GEORGETOWN LAW

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

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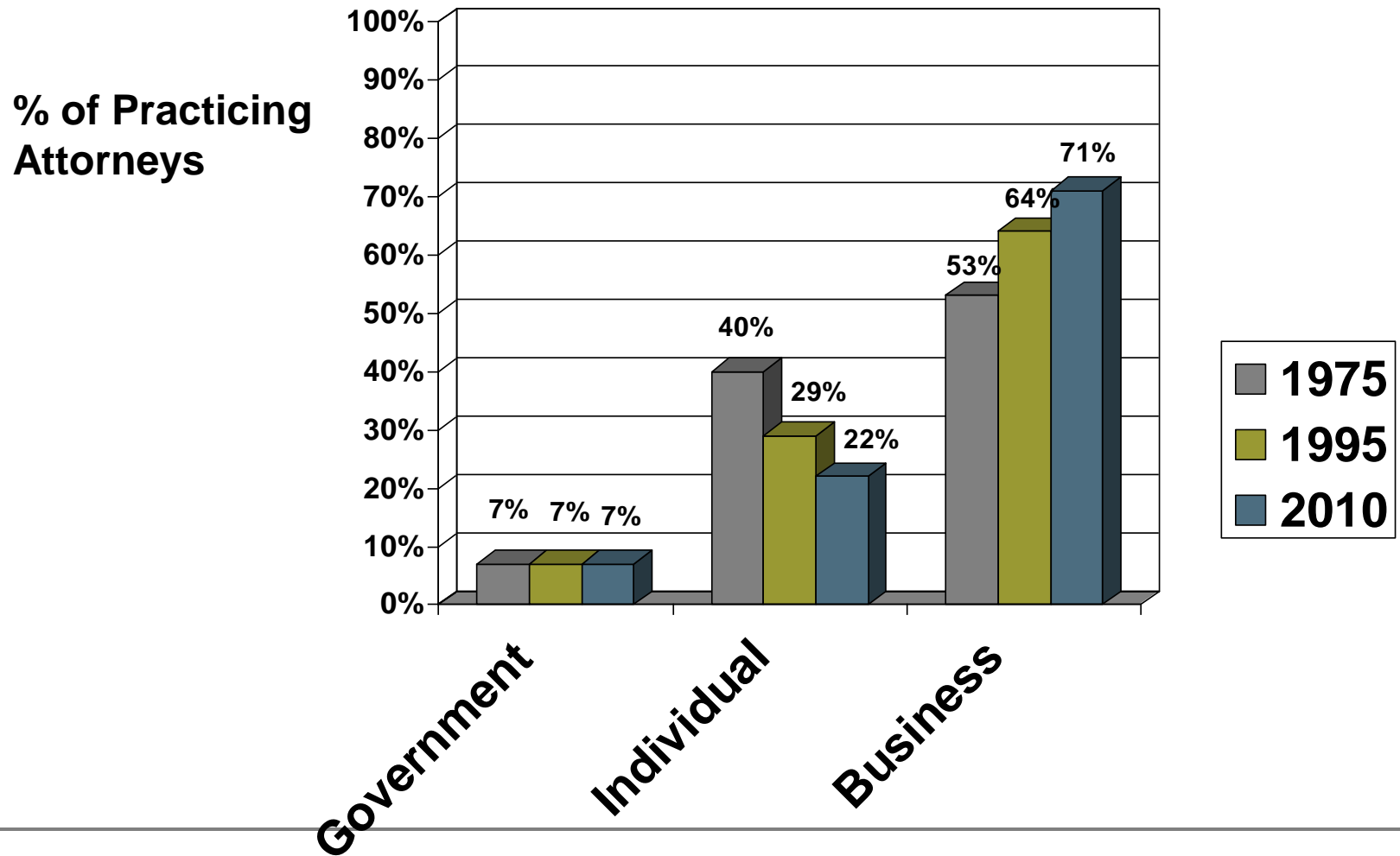
Santa Clara Law School
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Leadership can be broad reaching

- 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

Legend: 1975, 1995, 2010

Government: 7%, 7%, 7%
Individual: 40%, 29%, 22%
Business: 53%, 64%, 71%

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

Acritas Market Research

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?

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

Scaled Competencies- example

Leadership

Degree of Difficulty ↓

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?
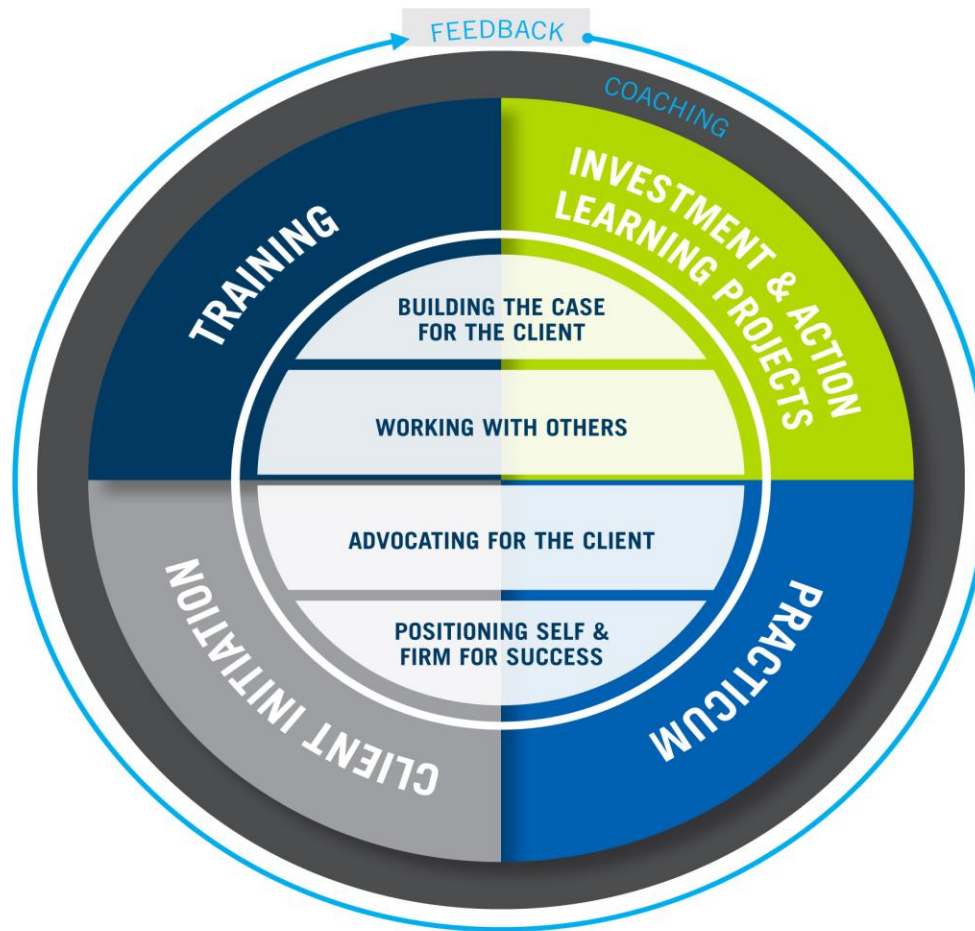
- Is coaching an important skill?

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
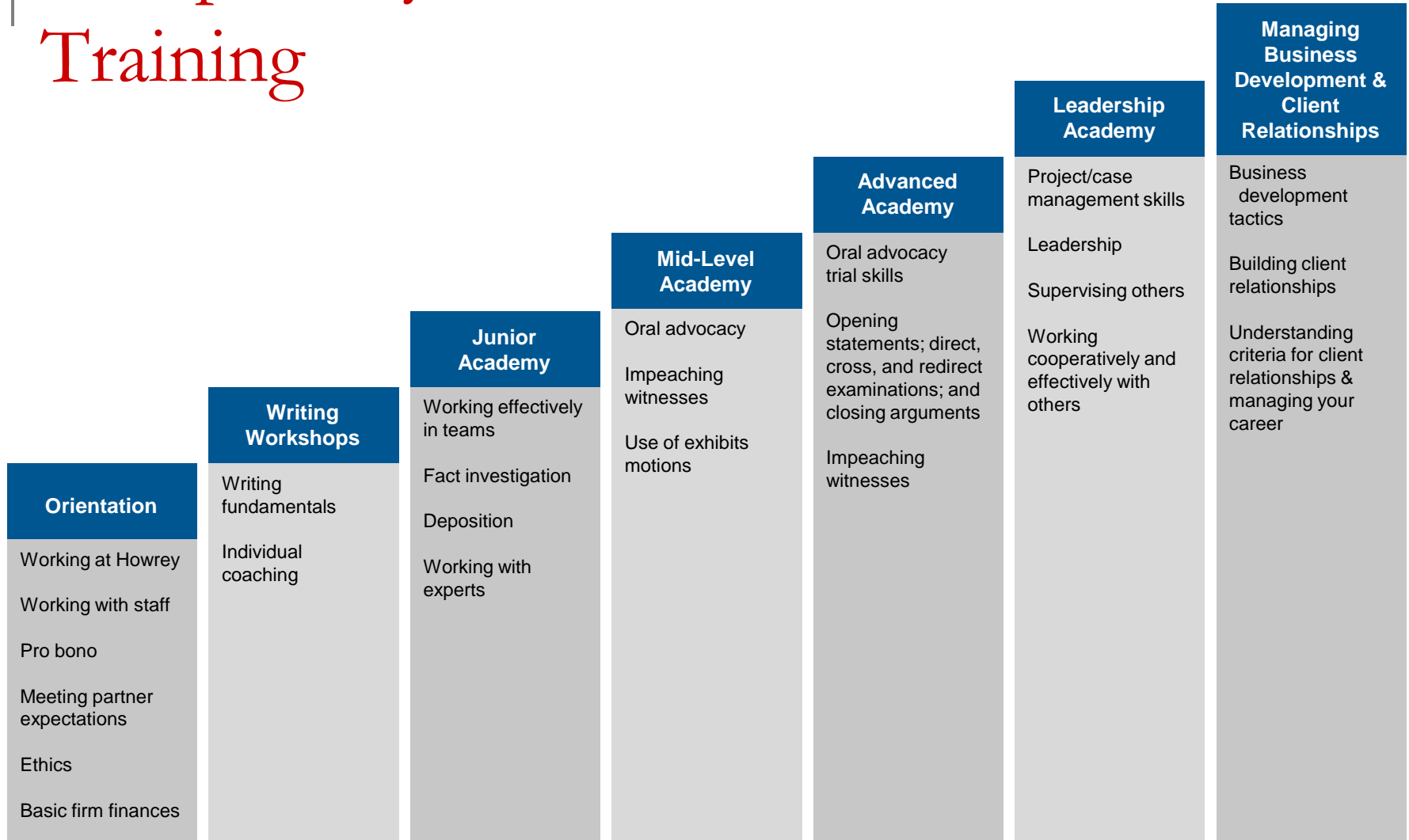 - ❏ Simulations
  - ❏ Action learning

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
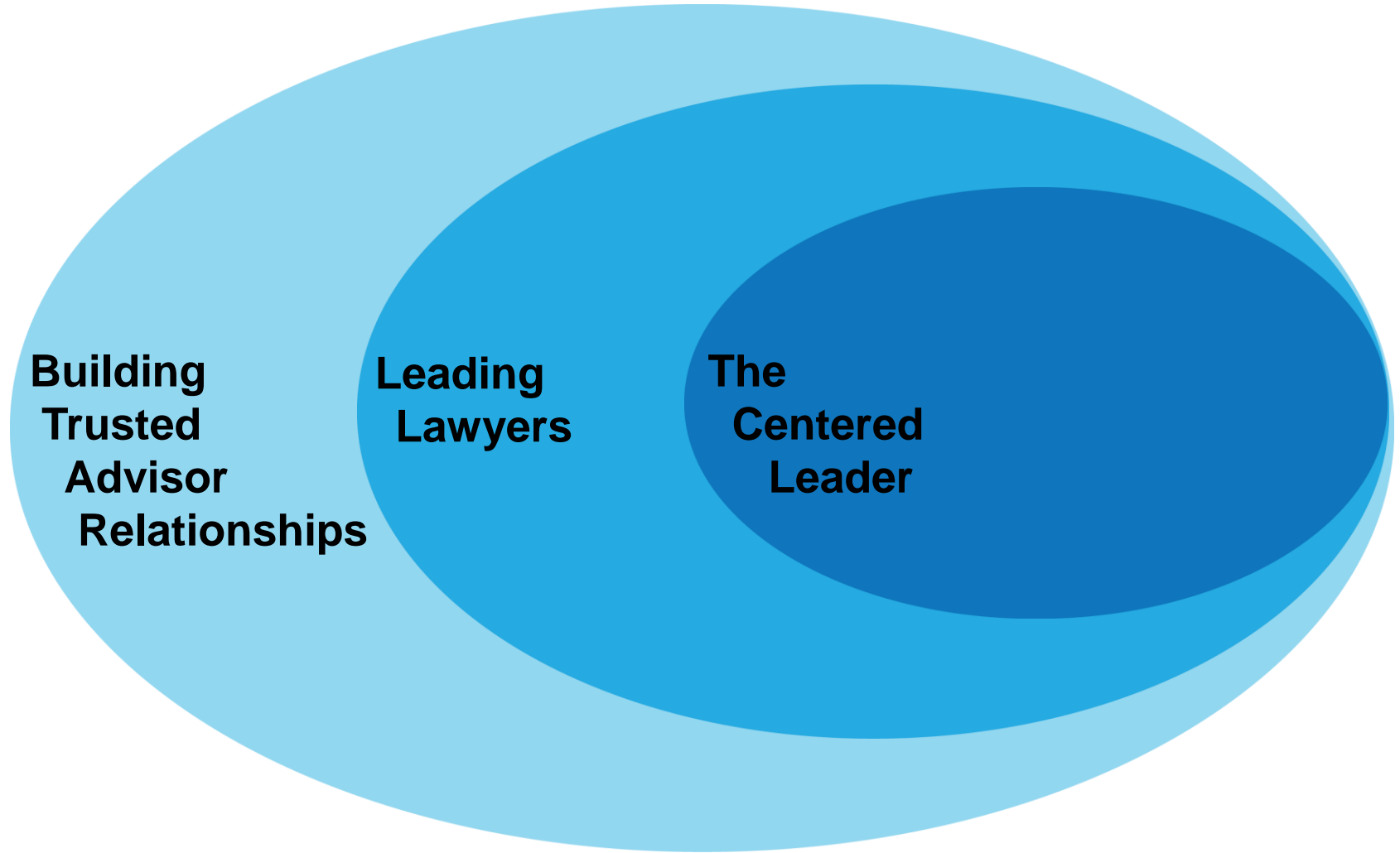
Competency-Driven Law Firm Training

Orientation

Working at Howrey

Working with staff

Pro bono

Meeting partner expectations

Ethics

Basic firm finances

Writing Workshops

Writing fundamentals

Individual coaching

Junior Academy

Working effectively in teams

Fact investigation

Deposition

Working with experts

Mid-Level Academy

Oral advocacy

Impeaching witnesses

Use of exhibits motions

Advanced Academy

Oral advocacy trial skills

Opening statements; direct, cross, and redirect examinations; and closing arguments

Impeaching witnesses

Leadership Academy

Project/case management skills

Leadership

Supervising others

Working cooperatively and effectively with others

Managing Business Development & Client Relationships

Business development tactics

Building client relationships

Understanding criteria for client relationships & managing your career

How do you teach this?

Georgetown Law Courses

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
  - Lecturettes 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