



Graham Browning

Graham joined byrne-dean in 2019 and leads our Resolution team. He is comfortable with the emotional aspects of workplace problems, understands how issues arise and how to address them in a commercial and human way. He taught at the University of Cambridge and now trains clients worldwide on leadership, behaviour and resolving people problems. His approach is creative and he is an engaging speaker.

He spent over 20 years at Freshfields Bruckhaus Deringer, the law firm. Throughout that time he was the firm's in-house employment lawyer. After a few years advising clients and leading a knowledge team, he moved in-house. He also held a number of increasingly senior HR, ER, policy and compliance roles. For many years he was part of the global HR leadership team, reporting to the HR Director and General Counsel.

Graham has lived and worked in Asia and mainland Europe. He has held a number of community roles, including inclusion governor at a school with an above average intake for whom English was a 2nd language.

Experience

Culture and transformative change – lead HR role on Freshfields' response to the financial crisis: reduced headcount while increasing engagement. Lead role on centralising HR services and later designing and implementing a new target operating model for the firm. Initiated and led a global initiative to increase speaking up and accountability post #metoo. This included a code of conduct and related policies recognised by the SRA as best in class. Lead role on many restructurings, redundancies and transformative individual exits.

Leadership – built and led highly engaged and high performing teams. Maintained delivery of business critical team under threat of redundancy for five years.

People crisis, ER and employment lawyer – led centre of expertise accountable for people risk and HR legal: advice,

policy, investigations, mediations, compliance, dispute resolution and litigation. Leadership advisor on difficult people issues, wrote firm's approach to crises and handled many. Worked 1:1 with instigators and receivers of behaviour such as bullying, sexual assault & gaslighting.

Engagement and strategic HR – responsible for engagement and performance management. Lead role on project to define the long term capabilities required of lawyers. Strategic review of Counsel population; initiated business case reviews, core competency framework, globally aligned terms and capability training.

Diversity and Inclusion – faculty member for 7 years of Stephen Lawrence Foundation initiative to increase diversity in Law. Designed and delivered cultural leadership session in new partner induction. Implemented Freshfields' first global equality policy. Designed and delivered first D&I e-learning in the Legal sector in early 2000s, nominated for an FT innovation award. Accountable for Freshfields' first gender pay gap report.

Front line HR – HR business partner for two functions, supporting leaders and individuals across employee life cycle and core HR processes.

Training – designs and delivers impactful training around the globe, specialising in HR/ER, behaviour/culture, decision-making, inclusion, leadership and management.

Qualifications

BA (Law, Cambridge) and LPC (College of Law, York)

MSc in Organisational Behaviour (Birkbeck)

Meyler Campbell Mastered Programme Executive Coach

Accredited Mediator (The TCM Group)

Mental Health First Aider and trained in D&I