

26 LAWYERING EFFECTIVENESS FACTORS
Marjorie M. Shultz and Sheldon Zebeck

1. **Analysis and Reasoning:** Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice.
2. **Creativity/Innovation:** Thinks “outside the box,” develops innovative approaches and solutions.
3. **Problem Solving:** Effectively identifies problems and derives appropriate solutions.
4. **Practical Judgment:** Determines effective and realistic approaches to problems.
5. **Providing Advice & Counsel & Building Relationships with Clients:** Able to develop relationships with clients that address client’s needs.
6. **Fact Finding:** Able to identify relevant facts and issues in case.
7. **Researching the Law:** Utilizes appropriate sources and strategies to identify issues and derive solutions.
8. **Speaking:** Orally communicates issues in an articulate manner consistent with issue and audience being addressed.
9. **Writing:** Writes clearly, efficiently and persuasively.
10. **Listening:** Accurately perceives what is being said both directly and subtly.
11. **Influencing & Advocating:** Persuades others of position and wins support.
12. **Questioning & Interviewing:** Obtains needed information from others to pursue issue/case.
13. **Negotiation Skills:** Resolves disputes to the satisfaction of all concerned.
14. **Strategic Planning:** Plans and strategizes to address present and future issues and goals.
15. **Organizing and Managing (Own) Work:** Generates well-organized methods and work products.
16. **Organizing and Managing Others (Staff/Colleagues):** Organizes and manages others’ work to accomplish goals.
17. **Evaluation, Development, and Mentoring:** Manages, trains and instructs others to realize their full potential.
18. **Developing Relationships within the Legal Profession:** Establish quality relationships with others to work toward goals.
19. **Networking and Business Development:** Develops productive business relationships and helps meet the unit’s financial goals.

20. **Community Involvement and Service:** Contributes legal skills to the community.
21. **Integrity & Honesty:** Has core values and beliefs; acts with integrity and honesty.
22. **Stress Management:** Effectively manages pressure or stress.
23. **Passion & Engagement:** Demonstrates interest in law for its own merits.
24. **Diligence:** Committed to and responsible in achieving goals and completing tasks.
25. **Self-Development:** Attends to and initiates self development.
26. **Able to See the World Through the Eyes of Others:** Understands positions, views, objectives, and goals of others.