
Five Themes of Leadership

The Hard Science and Soft Skills You Need to Be a Great Leader



Nora Riva Bergman

Introduction

Great leaders understand the value of “soft skills.” They know that leadership encompasses far more than mere technical or administrative expertise. Soft skills include communication skills, listening, coaching, giving feedback, team building, delegating, resolving conflict, and self-management.

HARD IS SOFT.

SOFT IS HARD.

Research conducted by the Stanford Research Institute International and Carnegie Mellon Foundation with Fortune 500 CEOs from around the world found that 75 percent of long-term success in business depends upon people skills. Moreover, academic research has shown that people with high emotional intelligence are more successful in business and in life. Emotional Intelligence, as defined by Daniel Goleman in his book of the same name, is “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.” The most effective leaders are those with high levels of emotional intelligence. The greatest leaders put their emotional intelligence to work building the soft skills that contribute to the success of each endeavor they pursue.

THE READILY-
MANIPULABLE NUMBERS
ARE THE TRUE
"SOFT STUFF."

THE RELATIONSHIPS-
LEADERSHIP-"CULTURE"-
"ACTION BIAS" [OR NOT]
ARE THE TRUE
"HARD STUFF."

PERIOD.

Five Themes of Leadership

- Tom Peters

- 1. Leadership is about vision.**
- 2. Leadership is about understanding that change has changed.**
- 3. Leadership is about relationships: listening, coaching & delegation.**
- 4. Leadership is about self-management.**
- 5. Leadership is about the transformation from “I” to “We.”**

I. Leadership is about vision.

Lawyers are leaders. No other profession has given us more leaders in our communities, our country or our world. And leaders know that leadership is about vision. They are in the business of focusing on what could be. Great leaders don't focus on what's wrong, they imagine a positive future. And then they work to inspire others to help them make that vision a reality.

As a leader in your community, you may be invited to serve of the boards of various non-profit organizations. You may be called upon to lead those organizations as president or in another leadership role. As you step into those roles, understand that the balance between your vision for the organization and the organization's mission and strategic plan may be a delicate one. If the organization has a mission statement or strategic plan in place, then your vision must take those things into account. Review the mission statement and strategic plan, then ask yourself: How can I contribute in a way that is consistent with our mission and plan and, at the same time, create a vision that I'm passionate about? How can I create a vision that will inspire others who come after me to continue to move the organization forward consistent with its mission and plan?

There is an ancient Native American saying that serves as a wonderful metaphor for organizational or volunteer leadership. "Treat the earth well: it was not given to you by your parents, it was loaned to you by your children. We do not inherit the earth from our ancestors; we borrow it from our children."

As leaders, you are the caretakers of your organization. As caretakers, you can set a bold leadership path that is consistent with the organization's mission and strategic plan.

***"The goal is not to speculate about what might happen,
but to imagine what you can make happen."***

- From, *Leading the Revolution*, by Gary Hamel



"The future is here. It's just not widely distributed yet."

- William Gibson

To find your vision, you must know your true self.

In Hamlet, Polonius prepares his son, Laertes for travel with the following advice – “This above all: To thine own self be true.” Unless leaders can first be true to themselves, they cannot be true to others. Great leaders follow Polonius’ advice, although it is no easy task. To be true to yourself, means to know yourself. To know yourself, you must be self-aware. Self-awareness means understanding ourselves – and understanding how we are perceived by others.

Why is self-awareness important? Because without self-awareness we can get caught up in behaviors that are inconsistent with our own values and beliefs. Without self-awareness, we may not have the courage to say “no” to the unimportant things in life so that we can focus on the truly important. Without self-awareness, leaders may fear appearing vulnerable. Without self-awareness, leaders can’t understand how their characteristics and behaviors are impacting other people. Self-awareness is the ability to understand ourselves and our characteristics, and utilize our characteristics in ways that serve us best.

In her book, *Lawyer, Know Thyself*, Susan Swaim Daicoff explains that some of the very characteristics that make lawyers successful in the courtroom can lead to problems in a more collaborative environment.

For example, being a predominantly rational, objective, competitive and argumentative sort of person may allow one to function well as an advocate during the workday, but be quite destructive to one’s interpersonal relationships. It may bleed over into being hostile, argumentative, and aggressive in all situations, which could hamper one’s ability to relate well with others, and thus impair one’s ability to garner social and collegial support.

In other words, when you’re leading or participating in your next meeting, remember, it’s not an adversarial contest. If you lack self-awareness, you may not

“There is a part of each one of us that is already free from ego, and that is what I call the Authentic Self. Underneath the fears and desires of the separate ego, the authentic self already exists - integrated, full, and complete. The authentic self is the best part of a human being. It's the part of you that already cares, that is already passionate about evolution. When your authentic self miraculously awakens and becomes stronger than your ego, then you will truly begin to make a difference in this world. You will literally enter into a partnership with the creative principle.”

- Andrew Cohen

realize that the characteristics that serve you well in the courtroom, may not serve you well at all in your work as a leader. Ironically, you may notice these characteristics in your colleagues, yet not be aware of them in yourself.

All too often, behavior we dislike in others is the very behavior we sometimes exhibit. And while we may refuse to recognize our own problem behaviors, they may be very obvious to those around us.

If we can stop, listen, and think about what others are seeing in us, we have a great opportunity. We can compare the self that we want to be with the self that we are presenting to the world. We can then begin to make real changes that are needed to close the gap between our stated values and our actual behavior.

From *What Got You Here Won't Get You There*, by Marshall Goldsmith

To inspire others to your vision, check your attitude at the door.

Literally. Attitude is everything. Before you step into your next meeting or walk through the door of your office, check your attitude. Are you relaxed or are you stressed out? Are you tight-lipped because you're still irritated by that last phone call with opposing counsel or are you ready to smile? Are you already smiling? Whatever your attitude, good or bad, it's your choice. Leaders are expected to do a good job of controlling their emotions and attitudes. Here's the good news; you can make a conscious decision to change your attitude at any time. As a leader, it's your job to model the kinds of attitudes and behaviors you want to encourage in your team.

The Law of Leadership Modeling states that the positive things you do in excess, followers will do in moderation. But the negative things you do in moderation, they will emulate in excess.

From *Up Your Business! 7 Steps to Fix, Build, or Stretch Your Organization*, by Dave Anderson

"Everything that irritates us about others can lead us to an understanding of ourselves."

- Carl Jung

"Don't compromise yourself. You are all you've got."

- Janis Joplin

"I believe it's clear...CRYSTAL CLEAR...that people are attracted to...and retained by...institutions that...MAKE THEM FEEL GOOD ABOUT THEMSELVES AS HUMAN BEINGS."

- Tom Peters

Lawyers who are leaders must also be able to check their “lawyerly” thinking at the door. You know the old saying, “Law school teaches you to think like a lawyer.” I’ve never met an attorney who’s told me, “You know, I was so cynical and pessimistic before I became a lawyer, but law school sure changed all that!” While the critical thinking skills law school teaches are invaluable to an advocate, they can create problems for a leader. Self-awareness is key. The ability to think critically about a situation without being cynical or negative is an essential trait of good leadership. Leaders know how to ask the right questions with the right attitude. Their questions are not designed to intimidate or dominate or put people on the spot. Rather, their questions are designed to help them learn or delegate better or to give acceptance to others and enhance communication.

Look at the culture of your office, is it positive or negative? Whatever the culture, environment or mood, it is a reflection of the leadership. Understand that, as a leader, you are being watched – all the time. Everything you do matters. Everything. You set the tone for your office. So, make a conscious choice to set a good tone. In the words of Winston Churchill, “If you can’t laugh, smile. If you can’t smile, grin. If you can’t grin, stay out of the way until you can.”

Attitude

The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failure, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company . . . a church . . . a home. The remarkable thing is we have a choice everyday regarding the attitude we will embrace for that day. We cannot change our past . . . we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you . . . we are in charge of our Attitudes.

Charles Swindoll

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To make your vision a reality, you must understand the difference between management and leadership.

As Warren Bennis once said, “Management is doing things right; leadership is doing the right things.” The most effective leaders work together with their colleagues to create a vision and set strategies for the organizations they lead. The creation of a synergistic and collaborative relationship between leadership and management - one in which some of the leadership procedures outlined below are shared - can move any organization forward.

Management Produces: Order and Consistency	Leadership Produces: Change and Movement
Planning / Budgeting <ul style="list-style-type: none"> Establish Agendas Set time tables Allocate resources 	Establishing Direction <ul style="list-style-type: none"> Create a vision Clarify big picture Set Strategies
Organizing / Staffing <ul style="list-style-type: none"> Provide Structure Make job placements Establish rules & procedures 	Aligning People <ul style="list-style-type: none"> Communicate goals Seek commitment Build teams and coalitions
Controlling / Problem Solving <ul style="list-style-type: none"> Develop incentives Generate creative solutions Take corrective action 	Motivating and Inspiring <ul style="list-style-type: none"> Inspire and energize Empower subordinates Satisfy unmet needs

Figure 1.2: Management versus Leadership, *Leadership Theory and Practice*, by Peter G. Northouse, 2004, Sage Publications, Inc.

Was	Is
Competition	Cooperation
Rules	Relationships
Issuing orders	Asking questions
“Yes, sir”	“Thank you”
Conquest	Communication
Information: “need to know”	Information: “want to share”
“Management”	“Empowerment”
“Human resources”	Talent!
Talent: “pays its dues”	Talent: “claims its prize”

From, *Leadership: Inspire, Liberate, Achieve*, by Tom Peters



“Management is concerned with getting up a ladder in the most effective and most efficient manner. Leadership is making certain the ladder is leaning on the right wall.”

- Steven R. Covey

2. Leadership is about understanding that change has changed.

From the Industrial Age to the Conceptual Age

In the last 100 years, we have moved from the Industrial Age through the Information Age to the Conceptual Age. During the Industrial Age and through the Information Age, society depended primarily upon the leadership skills of left-brained leaders. Much of Twentieth Century leadership was built upon authoritarianism, telling people what to do. Things have changed. Dramatically.

According to Daniel Pink, author of *A Whole New Mind*, we've progressed from a society of factory workers to a society of knowledge workers to a society of creators and empathizers. We've moved from a society built on left-brained, linear thinking to a society that recognizes the value of right-brained skills such as the ability to empathize and to understand the subtleties of human interaction. Where are these skills more valuable than in the practice of law or leading the profession? Lawyers are in the business of changing (transforming) the lives of their clients. Lawyers as leaders are in the business of changing (transforming) our community, our society, our world. In order to achieve transformational change, effective leaders must abandon the authoritarian approach of the Industrial Age and create a culture that supports creativity, imagination, and passion.

Effective leaders are responsible for creating change that moves the organizations they work with forward in a way that is consistent with the organization's mission and strategic plan, not change for the sake of change or change that's built upon personal preferences. As a leader, you must also understand that people react to change in different ways; there is not one universal response. However, for most people, change is scary. Change brings with it the new, the different, the unknown. Understanding the change process is key for effective leaders.

*"Change is the law of life.
And those who look only to
the past or present are
certain to miss the future."*

- John F. Kennedy



In *Leading in a Culture of Change*, author Michael Fullan sets forth a six-step process for understanding change:

- **The goal is not to innovate the most.** Relentlessly taking on innovation after innovation can alienate the people you work with.
- **It's not enough to have the best ideas.** Remember, it's possible to be "dead right." Your best ideas will go nowhere fast if you can't get anyone to buy into them.
- **Appreciate the implementation dip.** The implementation dip occurs when we realize we need to develop new skills and competencies to effectively implement the change.
- **Redefine resistance.** What you may perceive as resistance, may be legitimate concerns about an issue you may have overlooked. Or it may be a manifestation of fear (see below). Listen to the resisters.
- **Reculturing is the name of the game.** Reculturing means creating an organization that is has the capacity to selectively incorporate new ideas and practices on a continual basis.
- **Never a checklist, always complexity.** There can never be a step-by-step process for change. Change is not linear.

"In describing today's accelerating changes, the media fire blips of unrelated information at us. Experts bury us under mountains of narrowly specialized monographs. Popular forecasters present lists of unrelated trends, without any model to show us their interconnections or the forces likely to reverse them. As a result, change itself comes to be seen as anarchic, even lunatic."

- Alvin Toffler

For many of us, change = unknown = fear. Leaders must recognize this equation and understand that what they may perceive as resistance to change may simply be fear of the unknown. As an organization changes, the leadership must acknowledge that people will go through several stages in the transition process.

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In their book, *Dangerous Opportunity: Making Change Work*, Chris Musselwhite and Randell Jones explain the process of change in four stages. It is the leader's role to support people through these transitions. Leadership here applies not only to the leaders, but to those who follow, as well.

	Do's	Don'ts
Acknowledging Leadership Imperative: Give Information	<ul style="list-style-type: none"> • Give visible support & provide information consistently & repeatedly • Provide facts • Assist with support networks 	<ul style="list-style-type: none"> • Hit people over the head with the truth • Push for acknowledgment (this intensifies denial)
Reacting Leadership Imperative: Give Support	<ul style="list-style-type: none"> • Listen • Acknowledge the feelings of those in resistance • Provide time (as the situation allows) • Provide facts • Be empathetic • Identify areas of stability 	<ul style="list-style-type: none"> • Argue • Provide reasons why they should not feel the way they feel • Convince them this is good for them • Push exploration (this can result in movement back to denial)
Investigating Leadership Imperative: Give Encouragement	<ul style="list-style-type: none"> • Create opportunities to explore new possibilities • Reward exploration • Employ participative decision making • Outline pros & cons of new possibilities 	<ul style="list-style-type: none"> • Push choices • Rush choices • Punish mistakes • Overestimate or misrepresent future options
Implementing Leadership Imperative: Give Reinforcement	<ul style="list-style-type: none"> • Clarify desired outcomes • Reward effective performance • Support risk taking & innovation • Encourage communication • Get out of the way 	<ul style="list-style-type: none"> • Micro-manage • Control choices • Limit participation

Table 8: Leading People in Transition - *Dangerous Opportunity: Making Change Work*, Chris Musselwhite and Randell Jones, 2004, Exlibris, Corp.

Change applies not only to organizational change, but to leaders on a personal level. Leaders who are not continuously changing, i.e. learning, stretching and improving their skills, are quickly becoming irrelevant. Great leaders commit to continuous learning. They understand that learning is an ongoing process. It is the result of self-discipline and perseverance. The goal is to improve just a little every day and to build upon the previous day's success. As a wise man once said, "You cannot jump to the top of Mt. Everest." You must climb the mountain one step at a time. And so it is with continuous learning, you must take it one step at a time.

3. Leadership is about relationships: listening, coaching & delegation.

Leaders are great listeners.

Communication is one of the most important skills in life. And while at least half of the communication equation involves listening, most of us have little or no training in listening – really listening. In fact, various listening studies have shown that we remember between 25% and 50% of what we hear.

Leaders understand the power of great listening. In *The 7 Habits of Highly Effective People*, Steven Covey explains the importance of listening in the fifth habit: Seek first to understand, then to be understood. Giving your undivided attention to another person demonstrates a very high level of respect. Conversely, when you fail to listen, you're saying:

- You don't matter.
- I don't care about you.
- Your ideas don't matter.
- You're wrong.
- I don't understand you.
- I don't want to understand you.
- You're stupid.
- I'm too busy.
- You're wasting my time.
- All of the above.

"Years ago, I tried to top everybody, but I don't anymore, I realized it was killing conversation. When you're always trying for a topper you aren't really listening. It ruins communication."

- Groucho Marx

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In *What Got You Here Won't Get You There*, Marshall Goldsmith offers the following listening tips:

- Listen.
- Don't interrupt.
- Don't finish the other person's sentences.
- Don't say "I knew that."
- Don't even agree with the other person (even if he praises you, just say "Thank you").
- Don't use the words "no," "but," and "however."
- Don't be distracted. Don't let your eyes wander elsewhere while the person is talking.
- Maintain your end of the conversation by asking intelligent questions that (a) show you're paying attention, (b) move the conversation forward, and (c) require the other person to talk (while you listen).
- Eliminate any striving to impress the other person with how smart or how funny you are. Your only aim is to let the other person feel that *he or she* is accomplishing that.

"The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them."

- Ralph Nichols



Goldsmith also sets forth a simple exercise to improve your listening skills: Close your eyes and count to 50. Do not let another thought creep into your mind. Maintain the count. Try it. How far did you get?

This exercise demonstrates just how easily we can be distracted when we are not talking. It also helps develop your "concentration muscles" and the ability to focus. Do this exercise regularly until you can count to 50 without interrupting yourself. When you can do this, your listening skills will improve dramatically.

Leaders are great coaches and mentors.

Leaders appreciate the value of the contributions made by those around them, and they acknowledge them on a regular basis. Leaders look for genuine opportunities to praise the people who work with them. They focus on people's strengths, and help them find roles that allow them to shine. They are not stingy with recognition.

In his book, *Strengths Finder 2.0*, Tom Rath shares Gallup research from surveys of over 10 million people worldwide on the topic of "employee engagement." Employee engagement refers to how positive and productive people are at work. People who are engaged are happy, productive, successful - and typically stay in their jobs. People who are actively disengaged are miserable in their roles, and they are unpleasant to be around. Actively disengaged employees (or volunteers) will drag any organization down.

Leadership can play a big part in creating and sustaining engaged employees and volunteers. Gallup's research indicates that people who have the opportunity to focus on their strengths every day "are six times more likely to be engaged in their jobs and more than three times more likely to report having an excellent quality of life in general." Gallup's research also suggests that having someone at work who regularly focuses on your strengths can have a dramatic effect on employee engagement. In fact, the research shows that employees with a manager who focuses regularly on their strengths will have only a 1% chance of being actively disengaged.

So, what does this mean for leadership? If you want to have engaged employees or volunteers, make it habit to focus on their strengths. Appreciate each individual's talents and skills, and don't make assumptions about their capabilities. Provide consistent, specific feedback on what your people are doing right. This does not mean that potential weaknesses are ignored; they must be addressed, as well. But the focus of the majority of your interactions should acknowledge strengths, rather than highlight weaknesses.

"A good coach will make his players see what they can be rather than what they are."

- Ara Parasheghian

"Our chief want in life is someone who will make us do what we can."

- Ralph Waldo Emerson

"Do not let what you cannot do interfere with what you can do."

- John Wooden

Finally, leaders are great self-coaches. They understand that their self-development is never ending. They are self-disciplined and consistent. *They understand that it is not enough to understand; they take action.* They understand that leadership isn't a title or a position, it's a process. And the very best leaders enjoy the process. They have fun. And those around them have fun, too!

Leaders delegate effectively.

"Why have great talent if you're not going to use it?"

Diane Thompson, CEO Camelot group

Great leaders understand the fallacy of the old axiom, "If you want something done right, do it yourself." The reality is, you cannot do it all yourself. Everyone has limits. Leaders accept this and learn to delegate effectively.

So why do we have so much trouble delegating? There are many reasons: It's hard to let go; you fear the task won't be done correctly; you think the work won't be up to your standards. I'm sure there are a host of other reasons you could add to this list. In addition, we all suffer from the Curse of Knowledge. In their book, *Made to Stick: Why Some Ideas Survive and Others Die*, by Chip Heath & Dan Heath, the authors define the Curse of Knowledge this way:

Once we know something, we find it hard to imagine what it was like not to know it. Our knowledge has "cursed" us. And it becomes difficult for us to share our knowledge with others, because we cannot readily re-create our listeners' state of mind.

With respect to effective delegation, the Curse of Knowledge can cause us to forget to list particular steps in a project because they are so "second-nature" to us we can't imagine someone else not "getting it." Has your secretary ever returned a project to you done incorrectly? Have you looked at it and thought, "I know I told her exactly how to do this. I'll just do it myself." If you've answered, "yes," there is good chance you were "cursed" by your knowledge.

"An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success."

- Stephen R. Covey

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In their book, *Time Management for Attorneys: A Lawyer's Guide to Decreasing Stress, Eliminating Interruptions & Getting Home on Time*, Mark Powers & Shawn McNalis recommend asking yourself three questions when deciding whether to delegate a task:

- Does this require my special skills? (Be honest here. Unless you're thinking of legal skills, the task can likely be delegated.)
- Could someone else do this? (Remember, you'll need to take the time to train them. Delegation ≠ Dumping.)
- How often will this task be done in the future? (If it is a repetitive task, consider delegation.)

One simple way to improve your delegation skills is to use S.M.A.R.T. Rules for Delegation. S.M.A.R.T. Rules for Delegation require that every delegated task be:

Specific: If there is a high level of trust and this is a frequently delegated task, you can be less specific. But if this is the first time it is delegated, and there is little experience or familiarity, you must be very specific about all the actions to be taken, possibly putting them into written form, depending on the complexity of the task.

Measurable: Establish exactly what you intend for the outcome. If possible, quantify the result. State it clearly and ask for it to be repeated back to check for accuracy.

Accountable: Select someone who will take ownership of the project or task. Someone who will communicate results in a timely fashion and will not try to cover up, require lots of attention or reassurance.

Realistic: Create checkpoints along the way to check the progress and quality of the work. Allow extra time for mistakes that are part of the initial learning curve – just make sure you have a way to catch them. Don't delegate something that isn't

“Delegating work works, provided the one delegating works, too.”

- Robert Half



humanly possible to accomplish in a given time frame. Make sure you provide adequate resources to get the job done – if time is short, more assistance may be required.

Timelined: State very clearly the date for completion, any checkpoint dates, and the impact of not meeting the deadline. Remember that the FIRST time any task or project is undertaken, it will take longer to accomplish. Expect increased efficiency with repetition.

See, *Time Management for Attorneys: A Lawyer's Guide to Decreasing Stress, Eliminating Interruptions & Getting Home on Time*, by Mark Powers & Shawn McNalis

Use S.M.A.R.T. Rules for Delegation to clearly communicate your expectations for delegated tasks and projects. But don't forget to continue to communicate throughout the process. Offer support, make sure the person responsible has the tools and information needed, make yourself available for questions, and generally oversee the project. Remember, delegation does not mean dumping.

Resist the urge to micro-manage. If you micro-manage your delegated tasks, then your team will never take ownership of them. They will never take complete responsibility. Micro-management might seem easier in the short term, but in the long run it will undermine your effectiveness and your team's efficiency and success.

Understand that people will make mistakes. Everybody makes mistakes. Your role as a leader is to create a culture in which it's OK to make mistakes. That culture carries with it the responsibility to admit your mistakes, learn from them, and not repeat them. And as a leader, you must also be willing to admit *your* mistakes, take responsibility for them, learn from them, and move on.

Finally, delegate to people's strengths. This is true whether you are delegating project or committee tasks a part of your volunteer work or delegating to your team at the office. Give your people an opportunity to shine by delegating work they enjoy.

"No person will make a great business who wants to do it all himself or get all the credit."

- Andrew Carnegie

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it"

- Theodore Roosevelt

4. Leadership is about self-management.

Leaders understand that there is no such thing as “time management”; there is only “self-management.” Leaders know that in order to accomplish all they want to accomplish they must learn the art of self-management.

Leaders understand that they have the same amount of time – exactly the same number of hours each day that were given to Helen Keller, Mother Theresa, Leonardo da Vinci, Thomas Jefferson, Albert Einstein, and Michelangelo. Leaders use those hours wisely. They refuse to accept the myths that say . . . “There just aren’t enough hours in the day,” or “I have no control over my time.” Instead, they adopt the habit of asking themselves the following question throughout the day: What is the most valuable use of my time, right now? They listen to the answer and manage themselves accordingly.

As a leader, it’s your responsibility to manage yourself, your law practice, and your volunteer commitments. Accept this responsibility with joy! You’ve been given a tremendous opportunity to lead your colleagues. You’ve been given the opportunity to inspire, mentor, and make a difference. Don’t whine about not having enough time to get it all done. (Have you ever known a great leader who whines about anything?) Instead, make a conscious choice to say “no” to those things that are not important. Give your very best time and talents to those things you are passionate about.

Take time to plan. Research has shown that one hour of planning can save up to four hours of work. That is an impressive return on investment. So, plan your plan. Then understand that, sometimes, your best plans will fall apart because of emergencies or other contingencies, but that is no reason not to plan. Set aside at least one hour of your week to plan, focusing solely on your leadership commitments. Put it in your calendar. Block the time off and hold it inviolate. Will you spend more than that one hour on volunteer work each week? Yes, sometimes you will. But that one, focused hour will save you up to four hours putting out fires. You might want to adopt this planning strategy for your law practice, as well.

*The most important question:
“What is the most valuable
use of my time, right now?”*

- Brian Tracy

Do you wear the watch . . .



or does the watch wear you?

*“Things which matter most
must never be at the mercy
of the things which matter
least.”*

- Goethe

5. Leadership is about the transformation from “I” to “We.”

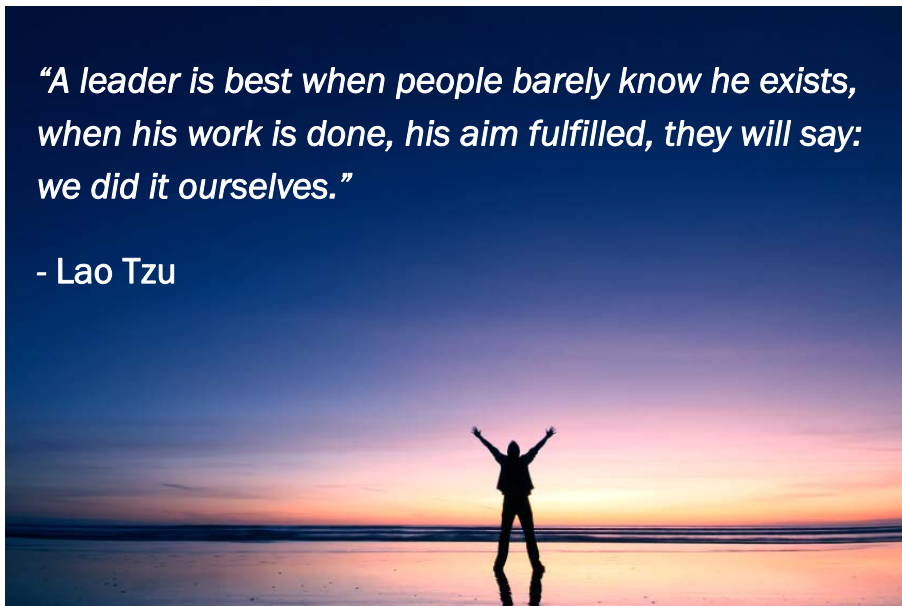
When you become a leader, your challenge is to inspire others, develop them, and create change through them. If you want to be a leader, you’ve got to flip that switch and understand that it’s about serving the folks on your team. This is a very simple concept, but one many people overlook. The sooner people realize it, the sooner they will become leaders.

- From *True North: Discover Your Authentic Leadership*, by Bill George

As you grow in your leadership role, you’ll begin to realize it’s less about “me” and more about “we.” That being said, understand that those you lead need you. They need your guidance, your ideas, your inspiration. They want to earn your trust. If you’re a good leader, they desperately want to help you succeed. So, let them. Then, step back, thank them, and say, “We did it.”

“A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.”

- Lao Tzu



Leadership Bookshelf

A Whole New Mind, by Daniel H. Pink

Dangerous Opportunity: Making Change Work, by Chris Musselwhite, Ed.D. and
Randell Jones, M.B.A

Executive Charisma: Six Steps to Mastering the Art of Leadership, by D. A. Benton

Inspire! What Great Leaders Do, by Lance Secretan

Secrets of a CEO Coach, by D. A. Benton

The 7 Habits of Highly Effective People, Steven R. Covey

True North: Discover Your Authentic Leadership, by Bill George

Up Your Business! 7 Steps to Fix, Build, or Stretch Your Organization, by Dave Anderson

What Got You Here Won't Get You There, by Marshall Goldsmith

As a coach and Practice Advisor with Atticus, Nora is dedicated to helping attorneys create the lives and law practices they dreamed of when they were in law school. She knows the frustrations that attorneys experience every day and is committed to helping them change their lives for the better.

Nora brings a deep understanding of the practice and business of law to her work as coach and Practice Advisor. She has practiced as an employment law attorney and certified mediator and has served as a professor at both Stetson University College of Law and the University of South Florida, teaching courses in alternative dispute resolution and negotiation. In addition, Nora has been a speaker at conferences for the American Bar Association, The Florida Bar and other regional and national legal associations. She has also served as the executive director of the St. Petersburg Bar Association.

Her background as an attorney, law professor and bar executive gives her a unique perspective on the challenges lawyers face and makes her a powerful coach. In addition to her broad experience with all aspects of the law firm, Nora understands the importance of, and is committed to, helping attorneys leverage technology in order to maximize their ultimate success.

Nora is a graduate of the Leadership Development Program (LPD) at Eckerd College, and is certified in the Conflict Dynamics Profile[®] developed by the LDP to help individuals and organizations learn how to deal with conflict constructively. She is also certified in the DISC Behavioral Style Assessment.

Nora received an undergraduate degree in journalism, *summa cum laude*, from the University of South Florida and her J.D., *cum laude*, from Stetson University College of Law, where she was a member of the law review and served as a mentor for incoming students.



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