

# Practice Management Course: Medium to large practice focus

2026 Program\* | Online

## Program

### Day 1 | Monday

8.45am **Log in**

9am **Welcome**

Facilitator: **Sandra Pepper**, Solicitor, Queensland Law Society

9.15am **Business Planning**

This unit explores the process of business planning and determining a business model and strategy with practice goals and objectives in mind.

Presenters:

**Giles Watson**, Legal Practice Management Consultant

**Mylton Burns**, Principal, Financial Lines, McInnes Wilson Lawyers



10.45am **Break**

11am **Practice finance**

Effective financial management requires planning, monitoring, control and discipline. This unit provides a framework for the development of practice budgets and discussion of Key Performance Indicators and the importance of managing practice cash flow.

Presenter: **Jeremy Jones**, Partner - Private Business and Family Advisory, Pitcher Partners



1.05pm **Day 1 concludes**

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## Day 2 Tuesday

8.45am Log in

### 9am Costs & billing

The effective management of costs and billing is critical to ensuring client satisfaction and practice profitability. This unit looks at costs as a compliance issue, and focuses on best practice approaches to communication, management and administration.

Presenter: **Adam Bloom**, Principal, Bloom Costs: Costs Lawyer and Court Appointed Costs Assessor



10.30am Break

### 10.45am Trust accounting

This unit provides a framework for the competent management of trust and office account records involving basic bookkeeping procedures and the responsibility of solicitors to account for money received on behalf of others.

Presenter: **Michael Drinkall**, Manager, Trust Account Investigations, Queensland Law Society



1.05pm Day 2 concludes

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## Day 3 | Wednesday

8.45am **Log in**

### 9am **Lexon Insurance**

Learn how to implement systems and procedures to ensure critical issues and processes are implemented to protect your legal practice.

Presenter: **Leyton Cronk**, Solicitor, Legal Risk, Lexon Insurance



10am **Break**

### 10.15am **Appropriate management systems**

Understand professional risk management concepts and identify risks specific to practice and apply appropriate approaches to minimise and mitigate risks.

Presenter: **Samantha Carroll**, Partner, Ashurst



11.45am **Break**

### 12pm **Ethics**

Solicitors must have the knowledge and skills to act ethically and to display professional responsibility and courtesy in all dealings. Reflect on wider issues facing the legal profession and review the knowledge of the formal rules of conduct.

Presenter: **David Bowles**, Special Council, Ethics, Queensland Law Society



1.05pm **Day 3 concludes**

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### Day 4 | Thursday

8.45am **Log in**

#### 9am **Business development and client service**

Legal practice marketing and business development is becoming increasingly more ambitious, competitive and sophisticated. Understand how marketing and business development can support legal practices, and common marketing activities and selling techniques that are used.

Client perceptions of the quality of client service have a dramatic impact on client retention, referrals, justifying fee levels, fee recovery, cash flow and profitability. Learn the skills to deliver excellent client service in terms of personal skills, practice systems and culture.

Presenter: **Katherine Gilbey**, Katherine Gilbey Consulting – Law Firm Marketing and BD Consultant



10.30am **Break**

#### 10.45am **Leading wellbeing in the legal profession**

Learn about the current state of wellbeing in the legal profession. Identify why the legal profession is particularly susceptible to mental health issues, develop a workplace framework to create a mentally healthy team and be equipped with the skillset to proactively support and assist it.

Presenter: **Stephanie Cowie**, Legal Workplace and Culture Consultant, Queensland Law Society



12pm **Break**

#### 12.15pm **Demystifying information technology**

Explore the relationship between performance, productivity and competitive advantage in legal practice and how use of effective technology and knowledge can be combined and applied.

Presenter: **Ben Lowry**, Director of Legal Strategy & Solutions, Tickbox



1.35pm **Day 4 concludes**

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## Day 5 | Friday 29

8.45am Log in

### 9am **Leading yourself: Understanding your leadership strengths and style**

Self-leadership is the cornerstone of all leadership, and self-awareness is a critical link to understanding how your leadership styles can enhance your own leadership potential and also how others perceive your leadership capabilities based on your personality traits. This session will discuss the latest research on emotional intelligence and self-leadership, provide context to the concepts of “leadership” and “management”, and suggest approaches and behaviours that can help you effectively manage a legal practice by understanding the impacts of your own unique results on the Hogan Personality Inventory (HPI). The presenter is a Certified Hogan’s Assessor and conducts a group debrief of the seven HPI scales.

Presenter: **Rebecca Niebler**, Mindset and performance coach & owner, Mind Cultivation



10.30am Break

### 10.45am **Leading others: Essential skills for inspiring leadership**

The presenter is a former Partner in a large national law firm and a currently a leadership coach, providing coaching and leadership expertise to the legal profession. In this session, you will learn more about a leader’s mindset, how to manage uncomfortable conversations and deal with performance management issues, and learning about key principles of coaching others to perform at their best and build team resilience – all with a view to ultimately developing critical skills and abilities for effective management in a legal practice

Presenter: **Midja Fisher**, Corporate Facilitator, Speaker, Author, Coach; Member, QLS Practice Management Course Committee



12pm **Assessment recap**

Facilitator: **Sandra Pepper**, Solicitor, Queensland Law Society

12.20pm **Day 5 concludes**

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## Assessment due dates

2pm Monday following  
the workshop week

### Trust Accounting Workbook

Although this workbook is not graded, it is mandatory for you to complete it as part of the Substantial Participation requirement under rule 37(1) of the Queensland Law Society Administration Rule 2005.

7am - 2pm

Monday following the  
workshop week

### Trust Accounting Exam

Multiple choice online exam with 45 questions and a duration 60 minutes, testing your understanding and application of trust accounting and costs disclosure concepts and regulations.

To be commenced and completed on the LMS at a convenient time for you between 7am – 2pm on Monday following the workshop week

5pm Friday  
Eight-weeks before  
the expiry of the PMC  
course

### Business Plan

Business Plan assessment to be submitted to the LMS by Friday *\*eight weeks before the expiry of PMC course.*

5pm Friday  
Eight-weeks before  
the expiry of the PMC  
course

### Ethics Scenario

Ethics Scenario assessment to be submitted to the LMS by Friday *\*eight weeks before the expiry of PMC course.*

5pm Friday  
Eight-weeks before  
the expiry of the PMC  
course

### Self-Audit of Business Risk

Risk Self-Audit assessment to be submitted to the LMS by Friday *\*eight weeks before the expiry of PMC course.*

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## Presenters



### Adam Bloom

Principal, Bloom Costs: Costs Lawyer and Court Appointed Costs Assessor

Originally admitted in NSW in 1987, Adam practised in a range of commercial litigation firms in NSW until 1999, when he changed career direction and moved into legal costs consulting.

For the last twenty years, Adam has practised and specialised exclusively in all aspects of legal costs law, ranging from assessment of costs in all Queensland and Federal courts, to advice on costs agreements and law firm costs management, to becoming a court appointed Costs Assessor in 2008.

Adam regularly presents costs seminars for various professional bodies and in-house at law firms, and has established himself as one of the pre-eminent costing specialists in Brisbane and Queensland generally.



### David Bowles

Special Counsel, QLS Ethics and Practice Centre, Queensland Law Society

David was admitted as a solicitor in 1996 and was in private practice from that time until joining Queensland Law Society's QLS Ethics and Practice Centre in November 2012.

David's experience, initially as an employee and then as a sole practitioner includes crime, property, litigation and estate planning. As an ethics solicitor he is responsible for providing ethical guidance to members and continuing legal education.

He holds postgraduate certificates in Artificial Intelligence from the Said Business School at Oxford University, in Cybersecurity from Harvard University Extension School, in Project Management from the University of Adelaide EdX program and is a director of the Australasian Computer Law Institute.

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## Mylton Burns

Principal, Commercial Litigation and Insurance, McInnes Wilson Lawyers

Mylton has over 30 years' experience and is recognised as one of Australia's leading commercial litigation and dispute resolution lawyers. Mylton joined McInnes Wilson as a Principal in 1996 where he advises the firm's commercial and professional service clients on how best to protect their businesses from claims.

Mylton has a Bachelor and Master of Laws, is a past President of the Australian Professional Indemnity Group, a member of the Law Council of Australia and QLS, and a member of QLS' PMC Committee.



## Samantha Carrol

Partner, Ashurst

Samantha Carroll is a partner in our Australian financial regulatory practice

She is a deep expert in banking and financial services regulation and is also a governance, risk and compliance expert with over 15 years experience in senior private practice and in-house roles. She has also held board and management committee roles on the Stadiums Queensland Board and not-for-profit boards.

Her legal expertise is focused on the banking and financial services sector, specialising in financial services laws, financial crimes laws, privacy and consumer credit. Her governance, risk and compliance experience spans across multiple industries including advising clients in both public and private sectors in such sectors as banking, insurance, wealth, retail, mining, gaming and government departments and authorities.

Samantha is a true leader in her field. She was the Women Lawyers Association of Queensland Inc. Emergent Lawyer of the Year in 2008, a finalist for the Chief Compliance Officer of the Year in the C5 International Compliance Awards in 2018 and was recognised in 2020 as the sole Australian in the Global Banking Regulation Review's 45 under 45 top next-generation banking regulation specialists worldwide.



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## Stephanie Cowie

Legal Workplace and Culture Consultant, Queensland Law Society

Stephanie has over ten years' experience working as a lawyer in-house and in private practice in Australia and the UK. She has also worked in education for five years following the completion of a Masters of Education (Work and Learning Studies) and a Graduate Diploma of Secondary Teaching.

Stephanie has specifically worked with learners to manage well-being and mental health, and to build cultures of inclusion. She has experience researching, designing curricula, and teaching and engaging with a range of audiences via blended/hybrid learning formats.

Stephanie is an Accredited Mental Health First Aid Instructor and is passionate about wellbeing, developing lawyers, legal education and promoting positive workplace cultures.



## Leyton Cronk

Legal Risk Solicitor, Lexon Insurance

As part of the Risk Team at Lexon Insurance, Leyton assists in the development of risk management tools and publications and is a presenter of Lexon's Risk workshop series for insured practices. Prior to joining Lexon, Leyton practised extensively as a solicitor, with a particular focus on financial services, disputes and litigation, and restructuring. Leyton has a Bachelor of Laws (Hons) and Bachelor of Business (Accountancy) from QUT and a Master of Laws from UQ.



## Michael Drinkall

Manager, Trust Account Investigations, Queensland Law Society

Before joining QLS, Michael was a manager at a private accounting firm in the business services and audit sector. Michael has a business degree and is a member of CPA Australia. He regularly provides presentations and training sessions on trust accounting to the profession and universities.

Michael is highly experienced in conducting examinations of solicitors' trust accounts and is recognised as a market leader in providing advice on trust accounting.

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## Midja Fisher

Corporate Facilitator, Speaker, Author, Coach; Member of QLS PMC Committee

Midja is a leadership expert who delivers high-energy keynote presentations and corporate workshops that inspire audiences to live and lead with passion and purpose. Through her work with individuals and organisations, Midja creates confident, authentic leaders who love what they do.

What's unique about Midja is her infectious energy, coupled with her extensive business and leadership knowledge, as a former lawyer and partner of a national law firm and learning and development specialist.

Her company specialises in leadership training and coaching for lawyers. Midja is also the author of three books – Unshakeable Confidence, Great Lawyer to Great Leader and Take Off The Cape.

When not working with clients, Midja can be found soaking up the sun on the GC beaches and sipping champagne whilst sharing worst-date stories with her girlfriends.



## Katherine Gilbey

Marketing & Business Development Consultant at KG Consulting CO

Katherine Gilbey is an experienced Marketing & Business Development Consultant who has specialised in law firm marketing for more than a decade.

Working exclusively in law her entire career - Katherine has worked in or with more than 20 different firms – including top tier and global firms in Australia and the United Kingdom.

Before starting her consultancy in 2022, Katherine held the role of Head of Marketing & Business Development at Mullins Lawyers for eight years. A former ALPMA Queensland Committee member, Katherine is well connected within the legal industry and has presented at legal industry specific conferences – including the ALPMA Summit in 2022.

As the Director of KG Consulting Co, Katherine now helps law firms, legal service providers and technical professionals win, grow and retain work with existing and target clients. She does this by first helping firms identify and articulate their unique value proposition, and then helping them to create habits, assets, and processes to efficiently manage those valued relationships.

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## Jeremy Jones

Partner – Private Business and Family Advisory, Pitcher Partners

Jeremy Jones has over 20 years of experience as a Chartered Accountant in public practice. Throughout this time he has continued to broaden his skill set to gain experience in all aspects of accounting, taxation and business advisory. He combines a solid knowledge of the taxation laws with a strong commercial footing to provide valuable and practical advice to his clients.

A significant proportion of Jeremy's client base operates in the Legal Profession including acting for both the Legal Practice and their owners. He therefore understands the differing commercial needs of both business and owner.



## Ben Lowry

Director of Legal Strategy & Solutions, Tickbox

Ben has been working exclusively with small and boutique law firms, as part of a legal vertical within Tickbox—a local, comprehensive IT outsourcing organisation. During his four years, Ben has grown the legal client base consistently year on year, by enabling clients to gain access to big law technology service and support, through a cost effective and scalable model.

Prior to this, Ben spent over 15 years working for local, national and international law firms, in senior in-house technology roles. During this period, Ben gained an immense amount of experience in assessing and deploying technology which aligned with organisational requirements, to deliver successful project outcomes.

As part of his work within the industry, Ben regularly engages with vendors, membership organisations, and other value-add third parties to ensure his clients receive an independent and qualified view of the legal technology landscape.

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## Rebecca Niebler

Mindset and leadership coach / Owner, Mind Cultivation

Rebecca is a mindset and performance coach and trainer working with legal professionals, leaders, teams and organisations.

Prior to setting up her own business, Mind Cultivation, Rebecca was the Organisational Culture and Support Officer at the Queensland Law Society where she developed and facilitated QLS resources and materials in the resilience, wellbeing, leadership development and workplace culture space. She was also the Secretary of the QLS Wellbeing Working Group and the Equity and Diversity Committee.

Over the course of her career, Rebecca has worked across a range of industries in Australia and has more than 10 years of diverse experience in organisational learning & development roles as well as facilitating cultural change programs. In addition to her psychology degree, she is accredited in the Hogan assessment tool and holds a Certificate IV in Training and Assessment.



## Sandra Pepper

Solicitor, Queensland Law Society

Sandra is a senior lawyer with over 25 years' experience in the legal industry. Sandra practised in property and finance law in private practice in England and Australia before moving into the legal knowledge management and learning and development sectors. Her experience spans all stages of adult learning and development such as needs analysis, strategy development, content creation, course delivery and evaluation.

Sandra is passionate about enabling lawyers, through continued education, to develop strong and profitable business practices while maintaining a positive and inclusive cultural environment.

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## Giles Watson

Legal Practice Management Consultant

Giles helps law practices realise their potential through coaching, consultancy and tailored professional development. He specialises in client-facing challenges such as positioning, strategy, pricing, marketing, business development, customer experience and client service.

Prior to setting up his own consultancy in 2015, he managed the Practice Management Course at Queensland Law Society, ran a practice management quality mark scheme for the Law Society of England and Wales, and was a business development manager for three London law firms.

Giles has a degree in politics, a Masters in marketing and an MBA. He lectures on costs communication for QUT's Diploma of Legal Practice, and on 'Dynamic strategy and disruptive innovation' for Kaplan Business school's MBA course.