

# Modern Lawyer

Ideas for Legal Leaders

Editor: Alex Davies

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## Featured in this issue

*How to develop your lawyer profile and bring in more work*

*How pro bono legal work can help transform global communities*

*How to implement virtual emotional intelligence in the era of remote work*

## The 'How To' Issue

What goes in the lawyer's toolkit





It's long been recognized that undertaking legal work is only part of what lawyers do. If only it were the case that all lawyers had to do was practice the law – those billable hours targets would seem so much more achievable!

In reality – and as with most other professions – the legal work is only one part of the toolkit. In this 'How To' issue, we delve into all the 'other' things that lawyers increasingly have to be adept at – including business development, risk management, leading a team (and managing clients) – even pro bono work. All on top of the day job!

Joanna Gaudoin kicks off this practical issue by explaining how business development can be subtly repositioned by focusing on showing your clients how you can help them overcome challenges. Essentially, she says, that is what lawyers do – realize a benefit for clients in what can often be an emotional matter.

Indeed, in order to undertake business development successfully, you need to engage with people at a human level. Emotional intelligence is one of those soft skills that people either innately have, or need to work hard at achieving. In today's era of remote work, it's more important than ever to understand your client, and your team, in order to ensure a smooth working relationship. Having the emotional intelligence to sense when someone is engaged is essential, particularly when colleagues are not face to face. In Naïs Muret's insightful article, she speaks of both good and bad experiences of being managed, with the more positive relationship occurring entirely online, without even the benefit of seeing the person on-screen. This ability to engage with people without the need for eye contact and body language is an innate skill – and comes down to the act of listening to understand.

In the first of a five-part series on how decision science intersects with legal practice, Nika Kabiri discusses cognitive bias – the subtle distortions in judgment that can quietly steer decisions off-course.

By understanding and recognizing our own (often buried) biases, we can better serve our clients by seeing what it is that they actually want, rather than what we are best at delivering. This is particularly important for pro bono work, for example with clients whose culture or world experience might be very different to our own. Yasmin Batliwala's article explains how pro bono work dramatically improves problem-solving abilities and cross-cultural communication skills.

All this goes to show that lawyers increasingly need a large and flexible set of skills to navigate 21st century work. I hope this issue helps augment your legal toolkit.

A handwritten signature in black ink that reads "A. Davies".

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# Contents

Volume 8, Issue 3, October 2024

## 2

**How to develop your lawyer profile and bring in more work**

By Joanna Gaudoin

## 8

**How pro bono legal work can help transform global communities**

By Yasmin Batliwala

## 14

**Navigating sexual harassment in the workplace**

By Ashley Scriven

## 18

**From performance inhibiting to performance enhancing**

By Oliver Hansard and Claire Rason

## 24

**Working with different personalities: Embracing patience and dependability with the quiet 'S' styles**

By Donna McGrath

## 28

**How to implement virtual emotional intelligence in the era of remote work**

By Naïs Mouret

## 34

**How cognitive bias can affect legal decision-making**

By Nika Kabiri, JD PhD

## 41

**Protecting and enabling the firm**

Kate Ludlow and Philip Rodney discuss risk with Alastair Levy

## 46

**The rise and rise of the consultant lawyer**

By Rachel Brushfield and Leonna Mora

## 55

**Book Review Managing Partner Performance**

By Dr Christian Kessel

## 58

**Client seminars: Time for the personal approach**

By Andrew White





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