

Associate Level 3 Competencies

Knowledge & Innovation

Demonstrates and develops a comprehensive knowledge and technical competence of law in chosen practice area.

- Has established a strong reputation in the market place for technical ability and promotes themselves as becoming an expert
- Regularly updates technical expertise
- Displays a knowledge of key areas of the law by providing clear, precise, practical and business focussed advice with minimal supervision

Takes clear responsibility for own personal development, uses initiative and has a dynamic approach to problem solving

- Identifies and actions challenging opportunities for self development
- Applies energy, creativity and initiative in seeking to develop solutions for clients, involving others around the firm where appropriate

Actively supports and participates in knowledge sharing and know-how across the firm.

- Utilising and sharing expertise and disseminating information outside of their immediate group or division
- Is active in precedent work and know-how

Client Service & Business Development

Delivers a highly valued and quality service to clients.

- Takes on client management responsibilities (e.g. account manager)
- Becoming a key client contact to receive work
- Responsiveness – perceived as going the extra mile by internal and external clients

Actively assists in broadening the scope of service to clients and target clients.

- Takes client business or industry related opportunities or issues to the client
- Enhances the Firm's reputation with the client
- Develops cross-selling and inter departmental opportunities

Actively participates in client targeting and Firm wide business development activities.

- Develops own new contacts through to point of instruction
- Develops relationships based on business awareness with main clients and contacts



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People & Teams

Communicates with openness and honesty, building effective working relationships by being fair & straightforward

- Facilitates effective communication across their group and wider Firm
- Builds significant, effective cross-disciplinary relationships and encourages others to do the same

Supports others and operates as a team player, learning from and recognising the needs and opinions of others

- Supports other members of the team through clearly defined objectives, constructive feedback and acting as a role model
- Recognises that each member of the team has differing perspectives and skills and utilises these accordingly
- Supports delivery of Firm wide management initiatives and general process improvements
- Develops own abilities to lead and manage teams.
- Manages teams to maximise performance and contribution
- Viewed as a highly competent member of the team who can be sought out for advice by others
- Provides coaching support for other fee earners

Financial Delivery & Management

Consistently demonstrates good financial discipline and financial management skills.

- Manages WIP and Debt balances with minimal partner input
- Recovers fully where possible
- Records time effectively, timely, accurately and adheres to financial disciplines

Demonstrates sound commercial judgement and acumen, increasingly contributing to the delivery of highly profitable work.

- Identifies opportunities to maximise revenue on a value delivered basis
- Delegates work at the appropriate level
- Starts to make recommendations on pricing and other client terms and conditions

Effectively manages own time and that of others, prioritising activities appropriately (chargeable and non-chargeable).

- Effectively manages chargeable and non-chargeable time prioritising client, people and self development in line with personal objectives



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Culture & Values

Actively promotes and demonstrates openness to change and a practical, dynamic approach.

- Is driven to find innovative solutions and determined to succeed
- Advocates and initiates changes to working practices
- Embraces best practice and continuous improvement

Enjoys working in teams and respects individuality, actively creating effective working relationships

- Actively participates in activities / initiatives outside immediate work remit (e.g. focus groups, Firm-wide project teams)

Demonstrably committed to the strategic goals, direction and values of the Firm

- Recognises and reflects the Firm's strategic objectives and values
- Embraces and supports business driven change
- Seeks to achieve success through the best of everyone
- Prepared to operate outside own 'comfort zone'