



Why Lawyers Need to be Leaders

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CREATOR AND PROFESSOR OF LAWYERS AS LEADERS
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Write Down the Name of the:

Best leader

in your practice group, team, or legal department

Best leader

in your firm or company

Best leader

that you know

Did you write down your name?

Why not?

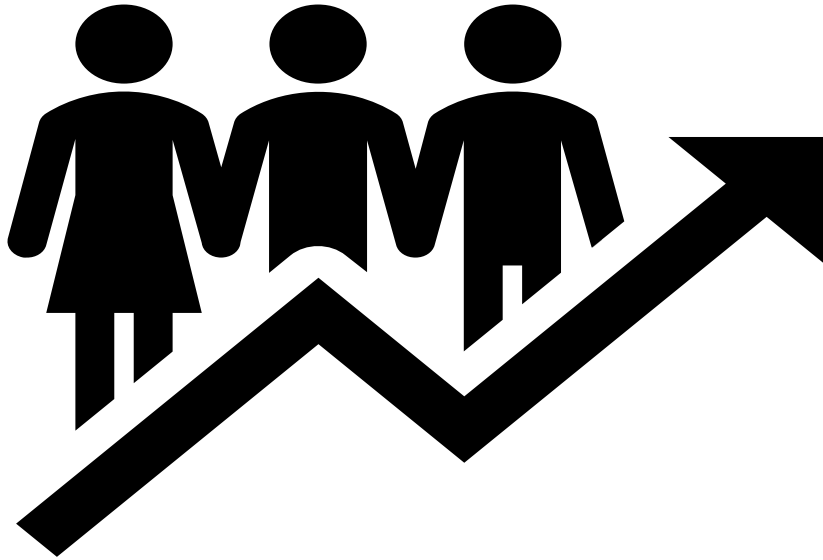
Let's Answer The Question

Do Lawyers Make
Good Leaders?



“At this point in your career, your only possible promotion is to management, where you will stop doing the work you love and use a skill set you don’t have and we don’t teach.”

Leadership Challenges Unique to Lawyers



Risk-Aversion:

Legal training can make lawyers hesitant to take bold action

Adversarial Mindset:

Advocacy can conflict with collaboration

Billable Hours & Pressure:

Leadership often takes time lawyers don't feel they have

Solution Framing:

Lawyers must shift from problem-spotting to vision-setting

Leading with integrity helps navigate competing obligations



Steps to Becoming an Effective Legal Leader

Leadership of Self:

Growing into Leadership

Leadership with Others:

Effective Group Dynamics



Leadership of Self:

Lead Yourself First

Effective leadership begins with self-leadership

Importance of self-awareness, self-discipline, and personal growth



Leadership of Self: Lead from Where You Are

Leadership doesn't require a formal title

Take initiative, demonstrate competence, add value



Leadership of Self: Develop Influence Skills

Influence through active listening, empathy, persuasion, collaboration



Leadership of Self: Embrace Responsibility

Take ownership
of work, actions,
and decisions

Demonstrate
responsibility and
accountability



Leadership of Self: Cultivate Humility

Humility is a key
trait of effective
leaders

Approach
leadership with
openness and
willingness to learn



Leadership with Others: Focus on Influence, Not Control

Leadership is about positive influence, not control

Build influence through relationships, trust, and credibility



Leadership with Others: Earn Trust

Trust is essential for effective leadership

Strategies: consistency, reliability, honesty



Leadership with Others: Navigate Organizational Politics

Understand power dynamics, build alliances

Navigate politics with integrity and strategic thinking



Leadership with Others: Be a Team Player

Collaboration, support, and
fostering a positive team
culture



Leadership with Others: Lead with Purpose

Find meaning and purpose in work

Align actions with values to inspire others



Future Thoughts

What makes an effective leader?

What type of leader are you?

What can you do to be a more effective leader?



“SOMEONE IS SITTING IN
THE SHADE TODAY BECAUSE
SOMEONE PLANTED A TREE
A LONG TIME AGO.”

—WARREN BUFFETT

Additional Resources

[Lawyers as Leaders: Building the Team | Corporate Counsel](#)

[Lawyers as Leaders: 4 Steps to Take to Develop Your Team | Corporate Counsel](#)

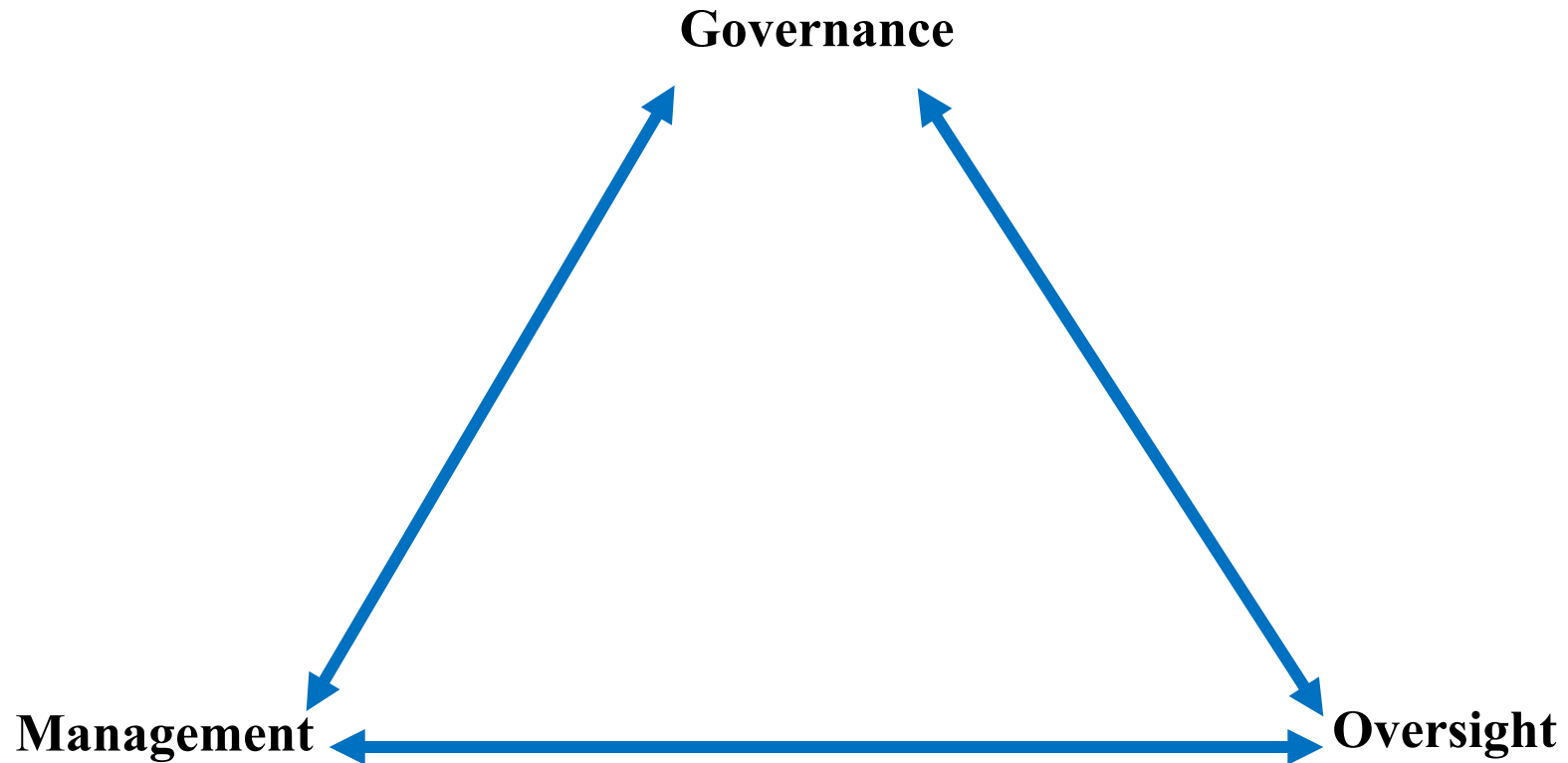
[Lawyers as Leaders: Three Steps to Improving Performance | Corporate Counsel](#)

[Lawyers as Leaders: 6 Ways to Be the Calm in the Storm | Corporate Counsel](#)

The Business Lawyer, Boards and Organization Ethics

Presented by
H. Stephen Grace, Jr., Ph.D.

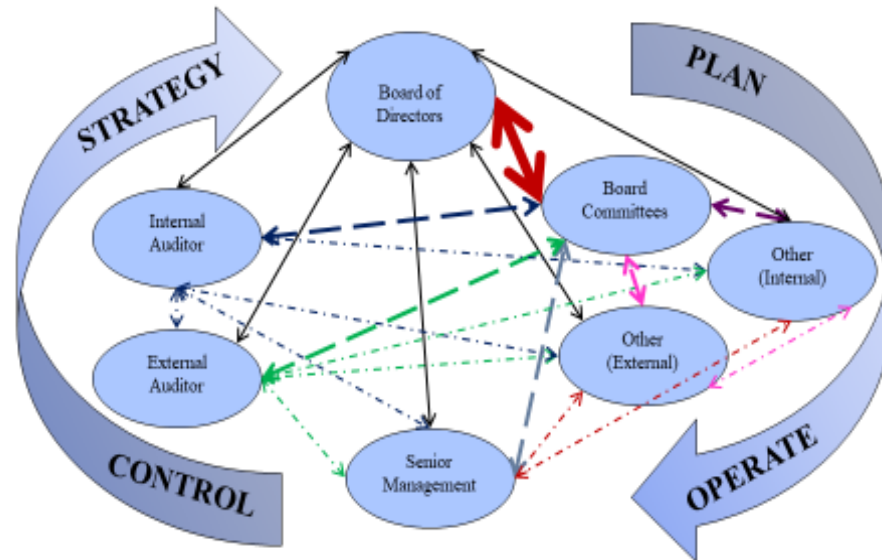
Fundamental Issues



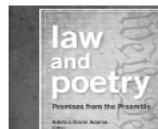
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The Organization Governance Structure

The Structure and Functioning of the Board and Management within
Strategy – Plan – Operate – Control Cycle of the Organization



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An anthology of poems – some with obvious legal themes and others that illuminate legal concepts more obliquely.
Kristen David Adams, Editor

(<https://www.americanbar.org/products/inv/book/415163622/>)

Corporations, LLCs & Partnerships

(<https://Businesslawtoday.Org/Practice-Area/Corporations-LLcs-Partnerships/>)

Boeing and the Ongoing Evolution of Director Responsibilities



5 Min Read

By: Suzanne H. Gilbert (/author/suzanne_gilbert/), H. Stephen Grace Jr. (</author/hstephengracejr/>), S. Lawrence Prendergast (</author/slawrenceprendergast/>)

| December 14, 2021

The Boeing Company Derivative Litigation evidences the increased focus on director responsibilities for effective governance. That focus is being driven by investors, other stakeholders, regulators, and—as the Boeing case makes clear—growing litigation risk. In November, Boeing’s board agreed to a \$237.5 million settlement in a shareholder lawsuit that alleged board failures in overseeing the company and the safety of its 737 MAX ahead of fatal



(<https://events.americanbar.org/event/ec9aafe8-dff6-4619-abaa-b08164b6e0b8/summary>).

[Corporations, LLCs & Partnerships](https://Businesslawtoday.Org/Practice-Area/Corporations-LLcs-Partnerships/)
(<https://Businesslawtoday.Org/Practice-Area/Corporations-LLcs-Partnerships/>).

Board Oversight and Governance: From Tone at the Top to Substantive Checks and Balances

 13 Min Read

By: [H. Stephen Grace Jr. \(/author/hstephengracejr/\)](#), [S. Lawrence Prendergast \(/author/slawrenceprendergast/\)](#), [Susan Koski-Grafer \(/author/susankoski-grafer/\)](#)

| February 14, 2019

In the aftermath of the widely-publicized control breakdowns at Wells Fargo Bank, and in a number of regulatory actions occurring this past year, boards of directors of public companies and financial institutions have

Ethics: Encouragement, Support & Deterrence (ESD)

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Letter From Former Associate General Counsel – Litigation

The Bank was sued for over \$200 million in connection with services being provided to the State Pension Fund. The most critical component of the Bank's defense of major claims was distinguishing liability from causation at the inception of the case. While our actions, or lack thereof, may have raised liability issues, the critical question was whether the Bank caused the plaintiff's damages. This is where HSG brought tremendous assistance, and distinguished themselves from other experts we utilized.....

In particular, early in its engagement, HSG was, pursuant to the existing discovery, able to prove that the Chairman of a specialized fund established by the State Pension Fund had a significant conflict of interest, and that the Chairman conducted certain board activities in an inappropriate manner. Serious weaknesses in the Pension Fund's Procedures were identified and, perhaps most significantly, HSG's knowledge of the S&L regulatory practice broke certain links in the chain of causation.....

Again and again, HSG analyzed and refuted potentially serious allegations, demonstrating that the bank did not cause the Plaintiff's damages. The result was that the bank was the only defendant in over 25 cases not asked to pay, even though the bank represented the single means to make the plaintiffs whole.....

Corporate Governance

**Understanding the
Board-Management Relationship**



H. Stephen Grace, Jr.
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Joseph P. Monteleone
S. Lawrence Prendergast

ABA
AMERICAN BAR ASSOCIATION
Business Law Section