# Table of Contents

**Foreword to the First Edition**  
*by Prof. Donald A. Dripps* .................................................. vii

**Foreword to the Second Edition**  
*by David Lat* ................................................................. xiii

**Chapter 1:** How to Write:  
A Memorandum from a Curmudgeon .......... 3

**Chapter 2:** How to Fail as an Associate ................. 13

**Chapter 3:** What They Didn’t Tell You in Law School .... 33

**Chapter 4:** The Curmudgeonly Assistant ............... 45

**Chapter 5:** The Curmudgeon’s Law Dictionary ........ 57

**Chapter 6:** Seven Hours Locked in a Room ............ 65

**Chapter 7:** The Curmudgeon Argues ..................... 87

**Chapter 8:** Dress for Success ................................. 99

**Chapter 9:** How to Enter Time  
So That Clients Will Pay for It ..................... 101

**Chapter 10:** The Curmudgeon on Couth ................ 107

**Chapter 11:** The Curmudgeon on Clients .............. 123

**Chapter 12:** The Curmudgeon’s Guide to  
Building a Practice ............................................... 131

**Afterword to the Second Edition**  
*by Mark Herrmann* ...................................................... 143

**About the Author** ..................................................... 163