CONTENTS

| Dedication | ix |
|---|------|
| Foreword | XXV |
| Preface | xxix |
| CHAPTER ONE | |
| DEALING WITH CLIENTS | 1 |
| A. How to handle the first contact from a | |
| prospective client | 2 |
| 1. Complete the conflicts check. | 4 |
| 2. When to decline representation even if you have no | |
| ethical conflict. | 4 |
| 3. If there is no ethical conflict and you can handle the | |
| matter, arrange for a first meeting with the client. | 5 |
| B. How to conduct the first client meeting | 6 |
| 1. Establish rapport. | 6 |
| 2. Explain the attorney-client privilege. | 6 |
| 3. Explain the purpose of the meeting. | 7 |
| 4. Get necessary information. | 7 |
| 5. Discuss the document litigation hold requirement. | 8 |
| 6. Get a commitment. | 9 |
| 7. Discuss options. | 9 |
| 8. Don't predict. | 10 |
| 9. Discuss your fee. | 10 |
| 10. Warn your client about communicating about the case | |
| and preserving the attorney-client privilege. | 10 |
| 11. Ask for more information. | 11 |

| C. | What to do right after the first client meeting | 11 |
|------|--|----|
| | 1. If you're not taking the case, put it in writing. | 11 |
| | 2. If you decide to take the case, send a confirming letter. | 11 |
| | 3. Get help. | 12 |
| | 4. Follow through. | 12 |
| | 5. Determine the case's overall strategy and brainstorm. | 12 |
| D. | How to draft a retainer agreement | 12 |
| | 1. Reduced hourly with performance bonus. | 13 |
| | 2. Blended rate. | 14 |
| | 3. Fixed fee. | 14 |
| | 4. Contingent fee. | 15 |
| | 5. Retrospective fee based on result. | 15 |
| | 6. Straight retainer. | 16 |
| | 7. Volume discount. | 16 |
| E. | How to work collaboratively with your client | 16 |
| F. | How to deal with client expectations | 18 |
| G. | How to deal with difficult clients | 19 |
| H. | How to deliver bad news to your client | 21 |
| I. | How to prepare your client to testify in court | 22 |
| J. | How to bill clients | 24 |
| К. | What to do when you complete your representation | 26 |
| СНАР | TER TWO | |
| | ING WITH OTHERS IN YOUR | |
| | FESSIONAL LIFE | 29 |
| А. | Secretaries | 30 |
| В. | Paralegals | 31 |
| C. | Lay witnesses | 31 |
| D. | Expert witnesses | 32 |
| E. | Colleagues | 36 |
| F. | Co-counsel in other firms | 37 |
| G. | Opposing counsel | 41 |
| | Mediators and arbitrators | 45 |
| I. | Judges | 45 |
| J. | Jurors | 47 |
| 5. | J | ., |

CHAPTER THREE WRITING

| RIT | ING | 49 |
|-----|---|----|
| А. | Principles applicable to all legal writing | 49 |
| | 1. Think before you write. | 49 |
| | 2. Write for your reader. | 50 |
| | 3. Divide the writing process into discrete tasks. | 50 |
| | 4. Choose words artfully. | 50 |
| | 5. Edit. | 53 |
| | 6. Eliminate typos. | 53 |
| | 7. Write cogently. | 54 |
| В. | E-mails | 55 |
| | 1. How to manage your e-mails. | 55 |
| | 2. When not to send an e-mail. | 56 |
| | 3. How to draft e-mails. | 59 |
| | 4. How to use proper e-mail etiquette. | 61 |
| | 5. How to avoid inadvertent waiver of the attorney-client | |
| | privilege when e-mailing. | 62 |
| | 6. How to organize and save e-mails. | 63 |
| C. | Letters | 64 |
| | 1. General correspondence. | 64 |
| | 2. Nonengagement letters. | 66 |
| | 3. Engagement letters. | 66 |
| | 4. Completed-engagement letters. | 67 |
| | 5. Opinion letters. | 67 |
| | 6. Auditor letters. | 67 |
| D. | Internal memos | 68 |
| E. | Complaints | 70 |
| F. | Motions and memos supporting and opposing motions | 74 |
| G. | Answers and affirmative defenses | 78 |
| H. | Counterclaims, crossclaims, and third-party claims | 80 |
| I. | Jury instructions | 83 |
| J. | Appellate court briefs | 84 |
| K. | Settlement agreements | 85 |

CHAPTER FOUR DISCOVERY

| SCC | DVERY | 95 |
|-----|---|-----|
| А. | Purpose and scope of federal discovery rules | 95 |
| B. | Most recent amendments to federal discovery rules | 96 |
| | Compliance with Rules 16 and 26(f) | 98 |
| D. | Overview of what's in your discovery toolbox | 103 |
| E. | Interrogatories | 103 |
| F. | Document requests | 108 |
| G. | Requests for admissions | 110 |
| H. | E-discovery | 112 |
| | 1. Importance of ESI in discovery. | 112 |
| | 2. Your duties regarding ESI. | 113 |
| | 3. Early resolution of ESI issues. | 116 |
| | 4. How to obtain ESI from the opposing party. | 117 |
| | 5. How to disclose ESI to the opposing party. | 119 |
| | 6. Cost allocation regarding ESI production. | 120 |
| | 7. Retrieval of privileged ESI inadvertently produced. | 121 |
| | 8. Sanctions related to ESI. | 122 |
| | 9. Computer forensics regarding ESI. | 125 |
| | 10. The Sedona Principles. | 126 |
| I. | Informal discovery | 129 |
| J. | Depositions | 130 |
| | 1. The advantages and disadvantages of taking a deposition. | 130 |
| | 2. When to take a deposition. | 131 |
| | 3. How many depositions you can take and how long each | |
| | deposition can be. | 132 |
| | 4. How to notice a deposition. | 132 |
| | 5. Where you can take a deposition. | 133 |
| | 6. How to prepare to take a deposition. | 133 |
| | 7. How to prepare your client for his or her deposition. | 134 |
| | 8. The procedure at a deposition. | 138 |
| | 9. How to take a deposition. | 139 |
| | 10. How to use the funnel method when taking a deposition. | 143 |
| | Top of the funnel. | 144 |
| | Middle of the funnel. | 145 |
| | Bottom of the funnel. | 145 |
| | Example of use of the funnel method. | 146 |

| | 11. How to defend the deposition of your client. | 148 |
|------|---|-------|
| | 12. When to ask questions of your own client at a deposition. | 151 |
| | 13. How to take and defend depositions of experts. | 152 |
| | 14. The form of transcript you should order. | 153 |
| | 15. What you should do after getting the transcript. | 154 |
| | 16. How to use deposition transcripts before trial. | 154 |
| | 17. How to use deposition transcripts at trial. | 155 |
| | 18. What you need to know about video depositions. | 157 |
| | 19. How to compel attendance at a deposition and | |
| | compel answers of an appearing deponent. | 158 |
| | 20. How to get a protective order limiting the conduct | |
| | of a deposition. | 160 |
| СНАР | PTER FIVE | |
| ALTE | RNATIVE DISPUTE RESOLUTION | 165 |
| А. | Negotiation | 165 |
| | 1. How to deal with the stresses of negotiating. | 165 |
| | 2. When to negotiate. | 166 |
| | 3. Benefits of making the first offer. | 167 |
| | 4. Modes of negotiation. | 168 |
| | 5. Negotiation strategies. | 169 |
| | 6. Negotiation ethics. | 172 |
| | Communications with your client and | |
| | settlement authority. | 172 |
| | Representation of multiple clients in settlement | |
| | negotiations. | 174 |
| | Representing an organization in settlement | |
| | negotiations. | 176 |
| | Prohibition of settlement terms limiting a | . – – |
| | lawyer's practice of law. | 177 |
| | Your obligation to be truthful in settlement | |
| | negotiations. | 177 |
| | 7. Confidentiality issues in negotiation. | 180 |
| | 8. What to do if negotiation is successful. | 182 |
| | 9. What to do if negotiation is unsuccessful. | 183 |
| В. | | 183 |
| | 1. Whether and when to mediate. | 183 |
| | 2. How to select a mediator. | 185 |

| 3. How to prepare for mediation. | 186 |
|---|-----|
| 4. Strategies for mediation. | 189 |
| 5. How to get past impasse. | 190 |
| Challenge perceived BATNA. | 191 |
| Challenge perceived WATNA. | 191 |
| Focus on nonmonetary factors. | 191 |
| Change the players. | 192 |
| Change the venue. | 192 |
| Ask "What if?" | 192 |
| Cut to the chase. | 192 |
| Accept the "double-blind" proposal. | 193 |
| Take a break. | 193 |
| Resume another day. | 193 |
| 6. What to do if the mediation is successful. | 193 |
| 7. What to do if the mediation is not successful. | 194 |
| 8. A few words from Abraham Lincoln. | 194 |
| C. Arbitration | 195 |
| 1. Advantages and disadvantages of arbitration. | 196 |
| 2. How to review an arbitration clause. | 197 |
| Conditions precedent to arbitration. | 197 |
| Scope of the arbitrator's authority. | 198 |
| Unique arbitration clause. | 199 |
| 3. How to deal with the issue of arbitrability. | 199 |
| 4. How to avoid inadvertent waiver of the right | |
| to arbitrate. | 200 |
| 5. How to select an arbitrator. | 200 |
| 6. How to commence an arbitration proceeding. | 204 |
| 7. How to deal with statute of limitations issues. | 204 |
| 8. How to prepare for the preliminary hearing. | 205 |
| 9. How to proceed with pre-hearing discovery. | 207 |
| 10. How to prepare for the arbitration hearing. | 208 |
| 11. How to determine what is admissible at the | |
| arbitration hearing. | 208 |
| 12. How to make your presentation at the arbitration | |
| hearing more persuasive. | 209 |
| 13. What to submit to the arbitrator after the hearing. | 210 |
| 14. What remedies you can seek in arbitration. | 210 |

| 15. How to protect the confidentiality of arbitration. | 212 |
|--|------|
| 16. What to do after the arbitrator renders an award. | 212 |
| 17. When the Federal Arbitration Act applies. | 213 |
| CHAPTER SIX | |
| COURT APPEARANCES | 219 |
| A. Oral presentations | 219 |
| 1. How to prepare for argument of pretrial motions. | 219 |
| 2. How to answer judges' questions at oral argument | |
| of pretrial motions. | 223 |
| Why judges ask questions. | 223 |
| How to listen to judges' questions. | 223 |
| How to answer judges' questions. | 224 |
| How to answer hypothetical questions. | 225 |
| What to do if you get an unexpected question | |
| or a question to which you don't know | |
| the answer. | 225 |
| 3. How to prepare for and make opening statements to | |
| the jury. | 226 |
| What you should do when making an opening | |
| statement. | 226 |
| What you should not do when making an | |
| opening statement. | 228 |
| How to prepare for your opening statement. | 228 |
| 4. How to prepare for and make closing arguments | |
| to the jury. | 232 |
| Prepare for closing argument. | 233 |
| Determine the sequence of the points you will | |
| make in closing argument. | 234 |
| Determine the content of the points you will | 22.4 |
| make in closing argument. | 234 |
| Determine your choice of words. | 234 |
| Use effective body language. | 235 |
| What to avoid. | 235 |
| Miscellaneous tips. | 236 |
| 5. How to prepare for and make appellate court | 22.4 |
| arguments. | 236 |

| Prepare for oral argument by knowing | |
|---|--|
| | |
| | |
| | 237 |
| 6 1 | |
| | 238 |
| | 242 |
| - | 242 |
| | |
| | 243 |
| | |
| the trial. | 243 |
| 4. Stipulate to admission of documents as full exhibits. | 245 |
| 5. File motions in limine on key evidentiary issues. | 245 |
| 6. Prepare a trial notebook. | 246 |
| 7. File a pretrial memo, even if not required by the | |
| pretrial order. | 246 |
| 8. Select as few witnesses as you need and present them | |
| in a logical order. | 246 |
| 9. Prepare your witnesses to avoid surprises in | |
| the courtroom. | 247 |
| 10. Ask direct examination questions to get to point B | |
| efficiently and effectively. | 248 |
| 11. Use exhibits to get to point B efficiently and effectively. | 250 |
| 12. If the judge excludes your evidence, consider | |
| making an offer of proof. | 252 |
| 13. Select an expert who has the required background | |
| and experience. | 252 |
| 14. Miscellaneous tips. | 253 |
| 15. Adjust all this advice for a jury trial. | 254 |
| 16. Make the most of your theme. | 256 |
| 17. How to deal with settlement shortly before or | |
| during trial. | 258 |
| An effective defendant's commercial case | 260 |
| 1. Choose a compelling countertheme. | 261 |
| 2. Draft your answer, affirmative defenses, counterclaims, | |
| crossclaims and third-party claims to be consistent | |
| with your countertheme. | 261 |
| | Choose a compelling theme. Draft your complaint so it is consistent with your theme. Conduct discovery to get admissions and streamline the trial. Stipulate to admission of documents as full exhibits. File motions in limine on key evidentiary issues. Prepare a trial notebook. File a pretrial memo, even if not required by the pretrial order. Select as few witnesses as you need and present them in a logical order. Prepare your witnesses to avoid surprises in the courtroom. Ask direct examination questions to get to point B efficiently and effectively. Use exhibits to get to point B efficiently and effectively. If the judge excludes your evidence, consider making an offer of proof. Select an expert who has the required background and experience. Miscellaneous tips. Adjust all this advice for a jury trial. Make the most of your theme. How to deal with settlement shortly before or during trial. An effective defendant's commercial case Choose a compelling countertheme. Draft your answer, affirmative defenses, counterclaims, crossclaims and third-party claims to be consistent |

| 3. File a pretrial memo that does more than just | |
|--|-----|
| refute plaintiff's theme. | 262 |
| 4. Take limited notes as plaintiff's witnesses testify. | 263 |
| 5. Keep testimony of plaintiff's witnesses and exhibits | |
| out of the record to the extent you can. | 264 |
| How to protect the record before trial. | 264 |
| How to object to testimony and exhibits | |
| during trial. | 265 |
| 6. Object strategically to questions on direct. | 268 |
| 7. Object strategically to plaintiff's exhibits. | 270 |
| 8. Keep out expert testimony. | 271 |
| FRE 702 and 703. | 271 |
| Key cases. | 271 |
| Burden of proof. | 272 |
| Relevance issue. | 272 |
| Exclusion of expert testimony even when relevant. | 272 |
| Reliability issue. | 273 |
| Expert testimony that is only on general | |
| principle. | 274 |
| Expert's reliance on hearsay. | 275 |
| Appellate review. | 275 |
| 9. Conduct an effective cross-examination. | 275 |
| 10. Impeach on cross-examination effectively. | 277 |
| 11. Use plaintiff's exhibits against plaintiff. | 278 |
| 12. When plaintiff rests, consider filing a motion for | |
| judgment as a matter of law. | 279 |
| 13. Adjust your strategy when plaintiff rests. | 279 |
| 14. Limit plaintiff's rebuttal and consider surrebuttal. | 280 |
| 15. Preserve issues for appeal. | 281 |
| 16. Miscellaneous tips. | 282 |
| 17. Adjust all of this advice for a jury trial. | 283 |
| CHAPTER SEVEN | |
| SUCCEEDING IN YOUR PRACTICE AND IN YOUR LIFE | 289 |
| A. The art of persuasion | 289 |
| 1. Source credibility. | 289 |
| 2. Substance of message. | 291 |

3. Appeal to emotion. 297

| Dealing with ethical issues | 298 |
|--|--|
| 1. Make sure you have the competence before | |
| undertaking a representation (Rule 1.1). | 300 |
| 2. Get your client's authority and communicate with | |
| your client as required by the ethical rules | |
| (Rules 1.2, 1.4, and 1.6). | 300 |
| 3. Avoid conflicts of interest with current clients | |
| (Rules 1.7, 1.8, and 1.10). | 302 |
| 4. Avoid conflicts of interest with former clients | |
| (Rules 1.9 and 1.10). | 304 |
| 5. Comply with the ethical rules when you represent | |
| an organization (Rule 1.13). | 305 |
| 6. Comply with the ethical rules when you decline or | |
| terminate representation of a client (Rule 1.16). | 307 |
| 7. Know your ethical obligations if you discuss a matter | |
| with a prospective client (Rule 1.18). | 308 |
| 8. Comply with the ethical requirement regarding | |
| meritorious claims and contentions (Rule 3.1). | 308 |
| 9. Comply with the ethical requirement of candor to | |
| the tribunal (Rule 3.3). | 309 |
| 10. Comply with the ethical requirement of fairness | |
| to the opposing party and counsel (Rule 3.4). | 313 |
| 11. Be truthful in your statements to others (Rule 4.1). | 314 |
| 12. Comply with the ethical rules when dealing with | |
| opposing parties who are represented by counsel | |
| and those not represented by counsel | |
| (Rules 4.2 and 4.3). | 315 |
| 13. Know and comply with all applicable ethical rules. | 317 |
| Marketing your litigation practice | 318 |
| | |
| | 319 |
| | 321 |
| 6 | 322 |
| 4. How to cultivate relationships with clients and | |
| referral sources. | 322 |
| | 324 |
| | |
| your practice. | 325 |
| | Make sure you have the competence before undertaking a representation (Rule 1.1). Get your client's authority and communicate with your client as required by the ethical rules (Rules 1.2, 1.4, and 1.6). Avoid conflicts of interest with current clients (Rules 1.7, 1.8, and 1.10). Avoid conflicts of interest with former clients (Rules 1.9 and 1.10). Comply with the ethical rules when you represent an organization (Rule 1.13). Comply with the ethical rules when you decline or terminate representation of a client (Rule 1.16). Know your ethical obligations if you discuss a matter with a prospective client (Rule 1.18). Comply with the ethical requirement regarding meritorious claims and contentions (Rule 3.1). Comply with the ethical requirement of fairness to the opposing party and counsel (Rule 3.4). Be truthful in your statements to others (Rule 4.1). Comply with the ethical rules when dealing with opposing parties who are represented by counsel and those not represented by counsel (Rules 4.2 and 4.3). Know and comply with all applicable ethical rules. Marketing your litigation practice How to create a niche you can market. How to create a plan to market your practice. How to cultivate relationships with clients and referral sources. How to develop in-person networking skills. How to make the most of social media to market |

| 7. How to draft and publish articles to market | |
|---|---------|
| your practice. | 328 |
| 8. How to cross-sell to benefit yourself and other la | iwyers |
| in your firm. | 329 |
| D. Coping with stress | 331 |
| 1. Take good care of your body. | 332 |
| Eat right. | 332 |
| Exercise right. | 334 |
| Sleep right. | 336 |
| 2. Create and nurture your support system. | 339 |
| Make time for family and friends. | 339 |
| Advise family of trial demands. | 340 |
| Make time for yourself. | 340 |
| Take fulfilling vacations. | 340 |
| Vary your routine. | 341 |
| Expand your horizons. | 342 |
| Create oases. | 342 |
| 3. Work smarter. | 342 |
| Keep a current to-do list. | 342 |
| Plan a realistic work schedule. | 342 |
| Don't multitask. | 343 |
| Divide large tasks into chunks. | 343 |
| Establish realistic expectations. | 343 |
| Don't beat yourself up when you make mi | stakes, |
| but do learn from them. | 344 |
| Don't internalize your case. | 345 |
| Don't put off the worst until last. | 345 |
| Be organized and focused. | 346 |
| Complete tasks on time. | 346 |
| Be prepared. | 347 |
| Plan ahead. | 348 |
| Review all files regularly. | 348 |
| Work less. | 348 |
| 4. Take advantage of teamwork. | 349 |
| Get help with work when needed. | 349 |
| Keep your client informed. | 349 |
| Cultivate staff relationships. | 349 |
| Seek feedback. | 349 |

| | 5. Benefit from safety valves. | 350 |
|--------------|---|-----|
| | Expect the unexpected. | 350 |
| | Discuss your feelings. | 350 |
| | Listen to your body. | 351 |
| | Have fun. | 351 |
| | Evaluate professional satisfaction. | 351 |
| | 6. Navigate up the flow channel to advance your career. | 352 |
| | 7. Aspire to achieve holistic success. | 354 |
| Е. | Essentials for success | 356 |
| APPEN | NDIX A | |
| ETHIC | S PROBLEMS | 359 |
| 1. | Are These Conversations Forbidden? | 359 |
| 2. | How Do You Deal with What Really <i>Did</i> Happen | |
| | in the Car? | 361 |
| 3. | How Do You Solve This Joint Defense Dilemma? | 362 |
| 4. | How Far Does the Attorney-Client | |
| | Privilege Reach? | 364 |
| 5. | Is a Settlement Discussion Between Parties | |
| | Always Ethical? | 365 |
| 6. | Is This an Ethical Negotiation Tactic? | 366 |
| 7. | How Do You Deal with a Last-Minute Conflict? | 367 |
| 8. | How Do You Deal with This Deposition Crisis? | 368 |
| 9. | When Can You Get Out of a Case? | 369 |
| 10. | Why Contact the Passive Shareholder? | 370 |
| | Is Your E-mail Blast Ethical? | 371 |
| 12. | Which Conversations Are Ethical? | 372 |
| 13. | How Should You Handle This Blown Statute | |
| | of Limitations? | 373 |
| 14. | Is This Surreptitious Recording Ethical and | |
| | Admissible? | 374 |
| 15. | When Is It Permissible to Lie? | 376 |

| APPENDIX B SUGGESTIONS FOR FURTHER READING | |
|--|-----|
| & VIEWING | 379 |
| 1. Suggested Reading | 379 |
| 2. Suggested Movies | 386 |
| TABLE I FEDERAL RULES OF CIVIL PROCEDURE | 391 |
| TABLE II FEDERAL RULES OF EVIDENCE | 394 |
| TABLE III MODEL RULES OF PROFESSIONAL CONDUCT | 395 |
| TABLE IV AMERICAN ARBITRATION ASSOCIATION | |
| COMMERCIAL ARBITRATION RULES | 397 |
| PRACTICE CHECKLIST | 399 |
| PERMISSIONS | 423 |
| ABOUT THE AUTHOR | 425 |
| INDEX | 429 |