

A comparative view of leadership in law versus other fields:
a personal perspective

Donald Haynes

David Hsu

Jennifer Lu

Dexter Macaranas

Success in any field requires immense leadership skills. Although easy to conceptually understand the need for leadership skills, it is not always easy to openly dissect what exactly constitutes a leader. As a result, in hopes of becoming a better leader in the legal field, we have decided to take a closer look at the attributes of leaders in other fields. In doing so, we have focused on three main categories: Communication, Teamwork, and Ethics. Upon a thorough examination, we ought to be able to identify the main characteristics of a successful leader in other fields and apply them accordingly to the legal field.

Scenario one – leadership in a corporation – Donnie Haynes

I. Introduction

After five “post-bubble” years at Ariba, Inc., a publicly traded Silicon Valley software company, I’ve seen ups and a lot of downs. I’ve witnessed several rounds of layoffs, accounting catastrophes, painfully expensive lawsuits, and several shifts in the direction of the company itself. I’ve observed two competing companies from opposite ends of the nation, each taking pride in besting the other, forced into a single business operation with several hundred friends and co-workers left behind. I’ve watched as the remaining few, working for a living rather than an early retirement, put together a cohesive business organization one piece at a time. Times have not been easy, but signs of a dramatic recovery are becoming clear. Unquestionably there have been external factors in play; the economy as a whole has improved somewhat over the last five years.

But with so many competing software companies now deceased, there must be a reason why this company has weathered the storms. With these considerations in mind, I asked several leading executives at Ariba about the specific qualities required to successfully lead a business in the turbulent software industry.

II. Communication and Transparency

One of the toughest challenges the company faced was the process of merging with FreeMarkets, Inc., an equally sized company, and the subsequent termination of nearly half the duplicative workforce of each legacy organization. Ariba CEO Bob Calderoni considered this to be the most difficult period during his tenure with Ariba. According to Calderoni, “The cultures and attitudes were totally different. And we weren’t trying to convert one company into the other, we were trying to create something new... That proved to be a lot more difficult than anyone anticipated and it was two years before we could say it was done.” This process would’ve only been successful if certain employees of each company stuck around to help train their replacements from the other organization. Addressing this very issue, Jim Frankola, CFO of Ariba, noted that, “some management teams believe that if you give your people early warning, then they will jump ship. I have found out that if you give them early warning, offer them transition support, and educate them on the reasons for the change, they will respond professionally.” As Frankola puts it, “honesty and transparency works in both good times and bad.” In fact, employees losing their positions due to the integration were given months to find new employment, generous severance packages, and positive references. Open meetings were held and candid discussions helped remove the shock

and suspicion associated with the layoffs. Most importantly, the remaining employees watched as many of their friends and co-workers were able to take time off, either temporarily or permanently, find satisfying jobs, and leave practically on their own terms. It was expensive and risky; employees could've easily jumped ship the moment they heard that their employment was coming to an end, but it was the right thing to do and the best way to responsibly adjust the size of the combined company, while maintaining the respect of the remaining workforce.

Open communication and transparency can alleviate the “us versus them” factor often inherent in the relationship between business leadership and those they lead. When a company's leaders remain silent during periods of turmoil, the rank and file will assume, and rightly so, that they're not being told the whole story. Regardless of what's being kept quiet, the worst will be assumed. Frankola insists that during difficult times, there's an even greater need for communication. It's during these times that a leader must be able to articulate a long-run vision that highlights both the competence and foresight of the business' leadership. Calderoni noted that, “[t]he leader must identify and communicate what needs to change, show that it's in line with the long term health of the organization, and then get everyone focused on specific actions needed to drive the required or desired change.” When everything's laid out, the good, the bad, and a plan for the future, sentiments of suspicion turn into empathy, trust, and eventually, a desire to help. The key is not to be afraid to tell the truth, even if it hurts.

III. Teamwork

The integration of the two companies involved a brutal collision of practices and styles. Strengths were to be uniformly adopted and weaknesses excised. Of course, feelings were hurt on both sides as people were expected to drop their own practices and adopt those of another. Calderoni commented on the integration saying, “[o]ne has to have an attitude that is accepting of new people and treat them just like your long time employees. One also has to make it clear that things are not the same and that there is going to be change and one has to accept the new organization your are trying to create.” In hindsight, it’s quite amazing that two very culturally dissimilar organizations from opposite coasts could come together to work both productively *and* willingly.

I asked Amer Moorhead, the Deputy General Counsel and manager of Ariba’s global team of attorneys, what a leader can do to establish an atmosphere of teamwork within such a culturally divergent business group. He responded, “[t]he elements of my style that have been effective in managing the team are in showing respect, empowering members of the team, attempting to not be US-ego centric, scheduling calls when convenient to international team members, being sensitive to vastly different time zones, and constantly seeking to raise the profile of the various members of the team...Elements of my style that I have found to be ineffective include... sometimes allowing issues to escalate to me, which runs the risk of accidentally undermining someone else.” By respecting others’ specialties, recognizing contributions, and celebrating the team’s victories and values, Moorhead can expect the loyal support of team members in the office next door, or as far away as India.

Moorhead noted that managing a global team presents unique challenges; “I have striven to adjust to this awareness by not assuming that others on the international team comprehend buzz words, slang, or expressions. Communication must be very literal, and use of metaphors should be used carefully. I have also tried to remember that the way I see the world is different than how others may see the world.” Moorhead recognized that the Indian legal team responded positively to public acknowledgement, probably more so than the U.S. or European group. When a deal gets signed, Moorhead makes sure to send an email around to the entire legal group acknowledging the individual attorney involved and their contribution to the deal. Moorhead’s success in building an integrated and functional global team of corporate counsel from Ariba’s and FreeMarkets’ stubbornly independent teams is substantially related to his interest in understanding the individuals who make up the team, and vocally placing value in what each team member has to offer. There is always a temptation for leaders to tackle every task humanly possible; at least then you know things will get done the “right” way. But effective leaders understand that, “None of us is as smart as all of us.” - *Ken Blanchard*.

IV. Ethics

James Kouzes and Barry Posner, authors of *The Leadership Challenge*, surveyed over seventy five thousand people worldwide over the course of two decades and found that the “single most important ingredient in the leader-constituent relationship” is honesty. Because we are a reflection of those who lead us, we need to be sure that our leaders are credible, trustworthy, and honest. In a business environment, however, convictions are sometimes exchanged for the bottom line.

When a company is successful, effective leadership is presumed. Frankola insightfully noted that, “[i]n good times, people confuse leadership with good business results. We often joke that there is no morale problem that cannot be fixed by a 20% increase in revenue.” But what about the turbulent times, when a business’ future in doubt? “[D]uring a struggle – where the end is not often in sight, or where there is significant adversity, that leadership is important.” Frankola knows that hard times tend to amplify the importance of a leader’s character, especially in an organization lacking an intrinsic mechanism to inspire ethical responsibility. A religious organization can appeal to spirituality, and the military to national pride, but selling software is not an inherently inspiring affair.

As Ariba made the painful transition out of the free-spending “bubble” era into a more fiscally responsible post-Enron age, sacrifices had to be made across the board. A new team of executives was required; leaders without the taint of excessiveness. The only way to effectively force cost cutting measures on a workforce spoiled by unnecessary spending was for management themselves to model the way. According to Calderoni, “Ariba was in a bit of turmoil following the bubble burst. The thinking initially was that the company needed someone at the helm who could bring a sense of fiscal responsibility and a measure of strong leadership. Given my experience as a financial executive at large companies [IBM and Apple] and my ability to navigate through difficult times, it was expected that I would come in and clean up the balance sheet and right size the organization. And we did that within 30 days.” Undoubtedly, middle management must have appealed for special treatment, but an “us versus them” policy would have failed; the rest of Ariba’s workforce would’ve seen through the

hypocrisy and would never buy in. Ariba's leaders understood this risk and wisely made very few exceptions to the rule. The company suffered a hit to their "bubble" prestige, and the loss of several managers, but the rest of us respected the commitment and a gap was bridged between leadership and the led.

V. Conclusion

Leading a business is always challenging, but leading a struggling business through a rapidly changing and cutthroat market is just exhausting. A leader unwilling to embrace the importance of communication, teamwork, and ethical behavior in leading a business through difficult times will only exasperate his business' misfortune by giving his team no good reason to be concerned about anything or anyone but themselves. On the other hand, a business leader who can, by example, initiate an atmosphere of respectful communication, effective teamwork, and ethical behavior, could find himself surrounded by a team willing to make sacrifices for the benefit of the organization – even if only to sell some software.

Scenario two – leadership in the pharmaceutical industry – Dexter Macaranas

I. Introduction

Cynthia Macasaet, pharmacy manager of Elephant Pharmacy in Los Altos, California, defines leadership as "providing high quality pharmaceutical care while meeting company operational expectations." As a former pharmacy manager for Wal-Mart, I fully agree with that statement and understand her point of view. Pharmacy is no different from other industries in that there are multiple parties that need tending.

Whether it be to patients, doctors, ancillary staff, or corporate shareholders, a pharmacist has a duty to each of these people in one way or another. Effective leaders recognize this multi-faceted world and are able to cater to each in their own individually tailored way. Problems may arise when parties have conflicting goals or expectations of the pharmacist. For example, patients want their questions answered and advice given with undivided attention where in contrast a corporate officer may prefer quick resolution to enable the pharmacist to maximize profitability. As Dennis Cheung, pharmacy manager for Walgreen's in San Diego, California puts it, "while ideally we want to spend much of our time conversing with patients from anything from their medicines to their daily exercise routine, we must be mindful that this is a business."

The struggle does not end with patients and corporate officers. As the highest staff member at the store level, a pharmacist must also deal with the concerns of ancillary personnel including technicians, interns, and clerks. These issues can literally be anything including relations with other workers, personal availability, and substance abuse problems. Throughout my experience as a pharmacist, what is crucial here is treating each person as an individual. This is because while there may be an existing corporate policy and procedure for dealing with a situation, it never fits perfectly with every person. Being that these are people that you will spend lots of time with on a day to day basis, there are other goals to achieve other than what is in the corporation's mission. According to Mr. Cheung, "a highly profitable pharmacy cannot compensate for a poor work environment." So for example, where corporate policy may require technicians to alternate weekends, if you find someone that enjoys those shifts and

another who does not, it only makes sense to go against the company's guidelines and maintain happiness amongst your workers.

The differences in audiences that a pharmacist deals with must be kept in mind in every aspect of being a leader in the industry. Linda Kaneshige, pharmacy manager for Wal-Mart in Vallejo, California, states that "being extremely conscious of these differences minimizes confusion, and this is an industry where the slightest bit of confusion can result in fatal consequences." While doing no harm is an important minimum to attain, being a leader aspires to meet this patient standard while exceeding company expectations. Whether it be in communicating, allocating resources, or applying ethical standards, one's approach to every situation must take into account the nature of the audience. Upon mastering this skill, one will be well on his or her way to becoming an effective leader in the pharmacy industry.

II. Good pharmacy leaders are effective communicators

In order to be a leader in pharmacy, it is crucial for one to be an effective communicator. As a former interviewer for pharmacy school applicants at the University of the Pacific in Stockton, California, the ability to communicate was a major factor in determining one's eligibility for the program. Effective communication is important for several reasons such as disseminating vital information that is necessary for safely utilizing medications, enabling subordinates to properly perform tasks, and demonstrating one's knowledge and expertise. It is for these reasons, and a multitude of others, that it is imperative for one to master the art of communication.

As a pharmacist, many people see me as a primary resource for drug information. In addition to there being many different audiences, there are also many different methods of disseminating such critical information. For Sherry Watanabe, Pharmacy Clinical Manager for Cardinal Health at Scripps Mercy Hospital in San Diego County, California, these methods of communication include e-mail, newsletters, telephone calls, personal meetings, teleconferencing, and videoconferencing. But no matter how advanced technology becomes, according to Ms. Watanabe, “there is no substitute for communicating in person.” Regardless of the method used, what is most important is to get the message across clearly. To achieve this, one must again be mindful of the identity of the audience. For example, while it may be more proper to use the term “hypertension” when speaking to other healthcare professionals, it is more appropriate to say “high blood pressure” with patients as it is easier to understand with the ultimate goal being to minimize confusion and ensure patient safety.

Another important aspect of effectively communicating in pharmacy is enabling subordinates to properly perform delegated tasks. In other words, it is important to clearly give instructions on how to do something. Marianne Cereno, District Pharmacy Training Coordinator for Walgreen’s in San Jose, California, states that “when someone is not trained and instructed properly on pharmacy operations, productivity is severely restrained. Time is wasted when one is improperly trained, and even more time is wasted when that person performs such tasks. Even more, time is wasted again re-training that employee on things that should have been learned the first time.” In addition to enabling your employees to be productive, being an effective teacher and mentor also builds rapport with others and establishes your knowledge and expertise.

Establishing yourself as an expert is important in that science has proved that exposing one's expertise and authority is a basic law of winning friends and influencing people. In his article "Harnessing the Science of Persuasion," Robert Cialdini, Regent's Professor of Psychology at Arizona State University, states that people should "take pains to ensure that they establish their own expertise before they attempt to exert influence." In attempting to establish one's expertise, it is again important to keep in mind the identity of the audience. For example, a pharmacist is unlikely to establish his or her drug expertise amongst other health care professionals if the language that is used is the same as that used with the laymen patients. Using appropriate jargon not only establishes one's expertise, but as stated before, also minimizes confusion. Because the importance of effective communication manifests itself in many different ways, mastering this skill is absolutely crucial in becoming a leader in the pharmacy industry.

III. Teamwork is Essential

The industry of pharmacy is a team experience. It is impractical and unreasonable to expect one person to perform all the necessary tasks to keep a pharmacy running. These tasks include filling prescriptions, screening for drug interactions, consulting patients, selling prescriptions, and many others. As such, it is imperative to develop your staff to be self sufficient in handling a reasonable amount of tasks to be performed with minimal supervision. According to Ms. Kaneshige, "although everyone may be doing something different, each person has the common goal of building the good will of the company by providing excellent customer service."

Once your staff is properly trained, a certain level of trust must be developed amongst the team. In pharmacy, there is a hierarchy of tasks that not everyone can legally perform. A clerk cannot fill prescriptions, a technician cannot verify prescriptions, and a pharmacist can do any and all of the above. Without trust, a pharmacist may end up double checking everyone else's work. This effectively nullifies all of the ancillary's staff work and a lot of valuable time is wasted.

While developing the requisite level of trust, it is equally important to establish yourself as an approachable manager. Ms. Cereno states that "when team members do not feel comfortable asking questions, their training and development are severely impeded." As one can see, the different aspects of being an effective leader overlap in many ways. Effective communication is important is enabling others, but must also be done in a way to establish approachability to develop your staff into competent team members.

IV. Ethics is the Bottom Line

In defining the role that ethics play in how one leads, Ms. Watanabe states that "it all boils down to ethics and the bottom line of what we believe is the right thing to do for the patient." So despite a pharmacist's duty to many different people, the patient takes number one priority.

The struggle then becomes maintaining this duty to the patients while maximizing profitability. In reality, it is possible to cut corners to increase business gains without jeopardizing the safety of the patients. But this is what is known as following the letter

but not the spirit of the law, and the results do not remain hidden to patients for long. Where it manifests itself is in customer service where the patients may continue to receive the same quality product but in a poor quality manner. In the long run, the good will of the company suffers at the expense of the patients.

David Pham, Assistant Professor of Pharmacy Practice at Long Island University, states that “patient care cannot be minimized to maximize business profits. On the contrary, patient care needs to be maximized with the business model built around that standard.” In the end, a pharmacist needs to strive to maintain the honesty and integrity of his or her relationship with the patient, for it is this covenantal relationship that drives the industry of pharmacy.

V. Conclusion

Mr. Pham’s definition of leadership in pharmacy is “someone who promotes current pharmacy practice with a vision about future advances.” With the constant addition of new drugs on the market, the industry of pharmacy has an exciting future. To emerge as a leader in this field, one must master the skills of communication, teamwork, and ethics. Having been a pharmacist for a number of years, my vision of the future entails continuing to refine such skills to maintain the high standard of patient care.

Scenario three – leadership in athletics – David Hsu

I. Introduction

As head coach of the men's varsity basketball team at Castro Valley High School, California, Oscar Sakamoto has a unique view of leadership in athletics, defining it at "molding young people to become upstanding citizens and role models to the community." As an assistant coach on the men's junior varsity team, I have seen how these coaches have grown into their roles as coaches of a sport, while instilling fundamental values and core ethics into players. In becoming a leader in an organized athletic program, many facets of leadership that are needed in this arena are no different than those of any other discipline or field. Leaders in athletics are charged with taking their teams and improving their results on the field, while instilling core values and serving as role models to these players. Coach Sakamoto believes that there are three main components to being an effective leader: "communication, cohesiveness, and a commitment to being excellent."

II. Communication

To become an effective leader in athletics, it is absolutely essential for one to become an successful communicator. As Norman Augustine spoke on in his speech on the *Twelve Qualities of a Leader*, listening and communication as a quality is indispensable. When I became an assistant coach for the Trojans in 2001, I learned this early on. When holding tryouts for spots on the team, one of the prized attributes that we looked for in players was the ability to communicate effectively, not only with their peers, but with the coaches as well. During practice sessions and also during games, it was important to figure out the most effective way to communicate with individuals. As Derek Jacobi, Head Coach of the Men's Junior Varsity Basketball team at San Leandro

High School in California, elaborates: “Not everyone responds the same way to the same communication. With certain kids, you need to ride them and push them hard; it’s the only way that they will listen. However, with others, you need to be a little more gentle and supportive so that they will respond effectively.” Coach Jacobi stressed the importance of “knowing your audience,” and did not limit that to coaching kids. In dealing with fellow colleagues, parents of the team, athletic boosters, and the administration, there was a consensus among all coaches whom I interviewed that communication was vital to running an effective organization.

A prime example of the necessity of great communication within the organization came during the middle of the 2002 season. Our team had compiled a 2-6 record, with a lot of discontent growing amongst the team. A major factor of the record had been because of Eric, our starting point guard, who possessed great skill but at critical times would not follow set plays or listen to instruction in-game or during timeouts. A decision was made to bench Eric and start Chris, a player who was not as skilled or athletic as Eric, but was a hard worker and would heed our instructions well. After making this change, our team went on a hot streak, winning six of their next nine games.

As our newly starting point guard Chris could attest to, “Communication is everything in a team. Whether its listening to your fellow teammates or listening to instruction from coaches, a team will only go as far as it is willing to listen to each other.”

II. Cohesiveness

Cohesiveness, or team-building, in athletics, is “more than about having the most skilled players on a team,” so says Head Coach Jeremy Harris of the Moreau Catholic Mariners of Oakland, California. “It is more about having the key personnel on your team that will work best with one another and complement each other. The right chemistry on a team is the difference between a ten win season and a twenty win season.” This is applicable not only to the players themselves, but also to those who lead the players. In leading a team, a coach is required to maintain and run practice sessions, organize and go over game film with the players, coach and make adjustments during games, and meet with fellow coaches, families of players, the athletic department, and the school administration. To cover these numerous tasks, different coaches and members of the staff are responsible for certain tasks.

In their book *Exemplary Leadership*, Kouzes and Posner state that one of the numerous attributes that leaders do to get things done is to “enable others to act.” As a coach on the junior varsity team, I have seen how the coaches have enabled the players to perform better, in addition to seeing how the head coaches have enabled the assistants to perform their tasks under their watch.

There has to be a certain level of trust that is reached among the team members. Without it, there would be a lot of second-guessing each other, which diminishes the quality of the work product of the team as a whole. “Trust in your fellow coaches and staff is probably the key ingredient in having an effective coaching squad,” according to Kevin Ou, Junior Varsity Head Coach of the Castro Valley Trojans of Castro Valley, California. He added that “[W]hen I try and take on too many of these tasks myself,

everything ends up becoming [not as effective]. But when I trust the other coaches and staff to carry out the tasks that I have told them to do, the effectiveness comes out in the results.

III. Ethics

As a player first, and then as a coach within his organization, Coach Sakamoto always stressed a “commitment to excellence,” which I took to be a personal challenge to be a highly moral and ethical person. In an era where it is becoming more difficult than ever to find upstanding ethical players or coaches, the importance of having high ethical standards is greater than ever.

In *Exemplary Leadership*, Kouzes and Posner state that “a leader never asks you to do something that they are not willing to do themselves. Leaders *model the way*.” A good example of this was in a tough practice session last season. At the end of nearly every practice, all players have to line up at the free throw line and make ten consecutive foul shots, many times with players or coaches in their face or ear. Despite having three coaches on the team, not every coach is watching all the time when the players shoot at the end of practice, so in many instances it is a matter of the players policing themselves. I had noticed that our foul shooting during games was not up to where it should have been and asked the players about it. Although they were reticent to begin with, a few of the players confessed to not having done the required task although taking credit for it. Although all players that day were “rewarded” for their honesty with additional running and drills, the coaches, while incensed, were proud that members of the team were big enough to have been honest with the team. To show that the coaches wanted to “model

the way” and were willing to be a part of the process, the coaches began to shoot free throws with the players.

Unfortunately, at times there can be a conflict between getting the necessary results in the field and living up to your expectations as a role model and setter of values. According to fellow assistant coach Tran Truong of the Castro Valley Trojans, “[I]t’s a funny thing really; we ask that the kids play perfectly and act perfectly in accordance with our directions, while many times it’s the coaches who need to learn a thing or two from the kids about what really matters in our sport.”

IV. Conclusion

As Coach Sakamoto so eloquently put in his numerous speeches to his fellow coaches and players, leadership could be summed up in his “3 C’s: Communication, Cohesiveness, and a Commitment to Excellence.” Without an ability to be an effective communicator, a willingness to build the team, and a commitment to work towards a highly ethical standard, it is difficult to be an effective leader in athletics. By taking these lessons to heart, I have strived to become a better leader not only in athletics, but in everything else that I do.

Pulling it all together – leadership in law – Jennifer Lu

I. Introduction

Examining the attributes of leadership in other fields has provided clarity on the definition of what it takes to be a great leader in the legal field. The three categories that were previously discussed, communication, teamwork, and ethics, are also extremely

important in building the foundations of a great leader in law. Below, I pull all the important qualities found in great leaders and apply them to the legal field.

II. Communication

Leaders in the corporate field found that “honesty” and “candid discussions” with their fellow employees provided the segue to a successful business. Similarly, such characteristics are important in becoming a successful lawyer. A lawyer must be honest and hold candid discussions with his or her clients. By laying out everything on the table, “the good, the bad, and a plan for the future,” an attorney ensures that the clients are always aware of the progressions of the case and has all the information necessary to make wise decisions. Lawyers are often labeled as sneaky, money-driven liars. As a result, clients may enter into the relationship with an uneasy suspicion that the lawyer may not be telling the truth at all times. By being honest, sentiments of suspicion can turn into empathy, trust, and ultimately, a successful relationship between the client and the attorney.

Leaders in the pharmaceutical field discussed the importance of “disseminating vital information” as a part of effective communication. Having the ability to disseminate information is equally important for a lawyer. A lawyer must break down the complexity of each case into simple, understandable pieces for his or her client. As a lay person, the client may not understand all the issues involved in the lawsuit. Therefore, it is up to the lawyer to use appropriate jargon to meet the client’s needs. Just like a pharmacist who uses normal everyday terms to communicate with patients, attorneys must similarly avoid legal jargon with their clients to minimize confusion.

Leaders in the athletic field stress the need to “know your audience” because “not everyone responds the same way to the same communication.” To be an effective communicator, an attorney also needs to be weary of his or her audience. An attorney’s audience may constitute a vast diverse group of people: the judge, members of the jury, the clients, fellow co-workers, etc. As a result, it is necessary that the attorney adjusts his or her use of the complexity of words according to the type of audience. For instance, if an attorney uses legal jargon when speaking to the jury, he will appear stuck up and the information will not be receptive to the audience. However, if the attorney translates the legal terms into normal understandable phrases for the jury members, then the message will be better received.

III. Teamwork

Teamwork is another vital part of being a successful leader as large litigation cases usually involve a litigation team managed by a senior partner of the law firm. Mr. Tony Kim, a fourth year associate at a mid-size litigation firm, states, “You may not always get to choose which attorneys you will work with on a particular. Further more, many companies like to use more than one firm. As a result, someone serving as your co-counsel may very well become your opposing counsel in the next case.” Because of the constant formation of new groups, a successful lawyer must learn how to work effectively in a team dynamic.

Surveying leaders in the corporate, pharmaceutical and athletic fields brought about many characteristics of teamwork that can be applied to the legal field. First, a leader in a team must “show respect and empower members of the team.” By recognizing each player’s contributions and importance, the team as a whole can function

more efficiently. Secondly, a successful team must possess the requisite level of trust. If the leader was unable to trust the team members, then he or she may have to waste the efficiency of the team by conducting secondary checks on the team member's individual works. However, if the leader trusted the team members and provide the necessary support and training, then the team as a whole will be successful. Mr. Kim explained that if a team lacks the necessary trust, then nothing will ever get done. "If we have to recheck everything that the secretaries, paralegals, law clerks, and other supporting staff work on, then we end up wasting no only our own time, but everyone else's time and most importantly, the client's money." Thirdly, success in a team requires a leader that is "approachable". Senior partner, Bill Santos believes in an "open door policy." Mr. Santos encourages all members of the team, regardless of ranking, to speak freely at the table. Mr. Santos finds that the more open conversations take place, the more cohesive the team acts.

IV. Ethics

The last category examined in our survey of leaders involves ethics and its role in exemplary leadership. Every attorney knows the importance of ethics in the legal field as it is required by every state bar to pass a test on ethics before one can become an attorney. Furthermore, lawyers must attend seminars periodically on the topic of ethics. If an attorney is unethical, he or she can be disbarred.

Leaders in the corporate field pointed out that "honesty" is the most important attribute to being an ethical leader. As discussed earlier, an attorney also must be honest in dealing with his or her clients. By laying everything out on the table, an attorney enables the client to make the right decisions. Michelle Haws, a junior partner at a mid-

size litigation firm, points out that “in being honest, you encourage the clients to be honest as well. And that is the most crucial thing. If a client is dishonest, you are merely helping to run a deceiving act, and the whole justice system falls apart.”

Leaders in the pharmaceutical field found that being ethical means letting “patients take number one priority.” They stress the fact that “patient care cannot be minimized to maximize business profits.” Similarly, clients should take number one priority in the legal field. Many times it may be more profitable for the attorney and/or the firm to bring a case to trial while settlement would be in the client’s best interest. An ethical lawyer must not minimize client’s interests to maximize his or her own profitability.

Lastly, leaders in the athletic field believe in “modeling the way” for fellow team members. Applying this principal to a law firm, senior ranking attorneys should model the way for junior associates. Understanding the concept of “easier said than done,” a good leader “leads by example” instead of simply lecturing others on how to be ethical.

Conclusion

In examining great leaders in other fields, we found that there exist numerous important traits that can be applied to attorneys to enable them to become great leaders in the legal field. Because of our limitations in time and resources, we have focused and limited our research to only communication, team work and ethics. However, although we’ve chosen to take a closer look at these three categories, understandably there are many other leadership attributes that can be applied to the legal field. To continue one’s learning and aspiration to be a better leader, we encourage everyone to take a deeper look

at the leaders in their lives, regardless of the industry, as a model for their own leadership development.