

The Resilient Lawyer and Firm: Step-by-Step Worksheet

PART 1: Lawyer Resilience & Well-Being

Summary Table

Leadership Style	Strengths	Shadow Behaviors	Resilient
Achiever Motive: Achievement Fear: Failure Antidote: Abundance	Organized Detail-oriented Structured Thorough Analytical	Micromanager-Obsessive Tedious and cautious Perfectionist Critical Narrow-minded	Detailed, yet conceptual Organized, yet flexible
Affirmer Motive: Affiliation Fear: Rejection Antidote: Connection	Friendly Helpful Trusting of others and trustworthy Humble Altruistic	Avoids conflict and confrontation Indecisive Devalues own needs and wants Sensitive and emotional	Friendly, yet courageous Empathetic, yet candid
Asserter Motive: Power Fear: Betrayal Antidote: Assurance	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident, yet humble Competitive, yet caring

Step 1: Your Motive Drivers

1. Refer to page 5 of your report to determine your primary motive drivers.
2. Circle your primary driver: Achiever, Asserter, Affirmer
3. What are the corresponding strengths you use on a regular basis in your law practice? Consider strengths from each motive driver style (see table above). Add any other strengths you can identify; consider what clients and colleagues appreciate most about you, as well as the work you most enjoy.

Step 2: Identifying Your Stresses

What Stresses You Out?	Fear Step 3; Q4	Plan Step 5; Question 16
1.		
2.		
3.		
4.		
5.		

Step 3: The Penumbra: Identifying When You Are About To Step In It

The goal of this exercise is to help you identify when you are at the penumbra, which is the very edge of the shadow. Without awareness, you can't stay out or step out of the shadow.

4. In my law practice, I most fear:

5. Circle the underlying fear most closely associate with the fear identified in question 1:
Failure, Rejection, or Betrayal.

6. What are the first signs you are getting stressed? Think broadly; it may not be obvious at first. Consider the behaviors indicated in the Medium and Dark Shadows on the next page.

7. Consider the shadows below. Remember, the light shadow reflects a lawyer's behavior on a good day. It also describes how a resilient lawyer typically behaves, even when potentially

stressful triggers are present. Circle the words in the Medium Shadow and Dark Shadow columns that describe you when you are stressed.

Affirmer Shadow: Fear of Rejection (Needy)		
Triggers: Prospect of Conflict, Hurting Other's Feelings, Making Others Angry / Antidote: Connection		
Light	Medium	Dark
Friendly	Sensitive	Dependent
Generous	Insecure	Possessive
Loyal	Indecisive	Anxious
Empathetic	Complacent	Jealous
Helpful	Accommodating	Naive

Asserter Shadow: Fear of Betrayal (Bully)		
Triggers: Vulnerability, Asking Forgiveness, "I don't know" / Antidote: Assurance		
Light	Medium	Dark
Confident	Arrogant	Autocratic
Decisive	Impatient	Manipulative
Competitive	Condescending	Rude
Candid	Blunt	Intolerant
Courageous	Domineering	Belligerent

Achiever Shadow: Fear of Failure (Micromanager)		
Triggers: Prospect of Losing, Imperfection, Ambiguity / Antidote: Abundance		
Light	Medium	Dark
Detailed	Rigid	Narrow-minded
Organized	Cautious	Inflexible
Structured	Tedious	Obsessive
Thorough	Stubborn	Argumentative
Serious	Critical	Pessimistic

8. Identify which of your fears (rejection, betrayal, failure) triggers the stress identified in the first column of Table 2. More than one fear can be triggered at a time.

Remember, if you judge yourself to be rejected, betrayed, or that you are failing, you are in your shadow.

Step 4: Don't Believe Everything You Think

9. Consider your Primary Motive Driver _____, and your shadow and underlying fear _____ (of Failure, Rejection, or Betrayal) from Step 2.
10. What are some examples of how your shadow shows up in your practice of law? Consider behaviors that might be self-defeating, interfering with the delivery of quality client service, and frustrating your well-being and efficacy.
11. What are your feared worst-case scenarios related to these examples? For example, letting down a client or more senior lawyer, failing, and not figuring it out.
12. What are the irrational thoughts, self-limiting beliefs, or unfounded fears that feed into these fears?
13. List what's at risk for you (e.g., relationships, well-being, career). Consider how your shadow behaviors interfere with your productivity, fulfillment, happiness, and goals.
14. What is the impact on you of operating in your shadow?
15. What is the impact on colleagues, clients, friends, and family of operating in your shadow?
16. How would you be a better lawyer by recognizing and reducing the frequency, duration, and potency of shadow experiences?
17. What would life be like if you were able to (i) distinguish your shadow from what's actually happening, and (ii) act accordingly? How do you want to operate when the going gets rough?
18. What would life be like if you were able to recognize when others are in their shadow and hand them a flashlight?

Step 5: Stepping Into the Light

The goal of this exercise is to help you identify strategies for stepping out of the shadow, for developing resilience and reducing reactivity. Consider using your stronger attributes and improving the attributes in need of development to both (i) improve your resilience, and (ii) reduce your reactivity so that you set yourself up to experience less stress when faced with challenging circumstances. You will have fewer expressions of fears such as by micromanaging (Fear of Failure), by being so sensitive that your colleagues can't be straight with you and you aren't straight with them (Fear of Rejection), and by being manipulative or intimidating so that colleagues are in fear of making the wrong decision (Fear of Betrayal).

Level			
Sequence	Cognition	Emotion	Behavior
Confidence	<p><i>Objective</i></p> <p>Judgment is based on the facts of a situation and is not influenced by personal feelings or preferences. <i>Tip:</i> Practice describing situations factually and without judgment. Avoid adjectives. Notice your assumptions; distinguish both implicit and explicit assumptions from what happened.</p>	<p><i>Courage</i></p> <p>Willing to do something frightening and act in accordance with beliefs, judgments, and convictions. <i>Tip:</i> Consider the worst that might happen. What will happen if you don't take action? Consider how you'd like to be as a lawyer and which action furthers that vision.</p>	<p><i>Candor</i></p> <p>Open, honest, frank, and sincere in your communications, especially when providing feedback. <i>Tip:</i> Use neutral, factual language when giving what might be perceived as negative feedback; frame such feedback in your commitment to the lawyer's development.</p>
Performance	<p><i>Hyperfocus</i></p> <p>Engage in an intense mental concentration or visualization focused on a subject or activity, allowing you to be more immersed in the task-at-hand. <i>Tip:</i> Stop kidding yourself. You aren't multi-tasking; you're multi-switching. Work for 15 minutes on a project without distraction, decide if you'll continue.</p>	<p><i>Trust</i></p> <p>Trust and thus willing to develop and maintain a confident expectation in the reliability, integrity, and capability of others. <i>Tip:</i> Ensure that expectations are clear, set milestones, and use coaching skills to ensure that your colleague has identified and addressed obstacles to success.</p>	<p><i>Flow</i></p> <p>Consistent engagement in peak performance working on challenging tasks where you become so engaged that you lose track of time. You are "in the zone." <i>Tip:</i> Turn off email, phone, computer's volume and work on a project until you can't; switch to the next project and repeat.</p>
Renewal	<p><i>Optimal Time Orientation</i></p> <p>You live primarily in the present. <i>Tip:</i> Listen, focus on the core message and the colleague's or client's feelings and needs. When you are distracted by the thought of a task, record it and then continue working.</p>	<p><i>Acceptance</i></p> <p>You completely accept yourself - flaws, limitations, the aging process and all - and fully embrace your reality, not fighting, ignoring, or denying it. <i>Tip:</i> Choose to enjoy your life, flaws and all. Think about all you have to be grateful for.</p>	<p><i>Solitude</i></p> <p>Comfortable being alone, and cherish rather than avoid this time. You don't passively pass the time; you actively plan, reflect, and renew. <i>Tip:</i> Use alone time to actively plan, reflect, renew. Enjoy activities: exercise, read, or cook.</p>

19. List your three strongest attributes and how you use them in your law practice:
- a.
 - b.
 - c.
20. List the three attributes requiring the most development, and how developing these attributes will improve your wellbeing, resilience, and client service:
- a.
 - b.
 - c.
21. I commit to improving at least one attribute; the one that will most often help me stay out of my shadow is _____. These are the steps I will take to develop this attribute.
22. Create a plan for stepping out of the shadow and back into the light. This plan will work best if you leverage your stronger attributes as you work on those requiring development. Complete the last column of the table in Step 2.

Don't forget to refer to your ALP Report, Nine Attributes Resource Guide, 20 Suggestions for Improving Self Actualization, and Anne Collier's articles entitled, *Embrace and Improve Your Leadership Style*, *Supercharge Your Firm's Culture*, and *How to Prevent The Fear of Failure From Derailing Success*.

Part 2: Translating Individual Behavior into Firm Culture

Summary Table

A firm's culture is its personality and the collective emotionality of the lawyers and staff. Lawyers work on a team – the firm or practice group - and the lawyers themselves are the team's members. Team members' shadows create the culture. The leader's (or leadership team's) ability to manage his or her shadow is most determinative of the firm's culture.

Culture	Description	Transforming to Dynamic
Detached Underlying Emotion: Anger & Apathy Fear of Failure Shadow	<p>Delays making commitments or difficult decisions.</p> <p>Some don't participate.</p> <p>Physical & psychological withdrawal.</p> <p>Lacks an overall sense of "us" or "we"</p> <p>Greater focus on individual agendas</p>	<ol style="list-style-type: none"> 1. Realize that surface problems are often symptomatic of the real underlying issue(s). 2. Allow to acknowledge anger. 3. Resolve issues of power, authority, and responsibility 4. Develop and implement team decision-making processes that seek input and consensus. 5. Encourage participation from all members to develop or revise the group's charter or mission.
Dramatic Underlying Emotion: Frustration & Despair Fear of Rejection Shadow	<p>Norm of politeness.</p> <p>Warm, friendly atmosphere.</p> <p>Looks to the future for salvation.</p> <p>Differences "smoothed over" rather than resolved.</p> <p>Lacks candor and direct communication.</p>	<ol style="list-style-type: none"> 1. Provide honest, critical feedback. 2. Address poor performance, unrealistic expectations, or obvious problems. 3. Set challenging performance goals and standards. 4. Appoint individual members to serve as "Devil's Advocate" to critique the team's performance, plans, and decisions. 5. Encourage expression of concerns, doubts, or criticism.
Dependent Underlying Emotion: Fear & Anxiety Fear of Betrayal Shadow	<p>Members look to leader for direction and protection, and expect others to run meetings and complete tasks.</p> <p>An over-reliance on the opinions of a few select team members.</p> <p>Lack of challenging assumptions/solutions</p>	<ol style="list-style-type: none"> 1. Provide clear direction and purpose. 2. Involve members in developing specific performance goals. 3. Provide members with enough information to move from dependence to interdependence. 4. Allow members to clarify and communicate their roles and expectations to the entire team. 5. Develop a "Responsibility Grid" that clearly indicates member responsibility.

<p>Dynamic Underlying Emotion: Passion & Authenticity</p>	<p>Open, honest, and direct communication.</p> <p>Objective & responsible</p> <p>Members seek relevant information and encourage diverse opinions.</p> <p>High degree of trust and mutual respect</p> <p>Resilient and optimistic</p>	<ol style="list-style-type: none"> 1. Protect the team from too many external distractions or influences. 2. Celebrate team successes and achievements. 3. Provide ongoing performance feedback. 4. Provide necessary resources for the group to perform at optimal levels. 5. Stay out of the way! Do not attempt to micromanage.
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Five Dimensions of Team Performance

1. **Communication:** The degree to which your team communicates openly, candidly, and without hidden agendas during meetings.
2. **Participation:** The degree to which each team member is engaged and actively participates in meetings and takes responsibility for achieving your team’s goals.
3. **Trust:** The degree to which team members trust each other and your leader, act in the best interest of the group, maintain confidentiality, and speak and act with transparency.
4. **Conflict Management:** The degree to which conflict in your team is recognized and effectively managed in a productive manner.
5. **Purpose:** The degree to which your team has a sense of purpose and an understanding of how your decisions and actions impact the larger goals and objectives of the organization.

Step 6: Assess Your Firm’s or Practice Group’s Culture

23. On a scale of 1 to 10, 10 being highest, how do you rate your firm’s/group’s culture?
- a. Detached:
 - b. Dramatic:
 - c. Dependent:
 - d. Dynamic:
24. What is the most productive attribute of the group?
25. What is the least productive attribute of the group?

Step 7: Your Commitment to Improve Culture

- 26. Circle your dominant shadow: Failure, Rejection, or Betrayal
- 27. What are some examples of how your leadership shadow or shadows show up in your practice of law?

28. Which cultures - Detached, Dramatic, Dependent, Dynamic - do you contribute to? You may circle more than one. Complete the table below.

Culture	Describe Your Contribution	Opportunities for Improvement
Detached		
Dramatic		
Dependent		
Dynamic		

- 29. What will you personally commit to do in order to create a more “Dynamic” culture and reduce the impact of the shadow on the culture?
- 30. What could the team do in order to create a more “Dynamic” culture and reduce the impact of the shadow on the culture?
- 31. What, if anything, is holding you back from sharing your ideas with your team leader and fellow team members? Are you willing to share your ideas?