

WHAT MAKES LAWYERS HAPPY?



--Larry Krieger, FSU Law

***HOW TO MAKE IT HAPPEN**

and

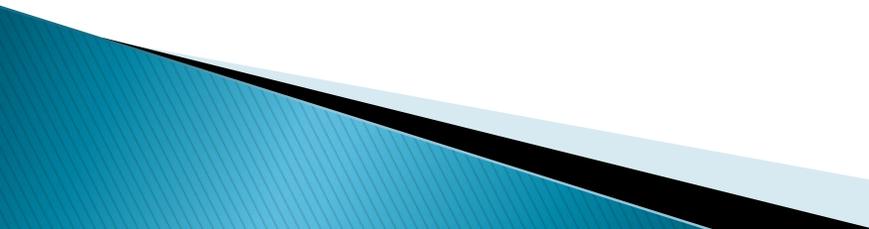
***WHY “SUCCESS” DOESN’T GET IT DONE**

WHAT MAKES LAWYERS HAPPY ?

(SSRN.COM, or Geo. Wash. L.R. 2015)



THE STUDY

- ▶ 6200 Lawyers, 140 Judges
 - ▶ Four States
 - ▶ *Subjective Well-being* (Happiness)
- 

HAPPINESS: 24 VALIDATED MEASURES

- ▶ **POSITIVE AND NEGATIVE EMOTIONS**
 - ▶ **SATISFACTION WITH LIFE**
- 

CORRELATION WITH HAPPINESS

- ▶ “Perfect Correlation” = 1.00
 - ▶ Typical, modest: 0.10 to 0.20
 - ▶ Lawyers, Success: .00 to .19
 - ▶ Lawyers, Human: .48 to .66
- 



**Most shared article,
New York Times...**

WHY?

**TRADITIONAL SUCCESS DOES
NOT MAKE US HAPPY.**

PERSONAL FACTORS DO.



DATA: SUCCESS vs. HUMAN FACTORS

- ▶ **SUCCESS FACTORS:**

 - *income *honors *status *prestige**

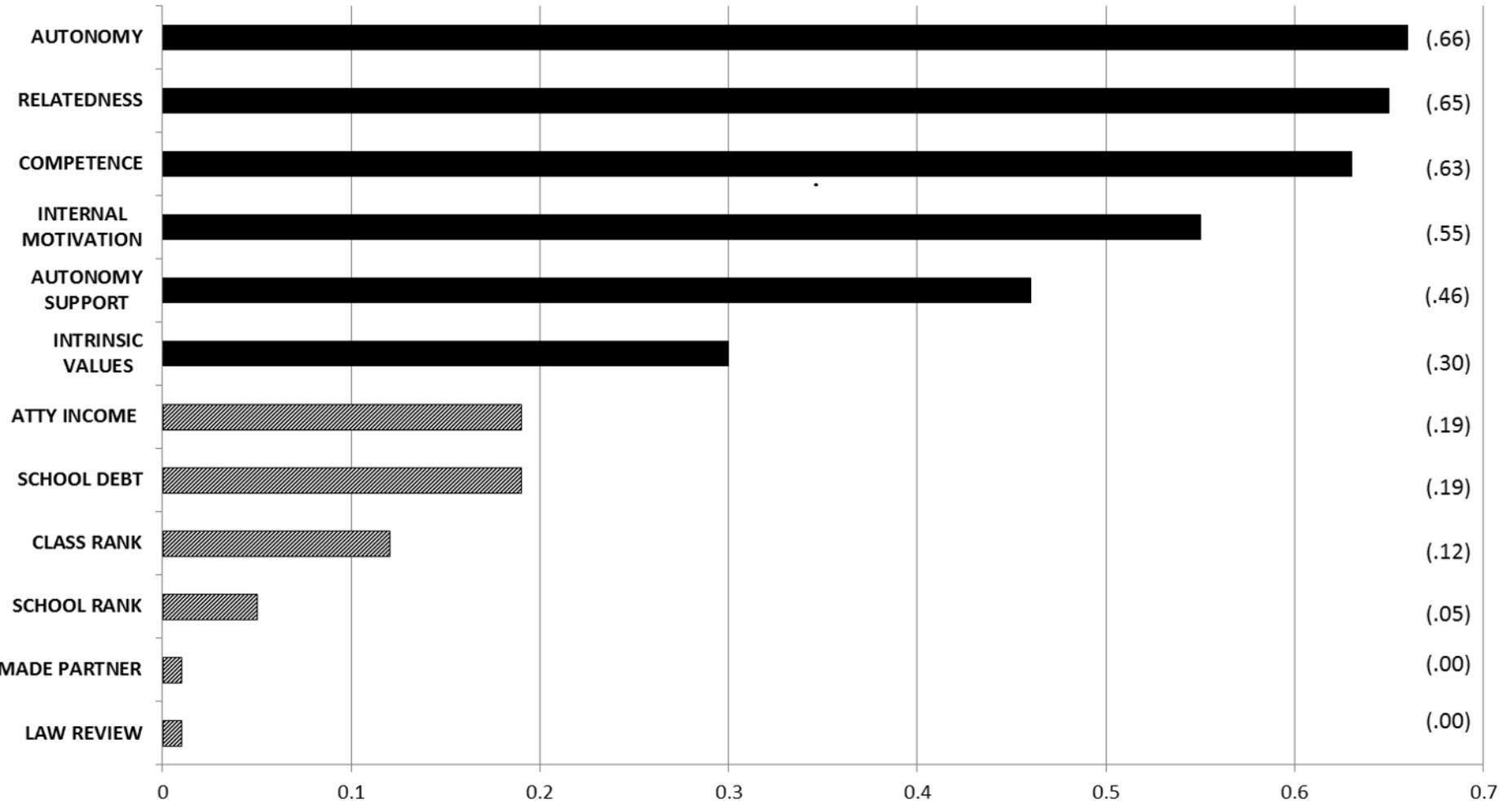
-- vs. --

- ▶ **HUMAN FACTORS:**

 - *integrity *closeness to others**

 - *enjoyment/meaning in work**

Happiness: Human Factors or Success?



Well-Being: Human vs. **Success** Factors

AUTONOMY	0.66
RELATEDNESS	0.65
COMPETENCE	0.63
INTERNAL MOTIVATION	0.55
AUTONOMY SUPPORT	0.46
INTRINSIC VALUES	0.30

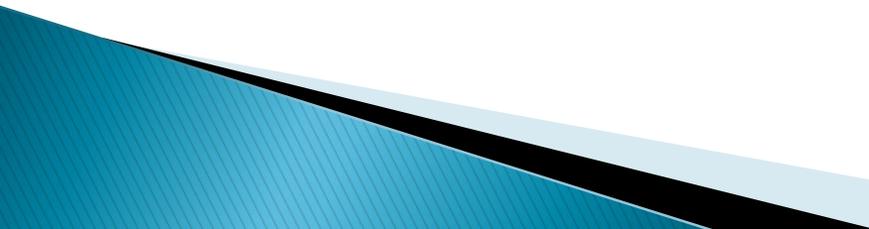
ATTORNEY INCOME	0.19
SCHOOL DEBT	0.19
CLASS RANK	0.12
SCHOOL RANK	0.05
MADE PARTNER	0.0
LAW REVIEW	0.0

WHY SUCCESS DOESN'T WORK VERY WELL

SUCCESS VS. HUMAN FACTORS

1. **SUCCESS FACTORS ARE EXTERNAL,
DISTINGUISH (SEPARATE) US.**
 2. **HUMAN FACTORS CAN BE FELT,
AND CONNECT US.**
 3. **DISTRACTION/DISPLACEMENT**
- 

****HUMAN FACTORS ALL HELP US CONNECT**

- ▶ **TO SELF: AUTONOMY/AUTHENTICITY**
 - ▶ **TO OTHERS: RELATEDNESS**
 - ▶ **TO WORK: MOTIVATION
 AND COMPETENCE**
 - ▶ **TO BOSSES: AUTONOMY SUPPORT**
- 

TOP NEED: AUTONOMY/AUTHENTICITY (.66)

- ▶ **“My behavior shows my true self.”**
- ▶ **“My choices express my true values.”**
- ★ **Foundation for feeling close to others also.**

SECOND NEED: RELATEDNESS TO OTHERS (.65)

- ▶ Relating well, feeling close to others
 - ▶ Important others, work, home.....
- 

RELATING TO WORK: INTERNAL MOTIVATION (.55)

- ▶ **Work is interesting, enjoyable.**
- ▶ **Work expresses values, fulfills life purpose.**

 **Also increases competence (.63)**

AUTONOMY SUPPORT (.48)

MANY BENEFITS IN SUBORDINATES:

***PERFORMANCE**

***AUTHENTICITY, RELATEDNESS,
COMPETENCE, MOTIVATION**

***HAPPINESS**



AUTONOMY SUPPORT

- ▶ **Authority but Not Controlling**
 - ▶ **Appreciates your preferences, perspectives (Listens actively)**
 - ▶ **Gives meaningful choices**
 - ▶ **If controlling, explains why**
- 

SO HOW TO CONTINUALLY FEEL HAPPIER?



DEVELOP YOUR INTERNAL
QUALITIES CONTINUALLY.

**Regular Brief Reflections
and Small Actions

REGULAR 3-MINUTE REFLECTIONS AND SMALL ACTIONS MAKE IT HAPPEN



(See Your Handout)

Connecting to Your Self (.66)

HOW HAVE I BEEN FEELING LATELY?

**HOW CAN I DO A LITTLE MORE OF WHAT I
ENJOY? WHAT I CARE ABOUT?**

WHEN AM I NOT ENTIRELY HONEST?

**WHAT WOULD I LIKE TO IMPROVE IN MY SELF?
AND WHAT SMALL STEP CAN I TAKE NOW?**

Relating to Others (.65)

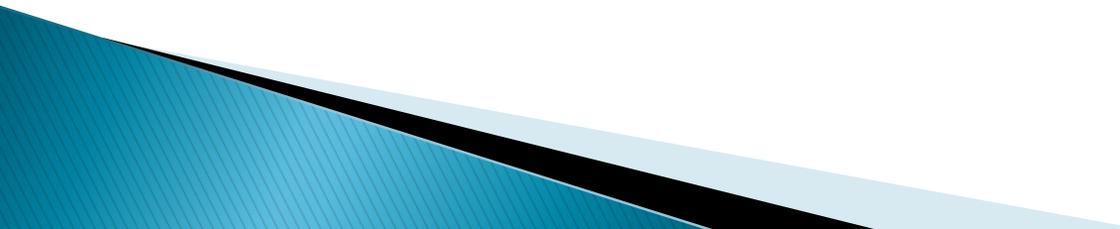
(personal and at work)

WHO ARE MY IMPORTANT OTHERS?

WHEN DO I GIVE THEM FULL ATTENTION?

AM I KIND, RESPECTFUL, AND INTERESTED?

WHAT SMALL IMPROVEMENT CAN I MAKE?



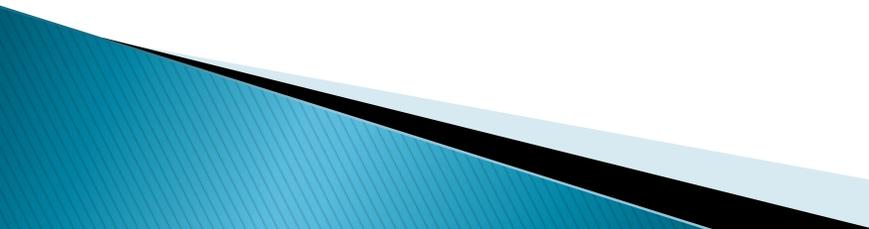
Connecting with Work (.55)

**HOW MUCH OF MY WORK REALLY MATTERS
TO ME?**

HOW MUCH OF MY WORK DO I ENJOY?

WHERE CAN I MAKE SMALL IMPROVEMENTS?

**DO I NEED HELP WITH WORK SATISFACTION?
(MENTOR, COACH)**



Autonomy Support (.48)

(personal and at work)

WHO ARE MY SUBORDINATES?

WHEN DO I GIVE THEM FULL ATTENTION?

AM I CONTROLLING OR RESPECTFUL?

**HOW CAN I APPRECIATE MORE, GIVE
MORE CHOICES, OR CONTROL LESS?**

REGULAR 3-MINUTE REFLECTIONS AND SMALL ACTIONS MAKE IT HAPPEN



(See Your Handout)

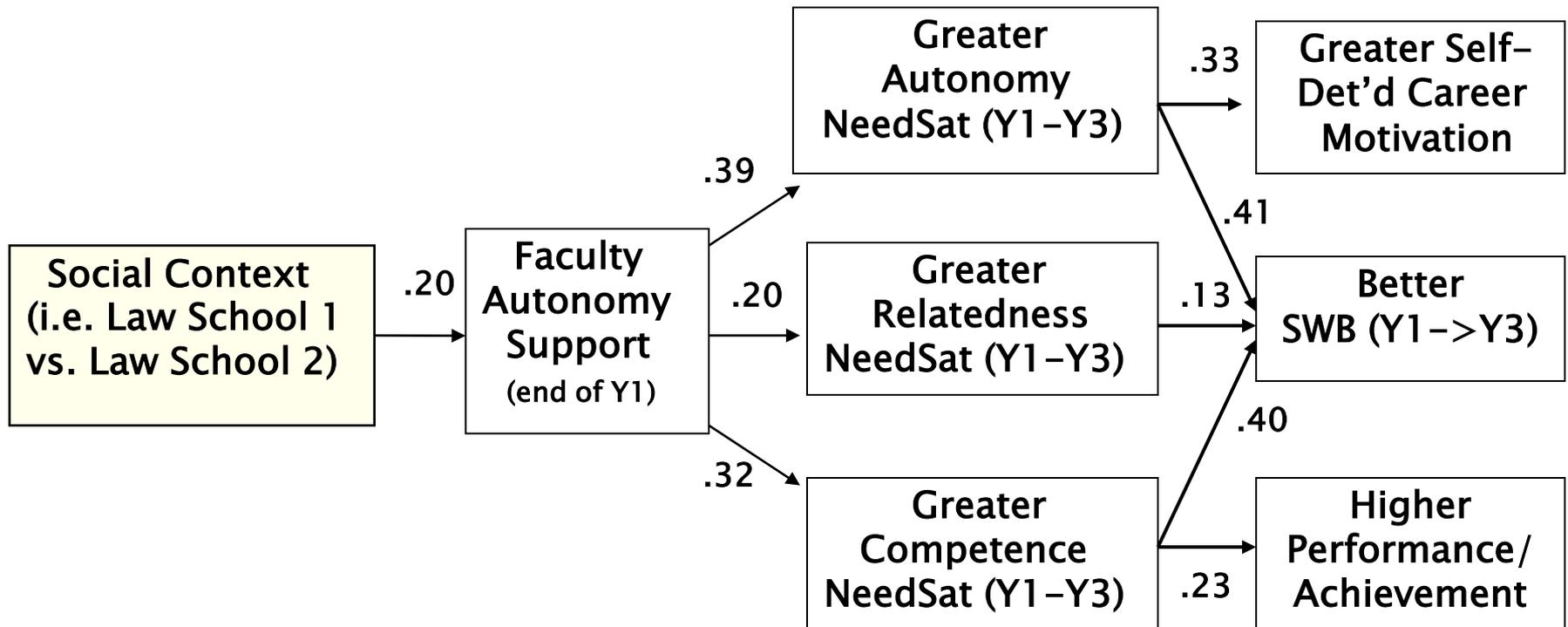
Related Reading

- ▶ *What Makes Lawyers Happy?* (SSRN.COM or Geo. Wash. Law Review, 2015)
- ▶ *The Surprising Master Key to Lawyer Happiness* (Fla. Bar Jnl, Jan., 2018)
- ▶ *How to Be the Happiest and Most Effective Lawyer You Can Be* (ABA, July, 2018); SSRN.com
- ▶ Hidden Sources of Law School Stress (LK or Ebook)
- ▶ Deeper Understanding of Your Career Choices (LK)

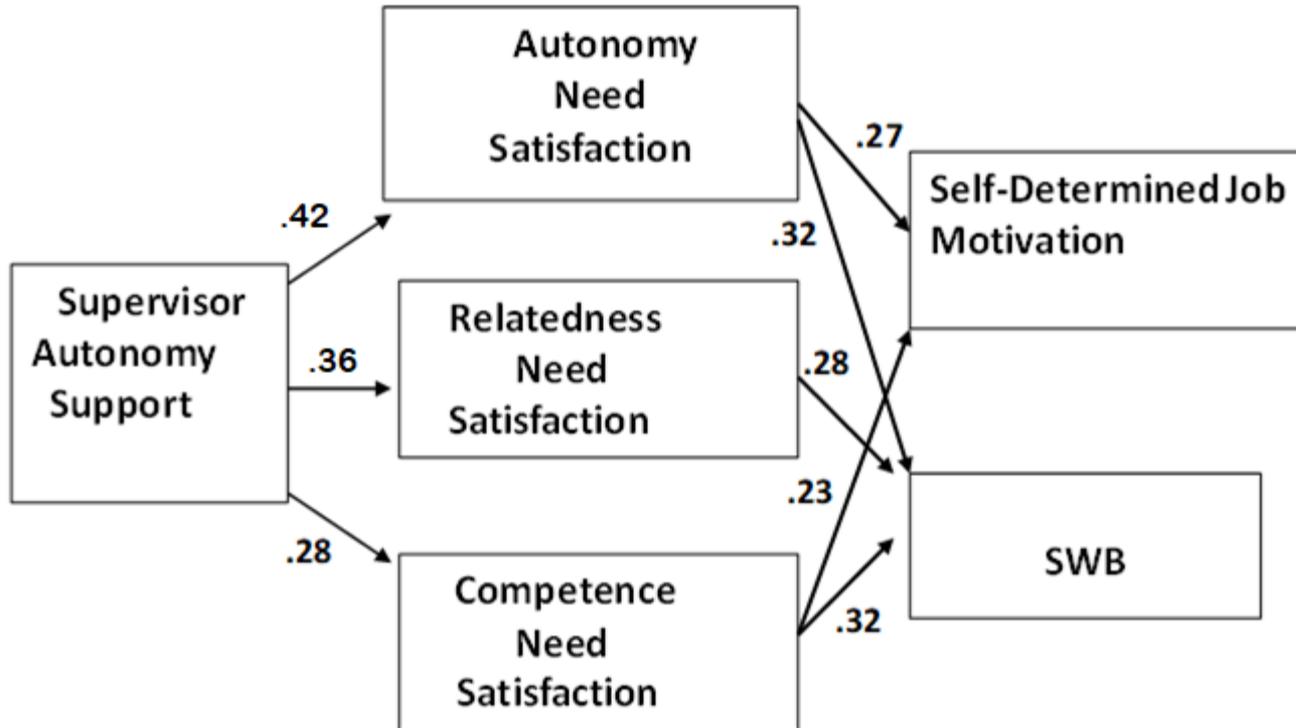
THANK YOU

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AUTONOMY SUPPORT SEQUENTIAL PATH: LAW STUDENTS



AUTONOMY SUPPORT SEQUENTIAL PATH: LAWYERS



SUCCESS CONTRAST 1:
Lawyer Groups

“SERVICE” LAWYERS

(Least pay, most internal factors)

ARE HAPPIER THAN...

“PRESTIGE” LAWYERS

(Most pay, least internal factors)

SUCCESS CONTRAST 2: MADE PARTNER

**Junior partners have the same well-being
as senior associates!**

**Partner status and 70% greater earnings,
 zero increase in well-being.**

RELATIONSHIPS → PROFESSIONALISM

TO SELF:

- ▶ **AUTHENTIC.** → **INTEGRITY/TRUST/HONESTY**

TO OTHERS:

- ▶ **RELATEDNESS** → **CIVILITY, TRUST, RESPECT**

TO WORK:

- ▶ **MOTIVATION
CARING, JOY** → **COMPETENCE, MEANING,
EFFORT, PERSISTENCE,
DILIGENCE**