

Design YOUR Delta

The Delta Model:

a customizable and agile competency model for
the modern legal professional

THE PEOPLE

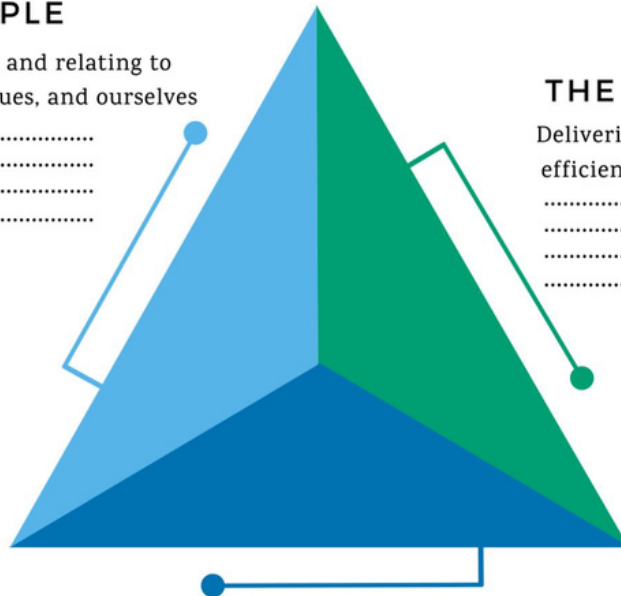
Understanding and relating to
clients, colleagues, and ourselves

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THE PROCESS

Delivering legal services
efficiently & effectively

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THE PRACTICE

Knowing, researching, and clearly
communicating the law

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Reflect + Identify Your Organization's Role-Specific Delta Models

- Create a customized Delta Model competency list by reflecting and identifying those competencies that best fit with your organization's values, culture, and goals, as well as emerging issues in the profession. Consult vetted research for guidance, such as IAALS' Foundations of Practice and Shultz & Zedeck's 26 Predictors of Success.
- For each role, select the top four skills under each of the 3 sides of the Delta — Practice, People, Process — based on reflection and research. This is the Delta Model for that particular role within your organization.



Lawyer Competencies

Delta Model	IAALS Foundations of Practice	Shultz & Zedeck's 26 Predictors of Success
Practice	Assess courses of action & likely outcomes	Analysis and Reasoning
	Critically evaluate arguments	Fact Finding
	Draft pleadings, motions and briefs	Influencing & Advocating
	Identify facts & legal issues	Questioning & Interviewing
	Present complex material to business leadership	Researching the Law
	Research the law	Speaking
	Understand & apply legal privilege	Writing
Process	Adapt work habits to expectations	Creative/Innovation – thinks outside the box
	Budget resources	Diligence: Committed to and responsible in achieving goals and completing tasks
	Document & organize	Networking and Business Development: Develops productive business relationships and helps meet the group's financial goals
	Effectively use Technology	Organizing and Managing (own) work: Generates well-organized methods and work products
	Find ways to increase values (w/technology if applicable)	Organizing and Managing Others: Organizes and manages others' work to accomplish goals
	Generate new business	Practice Judgment: Determines effective and realistic approaches to problems
	Goal setting and planning	Problem Solving
	Improve work process	Strategic Planning: Plans and strategizes to address present and future issues/goals
People	Customize communications	Able to see the world through the eyes of others
	Emotional regulation & self-control	Community Involvement & Service: Contributes legal skills to the community
	Independent judgment	Developing Relationships within the Legal Profession: Establish quality relationships with others to work towards goals
	Integrity & trustworthiness	Evaluation, Developing and Mentoring: Manages, trains and instructs others to realize their full potential
	Interview clients & witnesses	Integrity & Honesty
	Negotiate & advocate appropriately	Listening: Accurately perceives what is being said both directly and subtly
	Positive professional relationships	Negotiations Skills: Resolves disputes to the satisfaction of all concerned
	Recognize others' parameter	Providing Advice & Counsel & Building Relationships with clients
	Treat others with courtesy & respect	Self-Development: Attends to and initiates self-development
	Work effectively on teams	Stress Management: Effectively manages pressure or stress

The above table includes the top lawyer competencies, aligned with the Delta Model, across two major research studies conducted by the Institute for the Advancement of the American Legal System (IAALS) (2014) and academic researchers Marjorie Shultz and Sheldon Zedeck (2009).

To access the full IAALS Foundations of Practice listing, which includes 76 total "foundations" based on IAALS research, visit iaals.du.edu/projects/foundations-practice.

Schulz and Zedeck's work is presented in their paper, "Predicting Lawyer Effectiveness: A New Assessment for Use in Law School Admission Decisions" (2009) and can be accessed via SSRN (ssrn.com).

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RESOURCES

Alli Gerkman & Logan Cornett, Inst. for the Advancement of the Am. Legal Sys., Foundations for Practice: The Whole Lawyer and Character Quotient (July 2016)
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Alyson Carrel, Legal Intelligence Through Artificial Intelligence Requires Emotional Intelligence: A New Competency Model for the 21st Century Legal Professional, 35 Ga. St. U. L. Rev. 1153 (2019) <https://readingroom.law.gsu.edu/gsulr/vol35/iss4/4>

Alyson Carrel, Reimagining the Legal Profession Pipeline, LawInsider Blog, July 24, 2020
<https://www.lawinsider.com/resources/featured/the-delta-model-a-framework-for-reimagining-the-legal-profession-pipeline>

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<https://law.mit.edu/pub/deltamodellawyer/release/2>

Cat Moon, The Case For The Delta Model For Lawyer Competency, ABA Law Practice Management Magazine, July 2020
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Marjorie M. Schultz & Sheldon Zedeck, Predicting Lawyer Effectiveness: Broadening the Basis for Law School Admission Decisions, 36 L. & Soc. Inquiry 620 (2011)
<https://lawcat.berkeley.edu/record/1124852>