

Development framework

Definition	Individual	Senior or Subject matter expert	People leader	Leader of Leaders	Senior role head of Legal and Risk or GC
Skills					
Technical Your legal career stands on a foundation of good technical skills. This is the business of law. Understanding the problem, applying facts to the law, and clearly communicating your opinion and advice. Get the basics right. Good work habits preparing clear and accurate legal advice, fit for purpose and on time. Three C's of: <ul style="list-style-type: none">Context: Understand instructions, check facts and assumptions.Content: Accurate research and correct analysis. Fitting facts to law.Communication: Clear advice, easy to understand, key issues highlighted.	Context Understand the context of the instructions and the purpose of the advice. This includes the broad situation, audience, and what the advice will be used for. Check facts and assumptions and be aware of limited information and client behaviours. Sometimes facts are unproven, unknown or matters of opinion. Clients may have a one-sided view, not tell you everything, or assume you know more than you do.				
	Content Fully and correctly analyse the relevant law, including statutory and case law. How deep to go will depend on significance and risk (eg, commercial decision or compliance issue?). Distinguish between legal analysis and risk assessment. Give your “best” view of the law first. Risk decisions are ultimately for the client. You can help them with that, as long as your legal analysis is clear.				
	Communication Clear writing and oral presentation. Highlight key issuers and advice. Communicating your advice clearly and succinctly – in writing or in person. Make it understandable and accessible for your client. Understand your boundaries – What are the limits of your advice (in either information, skill or certainty)? Frame and position your advice to suit the context and purpose.				
Skills Development	Seek a range of work experiences Gather feedback from clients, managers or legal colleagues. Listen and be open minded Source training skills courses (link to ILANZ) Basic skills training eg plain English writing Have a plan for building these skills	Subject area learning (legal updates, new law etc) is important to understand the broader legal landscape and develop expertise in some areas. Source training skills courses Have a plan for building these skills Seek a range of work experiences Gather feedback from clients, managers or legal colleagues.	Become a mentor and catch-up with colleagues informally. Give feedback. Subject area learning (legal updates, new law) and develop expertise in some areas. Have an ongoing plan for building these skills	Become a mentor and catch-up with colleagues informally. Give feedback. Subject area learning (legal updates, new law) and develop expertise in some areas.	Become a mentor and catch-up with colleagues informally. Give feedback. Subject area learning (legal updates, new law) and develop expertise in some areas.

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<p>Wellbeing</p> <p>Performing effectively over the long-term means looking after yourself. You have to invest in yourself, to sustain your energy, enthusiasm, and positivity.</p> <p>The underpinning of everything – both for you and your team:</p> <ul style="list-style-type: none"> Managing work/life balance Mental health Physical health Understanding your team 	<p>Making sure you can thrive to deliver your best.</p> <p>Pacing yourself will see you through and assist against burn out.</p> <p>Work is not your whole life, and you need to make sure your batteries are charged to deliver your best.</p> <p>A change of scene can help you to see the bigger picture and spark ideas.</p>	<p>Making sure you can thrive to deliver your best.</p> <p>Pacing yourself will see you through and assist against burn out.</p> <p>Work is not your whole life, and you need to make sure your batteries are charged to deliver your best.</p> <p>Changing your environment can provide perspective and inspire new ideas.</p>	<p>Lead by example</p> <p>Making sure you can thrive to deliver your teams best.</p> <p>As you care for yourself, you need to look out for those around you too – up, down, across.</p> <p>Put your own lifejacket (or mask) on first. Only by looking after yourself can you make sure you can be your best self at work.</p> <p>Promote team learning and courses on wellbeing topics</p> <p>Create a culture of speaking up to support staff well being</p> <p>Highlight and celebrate staff who are managing their wellbeing</p>	<p>Lead by example</p> <p>As you care for yourself, you need to look out for those around you too – up, down, across.</p> <p>Put your own lifejacket (or mask) on first. Only by looking after yourself can you make sure you can be your best self at work.</p> <p>Look closely at your “legal ops” – Promoting efficient and healthy working practices (including responsibility briefing and managing client expectations) has a significant wellbeing benefit.</p> <p>Highlight and celebrate staff who are managing their wellbeing</p>	<p>Create and lead team strategy to support wellbeing practices</p> <p>Highlight and celebrate staff who are managing their wellbeing</p> <p>Lead by example</p> <p>As you care for yourself, you need to look out for those around you too – up, down, across.</p> <p>Put your own lifejacket (or mask) on first... only by looking after yourself can you make sure you can be your best self at work.</p> <p>Look closely at your “legal ops” – Promoting efficient and healthy working practices (including responsibility briefing and managing client expectations) has a significant wellbeing benefit.</p>
Wellbeing Development	<p>Develop self-awareness</p> <p>Complete a strengths assessment</p> <p>Complete development in wellbeing topics</p> <p>Ask for support and help as required</p>	<p>Develop self-awareness</p> <p>Complete a strengths assessment</p> <p>Complete development in wellbeing topics</p> <p>Ask for support and help as required</p>	<p>Complete a 180 or 360 feedback survey</p> <p>Listen to your employees – e.g. feedback surveys.</p> <p>Understanding your team. Complete team connection sessions to build understanding of each other.</p>	<p>Complete a 180 or 360 feedback survey</p> <p>Listen to your employees – e.g. feedback surveys.</p> <p>Complete team connection sessions to build understanding of each other.</p>	<p>Complete a 180 or 360 feedback survey</p> <p>Listen to your employees – e.g. feedback surveys.</p> <p>Complete team connection sessions to build understanding of each other.</p>

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<p>Commercial</p> <p>Once you have your technical building blocks, you can add more perspective, judgement and experience to managing risk and finding the “right” course of action. This is practical advice that we often call “client ready”.</p> <p>Enable good decision-making and risk taking by assessing and evaluating legal risk (not just identifying it):</p> <ul style="list-style-type: none">• Organisational dynamic: Understand the business, your role in relation to the decision-maker, and what they need.• Risk significance: Identify, assess, and evaluate relevant risks.• Commerciality: Identify practical mitigations or solutions where possible.	<p>Organisational dynamic</p> <p>Clients usually want solutions or ways forward, not a lesson about the law. Develop relationships across the business. Understand as much as possible about the business.</p> <p>Don’t become the decision-maker. It’s not your role professionally. Be careful of pre-empting the client’s own managerial responsibility.</p> <p>Understand how your key clients think, their drivers and the end objectives. Develop and show an affinity with those interests.</p> <p>Clients value advice that supports their decision-making options. Use the language of your business.</p>	Continue to build on your commercial skills	Lead the team to develop relationships across the business	Consider legally adjacent risk like reputational, governance and ethics.	Consider legally adjacent risk like reputational, governance and ethics.
	<p>Risk significance</p> <p>Risk identification is part of analysis, but you need to evaluate those risks – How serious are they? Nothing is completely risk-free.</p> <p>Clarify the nature of the legal risk. Your organisation may be more tolerant of commercial legal risk than compliance risk (for example).</p> <p>Be sensible on what risks you include in advice – There are lots of theoretical risks, and listing remote risks could devalue your advice, and obscure the serious issues.</p> <p>Legal and commercial (context / situation). Spell out the consequences. If criminal liability is relevant, be very careful how that is evaluated and presented to the client.</p>				
	<p>Commerciality / Pragmatism</p> <p>Balance risks and opportunities in the context of your legal advice.</p> <p>Focus on upside management – What the client can do, rather than just the bad news.</p> <p>Give a view if asked. Clients often want your perspective, judgement or experience. Be prepared to back that up with practical follow-through.</p> <p>Don’t confuse safety for the lawyer with safety for the business! Give your best advice (without fear or favour), not comfortable advice.</p> <p>Having and open and constructive mindset will help frame options and present the pros and cons.</p> <p>If possible, frame your advice in terms of options or ways forward. Or steps to reduce risk / liability if proceeding.</p> <p>Aim for “yes and” rather than “yes but” where possible.</p> <p>Know your personal limits and when to ask for help.</p>				
Commercial Development	Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics:	Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics:	Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics:	Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics:	Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics:

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	<p>Financial literacy – Accounting and financial statements.</p> <p>Audit and regulatory frameworks.</p> <p>Economic policy and management, key policy levers and macro-economic tools.</p> <p>Key regulators and enforcement agencies, and their priorities.</p> <p>Government policy and law reform, including the “machinery of government” (how laws are made).</p> <p>International trends, including market, regulatory and legal.</p> <p>Join key business groups and trade associations relevant to your practice area.</p>	<p>International trends, including market, regulatory and legal.</p> <p>Join key business groups and trade associations relevant to your practice area.</p>	<p>International trends, including market, regulatory and legal.</p> <p>Join key business groups and trade associations relevant to your practice area.</p>	<p>Corporate governance landscape including liability, insurance, emerging trends and key issues.</p> <p>International trends, including market, regulatory and legal.</p> <p>Join key business groups and trade associations relevant to your practice area.</p>	<p>Corporate governance landscape including liability, insurance, emerging trends and key issues.</p> <p>International trends, including market, regulatory and legal.</p> <p>Join key business groups and trade associations relevant to your practice area.</p>

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Relationships With technical skill and commercial judgement, your relationships become increasingly important to next steps. How do you collaborate with others, how do they experience you, how can you enhance your influence, credibility and connections? Be a trusted advisor and influencer – An effective operator that contributes and enables, and is well regarded personally: <ul style="list-style-type: none"> Interpersonal: Develop self-awareness, empathy, and ways of interacting. Relationships: Build strong relationships through service, integrity and trust. Cultural competency: Understand different cultures and backgrounds. 	Inter-personal Learn to work with different types of people inside and outside of your organisation. Learn to understand what drives people, how to communicate and influence, and trigger-points to avoid. Understand your own thinking, communication and personal style, and when you need to adjust. Don't underestimate the value of great service as a relationship building tool. Getting the basics right in your daily work quickly pays relationship dividends. Learn to manage your emotions. Losing control usually means losing. Learn to tailor your approach to different personality types, situations and background.	Repay the trust people place in you through ethical and principled behaviours. Your integrity matters. De-personalise issues even if they seem personal. Things come and go, but how you make someone feel tends to remain. Your career is a long game, not a short one. Build on managing your emotions. Losing control usually means losing. Practice tailoring your approach to different personality types, situations and background. Share experiences and learnings with your colleagues and boss (in a safe way).	Manage “up and across” when important, without burning bridges. Maintain high standards of work and integrity in all your relationships. Focus on building your teams effective teamwork practices. Use your empathy and listening skills to manage interactions. Tailor your approach to different personality types, situations and background.	<ul style="list-style-type: none"> Manage “up and across” and support implementing the relationship management strategy. Maintain high standards of work and integrity in all your relationships. 	<ul style="list-style-type: none"> Set the vision for your team’s relationship management strategy and plans Maintain high standards of work and integrity in all your relationships.
	Relationships Understand the organisational and personal drivers affecting your clients, Learn to manage “up and across” when important Be a team player who is effective at collaboration and understands the give-and-take of relationships. Maintain high standards of work and integrity in all your relationships. Have tools and approaches to deal with difficult people and situations	Learn to manage “up and across” when important Be a team player who is effective at collaboration and understands the give-and-take of relationships. Maintain high standards of work and integrity in all your relationships. Have tools and approaches to deal with difficult people and situations	Understand the organisational and personal drivers affecting your clients, including senior management. Have tools and approaches to deal with difficult people and situations in the team Focus on effective teamwork, not just personal achievement. You’ll get more opportunities and influence and build confidence as a colleague and “results-focused” employee.	Understand the organisational and personal drivers affecting your clients, including senior management. Learn to manage “up and across” when important	Understand the organisational and personal drivers affecting your clients, including senior management.
	Cultural competency Develop your understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment. In New Zealand, have a working knowledge of Te Tiriti o Waitangi, familiarity with common Te Reo Māori words and phrases, and basic tikanga	Increase your understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment. In New Zealand, have a working knowledge of Te Tiriti o Waitangi, familiarity with common Te Reo Māori words and phrases, and basic tikanga	Lead the understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment in your team Lead the use of with common Te Reo Māori words and phrases, and basic tikanga	Set the metrics for measuring the teams understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment in your team Lead the use of with common Te Teo Māori words and phrases, and basic tikanga	Align the teams with the organisations strategy for understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment in your team Lead the use of with common Te Reo Māori words and phrases, and basic tikanga
Relationships Development	Interpersonal skills are sometimes overlooked in professions but are critical within organisations. It’s something you must invest in, and sustain: Read “management” books that interest you. There are lots. What you focus on improves. Intentionality is important. Look at the good non-lawyer operators in your business. Nine times out of ten they	Interpersonal skills are sometimes overlooked in professions but are critical within organisations. It’s something you must invest in, and sustain: Read “management” books that interest you. There are lots. What you focus on improves. Intentionality is important. Look at the good non-lawyer operators in your business. Nine times out of ten they	Take opportunities to get feedback about your personal style and way of interacting. This can be tough, but 360 reviews can be gold. Provide coaching to your teams Read Leadership books that interest you. There are lots. What you focus on improves. Intentionality is important. Look at the good non-lawyer operators in your business. Nine times out of ten they	Take opportunities to get feedback about your personal style and way of interacting. This can be tough, but 360 reviews can be gold. Provide coaching to your teams Access executive coaching to support your work and career Read Leadership books that interest you. There are lots. What you focus on improves. Intentionality is important.	Take opportunities to get feedback about your personal style and way of interacting. This can be tough, but 360 reviews can be gold. Provide coaching to your teams Access executive coaching to support your work and career Read Leadership books that interest you. There are lots. What you focus on improves. Intentionality is important.

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	<p>will have exceptional people skills. Take notes and learn from them.</p> <p>Courses and seminars are also useful to give you ideas and keep these issues front-of-mind.</p> <p>Go to the ILANZ conference and our other “development” workshops and sessions</p> <p>Remember to “actuate” your learnings, note down what works and what the result was. This makes it more real.</p> <p>Take opportunities to get feedback about your personal style and way of interacting.</p> <p>Share experiences and learnings with your colleagues and boss (in a safe way). We all have similar workplace challenges and experiences and understanding that fosters a mature outlook.</p>	<p>will have exceptional people skills. Take notes and learn from them.</p> <p>Courses and seminars are also useful to give you ideas and keep these issues front-of-mind.</p> <p>Go to the ILANZ conference and our other “development” workshops and sessions</p> <p>Remember to “actuate” your learnings, note down what works and what the result was. This makes it more real.</p> <p>Take opportunities to get feedback about your personal style and way of interacting.</p> <p>Share experiences and learnings with your colleagues and boss (in a safe way). We all have similar workplace challenges and experiences and understanding that fosters a mature outlook.</p>	<p>will have exceptional people skills. Take notes and learn from them.</p>	<p>Look at the good non-lawyer operators in your business. Nine times out of ten they will have exceptional people skills. Take notes and learn from them.</p>	<p>Look at the good non-lawyer operators in your business. Nine times out of ten they will have exceptional people skills. Take notes and learn from them.</p>

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<p>Enterprise</p> <p><i>In addition to people-skills, a broader outlook is a key step in your leadership journey. You help make things better and move things forward. You have the skills, judgement and relationships. Now you're unlocking innovation and opportunities and building consensus. You are a go-to person that gets invited into the room.</i></p> <p>Strategic advisor, problem-solver, subject matter expert and innovator:</p> <ul style="list-style-type: none">• Expertise: Deep knowledge and experience in your practice area.• Perspective: Sound grasp of organisational and stakeholder issues.• Creativity: Adept at finding a way forward and making improvements.	Nil	<p>Building deeper knowledge and experience in your practice area.</p> <p>Be alive to internal politics and conflict. Management agendas sometimes are the cause of the problem or prevent a solution.</p>	<p>Be connected, aware and up to date. Look out and ahead. Show interest and be curious</p> <p>Be alive to internal politics and conflict. Management agendas sometimes are the cause of the problem or prevent a solution.</p> <p>Avoid being captured by your own expertise. Bring legal points forward only when needed.</p> <p>Look for the upsides in downside situations – There's always something.</p>	<p>Understand your organisation and the delivery priorities of your senior executives and governors.</p> <p>Be alive to internal politics and conflict. Management agendas sometimes are the cause of the problem or prevent a solution.</p> <p>Make time and see this as part of your job.</p> <p>Synthesize your skills with the organisation's – problem-solve to position the organisation well.</p> <p>Legal often works in the "white spaces", areas of innovation, or of conflict. Usually there's an opportunity, threat or something of value at stake. That's your moment.</p>	<p>Leverage the unique advantages inhouse lawyers have: Connections and cut through in the organisation, excellent analytical skills and judgement, and strong work ethic and outcome focus.</p> <p>Understand the strategic landscape – scan the horizon, what might be heading your way.</p> <p>Your CE probably expects the legal team to add value on risk management, problem-solving, and project execution.</p>
Enterprise Skills Development		<p>Your own organisation's annual reports and planning documents.</p> <p>Sector news sources and constantly scan media and other commentary (topicality and trends).</p> <p>Relationships with industry peers.</p> <p>Regular 1:1s within the business and contact with other teams. Coffees, water-cooler (etc).</p> <p>Business partnering.</p>	<p>Your own organisation's annual reports and planning documents.</p> <p>Sector news sources and constantly scan media and other commentary (topicality and trends).</p> <p>Relationships with industry peers.</p> <p>Regular 1:1s within the business and contact with other teams. Coffees, water-cooler (etc).</p> <p>Business partnering.</p>	<p>Your own organisation's annual reports and planning documents.</p> <p>Sector news sources and constantly scan media and other commentary (topicality and trends).</p> <p>Relationships with industry peers.</p> <p>Regular 1:1s within the business and contact with other teams. Coffees, water-cooler (etc).</p> <p>Connect with other senior people outside your organisation.</p> <p>Business partnering.</p> <p>Debrief and share learnings to maintain networks</p>	<p>Your own organisation's annual reports and planning documents.</p> <p>Sector news sources and constantly scan media and other commentary (topicality and trends).</p> <p>Relationships with industry peers.</p> <p>Regular 1:1s within the business and contact with other teams. Coffees, water-cooler (etc).</p> <p>Connect with other senior people outside your organisation.</p> <p>Business partnering.</p> <p>Debrief and share learnings to maintain networks</p>

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Management Running a legal team: <i>While you’re working on your legal job, you’re also running a business unit - Your team and your external providers! You are managing client relationships, budgets and HR. Some of this is administrative, but it’s the price of admission to the management levels in the organisation. Your job is making sure the work gets done, but it won’t be you doing it all. That’s a step change.</i> <ul style="list-style-type: none">• Delivery: Managing the turn-around of business-as-usual and project work.• Financial: Managing a legal budget of inhouse and external resource.• CRM and SRM: Look after your clients and suppliers.• Delegation: Allocating work effectively and fairly within the team.• Recruitment: Managing staff turn-over.			Delivery Driving delivery of legal work. This may include systems for receiving and prioritising instructions, and legal project management. Team planning – Know what the team must deliver, how it fits the business mission, how you’ll do it, and how you’ll demonstrate value. Quality-control the product coming from your team, including “legal ops” issues such as workflow management, risk management, and cost.	Keep a strategic eye on the ball in the organisation and sector: what’s changing, what are the trends. Have a plan and involve the whole team. They need confidence you’re helping them navigate the working world. As manager you’ll be expected to read the road.	Keep a strategic eye on the ball in the organisation and sector: what’s changing, what are the trends.
			Financial Manage staff budgets and external spend, finding efficient ways to resource work and managing “demand” for legal services. Depending on scale, consider procurement and delivery strategies that align and incentive providers. Consider the cost-benefits of technology investment, or other demand reduction initiatives. Learn how to read accounts and manage your financial reporting within the organisation. Legal is a cost-centre, and your finance team wants to know your pencil is sharp.	Stay aware of market developments in legal ops and have a clear reason for adopting or not-adopting.	
			CRM and SRM Maintain excellent working relationships with your clients, providers and stakeholders. Ensure regulator catch-ups with key clients and external providers. Keep the pipeline workstreams moving smoothly and stay on-top of trouble shooting and any client dissatisfaction issues. For suppliers, focus on “right-sizing” instructions, delivery efficiency, and capturing learnings.		
			Delegation Delegate effectively and fairly. Review and supervise where required.	Balance risk, timeliness. quality and team empowerment. Ensure the work gets done, supporting the team, and you’re only involved at the right “level”.	Balance risk, timeliness. quality and team empowerment. Ensure the work gets done, supporting the team, and you’re only involved at the right “level”.
			Recruitment Recruit well – Find the talent you need with room to grow and avoid bad-fit employees. Learn how to interview safely, and what to look for. Identify key attributes and capabilities for roles and have ways to test that with candidates. Be aware of red flags be clear on expectations. Work hard to avoid preconceptions or bias. Have interview strategies that work for diverse candidates (for example, instead of “achievements” ask what they’re proud of).	Recruit well – Find the talent you need with room to grow and avoid bad-fit employees. Learn how to interview safely, and what to look for. Identify key attributes and capabilities for roles and have ways to test that with candidates. Be aware of red flags be clear on expectations. Work hard to avoid preconceptions or bias. Have interview strategies that work for diverse candidates (for example, instead of “achievements” ask what they’re proud of).	Recruit well – Find the talent you need with room to grow and avoid bad-fit employees. Learn how to interview safely, and what to look for. Identify key attributes and capabilities for roles and have ways to test that with candidates. Be aware of red flags be clear on expectations. Work hard to avoid preconceptions or bias. Have interview strategies that work for diverse candidates (for example, instead of “achievements” ask what they’re proud of).

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Management skills development			<p>Use your organisation’s own resources to understand business systems and financial planning.</p> <p>Key relationship partners in your business including HR and finance can help you.</p> <p>Learning materials on “relationships” and “people leadership” are key enablers of practical management.</p> <p>Access training course and online materials on “how to”.</p> <p>Attend key sector events and seminars on important trends and developments.</p> <p>Enhance your understanding of what your key clients (managers and senior managers) are tasked with in their business delivery – This will give you key insights.</p>	<p>Use your organisation’s own resources to understand business systems and financial planning.</p> <p>Key relationship partners in your business including HR and finance can help you.</p> <p>Learning materials on “relationships” and “people leadership” are key enablers of practical management.</p> <p>Access training course and online materials on “how to”.</p> <p>Attend key sector events and seminars on important trends and developments.</p> <p>Enhance your understanding of what your key clients (managers and senior managers) are tasked with in their business delivery – This will give you key insights.</p>	<p>Use your organisation’s own resources to understand business systems and financial planning.</p> <p>Key relationship partners in your business including HR and finance can help you.</p> <p>Learning materials on “relationships” and “people leadership” are key enablers of practical management.</p> <p>Access training course and online materials on “how to”.</p> <p>Attend key sector events and seminars on important trends and developments.</p> <p>Enhance your understanding of what your key clients (managers and senior managers) are tasked with in their business delivery – This will give you key insights.</p>

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<p>Leadership</p> <p>A leader is anyone who can influence and impact others through their words, actions and behaviours. A modern leader understands the most effective way to lead is by using their head and their heart. (Kirstin Ferguson)</p> <p>Being a modern leader requires:</p> <ul style="list-style-type: none"> Self-awareness team building, building trust, managing, coaching Staff development and retention Healthy team culture <p>Great leaders are pivotal to high performing organisations. Who you are and what you bring eventually transcends the ingredients. This requires a clear value-set, comfort in who you are, and willingness to put others first. As a role model, you'll set yourself high standards.</p>	Self-leadership and awareness	Self-leadership and awareness	<p>Your identity and contributions go beyond the basics. To achieve this, you need clear values, self-assurance, and a willingness to prioritize others. As a role model, you will set high standards for yourself.</p> <p>Key personal skills in leadership roles typically depend on:</p> <ul style="list-style-type: none"> Emotional intelligence/empathy Cognitive Capability - (capacity to deal with complexity and capacity for sound judgement in uncertainty) Being authentic Accepting vulnerability Showing curiosity. Being inclusive. Listening before deciding. <p>Using those skills, your primary management tasks depend on:</p> <ul style="list-style-type: none"> Enabling and motivating others. Creating and sharing a vision for the business unit. Modelling good behaviours. Supporting staff development and talent management Maintaining highest integrity. Managing performance issues <p>Decision-making depends on:</p> <ul style="list-style-type: none"> Learning to deal with imperfect and incomplete information. Being flexible and resilient. Maintaining grip and gravitas. Finding common ground. Standing by your actions. <p>Celebrate and share success</p> <p>Succession planning – Make sure there are people in your team who can step up if you move on. Find development opportunities to help them on this journey.</p>	<p>Senior organisational role, respect in sector / profession</p> <ul style="list-style-type: none"> Network leadership Driver and change-maker Judgement, gravitas, resilience Emotional intelligence Ability to motivate and inspire Accountability <p>Critical leadership dependencies in these roles are:</p> <ul style="list-style-type: none"> Ability to think and act strategically. Ability to crisis manage. Ability to deal with ambiguity and complexity. Superb inter-personal and communication skills. Ability to inspire and lead. <p>Succession planning – Make sure there are people in your team who can step up if you move on. Find development opportunities to help them on this journey.</p>	<p>The General Counsel is a key person in managing strategic and operational legal risk in the organisation, and bringing professional bearing and perspective. Institutionally the General Counsel role may also impact stakeholders, investors or the public.</p> <p>While the GC does lead the legal function, the GC is also the principal legal advisor to the CE, senior executives and governance. Supporting them in their roles and decision-making is a critical function.</p> <ul style="list-style-type: none"> Identify and manage business risks Maintain highest trust relationships Provide thought-leadership High executive function, and an outcomes delivery focus. Strong resilience. <p>Succession planning – Make sure there are people in your team who can step up if you move on. Find development opportunities to help them on this journey.</p>
Leadership Development			<p>Watch other managers, take the good and observe what isn't.</p> <p>Get a mentor within your organisation, or another manager "coffee buddy". You'll need a steer on things and support.</p> <p>Talk to other managers in the organisation and see what they do. You'll get some good ideas.</p> <p>If you didn't get some coaching or read management books you better start now! It can pay big dividends and make life better for you and your team.</p>	<p>Coaching, mentoring and leadership courses.</p> <p>On the job experiences</p> <p>Things that sustain you outside of work. Your growth as an individual and human being will have a big impact.</p>	<p>Coaching, mentoring and leadership courses.</p> <p>On the job experiences</p> <p>Things that sustain you outside of work. Your growth as an individual and human being will have a big impact.</p>

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			<p>Attend workshops and seminars on people leader skills.</p> <p>Talk to your own HR teams – You’ll be amazed at how much wisdom is sitting there.</p> <p>While “management” is not always the same as “leadership”, start to take an interest in what good leaders do. There’s plenty of online and written material.</p>		