

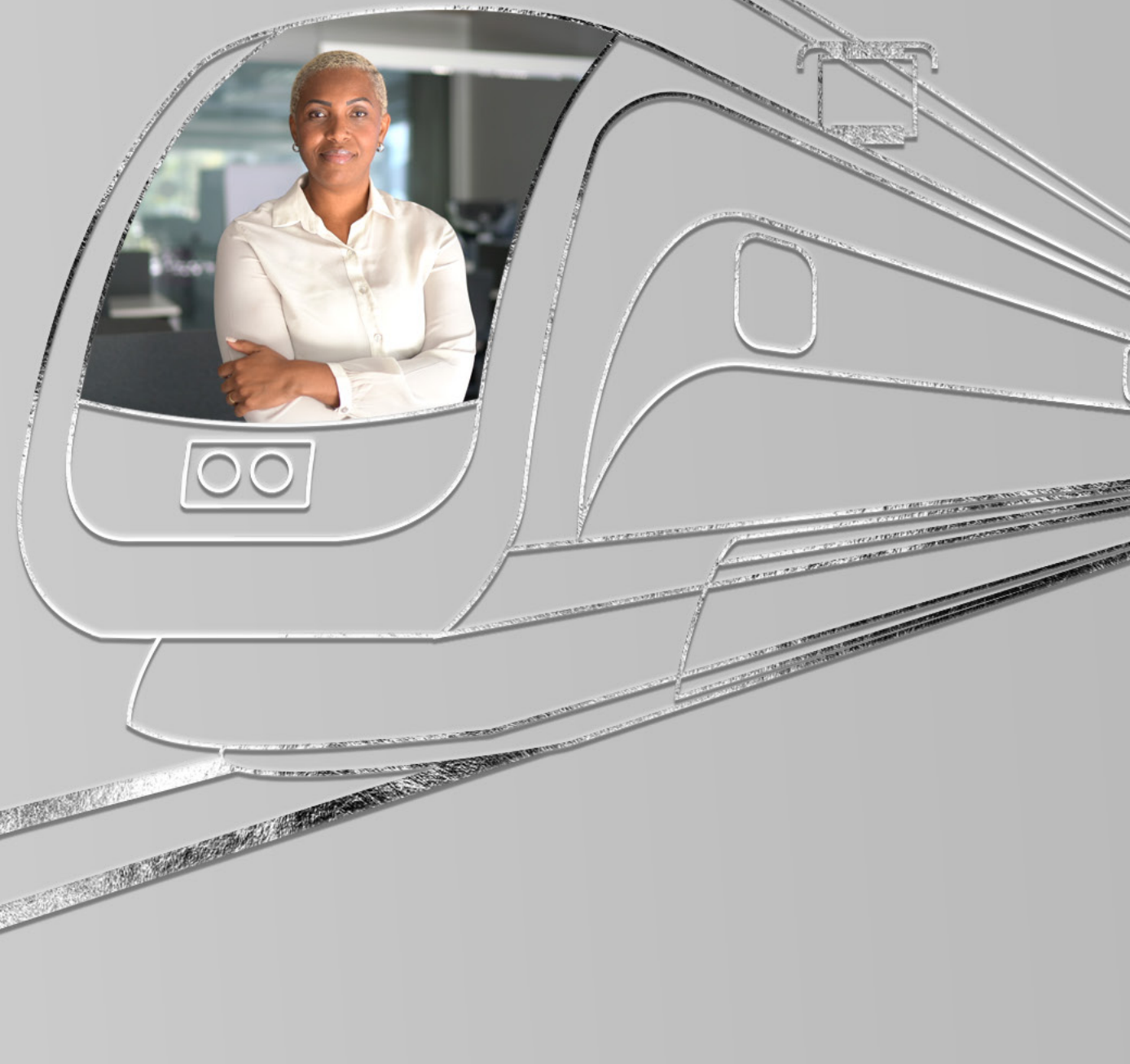
DEVELOPING A GROUND-BREAKING APPROACH TO LEADER FORMATION

The GCs of tomorrow need more than legal knowledge alone. Faced with managing complex, unpredictable and often contradictory challenges, they need a toolkit of skills and methodologies to truly excel.

We worked collaboratively with Network Rail – the company that owns, operates and develops Britain’s railway system – to co-create its GC Readiness Programme. Focused on the challenges GCs face and drawing on neuroscience, psychology and the ‘great wisdom’ traditions.



MORE IMAGINATION **MORE IMPACT**



THE CHALLENGE

For Network Rail, technical legal competence of their in-house lawyers was a given. But how could it take its senior leaders within the team to the next level to thrive as the GCs of tomorrow?

We worked hand-in-hand with the 9 members of the team to develop a revolutionary methodology that fused ancient schools of thought and cutting-edge, lawyer-specific learning. This diverse blend was ground breaking, exciting and truly transformative.

THE IMAGINATION

We wanted to create a course that would appeal to the senior members of their team, giving them a toolkit of skills, mind-set, philosophy and behaviours that could flex to suit the varied, fast-moving – and often contradictory – challenges they faced every day.

So we integrated the latest legal thinking with evergreen principles such as personal purpose, meditation and

mindfulness. We distilled the most transformative content into two areas: leadership skills and non-technical legal business practices.

We began by exploring the individual. What's the leadership legacy you've inherited? How do you lead? Then, we turned the lens outwards, looking at how to influence others and lead teams.

Designed specifically for lawyers and delivered in accessible, bite-sized online modules, this programme helped Network Rail's team to reframe, think differently, behave differently – and get different outcomes.

THE IMPACT

The GC Readiness programme has provided members of the in-house at Network Rail with new ways to frame the challenges and opportunities they face and enabled them to develop new and different solutions that partner with their business colleagues.

Crucially, the programme moved away from traditional models of

leadership theory and debunks the myth of a divide between personal and professional life.

The tools and practices in the GC Readiness programme have resulted in sustainable benefits first of all for participants.

The programme has enabled participants to learn and draw on a range of practices to enable more effective interpersonal connection and build both presence and interpersonal insight.

Participants are now looking at how to cascade this knowledge down into their teams and the wider organisation, building a culture of continual development within Network Rail.

20,000
MILES OF TRACK

30,000
BRIDGES, TUNNELS
AND VIADUCTS

NINE IN-HOUSE
LAWYERS AT
NETWORK RAIL

**THREE DISCIPLINES
COMBINED**
NEUROSCIENCE,
PSYCHOLOGY, THE
GREAT WISDOM
TRADITIONS

ONE
RADICAL NEW
APPROACH

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Corporate life is rife with contradictions and tensions. Through the programme, we gave the lawyers the additional tools they needed to reflect on, acknowledge and manage their ever-changing demands. We were delighted to collaborate with the GC's team to help them prepare for the challenges that lie ahead.

Dr Greg Bott, Partner, Addleshaw Goddard