

PD SKILLS PROGRAMME FOR NALP

BARBRI's professional development programme, **Legal Life Skills**, covers essential knowledge and skills which NALP can integrate into its own training programme. It has been designed to: (i) fill the knowledge gap created by the move to SQE; and (ii) cover specific training needs of junior legal practitioners. The content of this growing programme reflects knowledge gaps identified through our own research into trainee needs and job demands (conducted with private practice lawyers, in-house lawyers and general counsel) and the results of research from a legal insights company we instructed.

Commented [AG1]: I've attached our brochure to provide an overview also.

In line with the methodology used in SQE, the professional development programme is '**outcomes based**'; in other words, students will be taught to a set of objectives in each case benchmarked against the SRA competency threshold (see Appendix).

Combined this has resulted in the following competency framework:



OVERVIEW OF CONTENT

So far, we have released 10 online modules (each module totalling approx. 5-7 hours of study time depending on a student's level of engagement with the content).

- Advocacy: Settling a Dispute
- Advocacy: Trial Strategy
- Business Development
- Business Writing: Engaging the Reader
- Drafting: Effective Commercial Contracts
- Meetings: What You Say & How You Say It
- Project Management
- Time, Stress & Teamwork
- Negotiating: Approach & Style
- Negotiating: Closing the Deal

Each online module has an associated masterclass of 90 minutes covering associated and complementary topics as follows:

- Keeping Disputes Out of Court
- Handling Expert Witnesses
- Commercial Savviness
- Report Writing
- Drafting Tips for Tomorrow's Lawyer
- Presenting With Confidence
- Embracing Innovation
- Beating Imposter Syndrome
- Strengths Analysis
- Reading the Room

New modules are set for release next year. These will cover additional aspects of drafting and advocacy skills as well as fundamental financial analysis skills, and practice specific areas such as M&A, debt finance and commercial property.

Together these online modules and live masterclasses cover skills which are necessary in both contentious and non-contentious legal work. Outlined below are brief outcomes (showing depth of content coverage) and key skills and competencies covered by the online **modules**. **NOTE:**

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Commented [AG2]: I have not listed the content and outcomes for the masterclasses as they are allied to those within the online modules.

All modules will touch upon each of the 7 identified skills identified in our Junior Lawyer’s Competency model but we have highlighted the ones of particular focus in each module.

ADVOCACY: SETTLING A DISPUTE

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Identify and understand the role of different professionals within the process (costs lawyers, advocates, court personnel, arbitrator)	✘			<p>Dynamic Thinking</p> <p>Being able to find new ways of using existing knowledge and resources to progress a client’s case or transaction. It requires a knowledge of available resources, good verbal reasoning skills and legal research methods to create confident relationships with clients and supervisors.</p>
Assess client options – form of proceedings, settling pre-litigation, mid-litigation or progressing to full hearing (arbitration or court; application of protocol; Part 36 etc)	✘	✘	✘	<p>Solution Finding</p> <p>Being able to sit and independently work through a problem. It requires the ability to seek and present clarification of issues or processes and generate tailored solutions.</p>
Navigate general principles underpinning arbitration proceedings, the arbitration agreement and the link between court and arbitration proceedings	✘	✘		<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>

ADVOCACY: TRIAL STRATEGY

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Ability to handle evidence written and oral (including how to present evidence in chief, cross examine and re-examine)	✘	✘	✘	<p>Dynamic Thinking</p> <p>Being able to find new ways of using existing knowledge and resources to progress a client’s case or transaction. It requires a knowledge of available resources, good verbal reasoning skills and legal research methods to create confident relationships with clients and supervisors.</p>
Know how to prepare for and present at trial (including opening and closing speeches) and preparation of the trial bundle	✘	✘	✘	<p>Solution Finding</p> <p>Being able to sit and independently work through a problem. It requires the ability to seek and present clarification of issues or processes and generate tailored solutions.</p>
Know how to conduct post hearing matters – including issues arising from execution of judgements and costs	✘	✘		<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>

BUSINESS DEVELOPMENT

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Understand law as a business (including the importance of time recording and WIP)	✘	✘	✘	<p>Business Awareness</p> <p>Being able to contextualise their knowledge of law within a profit-making organisation and add value to clients operating in diverse business environments.</p>
Be able to use and implement networking skills: internal and external in terms of career and business development	✘	✘		<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>
Understand different clients, their importance to the business, how to build and also maintain client relationships	✘	✘		<p>People Management</p> <p>Being able to work within a team, building and maintaining good working relationships and establishing trust and influence. It requires empathy, rapport, collaboration, and good communication skills.</p>

BUSINESS WRITING: ENGAGING THE READER

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Know how to plan, structure and be able to effectively proof written communications	✘	✘	✘	<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>
Recognise the importance of language and tone and be able to use it effectively	✘	✘		<p>Business Awareness</p> <p>Being able to contextualise their knowledge of law within a profit-making organisation and add value to clients operating in diverse business environments.</p>
Identify common writing pitfalls and know how to avoid them	✘	✘		<p>Solution Finding</p> <p>Being able to sit and independently work through a problem. It requires the ability to seek and present clarification of issues or processes and generate tailored solutions.</p>

DRAFTING: EFFECTIVE COMMERCIAL CONTRACTS

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Know, understand and be able to use the key principles of good legal drafting	✘	✘	✘	<p>Business Awareness</p> <p>Being able to contextualise their knowledge of law within a profit-making organisation and add value to clients operating in diverse business environments.</p>
Identify the law and meaning of standard boilerplate provisions – what’s there and why	✘	✘	✘	<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>
Be able to balance client’s commercial interests with boilerplate contract law provisions	✘	✘		<p>Dynamic Thinking</p> <p>Being able to find new ways of using existing knowledge and resources to progress a client’s case or transaction. It requires a knowledge of available resources, good verbal reasoning skills and legal research methods to create confident relationships with clients and supervisors.</p>

MEETINGS: WHAT YOU SAY & HOW YOU SAY IT

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	
Know how to participate effectively in and also organise and structure meetings (in-person and online)	✘	✘	✘	<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>
Understand and utilise body language in the building and maintenance of professional relationships	✘	✘		<p>Business Awareness</p> <p>Being able to contextualise their knowledge of law within a profit-making organisation and add value to clients operating in diverse business environments.</p>
Know how to ‘present’ yourself professionally and manage professional reputation	✘	✘	✘	<p>People Management</p> <p>Being able to work within a team, building and maintaining good working relationships and establishing trust and influence. It requires empathy, rapport, collaboration, and good communication skills.</p>

PROJECT MANAGEMENT

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Take intelligent instructions to ensure a better quality work output	✘	✘	✘	<p>Project Management</p> <p>Being able to work independently and as part of a team in a high-pressure environment. It requires use of good organisational skills, attention to detail and includes familiarity with basic office applications and the ability to adapt to the use of more sophisticated legal tech.</p>
Manage own case load (and know what's entailed) and work with others on theirs	✘	✘	✘	<p>People Management</p> <p>Being able to work within a team, building and maintaining good working relationships and establishing trust and influence. It requires empathy, rapport, collaboration, and good communication skills.</p>
Understand the role of legal tech, know how to work with it and potentially innovate	✘			<p>Solution Finding</p> <p>Being able to sit and independently work through a problem. It requires the ability to seek and present clarification of issues or processes and generate tailored solutions.</p>

TIME, STRESS & TEAMWORK

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	
Learn to better manage personal resources and the impact of time and stress factors upon them	✘	✘	✘	<p>Project Management</p> <p>Being able to work independently and as part of a team in a high-pressure environment. It requires use of good organisational skills, attention to detail and includes familiarity with basic office applications and the ability to adapt to the use of more sophisticated legal tech.</p>
Understand the link between good management of personal resource and professional conduct and reputation	✘	✘		<p>People Management</p> <p>Being able to work within a team, building and maintaining good working relationships and establishing trust and influence. It requires empathy, rapport, collaboration, and good communication skills.</p>
Understand your default role in team working together with its strengths and weaknesses	✘	✘		<p>Personal Management</p> <p>Being able to effectively manage oneself and the demands of others. It requires emotion regulation, time, and stress management and a regard for personal wellbeing.</p>

NEGOTIATING: APPROACH & STYLE

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Develop understanding of negotiation theory, negotiating styles together with the phases, and different types of, negotiation	✘	✘		<p>Personal Management</p> <p>Being able to effectively manage oneself and the demands of others. It requires emotion regulation, time, and stress management and a regard for personal wellbeing.</p>
Be able to plan and prepare for a negotiation – including setting short-medium- long term objectives	✘	✘	✘	<p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>
Communicate through signalling, projecting, and reading body language	✘	✘	✘	

NEGOTIATING: CLOSING THE DEAL

Outcome	General overview	Key concepts and general principles	More detailed knowledge and understanding	Skills and competencies
Deal with issues using associated skills of trading, questioning, clarifying and being assertive	✘	✘	✘	<p>Personal Management</p> <p>Being able to effectively manage oneself and the demands of others. It requires emotion regulation, time, and stress management and a regard for personal wellbeing.</p> <p>Successful Communication</p> <p>Being able to adopt an effective form and style of communication with colleagues, clients, and other stakeholders. It requires adapting one’s approach to suit the environment and situation, including negotiations, meetings, writing, drafting, and advocacy.</p>
Deal with deadlock using proven techniques and recognise and detect tricks and tactics and know how to counter them	✘	✘	✘	
Know how to close a deal using proven techniques	✘	✘	✘	

APPENDIX: SRA STANDARD OF COMPETENCE FOR A NEWLY QUALIFIED LAWYER

Functioning legal knowledge	Standard of work	Autonomy	Complexity	Perception of context	Innovation and originality
Identifies the legal principles relevant to the area of practice and applies them appropriately and effectively to individual cases.	Acceptable standard achieved routinely for straightforward tasks. Complex tasks may lack refinement.	Achieves most tasks and able to progress legal matters using own judgment, recognising when support is needed.	Able to deal with straightforward transactions, including occasional, unfamiliar tasks which present a range of problems and choices.	Understands the significance of individual actions in the context of the objectives of the transaction/strategy for the case.	Uses experience to check information provided and to form judgments about possible courses of action and ways forward.