

LAWYERS AS LEADERS
Two Credit Course
Spring 2023 Syllabus

PROFESSOR: Andrew Gratz, JD, MBA, CIPP-US (Adjunct)

CONTACT DETAILS: profgratz@yahoo.com

TIME: Thursday, 5:30 – 7:30 pm

ROOM: 221

LEARNING OBJECTIVES/OUTCOMES/GOALS:

Throughout history, lawyers have played critical leadership roles in both the public and private sector. In every aspect of American society, lawyers lead and actively serve in leadership capacities in their communities and the legal profession. While leadership training is part of the fabric of law school, specific emphasis and training is important and helpful to adequately equip our graduates with the leadership skills needed in this increasingly-complex and ever-changing professional environment. Recent studies show that an ever-increasing number of employers are seeking graduates with leadership skillsets. Topics will include leadership styles and strategies, personality assessments, public service and professional responsibilities, and leadership opportunities for lawyers. Using a variety of study methods, students will discuss leadership lessons learned by experienced leaders through challenging circumstances. Using introspective tools and team-building exercises, students will boost strengths and minimize weaknesses to better equip them for their future.

Classes will be a combination of on-call interactive discussion, lectures, and individual and group exercises. This course is designated as a face-to-face course, which means classes are in person by default, but designated classes may occasionally be held as remote classes via Zoom to accommodate other scheduling needs or other unforeseen circumstances. Students will be notified in advance of any classes that will be held remotely and a Zoom or Teams link will be provided.

OFFICE HOURS:

Please email Professor Gratz to arrange a mutually convenient time to meet.

ASSESSMENT: Your grade is based on a semester-long evaluation incorporating all aspects of the course. This will include attendance, class participation and various assignments. The student pass/fail election is NOT available for this course. There is a possibility to earn up to 1250 points as follows:

- Attendance—125 points
- Preparation and Participation—150 points
- Quote, Short Video, or Short Story – 75 points
- Book Review— 400 points
- Famous Leader Presentation – 500 points

The final grade distribution will be subject to any required grading protocols mandated by the Law Center.

ASSIGNED READING:

All assigned reading for class will be from (a) Fundamentals of Lawyer Leadership by Leah W. Teague, Elizabeth M. Fraley, and Stephen L. Rispoli (“Case Book”); and (b) The Trusted Advisor by David Maister.

PREPARATION AND PARTICIPATION:

A significant portion of your grade is based on participation. That means coming to class having considered the course materials and prepared thoughtful questions and discussion topics which you volunteer to discuss.

QUOTE, SHORT VIDEO, OR SHORT STORY

In the first week, each student will sign up to provide a leadership quote, short video, or short story for each class. The student will then present the chosen piece to class for consideration before moving forward with the class discussion. In the interest of time, we must keep the presentation to under three minutes and discussion to under seven minutes, for a total of ten minutes.

BOOK REVIEW:

As a requirement for this class, you will read *The Trusted Advisor* by David Maister and write a review of no more than 500 words. In your review, you should give a short overview of the book and share a message from, or topic in, the book that you found interesting and helpful and a reason why you recommend the book to others seeking to improve their leadership skills. To the extent possible, you should also incorporate issues and lessons learned in class. You must email the review to the instructor at profgratz@yahoo.com by 5:00 p.m. (local time) on Friday, March 10, 2023.

FAMOUS LEADER PRESENTATION

- Presentation of a leader, who practiced law and been out of the spotlight long enough for history to judge them. Must include an explanation of the person’s legal expertise and leadership style (*e.g.*, Alexander Hamilton, Clarence B. Jones, James Baker III, Marty Lipton, Richard Parsons, etc.)
- 15-20 minutes in length
- Be prepared to talk for the entire time, but be ready to answer questions as they arise and/or at the end of your presentation.
- To the extent possible, you should also incorporate issues and lessons learned in class.
- PowerPoint (or another presentation software) is required.

PREFERRED NAME/PRONOUN:

I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records.

DISABILITY STATEMENT:

UHLC is committed to ensuring that all students enjoy equal access and full participation. If you anticipate or experience barriers based on a disability (including any chronic or temporary medical or mental health condition), please contact Mrs. Samantha Ary, Academic Records Coordinator. Mrs. Ary is located in the Office of Student Affairs suite on the second floor of the John M. O’Quinn Law Building, and she can be reached at sary@central.uh.edu or 713-743-7466. Requests for accommodation that involve graded assignments **must be directed to Mrs. Ary** and should be made as soon as possible to allow adequate time to document and to process the request.

COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS):

CAPS can help students who are having difficulties managing stress, adjusting to the demands of a professional program, or feeling sad and hopeless. You can reach CAPS (www.uh.edu/caps) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the “Let's Talk” program, a drop-in consultation service at convenient locations and hours around campus. See: http://www.uh.edu/caps/outreach/lets_talk.html.

RECORDING OF CLASS:

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the Professor. If you have or think you may have a disability such that you need to record class-related activities, please contact the Center for Students with DisABILITIES. If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded and distributed only by the Professor. Students may use the Professor's recordings for their own studying and notetaking. The Professor's recordings are not authorized to be shared with anyone without the prior written approval of the Professor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

RESOURCES FOR ONLINE LEARNING:

The University of Houston is committed to student success and provides information to optimize the online learning experience through our Power-On website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHOnline@uh.edu

PUNCTUALITY:

This class will host many leaders from the legal community. It is incredibly important to show them and your colleagues the respect of being on time. Frequent tardiness will have a direct impact on your 'Preparation and Participation' grade.

DIVERSITY AND INCLUSION:

The University of Houston embraces diversity and recognizes our responsibility to foster an open, welcoming environment where students, faculty and staff of all backgrounds can collaboratively learn, work and serve. We value the academic, social, and broader community benefits that arise from a diverse campus and are committed to equity, inclusion and accountability. Diversity enriches our university community and is a driving force instrumental to our institutional success and fulfillment of the university's mission. We commit to engaging in an ongoing dialogue to thoughtfully respond to the changing realities of our increasingly interconnected world. We will continually strive to work together to address the challenges of the future in a way that removes barriers to success and promotes a culture of inclusivity, compassion and mutual respect. The competencies gained through diverse experiences across campus prepare all of our students, staff and faculty to thrive personally and professionally in a global society. If you feel like your class performance is impacted by your experiences inside or outside of class, please reach out to me. If you feel more comfortable speaking with someone else, Student Services is an excellent resource: 713-743-2182. Students may also bring any issues negatively impacting UHLC's openness to diversity and inclusion to the Law Center's Diversity and Inclusion committee. The D&I committee's charge includes “[building] on the Law Center's strengths as a diverse and inclusive environment.” You can contact the committee directly at UHLCD&I@uh.edu.

ABA STANDARD 306 DISTANCE EDUCATION:

ABA Standard 306 sets out the parameters for earning credit for study offered through distance education and provides that “A law school may award credit for distance education . . . if: (1) there is ample interaction with the instructor and other students both inside and outside the formal structure of the course throughout its duration; and (2) there is ample monitoring of student effort and accomplishment as the course progresses.” The ABA has approved a waiver request from UHLC for the academic year of Fall 2020 and Spring 2021, which provides for an “emergency variance to exempt from the credit limits on distance education (currently set forth in Standard 306(e)) credits earned in courses offered through distance education during the COVID-19 emergency.” This course satisfies ABA Standard 306 by providing regular interaction between instructor and students both in and outside of the formal structure of the course for its duration through weekly synchronous classes, asynchronous assignments, and office hours, and provides ample monitoring of student effort and accomplishment as the course progresses through weekly assignments, formative assessments, participation component to the final grade, and the final exam.

COVID-19 Required Information for Courses with a Face-to Face Component: If you are experiencing any COVID-19 symptoms that are not clearly related to a pre-existing medical condition, do not come to class. Please see Student Protocols for what to do if you experience symptoms and Potential Exposure to Coronavirus for what to do if you have potentially been exposed to COVID-19. Consult the (select: Undergraduate Excused Absence Policy or Graduate Excused Absence Policy) for information regarding excused absences due to medical reasons.

Required Information for All Courses:

- **COVID-19 Information:** Students are encouraged to visit the University’s COVID19 website for important information including diagnosis and symptom protocols, on- 11 campus testing, and vaccine information. Please check the website throughout the semester for updates.
- **Vaccinations:** Data suggests that vaccination remains the best intervention for reliable protection against COVID-19. Students are asked to familiarize themselves with pertinent vaccine information and to consult with their health care provider. The University strongly encourages all students, faculty and staff to be vaccinated.

HONOR CODE:

The Honor Code applies to all aspects of this class. Students are responsible for knowing all Honor Code provisions and for complying with the Honor Code. Please ask if you have any questions regarding how the Honor Code’s provisions apply to specific activities or situations in the course.

COURSE TOPICS AND ASSIGNMENTS

All Chapter Assignments below are from the Case Book

Leadership Fundamentals

- January 19: Introduction
Chapter 1: What is Leadership?
Chapter 2: Why Lawyers Should Study Leadership
- January 26: Chapter 3: Leading vs. Managing; *Guest Speaker*

Leadership of Self: Growing into Leadership

- February 2: Chapter 5: Character, Traits, and Characteristics of Leaders /
Chapter 6: Skills, Competencies, and Leadership Style
- February 9: Chapter 8: Grit and Resilience / Chapter 9: Setting Goals; *Guest Speaker*
- February 16: Chapter 10: Giving and Receiving Feedback; *Guest Speaker*
- February 23: Chapter 13: The Right Leader at the Right Time; *Guest Speaker*

Leadership with Others: Effective Group Dynamics

- March 2: Chapter 14: Leadership and Emotional Intelligence
Chapter 15: Relationships and Influence
- March 9: Chapter 17: Diversity, Inclusion, and Cultural Intelligence; *Guest Speaker*
- March 10: Book Review submitted to profgratz@yahoo.com by 5:00 p.m. (local time)
- March 23: Chapter 18: Communication Styles, Public Relations, and Crisis Management;
Guest Speaker

Presentations and Wrap Up

- March 30: Famous Leader Presentations
- April 6: Famous Leader Presentations
- April 13: Famous Leader Presentations
- April 20: Law Firm Dynamics, Effective Leadership, and Wrap Up*

*If a class needs to be cancelled, April 27 will be final day of class