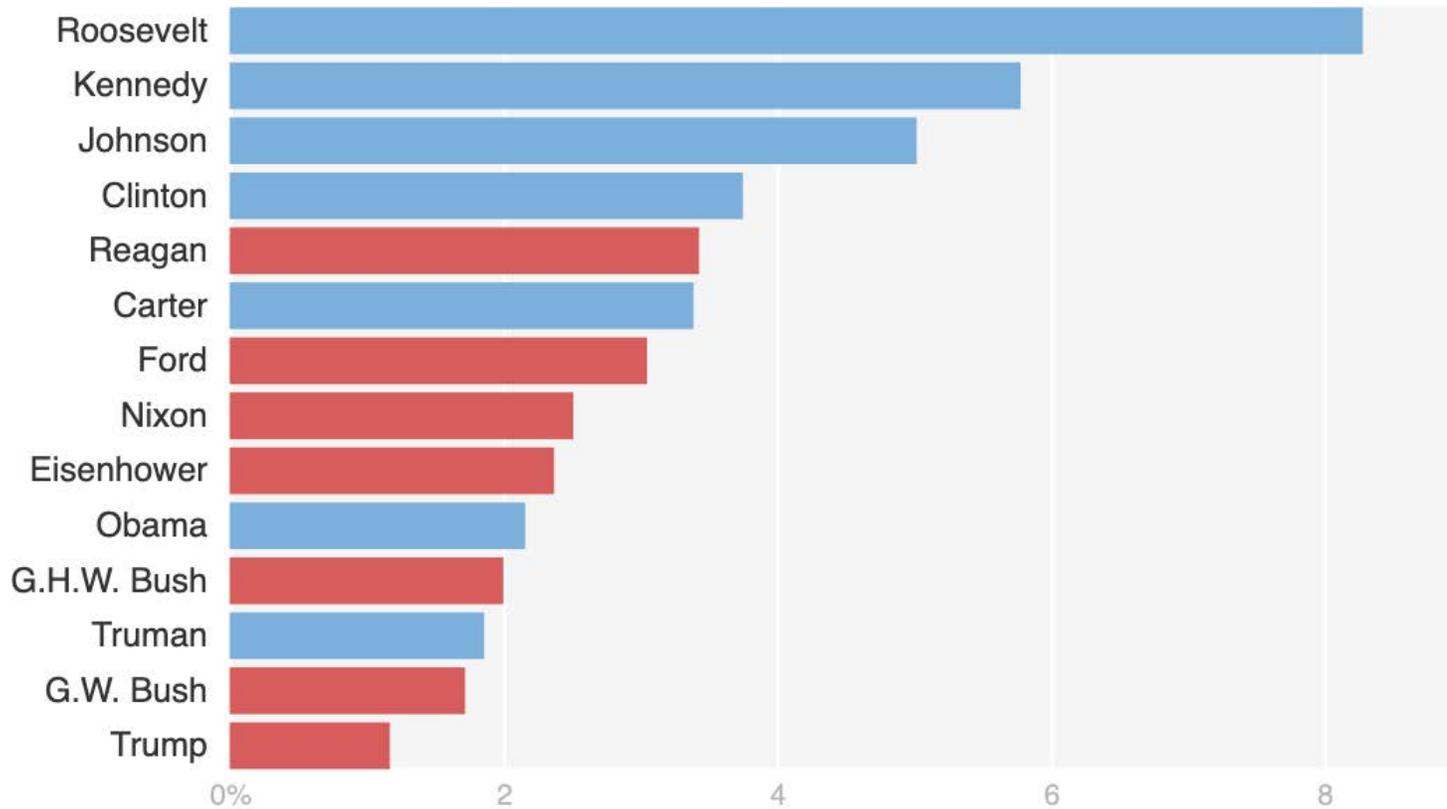
Two-Column Slide Example

Column One

- Lorem ipsum dolor
- Vestibulum convallis

Column Two

- Vestibulum convallis
- Lorem ipsum dolor

Chart Slide Example:
GDP Growth by President

Roosevelt
Kennedy
Johnson
Clinton
Reagan
Carter
Ford
Nixon
Eisenhower
Obama
G.H.W. Bush
Truman
G.W. Bush
Trump

0%   2   4   6   8

Source: New York Times analysis

Key Takeaways

▸ Lorem ipsum dolor

▸ Enim ad minim

▸ Excepteur sint occaecat

Process Slide Example

Planning
Kickoff

Go/No-Go
Decision

**Program
Launch**

Program
Complete

**Jan
1**

**Feb
1**

**Mar
15**

**Sep
15**

A brief description
of this milestone

A brief description
of this milestone

A brief description
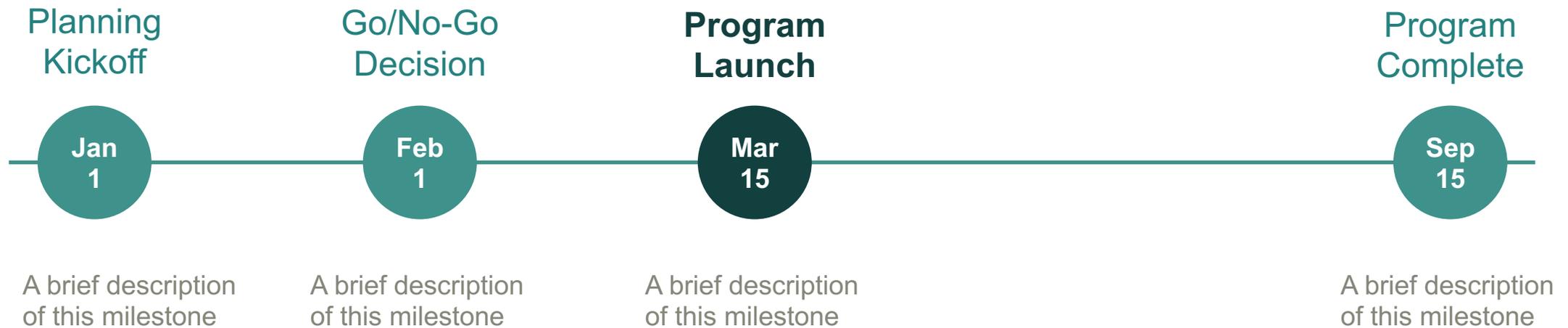of this milestone

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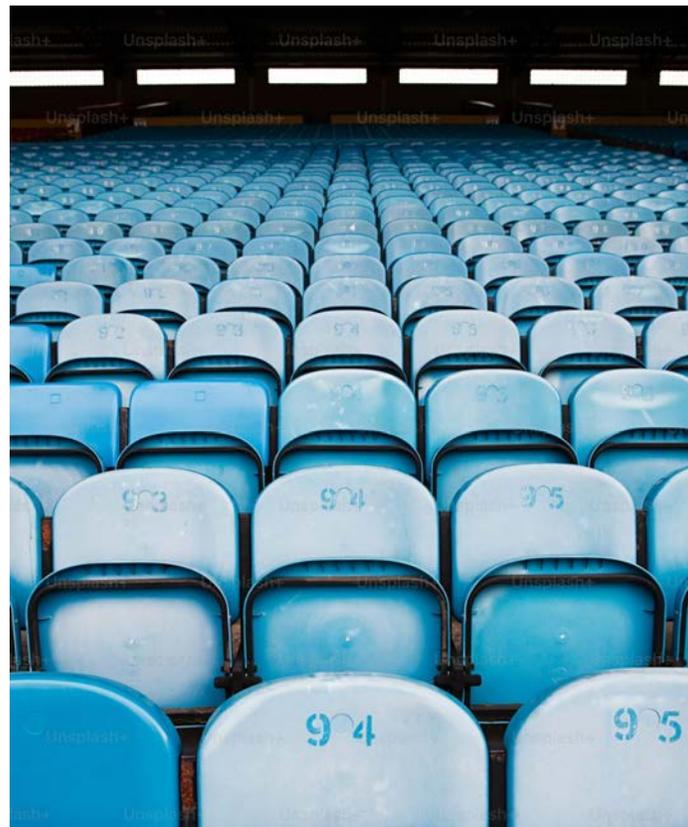of this milestone

Photo Slide Example

- ▸ Lorem ipsum dolor sit amet, consectetur adipiscing elit

- ▸ Enim ad minim veniam

- ▸ Excepteur sint occaecat cupidatat non proident

▶ **Sample callout slide to emphasize something very important.**

Tip: For modern-looking stock photos, try Unsplash.com

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Avoid cheesy stock photos

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5. End with Takeaways and Resources

- Include links additional resources for those who want to learn more

- End with a one-slide summary of key points (also makes a good "one pager" handout)

- Email around the above afterward (and slides, if applicable), along with post-workshop survey link
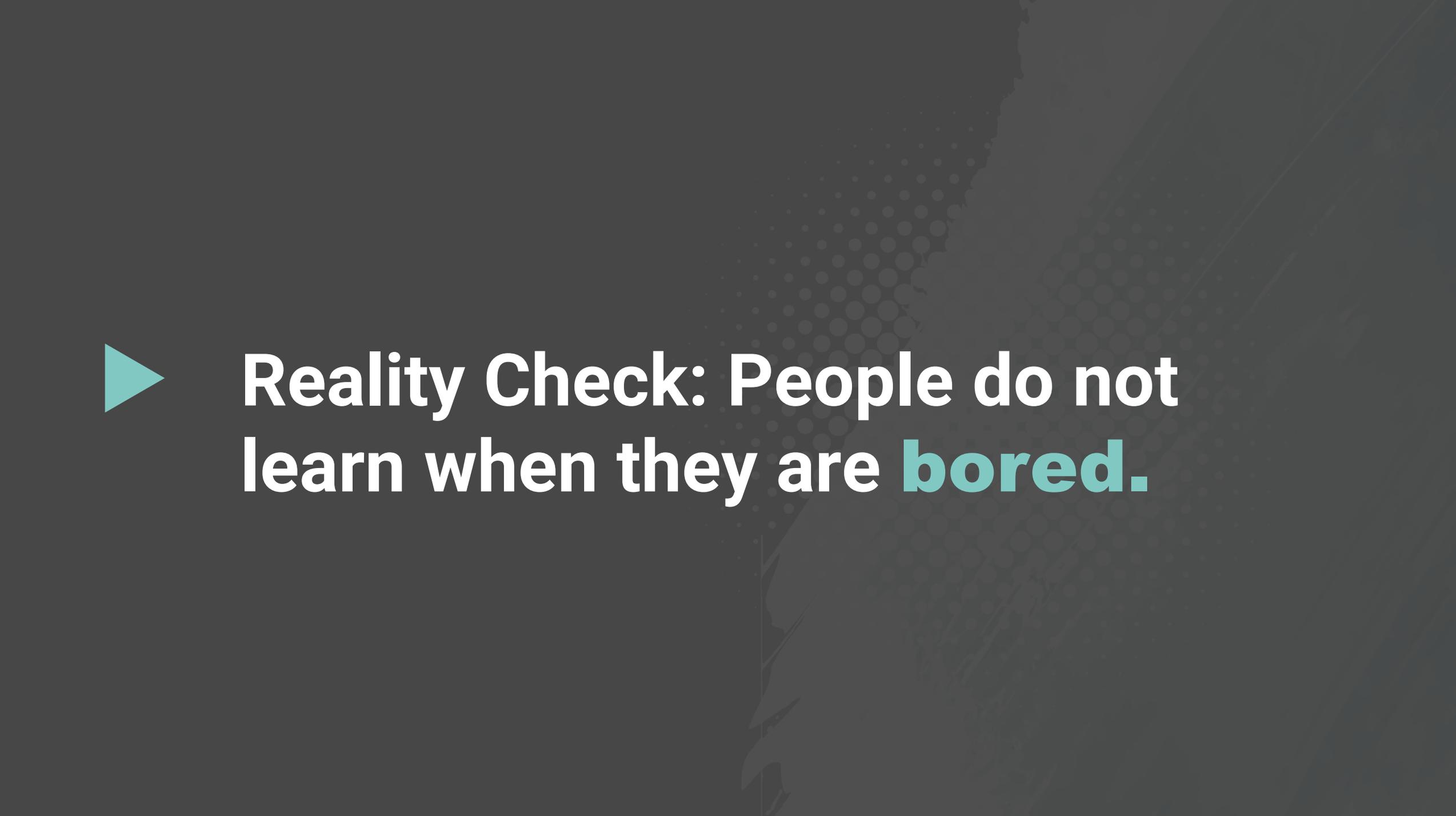
▶ **Reality Check: People do not learn when they are bored.**

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Gonna show you reality. Think you can handle it?

After the session

▸ **Send survey after the session** (sample on next page)

▸ **Aggregate survey feedback** (and sanitize if necessary)

▸ **Deliver feedback** (via email or in-person if sensitive)

Want to improve survey response rate? Leave 5 min at the end of the seminar for people to fill it out on their phones via a QR code.

Survey Template

▸ **How would you rate the speaker's delivery?** [1-10]

▸ **How would you rate the length of the session?**
Could have been shorter / Could have been longer / Fine as is

▸ **How useful was this seminar to your work?** [1-10]

▸ **How likely would you be to recommend this seminar to others?** [1-10]

▸ Plus 2 open-ended questions: **What did you like? What would you change?**

Full version available online at LANDING.GROUP/NALP

Their training. Your process.

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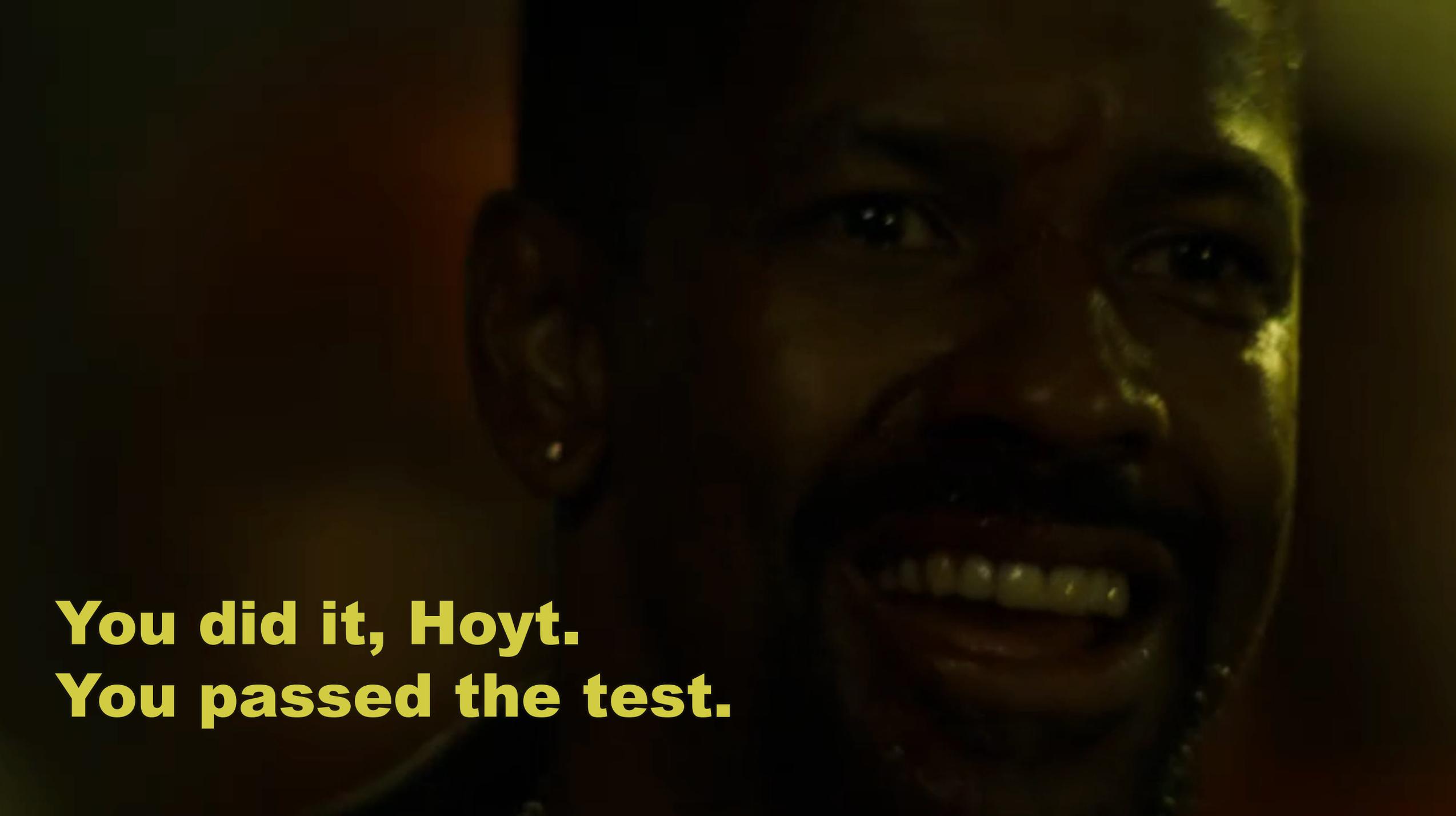
You did it, Hoyt.
You passed the test.

Continue the conversation with us

Ben Sachs
bensachs@virginia.edu
AllRiseBook.com

Natasha Zech
nzech@wc.com

Nicholas Alexiou
nicholas.alexiou@vanderbilt.edu

Resources from today's seminar available online at
LANDING.GROUP/NALP