

PROJECT LAWYER: HAPPINESS EDITION

STARTING THE CONVERSATION WITH NEW HIRES

WITH CATIE FENN

PROFESSIONAL DEVELOPMENT LAWYER,
CONSULTANT AND COACH

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WHO ARE YOUR NEW HIRES AND JUNIOR ASSOCIATES?

- GEN Z OR MILLENNIALS
- PRIOR CAREERS OR STRAIGHT OUT OF SCHOOL
- LOCAL TO THE STATE OR NOT

ADMISSIONS FOR COLLEGE AND LAW SCHOOL ARE INCREASINGLY MORE COMPETITIVE, SO NEW HIRES TODAY ARE USUALLY HIGHLY INVOLVED IN EXTRA-CURRICULAR ACTIVITIES

THEY ARE MORE TECH SAVVY

THEY ARE A GENERATION IN LAW THAT WILL BE LEVERAGING AI AND TECHNOLOGY



NEW HIRES AND JUNIOR ASSOCIATES ARE GOING THROUGH A MASSIVE LIFE TRANSITION AND CHANGE

WE HAVE TO HELP THEM ROOT INTO A NEW
IDENTITY AND A NEW CAREER

THERE ARE TWO ANCHOR POINTS TO DO THIS

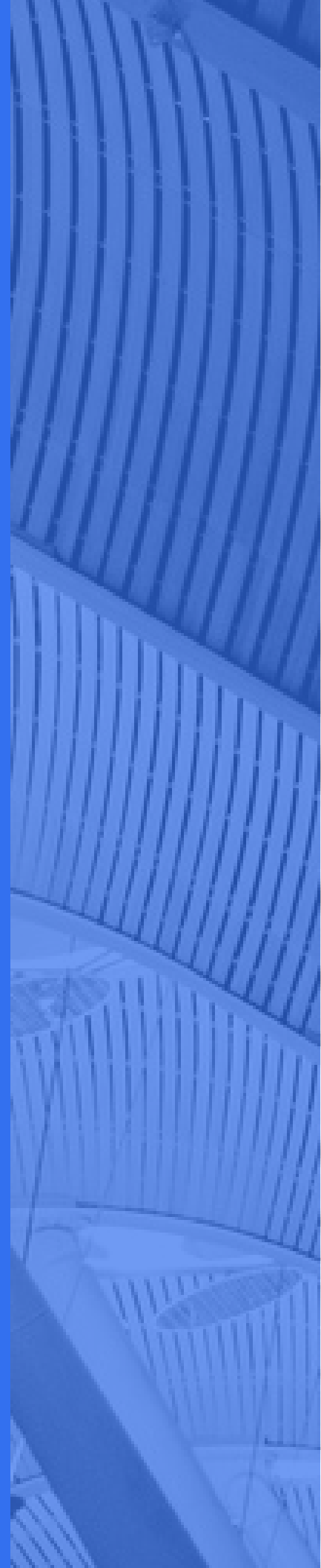
A) IDENTITY

B) THEIR WHY



NEW HIRES NEED
TO ROOT INTO A
NEW IDENTITY
TO FEEL
CONFIDENT

WE CAN HELP
THEM WITH THIS
PROCESS



GET TO KNOW THEM THROUGH AN INTRODUCTORY “IDENTITY” MEETING

FIND OUT WHO THEY ARE AND WHAT THEY
VALUE

JUNIOR ASSOCIATES HAVE NOT YET
ESTABLISHED AN IDENTITY IN LAW

**INSTEAD, THEIR CONFIDENCE AND IDENTITY
WILL COME FROM OUTSIDE OF LAW**

- WHAT ACTIVITIES DID YOU PARTICIPATE IN
IN LAW SCHOOL?
- WHAT DO YOU DO IN YOUR SPARE TIME?
- WHAT ARE YOU PASSIONATE ABOUT?

THIS WILL HELP YOU TO HONE IN ON WHERE
THEIR CONFIDENCE LIES AND TO CONTINUE
TO SUPPORT THEM AS THEY ROOT INTO A
NEW IDENTITY AND A NEW AREA TO GLEAN
CONFIDENCE



YOUR FIRM'S CULTURE

LET THEM KNOW WHAT TO EXPECT AND WHAT
THE FIRM'S CULTURE IS

OTHERWISE, THEY WILL FLOUNDER

- **WHAT DOES YOUR FIRM VALUE?**

NEW HIRES NEED TO UNDERSTAND AND SEE
WHAT THE CULTURE IS OTHERWISE THEY
WILL LOOK TO CREATE A NEW IDENTITY
FROM EXTERNAL SOURCES THAT MAY NOT
ALIGN WITH YOUR FIRM



THE ULTIMATE VISION EXERCISE

HELP THEM TO IDENTIFY A VERSION OF
THEMSELVES IN LAW THAT FEELS EXCITING

AN INDIVIDUAL THAT IS...

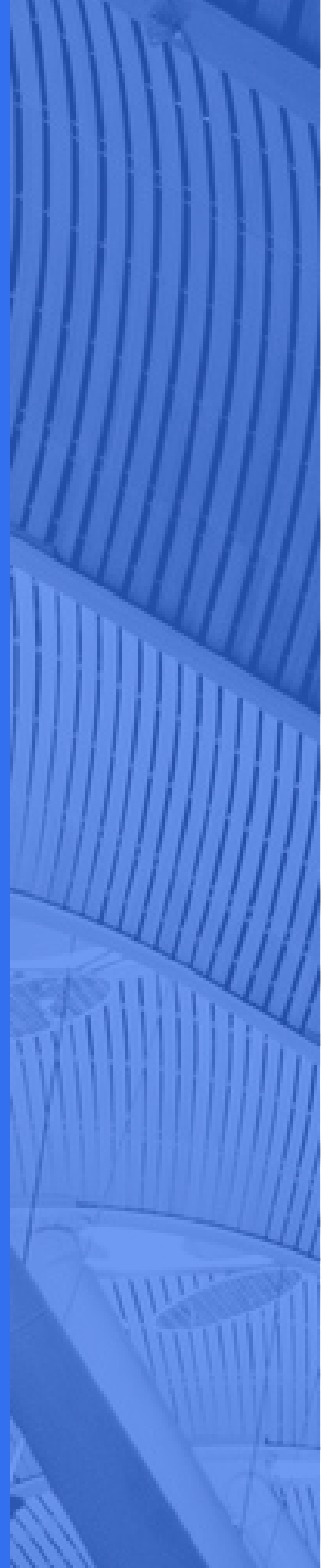
- DEDICATED
- DILIGENT
- COMPASSIONATE
- AT EASE
- AT PEACE
- FOCUSED
- PASSIONATE
- VIBRANT
- HAPPY

OTHER WORDS TO ASSOCIATE WITH
WELLNESS OR LAWYER HAPPINESS...

ANSWER:

WHAT IS MY IDEAL VERSION OF MYSELF IN
LAW?

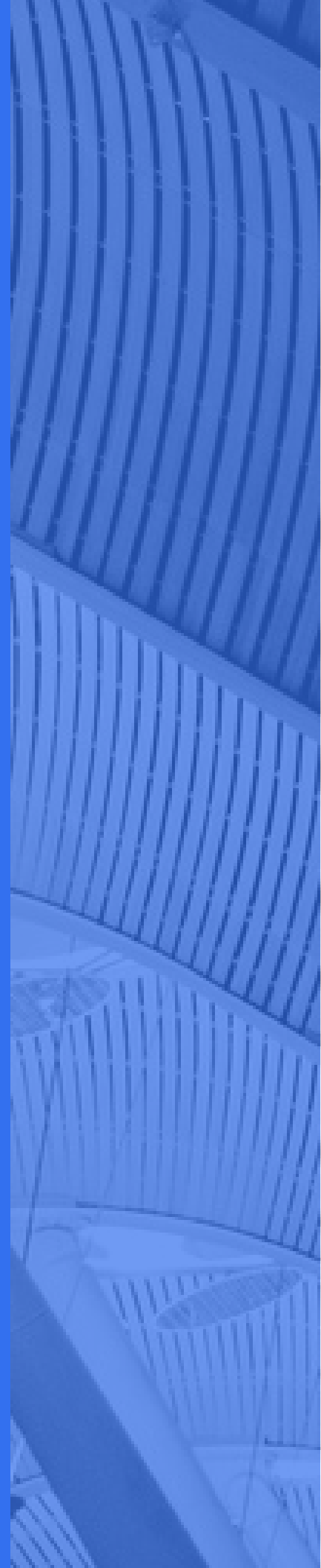
WOULDN'T IT BE AMAZING IF....



PROFESSIONAL RESPONSIBILITY- AMERICAN BAR ASSOCIATION

RULE 1.1 A LAWYER SHALL PROVIDE COMPETENT REPRESENTATION TO A CLIENT. COMPETENT REPRESENTATION REQUIRES THE LEGAL KNOWLEDGE, SKILL, THOROUGHNESS AND PREPARATION REASONABLY NECESSARY FOR THE REPRESENTATION

RULE 2.1 IN REPRESENTING A CLIENT, A LAWYER SHALL EXERCISE INDEPENDENT PROFESSIONAL JUDGMENT AND RENDER CANDID ADVICE. IN RENDERING ADVICE, A LAWYER MAY REFER NOT ONLY TO LAW BUT TO OTHER CONSIDERATIONS SUCH AS MORAL, ECONOMIC, SOCIAL AND POLITICAL FACTORS, THAT MAY BE RELEVANT TO THE CLIENT'S SITUATION.



PROFESSIONAL RESPONSIBILITY- AMERICAN BAR ASSOCIATION

RULE 4.1: TRUTHFULNESS IN STATEMENTS TO OTHERS

IN THE COURSE OF REPRESENTING A CLIENT
A LAWYER SHALL NOT KNOWINGLY:

(A) MAKE A FALSE STATEMENT OF MATERIAL
FACT OR LAW TO A THIRD PERSON; OR

(B) FAIL TO DISCLOSE A MATERIAL FACT TO A
THIRD PERSON WHEN DISCLOSURE IS
NECESSARY TO AVOID ASSISTING A CRIMINAL
OR FRAUDULENT ACT BY A CLIENT, UNLESS
DISCLOSURE IS PROHIBITED BY RULE 1.6.

PROFESSIONAL RESPONSIBILITY - AMERICAN BAR ASSOCIATION

RULE 3.4 - FAIRNESS TO OPPOSING COUNSEL

A LAWYER SHALL NOT:

(A) UNLAWFULLY OBSTRUCT ANOTHER PARTY' S ACCESS TO EVIDENCE OR UNLAWFULLY ALTER, DESTROY OR CONCEAL A DOCUMENT OR OTHER MATERIAL HAVING POTENTIAL EVIDENTIARY VALUE. A LAWYER SHALL NOT COUNSEL OR ASSIST ANOTHER PERSON TO DO ANY SUCH ACT;

(B) FALSIFY EVIDENCE, COUNSEL OR ASSIST A WITNESS TO TESTIFY FALSELY, OR OFFER AN INDUCEMENT TO A WITNESS THAT IS PROHIBITED BY LAW;

(C) KNOWINGLY DISOBEY AN OBLIGATION UNDER THE RULES OF A TRIBUNAL EXCEPT FOR AN OPEN REFUSAL BASED ON AN ASSERTION THAT NO VALID OBLIGATION EXISTS;

(D) IN PRETRIAL PROCEDURE, MAKE A FRIVOLOUS DISCOVERY REQUEST OR FAIL TO MAKE REASONABLY DILIGENT EFFORT TO COMPLY WITH A LEGALLY PROPER DISCOVERY REQUEST BY AN OPPOSING PARTY;

(E) IN TRIAL, ALLUDE TO ANY MATTER THAT THE LAWYER DOES NOT REASONABLY BELIEVE IS RELEVANT OR THAT WILL NOT BE SUPPORTED BY ADMISSIBLE EVIDENCE, ASSERT PERSONAL KNOWLEDGE OF FACTS IN ISSUE EXCEPT WHEN TESTIFYING AS A WITNESS, OR STATE A PERSONAL OPINION AS TO THE JUSTNESS OF A CAUSE, THE CREDIBILITY OF A WITNESS, THE CULPABILITY OF A CIVIL LITIGANT OR THE GUILT OR INNOCENCE OF AN ACCUSED;

OR

(F) REQUEST A PERSON OTHER THAN A CLIENT TO REFRAIN FROM VOLUNTARILY GIVING RELEVANT INFORMATION TO ANOTHER PARTY UNLESS:

THE WHY

OUR WHY IS WHAT GIVES US MEANING AND PURPOSE.

SIMON SINEK, AUTHOR OF THE BOOK FIND YOUR WHY: A PRACTICAL GUIDE FOR FINDING PURPOSE FOR YOU AND YOUR TEAM, WRITES THAT IT IS ONLY WHEN YOU UNDERSTAND YOUR "WHY" (OR YOUR PURPOSE) THAT YOU WILL BE MORE CAPABLE OF PURSUING THE THINGS THAT GIVE YOU FULFILLMENT. IT WILL SERVE AS YOUR POINT OF REFERENCE FOR ALL YOUR ACTIONS AND DECISIONS FROM THIS MOMENT ON, ALLOWING YOU TO MEASURE YOUR PROGRESS AND KNOW WHEN YOU HAVE MET YOUR GOALS.

THEIR FOCUS HAS LIKELY BEEN SHORT TERM AND TIED TO: GET INTO LAW SCHOOL, GET HIRED, PASS THE BAR EXAM

HELP THEM SHIFT TO A LONG-TERM FOCUS BY ROOTING INTO A WAY

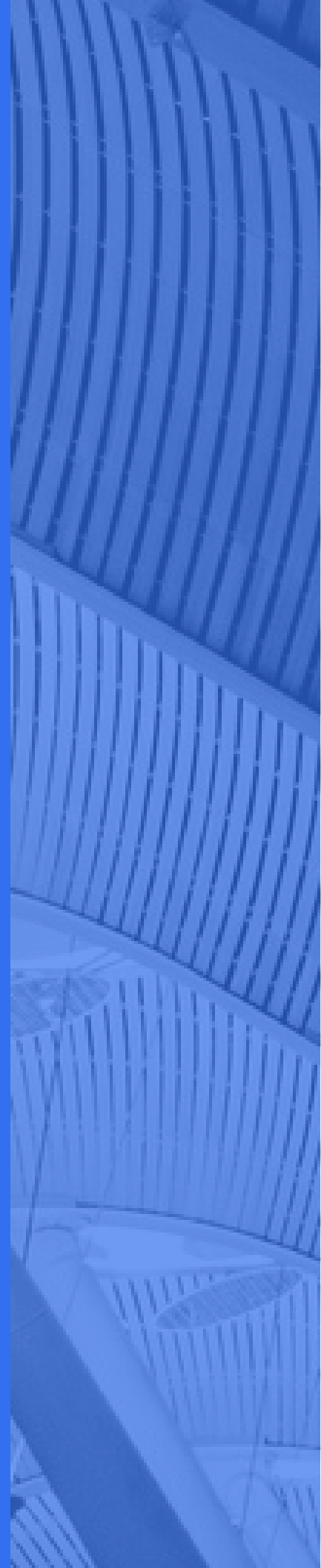
ANSWER BELOW

WHAT IS MY WHY FOR PRACTICING LAW?

WHAT WAS MY WHY WHEN I GOT INTO LAW SCHOOL?

WHAT IS MY WHY NOW?

WHAT AM I EXCITED TO LEARN ABOUT AND EXPERIENCE WITH THIS FIRM?

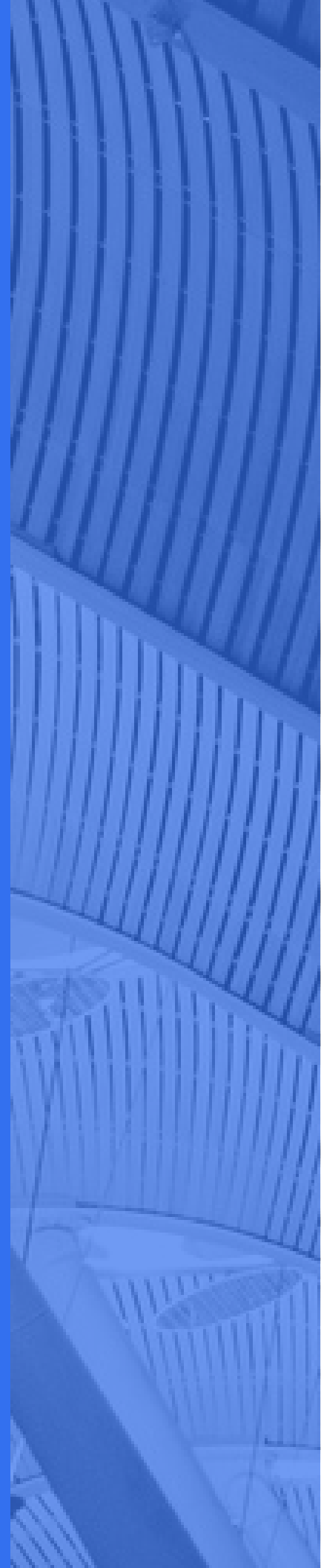


WITHOUT A WHY WE LACK DIRECTION

NEW HIRES AND JUNIOR ASSOCIATES NEED TO HAVE A “NORTH STAR” WHILE THEY ADJUST TO PRACTICE TO KEEP THEM MOTIVATED

WITHOUT ROOTING INTO THEIR PURPOSE, THEY CAN FEEL OVERWHELMED OR DISILLUSIONED IN THE EARLY YEARS OF PRACTICE THAT ARE INEVITABLY CHALLENGING

THE “WHY” IS THEIR ANCHOR

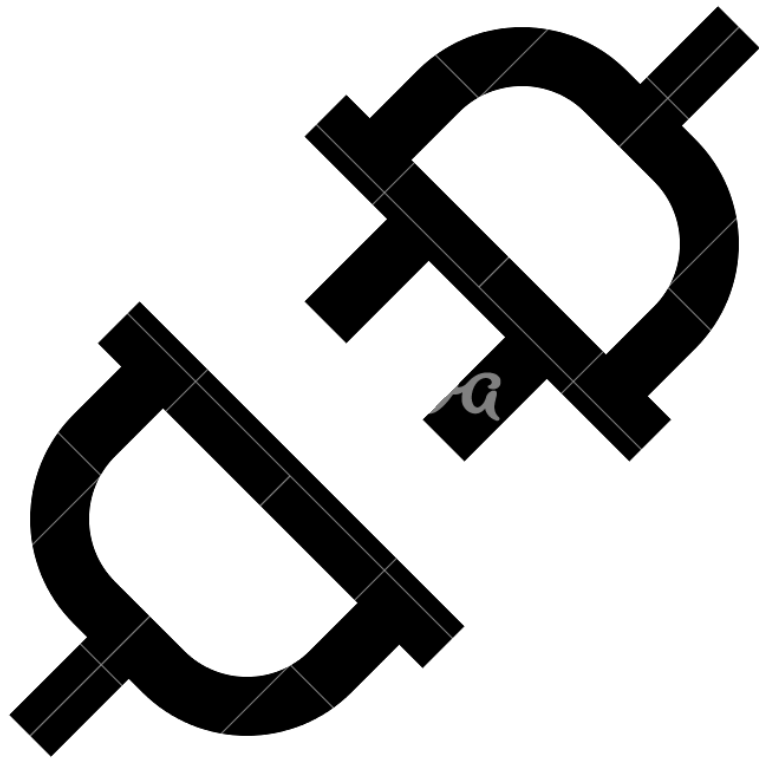


THE ANCHOR INTO A NEW IDENTITY: A CLEAR VISION AND A “WHY”

- CAN BE DONE AS AN ON-BOARDING PROCESS
- CAN BE DONE IN SMALL GROUPS
- CAN BE DONE WITH THEIR MENTOR
- CAN BE DONE AS A SMALL RETREAT

WHAT STOPS THE VISION
FROM BEING REALIZED?

WHAT CAUSES THE
DISCONNECT BETWEEN
HOW WE WISH TO FEEL
AND PERFORM, VERSUS
THE REALITY?

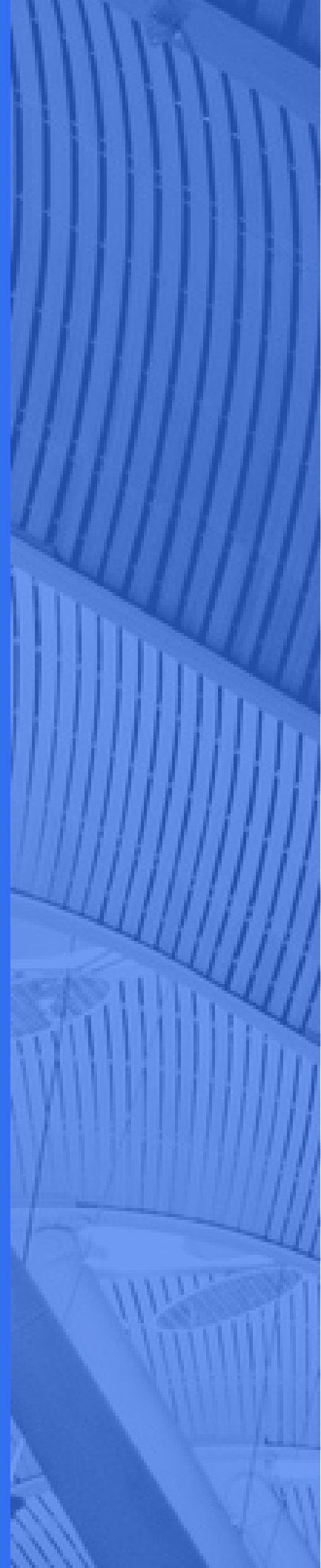




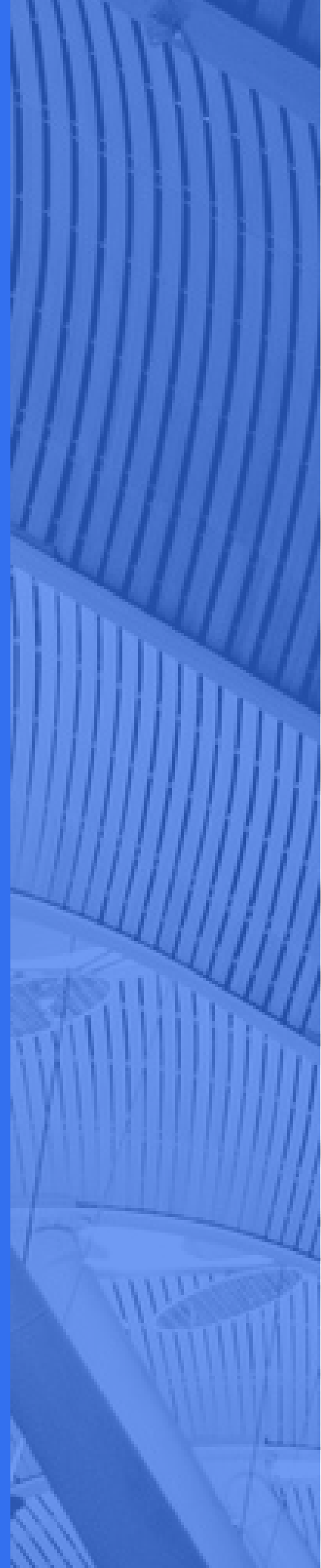
THE REALITY IS THAT
SOME NEW HIRES AND
JUNIOR ASSOCIATES
WILL NOT LAST IN LAW
FOR REASONS THAT CAN
BE FIXED

- THEY WILL GET BURNT
OUT
- THEY WILL STOP
PERFORMING WELL
- THEY WILL FIND IT
TOO OVERWHELMING

....LEADING TO A LACK
OF **RETENTION** AND
ENGAGEMENT



**IDENTIFYING
THE 3 BIGGEST
BARRIERS TO
LAWYER
PERSONAL
FULFILLMENT
AND SUCCESS**



THE NUMBER
ONE FACTOR
THAT LEADS TO
LAWYER
UNHAPPINESS
IS...



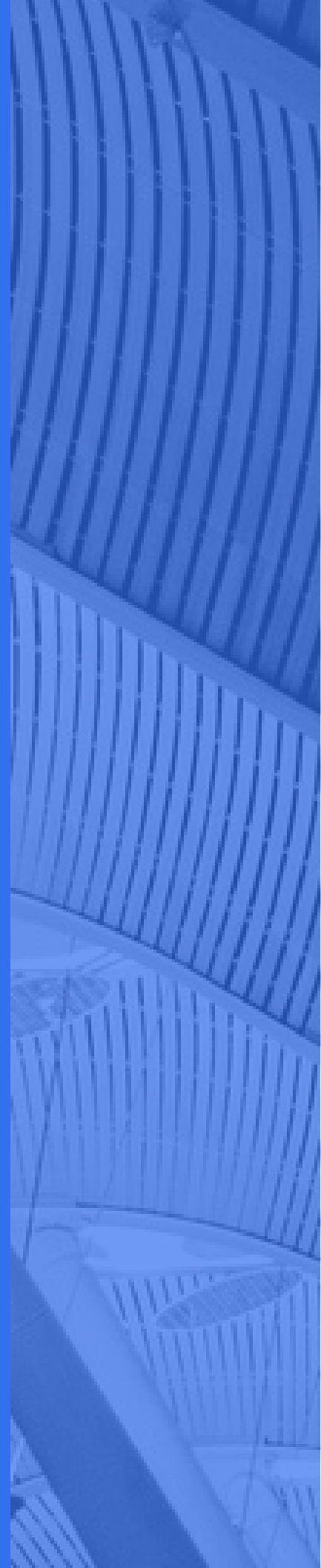
BASED UPON THE LARGEST STUDY OF LAWYER HAPPINESS AND WELLBEING

**ONLY ONE COMPREHENSIVE STUDY
COMPLETED BY LAWRENCE S. KRIEGER
FLORIDA STATE UNIVERSITY COLLEGE OF LAW
AND KENNON M. SHELDON UNIVERSITY OF
MISSOURI (COLUMBIA)**

**IN 2015, LAWYERS, LAW STUDENTS, JUDGES,
JUNIOR ASSOCIATES AND SENIOR
ASSOCIATES WERE INTERVIEWED TO
DETERMINE WHAT MAKES LAWYERS HAPPY,
AND UNHAPPY, IN PRACTICE**

THE FINDINGS WERE PUBLISHED IN:

**"WHAT MAKES LAWYERS HAPPY? A DATA-
DRIVEN PRESCRIPTION TO REDEFINE
PROFESSIONAL SUCCESS"**



A LACK OF AUTONOMY



STRESS

THE TOP LAWYER MENTAL AND PROFESSIONAL CHALLENGES

- DEADLINES
- DIFFICULT CLIENTS
- THE CHANGING LANDSCAPE OF LAW
- COMPETITION
- A FEELING PERSONAL INEFFICIENCY
- ADVERSARIAL NATURE OF THE WORK
- MOUNTING SUCCESS BRINGING NEW PRESSURES
- UNREALISTIC EXPECTATIONS OF "BALANCE"
- DIFFICULTIES IN MANAGING TIME AND PRIORITIES
- FINDING FAULT IN WORK PART OF THE WORK
- LACK OF FLEXIBLE SUPPORT AVAILABLE
- SCHEDULING DIFFICULTIES
- THE NECESSITY TO KEEP ON TOP OF A MULTITUDE OF FILES AND NEW APPROACHES TO LEGAL ISSUES
- PRESSURE



THE THIRD FACTOR? BURN- OUT

THREE FACTORS THAT LEAD TO PROFESSIONAL BURN-OUT

1. EMOTIONAL EXHAUSTION;
2. DEPERSONALIZATION; AND
3. A SENSE OF PERSONAL INEFFECTIVENESS.

WHEN YOU EXPERIENCE THESE THREE
FACTORS, YOU ARE AT A RISK FOR BURN-
OUT.



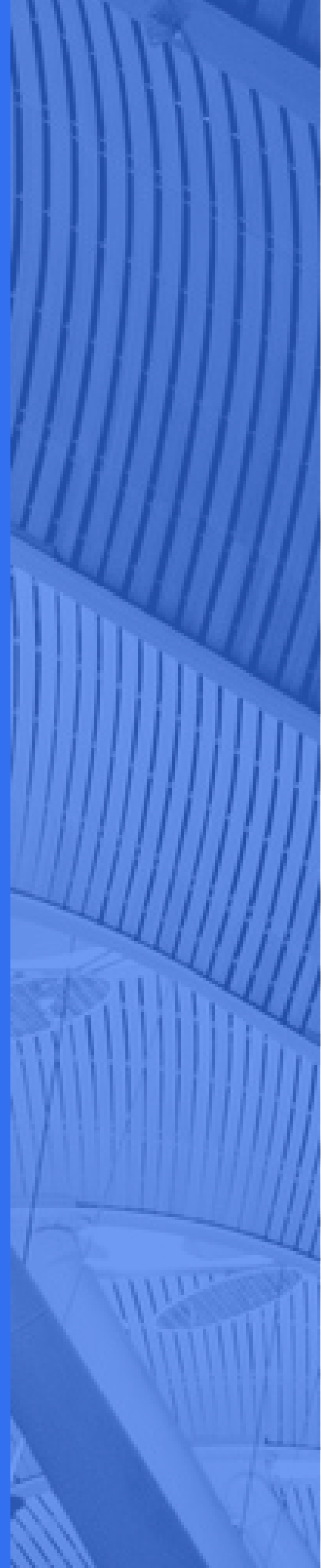
PERSONAL INEFFECTIVENESS AND CONFIDENCE

LAW IS ABOUT LEARNING, ADAPTING,
GROWING, AND SOMETIMES BEING DEEMED
"WRONG" OR "LOSING"

THERE IS A GROWTH CURVE IN EARLY
PRACTICE THAT ONLY CONTINUES

THIS IS NORMAL AND PART OF THE
PROFESSION!

ADOPTING A GROWTH MINDSET HELPS TO
ALLEVIATE THIS STRESS

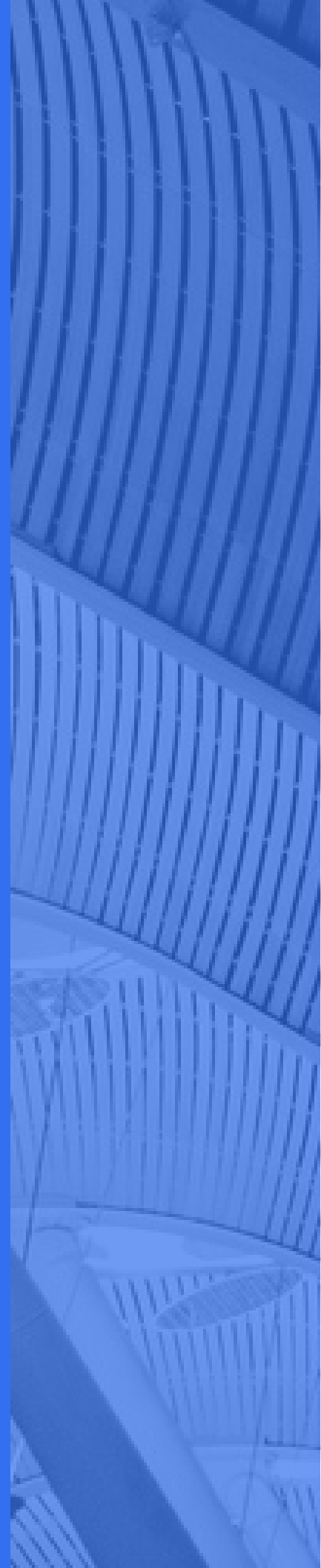


COMBATING THE FACTORS THAT LEAD TO LAWYER UNHAPPINESS

A LACK OF AUTONOMY

STRESS

BURN-OUT
(DEPERSONALIZATION,
PERSONAL
INEFFECTIVENESS,
EMOTIONAL EXHAUSTION)



TEACHING
JUNIORS AND
NEW HIRES HOW
TO BECOME A
HAPPY LAWYER
AND THRIVE IN
PRACTICE



A DAILY PRACTICE

15 MINUTES A DAY OF:

- MEDITATION
- GRATITUDE
- VISUALIZATION
- INTENTION SETTING

MEDITATION APPS: INSIGHT TIMER, CALM

BOXED BREATHING

TIMED BREATHING

.

COMBATING STRESS



THE NEUROSCIENCE OF STRESS





COMBATING STRESS AND REWIRING THE BRAIN EXERCISES

**ENSURE THAT THE AMYGDALA GETS CALMED
DOWN THROUGH A STRESS ACTION PLAN**

**WHEN THE STRESS RESPONSE IS ON,
LAWYERS CANNOT USE THE "LOGICAL" PART
OF THEIR BRAIN, SO IT'S IMPERATIVE TO
CALM DOWN THE STRESS RESPONSE**

A STRESS ACTION PLAN....

- 1. DEEP BREATHING**
- 2. TAKING A WALK OR A BREAK**
- 3. SAYING A MANTRA OR AFFIRMATION - I.E.:
"I CAN HANDLE ANY AND ALL
CHALLENGES..."**



GROWTH MINDSET V. FIXED MINDSET

CAROL S. DWECK - MINDSET, THE NEW
PSYCHOLOGY OF SUCCESS

FIXED MINDSET. SOMEONE WITH A GROWTH
MINDSET VIEWS INTELLIGENCE, ABILITIES,
AND TALENTS AS LEARNABLE AND CAPABLE
OF IMPROVEMENT THROUGH EFFORT.

SOMEONE WITH A FIXED MINDSET VIEWS
THOSE SAME TRAITS AS INHERENTLY STABLE
AND UNCHANGEABLE OVER TIME.

SUCCESS IS DETERMINED BY HOW WE THINK
ABOUT OUR TALENTS AND CAPABILITIES



GROWTH MINDSET V. FIXED MINDSET

WHEN CHALLENGES ARISE, ASK YOURSELF:
"WHAT IS THIS TEACHING ME?"

1. ACKNOWLEDGE THE CHALLENGE
2. SEE IT AS A LEARNING OPPORTUNITY
3. ASK FOR HELP
4. WATCH YOUR MENTAL NARRATIVE

USE A STATEMENT SUCH AS:

"I AM CAPABLE OF HANDLING ANY AND ALL
CHALLENGES."

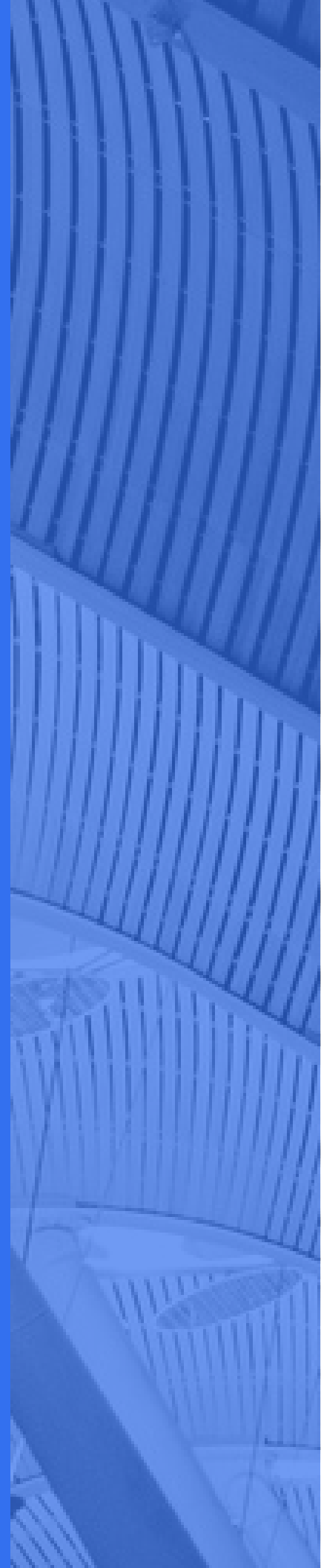
"I AM LEARNING AND GROWING AND CAN'T
WAIT UNTIL I MASTER THIS."

"I AM BECOMING A BETTER LAWYER EVERY
DAY."

"I AM GETTING BETTER AND BETTER AT THIS
EVERY DAY."



BURN-OUT PREVENTION



PLAN SOCIAL
ACTIVITIES OR
WAYS FOR NEW
HIRES AND
JUNIORS TO
CONNECT WITH
ONE ANOTHER



MAINTAINING FOCUS

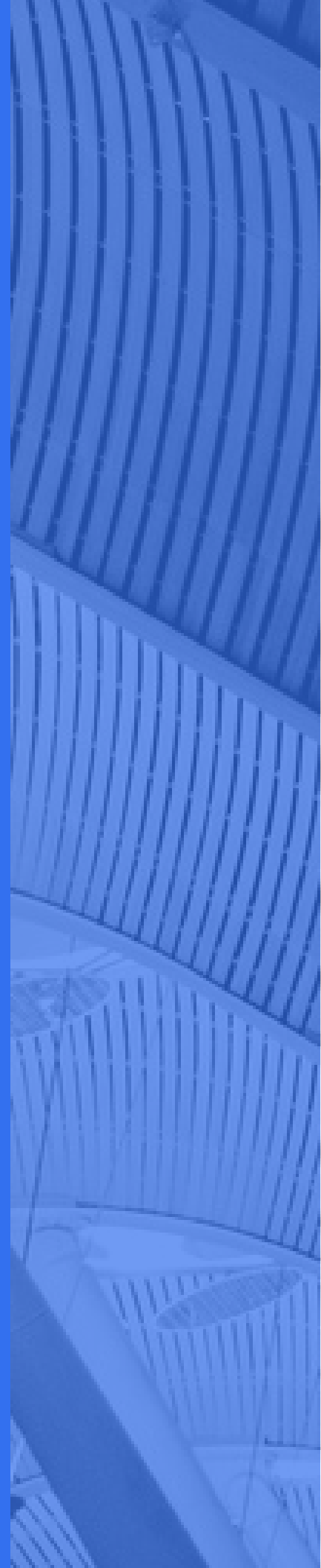
25 MINUTE POMODORO METHOD

COLOURING OR DOODLING BOOK

ASANA OR TASK APP

**BREAKING BETWEEN LEFT BRAIN AND RIGHT
BRAIN ACTIVITIES**

**TAKING "NOISE FREE" TIME IN AIRPLANE
MODE**



EQUIP NEW
HIRES WITH
TOOLS AND THE
CONFIDENCE
THEY NEED TO
THRIVE



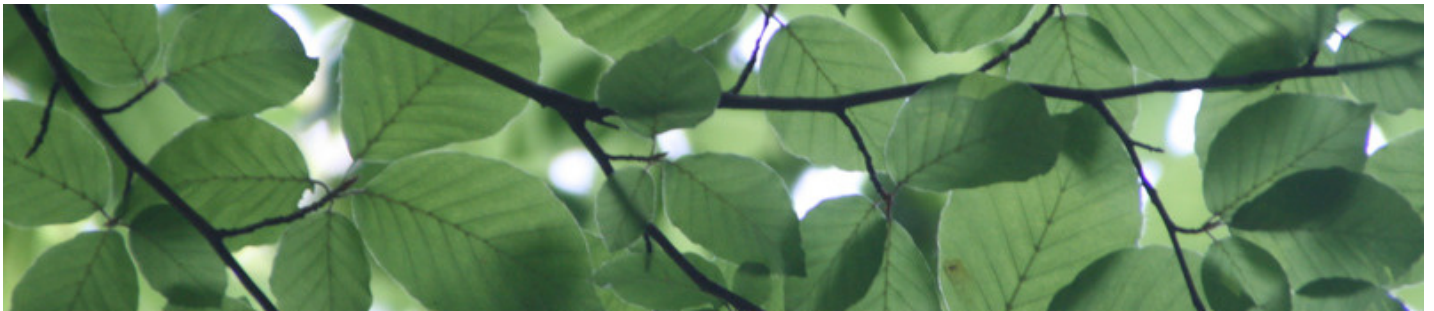
KEEPING A POSITIVE MINDSET

WHAT IS YOUR WHY?

WHAT HAS BEEN WORKING? WHAT HAS NOT?

**ARE YOU FEELING ALIGNED WITH THE VISION
YOU HAD FOR YOURSELF IN LAW?**

**WHAT ARE YOU MOST LOOKING FORWARD TO
IN THE NEAR FUTURE?**



**LET'S WORK
TOGETHER!**

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