Legal service providers today face unprecedented challenges: globalisation, the “more for less” challenge, and the war for talent to mention just a few. Modern Legal Practice arises out of our successful book series on the business of law, co-published with the IBA, and offers practical guidance on how to manage or grow a law firm or an in-house team successfully as a business.
Welcome


If you’re anything like me, it seems incredible how fast time flies. Over the last year we’ve been keeping very busy, expanding our programme with practical, topical titles in our key areas of energy, the business of law and private client, among others.

We’ve expanded our range of Special Reports with new reports publishing on Setting up a Family Office and one of the most pressing issues of our time, Decarbonising Energy: The Pathway to Net Zero. A4 and paperback in format, the Special Reports are designed to be more accessible to the user with an increased use of visuals.

As a busy practitioner, you might also be interested in our titles on the business of law. Recently out is a new edition of the popular Leadership for Lawyers and publishing this year is a new edition of Business Development – both co-published in association with the IBA. In addition, we’ve a new Special Report on Partner Retirement in Law Firms, edited by Ronnie Fox.

Other eagerly awaited titles include the second edition of Gas and LNG Price Arbitrations and a new edition of Private Equity.

This year marks our 15-year anniversary since the Globe Law and Business imprint was first founded. Watch this space for anniversary offers and other activities to mark this special year.

As always, we’d very much appreciate your feedback on our titles and any ideas you may have for potential new titles. Please do feel free to get in touch at sian@globelawandbusiness.com.

Sian O’Neill
Managing Director
Globe Law and Business
www.globelawandbusiness.com
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Arbitration in the International Energy Industry

The international energy industry frequently gives rise to complex, high-value disputes. As economic and commercial circumstances change, joint venture partners may disagree over operations, sellers and buyers may manoeuvre to amend pricing terms and states may seek to improve their take from investment projects. Any of these outcomes can have significant consequences for the long-term prospects of companies operating in the sector.

These are just some of the issues covered by this title, which provides a practical, user-friendly overview of the essentials of international arbitration in the energy industry. Leading practitioners from international law firms and global companies consider, among other things: the drafting of effective arbitration clauses, achieving time and cost efficiency, gas pricing disputes, EPC and construction disputes, disputes under the Energy Charter Treaty, funding in international arbitration and the enforcement of awards.

Edited by Ronnie King, international arbitration expert and managing partner of the Tokyo office of Ashurst LLP, this title will be of value to all lawyers advising in the energy industry and anyone with an interest in the topics discussed.
Arbitration of M&A Transactions

In an increasingly globalised and complex economy, arbitration is becoming the dispute resolution mechanism of choice for international M&A transactions. Spanning share purchase agreements, asset purchase agreements, shareholder agreements and joint venture arrangements, this is a huge area of commercial activity, giving rise to an expanding number of disputes.

In the second and expanded edition of this title, leading experts in the field of international arbitration provide legal and practical guidance on the key types of dispute likely to arise from M&A transactions (eg, warranty claims, shareholder disputes and claims relating to completion accounts), and offer procedural and tactical tips for arbitration arising from them. The content also covers the fundamental questions of arbitrability, confidentiality, freedom to choose the governing law (and questions of mandatory law) and enforceability in a number of key jurisdictions. Together, the contributors provide a one-stop guide to the legal, tactical and practical aspects of arbitration in today’s M&A market. This edition contains not only valuable updates to the first edition, it also includes new chapters covering a number of additional jurisdictions (including Peru and Poland). It also introduces a number of additional chapters on third-party funding and warranty and indemnity insurance, as well as key concepts of valuation in the arbitration context, the quantification of damages for breach of representations and warranties.

Whether you are a lawyer in private practice or are involved in M&A in the broadest sense, this commercially focused title will provide you with holistic, practical insight into the arbitration of M&A transactions.
The growth in cross-border investments in an increasingly globalised economy means that there are more international disputes between foreign investors and states than ever before. Investment treaty arbitration has become the preferred dispute resolution mechanism for resolving such disputes, however, securing a final arbitral award is often just the beginning of a complicated process.

Spearheaded by leading arbitration practitioner, Julien Fouret, this second edition brings together more than 70 experts to provide substantive analysis of recurring issues at the award enforcement stage plus practical perspectives on enforcing awards based on investment treaties. It further explores topics ranging from the specifics of the International Centre for Settlement of Investment Disputes mechanism to the enforcement of interim relief and the issues of sovereign immunity and state entities, as well as exploring intra-EU BIT disputes and their enforcement consequences.

This edition features additional country-specific chapters and now covers over 30 jurisdictions, including updated coverage of applicable international and domestic legal frameworks and reviews of the most recent practices.

Whether you are an arbitration lawyer in private practice or a user of investment treaty arbitration, this edition will provide you with holistic, practical and theoretical insight on the most important step of an arbitral process against a state or state entity.

Review for first edition: A great contribution to the field and a must-have for every investment arbitration lawyer.

Professor Pierre Tercier
Honorary Chairman, ICC International Court of Arbitration
Price review disputes have become an increasingly prominent feature in gas and LNG markets over the past decade. While the first wave of disputes were driven by the ‘triple whammy’ of recession, US shale gas and the liberalisation of the gas markets in Europe, further waves have followed with the development of increasingly liquid trading hubs across Europe, ongoing volatility in commodity prices and the continuing influx of liquefied natural gas (LNG) into Europe. Moreover, the trends previously seen in Europe are starting to be replicated in Asian markets.

This practical second edition contains contributions from leading international arbitration practitioners and arbitrators in the field, in-house counsel and industry experts. It covers the various stages of a gas pricing dispute, from drafting the clause to triggering a review, all the way through the various stages of the arbitral process. It also builds on the first edition by containing insights into more substantive topics such as hub indexation, the impact on pricing of non-price terms like destination flexibility, and the differences between gas and LNG price reviews.

Despite the large number of high-value disputes in this area, this is one of the very few publications to draw together the various strands of gas pricing disputes into one book. It is, therefore, an invaluable guide for practitioners, in-house counsel and anyone else with an interest in this area.

Review for first edition: This is a very useful book and it will find its way onto many bookshelves. Undoubtedly, copies in legal offices worldwide will already have heavily underlined passages, as counsel (and experts), pick out exactly the points that they wish to make in their forthcoming hearings.

Gay Wenban-Smith
Gas Strategies
The global increase in cross-border transactions has led to a rising trend in international disputes. International arbitration has become the preferred dispute resolution method, as companies and individuals increasingly favour a neutral international tribunal over foreign domestic courts.

Written by leading experts, this title explains the stages of the arbitration process in a straightforward manner and from a practitioner’s perspective. The authors provide guidance on drafting the arbitration agreement, commencing arbitration, selecting the arbitral tribunal, drafting pleadings and evidence, managing oral hearings, liaising with the tribunal throughout the arbitral process and enforcing the final award. Numerous tips, examples and precedents are included to help the new practitioner or interested student understand each stage of the arbitration proceedings.

The second edition provides an update to take into account the rule changes that have been adopted by arbitral institutions in the six years since the first edition was published, and to include up-to-date guidance on topical issues such as: third-party funding in international arbitration; the increase in the number of multi-party arbitrations; procedural trends including the adoption of expedited timetables and guidance around the use of tribunal secretaries; and issues of ethics applicable to counsel and tribunals in cross-border disputes.

Review for first edition: The book doesn’t just explain what arbitration is and how it works; the authors also give their own practical tips on each issue. The book is therefore an extremely useful and practical read for all practitioners involved in arbitral procedures. We recommend it.

AIA (Association for International Arbitration)
Wherever they are established, the reach, influence and impact of hedge funds on companies and economies are global in nature. Understanding the interaction of the legal and regulatory frameworks that impact on hedge fund operations has become critical for hedge fund sponsors and managers, service providers and stakeholders.

In its first edition, this practical handbook outlined for the first time key trends in the global hedge fund industry. This second edition, published in conjunction with the International Bar Association (IBA), updates its content reflecting the complexity of the markets following the implementation of transparency and application of new technologies. It reviews latest structuring and governance models, as well as operational, litigation, enforcement and key regulatory initiatives in the European Union and United States. The book also features an in-depth analysis of the law and regulation of hedge funds in a number of leading jurisdictions.

Written by expert hedge fund lawyers and industry service providers – from Borden Ladner Gervais, Sullivan & Cromwell and White & Case, among other leading firms – this title provides up-to-date analysis and helpful, practical tools for participants in the hedge fund industry.

“...”

And while progress may not be inevitable, change is, and the practitioner looking to keep up with the regulation of hedge funds and changes in that respect would do well to have a copy of Hedge Funds available on his or her bookshelf.

Kurt Leeper
Partner, Shapiro Bieging Barber Otteson LLP
Much has happened since the publication of the last edition of this book. Private equity houses have raised huge amounts of money for investment which has had an effect on the dynamics of the market. In addition, there has been a broadening of potential buyers with a number of other organisations adopting private equity-style strategies.

This practical fourth edition introduces the world of private equity, explains its rise and recent dynamics, and explores the key ingredients of private equity transactions and their associated technical issues. Featuring fully updated chapters by leading private equity practitioners, the book includes high-level analysis of private equity fund structures, equity and debt finance, acquisition documentation, due diligence, tax structuring, pensions issues and public-to-private transactions.

It is must-have title for legal and other practitioners in the private equity world, as well as corporate law academics and their students.

“”

Review for previous edition: It covers quite unflinchingly the difficult technical issues of the law.

Dr Jason Chuah
Journal of International Banking Law and Regulation
Shipping Finance
A Practical Handbook, Fourth Edition

Now in its fourth edition, and containing over 600 pages of fully revised and updated material, *Shipping Finance* includes an analysis of ship mortgage terms and conditions, and mortgagee rights across the main maritime jurisdictions.

In addition, *Shipping Finance* provides an extensive discussion of the procedure and documentation for registering ships on a country-by-country basis, with detailed advice from local experts.

Chapters include: shipping finance from a banker’s perspective; the financing of second-hand vessels; the financing of newbuildings; assignments of insurances and earnings, guarantees, indemnities, charges, debentures and other security relied upon by financiers; the sale and purchase of second-hand vessels; the role of insurance in shipping and ship financing; Islamic finance; Chinese leasing; and restructuring.

*Shipping Finance* is an essential reference tool for anyone involved in shipping finance including financiers, lawyers and shipowners.

“This is an impressive, well-organised book which appears to be aimed at practitioners rather than academics. It has plenty of standard documents and commentaries, and where necessary it considers individual clauses, terms and covenants. Case law is rightly footnoted rather than given centre stage in the chapters, and industry practice is discussed where appropriate.

Dr Simon Norton
Cardiff Business School
Carve-out M&A Transactions
A Practical Guide

With the rise of activist investors and the search for bigger returns, the pressure on businesses to focus on key products, sectors or jurisdictions has grown. Consequently, many transformational M&A transactions are being undertaken by companies and subsequently there is increased attention from management – and antitrust regulators – to ensure acquired assets have a strategic fit. This frequently results in non-core products or geographies – or in the case of mandated divestments by antitrust authorities, overlapping products – to be sold. Such sales are increasingly attractive to private equity purchasers which may add another layer of complexity and competitiveness to be navigated.

Structuring and managing these carve-out transactions is complex and this book focuses not only on the key differences in negotiating and drafting transaction documents, and the different legal risks to be managed, but also assesses the role of in-house counsel and separation advisers.

This practical guide, edited by Robbie McLaren at Latham & Watkins, features contributions by specialists on subjects linked to the structuring and execution of carve-out transactions and provides an invaluable insight into the legal, regulatory and practical elements in play. Topics include documentary provisions, separation pitfalls, IP transfers, transitional services, employment risks, antitrust concerns and financing challenges.

"Highly practical and commercially focused. An essential read for any in-house lawyer about to embark on a carve out."

Matthew Frankel
General Counsel, Theramex
With an increasing number of cross-border transactions taking place in today’s fast-changing global environment, an understanding of, and compliance with, national and regional legislation and requirements are of vital importance.

To help you navigate the various specific merger control regulations, this major work provides detailed coverage of relevant national legislation and an insight into the methodologies, processes and timing requirements of the national competition authorities across more than 50 jurisdictions, on a country-by-country basis.

This comprehensive three-volume handbook, available in print and electronic formats, is an invaluable reference guide for in-house counsel and anyone contemplating, or involved in, M&A activities.
Negotiating technology-related contracts can be a long and energy-consuming business. For the uninitiated or uninformed, the significance of the points under discussion may be unclear, and it can often seem that contract negotiators are pedantic, obstructive or just plain unhelpful in terms of “getting the deal done”.

In this context, it is essential to have a clear understanding of just what each part of the contract is designed to deal with, what both the customer and service provider are seeking to protect, and what potential compromise solutions may be available. As a result, one can avoid unnecessary debate and move faster to reasonable positions that are acceptable to both parties.

This practical, how-to book seeks to explain the perspectives of both sides of the negotiating table on a clause-by-clause basis, clearly setting out the key points they will want to protect – and why – while also offering suggestions as to what they may be willing to concede or compromise upon. It is written with the benefit of DLA Piper’s unparalleled view of the global market for technology sourcing and outsourcing projects, and from acting both for customers and service providers in this space.

An invaluable negotiating guide, this book will be of particular interest to anyone involved in technology-related contracts.
The AIPN Joint Operating Agreement
A Practical Guide

The Association of International Petroleum Negotiators (AIPN) model form joint operating agreement (JOA) was first issued in 1990 and has undergone a number of subsequent revisions. It is the most widely used joint operating agreement in international conventional oil and gas projects today.

This book offers a pragmatic, detailed, article-by-article review of the most recent (2012) version of the conventional petroleum AIPN JOA. Each article is analysed in depth by reference to: (1) a statement of what the article says; (2) a summary of the intended meaning of the article; and (3) observations on how the article tends to be modified in practice and might be improved. The book also analyses the major appendices of the AIPN JOA, including the accounting procedure and the lifting procedures.

This book is written by experienced practitioners who together have many years of knowledge and understanding in redrafting, negotiating and applying the AIPN JOA. It will be invaluable to legal representatives, financiers, commercial managers, operational personnel and government parties who are dealing with the AIPN JOA, whether for the first time or from a position of relative familiarity.

“…”

This detailed commentary will be an essential tool for practitioners and academics working and teaching in the petroleum sector.

Norah Gallagher
Academic Director, Energy Law Institute,
Queen Mary University of London

Sam Dunkley
Legal Manager, Oil & Gas UK and Partner,
McCarthy Denning
The petroleum industry is highly specialised and, over the centuries, the industry has developed a large number of standard regulations, arrangements and contracts. Each of these has its own detailed terms and provisions that are not necessarily familiar to all across the industry, and even less to the outside world.

Focused exclusively on upstream activities, this updated edition provides a unique combination of encyclopaedic coverage with commentary on the entire chain of petroleum activities. First, it deals with all types of petroleum title with the host government (eg, production sharing agreements and service agreements). Secondly, it covers all the relevant consortium agreements between investors (eg, joint bidding agreements, joint ventures and joint operating agreements). It also deals with the relevant players in the sector varying from international oil companies to national oil companies; the relevant regulations in the sector (eg, petroleum law, fiscal terms, procurement and health, safety and the environment); and the key mechanisms for raising funds in the upstream sector. Lastly, the book covers the key issues concerning governing law and dispute resolution.

Additionally, this new edition features chapters on anti-corruption and bribery laws and practices, corporate and social responsibility, non-disclosure agreements and international arbitration, among others.

This comprehensive encyclopaedia will serve as a valuable tool for lawyers, professionals in the industry, consultants, academics, engineers and geologists who are interested in gaining a detailed understanding of the key legal terms and provisions of the upstream oil and gas industry.
Decarbonising Energy: The Pathway to Net Zero

The implications of rising greenhouse gas emissions is an issue of major public and political interest – a position reflected in the UK’s 2019 legislative commitment to be “Net Zero by 2050”.

This Special Report explores the central themes arising from the low carbon energy transition and explains why the challenges faced in delivering Net Zero should not be underestimated. It sets out how the road to Net Zero will involve a repurposing of not only our energy system but also our own behaviour. With a focus on power generation, the report also describes how moving from 53% to 100% ‘low carbon’ power generation in 30 years will require investment in renewable technologies at an unprecedented level.

Key questions examined in the report include:
• How important is renewable technology to global and UK energy supply? Have renewable projects been successful in stabilising harmful levels of greenhouse gas emissions?
• What is the Paris Agreement and Net Zero policy, where did they come from and how realistic are their goals?
• What are the UK’s main generation technologies? What policy drivers determine investment in renewable technology?
• What new technologies will be required to deliver Net Zero?

Written with both the lawyer and non-lawyer in mind, this report will appeal to those with an interest in the energy sector as well as those who are enthusiastic about the implications of the radical Net Zero ambition on the energy system as a whole.
Energy storage is an important trend in the global electricity industry, with one recent analysis predicting that 942GW of storage (excluding pumped storage) will be developed by 2040.

This Special Report provides an overview of the key issues in relation to the development of storage projects, including:

- the main technologies;
- regulatory arrangements;
- revenue streams; and
- contracting arrangements.

It also covers the key policy, commercial and legal principles that underpin this developing sector.
Joint Operating Agreements

Authors: Peter Roberts, Kosmos Energy and Reg Fowler, Shell
Publication date: July 2020
Format: Hardback and eBook
Length: 384 pages
Price: £175, $245, €209
ISBN: 9781787422629

This fourth edition of the leading work on joint operating agreements (JOAs) provides a practical examination of the provisions of a typical JOA, with a particular focus on the critical issues of scope, the operator's role, joint and exclusive operations, default, transfers and decommissioning. There is also practical analysis of the key issues which apply to the operation of any JOA and the positions which are taken in the leading industry model form contracts. The perspectives of the operator and non-operator are addressed, along with consideration of the domestic and international standards applicable to petroleum projects.

New features include:
• a major reorganisation of chapters and appendices to present a clearer thematic approach;
• greater analysis of the key differences between JOAs operating under licence regimes and concession agreements;
• new chapters on information, intellectual property and technology licensing and sharing, and relevant antitrust rules;
• consideration of recent model form JOA developments; and
• analysis of the application of key recent case law on liquidated damages, default clauses and operator authority.

Anyone engaged in the development of worldwide exploration and production projects will find Joint Operating Agreements: A Practical Guide, Fourth Edition an essential addition to their professional library.

“ ”

Review for previous edition: An insight into the joint operating agreement (JOA) so integral to energy projects the world over.

Infrastructure Journal
A decade on from the global economic crisis, the time is ripe for restructuring professionals to take stock. The worldwide economy has recovered but remains subject to volatility; at the same time, market players have amassed unprecedented amounts of ‘dry powder’ capital available to deploy in distressed situations. As we come to terms with the full implications of Brexit discussions and other macro-economic factors, the restructuring market continues to innovate and adapt, frequently finding legal and practical solutions for the most complex cross-border situations.

This third edition is an essential resource, providing legal and practical guidance for restructuring professionals. Fully updated, it features several entirely new chapters, with in-depth coverage and analysis including:

- examination of key themes such as distressed M&A and the restructuring of pensions obligations;
- a focus on topical sectors including retail and offshore/shipping;
- analysis of legal regimes in France, the US and Spain; and
- an exclusive retrospective from the architects of the Lehman Brothers restructuring.

This comprehensive book makes required reading for lawyers, insolvency practitioners and financial advisory, turnaround and investment professionals.

“

This third edition is timely as Europe is on the brink of implementing the Preventive Restructuring Directive in national legislations. In new or renewed legislation, the key word is rescue of viable business. The third edition of the book provides useful practical tools to maximise value in restructuring situations.

Professor Bob Wessels
Over time, business distress has become more common and more unpredictable. European restructuring’s default position has historically been insolvency, but all too often this has destroyed value and brought little, if any, unsecured creditor recovery.

Influenced by US Chapter 11 and “debtor in possession”, restructuring professionals sought better ways to enhance value preservation. As a result, consensual turnaround and restructuring ahead of insolvency is becoming Europe’s new default position.

This practical book draws upon the author’s 25 years of experience in turnaround management and guides the reader through the key issues including staunching cash burn, creating cash generation, identifying viable business elements, eliminating loss-making sectors and excess cost, and identifying a revised strategy, a credible business plan and the management team to implement them.

The importance of stakeholder management is emphasised and covers the role of creditors, suppliers, customers and employees, as well as a comprehensive explanation of how new sources of finance and debt rescheduling can leave a balance sheet consistent with the business plan. In short, Turnaround Management is the perfect guide to help you navigate the benefits of turnaround rather than insolvency.

“A must-have book for any turnaround professional.
Mike Measures
FCA
The software, communications and electronics markets are among the world’s most innovative and competitive. Robust competition means that developers and manufacturers of software, mobile phones, gaming devices, computers, digital cameras and other consumer appliances must leverage their intellectual property (IP) rights to sustain competitive advantage.

Intellectual Property in Electronics and Software provides practical guidance and addresses key IP law issues in major jurisdictions worldwide which impact on software and electronics companies. Topics covered include: the challenges of obtaining protection; software protection and the limits of patentability; patent strategy, including approaches to patent drafting to maximise protection; and standards setting and reasonable and non-discriminatory licensing.

This new edition also covers the latest case law on open source software and standard essential patents and features a new chapter on the possible impact of the Unified Patent Court and the unitary patent. Geographical coverage has also been expanded to include details of the procedures and protection available in Italy.

“”

Review for previous edition: The result is a very clear, precise, concise, carefully researched, well written and authoritative publication. It provides a very well thought [out] guide to the most relevant issues faced when dealing with intellectual property protection of electronics and software.

Gaetano Dimita
EIPR
International patent litigation presents difficult challenges. Actions taken in one jurisdiction can have unforeseen consequences in another; the time taken in the various jurisdictions to reach a conclusion can vary considerably; and the measures and remedies available differ from country to country. The current lack of a harmonised dispute resolution system, moreover, has given rise to increasing uncertainty as novel procedures, and in some instances new legal systems are put in place.

This major title covers the timescale of proceedings, the availability of interim relief, disclosure, available remedies and costs, among other crucial factors. It also provides a useful comparison of how each jurisdiction deals with the issues that arise and the practical consequences of litigating in each location. This comparison is designed to assist those involved in international patent litigation in devising an effective strategy to manage the litigation and so maximise the chances of a successful outcome, while also reducing unnecessary costs.

New to the second edition are chapters on China, Hong Kong, Korea and India, as well as topic-based chapters on the unitary patent and the European Patent Office. This book is a concise, practical guide for all those involved in the conduct and management of international patent litigation.

An easily digestible commentary on patent litigation law and practice in 21 jurisdictions including the United States, Germany, Japan, Australia and the United Kingdom. *International Patent Litigation* is bound to become a valuable aid to private practice and in-house practitioners alike, as well as students of IP law.

**Mark Paton**  
European IP Counsel, Canon, IPKat
The family office environment is of great interest to lawyers, accountants, trust companies, advisers in private banks and the financial world, as well as family office executives and wealthy families themselves.

This practical new information source co-published with STEP features articles from leading professionals, who discuss a range of topics including: the various family office models and structures; governance issues; protection of assets; charity projects; consensus and communication within families; and next generation issues. It also includes news alerts from STEP, the worldwide professional association for those advising families across generations. A key feature of the journal is its international approach.

Whether you are a legal or tax professional practising in the family office sphere, a specialist adviser, or a new entrant to this diverse and challenging arena, this quarterly journal will provide an invaluable source of comment and insight into how family offices need to be advised, managed and run.

“I want to tell you how much I appreciate this journal you have developed, it is EXCELLENT! I am a subscriber and read nearly each edition word for word!”

Jack E Thurman
BKD Family Office
Legal service providers today face unprecedented challenges: globalisation, the “more for less” challenge and the war for talent, to mention just a few. This new journal has arisen out of our successful book series on the business of law, co-published with the IBA, and offers practical guidance on how to manage or grow a law firm or an in-house team successfully as a business.

This quarterly journal features articles by leading practitioners and thought-leaders on topics ranging from strategy, business development, leadership and governance, to compensation systems, knowledge management, technology and financial management. In addition to substantive articles, each issue will feature a regular section on GC Perspectives, edited by Jeremy Barton, general counsel at KPMG UK, examining the specific challenges faced by in-house legal providers.

This journal is of practical interest to all lawyers aiming to build their law firm or in-house legal team; whether you are a managing partner, a senior partner or running an in-house legal department, a practice head, business director or a partner seeking to contribute to the growth of the firm.
In an era of rapid change and finite resources, the role of the general counsel has become one of the corporate world’s most complex and challenging. Increasingly, general counsel must act like chief executives. They need to know how to lead, communicate, inspire, motivate, build cultures, manage talent, formulate and execute strategies, anticipate and manage risk, and oversee quality control. Furthermore, they must manage diverse groups of people with subtlety and diplomacy. All these skills are needed in addition to being top-notch lawyers, and the consequences of getting the balance wrong can be significant.

In this innovative and practical “how to” guide, Bjarne Tellmann, General Counsel and Chief Legal Officer of Pearson, draws upon over 20 years’ experience of leading organisations across Europe, Asia and the United States to provide a structured plan for upgrading your legal team in challenging times.

While aimed primarily at in-house legal leaders, this book has broader appeal: law firm partners, lawyers at all levels and leaders from other support functions will find much to draw upon, as will government lawyers, suppliers to the legal industry (such as alternative service providers and technology companies) and consultants, as many of the approaches and principles are universal.

“Bjarne Tellmann’s book is brimming with important ideas about skills and techniques needed to be an outstanding general counsel.

Ben W Heineman, Jr,
(Former GE General Counsel, Senior Fellow at Harvard Law School and author of ‘The Inside Counsel Revolution’)

Author:
Bjarne P Tellmann, Pearson PLC
Publication date: April 2017
Format: Hardback and eBook
Length: 368 pages
Price: £48, $67, €57
ISBN: 9781911078203
In an increasingly competitive landscape and with challenges from disrupters, the “Big 4” and technology, business development has a pivotal role in law firms’ strategic success and their ability to stand out from the crowd.

The second edition of *Business Development: A Practical Handbook for Lawyers*, edited by Stephen Revell from Freshfields and published in association with the International Bar Association, revisits the theory, tools and skills needed to implement effective business development in law firms today. Content covers the practical elements – such as what the perfect pitch looks like – as well as the strategic elements, including the variety of structures and approaches to business development at law firms of all sizes.

New chapters focus on technology and digital presence, as well as key client relationship management and the importance of emotional intelligence in successful business development and client retention. In addition, client interviews remain an important feature and this edition also looks at what successful business development looks like to new General Counsels.

*Business Development: A Practical Handbook for Lawyers* is a one-stop-shop on business development for law firms, marketing teams and lawyers in private practice. It will also be of interest to in-house lawyers, academics and other professional services providers.
Many of the innovations and ideas that legal teams need to embrace – such as those relating to project management and use of technology – have already evolved within the wider business environment. Despite this, many general counsel and other legal leaders report that they feel unprepared to tackle key business challenges and concepts.

*Business Thinking in Practice for In-house Counsel: Taking Your Seat at the Table* takes a practical look at key concepts from influential business theory and illustrates how these are applicable to managing or working in an in-house legal department.

Topics covered include purpose, culture, talent and innovation, all of which intersect to provide the structure and framework for legal teams to create a competitive edge. Each chapter features an interview and case study with a general counsel and/or legal team to demonstrate how business concepts can be used in-house most effectively.

The author, Catherine McGregor, has engaged with the in-house legal market for many years as a journalist, consultant and commentator. During this time she has built close relationships with leading general counsel around the world and has observed first hand how the role of general counsel has changed, and continues to change.

*Business Thinking in Practice for In-house Counsel* is packed with lots of real-life examples and makes essential reading for any general counsel or senior in-house lawyer seeking to develop their business skills and maximise their team’s success.
This Special Report explores strategies for maximising inclusion and diversity in the legal profession both in-house and in private practice.

Each chapter has been written by an expert with direct experience in their specialist field. Chapters include:

- Trans in the legal workspace
- Social mobility – making the mountain easier to climb
- Disability and the workplace
- Ethnic diversity
- Women in the law

This Special Report makes essential reading for all organisations committed to inclusion and diversity across the modern workplace.
This Special Report offers a research-based view into the importance of soft skills for modern lawyers and how law firms develop essential soft skills – whether to comply with SRA rules, lead productive teams, provide the best service to clients or grow their practice.

Through interviews with lawyers, leaders and human resource professionals at large and small firms, this report provides an overview of the essential soft skills required by modern lawyers, competency frameworks and insights into how best to develop them and guidance on some of the essential soft skills required.

Interpersonal competence, emotional intelligence, communication, learning, adaptability, problem-solving, negotiation, team management, leadership and business development are amongst the soft skills explored for high-performing lawyers.

This report will be of value to anyone seeking to develop the skills needed to get ahead – and stay ahead! – in their legal career.
This Special Report is a practical, experience-based guide to personal development at every stage of a lawyer’s career. The author draws on over 30 years as an international commercial lawyer and senior partner in a Magic Circle firm to offer a roadmap for moving from a “What’s expected of me?” mindset to self-leadership and leadership of others.

The report’s main theme is that retaking autonomy and control can transform engagement and fulfilment in a legal career. Topics covered include: career planning; confidence; wellbeing and work-life balance; building an internal support network and “trusted adviser” client relationships; communication and feedback; project management; commerciality; and understanding value from the client’s perspective. It also contains a section on pre-retirement planning.

This Special Report contains a wealth of tools and templates developed by the author for career planning, self appraisal and project management.
Law firm leaders must do more than react to change: they must anticipate market dynamics and create a culture that allows their lawyers and their firm to proactively shape the environment. As a result, leaders must ensure they have the right skills including the ability to listen, coach, innovate and support change.

This second edition, published in association with the International Bar Association, explores the crucial elements of law firm leadership. New and updated chapters include:

- Leading partners to collaborate: this new chapter highlights how lawyers’ unique personality profile can inhibit change—and how leaders can productively manage this obstacle.
- Leading the M&A process: the authors reveal the critical steps leaders need to follow to gain partners’ commitment to the hard work ahead.
- Leadership succession: based on work with 150 law firms, this new chapter contains checklists and tools to help handle typical ‘pain points’, such as incentivising partners to cede control.

Further chapters address how to lead productive business development efforts, global and virtual teams, the Millennial generation, and much more. Providing insights and practical guidance, this edition demonstrates how law firm leaders can enhance their leadership capabilities, whether their firms are small or large, domestic or global.

“From digitalisation & managing millennials to the latest neuroscience on how we learn and change, this comprehensive handbook should be on every modern law firm leader’s reading list.”

David Morley
Principal, David H Morley LLP,
former Senior Partner Allen & Overy
Many professionals, especially those who own all or part of their firm, find it difficult to think about retirement. In particular, those who practise their chosen profession into their sixties and seventies often worry that when they retire they will miss the challenge, excitement, companionship, mental stimulation and sense of fulfilment that their work provides. After all, to a great extent we are what we do, and winding down raises questions about self-esteem and one’s value to society. Moreover, professional life increasingly conditions us to place the interests of clients, customers and colleagues so far in front of our own interests that personal and family issues are sometimes neglected, creating additional challenges.

With these challenges in mind, the notion of “never doing today what can be done tomorrow” can be seductive. However, *Partner Retirement in Law Firms* is designed to help reduce procrastination and encourage proactive retirement planning. Expert contributors provide tips and guidance for navigating the difficult aspects of retirement in the broad context of career planning, including:

- the financial consequences of retirement;
- legal matters;
- day-to-day practicalities;
- accounting and tax;
- psychological considerations; and
- succession planning.

*Partner Retirement in Law Firms* provides a practical guide to finding the right path to retirement and is aimed at individual partners seeking to transition from professional to retired life seamlessly and with minimal stress. In addition, it makes an invaluable resource for law firm HR and career development teams.
Pitching for Lawyers: Using Marketing Communications Techniques to Improve your Win Ratio

This Special Report focuses on improving lawyers’ performance in one of the most challenging areas of their work: pitching for business. In today’s competitive market, making your work stand out from the crowd is essential – not only for winning new business but also for the future success of your firm. Whether pitching to a group, responding to a tender or having a one-to-one meeting, the ability to deploy a combination of effective marketing communication techniques, in-depth audience analysis and meticulous preparation will improve the quality of your pitch… and increase your success rate.

This must-read report takes a practical approach and offers a clear process for improving your pitching and responses to tenders. It covers key topics such as common mistakes, audience analysis, message and tone, persuading, what research really means when pitching, visual differentiation, and cross-border pitching. It also includes feedback and case studies from in-house lawyers and partners who have seen the most outstanding – and worst – of pitches.
In-house legal teams are under more pressure than ever to add value to their organisations. This Special Report combines the rigour of Harvard research with a pragmatic focus based on input from hundreds of General Counsels, in-house lawyers, CEOs and board members to show why and how legal teams work across silos – what we call ‘Smart Collaboration.’ It includes the business case, practical tips, case studies and tools to help legal teams master the four essential ‘vectors’ of collaboration:

• Within legal: the full potential of legal and non-legal talent. Rethink hiring and onboarding. Collaborate across countries and cultures. Elevate leadership skills and engineer work to make time for collaboration.
• With the business: create more innovative, strategic solutions by partnering with business leaders. Proactively engage with the board and c-suite to deliver value.
• Across functions: integrate with other departments (finance, R&D, HR, etc.) to create more holistic solutions that capture opportunities, lower risk and improve the employee and customer experience.
• Externally: co-develop solutions to shape regulatory agendas and inform public discourse. Maximise value with outside counsel and other third-party legal providers.

Vetted by dozens of General Counsel and in-house lawyers, this report will benefit all members of in-house legal teams and those who work with them (eg, executives, heads of other corporate functions, recruiters and consultants). Partners and leaders in law firms will also gain from a deeper understanding of their clients’ operations and aspirations.
Profitability in law firms is, above all, about change. This Special Report presents practical strategies for law firms to protect and sustain their financial performance and profitability as shifting client expectations, advanced technology and global competitive forces have an increasing impact on the legal services industry. The authors demonstrate how the traditional factors influencing profitability remain valid, but must be adapted to new financial realities.

The report focuses not only on what sustainable profitability means, but also on how to achieve it in any law firm. Sustainable profitability demands more than closer attention to the numbers – it also demands new approaches to managing the profound changes in the way that law firms traditionally have worked.
Innovation and competitive advantage should be at the heart of every law firm’s strategy.

When choosing a law firm, clients may ask: ‘Why should I do business with you?’ and ‘What are you offering that no one else does? Having an innovative strategy will help you answer these questions and will give you the competitive edge – which is crucial to your bottom line.

This book will guide you through the steps necessary to revolutionise your firm’s creativity by establishing a culture that encourages and spawns innovation at every level. Specifically, this book:

• considers key areas in the law that are ripe for innovation;
• shows you how to execute an innovation process;
• addresses key challenges that prevents innovation in law firms;
• puts a focus on leadership at both a macro and a micro level; and
• develops ideas taken from innovative industries and makes them relevant to the legal industry.

The author, Darryl Cooke, is co-founder of gunnercooke, one of the UK’s fastest-growing challenger law firms.

“"""

A wake-up call for law practices.

Julian Richer
Entrepreneur, Author, Philanthropist
As F Scott Fitzgerald wrote in *The Great Gatsby*, “the rich are different” and face unique challenges – this is perhaps especially true today. Countries are racing to disclose bank accounts to garner more tax income and the politics of being in the “one per cent club” are not always positive. Yet these are important clients with important needs.

This comprehensive new handbook, featuring contributions by leading private client advisers, contains chapters on topics including:

- the importance of having a detailed, organised balance sheet;
- buying very substantial properties;
- choosing a country of residence;
- managing cross-border taxes;
- protecting assets from marital claims;
- understanding trust documents;
- creating a private trust company; and
- setting up a family office.

In addition, this book explores risk and reputation management, addresses diminished capacity and provides an evaluation of the wealth infrastructure, the philanthropic framework and the future of global investing.

Edited by Barbara Hauser, Editor of *The International Family Offices Journal* and the new edition of *Family Offices: The STEP Handbook for Advisers*, this new handbook will provide essential reading for all private client advisers, wherever they are based.
Business Families and Family Businesses
The STEP Handbook for Advisers, Second Edition

The resilience of family businesses has been evident from their success over centuries and across continents. It remains common for practitioners to advise families whose principal source of wealth is, or has been, a successful family enterprise, and to provide guidance on the specific and complex relationships and issues that arise in this context.

This second edition, published in association with STEP, features chapters by leading practitioners in the field, including the Family Firm Institute Inc., Berenberg, Boodle Hatfield, Sandaire, Kleinwort Hambros, Dixon Wilson and Rathbones. The book considers what makes business families and family businesses unique, and examines the issues that advisers are often called upon to consider and address when assisting them. It helps practitioners to deepen their understanding of how families operate, and to develop the skills and knowledge necessary to advise on such complex areas as conflicts between working and non-working family members, ownership structure, succession, wealth management, governance and meeting a family’s philanthropic objectives.

This guide provides a comprehensive handbook for all practitioners who advise business families including lawyers, accountants, financial advisers and wider family business advisers.

""

Review for first edition: The STEP Handbook will undoubtedly become required reading for advisers across the disciplines such as the trust and legal, accounting, HR and other professions who set out to deliver high standards of service for their family business clients.

Grant Gordon
Institute for Family Business
Prepared in association with STEP, the world’s leading organisation for private wealth professionals, this new edition of *Family Offices* features updated chapters from key players in the field including Sandaire, Pitcairn and Farrer & Co.

This practical guide steers readers through the family office model, from its inception to the final stage in its “life cycle”, and covers, among other things: establishing a family office; selecting the right jurisdiction; “virtual” family offices; recruitment and talent management; investment; health and generational wellbeing; risk management and insurance; and crisis management.

The second part of the book explores the increasing number of important jurisdictions and features chapters on Australia, Bermuda, Canada, the Gulf region, Hong Kong, India, Israel, the Netherlands, Singapore, Switzerland, the United Kingdom and the United States.

Whether you are a professional practising in the family office sphere, a family member or a new entrant to this diverse and challenging arena, this comprehensive publication provides essential insight into all aspects of the family office world.

“This book sets the gold standard for the sophisticated family adviser’s increasingly higher duty of care for protection and preservation of existing assets and continuing pursuit of success in business.

William B Bierce
Bierce & Kenerson, P.C.
Ultra-wealthy families have incorporated private trust companies into their wealth structures with increasing frequency over recent decades. Private trust companies can offer greater control over the administration of the family's trusts and can provide greater flexibility in the management of the trust's assets. For many families, a private trust company is a natural complement to the family office, enabling it to include fiduciary services among the services that it provides to its members. Reflecting the rising popularity of private trust companies, more jurisdictions have enacted legislation allowing them.

This handbook is a comprehensive resource for lawyers, accountants, family office executives and any others who advise ultra-wealthy families on private trust companies. Featuring chapters written by leading practitioners, it fully explores the legal, regulatory and practical dimensions of forming and operating a private trust company.

A series of chapters examines the relevant law in prime jurisdictions including Bermuda, the Cayman Islands, Hong Kong, Jersey and key US states. Other chapters focus on organisational and operational issues, such as designing a private trust company’s ownership structure, implementing proper internal controls, outsourcing services, working with professional advisers, managing trust investments and managing inter-jurisdictional activities. Important matters such as coordinating with the family office, communicating with family, protecting privacy and handling disputes involving private trust companies are also covered.

Contributors include practitioners from Appleby, Bedell Christin, Carey Olsen, Cadwalader, Day Pitney, Holland & Knight, McDermott Will & Emery, Meritus Trust Company, Saffery Champness, South Dakota Trust Company, Squire Patton Boggs, Walkers, Wickersham & Taft and Withers.
Setting up a family office is never an easy undertaking and can present numerous challenges for anyone seeking to steward assets for future generations or meet the complex needs of extended family members. This Special Report provides a practical guide to the main factors to consider when setting up a family office and helps families and their advisers navigate a path through the wide range of family office models in use today.

In addition to a brief history of family offices and their evolution, the report covers how families can be encouraged to spend quality time thinking about their needs and aspirations – as well as their relationship to the family wealth – and explores how advisers can work alongside families most effectively. Written in an engaging, accessible style *Setting up a Family Office* looks at who can benefit most from a family office and walks the reader through each key step in the process, including:

- how to hire;
- where to locate;
- what structure to use;
- how to ensure privacy and loyalty; and
- the evolution of the office and the family.

This report makes essential reading for anyone considering setting up a family office including advisers working alongside families on these key issues.

Authors Keith Drewery and Barbara R Hauser have decades of practical experience working with family offices, in all stages, and in many countries.
As globalisation continues apace, opportunities are arising for practitioners in trust jurisdictions that did not exist a few years ago. Growth continues in the traditional trust jurisdictions, especially in civil law jurisdictions where trusts and foundations have previously been used in a limited capacity. In parallel, the concept of the foundation has been adopted by several common law jurisdictions that, until recently, have relied exclusively on trusts – notably Jersey and Gibraltar.

The fifth edition of *Trusts in Prime Jurisdictions* has been fully updated and features a number of new chapters on topics including trust and real estate trust in Israel, what it means to be a fiduciary family office, the role of the trust protector, Islamic (Waqf) trusts, and trusts in relation to divorce. In addition, new for this edition are chapters on Germany and Bermuda.

Produced in association with STEP, this edition provides an essential resource in the use of trusts in a wide range of important jurisdictions and contexts. It also examines related topics such as trust taxation, anti-money laundering laws, the Common Reporting Standard, exchange of information and transparency of registers, among others.

Written by leading professionals and recognised academics, many of whom are STEP members, the fifth edition of *Trusts in Prime Jurisdictions* provides invaluable guidance for all lawyers, trust practitioners and banking professionals working in the field.

“...”

Review for previous edition: It covers quite unflinchingly the difficult technical issues of the law.

Dr Jason Chuah,
*Journal of International Banking Law and Regulation*
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