

Chapter 1: Key Personal Skills

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1.1 Introduction

Being a successful lawyer is more than just knowing about the law. You must also be an effective team member and a professional, and your actions (positively or negatively) will reflect on your firm.

In this chapter we will explore some key personal skills that will enable you to develop in these areas.



Complete the content above before moving on.

1.2 Professional etiquette and first impressions

The word ‘professional’ may evoke an image of an executive striding into a boardroom or perhaps a manager walking among their employees, delegating work. While it is true that professionalism encompasses how we present ourselves outwardly, the meaning of the term goes far beyond appearances.

Professionalism encompasses inward characteristics and attitudes that affect how others in the workplace perceive us. The professional environment is full of challenging situations, such as conflicting personalities, miscommunication, and cultural differences.

It is important to integrate internal attitudes with external behaviours so that your personal attributes work together to enhance your professional image - or personal brand.

Behaving professionally has consequences. Get it right, and you will avoid unnecessary workplace tension. Make sure that you set good expectations. It will increase productivity and give you the

confidence to converse to a range of individuals appropriately, creating a happy, stress-free environment.

Get it wrong, and behaving unprofessionally can cause stress and anxiety and affect your working relationships. It can impact negatively on your professional reputation, limiting your potential and leaving you feeling isolated.

It is important when integrating into the workplace to be aware of your surroundings and how your actions affect other people.

Poor etiquette in the workplace

Here are some examples of what is generally considered to be poor etiquette in the workplace:

- Borrowing items and failing to return them
- Taking credit for another person's work
- Speaking loudly on the telephone or in person
- Helping yourself to other people's food and drink
- Wastefulness
- Poor personal hygiene and cleanliness
- Not cleaning up after yourself in communal areas

- Gossiping with colleagues
- Frequently complaining to others
- Interrupting others when they are speaking
- Dressing inappropriately
- Arriving late to meetings
- Engaging in inappropriate relationships with co-workers
- Making personal calls and constantly using your mobile phone

The twelve golden rules to professional etiquette

Select each icon to learn more.





Take pride in your appearance



Always say, 'Please, Thank you, You’re welcome and I’m sorry.'



Dress appropriately



Refrain from being too loud



Be punctual



Remember the ‘4 B’s’ Be Kind, Be considerate, Be Courteous & Be respectful



Use appropriate language



If you are unwell, stay at home and follow notification procedures



Ask before you borrow



Be aware of others’ need for privacy



Don’t gossip, either in person or on social network sites



Don’t consistently interrupt people

Reflect

- Think about a time when you had to create a positive impression. What actions did you take (or not take)? What was the outcome of that situation?
- List three of your strengths at making a positive impression. Keep them in a prominent place (perhaps on your phone).

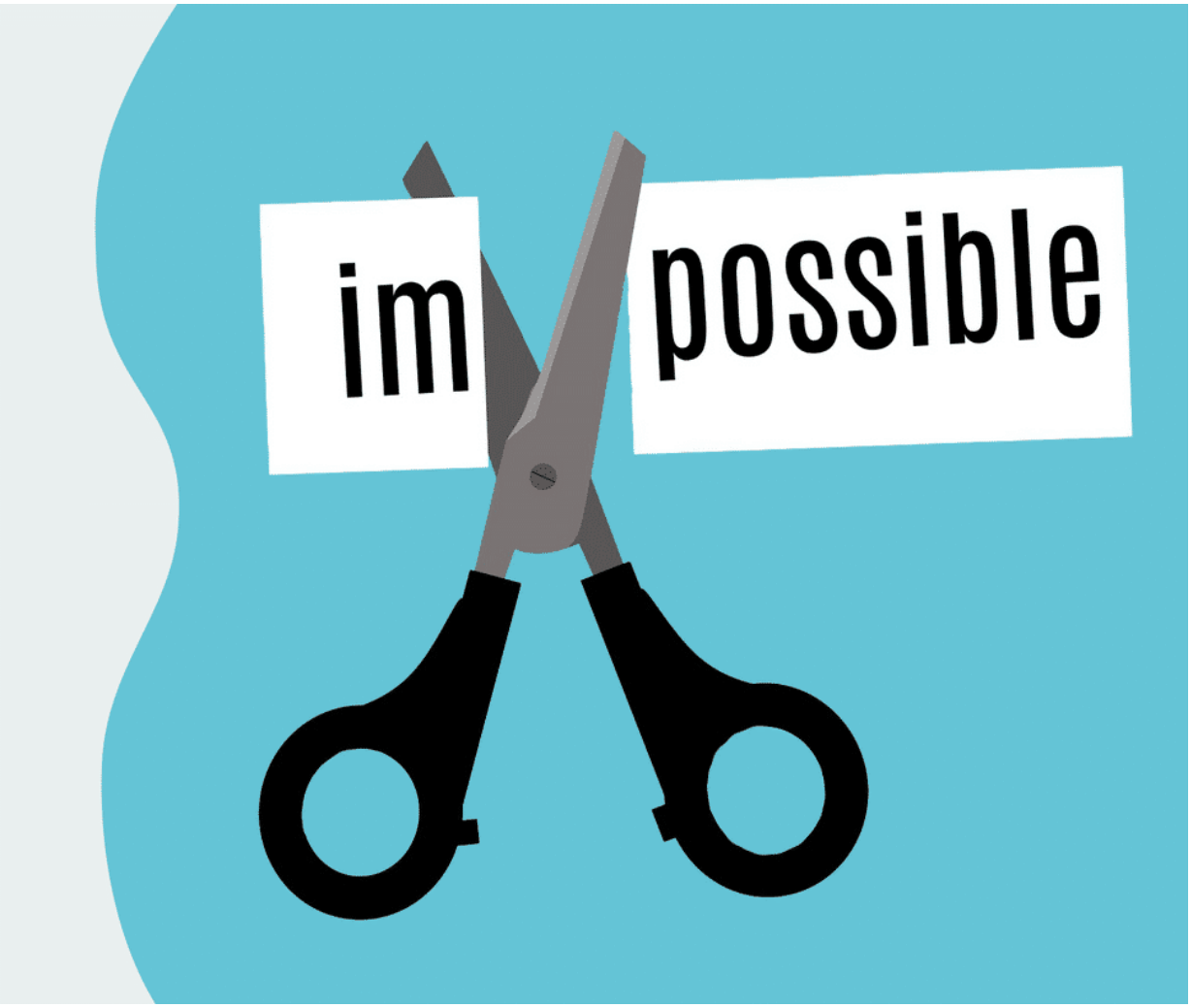
- List three areas where you need to do further work when creating a positive impression. Do some research into how those areas can be improved and create yourself an action plan. As you improve these skills, add them to your positive list.

Complete the content above before moving on.

1.3 Positivity in the workplace

Developing **a positive and 'can do' attitude** in the workplace will mark you out as someone who is good to work with, who wants to develop their career and who is a team player.

It is likely to lead to you being given interesting and responsible work, enhancing your career satisfaction.



Reflect

- Create a list of your positive attributes.
- Think about a time when you did not have a positive response to a suggestion from a colleague, friend or family member. How could you have responded differently?

Complete the content above before moving on.

1.4 Avoiding negative behaviours

It can be easy to fall into the **trap of negativity**, particularly if you are juggling many competing demands, such as work, family or friends, all of whom expect a level of commitment from you.



This can lead to:

- Overusing negative phrases, such as “I cannot” and “I will not”
- Negative body language

- A negative tone of voice
- Showing a visible lack of respect for others
- Being late
- Avoiding responsibility

Developing a positive attitude, as we have explored in earlier sections, can help you avoid falling into negative behaviours.

Review the following article on negative and positive behaviours in the workplace to explore this further.



Why a Positive Attitude in the Workplace Matters - businessnewsdaily.com

When something is going wrong, the first thing people usually say is to "stay strong" and "stay positive." Those little affirmations sometimes do work, and it's important to remember that words can go a long way during a time of negativity, especially in the workplace.

READ MORE BUSINESS NEWS DAILY



Reflect

Think about your emotional triggers.

- What causes you to exhibit negative behaviour?
- Is there anything you can do to avoid or reduce these triggers and so consequently reduce the likelihood of you demonstrating negative behaviour?

Complete the content above before moving on.

1.5 Develop your attention to detail

As a lawyer, one of the most vital skills is **attention to detail**. Your work must be accurate, free of grammatical mistakes and only include relevant information. If it is not, you may develop a reputation for inaccurate work, and it is less likely that you will be invited to contribute to important projects.

A common area for people to make mistakes is sending emails. Because emails are less formal, it can lead to a “slap dash” approach, often because of the speed at which they can be sent and the number of messages people send and receive each day. For example, spelling errors are common when typing out emails on your computer or smart device:



- Remember to always perform a proofread and spellcheck.
- Before you click ‘send’, have you addressed it to the correct person?
- Do you need to ‘reply all’?
- Consider how it may be read by the participant by thinking about your tone. Think about the recipient of your message to establish the correct tone.
- You want to remain professional at all times and not too casual, particularly when addressing senior colleagues.
- Have you attached the document that you wanted to send?

There are a variety of things that can impact on your attention to detail.

The cards below list out some of the problems; select each card to view some suggested solutions.

Tiredness

Try and take regular breaks, or schedule important activities for the times of day when you are most productive.

Messy or disorganised surroundings

Take the time to tidy your workspace. If this is not possible, try and move to a calmer and tidier area.

Distractions: Technology	When working on an important piece of work, if you can, switch off your phone or set it to vibrate. Close your emails and avoid the temptation to check your favourite websites.
Distractions: Other people	Politely make others aware that you that you require time to focus on your work. Consider closing the door or find a meeting space that is not being used.

Emotional state	Consider some of the tips given in the previous section.



Reflect

- Think honestly about whether attention to detail is one of your strengths. Perhaps you are better in some areas than others? Are there any areas that you may need to work on?
- Make a list of situations that can adversely affect your attention to detail, thinking about your own particular distractions, and write down some strategies for dealing with or avoiding these distractions.

Complete the content above before moving on.

1.6 Develop a reputation for honesty and reliability

Principle 3 of CILEX Code of Conduct is "**Behave with honesty and integrity**", which highlights what a key personal skill honesty is; honesty must permeate your every action. And it's important to think beyond "I need to be honest to comply with the Code". Honesty will affect how work colleagues perceive you.

It can be tempting to fudge the truth, particularly where you have made a mistake. Remember that we are all human, and humans make mistakes at times.



Owning up and acknowledging your mistake is important because:

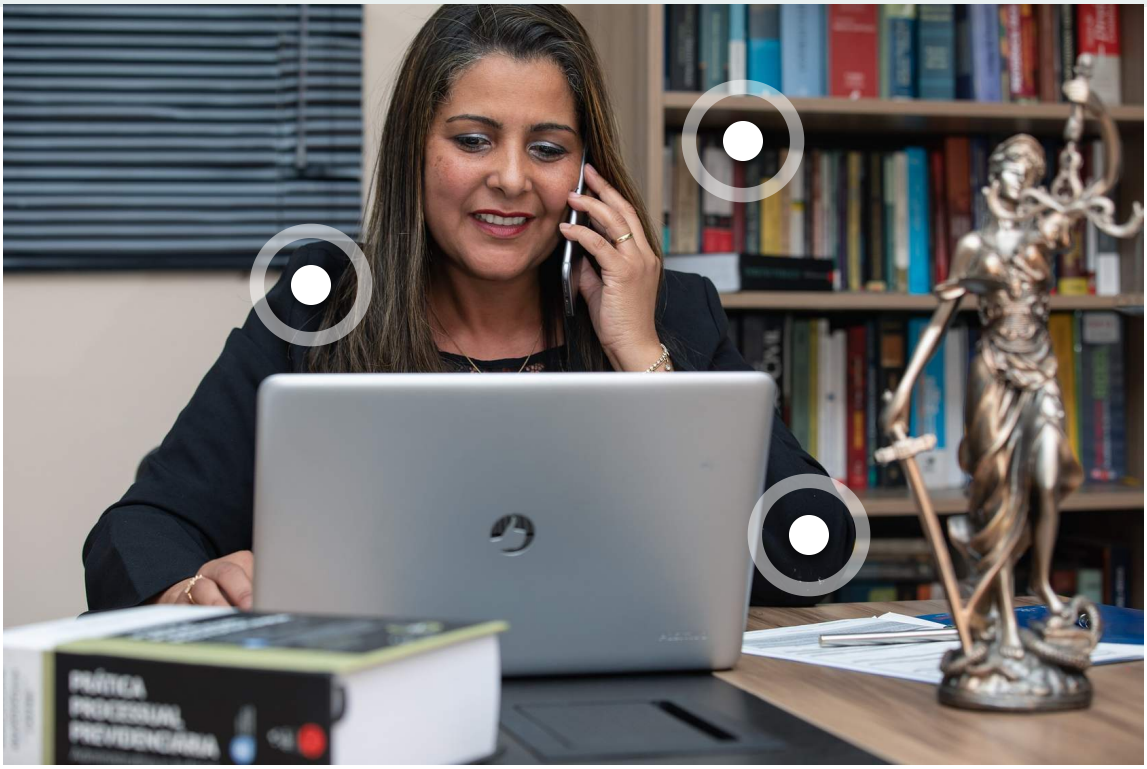
- It will enable the mistake to be corrected;
- You will earn the respect of your colleagues, as someone who is not afraid to take ownership;
- You will not spend time worrying that someone will uncover your mistake.

Of course, there is a time for honesty. You do not need to be brutally honest in every interaction; be mindful of your colleagues' feelings.

> As well as being honest, it's also important to be reliable. As you will find later in the course, when working as part of a team you will be expected to do your part to achieve the collective aims of the team.

This will require you to:

Select each icon to learn more.





Attend and be punctual at meetings or other events.



Complete work by the required deadline, or if there are barriers to achieving this, communicate with others about delays or help required.



Complete work to the required standard.

Complete the content above before moving on.

1.7 Equality and diversity

Although there is legal or official definition of equal opportunity, in general practice the term “equal opportunity” is accepted as the principle of treating individuals and/or groups fairly, and without discrimination.

Under the Equality Act 2010 people are protected from discrimination on the basis of nine protected characteristics.

Select each image to learn about each protected characteristic.



Age

A person belonging to a particular age, or range of ages.



Disability

A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.



Gender reassignment

Proposing to undergo, undergoing or having undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.



Marriage and civil partnership

Marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as ‘civil partnerships’.



Pregnancy and maternity

Includes pregnancy and the period after the birth, which is linked to maternity leave in the context of employment.



Race

It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.



Religion and belief

Religion has the meaning usually given to it. Belief includes religious and philosophical beliefs, including the lack of belief.



Sex

A man or a woman.



Sexual orientation

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Diversity is a way of recognising and valuing differences. Examples of diversity include:

- experiences;
- education;
- background;

- skills;
- working styles;
- values.

Diversity within the legal profession is important for a number of reasons.

1. In providing services to our clients, we need to recognise that our customer base is becoming ever more diverse. A broader understanding of differences will improve the quality of the service we offer.

2. In the workplace, the diverse skills, experiences and approaches of team members can make a creative and inclusive environment.

3. A diverse team will raise awareness around cultural customs or preferences which might otherwise be missed.

Stereotype, prejudice and discrimination

A stereotype is a fixed and over-generalised way of viewing a specific group or type of person. Often simplistic, stereotypes reduce the amount of thinking that is required to consider a person to be an individual in their own right. This can influence the way that a person is treated as stereotypes can often lead to prejudices (or pre-judging). While most stereotypes tend to convey negative impressions, positive stereotypes do exist and can be equally as damaging in the assumptions that they form.

A preconceived idea – or prejudice – is when an opinion is formed without any substantial truth or evidence. This pre-judgement can be based on any factor about an individual, or the group that they are from.

Prejudices can be learnt because of upbringing or social influences, or can be a reaction to a bad experience with a person, which then causes a stereotypical view of people from that group.

Prejudice which causes unfair treatment is called discrimination, which, if related to a protected characteristic, is unlawful.

While pre-judgements are difficult to break, it is possible to challenge our own beliefs and to hold on to judgements before letting these influence the way that we act.



Reflect

- Think about any unconscious biases that you might hold.
- Make a plan to help you identify and mitigate those unconscious biases.
- At what level is your current cultural awareness? What could you do to improve this?

Complete the content above before moving on.

1.8 Time management



Whilst we are all urged to have good time management skills, in many ways, this is an irony as, realistically, you cannot manage time. Every day has a standard duration of 24 hours. That simply is not going to change, no matter how many hours seem necessary to fulfil your obligations.

Time manages us.

By recognising that, you can see that the best option you have is to manage the activities which you do within the time available. When thinking about how much you have got to do, one factor is known and certain: the amount of time you have available.

This is a good thing as it provides the framework for:

- organisation
- planning
- doing

For most lawyers, we are constantly aware of deadlines. Litigators, for example, work to court imposed deadlines in the form of an order. Failing to meet these deadlines will have significant consequences for the client, lawyer and the firm. There are few excuses for not having done something when you were supposed to have done it.

We are measured on our ability to deliver what we have promised, on time and to the quality agreed. If we do not, we run the risk of not only affecting our reputation, but the reputation of the firm. Poor time management leads to poor productivity, costing the firm money. It can also lead to higher levels of stress for you and colleagues, which can then translate into time off sick.

So, before you think you have better things to do with your time than work through this section, think first about one goal which you might achieve from it, how it might improve your life and what you might be able to achieve. You may be surprised at the knock-on effect. Being more productive and more efficient may lead to you being better respected for what you do and, with a better reputation, may come better promotion prospects and better pay.



Reflect

Consider which tort(s) best protect our rights to personal and physical autonomy and integrity, giving full reasons as to why you think certain ones better protect such interests than others.

- How easy or difficult do you find time management?
- What particular strategies do you use to manage your time?
- Is there anything that impacts on how well you manage your time?







Buying time

“I haven’t got enough hours in the day.” How many times do we hear that or say it ourselves?

Time is inextricably linked with what we have to do, to achieve what we need to, in the time we have got.

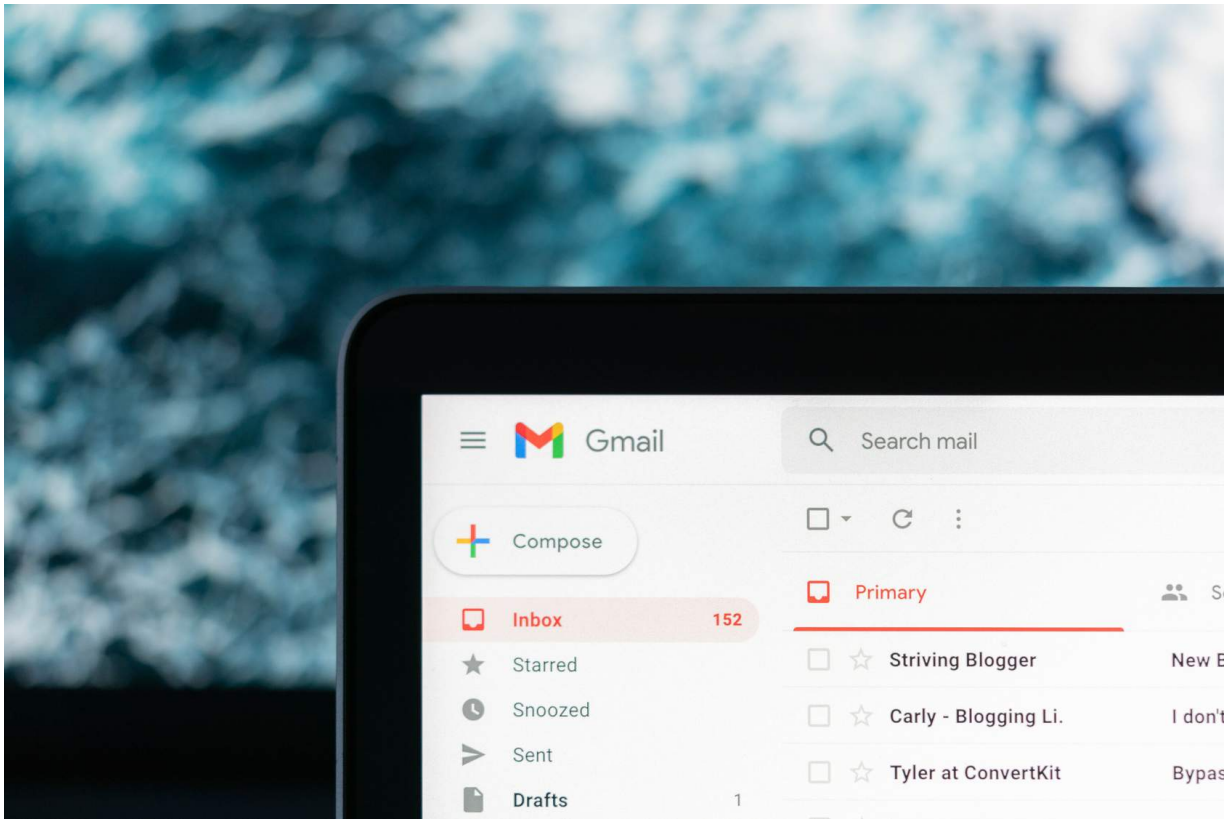
One of the fundamental issues in being able to plan your day is knowing how much time you have got available. That seems like an obvious question. But is it? Very often the time we have planned to work on a particular project gets eaten away by other activities.

Select each tab for some helpful suggestions.

EMAILS | TELEPHONE | PAPER | OTHER SUGGESTIONS

We all get too many but what can we do about them?

1. Why not apply “rules” from your Tools menu to auto-control. For example, emails to you and you alone probably need your direct and urgent attention. Those where you are one of several recipients need less urgent attention, while those where you are just copied to probably only need you to read them. Ask your IT people to show you how to apply “rules” or have a look at “Help”.
2. Consider your emails from the point of view of addressing those that make most money first. Think about what are you trying to produce?
3. Come offline when you are working. You do not need the distraction of a “ping’” or flashing envelope icon as you are concentrating on another matter.



EMAILS | TELEPHONE | PAPER | OTHER SUGGESTIONS

An essential tool, yet it is really invasive.

1. Use an answer phone or voice mail when you do not want to be interrupted.
2. If you regularly find yourself taking messages for someone else, explain politely the costs in time this involves for you. Suggest they use an answer phone or voice mail.
3. Before making a call, set your own (written) agenda and stick to it!
4. Identify time periods through the day when you will make calls and when you will receive them.

5. Remember to block off your time in bite-sized chunks when you will not be available to deal with calls: just like the time when you are face-to-face with clients. Define when you will next be available. Use your answer machine effectively. Then, in this blocked off time you will be able to get on and focus on particular case matters and billable time much more efficiently.



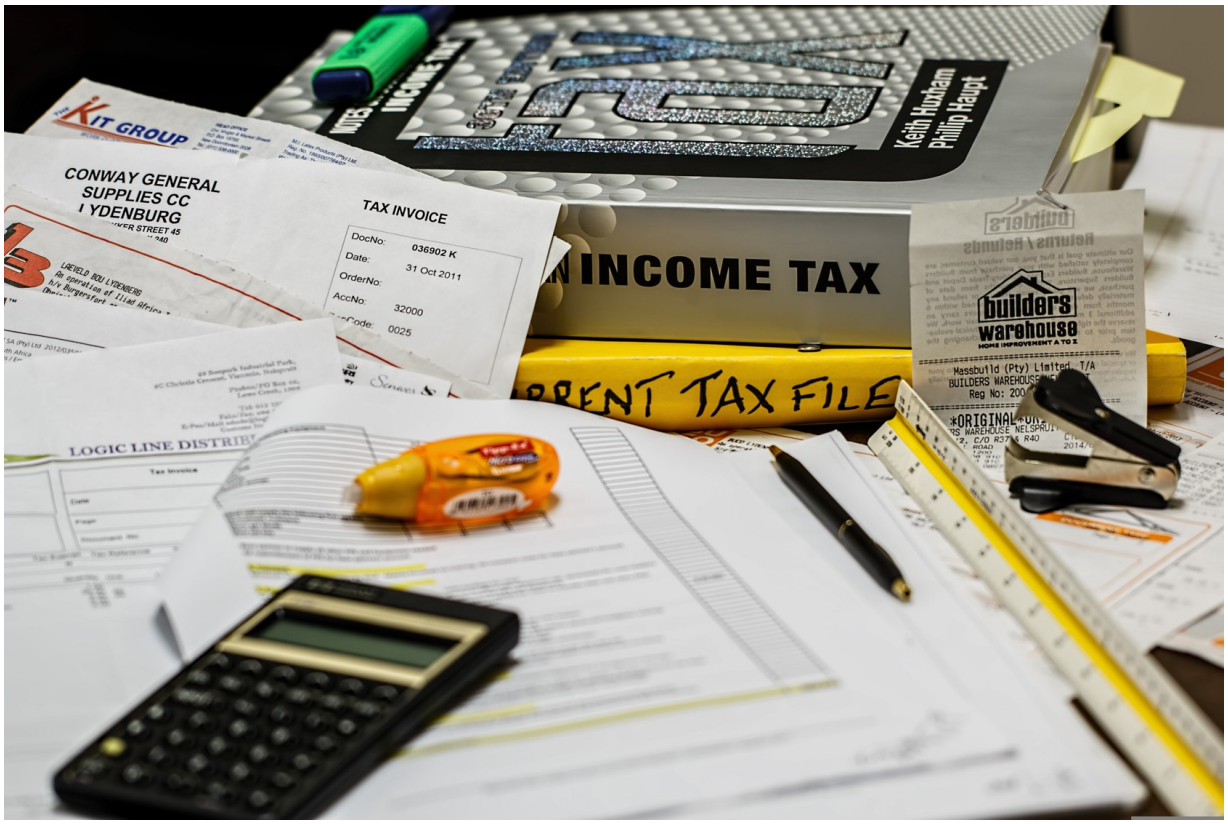
It soaks up time.

If you spend 30 seconds every five minutes trying to find something in your cluttered office or on a cluttered desk, you will waste four hours a week.

30 seconds is 10 per cent of five minutes, so you will waste 10 per cent of your working week in clutter! Get your paper organised and you could go home Friday lunchtime and still achieve just as much each week.

There are, after all, only four types of paper on your desk:

- things you have to read;
- having read it you either:
  action it;
  or file it;
- anything else is rubbish.



- **Appointments:** unnecessary appointments may also have wasted your time. Controlling your appointments is a vital step in time management.
- **Meetings:** make and keep to an agenda with definite start and end times which are strictly adhered to.
- **Emails:** check at set times of the day.
- **Colleagues:** consider referring them to someone who might be in a better position or have more time to help. Pointless, or even friendly, conversations can easily fill your schedule if you do not employ strict time management.
- **Keep your desk well organised and clutter-free**. It should be your most powerful tool: structure your in-tray to match your priorities and always have your diary, note pad and pen close to hand so you can respond immediately to phone calls.
- **Practice speed-reading or skim reading** so you can quickly get the basic information from peripheral documents and journals that cross your desk.
- **Whether it's a report or a e-mail you are writing, keep it brief and to the point**. This is the only way to communicate effectively. If your report is necessarily long, begin it with a summary of the key points.
- **Find things to do in dead time**. For instance, you could easily spend the unavoidable gap between appointments reading reports or journals that you would otherwise waste quality time on.
- **Dissect the individual tasks you perform and identify any processes that could be speeded up by using a gadget or some new software**. Invest some time finding out what technology is available – it could well reward you with huge savings.
- **Find out the capabilities of the equipment you have**. Ask other users. You should try to use it to full effect in the battle to save your time.



Getting organised and understanding priorities

You can wade through a lot of work in the day and therefore appear to have been efficient, but if it does not address your priorities, then you will not feel that you have been effective and achieved anything.

A to do list helps you to prioritise your tasks so you can be efficient and effective.

Advantages of using a “to do” list:

- focuses your mind on important objectives;
- enables you to be efficient and effective;

- you are less likely to forget to do tasks;
- writing a list helps order your thoughts;
- it helps show the bigger picture;
- you do not need to hold everything in your head;
- it saves time;
- it helps you decide on priorities: the most important and the most urgent;
- you are less likely to become sidetracked;
- you get the reward of ticking off your achievements;
- you feel more in control;
- you have a record of what you have done;
- you always have something to work on.

However, just having a list of tasks won't be enough. You need to make sure you designate tasks in priority order.

Prioritisation

There are many situations in a legal office which create prioritising issues.

Good time management means being effective as well as efficient.

Managing time effectively, and achieving the things that you want to achieve, means spending your time on things that are important and not just urgent.

To do this, and to minimise the stress of having too many tight deadlines, it's important to understand this distinction and guidance on this come from the Eisenhower Matrix:

- important activities have an outcome that leads to the achievement of your goals, whether these are professional or personal;
- urgent activities demand immediate attention, and are often associated with the achievement of someone else's goals.

Urgent activities are often the ones we concentrate on, they demand attention because the consequences of not dealing with them are immediate. The skill is identifying what is urgent and important.

Not urgent and not important	Urgent but not important
These activities are just a distraction and should be avoided if possible. Some can simply be ignored or cancelled. Others are activities that other people may want you to do, but say "No" politely, if you can. If you have any other tasks in any other boxes, those tasks should be done first.	Ask yourself whether these tasks can be rescheduled, or whether you can delegate them.
Important but not urgent	**Important and urgent**
Make sure that you have plenty of time to do these things properly, so that they do not become urgent. And remember to leave enough time in your schedule to deal with unforeseen problems. This will maximise your chances of keeping	There are two distinct types of urgent and important activities: Ones that you could not foresee, and others that you have left to the last minute. You can avoid last-minute activities by planning ahead and avoiding procrastination.

Important but not urgent	Important and urgent
on schedule, and help you avoid the stress of work becoming more urgent than necessary.	Issues and crises, on the other hand, cannot always be foreseen or avoided. Here, the best approach is to leave some time in your schedule to handle unexpected issues and unplanned important activities. (If a major crisis arises, then you will need to reschedule other events.) If you have a lot of urgent and important activities, identify which of these could have been foreseen, and think about how you could schedule similar activities ahead of time, so that they do not become urgent.



Reflect

- Think about the projects or activities you need to complete this week (you may choose to do just one each day). Create a document with the headings above (Not urgent and not important, Urgent but not important, Important but not urgent, Important and urgent) and add your activities underneath the correct heading.
- After all the activities are complete, review them against the above table. Did you accurately categorise them? Did you manage your time well? Did anything get added to your to-do list that affected your time management of your scheduled activities? If it did, what could you do to combat this?

Common dilemmas

Dilemma	Tip
Clients can often have unrealistic expectations about what is actually achievable. This could be because lawyers can be poor at managing client expectations, as they do not want to be seen as a negative force that is preventing a client from achieving their objectives.	Clear communication is essential when setting realistic timeframes and managing client expectations from the outset. If a client request is unreasonable or not possible in the given timeframe – this must be communicated effectively.
A large workload and a constant stream of correspondence to maintain.	Prioritisation is key, which may involve postponing non-urgent jobs and any communication that doesn't require an immediate response. In addition, rather than playing email ping-pong, it is sometimes more time-effective to pick up the phone and talk through the issue.
Simply not enough hours in the day!	As far as possible, make sure you plan your day in advance and try to implement a clear desk policy in order to start each day afresh without

Dilemma	Tip
	unwanted documents cluttering up your work space. Spend a few minutes at the end of each day making a list of tasks for the following day (in priority order) and try to stick to it.

Five other simple tips to manage your time better include:

(1) Avoid personal distractions

If personal emails and phone calls are disrupting your working day – avoid these interruptions altogether by keeping your personal email closed and phone on silent. If you must, assign some time at the start of the day/lunch time to address any personal communication and be strict about this.

(2) Create clear goals

Set yourself clear, realistic goals and break these into smaller, more manageable targets. For example, you may aim to complete an entire project by the end of the week – but it could be helpful to set smaller, daily goals along the way.

(3) Be ruthless and do not always say yes

Prioritise tasks by their urgency and importance and do not agree to jobs that you know will stretch you beyond your capacity. Spreading yourself too thinly may result in inaccuracies or failure to

deliver.

(4) Delegate

Do not be a control freak! Learn to trust in the abilities of others. Delegate tasks where appropriate and utilise the skills and knowledge of your peers where it could be helpful.

(5) Waiting time can be doing time

Do not waste possible opportunities to get through your work. Obviously, everyone needs a break – but it's always good to have something with you in case you have chance to catch up on some reading. For example, use your train journey to get through your inbox, or read through a few pages of that report while waiting for a meeting/a bus/the dentist etc.

Billing time



Law firms are businesses whose services are primarily giving advice and legal expertise. Every fee-earner will deal with many clients during a week, some very briefly, whilst others will require a great deal of attention. In order to be able to bill clients fairly, most firms require all their fee-earners to record the time spent on each client's file on a daily basis. The time may be recorded simply in minutes, but it is very common for units of six minutes to be used (10 units per hour).

> Most firms use an electronic time-recording system that require fee-earners to record the category of work, for example, personal attendance (face-to-face meeting), telephone attendance or letter. Activities may be chargeable (billable) or non-chargeable (non-billable). Examples of non-chargeable activities include administrative tasks printing and photocopying, and on-going development such as continual professional development (CPD) and departmental meetings.

Law firms are often very hierarchical and this is reflected in the way in which each fee-earner is allocated a “charge out rate”. Partners have the highest charge out rates, reflecting their greater expertise, whilst trainees will have much lower rates. In some firms non-fee-earners, such as secretaries, are expected to record any time they spend directly with the clients, for example, taking messages. The firm’s time-recording system will record how long is spent on any particular file by all the fee-earners involved and the basic costs of that time. Every fee-earner’s time recording is reviewed periodically, often monthly, to ensure that clients are billed regularly and the firm’s cashflow is being maintained.

Time recording is a crucial management tool for law firms and enables the partners to understand who is contributing most to the business as well as identifying how well they are serving their clients.

Local authority lawyers are increasingly expected to complete time sheets reflecting the amount of time spent on work for different “trading units”, that is, departments within their organisation.



Complete the content above before moving on.

1.9 Building rapport

As humans, we are social by nature and gravitate towards other people. Being sociable requires us to develop a range of strategies and approaches which help to build and maintain relationships.



The quality of relationships we have is important, as:

- The healthier our relationships are, the happier and more productive we tend to be;

- Work is more enjoyable when we have rapport with our clients and colleagues;
- Good relations tend to mean that people are more relaxed around each other which makes communication easier and smoother;
- Positive relations give us freedom to concentrate on opportunities rather than investing time and energy on managing negative behaviours.

Healthy working relations tend to have some key characteristics.

Select each card to learn more

Trust

When you trust and are trusted, this creates a powerful bond which will enable you to work and communicate more effectively.

Respect	Which means valuing others' ideas and inputs and being valued in return.
Awareness	Being accountable for your words and your actions and demonstrating that you can manage your behaviour. This includes seeing the impact of your behaviour, and having the ability to change your style when the situation requires a different approach.

Welcoming diversity	Being able to work confidently and comfortably with people who have different working styles, personalities, opinions and cultures.
Openness	Which means having the ability to be honest with others as well as having the ability to manage openness from other people. This includes the ability to process and action feedback.

Building rapport is assisted by the variety of skills that you will explore in this coursebook, such as teamworking skills and communication skills and is an important part of the next skill in this chapter (networking).

Rapport requires you to build a connection with another person. It may evolve over time, or it might occur quite rapidly. It is a two-way connection, so you cannot force it by yourself, but there are things you can do to make it more likely.

Select each tab to view some helpful suggestions.

1. FIND COMMON GROUND | **2. BE EMPATHETIC** | **3. MIRRORING** | **4. RECIPROCITY**

You have probably experienced times when you have met a new person, find out that they are interested in the same things that you are, and have just 'clicked'. Asking polite questions about a person's interests or situation can help you find common ground, even if it is just laughing about the coffee machine not working again. Even if you don't have anything particular in common, just being interested in their situation will help. (But avoid overdoing it – if they think you are insincere, you will have the opposite effect.)

You may also want to create opportunity for shared experience. The more frequently you interact with the person the more opportunity there is for building rapport. Networking (see the next section) is a good way of doing this, but it can also come from day-to-day actions, such as working on a project with someone.



1. FIND COMMON GROUND	2. BE EMPATHETIC	3. MIRRORING	4. RECIPROCITY

Empathy is about understanding how others see things. To do this, you will need to allow them to talk about themselves and get to know them. Listening skills are key here, and you will explore listening skills in detail later in the module.



1. FIND COMMON GROUND | 2. BE EMPATHETIC | 3. MIRRORING | 4. RECIPROCITY

Mirroring is when we imitate the speech patterns and non-verbal behaviours of others. It is often done unconsciously during conversations. Active listening, which will be covered later in the module, will help you mirror the other person.



1. FIND COMMON GROUND	2. BE EMPATHETIC	3. MIRRORING	4. RECIPROCITY

Reciprocity involves each side giving the other something. For example, you might share information with another, and they in response may share their own knowledge, or act in a way that benefits you.

Being able to build rapport with colleagues, clients and other professionals will assist you on a daily basis. We will explore this further in the next section on networking.



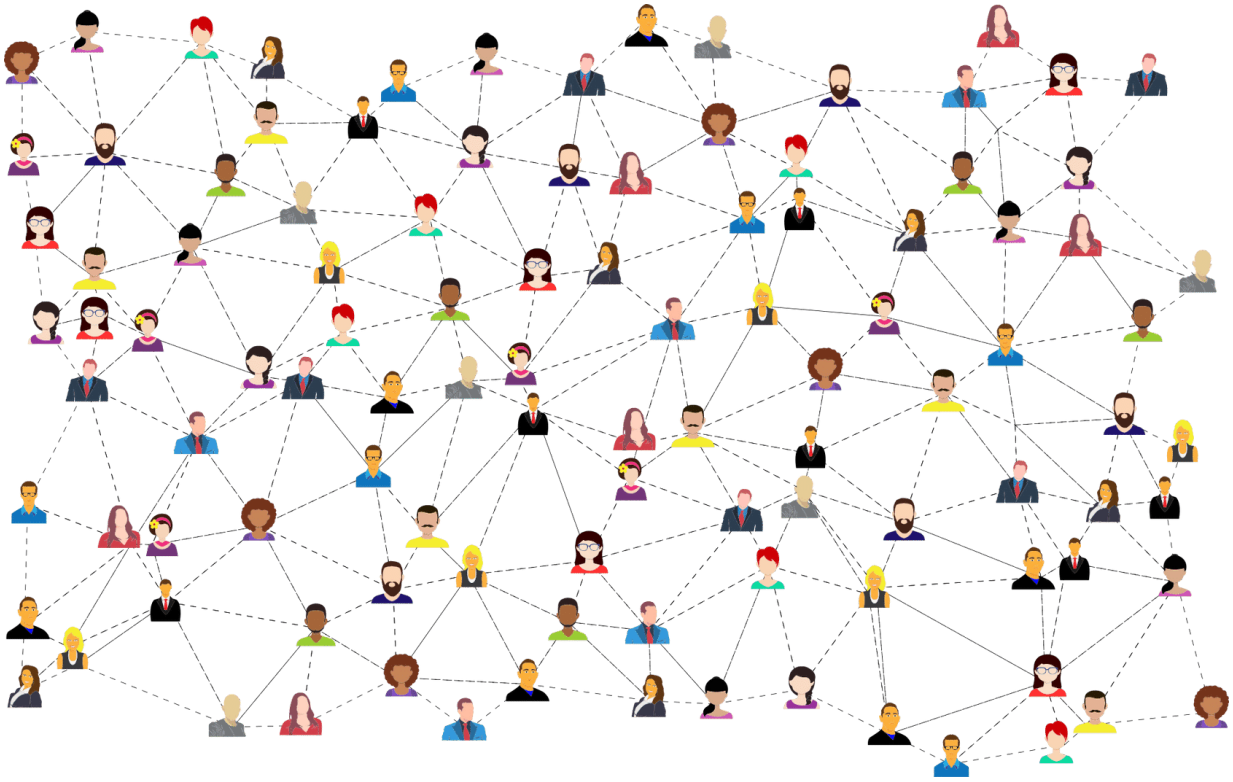
Complete the content above before moving on.

1.10 Networking

Networking comes in many forms, from meeting an old friend for a cup of coffee, to creating new connections at a conference. Social and professional gatherings both create opportunities for you to identify potential ways of being connected to other people.

As your career evolves and develops, it will be important for you to build a professional framework around you, because this will help you to:

- Consult with a range of people
- Share your own experience and expertise
- Draw on the expertise and wisdom of others



There are four basic goals to networking:

1. To improve your own visibility;
2. To develop greater knowledge, insight and awareness;
3. To develop contacts who may be helpful now, or in the future;
4. To become a contact for somebody else who may find your knowledge, expertise and skills useful.



Reflect

- Why do you think networking is an important part of being a successful lawyer?
- Think about the networks that you are part of. How did you become part of that network? What is your role within that network?
- What networking skills do you have? How might you further develop these?

Complete the content above before moving on.

1.11 Summary

In this Chapter we have covered:

(1) How to be a professional, including etiquette and first impressions.

(2) The need for positivity in the workplace.

(3) The importance of attention to detail, and how you might develop this.

(4) Why being honest and reliable is so important.

(5) Equality and diversity, including unconscious bias and cultural differences.

(6) Ways to improve your time managements skills, and the impact in the workplace if you have poor time management skills.

(7) What is meant by billing time and ways in which it is done.

(8) How and why to build rapport.

(9) Becoming an effective networker.

You have completed Chapter 1.

EXIT