## Table of contents

Ack	knowledgements	7
I.	Introduction	9
П.	What do we mean by 'soft skills?'	11
1.	Technical legal and technology skills	11
2.	Is it practical intelligence?	
3.	Is it commerciality?	
4.	Are they emotional or people skills?	
5.	Are they attributes?	14
III.	The importance of soft skills for lawyers	15
1.	World Economic Forum's <i>Future of Work</i> report	15
2.	Management experts	
3.	Client perspective	17

4.	Solicitors Regulation Authority	. 17
5.	Legal sector commentators	. 18
6.	Commercial and trusted advisers	20
7.	T-shaped lawyers	24
8.	O-shaped lawyers	25
9.	The Delta Model	25
IV.	Emotional intelligence for lawyers	27
1.	What is emotional intelligence?	28
	<ol> <li>Self-awareness and personality assessments.</li> <li>Self-management.</li> <li>Social awareness and empathy.</li> <li>Relationship management.</li> <li>Being politically astute.</li> </ol>	30 31 32
2.	Client views on emotional intelligence in lawyers	34
3.	The link between confidence and perfectionism	36
4.	Stress, resilience and wellbeing	37
5.	Decision making	40
6.	High-performance environment	. 41
V.	Methods of developing lawyer soft skills	43
1.	Approaches to training and development	44
	<ol> <li>1.1 Dedicated learning and development function</li> <li>1.2 Training academies</li> <li>1.3 External training suppliers</li> <li>1.4 Self-managed learning</li> <li>1.5 Best practice</li> <li>1.6 On-the-job training</li> <li>1.7 Case studies and scenario analysis</li> <li>1.8 Peer learning</li> <li>1.9 Secondments and shadowing</li> <li>1.10 Part-time (voluntary) roles</li> <li>1.11 Digital training and e-learning</li> <li>1.12 Role models</li> </ol>	48 49 52 52 53 53 53 53 54

	1.13 Feedback	
	1.14 Coaching and mentoring	59
		-
2.	Law Society research	61
3.	How to promote learning and different learning styles	
	3.1 Fear of change	62
	3.2 Fixed and growth mind-set	-
	3.3 Adaptive third	_
	3.4 Change management	
	3.5 Learning theory and process	
	3.6 Learning styles	
	3.7 Reflection	
	3.8 Retention	
	3.9 Motivation to learn	
4.	Competency frameworks	
5.	Measuring the effectiveness of training	71
6.	Awards for soft skills development	
VI.	The range of soft skills required by lawyers	
1.	Essential soft skills for lawyers	
2.	Lawyer qualities and attributes	
VII	. Five essential soft skills for lawyers	
		_
1.	Personal skills	
	1.1 Goal setting	81
	1.2 Making an impact, messaging and personal brand	
	1.3 Creativity	
2.	Communication skills	
	2.1 Non-verbal communication	
	2.2 Active listening	
	2.3 Storytelling	102
3.	Building relationships	105
	<ul><li>3.1 A model of business relationships</li><li>3.2 Understanding different types of relationships</li></ul>	106
	and how they are formed	107

	<ul><li>3.3 Creating rapport and trust</li><li>3.4 Navigating difference and conflict</li></ul>		
	3.4 Navigating unreferice and connict	122	
4.	Leadership – managing a team	. 126	
	4.1 Delegation	128	
	4.2 Coaching		
	4.3 Feedback		
5.	Business development – marketing, selling		
<u>.</u>	and referrer management	. 144	
	<ul><li>5.1 What is business development?</li><li>5.2 Networking</li></ul>		
	5.3 Presenting and performing		
	5.4 Selling		
	Soft skills in other professions	150	
VIII	. Soft skills in other professions	159	
1.	Solicitors Regulation Authority	. 159	
	1.1 Core competencies	159	
	1.2 Professional Skills Course		
	1.3 Practice Skills Standards	160	
2.	Institute of Chartered Accountants in England and Wales	. 160	
3.	Royal Institution of Chartered Surveyors	. 162	
IX.	Concluding observations	. 165	
Х.	Signposts to other learning resources	171	
1.	Recommended books	. 172	
2.	Training organisations	. 178	
Ap	pendix I. Illustrative competency dictionary and framework	. 179	
	pendix II. Example RICS mandatory competency –		
cor	nmunications and negotiation	181	
No	tes	. 183	
About the author 189			
About Globe Law and Business			