



Workforce of the future: Implementing strategy through people

Take as a standalone subject – or as part of the Master of Legal Business.

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 **Legal Business
Management**
The College of Law

The workforce of the future is being formed by the management decisions of today



This subject takes a practical approach to aligning an organisations workforce to deliver on its business strategy. It considers what will be required from the workforce to compete in the future. Using a wide range of case studies and resources, this subject will consider the practical challenges of a multi-generational workforce, the challenge of being both profitable today and ready for tomorrow and the different ways to communicate your insights to stakeholders. We can't know what the future will look like, but we can use the best of workforce planning approaches to get ready. In those great words of Malcolm X - the future belongs to those that prepare for it today. The subject is led by Anna Hinder, organisational performance consultant.

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1 Learn from industry leaders

2 Complete in 6 weeks

3 Study 100% online

4 Earn CPD points

5 Gain credit towards an award qualification or take as a single subject

Your teacher



Teaching fellow: Anna Hinder

Anna Hinder is the Principal of Searl Street Consulting. With over twenty years' experience in human resources, Anna has held a range of senior HR generalist roles in financial services, global consulting and investment banking. Anna has worked with partner leadership teams across Australia, Asia and Europe and has a deep understanding of professional services firms. Anna started consulting to law firms in 2003 and has extensive experience in the design and implementation of people strategies for legal teams of all shapes and sizes.

Anna holds a Bachelor of Arts (Hons) in Anthropology from the University of Queensland and a Master of Commerce from the University of New South Wales. Anna has been an adjunct faculty with the Australian Graduate School of Management and The University of Sydney. Anna completed the Oxford Scenario Planning Approach and is currently enrolled in a Master of Research at Macquarie University.

Anna enjoys the intersection of evidence based research and practical challenges of managing professional in firms and partnership structures. Anna continues to be interested in the commercial applications of research into what makes organizations and people more effective in their work.

What you need to know



Why study this subject?

Having a 'continuous improvement' mindset is critical to succeed at all levels of your legal career. This 6-week subject will provide a framework to approach defining opportunities to improve legal operations and practical skills to assess and make recommendations to optimise legal service delivery.



Who is it designed for?

This subject is designed for any legal professional involved in workforce planning in the legal services sector.

- Practice managers
- General managers
- Managing partners
- General counsel
- Legal operations managers
- HR managers



Learning outcomes

On successful completion of the subject students will be able to:

1. Illustrate the elements & relevance of workforce planning in contemporary legal settings
2. Assess workforce challenges facing future legal practice
3. Create a workforce plan to incorporate the strategic needs of a business within a legal context
4. Apply effective communication skills and methods to justify your workforce plan to key stakeholders



Duration, delivery & assessment

This is a six week subject taken 100% online, consisting of:

- Five online modules
- Two online conferences
- Assessment: three practical individual assignments



How you will learn

The online component is delivered via the College's learning portal – CANVAS. From this portal, you will be able to:

- Access all your study materials
- Complete activities and submit assessments
- Watch relevant and engaging videos
- Engage with your Teaching Fellow and other students



Study load

We recommend that you allow up to 10 hours a week for self-directed online learning and activities.

You will also need to devote around an additional 40 hours throughout the subject for workshops, assessment tasks and preparation



Subject fee

The subject fee is AU\$3,000.

FEE-HELP may be available if you take this subject as part of one of our award programs, including the Master of Legal Business, Graduate Diploma of Legal Business or Graduate Certificate of Legal Business.

Check your eligibility at studyassist.gov.au.



How to enrol

Visit info.collaw.edu.au/mlb/how-to-enrol.

For award and non-award study entry requirements and intake dates visit info.collaw.edu.au.

What you will learn

Module 1 - Strategy execution through people

Explain what is workforce planning and how is it distinct from job design and performance

Analyse a resource-based view of the organisation for competitive advantage

Identify the unique challenges in legal industry for workforce planning, changing careers in legal services and expectations

Analyse how workforce planning today can inform the future and how future changes can exacerbate or solve current gaps using SWOT and PESTLE frameworks

Module 2 - Three different ways to map a workforce

Distinguish and explain the 3 ways to map a workforce:

- Human capital – knowledge, skills, expertise & diversity, demographics & distribution
- Social capital – connections, relationships, networks & alliances
- Psychological capacity – efficacy, hope, optimism and resilience

Identify and analyse the future trends that will have different impacts on each these areas – e.g. 4th industrial/digital revolution, from profession to business and changing attitudes to work (e.g. Millennial myths and realities)

Module 3 - Looking to the Future I – trend spotting

Identify future trends – capabilities of future scanning and early warning signs

Create scenarios and communication for stakeholder influence to enhance decision-making and communication

Develop techniques for considering impact at three levels – individual, group and organisation

Module 3 - Looking for Future II – thinking patterns

Critically analyse wicked problems and their solutions (systems thinking in scenarios: no fixed answer, no agreement on the problem, precedent doesn't help)

Explain and critically assess "TUNA" business conditions: thinking about – Turbulent, Uncertain, Novel, and Ambiguous

Describe the paradox of "explore and exploit for workforce planning" (organisational ambidexterity)

Module 4 - Preparing for the future

Critically assess "buy, borrow and build" – who do you want and need in the future workforce (links PESTLE to scenarios)

Critically assess "cut, sell and loan" – making room, making people investments, moving the distribution

Module 5 - Implementation & Change

Critically analyse the three levels of implementation: individual, group & firm

Select approaches to change management in professions - what works and what doesn't compared with traditional corporate

Relate implementation and change to the HR system with a focus on recruitment, performance management on online learning

Online conferences

- Two scheduled conferences at the commencement of weeks 1 and 4 to explore the subject learning material with your Teaching Fellow and peers
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Assessment

- Construct a blog post applying theoretical principles to your context.
- Create a workforce plan that addresses the challenges and strategic needs of a legal business.
- Presentation of workforce plan



**How to learn more
about this subject**

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