

LEADERSHIP AND MANAGEMENT SKILLS FOR LAWYERS

Law 082- 1-2 credits

Antonin Scalia Law School at George Mason University

Winter Term 2023

Instructor:

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Course Description: Leadership and Management Skills for Lawyers is a 1-2 credit course that helps to prepare law graduates for leadership positions in multiple contexts. Lawyers lead law firms, legislatures, non-profit organizations, businesses, government agencies, and a wide variety of other organizations and causes. Lawyers also exercise leadership roles heading teams, leading committees, overseeing projects, and advising clients who exercise managerial authority. While the need for lawyer-leaders with vision, values, and technical competence is evident, a traditional assumption was that leaders were born, not made, and law schools rarely devoted attention to leadership education.

Today, it is well understood that leadership's major competencies can be learned through understanding and practice. The course will address key issues in leadership to build awareness and habits that will prepare students for leadership and management roles and for success in the organizations and for the causes they may serve.

Course Learning Goals: By the end of this course, students will be able to:

- Recognize the important role of lawyers as leaders in society
- Identify leadership traits, competencies and skills and implement these into their own development
- Understand different styles of leadership
- Cultivate self-awareness and self-assessment skills
- Improve written and oral communication skills
- Initiate a personal leadership philosophy
- Improve leadership capacity
- Understand how legal organizations approach leadership
- Set goals for service and impact, both personally and professionally

Format: The study of leadership is a personal and individual journey which will benefit law students both professionally and personally. Learning occurs best by participating – thinking about the material, discussing it with one another, recording thoughts and reflections, taking action and then assessing the outcome. The course will include a mix of class meetings via zoom and outside-of-class individual and group work. Students opting for the 2-credit version of the course will have an additional outside-of-class project separately arranged with the instructor.

Grading: The course is graded and the following five components will be included:

1-credit course:

- Journals -- 40%
- Group Exercises -- 10%
- Quote, Short Video, or Short Story – 10%
- Leadership Vision Statement -- 20%
- Class attendance and participation -- 20%

2-credit course:

- Journals -- 20%
- Group Exercises -- 5%
- Quote, Short Video, or Short Story – 5%
- Leadership Vision Statement -- 10%
- Class attendance and participation -- 10%
- Research and writing assignment to be determined after further discussion – 50%

Course Textbook: [Fundamentals of Lawyer Leadership](#), by Teague, Fraley and Rispoli. (Aspen Publishing)

Class Meeting Schedule: January 9, 10, 11, 12, 13, from Noon – 2:30 p.m. EST will be our class meeting times. There will also be additional sessions that you will schedule individually at a time convenient for you and I will discuss specifics in the first class.

Quote, Short Video, or Short Story: During the first class, each student will sign up to provide a leadership quote, short video, or short story during one of the class. In the interest of time, we must keep the presentation to under two minutes.

Journal: At the end of each day, you will be given journal prompts based on the topics discussed in class or assigned in the textbook. You will create a journal to record your thoughts and reflections in response to the journal prompts. In addition, write down a leadership quote at the beginning of each journal article.

Class Discussion/ Group Exercises Ground Rules:

- Conducting ourselves in a professional manner in all interactions with one another is expected which includes exercising collegiality and engaging in respectful discourse with your classmates and guests.
- Recognize that we are all still learning. Mistakes will be made, misunderstandings may occur, but assume we are all coming from a place of good intentions.
- As we work on developing a growth mindset, we need to be willing to change our perspective and make space for others to do the same.
- We all come to the class with a different life story so we must expect that others may hold opinions and beliefs that differ from your own. When you disagree, do so in a respectful manner. Challenge the idea, not the person.
- Keep an open mind and heart, and be kind.

- Listen to others not with an intention to respond quickly but listen carefully to what others are saying with a desire to understand what they said. Comments that you make should reflect that you have respectfully paid attention to the speaker's comments.
- Support your statements. Use evidence and provide a rationale for your points.

Policies: Students must be familiar with and abide by all academic and other policies promulgated by GMU, including policies on plagiarism, academic accommodations, non-discrimination, and many other important matters.

Schedule

Assignment prior to first class:

1. Read the following from the textbook, Fundamentals of Lawyer Leadership (FLL):
 - Preface: Introduction to Lawyer Leadership, pages xxvii to xxxiii (6 pages)
 - Ch. 1: What is Leadership?, pages 3 - 9 (6 pages)
 - Ch. 2: Why Lawyers Should Study Leadership, pages 13 - 25 (11 pages)
 - Ch. 3: Leading vs. Managing, pages 29 – 37 (10 pages) plus the ABA Grit Project: Struggling with Your Workload exercise on page 38
 - Ch. 5: Character, Traits, and Characteristics of Leaders, pages 69 - 89 (20 pages)
2. Bring to class a definition of leadership that resonates with you.
3. Bring to class a favorite quote about leadership.

Start your Journal with first entry: What is leadership? Look up a definition of leadership, write/type what it means to you, and bring it to class.

Part I: Leadership Fundamentals

Day 1: Introduction: Defining Leadership

Discussion: The history of lawyers as leaders, and the landscape of the legal profession.

Purpose: Our goal during this session is to think about leadership and service from a different perspective and discuss the importance of time spent on leadership development during law school and beyond.

Preface: Introduction to Lawyer Leadership

Read pages xxvii to xxxiii (6 pages)

Ch. 1: What is Leadership?

Read pages 3 - 9 (6 pages)

Ch. 2: Why Lawyers Should Study Leadership

Read pages 13 - 25 (11 pages)

Ch. 3: Leading vs. Managing

Read pages 29 – 37 (10 pages)

Read the ABA Grit Project: Struggling with Your Workload exercise on page 38 and Watch the video at

<https://www.youtube.com/watch?v=kzRNtgKG9XU>

Ch. 5: Character, Traits, and Characteristics of Leaders

Read pages 69 - 89 (20 pages)

Visit with the Dean Ken Randall.

Assignments for next class:

1. Write down 5-10 traits or characteristics that you believe are most important for successful leadership, and bring that list to class. For examples, look at pages 79-89 in FLL.
2. Take this personality test: <https://www.16personalities.com/free-personality-test>, and submit your results to your file by Monday at 11:59 p.m.;
3. Take the Grit Test (<http://angeladuckworth.com/grit-scale/>); and
4. Take the Growth Mindset test (<http://homepages.math.uic.edu/~bshiple/MindsetQuiz.w.scores.pdf>).
5. Read pages from FLL textbook listed for Day 2 below.

Part II: Leadership of Self: Growing into Leadership

Day 2: Leadership of Self: Discovering and Grow Your Skillset

Ch. 6: Skills, Competencies, and Leadership Style

Read pages 95-97, skim pages 98-101, read pages 102-112 (16 pages)

Chapter 7: Fixed versus Growth Mindset: “I Can’t” Meets “I Can’t Yet”

Read pages 117-126 (10 pages)

Chapter 8: Grit and Resilience

Read pages 137-150 (13 pages)

Ch. 9: Setting Goals

Read pages 156-164 (9 pages)

Chapter 10: Giving and Receiving Feedback

Read pages 167-179 (13 pages)

Assignments for next class:

1. Write/type a goal that you want to achieve at some point in the not too near future. It could be something that is on your bucket list. Have it available for class. If you choose something off your bucket list, make sure to choose something that requires advance planning and distinct actions that you must take to achieve it. (In other words, do not pick something that is fairly easy to achieve, such as “I want to visit Chicago someday.”) Things to think about in advance:
 - a. Using the SMART process (see page 160-162 in Chapter 9), think about the specific steps it will take to achieve your chosen goal and write down where in the process you want to be in two years (if it is longer than a one-year goal), then in one year, then in six months, then in three months.
 - b. What resources (skill, knowledge, money, time, etc.) do you need to achieve

- this goal?
2. Read pages from text listed for Day 3 below.

Part III: Leadership with Others: Effective Group Dynamics

Day 3: Leadership of Self: Being Your Best Self and Working Well with Others

Chapter 11: The Importance of Well-Being: Thriving in the Legal Profession

Read pages 185-196 (12 pages)

Chapter 12: Integrity and Character

Read pages 201-219 (20 pages)

Chapter 14: Leadership and Emotional Intelligence

Read pages 237-246 (9 pages)

Chapter 15: Relationships and Influence

Read pages 249-257 (7 pages), skim pages 257-267 (10 pages)

Assignments for next class:

1. Take any of the Harvard Implicit Association Tests (IAT), but first go to the American Bar Association's Implicit Bias Task Force webpage to read about it and access the IAT:
<https://www.americanbar.org/groups/litigation/initiatives/task-force-implicit-bias/implicit-bias-test/>. If you have taken one before, please pick a different one to take this time. Have your results available during class Day 4.
2. Read pages from text listed for Day 4 below.

Day 4: Leadership with Others: Diversity, Inclusion, and Cultural Intelligence

Chapter 17: Diversity, Inclusion, and Cultural Intelligence

Read pages 289-321 (32 pages)

Chapter 18: Communication Styles, Public Relations, and Crisis Management

Read pages 331-mid 342, skim mid 342-345, read mid 345-350, skim bottom of 350-354 (23 pages)

Assignments for next class:

1. Read pages from text listed for Day 5 below.
2. Write a paragraph that represents what you hope will someday be said about you and your impact on others, professionally and/or personally. To help think about the appropriate context for the statement, assume that in the future you are receiving an award for some type of recognized for your impact on your community. What do you hope they will say about you?

Part IV: Leadership within Community: Service and Impact

Day 5: Leadership within Community: Being a Complete Lawyer by Pursuing Service and Significance, Legacy and Impact

Chapter 21: Lifelong Learning

Read pages 393-398 (5 pages)

Chapter 22: The Complete Lawyer: Service and Significance

Read pages 403-420 (18 pages)

Chapter 23: Legacy and Impact

Read pages 427-433 (6 pages), skim mid 433-437

Panel Discussion of Leaders