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### **Category 1: Managing One's Own Work**

Introduction

Skill Cluster 1

*Planning, organizing, and managing one's own time*

*Setting work priorities*

*Recognizing one's own potential work crisis and heading it off*

### **Category 1: Managing One's Own Work**

Skill Cluster 2

*Thinking Creatively*

### **Category 1: Managing One's Own Work**

Skill Cluster 3

*Identifying firm's resources to get work done efficiently*

*Keeping up with new information*

### **Category 1: Managing One's Own Work**

Skill Cluster 4

*Facility with computers: word-processing, spreadsheets, presentations programs*

*Acquiring internet skills for non-legal research*

### **Category 1: Managing One's Own Work**

Skill Cluster 5

*Estimating assignment time and budgets for one's own work and billing*

*Taking responsibility for a case as though it were your own, e.g., develop a case plan and review it with the partner*

**Category 2: Being An Effective Member Of The Team**

Introduction

Skill Cluster 1

*Time sheets (time reports)*

**Category 2: Being An Effective Member Of The Team**

Skill Cluster 2

*Being an effective team member*

*Developing appropriate interpersonal skills*

**Category 2: Being An Effective Member Of The Team**

Skill Cluster 3

*Recognizing one's own abilities and interests and planning one's own career*

**Category 2: Being An Effective Member Of The Team**

Skill Cluster 4

*Analyzing and selling one's own skills and abilities to partner and clients*

*Taking initiative in securing assignments*

*Communicating effectively one's own ideas to partner and clients as well as gaining support for those ideas*

**Category 2: Being An Effective Member Of The Team**

Skill Cluster 5

*Learning the firm culture: norms, values, practices, beliefs*

*Firm's practice areas: major clients, industries, specialties, nature*

*Learning the politics of the section and the firm*

**Category 2: Being An Effective Member Of The Team**

Skill Cluster 6

*Running an effective meeting*

**Category 3: Client Relations and Client Development Skills**

Introduction

Skill Cluster 1

*Building working relationships: returning calls, being available, etc.*

*Listening to hear what the client is really saying*

*Providing timely and accurate information to clients*

**Category 3: Client Relations and Client Development Skills**

Skill Cluster 2

*Assisting clients in clarifying goals*

*Working to identify and achieve client goals*

*Learning how and when to say yes and no appropriately to clients*

**Category 3: Client Relations and Client Development Skills**

Skill Cluster 3

*Identifying efficiencies in communicating them to clients*

*Delivering high quality legal services efficiently – value added*

**Category 3: Client Relations and Client Development Skills**

Skill Cluster 4

*Understanding what clients are looking for in a law firm*

*Being sensitive to business development opportunities with current clients*

**Category 3: Client Relations and Client Development Skills**

Skill Cluster 5

*Acquiring presentation and public speaking skills*

**Category 3: Client Relations and Client Development Skills**

Skill Cluster 6

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**Category 3: Client Relations and Client Development Skills**

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*Developing a potential business network*

*Identifying, qualifying, and working a prospect*

**Category 3: Client Relations and Client Development Skills**

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**Category 3: Client Relations and Client Development Skills**

Skill Cluster 9

*Developing a section business development plan*

**Category 4: Managing And Supervising Others Work**

Introduction

Skill Cluster 1

*Motivating colleagues and subordinates*

*Planning and organizing subordinates' time, e.g., secretaries, paralegals, junior associates*

*Delegating and giving an assignment effectively*

*Monitoring and evaluating subordinates*

**Category 4: Managing And Supervising Others Work**

Skill Cluster 2

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*Giving supportive and critical feedback*

**Category 4: Managing And Supervising Others Work**

Skill Cluster 3

*Building effective teams*

*Recognizing one's subordinates' potential work crisis and assisting in heading them off*

*Estimating individual assignment time and budgets for others (for billing purposes)*

**Category 5: Understanding The Firm's Operations and Procedures**

Introduction

Skill Cluster 1

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**Category 5: Understanding The Firm's Operations and Procedures**

Skill Cluster 2

*Understanding the firm's competition in the legal marketplace*

**Category 5: Understanding The Firm's Operations and Procedures**

Skill Cluster 3

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*Billing and write off procedure*

*Profitability analysis of engagements*

**Category 5: Understanding The Firm's Operations and Procedures**

Skill Cluster 4

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Introduction

Skill Cluster 1

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**Category 6: General Business Skills**

Skill Cluster 2

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*Decision-making practices in business and industries*

**Category 6: General Business Skills**

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