

TABLE OF CONTENTS

Acknowledgments *xxiii*

PART I. THE NATURE OF LEADERSHIP

<i>1</i>	<i>DEFINING LEADERSHIP</i>	3
A.	INTRODUCTION: WHY STUDY LEADERSHIP?	3
B.	WHAT MAKES LEADERS: CHARACTERISTICS AND CIRCUMSTANCES	5
1.	Definitions	5
2.	Early Theories and Contemporary Critiques: Traits and Charisma	6
3.	The Importance of Leaders	8
4.	The Role of Context and Process: Situations and Contingency in Leadership	9
5.	Values in Leadership	10
6.	Leading and Managing	12
7.	The Leader's Legacy	13
•	Joseph S. Nye Jr., The Powers to Lead	13
•	Ronald A. Heifetz, Leadership Without Easy Answers	18
•	Warren Bennis, On Becoming a Leader	21
	PROBLEM 1-1	22
	NOTES AND QUESTIONS	23
C.	WHAT QUALITIES ARE CRITICAL FOR LEADERSHIP?	24
•	Ben W. Heineman Jr., Law and Leadership	25
•	James M. Kouzes and Barry Z. Posner, The Leadership Challenge (4th ed.)	27
•	Daniel Goleman, Richard Boyatzis, and Annie McKee, Primal Leadership: Learning to Lead with Emotional Intelligence	30

NOTES AND QUESTIONS	33
PROBLEM 1-2	35
Media Resources	35
END NOTES	35
2 LEADERSHIP STYLES AND DEVELOPMENT	45
A. CONTEMPORARY CHALLENGES	45
• Deborah L. Rhode, Leadership in Law	48
B. STYLES OF LEADERSHIP	49
• Deborah L. Rhode, Lawyers as Leaders	49
• Jack Zenger and Joseph Folkman, Ten Fatal Flaws That Derail Leaders	56
• Roderick M. Kramer, The Great Intimidators	57
• Robert M. Gates, A Passion for Leadership: Lessons on Change and Reform from Fifty Years of Public Service	61
NOTES	63
QUESTIONS	65
PROBLEM 2-1	68
Media Resources	68
C. LEARNING LEADERSHIP	70
1. The State of Leadership Education	70
2. The Learning Process	70
3. Obstacles to Learning	72
4. Learning Strategies	73
5. Organizational Learning	76
• Chris Argyris, Teaching Smart People How to Learn	77
• David W. Johnson and Frank P. Johnson, Joining Together: Group Theory and Group Skills	80
PROBLEM 2-2	81
NOTES AND QUESTIONS	81
D. WELL-BEING AND TIME MANAGEMENT	82
1. Well-Being	82
• Deborah L. Rhode, Preparing Leaders: The Evolution of a Field and the Conditions and Stress of Leadership	83
PROBLEM 2-3	85
NOTES AND QUESTIONS	85
2. Time Management	86

END NOTES	87
<i>PART II. LEADERSHIP SKILLS</i>	
3 LEADERS AS DECISION MAKERS	97
A. THE DECISION-MAKING PROCESS AND COGNITIVE BIASES	99
• Paul Brest and Linda Hamilton Krieger, Problem Solving, Decision Making, and Professional Judgment	99
NOTES ON COGNITIVE BIAS AND COGNITIVE CONSTRAINTS	104
PROBLEM 3-1	106
NOTES AND QUESTIONS	107
PROBLEM 3-2	111
• George Orwell, “Shooting an Elephant,” in New Writing	114
NOTES ON ACKNOWLEDGING ERROR	115
Media Resources	117
B. GROUP DECISION-MAKING	117
1. The Problem of Groupthink	118
• Irving L. Janis, Groupthink	118
2. Strengths, Limitations, and Strategies for Improvement of Group Decision-Making	120
• Paul Brest and Linda Hamilton Krieger, Problem Solving, Decision Making, and Professional Judgment	120
NOTES AND QUESTIONS	126
3. A Case Study: The Hewlett Packard Pretexting Scandal	130
• Deborah L. Rhode, David Luban, Scott L. Cummings, and Nora Freeman Engstrom, Legal Ethics	130
• Eric Dezenhall and John Weber, Damage Control: Why Everything You Know about Crisis Management Is Wrong	133
NOTES AND QUESTIONS	135
Media Resources	136
C. COST-BENEFIT ANALYSIS	136

• Paul Brest and Linda Hamilton Krieger, Problem Solving, Decision Making, and Professional Judgment	136
PROBLEM 3-3	138
NOTES AND QUESTIONS	139
END NOTES	140
4 INFLUENCE	149
A. FORMS OF INFLUENCE	149
1. Authority	149
2. Reciprocity	150
3. Social Influence	151
4. Association	152
• Robert B. Cialdini, <i>Influence: The Psychology of Persuasion</i>	153
• Paul Brest and Linda Hamilton Krieger, <i>Problem Solving, Decision Making, and Professional Judgment: A Guide for Lawyers and Policymakers</i>	154
NOTES AND QUESTIONS	156
• David L. Bradford and Allan Cohen, <i>Influence without Authority</i>	156
PROBLEM 4-1	159
NOTES	159
QUESTIONS	160
Media Resources	161
B. FOLLOWERS	161
1. The Importance of Followers	161
• Barbara Kellerman, <i>Followership: How Followers Are Creating Change and Changing Leaders</i>	163
NOTES AND QUESTIONS	167
PROBLEM 4-2	172
PROBLEM 4-3	172
• Steven Brill, <i>When a Lawyer Lies</i>	173
NOTES	175
QUESTIONS	176
Media Resources	177
2. Adaptive Leadership	178
• Ronald A. Heifetz, <i>Leadership without Easy Answers</i>	178

NOTES AND QUESTIONS	184
3. Fostering Innovation and Managing Change	185
• Robert M. Gates, A Passion for Leadership: Lessons on Change and Reform from Fifty Years of Public Service	189
PROBLEM 4-4	191
4. Feedback	191
C. CONFLICT MANAGEMENT	192
1. The Dynamics of Conflict	193
2. Responses to Conflict	194
3. Strategies	195
PROBLEM 4-5	198
Media Resources	198
D. COMMUNICATION	199
1. Strategies	199
• Deborah L. Rhode, Public Presentations	199
• Chip Heath and Dan Heath, Made to Stick: Why Some Ideas Survive and Others Die	208
PROBLEM 4-6	210
2. Examples	211
• Martin Luther King Jr., Letter from a Birmingham Jail	211
NOTES AND QUESTIONS	216
• George Lakoff, The Policy-Speak Disaster for Health Care	217
NOTES AND QUESTIONS	218
Media Resources	219
END NOTES	220

PART III. ETHICS IN LEADERSHIP

5 MORAL LEADERSHIP	237
A. HISTORICAL FRAMEWORKS	237
• Niccolò Machiavelli, The Prince (1532)	239
NOTES AND QUESTIONS	241
B. DIRTY HANDS	242
• Michael Walzer, Political Action: The Problem of Dirty Hands	242
NOTES AND QUESTIONS	248
PROBLEM 5-1	252
Media Resources	254

C. ETHICAL CHALLENGES FOR LAWYER LEADERS	255
• Deborah L. Rhode, Introduction: Where Is the Leadership in Moral Leadership?	256
NOTES ON ETHICAL DECISION-MAKING QUESTIONS	269
D. HOW THE GOOD GO BAD: ETHICAL MISCONDUCT AND INSTITUTIONAL RESPONSES	270
1. Leadership Failures in the Financial Markets	270
PROBLEM 5-2 QUESTIONS	275
2. Leadership Failures Involving Product Safety	277
PROBLEM 5-3 NOTES AND QUESTIONS	278
Media Resources	280
END NOTES	281
6 AUTHORITY AND ACCOUNTABILITY	291
A. FOLLOWING ORDERS	291
• Hannah Arendt, Eichmann in Jerusalem: A Report on the Banality of Evil	291
QUESTION	293
• Philip G. Zimbardo, The Psychology of Power: To the Person? To the Situation? To the System?	293
NOTES AND QUESTIONS	302
PROBLEM 6-1	303
Media Resources	305
B. MORAL MELTDOWNS	305
• David Luban, Making Sense of Moral Meltdowns	306
• John W. Dean III, Blind Ambition	312
NOTES AND QUESTIONS	316
PROBLEM 6-2	319
PROBLEM 6-3	324
NOTES AND QUESTIONS	325
C. ACCOUNTABILITY	327
• Philip Bobbit, Terror and Consent: The Wars for the Twenty-First Century	327
NOTES AND QUESTIONS	336

PROBLEM 6-4	338
QUESTIONS	343
Media Resources	345
END NOTES	346
7 SCANDAL: PRIVATE LIVES, PUBLIC RESPONSIBILITIES, AND CRISIS MANAGEMENT	353
A. HYPOCRISY	354
• Judith N. Shklar, Ordinary Vices	355
• David Runciman, Political Hypocrisy: The Mask of Power, From Hobbes to Orwell and Beyond	356
NOTES AND QUESTIONS	358
B. THE PARADOX OF POWER: THE CORROSION OF JUDGMENT	359
• Roderick Kramer, The Harder They Fall	359
NOTES AND QUESTIONS	367
C. CRISIS MANAGEMENT: APOLOGIES AND CORRECTIVE ACTION	367
PROBLEM 7-1	371
NOTES AND QUESTIONS	375
• Eric Dezenhall and John Weber, Damage Control: Why Everything You Know about Crisis Management Is Wrong	378
NOTES AND QUESTIONS	381
D. POLITICS	382
• Ari Adut, On Scandal, Moral Disturbances in Society, Politics, and Art	382
PROBLEM 7-2	384
PROBLEM 7-3	385
PROBLEM 7-4	387
PROBLEM 7-5	387
NOTES AND QUESTIONS	388
Media Resources	389
E. MONEY	389
• Bryan Burrough, Marc Dreier's Crime of Destiny	389
NOTES AND QUESTIONS	393
Media Resources	397
F. SEX	397
• Ari Adut, On Scandal: Moral Disturbances in	397

Society, Politics, and Art	
NOTES AND QUESTIONS	400
PROBLEM 7-6	401
NOTES AND QUESTIONS	402
Media Resources	405
END NOTES	406

PART IV. LEADERSHIP CHALLENGES

8 DIVERSITY IN LEADERSHIP	421
A. THE CASE FOR DIVERSITY	423
• David A. Thomas and Robin J. Ely, Making Differences Matter: A New Paradigm for Managing Diversity	423
PROBLEM 8-1	429
NOTES AND QUESTIONS	431
B. DIVERSITY CHALLENGES	433
• Deborah L. Rhode, Lawyers as Leaders	433
NOTES AND QUESTIONS	442
C. MANAGING DIVERSITY	443
• Frank Dobbin, Alexandra Kalev, and Erin Kelly, Diversity Management in Corporate America	443
PROBLEM 8-2	446
NOTES AND QUESTIONS	446
Media Resources	450
D. GENDER AND LEADERSHIP	451
1. Women	451
• Anne-Marie Slaughter, Why Women Still Can't Have It All	451
• Lara Bazelon, I've Picked My Job Over My Kids	458
• Deborah L. Rhode, Women and Leadership	460
PROBLEM 8-3	462
NOTES AND QUESTIONS	463
2. Men	466
NOTES AND QUESTIONS	466
PROBLEM 8-4	469
Media Resources	470
E. RACE, ETHNICITY, AND SEXUAL ORIENTATION	471

• Vault/MCCA Law Firm Diversity Survey 2018, Executive Summary	471
NOTES AND QUESTIONS	474
PROBLEM 8-5	478
PROBLEM 8-6	481
NOTES AND QUESTIONS	482
Media Resources	483
END NOTES	483
9 LEADERSHIP IN LAW FIRMS AND IN-HOUSE LEGAL DEPARTMENTS	493
A. LAW FIRMS	493
• Deborah L. Rhode, Lawyers as Leaders	494
PROBLEM 9-1	503
NOTES AND QUESTIONS	503
PROBLEM 9-2	507
NOTES AND QUESTIONS	507
Media Resources	508
B. IN-HOUSE COUNSEL	509
• Ben W. Heineman, Jr., The Inside Counsel Revolution: Resolving the Partner-Guardian Tension	511
NOTES AND QUESTIONS	513
PROBLEM 9-3	517
NOTES AND QUESTIONS	518
PROBLEM 9-4	518
NOTES AND QUESTIONS	519
Media Resources	522
C. PRO BONO SERVICE	523
• Deborah L. Rhode, Rethinking the Public in Lawyers' Public Service: Pro Bono, Strategic Philanthropy, and the Bottom Line	524
PROBLEM 9-5	529
NOTES AND QUESTIONS	529
Media Resources	532
END NOTES	532
10 LEADERSHIP FOR SOCIAL CHANGE	541
A. INTRODUCTION	541
1. The Conditions of Social Change and the Role of Leaders	541

2. Leadership Characteristics	543
3. Leadership Challenges and Strategies	546
• Scott L. Cummings, Movement Lawyering	554
QUESTIONS	559
PROBLEM 10-1	559
PROBLEM 10-2	559
B. CIVIL RIGHTS IN SOCIAL CONTEXT	560
• Richard Kluger, Simple Justice: The History of Brown v. Board of Education and Black America's Struggle for Equality	561
NOTES AND QUESTIONS	562
• Ronald A. Heifetz, Leadership without Easy Answers	563
QUESTIONS	572
PROBLEM 10-3	573
Media Resources	573
C. CONFLICTING VIEWS OF COMMON INTERESTS	574
• William B. Rubenstein, Divided We Litigate: Addressing Disputes among Group Members and Lawyers in Civil Rights Campaigns	574
NOTES AND QUESTIONS	579
PROBLEM 10-4	581
NOTES AND QUESTIONS	581
• Anna A. Akbar, Toward Radical Imagination of Law	584
NOTES AND QUESTIONS	586
Media Resources	587
END NOTES	588
11 LEADERSHIP IN LITERATURE AND FILM	597
A. LEADERSHIP THROUGH THE LENS OF NARRATIVE	597
B. LOST OPPORTUNITIES: <i>THE DEATH OF IVAN ILYCH</i>	598
1. Historical Background	598
2. Notes on the Novel	600
QUESTIONS	600
Bibliographic and Media Resources	601
C. LAW	601
1. Harper Lee, <i>To Kill a Mockingbird</i> (1960)	601

QUESTIONS	603
2. Robert Bolt, <i>A Man for All Seasons</i> (1960)	603
QUESTIONS	606
D. POLITICS	607
1. Robert Penn Warren, <i>All the King's Men</i> (1953)	607
QUESTIONS	608
2. Kazuo Ishiguro, <i>The Remains of the Day</i> (1989)	609
QUESTIONS	611
3. <i>Invictus</i> (2009)	612
QUESTIONS	613
4. Anonymous [Joe Klein], <i>Primary Colors</i> (1996)	613
QUESTIONS	615
END NOTES	615
12 CONCLUSION	621
A. THE NATURE OF LEADERSHIP	621
B. LEADERSHIP SKILLS	622
C. VALUES IN LEADERSHIP	623
D. LEADERSHIP CHALLENGES	624
E. THE LEGACY OF LEADERSHIP	625
END NOTES	627
<i>Index</i>	<i>631</i>