

---

November 2020

## Appendix to Character and Fitness for Leadership: Educating Lawyers for Compassion and Courage as well as Brains

R. Lisle Baker

Follow this and additional works at: <https://ir.law.utk.edu/tjlp>

---

### Recommended Citation

Baker, R. Lisle (2020) "Appendix to Character and Fitness for Leadership: Educating Lawyers for Compassion and Courage as well as Brains," *Tennessee Journal of Law and Policy*. Vol. 14: Iss. 2, Article 4.

DOI: <https://doi.org/10.70658/1940-4131.1043>

Available at: <https://ir.law.utk.edu/tjlp/vol14/iss2/4>

This Article is brought to you for free and open access by Volunteer, Open Access, Library Journals (VOL Journals), published in partnership with The University of Tennessee (UT) University Libraries. This article has been accepted for inclusion in Tennessee Journal of Law and Policy by an authorized editor. For more information, please visit <https://ir.law.utk.edu/tjlp>.

Volume 14, Issue 2 (Winter 2020)

*CHARACTER AND FITNESS FOR LEADERSHIP: EDUCATING  
LAWYERS FOR COMPASSION AND COURAGE AS WELL AS  
BRAINS – THE WIZARD OF OZ WAS RIGHT*  
14 TENN. J.L. & POL'Y 287 (2020)

# TENNESSEE JOURNAL OF LAW AND POLICY

---

VOLUME 14

WINTER 2020

ISSUE 2

---

## APPENDIX 1

### SELECTED JOURNAL ASSIGNMENTS

*R. Lisle Baker*

#### **A. Journal: Courage**

In his book, *The Courage Quotient*, Dr. Robert Biswas-Diener points out that courage is often displayed in overcoming a personal fear, either by controlling the fear or increasing the willingness to act, or a combination of the two. Sometimes you can benefit from joint action, but for the moment focus on yourself. His book elaborates useful ideas with which you should be familiar. To take advantage of your capacity to be courageous as an attorney when the occasion requires, please prepare three journal entries.

Part A: Recall a time when you felt you were courageous. Was it personal or general? What happened, and can you reconstruct it in terms of both the fear and

TENNESSEE JOURNAL OF LAW AND POLICY  
VOLUME 14 | WINTER 2020 | ISSUE 2

the willingness to act? As an example of such an event, Dr. Biswas-Diener reports the story of an attorney who refused to prepare a document with a term providing for an unfair advantage to his client. Tell your own story, citing to *The Courage Quotient* as appropriate.

Part B: Describe a situation where either your fear was too great or your willingness to act was not great enough, but it was important enough to you that you should have been able to act when you needed to. Drawing on *The Courage Quotient*, please describe one or more ways you might manage your fear, and one or more ways you might increase your willingness to act, so that you can increase your likelihood of being sufficiently courageous. To give an example from the book, visiting the site of a talk without an audience can help reduce the fear of facing the same space later filled with people waiting to hear you speak. Or having a talisman in hand may give you the confidence boost you need. Remember Dumbo and the magic feather? Or it might be from assuming the role of a lawyer where duty requires you to take risks that you would normally not as a layperson.

The point of these two entries is not to prescribe an example, but to help you to examine your own past successes for clues as to what works for you, as well as prompt you to try something new if it might help you succeed.

Part C: Finally, it may be possible to increase your capacity for courage by taking small steps when the stakes are low. Conclude your journal in Part C with one or two modest but regular actions you could take that might raise the baseline of your capacity for courage in some domain where the risks are low but still daunting. For example, addressing a small group as a way of getting ready to address a much larger one. Or introducing a deliberate error, as Dr. Biswas-Diener suggests, so that you can understand that error is possible, but need not be decisive. The point of this Part

*CHARACTER AND FITNESS FOR LEADERSHIP: EDUCATING  
LAWYERS FOR COMPASSION AND COURAGE AS WELL AS  
BRAINS – THE WIZARD OF OZ WAS RIGHT*  
14 TENN. J.L. & POL'Y 287 (2020)

C journal entry is to explore how modest, but steady, action can help you develop your capacity to be a courageous attorney, while recalling the old expression that there “is no growth in the comfort zone and no comfort in the growth zone.”

**B. Journal: Befriending a Stranger**

Part A:

1. All of us have a circle of concern. Think of someone who is not currently within your circle of concern and how you might bring him or her within it.
2. Write a brief journal entry about how you demonstrated regard for that person, acknowledgement and appreciation for him or her, and how it affected both of you.

Part B:

Write a second brief journal entry on that person (whose identity can be concealed) and the good qualities you find in him or her, notwithstanding your concern. Note that you are not being asked to like that person, but simply to be open to finding merit in some aspect of what they say or do. As attorneys, we often take sides, but we also need to be able to reach out to adversaries to resolve matters, even when our clients may not yet be able to do so. Record how it felt to look for something positive in this person. Can you imagine you expressing that positivity to him or her directly? If so, how? Note that you do not yet have to take this step, but you can explore in your mind how it might work.



Volume 14, Issue 2 (Winter 2020)

*CHARACTER AND FITNESS FOR LEADERSHIP: EDUCATING  
LAWYERS FOR COMPASSION AND COURAGE AS WELL AS  
BRAINS – THE WIZARD OF OZ WAS RIGHT*

14 TENN. J.L. & POL'Y 287 (2020)

