



EMOTIONAL INTELLIGENCE FOR ATTORNEYS

ENHANCING ETHICAL, RELATIONAL AND PROBLEM-SOLVING SKILLS

Presented by [Ken Sande](#), President of RW360

PDF with Live URL Links at rw360.org/eia

Note: this outline contains links to related studies and articles that reinforce or illustrate key points and provide information that attorneys can read to dig deeper into key concepts.

1. Your success in life, personally, ethically and as an attorney, will depend heavily on your [emotional intelligence](#) (EI/EQ), which is your ability to read and manage emotions.

“Emotional intelligence skills sharpen our abilities to assess risks, to better understand which ethical standards are appropriate in a situation, to recognize when and how others are making ethical decisions and to deal better with the emotional fallout from our own ethical choices, especially when ignoring or acting against personal values, which lawyers may need to do in advocating for clients.” [ABA: How EI Makes You a Better Lawyer](#)

 - [Attorneys and EI](#) | [How to Argue and Win Every Time](#), by Gerry Spence
 - [RW in the Workplace](#) | [Emotional Intelligence](#), by Daniel Goleman
2. Most personal, ethical, legal, cultural and political conflicts are driven by emotions.
 - The invisible puppeteer: we are often oblivious to the way emotions move us.
 - “Moral judgments are emotional, not logical – they are based on stories rather than reason. *The Righteous Mind* explores how our divergent moralities evolved, why morality is about more than just fairness, and how we can counter our natural self-righteousness to decrease political divides.” [The Righteous Mind: Why Good People Are Divided on Politics and Religion](#), Jonathan Haidt
3. Improving emotional intelligence provides multiple benefits.
 - EI strengthens your ability to harness the power of emotions and use it for good.

[Four Ways to Defeat Amygdala Hijacking](#) | [Murder Leads to Forgiveness](#)
 - EI deepens friendships, strengthens marriages and improves parenting.

“To reach the height of romance we need all the skills of a high EQ: sharp emotional awareness to avoid mistaking infatuation or lust for lasting love; acceptance to experience emotions that could harm a relationship if left to fester; and a vigilant active awareness to appraise us of what’s working and what isn’t.” [EI in Marriage and Family](#) | [Marriage and Family Wellness](#) | [Can You Read Faces?](#)
 - EI improves job performance, career advancement and business profitability.

“When companies invest in the physical and relational wellness of their workers, returns on investment can range between \$1.50 and \$6.85 for every dollar spent on

these types of programs.” [Relational Wisdom Strengthens Both Families and Businesses](#) | [EI in the Workplace](#)

- EI counteracts the seductive and corrupting effect of power.

“Subjects under the influence of power acted as if they had suffered a traumatic brain injury – becoming more impulsive, less risk-aware, and, crucially, less adept at seeing things from other people’s point of view.” [Power Causes Brain Damage](#) | [Psychology of Power](#) | [Brain Influenced by Power](#)

Corruption is not inevitable: “Discipline and keen insight served Lincoln most effectively. Lincoln’s ability to retain his emotional balance in such difficult situations was rooted in acute self-awareness and enormous capacity to dispel anxiety in constructive ways.” [Lincoln](#) | [Reagan](#) | [Mandela](#) | [7 Steps to Empathy](#)

- EI improves your ability to serve clients and lead legal teams ethically.

“Emotionally intelligent attorneys have been found to be more attuned to truth, to have better emotional coping skills, to be more creative and able to get innovative ideas acted upon ... and better understand which ethical standards are appropriate in a situation.” [ABA: How EI Makes You a Better Lawyer](#) | [EI in Ethical Leadership](#)

- EI enhances your ability to solve problems, be a peacemaker and settle lawsuits.
[Peacemaking](#) → Golden Result: people tend to treat you the way you treat them.

[3 P’s of Satisfaction](#) | [Reconciled By a Baby Moose](#) | [If Your Enemy Needs Electricity](#)

4. Relational wisdom™ is an enhanced, values-based form of emotional intelligence.

- Emotional intelligence has a “[dark side](#).” | [Machiavellian Practice of Law](#)
- Relational wisdom™ (RW) enhances emotional intelligence by incorporating an individual’s worldview and personal values, which provide motivation and a moral compass.
- [Values-based RW](#) dovetails with [all worldviews and value systems](#) (theistic, humanism, naturalism, post-modernism).
- [Faith-based RW](#) dovetails with the value system of a Christian worldview.



5. The ABA states that attorneys have a professional responsibility to help clients live out their personal moral values (which are often faith-related) and consider how their actions impact others.

“In rendering advice, a lawyer may refer not only to law but to other considerations such as moral, economic, social and political factors, that may be relevant to the client's situation.... Advice couched in narrow legal terms may be of little value to a client, especially where practical considerations, such as cost or effects on other people, are predominant. Purely technical legal advice,

“If we are to go forward, we must go back and rediscover those precious values - remembering that all reality hinges on moral foundations.” Martin Luther King, Jr.

therefore, can sometimes be inadequate. It is proper for a lawyer to refer to relevant moral and ethical considerations in giving advice. [ABA Rule of Professional Conduct 2.1: Advisor](#) | [Comment](#)

6. The ABA encourages attorneys to support clients who choose to utilize faith-based alternative dispute resolution (ADR) systems.
 - 70% of Americans embrace Islam, Judaism or Christianity, and each faith has a legally recognized ADR system ([Statistica; Mediation and Religion](#) (Louisiana Bar Journal)).
 - “All across the globe, people are passionate about religion – both their own beliefs and those of others. Religion informs people’s core values, codifies their morals, and inspires their actions. We have seen this throughout history, but we can also see it today, in people’s day-to-day lives, in how they see themselves, what they care about, and how they treat others.... Religious conflict requires attorneys to think creatively, respectfully, and judiciously to work with disputes that revolve around people’s most sensitive beliefs.” [Best Practices for Mediating Religious Conflicts](#) (American Bar Association)
 - [A Legal Analysis of Religious Arbitration](#) (Center for the Study of Law and Religion)
 - [A Stolen Baby and a \\$200M Lawsuit](#) | [The Dangers of “Good” Advocacy](#)
 - [FAQs about Faith-Based ADR](#) (Cases, Rules, Ethics, Client Benefits, Training)
7. Although your intelligence quotient (IQ) is fixed early in life, [studies](#) show that you can improve your emotional intelligence substantially through deliberate study and practice.
 - Simple acrostics help to embed improved relational skills: [SOV, GPS, READ, SERVE](#).
 - Clarify your value system and grow in relational wisdom through the course of your choice ([free scholarship here](#)):

[Exploring Relational Wisdom](#) (Values-based) [Study Guide](#)

[Discovering Relational Wisdom](#) (Faith-based) [Study Guide](#)

“Each of us brings to our job our lifetime of experience and our values.” Justice Sandra Day O’Conner

Action Steps: (1) Download this document at rw360.org/eia and **test the assertions** by reading the linked studies and articles; (2)

Obtain a scholarship code and **register for the course of your choice**; (3) Accelerate your growth in emotional intelligence by making a commitment to **meet weekly with a few colleagues** to benefit from their experience, insights and wisdom as you discuss challenging concepts and explore practical applications.