

DO YOU HAVE WHAT IT TAKES TO BE A SUCCESSFUL PARTNER?

— OR ARE YOU ON THE PATH TOWARD THE VALLEY OF DEATH?

TAKE THIS QUIZ, AND FIND OUT!

The quiz has 20 questions. The first question is the “critical question” and hopefully your answer to its query will be a confident “yes”. But if not (and even if it is!), work through the subsequent 19 questions to determine where you may need to devote particular focus. The questions are broken down into the following sections...

- Self-awareness
- People skills
- Personal branding
- Developing clients and business
- Leadership

...which together make up the skills and attributes that you should be focusing on now to succeed in your firm.

1 THE CRITICAL QUESTION:

Do you have the requisite skills and network of relationships to generate business and support yourself in a leadership role within your firm?

YES NO

If you answered “NO”, then you may be headed for—or even already in—the Valley of Death: a stressful abyss where even the most technically capable lawyers can find themselves, if without sufficient abilities to generate business). Even if you’re currently in a junior position, if you eventually want to make partner then your answer to this question must be, “I’m working on it—with focus and diligence!” If you wait too long, enjoying the youthful pleasures of having work fed to you and naively procrastinating on building up both your skills and your network of relationships, then you won’t have the necessary business case for partnership consideration. It’s no different from building up an investment portfolio—only the naïve wait until they’re on the verge of retirement before starting to make their contributions!

Juggling the Big 3 for Lawyers shows you how to make the right investments that will bring you long-term success.

SECTION ONE: SELF-AWARENESS

2 OPTIMIZING PERSONALITY STRENGTHS:

Do you optimally use self-awareness to ensure that you’re leveraging your strengths and mitigating your weaknesses?

YES NO

It’s critical to understand yourself enough to strategically capitalize on your strengths to achieve your goals and market yourself. Chapter 4 of Juggling the Big 3 for Lawyers describes different lawyer personality types, helps you determine where you fit within the lawyer categories and shows you how to then optimize your attributes (rather than trying to model yourself after someone you’re not). This approach increases the likelihood of clients and colleagues recognizing your special talents—and of you realizing your highest potential!

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3 MANAGING PERSONALITY TYPES:

Do you understand how different personality types impact upon each other and where you fit within different personality frameworks?

YES NO

As you advance in your legal career you will be increasingly required to deal with other's emotions and motivations. Chapter 4 of Juggling the Big 3 for Lawyers sets out how different personality types optimally deal with other, giving specific examples of how your own personality type can most effectively work with and influence both colleagues and clients.

4 IN TERMS OF FUELLING YOUR PERSONAL GOALS:

Have you analyzed your inner needs and whether your own current career path and future goals are likely to satisfy them?

YES NO

Understanding what really motivates you is the most crucial step towards your success: otherwise you risk building your career around goals that may prove unsatisfying and unsustainable in the long run. Chapter 5 of Juggling the Big 3 for Lawyers will show you how to align what motivates you with your legal career (and your life!).

5 SUPPORTING YOUR GOALS WITH CONFIDENCE:

Do you approach most goals with optimism and self-belief that you can and will succeed (or are you sometimes niggled with self-doubt)?

YES NO

Whether you believe you can do something is the single biggest determinant of whether you can (within reason, of course!). Chapter 7 of Juggling the Big 3 for Lawyers gives you the substantive psychological and scientific evidence behind this fact, and then teaches you how to use your thinking patterns to generate confidence.

SECTION TWO: PEOPLE SKILLS

6 DEALING EFFECTIVELY WITH PEOPLE:

When dealing with other people, whether clients, colleagues, or other types of contacts, do you prioritize making them feel important and appreciated (rather than trying to convey your own intelligence, cleverness, importance, and expertise)?

YES NO

When you subliminally satisfy people's desire for notice and approval you create an unmatched level of goodwill. This is the case whether you're dealing with your devoted secretary, a difficult client, or an unreasonable boss. Chapter 6 of Juggling the Big 3 for Lawyers explains the reasons why this works, and gives examples of how to best use this tactic.

7 TRANSMITTING THE "FEEL-GOOD" FACTOR:

When engaging with people, do you tend to be positive and enthusiastic?

YES NO

Your likeability quotient will be as (or even more) important to your success in a law firm than your intelligence and drive. Chapter 6 in Juggling the Big 3 for Lawyers demonstrates how to create a powerful impression on others, even if your personality is naturally reserved. This is because your emotions, whether positive or negative, impact upon the people you are dealing with—to the point that their emotions can mirror yours. (In scientific terms, this is the phenomenon of parallel circuitry, meaning that your brain transmits signals that influence other people's emotions, causing them to match your own.)

Of course, parallel circuitry can have a similar effect with negative emotions—causing people to absorb negativity and even automatically dislike you...

8 MAKING “HIGH IMPACT” IMPRESSIONS:

Do you understand the factors people instinctively use to form their opinions about you?

YES NO

When you understand how people form their opinions about you (usually in the blink of an eye), you can use this to your advantage and always make a high impact impression. Learn what these factors are in Chapter 8 of *Juggling the Big 3 for Lawyers*.

Note: The questions thus far relate to your awareness about yourself and how best to deal with people. If at this point, you have mostly responded with “no”, you should consider that study after study has shown that a direct relationship exists between this awareness and career performance (especially the ability to bring in business). Lack of self-awareness is a substantial impediment that can prevent you from reaching your goals.

SECTION THREE: PERSONAL BRANDING

9 CREATING THE BRAND EXPERIENCE:

Do you think about the experience you are creating for the people around you, however insignificant the interaction might seem?

YES NO

At the end of the day, the only brand you own is the experience that you create for others. What emotions do you evoke in the people around you? How do you make them feel? What do people say about you when you’re not in the room? (Whatever your answer, that’s your true brand!)

10 DEMONSTRATING A PERSONAL BRAND:

Do you have a personal brand that reflects who you are (your personality strengths, passions, and core values) that you ALWAYS walk and talk?

YES NO

Self-explanatory! Today’s competitive environment requires lawyers to be more than legal advisors. You must distinguish yourself through your personal brand, and then connect with your clients on that basis. Your brand is something your clients and colleagues should value and come to rely upon—i.e. trust. (Note wfor those who chose “Yes”: Watch out!

You may indeed be demonstrating your brand, but it might not always be the brand you want others to perceive, or the one that best sells you. If this is the case, you need to be more consistent and urpuseful in your approach. Chapters 9 through 13 of *Juggling the Big 3 for Lawyers* show you how to develop and then demonstrate your authentic, distinct and superior brand.)

11 COMPETING ON UNIQUENESS:

Does your brand demonstrate the unique value you offer to clients and colleagues?

YES NO

Too many lawyers elect to compete on the basis of their technical expertise and experience, or think that being part of a prestigious firm sufficiently differentiates them. Unluckily, this approach is both naïve and outdated. The question toask yourself is: What differentiates you from other lawyers—inside and outside your firm? We all have some unique value to offer. Read Chapter 10 of *Juggling the Big 3 for Lawyers* and discover yours!

12 ENHANCING YOUR BRAND:

Are you consistently enhancing and marketing your brand by writing articles, speaking in public, marketing yourself and creating visibility both within and outside of your firm?

YES NO

You might have the best brand in the world, but if too few people know about it, it’s a neglected asset. Since time is precious, brand enhancement and marketing must be approached with a clear strategy. Chapter 13 of *Juggling the Big 3 for Lawyers* gives you the tools, motivation, and framework for creating your personal marketing plan, and then making progress toward making it a reality.

13 BRANDING OPPORTUNISM:

Do you frequently use meetings, personal interactions, and communications as opportunities to demonstrate your authentic, distinct, and superior brand?

YES NO

Sometimes lawyers dismiss emails as casual correspondence or meetings as tedious, trivial, or a waste of time, but each of these, however minor, is an opportunity to communicate your exceptional professionalism. For example, gestures as simple as clarifying overall objectives in a meeting or showing appreciation for someone else's contribution can signal your professional leadership. You never know who might be taking note!

14 DEVELOPING DIVERSE INTERESTS:

Do you have diverse interests or hobbies outside of the law or your job?

YES NO

Outside interests make you unique and noteworthy, and they can also provide you with topics of conversation beyond the law. (It's only human nature for clients to relate to you more easily for being "more than just a lawyer!") In addition, pursuing diverse interests gives you access to people that you genuinely share something with—and who are unlikely to know your colleague down the hall...In short, you might dismiss taking that Japanese cooking class or those sailing lessons as having no relevance to your legal career, but in most cases, you couldn't be more wrong.

SECTION FOUR: DEVELOPING CLIENTS AND BUSINESS

15 NETWORKING:

Do you actively take an interest in your clients (and other contacts) and habitually think about how you can help them beyond your role as a lawyer?

YES NO

Many lawyers have in-built misconceptions about networking, associating it with schmoozing or tedious cocktails events. Networking is not about these things, nor is it about meeting someone and trying to get their business. (In fact, this kind of behaviour often aborts the process altogether!) Networking is about building relationships by being interested in other people and focusing on their needs. Chapter 15 of *Juggling the Big 3 for Lawyers* explains this networking principle in detail and gives useful examples of how to implement it in your networking pursuits, however junior or senior you might be.

16 WORKING THE ROOM AND INCREASING YOUR NETWORK:

Do you comfortably "work the room" during social and networking events?

YES NO

Most people have apprehensions about "working a room", but with the right preparation and some simple techniques, anyone can do it—and do it well. Chapter 16 of *Juggling the Big 3 for Lawyers* teaches you how to approach people, make a positive impression, and even—yes, it's possible!—enjoy small talk. Being able to comfortably "work a room" (whether in a formal or informal setting) is essential to building a network of connections, and ultimately to your career as a lawyer. Learn to do it now!

17 GIVING ADVICE:

When working with your clients do you think about how you're delivering your advice?

YES **NO**

Most rainmakers don't differentiate themselves with regard to the advice they give, the documents they produce or the arguments they make, but on how they treat their clients and the way in which they deliver their message. Read Chapter 17 of Juggling the Big 3 for Lawyers and learn how to do it for yourself.

18 PITCHING TO CLIENTS:

When pitching for work, do you really focus on the client's concerns and needs, rather than emphasizing your credentials and experience?

YES **NO**

Chapter 17 of Juggling the Big 3 for Lawyers demonstrates that one of the biggest (and most common) mistakes lawyers make is to over-focus on their credentials. Sales experts talk in terms of benefits and features. It's benefits (the value you provide)—and not features (your credentials)—that make the sale. Further, there are three stages to the selling process. The initial two stages are merely filters: first, the rational filter (are your credentials sufficient?) and secondly, the emotional filter (does the client connect with you?). The third stage (closing the deal) involves proving your value and trustworthiness. Only very exceptionally will your credentials do that for you! Instead, the focus during this final and critical stage must be on the client's needs and collaborating to create real and unique value for the client.

SECTION FIVE: LEADERSHIP

19 DEMONSTRATING A LEADERSHIP MINDSET:

Are you demonstrating and working with the mindset of a leader?

YES **NO**

Whether you are the most junior person in your firm, or advancing toward a senior position, demonstrating leadership qualities is more important than ever. If you answered, "YES" to this question on the basis of your ability to take charge, excel in relation to

your peers, demand status, or even inspire with your charismatic style, then you may need to re-think your definition of leadership. Chapters 18 through 22 of Juggling the Big 3 make the case that leadership is all about influencing others, and that leaders do so by being trustworthy, self-aware, people-focused, positive, and visionary. Leaders also use tools of influence that inspire, enthuse, challenge, and empower others. By reading Juggling the Big 3 you'll learn what these are and how to use them for yourself.

20 WORKING TOWARD A BIGGER GOAL:

Do you have a personal goal for yourself and your future that you are specifically working toward on a regular basis (as opposed to merely churning client work for the ultimate benefit of someone senior to you, or worse yet, merely surviving the daily grind)?

YES **NO**

If your only goal setting relates to meeting the demands of immediate client work, you're very possibly setting yourself up to fail in the long-term (even though you appear to be succeeding at present). Juggling the Big 3 for Lawyers shows you how to avoid this common trap and motivate yourself and make progress toward a more valuable, more rewarding, future. (NOTE: You cannot be a leader without vision, nor can you lead others unless you are first leading yourself with your own personal vision—whatever that may be.)

NUMBER OF "YES" ANSWERS:

0 – 7
You have lots to learn, and if you don't do something different, you may end up in the Valley of Death. Read Juggling the Big 3 now!

8 – 12
It looks as though you're headed in the right direction, but you have more to learn. Read Juggling the Big 3 to ensure your success!

13 – 18
You're headed toward mastery level, but still have a few things to fine-tune. Read Juggling the Big 3 and guarantee your success!

19 – 20
Congratulations. You're on the right path. Read Juggling the Big 3 and take those final steps that will establish you as a successful partner.