



WELL-BEING WEEK IN LAW

WELL-BEING WEEK IN LAW ACTIVITY PLANNING GUIDE



STAY STRONG
Physical Well-Being



ALIGN
Spiritual Well-Being



ENGAGE & GROW
Career & Intellectual Well-Being



CONNECT
Social Well-Being



FEEL WELL
Emotional Well-Being

Activity Title:	Positive Leadership Development
Well-Being Dimension:	Organizational Theme: Leadership
Required Resources/Materials:	See Below
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Activity Objective:

To engage professionals in learning about and discussing leadership in new ways and especially how leadership affects individual and workplace well-being.

Well-Being Connection (How/Why Does this Work?)

Leaders have a big impact on organizational members’ well-being through their leadership style, creation of a psychologically healthy work culture, management of mental health matters at work, and support for workplace well-being programs.

This Activity Guide focuses on leadership style. Much research has found that the way your leaders treat you has a substantial effect on your physical and psychological well-being. “Leader” in this context refers to anyone who has supervisory responsibilities over others—though leaders with formal positions and an ability to affect work assignments, rewards, and resources (e.g., all law firm partners) have a particularly strong potential to affect members’ well-being.

Poor-quality supervision harms members’ psychological and physical health—it’s linked, for example, to depression, anxiety, emotional exhaustion, burnout, alcohol use, and heart disease. These effects are not limited to overtly abusive behaviors. Busy managers in the legal profession sometimes can accidentally engage in neglectful or “laissez-fair” approaches, which also are highly damaging. This style is characterized by inaction. Decisions often are delayed; leaders are not involved with their team members and give no feedback or rewards; and they make no attempt to motivate members or to identify or satisfy their needs.

Topics for training and development for health-supporting leaders include:

- Building high-quality, mutually-trusting and respectful relationships
- Interpersonal and emotional competencies
- Fostering members’ internal motivation
- Support for individual growth
- Clear communication
- Team-building and coordination
- Respectful and effective feedback
- Support for work-life juggling

Leaders can get started with the suggested activities below.

Procedure

ACTIVITY 1: LEADERSHIP ROUND TABLES

Below are recommended videos, books, and articles to use for informal leadership round tables to spur reflection and discussion about developing positive leader behaviors. This activity allows everyone to learn and address together based on common foundational information, while also drawing on their own experiences.

Because either videos or books can be used, the activity does not require substantial preparation for participants (who can watch the video together and then discuss it) up to several hours preparation for participants (who read a book individually, then discuss it as a group). You also can consider inviting an expert to help your team explore an aspect of leadership discussed in a video/book the group has read/discussed.

WATCH & REFLECT ROUND TABLES

Identify a topic about leadership style or behaviors that supports organizational members' well-being and a TED Talk that corresponds to that topic. Invite participants to watch the video together and discuss it afterwards.

Video Ideas

- Brené Brown, [The Power of Vulnerability](#) (20 mins)
- Drew Dudley, [Everyday Leadership](#) (6 mins)
- Kristin Neff, [The Space Between Self-Esteem and Self Compassion](#) (19 mins)
- Michelle Silverthorn, [We Are Not A Melting Pot: How to Stop Talking About Implicit Bias and Start Talking About Race](#) (20 mins)
- Liz Theophille, [Servant Leadership: How to Lead With the Heart?](#) (14 mins)
- NPR, [The Power of Expectations](#) (3:11 mins) (consider pairing the video with the article by Sterling Livingston, [Pygmalion in Management](#), Harvard Business Review)

READ & REFLECT ROUND TABLES

Identify a topic about leadership style or specific behaviors that support organizational members' well-being and a book or article that corresponds to that topic. Invite participants to do the reading then meet for a discussion.

Book & Article Ideas

- Steven Stein & Howard Book, [The EQ Edge: Emotional Intelligence and Your Success](#) (2011)
- Herminia Ibarra, [Act Like a Leader, Think Like a Leader](#) (2015)
- Kim Scott, [Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity](#) (Revised, 2019)
- Michelle Silverthorn, [Authentic Diversity: How to Change the Workplace for Good](#) (2020)
- Juliet Bourke & Andrea Titus, [The Key to Inclusive Leadership](#), Harvard Business Review (2020)
- Anne Brafford, [The Positive Leadership Workbook for Lawyers](#) (2019)
- Anne Brafford & Richard Ryan, [3 Ways to Motivate Your Team Through an Extended Crisis](#), Harvard Business Review (2020) (fostering internal motivation by supporting competence, connection, and autonomy)

Procedure

CONVERSATION STARTER IDEAS

- How might what you learned relate to our workplace?
- How important are the covered skills, themes, or aspects of leadership to your success at work, in your personal roles, or in the legal profession as a whole?
- How might what you learned relate or not relate to your own leadership?
- How have you previously improved in this area?
- After reflecting on what you learned, do you have any new ideas for how you could improve your skills or particular aspects of your own leadership?
- What would be different for you if you improved in this area?
- Are you willing to share a commitment to improve?
- What do you want to be sure to remember from today's conversation?

Procedure

ONGOING SELF-DEVELOPMENT

Ongoing development, feedback, and accountability are critical for developing leadership ability. This includes, for example:

- Assessment of current competency level, goal-setting, and ongoing review of progress
- Regular self-reflection and feedback from others
- Recognition, encouragement, and support for people who invest in learning and progressing
- Accountability for those who flout organizational goals, are treating members badly, and who are not safeguarding members' mental health.

A MODEL OF EFFECTIVE LEADERSHIP: TRANSFORMATIONAL LEADERSHIP

To develop as a leader, it's helpful to know what to aim for. There are many leadership theories that have been found to be effective, but the transformational leadership (TFL) model is the most studied of them all (Brafford, 2017). Research has found that the foundation for all effective leadership styles is building high-quality relationships with members in which there is mutual trust, support, and all feel valued. The relationship creates the lens through which your team members see you. This is true for TFL, which rests on a basic assumption that people are trustworthy, want to do well, and perform best when internally motivated rather than controlled by rules, bonuses, and bossiness. They thrive on amplifying the intelligence and talents of others and inspiring them to achieve their best. TFL is made up of four components:

- 1. Idealized Influence:** Be the kind of leader that others want to follow. Leaders are role models of high levels of moral behavior, character strengths, performance, and work ethic. They are committed to the collective mission and not just personal gain. They cultivate a collective identity by talking about the importance of values, purpose, a collective mission, and trust.
- 2. Inspirational Motivation:** Leaders articulate an appealing, inspiring vision and goals for the future with confidence that it can be achieved, which makes people feel that their work matters. They cultivate meaningfulness, convey optimism about the future, and create strong emotional bonds. They are enthusiastic and build team spirit.
- 3. Intellectual Stimulation:** Leaders foster creative thinking and invite others input. They stimulate followers to think about new ways of doing things, question assumptions, and reframe problems. They encourage others to stimulate leaders' own thinking and view nothing as so ingrained that it can't be challenged. They don't ridicule or publicly criticize followers' mistakes.
- 4. Individualized Consideration:** Leaders are coaches that take an individual interest in getting to know and developing each follower. They recognize followers' individual needs, abilities, and aspirations. They spend time listening, coaching, and teaching to continually develop followers' potentials. They encourage continual, two-way communication and are highly engaged in management. They listen effectively, know about individual concerns, delegate responsibility as a development strategy, and provide support and guidance without micromanaging (Brafford, 2017).

Procedure

ACTIVITY 2: LEADERSHIP ASSESSMENT

A helpful practice to aid reflection and goal-setting is to periodically take a leadership assessment to evaluate your areas of strengths and potential development. It also will be important to ask others for feedback about strengths and weaknesses. While that can feel intimidating, it is hard to make progress without it. Leadership studies consistently show that leaders evaluate themselves much differently than their team members do--and what matters to members' well-being and performance is how they perceive their leaders, not how leaders perceive themselves. We provide an assessment below for you to use based on the TFL model.

Preparation

Set-aside approximately 20-30 minutes to thoughtfully answer each question.

Take Assessment

The assessment has a total of 36 questions and is divided into four sections. Each section corresponds to a component of TFL: (1) Idealized Influence, (2) Inspirational motivation, (3) Intellectual stimulation, and (4) Individual consideration. Participants should answer the questions under each section by rating themselves using a scale of 1-5 (1 being the lowest rating and 5 being the highest).

Reflect

Once completed, participants should take a moment to self-reflect (there are questions available at the end of the assessment to assist with this process).

Set Goals

After self-reflecting, participants should select one question from each section and ask themselves, "What would I need to change in order to rate myself a 5?" If your rating is already a 5, simply increase the number to 6 ("What would I need to change in order to rate myself a 6?").

Ask For Feedback

Also consider asking your team members to complete the assessment for you. You can adapt the assessment for this purpose by replacing the personal pronoun "I" with your name and ask your employees or team members to (1) answer the questions, and (2) return their answers to you. For example, the question "Do I encourage team members/employees to look at problems from different angles?" would change to "Does [insert your name] encourage you to look at problems from different angles?"

Please note, this option will only work if your employees or team members feel safe enough to provide you honest feedback (i.e., there won't be any repercussions or retaliation for providing said feedback). If you think your employees are not comfortable providing you with honest feedback, contact a trusted superior or office administrator and ask them to conduct the questionnaire on your behalf and anonymize all feedback.

Get Expert Help, If Needed

If you would like an external consultant to conduct this questionnaire for your employees or team members, you can contact the author of this assessment: Veronica Lopez, Executive Coach & Former Attorney, [LinkedIn](#), vlopez.jd@gmail.com.

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TRANSFORMATIONAL LEADERSHIP ASSESSMENT

Rate each question below on a scale of 1-5 (1=low, 5=high):

IDEALIZED INFLUENCE	RATING
Do I serve as a role model to my team when it comes to:	
• Moral behavior?	
• Character strengths?	
• Performance?	
• Work ethic?	
• Well-being	
Do I behave in a way that is consistent with my expressed values?	
Do I consider the moral and ethical consequences of my actions?	
Do I take a stand on difficult issues?	
Do I cultivate a collective identity by communicating the importance of the team's values, purpose, or mission?	
INSPIRATIONAL MOTIVATION	
Is my team's vision clear to me?	
Do I articulate that vision to my team?	
If so, do I articulate it in a compelling way and with confidence that it can be achieved?	
Do I express how meaningful my team's work is and how it contributes to the larger vision?	
Do I talk optimistically about the future of the firm and/or team?	
Am I enthusiastic about what needs to be accomplished?	
Do I express confidence that the team will achieve its goals?	
Do I motivate others?	
Do I provide encouragement?	

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INTELLECTUAL STIMULATION	RATING
Do I encourage my team to express their ideas and opinions?	
Do I encourage my team to question the traditional ways of doing things?	
Do I emphasize the value of questioning assumptions?	
Do I encourage my team to re-examine critical assumptions to question whether they're appropriate?	
Do I encourage my team to rethink ideas which have never been questioned?	
Do I encourage team members to look at problems from different angles?	
Do I encourage my team to apply non-traditional thinking to deal with traditional problems?	
INDIVIDUALIZED CONSIDERATION	
Do I treat team members as individuals rather than just a member of the group?	
Do I promote self-development?	
Do I give personal attention to members who seem neglected?	
Do I listen attentively to team concerns?	
Do I provide useful advice for my team's development?	
Do I spend time teaching and coaching team members?	
Do I offer direct recognition of each team member's contributions?	

Self-Reflection Questions:

- What did I learn about myself and my leadership style?
- Which TFL qualities do I strongly exhibit?
- Which TFL qualities can I improve?

Self-Improvement Questions:

- Select one question and rating from each section and ask yourself, "What would I need to change in order to move this rating to a 5?" If your rating is already a 5, simply increase the number to 6 ("What would I need to change in order to rate myself a 6?").
- What is one TFL quality my employees (or team) need at the moment?
- What is one TFL quality I can start practicing today?

Procedure

ACTIVITY 3: PERSONALITY ASSESSMENT

Another helpful leader development tool is a personality assessment, which can help you to identify your own tendencies that support or undermine your leadership effectiveness and create corresponding action plans. It also can help you understand other peoples' personality and behavior tendencies to prepare to respond effectively.

What Is The DISC Personality Test?

The DISC Personality Test will give you an estimate of your DISC personality profile based on answers to only 12 questions. It will help you rapidly gain insights into your blend of DISC personality and behavioral traits. With this knowledge, you can better connect and communicate with others and improve workplace culture with personalized insights that lead to behavior change.

The DISC system is mostly used with an employment or team building focus. The roots of DISC was a book published in 1928, titled *Emotions of Normal People*. In it, William Marston theorized that a person would express their emotions in one of four ways along a behavioral continuum of outgoing/reserved:

D: DOMINANT

I: INSPIRING

S: SUPPORTIVE

C: CAUTIOUS

How Can I Take The DISC Test?

- Follow the link to [the free DISC test](#) and take the test. It'll take only about 10 minutes.
- Receive the results to find your communication style.
- Follow-up with colleagues for discussion.

Suggested Resources

- William Moulton Marston, [Emotions of Normal People](#) (2012)
- Scott Schwefel, TEDTalk, 15:53 mins, [Your Personality and Your Brain](#). Learning about our own and each others' DISC communication styles.

Other Resources

Leadership & Influence -- Books

- Brafford, A. (2019). [The positive leadership for lawyers workbook](#).
- Brafford, A. (2017). [Positive professionals](#): Creating a high-performing, profitable firm through the science of engagement (written for the legal profession)
- Cabene, O. F. (2013). The charisma myth: How anyone can master the art and science of personal magnetism.
- Cohen, A. R., & Bradford, D. (2017). Influence without authority (3rd edition).
- Coyle, D. (2018). The culture code: The secrets of highly effective groups..
- Grant, A. (2012). Give and take: Why helping others drives our success.
- Keltner, D. (2016). The power paradox: How we gain and lose influence.
- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2011). Crucial conversations: Tools for talking when stakes are high.
- Pink, D. (2011). Drive: The surprising truth about what motivates us.
- Wiseman, L. (new edition 2017). Multipliers: How the best leaders make everyone smarter.
- Zak, P. (2017). Trust factor: The science of creating high-performance companies

Self-Management -- Books

- Chamine, S. (2012). Positive intelligence: Why only 20% of teams and individuals achieve their true potential. Austin, TX: Greenleaf Book Group Press (self-regulation, mental resilience).
- David, S. (2016). Emotional Agility: Get unstuck, embrace change, and thrive in work and life.
- Kegan, R., & Lahey, L. L. (2009). Immunity to change: How to overcome it and unlock the potential in yourself and your organization.
- Muir, R. (2017). Beyond smart: Lawyering with emotional intelligence.

Leadership -- Articles

- Ackerman, C. (2020), [Positive Leadership: 30 Must-Have Traits and Skills](#). PositivePsychology.com.
- Amabile, T. & Kramer, S. (2011). [The power of small wins](#). Harvard Business Review (summarizes The Progress Principle book, finding that salience of even small wins powerfully affects engagement)
- Barsade, S., & O'Neil, O. A. (2016). [Manage your emotional culture](#). Harvard Business Review.
- Chamorro-Premuzic, T. (2016). [Stop focusing on your strengths](#). Harvard Business Review (makes a good case for focusing on improving weaknesses along with building strengths).
- Delizonna, L. (2017). [High-performing teams need psychological safety. Here's how to create it](#). Harvard Business Review (developing a leader purpose statement).
- Schwartz, T. (2017). [How to become a more well-rounded leader](#). Harvard Business Review (correcting the overuse of certain strengths).
- Zenger, J., & Folkman, J. (2018). [Most leaders know their strengths — but are oblivious to their weaknesses](#). Harvard Business Review.

Authors

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