Stress in the Time of Corona: How to Lead Yourself and Other Lawyers During Extraordinary Times

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Executive Coaching & Development

WORKPLACE TOOLKIT

Maslow’s Hierarchy of Needs

Corona

Physiological Needs
Food, water, sleep

Safety
Home, sweet home

Love & Belonging
Achieving deeper, more meaningful relationships

Esteem
You’ve acquired the skills that lead to honor and recognition

Self-Actualization
You are living to your highest potential

Ability to Focus on Work
Fulfillment
Great Leadership

Happy, Fulfilled, and Effective Lawyers

more Resilient

unknown future
responsibilities
new norms
billable hour
work product
multiple projects
deadlines
stressed colleagues and clients
ambiguity of expectations

less Reactive

proactive
objective
deliberate
intentional
worries
other’s stress
problem-solving mindset
What Is Your Motivation?

What drives you to be an excellent lawyer?

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**AFFIRMERS**

- Emotional Intelligence
- Interpersonal Skills

- Excellent Listeners
- Business Developers

**ASSERTERS**

- Results Driven
  - Power
  - Results
  - Control

Driven to produce with a “bias for action”

**ASSERTERS**

- Confident, Candid and Direct
- Viewed as Natural Leaders
- “Take Charge” Lawyers

- Enthusiastic
- Direct
- Charismatic
- Bold

- Assertive
- Dynamic
- Strategic

Effective Negotiators

**ASSERTERS**

- Skeptical and slow to trust
- Critical thinkers

**ASSERTERS**

- Decisive
- Risk-Takers
- Challenge Status Quo
- Drive Results

**ACHIEVERS**

- Task Driven
  - The Technical Expert
  - Win through Expertise
  - Focused on Improving Self and Others
  - Thrives on Accomplishment

“Get down to business”
ACHIEVERS
Focused on Expertise Competence
High individual achievers
Driven, focused, competent, and controlled
Deep technical expertise
Excellent planners
Requires concrete feedback
Risk averse

TOM CRUISE
BILL GATES

ACHIEVERS
Dependable
Organized
Responsible
Committed to Results

Serious about Work
Cut to the Chase
Independent
Back-Up Plan

Step 1: How do your natural strengths show up in your practice?
• Achiever
• Affirmer
• Asserter

Which of your strengths you can leverage in your practice?
Share with your colleagues

Consistency Predictability
Detail-oriented
Disciplined
Focused
Efficient
Rules-oriented

THE PARADOX
SELF-AWARENESS DISTURBS AND DISRUPTS.
IT DOES NOT COMFORT

HOWER
THIS DISTURBANCE AWAKENS NEW POSSIBILITIES AND GREATER POTENTIAL.
AND GREATER RESILIENCE!
We Experience What We Fear

Affirmer Shadow: Fear of Rejection
Triggers: Prospect of conflict, hurting other’s feelings, making other angry

<table>
<thead>
<tr>
<th>Light</th>
<th>Medium</th>
<th>Dark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendly</td>
<td>Sensitive</td>
<td>Dependent</td>
</tr>
<tr>
<td>Generous</td>
<td>Insecure</td>
<td>Possessive</td>
</tr>
<tr>
<td>Loyal</td>
<td>Indecisive</td>
<td>Anxious</td>
</tr>
<tr>
<td>Empathetic</td>
<td>Complacent</td>
<td>Jealous</td>
</tr>
<tr>
<td>Helpful</td>
<td>Accommodating</td>
<td>Naive</td>
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</table>
“I can’t believe you expect me to work with someone I’ve never met!”

Paralyzed because the “Partner/client doesn’t like me.”

Upset and anxious because the partner “never has time for me.”

Anxious and indecisive; not knowing how to ask a partner for guidance or reveal a mistake.

Social and physical isolation.

**Antidote:** Connection
**IMPACT ON CULTURE**

**Actualized Affirmer v. Shadow Fear of Rejection**

<table>
<thead>
<tr>
<th>Collegial</th>
<th>Dramatic: Frustration &amp; Despair</th>
</tr>
</thead>
<tbody>
<tr>
<td>friendly</td>
<td>norm of overly polite</td>
</tr>
<tr>
<td>inclusive</td>
<td>warm, friendly atmosphere</td>
</tr>
<tr>
<td>supportive</td>
<td>looks to the future for salvation</td>
</tr>
<tr>
<td>community</td>
<td>differences “smoothed over”</td>
</tr>
<tr>
<td>dedicated</td>
<td>rather than resolved</td>
</tr>
<tr>
<td>courageous</td>
<td>lacks candor and direct</td>
</tr>
<tr>
<td></td>
<td>communication</td>
</tr>
</tbody>
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**Actualizing the Affirmer Style**

identify and live your purpose  
say “no”  
take action  
connect via video

**Asserter Shadow: Fear of Betrayal**

Triggers: Vulnerability, Asking Forgiveness, “I don’t know”

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<th>Medium</th>
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</thead>
<tbody>
<tr>
<td>Confident</td>
<td>Arrogant</td>
<td>Autocratic</td>
</tr>
<tr>
<td>Decisive</td>
<td>Impatient</td>
<td>Manipulative</td>
</tr>
<tr>
<td>Competitive</td>
<td>Condescending</td>
<td>Rude</td>
</tr>
<tr>
<td>Candid</td>
<td>Blunt</td>
<td>Intolerant</td>
</tr>
<tr>
<td>Courageous</td>
<td>Domineering</td>
<td>Belligerent</td>
</tr>
</tbody>
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**Fear of Betrayal Ladder of Inference**

NEVER WORK WITH/TELL OTHERS  
NO FUTURE HERE - NO INVESTMENT  
NOT TRUSTWORTHY  
LOUSY  
DISTRACTED  
DIDN'T DO WHAT I ASKED

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**Fear of Betrayal Ladder of Inference**

**NEVER WORK WITH/TELL OTHERS**
**NO FUTURE HERE - NO INVESTMENT**
**NOT TRUSTWORTHY**
**LOUSY**
**DISTRACTED**
**DIDN’T DO WHAT I ASKED**

**EXCLUDE/NEVER WORK WITH/TELL OTHERS**
**NOT TRUSTWORTHY, UNRELIABLE**
**NOT WORKING AT HOME**
**NOT FOCUSED**
**HEARD KIDS/TV**
**DIDN’T DO WHAT I ASKED/NO CONTACT**

**Asserter Shadow Examples**

Maneuvering to take charge of another's client by cutting others out

Impatient with staff and junior lawyers; yelling at associates, ALL CAPS

Interrupting, dismissing other's views publicly

Bullying; intimidating others at meetings or on calls, not listening, dominating the conversation

**Antidote: Assurance**

**Actualizing the Asserter Style**

- **embrace vulnerability**
- say “I’m sorry” or “I was wrong”
- **forgive others (and yourself)**
- **recognize what you can**
- **and can’t control**
**Achiver Shadow Examples**

Never accepting another’s work; constant revisions that result in over-billing

Obsessing over emails and anything written

Replaying conversations with colleagues or clients over and over, concluding disaster

“We don’t have any decent associates . . .” never delegating because others aren’t good enough

**Antidote: Abundance**

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**Actualizing the Achiever Style**

develop a growth mindset

embrace a “win-win” perspective

cultivate gratitude

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**Impact on Culture**

**Actualized Achiever v. Shadow Fear of Failure**

<table>
<thead>
<tr>
<th>Independent</th>
<th>Detached: Anger &amp; Apathy</th>
</tr>
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<tbody>
<tr>
<td>ownership</td>
<td>delays making commitments or difficult decisions</td>
</tr>
<tr>
<td>dig in</td>
<td>some members don’t participate</td>
</tr>
<tr>
<td>initiative</td>
<td>physical &amp; psychological withdrawal</td>
</tr>
<tr>
<td>serious</td>
<td>lacks overall sense of us or we</td>
</tr>
<tr>
<td>deliver</td>
<td>focus on individual agendas</td>
</tr>
</tbody>
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**Impact on Culture**

**Actualized Leader**

**Dynamic: Passion & Authenticity**

open, honest, and direct communication

objective and responsible

members seek relevant information and encourage diverse opinions

resilient and optimistic

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**Clarifying Your Shadow**

**Step 2: Identifying Your Stresses**

**Worksheet**

10 min

**Step 3: The Penumbra**

**Step 4: Don’t Believe Everything You Think**

share with colleagues
Style and Shadow

1. What do I like about my style?
2. How has my style’s shadow gotten in my way?
3. What do I want the other groups to know about my style?

Nine Attributes of Actualized Leaders

<table>
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<th>Feeling</th>
<th>Doing</th>
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<tbody>
<tr>
<td>Confidence</td>
<td>Objectivity</td>
<td>Courage</td>
</tr>
<tr>
<td>Performance</td>
<td>Hyperfocus</td>
<td>Trust</td>
</tr>
<tr>
<td>Renewal</td>
<td>Optimal Time Orientation</td>
<td>Acceptance</td>
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For More Information

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THANK YOU!