

Development workbook

Review the skills framework.

Identify areas to work on – use this workbook to record your ideas

What areas do you want or need to work on?

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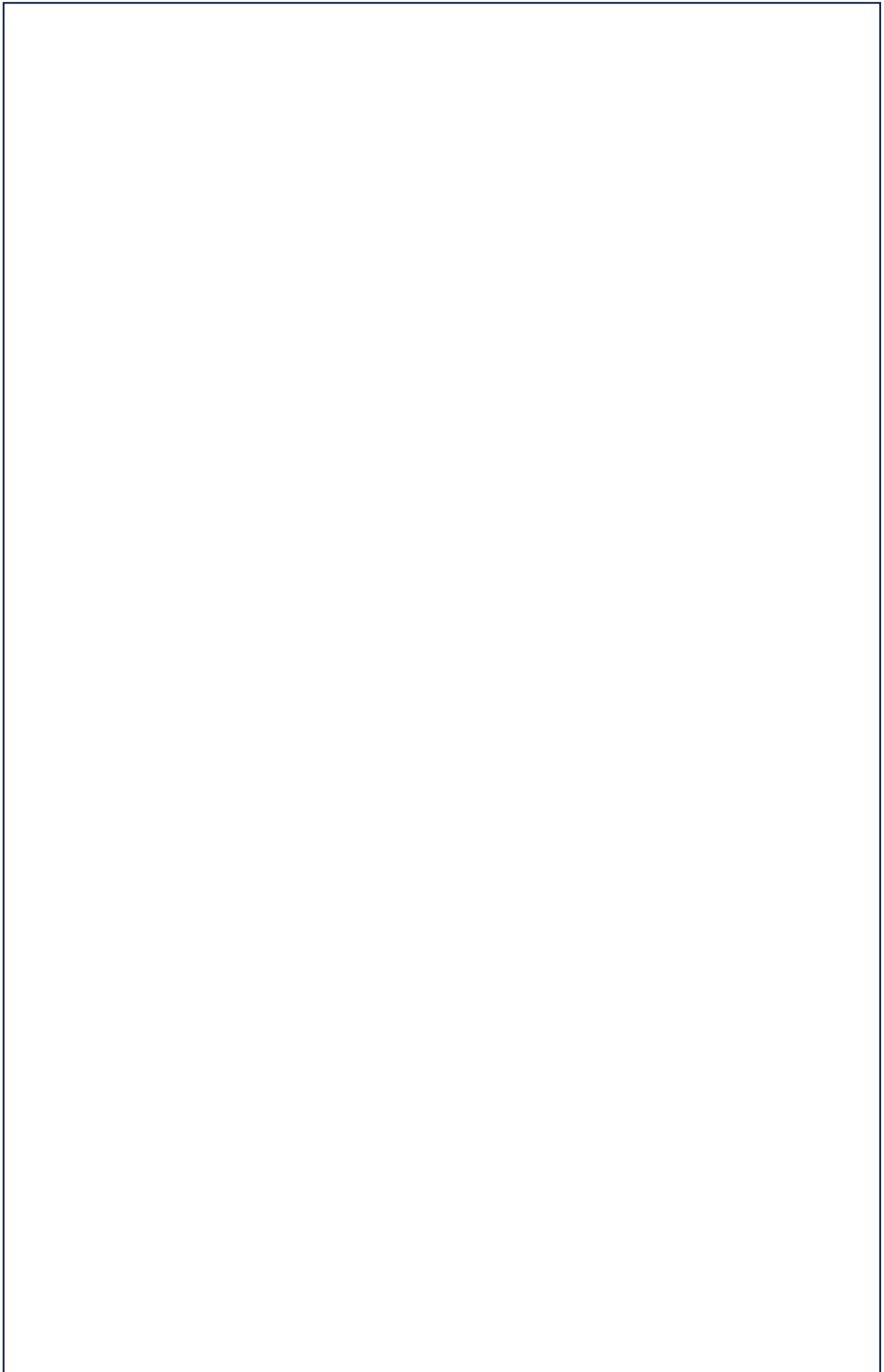
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Discuss with your leader, coach or mentors' areas where you could be working on

Feedback is essential for developing your legal skills. The legal profession is unique in that clients often assess the quality of legal advice based on its presentation rather than its substance. This is compounded by the fact that lawyers typically believe their perspective is correct, yet it is rare for two lawyers to concur fully. Unlike engineering, where failure is evident when a structure collapses, in law a lost case is often attributed to judicial error rather than the lawyer's performance.

The client's trust in your advice primarily depends on their perception of you. The practice of law is influenced by perceptions and relies more on the confidence that clients have in you as a professional than on the actual legal product. **It is imperative to earn and maintain that trust, ensuring that it is not compromised.**

Being effective as a lawyer requires proficiency in your job and maintaining a strong track record. Additionally, it is important to understand how others perceive and experience you.

Self-awareness is crucial, although it can be challenging to obtain an accurate picture of oneself because perception is based on others' viewpoints. This has two implications:

As an in-house lawyer, effectiveness relies on good interpersonal relationships, trust, and confidence. How you present yourself influences this.

Career decisions are often made in your absence, so others' opinions are significant, and your reputation is important.

This does not mean striving to please everyone. It is essential to excel in your role and build respect through competence. However, receiving help and being open to feedback are also necessary. Actively seeking and incorporating feedback is important. Understanding and clearly explaining the reasons behind your recommendations is vital.

The main sources of feedback are:

- Your manager(s) and leader(s)
- Other lawyers in your team
- External counsel
- Clients and senior management
- Coaches and mentors
- Sector groups and stakeholders
- Independent and anonymous feedback is especially useful, such as 360 reviews or internal surveys.

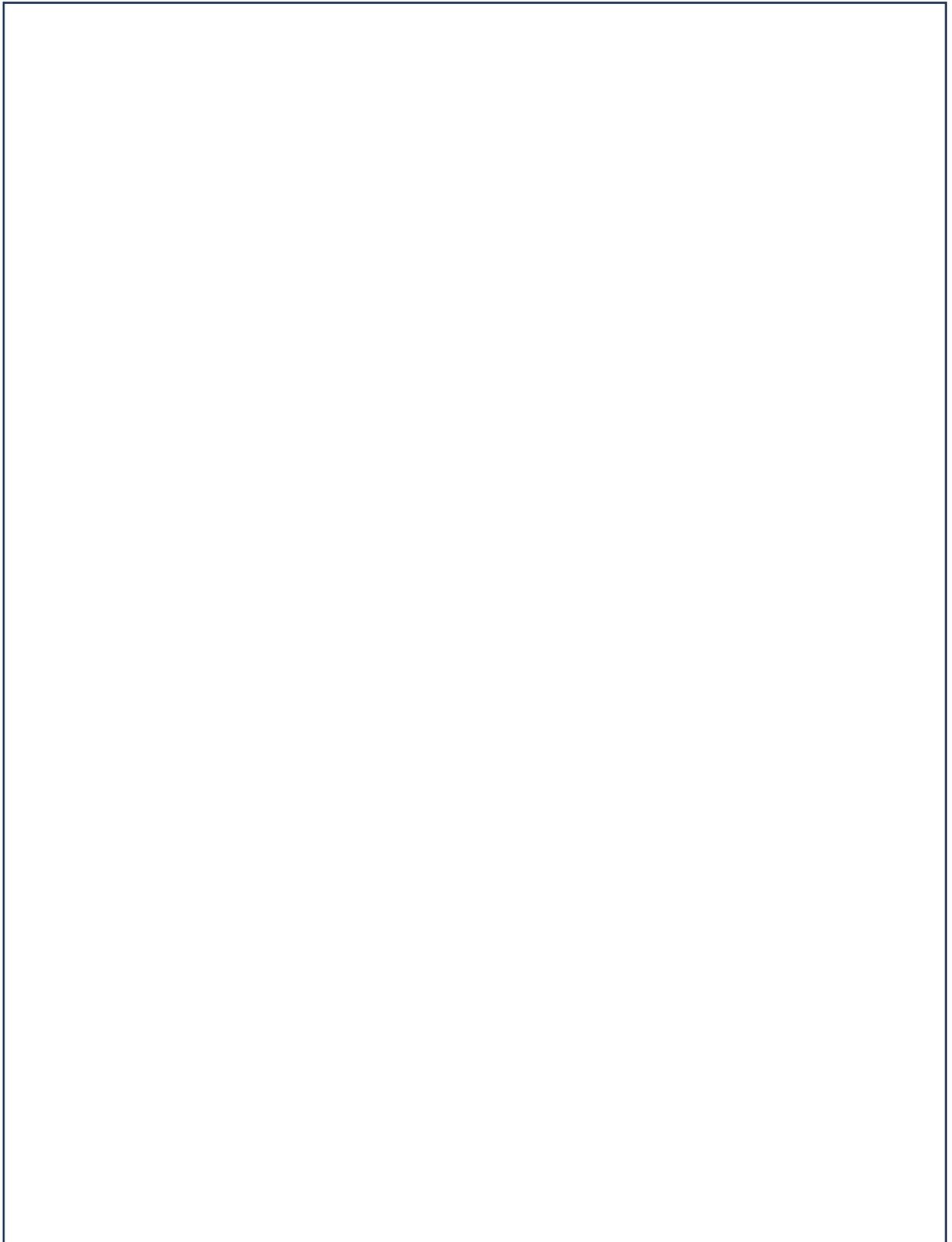
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Questions to use for collecting feedback

What should I do more of?

What should I do less of?

If I could do one thing better, what would it be?



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Look up ILANZ courses and opportunities and sign up to courses that match your plan

[Link to events and course page here](#)

Look for opportunities to grow and develop in your workplace

What opportunities are available to you?

Can you take on challenging assignments that extend beyond your usual responsibilities to showcase your capabilities and potential?

How can you increase your visibility both within and outside the organization through various formal and informal means?

Reflect on what actions you would take?

[Link and update your CPD plan](#)