



FOUNDATIONS FOR PRACTICE

THE WHOLE LAWYER AND THE CHARACTER QUOTIENT

WHAT MAKES A NEW LAWYER SUCCESSFUL?

In a first-of-its kind study, we asked, “What makes a new lawyer successful?” More than 24,000 lawyers from all 50 states answered.

CHARACTER QUOTIENT

New lawyers need more than IQ and EQ to be successful. They also need CQ: Character Quotient. In fact, 76% of characteristics (things like integrity, work ethic, common sense, and resilience) were identified by a majority of respondents as necessary right out of law school.

THE WHOLE LAWYER

Beyond character, new lawyers are successful when they come to the job with a broad blend of legal skills, professional competencies, *and* characteristics that comprise the *whole lawyer*.

THE FOUNDATIONS FOR PRACTICE

This list of *Foundations for Practice* includes all legal skills, professional competencies, and characteristics that respondents identified as necessary for new lawyers as they leave law school and begin their careers.



COMMUNICATIONS	<p>Professional Competencies:</p> <ul style="list-style-type: none"> Listen attentively and respectfully Promptly respond to inquiries and requests Speak in a manner that meets legal and professional standards 	<ul style="list-style-type: none"> Write in a manner that meets legal and professional standards Proactively provide status updates to those involved on a matter
EMOTIONAL AND INTERPERSONAL INTELLIGENCE	<p>Characteristics:</p> <ul style="list-style-type: none"> Demonstrate tolerance, sensitivity, and compassion <p>Professional Competencies:</p> <ul style="list-style-type: none"> Treat others with courtesy and respect Regulate emotions and demonstrate self-control 	<ul style="list-style-type: none"> Exhibit tact and diplomacy Understand and conform to appropriate appearance and behavior in a range of situations
INVOLVEMENT AND COMMUNITY SERVICE	<p>Characteristics:</p> <ul style="list-style-type: none"> Have a personality that fits the firm or organization 	
LEGAL THINKING AND APPLICATION	<p>Legal Skills:</p> <ul style="list-style-type: none"> Effectively research the law Identify relevant facts, legal issues, and informational gaps or discrepancies Gather facts through interviews, searches, document/file review, and other methods 	<ul style="list-style-type: none"> Effectively use techniques of legal reasoning and argument (case analysis and statutory interpretation) Critically evaluate arguments Maintain core knowledge of the substantive and procedural law in the relevant focus area(s)
LITIGATION PRACTICE	<p>Legal Skills:</p> <ul style="list-style-type: none"> Draft pleadings, motions, and briefs Request and produce written discovery 	<ul style="list-style-type: none"> Interview clients and witnesses
PASSION AND AMBITION	<p>Characteristics:</p> <ul style="list-style-type: none"> Have a strong work ethic and put forth best effort Show initiative Take ownership <p>Professional Competencies:</p> <ul style="list-style-type: none"> Set goals and make a plan to meet them 	<ul style="list-style-type: none"> Have a commitment to justice and the rule of law Enjoy overcoming challenges Have a passion for the work

PROFESSIONAL
DEVELOPMENT

Characteristics:

Have an internalized commitment to developing toward excellence

Possess self-awareness (strengths, weaknesses, boundaries, preferences, sphere of control)

Professional Competencies:

Take individual responsibility for actions and results

Seek and be responsive to feedback

Understand when to engage supervisor or seek advice in problem solving

Adapt work habits to meet demands and expectations

Work autonomously

PROFESSIONALISM

Characteristics:

Honor commitments

Show loyalty and dedication to the firm or organization and its clients or stakeholders

Professional Competencies:

Keep information confidential

Adhere to proper timekeeping and/or billing practices

Arrive on time for meetings, appointments, and hearings

Handle dissatisfaction appropriately

Legal Skills:

Understand and apply legal privilege concepts

Recognize and resolve ethical dilemmas in a practical setting

Document and organize a case or matter

Conclude relationships appropriately

Set clear professional boundaries

QUALITIES AND TALENTS

Characteristics:

Integrity and trustworthiness

Strong moral compass

Resourcefulness

Diligence

Energy

Perceptiveness

Attention to detail

Positivity

Prudence

Conscientiousness

Humility

Maturity

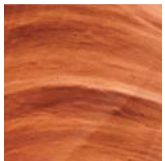
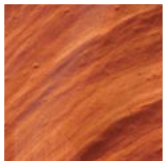
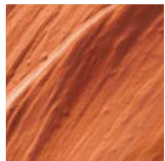
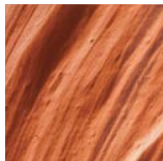
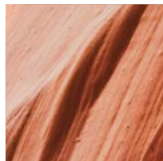
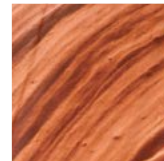
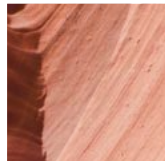
Common sense

Intellectual curiosity

Grit

Intelligence

Patience



<p>STRESS AND CRISIS MANAGEMENT</p>	<p>Characteristics:</p> <ul style="list-style-type: none"> Exhibit flexibility and adaptability regarding unforeseen, ambiguous, or changing circumstances <p>Professional Competencies:</p> <ul style="list-style-type: none"> React calmly and steadily in challenging or critical situations Cope with stress in a healthy manner 	<ul style="list-style-type: none"> Exhibit resilience after a setback Make decisions and deliver results under pressure
<p>TECHNOLOGY AND INNOVATION</p>	<p>Professional Competencies:</p> <ul style="list-style-type: none"> Learn and use relevant technologies effectively 	
<p>TRANSACTION PRACTICE</p>	<p>Legal Skills:</p> <ul style="list-style-type: none"> Prepare client responses 	<ul style="list-style-type: none"> Draft contracts and agreements
<p>WORKING WITH OTHERS</p>	<p>Professional Competencies:</p> <ul style="list-style-type: none"> Work cooperatively and collaboratively as part of a team Express disagreement thoughtfully and respectfully Maintain positive professional relationships 	<ul style="list-style-type: none"> Recognize client or stakeholder needs, objectives, priorities, constraints, and expectations
<p>WORKLOAD MANAGEMENT</p>	<p>Professional Competencies:</p> <ul style="list-style-type: none"> Prioritize and manage multiple tasks Maintain a high quality work product 	<ul style="list-style-type: none"> See a case or project through from start to timely finish

