LEADERSHIP BEHAVIORS AND MOTIVATION: PRACTICAL APPROACHES AND CHECKLISTS

In order to be a better leader, one needs to become familiar with examples of leadership behaviors that have proven successful over time. Within each category and specific behavioral item listed in this chapter, there is great room for individual variations and creativity. However, there is little room for the leader of a law firm, a leader of legal organizations, a leader of clients, or an advocate for a client to ignore the items listed below and still achieve passing marks in leadership. There are approximately sixty behaviors that researchers believe constitute good leadership practices.

Checklist 1: People Management

A successful leader is one who:

✓ Clearly communicates expectations

✓ Recognizes, acknowledges, and rewards achievement

✓
Inspires others and serves as a catalyst for others to perform in ways they would not undertake without the leader's support and direction

✓
Puts the right people in the right positions at the right time with the right resources and right job descriptions

✓
Secures alignment on what is the right direction for the organization

✓
Persuades and encourages people in the organization to achieve the desired results for the organization

✓
Makes sure not to burn out people in the organization, looking out for their well being as well as the well-being of the organization

✓
Identifies weak signals that suggest impending conflict within the organization and attacks the sources of conflict effectively

✓ Holds people accountable

✓
Encourages the human capital development of every person in the organization through training, mentoring, and education, and allocates sufficient resources to this endeavor

✔

Correctly evaluates the actual performance and the potential of each person in the organization

✔

Encourages people in the organization to stand up for and express their beliefs

✔

Creates a non-fear-based environment in which all persons in the organization can speak the truth as they see it without concern for retaliation

✔ Is able to empathize with those he or she leads

Checklist 2: Strategic Management

A successful leader is one who:

✔

Is flexible when necessary to adapt to changing circumstances

✔

Sets, with input from others including all stakeholders, the long-term direction for the organization

✔

Understands the organization's competitive environment, social trends, competitors, customers, and all stakeholders

✔ Correctly analyzes the potential risks of all decisions

✔

Correctly analyzes the potential returns of all decisions

✔

Has the ability to focus on specific problems without losing his or her ability to see at the outer edges, gathering worthwhile information that others miss or fail to see as significant or relevant

✔

Understands the strengths and weaknesses of the organization and how to exploit the strengths and address the weaknesses successfully

✔

Develops and implements strategies to improve the strengths and to combat the weaknesses of the organization

✔

Identifies appropriate partners, strategic alliances, and outside resources to tap in order to help further the organization's goals

✔

Articulates the values of the organization and develops strategies consistent with these core values

✔
Demonstrates a strong commitment to diversity and positive change

✔
Demonstrates a strong commitment to creating and sustaining a learning organization (learning is the foundation for all sustainable change)

Checklist 3: Personal Characteristics

A successful leader is one who:

✔ Lives with honesty and integrity

✔
Selects people for his or her team who are honest and have high integrity

✔ Has the will, passion, and desire to succeed

✔
Possesses a willingness to shoulder the responsibility for success (without being a "thunder taker") and failure (without casting blame)

✔ Is innovative and open to new ideas

✔
Is not willing to accept the ways things are because they can always be improved; is never satisfied completely with the status quo

✔ Is smart, intelligent, emotionally strong

✔ Is confident without being arrogant

✔ Is an able negotiator

✔ Is willing to be patient

✔ Is decisive when necessary

✔ Is able to think analytically

✔ Learns quickly

✔ Is respectful to all

✔ Is perceptive and sensitive to the needs of others

✔
Demonstrates diligence, discipline, and strong perseverance capabilities

✔ Is comfortable with ambiguity

✔ Is willing to be original

✔ Takes informed and intelligent risks

Checklist 4: Process Management

A successful leader is one who:

- ✓ Manages change

- ✓ Promotes innovation

- ✓ Secures resources

- ✓ Allocates resources wisely

- ✓ Solves problems well

- ✓ Anticipates crises

- ✓ Handle crises well when they explode

- ✓ Creates and manages budgets well

- ✓ Creates and manages timelines and work plans

- ✓
Possesses and manifests great project management skills

- ✓ Translates long-term visions into step-by-step plans

- ✓ Measures results and reports them accurately

- ✓
Recognizes quickly when a process or activity is not working

- ✓
Redesigns processes as often as necessary to be successful

These leadership behaviors and categories apply to lawyers and people in the legal profession just as they apply to leaders in every profession and organization. One might want to rate oneself and others on a scale of 1 to 10 on each of these leadership abilities. Individuals in the legal profession might also want to use "360 degree feedback," asking those with whom they work, including peers, superiors, and subordinates, to rate them on each of these skills and abilities.

Knowing the full extent of this checklist may remind the lawyer and those in the legal profession of the importance of certain leadership behaviors that they may not have considered important in the past. Each skill or ability can be learned and can be improved. Self-awareness of one's strengths and weaknesses is a first step toward improvement and improving leadership. This list of leadership behaviors can be used by all types of legal organizations as criteria to evaluate their employees and their leaders. Workshops and seminars can be taken to improve each of these skills and we

recommend that such education and training programs be approved for CLE credit. Now we turn to an area of leadership that has not received much attention in the legal profession: motivation.

Motivation Explained and Demonstrated

Literature from 1974 provides some useful guidance on motivating oneself and others. House and Mitchell[1] in their article "Path-Goal Theory of Leadership" state that leadership generates motivation when the leaders show that he or she has the power and influence to improve situations and undertakes the following behaviors:

1. is willing and able to increase the kinds of payoffs that subordinates want,

2. shows its willingness to create rapport with subordinates,

3. works to make the subordinate's jobs easier and more likely to be successful,

4. makes sacrifices on behalf of subordinates,

5. gives acknowledgement appropriately, and

6. creates goals and objectives that are intrinsically appealing to subordinates.

Research on motivation shows that the following twenty-two factors are all essential to creating environmental conditions supportive of leaders motivating those they lead.

1. Subordinates understand the goals of the group and its leaders.

2. Subordinates know what is expected of them.

3. Leaders maintain a friendly yet disciplined relationship with subordinates.

4. Leaders consult with subordinates.

5. Leaders coach and mentor subordinates.

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[1] R.J. House and T.R. Mitchell, "Path-Goal Theory of Leadership," *Journal of Contemporary Business* 3 (1974): 81–97.

6.   Leaders listen actively to subordinates.

7.   Leaders keep subordinates accurately informed.

8.
Leaders exhibit the same ethics they demand of subordinates and are trusted by subordinates.

9.
Leaders endeavor to understand the situation the subordinates face.

10.
Leaders set realistic individual and collective goals for subordinates and challenge subordinates in a way that engenders strong, positive responses.

11.
Leaders take into account the feelings and emotions of subordinates and try to accommodate their personal needs.

12.   Leaders give encouragement to subordinates.

13.
Leaders help subordinates become better problem solvers.

14.
Leaders tell the truth to subordinates and demand the same from them.

15.
Leaders deliver punishment effectively when warranted.

16.
Leaders are perceived by subordinates as being fair.

17.
Leaders create a vision for subordinates that both is realistic, comprehensible, and challenges their imagination.

18.   Leaders use humor appropriately.

19.
Leaders express appropriate confidence in subordinates.

20.
Leaders know the capabilities of their subordinates, demand that they perform at their highest levels, and let subordinates know that the leader is monitoring their activities against that standard.

21.
Leaders undertake substantial effort to help subordinates grow into leaders.

22.
Leaders resign when they fail or when their subordinates are not motivated to success by the leader's actions, thus allowing another leader to take the reins.

Certainly, being able to motivate oneself and others requires additional important attributes, including the following:

- Recognizing and avoiding burnout in oneself and others

- Improving the ability of participants to delegate and achieve results through the work and cooperation of others

- Articulating and understanding group dynamics, followership, and factors in communications styles, strategies, and content that affect the response of others

- Recognizing the power of building long-lasting professional relationships

- Implementing strategies to create and elicit rapport

- Appreciating the value of one's reputation and its relationship to motivation

- Calling forth the leadership potential in others and in oneself

- Knowing the role of fair and equitable treatment of others in achieving and maintaining high motivation.

Motivation is a critical component of leadership. In the legal community, lawyers and leaders of legal organizations are called upon every day to motivate associates, motivate staff, motivate court clerks and personnel to perform their duties well, motivate their clients to help gather facts and witnesses, and motivate themselves to serve as models in the community. Although people may believe that teaching motivation skills is difficult, this chapter has outlined many of the basic elements that go into successful efforts to motivate others. Lawyers and people working in the legal profession with their heavy work schedules, demanding clients and judges, challenging cases, and large areas of responsibility would be well served to understand some of the key theories and basic underpinnings of motivation and become better motivators. Each person in the legal profession will need to find an approach to motivation that works in a repeatable fashion over time. Motivation is a key element in avoiding burnout and in producing great results in teams and workplaces. Lawyers are faced with one type of a motivation-oriented problem that is rarely faced by any other professional. Because lawyers work in an adversary system, lawyers must often motivate their adversaries, motivate third parties such as juries and judges, and motivate government agencies and other tribunals to treat their clients fairly. Thus, the arenas where lawyers earn their living have special motivation-oriented challenges far beyond the challenges faced by most workers and most professions in our economy.