Aligning Your Legal Career With Your Values:
Promoting Well-being, Engagement and Organizational Health

Marlo Lyons

J.D., Career, Executive and Team Coach

Marlo Lyons Coaching
Because Life Isn't Linear

© Marlo Lyons Coaching LLC 2024

Introduction

















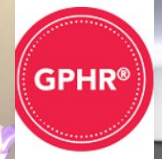






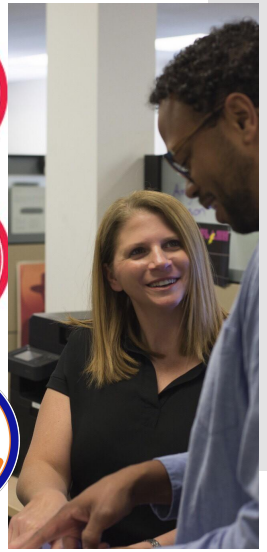






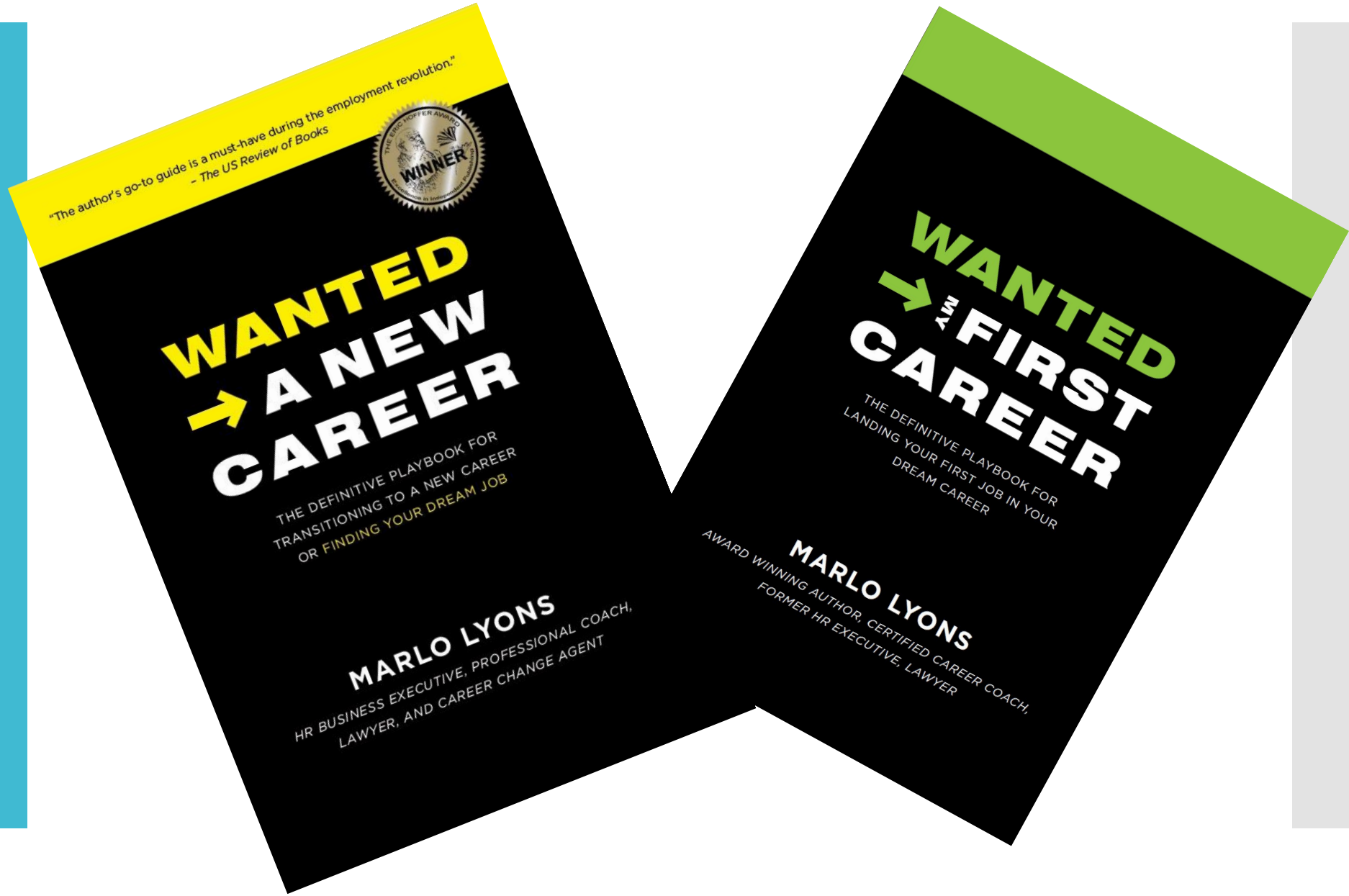






© Marlo Lyons Coaching LLC 2024

Introduction



© Marlo Lyons Coaching LLC 2024

What do you want?

> “What do you want? This is a deceptively simple question. It can be much more difficult than we realize to give ourselves permission to know and listen to ourselves, to align ourselves with our desires.”

- Dr. Edith Egar, Holocaust Survivor
From *The Choice: Embrace the Possible*

© Marlo Lyons Coaching LLC 2024

Objectives

- Understand how to identify and define your values to find fulfillment
- Learn how to proactively address stress, and dissatisfaction with your environment or co-workers attributed to values misalignments
- Learn strategies for effectively communicating values, overcoming resistance, and creating a values driven work environment
- Understand how to sustain a values driven work environment for individual well-being and engagement, promoting organizational health and fulfillment in legal careers

© Marlo Lyons Coaching LLC 2024

Job satisfaction

68%

satisfied or very satisfied with their job

15%

work more than 60 hours per week

27%

Work 51-60 hours a week

17%

Planned to take one week or less vacation this year

- ABA Journal

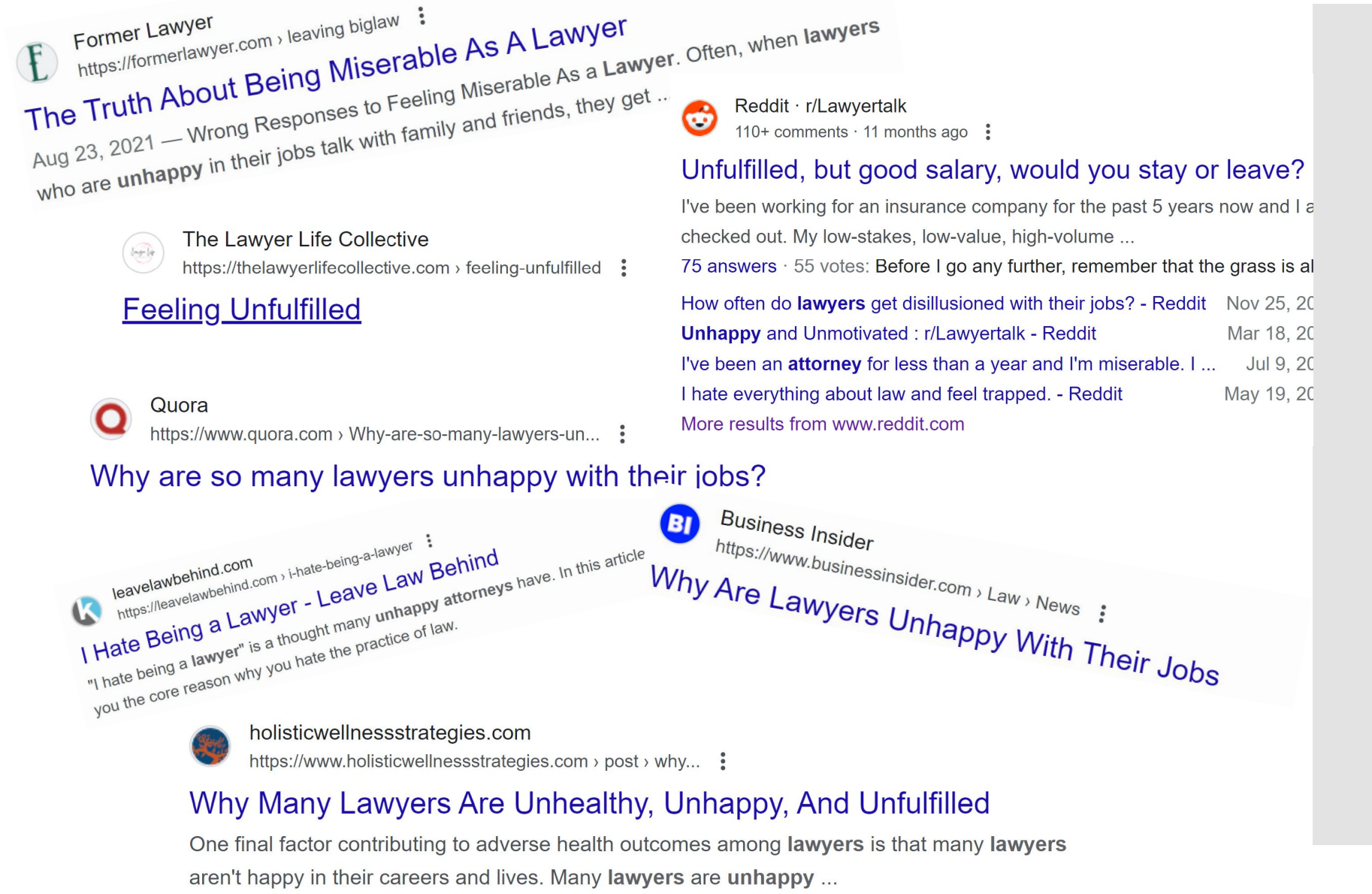
© Marlo Lyons Coaching LLC 2024

Job satisfaction

Survey questions	Female	Male
Work life balance decreased in past year?	31%	18%
Advancement opportunities?	28%	35%
Feel stress all or most of the time?	46%	28%

© Marlo Lyons Coaching LLC 2024

Job satisfaction



© Marlo Lyons Coaching LLC 2024

Satisfaction v. Fulfillment

Satisfaction

Meeting of expectations, needs, and desires

Immediate and may be temporary

Fulfillment

Deep sense of purpose or meaning with alignment to your values, passions and aspirations

Long lasting

© Marlo Lyons Coaching LLC 2024

Life and work fulfillment

> “As you live your values, your sense of identity, integrity, control and inner-directedness will infuse you with both exhilaration and peace.”
>
> - Steven Covey, Educator, author

If your values are fulfilled,
you will feel fulfilled.

© Marlo Lyons Coaching LLC 2024

What are values?

Values Definition: "a person's principles or standards of behavior; one's judgment of what is important in life."

- Core of your authentic self
- Gives you sense of purpose and meaning
- Drives your personality
- Foundation of how you lead your life
- Help you understand who you are

© Marlo Lyons Coaching LLC 2024

Identifying your values

© Marlo Lyons Coaching LLC 2024

Step 1: Identify your values

Ask yourself three questions:

1. What kind of work do I enjoy doing? / What kind of activities give me energy?

2. What kind of work and home environment is important to me?

3. What kind of interactions do I want to have at work and in my life?

Guidelines:

- No wrong answers.
- Choose authentic values.
  - E.g. Watching TV v. Learning v. Learning about genealogy
- If you can only think of the negative – reverse for the value:
  - E.g.: "I hate being in an office with politics"
    - Value: an apolitical office
  - E.g.: "I hate working alone"
    - Value: collaboration or teamwork

© Marlo Lyons Coaching LLC 2024

Step 1: Identify your values examples

What kind of work do I enjoy doing / What kind of activities give me energy?

- I love researching and digging to find the case that positively impacts my clients.
- I feel a rush when working on challenging cases.
- I enjoy cooking, woodworking, gardening.
- I need to have direction and a goal (spinning on what I should be doing depletes my energy).
- I enjoy hiking in nature.
- I like to organize my desk, work, car, home.
- I need meaningful work that makes an impact.
- I enjoy having meaningful conversations with people about deep topics like world peace, sustainability, and ethics.
- I love watching sunrises and sunsets.

© Marlo Lyons Coaching LLC 2024

Step 1: Identify your values examples

What kind of work and home environment is important to me?

- Quiet / Low Stress where people aren't gossiping
- Small – under 500 people at work
- I like to know what is happening at the top of the company
- Work from home more than in an office
- Flexibility to be where I need to be, when I need to be there (e.g. kids sports games)
- eaceful at home where everyone enjoys each other's company
- Everyone is mentally present when together at home (not on electronics)
- I want to have dinner with my kids

What kind of interactions do I want to have at work and in my life?

- Supportive boss who recognizes my work and goal achievement
- Working solo versus in a group
- Transparent and direct communication at home and work
- In my life, I want people who help me learn about myself

© Marlo Lyons Coaching LLC 2024

Step 2: Define your values

Create a stream of thought divided by "/ "

- What does this value mean to me?
- Why is this value so important to me?
- When this value is being fulfilled, how do I feel?
- How do I feel when this value isn't fulfilled?
- What energy do I get from this value?

© Marlo Lyons Coaching LLC 2024

Step 2: Define your values

Stream of thought:

Flexibility: *What does this value mean to me?* working remotely / being able to manage the kids' schedules / going to my son's soccer games in the afternoon /saving money not paying for aftercare at daycare / *Why is this value so important to me?* / having time to manage my life at home and work / not feeling guilty when I need to go to a doctor's appointment in the middle of the day / leaving the office early if I am done for the day because I just hate wasting time just sitting there for no reason / I want to control my time / I want to feel trusted I know how to spend my time / *When this value is being fulfilled, how do I feel?* / I feel less stressed when I have a flexible work schedule / I feel like I have more control over my days / *How do I feel when this value isn't fulfilled?* / When I don't have flexibility, I am much more stressed / I feel like there is a lack of trust without flexibility / Without flexibility it feels like someone controls me versus me being in control of myself and my schedule and that adds more stress to my day so it's about who controls my schedule and I want to be in control / *What energy do I get from this value?* / I have so much more energy when I have a flexible schedule because if I am fresh in the morning, I can start earlier than 8 am or work later than 5pm / I feel very safe having true control over my calendar and not like anyone is looking for me

© Marlo Lyons Coaching LLC 2024

Step 2: Define your values

Pick one word, sentence, concept, phrase between the "/ " that resonates the most for you as what that value means to you or why it's so important to you.

© Marlo Lyons Coaching LLC 2024

Step 2: Define your values

Stream of thought:

Flexibility: *What does this value mean to me?* working remotely / being able to manage the kids' schedules / going to my son's soccer games in the afternoon /saving money not paying for aftercare at daycare / *Why is this value so important to me?* / having time to manage my life at home and work / not feeling guilty when I need to go to a doctor's appointment in the middle of the day / leaving the office early if I am done for the day because I just hate wasting time just sitting there for no reason / I want to control my time / I want to feel trusted I know how to spend my time / *When this value is being fulfilled, how do I feel?* / I feel less stressed when I have a flexible work schedule / I feel like I have more control over my days / *How do I feel when this value isn't fulfilled?* / When I don't have flexibility, I am much more stressed / I feel like there is a lack of trust without flexibility / Without flexibility it feels like someone controls me versus me being in control of myself and my schedule and that adds more stress to my day so it's about who controls my schedule and I want to be in control / *What energy do I get from this value?* / I have so much more energy when I have a flexible schedule because if I am fresh in the morning, I can start earlier than 8 am or work later than 5pm / I feel very safe having true control over my calendar and not like anyone is looking for me

© Marlo Lyons Coaching LLC 2024

Step 3: Rank your values

Rank values based on whether you have them in your work or life based on the scale below:

5 - The value is honored and fulfilled all day every day in my job/life.

4 – The value is honored or fulfilled most of the time in my job/life.

3 – The value is honored of fulfilled, but inconsistently in my job/life.

2 – The value is often not honored or fulfilled in my job/life.

1 – The value is never honored or fulfilled in my job/life.

If your values are fulfilled,
you will feel fulfilled.

© Marlo Lyons Coaching LLC 2024

Values alignment

© Marlo Lyons Coaching LLC 2024

Living your values

- Set boundaries
- Prioritize your values
- Make decisions based on your values
- Create a values-based action plan
- Find an accountability partner
- Reflect often
- Adapt/Evolve
- Self care / compassion
- Celebrate successes

© Marlo Lyons Coaching LLC 2024

Communicating values

1. Communicate values clearly and transparently
2. Discuss the top three values you need fulfilled daily
3. Demonstrate proper tone
4. Show value to the company
5. Use language such as “I” and “my”
6. Overcome resistance with curiosity
7. Continue transparent conversation

© Marlo Lyons Coaching LLC 2024

Case studies

© Marlo Lyons Coaching LLC 2024

Case study 1

- Lawyer oversees a practice area in a national law firm
- She has been at this firm for 6 years and is up for partnership
- She has been a lawyer for more than 20 years and has worked at a small and medium firm prior to this position
- Raising 2 pre-teens with her husband
- Spend her “spare” time hiking, biking and trying to become healthier physically



© Marlo Lyons Coaching LLC 2024

Case Study 1: Defined values

Making an Impact = Having a positive and lasting impact on my clients where they feel well taken care of

Connection = Deeply understanding people and finding commonality with them in some aspect of our lives

Family = Spending quality time with my husband and children when my phone isn't ringing and I'm not stressed on deadline

Mentoring = Knowing I helped an early-career lawyer feel a little more confident, heard, and/or helping them have a different perspective

Progress = Feeling like I am making continual progress on my goals even if I never hit perfection

Writing = Writing briefs not just with legalese but briefs that tell a story

Leadership = Bringing subject matter expertise to the conversation and being heard

Collaboration = Working in an environment where everyone is out to help others and not just out for themselves

© Marlo Lyons Coaching LLC 2024

Case Study 1: Defined values

(5) Making an Impact = Having a positive and lasting impact on my clients where they feel well taken care of

(4) Connection = Deeply understanding people and finding commonality with them in some aspect of our lives

(2) Flexibility = Being able to get to my kids' events and not feel guilty for leaving the office mid-da or not answering my phone or emails on non-urgent matters on the weekends

(2) Mentoring = Knowing I helped an early-career lawyer feel a little more confident, heard, and/or helping them have a different perspective

(2) Progress = Feeling like I am making continual progress on my goals even if I never hit perfection

(5) Writing = Writing briefs not just with legalese but briefs that tell a story

(4) Leadership = Bringing subject matter expertise to the conversation and being heard

(3) Collaboration = Working in an environment where everyone is out to help others and not just out for themselves

© Marlo Lyons Coaching LLC 2024

Case Study 1: Aligning career to values

(3) Collaboration = Working in an environment where everyone is out to help others and not just out for themselves	Set boundaries; prioritize value over being everything to everyone.
(2) Flexibility = Being able to get to my kids' events and not feel guilty for leaving the office mid-day or not answering my phone or emails on non-urgent matters on the weekends	Set boundaries through communication
(2) Mentoring = Knowing I helped an early-career lawyer feel a little more confident, heard, and/or helping them have a different perspective	Speaking at intern events; influencing change in mentor policy
(2) Progress = Feeling like I am making continual progress on my goals even if I never hit perfection	Be accountable to exercise 4x a week; Prioritize being more present with her children during homework; Celebrate successes

© Marlo Lyons Coaching LLC 2024

Case study 2

- Well respected corporate attorney; Partner large firm
- Attorney for 25+ years
- Dream home; Vacation home
- Four adult and nearly grown children and wife
- Has been to therapy and very self aware



© Marlo Lyons Coaching LLC 2024

Case study 2: Defined values

Music = Playing music in public and feeling the rush when the crowd loves it

Relationships = need to have deep relationships with people where we talk about more than small talk

Flexibility = want to get to my son's baseball games and my daughter's concerts while working and not feel guilty

Solving Problems = solving problems for clients and feeling valued in their eyes

Art = whether I'm painting or viewing original art, I like anything creative that gives me an emotional pang.

Negotiating = collaborating with the other side of the table to find consensus and locking in something you are passionate about

Challenges = I'm a competitive person in sports and whether running or at work I need a challenge to keep me engaged and hate being bored because it's unsettling

Working with hands = it's engaging and sensory for me – whether woodworking or hanging a picture or painting – it requires focus and dexterity and attention to the task you are trying to complete and that brings me peace and calm

Impact = doing something meaningful and purposeful that impacts humans directly and not just the bottom line of a company

© Marlo Lyons Coaching LLC 2024

Case study 2: Defined values

(1) Music = playing music in public and feeling the rush when the crowd loves it

(3) Relationships = need to have deep relationships with people where we talk about more than small talk

(2) Flexibility = want to get to my son's baseball games and my daughter's concerts while working and not feeling guilty

(5) Solving Problems = solving problems for clients and feeling valued in their eyes

(1) Art = whether I'm painting or viewing original art, I like anything creative that gives me an emotional pang

(3) Negotiating = collaborating with the other side of the table to find consensus and locking in something you are passionate about

(2) Challenges = I'm a competitive person in sports and whether running or at work I need a challenge to keep me engaged and hate being bored because it's unsettling

(2) Working with hands = it's engaging and sensory for me – whether woodworking or hanging a picture or painting – it requires focus and dexterity and attention to the task you are trying to complete and that brings me peace and calm

(3) Impact = doing something meaningful and purposeful that impacts humans directly and not just the bottom line of a company

© Marlo Lyons Coaching LLC 2024

Case Study 2: Aligning career and life to values

(3) Relationships = need to have deep relationships with people where we talk about more than small talk	Prioritize conversation for connection over work
(3) Impact = doing something meaningful and purposeful that impacts humans directly and not just the bottom line of a company	Reflection on success; determine if change in desirable; find impact in another area of life
(3) Negotiating = collaborating with the other side of the table to find consensus and locking in something you are passionate about	Sit in on negotiations in different practice areas to see other techniques
(2) Flexibility = want to get to my son's baseball games and my daughter's concerts while working and not feeling guilty	Prioritize value and set boundaries
(2) Challenges = I'm a competitive person in sports and whether running or at work I need a challenge to keep me engaged and hate being bored because it's unsettling	Work on a case that is not his subject matter expertise; Run first marathon

© Marlo Lyons Coaching LLC 2024

Case Study 2: Aligning career and life to values

(2) Working with hands = it's engaging and sensory for me – whether woodworking or hanging a picture or painting – it requires focus and dexterity and attention to the task you are trying to complete and that brings me peace and calm	Two weekends a month; prioritize a home project; celebrate successes
(1) Music = playing music in public and feeling the rush when the crowd loves it	Reflect on why he has not found a new band or people to play with; maybe find a new band
(1) Art = whether I'm painting or viewing original art, I like anything creative that gives me an emotional pang	Prioritize art openings; Communicate with wife; consider painting as a home project

© Marlo Lyons Coaching LLC 2024

Case study 3

- Associate at a medium size firm
- Attorney for 5 years
- Exhausted, burned out, stressed all the time
- Increased anxiety
- Minimal social life
- Too tired to exercise leading to unhealthy lifestyle
- Hates her job



© Marlo Lyons Coaching LLC 2024

Case study 3: Defined values

Organization – I love organizing things, whether it's my desk, closet, house, or even case files and I really feel good when everything is in its proper place

Help people– I like to listen to others and help them solve their problems or come to the realization on how they can solve their problems

Work/Life balance – I want to work hard when I am working but not be so tired that I can't do anything else

Meeting new people – I love meeting new people and always want to go deeper on their lives, their likes and dislikes because people's stories fascinate me and give me energy

Exercise – I use the gym as a social playground to meet new people and also feel like I'm doing something healthy for myself and that makes me feel good inside and out

Consumer behavior – I am fascinated by why people buy what they buy, what drives them to a certain brand and how people connect to certain brands

Travel – I love to meet new people in other cultures and learn how they live and what is important to them in their lives – it just makes me realize how big this world is and it puts my world in perspective

© Marlo Lyons Coaching LLC 2024

Case study 3: Defined values

(4) Organization – I love organizing things, whether it's my desk, closet, house, or even case files and I really feel good when everything is in its proper place

(2) Help people– I like to listen to others and help them solve their problems or come to the realization on how they can solve their problems

(1) Work/Life balance – I want to work hard when I am working but not be so tired that I can't do anything else

(3) Meeting new people – I love meeting new people and always want to go deeper on their lives, their likes and dislikes because people's stories fascinate me and give me energy

(1) Exercise – I use the gym as a social playground to meet new people and also feel like I'm doing something healthy for myself and that makes me feel good inside and out

(1) Consumer behavior – I am fascinated by why people buy what they buy, what drives them to a certain brand and how people connect to certain brands and I am constantly learning about why humans behave the way they do

(1) Travel – I love to meet new people in other cultures and learn how they live and what is important to them in their lives – it just makes me realize how big this world is and it puts my world in perspective

© Marlo Lyons Coaching LLC 2024

Case Study 3: Aligning career and life to values

(3) Meeting new people – I love meeting new people and always want to go deeper on their lives, their likes and dislikes because people's stories fascinate me and give me energy

Meet new people during her career exploration

(1) Work/Life balance – I want to work hard when I am working but not be so tired that I can't do anything else

Set boundaries and no longer work past 8 PM on most weeknights / 7pm on Friday nights.

(1) Exercise – I use the gym as a social playground to meet new people and also feel like I'm doing something healthy for myself and that makes me feel good inside and out

Go to the gym every Saturday morning before work.

(1) Travel – I love to meet new people in other cultures and learn how they live and what is important to them in their lives – it just makes me realize how big this world is and it puts my world in perspective

Values based action plan: Plan some time off, even if it is a road trip.

© Marlo Lyons Coaching LLC 2024

Building and sustaining a values driven work environment

© Marlo Lyons Coaching LLC 2024

Building and sustaining a values driven work environment

Benefits of a values driven work environment

- Enhances employee engagement
- Promotes higher retention rates / lower attrition
- Fosters diversity and Inclusion
- Strengthens team dynamics
- Innovation and creativity
- More capacity for resilience
- Overall well-being

© Marlo Lyons Coaching LLC 2024

Building and sustaining a values driven work environment

Company Values

- Create organizational values
- Transparent communication of company values
- Embody the values consistently in actions and decisions
- Hire and separate employees in alignment with company values
- Ensure policies and procedures reflect company values
- Build community
- Measure, Reflect, Refine

Individual Values

- Understand individual values
- Create a transparent work environment
- Assume positive intent
- Avoid judgment or emotional reasoning into behavior
- Support values different from your own
- Cultural sensitivity and respect
- Continuous conversation

© Marlo Lyons Coaching LLC 2024

What does career and job fulfillment look like?

“Returning from work feeling inspired, safe, fulfilled, and grateful is a natural human right to which we are all entitled and not a modern luxury that only a few lucky ones are able to find.”

- Simon Sinek, Author

© Marlo Lyons Coaching LLC 2024

Marlo Lyons Coaching

Because Life Isn't Linear

marlo@marlolyonscoaching.com
www.marlolyonscoaching.com

© Marlo Lyons Coaching LLC 2024