Lawyer Wellbeing Systems Theory of Change Key outcomes needed across all levels of the legal sector to drive systemic change in lawyer wellbeing.

Current Challenge

Sector Level

- Expectations of perfection
- Regulatory pressures
- Increasing volumes of work and information
- Discrimination
- Underfunding
- Limited opportunity

Organisation

- High workload
- Poor leadership
- Toxic workplace cultures
- Unrealistic targets
- Low morale

Interpersonal

- Unrealistic client expectations
- Adversarial dynamics
- Hyper-competitiveness

Individual

- Stress
- Insufficient boundaries
- Unhealthy coping mechanisms
- Burnout



Vision for the Future

The Victorian legal system fosters a connected and empathetic legal profession that values wellbeing while delivering services to a high standard for clients.

The profession supports and sustains its members and respects the humanity of all involved.

Lawyers are valued as people and professionals, promoting excellence, diversity, inclusivity, and connection.

Personal and professional growth through meaningful mentorship, development, and balance is encouraged and supported.

Successful performance and outcomes for individuals, organisations and the sector are redefined through models grounded in values and equity.

Leaders promote and model boundaries, good mental health in practice, and respectful engagement.

Lawyer Wellbeing Systems Theory of Change

In the s	horter term

Current Challenge

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Sector Level	 The legal system fosters opportunities for growth for lawyers from a range of backgrounds and contexts. 'Soft skills' are treated as critical skills and embedded into professional development processes. Cross-sectoral organisations, including the VLSB+C, implement responses and supports to improve lawyer wellbeing. 	 The legal system embodies the 'right to disconnect', whilst supporting the use of technology to improve efficiencies. The legal system embraces learning opportunities from all professional experiences, good and bad. The legal system prioritises meaningful timing and scheduling over unrealistic or arbitrary deadlines. 	 The legal system advestandards of practice Lawyer wellbeing is a cornerstone of effect The legal system operand appropriate transcareer opportunities, dispute resolution.
Organisation	 Leaders take responsibility for ensuring reasonable staff workloads, capacity, and supporting their wellbeing. Leaders value positive workplace culture as an investment in staff retention, growth, and performance. Workplaces offer effective wellbeing supports for staff, and suitably manage the risk of psychosocial hazards. 	 Organisations recognise staff that support the development of others, not just themselves. Improved leader capability to effectively support staff, manage workloads, and associated risks. Organisations respect their staff, their lives and interests outside of work, and value staff wellbeing. 	 Positive workplace culevels of staff retention Alternatives to billab performance measure promoted as best processes to manage psychosocial hazards place and consistent
Interpersonal	 Lawyers are supported in developing skills to engage with diverse clients and stakeholders. Lawyers are supported with opportunities to collaborate with peers across the legal system. Lawyers, peers and colleagues see meaningful debriefs as an integral part of effective practice. 	 Stakeholders, including clients, understand the basics of legal process, and appreciate their lawyer's role in it. Lawyer leaders and legal educators are demonstrating the value of respectful and collaborative practice. Lawyers form and maintain networks with like-minded peers to support connection and shared growth in skills. 	 Lawyers feel respected contributions, included appreciated by those the legal system. Lawyers actively value and healthy competitic colleagues.
Individual	 Lawyers understand how wellbeing affects their practice and are empowered to develop appropriate self-management strategies. Lawyers build resilience through learning opportunities, and are supported to seek help when needed. 	 Leaders' modeling of boundaries and prioritising of personal health sets an example for staff, peers and clients. Lawyers are actively undertaking reflective practice and engaging with peers and colleagues around them. Lawyers have time to develop and practice interests and passions outside of work. 	 Lawyers practice refl in personal health an outside of work. Leaders make the tim and support the staff responsible. Lawyers recognise th themselves as part or in the legal system.

lsbc.vic.gov.au/wellbeing-change

• In the longer term

- vocates for high ce, not perfection.
- championed as a ctive practice.
- erates with respect insparency, including s, appointments, and
- culture is reflected in tion and performance.
- ble hours as ures are adopted and ractice.
- e workloads and ds at all levels are in ntly working well.
- ted and their ding as mediators, are se they engage with in
- lue collaboration, tition, with peers and
- flection and engage Ind leisure interests
- me to actively listen ff for whom they are
- heir duty to of their broader duties

for the Future Vision