

## DUDLEY DEBOOKSHELF BOOK REPORT

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### **50 LESSONS FOR LAWYERS** *Earn more. Stress less. Be Awesome.*

By Nora Riva Bergman

#### **1: THIS IS YOUR LIFE. ARE YOU LIVING IT OR IS IT LIVING YOU?**

“How we spend our days is, of course, how we spend our lives.” —Annie Dillard

- What is, or what will be your “ampersand.” The event that separates “before & after”? Why do you have to wait for that event? In your mind, what do you need that ampersand to be? Why can’t it be a decision and not an event?
- “If today were the last day of your life, would you want to do what you are about to do today?” —Steve Jobs
- Create a personal mission statement and a professional one. They should jive.
- “A year from now, you may wish you had started today.” —Karen Lamb
- See [www.missionstatements.com](http://www.missionstatements.com)
- “20 years from now you will be more disappointed by the things you didn’t do than by the ones that you did. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover.” —Mark Twain

#### **2: UNDERSTAND THE DIFFERENCE BETWEEN KNOWING AND DOING. START DOING.**

“The future depends on what we do in the present.”—Gandhi

- Any action is better than none. Going to the gym for 10 minutes is better than not going. But we make ourselves feel worse.
- Small wins matter.
- Accomplishments come in pieces.
- Forget perfection.
- Action produces energy and momentum.
- Reasons for IBM’s success early on:
  - Very clear picture of where the company was going
  - Asked every day: “How does that company act?”
  - Start acting that way.
- Great companies act like great companies long before they are great companies.

### 3: TANSTATM! THERE AIN'T NO SUCH THING AS TIME MANAGEMENT!

- Part of law firm culture is to work hard.
- Those who work 10 hours a day are 60% more likely to develop heart disease or have a heart attack than those who work 7 hours a day.
- The level of stress is inversely proportional to the level of control we have over our lives.

### 4: GET RID OF BAD HABITS. 90% OF OUR BEHAVIOR IS BASED ON OUR HABITS.

- Stages of Change
  - Precontemplation
    - Don't see any need to change, and therefore resist it
    - They would love to change everyone else.
  - Contemplators
    - Want to stop feeling stuck
    - Substitute thinking for action
    - Stuck in the knowing-doing gap
  - Preparation
    - Committed to action
  - Action
    - Actually change your behavior
  - Maintenance
    - You may fall back.
    - Keep getting back up and trying.
    - May take several attempts before habit is formed
  - Termination
    - You have formed a new habit and killed an old one.
- Changing a habit takes a huge amount of initial energy.
  - The 20 second rule. Make it more than 20 seconds to engage in the habit, and you can kill it. Vice versa, when trying to do something new, force through the first 20 seconds.

### 5: CREATE 12 NEW GOOD HABITS EACH YEAR.

- Ask yourself...how much of your day is driven by habits?
- Habits created by:
  - A cue
  - A routine
  - A reward...then creating a craving that drives the habit loop
- You must be in an environment that rewards the right behavior rather than those behaviors that work against us.
- Steps:

- Decide on the habit you want to create.
- Set up cues or triggers to help you remember the action at the time you want to do it.
- Make it easy to remember what you are trying to do.

## 6: UNDERSTAND AND APPLY THE POWER OF FOCUS.

- Steve Jobs: Focus and simplicity! Simple can be harder than complex, but it is worth it. Once you get there, you can move mountains.
- Reduce multitasking.
- Interval training tips:
  - Short bursts of intense training
  - Short bursts of intense/focused work
  - Build up your stamina.
  - Use a timer. Work in 15, 25, 45, 60, 90 minute blocks. Work your way up. Total focus!
  - Give yourself a break.
  - 90 minutes is the optimal amount of time our brain can focus on one thing.
- Get regular exercise. It is good for you.
- Get enough sleep.

## 7: GET IN THE HABIT OF PLANNING.

- “To be prepared is half the victory.” —Miguel De Cervantes
- “Things that matter most must never be at the mercy of things that matter least.” — Johann Wolfgang Van Goethe
- Planning helps you pre-decide...preparing for the decision that you are going to make. Identify potential temptations, roadblocks, challenges.
- Take 30 minutes to plan your week.
- Take 10 minutes to plan the next day.

## 8: FOCUS ON DOING THE RIGHT THINGS.

- “Every passing minute is another chance to turn it all around.” —Cameron Crowe
- You should always ask: “What is the most valuable use of my time right now?” —Brian Tracy
- Write this question somewhere where you see it frequently.

## 9: LEARN TO MANAGE NEEDLES INTERRUPTIONS OR YOU'LL NEVER BE ABLE TO FOCUS ON ANYTHING.

- The sad truth is that sleep, riches, and health often need to be interrupted to be enjoyed.
- Measure interruptions during the course of a day. Often, we can look at a day and know we are going to be jammed.
- It can take up to 20 minutes to recover from an interruption.
- Interruptions can be internal or external. Identify which ones are getting to you.
  - Internal: Work with a timer, build ability to focus on one thing. Write down the one thing that you are working on and time it.
  - External: Identify where they are coming from. Manage them.

## 10: PUT AN END TO “LURK AND BLURT” WITH HUDDLES.

- “People who enjoy meetings should not be in charge of anything.” —Thomas Sowell
- Lurk and blurt: someone lurking in your doorway, interrupting what you are doing, you blurt out something, don't properly note down any of it
- Huddles: 5-10 minutes each day with your team.
- Have set format, structure, and timing for huddles.
- Get team to “batch” questions.

## 11: LEARN TO BATCH CERTAIN TASKS.

- “People don't realize how out of control their head is when they get 300 emails a day.” —David Allen
- Batch tasks together.
- What can only be done during business hours? What can be done with certain people? What can be done anywhere or anytime? Batch calls?

## 12: SCHEDULE TIME TO DO YOUR LEGAL WORK AND WORK ON YOUR GOALS.

- “Time = life. Therefore, waste your time and waste your life, or master your time and master your life.” —Alan Lakein
- Respect your goals and respect your core work. Do you schedule your legal work? How much of your day is on urgent/important versus not-urgent/important, versus other quadrants?
- Live in your calendar, not in your inbox. Your calendar should make sense and not be a mess. Have time between meetings.

### 13: DO THE HARDER THING FIRST.

- Cluttered...late...unprepared... are all indicators of procrastination.
- What are you putting off that you know you should do? What are the patterns?
- “You may delay, but time will not, and lost time is never found again.” —Benjamin Franklin
- You have “I will” power...making yourself do what needs to be done. You also need “I won’t” power, avoiding that which shouldn’t be done. Increase both with meditation.

### 14: DO IT. DELEGATE IT. DEFER IT. DITCH IT.

- “Simplicity boils down to two steps: Identify the essential. Eliminate the rest.” —Leo Babauta
- Be clear on whether you need to do it, delegate it, defer it, or ditch it.

### 15: BE SMART ABOUT DELEGATION.

- The phrase “if you want something done right, you have to do it yourself” should send a tingle up your spine and frighten you. You have to get away from that thinking to grow.
- The “Curse of Knowledge” is when you can’t remember what it was like before you knew what you know, so you don’t think to explain.
- Create a delegation mindset. There are small things you can delegate (clean my car, take clothes to dry cleaners) and big things (assigning projects). You have to be good at both.

### 16: GET READY FOR VACATION

- When you get ready to go on vacation, don’t you get hyper focused and hyper productive? You need to tap into that mindset more frequently. There is a reward on the other side. Have something to look forward to heighten focus.
- Create mini vacations to get to the focus. “I’m not going to do any work after 6PM tonight.”

### 17: TAKE A BREAK, FOR CRYING OUT LOUD!

- Take breaks every 90 minutes.
- Deepen and relax your breathing.
- Get up and move!

## 18: JUST HANGING YOUR SHINGLE ISN'T ENOUGH.

- Focus on relationships.
- Marketing is everyone's business.

## 19: CREATE A GREAT BRAND.

- Everyone has a brand, either by design or by default.
- Everything is part of your brand. How clean the office is, how people welcome one another, how people answer the phone, return phone calls is part of your brand.
  - Know who you are and what makes you the "only."
  - Spread the word.
  - Live it.

## 20: THINK OF MARKETING LIKE BRUSHING YOUR TEETH. DO IT EVERY DAY.

- "Motivation is what gets you started. Habit is what keeps you going." —Jim Rohn
- Make marketing a habit.
- Do one thing each day to market your practice.
- Think of referring business to others. The best way to get a referral is to give a referral.

## 21: MARKETING. IT'S NOT JUST FOR PARTNERS ANYMORE. EVERYTHING IS MARKETING.

- What if everyone took on marketing? Attorneys...reach out to your top 30 clients on a quarterly basis or one client a day?
- Everyone can fuel the engine.
- Plan a monthly marketing lunch and learn for the firm. (How to get referrals)

## 22: MAKE TIME FOR MARKETING EVEN WHEN YOU ARE BUSY.

- Often the busier we are, the less we feel that we need to market.
- Three step marketing plan:
  - Calendar it.
  - Look for marketing opportunities in things you are already doing and people you already know.
  - Use technology.

## 23: KNOW WHERE YOUR BEST CLIENTS COME FROM AND WHY.

- When someone refers people to you, they are making a powerful statement.

- The know you.
- They like you.
- They trust you.
- Get known.
- Be likeable.
- Earn their trust.

#### 24: SAY “THANK YOU” FOR EVERY REFERRAL.

- “Gratitude is not only the greatest of virtues, but the parent of all the others.” —Marcus Tullius Cicero
- Treat referrals like gold. Treat the person right and treat the person that referred it right.

#### 25: STOP TAKING “D” CLIENTS.

- Knowing what your “A” clients look like, helps you identify “D” clients.
- Classic “D” clients
  - Asks/haggles about price
  - Treats your team poorly
  - Referred by another “D” client
  - Doesn’t do their part
- The “D” client is a thief. They still productivity from you.

#### 26: FEEL THE FEAR AND DO IT ANYWAY.

- “You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do.” -- Eleanor Roosevelt
- What do you fear? What is holding you back from being the ideal version of yourself?
- Goal for consultant: Help clients get comfortable not being comfortable.
- Truth 1: The fear will never go away as long as I am continuing to grow.
- Truth 2: The only way to get rid of fear of doing something is to go out and do it.
- Truth 3: The only way to feel better about yourself is to go out and do it.
- Truth 4: Not only will I experience fear in unfamiliar territory, so will everyone else.
- Truth 5: Pushing through fear is less frightening than living with the underlying fear that comes from the feeling of helplessness.
- “Our greatest fear should not be of failure but of succeeding at things in life that don’t really matter.” —Francis Chan

## 27: MARKETING IS ABOUT CREATING AND NURTURING RELATIONSHIPS. IT'S THAT SIMPLE.

- Who are your ideal clients, and who do they hang out with?
- Asking for favors gives people the opportunity to be helpful and it builds relationships. We tell ourselves that asking for help is weakness, but it builds strength in relationships.
- “If you want to make a friend, let someone do you a favor.” —Ben Franklin

## 28: BE THE HOST, NOT THE GUEST.

- How to get the most of attending any event:
  - Make it a game. (Number of new relationships created)
  - Be the host who's into the guest. Act like it is your party.
  - Be ready with a few good questions.
  - Listen.
  - Follow up.
- Set a goal for all events.

## 29: JOIN THE SOCIAL MEDIA CONVERSATION. TEACH...DON'T SELL.

- Expand your network.
- Build your credibility.
- Start relationships online, and follow up offline.
- Create a social media plan.
- [www.hootsuite.com](http://www.hootsuite.com) or [www.buffer.com](http://www.buffer.com) to help
- [www.marketingprofs.com](http://www.marketingprofs.com) is another resource.

## 30: GET SOME SLEEP.

- There are so many cognitive benefits of getting a good amount of sleep.
- Sleep loss is mind loss.
- Track how much sleep you get when you feel your best.

## 31: PERFECT YOUR PITCH. BE AUTHENTIC, ENGAGING, AND POWERFUL.

- “People don't buy what you do, they buy why you do it.” —Simon Sinek
- Talk about why you do what you do. Can you do it in 30 seconds?
- When someone asks you what you do, it should communicate why you do what you do.
- Write it out. Practice saying it. Test it. Refine it.



### 32: SEE YOUR FIRM THROUGH YOUR CLIENTS EYES. CREATE A UNIQUE EXPERIENCE.

- Starbucks doesn't sell coffee, they sell an experience.
- What is the experience that you are selling?
- When they walk in, what do they see? What is their experience?

### 33: HATE MARKETING? DO WHAT YOU LOVE.

- "If you are not doing what you love, you are wasting your time." —Billy Joel
- Do stuff that you have fun doing like playing tennis, or golf, or interacting.
- Make a list of the things you love and focus on building around those things.

### 34: YOU ARE A LEADER. BE MINDFUL OF THAT.

- Would you work for your firm?
- Do you bring your best self to work every day?
- Meditation will help you bring the best you to everything that you do.
- Our bodies were designed to deal with stress in short bursts. "Here comes a lion!!"  
We're not designed to deal with stress for hours or weeks or months. Chronic stress can be very destructive.

### 35: LEARN HOW TO LISTEN. REALLY LISTEN.

- Glancing at your email, watch, etc. when someone is talking to you is a signal to them that they are a distraction, not important.
- Seek first to understand, then be understood.
- Guides
  - Don't interrupt.
  - Don't finish the other person's sentences.
  - Don't say "I knew that."
  - Don't agree with the other person.
  - Don't use the words "no," "but" and "however." It negates everything before. Use "yes, and..." or "yes, and at the same time..."
  - Don't be distracted.
  - Show you are listening by intelligent questions that show you heard them, move the conversation forward, require the other person to talk while you listen.
  - Don't try to impress by showing off how funny or smart you are. Make the other person feel smart and funny.

### 36: GET GOOD AT HANDLING CONFLICT. THINK CONSTRUCTIVE, NOT DESTRUCTIVE.

- When you go into the mix, do you have a constructive mindset or destructive?
  - Constructive: Let's fix this.
  - Destructive: I want to show you I am right and you are wrong and make you feel bad about it.
- We all have "triggers" that push us into destructive mode, not constructive. Understand what yours are.
  - Abrasiveness
  - Aloofness
  - Hostility
  - Micromanagement
  - Overly analytical
  - Self centered
  - Lack of appreciation
  - Unreliability
  - Lack of trustworthiness

### 37: SAY "I'M SORRY" WHEN YOU MAKE A MISTAKE.

- Apologizing is one of the most powerful and resonant gestures in the human arsenal.
- Say "I'm sorry. I'll try to do better in the future." This shows you are sorry and that you are working to change. Be sincere.

### 38: INNOVATION OR CONTINUOUS IMPROVEMENT? YES.

- "The best way to predict the future is to invent it." —Alan Kay
- You must examine how you deliver services.
- "Sustained success is largely a matter of focusing regularly on the right things and making a lot of uncelebrated little improvements every day." —Theodore Levitt
- Small changes. Don't try to go from couch potato to triathlete overnight. Start off with walking 20 minutes a day, then 30, then swim...etc.

### 39: WORDS MATTER. THEY CREATE YOUR LIFE.

- How we talk to others matters.
- How we talk to ourselves also matters.
  - What things do you say to yourself in your head?

#### 40: GET TO KNOW YOURSELF.

- “He who knows others is wise. He who knows himself is enlightened.” —Lao Tzu.
- Often, the behaviors we dislike in others are the ones that we struggle with ourselves.
- Give yourself time to think deeply about your life and your work.
- Keep a journal of the things you really enjoy doing during the day.

#### 41: CHECK YOUR ATTITUDE AT THE DOOR.

- “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.” —Winston Churchill
- Be aware of your mood. It affects everyone in the office.
- The Law of Leadership Modeling: The positive things you do in excess, followers will do in moderation. But the negative things you do in moderation, followers will emulate in excess.
- People around you pick up your mood and mirror your mood.
- Smile. Hug. Light up when you see people.
- Throughout the day, be aware of your attitude.

#### 42: WHEN HIRING, EXPERIENCE MATTERS. BUT NOT SO MUCH.

- There is a baseline of competence that must exist, but attitude and culture changes the game.
- #1: Get very clear about what you expect from your people, both with respect to performance and values.
  - Create values for the firm.
- #2: When hiring, don’t just ask about values, ask them to show you.
  - On time? Nice to receptionist? Nice to people in waiting room?
  - Zappos: Doesn’t matter how amazing your skill set is, if you don’t fit culture, you don’t get a job.
- #3: Don’t just measure performance, measure how well they fit the values of the firm.
- #4: Get rid of anyone on your team whose values are inconsistent with your firm’s values.

#### 43: DOES YOUR TEAM ROCK? INSIST ON ONLY “A+” PLAYERS.

- “I’m not interested in the orchestra sounding like itself. I want it to sound like the composer.” —Leonard Bernstein
- Create an A+ agreement with your team. How are we going to act as A+ team members?
- “A small team of A+ players can run circles around a giant team of B and C players.” — Steve Jobs

- As the leader, you get to be specific about what you want to see. Let your team know what you want to see.
- Practice, practice, practice. You have great people, but it still takes time to practice, to work, to put in the effort to make great things happen.
- “If you don’t invest time and money in good people, you don’t deserve them.”

#### 44: MONEY MATTERS, BUT IT’S NOT THE MOST IMPORTANT THING.

- “Get compensation right, then get it out of sight.”
- When compensation is right, you can focus on the work itself, rather than the compensation.
- Think of compensation as the sum total of what it means to work at your company.

#### 45: CHECK IN ON PEOPLE. DON’T CHECK UP ON THEM.

- When is the last time you sincerely checked on someone and asked “How are YOU doing?” and listened to the answer? Not “Did you finish that memo...”, “did you check on that thing?”
- Practice management by wandering around and going to the Gemba.
  - Means to “go and see”
  - Lincoln managed his troops by walking around.
  - Get out in the field and find out what is going on.

#### 46: SAY “THANK YOU” EVERY DAY AND MEAN IT.

- “The deepest principle in human nature is the craving to be appreciated.” —William James
- When people don’t feel appreciated or that what they do matters, they disengage.
  - Engaged employee.
    - Care about the company and the clients.
    - Go the extra mile.
    - Treat other people right.
    - High levels of energy and enthusiasm!
  - The only path to amazing client service is through employee engagement.
- Show your appreciation and get specific.

#### 47: GIVE VOICE TO LEADERSHIP.

- “The key to successful leadership today is influence, not authority.” —Ken Blanchard
- Every great organization must not have one leader, but many leaders.

- Vision: Create a vision that pulls people forward in a positive way.
- Own it. Leaders are self-aware. Know your strengths and weaknesses.
- Influence: Leaders know how to influence others and mold consensus.
- Communication: Leaders communicate. “The way we communicate with others and with ourselves ultimately determines the quality of our lives.” —Anthony Robbins
- Example: Leaders walk the walk and lead by example.
  - Everything matters.
  - Smile.
- “Example is not the main thing in influencing others. It is the only thing.” —Albert Schweitzer

#### 48: TRUST YOUR GUT.

- “I believe in intuitions and inspirations...I sometimes feel that I am right. I do not know that I am.” —Albert Einstein
- Somatic markers “mark” certain situations with emotion. We don’t just remember the facts, we remember how the situation made us feel.
- Keep a journal of your gut feelings and intuition. How accurate? Can you trust it more?

#### 49: CULTIVATE POSITIVITY. GIVE THANKS. GIVE BACK.

- Positivity is good for your brain.
- We can perceive more when we are positive.
- Being grateful cultivates positivity.

#### 50: THIS IS YOUR LIFE. LIVE IT.

- Take action. Do something.
- “The future depends on what we do in the present.” —Gandhi