A "Positive Intervention" to Amplify Quiet Voices (Authentically) in the Law Classroom:

My Quiet Gifts Matter

by

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The Introverted Lawyer:
A Seven-Step Journey Toward Authentically Empowered Advocacy (ABA 2017)

Untangling Fear in Lawyering: A Four-Step Journey Toward Powerful Advocacy (ABA 2019)

The Flourishing Lawyer: A Multi-Dimensional Approach to Performance and Well-Being (ABA 2022)

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Project Background

Societal pressures and educational norms like classroom participation grades often undervalue introverted (and otherwise naturally quiet) students' gifts of active listening, deep thinking, reflective writing, and thoughtful problem-solving.

In interactive environments such as Socratic law school classrooms, many introverts naturally prefer to invest energy listening, absorbing material, writing notes, and pondering — *before* engaging. Because many introverts resist interrupting others (unfortunately, a common expectation in legal dialogues) or articulating ideas before they are fully formed, their creative thinking can remain eclipsed. Groups unfortunately can miss out on their keen insights.

Instead of couching introverts' pensive tendencies as weaknesses needing compensation or "fixing," this "positive intervention" —a learning exercise grounded in the science of the field of positive psychology —reframes introversion as a *strength* in classroom dynamics. Introverts can recognize how their gifts of thoughtful and methodical mental processing can benefit groups. Then, by engaging cognitive, emotional, and physiological systems in new ways, introverts can amplify their voices — authentically.

The desired outcome of this intervention is: enhancing introverts' sense of mattering (*feeling* valued and *adding* value) in the law school classroom.

This learning module includes a 10-session reading-breathing-writing-posture practice in which students undertake four steps each session:

- a reading exercise
- a breathing exercise
- a self-awareness-enhancing writing exercise
- a "powerful posture" exercise

Pre-Intervention Assessment

For purposes of measuring outcomes and impact, Step 1 in this positive intervention is to ask each participant to complete a scientifically-validated assessment called the Positive and Negative Affect Schedule (PANAS). "Affect," in psychology, means "feeling, emotion, or mood."

Positive and Negative Affect Schedule (PANAS): https://expertprogrammanagement.com/2021/02/the-panas-scale/

American Psychological Association PANAS Form:

https://www.apa.org/ed/precollege/topss/lessons/activities/affect.pdf (Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales [Appendix]. *Journal of Personality and Social Psychology*, 54, p. 1070. Copyright © 1988 by the American Psychological Association.)

https://www.toolshero.com/psychology/panas-scale/

A description of PANAS: https://positivepsychology.com/positive-and-negative-affect-schedule-panas/

The PANAS Questionnaire is also electronically available <u>here</u> but requires participants to sign into the AuthenticHappiness.org website.

Intervention Structure

Each session of this 10-session intervention has four components:

- a reading activity
- a breathing activity
- a self-reflection activity
- a "powerful posture" activity

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Session 1	Identifying Our Introverted Strengths			
Session 2	Identifying Our "Signature" Character Strengths			
Session 3	Labeling Specific Introverted Challenges			
Session 4	Introduction to Somatic Intelligence			
Session 5	Introduction to "Meaning"			
Session 6	Introduction to "Mattering"			
Session 7	Establishing Our "Presence"			
Session 8	Developing Pre-Performance Routines and Rituals			
Session 9	In-the-Moment Appraisal and Reset			
Session 10	Creating an "I am great and I did great!" Folder			
Putting It All Together				

Session 1: Identifying Our Introverted Strengths

Reading Activity: The following excerpts from *The Introverted Lawyer* highlight the strengths that introverted, naturally quiet, and socially anxious individuals bring to the law school classroom (and the legal profession), such as active listening, deep thinking, creative problem-solving, and thoughtful writing.

• The Introverted Lawyer, Chapters 1 and 3

Breathing Activity: Socrates's mission statement was, "Know thyself." To get to know ourselves, let's take a moment to pause and pay attention to our bodies and our breathing.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different? It's okay if it doesn't. We are going to practice breathing...a lot.
- For advice on better breathing, consider reading this: *The Flourishing Lawyer*, pp. 94-96

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device. Spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

What are my gifts as an introvert? What introverted strengths do I bring to interactions with other people? What introverted gifts and strengths do I bring to the law school classroom? (When you finish the 15-minute writing activity, consider writing some of your introverted gifts and strengths on a Post-it Note.)

Posture Activity: Think about your favorite athlete or your favorite performer (i.e., a singer, musician, dancer, etc.). What posture does this person adopt when they enter a performance arena, or when they seem powerful or victorious? What posture makes *you* feel strong or victorious? Do you have a favorite "power pose" (i.e., standing with your hands on your hips like a superhero, or standing with your arms over your head in a "victory" gesture, or sitting in your favorite chair with your hands on the armrests)? Set your timer for two minutes. Adopt your favorite "power pose." (Bonus activity: Choose your favorite empowering song and play it while you sit or stand for two minutes in your power pose). Take a look at your Post-it Note while you are sitting or standing in your power pose.

Session 2: Identifying Our Character Strengths

Reading Activity: The following excerpt from *The Flourishing Lawyer* highlights how getting to know our "character strengths" can enhance our well-being. Additionally, this <u>video</u> on the website <u>www.theflourishinglawyer.org</u> provides a short introduction to the science of character strengths.

• The Flourishing Lawyer, Chapter 3

Bonus Activity: Take the free VIA Character Strengths <u>Survey</u> and take a look at your Top Five "signature strengths" on the free report provided by VIA.

Breathing Activity: Let's do the same breathing exercise we did in Session #1.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different? It's okay if it doesn't. We are going to practice breathing...a lot.

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

What are your top five "signature strengths" (according to your VIA character strengths <u>survey</u> report)? (Write your signature strengths on a Post-it Note.) How did you feel when you saw your list of signature strengths? Describe a time you used one of your signature character strengths in the law school classroom. Describe a time you used one of your signature character strengths in an interpersonal interaction. How do you *feel* when you use your signature character strengths?

Session 3: Labeling Specific Introverted Challenges

Reading Activity: The following excerpt from *The Introverted Lawyer* highlights challenges and misperceptions that introverts (and other quiet students) can encounter in interpersonal interactions.

• The Introverted Lawyer, Chapter 2

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different? It's okay if it doesn't. We are going to practice breathing...a lot.

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

As introverts, we're often incredibly prepared for class, meetings, interviews, and other interpersonal interactions. But sometimes certain environmental or other factors can hinder or disrupt our ability to share our ideas aloud, or volunteer to answer a question, or respond quickly when put on-the-spot. In the law school classroom, what factors sometimes hinder or disrupt our willingness to share our ideas aloud, or volunteer to answer a question, or speak clearly when cold-called? Make a list of those factors. Reflect on why it's important that other individuals hear our ideas about legal concepts, even if our ideas are not fully formed yet. What are some other ways we can communicate our ideas to our professors and classmates? Which of our introverted strengths or signature character strengths might be useful when engaging in alternative communication modes? (Consider re-writing your strengths on a Post-it Note.)

Session 4: Introduction to Somatic Intelligence

Reading Activity: The following excerpt from *The Flourishing Lawyer* explains the concept of "somatic intelligence" — enhancing our understanding of how our bodies respond to stressors, and how subtle adjustments to our breathing and physical stance can help channel our emotions and thought processes in productive ways.

- The Flourishing Lawyer, Chapter 5
- Physical Inventory Worksheet

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different? It's okay if it doesn't. We are going to continue practicing our breathing.

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

What physical sensations do you generally feel in your body in the law classroom? Do these physical sensations change over the course of a class session? Do you feel any particular physical sensations in your body when you are called on in class? Do you feel any particular physical sensations in your body when your professor asks a question and you know the answer but feel hesitant to volunteer? Try to be specific and write down each bodily sensation. What thoughts and emotions emerge when you feel these physical sensations? How would you feel about trying a new approach: (1) noticing the onset of any "somatic" (i.e., physical) responses to stress, anxiety, or fear, (2) doing a quick one-minute breathing exercise like the one we have been practicing, and then (3) recalibrating our physical frames by sitting in a balanced stance, shoulders back, both feet on the floor, arms and hands open (a power pose!)?

Posture Activity: Consider your favorite power pose from Sessions #1-3, or consider experimenting with a new pose. Set your timer for two minutes and adopt your power pose. (Bonus activity: Choose an empowering song and play the song while you sit or stand for two minutes in your power pose).

Session 5: Introduction to "Meaning"

Reading Activity: The following excerpt from *The Flourishing Lawyer* explains the concept of "meaning" in the context of legal education. Positive psychologists describe "meaning" as a sense that we belong to something bigger than ourselves. Dr. Isaac Prilleltensky further defines meaning as "making a difference in the world through passion, devotion, dedication, achievement, and commitment to a set of values and beliefs.

• The Flourishing Lawyer, Chapter 10

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different? It's okay if it doesn't. We are going to continue practicing our breathing.

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing down a list of words—nouns, action verbs, adjectives, and adverbs—that describe people, activities, and ideas that give your life **meaning**, or that **mean a lot to you**. If you had to write a 10-word "purpose statement" (see p. 201 of *The Flourishing Lawyer* excerpt), which ten words from your list would you choose? Write your ten words on a Post-It Note. Do you feel any particular physical sensations when you think about each word on your list?

Session 6: Introduction to "Mattering"

Reading Activity: The following excerpt from *The Flourishing Lawyer* explains the concept of "mattering" in the context of legal education. Dr. Isaac Prilleltensky defines "mattering" as "a feeling that we count, that we are important, and that we can make a difference." He describes "mattering" as "feeling valued and adding value."

• The Flourishing Lawyer, Chapter 11

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different?

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about these writing prompts:

Feeling valued: Do you have a voice in the law classroom? ("Voice" does not just mean speaking. It could mean writing, or sharing views through other "media." How do you define "voice"? How is an introvert's voice just as powerful as an extrovert's?) Do you have a voice in other interpersonal interactions? How would you describe your voice? Is your voice heard? Do your professors and classmates recognize contributions you make with your voice?

Adding value: Take a look at the ten words you wrote in Session 5. How does your work as a law student tie into what gives your life meaning? How does using your voice (even quietly as an introvert) impact the lives of others? Can we use our breathing techniques and our power pose to help us amplify our voices authentically (not by faking a different persona) — so we can *feel* valued and *add* value? (Consider writing "I am valuable and I add value" on a Post-it Note.)

Session 7: Establishing Our "Presence"

Reading Activity: The following excerpts from *The Flourishing Lawyer* and *The Introverted Lawyer* invite us to consider athletes or performers (or other individuals) we admire and who might inspire us to tap into our (perhaps undiscovered) authentic personas and "presence."

- The Flourishing Lawyer, pp. liii-lviii
- The Introverted Lawyer, Chapter 4

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different?

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

Name one or two people you admire or who inspire you. Why do you admire them, or why do they inspire you? How do these individuals walk into a room? How do they occupy space in a room? How would you define what it means for a person to have "presence"? Consider writing down a few adjectives to describe the "presence" of the people you admire or who inspire you. What would you like *your* "presence" in a room to look like? What adjectives describe the type of "presence" you want to occupy or establish in a room? If you had to pick a motivating or inspiring theme song that would play every time you walk into a room, what would that song be? (Write a short description of your "presence" on a Post-it Note.)

Session 8: Developing Pre-Performance Routines and Rituals

Reading Activity: The following excerpts from *The Flourishing Lawyer* and *Untangling Fear in Lawyering* explain the role that routines and rituals play in helping athletes and performers align their bodies, brains, and minds before stepping into a performance arena.

- *The Flourishing Lawyer*, pp. 83-86, pp. 122-123
- Untangling Fear in Lawyering, Chapter 16

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different?

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

What activities in your daily life bring you a sense of calm or help you feel most grounded? Journaling? Going for a walk? Exercising? Spending time with a pet? Listening to a song? Meditating? Stretching? Looking at a photograph? Reading something inspiring? Spending time in a particular location, or staring at a particular vista? Standing in a power pose? Like an athlete or performer who engages in a "pre-shot" routine or a pre-game ritual to align body-brain-mind and get in the "zone" for a performance, let's choose three or four things we can do—ideally chronologically—to *ground* us each time we are about to step into a "performance arena" like the classroom. These do not have to be complicated or time-consuming steps. What might your "pre-shot" routine or pre-game ritual look like? (Write your three-step or four-step routine or ritual on a Post-it Note.)

**Here is an example of my (the author's) pre-game routine:

- I write three pages of longhand journaling every day when I wake up (these are called Morning Pages, a concept created by author Julia Cameron in her book *The Artist's Way*)
- I do at least 20 minutes of outdoor exercise
- Right before I step into the "arena," I stand in a two-minute "power pose"

 I also play the Irish rock band U2's song, "Get Out of Your Own Way," loudly

Session 9: In-the-Moment Appraisal and Reset

Reading Activity: The following excerpts from *The Flourishing Lawyer* and *Untangling Fear in Lawyering* explain the concept of an in-the-moment "appraisal" and "reset" — a method of realigning our body-brain-mind in the middle of a performance or when we are thrust into a performance without advance notice.

- *The Flourishing Lawyer*, pp. 81-86, pp. 100-104
- Untangling Fear in Lawyering, Chapter 15

Breathing Activity: Let's do the same breathing exercise we did in prior sessions.

- Take a moment to survey your body. How do you feel? What do you feel? Do you feel tension, strain, or pain in any part of your body? How does your heartbeat feel to you (fast? calm?)? Notice any sensations without trying to "fix" or change them.
- Next, let's set a timer for 60 seconds.
- Close your eyes.
- Focus on inhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind), then exhaling for six seconds (counting 1, 2, 3, 4, 5, 6 in your mind). When the timer chimes, notice how your body feels. Does it feel any different?

Self-Reflection Activity: Grab a pen and paper, a journal, or your favorite electronic device and spend 15 minutes writing whatever comes to mind when you think about this writing prompt:

Reflecting on all work you have done so far in these sessions, think about three action steps—physical, mental, and/or emotional—you can deploy as a 30-second, in-the-moment reset the next time you are put on-the-spot, or get slightly bumped off track—in a performance arena. These do not have to be complicated or time-consuming steps.

- For example, for the brain (our *thinking*) and mind (our *feeling*): What is a short statement, or a series of statements, you can repeat to yourself to remind yourself of your introvert strengths and signature character strengths, or all the work you have done to prepare for this moment?
- For example, for the body: What action can you take to slow down your breathing and heartrate?
- For the body: What action can you take to exercise your *somatic intelligence* to reset, reboot, or recalibrate your physical frame to help your blood, energy, and air flow in a productive manner?

(Write your three-step in-the-moment reset on a Post-it Note.)

Posture Activity: Consider your favorite power pose from earlier sessions, or consider experimenting with a new pose. Set your timer for two minutes and adopt your power pose. (Bonus activity: Choose an empowering song and play the song while you sit or

stand for two minutes in your power pose). Take a look at your Post-it Note while you are sitting or standing in your power pose.						

Session 10: Creating an "I am great and I did great!" Folder

For our last session, let's create a folder, a portfolio, a jar, a bulletin board, or some other container where we can capture moments of success in applying all the work we did in these exercises. Each time we have a successful navigation of a performance scenario, let's pause, notice it, and write it down. (To uplift others, each time we notice someone else having a successful navigation of a performance scenario, let's tell them! Positive psychologists call this "strengths-spotting.")

Periodically throughout the year, let's pause and reflect on our successes by reviewing our folder, portfolio, jar, bulletin board, or other container.

We can always tweak our approach based on what we have learned, and add new techniques we pick up along the way.



Putting It All Together

Let's craft our Powerful Persona Portfolio.

- 1. Let's write down our favorite introverted strengths.
- 2. Let's write down our Top Five "signature" character strengths.
- 3. Let's describe our favorite somatically intelligent "power pose(s)."
- 4. Let's write down our ten-word "purpose statement" (what gives our life "meaning").
- 5. Let's write down how we "feel valued" and how we "add value" (our sense of "mattering").
- 6. Let's write down our definition of our "presence" in a room, and how we aspire to establish our "presence" in a room.
- 7. Let's write down our daily pre-game routine or pre-performance ritual that helps us feel grounded.
- 8. Let's write down our three-step *in-the-moment reset* routine.
 - Perhaps, a short reminder statement about our strengths (and the hard work we've done in preparation).
 - Perhaps, a breathing recalibration.
 - Perhaps, a recalibration of our physical frame.
- 9. Let's create an "I am great and I did great!" portfolio, writing down successes and positive moments in performance scenarios.
- 10. Let's pay it forward, spotting strengths in others, and memorializing moments in which strengths-spotting (in ourselves and others) helped enhance our wellbeing.

Post-Intervention Assessment

For purposes of measuring outcomes and impact, the final step in this positive intervention is to ask each participant to complete the Positive and Negative Affect Schedule (PANAS) assessment again and compare their scores to the Pre-Intervention Assessment.

Positive and Negative Affect Schedule (PANAS): https://expertprogrammanagement.com/2021/02/the-panas-scale/

American Psychological Association PANAS Form:

https://www.apa.org/ed/precollege/topss/lessons/activities/affect.pdf (Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales [Appendix]. *Journal of Personality and Social Psychology*, 54, p. 1070. Copyright © 1988 by the American Psychological Association.)

https://www.toolshero.com/psychology/panas-scale/

A description of PANAS: https://positivepsychology.com/positive-and-negative-affect-schedule-panas/

The PANAS Questionnaire is also electronically available <u>here</u> but requires participants to sign into the AuthenticHappiness.org website.

Additional Resources for Introverts

- The Introverted Lawyer book
- Why "Introverted Lawyer" is Not a Paradox
- Introverted Lawyers Listen
- Nancy Ancowitz Psychology Today Interview: <u>How Introverts Succeed as Lawyers</u>
- Nancy Ancowitz Psychology Today Interview: <u>How Introverts Can Navigate Fear Successfully</u>
- Nancy Ancowitz Psychology Today Interview (Part I): Zounds, We're on Zoom! Introverts Can Lead Virtually
- Nancy Ancowitz Psychology Today Interview (Part II): <u>Zounds, We're on Zoom!</u> <u>Introverts Can Lead Virtually</u>
- <u>Talented but Overlooked: We Should Transform Hiring and Mentoring of Introverted Lawyers</u>
- Navigating 'Introvert Hell': You Don't Have to Be Hard-Charging to Be an Impactful Legal Networker
- Hey, Introverted, Quiet, and Shy Law Students: Here's Why Remote Learning is Our Jam
- Podcast Interviews on Introversion
 - Legally Blissed Podcast
 - The Human Lawyer
 - New Solo Podcast
 - Mens Sana Podcast
 - XL Legal Podcast
 - ABA Journal Modern Law Library
 - Hashing Out the Law Podcast
 - The Partner Podcast
 - The Mentor Esq. Podcast
 - Ipse Dixit Podcast
 - Charlotte Readers Podcast
 - WellnessCastTM
 - Brooklyn Law School **Book Launch** for *The Introverted Lawyer*

For more information about any of the background research and activities of this Positive Intervention for introverted law students, or about the author—Professor Heidi K. Brown—please check out www.theflourishinglawyer.org.