“The Nuts and Bolts of Effective Leadership”

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ABA Business Law Section
Annual Meeting
September 12-14, 2019

“The Nuts and Bolts of Effective Leadership”
Lawrence A. Goldman
Ross M. Sarraf

The Nuts and Bolts of Effective Leadership will be the first program of the ABA Business Law Section’s 2019-2021 Leadership Academy. The Leadership Academy will be a series of offerings over the course of two years, including eight programs and two webinars. Attendees of the Section meeting need not be participants in the Leadership Academy in order to attend the program. The Nuts and Bolt of Effective Leadership program will have three segments: (i) a presentation by Dean Camille Nelson of the American University Washington College of Law, (ii) a discussion by a panel of the following individuals: Lawrence A. Goldman, Director, Gibbons P.C.; E. Christopher Johnson, Jr., CEO and Co-Founder, Center for Justice, Rights & Dignity; William D. Johnston, Partner, Young Conaway Stargatt & Taylor, LLP; Camille Nelson, Professor of Law and Dean of American University Washington College of Law; Kathleen S. McLeRoy, Shareholder, Carlton Fields, LLP; Daniel V. Wright, Senior Vice President, General Counsel and Secretary, Analytic Services Inc.; and Ross M. Sarraf, Associate, Fried, Frank, Harris, Shriver & Jacobson LLP and (iii) an audience question and answer period.

The program will provide a general overview and discussion of important leadership topics, particularly those that are relevant for lawyers at any career stage looking to enhance their opportunities in professional, charitable and civic organizations. The panel will explore whether leadership is innate, personality-based, or can be learned, the differences between leadership and management, the respective characteristics of good and bad leadership, influencing and changing behavior and specific leadership competencies and skills for lawyers as leaders. An objective of the panel discussion is to examine how leadership is addressed by various organizations and how formal/informal methods and practices to develop leadership can be improved or advanced. Each of these topics will be explored by the panel in a question and answer format that will encourage discussion of the various responses by the panelists.

Leadership and management skills are related but often obfuscated concepts. The panel will next provide its views as to the differences and similarities between them. Although the program is primarily focused on leadership, the panel will be asked to suggest necessary and important management skills for effective leadership. One related point of focus will be how to establish a professional, effective, efficient and ethical organization as a leader.

The panelists will offer their views as to how attendees can develop and provide good leadership. Critical competencies to good leadership will be discussed, along with considerations related to the development and formalization of leadership training in various contexts (e.g., law firms, businesses, non-profits, government, etc.). Other specific topics that the panel will consider: striking the balance between team building and individual development and succession planning, including the involvement and development of younger people within an organization or group.
The panel will identify and discuss key mistakes to avoid in becoming a good leader as well as examples of bad leadership.

Among the most important and challenging competencies for effective leadership are influencing and changing one’s environment, including the people that one seeks to lead. To address these critical topics, the panel will address the threshold questions of whether change is necessary and how to identify when change is necessary. Additionally, the panelists will be asked to provide their thoughts on whether people can meaningfully change, and their preferred processes and strategies for leading change.

The panel discussion will last consider specific leadership topics for lawyers, including any critical leadership competencies and management skills that are particular to the law. Key areas for development and leadership competencies / management skills that are missing in younger lawyers will be considered by the panel as well. Various institutions in the law (e.g., law schools, law firms, bar associations) are critical to training lawyers and future lawyers by providing opportunities to develop “soft” abilities beyond doctrinal legal studies. The roles that these institutions play will be discussed in addition to how leadership development can be improved in the law generally.
Lawrence A. Goldman
Director, Corporate
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Overview
Mr. Goldman counsels middle market and smaller public company clients on a broad array of corporate and transactional matters, focusing on mergers and acquisitions (domestic and cross-border); capital formation and finance; governance; private placements and securities law compliance; distressed business restructuring and the corporate aspects of bankruptcy reorganization; and the organization and governance of joint ventures. He has substantial experience representing audit committees and other special board committees in corporate governance and internal investigation matters. He is a frequent speaker nationally on corporate matters, with a particular emphasis on the organization and operation of businesses as limited liability companies or other alternative entities. He is the author of *The New Jersey Limited Liability Company Forms and Practice Manual* and has been engaged as an expert witness on alternative entity governance and other corporate issues in litigation arising from transactional matters. Mr. Goldman has held numerous leadership positions in the American Bar Association, Business Law Section. He chairs the firm’s Legal Opinion Committee.

Education
New York University School of Law (LL.M.)
Boston University School of Law (J.D.)
Colgate University (A.B., *cum laude*)

Professional Admissions
State of New Jersey
State of New York
United States Tax Court
United States District Court for the District of New Jersey
United States District Court for the Southern District of New York

Professional Activities
American Bar Association
Standing Committee on Professionalism (Liaison from Business Law Section), 2013-2019
American Bar Association
Business Law Section, Leadership positions
Governing Council, 2009-2013
Business Law Now CLE Editorial Board
Co-Chair, 2019 –
Leadership Development Committee; Leadership Academy
Co-Chair, 2015 –
Business Law Advisors Committee
Chair, 2009-2012
Middle Market and Small Business
Committee Chair, 2005-2008

Business Law Today
Editorial Board, 2013-2019
Programs Committee
Vice Chair, 2013-2016

American Bar Association, Business Law Section
Committee on Commercial Finance
Committee on LLCs, Partnerships and Unincorporated Associations
Committee on Mergers & Acquisitions
Committee on Legal Opinions

New Jersey Bar Association
Business Law Section
American Bar Foundation
Fellow

Civic/Charitable Activities
Imagine, A Center for Hope
Trustee, 2019 –
The Westfield Foundation
Trustee, 2007-2013
Town of Westfield, New Jersey
Councilman, 1997-2005
Downtown Westfield Corporation
Trustee, 1997-1999; 2002-2005

No aspect of this advertisement has been approved by the Supreme Court of New Jersey.
A description of the selection process methodology for the awards referenced is available at gibbonslaw.com/awards.
Westfield Community Center Association
Trustee, 2003-2004

Westfield, New Jersey Democratic Committee
Chair, 1991-2000

National Jewish Democratic Council
Director, 1993-1996

The Education Fund of Westfield, Inc.
Trustee, 1992-1996
E. Christopher Johnson, Jr., CEO and Co-Founder, Center for Justice, Rights & Dignity and retired GM North America Vice President and General Counsel, attributes his accomplishments to his Lord and Savior Jesus Christ who, throughout Johnson’s life, has surrounded him with many loving and supportive family members, friends and colleagues who have and continue to significantly contribute to his growth and development. This includes his late parents and first wife Sheryl, his current wife Rhonda, children, Erin and Chip and granddaughter Souluna.

Johnson, a West Point graduate and decorated Army veteran is primarily dedicated to fighting human trafficking. This passion stems from a 2011 mission trip to India where he and his wife were exposed to the injustice, enormity and brutality of human trafficking leading to them forming the Center for Justice Rights & Dignity which is committed to promoting justice in this and other areas. This work includes Johnson’s leadership role in the development and implementation of the ABA Model Principles and Policies on Labor Trafficking and Child Labor, as the Chair of the ABA Business Law Section’s CSR Committee, Board President of the Michigan Abolitionist Project and Board Chair of the Men’s Advocacy Group of New Friends New Life in Dallas. In addition, over his professional career, Johnson has created or co-created over 125 works of scholarship, 15 of which are published, relating to various justice and professionalism initiatives.

Other leadership roles have included rising to the rank of Cadet Captain, the highest level of rank attainable at West Point, President of the Student Bar Association at New York Law School, as a successful Army officer, within the bar including formerly serving in the ABA House of Delegates as a Commissioner of the State Bar of Michigan and Chair of ABA Africa, and in the community including leadership roles at his churches over the years, as a member of the Board of Trustees of Tuskegee University, and formerly to the American Cancer Society, United Way, UNCF and others.
WILLIAM D. JOHNSTON

William D. Johnston is a partner in the Wilmington, Delaware-based law firm of Young Conaway Stargatt & Taylor, LLP. His practice concentration is corporate and other business counseling and litigation. He is a past chair of Young Conaway’s Corporate Counseling and Litigation Section.


Mr. Johnston serves as a Special Master and as an expert witness. He also has substantial ADR experience, both as counsel and as a mediator and arbitrator. He has been certified as a mediator by the Superior Court of Delaware (including advanced mediation training and re-certification training). He is a member of the Panel of Distinguished Neutrals of CPR: International Institute for Conflict Prevention and Resolution. In addition, he is a member of the AAA’s Roster of Arbitrators (Commercial).

Mr. Johnston is a past chair of the Business Law Section of the American Bar Association, and is an invited member of that section’s Corporate Laws Committee. He is State Delegate from Delaware to the ABA House of Delegates. He is a Fellow of the American Bar Foundation and is a former state chair for Delaware. He is President-Elect and a member of the board of directors of the American Counsel Association. He chairs the ADR Section of the Delaware State Bar Association. He is a former member of the Executive Committee of the Richard S. Rodney Inn of Court. He is a past president of the Delaware State Bar Association and is a past member of the Board of Bar Examiners of the Delaware Supreme Court. He is a past president of the American Judicature Society.

Mr. Johnston served for 24 years as a member of the Delaware State Human Relations Commission, by gubernatorial appointment. At Young Conaway, he co-chaired the firm’s Diversity Committee.
Mr. Johnston currently is serving a four-year term as a member of the Wilmington Ethics Commission, having been appointed by the Mayor and confirmed by the City Council, and he is the elected Chair of the Commission.

Mr. Johnston is an Eagle Scout and a member of the Executive Board of the Del-Mar-Va Council, Boy Scouts of America.

Mr. Johnston is a graduate of Colgate University and of The Washington and Lee University School of Law. He served as Law Clerk to The Honorable Daniel L. Herrmann, Chief Justice of the Delaware Supreme Court.

Mr. Johnston is married to The Honorable Mary Miller Johnston, a Judge of the Delaware Superior Court. They have two adult daughters.

Mr. Johnston may be contacted by phone at (302) 571-6679 and by e-mail at wjohnston@ycst.com. For additional information, please see Mr. Johnston’s biographical outline on the firm’s website, www.youngconaway.com.

June 2019
Dean Camille Nelson is a Professor of Law and Dean of American University Washington College of Law. Prior to joining American University, she was a litigator in Canada, and clerked for the country’s Supreme Court; a Professor of Law at Hofstra Law School; a Dean's Scholar in Residence and Visiting Professor of Law at the Washington University in St. Louis School of Law; a faculty member at Saint Louis University School of Law; and most recently Dean of Suffolk University Law School in Boston.

Dean Nelson is an expert on the intersection of critical race theory and cultural studies with particular emphasis on health law, criminal law and procedure, and comparative law. Her scholarship and leadership in higher education have been recognized through a variety of awards and honors. She was recently named among top 35 Women in Higher Education by *Diverse Issues in Higher Education* magazine, and the “Most Influential People in Legal Education” by *National Jurist*.

Her many professional service engagements include serving on the President’s Advisory Network on Global Legal Education, Law School Admissions Council, American Bar Association Center for Innovation Avasant Foundation, Institute for the Advancement of the American Legal System, Executive and Steering Committees of the Association of American Law Schools, the Law School Survey of Student Engagement, and Overseers’ Committee to Visit Harvard Law School.

Dean Nelson holds a B.A. *with high distinction* from University of Toronto, a *magna cum laude* law degree from University of Ottawa Faculty of Law, and an LL.M. from Columbia University.
Kathleen S. McLeroy  
Shareholder

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physes  
Real Property Litigation  
National Trial Practice  
Bankruptcy and Creditors’ Rights  
 Alternative Dispute Resolution  
Health Care  
Distressed Asset and Workout  
Title Insurance Litigation  
Consumer Finance and Banking

bar admissions  
Florida

court admissions  
United States Supreme Court  
U.S. Court of Appeals, Eleventh Circuit  
U.S. District Court, Middle District of Florida  
U.S. District Court, Southern District of Florida  
Florida State Courts

Practice Experience

Kathy McLeroy has extensive experience resolving disputes as a litigator, mediator, and arbitrator. As a trial lawyer, she has substantial experience representing creditors in disputes with debtors in all forums, including state court, federal court, bankruptcy court, and in arbitration proceedings. Ms. McLeroy regularly arbitrates and mediates disputes arising from contract disputes between health care providers. She works with judgment holders to enforce and collect large commercial judgments, both domestic and international.

She also represents commercial banks, mortgage holders, property owners, title insurers, and real estate developers in real property disputes and mortgage foreclosures. Clients seek her guidance on matters involving receivership law, and she serves as a real estate receiver and counsel for receivers.

Ms. McLeroy earned her MBA and worked as a bank commercial loan officer prior to attending law school. This experience informs her understanding of her banking clients’ perspectives, processes, and business needs and goals, particularly when handling disputes, collections, and foreclosures.

In 2004, Ms. McLeroy was certified by the Supreme Court of Florida as a Circuit Civil and County Court Mediator. She is also certified to serve as a mediator in matters pending before the United States District Court for the Middle District of Florida and the United States Bankruptcy Court for the Middle District of Florida. She mediates a variety of commercial disputes including commercial foreclosures, contract disputes, title disputes, and bankruptcy disputes. She is also qualified by the Supreme Court of Florida to serve as a Court-Appointed Arbitrator.

Ms. McLeroy co-manager of the Tampa National Trial Practice Group at the firm and previously chaired the firm’s Pro Bono Committee.

Professional Recognition

- AV Rated by Martindale-Hubbell
- Selected for inclusion in Florida Super Lawyers (2012-present)
- Listed in Best Lawyers in America
- American Bar Foundation Fellow
- 2017 William Reece Smith Jr. Public Service Award from Stetson University College of Law
- 2016 Medal of Honor Award, The Florida Bar Foundation
- 2007 Leadership Award, The Florida Bar Standing Committee on Professionalism
2005 The Florida Bar President’s Pro Bono Service Award
2004 Service and Recognition Award from the University of Tampa National Alumni Association
2004 Hillsborough County Bar Association’s Jimmy Kynes Award for Outstanding Pro Bono Service
2001 Outstanding Pro Bono Service as Client Intake Volunteer from the Hillsborough Attorney Volunteer Efforts Program
2001 President’s Award for Excellence from The Florida Bar Foundation
2001 Carlton Fields Pro Bono Publico Award Recipient
Martin K. Burks Scholar (teaching scholar), Washington & Lee University School of Law
Sparks Scholar, Washington & Lee University School of Law
Phi Kappa Phi
Omicron Delta Kappa

Professional and Civic Activities

Florida Commission on Access to Civil Justice, Commission Member (2014-2018)

- Executive Committee (2016-2018)
- Chair, Resource Evaluation Committee (2016-2018)
- Access and Delivery of Legal Services Subcommittee (2014 –2016)

The Florida Bar

- Co-Chair, Pro Bono Legal Services Committee (2012-present)
- Standing Committee on Professionalism (2003-2007)
  Hoveler Judicial Award Committee, Chair (2004-2005)
  Law Faculty Award Subcommittee, Chair (2006-2007)
- Continuing Legal Education Committee (1992-2002)
  Vice Chair (2001-2002)
- Grievance Committee 13A (1999-2002)
  Chair (2000-2002)
American Bar Association

- ABA Business Law Section
  Co-Chair, Leadership Development Committee (2018-present)
  Vice Chair, Leadership Development Committee (2017-2018)
  Section Council (2012-2016)
  Committee on Committees (2015-2016)
  Committee on Membership and Outreach (2014-2015)
  Finance Committee (2012-2014)
  Nominating Committee (2012)

- ABA Business Law Section Pro Bono Committee
  Chair (2009-2012)
  Vice Chair (2006-2009)

- ABA Standing Committee on Pro Bono
  Business Law Section Liaison (2007-2010)

- ABA Commission on IOLTA, Member (2008-2011)

- ABA National Public Service Award Selection Committee (2004-present)

Florida Justice Technology Center

- Chair and Board Member (2015-present)

Hillsborough County Bar Association

- Corporate Banking and Business Law Section, Chair (1993-1994)

- Law Week Steering Committee (1996-1998)

The Tampa Bay Bankruptcy Bar Association

- Board of Directors (1994-1998)

- Treasurer (1996-1998)

- Chair, Continuing Legal Education Committee (1994-1996)

The Florida Bar Foundation

- Board of Directors (1999-2010)

- Executive Committee (2000-2010)

- Endowment Trustee (2010-2015)

- Immediate Past President (2009-2010)
Kathleen S. Mcлерoy

- President (2008-2009)
- President-Elect (2007-2008)
- Treasurer (2006-2007)
- Secretary (2004-2006)
- Investment Committee (1999-2002)
- Legal Assistance to the Poor Grant Committee (1999-2008) Chair (2007-2008)
- IOTA Operations Committee (2005-2008)

Fellow, American Bar Foundation

Bay Area Legal Services, Inc.

- President (2007, 1998)
- President-Elect (2006, 1997)

Chief Justice’s Advisory Committee for the 2009 Tobias Simon Pro Bono Awards (appointed by the Chief Justice of the Supreme Court of Florida)

- Ferguson-White Inn of Court
  - Master (2008-present)
  - Barrister (2004-2008)

The University of Tampa Board of Counselors

- Steering Committee (1994-2014)
- Chair (2001-2002)
Kathleen S. McLeroy

- Vice Chair (2000-2001)

The University of Tampa Board of Trustees

- Board Member (2001-2002)
- Athletics Committee (2002-2010)

Background

- Ms. McLeroy was a Commercial Loan Officer and a Consumer Loan Officer with Commercial National Bank (now Regions Bank) in Shreveport, Louisiana prior to attending law school.
- She has served as an adjunct professor at The University of Tampa where she taught Advanced Business Law.

Education

- Washington & Lee University School of Law (J.D., cum laude, 1990) Member, Washington and Lee Law Review Burks Scholar, Sparks Scholar
- Louisiana State University (MBA, summa cum laude, 1986) Named Outstanding MBA Student 1986
- Louisiana State University (B.S., magna cum laude, Finance, 1982) Recipient of University Award in Finance 1982 (given to one student annually)
Major General Dan Wright, U.S. Army (Retired), joined ANSER as Vice President and Corporate Counsel in April 2010. He was named Corporate Secretary in February 2015 and SVP and General Counsel in January 2016. His accomplishments include leading recent ANSER acquisition efforts: Advanced Technology International (ATI), now a wholly owned not-for-profit ANSER subsidiary, in January 2017; Innovative Analytics and Training, LLC (IAT) in June 2018; and Domain X Technology, LLC (DXT) in October 2018.

Dan completed his Army career serving from 2005 to 2009 as the Deputy Judge Advocate General. In this capacity he provided legal advice and services to the Secretary of the Army, the Chief of Staff, and the Army Staff – and assisted in directing the Judge Advocate General’s Corps in their worldwide duties at over 600 offices and about 20 countries.

Earlier, then Brig. Gen. Wright was Chief Judge of the Army Court of Criminal Appeals, monitoring the vast Army Court-Martial system with its hundreds of prosecutors, defense counsel, and military judges. He was also the Suspension & Debarment Official for the Army – ensuring honesty and integrity throughout the Army Procurement Process - and Commander of the Army Legal Services Agency.

In prior assignments Dan was Staff Judge Advocate (Chief Counsel) for Army and Joint organizations involved in operational missions and sensitive activities across the globe. These were the XVIIIth Airborne Corps at Fort Bragg, NC; the Southern European Task Force (SETAF) in Vicenza, Italy; the Joint Special Operations Command also at Fort Bragg; and the 75th Ranger Regiment at Fort Benning, GA. During these assignments he deployed on operations to Somalia, Haiti, and the Great Lakes region in Africa. He also was an instructor at the Army’s Command & General Staff College at Fort Leavenworth, KS.

He was commissioned Infantry upon graduation from the U. S. Military Academy at West Point. After four years of Infantry service Dan was selected for the Army’s legal education program and attended the University of Miami’s School of Law. He is also a graduate of the Army War College at Carlisle Barracks, PA.

In other activities Dan is President of the Army and Navy Club of Washington, DC; Past President of the Judge Advocate’s Association (JAA), and recipient of the JAA’s 2017 Judge Robison O. Everett Distinguished Life Service Award. and Treasurer for the Mother Seton Parish Conference of the St. Vincent de Paul Society, providing assistance to the needy in Upper Montgomery County, MD.
Ross M. Sarraf is an associate at Fried, Frank, Harris, Shriver & Jacobson LLP in New York City, where he has been working since finishing law school; he is a member of the firm’s Mergers & Acquisitions / Private Equity group. Ross graduated from the University at Buffalo School of Law and the University at Buffalo School of Management in 2014. Ross also attended the George Washington University from 2005-2008, earning a B.A. in History.

Ross’s practice at Fried Frank chiefly involves representation of leading private equity firms and public and private strategic companies in a variety of transactions, including buy- and sell-side auctions, leveraged buyouts, minority equity and preferred investments, venture capital and late venture capital majority and minority investments and exits, and public-to-public mergers and take-private deals. Ross also actively represents several clients in the developing market of direct private equity investments in asset managers. Representative transactions have involved software / technology, payment systems, pharmaceuticals, financial services, asset management, trucking and transportation, ticket brokering, chemical industrials, auto parts, vehicle dealerships, consumer manufacturing and healthcare.

Ross is currently the Vice Chairperson of the Nazareth Housing Junior Board. Nazareth Housing is a New York City non-profit organization that offers supportive housing and emergency family shelter programs in addition to homelessness prevention, financial empowerment, and food pantry services. Ross also serves on the advisory committee to the University at Buffalo School of Law Alumni Association chapter in New York City.
The Nuts and Bolts of Effective Leadership

2019 Business Law Section Annual Meeting

Friday, September 13, 2019 at 10:30 a.m. - 12:30 p.m.

1. Leadership Generally
   a. Is leadership innate / a matter of personality, or can it be learned?
   b. Diversity and inclusion
   c. Career timeline and impact

2. Leadership versus Management
   a. Differences and distinctions
   b. Important / necessary management skills
   c. Setting the right tone for a professional, effective, efficient and ethical organization

3. Characteristics of Good Leadership
   a. Characteristics and critical competencies for good leaders – the “3 Ps of Leadership”: performance, principled leadership and people skills
   b. Development and formalization of leadership training
   c. Team building vs. individual development
   d. Organizational examples (non-profits, bar associations, law firms)
   e. Succession planning and encouragement of younger individuals

4. Bad Leadership
   a. Key mistakes to avoid
   b. Examples and influences

5. Influence and Change
   a. When is change necessary? How do you know when to effect change?
   b. Creating a visionary approach
   c. Can people meaningfully change? Processes and strategies for leading change
6. Leadership for Lawyers
   a. Critical competencies of particular importance to lawyers
   b. Critical management skills
   c. Young lawyers: key development areas and lacking skills / competencies
   d. Institutions in the law and their roles in leadership development
   e. Examples and influences
3 P’s of Leadership

“If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.”
John Quincy Adams

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Rhonda Davenport Johnson
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Based in part on materials used for the West Point Leadership Ethics and Diversity in STEM (LEADS) Workshops developed by Pat Locke
Character, Integrity, Values and Ethics

- **Character** - Sum of your habits; it is how you habitually act
- **Integrity** – To discern what is right
- **Values** – Come from within a person and are those standards by which an individual deems what is acceptable – fundamental beliefs
- **Ethics** – Rules that define a standard of conduct
3 P’s of Leadership

Performance
• Deliver Results
• Stretch Assignments – consider taking opportunities even if you don’t feel qualified to execute them
• Volunteer to Lead – Importance of Community Involvement
• Professional Development – Invest in yourself

Principled Leadership
• Is a Servant Leader
• Lead with integrity
• Lead by example
• Big picture/Vision
• Creates culture to attain vision
• Is purposeful deliberate and focused
• Sets high but attainable standards
• Adapts quickly to change
• Delegates, does not micro manage
• Makes the hard decisions
• Champions teamwork
• Builds systems, process and structure

People
• Respect everyone
• Champion Diversity
• Employees – Invest in the success of others
• Teams – Contribute talents
• Peers – Collaborate
• Executive Leadership – Deliver results; Collaborate

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What Will Matter
By Michael Josephson

Ready or not, some day it will all come to an end.
There will be no more sunrises, no minutes, hours, or days.
All the things you collected, whether treasured or forgotten, will pass to someone else.
Your wealth, fame, and temporal power will shrivel to irrelevance.
It will not matter what you owned or what you were owed.
Your grudges, resentments, frustrations, and jealousies will finally disappear.
So, too, your hopes, ambitions, plans, and to-do lists will expire.
The wins and losses that once seemed so important will fade away.
It won’t matter where you came from or what side of the tracks you lived on at the end.
It won’t matter whether you were beautiful or brilliant.
Even your gender and skin color will be irrelevant.
So what will matter? How will the value of your days be measured?
What will matter is not what you bought, but what you built, Not what you got, but what you gave.
What will matter is not your success, but your significance.
What will matter is not what you learned, but what you taught.
What will matter is every act of integrity, compassion, courage or sacrifice that enriched,
empowered or encouraged others to emulate your example.
What will matter is not your competence, but your character.
What will matter is not how many people you knew,
but how many will feel a lasting loss when you’re gone.
What will matter is not your memories, but the memories that live in those who loved you.
What will matter is how long you will be remembered, by whom and for what.
Living a life that matters doesn’t happen by accident.
It’s not a matter of circumstance but of choice.
Choose to live a life that matters.

What Will Matter by Michael Josephson © 2003
Suggested Resources on Leadership

*Lawyers as Leaders* by Deborah L. Rhode

*Access to Justice* by Deborah L. Rhode

*Organizing for Social Change* by Kim Bobo, Jackie Kendall and Steve Max

*Legal Ethics* Third Edition by Deborah L. Rhode and David Luban (particularly Chapters I, II, and XIII)

*Leadership in Turbulent Times* by Doris Kearns Goodwin

ABA Model Rule 6.1 (in its entirety)

Because all lawyers take an oath upon admission to the Bar to protect and uphold the United States Constitution, the Preamble is included here: “We the people of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare and secure the Blessings of Liberty to ourselves and our Prosperity, do ordain and establish this Constitution for the United States of America.”