



PROGRAM MATERIALS

Program #2958

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Becoming a Lawyer: Discovering and Defining Your Professional Persona

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BECOMING A LAWYER:
DISCOVERING AND
DEFINING YOUR
PROFESSIONAL PERSONA

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WHY YOUR PROFESSIONAL PERSONA MATTERS

PROFESSIONAL PERSONA DEFINED

A SET OF **ATTITUDES** AND **BEHAVIORS**
THAT COME TO **DEFINE YOU** AS A
PROFESSIONAL, BEYOND TECHNICAL
SKILLS AND SUBSTANTIVE
KNOWLEDGE, **AND** ULTIMATELY
DETERMINE YOUR SUCCESS.

YOUR LEGAL PROFESSIONAL PERSONA

Valuable Asset

Controllable Asset

Contextual

Changes Over Time

Unique to You: Linked Intimately to Your
Personal Persona

OVERVIEW

Foundations

Self-Management

Relationships

OVERVIEW

Foundations

Self-Management

Relationships

FOUNDATIONS

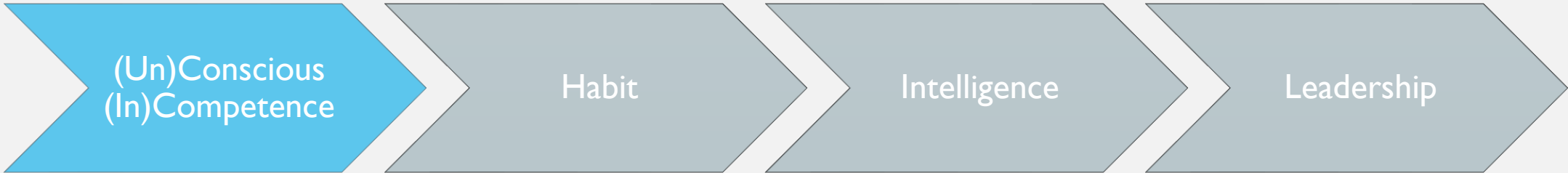
(Un)Conscious
(In)Competence

Habit

Intelligence

Leadership

FOUNDATIONS



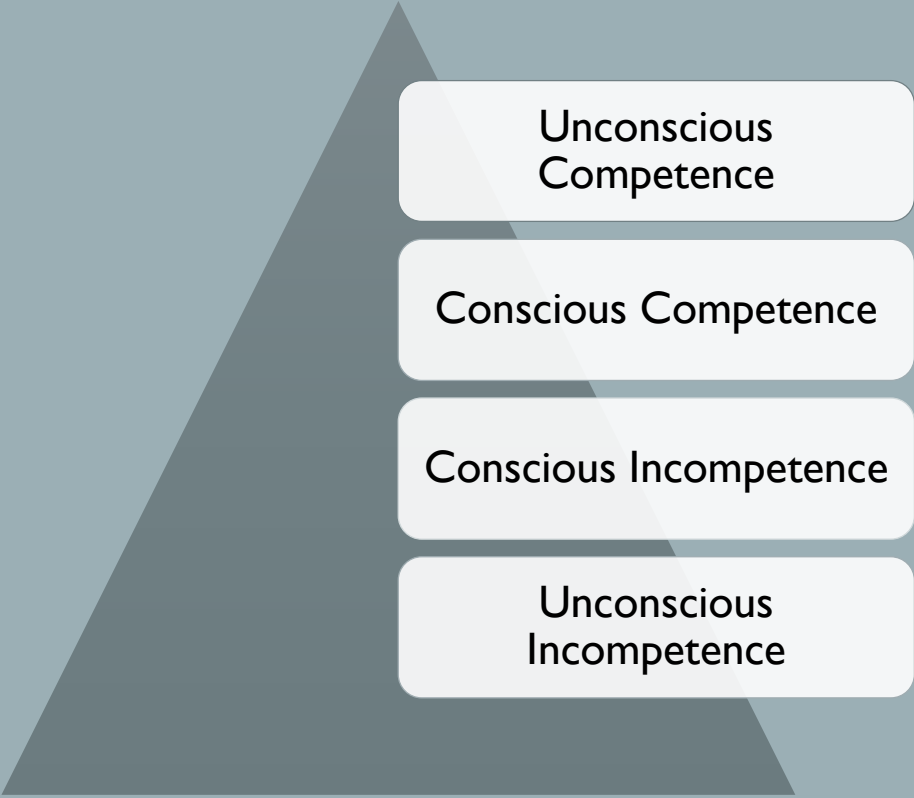
(Un)Conscious
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(UN)CONSCIOUS (IN)COMPETENCE: THE LEARNING MATRIX



Unconscious
Competence

Conscious Competence

Conscious Incompetence

Unconscious
Incompetence

UNCONSCIOUS
INCOMPETENCE: DEVELOPING
COMPETENCE

Questioning

Reflection

Observation and Imitation

Be Coachable

FOUNDATIONS



HABIT

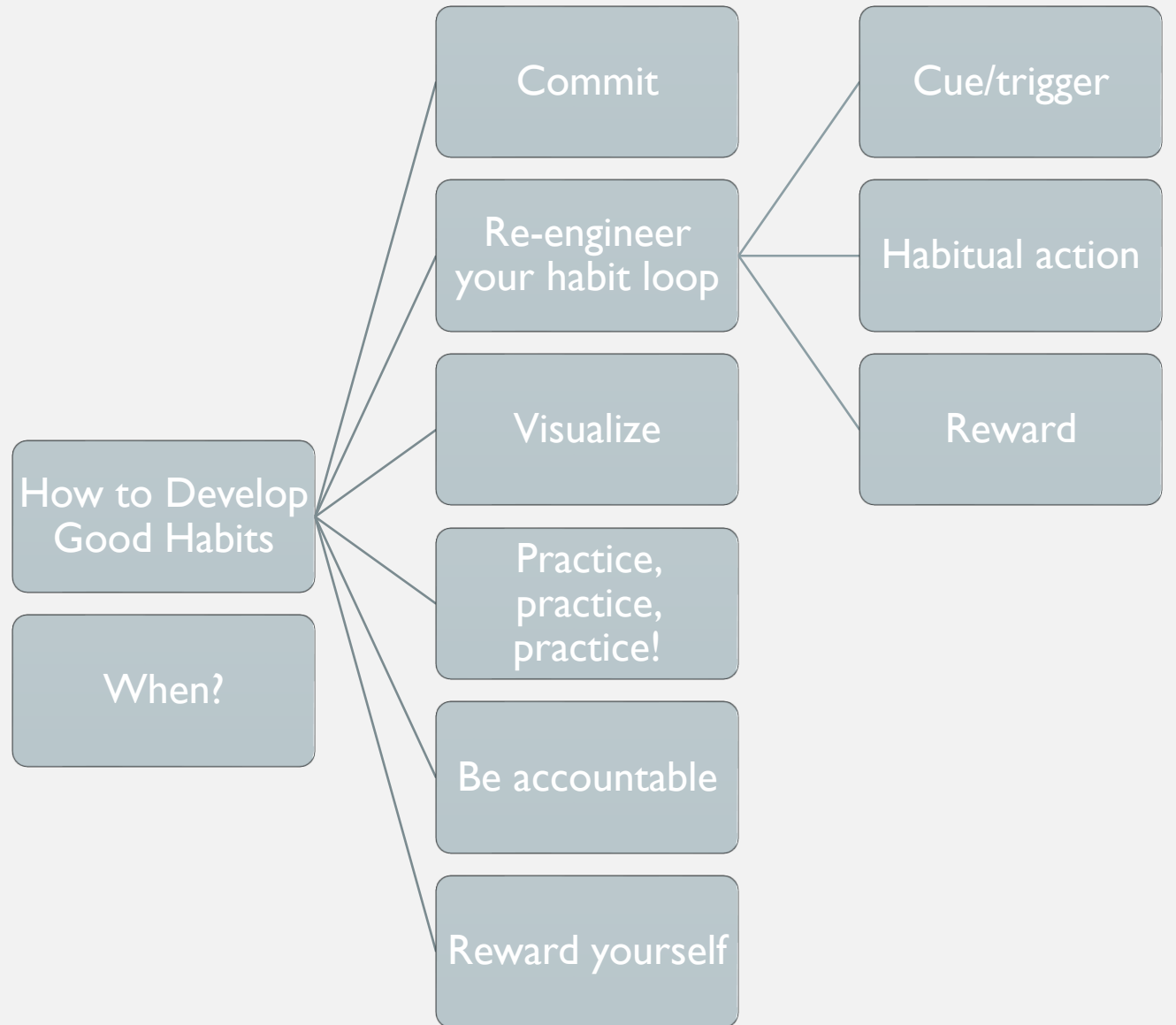
Nature of Habit:

- Things we do automatically
- Allows genuine pattern of regularity

Why Habits Are Important:

- We rely on habit for much of our daily routine
- Save time and energy
- Allow us to work better under pressure
- Make us happier
- Habits beget habits

HABIT



FOUNDATIONS

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(In)Competence

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Nature of Intelligence:

- Contextual and multidimensional

Intelligence Quotient

- Importance overrated

Emotional Intelligence:

- How we understand and manage our own emotions

Social Intelligence:

- How we get along with others; people skills

Other Intelligences for Today's Lawyer:

- Technological intelligence
- Business intelligence
- Law practice management skills

FOUNDATIONS

(Un)Conscious
(In)Competence

Habit

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Leadership

LEADERSHIP



Leadership for All

LEADERSHIP

Leaders are
Visionaries
(Goal
Oriented)

Leaders are
Change
Agents
(Fulfill Goals)



Leaders Have Strong Personal and Interpersonal Skills:

- Personal skills:
 - Strong moral/ethical core
 - Self-aware
 - Self-regulate
 - Creative
- Interpersonal skills:
 - Empathy
 - Act collaboratively
 - Elicit and respond to feedback
 - Humility
 - Maximize goals of others and the institution
 - Sense of humor
 - Strong communication skills—including listening skills

OVERVIEW

Foundations

Self-Management

Relationships

SELF-MANAGEMENT



SELF-MANAGEMENT





MINDSET AND DISPOSITIONS

Positive Mindset:

- Growth mindset
- Optimism
- Enthusiasm and passion
- Resiliency and grit
- Curiosity



MINDSET AND DISPOSITIONS

Commitment to Excellence:

- Resourcefulness
- Diligence and dedication
- Self-discipline and willpower
- Reliability and preparedness
- Craftsmanship and attention to detail
- Adaptability and flexibility
- Creativity
- Wisdom

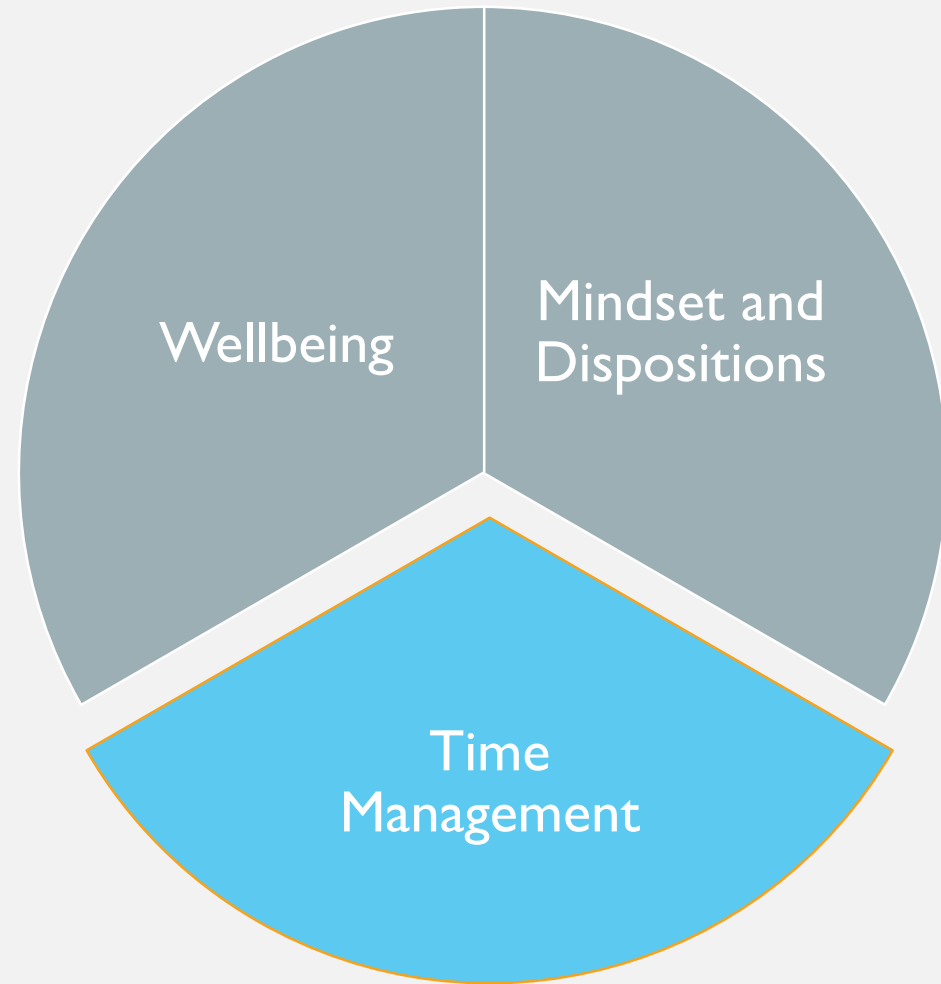


MINDSET AND DISPOSITIONS

Character:

- Gratitude
- Dignity
- Discretion
- Humility
- Confidence
- Authenticity
- Integrity
- Humor
- Elegance

SELF-MANAGEMENT

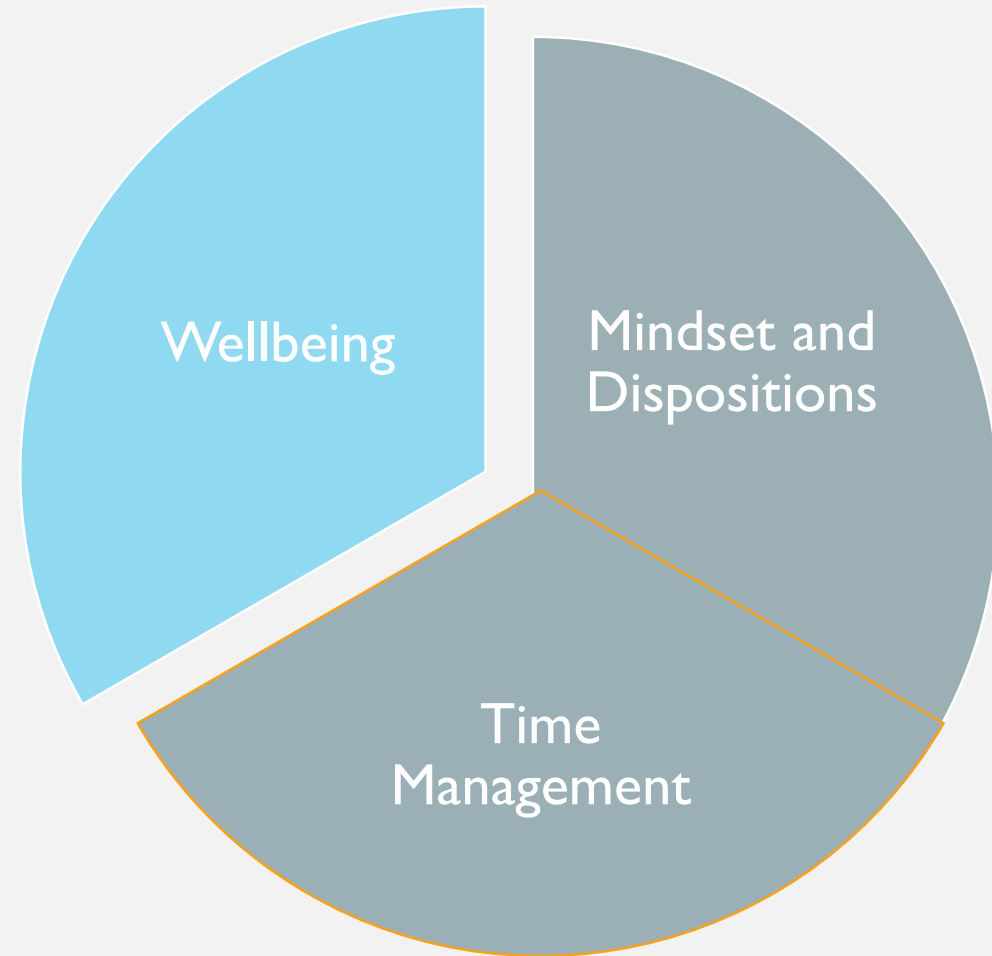


TIME MANAGEMENT

Do Not Let the Urgent Hijack the Important:

Urgent and Important	Not Urgent but Important
Urgent but not Important	Not Urgent and Not Important

SELF-MANAGEMENT





WELLBEING

Wellbeing is Multidimensional:

- Physical wellness
- Emotional/mental health
- Personal satisfaction, growth, and enrichment at work
- Pursuit of creative or intellectually challenging activities
- Spirituality—sense of meaningfulness and purpose
- Social—human need to be connected and have a well-developed support network

WELLBEING

- Why It Matters:
 - Human/Family/Community
 - Business Case—Wellbeing Promotes Better Lawyering:
 - Competence
 - Emotional contagion
 - Limit attrition

OVERVIEW

Foundations

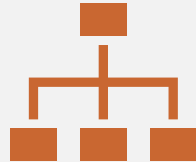
Self-Management

Relationships

RELATIONSHIPS: PROFESSIONALISM WITH THE OUTSIDE



Working with
Others



Talent Management



Effective
Communication

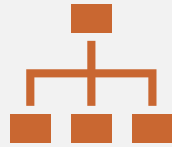


Your Public
Professional Persona

RELATIONSHIPS: PROFESSIONALISM WITH THE OUTSIDE



Working with
Others



Talent Management



Effective
Communication



Your Public
Professional Persona



WORKING WITH OTHERS

Foundations:

- Civility
- Reliability, responsibility, and accountability
- Collaboration
- Networking

WORKING WITH OTHERS

Working Across Boundaries:

- Individual views shaped by unique experiences and backgrounds
- Recognizing implicit biases and thinking inclusively



WORKING WITH OTHERS

Within the Firm:

- The art of being supervised—learning on the job:
 - Preserve supervisor's time and energy
 - Understand your level of discretion
 - Make your boss look good
 - Adapt your working style to that of your boss
 - Follow up
 - Keep bosses informed of your availability
 - Be responsive
 - Understand expectations
 - Accept feedback as an opportunity



WORKING WITH OTHERS

Within the Firm:

- The art of being supervised— The Doctrine of Completed Staff Work:
 - Bring solutions, not problems; answers, not questions
 - Work out the details and present a finished (not half-baked) product—do not expect the boss to do that

WORKING WITH OTHERS

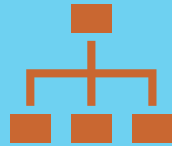
Business Development and Client Management:

- Learn about/understand the client
- Make your client know it is your highest priority
- Be proactive and creative
- Be compulsively responsive
- Communicate in a way the client prefers/understands
- Be generous
- Ask for feedback
- Guard your reputation

RELATIONSHIPS: PROFESSIONALISM WITH THE OUTSIDE



Working with
Others



Talent Management



Effective
Communication



Your Public
Professional Persona

TALENT MANAGEMENT

What Great Supervisors Do:

- Fair and meaningful system of work assignments: Play chess not checkers
- Provide opportunities to observe
- Involve subordinates genuinely
- Allow juniors a sense of control and autonomy
- Model appropriate behavior
- Take responsibility for the mistakes of the team
- Be human
- Embrace a culture of teamwork
- Have patience

TALENT MANAGEMENT

What Great Supervisors Do:

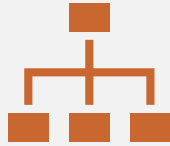
- Be reasonable and clear about expectations
- Be accessible
- Provide effective feedback
- Use power sparingly
- Make wellbeing a priority
- Deal with conflict fairly and directly

A Note About Support Staff

RELATIONSHIPS: PROFESSIONALISM WITH THE OUTSIDE



Working with
Others



Talent Management



Effective
Communication



Your Public
Professional Persona

EFFECTIVE COMMUNICATION

Consider your Audience

Be Efficient and Direct:

- “Say what you are going to say, say it, and say that you have said it.”

Formality

Have Your Objective(s) Firmly in Mind

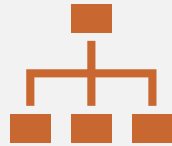
Communicate without Legalese

Listen with Intentionality

RELATIONSHIPS: PROFESSIONALISM WITH THE OUTSIDE



Working with
Others



Talent Management



Effective
Communication



Your Public
Professional Persona

YOUR PUBLIC PROFESSIONAL PERSONA

Follow Ethical Guidelines
and Organizational Policies

Disseminate Your Brand

Dress the Part

Your E-Persona:

Use appropriate settings

Avoid compromising
material

Keep LinkedIn profile up-
to-date

THE LEGAL PROFESSIONAL PERSONA: REVIEW

Foundations

- (Un)Conscious (In)Competence
- Habit
- Intelligence
- Leadership

Self-Management

- Mindset and Dispositions
- Time Management
- Wellbeing

Relationships

- Working with Others
- Talent Management
- Effective Communication
- Public Professional Persona

THANK YOU!

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