

Lawyers | McCullough
Robertson

Success Academy



Welcome to Success Academy



Unlocking success. Together

'As we work together to realise our firm strategy, it is important that we continue to build our individual and collective capability. The new McCullough Robertson Success Academy brings together our existing development pathways and programs, plus it offers some new learning challenges to enable all of us to sharpen our skills. Success Academy is a way for you to proactively challenge old ways of doing things, open new doors and unlock the firm's and your own career success.'

Kristen Podagiel, Managing Partner.



We offer a blended learning approach for employees at all levels supported by individual development plans and universal competencies. Learning is experienced through business forums, CLE events, capability workshops, coaching, sponsorship and on-the-job learning.

Contents

Capability Building for All Employees	4
Mindset, Goals and Growth (new!)	5
Team Effectiveness (new!)	5
IT and Business Systems	5
Inclusion Workshops	5
Capability Building for All Lawyers, Senior Associates & Special Counsel	6
Lawyer Capability Series (new!)	8
Lawyer Pathways	11
Sponsorship	14
Mentoring Program (new!)	14
Internship programs	15
Graduate Program	16
Continuous Legal Education (CLE) Programs	16
Capability Building for Specific Functions	17
Legal Assistant Forums	17
Business Support Services Forums	17
Foundations of Leadership (for non-Lawyers)	17
FAQs	18
The Team	20

Old ways won't
open new doors.



Capability Building for All Employees

We all play a role in enabling our strategy, reaching our goals and 'Unlocking Success. Together.' Success Academy offers a range of programs that will be available to all employees regardless of role or function. These include:

Mindset, Goals and Growth

This session will introduce the concept of 'Growth Mindset' (created by Carol Dweck of Stanford University) as a foundation for lifelong capability building and goal setting. It will challenge your current thinking about your potential so that you can set new development goals and devise a plan to reach them.

Target Audience

All employees

Length

2 hours

CPD points

2 (Professional Skills)

Team Effectiveness

This session provides insights into the different behavioural preferences within your team. You and your team will experience the DiSC profiling tool and discover ways to enhance communication, collaboration, performance and engagement. Team leaders can request this session as part of a team activity, offsite or as a standalone session.

Target Audience

All employees

Length

2-4 hours

CPD points

1 per hour (Professional Skills)

IT and Business Systems

Depending on your individual needs as well as changes and upgrades in the technology space, a range of IT and systems learning will be available to you throughout the year. Please speak to your contact in HR for your specific needs: <http://mcculloughweb/home/3ColNarWideWide.aspx?pg=79>

Target Audience

All employees

Length

Various

CPD points

Nil

Inclusion Workshops

Diverse and inclusive workplaces are key to leveraging innovation and collaboration to unlock success. These sessions offer you some insights and techniques to help you excel in an environment where our differences are a valuable attribute.

Target Audience

All employees

Length

1 hour

CPD points

1 (Professional Skills)

*Keen to attend any of these sessions?
Please go to the [L&D portal](#) or contact HR!*

Capability Building for All Lawyers, Senior Associates & Special Counsel

McCullough Robertson is committed to the ongoing challenge and growth of the capability of our lawyers. Learning starts from the day new colleagues enter the door with a pathway series for lawyers at every stage of development as well as sponsorship and mentoring. These programs are complemented by a new Lawyer Capability Series which importantly is available for all lawyers regardless of years of experience.

Lawyer Capability Series

Personal Leadership

- Leveraging failure for success
- Strategic networking
- Digital meetings

Practice Series

- Legal project management
- Business development and cross team referrals
- Client communications

Core CPD Series

- Risk management
- Ethics
- Trust accounts
- Workplace behaviours
- The business of law

Lawyer Pathways

- Pathways to Success I
- Pathways to Success II
- Pathways to Success III

Partner, Senior Associate and Special Counsel Programs

- Senior Associate Milestones
- Pathways to Success IV
- Special Counsel Milestones
- Senior Leaders Program
- Partner Masterclass

Forums

- Emerging Professionals Network
- Professional Women's Network
- Lawyers' Forum
- Senior Associates and Special Counsel Forum
- Industry Groups and Memberships

Sponsorship and Mentoring

Internship Programs

Graduate Program

Continuous Legal Education (CLE) Programs

More detailed information on this learning follows.

Brilliant at
Service Delivery.



Lawyer Capability Series

A range of new capability sessions is available to all lawyers, regardless of level, to support development in the areas of personal leadership, lawyer practice and across core CPD units. They will be offered at different times during the year and can be attended via self nomination or nomination by your supervisor.

Personal Leadership

These sessions focus on building personal and effective leadership on a range of cutting edge topics that will be updated annually. The current focus includes:

Leveraging Failure for Success

This session focuses on individuals taking advantage of setbacks and failures as a way to harvest new insights and skills for future success. Participants will gain an understanding of why failure is a key to success, behavioural responses to failure, changing responses using the SCARF model and leading through failure.

Target Audience

All lawyers

Length

1 hour

CPD points

1 (Professional Skills)

Strategic Networking

This session will enable lawyers to determine how their network is supporting practice, identify their personal barriers to effective networking and to plan ways to overcome these barriers and maximise the opportunities that a wide strategic network will bring.

Target Audience

All lawyers

Length

1 hour

CPD points

1 (Practice Management)

Digital Meetings

With geographically dispersed teams, we rely on technology to bring us together as a team. This session provides practical facilitation techniques to ensure engagement when we connect, collaborate and optimise virtual meetings.

Target Audience

All lawyers

Length

1 hour

CPD points

1 (Practice Management)

Presentation Excellence

We offer two options to help you improve your public speaking skills so you can prepare and deliver a presentation with confidence and impact. To develop your general skills, join a small-group workshop (2 x 2-hours) or to prepare for a specific event, take part in personalised presentation coaching (2 x 1-hours).

Target Audience

All lawyers

Length

2 x 1 hours (1:1 coaching)
2 x 2-hours (group workshops)

CPD points

1 per hour (Practice Management)

Practice Series

These sessions focus on building effectiveness more specifically in the practice of law with the current focus including these topics:

Legal Project Management

This program provides an opportunity to focus on how we manage the expectations and end to end relationship with clients. It will cover some fundamental concepts of project management tailored to the legal profession and situations typical to the role of a lawyer. Offered over a six month period, satisfactory completion of the program will qualify participants as 'Certified Project Practitioners'.

Target Audience

All lawyers

Length

6 months

CPD points

1 per hour (Practice Management and Business Skills)

Business Development and Cross Team Referrals

These sessions enable lawyers to help contribute to McCullough Robertson growth via referrals across the teams and attract new clients. You will be able to listen to the perspectives of your peers as well as some external insights and then plan some ways to build business as part of daily practice.

Target Audience

All lawyers

Length

1 + 1 hours (2 sessions)

CPD points

1 per hour (Practice Management)

Client Communication

These sessions will help to enhance client communication with a focus on drafting, plain English, concise language and responding in an agile way.

Target Audience

All lawyers

Length

1 + 1 hour

CPD points

1 per hour (Professional Skills)



Core CPD Series

These sessions focus on building effectiveness more specifically in the practice of law with the current focus including these topics:

Risk Management

A series of sessions run specifically to provide an understanding of the legal and practical risks legal professionals and the firm face and the solutions or practical steps to minimise these risks.

Target Audience

All lawyers

Length

1 hour

CPD points

1 (Practical Legal Ethics or Practice Management)

Ethics

A series of sessions run specifically to provide an insight into legal ethics and ethical principles and to provide guidance and expertise to navigate these issues in the legal industry.

Target Audience

All lawyers

Length

1 + 1 hours (2 sessions)

CPD points

1 (Practical Legal Ethics)

Trust Accounts

A series of sessions to provide an overview of key obligations in relation to trust money, and compliance requirements when dealing with client's funds appropriately under relevant legislation.

Target Audience

All lawyers

Length

1 hour

CPD points

1 (Practice Management)

The Business of Law

A series of sessions to provide an opportunity to understand the key business drivers for sustaining and building the firm and the importance of business practices.

Target Audience

All lawyers

Length

1 hour

CPD points

1 (Practice Management)

There are also Continuing Legal Education (CLE) events held within teams during the year. Contact your team's CLE coordinator for more information.

A big firm without
the attitude



Lawyer Pathways

These various pathways target capability building of lawyers at their specific career point from post graduates to partner and everything in between. They draw on the expertise of both internal and external experts on a range of topics with McCullough Robertson story telling and experience sharing being a key feature.

Pathways to Success I

This session is for lawyers in their first rotation. It focuses on the fundamentals including file and matter management, basic legal drafting, presentation skills, business etiquette, priority management, and social media. The full day workshop sets a great foundation for graduates and those that are less than one year post admission.

Target Audience

Graduates and 1st year Lawyers

Length

1 day

CPD points

1 per hour

Pathways to Success II

This session builds on the fundamentals with a focus on complex legal drafting and report writing, teamwork, taking client instructions, profitability and personal branding. It will enable lawyers with at least two years post admission experience to continue building both practice and people skills.

Target Audience

Lawyers with at least 2 years post admission experience

Length

1 day

CPD points

1 per hour (Professional Skills and Practice Management)

Pathways to Success III

This session will enable lawyers who are 3-4 years post admission to effectively delegate, negotiate, present, influence stakeholders and plan their career. It will challenge current approaches to practice and require participants to commit to new or enhanced ways of working.

Target Audience

Lawyers 3-4 years post admission

Length

1 day

CPD points

1 per hour (Professional Skills and Practice Management)

Lawyer Competencies

The Lawyer Pathways are designed with the McCullough Robertson Competency Framework in mind. These learning experiences support our lawyers in personal leadership and influence, leading and developing others, client experience and practice delivery.

[Click here](#) to access our Lawyer Competency Framework.

McCullough Robertson Competencies:

Personal Leadership and influence

Leading and developing others

Client experience

Practice delivery

Senior Associate & Special Counsel Pathways

Senior Associate Milestones

This session is aimed at newly promoted Senior Associates and focusses on marketing practice, feedback, risk, client profitability and scoping. It will also cover the expectations of being a Senior Associate and expose participants to our strategy and their role in it.

Target Audience

Newly promoted Senior Associates.

Length

1 day

CPD points

1 per hour (Professional Skills & Practice Management)

Pathways to Success IV

This session enables experienced Senior Associates and Special Counsel to more effectively lead teams, manage projects and develop client relationships. Participants will also reflect on career milestones and consider ways to continue developing both self and team. Completion of this pathway is a requirement for entry into the Senior Leaders Program.

Target Audience

Experienced Senior Associates

Length

1 day

CPD points

1 per hour (Professional Skills and Practice Management)

Special Counsel Milestones

This session focusses on the expectations of Special Counsel, industry insights, business planning and mentoring. It will challenge thinking related to the future of the firm, our strategy and profitability.

Target Audience

Newly promoted Special Counsel

Length

1 day

CPD points

1 per hour (Professional Skills and Practice Management)

Senior Leaders Program

This three-part series enables selected participants to sharpen leadership capability and prepare for future business, team and career challenges. You will be required to work with peers on special projects and present these to partners at the end of the program. The program also includes a 360 degree feedback survey and the support of an Executive Coach. Completion of the Senior Leaders Program is a requirement for partnership.

Target Audience

As identified by partners

Length

10 months

CPD points

1 per hour (Professional Skills and Practice Management)

Partner Masterclass

These sessions tackle senior leadership challenges such as talent, diversity, career development, leading high performance teams and difficult conversations. It will also help participants to act as a trusted adviser in the firm, manage unconscious bias and manage geographically dispersed teams.

Target Audience

All partners

Length

Numerous short sessions

CPD points

1 per hour (Professional Skills and Practice Management)

Sponsorship

Key to unlocking success at McCullough Robertson is our ability to proactively share the knowledge of our more experienced people. We therefore offer a sponsorship program for targeted groups as a way to build capability at senior career levels and to help participants build their network and be more proactively represented in the firm.

Sponsorship program

Purpose

Supporting senior leadership progression beyond the senior leaders program through proactive partnering and sponsored advocacy.

Target Audience

Senior lawyers with identified leadership potential who have completed the senior leaders program.

The sponsorship program will include one on one time with a senior leader and topical group workshops with other sponsors and participants. [Click here](#) for more information.

Mentoring Program

A great way to build your capability as a lawyer is to draw on the knowledge and expertise of someone with a deep level of experience. McCullough Robertson offers a program in which you can express your interest to be matched with a mentor. This will provide you with the opportunity to meet your mentor regularly ask them questions about their experience and troubleshoot situations that you are currently facing in your role.

To register your interest in finding a mentor, [click here](#) and complete an Expression of Interest form so that HR can assist in identifying a relevant person. The mentoring program is subject to the availability of mentors at certain times of the year.

Internship programs

There are two internship programs at McCullough Robertson to target students in the pre-penultimate and penultimate years of their law degrees to introduce them to the challenges, realities, practicalities and opportunities of our law firm.

First Year Internship Program

For law students in their pre-penultimate year of admission, we offer a comprehensive introduction to the legal profession. The program includes:

- Office induction sessions
- Mentoring with senior leaders of the firm
- Legal 101
- Q&A sessions
- Comprehensive research training
- Go to market strategy
- Basic networking
- Business Unit and team overviews
 - Intellectual Property and Competition
 - Corporate Advisory
 - Employment relations and safety
 - Finance
 - Planning and environment
 - Estates
 - Real Estate
 - Commercial and Tax
 - Construction and Infrastructure
 - Projects Approvals
 - Insurance and Corporate Risk
 - Litigation and Dispute Resolution

Second Year Internship Program

For law students in their penultimate year of admission, we offer a comprehensive introduction to the legal profession. The program includes:

- Firm Strategy
- Matters unpacked: tales from the trenches from various Business Units as listed in overviews above
- Social Events
- Refresh on systems training
- Social media networking
- Mentoring
- Update on the go to market strategy

Graduate Program

The McCullough Robertson Graduate Program offers a comprehensive program of events, information and experiences for our new team members starting their career in law. Highlights include:

- Three day induction
- Graduate Diploma five day College of Law Induction
- Two rotations over 18 months
- Behavioural preferences profiling
- Specific Learning Events throughout the year covering Practical Legal Training as well as topics such as:
 - Library introduction
 - McCullough Robertson History and Values
 - Etiquette training
 - Social events and partner networking
 - Elite reporting
 - Working with your legal assistant
 - Grammar and proofreading
 - Drafting
 - Ethics and professional responsibility
 - Mental Health Awareness
 - File and Matter Management
 - Presentation Skills
 - Civil litigation
 - Foreign Investment Review
 - Property
 - Litigation 101
 - Banking and Finance
 - Commercial and Corporate
 - Tax
 - Estates
 - Leasing
 - Mergers and Acquisitions
 - Capital Raising
 - Business of Law 101

For a detailed overview and schedule of the above, [click here](#) to access the current Graduate Program Guide

Continuing Legal Education (CLE) Programs

There are various events offered throughout the year within teams. They focus on different topics, are usually technically based and are eligible for CPD points. Details of these events are available through your team's CLE coordinator.

Capability Building for Specific Functions

We also offer a range of learning and business events throughout the year to support the capability building of our people working in Business Support Services, as well as our Legal Assistants.



Legal Assistant Forums

A quarterly forum where open discussion is facilitated around business drivers, new technology, innovation and practical skills amongst the firm's Legal Assistants.

Business Support Services Forums

A series of forums where the Business Support Services teams come together to discuss firm and team strategies as well as develop practical skills to impress the broader firm in their service delivery.

Foundations of Leadership (for non-Lawyers)

Non-legal participants will gain a better understanding of the difference between managing and leading teams and individuals. They will learn the importance of diagnosing needs and adapting their style and approach to foster a high performing team.

Growth through
challenge and
support



FAQs

The offerings in this guide are a good start, but how else can I build my capability?

Research shows that the majority of capability is grown outside the classroom. For this reason, we suggest you take the initiative to find other complementary ways to build your skills and knowledge.

These may include:

- **Networking** - meeting with like minded people is an excellent way to learn. [Click here](#) for more information about networking groups that may be of interest to you.
- **Projects** - stretch your skills by getting involved in projects and initiatives linked to your role. Speak to your manager about new challenges that they can help you take part in.
- **Reading and research** - take the initiative to learn more about what is happening outside the firm and outside the industry. This can be a great way to unlock new ways of doing things whilst building knowledge and capability.
- **Mentor or coach** - you may already have a mentor or a coach but, if not, you may like to develop these relationships to obtain feedback and challenge your thinking.
- **Experiment** - put into practice those newly learned skills and try to develop them through every day tasks. Be curious about new ways of doing things and deliberately give them a go, even if it slows you down at first.

What are some other ways I can learn and develop my skills 'on-the-job'?

Examples of on-the-job learning include spending time with a different team, taking on a secondment, using new software and taking time to reflect on your progress and identify ways to improve your approach to all types of work.

What steps should I take if I am keen to join a session described in this guide?

Firstly, check the session description and ensure that you are part of the target audience. Then check the L&D calendar to see what events are coming up and book into the relevant session via the online training calendar. An outlook invitation will be sent to you as a reminder. If you need to cancel your attendance, please go back into the online training calendar and choose 'remove my booking'.

What is available to me if I would like to pursue further education or university study?

McCullough Robertson offers further education support in some circumstances. [Click here](#) for more information about our further education policy.

Where will sessions be held?

The location may be different for each session with many, but not all, occurring in Brisbane. In some cases, participation will be possible through virtual means.

When will sessions be held?

Sessions will be scheduled at different times of year to fit in with the needs of the firm. Please check the learning calendar to find out what sessions are scheduled for the coming months.

Who will facilitate the sessions?

The Success Academy will leverage the expertise of internal speakers including partners, HR and other senior business leaders as well as external subject matter experts.

The Team

Building the capability of the McCullough Robertson team is the responsibility of all of us. We leverage a blend of internal and external facilitators to bring you a range of insights during our many capability building events.

For support, advice or questions relating to our Success Academy, please contact the Human Resource Team.

For Success Academy support, advice, suggestions or questions:



Nicole Watson
L&D and HR Consultant
T +61 7 3233 8518
E nwatson@mccullough.com.au



Patrick Tancred
Human Resources Administrator
T +61 7 3233 8851
E ptancred@mccullough.com.au

For general HR and L&D support for you and your team.

Click on this [link](#) to see who looks after your specific area



Louise Ferris
Director - Human Resources
T +61 7 3233 8957
M +61 425 253 459
E lferris@mccullough.com.au



Angela Shooter
Manager - Human Resources
T +61 7 3233 8914
E ashooter@mccullough.com.au



Leah King
Manager - Human Resources
T +61 7 3233 8518
E lking@mccullough.com.au



Deborah Zurnamer
Manager – Human Resources - Sydney
T +61 2 8241 5669
E dzurnamer@mccullough.com.au



Tara Elston
Human Resources Consultant
T +61 7 3233 8812
E telston@mccullough.com.au



Ashley Pratsch
Human Resources Coordinator
T +61 7 3914 8171
E apratsch@mccullough.com.au



Danielle Miller
Human Resources Recruitment Coordinator
T +61 7 3233 8684
E dmiller@mccullough.com.au



Deanna Futia
Human Resources Administrator
T +61 7 3233 8744
E dfutia@mccullough.com.au

Our external program partners include:





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success.
Together

Brisbane
Level 11, 66 Eagle Street
Brisbane QLD 4000
GPO Box 1855, Brisbane QLD 4001
T +61 7 3233 8888
F +61 7 3229 9949

Sydney
Level 32, MLC Centre, 19 Martin Place
Sydney NSW 2000
GPO Box 462, Sydney NSW 2001
T +61 2 8241 5600
F +61 2 8241 5699

Melbourne
Level 27, 101 Collins Street
Melbourne VIC 3000
GPO Box 2924, Melbourne VIC 3001
T +61 3 9067 3100
F +61 3 9067 3199

Newcastle
Level 2, 16 Telford Street
Newcastle NSW 2300
PO Box 394, Newcastle NSW 2300
T +61 2 4914 6900
F +61 2 4914 6999

info@mccullough.com.au

