

RAJAH & TANN ASIA
ACADEMY

John Doe

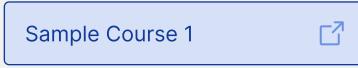
SCORE: Skills & Competencies Rating Exercise

Updated as of 13.09.2023

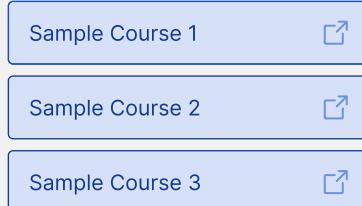
Recommended Courses Summary

Skills

A. Digital Dexterity

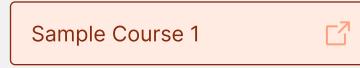


B. Legal Project Management

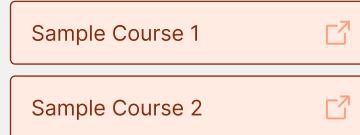


Competencies

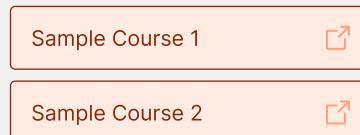
A. Networking



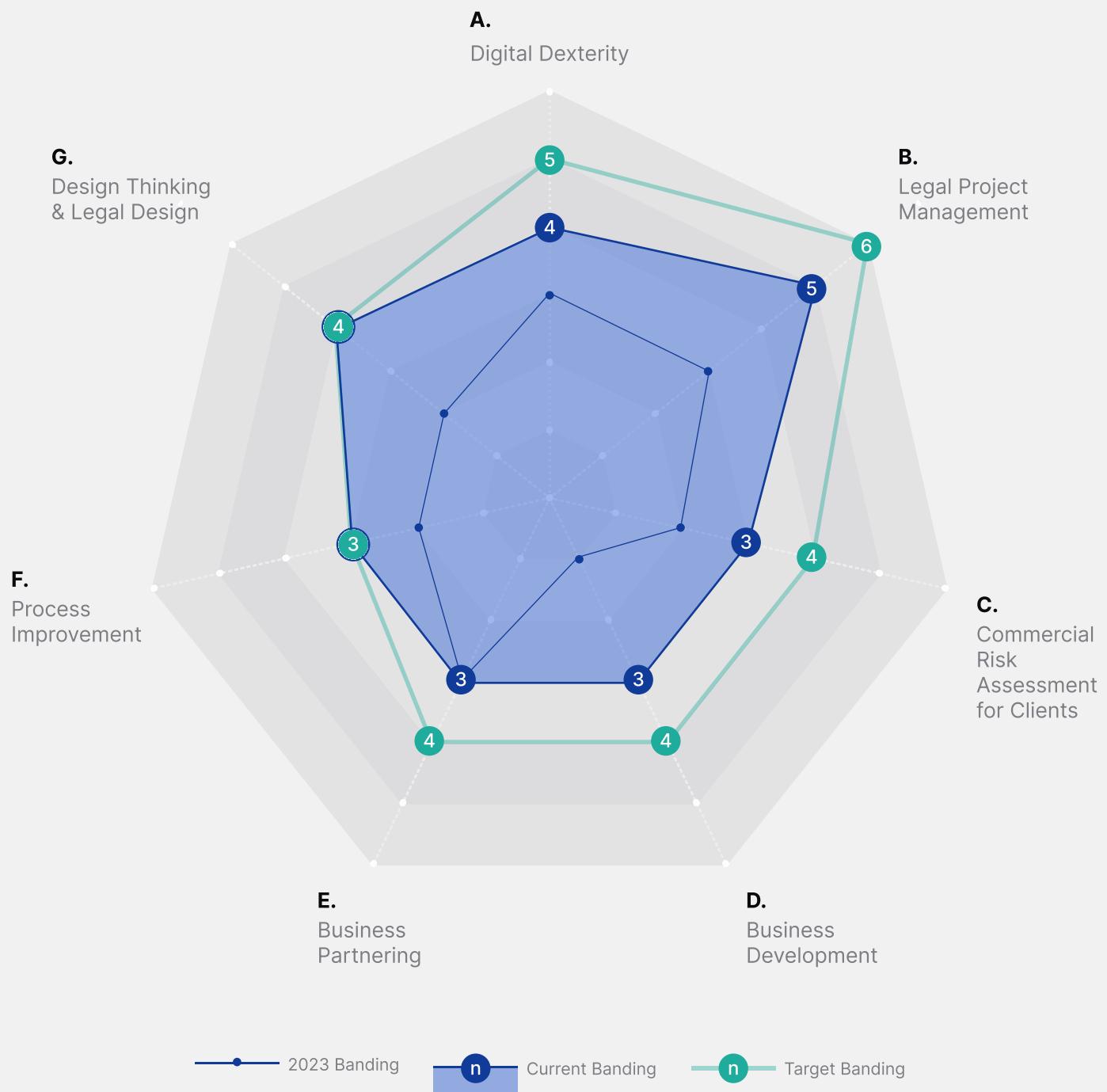
D. Collaboration & Teamwork



G. Leadership



Skills SCORE Report



A. Digital Dexterity

2023 Banding: 3 • Current Banding: 4 • Target Banding: 5

Target Banding Details

Requirements

- Identify the latest tech tools (e.g. AI, generative AI, discovery software) & provide strategic analysis of the use of such tech tool for the benefit of the Firm / network

Recommended Courses

Sample Course 1



B. Legal Project Management

2023 Banding: **3** • Current Banding: **5** • Target Banding: **6**

Target Banding Details

Requirements

- Lead projects for clients

Matter Management

- Begin to undertake responsibility as Primary Lead / Responsible Partner in a matter including maintaining of overall client relationship, determining a “win strategy” for the client & matter, & liaising with client on fee-related and/or difficult conversations
- Experienced in all aspects of Legal Project Management, in playing the role of a Project Manager and/or working with the assigned Project Manager
- Ensure the matter team delivers quality work service on time & within budget

Financial Matter Management

- Monitor the team costs, & plan lawyers' resources for client matters

Recommended Courses

Sample Course 1



Sample Course 2



Sample Course 3



C. Commercial Risk Assessment for Clients

2023 Banding: **2** • Current Banding: **3** • Target Banding: **4**

Target Banding Details

Requirements

- Effectively incorporate commercial risk assessment for clients into simple & complex legal / business advice for example, from a reputational, financial, technological perspectives

Recommended Courses

No courses available

D. Business Development

2023 Banding: **1** • Current Banding: **3** • Target Banding: **4**

Target Banding Details

Requirements

- Regularly lead successful BD opportunity / initiatives

Recommended Courses

No courses available

(Continued on next page)

- Understand, track & share key referral sources for cross-serving purposes
- Develop BD objectives for practice area / the relevant sector(s) which are aligned with the Firm's / network's brand values, strategic goals & BD objectives
- Develop understanding of the relevant sectoral focus by attending industry events or subscribing to news articles alerts
- Cross-serve by involving colleagues from various practice areas (where relevant) when entertaining / networking with clients

E. Business Partnering

2023 Banding: **3** • Current Banding: **3** • Target Banding: **4**

Target Banding Details

Requirements

- Engage in business partnering with clients regularly & effectively
- Plan business strategy from a sectoral perspective, by looking at issues from the client's perspective & building ideas, solutions / offerings around that (with Partners of the Firm / network / with third party intermediaries)

Recommended Courses

No courses available

F. Process Improvement

2023 Banding: **2** • Current Banding: **3** • Target Banding: **3**

 Target Banding Achieved

G. Design Thinking & Legal Design

2023 Banding: **2** • Current Banding: **4** • Target Banding: **4**

 Target Banding Achieved

Competencies SCORE Report

**A. Networking**2023 Banding: **2** • Current Banding: **4** • Target Banding: **6****Target Banding Details****Requirements**

- Have an extensive social media & real-world network & is a recognised thought leader in the relevant practice area / sector who is sought out on a regular basis for the Firm / network / clients

Recommended Courses

Sample Course 1



B. Change Management2023 Banding: **2** • Current Banding: **2** • Target Banding: **4****Target Banding Details**

Requirements

- Have successfully led change management initiatives for clients

Recommended Courses

No courses available

C. Innovativeness2023 Banding: **2** • Current Banding: **3** • Target Banding: **4****Target Banding Details**

Requirements

- Demonstrate involvement in an innovation initiative for clients

Recommended Courses

No courses available

D. Collaboration & Teamwork2023 Banding: **1** • Current Banding: **4** • Target Banding: **6****Target Banding Details**

Requirements

- Use collaboration & teamwork abilities to enhance Firm / network alliances & demonstrate that quality to an external party
- Motivate / inspire group members to understand the latest trends development impacting one's practice area / the relevant key sector(s)

Recommended Courses

Sample Course 1



Sample Course 2

**E. Communication**2023 Banding: **4** • Current Banding: **4** • Target Banding: **6****Target Banding Details**

Requirements

- Communicate to command attention & inspire others for the Firm / network / clients

Recommended Courses

No courses available

F. Critical Thinking & Problem Solving

2023 Banding: **3** • Current Banding: **4** • Target Banding: **5**

Target Banding Details

Requirements

- Demonstrate regular use of critical thinking & problem solving for the benefit of the Firm / network
- Proactively identify & highlight practical legal & business issues when advising clients

Recommended Courses

No courses available

G. Leadership

2023 Banding: **4** • Current Banding: **5** • Target Banding: **6**

Target Banding Details

Requirements

- Effectively lead legal & non-legal teams within the Firm / network
- Arrange regular team meetings to share knowledge on practice / sector developments impacting clients
- Guide change, inspire buy-in & input from internal / external stakeholders & identify opportunities for growth & innovation within practice area & relevant key sector(s)
- Guide junior team members to develop new practice area / sector related ideas & initiatives

Recommended Courses

Sample Course 1



Sample Course 2



Risk Management

- Suggest solutions & develop policies to manage risks relating to issues about professional responsibility & conduct

Skills Banding Structure

A. Digital Dexterity

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand key digital skills & why they are important
2	<ul style="list-style-type: none"> Use key digital skills to work effectively at the Firm Keep abreast of technological developments & explore innovative ways of using latest tech tools (e.g. AI, generative AI, discovery software)
3 2023	<ul style="list-style-type: none"> Understand how to identify technological opportunities within the Firm / network & engage with technology experts to utilise that opportunity Learn & master new digital skills & innovative ways of using latest tech tools (e.g. AI, generative AI, discovery software) to utilise at work & for clients
4 CURRENT	<ul style="list-style-type: none"> Understand how to identify technological opportunities for clients & engage with technology experts to utilise that opportunity
5 TARGET	<ul style="list-style-type: none"> Identify the latest tech tools (e.g. AI, generative AI, discovery software) & provide strategic analysis of the use of such tech tool for the benefit of the Firm / network
6	<ul style="list-style-type: none"> Provide input on the design & requirements of technological solutions for the Firm / network Proactively explore ideas & opportunities to commercialise technological solutions in line with the Firm's / network's business Configure software and/or code software (if applicable)

B. Legal Project Management

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand the concept of legal project management & why it is important <p>Matter Management</p> <ul style="list-style-type: none"> Understand the basic steps of matter management (e.g. lawyers' roles, responsibilities, keeping a complete paper trail including in the document management system (DMS)), where relevant Deliver quality work service on time <p>Time Cost Management</p> <ul style="list-style-type: none"> Understand the value of disciplined time recording
2	<ul style="list-style-type: none"> Understand the basics of legal project management to effectively participate as a member of a legal project management team Familiar with the five general phases of legal project management

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2 Matter Management

- Demonstrate effective organisation ability to prioritise & drive work
- Understand & manage own work product based on overall matter phases, tasks, milestones & deliverables agreed to with the client
- Deliver quality work & service on time & within budget

Financial Matter Management

- Understand the key drivers around pricing & fees arrangement on a matter
- Manage clients' expectations during the billing process with status updates & clear billing documentation

Time Cost Management

- Record time accurately & promptly & understand the impact of own others' billable time on a matter

3

2023

- Recognise an internal legal project management opportunity & initiate an internal project

Matter Management

- Begin to undertake responsibility as Project Manager
- Begin to undertake responsibility for major aspects of managing a matter including understanding client's objectives, communicating instructions to internal teams, providing overall project leadership, coordinating teams, assigning priorities, & managing overall progress based on phases, tasks, milestones & deliverables as agreed to with the client (Please refer to the LPM Framework for more details of the role of a Project Manager)
- Ensure junior team members deliver quality work & service on time within budget

Financial Matter Management

- Understand the key drivers around pricing & fees arrangement on a matter
- Manage clients' expectations during the billing process with status updates & clear billing documentation

4

- Recognise a legal project management opportunity for clients & initiate a client project
- Create creative & robust solution(s) for client(s) in a cost-effective way

5

CURRENT

- Lead an internal legal project
- Demonstrate ability to deliver creative & robust solution(s) for client(s) in a cost-effective way

Matter Management

- Successfully play the role of a Project Manager

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- 5**
- Responsible for all aspects of managing a matter including understanding client's objectives, communicating instructions to internal teams, providing overall project leadership, coordinating teams, assigning priorities, & managing overall progress based on phases, tasks, milestones & deliverables as agreed to with the client (Please refer to the LPM Framework for more details of the role of a Project Manager)
 - Ensure the matter team delivers quality work & service on time within budget

Financial Matter Management

- Oversee the financial performance of a matter
- Responsible for own financial targets & for those of the matter team
- Use understanding of budgeting & costing to assist in the preparation & monitoring of quotes for larger matters
- Lead projects for clients

6

TARGET

Matter Management

- Begin to undertake responsibility as Primary Lead / Responsible Partner in a matter including maintaining of overall client relationship, determining a "win strategy" for the client & matter, & liaising with client on fee-related and/or difficult conversations
- Experienced in all aspects of Legal Project Management, in playing the role of a Project
- Manager and/or working with the assigned Project Manager
- Ensure the matter team delivers quality work service on time & within budget

Financial Matter Management

- Monitor the team costs, & plan lawyers' resources for client matters

C. Commercial Risk Assessment for Clients

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> • Understand the concept of commercial risk assessment for clients & why it is important
2 2023	<ul style="list-style-type: none"> • Understand the basics of how to conduct commercial risk assessment for clients & incorporate that into simple legal / business advice
3 CURRENT	<ul style="list-style-type: none"> • Effectively incorporate commercial risk assessment for clients into simple & complex legal / business advice
4 TARGET	<ul style="list-style-type: none"> • Effectively incorporate commercial risk assessment for clients into simple & complex legal / business advice for example, from a reputational, financial, technological perspectives

D. Business Development

BAND	REQUIREMENTS
1 2023	<ul style="list-style-type: none"> Understand the basics of business development ("BD") & how to recognise BD opportunities Demonstrate an awareness of & commitment to the Firm's / network's brand values, strategic goals & success Know the Firm's / network's facts, people, practices, specialists & sectoral focus Engage with the BD team on different Firm / network BD opportunities
2	<ul style="list-style-type: none"> Know & act in accordance with the Firm's / network's brand values, strategic goals, & BD objectives including from a sectoral perspective Engage with the BD team to carry out general BD activities & identify appropriate BD opportunities for the Firm / network Develop knowledge of clients' business needs, the relevant key sector(s) related to one's practice area, & the wider commercial environment
3 CURRENT	<ul style="list-style-type: none"> Actively involved in creating BD opportunities Cultivate good personal BD habits & personal brand Demonstrate ability to promote the Firm / network internally & externally & act consistently with the Firm's / network's broader brand values, strategic goals & BD objectives including from a sectoral perspective Retain clients through high quality technical expertise and/or client service Establish & develop mutually supportive relationships around the Firm / network, practice area & the relevant key sector(s)
4 TARGET	<ul style="list-style-type: none"> Regularly lead successful BD opportunity / initiatives Understand, track & share key referral sources for cross-serving purposes Develop BD objectives for practice area / the relevant sector(s) which are aligned with the Firm's / network's brand values, strategic goals & BD objectives Develop understanding of the relevant sectoral focus by attending industry events or subscribing to news articles alerts Cross-serve by involving colleagues from various practice areas (where relevant) when entertaining / networking with clients
5	<ul style="list-style-type: none"> Take responsibility for financial performance within relevant practice area / relevant sectoral focus / department by recognising & capitalising on the profitability of business opportunities Develop a group plan with trackable goals & measures Acknowledged as an RTA Firm / network ambassador & regularly sought out by Partners for technical and/or strategic client-related advice Analyse management information & market factors to establish correct pricing of existing & new business Undertake BD activities from a Firm- / network-wide perspective by initiating cross-practice and/or -sector BD plans / activities Conduct internal training on sector trends & development, & create cross-serving opportunities to address client / sector concerns

E. Business Partnering

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand the concept of business partnering & why it is important
2	<ul style="list-style-type: none"> Understand the basics of business partnering & how to incorporate it into client relationship building
3 CURRENT	<ul style="list-style-type: none"> Identify & develop business partnering opportunities with third parties, for example, new law players, other firms etc, for the benefit of the Firm / network
4 TARGET	<ul style="list-style-type: none"> Engage in business partnering with clients regularly & effectively Plan business strategy from a sectoral perspective, by looking at issues from the client's perspective & building ideas, solutions / offerings around that (with Partners of the Firm / network / with third party intermediaries)

F. Process Improvement

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand the concept of process improvement & why it is important
2 2023	<ul style="list-style-type: none"> Understand the basis of process improvement & effectively participate as a member of a process improvement team
3 TARGET ACHIEVED	<ul style="list-style-type: none"> Lead an internal process improvement project
4	<ul style="list-style-type: none"> Recognise a process improvement opportunity for clients & initiate a client process improvement project

G. Design Thinking & Legal Design

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand the concepts of Design Thinking & Legal Design ("DT/LD") & why they are important
2 2023	<ul style="list-style-type: none"> Understand the basics of DT/LD & effectively participate as a member of a DT/LD team
3	<ul style="list-style-type: none"> Recognise an internal DT/LD opportunity & initiate an internal DT/LD initiative
3 TARGET ACHIEVED	<ul style="list-style-type: none"> Recognise a DT/LD opportunity for clients & initiate a client DT/LD initiative

Competencies Banding Structure

A. Networking

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand the different types of relevant social media & real-world networking opportunities & why these are important
2 2023	<ul style="list-style-type: none"> Engage in networking using a range of social media & real-world networking tools
3	<ul style="list-style-type: none"> Start to develop networks with clients, potential clients & peers that have demonstrably impacted on business growth / revenue
4 CURRENT	<ul style="list-style-type: none"> Have developed networks with clients, potential clients & peers that have demonstrably impacted on business growth / revenue
5	<ul style="list-style-type: none"> Start to develop social media & real-world network & is a recognised expert in the relevant practice area / sector who is sought out on a regular basis within the Firm / network
6 TARGET	<ul style="list-style-type: none"> Have an extensive social media & real-world network & is a recognised thought leader in the relevant practice area / sector who is sought out on a regular basis for the Firm / network / clients

B. Change Management

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand what change management is & why it is important
2 CURRENT	<ul style="list-style-type: none"> Understand how to identify change management opportunities & to make recommendations for these
3	<ul style="list-style-type: none"> Have successfully led an internal change management initiative
4 TARGET	<ul style="list-style-type: none"> Have successfully led change management initiatives for clients

C. Innovativeness

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> Understand the basics of innovation & why it is important
2 2023	<ul style="list-style-type: none"> Demonstrate basics of an innovator mindset & understand optimal role in an innovation initiative

3 CURRENT	<ul style="list-style-type: none"> • Demonstrate involvement in an internal innovation initiative
4 TARGET	<ul style="list-style-type: none"> • Demonstrate involvement in an internal innovation initiative

D. Collaboration & Teamwork

BAND	REQUIREMENTS
1 2023	<ul style="list-style-type: none"> • Understand what collaboration & teamwork are & why they are important
2	<ul style="list-style-type: none"> • Work effectively in teams, identify collaboration opportunities & understand how to collaborate with clients & others
3	<ul style="list-style-type: none"> • Demonstrate team management capabilities & at least one internal collaboration initiative
4 CURRENT	<ul style="list-style-type: none"> • Demonstrate several internal / external collaboration initiatives each year
5	<ul style="list-style-type: none"> • Use collaboration & teamwork abilities to enhance Firm / network alliances • Develop good understanding of other practice group offerings & the full range of the Firm's / network's services to facilitate cross-serving
6 TARGET	<ul style="list-style-type: none"> • Use collaboration & teamwork abilities to enhance Firm / network alliances & demonstrate that quality to an external party • Motivate / inspire group members to understand the latest trends development impacting one's practice area / the relevant key sector(s)

E. Communication

BAND	REQUIREMENTS
1 2023	<ul style="list-style-type: none"> • Understand how to communicate effectively using specific communication tools
2	<ul style="list-style-type: none"> • Understand & apply the basics of active listening, effective presentations, & written & verbal communications to a reasonable standard <p>Legal Drafting</p> <ul style="list-style-type: none"> • Draft legal documents accurately & write succinctly & objectively
3	<ul style="list-style-type: none"> • Listen effectively & have good oral, & written communication skills including presentation skills for internal / external audiences <p>Advocacy & Negotiations</p> <ul style="list-style-type: none"> • Engage in negotiations & present arguments effectively

4 CURRENT	<ul style="list-style-type: none"> • Simplify complex topics / content for internal / client benefit <p>Advocacy & Negotiations</p> <ul style="list-style-type: none"> • Lead & supervise negotiations & communicate consequences clearly • Assist in developing legal & business strategies with Partners to solve client issues, making effective use of external & internal resources
5 	<ul style="list-style-type: none"> • Communicate to command attention & inspire others within the Firm / network <p>Advocacy & Negotiations</p> <ul style="list-style-type: none"> • Demonstrate highly developed interpersonal skills, leading to strong influencing & negotiating abilities
6 TARGET	<ul style="list-style-type: none"> • Communicate to command attention & inspire others for the Firm / network / clients

F. Critical Thinking & Problem Solving

BAND	REQUIREMENTS
1	<ul style="list-style-type: none"> • Understand different types of critical thinking & problem solving skills & why they are important
2	<ul style="list-style-type: none"> • Use different types of critical thinking & problem solving skills to analyse & provide solutions for issues at work
3 2023	<ul style="list-style-type: none"> • Demonstrate regular use of critical thinking & problem solving skills when advising clients
4 CURRENT	<ul style="list-style-type: none"> • Demonstrate regular use of critical thinking & problem solving skills when advising clients • Understand & address practical legal & business issues when advising clients
5 TARGET	<ul style="list-style-type: none"> • Demonstrate regular use of critical thinking & problem solving for the benefit of the Firm / network • Proactively identify & highlight practical legal & business issues when advising clients
6	<ul style="list-style-type: none"> • Constantly problem solve & apply critical thinking for the benefit of the Firm / network • Assist clients in pre-empting legal & business issues

G. Leadership

BAND	REQUIREMENTS
1	<p>Risk Management</p> <ul style="list-style-type: none"> • Acquire knowledge about relevant legislation governing issues related to professional responsibility, etiquette & conduct

- 2**
- Be aware of the Firm's / network's policies governing issues of professional responsibility, etiquette & conduct & apply it to support the team in matter management & risk management for the Firm / network

3

Risk Management

- Apply acquired knowledge on professional responsibility, etiquette & conduct (including the Firm's / network's policies & legislation) to matter management & risk management for the Firm / network, & resolve any issues arising from such application with the Partners

4

2023

- Understand what leadership is & the importance of different types of leadership strategies
- Lead others within relevant teams

Risk Management

- Proactively identify & respond to issues about professional responsibility, etiquette & conduct (including the Firm's / network's policies & legislation) related to matter management & risk management for the Firm / network & deal with the clients on such issues

5

CURRENT

- Have successfully led others within their team & recognised as an effective leader
- Empower & provide opportunities for junior team members to interact with clients

Risk Management

- Suggest solutions & develop policies to manage risks relating to issues about professional responsibility & conduct

6

TARGET

- Effectively lead legal & non-legal teams within the Firm / network
- Arrange regular team meetings to share knowledge on practice / sector developments impacting clients
- Guide change, inspire buy-in & input from internal / external stakeholders & identify opportunities for growth & innovation within practice area & relevant key sector(s)
- Guide junior team members to develop new practice area / sector related ideas & initiatives

Risk Management

- Suggest solutions & develop policies to manage risks relating to issues about professional responsibility & conduct