



## Key Thinking Strategies: How to Grow as a Leader in Your Law Firm

with panelists David Schnurman and  
Kim Ades, and host Kathleen Boyle

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*Key Thinking Strategies: How to Grow as a Leader in Your Law Firm*

Speaker 1: 00:00 Hello everyone, thank you for attending our webinar. This is part one of Lawline's expert-on-call Webinar series, and today we'll center around Key Thinking Strategies, how to grow as a leader in your law firm. Our panelists today are David Schnurman, CEO of Lawline and Kim Ades, president and founder of frame of mind coaching. The style of this Webinar will be interactive, so please take a moment to find the Q&A function on your zoom panel and ask questions throughout the Webinar. We'd like you to consider this to be a round table discussion where you feel encouraged to ask questions about your frustrations, pain-points, stressors, and tensions surrounding your professional growth, and allow David and Kim to address some solutions. David, would you like to take it away?

Speaker 2: 00:48 Thanks Kathleen. Um, so I just wanted to take a quick moment to thank everybody for joining us and I tell you about 30 seconds about my background and why we're doing this. So I am the CEO of Lawline. I've been doing this since, uh, 2006. I started Lawline and in law school, um, and we grew it from essentially one person to now we have about 30 full time people and we have 1500 hours of courses on the site, um, and over the years of growing that company and working with 30 people that the biggest challenge for me in leadership and managing myself as well as the way to help other people become leaders in the company. And as I've talked to lawyers and many other entrepreneurs, it's the number one challenge most people face. I'm also the president elect of entrepreneurs organization in New York. We have 200 members.

Speaker 2: 01:40 And so again, it's leading other leaders because it's all entrepreneurs. Um, and then my relationship with Kim, uh, I sought Kim out just over five years ago, uh, to work with me on a regular basis to help me improve my leadership and the things that I got from Kim and working with her not only changed how I am in my company, but she actually helped me change my life. So we've been talking about this for a really long time. And uh, so this is hopefully the first of many and we'll get feedback. And so that's sort of the context. If you could just take a quick 30 seconds, I was like a two minute, 30 seconds, but just introduce yourself to give a little bit of context to sort of who you are.

Speaker 3: 02:19 Well, hello, I'm first of all delighted to be here and yes, it's been a long time in coming. So David, thank you for doing this with me. And uh, with all the lawyers that are on the line. So I run a coaching company. I've been doing this for 13 years. Um, I have a team of coaches and I work with primarily the highly driven population people who are considered leaders in their field, whether they are entrepreneurs, CEOs, lawyers, doctors, whatever it is, those are the people I work with. And what I really do is I look at how they think and how they're thinking impacts their outcomes professionally and personally. So that's just a very brief intro.

Speaker 2: 02:57 And so Kim and I, uh, when we first wanted to do this, we said, well, we're not going to do is a 45 minute PowerPoint presentation and then 15 minutes of q and a afterwards because that's not what we would want. We would want just something more of a conversation and again, we already have some questions from people, but we want, as you're hearing stuff to type some things in q and a, because to me this is if you hear something that you need and you're trying to figure out. So I just want to get right to the bullets, you know, I like to get right to the meat of things can, uh, and then we can kind of

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jump back and jump around to sort of what we're doing here. But I want to make sure people get value right away. And so you had like five or six bullets in the description. So I want to start with bullet number one. You said in this seminar you're going to share the single most important factor that leads to success. So that's a big promise. So you have it given, given the value, let's do it.

Speaker 3: 03:48 OK. So let's talk about leadership for a minute. What is a leader? A leader is a person who goes first, right? So what does it mean to go first? It means seeing a vision and sharing that vision with others and enrolling people into that vision. However, some things interfere with people's ability to make that happen and typically that involves themselves. And so what is the greatest really differentiator between a incredible leaders and other people who want to be leaders? Number one, it's their ability to manage themselves. And number two, it's their ability to connect their vision with the mission and personal values and personal goals of the people they are leading. And so what it boils down to is that extraordinary leaders think a little bit differently than the rest of the world and are always looking at themselves and, and managing themselves as well as connecting their followers to the overall mission of the organization.

Speaker 2: 04:52 Let's make that a little bit more sort of down to earth or practical. So I'm, I'm, I'm an attorney. Um, so one of the questions, let me just do it a question that one of the questions that came in originally was a sh. Uh, she said I want to grow as a leader in my law firm, uh, and the only thing that she sees is the title senior associate. So she's not sure what that means, but let's just say somebody wants to grow as a leader in law firms. She wants to become a senior associate, but then maybe a partner. Um, now let's use this question. What's the single most important thing that she can do to grow as a leader in her from going back to like taking what you just said, translating to practicality.

Speaker 3: 05:29 OK. So the question is interesting because the question starts off with what can she do in order to be more effective? And I want to focus on the word. Do a lot of people think that in order to reach their goals they need to take action. And I'm not saying that action isn't important. It is important, but action follows thought. And so very often people jump into action without stopping to think about their thinking. And what do I mean by that? Very often are thinking really contradicts the goals we want to achieve. And so for me, as I answered that question, I would want to ask her some questions and question number one is, do you think it's possible for you to reach that goal? If so, why? If not, why not? And so I really want to understand what she believes to be true about her ability to increase her position in an organization and what she thinks is happening around her because her beliefs will ultimately dictate what her actions are.

Speaker 3: 06:20 And if her beliefs are lined up with her ability to get that goal, she won't get it right. So it's really about, you know, part a is how are you thinking about anything you're doing? How are you thinking about growing your revenues? How are you thinking about get moving to the next position in your career? How are you thinking about your, your job as a leader and as a lawyer, how are you thinking? And so before she does anything, the first thing I want to do is ask one question. What do you believe to be true about this position?

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Speaker 2: 06:51 OK, so let's, yeah, let's talk about a firm, mid-size firm, and you're a senior associate and your partner, um, and you're, you manage people or you lead people and you're trying to grow is on your own. What? So let's talk about thinking like what does that mean? Like, OK, cause one of the things you said to me is there's three thinking strategies that we can share, but what again, I like actionable things, right? And I know that we fight against that, but I want somebody to say, OK, what do I do with what Kim just said about thinking? And again, I know we only have an hour, but like what does that actually mean for somebody listening right now to do?

Speaker 3: 07:32 You're always reaching towards the doing right? And so one of the things I really want to make clear is thought precedes action. So before you think, what can I do? The first thing you do is ask yourself what am I thinking? OK? So if you call that an action, fine. So one of the things that I want to do is share how I coach people. The reason I want to do that is because there's a critical element of how I coach is that I asked my clients to journal every single day in an online journal and every time they journal their journal comes to me or one of my coaches who reads and replies to the journal. So I want to introduce journaling. So what can you do when you're trying to achieve a goal and you feel stuck or you feel frustrated or it feels like an elusive goal? One thing that I would like to introduce is the idea of journaling your thoughts. Take a piece of paper to pen or go on some online program and ask yourself some questions. Number one, what do I believe to be true about my ability to get this, to reach this goal or get this new position? What do I believe to be true? What do I believe about my skills and abilities? What do I believe about my position in the organization? What do I believe to be true about the organization itself?

Speaker 3: 08:47 About my profile, et cetera. So you want to write that down because in there, in your thinking is really a download of a set of set of beliefs that will either help you gain that position or goal or really interfere with your ability to achieve that. And so the first thing we want to do is see how you're thinking.

Speaker 2: 09:13 I'm gonna dive a little bit deeper into the number one in terms of, uh, journaling. Um, I don't know, you know, I don't think we've set this up, but for next time I would love to start doing polls. So it'll be interesting to see how many people actually journal. Um, and if you and I really, we're nine minutes in a, I'm going to keep begging for people to give a question. You know, it takes that first brave person to get more people in there because you joined this for a reason. Whoever's listening right now and we're giving you the opportunity to like, you know, to disagree or ask a question. So.

Speaker 3: 09:44 You're asking lawyers to disagree.

Speaker 2: 09:46 But let's, I want to dive into. So the, so the journaling part opponent was really transformative for me and one of the things for me is I always felt from my leadership challenge, uh, it was on the outside, like I always felt like it was about how to deal with the tough conversations, how to deal with managing people. Um, and in what you're saying is what you need to do is first focus on how you think before you focus on the outside.

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Speaker 3: 10:12 Well, look at conversations. Have so many people say, I have a communication problem. You know, I have to have a tough conversation. What makes the tough conversation the way you think about it, right? We all have communication skills. We all speak basically the same language. We don't have a communication issue. We have thinking issues, and when we believe a conversation is tough, guess what becomes harder. It becomes stressful, becomes something that we don't look forward to instead of just a conversation. And so the way we think about everything will determine how we experience everything.

Speaker 2: 10:45 The first assignment that you gave it was a journaling assignment. Can you just repeat that right now?

Speaker 3: 10:51 Yeah, I want you to write down the question, what do I believe to be true about my ability to reach right down the goal, whatever that goal is, what do I believe to be true, and that includes, that includes why do I believe to be true about my ability to reach that goal? What do I believe to be true about the environment or the circumstances around which that goal is attainable or not?

Speaker 2: 11:16 What do you do after that?

Speaker 3: 11:18 Well, then you look at it. One of the things, and you know you're asking me about the thinking strategies, have really successful leaders. One of the biggest strategies that they use is they challenged their thinking, they challenged their beliefs, and so once you have those beliefs down, and again I'm talking to lawyers who are used to challenging, what I want you to do is ask yourself, are these beliefs even true? Do they make any sense? Are they factual or am I making them up? And what you'll find is most of our beliefs are invented. They're not true, and those beliefs interfere with our ability to reach our goals.

Speaker 2: 11:52 I'm to pause here because we've got two questions coming in and let's see how this works out. Uh, so the first question is, uh, and I think you can see them too if you click the q and a, a d, but I'll read it out loud. Is, do I need permission and in parentheses of other leaders in the firm to be a leader?

Speaker 3: 12:10 That's such a great question. The answer is no, of course not. You don't need permission because leadership boils down to two things. Number one is self management and number two is really the ability to coach others. Do you need permission to do either of those? Absolutely not.

Speaker 2: 12:28 So I want to dive into that because I don't understand the question actually. And you said it's a really good question. So can you, what do you think how mid is asking about permission? Like, so, one of the things we say in my company is lead by example, right? And like, if I know from a c being a CEO is I just want people to take action and do things because if I have to do it all myself, it's tough. What does that mean to you? And when he asks, do I need permission?

Speaker 3: 12:55 Well, let's go back. You said I want people to take action, but as a leader you need to,

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you know, deliver a message that says, I encourage you to take action, right? I encourage you to think for yourself and I encourage you to take action. I think what he's asking, and you can correct me if I'm wrong, but I think you're saying, does someone need to bless me with the honor of the leadership position or the title in order for me to be able to truly be a leader? And the answer is no.

Speaker 2: 13:25 Yeah. So I would actually agree with had 100 percent because actually in my experience it's actually, it's sort of like the chicken or the egg. It's like that's how you become a leader by not asking by kind of acting like a leader from the beginning. Um, and so, uh, thinking is there a, again, just me with like takeaway, is there a thinking, is there something that amid can do and again, an action that can help him. So what's his next step?

Speaker 3: 13:55 So the thing is what you wanted to do is you want to start to observe your reactions to everything, right? Like you want to start to observe how do you respond when you get criticism? How do you respond when a client isn't happy? How do you respond when there's an opportunity and you're not sure if you should take it like you won't want to start to monitor really your emotional state, but also your actions and see if your emotional state opens doors or shuts them down. So that's thing number one because if every time there's a challenge or conflict, you shut down or you get mad or you blow out, all those actions will lead you to where you want to go. And really you're behaving that way because your mind is processing these events in a way that really is contradictory to your ability to reach those goals. So the first step is start to monitor the way you feel, the way you react, the way you respond to all interactions, to all challenges, to all adverse situations. So that's step one.

Speaker 2: 15:03 The next question, I don't really think it was necessarily relevant to this conversation is how do you create a climate for older people to retire and to recruit young lawyers to continue at the firm.

Speaker 3: 15:16 Sure, maybe that's a very important question because you're really asking how do we take our older lawyers and really put them in a coaching position so that they are comfortable leaving a legacy and making room for the next person. And that also has to do with their thinking because if they feel that that's a threat, they're not gonna want to do that, but if they feel it's an opportunity and an honor and I'm leaving a great legacy, that's a whole different positioning, isn't it? So it's really around how we position that particular job, which is coaching, mentoring, bringing in the younger lawyers and making space for them and even positioning at it that as a partnership opportunity between that senior lawyer and the younger one, that's a whole different way of looking at it. And really they'll again close up or clench up or feel threatened if they're, if they feel like they're being thrown out or you know, a elbowed over to, to moving over. But if they feel that it's a, an honorable position, then they'll take it with, with pleasure.

Speaker 2: 16:24 Great. So thank you for those two questions. I'm sure more will come in. I'm going to keep emphasizing some of the things that we said because there's a lot of information you can cover obviously in 60 minutes and we're going to get to more, but I just want to make sure like we get to some, we keep saying the same things over or at least somebody who will sort of get that takeaway. And so

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again, you. I'm doing this with you right now and I still don't have a clear sense maybe because I'm asking, but what? Remind me again, what is the single most important of them now that we know a little bit more context, what's the single most important factor that leads to success?

Speaker 3: 16:59 OK, so I'm going to put it in different words so that it helps you understand the single most important factor that leads to success is emotional resilience. Emotional intelligence plays a role too, but we're talking about emotional resilience. What is your emotional resilience is the ability to bounce back from adversity with speed and agility, and not only bounce back from adversity, but turn that adversity into a strategic advantage.

Speaker 2: 17:26 Emotional resilience. I liked that and I think that makes a ton of sense because you're not too high or not too low. Now let's go once again to how. What are the strategies, the thinking strategies to create emotional resilience to help you become a better leader?

Speaker 3: 17:45 OK, so I'm gonna give you three thinking strategies or let's call the top three thinking strategies that very successful leaders take on. Number one is that they challenge their thinking, they challenged their beliefs, they ask themselves, what am I thinking about this situation that's causing me stress, anxiety, frustration, how am I seeing this? They literally write it down and then they challenge every one of their ideas, so that's thing number one, and it's. It's really, I would call that the foundation of extraordinary leaders is that they challenge their basic premise on everything and that's what lawyers do when they work on cases, right? They challenged promises, but what we're trying to do is help help leaders challenge their own thinking. So that's the number one thing. Number two is they leverage their resources so they ask themselves what resources, what I liked to have, even if I believe that they are not at my disposal, what resources, what I like to access, and they have no fear about looking beyond the corners of their, of their circumstances, to look for resources that may not be immediately accessible. So what resources are available to me, and number three is that they focus really focused on what they want without getting distracted. So they're very singularly minded on their goal.

Speaker 2: 19:16 So I like Ryan. Ryan has the question that I was about to ask you. What does it mean to challenge your belief? Can you give a specific example, uh, in the context, you know, I'll add one more thing maybe in the context of a law firm.

Speaker 3: 19:32 OK. So what was the first question that somebody asked something about? Do I need permission the line before a leader? Not sure,

Speaker 2: 19:42 but the only title is senior associate and not sure that actually even means to be a senior associate.

Speaker 3: 19:47 OK. So if I were to write down all my beliefs about being a senior associate, some of my beliefs might look like, you know, there's no more room for any more senior associates or the people in charge would never let me be a senior associate or I don't have enough experience to be a senior associate or I don't even know what it means to be a senior associate. So I'm writing down all my beliefs

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around being a senior associate. OK. So that's number one. Number two is now I'm challenging them. Is it true that you don't have enough experience? Is it true? People on board would never let you be a senior associate. Now we're challenging your fundamental beliefs and let me, let me kind of also state that a lot of times we are not aware of our beliefs. They're hidden underneath the surface until we sit down and say, what do I actually believe to be true? And we operate from a place of having beliefs that are deeply set into our system that often prevents us from taking. That leads us to our goals. So if deep down inside you simply believe you don't have enough experience or seniority or even age, what are you going to do? Nothing. So that's why we need to challenge those beliefs. Ryan, did that answer your question?

Speaker 2: 21:03 I wanna I wanna jump on that a little bit because I actually had a whole conversation with an attorney recently who has a partner and the challenge is the partner has been very successful in getting clients, but the partner with all, they have a lot of associates. The partner does not treat people nice and the culture has been hurting. Uh, and, and I said, well, what are you going to do about it? No, that's what you need to do to be a good leader. And I remember thinking, no, it's not like I remember I've had this conversation with you, Kim, and I always said, I used to think that in order to be a leader and grow and be successful, you actually have to be when you use like a PG word, mean or to people. And it was more about how to hold people accountable to do that.

Speaker 3: 21:49 So go ahead. So, so if you're spending all your time as the leader holding people accountable, you are really pinned down and you're not, you're not in a position to leverage your greatest skills, whatever that is. Right? And most leaders, you know, I would say to them to, to you that most leaders are visionaries. They're explorers. They're people who chart courses. They're not people who manage details. Would you agree with that? At least me, I don't think a lot of a lot of leaders that I have ever worked with. And so if you give the leader at the job of holding people accountable to anything, I'm the person who's being held accountable is trapped and so as the leader, and so that is not the job of a leader. Job of the leader is to encourage and to build a team of people who hold themselves accountable. That's very, very important. So let's talk about being mean and not being me as a leader. My job is to hold a vision for my team members from my employees that is bigger than their own vision of themselves and hold them up to that vision, if that makes any sense.

Speaker 3: 23:00 So what happens when people aren't performing? There's something at play there. There's something in there thinking that's preventing them from performing. My job as a leader is to get to that something and move it out of the way. Yeah. Got it.

Speaker 1: 23:17 Kim, I'd actually like to ask you a question about your second strategy as well. I'm glad that David asked and Ryan asked about the first strategy you mentioned as leveraging resources. And, I was wondering, are there any specific schools or programs or schools of thought that can be leveraged as resources for approaching this improvement in thinking style?

Speaker 3: 23:41 Well, again, you know, leveraging your resources has a lot to do with your thinking and your beliefs. So what do you believe is accessible to you and what do you believe is not, and so really the practices to create, you know, have you ever heard of just white boarding and you know, creating

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a blue sky. If, if anything were possible, I would love for this to happen. That's the approach. And so you could write, Oh, I love these 10 amazing things to happen in the next breath you say, but they're impossible because I don't have enough money. I don't know when enough people, I'm not old enough. All those reasons and what you want to do is now start to again challenged your beliefs around the resources that you have accessible to you. And so these people say anything's as accessible to me. So it's not about a school of thought. It's about really starting to allow your mind to tap into this big, huge, wide world of options and looking at what's available to you in your ideal scenario.

Speaker 2: 24:43 It's like the glass is half full versus glass half empty.

Speaker 3: 24:46 The glass just has water in it and I can refill it whatever I want.

Speaker 2: 24:54 Um, I like that. So I thank you Kathleen, because I like, again, I want to make sure that we dive a little bit deeper to each thing. So we gave an example for challenging idea. You talked a little bit more about what the fact that they're just water in the glass and don't worry about if it's half full or not and just just utilize that I think is what you're saying.

Speaker 3: 25:17 How you think about the water will determine if you think, oh my God, I only have half a glass of water and I don't want to waste it. Like you're thinking in a very, uh, in a scarcity mindset.

Speaker 2: 25:29 So just, let's, again, let's try to put that into a law firm scenario. So can you think of any, to put you on the spot with that? A resource for a lot like, I don't know, maybe you don't have an administrative assistant to help you with something and you're thinking you can't get it done in time. Is that

Speaker 3: 25:45 one of the greatest stressors of lawyers this time? Right? Billable time, managing sales with managing, um, delivery of family, back home, balance, all that kind of thing. Right? So time is a big issue and you. And when you talk to lawyers and say, well, I have no time, and you say, well, why don't you get some help while I don't even have time to get help, right? How many times have we heard that one before? And so what I want to say about that is that the way you think about every subject will determine the outcomes. So whether you think about your resources, whether you think about a difficult or challenging situation, however you think about everything will determine the results you get. Really, that's my primary message is it's not about making an action list. It's really about stopping for a moment to think about your approach, to think about your strategy, to think about your beliefs.

Speaker 2: 26:51 So if anybody hasn't heard her Canadian accent, just kinda popped up on that one with the about. A, she's in Montreal, in Toronto. I'm sorry. Uh, so, so sorry about that, but I have to give a plug to Toronto. So I think that was a good segue to your number three because it's what you think, what you essentially the title of your book. And number three is what you focus on grows. And the number one, again, I again, just to repeat, you said the three key thinking strategies is one, challenge your ideas, your beliefs. And number two is leverage your resources essentially. And the way to do that is, uh, remind me again,

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Speaker 3: 27:38 To literally blue sky your ideas, you'd say, well in my ideal world, what resource, what I want to have appearing at my doorstep,

Speaker 2: 27:44 So then you said that goes to number three, which is focused on what you want. So what does that mean compared to what you just said?

Speaker 3: 27:49 Well, the people who run companies say, OK, so what I really want is to increase my revenues to by whatever, 20 percent or 30 percent, but what they do is they spend all their time doing other things, right? Whatever those other things are, and they are not focused on their, their primary goal and what we find is people who achieve really great results are people who are focused on their single most important goal. They're just focused and they get rid of all distractions that are just completely and utterly focused. And if you look at how they spend their time, they spend their time on that goal with no distraction.

Speaker 2: 28:28 If anybody wants to be brave, can you share with us what you, what's the most important goal that you have right now? Because I want to find a real, real life example. So what I'm going to ask him if there's something that you're trying to accomplish as a leader, ah, and having gotten there, if we can kind of dive into that then to hear that real life example. And if we don't, we'll just move on, but I'll give you, you know, look, look back, uh, in, in that regard, uh, by the way, frank is trying to connect or chat. So that's cool, frank. Um, so, uh, I want to go by,

Speaker 3: 29:01 he wrote, he wrote something here,

Speaker 2: 29:03 that's what it says,

Speaker 3: 29:04 living life with purpose and looking long term versus short term. But I liked that. So that is, that is the goal, if that is the goal, the question is where does living short term interfere with living long-term and what are your beliefs about what you need to do in the short term in order to live in the long term. And so again, we're coming back to the whole idea of how do you think about this because how you think about it, it will determine where you get distracted and where you spend your time and, and, um, and, and how that plays out in terms of the results you're getting.

Speaker 2: 29:42 Great. Thank you frank for that chat feature, which I didn't know existed. And we have actually two goals that were submitted. One is again by Ryan, uh, his goal of developing a book of business that's obviously probably every single person on here who is, has her own firm or is in charge of that in as a partner. Um, so what, what does Ryan do to focus on that? And by the way they did. There's a second one which is very similar. I just want to read it out. Increasing firms, number of domestic lines, challenges we lack meaningful context that can generate the work. So to the same goals, which again makes sense because that's

Speaker 3: 30:20 really important to say. Our greatest challenge, our greatest we wanted to have is developing a book of business. And the question is I would ask you, so what do you think about that?

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That's the first place I would start. Is that hard? Is that difficult? What do you think needs to be done in order to make that happen? And what do you think about the likelihood of you doing it? So that's the first place I would start because if you say, well, I don't really have time, I don't really know how to do it. I'm not really a networker, I'm not a salesperson, I'm a lawyer. That's not what I signed up for on and on and on to the first place I need to start with is understanding how you think about this particular task. So it's about the thinking first, and then I would say, OK, well, let's look at what you're doing right, or what activities are you doing in order to achieve the goal of developing a book of business. And we might find that most of the activities have nothing to do with booking a, developing a book of business or that the percentage of time on this activity is not aligned with the goal.

Speaker 2: 31:23 Of course, you said time is the biggest challenge in that, uh, you know, my, I'm thinking, uh, if I'm an attorney here and you say, look, I have to bill, you know, x amount of hours per month and I to build business and after a goal to hit business and I want to grow as a leader, I just, I can't do it all and I'm not really sure where to go with that.

Speaker 3: 31:44 OK, so what you're really saying is I have a resource gap or I have a resource bottleneck and again, there are lots of lawyers aren't different from any other service providing companies and the way they think about themselves and their business will determine how things play out. So again, we, you know, here's the big kind of struggle or or friction that I see all the time is that lawyers, other service providing entrepreneurs have a certain view of the world that says here's my box and I have to live within it. My job is to expand the box so that they can see things a little bit differently. So in that example, while I have to do everything, there's no way that anything else can be done by anyone other than me. And we would challenge that idea.

Speaker 2: 32:34 It's hard to read while I was listening, but I think it kind of talks to what you're saying. Janis wrote how you get your firm to fully appreciate your leadership roles, Office leader and board member at the time it takes to do them. So the firm. So it backs off from billable hours and origination requirements that already appreciate it and think I'm doing a great job, but the billable hours and origination requirements are still there. Albeit reduced, thank you. And then just, uh, so, and then the second question that John has asked is how can I parlay my leadership roles and to bring in business?

Speaker 3: 33:10 Um, so yeah, so you know, this boils down to what's the Roi of my role, what's the Roi of my position and what we need to do is help to put that together so that your board and, and your organization sees the Roi of your approach and your leadership capabilities. And right now the only see it in terms of billable hours. There's only one view of this, of this, of the effectiveness of this. And what we want to do is expand that. And so if you can create basically a case that says, hey, I can bring in billable hours, but that creates a ceiling as a leader, I can create, you know, 10 times that through my leadership. And so the idea is to create a case where you demonstrate the Roi of your leadership efforts as opposed to straight up hourly efforts, right? So that requires you to think about it differently and to not feel trapped in an old model that says I'm only valuable in accordance to how many hours I bill. You need to think about it differently first in order for you to come back and say, let me show you my picture.

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Speaker 2: 34:23 I'm going to use the thought process that are probably in many people's heads as they're listening to us about, you know, my firm will just never do that. Like they just, we meet like we don't allow ourselves how we make money and they want me, they want their cake and eat it too and it's just not going to change. And like, so again, this probably goes out of the scope of your intro again, but use your argument is all you got to change your thinking.

Speaker 3: 34:48 But my firm will never do that. But they will if they, if they see an Roi, that makes a lot of sense. Anybody would do that.

Speaker 1: 34:56 So I respond really well to that. I think that's a great explanation. Uh, as, as a practical application example, uh, I think, I think Clio said in their most recent study, said that only 30 percent of an attorney's hours are billable. Putting in at work. So that would be the metric, you know, for, for a law firm, let's say that they cited that they want 40 percent of your hours to be available. What would you offer as an alternative for someone to come to the leaders in their organization and their firm and say, you know, I, I understand that we want to put a metric on billable hours, but I'd like to offer the metric of leadership skills growth, which is, it cannot be numerical. Can you say, OK, I've grown in four ways this year. I'm growing in one way per quarter. What, what would you offer as an Roi example?

Speaker 2: 35:44 Just to build on that, Janet, as essentially the same question, how do I show that I've helped my office attorneys increase their business.

Speaker 3: 35:52 Absolutely. That was exactly what I was going to say. So if as a leader I can help lawyers increased their book of business with greater ease, now we're showing a very direct roi, if I can get them more comfortable with going out there and networking or asking for referrals as simple concept, right? I'm not being very complex, but if I can just do that and show the difference because I'm spending time coaching and leading and mentoring my lawyers in the area of growing their business. That's really direct Roi. It's not even fluffy.

Speaker 2: 36:26 I want to recap the two things we talked about and I'm going to go into talking about coaching. So I think it's a good segue from we were talking about and it's really important thing. We're a little bit more than halfway done and I'm loving this. So I hope I will because you have really great insights here. Um, so again, what we talked about, what's the single most important factor to lead to success? If I have an audience, I would ask people to scream out, but I'll just say it myself. Emotional resilience. Um, thank you. Only took me five times of asking a bit. Emotional resilience is actually in my mind. Again, it's not something that you just hear that and do it. That's where journaling comes in and that's where actually working with coaches comes in. That's where it's constantly working on and that's where a coach comes to play.

Speaker 2: 37:11 I will definitely agree with that. Like if you can walk away knowing, OK, if I can work on my emotional resilience, a lot of these other things will, will, will get resolved as a result. We also talked about the three key thinking strategies, which we were just diving into, um, and wanting to challenge your ideas to a challenge around thinking your beliefs to his challenge of resources and three

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is focused on what you want. Now let's talk a little bit about others that you lead. Um, so coaching, um, how, how, what's the best approach to coaching others?

Speaker 3: 37:48 OK. So I'm going to come to that question in like 30 seconds. Before we answer that question, I want to just talk about emotional resilience for a second because like, how do you know if your emotional resilience needs work? Right. That's really a great question. And what I would encourage everyone to do is to pay attention to their mood. If you're in a good mood and you're having a good time and you're enjoying your life and you feel passionate about what you do and you have a lot of energy and you're not tired, and you know, at the end of the day you go, man, that was a great day. Carry on. But if you find that you're agitated, frustrated, stressed out, I'm temperamental. And if you feel like you're on edge all the time, that's an indicator that your emotional resilience needs a bit of work. So I want to start with that.

Speaker 3: 38:41 So now let's go to your coaching question. How do you coach others? Well, the first thing is like, so imagine you have someone in your company and your, your in charge of them and you want to coach them and you see that perhaps they're not performing as well as they could be, or perhaps they're performing really well, but it's time for them to go to the next level. The first thing that you need to do is, is that you need to pay attention to how you think about that other person. So if you see that the person isn't performing, what may be going on in your head is, hey, that person's lazy or they're distracted or they're scattered or they lack organization, whatever that story is, you need to check it out the door before you even go into a coaching conversation. You need to check your story at the door and you need to replace that story with what we call assume positive intent, assumption of positive intent and an example is really important. And it took me a while to understand that.

New Speaker: 39:51 So I wanted, so let's just, can you think of, uh, an example where that could play out?

Speaker 3: 39:53 At a Law Firm, again, you might see someone, um, let's say they have, they're rude with a client or let's say they didn't get their hours, they're supposed to get it in a certain amount of hours this week and they didn't, right? Or let's say they missed a deadline or whatever it is, right? Um, what, what might happen for you is you might experience frustration, like I've told them a million times, they're not getting it. Something's wrong with them. They're not able to handle this job. That story needs to be set aside in order for you to coach effectively. The way to do that is how is to acknowledge that that's your story and say, OK, so this is the stuff that's running in my mind. If I go into this conversation with that at the forefront, then I'm going to fail. And so what I need to do is say, hey, maybe there's some other stuff going on. And when I say assume positive intent, assume this, everybody wants to succeed, including this person who is not performing at their best. Everyone wants to succeed, including this person I'm about to coach.

Speaker 2: 41:02 I just want to say from a personal example or personal experience with working with you years ago, assuming positive intent really was a game changer for me, uh, because if you assume positive intent, but somebody has in you actually create the positive result because you're just, there's no negativity. You're just assuming whatever they're trying to do is trying to get to where you need to go

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because if you focus on anything else, it's just a waste of energy from, from my experience. All right, so you ensue positive intent, what's next?

Speaker 3: 41:39 What's next is that your job is to get the story, get their story. And so the, the concept of story comes up a lot as we're talking. And what that means is that people have a dialogue that runs in the, in their head, sometimes consciously, sometimes unconsciously, and that dialogue really dictates how they behave and the results they get. So you need to access their story. So if you see someone, let's say frustrated to me in a meeting and they behave poorly with a client, you want to say what happened? You know, what was going on for you? Like, tell me your, your interpretation, give me your perspective, what was going on there and after that. So that's number two. Number three is you want to dig under that story. So you want to ask questions that they don't necessarily offer in their storytelling. So you want to ask questions like who, what, why, where, when, and what were you thinking, what were you thinking was going on?

Speaker 3: 42:32 Was this something that you were considering, etc. So you want to dig under the story and get more than they are giving to you at face value. The number four is now you want to identify their beliefs. So let's say you're in a meeting and again, your, your lawyer, your junior lawyer is being disrespectful or being or tuning out or behaving in a way that feels rude to the client. And they say, yeah, the reason I was behaving like that, just because I think the client is lying. So you're identifying some of the beliefs that this person has that is causing them to behave the way they do. And now you want to challenge their beliefs.

Speaker 2: 43:17 Ok? And now is this, um, ok, so let's just say somebody missed a deadline, man, you check your story, you don't judge why they've missed it. and then you get the story of what happened, you know, x, y, and z. I was stuck on another client call and I couldn't finish it. And then you dig under, well, why were you on that other client call? What, what was the purpose of that call? Why? You know, why were you doing both? Um, and then you find out, well, if I hung up on other client, we could've lost that client and I wouldn't have done my job. And that was their belief. And then you challenge and say, well, if the data, you know, is that true? If you had to hang up on that client, would you really have lost them? Could you have figured out a better way to, to finish that call? So you've got the deadline on that. What

Speaker 3: 44:07 else? That's part of it. But before we go to the solution mode, we really want to spend some time digging into their beliefs. So let's take your example, right? So I couldn't hang up because we would have lost the client and that would've been a terrible disaster. So there's a whole bunch of beliefs that go around that. Belief. Number one is, well, I couldn't ask anyone else for help. I couldn't ask anyone else to do this other project to so that I could make my deadline. I couldn't say, hey client, I have this really important deadline. Can we pick up this conference? Can we even meet? Can we go out for drinks and we meet after work or whatever. I there was no other solution. So there are a whole bunch of beliefs that are wrapped up in this problem and we want to put them all on the table and then say, hey, you know what?

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Speaker 3: 44:52 You have more resources at your disposal than you think, you have colleagues. And the other point is why are you waiting until the last minute to get this assignment done? What happened? So now there are a whole other set of beliefs and what we want to do is help people achieve their goals by looking at their problems differently and helping them understand that the limitation is not time and it's not resources and it's not circumstances. The only limitation that prevents someone from reaching their goals is their thinking, like, we got people onto the moon. That seemed like an impossibility at one point, but we did it.

Speaker 2: 45:34 I want to cover another important topic because we have 15 minutes left before we're done. Ryan had asked a question, which is because it's the single most important factor I want to dive into that quickly is he said, how can you improve your emotional resilience? What are, what are the top three things you can do? He's like me. I like lists. Um, so how do you?

Speaker 3: 45:57 Ok, so I want to say this for the thirtieth time, maybe. It's not what you do. It's what you think. So if you want to do something, you have to ask yourself a question. Let's say you notice that you're frustrated all the time. Let's say you notice you're impatient all the time, but you want to do is literally take a piece of paper and a pen and start asking yourself some questions. What is causing the frustration? Why am I so annoyed all the time? Why do people bug me? All right? And what you'll notice is you'll write it down. People should be smarter and people should work faster and nobody cares as much as I do and I can't rely on anybody and uh, everybody's out for themselves. Whatever that list is. Those are your beliefs.

Speaker 2: 46:43 Here's where the confusion is because you have to build habits just by telling me emotional resilience is the most important thing does not make it so, so thinking, so even doing, even thinking our day is doing. So that's I think where the confusion is for people like me and ryan is like, you need to to build the mental muscle. And so that is doing so what are you? So are there exercises or what thinking techniques can you. How do you, if you were to create a seminar in 21 days or less, you will improve your emotional resilience or whatever that is. Twenty one days. Ok? So, so, so are. So is your answer. You're working with a coach.

Speaker 3: 47:30 That is my answer of course. But if you didn't want to work with a coach, the first thing I would say to you is, you know, start journaling and start to pay attention to two things. Number one is how you feel your emotional state. Number two is ask yourself what's causing you to feel that way? And very often will say, well, I feel frustrated because joe was being unpleasant with me or joe was being rude or because there's this really hard case and I can't seem to crack it, and we always pointed external factors to explain why we feel the way we do and really there's only one reason why we feel the way we do. It's because of the way we think. Guys, write this down. The way I feel is a function of my thinking. It's not because of anybody or anything else or any outside factor, and so if I can start to identify the thinking that's causing my emotional state, now I can build my emotional resilience because I can choose differently. I can choose to see the situation differently and when I choose to see the situation differently, I'm able to reach my goals with greater ease.

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Speaker 2: 48:44 Great. So we have about 10 minutes left is the one I want to give one more thing of value at the end, which is your number one technique to handle stress and I made up number one, but whatever you're at, that is how you handle stress. I know we were talking about that, but before we do that, I just want to take a moment.

Speaker 2: 49:05 I also want to give the opportunity for anybody who wants to talk to you afterwards to get more information, if that's ok with you. Uh, I don't know even maybe work with you. What, what's the next, what should they do? How do they reach you? So let's talk about stress. Stress is, I don't know, that's at the end. That's that. We're not there yet. I just want, I wanna I wanna end on value instead of just kind of like doing the bio stuff. So I just want to talk about that quickly and then we'll do stress at the end. You want to get the bio stuff. So if somebody wants to contact you and get some more information,

Speaker 3: 49:38 that's the way to find me is on our, on our website, it's [frameofmindcoaching.com](http://frameofmindcoaching.com) and you'll see all kinds of information there. But the thing I encourage everybody to do is on that website is an assessment link and that allows you to take a snapshot of your thinking currently like what's going on for me right now, what's bothering me, what's agitating me? And it allows you to see what direction you're heading in. If you don't know what direction you're heading in, it's very hard to get you to the destination you want to go and that assessment that you fill in will enable you to have a call with one of our coaches who will just go through the assessment with you and give you some preliminary coaching. If you're interested in doing more, the invitation is there, but that call is, is absolutely free of charge complimentary. And what we find is people make changes immediately after that.

Speaker 2: 50:39 Um, I would, I mean, again, we're, we're very, for me, I would 100 percent take on the free call and I just, in my experiences after doing that call with Kim, I was not planning on working with her originally and I wasn't thinking about it and there was so much value that I got. I think we started right away afterwards. And again, this is not about selling your services or what you do. I just want to have impact on people's, on attorneys and help them grow as leaders. Um, so if it's not working with you, I think journaling is a good first step to get that going. Um, because I do think, I know you say it's thinking versus actions. I'm a very action oriented person because what I, I personally don't like is people who constantly complain about the same things and don't do anything about it.

Speaker 2: 51:30 Um, leadership is one of those areas. We, everybody is always looking to you. You're either, you're getting, you're getting some, you know, they're looking to you in one form of another and you have an opportunity right now I think to, to help yourself and your thinking. So that's my, my hard push in terms of getting at least getting focused on. If you don't journal, um, start, start looking to do that, to get, get your thinking. Right. So that is actually a good segue for me because journaling for me at least, and I hope this is not your answer for me, it helped me reduce my stress significantly because when I was stressed about things, I didn't actually know what I was stressed about. Kim having a conversation with you and I were, we were in a coaching session and I was super stressed and you said to me, Dave, what value is being stressed doing for you right now?

Speaker 2: 52:19 And I said nothing. She was like, well then stop. If you realize that, if you can let go,

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it was almost when you did that I, there was a button that I felt like I hit and I let go of the stress and the anxiety disappeared. So I'm not probably doing a good enough job in saying how, how you, what you did, give me a magic button that let stress disappear when I wanted to. And so in a three minutes, that's what you got, is what is the magic button? And somebody can walk away with it for that. And then I'm gonna wrap. Wrap it up at the end.

Speaker 3: 52:54 Ok? So what I want to say about stress is that nothing in and of itself is inherently stressful. It's how we think about everything that causes the stress. So that's number one. So let's identify how we're thinking about the thing that's causing the stress. The second thing I want to say about stress is that stress is a thing. Is it good or is it bad? Neither. But the way we think about stress will either make it worse or make it completely manageable. So if we walk around going, oh my god, I'm really, really stressed, it's really bad, I can barely manage it. Then what happens is it becomes an infinitely worse experience. The burden becomes heavier, the load is harder to carry. So the way we think about stress will determine how we handle it, and so the message here is stress is a thing and there's an optimal level of stress and, and if we can start to think about stress with greater ease, that's your first step in managing it more effectively and it's counterintuitive in a way, but regardless of the things that creates stress for us, the way we think about stress itself will determine our ability to manage it more effectively.

Speaker 2: 54:12 Thank you very much. And if you could remind everybody, what is the actionable assignment you had to journal about?

Speaker 3: 54:21 I'll make it simpler for you. I'm going to give you an assignment and whoever does it, if you want to send it to me, well we'll assign a coach to review it with you. How's that? So here's your assignment. Number one, what do I really, really want? Whatever that is. It could be something physical or something completely intangible. Whatever it is, what do I really, really want more than anything? And it's not something that someone wants for you or something that's expected of you. What did you really, really, truly, deeply want? Number two, why do I want it? And number three, what's stopping me from having it- now do that assignment and send it to me, my email address is kim@frameofmindcoaching.com and what you will see is we will address some of the beliefs that are really standing in your way and move them out of the way and you'll feel very differently right off the bat.

Speaker 2: 55:11 I really, really love those three questions, um, because there's no, there's no hiding with those questions. And they're tangible because lawyers like tangible, tangible. Yes. Alright, so I want to wrap up right now and I'm going to end a minute early. So we started off the single most important thing that leads to leadership success. Everybody at once. That's right. Emotional resilience. Congratulations. I heard the screams from everybody. Um, and um, just to build on that, the question constantly is what can you do to do that? And you say, well, it's not about doing, it's about thinking. Um, and then number two is huge. Went over three key thinking strategies. Um, and then number three is you went over, had a coach coach others and there were four things, uh, to, to kind of dive into and then, um, for you, you gave a quote that we should write down "the way I feel is a function of my thinking". Number five, we talked very briefly, even though it's an important subject, about stress.

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Speaker 2: 56:27 And then number six, you just ended with this journal assignments. Three questions, what do I want, why do I want it and what is stopping me from getting it? And you offered if anybody emails you at kim@frameofmindcoaching.com, you will dive deep into them with a coach or you'll assign a coach and they'll, they'll figure that out. so I think, uh, I feel good on my end that we lived up to our bargain of delivering value in this call. We will be sending a survey afterwards to see if you guys agree this is also being recorded. So this is something you can watch or listen to afterwards. Not only will we record it for you, we will actually print out a transcript that's going to be done through AI so you can read it and print it and use it for other things because sometimes it's easier to do that.

Speaker 2: 57:14 My job here is done, but I just wanted to say that I really appreciate those who participated and I'm sure if you have other questions you can do so as well. My personal mission is to help people break through their walls and that's what Lawline is about in general. Like in stress, reduced reduction, like CLE is a stressful thing because time is of the essence. So we, our core purpose as a company is personal freedom, um, and it's either by helping save you time to complete a CLE, um, when, when you need it in a very quick manner, whether it's on your phone or because we have, we have an app or on the computer and also personal freedom to get the content that you need to help you grow in your career. Um, and the main thing, you know, we work with individuals, we have about a hundred thousand attorneys who, who use us, but we also do group subscriptions, so if you're a firm and you're a mid size firm, we work with you and create content that helps the firm and creates personal freedom for all the attorneys both in tracking it and providing them with, we do unique things like this as well just for firms where it's really content, but we can put you in touch with people at Kim.

New Speaker: 58:27 So that's my two cents. I just want to get the message out there. Thank you all so much for attending. Let me just see. I got a thanks. I appreciate that. Um, we appreciate everybody here. We appreciate everybody who's used us and who's thinking about Lawline. We really do care about making sure you have personal freedom in what you do. That's all. I think we're one minute early so I'm gonna leave on that note, thank you Kim. Thank you Kathleen. Um, and we will see you. I think the next seminar, Kathleen, if you could just share quickly the date of it and what it's on and then we'll end on that. If you have that available.

Speaker 1: 59:08 Definitely, thank you David. Our next webinar is going to be on March 20th, which is a Tuesday from 1:30 to 2:30, EST and it's going to be given by Paulie Rojas and it's going to be addressing the topic of improving vivid speaking skills when you're at networking events, which can often be hard for lawyers to address. Sometimes you don't know how to communicate with others effectively and promote your business at the same time and Paulie is going to walk us through strategies and tactics you can take for improving your networking skills.

Speaker 2: 59:38 And by the way, the theme here is Paulie is also a coach that I actually work with now. She has worked with me and creating a keynote seminars and helped my public speaking and she is just unbelievable, uh, just as much as Kim's unbelievable. She's unbelievable to you have time to watch that as well. Thank you, and thank you Kathleen. Thank you everybody.

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