



WINNING BEYOND THE COURTROOM

Strategies for Personal & Professional Growth



Armen Akaragian
Partner

Mardirossian Akaragian has proudly supported CAALA for many years. Garo had the privilege of serving as its President in 2010 and received the Trial Lawyer of the Year Award in 2000.

This year, instead of just focusing on our recent victories, we also wanted to bring awareness to some beliefs which help drive results. So, in addition to giving away swag, we are providing links to books and websites from leading experts who provide helpful advice in areas that can hopefully help you flourish in your everyday practice. These areas include personal development, team management, mental health, conflict resolution, negotiation, and leadership.

Enjoy!



TABLE OF CONTENTS

EMBRACING PRODUCTIVE CONFLICT	02
Dr. Liane Davey	
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BUILDING RESILIENCE	05
Jessica Holmes	
<hr/>	
BUILDING RELATIONSHIPS	08
Fotini Iconomopolous	
<hr/>	
CULTIVATING A HEALTHY WORKPLACE CULTURE	11
Stephen Shedletzky	
<hr/>	
CONTRIBUTING AUTHORS	13



EMBRACING PRODUCTIVE CONFLICT

Dr. Liane Davey

Psychologist, Author & Keynote Speaker



As a trial lawyer, you've learned to be an incredibly effective advocate for your clients. But what about advocating for your practice, your team, and yourself within the firm? That feels less natural and a lot more complicated. As a result, many law firms become mired in internal conflict debt as contentious issues go unresolved.

However, the same concepts apply to your colleagues as they do to your clients. That is, there are things worth fighting for.



To foster productive conflict within your firm, consider the following three questions:

1 ***What is the unique value my role adds to this discussion?*** Consider what you know that others don't and what you're paying attention to that others aren't. Understanding your unique contribution helps you appreciate what you bring to the table.

2 ***Who am I fighting for?*** Think about the stakeholders (who aren't in the room) counting on you to advocate for them. Consider your clients' best interests and what your team needs to be successful. When you know who's counting on you, it's easier to bring a dissenting opinion into the deliberations.

3 ***What tension am I obliged to bring to these deliberations?*** Think about what you are advocating for. Determine whether you're the only one pushing for decisions to be more practical, universal, or client-friendly. If so, it's important that you don't back away but instead ensure your perspective is included. Broaching an uncomfortable issue feels better when you're clear about what you're fighting for.

Before you start fighting the good fight, take a moment to consider how the other people in the room would answer those same questions for themselves.

What (and who) are they fighting for? When colleagues from another practice are vehemently disagreeing with you, what's behind their concerns?

ACKNOWLEDGING, UNDERSTANDING, AND EMPATHIZING ARE KEY TO PRODUCTIVE CONFLICT

When you apply these principles, you foster more constructive discussion within your firm, leading to better decisions and outcomes for everyone.



BUILDING RESILIENCE

Jessica Holmes

Comedian & Mental Health Advocate



Hey there, you. Take a deep breath and drop those shoulders. You deserve a break.

In your work you likely face significant stressors; high stakes, long hours, contentious cases, and the odd 3 a.m. panic of “will our witness be reliable?!”

However, stress isn’t always negative. It often fuels your drive, sharpens your focus and pushes you to excel under pressure and achieve remarkable success in one of the most demanding professions.

There’s a strong person inside each of us, and the resilience you’ve cultivated through years of experience is a powerful asset you can tap into to manage stress more effectively.

While not everyone has the luxury of getting enough sleep, exercise and relaxation all the time, here are some proven ways to tap into resilience by making small adjustments:



NAME YOUR EMOTIONS

"I feel overwhelmed right now" versus "I'm so overwhelmed" helps you see the feeling as a temporary state, like a cloud passing over.

STAY IN THE PRESENT

Stress is often caused by the fear of what's to come, so focus on only the task in front of you with a motto like "one thing at a time."

DISCONNECT FROM TECHNOLOGY

whenever possible.

LEAN INTO RELATIONSHIPS

that make you feel supported.

GET MOVING AND GET OUTDOORS

Meet a friend for a walk instead of a drink, do a few sun salutations, or a 4-minute tabata workout.

BREATHE DEEPLY

"Box breathing" is proven to stop stress: inhale for 4, hold for 4, exhale for 4, hold for 4. Repeat this four times. It works!

STEP AWAY

Sometimes a case can push you to the point of mental or emotional exhaustion, and you'll need to disconnect completely, take leave, see a therapist, and heal. You're entitled to be healthy, and you'll be a better teammate when you come back replenished.

ENCOURAGE SELF-CARE

If you're in leadership, encourage self-care, model it, and create policies that implement it so that your team is more likely to prioritize their own wellbeing.

You possess deep reserves of strength, and by implementing these stress management strategies, you can continue to thrive in your career with even greater resilience and well-being.

**YOU ARE ALREADY
SMART, STRONG,
AND CAPABLE**

You've got this.



BUILDING RELATIONSHIPS

Fotini Iconomopolous

Negotiation Speaker, Author & MBA Instructor



A decade ago I quit my consulting job with no plan. I handed in my resignation on a Friday and on Monday my cell phone was ringing off the hook with clients calling to find out when I was going to come back and work with them again. “We didn’t hire the company, we hired *you*. We like working with *you*.” So after a sabbatical, I found myself back in their boardrooms as an entrepreneur.

The point of this story isn’t to get you to quit your job, but to dissect why my book of business flourished. As a trial attorney, whether self employed or for a large firm, you want to keep a healthy client base externally but also have a healthy fan base of witnesses, administrators and adjudicators to help you get your job done effectively.



CLIENTS CHOOSE PEOPLE, NOT PITCHES

When I won over those clients, it wasn't because I paraded around boasting about my accomplishments. That didn't work for the other guys. It wasn't because I was offering discounts. I knew what they were paying my former employer and charged accordingly. It was simply because they liked me, and you can't buy likability with discounts and favors. That's not sustainable.

We like people with whom we have something in common; who pay us genuine compliments; and, most importantly, who are cooperative.

MAKE EVERY INTERACTION COUNT

So what does this mean for you? You don't need to be so likable that you start planning your next vacation with your clients or colleagues. But do they see you as someone who is interested in what they have to say? Do you talk *with* them or *at* them? Do they trust you or challenge you?

The next time you're tempted to get down to business right away, try taking a little interest and find something in common. It will make getting what you want a whole lot easier.



Some old school ways of thinking about negotiation are that you need to puff out your chest and act powerful. The new world doesn't respond to egomania the same way. We'll find someone else to work with as soon as possible.

WE WANT TO WORK WITH PEOPLE WE LIKE

People to work *with* vs. *against*.



CULTIVATING A HEALTHY WORKPLACE CULTURE

Stephen Shedletzky

Leadership Speaker, Coach & Advisor



In our workplace cultures, we get the behavior we reward, and we get the behavior we tolerate or enable. If we encourage and reward people for speaking up, we can create better and more productive workplaces. When people are afraid that something bad will happen to them because of their decision to speak up, in most cases, they won't do it. And can we really blame them?

SO, WHAT IS SPEAK-UP CULTURE?

It's an environment in which people feel it is both psychologically safe and worth it to share:

- Ideas, whether it's their best ideas or ones that are half-baked.
- Feedback, to help one another grow.
- Concerns, even if they're unpopular or personal, and before smoke becomes fire.
- Disagreements – a true test of a speak-up culture is if we can disagree and debate well – with tact, decency, respect, and with the intent to make progress.
- Failures and mistakes, believing it will lead to improvements.



Making it safe and worth it for people to speak up should be the standard of leadership. Before someone chooses to speak up, they consciously or unconsciously ask themselves two questions:

IS IT SAFE?

Do I feel there is enough psychological safety present for me to take the risk to my job, relationships, and reputation to speak up?

IS IT WORTH IT?

Do I perceive that speaking up will yield a useful, positive impact? Speak-up is not an instruction. Speak-up is a culture.

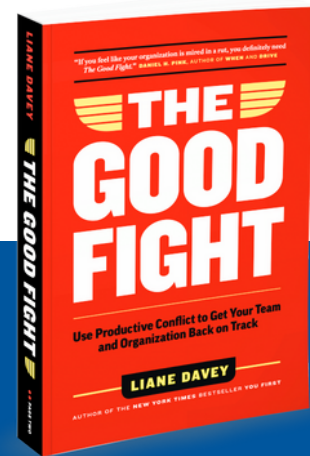
When leaders make it both safe and worth it for people to use their voice, teams are more engaged, trusting, and innovative.





Dr. Liane Davey is a New York Times bestselling author and a frequent contributor to the Harvard Business Review.

DR. LIANE DAVEY

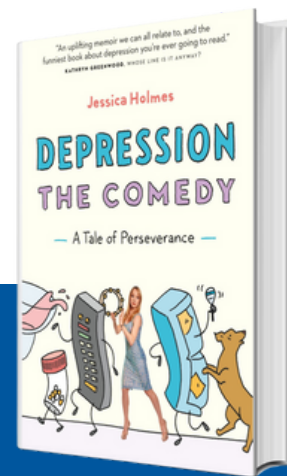


With over 25 years of experience and a Ph.D. in Organizational Psychology, Liane is known as the "teamwork doctor" for transforming team dynamics at Fortune 500 companies. She's authored landmark works including *You First* and *The Good Fight*, and applies her expertise to support not-for-profit groups. Liane's insights have been featured in WSJ, CNN, Fast Company, and Forbes, establishing her as a leading authority on workplace challenges.





Jessica Holmes is a mental health advocate and her talks blend humour with a message about engaging in a life of resilience and laughter.



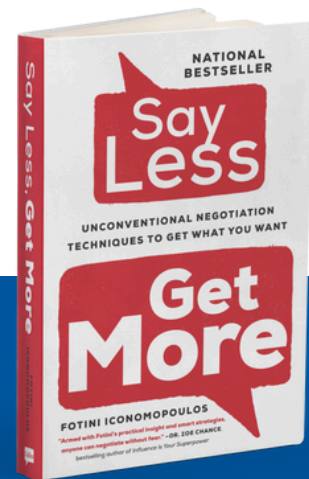
JESSICA HOLMES

As a speaker, she has delivered wellness keynotes to brands like Walmart, Lindt, Sibos, and Farm Credit. As a comedian, she has opened for giants like Jerry Seinfeld, Ellen DeGeneres, and Oprah Winfrey. Jessica's hilarious and inspiring book "Depression The Comedy: A Tale of Perseverance" was named one of Good Housekeeping's Best 36 Books on Depression.





**Best-selling author of
HarperCollins' "Say
Less, Get More:
Unconventional
Negotiation
Techniques to Get
What You Want"**



FOTINI ICONOMOPOULOS

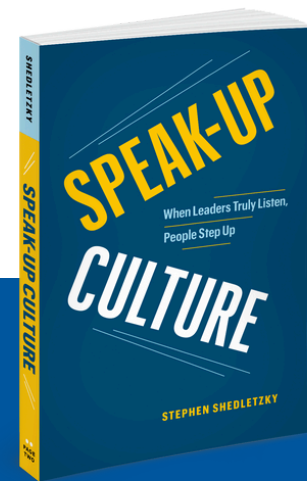
Fotini Iconomopoulos is the person Fortune 50 executives call into to help with their high-stakes negotiations or to empower their teams through her intensive workshops on negotiation, communication, and persuasion. Fotini occasionally returns to the classroom as an instructor of MBA Negotiations in Toronto. She's a regular media guest on outlets including CBC, Forbes, and Harvard Business Review, she's been recognized with a number of accolades, including a Top Forty Under 40 award.





Stephen Shedletzky
("Shed" to his friends and fans) helps leaders create environments where people feel safe and empowered to speak up.

STEPHEN SHEDLETZKY



A sought-after speaker, coach, and advisor, Shed has led hundreds of keynote presentations and leadership development programs worldwide. As a thought leader on psychological safety and creating speak-up cultures, he works with leaders across all industries to help organizations thrive. Shed graduated from the Ivey Business School, holds a coaching certification from the Co-Active Training Institute, and lives in Toronto with his wife and two children.



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