

List of 26 Effectiveness Factors with 8 Umbrella Categories

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1: Intellectual & Cognitive

- 1) Analysis and Reasoning
- 2) Creativity/Innovation
- 3) Problem Solving
- 4) Practical Judgment

2: Research & Information Gathering

- 5) Researching the Law
- 6) Fact Finding
- 7) Questioning and Interviewing

3: Communications

- 8) Influencing and Advocating
- 9) Writing
- 10) Speaking
- 11) Listening

4: Planning and Organizing

- 12) Strategic Planning
- 13) Organizing and Managing One's Own Work
- 14) Organizing and Managing Others (Staff/Colleagues)

5: Conflict Resolution

- 15) Negotiation Skills
- 16) Able to See the World Through the Eyes of Others

6: Client & Business Relations - Entrepreneurship

- 17) Networking and Business Development
- 18) Providing Advice & Counsel & Building Relationships with clients

7: Working with Others

- 19) Developing Relationships within the Legal Profession
- 20) Evaluation, Development, and Mentoring

8: Character

- 21) Passion and Engagement
- 22) Diligence
- 23) Integrity/Honesty
- 24) Stress Management
- 25) Community Involvement and Service
- 26) Self-Development

3 character attributes integrated in tax course design: self-development, passion and engagement, and stress management. Most likely to support through classroom design, given other teaching and learning goals