

Class of 2020  
Orientation  
August 16, 2017

# Step 1. Know Yourself

*To know yourself is the beginning of all wisdom.*

*-Socrates*

While in school, her thinking was station-to-station: take that test, apply to that college, aim for a degree. But in young adulthood, there are no more stations. Everything is open seas: Your main problems are not about the assignment right in front of you; they are about the horizon far away. What should you be steering toward? It requires an entirely different set of navigational skills.

David Brooks  
New York Times  
June 23, 2017

## Open Discourse

It is the character of any Catholic institution to promote open discussion, and The Law School at Notre Dame is no exception. By having students and faculty coming together from a variety of faiths, backgrounds and experiences, we ensure you will have a unique opportunity to engage in robust debate and the sharing of ideas. Unified by a passion for pursuing life's biggest questions, we are here to cultivate the life of the mind with openness and respect for every point of view.

Enter each row below in sequence and then move left to right. If the item naming the row (below) is MORE important than the item naming the column (across the page), mark the column with a "X". If less important, leave a blank. Total the "X's" for the row. When done, move down to next row and repeat.	1. Friendship	2. Location	3. Employment	4. Loyalty	5. Family	6. Leadership	7. Personal Devel.	8. Security	9. Wisdom	10. Community	11. Wealth	12. Expertise	13. Service	14. Pers. Accompl.	15. Prestige	16. Power	17. Independence	18. Integrity	19. Health	20. Creativity	Total X's This Row	Rank Order of This Row (by number of X's)
1. Friendship	X																				7	3
2. Location		X																			3	7
3. Employment			X																		6	T4
4. Loyalty				X																	5	6
5. Family	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X				15	1
6. Leadership	X					X					X	X									6	T4
7. Personal Devel.	X		X			X	X	X			X	X	X	X	X	X	X				10	2
8. Security								X														
9. Wisdom									X													
10. Community										X												
11. Wealth											X											
12. Expertise												X										
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15. Prestige															X							
16. Power																X						
17. Independence																	X					
18. Integrity																		X				
19. Health																			X			
20. Creativity																				X		

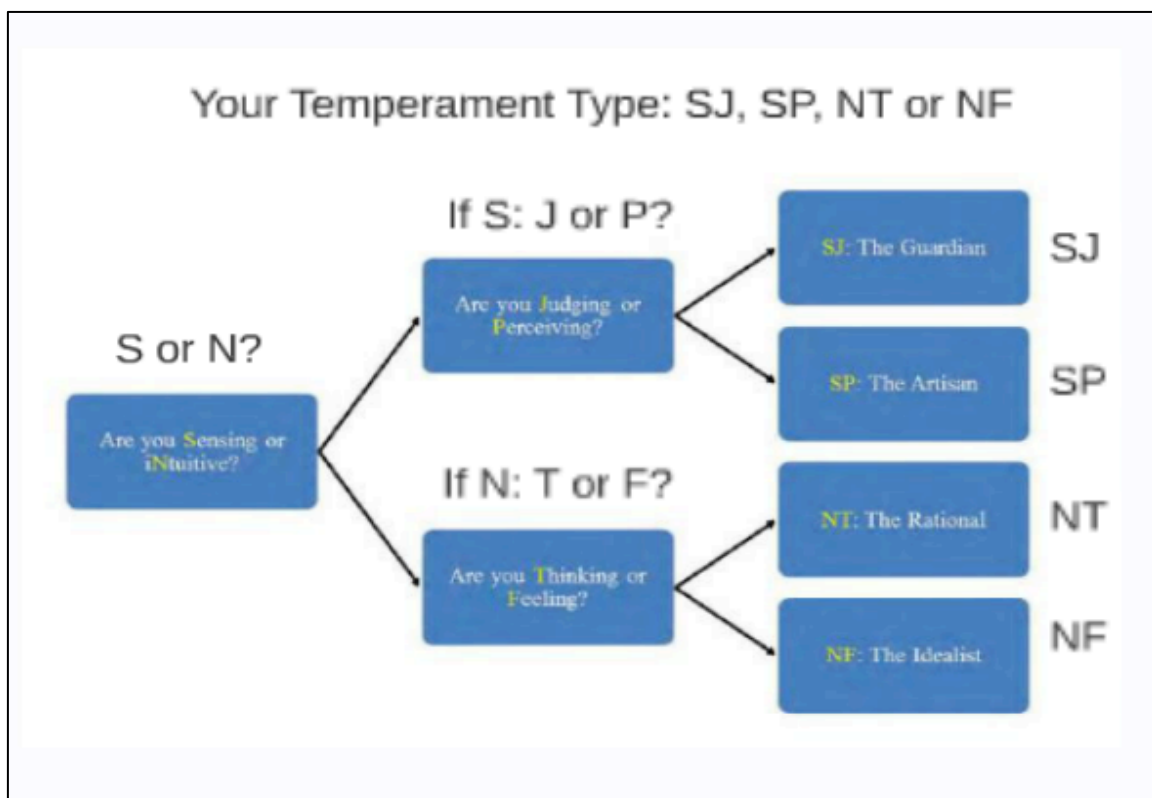
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# Your Personality Type

## Step 1. Take the Online Test

<http://www.humanmetrics.com/personality>

## Step 2. Analyze the Results Using the Materials Below



## *Descriptions of Personality Types<sup>1</sup>*

### **1. SJ's: The Guardians**

#### **ESFJ: The Provider**

Warm-hearted, popular, and conscientious. Tend to put the needs of others over their own needs. Feel strong sense of responsibility and duty. Value traditions and security. Interested in serving others. Need positive reinforcement to feel good about themselves. Well-developed sense of space and function.

#### **ESTJ: The Supervisor**

Practical, traditional, and organized. Likely to be athletic. Not interested in theory or abstraction unless they see the practical application. Have clear visions of the way things should be. Loyal and hard-working. Like to be in charge. Exceptionally capable in organizing and running activities. "Good citizens" who value security and peaceful living.

#### **ISFJ: The Protector**

Quiet, kind, and conscientious. Can be depended on to follow through. Usually puts the needs of others above their own needs. Stable and practical, they value security and traditions. Well-developed sense of space and function. Rich inner world of observations about people. Extremely perceptive of other's feelings. Interested in serving others.

#### **ISTJ: The Inspector**

Serious and quiet, interested in security and peaceful living. Extremely thorough, responsible, and dependable. Well-developed powers of concentration. Usually interested in supporting and promoting traditions and establishments. Well-organized and hard working, they work steadily towards identified goals. They can usually accomplish any task once they have set their mind to it.

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<sup>1</sup> Type names at [www.lciweb.com/personality-testing.html](http://www.lciweb.com/personality-testing.html) . Type descriptions are available at [www.personalitypage.com](http://www.personalitypage.com). The four categories: SJ, SP, NF and NT are considered the work of David W. Keirsey who correlated the categories to the personality types developed by Myers and Briggs who based their analysis on the work of Carl Jung. Keirsey developed an instrument known as the Keirsey Temperament Sorter.

## **2. NT's: The Rationals**

### **INTJ: The Mastermind**

Independent, original, analytical, and determined. Have an exceptional ability to turn theories into solid plans of action. Highly value knowledge, competence, and structure. Driven to derive meaning from their visions. Long-range thinkers. Have very high standards for their performance, and the performance of others. Natural leaders, but will follow if they trust existing leaders.

### **INTP: The Architect**

Logical, original, creative thinkers. Can become very excited about theories and ideas. Exceptionally capable and driven to turn theories into clear understandings. Highly value knowledge, competence and logic. Quiet and reserved, hard to get to know well. Individualistic, having no interest in leading or following others.

### **ENTJ: The Field Marshal**

Assertive and outspoken - they are driven to lead. Excellent ability to understand difficult organizational problems and create solid solutions. Intelligent and well-informed, they usually excel at public speaking. They value knowledge and competence, and usually have little patience with inefficiency or disorganization.

### **ENTP: The Inventor**

Creative, resourceful, and intellectually quick. Good at a broad range of things. Enjoy debating issues, and may be into "one-up-manship". They get very excited about new ideas and projects, but may neglect the more routine aspects of life. Generally outspoken and assertive. They enjoy people and are stimulating company. Excellent ability to understand concepts and apply logic to find solutions.

### **3. NF's: The Idealists**

#### **INFJ: The Counselor**

Quietly forceful, original, and sensitive. Tend to stick to things until they are done. Extremely intuitive about people, and concerned for their feelings. Well-developed value systems which they strictly adhere to. Well-respected for their perseverance in doing the right thing. Likely to be individualistic, rather than leading or following.

#### **INFP: The Healer**

Quiet, reflective, and idealistic. Interested in serving humanity. Well-developed value system, which they strive to live in accordance with. Extremely loyal. Adaptable and laid-back unless a strongly-held value is threatened. Usually talented writers. Mentally quick, and able to see possibilities. Interested in understanding and helping people.

#### **ENFJ: The Teacher**

Popular and sensitive, with outstanding people skills. Externally focused, with real concern for how others think and feel. Usually dislike being alone. They see everything from the human angle, and dislike impersonal analysis. Very effective at managing people issues, and leading group discussions. Interested in serving others, and probably place the needs of others over their own needs.

#### **ENFP: The Champion**

Enthusiastic, idealistic, and creative. Able to do almost anything that interests them. Great people skills. Need to live life in accordance with their inner values. Excited by new ideas, but bored with details. Open-minded and flexible, with a broad range of interests and abilities.

## **4. SP's: The Artisans**

### **ESFP: The Performer**

People-oriented and fun-loving, they make things more fun for others by their enjoyment. Living for the moment, they love new experiences. They dislike theory and impersonal analysis. Interested in serving others. Likely to be the center of attention in social situations. Well-developed common sense and practical ability.

### **ESTP: The Promoter**

Friendly, adaptable, action-oriented. "Doers" who are focused on immediate results. Living in the here-and-now, they're risk-takers who live fast-paced lifestyles. Impatient with long explanations. Extremely loyal to their peers, but not usually respectful of laws and rules if they get in the way of getting things done. Great people skills.

### **ISFP: The Composer**

Quiet, serious, sensitive and kind. Do not like conflict, and not likely to do things which may generate conflict. Loyal and faithful. Extremely well-developed senses, and aesthetic appreciation for beauty. Not interested in leading or controlling others. Flexible and open-minded. Likely to be original and creative. Enjoy the present moment.

### **ISTP: The Operator**

Quiet and reserved, interested in how and why things work. Excellent skills with mechanical things. Risk-takers who they live for the moment. Usually interested in and talented at extreme sports. Uncomplicated in their desires. Loyal to their peers and to their internal value systems, but not overly concerned with respecting laws and rules if they get in the way of getting something done. Detached and analytical, they excel at finding solutions to practical problems.

## **Step 3. Report the Results Online**

<http://bit.ly/2uprwOj>



## **Why Do I Go to Law School?**

- \_\_\_ 1. Going to Law School Was a Good Thing to Do
- \_\_\_ 2. Becoming a Lawyer is a Good Way to Make Money
- \_\_\_ 3. I Desire a Professional Role in Society
- \_\_\_ 4. I Want to Change the World

# Step 2. Understand the Professional Landscape

## The Lawyer

[The lawyer's] heritage is founded on our ancient duties: to protect the rule of law as an ideal, to serve the system of justice and to study and promote humanism-the mutual bonds of our humanity upon which peace itself ultimately depends.

Daniel R. Coquillette. "Professionalism: The Deep Theory." North Carolina Law Review 72, (1994): 1271, 1278

## The Tension in the Model Rules of Professional Conduct

6. A lawyer's responsibilities as a representative of clients, an officer of the legal system, and a public citizen are usually harmonious. Thus, when an opposing party is well represented, a lawyer can be a zealous advocate on behalf of a client and at the same time assume that justice is being done. So also, a lawyer can be sure that preserving client confidences ordinarily serves the public interest because people are more likely to seek legal advice, and thereby heed their legal obligations, when they know their communications will be private.

7. In the nature of law practice, however, conflicting responsibilities are encountered. Virtually all difficult ethical problems arise from conflict between a lawyer's responsibilities to clients, to the legal system, and to the lawyer's own interest in remaining an upright person while earning a satisfactory living. The Rules of Professional Conduct prescribe terms for resolving such conflicts. Within the framework of these Rules, many difficult issues of professional discretion can arise. Such issues must be resolved through the exercise of sensitive professional and moral judgment guided by the basic principles underlying the Rules.

## Winning

To most lawyers, litigation is a game. Most of these lawyers measure their success by whether the evidence supports a win or not. It becomes about them, not the clients.

Unprofessional behavior is caused by a desperate need to win.

There is a general view that zealous representation means doing whatever it takes [legally] to win or promote a client's position.

*Attorney Comments*

*Illinois Supreme Court Commission on Professionalism  
2007 Survey*

## Ethical Hypothetical

A legal assistant makes a mistake and sends a top-secret report to opposing counsel instead of sending it to the client. The report contains information key to the matter before the court. Before the package is delivered to opposing counsel, the sending attorney realizes the mistake. Before the package arrives, the sending attorney calls opposing counsel to let her know the mistake has been made and asks her to return the package unopened.

The package has arrived on your desk. **What do you do?**

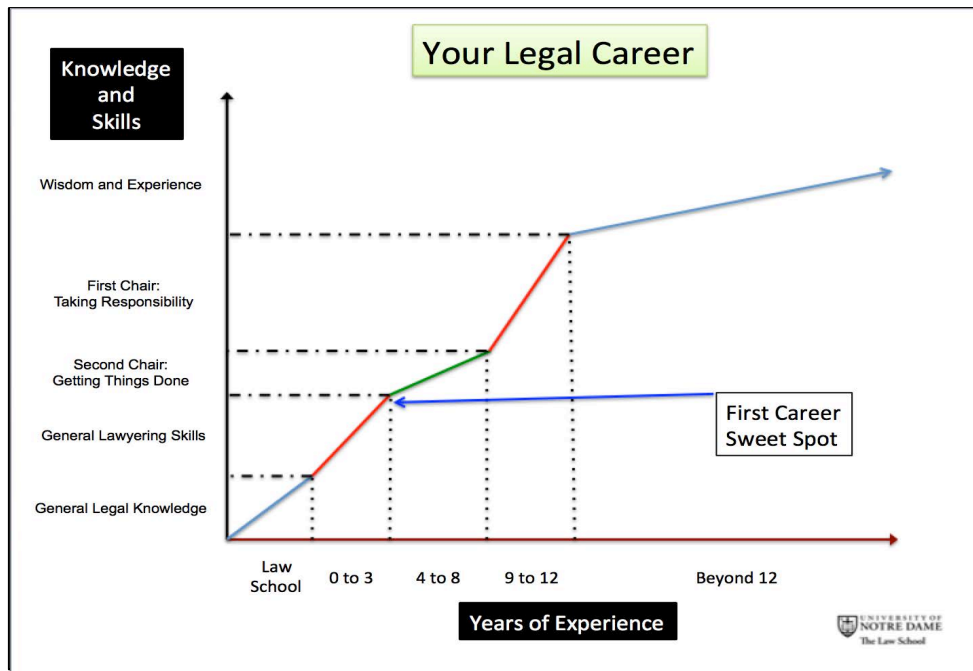
## The Three Legal Skill Sets

**Dispute Resolution:** The lawyer fills the typical role of the advocate, including the judiciary and alternative dispute resolution mechanisms.

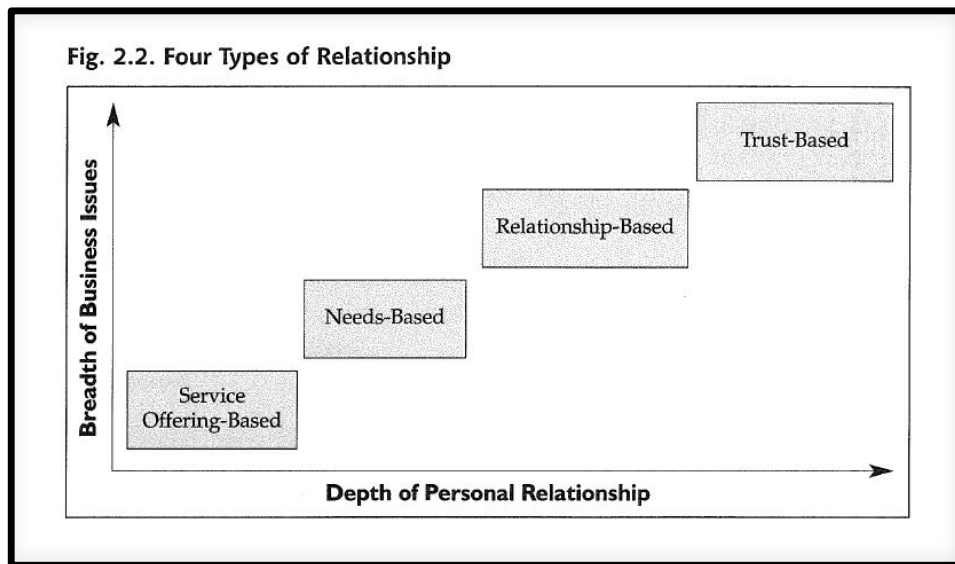
**Transactional:** The lawyer's work directly facilitates the flow of commerce.

**Expert:** The lawyer knows and provides advice about a substantive area of the law to the point of extreme value.

## Your Career Path



## The Future of Work and the Legal Profession



Maister, Green, Galford, *The Trusted Advisor*, p. 9 (2000)

# A Guide to Law Firms

1. **Small Firms** (1 to 20 Lawyers)
  - a. Facts and Figures
    - i. 50% of All Lawyers
    - ii. 50% of Private Practitioners are Solos
  - b. Typical Clients
    - i. Individuals
    - ii. Small Businesses
    - iii. Local Focus
  - c. Typical Projects
    - i. Personal Lawsuits
    - ii. Local Transactions
    - iii. Local Knowledge
  - d. Experience of a Younger Lawyer
    - i. Significant Client Contact
    - ii. Multiple Practice Areas
    - iii. More Autonomy Early
2. **Mid-Size Firms** (21 to 100 Lawyers)
  - a. Facts and Figures
    - i. 4% of All Firms
    - ii. 10% of Private Practitioners
  - b. Typical Clients
    - i. Regional/Specialized Businesses
    - ii. High Net-Worth Individuals
    - iii. Regional Focus
  - c. Typical Projects
    - i. Larger Lawsuits
    - ii. Specialty Transactions
    - iii. Multi-Dimensional
  - d. Experience of a Younger Lawyer
    - i. Some Client Contact
    - ii. Single Practice Areas
    - iii. 2-3 Person Teams
3. **Large Firms** (More than 100 Lawyers)
  - a. Facts and Figures
    - i. 1% of All Firms
    - ii. 16% of Private Practitioners
  - b. Typical Clients
    - i. Multinational Corporations
    - ii. Businesses with National and International Focus
  - c. Typical Projects
    - i. Multi-Jurisdictional or “Bet the Firm” Lawsuits
    - ii. Largest Transactions
    - iii. Multi-Departmental
  - d. Experience of a Younger Lawyer
    - i. Little Client Contact
    - ii. Focused Experience
    - iii. Larger, Multi-level teams
4. **Boutique Firms** (specialize in one area of the law)
5. **Public Interest Firms** (focus on a cause or an issue)

# Step 3. Make the Most of Where You Are

## Programs of Study

Business Law  
Criminal Law  
Land, Energy and Environmental Law  
Global Law  
Intellectual Property and Technology Law  
Law, Ethics and Public Policy  
Public Law

## Interdisciplinary Programs

Church, State and Society  
Constitutional Structure  
Law and Economics  
Research Program on Law  
and Market Behavior

## Skills Courses

**Dispute Resolution**  
Trial Advocacy  
Appellate Advocacy  
Alternative Dispute Resolution

**Transactional**  
Transactional Intensive  
Contract Drafting  
Trade Dress

**Universal Skills**  
Negotiation  
Legal Interviewing and Counseling

## Experiential Opportunities

### **Clinics**

Community Development  
Economic Justice  
Entrepreneurial and Intellectual Property  
Mediation  
Tax

### **Externships**

Chicago  
Washington  
Corporate Counsel  
Lawyering Practice

### **Immersions**

GALILEE  
Law and Human Development in Practice  
Business on the Frontlines

## Journals

Journal of Legislation

Journal of International  
and Comparative Law

Journal of Law, Ethics  
and Public Policy

The Notre Dame Law Review

## Skills Builders

### **Dispute Resolution**

1L Moot Court Competition  
Moot Court Board

### **Universal Skills**

Writing Competitions

## Student Organizations

[Alternative Dispute Resolution Society](#)  
[American Civil Liberties Union](#)  
[American Constitution Society](#)  
[Asian Law Students Association](#)  
[Black Law Students Association](#)  
[Business Law Forum](#)  
[Christian Legal Society](#)  
[Education Law Forum](#)  
[The Environmental Law Society](#)  
[The Federalist Society for Law and Public Policy Studies](#)  
[Food & Beverage Law Club](#)  
[Future Prosecuting Attorney's Council](#)  
[Health Law Society](#)  
[Hispanic Law Students Association](#)  
[Innocence Project Club](#)  
[Intellectual Property Law Society](#)  
[International Human Rights Society](#)  
[International Law Society](#)  
[J. Reuben Clark Law Society](#)  
[Jewish Law Students Association](#)  
[Journal of International & Comparative Law](#)  
[Journal of Law, Ethics & Public Policy](#)  
[Journal of Legislation](#)  
[Jus Vitae of Notre Dame](#)  
[LGBT Law Forum](#)  
[Law Review](#)  
[Legal Voices for Children & Youth](#)  
[Married Law Students Organization](#)  
[Military Law Students Association](#)  
[Moot Court](#)  
[National Lawyer's Guild](#)  
[Native American Law Students Association](#)  
[Phi Alpha Delta](#)  
[The Public Interest Law Forum](#)  
[Sports, Communications and Entertainment Law Forum](#)  
[St. Thomas More Society](#)  
[Student Animal Legal Defense Fund](#)  
[Student Bar Association](#)  
[Women's Legal Forum](#)



# Step 4. Take Charge of Your Professional Development

1. Who Are You?
2. Identify Your Dominant Skill Set(s)
3. Make the Most of Where You Are
4. Consider Workload

## 1800 Billable Hours

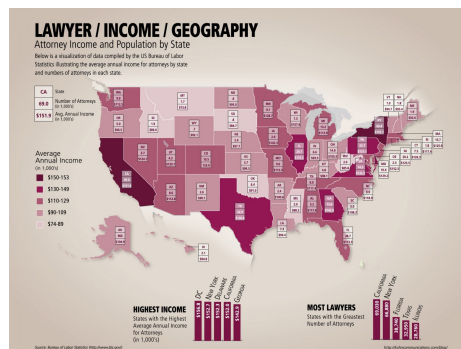
<ul style="list-style-type: none"> <li>•With a half hour commute (to your desk and working) you are "working" from 7:30am to 6:50pm</li> <li>•With a one hour commute you are "working" from 7:00am to 7:20pm, Monday-Friday</li> </ul> <p>OR</p> <p>(b) Work one Saturday a month 10:00am-5:00pm with 1 nonbillable hour 6 x 12 months-</p>	72
You have now billed	1834
BUT... you have been "at work"	2434

## 2200 Billable Hours

You made it!! You have billed	2201
However, you have been "at work"	3058
<p><i>The Commute</i></p> <ul style="list-style-type: none"> <li>• With a half hour commute you are "working" from 7:30am to 8:30pm Monday-Friday And 9:30am-5:30pm three Saturdays a month</li> <li>• With a one hour commute you are "working" from 7:00am to 9:00pm Monday-Friday And 9:00am to 6:00pm three Saturdays a month</li> </ul>	

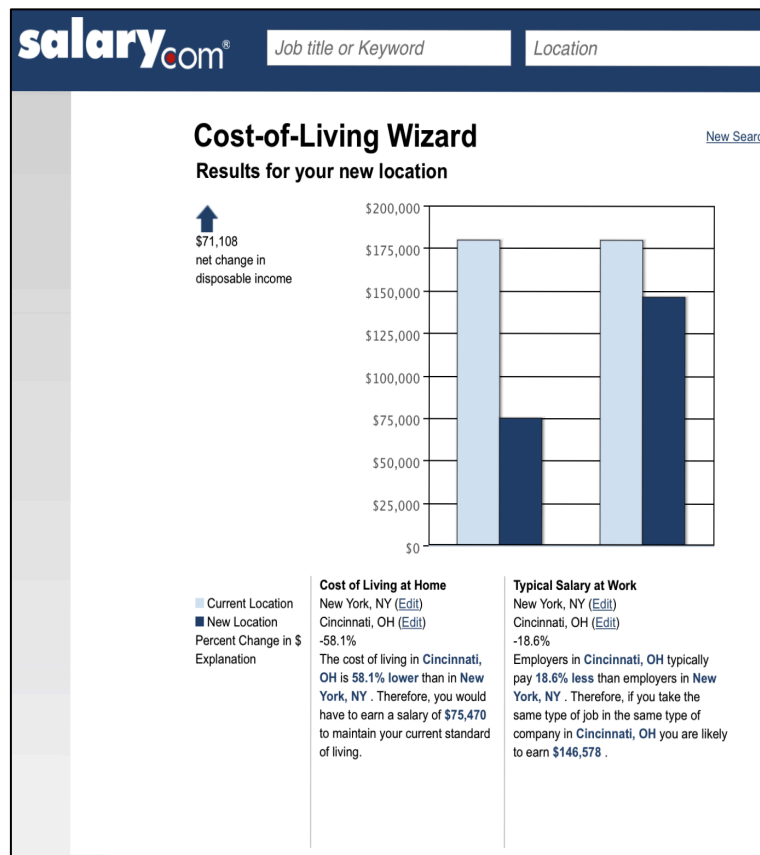
**Yale Career Development Office:  
Truth Behind the Billable Hour**

5. Consider Geography



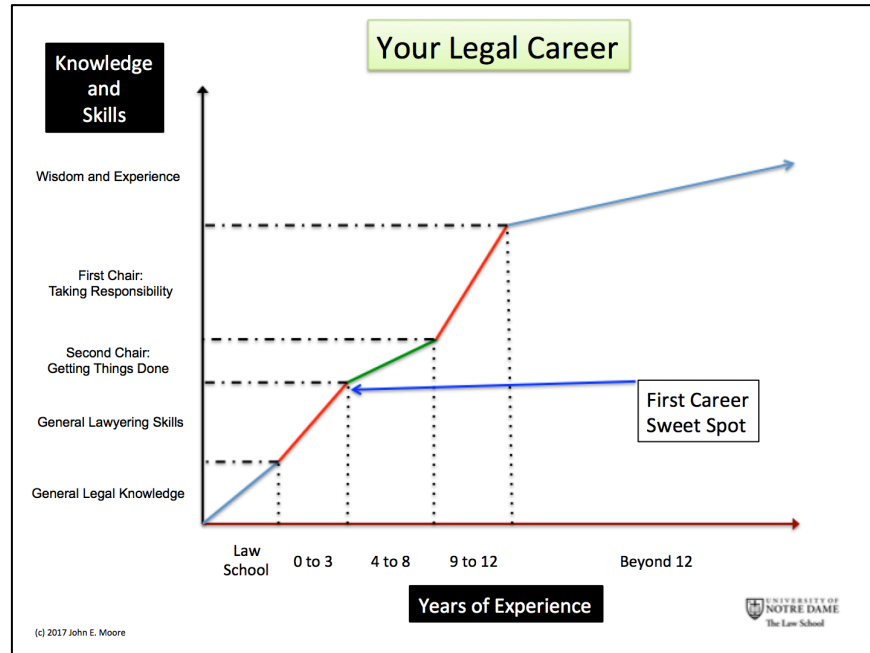
## 6. Consider Finances

How To Spend \$200,000 And Just Get By	
<b>Gross Salary</b>	<b>\$200,000</b>
401k Contribution	\$18,000
Salary After 401k Contribution	\$182,000
Tax Bill (30% Effective Tax Rate)	\$54,600
<b>Net Salary</b>	<b>\$127,400</b>
<b>Expenses</b>	
Childcare (One Child)	\$24,000
Food	\$12,000
Mortgage	\$36,000
Home Maintenance	\$3,600
Two Vacations A Year	\$8,000
Car Payment	\$6,000
Gas	\$4,800
Car Insurance	\$1,500
Property Insurance	\$1,000
Life Insurance \$500K Term	\$800
Property Taxes (\$700,000 home)	\$8,000
Clothes	\$3,000
Children's Lessons	\$5,000
Charity	\$2,000
Consumer Debt	\$3,000
Miscellaneous (Something Always Comes Up)	\$3,000
<b>Total Costs</b>	<b>\$121,700</b>
<b>What's Left</b>	<b>\$5,700</b>
Source: FinancialSamurai.com	



## 7. General Trajectory and Career Sweet Spots

Create Options Early: The More General Experience the Better  
Big to Small Is Easier than the Other Way Around  
Private to Public May Be Easier than the Other Way Around



## 8. Mentors

## 9. Career Resources

## 10. Your (Working) Career Development Plan

### ***Outline for Your Initial Career Development Plan***

- a. Assumed Dominant Skill
- b. Experiences to Gain at NDLS
- c. Hypothetical First Summer Job (Consider Workload, Finances and Geography)
  - i. Firm Size/Type; Entity; Clerkship
  - ii. Where?
  - iii. Experience to Be Gained From This Job
- d. Resources to Access
- e. Mentor Relationships To Develop



**Lawyers' Professional Development Matrix**

**Core Lawyering Skills**

- Legal Research
- Written Advocacy
- Oral Advocacy
- Negotiation
- Alternate Dispute Resolution Forums
- Counseling Skills and Decision Theory
- Project Management
- Professionalism in the Workplace
- Managing Client Relationships
- Creating High Quality Work Product
- Computer Applications
- Office Practices: Timekeeping, Filing
- Business Etiquette
- Cross-Disciplinary Applications

- Old and New: Best Practices
- Basic Structures and Forms
- Public Speaking Fundamentals
- Intro to Theory and Process
- Managing Multiple Deadlines
- Principles/PROFESSIONAL
- The Four Expectations
- Plan, Process, Polish
- Internet for Lawyers
- Developing Personal Systems
- Introduction to Etiquette

- Written Advocacy Best Practices
- Oral Advocacy Best Practices
- Getting to Yes
- Intro to Mediation/Arbitration
- Project Management Systems
- Texas Lawyer Tips
- Power of Positive No
- Basic Excel Spreadsheets
- Systems Best Practices
- Accounting for Lawyers

- Negotiation Practicum
- Mediation vs. Arbitration
- Decision Theory and Process
- Civility in the Profession
- Managing the 4 Expectations
- Basic Powerpoint
- Group Systems Development
- MBA Concepts

**Personal Development**

- Understanding Yourself in the Workplace
- Maintaining Work/Life Balance
- Creating Trust in Relationships
- Health and Stress Reduction Strategies
- Accountability Through Group
- Responsible Personal Finance

- Your MBTI and the Workplace
- Time Budget Process
- Developing a Personal Budget

- Type Talk at Work
- Speed of Trust: Covey
- Investment Fundamentals

- Skills Finder 2.0
- 7 Habits: S. Covey
- Trusted Advisor: Maister
- Stress Reduction/Workplace
- Introduction/Participation

- Working From Strengths
- Health Assessment
- Master's Forum
- Preparation for Retirement

**Management and Leadership Training**

- Developing Your Management Style
- Implementing Change in Staff, Clients and Firms
- Developing Effective Teams
- Leading a Professional Organization
- Effective Performance Evaluations

- Principled Accountability
- Law of Employment

- 360 Profile and Analysis
- Overcoming Barriers to Change
- Good to Great I
- Best Practices in Perf. Appr.

- Polarity Management
- Good to Great II
- First Among Equals: Maister

**Business of Law**

- Business Development Strategies
- Client Identification and Intake
- Law Firm Finances
- Billing Strategies/Alternative Payment Systems
- Business Decision Making
- Business Strategic Planning
- Law Firm Compensation Systems

- Principles of Bus. Development
- Retainer Agreements
- Effective Billing Practices

- Business Develop Workshop
- Lead, Silver, Platinum
- Overview of Law Firm Finances
- Alternatives to Hourly Billing
- Integrated Decision Making

- Budgets and Performance
- Creating Firm Financial Security
- Law Firm Decisions Practicum
- SWOT: Creating a Plan
- Compensation Models

Masters

Advanced

Intermediate

Introductory



## Lawyers' Professional Development Matrix

	Introductory	Intermediate	Advanced	Masters
<b>Values and Purpose</b>	Your Mission: Bolles Introduction to Diversity	Personal Values Assessment True Professional: Maister	Spirituality in the Workplace You and the Legal System Trusted Advisor: Maister Leading a Diversity Program	Your Mission: Bolles Leading the Profession Half Time: Buford
<b>Ethical Practice</b>	Ethics in the Real World	Ethics in the Client Relationship	Counter-Intuitive Ethics	
<b>Career Management</b>	The Evolution of a Legal Career	Pathway to Partnership What Color is Your Parachute?	Your Career Strategic Plan WCYP Workshop Experience	
<b>PRACTICE AREA SKILLS</b>				
<b>Litigation</b>	Basic Discovery Techniques Introduction to Deposition	Taking and Defending Deposition Effective Mediation Strategies Trial Advocacy Practicum From the Bench: Courtroom Advocacy Creating the Appellate Record	Winning in Arbitration Jury Selection Appellate Techniques	
<b>Transactional</b>	Anatomy of a Contract Introduction/Choice of Entity Introduction to Personal Tax Entity Organization/Ops.	Power of Boilerplate Principles of Business Funding Principles of Owners' Agreements Intro to Bankruptcy Practice	Mastering Purchase Agreements Resolving Owners' Disputes Advanced Business Taxation Advanced Personal Taxation Intellectual Property	
	Personal Purpose, Mission and Spirituality Values and the Legal System Why Your Role as a Lawyer Matters? Diversity			
	Contract Drafting/Standard Provisions Transactional Process Agreements Between Owners Business Taxation Personal Taxation Other Topics			

# Step 5. Build Your Professional Compass

## Contentment Theory and the Professional Compass

Purpose of the Compass: A Tool for Continuing Orientation in Life and Work

### 1. Contentment Theory

- a. Begins with Your **Values**
- b. **Congruence**: Who You Are Must Fit Where You Are
- c. **Satisfaction** is the Intersection :
  - i. Happiness...understand where it does (and does not) come from
  - ii. Fulfillment ...having something you can do well
  - iii. Excellence...being able to constantly improve
- d. **Calling/Vocation**: Moving Beyond Satisfaction by:
  - i. Finding Meaning in Work (Serving Others)
  - ii. Stepping Away from Hedonic Treadmill
- e. **Contentment**: Much More than Happiness...A Complete and Balanced State

### 2. The Professional Compass

- a. Values Prioritizer
- b. Time Prioritizer
- c. Who Am I?
  - i. Values
  - ii. Personality Type
  - iii. Trustworthiness
  - iv. Strengths
  - v. Interests
  - vi. Religious/Spiritual Beliefs
  - vii. Financial Health
  - viii. Risk Tolerance
  - ix. Time Expenditures
  - x. Is My View of Me Consistent with Those of Others?
  - xi. What is My Calling/Vocation
- d. Congruence Assessment
- e. Contentment Assessment
- f. Time Mastery Tools
- g. Call to Action
- h. SMART Goals

### 3. Vital Addition: Your Continuing Professional Development Plan

Enter each row below in sequence and then move left to right. If the item naming the row (below) is MORE important than the item naming the column (across the page), mark the column with a "X". If less important, leave a blank. Total the "X's" for the row. When done, move down to next row and repeat.	1. Friendship	2. Location	3. Employment	4. Loyalty	5. Family	6. Leadership	7. Personal Devel.	8. Security	9. Wisdom	10. Community	11. Wealth	12. Expertise	13. Service	14. Pers. Accomp.	15. Prestige	16. Power	17. Independence	18. Integrity	19. Health	20. Creativity	Total X's This Row	Rank Order of This Row (by number of X's)
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9. Wisdom									X													
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15. Prestige															X							
16. Power																X						
17. Independence																	X					
18. Integrity																		X				
19. Health																			X			
20. Creativity																				X		

Enter each row below in sequence and then move left to right. If the item naming the row (below) is MORE important than the item naming the column (across the page), mark the column with a "X". If less important, leave a blank. When you reach the far right side, move down to next row and repeat.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Total X's This Row	Rank Order of This Row (by number of X's)
Enter each row below in sequence and then move left to right. If the item naming the row (below) is MORE important than the item naming the column (across the page), mark the column with a "X". If less important, leave a blank. Total the "X's" for the row. When done, move down to next row and repeat.																					
1	X																				
2		X																			
3			X																		
4				X																	
5					X																
6						X															
7							X														
8								X													
9									X												
10										X											
11											X										
12												X									
13													X								
14														X							
15															X						
16																X					
17																	X				
18																		X			
19																			X		
20																				X	

Enter each row below in sequence and then move left to right. If the item naming the row (below) is MORE important than the item naming the column (across the page), mark the column with a "X". If less important, leave a blank. When you reach the far right side, move down to next row and repeat.

**Suggestions for Possible Time Priorities in No Particular Order**

- Work Spouse "Playing Hooky" Hobby Volunteer Activities Children Religious/Spiritual Life Friends Fitness/Wellness Parents Personal Finances Professional Development Cleaning Clubs Entertainment Business Development Education Home Repair and Improvement School Support Activities Political Activity Job Search Firm Activities Professional Association Shopping Cooking Errands



## Who Am I? Tool

### 1. What Are My Values?

#### Compass View

Values are your moral roots. When combined with actions, your values form character. Character, combined with competencies, determines your trustworthiness. Values can be shaped by choice. The analysis here is in addition to the Values Prioritizer which appears as a separate Worksheet below.

#### Tools and Resources

[Value Test.com](http://ValueTest.com) [Values Ranking Exercise](#)

[Personal Values Assessment at valuescenter.com](http://PersonalValuesAssessment.at.valuescenter.com)

[Online Values Profile at psychologytoday.com](http://OnlineValuesProfile.at.psychologytoday.com)

#### Notes, Results, Observations, Insights

*Add Your Inputs Here:*

## Who Am I? Tool

### 2. What Is My Personality Type?

#### Compass View

Your actions will be strongly influenced by your personality type. The Myers-Briggs Type Indicator is a widely accepted tool for determining your personality type based on four factors: Extraversion/Introversion; Sensing/Intuitive; Thinking/Feeling and Judging/Perceiving. Others tools include the DISC Profile and The Keirsey Temperament Sorter.

#### Tools and Resources

[Find an MBTI® Professional](#)

[Online Personality Type Test at onlinepersonalitytests.org](http://onlinepersonalitytests.org)

[Online DISC Profile at discpersonalitytesting.com](http://discpersonalitytesting.com)

[Online Keirsey Temperament Sorter at keirseysorter.com](http://keirseysorter.com)

#### Notes, Results, Observations, Insights

*Add Your Inputs Here:*

## Who Am I? Tool

### 3. How Trustworthy Am I?

#### Compass View

As technology changes the nature of work by placing more emphasis on **Who You Are** rather than **What You Do**, your ability to be trusted becomes ever more important. Steven M.R. Covey's book, "The Speed of Trust" sets out an excellent overview of trust and a unique self-assessment tool of your current level of trustworthiness.

#### Tools and Resources

Read "[The Speed of Trust](#)" by [Steven M.R. Covey](#)

[Online Work Integrity Test](#) at [testyourself.psychtests.com](http://testyourself.psychtests.com)

#### Notes, Results, Observations, Insights

*Add Your Inputs Here:*

**Who Am I? Tool**

**4. What Are My Strengths?**

**Compass View**

Your "Strengths" are your natural talents: those things for which you have an innate aptitude. Effort applied to strengths can develop powerful skills. What are your natural gifts? Identifying your strengths and bringing them to bear in your work can improve your effectiveness and fulfillment.

**Tools and Resources**

[Determine Your Strengths: Gallup's Strength Finder 2.0 at strengths.gallup.com](#)

[Via Online Strengths Analysis at www.viacharacter.org](http://www.viacharacter.org)

**Notes, Results, Observations, Insights**

**Add Your Inputs Here:**

## Who Am I? Tool

### 5. What Are My Interests?

#### Compass View

Your "Interests" are developed from the application of your strengths and talents in a variety of life situations. Taking inventory of your life experiences...tasks that you have enjoyed, settings that have been meaningful, types of people you have enjoyed working with...getting to know yourself in practical terms creates a powerful basis for guiding your future.

#### Tools and Resources

[What Color Is Your Parachute Workbook](#) by Richard Bolles

[Calling Card Exercises in "Work Reimagined"](#) by Leider and Shapiro

#### Notes, Results, Observations, Insights

*Add Your Inputs Here:*

**Who Am I? Tool**

**6. What Are My Religious/Spiritual Beliefs?**

**Compass View**

Your religious and spiritual beliefs can become the focal point of your value structure and life.

**Tools and Resources**

If unsure, you may want to start with [The Spiritual System Belief Selector Tool](http://www.selectsmart.com/RELIGION/) at <http://www.selectsmart.com/RELIGION/>

**Notes, Results, Observations, Insights**

**Add Your Inputs Here:**

***Who Am I? Tool***

**7. What Is My Financial Health?**

**Compass View**

Your financial health represents a significant component of who you are at any point in time? Are you burdened by debt? Does your income meet your needs? Do you aspire to greater levels of income? Have you planned for your retirement or the possibility that you may need long-term care? An assessment of your overall financial health will help reveal your relationship with money.

**Tools and Resources**

[Compute Your Personal Financial Health Index](#)

[CNN.com Financial Health Tool](#)

**Notes, Results, Observations, Insights**

***Add Your Inputs Here:***

**Who Am I? Tool**

**8. What Is My Risk Tolerance?**

**Compass View**

Life presents us consistent opportunities to move ourselves forward: a primary use of a compass. Many times those steps forwards involve a move into the unknown and a measure of risk. Your willingness to use your Professional Compass depends in no small part on your ability to accept risk.

**Tools and Resources**

[Online Risk Tolerance Exercise at www.queendom.com](http://www.queendom.com)

**Notes, Results, Observations, Insights**

**Add Your Inputs Here:**



**Who Am I? Tool**

**9. How Do I Spend My Time?**

**Compass View**

How you spend your time is one of the most important measures of who you are, what you value, your interests, and your motivations. There is no more objective test of what is important to you than how you spend time. On another level, time spent measures your effectiveness in maintaining work/life balance.

**Tools and Resources**

[Tools to Analyze Your Priorities, Prepare a Time Budget and Prepare A Master Schedule Are Provided as Separate Worksheets Below](#)

**Notes, Results, Observations, Insights**

*Add Your Inputs Here:*

**Who Am I? Tool**

**10. Is My View of Myself Consistent With How the World Sees Me?**

**Compass View**

Many of the tools in The Professional Compass are self-administered. In this step, reaching out to the those around you for input will provide a more independent perspective on your life. The "360 Degree Profile" has proven a useful leadership and personal development tool because it helps validate that your understanding of yourself squares with the experience that others have with you.

**Tools and Resources**

[Online 360 Degree Profile Tool at www.selfstir.com](http://www.selfstir.com)

**Notes, Results, Observations, Insights**

**Add Your Inputs Here:**

**Who Am I? Tool**

**11. What Is My Calling/Vocation?**

**Compass View**

Your Calling/Vocation exists when you undertake activities or work for the benefit of someone other than yourself...to serve a greater societal goal. Is your work a means by which you make a living? Is there are a greater goal to your daily efforts? Is there a need in society that your work or activities outside of work can help you fulfill?

**Tools and Resources**

["How To Find Your Mission In Life"](#) by Richard Bolles

["The Happy Lawyer: Making a Good Life in the Law"](#)

[Finding Your Vocation Exercises at www.zurinstitute.com](http://www.zurinstitute.com)

["A Life of Excellence"](#) by Richard E. Simmons, III

["Halftime: Moving from Success to Significance"](#) by Bob Buford

**Notes, Results, Observations, Insights**

**Add Your Inputs Here:**

Professional Compass  
 A Tool For Continuing Orientation In Life and Work



Where Am I? Tool										
	Professional			Quasi-Professional			Personal			Totals
	Work Setting	Practice Area	Future Opportunity	Outside Business Interests	Bar and Professional Activities	Community Interests	Spousal/Other Relationship	Children/Family/Friends	Recreational Activities	
Values										
Personality Type										
Trustworthiness										
Strengths										
Interests										
Religious Beliefs										
Financial Position										
Risk Tolerance										
Time Spent										
Vocation										
<b>TOTALS</b>										

**How to Use:** The Professional Compass **Where Am I? Tool** asks you to evaluate compatibility between areas of your life (columns) and your personal characteristics (rows). The tool is based upon a numerical scale that ranges from 0 (Incompatible) to 10 (Highly Compatible). An example: if your "Work Setting" is highly compatible with your Values, you would enter a 10 in the Work Setting Column/Values Row intersection. Working down the column, if your "Work Setting" is highly incompatible with your Personality Type, you would enter a 0. Upon reaching the bottom of the column, total the entries. A score of "100" represents perfect compatibility. Low scores suggest areas in which you may want to consider implementing changes.

## Contentment Assessment

		Contentment				
		Satisfaction			Calling/Vocation	
		Happiness	Fulfillment	Excellence	Meaning in Work	Meaningful Work
Setting 1:						
Setting 2:						
Setting 3:						
Setting 4:						
Setting 5:						
Setting 6:						
Setting 7:						
Setting 8:						
Setting 9:						
Setting 10:						

## Call to Action

**What, Then, In My Life Requires Change?**

## SMART Goals

Goal:

Specific  Measurable  Achievable  Realistic  Time Oriented

Goal:

Specific  Measurable  Achievable  Realistic  Time Oriented

Goal:

Specific  Measurable  Achievable  Realistic  Time Oriented

Goal:

Specific  Measurable  Achievable  Realistic  Time Oriented

## Professional Compass Time Budget Worksheet

	Hours
Number of Hours in a Week	168
Less: Hours Allocated To Sleep/Rest	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Work Time	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 1: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 2: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 3: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 4: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 5: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 6: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 7: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 8: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 9: _____	<input type="text"/>
<i>Hours Remaining</i>	
Less: Hours Allocated to Personal Priority 10: _____	<input type="text"/>
Balance of Unallocated Time	<input type="text"/>

Weekly Time Budget					
		Budget	Actual	Actual	Actual
Sleep/Rest					
Work					
Personal Priority 1: _____					
Personal Priority 2: _____					
Personal Priority 3: _____					
Personal Priority 4: _____					
Personal Priority 5: _____					
Personal Priority 6: _____					
Personal Priority 7: _____					
Personal Priority 8: _____					
Personal Priority 9: _____					
Personal Priority 10: _____					
Unallocated: _____					
Total:					



### Professional Compass Master Schedule

		<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>	<i>Sunday</i>
<b>6</b>	:00 a.m.							
	:30 a.m.							
<b>7</b>	:00 a.m.							
	:30 a.m.							
<b>8</b>	:00 a.m.							
	:30 a.m.							
<b>9</b>	:00 a.m.							
	:30 a.m.							
<b>10</b>	:00 a.m.							
	:30 a.m.							
<b>11</b>	:00 a.m.							
	:30 a.m.							
<b>12</b>	:00 p.m.							
	:30 p.m.							
<b>1</b>	:00 p.m.							
	:30 p.m.							
<b>2</b>	:00 p.m.							
	:30 p.m.							
<b>3</b>	:00 p.m.							
	:30 p.m.							
<b>4</b>	:00 p.m.							
	:30 p.m.							
<b>5</b>	:00 p.m.							
	:30 p.m.							
<b>6</b>	:00 p.m.							
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<b>7</b>	:00 p.m.							
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<b>8</b>	:00 p.m.							
	:30 p.m.							
<b>9</b>	:00 p.m.							
	:30 p.m.							
<b>10</b>	:00 p.m.							
	:30 p.m.							
<b>11</b>	:00 p.m.							
	:30 p.m.							
<b>12</b>	:00 a.m.							
	:00 a.m.							
<b>1</b>	:00 a.m.							
	:00 a.m.							
<b>2</b>	:00 a.m.							
	:00 a.m.							
<b>3</b>	:00 a.m.							
	:00 a.m.							
<b>4</b>	:00 a.m.							
	:00 a.m.							
<b>5</b>	:00 a.m.							
	:00 a.m.							

# Step 6. Take Responsibility for the Profession

## A Different Kind of Lawyer vs. Popular Images

### Who Do People Trust?

*U.S. Views on Honesty and Ethical Standards in Professions*  
Please tell me how you would rate the honesty and ethical standards of people in these different fields -- very high, high, average, low, or very low?

	% Very high or high	% Average	% Very low or low
Nurses	80	17	2
Medical doctors	65	29	7
Pharmacists	65	28	7
Police officers	48	31	20
Clergy	46	35	13
Bankers	23	49	26
Lawyers	21	45	34
Business executives	17	50	32
Advertising practitioners	10	44	42
Car salespeople	8	46	45
Members of Congress	7	30	61

Dec. 8-11, 2014  
Rated in order of % Very high or high  
GALLUP®

## A Professional Creed for a Different Kind of Lawyer

### A LAWYER'S CREED

**To my clients**, I offer faithfulness, competence, diligence, and good judgment. I will strive to represent you as I would want to be represented and to be worthy of your trust.

**To the opposing parties and their counsel**, I offer fairness, integrity, and civility. I will seek reconciliation and, if we fail, I will strive to make our dispute a dignified one.

**To the courts**, and other tribunals, and to those who assist them, I offer respect, candor, and courtesy. I will strive to do honor to the search for justice.

**To my colleagues in the practice of law**, I offer concern for your welfare. I will strive to make our association a professional friendship.

**To the profession, I offer assistance.** I will strive to keep our business a profession and our profession a calling in the spirit of public service.

**To the public and our systems of justice**, I offer service. I will strive to improve the law and our legal system, to make the law and our legal system available to all, and to seek the common good through the representation of my clients.

**Source: Part IX of the Rules and Regulations of the State Bar of Georgia**

## 21 Steps

# How to Succeed as a Lawyer

By ROLAND BOYD of McKinney

Dear Son:

You are now in your senior year in law school. Maybe a few things I have learned in thirty years in the law practice will be helpful. Law school is teaching you things which will be good for your clients; the following will be good for you. You cannot have professional happiness unless you are financially successful.

One of the greatest pleasures in life is achievement. In my judgment, if you will remember the following 21 things, you will have a long, happy, and successful career.

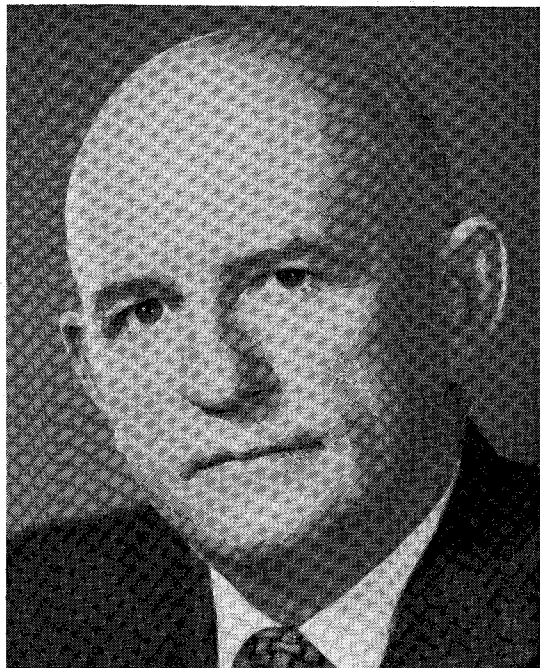
### 1. Remember, the rule of nine:

It works this way—nine people out of ten are good, honest, intelligent, decent, and fair-minded people. Therefore, if you want to have the odds, nine to one, in your favor, get on the right side of the issue. In the legal profession the right side of the issue is the side that helps society. In other words, don't injure your fellow man. In the courtroom the rule of nine works the same way. *Nine times out of ten the right side wins at the courthouse.* Bub, I believe that the lawyers in the smaller county seat cities engaging in the general practice of civil law are more convinced that the rule of nine really works, than the *average* city lawyers.

### 2. Remember, a lawyer's integrity is of vital concern to the community.

If the butcher, the baker and the candlestick maker are not honest, this is not a major catastrophe, but on the other hand the lawyer plays such a vital role in the lives of his fellow men that if he is not honest, it *is* a major catastrophe. Let me give you some examples of vital roles a lawyer is called on to play:

(a) A few years ago, shortly after noon in July the door to my private office opened; there stood a man, a little past



WHEN HE WROTE his son, Roland Boyd had no idea his letter would be published. Fellow lawyers convinced him other students should have the privilege of reading it, too.

middle age. I had represented him for many years; he was a successful farmer; he was very pale, was trembling all over as he said, "I have just made the worst mistake a man can possibly make, I have killed a man, I knew a second after it was done how terrible it was. For God's sake help me."

(b) About ten years ago three members of a family, two others of which had just had visited upon them one of the most horrible crimes that had ever occurred in Texas, came to my office. This family was face to face with stark unnatural tragedy. The spokesman said, "At a family meeting this morning we all agreed that we wanted you as special prosecutor, to help us see

## ROLAND BOYD

Mr. Boyd, a 1933 graduate of Southern Methodist University Law School, is a member of the McKinney law firm of Boyd, Veigel & Gay.

He is a former county attorney of Collin County and is currently serving as a member of the American Bar Association's Condemnation Committee.

that justice is done."

(c) A few weeks ago an elderly retired farmer, a good, sound citizen, came to the office bringing with him a smartly and attractively dressed daughter, apparently about 35 years old. He told me a story of the daughter's marriage to an energetic, handsome, well-educated, dynamic young man, how well he was doing in business, how the family began growing, then embezzlement, then divorce, then a new life, then remarriage, then robbery with firearms and murder, now a death penalty in just a day or so. "We need your help."

(d) Several months ago, on Saturday afternoon, while I was in the office with the outside doors locked, a telephone call from a middle-aged man I had represented for years, as well as his father before him, in a distressed voice, said, "I am downstairs, your door was locked, I was just praying that you were in. I must talk to you." When he arrived, he showed me several daily newspapers that he had just gotten out of the Post Office from a distant city. The headlines and front-page articles told a story of a liquor store stickup with the owner being murdered when he tried to reach for a gun, the capture by police blockade, the laboratory reports proving conclusively who had fired the shot that killed the owner. His son, crying like a baby, the man said: "Help me. What can I do?"

(e) You might be employed by the State Bar of Texas to investigate, brief, file and try a fellow lawyer in a disbarment proceeding. This assignment cannot be taken lightly.

(f) In 30 years of practicing law I have felt that my professional duty required me to ask a jury to take a man's life on three different occasions. In two cases the jury complied with my request; in the third the defendant took his own life the day he was sentenced for life. Under these conditions the only reward life provides is a clear conscience. No profession can be more vital than one which makes such re-

quirements on its members. Therefore, the integrity of its members is certainly of major concern to society.

### **3. Remember, always be nice to people regardless of their social status, educational level, or financial rating, because:**

(a) That boy who is now "jerking soda" at the drug store, 25 years from now *might* be president of the Investment Bankers Association of America and be calling you about an important matter in New York.

(b) That boy who is now picking up scrap metal in the alleys and selling it to get spending money, 20 years hence *might* be employing you to examine titles to ranch lands he is buying in other states.

(c) That boy, who, on graduation from high school, said, "I am not going to college because I already have all the education I need," *might* many years hence, by being elected chairman of the board of directors of a major manufacturing concern, prove the truth of his statement.

(d) Some successful people in business can neither read nor write.

### **4. Remember, in the practice of law under a democratic form of government there are no secrets.**

Therefore, don't ever be a party to anything, don't put anything in a letter, don't say anything in conference or on the telephone that you would mind (except for your client's interest) seeing on the front page of a newspaper, on TV, or hearing from the witness stand, or on the radio.

### **5. Remember, the best way to disarm your enemies is to do what is just under the circumstances.**

It absolutely drives them crazy. Often it will throw them into such confusion that they become helpless. Ordinarily their "double dealing" will "backfire" if you don't resort to the same tactics.

### **6. Remember, no people have ever developed a better method for settling disputes among men, than our judicial system.**

It was developed by the legal profession, it has been through fire, millions of times; although not perfect, it is still the "best" there is. The "jury" is the heart of the system. Always defend the system. When

(Continued on page 990)

sponsibilities to work under a system of law and to support the rule of law.

This leads to particular stress upon one aspect of the support for the rule of law which we lawyers must give. This is in the area just mentioned—the preservation of liberty. Justice Brandeis said: “The greatest dangers to liberty lurk in insidious encroachment by mean of zeal, well-meaning but without understanding.”<sup>5</sup> It is the responsibility of lawyers to convey this understanding. As we defend the rule of law we defend liberty. This is that curious paradox of which Cardozo<sup>6</sup> and so many others have spoken. Control by law frees us, gives us our liberty.

Here again, especially, is the work of the lawyer not yet done. We as lawyers must have the strength and courage to sell a concerned and sometimes frightened people on our system of freedom for the highest and lowest among us, for the conventional and the unorthodox, for all races, religions, and shades of opinion.

And even in the definition of liberty there is no final analysis. Liberty, as applied to specific problems, and in its particular manifestations, is not something that is set once and needs no further evaluation. The attacks upon liberty come in uniquely new situations and uniquely disguised. They have in every generation, and they will continue to do so. Justice Jackson stated the nature of the demands of liberty in most effective fashion when he said:

“There is no such thing as an achieved liberty; like electricity, there can be no substantial storage, and it must be generated as it is enjoyed, or the lights go out.”<sup>7</sup>

There is no final analysis. Your profession lays a great and continuing claim upon you, the law graduates—a call to undergird and preserve the vitality of our liberties and the rule of Law. The law school faculties and the entire profession eagerly convey their most sincere wishes for your success, well-being, and prosperity as you enter upon this task.

1. Coleridge, *Table Talks: Duties and Needs of an Advocate*, in Ashe (ed.), *The Table Talk and Ominia of Samuel Taylor Coleridge* 141 (George Bell & Sons, 1884).

2. *Barwell v. Brooks*, 7 Doug. 371, 373, 99 Eng. Rep. 702, 703 (K. B., 1784).

3. *McCulloch v. Maryland*, 4 Wheat. 316, 415 (1819).

4. *Home Bldg. & Loan Ass'n. v. Blaisdell*, 290

U.S. 398, 442 (1934).

5. *Olmstead v. U.S.*, 277 U.S. 438, 479 (1928) (dissenting opinion).

6. Cardozo, *The Paradoxes of Legal Science* 94 (1928).

7. Jackson, *The Task of Maintaining Our Liberties: The Role of the Judiciary*, 39 A.B.A.J. 961, 962 (1953).

## How to Succeed

(Continued from page 942)

you lose a lawsuit, don't try to tear the courthouse down.

**7. Remember, the important thing, so far as getting legal business is concerned is what your homefolks think about you.**

Everything on earth connects on to your town and then your block. As to how high you go in your profession depends on who employs you. The important employment I have had in many different matters which has necessitated my being out of the state much of my time can be traced back to someone *very close to home*. So it is what your neighbors say about you that counts.

**8. Remember, no profession makes it possible for its members to enjoy a longer professional life than law.**

So long as a lawyer lives he can practice law. So long as he keeps his health and mind he can do it successfully. Our neighbor, the late Senator, demonstrated this fact; he practiced law for 70 years.

**9. Remember, there is no ceiling on success in the legal profession.**

The only limit on the amount of success you can achieve is your *time* and *energy*. And the thought that will give strength to finish when the hour gets late and going gets rough, is that irrespective of how it might look to others, you know you are fighting according to the accepted rules of the game.

**10. Remember, the end does not justify the means.**

Two wrongs do not make a right. It is better to lose than not to fight according to the rules. It is extremely easy for a young lawyer to violate these rules. If you have a growing family to support on a meager income, there is a strong temptation to become lax on your professional

morals. Many times it might appear necessary to "fudge" a little. You will profit financially if you don't do it. The magnitude of responsibility entrusted to you is in direct proportion to the confidence people have in you. No one can destroy the confidence of other people in you, except you. Integrity is to the lawyer what virtue is to the woman; therefore, you must not only be honest, but also you must maintain the appearance of honesty.

**11. Remember, to be a good lawyer you must first be a good man.**

Your sole ambition should be to be a good husband, a good father, a good neighbor, a good citizen, and a good lawyer. If you achieve this, you will have achieved all the success there is. The pressure of life in the space age is such that it is very easy for a young man to get the idea that he must be a dynamic individual, he must break all records, he must set the world on fire. If he gets this idea, he starts life with a handicap. The papers are full of such cases at this time.

**12. Remember, don't ever put your interest in the fee ahead of your interest in the case.**

Your future depends more on the manner in which you handle the case than on the amount of the fee you collect.

**13. Remember, the primary purpose of the legal profession is to find, recognize, interpret, and preserve the truth.**

The quicker you can learn the truth about any situation, the better off you will be. After you learn it, don't join issue against it.

**14. Remember, your clients subconsciously make you the guardian of their morals.**

As inconspicuously as possible you should assume this responsibility. If you do, and discharge it properly, it will help you build a good law practice:

(a) Many years ago a client who lived in a nearby city came to the office and said, "That case you are representing me in, I got to thinking, that property represents 90% of my life's work. If you lose that case, I am ruined. A man told me if I would go to so and so and pay him \$10,000, then my property would be re-appraised at a high figure and I could settle without

a trial. I have about decided to do it that way. What do you think?" I told him in my opinion he would be making the greatest mistake he had ever made; that he had always been honest and I couldn't see any reason for him to change this late in life. He reluctantly agreed. A few months later he was well pleased with the outcome of his case, and told me many times, that I kept him from ruining a happy and successful life, and he consulted me on every important matter for the balance of his life.

(b) A few years ago about mid-morning, I got a call from a local citizen who was then in a distant city. He made an appointment as soon as he could drive. That afternoon when he arrived, he explained that he had been low bidder on a big construction contract, that the second bidder had approached him on the proposition that if he did not qualify, the second bidder would be awarded the contract, then he would let him do the work and they would split the difference in the two bids. He wanted me to write a contract that would bind both parties. After explaining why no lawyer could write that contract without committing a felony, he decided to qualify and perform, which he did. He and his entire family have been my clients since then.

**15. Remember, the courtroom is where the showdown comes.**

This is where the lawyer must "put up or shut up." This is the arena in which you must meet your adversary. There is a large segment of the profession who avoid the courtroom in every possible manner. This is a mistake. Of course, the courtroom is strictly the last resort, but I never had any luck in handling matters in negotiation until I got the situation in good shape for the courtroom. If you have a good case and are well prepared, nine times out of ten you don't have to try it. If you are not well prepared, you will either lose the case or coerce your client into an unfair settlement. Trial work is essential for the general practitioner; until you have a fair estimate of what you can or can't do at the courthouse, you have no true standard by which to measure your case. The trial lawyer is to the legal profession what the surgeon is to the medical profession. An office lawyer who never goes into the courtroom never knows whether he is rendering the right kind of

service to his clients. To be a good "trial lawyer" you must know why, where, when, and how, people "tick." The highest compliment that can be paid a lawyer is to say "He is a good trial lawyer."

**16. Remember, there is no sure way to bind men together and keep them bound by any written instrument.**

The only thing that binds men together is the fact that under all circumstances most men, without knowing what the other will do, will reach for the golden rope of justice, truth, decency, and fairness and thereby bind themselves to every other person who grasps the same rope. This is the only combine that will endure.

**17. Remember, to live for your fiftieth birthday.**

Soon after I graduated and opened my office, one of the service clubs had as guest speaker an evangelist who was holding a revival in a big tent on the trade lot. In his talk he said: "I don't care what your life's work is; if you are a young man just beginning, I am going to tell you what to expect from life. If from now until your fiftieth birthday you will make every decision in your business or profession in such a way as you think helps society, from your fiftieth birthday on, for the balance of your life, the pleasure you get from your life's work will double every twelve months. On the other hand, if your decisions are against society, your disappointments and your miseries will double every twelve months." I am now three years past my fiftieth birthday. I believe the man was right.

**18. Remember, money loses most of its importance when you get sufficient food, clothing, and shelter for you and your family.**

And at this point with most people the pleasure diminishes as the amount increases. People who have nothing but money have very little.

**19. Remember, that the happiest man on earth is the man who has to work for a living.**

**20. Remember, that many of your thrills, excitement, unusual experiences, etc., will come in peculiar fashion and at unexpected times:**

(a) A call from an undertaker saying the funeral has started, that he is calling for one of the mourners who asked that you not accept employment from anyone else until he could get to your office after the funeral.

(b) While walking to the office just at sun-up during the middle of a long, vicious trial, on coming to an intersection, seeing a man standing in the middle of the walk, with no other human being in sight, who three days before said he was going to whip you, on account of your role in the trial.

(c) The woman who drove 20 miles, rushed into your office and said, "I just heard you died of a heart attack. Thank God it wasn't true."

(d) On driving up to a filling station, the owner whom you don't remember ever having seen before, saying to a child: "Honey, go get your mother; this man talked us out of getting a divorce many years ago. We both want to thank him."

(e) Clients who send more than their fee, and say you didn't charge them enough (this doesn't happen often, but it

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gives you a thrill when it does).

(f) Thank you letters from distant heirs that you have never met.

(g) People coming to your office as new clients, whom you have previously sued.

**21. Remember, that the people who stay hitched the longest usually fare the best.**

I believe you have the ability to succeed in medicine, engineering, business, or almost anything you might want to undertake, but you don't have the time. To become thoroughly qualified, to establish yourself and to succeed in any line requires an entire lifetime. So the people who chart a course early in life and stay with it are usually the ones who enjoy the greatest success. In the legal profession this same principle applies to location. Many times each month people come to my office as a result of some association with them or other members of the family several years ago. If you don't stay put in one spot, you lose this advantage.

I believe that after you have practiced law for thirty years, you too, will know that law is the greatest profession there is.

Sincerely,  
Your Father

## Hickman Memorial

(Continued from page 943)

"I would say that his outstanding characteristic was his integrity," Morrow said. "He was warm, kind, sympathetic, but always held high the true concept of his duty under the law."

District Judge Herman Jones of Austin spoke of Judge Hickman as a churchman. "This man learned early in life what many of us never learn; he learned Who was Creator and who was creature . . . The life of Judge Hickman denied that some tasks are sacred, others secular, if they served God and man."

His death, said Judge Jones, marked the passing of an era in Texas Methodism. "He was unwilling to divide his life into the time he spent at work and the time he spent in serving God. Rather, he served God in his work."

Associate Justice Joe Greenhill, who came to know the judge while serving as

a law clerk to the court over which Judge Hickman was to preside, characterized him as a judge "uncommonly blessed with common sense, which he combined with a profound knowledge of the law." He had the ability to "cut deep into the heart of the controversy to write only on the controlling issues," Judge Greenhill said.

Austin attorney Ireland Graves, in his summation remarks, said the rarest of Judge Hickman's qualities was "the intangible one known as judicial temperament."

"There are lawyers who have attained high excellence who do not possess this quality," he continued, "but it is the *sine qua non* to an able judge, and his owning it gave Judge Hickman, beyond question, the confidence of the lawyer who practiced in his Court."

Judge Hickman began his career as an appellate judge on the Eastland Court of Civil Appeals in 1927 after practicing law 15 years. He was appointed to the Supreme Court commission of appeals in 1935 and became an associate justice when the court's membership was increased to nine in 1945. He presided as chief justice from 1948 until his retirement.

## Judicial Conference

(Continued from page 946)

the Peace Corps volunteers throughout the world means that democracy is on the offensive, using peaceful and decent means to demonstrate the basic values of our society . . . this is a fact the communists can never refute."

Judge James R. Norvell of the Supreme Court presided over the memorial service, which was dedicated to the 12 members who died during the past 12 months.

New members were introduced by Judge Homer Stephenson of Beaumont. Meade F. Griffin, associate justice of the Supreme Court, recognized those judges who have had 20 years or more service on the bench.

Named to the seven-man executive committee were Judges Phil Peden, Houston; Harold Craik, Fort Worth; Victor Lindsey, Lubbock; Herman Jones, Austin; Fidencia Guerra, McAllen; Clyde E. Smith, Austin; and Frank M. Wilson, Waco.

Brownsville was chosen as the 1963 conference city.



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