

# Shultz & Zedeck Lawyering Effectiveness Factors

Professors Marjorie Shultz and Sheldon Zedeck, in a comprehensive multi-year empirical study, developed the “lawyering effectiveness” factors through hundreds of group & individual interviews with lawyers, law faculty, law students, judges and some clients. Their study went on to identify behaviors that demonstrated effectiveness under each category and they developed tests that showed that there are potential ways to predict actual lawyering performance on a wider range of skills/abilities than the LSAT. Their work is on-going. If you would like more information, see:  
[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1442118](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1442118)

## **1. Intellectual and Cognitive**

Analysis and Reasoning

Creativity and Innovation

Problem Solving

Practical Judgment

## **2. Research & Information Gathering**

Researching the Law

Fact Finding

Questioning and Interviewing

## **3. Communications**

Influencing and Advocating

Writing

Speaking

Listening

## **4. Planning and Organizing**

Strategic Planning

Organizing and Managing One's Own Work

Organizing and Managing Others (Staff/Colleagues)

## **5. Conflict Resolution**

Negotiation Skills

Able to See the World Through the Eyes of Others

---

## **6. Client and Business Relations – Entrepreneurship**

Networking and Business Development

Providing Advice & Counsel & Building Relationships with Clients

## **7. Working with Others**

Developing Relationships with the Legal Profession

Evaluation, Development and Mentoring

## **8. Character**

Passion and Engagement

Diligence

Integrity/Honesty

Stress Management

Community Involvement/Service

Self-Development

**26 LAWYERING EFFECTIVENESS FACTORS**  
**Marjorie M. Shultz and Sheldon Zedeck**

1. **Analysis and Reasoning:** Uses analytical skills, logic, and reasoning to approach problems and to formulate conclusions and advice.
2. **Creativity/Innovation:** Thinks “outside the box,” develops innovative approaches and solutions.
3. **Problem Solving:** Effectively identifies problems and derives appropriate solutions.
4. **Practical Judgment:** Determines effective and realistic approaches to problems.
5. **Providing Advice & Counsel & Building Relationships with Clients:** Able to develop relationships with clients that address client’s needs.
6. **Fact Finding:** Able to identify relevant facts and issues in case.
7. **Researching the Law:** Utilizes appropriate sources and strategies to identify issues and derive solutions.
8. **Speaking:** Orally communicates issues in an articulate manner consistent with issue and audience being addressed.
9. **Writing:** Writes clearly, efficiently and persuasively.
10. **Listening:** Accurately perceives what is being said both directly and subtly.
11. **Influencing & Advocating:** Persuades others of position and wins support.
12. **Questioning & Interviewing:** Obtains needed information from others to pursue issue/case.
13. **Negotiation Skills:** Resolves disputes to the satisfaction of all concerned.
14. **Strategic Planning:** Plans and strategizes to address present and future issues and goals.
15. **Organizing and Managing (Own) Work:** Generates well-organized methods and work products.
16. **Organizing and Managing Others (Staff/Colleagues):** Organizes and manages others’ work to accomplish goals.
17. **Evaluation, Development, and Mentoring:** Manages, trains and instructs others to realize their full potential.
18. **Developing Relationships within the Legal Profession:** Establish quality relationships with others to work toward goals.
19. **Networking and Business Development:** Develops productive business relationships and helps meet the unit’s financial goals.

- 20. **Community Involvement and Service:** Contributes legal skills to the community.
- 21. **Integrity & Honesty:** Has core values and beliefs; acts with integrity and honesty.
- 22. **Stress Management:** Effectively manages pressure or stress.
- 23. **Passion & Engagement:** Demonstrates interest in law for its own merits.
- 24. **Diligence:** Committed to and responsible in achieving goals and completing tasks.
- 25. **Self-Development:** Attends to and initiates self development.
- 26. **Able to See the World Through the Eyes of Others:** Understands positions, views, objectives, and goals of others.