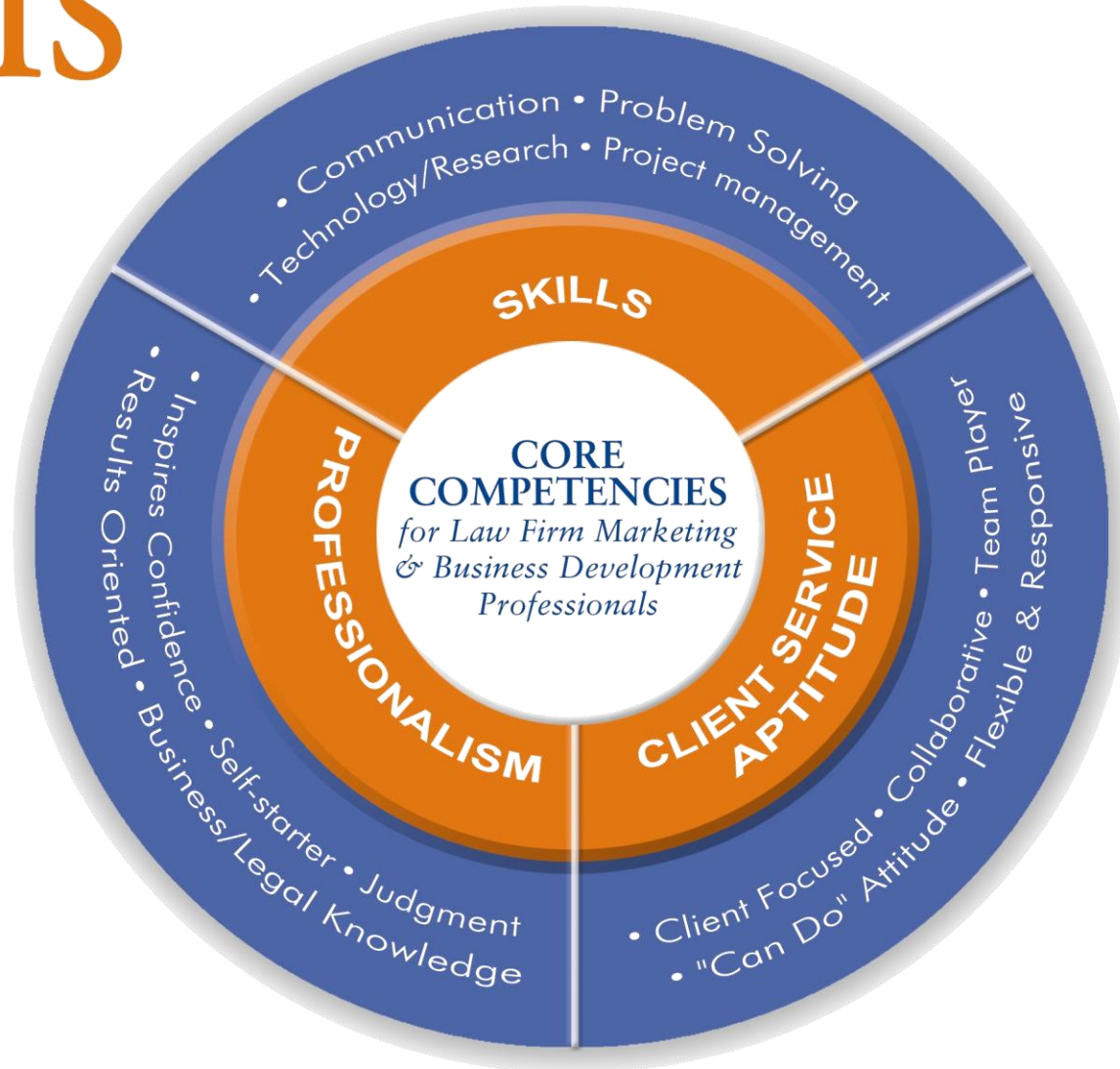




Our goal is to help you achieve your

# goals



## Wisnik Core Competencies

[www.wisnik.com](http://www.wisnik.com)

## Core Competency Communication Skills

**Assistant**

**Coordinator**

**Specialist/Analyst**

**Manager**

**CMO/Director**

### Written Communication Skills

- Writes clear, direct, concise and complete messages.
- Has well-developed proofreading and editing skills.

- Chooses effective and meaningful form to express information. Uses bullet points, tables or other tools to organize and present detailed or complex information.
- Presents information clearly, concisely and logically. Focuses on key points.
- Able to proofread; ensure accuracy in written materials.

- Adapts the content, tone, style and form to suit the needs of the reader, the subject and the purpose of the communication.
- Can edit materials to ensure consistency of content across different formats.

- Able to oversee writing processes and make appropriate edits and suggestions.
- Adept at providing facts to persuade others.

- Ability to effectively communicate vision and direction to the Partners and firm management and establish plans for implementation.
- Demonstrated ability to present complex ideas in written form to Partners, staff, clients and the general public.

### Interpersonal Communication Skills

- Excellent interpersonal skills (e-mail, phone, in person).
- Works effectively with lawyers and professionals throughout the firm.
- Understands oral instructions and asks for clarification as necessary.
- Can read others' body language and adjust tone and style accordingly.
- Positive attitude and stays calm under pressure.

- Communicates effectively with lawyers, staff, clients and the public.
- Ability to apply common sense to carry out instructions furnished in written and/or oral form.
- Responsive and follows-through without being asked.
- Articulates ideas clearly and speaks properly (limited "likes" and "ums").

- Communicates with Partners, counsel and associates to gather information and maintain and facilitate information flow.
- Strong listening skills and ability to communicate complex information effectively.
- Exhibits practical and diplomatic interpersonal skills.

- Captures and holds others' attention. Uses language, inflection, pauses and body language for increased impact.
- Ability to communicate to get results.

- Active listener who is adept at communicating with different personality styles and demonstrates a high level of emotional intelligence.

## Core Competency Problem-Solving Skills

### Assistant

### Coordinator

### Specialist/Analyst

### Manager

### CMO/Director

- Ability to process information from a wide variety of sources.
- Knows where and how to access the right data for the assignment.
- Resolves issues in a timely manner.

- Able to process and understand complex information.
- Thinks logically and has common sense.
- Asks good questions.
- Frames problems before trying to solve them.
- Identifies resources to help develop solutions. Seeks advice from others who have more expertise.

- Ability to identify and initiate projects, solve problems and produce results.
- Finds the trends and relationships in the emerging fact pattern and identifies ways to solve the problem.
- Ability to accurately research, analyze and interpret multi-disciplined information and statistical data.

- Ability to work with complex subject matter and think critically.
- Ability to think strategically: assess information, anticipate issues and outcomes, and make effective decisions.
- Solid business and legal acumen with a thorough understanding of market trends.
- Shows insight into the root-causes of problems/trends. Generates range of solutions and courses of action with benefits, costs/risks for each.

- Strategic thinker who is able to analyze problems and offer solutions quickly.
- Ability to quickly gain an in-depth understanding of the firm, its business, industry and challenges.
- Strong decision-making skills including the ability to understand complex situations and see key issues.
- Able to evaluate ongoing marketing programs to determine best practices and return on investment.

## Technology/Research Skills

- Proficiency with Outlook, Microsoft Word, Excel, and PowerPoint.
- Some level of research experience utilizing the internet and other tools/resources.

- Proven computer experience; Microsoft Office and online research and resources including Lexis-Nexis at an in-depth level.
- Understanding of basic legal and marketing concepts.

- Solid research capabilities including online; ability to learn new resources and locate best sources for information.
- Knowledge of legal marketing including developments, trends, analysis, and technologies.

- Understands how the firm uses different marketing technologies and can maximize their use.
- Knowledge of marketing concepts, principles and practices. Understands client satisfaction, dynamics and metrics.

- Keen sense of the role of technology in maximizing effectiveness/efficiency of marketing and business development activities.
- Is forward-thinking in what technologies will be needed to capitalize on future business opportunities.

## Core Competency Project Management Skills

### Assistant

- Ability to organize and prioritize numerous tasks and follow instructions.
- Excellent attention to detail.
- Checks work to ensure accuracy and completeness.
- High tolerance for deadline-driven, demanding work environment.
- Takes ownership of work and accepts responsibility for mistakes.

### Coordinator

- Ability to work under pressure on competing needs for a variety of projects while working under tight deadlines.
- Prioritizes tasks by importance and deadline. Discerns what is crucial from what is just urgent. Adjusts priorities as situations change.
- Diligently attends to details and pursues quality in accomplishing tasks.

### Specialist/Analyst

- Proven project management skills, including the ability to set and manage priorities, plan, implement, follow-through and evaluate.
- Focuses time and effort on key tasks. Groups related tasks to be more efficient. Easily transitions between tasks and picks up where left off when interrupted.
- Proactive and self-directed approach to meeting deadlines and managing multiple priorities.
- Ability to take initiative where necessary to perform various tasks without being told.

### Manager

- Strong project management skills with the ability to analyze the most effective route, accurately estimate the time and skills required to complete the project, delegate responsibilities appropriately and manage projects to on-time completion.
- Aligns the right work with the right people; delegates tasks according to team members' strengths and interests.
- Ability to develop, track and manage budgets.
- Prioritizes and allocates resources in a manner that will support the priorities of the firm's strategic plan and will result in a significant return on investment.
- Strong time management skills and proven abilities to initiate, manage and deliver multiple complex projects.

### CMO/Director

- Ensures the project's or program's goals; purpose and criteria for success are clearly defined. Clarifies roles, responsibilities, deliverables and time lines.
- Ability to determine return on investment and set priorities and commitment of resources appropriately.
- Demonstrated financial skills including the ability to develop, execute and effectively manage a budget.
- Ensures staff has the skills and resources to get things done. Provides staff with coaching, training and opportunities for growth to improve their skills.

## Core Competency Client Service Aptitude

### Assistant

- Able to focus completely on the speaker, maintain eye contact, respond appropriately and not interrupt unnecessarily.
- Team player with positive attitude who is responsible and reliable.
- Enthusiastic, persistent; committed to "getting the job done."
- Anticipates client needs and questions, and is responsive.

### Coordinator

- Thinks from the client's perspective.
- Always offers alternatives if the client's first choice cannot be accomplished.
- Flexible: responds quickly and positively to shifting demands and opportunities.
- Responds positively to change, embracing new ways of doing things to accomplish goals and solve problems.
- Enjoys working with a collaborative team, but can also handle independent projects.

### Specialist/Analyst

- Develops a clear picture of the needs and best options from the client's perspective.
- Diplomatic and aware of client needs, both internally and externally.
- Recommends program/process changes based on client feedback.
- Ability to form effective working relationships with individuals at all levels.
- Ability to work well within a team as well as independently.

### Manager

- Demonstrated ability to focus on the client value in all work.
- Ability to assess client needs and develop responsive solutions.
- Resilient: recovers quickly from setbacks and finds alternative ways to reach goals or targets.
- Ability to deal with multiple constituencies in a demanding professional environment.
- Excels in forging strong working relationships with a broad range of personality types, styles and perspectives.

### CMO/Director

- Ability to form strong, trusting relationships with a broad cross-section of the firm's attorneys and management.
- Demonstrated ability to provide high quality, responsive service to "internal clients."
- Helps clients navigate complex issues, keeping the client's best interests in mind and driving solutions.
- Seeks out feedback from clients and work teams and delivers results.
- Ensures department is structured and staffed effectively to meet client service objectives.

## Core Competency Professionalism

### Assistant

- Self-starter: looks for better ways to perform routine aspects of job.
- Respects and maintains confidentiality.
- Stays focused on tasks in spite of distractions and interruptions.
- Makes a professional presentation.

### Coordinator

- Exercises confidentiality and good judgment.
- Demonstrates good judgment, decision-making and follow-through.
- Has a professional demeanor and inspires the confidence of those he/she works with.

### Specialist/Analyst

- Ability to work independently and make informed judgments and decisions.
- Proactive self-starter who can take ownership of their responsibilities and see them through with minimal oversight.

### Manager

- Proven ability to focus on key projects, achieve results and demonstrate good judgment.
- Capable of generating a high degree of respect and trust rapidly.

### CMO/Director

- Strong image and presence that engenders confidence from firm management and attorneys.
- Ability to deliver results that support the firm's strategic plan.

## Business/Legal Industry Knowledge

- Can produce work that is in proper client-centered language.
- Is intellectually curious; asks thoughtful questions.
- Beginning to grasp what law firms do; knows firm's specialties and top clients.
- Strives to understand how they can add value within a law firm business model.

- Fundamental understanding of legal and marketing terminology and is self-driven to continuously add to knowledge.
- Committed to understanding the firm's specific expertise and clients' industry trends and needs.
- Understands internal clients' requests and has the knowledge and know-how to ask questions in order to deliver desired results.

- Has a solid understanding of the business environment and market trends.
- Keen sense of their firm's competition and the firm's differentiating selling points.
- Keeps abreast of market trends to identify potential business opportunities.
- Dedicated to learning and takes steps to further his/her knowledge by attending CLE trainings, meetings, and client industry events.

- Possesses comprehensive business knowledge and in-depth understanding of the firm's practice.
- Communicates legal and market intelligence to Partners to target new business opportunities.
- Anticipates market, firm, and competitive changes and is able to respond with substantive recommendations to Partners.
- Able to concisely explain legal industry concepts to department members.

- Provides strategic guidance based on market and acts as Partners' trusted advisor.
- Thorough understanding of clients' issues, including client-outside counsel relationship, client budgets, and alternative fee arrangements.
- Knows what their lawyers are doing and liaises between Partners and practice groups to spark cross-selling opportunities.