

Associate Level 4 Competencies

Knowledge & Innovation

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

- Is established as having a strong reputation in the market place for technical ability and promotes themselves as an expert or specialist
- Regularly updates technical expertise
- Displays a knowledge of key areas of the law by providing clear, precise, practical advice without supervision

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

- Takes considered risks and learns from them
- Identifies and actions challenging opportunities for self development
- Regularly develops innovative solutions for clients, involving others around the firm as appropriate

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

- Invests non-chargeable time in sharing knowledge and encouraging others to do the same
- Accesses and maximises internal expertise

Client Service & Business Development

Delivers a highly valued and quality service to clients.

- Responsive – perceived as going the extra mile
- Value adding – takes real and well thought out ideas to clients as a way of adding value to their business
- Becomes a guru and has a lead involvement in pitch documentation

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

- Develops a comprehensive knowledge and understanding of the client's business and organisation
- Cross selling of other services – regularly cross sells across all areas of the firm

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

- Consistently develops own new contacts through to point of instruction
- Develops a range of relationships with main clients and contacts



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People & Teams

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

- Is at the forefront of effective communication across their group and wider
- Debriefs teams on completion of work
- Operates effective working relationships across the firm

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

- Viewed as a leader and acts as a positive role model for team members
- Supports in delivery of firm wide management initiatives and general process improvements

Develops own abilities to lead and manage teams.

- Is sought after for advice and guidance by others
- Is seen as a coach and mentor by others
- Is recognised as a leader

Financial Delivery & Management

Consistently demonstrates good financial discipline and financial management skills.

- Management of matter performance/profitability/budgets
- Effective WIP & Debt Management
- Proactive cash collection
- Recovers fully where possible

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

- Appropriate resource planning & management
- Accurate & appropriate recording of all issues
- Full recoverability from client, minimising any write offs
- Makes recommendations on pricing and other client terms and conditions when required by partners

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

- Prioritises client, people and self development in line with objectives
- Effectively uses non-chargeable time on client and team development



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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
- Promotes 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, associate forums)

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

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