



# IN-HOUSE TRAINING PROGRAMMES

**Programmes to upskill and boost your  
team's professional development**

# COURSE DETAILS

PROGRAMME	DURATION	FEE (INCL. GST)*
<b>Business of Law</b>		
Strategies for Business Development	3 hours	\$4,140
Governance Essentials	4 hours	\$3967.50
Legal Project Management	4 hours	\$3967.50
Accounting for Lawyers	4 hours	\$3967.50
Commercial Acumen	4 hours	\$3967.50
Introduction to Managing Contracts	4 hours	\$3967.50
Essentials of Contract Management	4 hours	\$3967.50
<b>Māori Business and Cultural Training</b>		
Working in the Māori Business Sector	4 hours	\$3737.50
Te Reo Māori Pronunciation for Business	2 hours	\$2587.50
Māori Business Hui Protocols	2 hours	\$2587.50
The Treaty of Waitangi and Māori Treaty Claims	2 hours	\$2587.50
The Nature and Character of the Māori Economy	2 hours	\$2587.50
Engaging with Māori in Business	2 hours	\$2587.50
Te Reo Māori in Business	2 hours	\$2587.50
Maori Business Protocols	2 hours	\$2587.50

\* Price is for groups up to 25 people

All in-house sessions are organised at a time convenient to the firm and include a one hour pre-meeting to discuss the expected outcomes of the session. Full details of each session can be viewed at [collaw.ac.nz](http://collaw.ac.nz) or for more information or queries please contact us via email or phone.



## INTRODUCTORY

For practitioners who would like a good foundation to improve their skills.



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills.



## ADVANCED

For practitioners who can demonstrate an advanced level of knowledge but would like to continually refresh and build on their experience.

# STRATEGIES FOR BUSINESS DEVELOPMENT



**INTERMEDIATE**

For experienced practitioners who have a sound understanding but would like to further improve their skills.



**3 CPD Hours**

Fees: \$4,140 (INCL. GST)\*

\* Price is for groups up to 25 people

## How to develop an Effective Business Plan

For a project or a business to be effective it is vital that a business plan is drafted to clearly define the objectives. These objectives can be short term or long term but should always include the key components of the project or business such as the key stakeholders, competitors, market trends and industrial intelligence. The basis of an effective business plan is not a complex process but is overlooked by many, resulting in a lack of clarity as to what the expected outcomes will be.

This session is designed to provide the tools and skills to increase the understanding of delegates as to what a good business plan requires and its associated business/client benefits.

## Course overview – topics will include

- A simple framework that is compatible with your firm's processes and reporting
- A clear set of goals for about 3 years
- A realistic assessment of your resources
- A realistic set of priorities of what you will do and when

## The process for developing you plan needs to identify

- What markets, sectors and clients you are targeting?
- What services and products you will be delivering?
- What is your operating model – how will it work?
- Why should they choose you?
- What are the forces driving change in the market or your client's world?



### Presenter - Kevin McCaffrey, MyGovernance

In a 3 hour session you will learn the skills needed to develop a simple but effective business plan using examples from professional services firms and commercial organisations.

Kevin has experience in building and leading professional services teams in NZ and Asia Pacific. In his roles with PWC and EY. Kevin now runs his own consultancy specialising in governance and business strategy.

# GOVERNANCE ESSENTIALS



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills.



**4 CPD Hours**



## ADVANCED

For practitioners who can demonstrate an advanced level of knowledge but would like to continually refresh and build on their experience.

Fees: \$3967.50 (INCL. GST)\* \* Price is for groups up to 25 people

**Gain a sound understanding of the basics of governance, including involvement on a trust, board of a company or incorporated society.**

Governance Essentials focuses on the core tasks of the director and a board.

This session will start by looking at what an individual director must do to ensure they not only meet their legal obligations but provide the appropriate leadership for the organisation.

Building on the legal obligations, consideration is then given to the role of the directors as a collective, for example a board and how they must lead the directors from a strategic point of view whilst ensuring compliance with regulations.

The course content draws on real case studies and the experience of the presenter. Delegates can expect to receive clear explanations of complex legal issues and pragmatic examples of how to manage governance processes and deal with the issues that arise.

One such issue is the vexed question of the separation of governance from managerial roles. This is dealt with using a pragmatic methodology that will enable participants to review their own organisation and understand how to ensure the parties work together effectively.

Throughout the workshop questions, debate and discussion are encouraged which makes it an interactive learning experience with useful work papers as a takeaway.

This session will continuously look at governance of not for profit organisations for parallels and differences to provide a complete picture of governance in New Zealand.

### Highlights

- Understanding the responsibility of directors and trustees, and how they can effectively discharge their duties
- Learn what boards need to do effectively
- Risk management
- The role of the board v management
- Appointing the "right" directors/trustees
- Evaluating the board, and
- The eight key questions.

### Intended for

- People who serve on a trust, board of a company or incorporated society or those who are seeking to do so, and
- Advisers who work with these organisations.



### Presenter - Kevin McCaffrey, MyGovernance

In a 3 hour session you will learn the skills needed to develop a simple but effective business plan using examples from professional services firms and commercial organisations.

Kevin has experience in building and leading professional services teams in NZ and Asia Pacific. In his roles with PWC and EY. Kevin now runs his own consultancy specialising in governance and business strategy.





# LEGAL PROJECT MANAGEMENT



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills.



4 CPD Hours

Fees: \$3967.50 (INCL. GST)\* \* Price is for groups up to 25 people

How can a law firm maintain a competitive advantage in a legal environment where clients are demanding more accountability from their external legal providers together with improved predictability and control of legal costs? Legal Project Management is a powerful tool that many law firms have turned to as a solution to delivering legal services more effectively and efficiently, and with greater client satisfaction.

Shaun Plant will host this workshop designed to provide participants with an understanding of Legal Project Management and the key skills and tools that lawyers can use to improve the way in which they manage and deliver legal services.

The workshop will be practical and interactive, including facilitated training with questions and practical exercises using Legal Project Management tools and techniques. Example Legal Project Management templates and course notes will be provided at the workshop.

## Training objectives

- Gain an understanding of Legal Project Management principles, terminology, skills and processes
- Develop skills in managing legal matters within a Legal Project Management framework, and
- Develop a disciplined approach to delivering legal matters.

## Course overview

- Introduction to Legal Project Management
- The Legal Project Management techniques, tools and processes to:
  - understand the client's requirements
  - initiate a project
  - plan the work that is required
  - identify and manage risks
  - communicate the project
  - monitor and control resources
  - close out the instruction, and
  - capture process assets.



## Presenter - Shaun Plant Chief Legal Evangelist at LawVu

Shaun is the Chief Legal Officer providing legal advice to the organization and project management and legal technology services to legal teams across the world. Shaun has woven innovation and project management into all stages of his legal career both in private and in-house legal practice. Starting his career in contracts engineering, Shaun moved into the legal profession, with his focus on project and change management. His legal background spans public, private enterprises in environmental and project law, where he has delivered large capital construction projects.



# ACCOUNTING FOR LAWYERS



## INTRODUCTORY

For practitioners who would like a good foundation to improve their skills.



4 CPD Hours

Fees: \$3967.50 (INCL. GST)\* \* Price is for groups up to 25 people

Do you look at financial information and see a blur of numbers? Like it or not, financial information is fundamental to how successful organisations operate and it's not just accountants that need to understand it. Whether it be to assess the financial standing of a potential client or to understand the commercials of a transaction, a basic knowledge of accounting is a fundamental skill for professionals. This seminar will help you understand the language of accountants, key concepts and the information presented in financial statements.

We have developed this seminar to demystify accounting for lawyers. We'll help you understand the fundamentals and share tips and tricks, and we will use the actual financial statements of a listed company as a case study to help you understand financial information to ensure you can work more effectively with numbers.

### Specifically the course will cover:

- Understanding financial statements
- Accounting concepts and principles
- Interpreting financial statements and using financial ratios
- Common accounting terminology



### Presenter - Ross Nelson, Partner, PwC

Ross is a Partner with the Private Business team in the Wellington PwC office. He has over 15 years experience providing tax and accounting advice to a diverse range of businesses, from privately owned businesses to large corporates. Ross has daily interactions with business owners and other non-accountants so is adept at communicating financial concepts in plain English. When he gets the chance you're most likely to find him on Wellington's south coast either diving or trying to keep up with his two young boys.



# COMMERCIAL ACUMEN



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills.



**4 CPD Hours**

Fees: \$3967.50 (INCL. GST)\* \* Price is for groups up to 25 people

### Course overview

What makes you different from all of the other providers of legal services in New Zealand? Do you really know your clients, their businesses and aspirations? Are you making the most of your internal referral network or do you not have one? Why aren't your clients asking you to do more for them?

You will be amazed at how the simplest of changes can make a world of difference to your business processes. This unique research based session will provide you with the knowledge and tools to open up your business and help you build on your existing client base.

Spencer will take delegates on a journey through the importance of the client relationship and how Emotional Intelligence plays a critical part of acquiring and maintaining client relationships in your firm.

### This 4 hour session will cover:

- The importance of understanding your clients
- Psychology of behaviour
- Peak performance research
- The importance of asking great questions
- The importance of using a process
- Needs analysis and associated frameworks
- Intent versus commitment



### Presenter - Spencer Wilis, Head of Customer Experience, Callaghan Innovation

Spencer's nearly 30-year career has been colourful and seen him work across several industries from the financial sector in London, New York and Hong Kong in the wholesale government bond and foreign exchange sector. Founding and leading Digital start-ups here in NZ including a social media influencer agency and youth focused media agency. Driving growth in established market research organisations and designing NZ's first online market research platform.

His current role in government for Callaghan Innovation sees him lead the customer strategy initiative which, is t the heat of one of the most ambitious government agency transformation programs.



# INTRODUCTION TO MANAGING CONTRACTS



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills.



4 CPD Hours

Fees: \$3967.50 (INCL. GST)\* \* Price is for groups up to 25 people

From this programme, you will learn the fundamentals of contract law and guiding principles for maximising the value for the money your organisation spends with contracts. You will also learn about the areas of risk involved in managing contracts.

### Topics include:

- Introduction to contracts
- Introduction to contract management
- Contract management governance
- People
- Administration
- Collaboration and relationships
- Quality management
- Performance management
- Financial management
- Change management
- Risk management
- Environmental regulation and sustainability
- Health and safety
- Learning loop

Access to video content and resources used in this programme will be made available to attendees.

### Presenters:



#### Peter Brooks

Principal Contract Management Specialist, Procurement,  
Auckland Council

Pete works in the Contract Management Centre of Excellence (CMCoE) which is part of Procurement Department at Auckland Council. The CMCoE a centralised location of shared resources providing advice, guidance and support structure for the management of contracts of goods and services across Council's contract management lifecycle.



#### Eliza Bennett

Contract Management Practice Lead, Auckland Council

Eliza leads the Contract Management Centre of Excellence which champions best practice contract management throughout Council including delivering tools, training and best practice. Eliza has over nine years experience in this area, is a Certified PMP (Project Management Professional) and also has a MSc - Environmental Engineering and BSc - Aerospace Engineering.





# ESSENTIALS OF CONTRACT MANAGEMENT



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills.



4 CPD Hours

Fees: \$3967.50 (INCL. GST)\* \* Price is for groups up to 25 people

From this programme, you will gain a basic understanding of contract management and guiding principles for maximising the value for the money your organisation spends with contracts. You will also learn about the areas of risk involved in managing contracts.

### Topics include:

- Introduction to Contract Management
- Legal context
- Contract early stages
- Quality management
- Performance management
- Contract administration
- Risk management
- Looking ahead
- Disputes

Access to video content and resources used in this programme will be made available to attendees.

### Presenters:



#### Peter Brooks

Principal Contract Management Specialist, Procurement, Auckland Council

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# WORKING WITH THE MĀORI BUSINESS SECTOR



## INTRODUCTORY

For practitioners who would like a good foundation to improve their skills.



4 CPD Hours

Fees: \$3737.50 (INCL. GST)\* \* Price is for groups up to 25 people

**Many in the business community and within Government are considering how to engage in the Māori Business sector and are looking to identify the new opportunities.**

It is not surprising then that all of the major banks and most of the large business advisors now have their own dedicated Māori teams who focus on doing business with Māori. This course is designed to help with this analysis by describing the Māori economy (including Treaty of Waitangi settlements) and related opportunities. We will draw upon our knowledge and experience to provide an overview of best practice for engaging with Māori and discuss concrete case studies.

### Topics to be covered include:

- To understand the general economic characteristics of the “Māori economy”
- To understand the basic elements and opportunities surrounding Treaty of Waitangi settlements
- To introduce participants to concepts that may allow them to complete a sector analysis of their business in relation to Māori
- To provide participants with an understanding of best practice for Māori business engagement
- To obtain an overview of key challenges and opportunities arising out of engaging with common Māori entities in business
- To understand potential cultural risks and opportunities surrounding transactions.

### Overview

The course will outline the key characteristics of the Māori economic sector. We will canvas the sectors where Māori are most engaged and looking for economic growth. We will also discuss the nature of Treaty of Waitangi Settlements and the economic opportunities arising out of them. We consider that, in general, Māori prefer to conduct their business in a distinctive cultural way and so we will suggest that the mode of your approach to Māori is therefore vital.

Accordingly, the course will discuss some simple steps that constitute the best practice for engagement with Māori. It is obviously important to be aware of the nature of Māori business practice before engaging. We anticipate that most dealings will be with small to medium-sized Māori entities, so the course will also look at the challenges and opportunities surrounding business interaction with such entities.

You can expect we will cover concrete case studies including:

- Ngati Whatua ki Orakei business arrangements, leasehold lands, and the Eastcliffe retirement village joint venture including how this iwi has become a major economic force in Auckland.
- Tuaropaki geothermal ventures. A general overview of the exponential business growth this Māori entity has achieved.



**Presenter – Anthony Ruakere**  
Partner, Deloitte

Having worked with and alongside Māori and non-Māori organisations across sectors (from legal to business advisory) since 1997, Anthony has a wealth of institutional and subject knowledge within a number of areas related to the improvement of outcomes for Māori. As legal counsel and professional advisor, Anthony brings important and detailed knowledge of the public and private sectors, but also importantly, on effective and appropriate engagement with Māori stakeholders.



### INTRODUCTORY SESSIONS

For practitioners who would like a good foundation to improve their skills.



2 CPD Hours each

Fees: \$2587.50 (INCL. GST)\* \* Price is for groups up to 25 people

## TE REO MĀORI PRONUNCIATION FOR BUSINESS

Reasonable pronunciation of Te Reo Māori is a key start to strong business relationships with Māori. This seminar explores how basic, but reasonable, pronunciation can be achieved. The course is run in an interactive manner with up to 20 participants. We cover the basic sounds of consonants and vowels, vowel combinations, and long and short vowels, along with word emphasis. The course also introduces the audience to some basic words and phrases.

An in-person presentation led by Te Kani Williams co-facilitated with the support of either Bernard Te Paa or other experienced and respected Māori speakers (depending on availability).

Speaker: **Judge Te Kani Williams**, Māori Land Court

## MĀORI BUSINESS HUI PROTOCOLS

Business hui with Māori tend to follow a general pattern or protocol. In this seminar we discuss the general protocols around meeting and greeting with Māori in the business office environment. This includes:

- customs concerning Manuhiri (visitor) and Tangata Whenua (host)
- basic steps for business hui with Māori
- content for welcomes (mihimihi)
- prayers and songs
- key points to hongis; and
- practical etiquette for business hui with Māori.

Speaker: **James Kara**, Consultant, EY Tahi

## THE TREATY OF WAITANGI AND MĀORI TREATY CLAIMS

The Treaty of Waitangi is an important agreement that continues to affect the people of Aotearoa/New Zealand. In this seminar we outline some basic history leading up to the signing of the Treaty of Waitangi before discussing Treaty of Waitangi claims and related settlements. We address:

- a potted history surrounding the Treaty of Waitangi and the Waitangi Tribunal
- concrete examples of historical Treaty of Waitangi claims and their significance today; and
- the settlement of Treaty of Waitangi claims with case studies of settlements.

Speaker: **Anthony Ruakere**, Partner, Deloitte

## THE NATURE AND CHARACTER OF THE MĀORI ECONOMY

There has been much discussion in the media about the “Māori or Taniwha economy” and it is portrayed as being in a phase of growth. In this seminar we discuss:

- economic and other data on the performance and nature of the “Māori economy”
- the attributes of Māori business; and
- some key case studies of successful Māori organisations.

Speaker: **Anthony Ruakere**, Partner, Deloitte

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## ENGAGING WITH MĀORI IN BUSINESS

This course discusses approaches to engaging with Māori in the business environment. We look at the drafting of business proposals and tailoring business transactions to optimise chances of good engagement with Māori. In particular the course covers:

- some opportunities arising in the Māori business sector and key areas of potential
- cultural and economic risks surrounding business with Māori; and
- examples of business ventures with Māori – both successful and unsuccessful.

Speaker: **Anthony Ruakere**, Partner, Deloitte

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## TE REO MĀORI IN BUSINESS

Te Reo Māori is a national language of Aotearoa/New Zealand and the use of the language is becoming more common in business. In this seminar we discuss, and set out, some common Te Reo Māori words and phrases:

- used in business interactions
- in mihi mihi (greetings)
- in written correspondence and documents; and
- in oral communications.

Speaker: **Judge Te Kani Williams**, Māori Land Court

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## MAORI BUSINESS PROTOCOL

This workshop focuses on customs concerning Manuhiri (visitor) and Tangata Whenua (host). You will learn how to identify your type of audience and the appropriate hui processes. In this workshop you will get to practice the following:

- written communications
- protocols for holding a hui
- protocols for initial engagement; and
- refining written communications for your audience.

Speaker: **Judge Te Kani Williams**, Māori Land Court





# SUPPORTING CO-GOVERNANCE, CO-MANAGEMENT, AND CO-DESIGN: AUTHENTIC PARTNERSHIP IN A TE TIRITI-O-WAITANGI BASED SOCIETY

**Takimahi: Building organisation-wide cultural capability**



## INTRODUCTORY

For practitioners who would like a good foundation to improve their skills.

Fees: \$4,600 (Incl GST) \*Price is for groups up to 20 people



## DURATION

1.5 – 2.5 hours depending on selection, need and engagement

**We explore attracting and retaining talent and building the organisation in the following competencies:**

- Te Reo Māori me ōna tikanga (light)
- Tikanga
- Local Treaty settlement and Te Tiriti understanding
- Partnership with Māori

**You will leave the session with:**

- A plan for attracting and retaining talent
- A personal cultural capability assessment
- A snapshot of organisation-wide cultural capability
- A capability development plan



### Facilitator: **Hamahona McNeill**

Of Scottish and Tapuika descent, Hamahona is an early beneficiary of the Māori cultural renaissance of the 1970s and 1980s and has been an associate of the College of Law since 2020. He is a strong advocate of a bijural legal system, a witness to Māori thriving through tino rangatiratanga (self-determination) and has a passion for facilitating Te Tiriti-based partnerships. A school teacher by trade, Hamahona lives in Tāmaki Makaurau (Auckland) with his partner and son and works with Tahī | EY New Zealand.



# SUPPORTING CO-GOVERNANCE, CO-MANAGEMENT, AND CO-DESIGN: AUTHENTIC PARTNERSHIP IN A TE TIRITI-O-WAITANGI BASED SOCIETY

## Raranga-i-te-tira: Leading engagement with Māori



### INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills

Fees: \$4,600 (Incl GST) \*Price is for groups up to 20 people



### DURATION

1.5 – 2.5 hours depending on selection, need and engagement

### We plan for successful engagement by exploring:

- Organisational transformation
- Te Tirit o Waitangi, Treaty policy and legislation
- Engagement best practice
- Conflict resolution approaches

### You will leave the session with:

- An engagement plan



### Facilitator: Hamahona McNeill

Of Scottish and Tapuika descent, Hamahona is an early beneficiary of the Māori cultural renaissance of the 1970s and 1980s and has been an associate of the College of Law since 2020. He is a strong advocate of a bijural legal system, a witness to Māori thriving through tino rangatiratanga (self-determination) and has a passion for facilitating Te Tiriti-based partnerships. A school teacher by trade, Hamahona lives in Tāmaki Makaurau (Auckland) with his partner and son and works with Tahi | EY New Zealand.



# SUPPORTING CO-GOVERNANCE, CO-MANAGEMENT, AND CO-DESIGN: AUTHENTIC PARTNERSHIP IN A TE TIRITI-O-WAITANGI BASED SOCIETY

## He Manu Korihi: Basic Te Reo Māori tools for (cool) lawyers



### INTRODUCTORY

For practitioners who would like a good foundation to improve their skills.

Fees: \$4,600 (Incl GST) \*Price is for groups up to 20 people



### DURATION

1.5 – 2 hours

In a safe environment where mistakes are encouraged and fun had, we will explore the concepts of:

- Mana
- Manaaki
- Mauri
- And pōhiri

You will be supported to create:

- A modern and culturally safe pepehā
- A custom mihi
- A plan for hui (meetings).

You will leave the session with:

- Clear next steps for your Te Reo Māori development
- Resources on hui (meetings).



### Facilitator: **Hamahona McNeill**

Of Scottish and Tapuika descent, Hamahona is an early beneficiary of the Māori cultural renaissance of the 1970s and 1980s and has been an associate of the College of Law since 2020. He is a strong advocate of a bijural legal system, a witness to Māori thriving through tino rangatiratanga (self-determination) and has a passion for facilitating Te Tiriti-based partnerships. A school teacher by trade, Hamahona lives in Tāmaki Makaurau (Auckland) with his partner and son and works with Tahi | EY New Zealand.



# SUPPORTING CO-GOVERNANCE, CO-MANAGEMENT, AND CO-DESIGN: AUTHENTIC PARTNERSHIP IN A TE TIRITI-O-WAITANGI BASED SOCIETY

**He Manu Tīoriori: Intermediate Te Reo Māori for (cool) lawyers**



## INTERMEDIATE

For experienced practitioners who have a sound understanding but would like to further improve their skills

Fees: \$4,600 (Incl GST) \*Price is for groups up to 10 people



## DURATION

1.5 – 2 hours

In this highly tailored session we explore current and future contexts with a Te Ao Māori and tikanga Māori lens before developing relevant resources in-session. Note this session will be delivered in both English and Te Reo Māori. Mock initial consultations and general engagements are optional.

### You will leave the session with:

- Custom Te Reo Māori resources
- Honed consultation and engagement skills



### Facilitator: Hamahona McNeill

Of Scottish and Tapuika descent, Hamahona is an early beneficiary of the Māori cultural renaissance of the 1970s and 1980s and has been an associate of the College of Law since 2020. He is a strong advocate of a bijural legal system, a witness to Māori thriving through tino rangatiratanga (self-determination) and has a passion for facilitating Te Tiriti-based partnerships. A school teacher by trade, Hamahona lives in Tāmaki Makaurau (Auckland) with his partner and son and works with Tahi | EY New Zealand.



# CONTACT US

For further information or questions visit  
**[collaw.ac.nz](https://collaw.ac.nz)**

Alternatively you can call us on  
**+64 9 300 1799** or email **[cle@collaw.ac.nz](mailto:cle@collaw.ac.nz)**