

Legal Professions Class, Spring 2012

(Professor Henderson)

Assignment for Week #3 (January 24).

During Week #3, the topic will be Chapter 2, *Groups versus Teams*, in the Course Packet. In preparation for Week #3, every student needs to complete the Career Values assignment (detailed below). During Week #3, we will only meet in class on Monday, Jan. 23. The remaining two class periods for Week #3 are available for you to meet as a Practice Group to complete the Group Charter Exercise in §2.4 of the Course Packet (also discussed below). The data from the Career Values assignment will be discussed in class on Jan. 23; it may also be useful for your Team Charter assignment.

Here is your Legal Professions to-do list for next week (Week #3):

1. Individually complete the Career Values assignment by **Friday, Jan. 20 at 4 pm**, emailing Sheila Gerber, sdgerber@indiana.edu, to confirm completion.
2. In your Practice Group, complete the Group Charter Exercise (§2.4), sending one copy of your completed work product to me, wihender@indiana.edu by **Friday, Jan. 27 at 4 pm**.
3. If you want to get ahead, start reading Chapter 3, *The Attorney Client Relationship*. Additional instructions for Week #4 will be distributed / posted next week.
4. Read all your OnCourse messages to be on the look-out for updates.

Career Values Assignment:

According to Peter Drucker, the preeminent management theorist of the 20th century, an essential part of a successful and satisfying career is identifying one's core values and seeking out professional opportunities and organizations that align with those values.¹ What are your core career values? This exercise is designed to help you answer this question. Further, it will provide you with comparative data so you understand the values shared within your Practice Group and your Legal Professions peers.

This assignment requires you to complete three point-and-click questions on an online survey tool. The assignment should take no more than 15 minutes to complete. The link to the survey tool is accessible in the Week 3 Materials folder ([Link](#)). The assignment covers the following:

- Question #1 asks you to identify your Practice Group.
- Question #2 asks you to select the TEN career values that are most important to you based upon a list of 54 career values. Career value definitions are appended to this document and stored online in the Week 3 Materials folder.
- Question #3 asks you to select the EIGHT career values that are least important to you, again based upon the same 54 career value definitions.

This assignment is anonymous. Please fill it out accordingly to your own values, not the values you think might impress or resonate with your fellow students. To safeguard your responses, I will provide a list to each Practice Group of the career values ranked by only **three or more** members of the Group.

¹ Peter F. Drucker, *Managing Oneself*, Harvard Business Review (Jan. 2005).

This information will tell you something important about what your Practice Group values – whenever possible this semester, work with these values, not against them. I will not report any list of “least important” values at the Practice Group level. For the benefit of the class, I will summarize the most and least important career values selected by the class as a whole.

Due date: This assignment must be completed by **Friday, Jan 20th at 4 pm**. For the purposes of this class, you will have completed the assignment by emailing to Sheila Gerber (sdgerber@indiana.edu) a copy of the text on the last page of the Career Values survey tool. You can access this text upon completing the three questions. This is a pass / fail assignment.

Group Charter Exercise:

This semester, your grade in Legal Professions is partially determined by the performance of your Practice Group. Since most of you care about your academic performance, you have an interest in the functioning of your Group. I suspect everyone would like to be associated with an excellent work product that was created through an efficient and collegial process. This is easier said than done.

Please complete the Group Charter assignment in §2.4 of the Course Packet. This requires the Practice Group to meet **in-person**, perhaps more than once. (Room 122 is available during class time on Tuesday, Jan. 24 and Wednesday, Jan. 25.) During your initial in-person meeting, please listen to the first 13 minutes of This American Life, “Ruining for the Rest of Us,” available online at: <http://www.thisamericanlife.org/radio-archives/episode/370/ruining-it-for-the-rest-of-us>. Before launching into the Group Charter assignment, I would encourage you to briefly discuss examples of “Bad Apples” from your prior life experience. This will reduce ambiguity around behavior that is likely to negatively affect your Group.

Despite the title of the assignment (“Group Charter Exercise”), your Group need not create a formal Charter.² Instead, you can create a working governance document that, in your Group’s collective judgment, moves your Practice Group closer to a Stage Four Team. This might include a summary of the group consensus to the questions posed in §2.4 –whatever might help your Group. The Group Charter Exercise is an investment that will pay off later in the semester. To help you focus your discussion, note that during this semester, your Practice Group has the following activities/assignments:

- Weekly Group assignments based on reading in the Course Packet and other assigned materials.
- A mid-semester Group Presentation the week of March 5th (assigned in mid-February), which will be ungraded but will include a “shadow grade” as feedback.
- A critique of this ungraded Group assignment, which may influence the shadow grade.
- The graded Final Presentation (the Week of April 9th), which is 15% of your course grade.

² In a legal sense, a “Charter” is a governance document among members or owners, such as a corporation or a homeowners association.



In putting together your working governance document, I strongly encourage you to enlist the help of your PGAs as facilitators. It is very easy to mistake lack of conflict, due to failure to openly communicate, with group consensus. The path to Stages 3 and 4 is through Stage 2—you can do this heavy lifting now or later in the semester or not at all. Ask your PGAs to serve as your reality check.

After the mid-semester Group Presentation and before spring break, we will conduct 360° peer feedback. Although this information will have no direct influence on your teamwork grade, it will provide you with a useful barometer of your individual teamwork progress and the functioning of your Group as a whole. Further, learning from this feedback will probably increase your end-of-semester teamwork score. After spring break, I will ask you to revise your working governance document based upon your peer feedback and your experience working together as a Practice Group.

Due Date: One copy of your Practice Group's working governance document (no more than 1,000 words) should be emailed to me (wihender@indiana.edu) by **Friday, January 27** at 4 pm. This is a pass / fail assignment.



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Career Values Categories

1. **ADVANCEMENT:** Be able to get ahead rapidly, gaining opportunities for growth and seniority from work well-done.
2. **ADVENTURE:** Have job duties which involve frequent risk-taking.
3. **AESTHETICS:** Be involved in studying or appreciating the beauty of things or ideas.
4. **AFFILIATION:** Be recognized as a member of a particular organization.
5. **ARTISTIC CREATIVITY:** Engage in creative work in any of several art forms.
6. **CHALLENGING PROBLEMS:** Engage continually with complex questions and demanding tasks, trouble-shooting and problem-solving as a core part of my job.
7. **CHANGE AND VARIETY:** Have work responsibilities frequently changed in content or setting.
8. **COMMUNITY:** Live in a town or city where I can meet my neighbors and become active in local politics or service projects
9. **COMPETITION:** Engage in activities which pit my abilities against others.
10. **CREATIVE EXPRESSION:** Be able to express in writing and in person my ideas concerning my job and how I might improve it; have opportunities for experimentation and innovation.
11. **CREATIVITY:** (General) Create new ideas, programs, organized structures or anything else not following a format developed by others.
12. **DIVERSITY:** Work in a setting that includes individuals of diverse religious, racial or social backgrounds.
13. **ENVIRONMENT:** Work on tasks that have a positive effect on the natural environment.
14. **EXCITEMENT:** Experience a high degree of stimulation or frequent novelty and drama on the job.
15. **EXERCISE COMPETENCE:** Demonstrate a high degree of proficiency in job skills and knowledge; show above average effectiveness.
16. **FAMILY:** Insure that the type of work I do and the hours I work fit with my family responsibilities.
17. **FAST PACE:** Work in circumstances where there is a high pace of activity and work is done rapidly.
18. **FRIENDSHIPS:** Develop close personal relationships with people as a result of work activity.
19. **FUN AND HUMOR:** Work in a setting where it is possible (and appropriate) to joke and have fun.
20. **GROUP & TEAM:** Work with a group to obtain team (rather than individual) results.
21. **HELP OTHERS:** Be involved in helping people directly, either individually or in small groups.
22. **HELP SOCIETY:** Do something to contribute to the betterment of the world.
23. **HIGH EARNINGS ANTICIPATED:** Be able to purchase essentials and the luxuries of life that I wish.
24. **HONESTY and INTEGRITY:** Work in a setting where honesty and integrity are assets.
25. **INDEPENDENCE:** Be able to determine the nature of my work without significant direction of others. Not have to follow instructions or to conform to regulations.
26. **INFLUENCE PEOPLE:** Be in a position to change attitudes or opinions of others.



27. **INTELLECTUAL STATUS:** Be regarded as very well-informed and a strong theorist, as one acknowledged "expert" in a given field.
28. **JOB TRANQUILITY:** Avoid pressure and "the rat race" in my job role and work setting.
29. **KNOWLEDGE:** Engage myself in pursuit of knowledge truth and understanding.
30. **LOCATION:** Find a place to live (town or geographic area) conducive to my lifestyle, a desirable home base for my leisure, learning and work life.
31. **MAKE DECISIONS:** Have the power to decide courses of action, policies, etc, - a judgment job.
32. **MORAL FULFILLMENT:** Feel that my work is contributing to ideals I feel are very important.
33. **PERSONAL SAFETY:** Have a high probability of being safe and healthy at work.
34. **PHYSICAL CHALLENGE:** Have a job that requires bodily strength, speed, dexterity or agility.
35. **POWER AND AUTHORITY:** Control the work activities or destinies of others.
36. **PRACTICALITY:** Be involved in work that yields a practical or useful result.
37. **PRECISION WORK:** Deal with tasks that have exact specifications, that require careful, accurate attention to detail.
38. **PROFIT, GAIN:** Have a strong likelihood of accumulating large amounts of money or other material gain through ownership, profit-sharing, commissions, merit increases, etc.
39. **PUBLIC CONTACT:** Have a lot of day-to-day contact with people.
40. **RECOGNITION:** Get positive feedback and public credit for work well done.
41. **SECURITY:** Be assured of keeping my job and a reasonable financial reward.
42. **SPIRITUALITY:** Work in a setting that is supportive of my spiritual beliefs.
43. **STABILITY:** Have a work routine and job duties that are largely predictable and not likely to change over a long period of time.
44. **STATUS:** Impress or gain the respect of friends, family and community by the nature and/or level of responsibility of my work.
45. **STEEP LEARNING CURVE:** Be presented with new, unique or difficult tasks to be quickly mastered.
46. **STRUCTURE and PREDICTABILITY:** Do work with a high level of structure and predictability.
47. **SUPERVISION:** Have a job in which I am directly responsible for work done by others.
48. **TIME FREEDOM:** Have responsibilities at which I can work according to my time schedule; no specific working hours required.
49. **TRADITION:** Be involved in work that is consistent with the social traditions in which I was brought up with.
50. **WORK ALONE:** Do projects by myself, without any amount of contact or input from others.
51. **WORK ON THE FRONTIERS OF KNOWLEDGE:** Work in research and development generating information and new ideas in the academic, scientific, or business communities.
52. **WORK UNDER PRESSURE:** Work in time-pressured circumstances, where there is little or no margin for error, or with demanding personal relationships.
53. **WORK WITH OTHERS:** Have close working relations with a group and work as a team to common goals.
54. **WORK-LIFE BALANCE:** A job that allows me adequate time for my family, hobbies and social activities.

