

**Leadership for Lawyers
Fall Semester 2017**

**Donald J. Polden
Dean Emeritus and Professor of Law
Robert Cullen**

**Wednesday 4:10-5:50 p.m.
Bannan Hall 332**

Syllabus/Assignments/Course Requirements

The Leadership for Lawyers course is intended to provide an introduction to prevalent theories of leadership and leadership education and their relevance to lawyers and law students, and, second, to develop leadership competencies in all students enrolled in the course.

The reason for the course: Peter Drucker, a leading thinker on leadership, commented “Only three things happen naturally in an organization: frustration, confusion and under-performance. Everything else requires leadership.” You will be working a variety of organizations (law firms, judge’s chambers, non-profits, corporate legal counsel office, for example) throughout your careers, so knowing about how to enhance the experience and your ability to provide positive guidance to the organization will be helpful. On some occasions, each of you will be asked to take a leadership role in your organization and will need the tools to lead. Finally, throughout your careers you will need to acquire, master and demonstrate the essential leadership competencies—credibility, communication to influence others, articulating and inspiring a vision for the future, building and leading a team through collaboration, making timely and effective decisions, and others—to strengthen your organization and enhance your value to the organization and its clients.

The course has three components: First, an introduction to theories and types of leadership with an emphasis on leadership practiced by lawyers. Second, we will consider several of the key attributes and competencies (as briefly described above) that effective lawyer-leaders must possess and be able to demonstrate in their organizations. Third, the course will emphasize the development of your leadership abilities, including the creation of a plan for “life-time” (or career) leadership. One of the fundamental goals of the course is to identify your existing (and often demonstrated) leadership abilities, strengthen and build upon your leadership potential and assist you in planning for the growth of your leadership abilities throughout your careers.

Topics and Assignments

Wednesday, August 16th

Introduction to course and course requirements;
What is Leadership
Why leadership development is important for lawyers
Contrasting lawyers and leaders—traits and perspectives

Wednesday, August 23th

Leadership and Lawyers: A discussion of lawyers' leadership opportunities;
Basic Leadership Model: Posner & Kouzes, The Leadership Challenge
Theories of Leadership ;
Types of Leadership ;

Wednesday, August 30th

The Importance of Self Development of Leadership Abilities
Introduction to Leading Lawyer Competencies

Wednesday, September 6th

Lawyers' Competencies: Credibility, Trust and Influence

Wednesday, September 13th

Lawyers' Competencies: Teamwork, Team Building and Leading Groups

Wednesday, September 20th

Lawyers' Competencies: Strategic and Executive Decision-Making;
Servant leadership and the development of professional identity

Wednesday September 27th

Lawyers' Competencies: Entrepreneurship and Innovation

Wednesday, October 4th

Lawyers' Competencies: Creative Thinking and Design Thinking

Wednesday, October 11th No class; law school "administrative Wednesday"
[1st paper due]

Wednesday, October 18rd

Personal leadership development—learning about your leadership abilities (Kiersey and Thomas Kilman Conflict tests and interpretation results)

Wednesday, October 25th

Personal leadership development—Resilience, Communication, and Influence
Personal leadership development—Goleman's "Leadership That Gets Results"

Wednesday, November 1st

Cultural aspects and implications for lawyers who lead;
Diversity and Leadership

Wednesday, November 8th

Effecting change in lawyers' and judges' organizations;
Lawyers as agents of change and improvement in society and communities;
Leaders' challenges to effecting change in legal organizations.

Wednesday, November 15th

Panel discussion: Insights into leadership development from lawyers who lead.

Wednesday, November 22nd:

Future trends in leadership for lawyers and law firms
Course wrap-up including student summaries of leadership lessons learned and plans for
“lifelong learning/lifelong leadership”

Friday, November 24th: [2d paper due; may be submitted electronically to Professor Polden]

Student Learning Outcomes

The chief learning objectives for students in this course are:

- Understanding of major leadership theories, styles and types of leaders, critical leadership attributes, and of leaders relationships with their constituents;
- Understanding of how leadership is important for lawyers and how leadership abilities influence and advance the work of lawyers; studying lawyers in leadership roles;
- Development of personal leadership competencies such as effective team-building and team-work, communication to inspire and persuade, collaboration in groups and mediation of problems and disputes, executive decision-making, cross-cultural competencies, and others;
- Individual development of leadership path through design and implement of plans for lifelong learning and lifelong leadership.

Evaluation of Students

Students will be evaluated and graded on the basis of their participation in class discussions (20%) and leadership papers (80%). Students must prepare and submit according to the above-stated schedule two papers focused on specified topics. The first paper (worth half of the paper grade) will consist of a thoughtful analysis of one of the Posner/Kouzes Practices of Exemplary Leadership that includes a description of how that practice can be developed by the students and how it is applicable to lawyers and/or law students. The paper should be in the 10-12 page range. The second paper (also worth half of the paper grade). will be a “case study” in leadership by lawyers or law students. The case study should include: (1) a real or hypothetical situation in which a lawyer, judge or law student is presented with a leadership challenge or

opportunity, drawing into focus the importance of the situation, how it affects the participants, and all relevant facts needed to provide an answer or resolution; and (2) the answer or resolution of the situation and its challenge or opportunity.

Meeting with Professors

Professors Cullen and Polden are generally very accessible. Professor Polden's office is located in Rm. 206 of Bergin Hall. However, the best method of getting a quick appointment is to email him (dpolden@scu.edu) with some times and dates you are available and a general idea of the topic of the meeting. His office telephone number is 408-554-4768. Professor Cullen can be contacted for an appointment for a meeting after class or by emailing him at rcullen@cullenlawgroup.com. Ms. Kerrie Bindi assists Professors Cullen and Polden on this course and her office is located in the Faculty Support Office, second floor of Bergin Hall.

The professors are also available for informal discussions with students on career opportunities, job opportunities and employment questions, and about student personal competencies and how to develop them more fully.