

360° Feedback Framework for Lawyers

You	
Self Awareness and impact on others	Understanding and managing one's own behaviour
1	Manages own emotions appropriately for the situation
2	Shows an awareness of how own behaviour impacts on others
3	Admits mistakes and takes corrective action
4	Asks for feedback from colleagues to enhance self awareness
5	Makes a positive first impression
6	Responds constructively when under pressure
Integrity	Demonstrating a high standard of personal integrity
1	Personal behaviour consistently reflects professional standards of SRA code of conduct
2	Is honest and open when accounting for own actions or decisions
3	Makes decisions which uphold the rule of law
4	Consistently treats others with respect
5	Abides by duties to the profession and court to ensure the proper administration of justice
6	Maintains client confidentiality
Intellectual Flexibility & Knowledge	Demonstrating a sound knowledge base and intellectual flexibility to use it
1	Demonstrates intellectual curiosity in a variety of ways
2	Ensures own knowledge and development are kept up to date
3	Quickly and accurately grasps key issues in any legal problem
4	Researches legal topics thoroughly identifying relevant information
5	Consistently formulates a well structured legal argument
6	Reflects and develops own thinking through discussion and debate with colleagues
7	Takes responsibility for own continuous learning and professional development
You & the Team	
Communication	Communicating in an effective manner using a variety of media
1	Actively listens to other people's views
2	Conveys complex legal information in a manner appropriate to the recipient
3	Asks questions to check own understanding
4	Gives clear relevant instruction to colleagues
5	Uses electronic communication methods in an appropriate professional manner

6	Consistently prepares clear and logical documentation
Working with others	Being able to work effectively as part of a team
1	Consistently builds trust in working relationships
2	Has an approachable manner
3	Works with others to develop ideas and solutions
4	Supports less experienced colleagues
5	Gives feedback in a way that people find acceptable and constructive
6	Shows sensitivity towards other people's views and feelings
Leadership	Inspiring and motivating others to work towards corporate or professional goals
1	Recognises and rewards the efforts of others
2	Acts as a positive role model
3	Encourages others to use and develop their expertise
4	Focuses activity towards achieving identified objectives
5	Resolves interpersonal conflicts before they get out of hand
6	Inspires others with a vision for the future
You & the Client	
Client Relationship Management	Professional and effective management of client relationships
1	Develops a positive relationship with clients
2	Ensures clients understand the terms of the business relationship
3	Keeps clients informed and updated with all relevant information
4	Manages client expectations effectively
5	Listens to and acknowledges client's views and concerns
6	Responds in an appropriate and timely manner to clients' needs
7	Is an active member of any designated client team
Negotiation Skills	Demonstrating the ability to manage negotiations successfully
1	Appropriately identifies areas for negotiation
2	Anticipates how people may react to negotiation and prepares appropriately
3	Adapts a negotiating style appropriate to the situation
4	Presents a compelling argument to get the best outcome for the client
5	Looks for common ground and builds co-operation in interests of the client
6	Shows good judgement about when to concede
7	Consistently demonstrates strong advocacy skills
Problem Solving Skills	Analysing information and situations to determine a solution
1	Can relate legal analysis to practical outcomes for the client
2	Examines all information and evidence in an objective manner
3	Puts the clients best interests at the centre of the problem solving process

4	Identifies the relevant information in complex situations
5	Takes a collaborative approach to problem solving when in the clients interests
6	Identifies and communicates a clear strategy to move forward
You & the Business	
Independence	The ability to work objectively at all times
1	Recognises the duty to remain independent
2	Understands when ability to give independent advice to a client may be fettered
3	Does not act for client where conflict of interest exists
4	Ensures own independence is not compromised or judgement prejudiced by any third party
5	Ensures all working relationships are conducted in a professional and objective manner
6	Ensures independence of the firm is protected
Workload Management	Making effective use of time when managing workload for self and others
1	Sets realistic objectives and deadlines
2	Prioritises activities effectively
3	Consistently delegates the right tasks to the right people
5	Utilizes others time effectively
6	Consistently delivers on commitments and promises
7	Proactively looks for work when not at full capacity
Business Development	Ensuring activities contribute to firms business development and profitability
1	Networks effectively to build the firms external profile
2	Understands how different fee structures can be used to accommodate both the client's needs and firm's profitability
3	Challenges status quo to benefit the business
4	Understands how changes to the legal profession will impact on business
5	Looks for opportunities to develop new products and service offerings
6	Supports others in developing their expertise in line with business strategy
7	Considers how the wider firm may assist the client

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