

ABA EXECUTIVE DIRECTOR JACK RIVES

“LEADERSHIP LESSONS FOR LAWYERS”

The following remarks, which were edited for this Article, were presented for the 12th Annual Texas Tech University School of Law Huffman Distinguished Lecture Series on March 12, 2021.

My topic today is “Leadership Lessons for Lawyers.” Art is said to be in the eye of the beholder, but whether a person is an effective leader tends to be evident. Lawyers are often viewed as leaders and many serve in leadership positions. Few receive formal leadership training. I will offer some personal perspectives on lawyers as leaders. I will not be proposing a detailed or comprehensive listing of leadership skills. Rather, I will focus on some of the attributes I believe are essential for an attorney to be an effective leader.

I was privileged to serve as a judge advocate, or military attorney, for thirty-three years. I wanted to follow that with a job that was both meaningful and challenging. The American Bar Association (ABA) certainly qualifies as a meaningful organization—and it has an abundance of challenges! In my early years at the ABA, I was often asked about the distinctions people perceived with leading two large but very different groups of legal professionals. The transition was surprisingly easy as the management and leadership skills I developed and refined in the military readily adapted to the ABA.

“Lead” is a verb.¹ To lead you must be active, you must set the example, and you must help to bring out the best in others.

A position or title does not make a person a leader. Leadership is much more than being the person designated in charge. Leaders take charge; a person leads by example, and that does not come easily. A friend described it as an “analog talent in a digital world.”

Lawyers tend to be fast learners and able to understand multiple sides of issues. Those are also good traits for leaders. Lawyers are strong advocates, they typically hate to lose, and they often delay efforts at compromise until very late in negotiations. Lawyers who are successful leaders understand they need to be—and be perceived as—openminded, willing to acknowledge other views, and willing to compromise—often at an early stage of discussions. Leaders achieve their best results with collaboration and teamwork.

1. *Lead*, OXFORD UNIV. PRESS (3rd ed. 2010).

Leaders are decisive. They understand when the time has come to make decisions and to act on them. A good leader carefully gathers information before making important decisions. Failure to act leads to missed opportunities and decisions by default. It is also critical to evaluate actions taken and to be willing to change courses when circumstances warrant. While not every rule is made to be broken, leaders also know when extraordinary circumstances justify exceptions to general guidance.

A lawyer's first opportunity to show leadership may come as a bit of a surprise. It could be the moment a lawyer is helping her first client with a civil matter (maybe a simple will or questions about credit) and she realizes someone had sought her advice and acted on it. When someone follows your advice, when a client is following their attorney's advice, that amounts to a very basic form of leadership.

I should emphasize that attorneys need not be effective leaders to be viewed as successful lawyers. Many jobs in the legal profession do not require refined leadership skills. Leaders can achieve good results working in self-contained silos that do not require leading others or collective efforts. Achieving positive results should not be confused with effective leadership.

It is important to understand that you manage things and lead people. Both require skills to succeed. A good lawyer-manager can successfully oversee offices, caseloads, and budgets. Display expertise in specialized areas of the law—be it contracts, tax, or courtroom advocacy—and those skills can be the foundation of a successful legal practice. But skills in those areas alone do not alone equate to effective leadership.

I am not minimizing the importance of good management in an organization. Good management is essential to the stability of every kind of business, but management does just that: It keeps things as they are, stable. Leadership is not about stability—it is about growth. Leadership is about change for the better. Managers can fall into the trap of believing that strong management can improve a business, but leaders know nothing improves without something changing—and leaders drive that change. Many more businesses fail due to lack of leadership than fail due to poor management. Think about it: Do you believe businesses like Blockbuster Video, Kodak, Borders Books, and many others suddenly lost their ability to manage their business? They did not lack sound management; they lacked the vision that a true leader brings to an organization. They lacked the ability to adapt, to rally their people to changes, and a new cause.

Leadership is about other people. Leaders understand that credit for accomplishments belongs to the team. Leadership requires a person to understand the value and unique abilities of those on their team. Leaders have responsibility for the careers and professional lives of others.

Training subordinates to do their jobs is critical. The leader is responsible if someone fails because they had not been properly trained. Poor results by subordinates can serve as teachable moments. Successful leaders

know how to counsel and guide subordinates to achieve team goals. Leadership is not about telling others what to do; it's guiding them to think for themselves. People need to believe to achieve.

Another observation: When you are talking to a manager, you get the feeling that they are important. When you talk with a leader, you get the feeling that you are important. That feeling makes all the difference!

In the Air Force, courtroom advocates begin by representing the government as prosecutors.² Once courtroom skills are proven, the attorney may be chosen to serve as a defense counsel.³ As I was preparing for today, I was reminded of a court-martial in the Philippines. I served as defense counsel, and I explained to my client there would be two prosecutors, but I alone would be defending him. I told him that was actually a positive for him, as it would appear the government was ganging up on him with two prosecutors while he had only one defense counsel. At that point in my career, I had been involved in more than 100 cases. One of the prosecutors had only three prior cases, and it was the first trial for the other. My client was pleased. As the case proceeded, though, my client appeared increasingly nervous. He started to jiggle his knees, and at one point, he broke into a sweat. I requested a recess and asked him if he was OK? He said:

Captain Rives, I remember what you told me about the two of them and how it looks like they're ganging up on me, and you have all that experience. But I notice that when one of the prosecutors is talking, the other is taking notes and thinking. When you're talking, it seems like no one is doing any thinking!

To limit any thoughts about my *thinking* today, I am pleased to advise you that the essence of my remarks is one word: "Pride."

Many of you may be thinking: "If he only wants me to remember one word, are we done now?" No!

I will use the word "pride" as an acronym, and I break it down as:

- Professionalism
- Respect
- Integrity
- Determination
- Enthusiasm

I will not be using the word "pride" in its arrogant, egotistical, narcissistic sense. I am referring to the kind of pride that comes from taking on responsibility and being accountable for results. I am using the word "pride"

2. See *Judge Advocate General*, U.S. AIR FORCE, <https://www.airforce.com/careers/specialty-careers/jag/life-as-a-jag> (last visited June 12, 2021).

3. *Id.*

to connote humility and humbleness, and quiet satisfaction for real accomplishments. “Pride” not “arrogance.” People will want to follow a modest, humble leader.

The letter “P” stands for “Professionalism.” Law is a profession, not simply “a job.” The legal profession has special obligations. Lawyers are sworn in before they can practice law.⁴ Of course, an oath is a sacred commitment.

A traditional courtroom is divided into three sections: the presiding judge sits behind the bench, and then there are two areas divided by a physical partition known as “the bar.” Only those directly involved in the trial are allowed in the area between the bar and the bench. Public spectators must remain behind the bar. That is why “the bar” came to refer euphemistically to the legal profession as a whole—in reference to the fact that lawyers carry out their profession beyond the physical bar. The “bar exam” is so-called because you have to pass it in order to be allowed beyond the bar in a professional capacity.

A past president of the ABA, Tommy Wells, often speaks of lawyers being *called to the bar*.⁵ He notes that engineers are not called to engineering; accountants are not called to accountancy; and dentists are not called to dentistry.⁶ But lawyers are called to the bar.⁷ That is important—it means we have an obligation not only to our clients but also to the public.

Our profession comes with a lot of responsibility—to the clients we serve and to the public that scrutinizes what we do. As professionals, attorneys must live up to those expected high standards.⁸ That makes sense, as lawyers are “officers of the court” and, therefore, ambassadors and guardians of the legal system.⁹

A good leader sets the right example and understands she is part of something larger than self—she is part of a team. In March 1990, Michael Jordan scored a career high sixty-nine points in one game.¹⁰ His teammate, rookie Stacey King, scored one point that night.¹¹ After the game, a reporter asked the rookie what he would remember about the game. Stacey King

4. See SUP. CT. OF TEX. & TEX. CT. OF CRIM. APPEALS, THE TEXAS LAWYER’S CREED: A MANDATE FOR PROFESSIONALISM (1989), https://legaethicstexas.com/downloads/texas-lawyers-creed/Texas_lawyers_creed.aspx.

5. H. Thomas Wells, *Common Core Values*, AM. BAR ASS’N: BAR LEADER (Sept.–Oct. 2008), https://www.americanbar.org/groups/bar_services/publications/bar_leader/2008_09/3301/corevalues/ (last visited June 12, 2021).

6. *Id.*

7. *Id.*

8. See MODEL RULES OF PRO. CONDUCT, Preamble (AM. BAR ASS’N 1983) (discussing lawyers having a special responsibility and needing high level skills).

9. *How Courts Work*, AM. BAR ASS’N (Sept. 9, 2019), https://www.americanbar.org/groups/public_education/resources/law_related_education_network/how_courts_work/court_officers/.

10. Associated Press, *Among Jordan’s Greatest Games. This Was It*, L.A. TIMES (Mar. 29, 1990, 12:00 PM), <https://www.latimes.com/archives/la-xpm-1990-03-29-sp-582-story.html>.

11. *Id.*

responded: “I’ll always remember this as the night that MJ and I combined to score for seventy points.”¹² A true leader understands the importance of doing things in a manner that teammates and colleagues can take pride [in]. It has been noted that there is no limit to what a person “can accomplish if [they] do not care who gets the credit.”¹³

Charles Barkley is a former professional basketball player, and he is now a sports commentator.¹⁴ He stated [a] few years ago that he is not a role model.¹⁵ Well, in reality, athletes are role models, especially for many young people. They are not always good role models, but they are emulated by others. Leaders cannot shrink from that responsibility. Simply stated: leaders are role models. They set an example, and they control whether that example will be positive or negative. We all remember people from whom we learned “negative lessons.” The way I handle some issues today is the result of deciding to do things differently than one of my “negative role models.” On the other hand, I try to follow the actions of many others who were very positive role models for me. It is up to the leader—you can be someone’s positive or negative example.

As General George Patton observed: “You are always on parade.”¹⁶ All lawyers are role models as a result of their positions—that is not an option. Importantly, each lawyer’s actions can impact and be perceived to reflect on the entire legal profession.

A few days ago, I googled the question: “Are lawyers held in high regard?” And the first response was: “Why are lawyers held in such *low* regard?” Below that, a comment read: “I deal with lawyers every day and have a lot of respect for what they do, but . . . I have a great lawyer as opposed to all those other evil lawyers out there.”¹⁷

One reason lawyers are often viewed as not popular is because of our adversarial system. Lawyers sometimes represent unpopular clients or positions. When done in compliance with the Rules of Professional Responsibility, such efforts can represent the best in our profession.

On March 5, 1770, “rising tensions between British troops and colonists . . . exploded into violence when a band of [British soldiers] opened fire on a crowd that had pelted them with not just taunts, but [with] ice, oyster shells[,]”

12. *Id.*

13. *Truman Quotes*, TRUMAN LIBR. INST., <https://www.trumanlibraryinstitute.org/truman/truman-quotes/page/5/> (last visited June 12, 2021).

14. See Jeff Eisenberg, *Iconic Sports Commercials: Charles Barkley's 'I Am Not a Role Model'*, YAHOO ENT. (July 17, 2019), <https://sports.yahoo.com/iconic-sports-commercials-charles-barkleys-i-am-not-a-role-model-055726035.html>.

15. See *id.*

16. DEPARTMENT OF THE ARMY, LEADERSHIP STATEMENTS AND QUOTES 15 (1985).

17. *Why are Lawyers Held in Such Low Regard?* QUORA, <https://www.quora.com/why-are-lawyers-held-in-such-low-regard> (last visited June 12, 2021) (emphasis added).

and broken glass.”¹⁸ The soldiers claimed to have acted in self-defense, but patriots quickly labeled the incident “the Boston Massacre.”¹⁹ “Eight British soldiers and their officer in charge . . . faced charges for murdering five colonists.”²⁰ Thirty-four-year-old John Adams, a devout patriot leader, believed the soldiers deserved a fair trial.²¹ He agreed to risk his family’s livelihood and to defend the British soldiers and their commander in a Boston courtroom.²² He argued that the soldiers had the right to defend themselves.²³ Six were fully acquitted; the other two were convicted of manslaughter and given modest sentences.²⁴ Today, criminal defense lawyers often cite later United States President John Adams’ defense of the British soldiers as the example of why they have to represent certain clients.²⁵

Leadership is not like a game of checkers or even chess: It is more like three-dimensional chess. A true leader must have the vision required to see the consequences of every decision to be made.

It can sometimes seem as if a good leader can see into the future, but in reality, they don’t see the future—they create it. The great hockey player Wayne Gretzky expressed it this way: “[S]kate to where the puck is going, not where it has been.”²⁶ Instead of chasing what has already happened, try to get a step ahead.

You do not have to be a leader to be a great professional, but you will never be a leader unless you are always professional.

Lawyers in leadership positions must act with the knowledge they are members of a profession. Professionals respect others, and that means everyone.

In 1989, Robert Fulghum wrote a book: “All I Really Need to Know I Learned in Kindergarten,” with guidance such as put things back where you found them, do not start fights, take a cookie break in the afternoon.²⁷ Leaders apply the basic courtesies they learned as children: Saying “please” and “thank you,” and especially “I’m sorry.”²⁸ Reactions tend to be positive when

18. Christopher Klein, *Why John Adams Defended the British Soldiers in the Boston Massacre Trial*, HIST. (Apr. 2, 2020), <https://www.history.com/news/boston-massacre-trial-john-adams-dan-abrams>.

19. *Id.*

20. *Id.*

21. *Id.*

22. *Id.*

23. John Adams Historical Society, *The Boston Massacre Trials*, JOHN ADAMS HERITAGE (Jan. 24, 2013), <http://www.john-adams-heritage.com/boston-massacre-trials/>.

24. *Id.*

25. Klein, *supra* note 18.

26. Mark Robinson, *Project Management: How Do You Skate to Where the Puck Is Going?*, TSIA (Dec. 4, 2018), <https://www.tsia.com/blog/project-management-how-do-you-skate-to-where-the-puck-is-going>.

27. ROBERT FULGHUM, ALL I REALLY NEED TO KNOW I LEARNED IN KINDERGARTEN 10 (15th Anniversary ed., Random House Publ’g Grp. 2004) (1989).

28. *See generally id.*

leaders acknowledge errors.²⁹ No one is perfect; accepting responsibility and apologizing can be big steps to overcome regrettable actions and events. It is OK to make mistakes: admit the mistake, learn from it, and try not to repeat it.

Leaders understand that people do not inherently trust them simply because they are in a leadership position. Trust has to be built and reinforced—with words and especially with actions. Leaders care about everyone, and leaders understand they really do not have to know a lot to show they care. It is very difficult for someone to trust a person they do not believe cares about them. The opposite is true as well: As a leader, showing you care for someone and what they do can be very critical to your group's success.

You learn more when you listen than when you speak. Strive to be a good listener: authentic leaders listen; they really, really listen. Showing people you are willing to put aside all distractions and completely listen to them builds trust. If you are distracted by your smartphone or are trying to multitask when someone is talking to you, you're sending a message that they don't matter—at least not as much as whatever it is that's distracting you. When someone perceives they are not important to you, they will find it harder to trust you.

Personal attacks of people are never acceptable—they are simply not professional. As professionals, we can disagree, even vehemently, but we must always be civil and professional. And remember that leaders serve as examples for others to act as they do.

Professionalism also means embracing diversity and respecting differences. The legal profession has no place for demeaning comments or any harassment of others because of the way they look, where they come from, what their religion is, their ethnicity, their gender, their sexual orientation, or any other personal characteristic. Everyone must be treated fairly; it is the law, and it is the right thing to do. It is not enough for you personally not to act improperly; you must not tolerate such actions from others. A leader must be alert for potential problems in this area and address them promptly and effectively.

Lawyers can be placed in leadership positions because of skills they have demonstrated. But that does not mean they will succeed in a leadership position. In my last job in the Air Force, I was responsible for assignments of all judge advocates. JAGs are chosen for their “next job” based on prior performance and reputation. Some failed when assigned to leadership jobs—often because they were not able to adapt and understand that leadership jobs for lawyers are about other people, not the leader.

29. Dina Gerdeman, *Why Managers Should Reveal Their Failures*, HARV. BUS. SCH. (Dec. 5, 2018), <https://hbswk.hbs.edu/item/why-managers-should-publicize-their-failures>.

Leaders understand that credit for accomplishments belongs to the team. As a leader's scope of responsibilities grow, so does the need to delegate effectively. In that regard, leaders will often assume supervisory responsibilities over functional experts. The leader need not have a depth of knowledge in a specialty area to be effective. A good leader listens attentively and asks questions of such experts. In other words: You do not have to know a lot to engage and show your concern for others.

At the ABA, I am in a position in which I engage with many leaders, both on the volunteer side and on staff. Often, I will witness an unwillingness on the part of members and staff to provide their best candid advice when they realize they will be in the minority or if a senior leader has voiced a view contrary to their perspective. I emphasize to staff that when they deal with member-leaders, they must always remain polite and professional, and if the member continues to disagree, they're welcome to refer that person to me. We do not need sycophants who simply reinforce what they believe a leader wants to hear and do when the staff member disagrees.

President Abraham Lincoln chose three men who had competed against him in the 1860 election to serve in his cabinet.³⁰ He was mostly successful bringing his erstwhile disgruntled opponents together to serve the national interests.³¹ Lincoln was not looking for people to tell him what they believed he wanted to hear; he wanted senior advisors who would provide their best, candid advice.

In the military, I learned the difference between leaders and careerists—those people whose main concern was professional advancement, often by any means. The secret to success is to do the right thing and provide the best advice, not colored by perceived possible long-term personal consequences. In any event, when you do the right thing for the right reasons, you will respect yourself and maintain your pride for having done the right thing.

As a young JAG, I worked for leaders who taught me to give my best advice—period—and not to tell senior officers what I guessed they wanted to hear. I learned to provide my best, candid advice to everyone. Sometimes when I would tell commanders something they did not want to hear, their immediate reaction might be less than positive. Often, though, they would later tell me either they appreciated the advice, or at least they respected the fact I told them what I believed they needed to hear. Good staff leaders at lower levels must always provide what they believe to be their best advice. And they should also understand that senior leaders often know more—they have a bigger picture and other sources of information.

30. See Lindsay M. Chervinsky, *Abraham Lincoln's Cabinet*, WHITE HOUSE HIST. ASS'N (May 29, 2020), <https://www.whitehousehistory.org/abraham-lincolns-cabinet>.

31. *Id.*

A “CAOC” is the military’s “Combined Air Operations Center.”³² In CAOCs around the world, JAGs have a critical role to advise commanders and enable air combat operations in full compliance with the Law of Armed Conflict.³³ Here is a quote from a combat commander, Lieutenant General Michael Short, who noted there are times when legal advice is unwelcome but that is when moral courage is most needed:

Do not be afraid to tell the commander what he really does not want to hear—that he has put together this exquisite plan but his targets indeed are not valid ones, or his targets may in fact violate the Law of Armed Conflict.

...

It will take enormous courage to do that in particular circumstances because you’re always going to be junior to your boss, but you have got to be able to do that.³⁴

In 1776, General George Washington was encamped outside of Boston.³⁵ One of his trusted aides was an attorney named Joseph Reed.³⁶ Reed had returned to Philadelphia to resume his law practice and to support and be with his wife and children.³⁷ General Washington badly wanted Reed to rejoin him.³⁸ In one of his letters to Reed, General Washington wrote: “[I]t is absolutely necessary . . . to have person[]s that can think for me, as well as execute [o]rders.”³⁹ Leaders are very busy; they often have the background, training, and experience to take care of details themselves but, too often, they do not have enough time to think through all the important considerations. Leaders need people who can think for themselves and not just follow instructions.

The “R” in “pride” stands for “Respect.” Lawyers are respected, key advisors, and they can be leaders!

Every fighter pilot has a call sign, which is a specialized form of nickname. For example, if a pilot’s last name is Rhoades, the pilot may be known by the call sign “Dusty.” I knew a pilot who was called “Crash”

32. Richard A. Davis, *From the Courtroom to the CAOC: Operational Litigation and NATO in Libya*, 39 THE REPORTER 41 (2012).

33. Charles J. Dunlap, Jr., *A Tale of Two Judges: A Judge Advocate’s Reflections on Judge Gonzales’s Apologia*, 42 TEX. TECH L. REV. 893 (2010).

34. Michael Short, *Operational Allied Force from the Perspective of the NATO Air Commander*, LEGAL AND ETHICAL LESSONS OF NATO’S KOSOVO CAMPAIGN 19, 26 (Andru E. Wall ed., 2002) (Vol. 78, US Naval War College International Law Studies).

35. See generally Mary Stockwell, *Siege of Boston*, WASH. LIBR., <https://www.mountvernon.org/library/digitalhistory/digital-encyclopedia/article/siege-of-boston/> (last visited June 12, 2021).

36. Kelsie Easton, *Joseph Reed*, WASH. LIBR., <https://www.mountvernon.org/library/digitalhistory/digital-encyclopedia/article/joseph-reed/> (last visited June 12, 2021).

37. See *id.*

38. Letter from George Washington to Lieutenant Colonel Joseph Reed, Jan. 23, 1776, from FOUNDERS ONLINE: NAT. ARCHIVES, <https://founders.archives.gov/documents/Washington/03-03-02-0123> (last visited June 12, 2021).

39. *Id.*

because he blacked out on his first flight during training. Several of the pilots in the 1985 film “Top Gun” had call signs, including “Maverick,” “Goose,” and “Iceman.”⁴⁰ Earlier I mentioned CAOCs. One CAOC commander in the Persian Gulf gave his senior JAG the call sign, “Parrot.” That was because he wanted his JAG near him—to be “over his shoulder,” always.

While there are no born leaders, positive leadership attributes may be learned and enhanced over time. Lawyers have innate capabilities, augmented by specialized training, that can be developed to make them excellent leaders. Different leadership style can be successful, but all leaders share qualities that include integrity, professionalism, preparation, and a positive spirit.

In the 1970s, Bill Crawford was a janitor in the dormitory at the United States Air Force Academy (USAFA). One day, a cadet read a book about the Italian campaign in World War II. He came upon the story of a Medal of Honor recipient named William Crawford. The cadet took the book to Crawford and asked if it was his story? Crawford stared at the book for a while, then simply said, “That was a long time ago and one day in my life.”⁴¹

That day in his life was September 13, 1943.⁴² Private Crawford and his platoon were pinned down by three German machine gun emplacements.⁴³ On his own initiative, and without orders, Private Crawford moved forward and singlehandedly destroyed all three.⁴⁴ As a result of the combat, he was presumed dead.⁴⁵ For his heroism, President Franklin Roosevelt posthumously awarded Private Crawford the Medal of Honor.⁴⁶ When the war ended, the Army realized Crawford had been captured and held as a prisoner of war (POW).⁴⁷ He continued to serve in the Army, retiring as a Master Sergeant in 1967.⁴⁸ Following his military service, he took the job at USAFA.⁴⁹ He seemed to be simply a humble janitor.

Dr. Martin Luther King, Jr said: “If life makes you a street sweeper, be the best street sweeper you can be.”⁵⁰ Bill Crawford modeled that philosophy. We can take so many lessons in leadership from his story: Leaders take time to learn about their people; everyone deserves respect; leaders should be

40. TOP GUN (Paramount Pictures 1986).

41. *Story Told of Medal of Honor Recipient Who Lived Modest Life as Janitor*, MEDAL OF HONOR NEWS (May 16, 2011), <https://medalofhonornews.com/2011/05/story-told-of-medal-of-honor-recipient.html>.

42. *Id.*

43. *Id.*

44. *Id.*

45. *Id.*

46. *See id.*

47. *Id.*

48. *Nobody Knew Who this USAF Academy Janitor Was Until the President Came to See Him*, POPULAR MIL. (Sept. 30, 2016), <https://popularmilitary.com/nobody-knew-usaf-academy-janitor-president-came-see/>.

49. *Id.*

50. JIM HUBBARD, *FACING THE ENEMY: A LOOK INTO ONE MAN’S JOURNEY* 316 (2010).

humble, and do not pursue glory, pursue excellence. Private Bill Crawford did not pursue glory. He did his duty and then served as a simple janitor. No job is beneath a leader—life is a leadership laboratory.

Do you know any janitors by name? Have you ever gone beyond a polite “hello” to those who work in your service?

By the way, the Medal of Honor, which had been presented *posthumously* to Bill Crawford’s father during World War II, was finally presented to Sergeant Crawford personally by President Ronald Reagan during graduation ceremonies at USAFA in May 1984.⁵¹

In 1983, I began serving on the Joint Chiefs of Staff legal staff. General Colin Powell was Chairman of the Joint Chiefs at the time.⁵² One evening while assigned to the Joint Staff, I was working late in the Pentagon, and I went outside for some air. When I reentered the Pentagon, I spoke with the guard who checked identifications. While we were talking, a senior officer passed by the guard with something of an attitude. I made a comment about what I perceived as a lack of respect. The guard responded, “Yes, but then there’s General Powell. He knows my name, he remembers my wife’s name, and sometimes he asks about my grandchildren. He can’t always speak with me, but whenever he walks by me, he always at least nods an acknowledgment.”

Leaders are accountable for what they do, much more so than for what they say or write. Ralph Waldo Emerson expressed the concept eloquently: “What you do speaks so loudly that I cannot hear what you say.”⁵³ Leaders with integrity act in accordance with their words. “Doing the right thing” is a critical leadership trait. If you have a good values system, it should normally not be difficult to do that.

Federal government officials take an oath of office.⁵⁴ Their commitment is to protect and defend the Constitution of the United States.⁵⁵ The oath is not to a person, or agency, or administration, or a political party—it’s to the Constitution.⁵⁶

In the early days of this millennium, I had several direct opportunities to experience that concept. In classified memoranda written early in 2003, the senior JAGs in each of the services had formally objected to the proposed use of “enhanced interrogation” methods by the United States.⁵⁷ Enhanced

51. *William J. Crawford*, CONG. MEDAL OF HONOR SOCIETY, <https://www.cmohs.org/recipients/william-j-crawford> (last visited June 12, 2021).

52. *Colin Luther Powell*, JOINT CHIEFS OF STAFF, <https://www.jcs.mil/about/the-joint-staff/chairman/general-colin-luther-powell/> (last visited June 12, 2021).

53. Widely Attributed to Ralph Waldo Emerson.

54. 5 U.S.C. § 3331.

55. *Id.*

56. *Id.*

57. Neil A. Lewis, *Military’s Opposition to Harsh Interrogation is Outlined*, N.Y. TIMES (July 28, 2005), <https://www.nytimes.com/2005/07/28/politics/militarys-opposition-to-harsh-interrogation-is-outlined.html>.

interrogation has been described as simply a euphemism for torture.⁵⁸ The Senate Armed Service Committee directed the Defense Department to declassify our memoranda.⁵⁹ My colleagues in the Army, Navy, Marines, and I testified well over a dozen times to Congressional committees in what came to be known as Hearings on Torture.⁶⁰ We also testified on procedures to establish Military Commissions.⁶¹

Generally, any testimony from government officials, including military officers, must conform with Administration policies.⁶² But, as a part of our confirmation process to become senior JAGs, each of us had to affirm that, if asked for our personal views during a Congressional hearing, we would do so.⁶³ Our responses, of course, were in the affirmative.⁶⁴

As a result of our pending—and completed—testimonies, the other senior JAGs and I had many “opportunities” to meet with very senior Administration officials. Frequently we were subtly—and not so subtly—asked to find ways not to testify or to avoid direct answers to Congressional questions.

My colleagues and I believed we had no option other than to be candid when asked for our personal opinions on these controversial matters. We believed anyone in uniform would have done the same.

The letter “I” in “pride” stands for “Integrity.” The ABA’s Model Rules of Professional Conduct address the need for attorneys to maintain integrity in the profession.⁶⁵ We should be able to assume integrity among all attorneys, and especially in our leaders.

In Harper Lee’s *To Kill a Mockingbird*, attorney Atticus Finch exemplifies leadership.⁶⁶ He was the moral conscience of his community.⁶⁷ He is remembered for standing up for right over wrong, for possessing deeply-rooted values, and for living by them.⁶⁸ In moments of adversity, leaders are guided by their strongly held principles and beliefs, and that helps them do what is right, even if and when it is uncomfortable to do so. Real

58. Oliver Laughland, *How the CIA Tortured Its Detainees*, GUARDIAN (May 20, 2015), <https://www.theguardian.com/us-news/2014/dec/09/cia-torture-methods-waterboarding-sleep-deprivation>.

59. Lewis, *supra* note 57.

60. See Josh White, *Military Lawyers Fought Policy on Interrogations*, WASH. POST (July 5, 2005), <https://www.washingtonpost.com/archive/politics/2005/07/15/military-lawyers-fought-policy-on-interrogations/f500b7d9-469f-4cdd-8554-100b436ae6db/>.

61. See *Military Commissions in Light of the Supreme Court Decision in Hamdan v. Rumsfeld*, 109th Cong. 109–881 (2006) (statement of the Judge Advocate General of the Navy Maj. Gen. Jack L. Rives).

62. See *Standing Rules of the Senate*, 113th Cong. 113–18 (2013).

63. See Gen. *Professional Conduct of Attorneys Practicing Under the Cognizance and Supervision of the Judge Advocate General*, JAG Instruction 5803.1E (2015), jag.navy.mil/library/instructions/jaginst_5803-1e.pdf.

64. See *id.*

65. MODEL RULES OF PRO. CONDUCT r. 8.4.

66. See HARPER LEE, *TO KILL A MOCKINGBIRD* (1960).

67. *Id.*

68. *Id.*

leaders know who they are and what they stand for, and they have the fortitude to stand by and to stand for their core values at all times.

I like Chinese food, even the fortune cookies. I always read the slips of paper in fortune cookies. It can be fun to compare bad one-liners with dining mates. After one meal, my fortune cookie read: “There are no degrees of honesty.” That was one I had to think about. When I did, I really appreciated it. It is not a compliment to say, “she’s honest most of the time” or “he has a fair amount of integrity.” There are no degrees of honesty.

Albert Einstein made that point: A person is known to be truthful, or not.⁶⁹ As he put it: “Whoever is careless with the truth in small matters cannot be trusted with important matters.”⁷⁰

Leaders hold themselves to the highest standards, and they do the right things—always. Professionalism is a core aspect of leadership; lawyers have opportunities to demonstrate their professional conduct and actions every day. Being a positive role model is an essential aspect of leading others.

John McCain was a prisoner of war (POW) in Vietnam.⁷¹ He and his fellow POWs were tortured terribly.⁷² Some died from the abuse.⁷³ His captors told McCain that if he would make a statement against his country and the cause for which he was fighting, his suffering could end.⁷⁴ “No one is going to know,” he was told.⁷⁵ McCain responded with three words: “I will know.”⁷⁶ Think about that when you have important decisions to make. You may believe no one will learn if you act improperly, but those three words should resonate: You will know. Hold yourself to the highest standards, always.

Dwight Eisenhower observed: “The supreme quality for leadership is unquestionable integrity. Without it, no real success is possible”⁷⁷ Leadership begins and ends with integrity.

The letter “D” in “pride” stands for “Determination.” Determination is about being dedicated and committed to a task, having a firmness of purpose, and being resolute. It is about having a vision, communicating it, and driving change for the better.

Leaders do not just dream or talk about what might be achieved. They commit to accomplishing the dream and provide the leadership necessary to reach it. Consider President Kennedy’s challenge to the nation in 1961 when he proposed that the United States should commit to achieving the goal of

69. ALBERT EINSTEIN ET AL., *EINSTEIN ON POLITICS* 506 (David E. Rice & Robert Schulmann eds., 2013).

70. *Id.*

71. ROBERT TIMBERG, *JOHN MCCAIN: AN AMERICAN ODYSSEY* (2007).

72. *Id.*

73. *Id.*

74. *Id.*

75. *Id.* at 89.

76. *Id.*

77. *Id.*

landing a man on the moon and returning him safely to earth before the end of the decade.⁷⁸ Not only was the goal audacious—a Gallup poll indicated that 58% of Americans were opposed to it!⁷⁹ But President Kennedy had a vision. He set a clear goal for the nation, and on July 20, 1969, the dream was realized.

Golda Meir noted she was never deterred from an action because of questions as to whether it could be achieved.⁸⁰ “I can honestly say that I was never affected by the question of the success of an undertaking. If I felt it was the right thing to do, I was for it regardless of the possible outcome.”⁸¹

The Berlin Wall had separated West and East Berlin since 1961.⁸² It was an ugly, seemingly very permanent scar of the Cold War. On June 12, 1987, President Reagan gave a speech at the Berlin Wall.⁸³ He famously challenged the General Secretary of the Communist Party of the Soviet Union: “Mr. Gorbachev, tear down this wall!”⁸⁴ That happened, as the Berlin Wall fell on November 9, 1989, and the long Cold War drew to a remarkably quick and peaceful conclusion.⁸⁵

No one can predict the future with certainty, but a leader prepares for the future. Benjamin Franklin remarked that “by failing to prepare, you are preparing to fail.”⁸⁶ You cannot over-prepare, and you will achieve optimal results when you are properly prepared. It’s been said there are three kinds of people: those who let things happen; those who make things happen; and those who wonder, what happened?

One year ago, the COVID-19 pandemic struck with full force. As the pandemic spread globally, society scrambled to address the crisis. Consider the immediate impact on the legal profession. The first full month before the pandemic, fewer than 2,000 jobs in the legal sector had been lost.⁸⁷ The first full month after the pandemic struck, that number rose to more than 65,000.⁸⁸ Law firms cut salaries, laid off attorneys and staff, and revenues dropped significantly.⁸⁹

78. Charles Fishmen, *Do You Want to Fly to the Moon? Here's Why You're Probably Like the Vast Majority of the Country, According to Gallup*, FAST CO. (June 5, 2019), <https://fastcompany.com/90358309/do-you-want-to-fly-to-the-moon-heres-why-youre-probably-like-the-vast-majority-of-the-country>.

79. *Id.*

80. *Top 5 Quotes by Israeli Prime Minister Gola Meir*, JERUSALEM POST (Mar. 18, 2019, 1:53 PM), <https://www.jpost.com/Israel-News/Top-5-quotes-by-Israeli-Prime-Minister-Golda-Meir-583790>.

81. B.A. NEWMAN, *FIGHT THE GOOD FIGHT: A MOTHER'S LEGACY LIVES ON* 36 (2009).

82. *Berlin Wall*, HIST. (Mar. 31, 2021), <https://www.history.com/topics/cold-war/berlin-wall>.

83. President Ronald Reagan, *Speech at the Berlin Wall* (Jun. 12, 1987).

84. *Id.* at 11:10.

85. *See Berlin Wall*, *supra* note 82, at Ch. 5 (discussing the fall of the Berlin wall).

86. This Statement is widely attributed to Benjamin Franklin.

87. *See* Elizabeth Olsen, *Legal Job Losses Shoot to 64,000 as Pandemic Takes Its Toll*, BLOOMBERG L. (May 8, 2020, 2:20 PM), <https://news.bloomberglaw.com/us-law-week/legal-job-losses-shoot-to-64,000-as-pandemic-takes-its-toll>.

88. *See id.*

89. *Id.*

Many governments, businesses, and organizations were ill-prepared to deal with the massive disruption to operations. But the ABA was ready to act.⁹⁰ For years we had been developing the right tools to quickly implement measures and assure business continuity in the event of a crisis.⁹¹ We had plans in place covering more than twenty types of disaster scenarios, including a pandemic.⁹² We regularly updated and tested our plans. Thanks to that comprehensive preparation, the ABA staff adapted quickly when the pandemic hit.⁹³ We had the training and the tools, and we have been able to seamlessly continue effective operations and support our members.

In 1898, during the Spanish-American War, President McKinley needed to get a message to the leader of the Cuban insurgents,⁹⁴ a general by the name of Garcia, who was somewhere deep in the mountains of Cuba.⁹⁵ It was impossible to send a telegram or to get a package delivered to Garcia. No one knew where he was.⁹⁶ Finally, someone said: “I know a man, Lieutenant Rowan . . . he can find Garcia.”⁹⁷ They gave the package to Rowan and told him, “we believe Garcia is somewhere in Cuba; take this to him.”⁹⁸ That was the extent of instructions. Rowan got on a boat and four days later arrived in Cuba.⁹⁹ He went up mountains, down valleys, across rivers and streams, and three weeks later, he came out on the other side of the island, mission accomplished.¹⁰⁰

What a great model! All he needed to be told was: “Deliver this message to Garcia.” And that is what he did. He did not ask *how* or *why*. He just did it. That is what leaders need. Leaders teach their *Rowans* to accomplish the mission with basic guidance and then use their ingenuity. Mentoring is a leadership responsibility. Subordinates need to know they are entrusted with personal responsibility and initiative. A good leader trains subordinates to be able to *take a message to Garcia*.

Air Combat Command (ACC) is the primary provider of combat aircraft for the United States.¹⁰¹ I was the senior JAG at ACC Headquarters on that

90. *ABA Task Force Launches Informational Website on COVID-19*, AM. BAR ASS'N (Apr. 6, 2020), <https://www.americanbar.org/news/abanews/aba-news-archives/2020/04/coronavirus-task-force-info-site/>.

91. *Continuity Planning*, AM. BAR ASS'N, https://www.americanbar.org/groups/bar_services/resources/resourcespages/disaster/ (last visited June 12, 2021).

92. *See Virtual Disaster Symposium*, AM. BAR ASS'N (Oct. 9, 2020), <https://www.americanbar.org/groups/committees/disaster/virtual-disaster-symposium/>.

93. *See ABA Task Force Launches Informational Website on COVID-19*, *supra* note 90.

94. ELBERT HUBBARD, A MESSAGE TO GARCIA (1899), https://nato.int/nrdc-it/about/message-to_garcia.pdf.

95. *Id.*

96. *Id.*

97. *Id.*

98. *Id.*

99. *Id.*

100. *Id.*

101. *Air Combat Command History*, AIR COMBAT COMMAND (Feb. 10, 2017), <https://www.acc.af.mil/About-Us/ACC-History/>.

fateful day, September 11, 2001. Within minutes of the strike on the second tower at the World Trade Center, members of my staff sprang into action and took their positions with the Contingency Action Team (CAT) at the Combined Air Operations Center—Experimental (CAOC-X), and they remained on 24/7 continuous operations for more than nine months.

In many ways, the JAGs led the way, quickly becoming integral to the senior commander's thinking and actions. At first, the JAG station at CAOC-X was in a back corner of a large room, but over the ensuing weeks, the JAG post was moved to the front of the room; then over to the small cell for Operation Officers (OPSOs) working in the Center so the commander could get either an OPSO or the JAG to come up to the battle cab, where the commander was stationed, whenever something big was up. Eventually, JAGs became somewhat interchangeable with the OPSOs, the OPSO could be off the floor, and the JAG could answer for them, even though the JAGs were not pilot-rated officers. It was part of the war JAGs were entrusted with, and my staff did a remarkably effective job for the commanders and the nation.

I am a proponent of the “Big Step” school of action and leadership: When called for, take bold action. Consider, for example: JAG Corps 21. Fifteen years ago was a time of special challenges—even crisis—for the U.S. Air Force. When I served as the senior Air Force JAG, we faced a reduced budget that would include cuts to personnel. My staff developed a bold and comprehensive plan which we labeled JAG Corps 21.¹⁰² Our final proposition included more than eighty separate items.¹⁰³ We decided not to move in small steps or to try a piecemeal approach. We sought approval of the entire package at once. The Chief of Staff and Secretary of the Air Force embraced the proposal completely. The net result was an extreme reorganization of the Air Force JAG Corps, including substantial changes to how we performed a broad range of services. Claims processing, for example, was consolidated from ninety-two locations worldwide to a single centralized site in Ohio.¹⁰⁴ Some 200 manpower positions were eliminated, tens of millions of dollars were saved, and claims were handled more effectively and efficiently than before.¹⁰⁵

At the ABA, I often support pilot programs as a way to test new proposals. Risks can be minimized, and successful pilots can be implemented quickly and widely in other areas. We have also had opportunities for broad-based action, most clearly shown in our new

102. Jack L. Rives, *Air Force JAG Corps, Legal Services for the 21st Century*, JAG CORPS 21 (Feb. 2009), <https://www.afjag.af.mil/portals/77/documents/AFD-080522-088.pdf>.

103. See, e.g., *id.*

104. See Derek Kaufman, *Air Force Transforms Filing Personal Claims*, WRIGHT-PATTERSON AIR FORCE BASE (Mar. 24, 2007), <https://www.wpafb.af.mil/news/article-display/article/401375/air-force-transforms-filing-personal-claims/>.

105. See *id.*

membership model. The ABA undertook bold plans to overcome years of diminishing dues revenue and dues-paying members.¹⁰⁶ Following extensive study, comprehensive plans for a new membership model were launched in Fiscal Year 2020.¹⁰⁷ The new approach features more sensible dues rates, enhanced member benefits, intelligent marketing and analytics, and greater data insights.

Even though the pandemic hit halfway into the first year of the program, the early returns have been very positive. For example, while the pandemic caused a slowdown in our recruitment and retention efforts, in 2020 the rate of losses of dues-paying members was reduced by 90% from the trend of the prior thirteen years.¹⁰⁸

JAG Corps 21 and the ABA's new value proposition are comprehensive sets of solutions. They both chart substantial new paths. Understanding that patience is a virtue and planning is essential, when the time is right, bold action can make all the difference. Timidity in the face of challenges can be disastrous. Serious challenges sometimes call for daring solutions. Real leaders tend to have extraordinary determination. They understand that hard work and perseverance lead to success.

Calvin Coolidge said: "Nothing in the world can take the place of persistence . . . persistence and determination alone are omnipotent."¹⁰⁹ And Margaret Thatcher observed: "You may have to fight a battle more than once to win it."¹¹⁰

When I served as a prosecutor or defense counselor in a courtroom, hard work and practice always led to the best outcomes. I practiced, and practiced, and practiced some more. When I received unexpectedly positive results in a case, I knew that was often because the other side was not as prepared as I was.

Earlier, I mentioned that lawyer-leaders drive change. The ABA's response to the COVID-19 pandemic presented countless opportunities. It is true that necessity is the mother of invention. It is fair to say the pandemic forced us to adapt. Some changes we had anticipated would occur over the next five to ten years occurred in a matter of days and weeks.

106. See Karen Sloan, *Amid Shrinking Membership, ABA President Touts New Dues Structure and Focus*, LAW (Apr. 30, 2019, 2:18 PM), <https://www.law.com/2019/04/30/amid-shrinking-membership-aba-president-touts-new-dues-structure-and-focus/>.

107. See *ABA New Membership Model*, AM. BAR ASS'N, https://www.americanbar.org/groups/public_contract_law/membership/new-member-model/ (last visited June 12, 2021).

108. See Dunlap, *supra* note 33 (discussing the rate of loss during the COVID-19 pandemic).

109. *Resilient People are More Likely to Achieve Success*, RESILIENCE CTR., <https://www.resiliencecenter.com/what-is-resilience/resilient-people-are-more-likely-to-achieve-success> (last visited June 12, 2021).

110. Nicole Bianchi, *Margaret Thatcher's 5 Steps to Achieving Greatness*, INKWELL SCHOLARS (Apr. 8, 2013), <https://inkwellscholars.org/margaret-thatchers-5-steps-to-achieving-greatness/>.

Last year, the ABA's Law Student Division was inundated with inquiries about the status of the 2020 bar examinations.¹¹¹ The ABA's official, historical policy supported the use of bar exams as an important criterion for admission to the bar.¹¹² On April 23, 2020, our Board of Governors passed an emergency resolution that strongly urged the highest court, or bar admission authority, of each jurisdiction to immediately adopt emergency rules that would allow 2019 and 2020 bar graduates who have not taken a bar exam to engage in the limited practice of law if their bar exams were canceled or postponed.¹¹³

The letter "E" in "pride" stands for "Enthusiasm." David Little was one of my friends in college. He was known as *Chicken Little*, and he had an extremely positive, infectious approach to life. He would often step into a room, or answer the phone, by saying in a very loud voice: "What a great day to be alive!" You could not be in a bad mood when Chicken was around.

General Colin Powell observed that "a positive attitude is a force multiplier."¹¹⁴ A leader's mood is contagious, for good or bad. The leader's demeanor has a ripple effect. Each of us have days when things are not going well in our personal or professional lives. Leaders compartmentalize the negative items and display a positive approach. Others will look to their leader for their example; by definition, their leader is their role model.

Nelson Mandela noted: "Do not judge me by my success, judge me by how many times I fell down and got back up again."¹¹⁵ And Theodore Roosevelt famously observed: "It is not the critic who counts . . . [t]he credit belongs to the man who is actually in the arena."¹¹⁶ A positive outlook in times of adversity is especially important for a leader. Dr. Martin Luther King, Jr. said: "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands [at] times of challenge and controversy."¹¹⁷

Leaders thrive under difficult circumstances. The ABA is the largest voluntary association of lawyers in the world and the national voice of the legal profession.¹¹⁸ The ABA President is the face and the voice of the

111. ABA Law Student Division, *COVID-19 Bar Examination and Admission Changes*, ABA FOR L. STUDENTS (May 12, 2020), <https://abaforlawstudents.com/2020/05/12/covid-19-bar-examination-and-admission-changes/>.

112. Standing Committee on Bar Activities and Services, Law Student Division, *Report to the Board of Governors*, AM. BAR ASS'N 1, 8 (Apr. 23, 2020), https://www.americanbar.org/content/dam/aba/administrative/board_of_governors/2020_law_grad_limited_practice_resolution.pdf.

113. *Id.* at 1–2.

114. COLIN POWELL, *IT WORKED FOR ME: IN LIFE AND LEADERSHIP* (2012).

115. MANDELA: SON OF AFRICA, FATHER OF A NATION (Island Pictures 1997).

116. Christen Duxbury, *It Is Not the Critic Who Counts*, THEODORE ROOSEVELT CONSERVATION P'SHIP (Jan 18, 2011), <https://www.trcp.org/2011/01/18/it-is-not-the-critic-who-counts/>.

117. *10 Famous Quotes from Dr. Martin Luther King, Jr.*, NAT'L CONST. CTR. (Jan 15, 2016), <https://constitutioncenter.org/blog/10-famous-quotes-from-dr-martin-luther-king-jr-2/>.

118. *Statement of ABA President Patricia Lee Refo RE: U.S. Membership in the WHO*, AM. BAR ASS'N (Aug. 14, 2020), <https://www.americanbar.org/news/abanews/aba-news-archives/2020/08/stateme>

Association. Typically, ABA presidents travel well over 50% of the time, meeting with bar leaders, judges, attorneys, and other leaders around the world.¹¹⁹ Trish Refo of Arizona became ABA President last August.¹²⁰ That, of course, was in the midst of the “Pandemic Perfect Storm.” For the first time, an ABA President was sworn in virtually.¹²¹ We have had no in-person events since she became President. She has not been able to travel since March of last year. Consider the challenging circumstances and ask whether President Refo could have the effective outreach her position requires? President Refo proved the answer is a resounding “Yes;” she could, and she did! She turned events no one could control to an advantage. Her positive approach turned a “Perfect Storm” into a “Perfect Sunrise” for the ABA.

President Refo accepted her role as the ABA’s first pandemic president in a century as she overcame the challenges and embraced today’s technology to enhance her effectiveness and reach large audiences effectively. Her swearing-in ceremony was conducted by the Chief Justice of the Arizona Supreme Court at the home of Justice Sandra Day O’Connor, and the video was played for the ABA’s House of Delegates at our Annual Meeting in August.¹²² President Refo reminds audiences of the upsides of changes brought about by the pandemic, including our expanded reach. Our remote programs are viewed by an astonishing number of lawyers, converting Continuing Legal Education and other programs that might attract a few dozen people in person to webinars that reach hundreds or even thousands of people. Her reach is not constrained by travel logistics and expenses. Her schedule as ABA President has taken her to events on a timetable heretofore unimaginable. For example, during a two-day stretch last fall, she spoke at virtual events hosted in Cambridge, Massachusetts; Paris, France; New York City; and at state bar conventions in Connecticut and Wyoming—all from her kitchen.¹²³

We understand and do not underestimate the limitations of meeting virtually, but how great is it that President Refo has made such a virtue of necessity? Her embrace of the challenges was exceptional—and critically important. I emphasize that had she not had a positive approach, it would have been all too easy for others to bemoan a situation they could not control.

nt-of-aba-president-re--who-membership/.

119. *Office of the President*, AM. BAR ASS’N, https://www.americanbar.org/groups/leadership/office_of_the_president/ (last visited June 12, 2021).

120. Amanda Robert, *Our ‘Profession Is Changing,’ Says ABA President Patricia Lee Refo*, ABA J. (Dec. 1, 2020, 12:20 AM), <https://www.abajournal.com/magazine/article/a-qa-with-aba-president-patricia-lee-refo>.

121. *Id.*

122. Jeff Gilford, *Valley Attorney Patricia Refo Elected President of American Bar Association*, PHOENIX BUS. J. (Aug. 5, 2020, 5:34 PM), <https://www.bizjournals.com/phoenix/news/2020/08/05/valley-attorney-president-american-bar-association.html>.

123. Amanda Robert, *ABA Is on a ‘Promising Path Forward,’ President Patricia Lee Refo Says*, ABA J. (Feb. 22, 2021, 3:46 PM), <https://www.abajournal.com/news/article/the-aba-is-on-a-promising-path-forward-president-patricia-lee-refo-says>.

My acronym for “pride” is thus:

- Professionalism
- Respect
- Integrity
- Determination
- Enthusiasm

I will offer a final example of pride in action. As I noted earlier, I am not using the word “pride” to indicate arrogance. I am referring to the kind of pride that comes from taking responsibility and being accountable for results. As I am using it, the word connotes humility.

A man named Sam Maloof served in the Army during World War II.¹²⁴ After the war, he returned to California, got married, and bought a home.¹²⁵ Mostly from necessity, he set up a furniture workshop in the garage.¹²⁶ He designed and built furniture for his home using salvaged materials.¹²⁷ Ultimately, he became so proficient, and he had such talent, that his craftsmanship as a woodworker is on display in museums all over the world, including the Smithsonian Institution.¹²⁸ He lived to be ninety-three years old, and until the end of his life, he went to work every day.¹²⁹ Late in life, Mr. Maloof said: “[N]othing [leaves] my shop that [I’m] not proud of. . . .”¹³⁰

What a great standard to have for yourself and the people you lead. Nothing should leave your office that you are not proud of. That is part of your role as an attorney. No attorney should ever believe they need to do anything in which they cannot take pride.

I’ll close with these recommendations for leaders:

- Always do your best;
- Always do what is right, and;
- Always treat everyone with dignity and respect.

124. William Grimes, *Sam Maloof, Furniture Craftsman, Dies at 93*, N.Y. TIMES (May 27, 2009), <https://www.nytimes.com/2009/05/27/arts/design/27malooof.html>.

125. *Id.*

126. *Id.*

127. *Id.*

128. Robert Constant, *Sam Maloof Biography*, CAL. WATER COLOR, <https://www.californiawatercolor.com/pages/sam-maloof-biography> (last visited June 12, 2021).

129. *See id.*

130. *On Being Self-Taught*, LOST ART PRESS (Mar. 8, 2015), <https://www.blog.lostartpress.com/2015/03/08/on-being-self-taught/>.