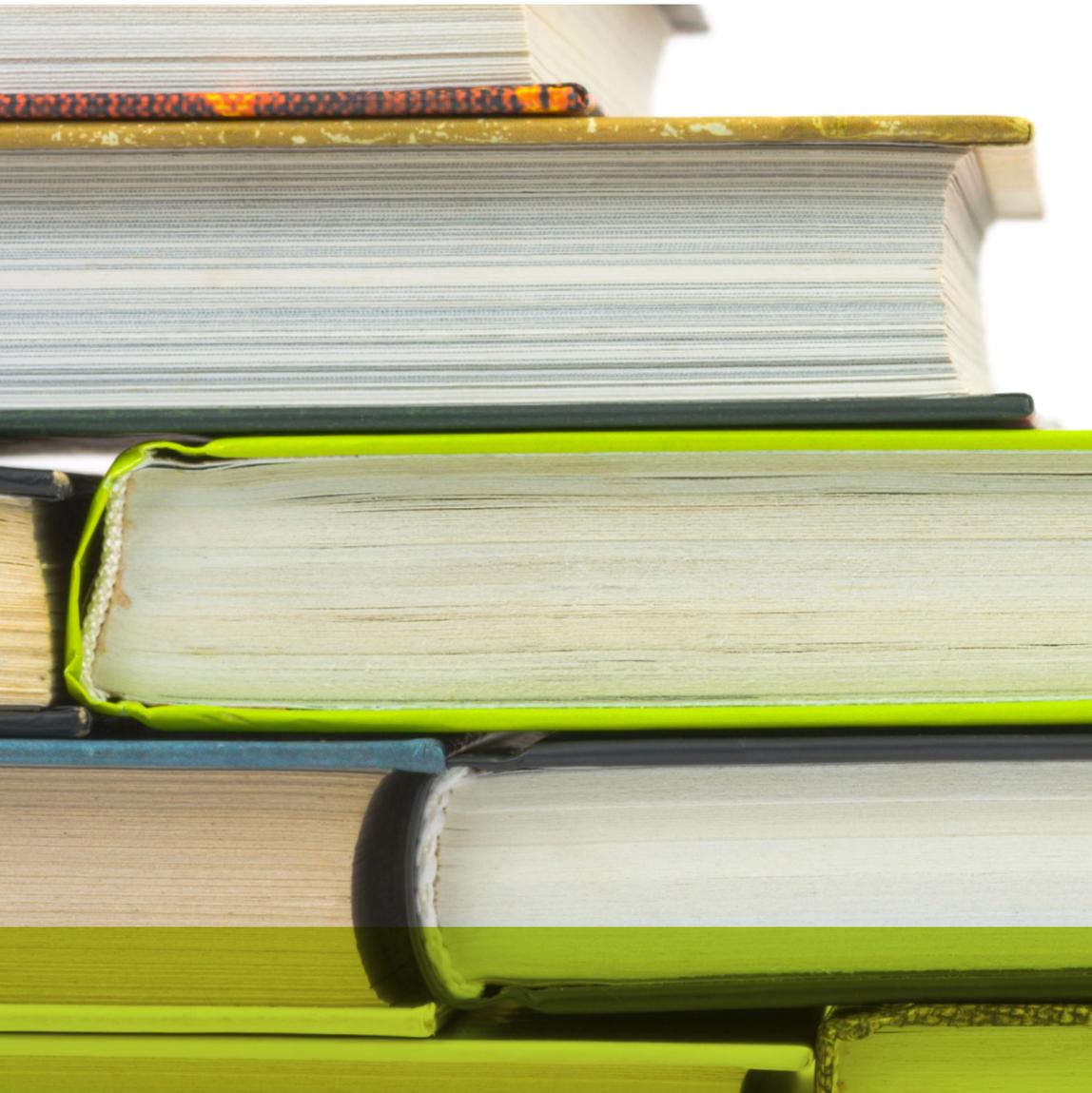


Lawyer Development Framework  
U.S. Associates

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**2014-2015**



# Purpose of the Lawyer Development Framework

The U.S. Lawyer Development Framework includes 11 skills that are important throughout the career of an associate. The framework was developed by U.S. lawyers across offices and practices; it also aligns with the global skills identified as important for senior associates, counsel, and partners. This framework was developed to guide associate training, professional development, coaching, and mentoring in the U.S. as well as enable associates to manage their individual development.

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1

# Oral Communication

Communicates effectively in terms of clarity, tone, organization and conciseness; demonstrates self-confidence; effective at advocacy and negotiation skills.

**JUNIOR ASSOCIATE:**

- Is concise and clear in sharing information and articulating arguments and ideas.
  - Answers questions and presents ideas in an organized manner.
  - Makes sure communication tone is appropriate.
  - Actively listens to others (e.g., reiterates to check understanding).
- 

**MID-LEVEL ASSOCIATE:**

- Displays self-confidence, presence and assertiveness without being overbearing or arrogant.
  - Able to think ahead about what to communicate next and how.
  - Presents arguments/ideas in a persuasive manner.
  - Demonstrates an effective personal style (e.g., use of humor, delivery) and is able to tailor that style to have a desired impact.
  - Effectively responds to questions and opposing viewpoints in a convincing manner.
- 

**SENIOR ASSOCIATE:**

- Presents arguments and ideas in an eloquent and influential manner.
- Uses questions, hypotheticals and analogies to advance position and refutes opposing viewpoints in a highly persuasive fashion.
- Listens and understands opposing sides of an argument and is able to craft creative compromise solutions to achieve client goals.
- Ability to negotiate solutions, helping sides reach an agreement.

# 2

## Written Communication

Writes effectively in terms of clarity, tone, organization and conciseness; able to write both factual and persuasive pieces; types of documents include memoranda, letters, emails, pleadings, briefs, agreements and disclosure documents.

**JUNIOR ASSOCIATE:**

- Produces written work products that are understandable and free of typographical and grammatical errors.
  - Writes in a clear, concise, organized, coherent and consistent manner.
  - Pays attention to paragraph and sentence structure, and writes in an active voice.
  - Pays attention to detail, including ability to effectively proof read own work to ensure 100% accuracy.
  - Addresses and presents a solution or conclusion to the issue presented.
  - Produces work products that are usable with some editing or rewriting; is able to rewrite with guidance.
  - Can distinguish between advocacy and objective writing.
  - Understands the audience and tailors the work product accordingly.
- 

**MID-LEVEL ASSOCIATE:**

- Presents forceful arguments in a persuasive manner or insightful analysis in a convincing way.
  - For corporate, finance and transactional work, writes basic documents that reflect clear and consistent thinking as well as knowledge of the subject of the document and the deal generally.
  - Writes in a way that reflects strong analytical thinking and a methodical, organized approach.
  - Incorporates work products of others and is able to edit various pieces to produce a coherent whole.
- 

**SENIOR ASSOCIATE:**

- Produces written work products that address highly complex issues, are highly persuasive, and/or present arguments and ideas in a creative manner.
- Tailors written work products to the style and preferences of the supervising partner such that work products require very little editing; can rewrite with minimum guidance.
- Can effectively review and edit work of others.

# 3

## Legal Analysis and Analytical Thinking

Understands problems and demonstrates sound analytical reasoning; performs effective legal research.

**JUNIOR ASSOCIATE:**

- Performs the research requested and is able to locate and interpret the appropriate “on-point” authority or information to solve the problem presented.
  - Knows of and utilizes firm resources appropriately (e.g. IRC research assistance and paralegals).
  - Performs legal research proficiently and in a cost-effective manner (e.g., uses existing work product).
  - Performs all types of legal and factual research using tools including statutory, legislative, regulatory, international and obscure resources as necessary.
  - Performs research that is thorough and reflects in-depth analysis.
  - Performs analyses that are clear and legally supportable.
- 

**MID-LEVEL ASSOCIATE:**

- Analogizes from other types of legal problems to find helpful authority and information.
  - Able to undertake research into the most complex issues.
  - Gives legal advice in a clear and coherent way and can issue accurate advice (when appropriate for an associate to give such advice).
  - Approaches legal problems on many different levels; can locate useful authority or information even on difficult issues; and performs analyses that result in novel or creative solutions to problems and disputes, including negotiations.
  - Evaluates research results and identifies additional research needs that may not be readily apparent.
- 

**SENIOR ASSOCIATE:**

- Gives legal, business and tactical advice that addresses clients’ true concerns and issues meaningful and helpful recommendations. This includes applying judgment to effectively counsel clients, rather than just recite the law.
- Uses research to develop practical advice for the client.
- Shows good judgment when selecting among plausible arguments or approaches to a matter.

# 4

## Mastery of Substantive and Procedural Law

Has knowledge of, and/or skill in, own specialty area and the pertinent procedural law, and the ability to apply that knowledge and/or skill in a variety of legal situations.

**JUNIOR ASSOCIATE:**

- Has a good working knowledge and understanding of legal principles of own practice area, along with a working knowledge of other related practice areas.
  - Conversant with basic concepts and issues in pertinent specialty area.
  - Spots key issues and identifies potential claims, issues and pertinent due diligence or discovery matters.
  - Demonstrates working knowledge of procedural, statutory and/or regulatory framework in pertinent specialty area.
  - Knows where to find information; resourceful in finding needed information (e.g., what agency to call, where a policy is stated).
  - Understands basic practice-related terms and concepts (e.g., for finance: repayment and payment, guarantee, non-disclosure agreement) and client's relevant industry-specific language.
  - Understands the industry and market in which the practice area and clients operate.
- 

**MID-LEVEL ASSOCIATE:**

- Demonstrates substantive and useful knowledge of concepts and issues in pertinent specialty area.
  - Uses knowledge of specialty area to creatively identify potential issues, arguments and claims.
  - Builds substantive and useful knowledge of the procedural, statutory and/or regulatory framework in a pertinent specialty area.
  - Has a strong working knowledge of industry terms and is able to actively think about them and how they apply to client situations.
- 

**SENIOR ASSOCIATE:**

- Demonstrates extensive knowledge of all aspects of pertinent specialty area, including knowledge of emerging issues and trends.
- Uses mastery of subject area to craft, negotiate and implement innovative arguments, positions and solutions.

5

## Performing as Part of a Team

Works and interacts positively with lawyers, legal assistants and staff.

**JUNIOR ASSOCIATE:**

- Participates willingly—supports team decisions, is a “good team player,” does his/her share of the work.
  - Willingly shares all relevant or useful information with team and supervising partners.
  - Treats colleagues, including staff, with respect irrespective of position in the firm; is aware of impact of own behavior on others.
  - Flexible and interested in accepting assignments and learning new areas as required for a matter.
  - Asks questions when needs guidance or help from colleagues on the team.
  - Readily shares credit with colleagues, and does not grandstand or take credit for others’ work.
- 

**MID-LEVEL ASSOCIATE:**

- Genuinely values others’ input and expertise, including that of subordinates and peers.
  - Creates an inclusive environment that maximizes the benefits of different perspectives and diverse team members.
  - Promotes team cooperation and morale.
  - Offers input and ideas constructively.
  - Takes on supervisory role in team.
- 

**SENIOR ASSOCIATE:**

- Shows leadership appropriate to role on the team.
- Resolves or helps to resolve team conflicts.
- Encourages fair and open debate but supports and respects final decision.
- Encourages team to maintain positive attitude and outlook throughout a project through maintaining open communications with all members of the team and taking initiative to encourage healthy work-life balance (under partner supervision).
- Proactively solicits ideas and opinions to help form specific decisions/plans or generate new and innovative solutions to problems (under partner supervision).

# 6

## Dealing Effectively with Clients

Able to communicate with clients and give appropriate legal or business advice (in coordination with supervising partner); understands the client's needs, views, interests and objectives, as well as institutional history and business, when advising or representing the client; develops positive and ongoing relationships with the client.

**JUNIOR ASSOCIATE:**

- Timely alerts firm supervising partner of client requests and complaints, and follows up either directly or indirectly through the supervising partner.
  - Has a good understanding of the client, the client’s business, the sector and the associated risks and opportunities.
  - Anticipates needs of more senior associates and partners with respect to clients.
  - Able to complete time sheet in a way that produces a billing record that clients find meaningful and appropriate.
  - Understands the client’s goal and tailors solution to that goal.
- 

**MID-LEVEL ASSOCIATE:**

- Takes personal responsibility and full ownership in responding to client needs and requests in a highly prompt and efficient manner (when appropriate for an associate to respond).
  - Builds good working relationships with the clients. In doing so, uses empathy to relate to the client in a way that makes sense for the client and its culture.
  - Recognizes client problems, including the big picture and context, and comes up with proposed solutions to present to the firm supervising partner.
  - Knows when to alert firm senior lawyers when a problem, delay or issue is about to happen with a client.
  - Uses good judgment in responding to client requests for information—determines when communication is necessary and appropriate, and when to consult with more senior team members before responding to a client; keeps more senior team members informed of communications with client.
- 

**SENIOR ASSOCIATE:**

- Is able to manage client expectations and handle difficult client situations/conversations (including situations where client pushes to have something questionable done).
- Promptly and non-defensively corrects client-service problems.
- Addresses the underlying or not obvious needs of the client.
- Becomes a “trusted advisor” who understands the business context; provides counsel to the client with a long-term perspective of wanting to benefit the client.
- Ask effective questions that reveal root problems and client priorities (instead of simply reacting to the presenting problem).
- Responds to client’s style and preferences, speaking to both the legal/technical issues and the business issues.
- Able to determine when to document differences in opinion with clients to protect the firm or the client.

(Note: these activities should be done in coordination with the firm supervising partner.)



7

## Leadership

Effectively delegates, supervises and trains others.

**JUNIOR ASSOCIATE:**

- Makes sure the practical needs of the team are met—obtains needed resources, information, personnel, etc.
  - Takes initiative to communicate with staff and external support personnel (e.g., vendors, printers) to make sure the work gets done.
  - Helps new team members get up to speed.
- 

**MID-LEVEL ASSOCIATE:**

- Proactively manages team performance by implementing well thought-out efforts to enhance team organization, morale and productivity.
  - Creates an environment that promotes sharing of diverse perspectives and differing viewpoints.
  - Delegates work appropriately to meet deadlines and achieve outstanding results.
  - Acts as performance coach by providing tools and giving practical support to others when learning how to approach a task or problem.
- 

**SENIOR ASSOCIATE:**

- Gives specific feedback in a way that develops and motivates the individual.
- Generates excitement that inspires the team to deliver results and contribute fully.
- Provides team members with the vision and big picture so they understand how their tasks fit in with the matter/case/project; generates excitement and commitment to that vision.
- Ensures that services are provided by the Hogan Lovells lawyer best able and appropriate to serve the clients' interests, wherever and whenever that lawyer may be.
- Drives the vision and objectives based on rationale and expertise, not positional power.
- Leads with calm and humility along with unwavering resolve.

(Note: these activities should be done in coordination with the firm supervising partner.)



8

## Dependability and Efficiency

Meets deadlines while maintaining quality under pressure; pays attention to detail and accuracy; uses time efficiently; at more senior levels this includes project management skills.

**JUNIOR ASSOCIATE:**

- Meets deadlines and responds to requests in a highly timely manner; is responsive.
  - Checks all work to make sure there are no errors; focuses on accuracy while managing reasonable time constraints.
  - Uses appropriate level of effort for the task (e.g., performs the appropriate amount of research based on partner and case needs); works cost effectively to provide value to meet clients' needs.
  - Distinguishes between tasks that can be handled alone and those that need to be taken up the chain.
- 

**MID-LEVEL ASSOCIATE:**

- Is able to prioritize deadlines and maintain quality and accuracy of work irrespective of the length of the deadline given.
  - Knows project deadlines and meets them or promptly advises when deadline cannot be met, working quickly and efficiently without wasting time.
  - Able to be flexible and handle dynamics when a matter changes over time (e.g., when a matter stalls for some period of time and then rapidly picks back up again).
  - Manages meetings well; states agenda and objectives clearly, keeping everyone informed so people affected by a decision know what is happening, even if not required to share such information; adheres to agenda/objectives during the meeting.
- 

**SENIOR ASSOCIATE:**

- Works independently, with minimal supervision.
- Coaches subordinates on accuracy, attention to detail and learning from each assignment to save time on future assignments.
- Able to efficiently draw on prior experiences and work product in dealing with repeat clients or similarities between matters.
- Provides project management and direction to achieve successful completion, including trouble-shooting. This includes:
  - Plans, anticipates and ensures completion of specific projects in a timely and efficient manner.
  - Coordinates all aspects of a particular project.
  - Develops and manages budgets for cases.
  - Develops and implements case strategy, and plans and completes all necessary case projects in a timely and efficient manner. (At higher level of senior associate.)
  - Understands the experience and capabilities of team members and works to ensure gaps are filled



# 9

## Initiative and Creative Problem Solving

Work shows imagination and creativity; anticipates needs of clients and partners; takes initiative and follows through as appropriate; sets and meets high standards for quality of work; demonstrates sound judgment.

**JUNIOR ASSOCIATE:**

- Anticipates clients' and superiors' needs and takes initiative to meet those needs.
  - Sets own high standards for quality of work—wants to do something better, faster, at lower cost, and with improved quality, partner satisfaction, etc. Gives best effort on every project.
  - Displays a positive, enthusiastic and 'can-do' attitude.
  - Takes responsibility for project issues (i.e., "owns" the problem, seeks to understand assigned tasks, follows through).
  - Actively works to meet billable targets or goals by soliciting work from other attorneys.
- 

**MID-LEVEL ASSOCIATE:**

- Analyzes complex or large amounts of information and identifies potential solutions.
  - Makes complicated ideas or situations clear and understandable.
  - Weighs the value of different solutions and effectively decides between the many options for addressing complex problems/issues.
  - Uses multiple perspectives, imagines alternatives, and estimates potential outcomes for various courses of action. Uses this analysis to anticipate obstacles and gather all of the facts that might help a case, address a problem or avoid an obstacle.
- 

**SENIOR ASSOCIATE:**

- Questions fundamental assumptions in ways that lead to the creation and implementation of innovative solutions or case strategies.
- Integrates information/findings from various sources and translates them into insights/solutions not apparent from piecemeal analyses.
- Identifies interrelationships between smaller issues and how they affect other issues and the overall case/client (e.g., how jurisdictional arguments may affect tax issues).
- Adjusts short-term goals to meet long-term objectives.

10

## Firm-mindedness and Business Development

Has potential to attract work from existing  
and/or potential clients.

**JUNIOR ASSOCIATE:**

- Represents the firm well in daily interactions with legal community, recruits, summer associates, potential clients and current clients.
  - Identifies and uses opportunities to meet new people and develop new contacts both inside and outside of the firm.
  - Maintains good relationships and networks with peers both inside and outside the firm.
  - Contributes and shows commitment to the firm and/or practice group by doing things that build the firm profile.
- 

**MID-LEVEL ASSOCIATE:**

- Establishes networks and develops relationships in the firm as well as the business and legal communities (and government officials for government regulatory practices).
  - Builds and maintains strong working relationships with own existing institutional clients.
  - Understands the business strategy of own practice area, integration with other practices, and the firm as a whole.
  - Conducts legal research and prepares articles/presentations to build personal and firm profile.
- 

**SENIOR ASSOCIATE:**

- Actively puts self “out there” in terms of speaking publicly, publishing and making connections; does not stay in the background/shadows.
- Builds and maintains strategic relationships with an eye toward the future development of those relationships into business opportunities.
- Spots and exploits opportunities to develop new business or client relationships.
- Identifies opportunities to expand business with existing clients or develop new business (e.g., following up on clients’ problems or concerns, actively developing client alerts, monitoring their practice industry). Identifies opportunities for follow-on business.

11

## Developing Self and Personal Effectiveness

Actively works to understand and improve one's legal skills and personal competencies. Demonstrates high levels of commitment and hard work to achieve the best possible results; remains calm and resilient under pressure and at times of change.

**JUNIOR ASSOCIATE:**

- Manages own career and skill development.
  - Accepts constructive criticism.
  - Acknowledges mistakes and learns from them.
  - Recognizes emotional as well as factual elements in a conversation.
  - Looks for and takes on challenging assignments, new responsibilities and learning opportunities that broaden own experiences (e.g., working on a new type of deal or large case for the first time). Actively seeks opportunities to add value and develop.
- 

**MID-LEVEL ASSOCIATE:**

- Actively seeks and responds to formal and informal feedback to improve own performance.
  - Accurately assesses own strengths and weaknesses.
  - Knows when emotions negatively impact performance and strives to act appropriately.
  - Keeps on top of current events and latest developments in industries, law and policy affecting clients and practice area.
- 

**SENIOR ASSOCIATE:**

- Seeks to build self-awareness in order to leverage strengths and improve weaknesses.
- Uses new information about self (e.g., how one reacts to certain situations, areas of weakness) to make self-improvements.
- Compensates for own limitations by working with others with the necessary strengths.
- Acts with self-control and composure in stressful or confrontational situations (e.g., during an intense trial/deal, when challenged by client or others).
- Deals with conflict by staying calm and positive, turning the conversation into a constructive dialogue.
- Calms others in stressful situations.
- Is calm and resilient under pressure and at times of change.





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