

Leading in the Law

Syllabus

Version: August 14, 2017

for
Fall Term 2017

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Course Description

Recent research shows that being a great lawyer is more than rote knowledge, technical skills, and intelligence in an IQ sense. The purpose of this course is to introduce students to Emotional Intelligence (EI) theories and concepts to increase knowledge of the topic and to provide applicable tools for skill building in the realms of peak performance, stress management, intrapersonal and interpersonal awareness, resilience and adaptability. All of these attributes and abilities are also highly relevant to successful leadership, which we believe is a central role of lawyers in our society. EI is defined as an ability to recognize and effectively manage emotions in ourselves and with others. The course begins with taking the ESCI-U, a scientifically validated and widely used EI assessment. The information obtained will be grouped into a class-wide data set (no individual information will be shared) to inform the goals and areas of emphasis for the class. The course mixes didactic and experiential components providing an overview of various models of EI, performance enhancement skills, recent research findings in mindfulness, performance, and the brain, and insights on practical application of EI skills to lawyering and leadership success.

Course Objectives

- 1) Learn the definition of emotional intelligence and how it relates to personal and organizational success and leadership as a lawyer;
- 2) Learn the leadership roles that lawyers play in organizations and society;
- 3) Learn a model of leadership power that will assist in career success and help you to avoid the pitfalls of leadership power;
- 4) Acquired tools to increase self-awareness and self-management of personal emotions;

- 5) Acquired tools to recognize emotions in others and to respond to those emotions;
- 6) Learn tools to increase self-confidence, promote positive thinking, and improve performance and relationships;
- 7) Learn strategies to enhance focus, concentration and relaxation;
- 8) Increased capacity to understand and label emotions to enable better decision making;
- 9) Develop a keen sense of how EI impacts performance and wellbeing in a legal career;
- 10) Learn a model of interpersonal conflict management.

Class Days & Times & Office Hours

Class Times: The course will take place over the weekend of September 22-24, 2017. The course times are as follows: Friday, September 22 from 4:00 p.m. to 9:00 p.m., Saturday, September 23 from 9:00 a.m. to 5:00 p.m. and Sunday, September 24 from 10:30 a.m. to 2:00 p.m. There will be a one-half hour break on Friday at about 6:00 p.m., an hour break for lunch at about noon and a short morning and afternoon break on Saturday and a one-half hour break at about 12:30 p.m. on Sunday.

Office Hours: We can meet 30 minutes before class or 30 minutes after class. Discussions can also be by telephone at mutually convenient times.

Required Books & Materials

Daniel Goleman, *Emotional Intelligence* (2006 ed.)

Dacher Keltner, *The Power Paradox* (2016)

Emotional and Social Competency Inventory (ESCI) (This is an online inventory the \$55 cost of which will be billed to your student account)

Other Required Readings: Below is a list of required readings that are in the form of articles or excerpted book chapters. This must be read before the course starts. All assigned articles and book chapters are available on Canvas.

Michael A. Roberto, *Why Great Leaders Don't Take Yes for an Answer* (2005) Chapters 3-5.

Dennis Green, *Leadership as a Function of Power* (Fall 1999 Article)

Recommended Readings: Below we also list several recommended readings. You do not need to read these to do well in the course. We list these if you wish to deepen your knowledge in various topics covered by this course.

Grading

Your grade will consist of three components: (1) class participation, which is 20% of your final grade, (2) three in class assessments, which are worth 15% of your final grade and (3) a final paper, which is 65% of your final grade.

Class Participation (20%). The class participation grade consists of attendance, promptness, short assignments, contribution to class discussion and productive participation in exercise, discussions and role plays. All students will start with a score of 80 for participation that may be adjusted upwards or downwards based on performance.

In-class assessments: There will be three short, reflective writing assignments in class, one each day. Each is worth 5% of your final grade. The writing prompts will be assigned in class and each essay will be due at the end of the allotted in class time for that assignment.

Final Exam (65%). The Final Paper is due October 16, 2017. This is also anonymously graded. The final paper assignment will be distributed the last day of class.

Technology and Media Policy

Canvas: This course will use Canvas. Power Point presentations, articles and other materials will be posted on Canvas. I will also use Canvas to communicate class business. **Please sign up for the course Canvas site one-week before the first class.**

Class Decorum: Turn off (or set on vibrate) all cell phones and similar devices. Do not read newspapers, computer media, and books for other classes or other outside reading material during class. It is rude, unprofessional and distracting to other students and to us.

Class General Policies

Class Attendance: Regular and punctual attendance is required. Missed classes will affect your participation grade and can result in an incomplete unless excused by me.

Tardiness and Leaving Early: Walking into class late is disruptive, as is leaving early. Please be ready to start at the scheduled start time. If you have to leave early, make arrangements before class begins, and then, when you leave, do so quietly. Professional respect and courtesy for your fellow students is imperative at all times.

Late Papers: A paper that is turned in late is reduced by one-half grade for each portion of a 24-hour period that it is late, unless an extension has been given by the instructor.

Questions outside of class: Questions are welcomed before and after class, as well as by telephone and e-mail. Office appointments can also be scheduled.

Religious Observance: Religiously observant students wishing to be absent on holidays that require missing class should notify us in writing at the beginning of the term, and should discuss with us, in advance, acceptable ways of making up any work missed because of the absence.

Disability Policy: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Assistant Dean for Student Affairs at 916-739-7089 or sacstudentaffairs@pacific.edu. Due to the law school's policy of testing anonymity, students should not discuss their disabilities with professors. For additional information visit [http://www.mcgeorge.edu/Disabled Student Services](http://www.mcgeorge.edu/Disabled_Student_Services).

Class Schedule

All reading for the course must be done before the first class.

Class One, Friday

Topics: Overview of Course, the EI Model and Sources of Leadership Power, Emotional Intelligence and why it matters for lawyers

Readings most relevant:

- *The Power Paradox, Chapters 1-4;*
- Daniel Goleman, Emotional Intelligence Introduction, Aristotle's Challenge, Chs. 1-4 (2006);
- Dennis Green, *Leadership as a Function of Power* (Fall 1999 Article)

Recommended Readings:

- Chade-Meng Tan, *Search Inside Yourself*, Ch. 2, Breathing as if Your Life Depends on It. pp. 29-45 (2012).
- Kim Cundiff article, 2014
- Riskin, Len (2002), Contemplative, Harvard Negotiation Law Review
- Paul Tough, What if the Secret to Success is failure? (NYT September 14, 2011)

Class Two, Saturday

Topics: Lawyer Know Thyself, Understanding implications of your emotions in legal practice

Readings most relevant:

- Daniel Goleman, *Emotional Intelligence*, Ch. 5-8

Recommended Readings:

- Martin Seligman, *Building Resilience*, Harvard Business Review (April 2011).
- Jeremy Hunter & Scott Scherer, *Knowledge Worker Productivity and the Practice of Self-Management*, Ch. 11, in *The Drucker Difference: What The World's Greatest Management Thinker Means To Today's Business Leaders* (2010).
- Roman Krznaric, *Practise the Craft of Conversation*, Ch. 4 in *Empathy: A Handbook for Revolution* (2014);
- Jerome Organ, *What Do We Know the Satisfaction/Dissatisfaction of Lawyers?*, 8 U. of St. Thomas L. Rev. 225, 263-274 (2011) (summary of conclusions from meta-analysis).

Class Three, Sunday

Topics: Managing Interpersonal Conflict

Readings most relevant:

- Daniel Goleman, *Emotional Intelligence*, Ch. 9 & 10
- Michael A. Roberto, *Why Great Leaders Don't Take Yes for an Answer* (2005) Chapters 3-5.