

# Development Framework Pou Whanake

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# Introduction

The skills in the framework are:

- **Technical**
- **Wellbeing**
- **Commercial/Organisation**
- **Relationships**
- **Enterprise**
- **Management**
- **Leadership**

Each skill has a definition and then descriptions of what this looks like at four levels. Each step is designed to build upon the previous one.

What are the four levels:

- Individual e.g. Legal Advisor
- Senior or Subject Matter Expert e.g. Senior Legal Advisor
- Leader e.g. People Leader or Manager
- Enterprise Leader e.g. General Counsel, Head of Legal and Risk

It's important to note that these levels and skills are intended to be a guide only and the framework is not rigid or absolute. It provides general guidance and structure for understanding and developing skills, and they are not strict rules to follow.

Understanding the Framework:

- The skills described on the side and outline what it is.
- Each level then has further descriptions of the skills you would typically associate with each level. The final row outlines development options to explore and guide you in your development.
- The descriptions for each level show the skills and at the bottom, the development guidance. Start at the first level and read from left to right.
- **Identify your focus areas:** Look for skills you want to improve.

- **Levels build on each other:** The first level is the expected foundation. Each higher level adds to, and builds on, the skills of the previous one. The Leader level is specific to people who are leading and managing people.
- **Choose any level:** Don't limit yourself to your current role. You can work on skills from any level, even if you don't have direct experience yet. It can support you to think more broadly about your career.
- **Enterprise Leader:** To reach the top level, you'll typically need to be proficient in most of the skills from every level.
- If you are a new lawyer starting out also consider reviewing the New Zealand Law Society's **guidance** for starting out.

The descriptions and examples are a starting point. We encourage you to tailor your personal development by incorporating your own relevant experiences and in line with your role and the organisation you are supporting. Meet and talk with your leaders' mentors and peers to support your growth and development.

# Technical Hangarau





## Definition

Your legal career stands on a foundation of good technical skills. This is the practice of law. Understanding the problem, applying facts to the law, and clearly communicating your opinion and advice.

Get the basics right. Develop good work habits – preparing clear and accurate legal advice, fit for purpose and on time.

### Three C's of:

- 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.

 <b>Individual</b> e.g. Legal Advisor	 <b>Senior or Subject Matter Expert</b> e.g. Senior Legal Advisor	 <b>Leader</b> e.g. People Leader or Manager	 <b>Enterprise Leader</b> e.g. Head of Legal or General Counsel
<b>Context</b>			
<ul style="list-style-type: none"><li>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.</li><li>Check facts and assumptions and be aware of limited information and client behaviours. Sometimes facts are unproven, unknown or are actually matters of opinion. Clients may have a one-sided view, not tell you everything, or assume you know more than you do.</li></ul>			
<b>Content</b>			
<ul style="list-style-type: none"><li>Fully and correctly analyse the relevant law, including statutory and case law. How deep to go will depend on significance and risk (e.g. it is a commercial decision or a compliance issue).</li><li>Distinguish between legal analysis and risk assessment. Give your “best” view of the law first using your independent professional judgement. Risk decisions are ultimately for the client. You can help them with assessing that, if your legal analysis is clear.</li></ul>			
<b>Communication</b>			
<ul style="list-style-type: none"><li>Clear writing and oral presentation. Highlight key issuers and advice.</li><li>Communicating your advice clearly and succinctly – in writing or in person. Make it understandable and accessible for your client.</li><li>Understand your boundaries – what are the limits of your advice (in either information, skill or certainty)?</li><li>Frame and position your advice to suit the context and purpose.</li></ul>			

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<b>Drafting and Negotiation</b>			
<ul style="list-style-type: none"> <li>Review and edit agreements (including templates) for client requirements.</li> <li>Effective drafting for clarity, accuracy and purpose.</li> <li>Become familiar with common contract types, industry forms, and clauses.</li> <li>Know and apply contract law to contracting (e.g. agency, privity).</li> <li>Negotiate clauses with other counsel.</li> </ul>	<ul style="list-style-type: none"> <li>Able to draft whole agreements and negotiate complex projects.</li> <li>Understanding what is commercial or market in key areas.</li> <li>Apply relevant sector or industry knowledge.</li> <li>Understand client and counterparty drivers, and interpersonal dimensions of negotiations.</li> <li>Be effective and credible in positional bargaining situations.</li> <li>Drive key commercial outcomes, balancing risk and negotiation trade-offs.</li> </ul>	<ul style="list-style-type: none"> <li>Supervising contract review, drafting and negotiation.</li> <li>Promote consistency and performance in the team, including developing (and keeping updated) templates.</li> <li>Ensure internal client instructions are aligned to organisational position.</li> <li>Manage negotiation dynamics (including long-term and stakeholder relationships).</li> <li>Manage external lawyer briefs on negotiation and drafting.</li> <li>Be able to “sell” an appropriate negotiated position internally (to senior execs and governance).</li> </ul>	
<b>Skills Development Examples</b>			
<ul style="list-style-type: none"> <li>Seek a range of work experiences</li> <li>Learn where your strengths are and areas you can improve on.</li> <li>Gather feedback from clients, managers or legal colleagues.</li> <li>Listen and be open minded.</li> <li>Source training skills <b>courses</b>.</li> <li>Basic skills training e.g. plain English writing.</li> <li>Have a plan for building these skills.</li> </ul>	<ul style="list-style-type: none"> <li>Subject area learning (legal updates, new law etc.) is important to understand the broader legal landscape and develop expertise in some areas.</li> <li>Source training skills courses.</li> <li>Have a plan for building these skills.</li> <li>Seek a range of work experiences.</li> <li>Gather feedback from clients, managers or legal colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>Become a mentor and catch-up with colleagues informally.</li> <li>Give and invite feedback. Learn how to give and receive effective feedback.</li> <li>Subject area learning (legal updates, new law) and develop expertise in some areas.</li> <li>Have an ongoing plan for building technical and soft skills.</li> <li>Seek out opportunities to develop and educate to training others.</li> </ul>	<ul style="list-style-type: none"> <li>Become a mentor and catch-up with colleagues informally.</li> <li>Build connections across agencies or practices.</li> <li>Give feedback and invite feedback.</li> <li>Ensure you have a risk framework in place to allow for escalation and focus on key risks.</li> <li>Develop others internally or externally.</li> <li>Allocate budgets where possible to development skills, training and allow suitable time for team members (and yourself) to attend.</li> <li>Carry out regular team strength appraisals to identify gaps in knowledge/skills.</li> </ul>





# Wellbeing Oranga

## Definition

Performing effectively over the long-term means looking after yourself. Invest in yourself to maintain energy, enthusiasm, and positivity.

The underpinning of everything – both for you and your team:

- Managing work/ life balance.
- Mental health.
- Physical health.
- Understanding your team.

<div>  <div> <b>Individual</b>  e.g. Legal Advisor </div> </div>	<div>  <div> <b>Senior or Subject Matter Expert</b>  e.g. Senior Legal Advisor </div> </div>	<div>  <div> <b>Leader</b>  e.g. People Leader or Manager </div> </div>	<div>  <div> <b>Enterprise Leader</b>  e.g. Head of Legal or General Counsel </div> </div>
<ul style="list-style-type: none"> <li>• Making sure you can thrive to deliver your best.</li> <li>• Pacing yourself will see you through and assist against burn out.</li> <li>• Work is not your whole life, and you need to make sure your batteries are charged to deliver your best.</li> <li>• A change of environment can help you to see the bigger picture, gain a fresh perspective and inspire new ideas.</li> </ul>		<ul style="list-style-type: none"> <li>• Lead by example.</li> <li>• Making sure you can thrive to deliver your teams best.</li> <li>• As you care for yourself, you need to look out for those around you too – up, down, across.</li> <li>• 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.</li> <li>• Promote team learning and courses on wellbeing topics.</li> <li>• Create a culture of speaking up to support staff well being.</li> <li>• Highlight and celebrate staff who are managing their wellbeing (but exercise discretion where needed to protect privacy).</li> <li>• Look closely at your “legal ops” – promoting efficient and healthy working practices (including responsibly briefing and managing client expectations) has a significant wellbeing benefit.</li> </ul>	<ul style="list-style-type: none"> <li>• Create and lead team strategy to support wellbeing practices.</li> <li>• Create a culture that supports and promotes wellbeing.</li> <li>• Model best practice.</li> </ul>
Wellbeing Development Examples			
<ul style="list-style-type: none"> <li>• Develop self-awareness including emotional intelligence.</li> <li>• Complete a strengths assessment.</li> <li>• Complete development in wellbeing topics.</li> <li>• Ask for support and help as required.</li> </ul>		<ul style="list-style-type: none"> <li>• Complete a 180 or 360 feedback survey (although this is a subjective view on your performance, it can give valuable insights into your strengths and areas to improve which may relate to your work life balance).</li> <li>• Review your team’s engagement or pulse survey to gain insights.</li> <li>• Listen to your employees – e.g. feedback surveys.</li> <li>• Understanding your team. Complete team connection sessions to build understanding of each other.</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate portion of budget, where available, to team wellbeing initiatives.</li> <li>• Ensure you have regular check-ins with your team (both formal and informal).</li> </ul>



# Commercial/ Organisation

## Pakihi/Ohu





### Definition

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 being 'client ready'.

Enable good decision-making and risk taking by assessing and evaluating legal risk (not just identifying it):

- 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.

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<b>Organisational Dynamic</b> <ul style="list-style-type: none"> <li>• Clients usually want solutions or ways forward, not a lesson about the law. You must do the legal analysis, but consider how you will explain the relevant key points in a way that your client will understand.</li> <li>• Develop relationships across the business. Understand as much as possible about the business.</li> <li>• Don't become the decision-maker. It's not your role. Be careful of pre-empting the client's own responsibility.</li> <li>• Clients value advice that supports their decision-making options. Use the language of your business.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build on your commercial skills and awareness of organisational dynamics</li> <li>• Understand how your key clients think, their drivers and the end objectives. Develop and show an affinity with those interests.</li> <li>• Consider the operating environment you work in, including awareness of current affairs that impact on your organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the team to develop relationships across the business or organisation.</li> <li>• Consider legally adjacent risk like reputational, governance and ethical consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement with legally adjacent risk like reputational, governance and authorising environment. Create a culture that supports professional ethical responsibility.</li> <li>• Identify opportunities for cross-team learning and development (e.g. internal secondments / lunch and learns).</li> <li>• Capable of representing and advising the most senior decision makers in your organisation.</li> </ul>
<b>Risk Significance</b> <ul style="list-style-type: none"> <li>• Risk identification is part of analysis, but you need to evaluate those risks – how serious are they? Nothing is completely risk-free.</li> <li>• Clarify the nature of the legal risk. Your organisation may be more tolerant of commercial legal risk than compliance risk (for example).</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the team to develop relationships across the business or organisation.</li> <li>• Consider legally adjacent risk like reputational, governance and ethical consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement with legally adjacent risk like reputational, governance and authorising environment. Create a culture that supports professional ethical responsibility.</li> <li>• Identify opportunities for cross-team learning and development (e.g. internal secondments / lunch and learns).</li> <li>• Capable of representing and advising the most senior decision makers in your organisation.</li> </ul>

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<b>Commerciality / Pragmatism</b>			
<ul style="list-style-type: none"> <li>Balance risks and opportunities in the context of your legal advice.</li> <li>Emphasise positive management – highlight what the client can achieve, rather than focusing solely on the negative aspects.</li> <li>Give a view on non-legal matters. Clients often want your perspective, judgement or experience. Be clear what is legal advice and what is not. Provide practical suggestions.</li> <li>Don't confuse safety for the lawyer with safety for the business! Give your best advice (without fear or favour), not comfortable advice.</li> <li>Having an open and constructive mindset will help frame options and present the pros and cons.</li> <li>If possible, frame your advice in terms of options or ways forward. Or steps to reduce risk / liability. Aim for “yes and” rather than “yes this is how” rather than “yes but” where possible.</li> <li>Know your personal limits and when to ask for help.</li> </ul>	<ul style="list-style-type: none"> <li>Know your personal limits and when to ask for help.</li> </ul>	<ul style="list-style-type: none"> <li>Lead the team to develop relationships across the business or organisation.</li> <li>Consider legally adjacent risk like reputational, governance and ethical consideration.</li> </ul>	<ul style="list-style-type: none"> <li>Active involvement with legally adjacent risk like reputational, governance and authorising environment. Create a culture that supports professional ethical responsibility.</li> <li>Identify opportunities for cross-team learning and development (e.g. internal secondments / lunch and learns).</li> <li>Capable of representing and advising the most senior decision makers in your organisation.</li> </ul>
<b>Commercial Development Examples</b>			
<p>Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics:</p> <ul style="list-style-type: none"> <li>Financial literacy – accounting and financial statements.</li> <li>Audit and regulatory frameworks.</li> <li>Economic policy and management, key policy levers and macro-economic tools.</li> <li>Key regulators and enforcement agencies, and their priorities.</li> <li>Government policy and law reform, including the “machinery of government” (how laws are made).</li> <li>International trends, including market, regulatory and legal.</li> </ul>	<ul style="list-style-type: none"> <li>Join key business groups and trade associations relevant to your practice area.</li> </ul>	<ul style="list-style-type: none"> <li>Observe and network with leaders in your organisation.</li> <li>Look outside the law to develop your sector knowledge and understanding of business. Seminars, courses, news and reading on these topics.</li> <li>Sit on steering groups or risk committees.</li> <li>Attend governance / risk development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Be across full corporate governance landscape including liability, insurance, emerging trends and key issues.</li> <li>Consider the longer horizon so your team and organisation are ready for upcoming changes.</li> <li>Consider putting yourself forward for representative positions (e.g. on voluntary boards / ILANZ committee / industry bodies).</li> </ul>

# Relationships





## Whanaungatanga

### Definition





With technical skill and commercial judgement, your relationships become increasingly important to your 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:
- 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.

Interpersonal skills are sometimes overlooked in professions but are critical within organisations. It's something you must invest in and sustain.

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<b>Inter-personal</b> <ul style="list-style-type: none"> <li>• Learn to work with different types of people inside and outside of your organisation.</li> <li>• Learn to understand what drives people, how to communicate and influence, and trigger-points to avoid.</li> <li>• Understand your own thinking, communication and personal style, and when you need to adjust.</li> <li>• 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.</li> <li>• Learn to manage your emotions. Losing control usually means losing.</li> <li>• Learn to tailor your approach to different personality types, situations and background.</li> </ul>	<ul style="list-style-type: none"> <li>• Repay the trust people placed in you through ethical and principled behaviours. Your integrity matters.</li> <li>• 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.</li> <li>• Share experiences and learnings with your colleagues and boss (in a safe way).</li> </ul>	<ul style="list-style-type: none"> <li>• Manage “up and across” when important, without burning bridges.</li> <li>• Maintain high standards of work and integrity in all your relationships.</li> <li>• Focus on building your teams effective teamwork practices.</li> <li>• Use your empathy and listening skills to manage interactions.</li> <li>• Tailor your approach to different personality types, situations and background.</li> </ul>	<ul style="list-style-type: none"> <li>• Set the vision and expectations for your team’s relationship management strategy and plans.</li> <li>• Model good practice.</li> </ul>
<b>Relationships</b> <ul style="list-style-type: none"> <li>• Understand the organisational and personal drivers affecting your clients.</li> <li>• Learn to manage “up and across” when important.</li> <li>• Be a team player who is effective at collaboration and understands the give-and-take of relationships.</li> <li>• Maintain high standards of work and integrity in all your relationships.</li> <li>• Have tools and approaches to deal with difficult people and situations.</li> </ul>		<ul style="list-style-type: none"> <li>• Understand the organisational and personal drivers affecting your clients.</li> <li>• Proactively manage difficult people and situations in the team.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the wider organisational and industry drivers affecting your clients, including Executive Leadership Team, CEO, Board or Minister.</li> </ul>



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<b>Cultural Competency</b> <ul style="list-style-type: none"> <li>Develop your understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment.</li> <li>In New Zealand, have a working knowledge of Te Tiriti o Waitangi, familiarity with common Te Reo Māori words and phrases, and basic tikanga.</li> </ul>		<ul style="list-style-type: none"> <li>Lead the understanding of cultures and backgrounds different from your own, especially ones relevant to your working environment in your team.</li> <li>Promote diversity in the team.</li> <li>Lead the use of common Te Reo Māori words and phrases, and basic tikanga.</li> <li>Promote courses and other means of learning to ensure team members develop understanding of different cultures and backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Align the teams with the organisations strategy for inclusion and diversity.</li> <li>Promote diversity in your team and across the organisation.</li> </ul>
<b>Relationships Development Examples</b>			
<ul style="list-style-type: none"> <li>Consider training on how to deal with cultural differences. Developing an understanding of different cultures and backgrounds can enhance your ability to interact effectively with diverse individuals. This training can help you navigate cultural nuances, improve communication, and foster a more inclusive environment.</li> <li>Read “management” books that interest you. There are lots. What you focus on improves. Intentionality is important.</li> <li>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.</li> <li>Complete courses and seminars to support your development.</li> <li>Go to the ILANZ conference and our other “development” workshops and sessions</li> <li>Remember to “actuate” your learnings, note down what works and what the result was. This makes it more real.</li> <li>Take opportunities to get feedback about your personal style and way of interacting.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Complete courses and seminars to support your development.</li> <li>Take opportunities to get feedback about your personal style and way of interacting.</li> <li>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.</li> <li>Get a mentor to support your development and to get guidance.</li> <li>Go to the ILANZ conference and our other “development” workshops and sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Provide coaching to your teams.</li> <li>Learn from leadership books/podcasts/ videos that interest you. What you focus on improves. Intentionality is important.</li> <li>Look at the good non-lawyer operators in your business. Nine times out of ten they will have exceptional people skills. Consciously observe and learn from them.</li> <li>Go to the ILANZ conference and our other “development” workshops and sessions.</li> <li>Take time to chat with people from all levels within your organisation (e.g. sit with others in shared lunch spaces, attend internal socialising opportunities, take part in recruitment initiatives).</li> </ul>	<ul style="list-style-type: none"> <li>Access executive coaching to support your work and career.</li> <li>Seek out and attend external networking opportunities.</li> <li>Build good relationships with peers at other organisations in similar situations and facing similar issues (e.g. ILANZ GC Group/ local practitioner networks).</li> </ul>





# Enterprise Hinonga

## Definition

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.

Strategic advisor, problem-solver, subject matter expert and innovator:

- 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.

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	<ul style="list-style-type: none"> <li>• Building deeper knowledge and experience in your practice area.</li> <li>• Be savvy to internal politics and the authorising environment you are working in.</li> <li>• Be connected, aware and up to date. Look out and ahead. Show interest and be curious.</li> </ul>	<ul style="list-style-type: none"> <li>• Be alive to internal politics and conflict. Management agendas sometimes are the cause of the problem or prevent a solution.</li> <li>• Avoid being captured by your own expertise. Bring legal points forward only when needed.</li> <li>• Look for the upsides in downside situations – there’s always something.</li> <li>• 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.</li> <li>• Help your organisation to find the path through rather than be a blocker.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Understand the strategic landscape – scan the horizon, what might be heading your way.</li> <li>• Your CE probably expects the legal team to add value on risk management, problem-solving, and project execution.</li> <li>• Understand your organisation and the delivery priorities of your senior executives and governors.</li> <li>• Synthesize your skills with the organisation’s – problem-solve to position the organisation well.</li> </ul>
Enterprise Skills Development Examples			
	<ul style="list-style-type: none"> <li>• Read your own organisation’s annual reports and planning documents.</li> <li>• Read and interact with sector news sources and constantly scan media and other commentary.</li> <li>• Relationships with industry peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular 1:1s within the business and contact with other teams.</li> <li>• Business partnering to get invited into the room.</li> <li>• Connect with other leaders outside your organisation.</li> <li>• Debrief and share learnings to maintain networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Attend and complete courses in leading strategically to support building your perspective.</li> <li>• Connect with other senior people outside your organisation.</li> </ul>

# Management Whakahaerenga





## Definition

### Running a legal team:





Think of your legal job as running a mini-business/ organisation. You're not just doing legal work; you're also managing your team and any external legal help you use.

This means you're dealing with clients, budgets, and even people issues like hiring and team management. Yes, some of this is just paperwork and routine tasks, but that's what comes with being a manager in any organisation. Your main job is to make sure the work gets done, but you won't be doing it all yourself. That's a big shift in how you work.

- 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.
- Development: progressing the careers of your team as well as your own.

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<b>Delivery</b>		<ul style="list-style-type: none"> <li>• Driving delivery of legal work. This may include systems for receiving and prioritising instructions, and legal project management.</li> <li>• For effective team planning, define clear deliverables, align them with the business mission, establish a concrete execution strategy, and outline how you'll measure and showcase your team's impact.</li> <li>• Implement rigorous quality control for all team outputs, encompassing legal operations aspects like workflow optimisation, risk mitigation, and cost containment.</li> <li>• Have a plan and involve the whole team. They need confidence you're helping them navigate the working world.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep a strategic eye on the organisation and sector: what's changing, what are the trends.</li> <li>• Have a clear plan for, and parameters around, the use of AI in the organisation.</li> </ul>
<b>Financial</b>		<ul style="list-style-type: none"> <li>• Manage staff budgets and external spend, finding efficient ways to resource work and managing demand for legal services.</li> <li>• Depending on scale, consider procurement and delivery strategies that align and incentive providers.</li> <li>• Learn how to read accounts and manage your financial reporting within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Stay aware of market developments in legal ops and have a clear reason for adopting or not-adopting.</li> <li>• Consider the cost-benefits of technology investment, or other demand reduction initiatives.</li> </ul>
<b>CRM and SRM</b>		<ul style="list-style-type: none"> <li>• Maintain excellent working relationships with your clients, providers and stakeholders.</li> <li>• Keep the pipeline workstreams moving smoothly and stay on-top of trouble shooting and any client dissatisfaction issues.</li> <li>• For suppliers, focus on right-sizing instructions, delivery efficiency, and capturing learnings.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure regular catchups with key clients and external providers.</li> <li>• Conduct regular audits / reviews of suppliers and external resources</li> </ul>



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<b>Delegation</b>		<ul style="list-style-type: none"> <li>• Delegate effectively and fairly.</li> <li>• Review and supervise where required.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance risk, timeliness, quality and team empowerment.</li> <li>• Ensure the work gets done, support and empower the team, and ensure you're only involved at the right "level".</li> </ul>
<b>Recruitment</b>		<ul style="list-style-type: none"> <li>• Recruit well – find the talent you need with room to grow and avoid bad-fit employees.</li> <li>• Learn how to interview safely, and what to look for. Consider using a diverse panel to mitigate bias.</li> <li>• Identify key attributes and capabilities for roles and have ways to test that with candidates. Look for growing a diversity of thought and maintain your open mind.</li> <li>• Be aware of red flags and be clear on expectations.</li> <li>• Work hard to avoid preconceptions or bias.</li> <li>• Have interview strategies that work for diverse candidates.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the gaps/resources required to fulfil the organisation's expectations and ensure that these can be resourced appropriately.</li> <li>• Develop clearly delineated position descriptions and roles.</li> </ul>
<b>Management Skills Development Examples</b>			
		<ul style="list-style-type: none"> <li>• Use your organisation's own resources to understand business systems and financial planning.</li> <li>• Key relationship partners in your business including HR and Finance can help you.</li> <li>• Learning materials on relationships and people leadership are key enablers of practical management.</li> <li>• Access training course and online materials on how to improve your leadership and management.</li> <li>• Build your understanding of bias and consider your employer's own policies on diversity and the <b>Law Society's position</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Attend key sector events and seminars on important trends and developments.</li> </ul>

# Leadership Hautūtanga

## Definition

A leader is anyone who can influence and impact others through their works actions and behaviours. A modern leader understands the most effective what to lead is by using their head and their heart.

Being a modern leader requires:

- self-awareness
- team building, building trust, managing, coaching
- staff development and retention
- healthy team culture.

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.

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<ul style="list-style-type: none"> <li>• Self-leadership and awareness.</li> </ul>	<ul style="list-style-type: none"> <li>• Project leadership.</li> </ul>	<p>As a role model, you will set high standards for yourself.</p> <p><b>Key personal skills:</b></p> <ul style="list-style-type: none"> <li>• Emotional intelligence/empathy.</li> <li>• Cognitive Capability – (capacity to deal with complexity and capacity for sound judgement in uncertainty).</li> <li>• Being authentic.</li> <li>• Accepting vulnerability.</li> <li>• Showing curiosity.</li> <li>• Being inclusive.</li> <li>• Listening before deciding.</li> </ul> <p><b>Your leadership tasks depend on:</b></p> <ul style="list-style-type: none"> <li>• Enabling and motivating others.</li> <li>• Creating and sharing a vision for the business unit.</li> <li>• Modelling good behaviours.</li> <li>• Supporting staff development and talent management/retention.</li> <li>• Maintaining highest integrity.</li> <li>• Managing performance issues.</li> <li>• Helping others make connections.</li> <li>• Celebrating and sharing success.</li> </ul> <p><b>Decision-making depends on:</b></p> <ul style="list-style-type: none"> <li>• Learning to deal with imperfect and incomplete information.</li> <li>• Being flexible and resilient.</li> <li>• Maintaining grip and gravitas.</li> <li>• Finding common ground.</li> <li>• Standing by your actions where appropriate.</li> </ul> <p><b>Exiting:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Be a ‘good leaver’ if you do move on to a new role.</li> <li>• Stay in touch with former colleagues.</li> </ul>	<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 also potentially the Board. Supporting them in their roles and decision-making is a critical function.</p> <ul style="list-style-type: none"> <li>• Identify and manage business risks.</li> <li>• Maintain highest trust relationships and discretion.</li> <li>• Provide thought-leadership.</li> <li>• High executive function, and an outcomes delivery focus.</li> <li>• Strong resilience and clear values.</li> <li>• Be available when required.</li> <li>• Strategise.</li> </ul> <p><b>Senior organisational role, respect in sector / profession:</b></p> <ul style="list-style-type: none"> <li>• Network leadership.</li> <li>• Driver and change-maker.</li> <li>• Judgement, gravitas, resilience.</li> <li>• Emotional intelligence.</li> <li>• Ability to motivate and inspire.</li> <li>• Accountability.</li> </ul> <p><b>Critical leadership dependencies in these roles are:</b></p> <ul style="list-style-type: none"> <li>• Ability to think and act strategically.</li> <li>• Ability to crisis manage.</li> <li>• Ability to deal with ambiguity and complexity.</li> <li>• Superb inter-personal and communication skills.</li> <li>• Ability to inspire and lead.</li> <li>• Ability to remain clam.</li> </ul>

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Leadership Development Examples			
		<ul style="list-style-type: none"> <li>• Watch other leaders and managers, take the good and observe what isn't. Talk to other managers in the organisation and see what they do. You'll get some good ideas.</li> <li>• Get a mentor within your organisation, or another leader.</li> <li>• Get some coaching or consumer management books/podcasts/videos.</li> <li>• Attend workshops and seminars on people leader skills.</li> <li>• Talk to your own HR teams.</li> <li>• Take an interest in what good leaders do. There's plenty of online and written material.</li> <li>• On the job experiences.</li> <li>• Things that sustain you outside of work. Your growth as an individual and human being will have a big impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching, mentoring and leadership courses.</li> <li>• On the job experiences.</li> <li>• Things that sustain you outside of work. Your growth as an individual and human being will have a big impact.</li> </ul>



