Is Leadership a Fundamental Lawyering Skill: What really matters beyond the traditional legal skills?

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March 25, 2011
Leadership can be broad reaching

- Formal roles – partner, practice leader, committee head, GC
- Informal roles - an attorney managing a part of a case or being a team member
- Leadership is a process
The Changing Landscape: How Legal Services are provided

% of Practicing Attorneys

Business 1975: 7%, 1995: 22%, 2010: 64%

John Heinz and Edward Laumann
What are business clients looking for?

- Expertise in legal knowledge
- Understanding of needs/business/context
- Trusted advisor with collaboration skills
- Efficiency in managing cases
What are law students looking for?

- Only 50% of students feel prepared to meet needs of a client
- Only 60% feel prepared to collaborate and work with colleagues
- Majority feel they have to focus on memorizing coursework for exams
### What are Law Firms looking for?

<table>
<thead>
<tr>
<th>BUILDING THE CASE FOR THE CLIENT</th>
<th>WORKING WITH OTHERS</th>
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</thead>
<tbody>
<tr>
<td>▶ Legal Research and Analysis</td>
<td>▶ Project/Case Management</td>
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<tr>
<td>▶ Factual Development and Investigation</td>
<td>▶ Leadership</td>
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<tr>
<td>▶ Mastery of Substantive Law</td>
<td>▶ Working Cooperatively and Effectively</td>
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<tr>
<td>▶ Creative Problem Solving</td>
<td>▶ Internal Communication and Support</td>
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<table>
<thead>
<tr>
<th>ADVOCATING FOR THE CLIENT</th>
<th>POSITIONING SELF AND FIRM FOR SUCCESS</th>
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<tbody>
<tr>
<td>▶ Written Advocacy</td>
<td>▶ Client Service and Communication</td>
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<tr>
<td>▶ Oral Advocacy</td>
<td>▶ Drive for Excellence</td>
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<tr>
<td>▶ Negotiation Skills</td>
<td>▶ Growing the Business</td>
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<tr>
<td>▶ Trial and Courtroom Skills</td>
<td>▶ Developing Self</td>
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**Leadership**

1. Looks after team and treats all members fairly and with respect
2. Promotes team effectiveness
3. Acts as a steward of the firm
4. Communicates a compelling vision
Life on a case team (video clips)

- Does leadership of a case team matter?
- Does the team dynamic matter?
- What about being able to handle conflicts and difficult situations?
- Is coaching an important skill?
Some Implications for Education

- Focus on professional or “soft” skills
  - Working with others
  - Leadership
  - Decision-making and problem solving among teams

- Focus on instructional design techniques
  - Learning by doing
  - Simulations
  - Action learning
Some Responses

- Law firms are introducing more intensive training for junior level associates (e.g., apprentice programs)

- Law Schools introducing skills around leadership, teaming, and problem-solving
Creating intensive learning to bridge the gap between law school and serving clients
## Competency-Driven Law Firm Training

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Writing Workshops</th>
<th>Junior Academy</th>
<th>Mid-Level Academy</th>
<th>Advanced Academy</th>
<th>Leadership Academy</th>
<th>Managing Business Development &amp; Client Relationships</th>
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</thead>
<tbody>
<tr>
<td>Working at Howrey</td>
<td>Writing fundamentals</td>
<td>Working effectively in teams</td>
<td>Oral advocacy trial skills</td>
<td>Project/case management skills</td>
<td>Business development tactics</td>
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<tr>
<td>Working with staff</td>
<td>Individual coaching</td>
<td>Fact investigation</td>
<td>Opening statements; direct, cross, and redirect examinations; and closing arguments</td>
<td>Leadership</td>
<td>Building client relationships</td>
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<tr>
<td>Pro bono</td>
<td>Deposition</td>
<td>Impeaching witnesses</td>
<td>Working cooperatively and effectively with others</td>
<td>Supervising others</td>
<td>Understanding criteria for client relationships &amp; managing your career</td>
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<tr>
<td>Meeting partner expectations</td>
<td>Working with experts</td>
<td>Use of exhibits motions</td>
<td>Impeaching witnesses</td>
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<td>Ethics</td>
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<td>Basic firm finances</td>
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How do you teach this?
Georgetown Law Courses

Building Trusted Advisor Relationships

Leading Lawyers

The Centered Leader
The Centered Leader: Becoming and Effective Leader from the Inside Out

- **In process**
- **Topics**
  - The timeline of well-being and practices that work
  - Discovery and affirmation of one’s strengths and building optimism
  - The mind-body connection; physiology, brain research, self efficacy, and locus of control
  - Resiliency-what is it and how do you build it
  - Building positive relationships and leadership styles
  - Cognitive psychology: Implications for the thought, emotion, behavior loop
Leading Lawyers

- Format
  - Lecturelettes with interactive exercises
  - 4-hour leadership simulation
    - Maitland and Fine simulation
    - Peer and coach feedback
  - 4 self assessments
  - 15-25 hours of class time
    - Team project part of extended course

- Topics
  - Leadership and management theory
  - Individual differences and motivation: Understanding individual behavior and the impact on performance and effectiveness
  - Influence strategies
  - Emotional Intelligence and communication
  - Giving and receiving feedback
Building Trusted Advisor Relationships

- **Format**
  - 5-hour client relationship simulation
    - Lowman v. Java Cantata simulation
    - Peer and coach feedback
  - 8 hours of class time

- **Topics**
  - How to become a trusted advisor
  - Influence strategies and communication
  - Giving and receiving feedback