ASSOCIATION OF BUSINESS TRIAL LAWYERS
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ASSOCIATION OF BUSINESS TRIAL LAWYERS

abtl REPORT ORANGE COUNTY

Volume XXI No. 3 **The Civility Issue**

President's Message—The Civility Issue

By Karla J. Kraft

I am pleased that my final President's Message is appearing in this special "Civility" issue of the ABTL Report. To provide some background on the genesis of this themed issue, you likely know that the ABTL consists of five chapters across the state of California: Los Angeles, Northern California, Orange County, San Joaquin Valley, and San Diego. In addition to enjoying the company of our sister chapters at the Annual Seminar every October, the leadership of each chapter communicates throughout the year on issues that impact the practice of business litigation; this year a point of emphasis in those discussions was civility in the legal profession. One manifestation of those discussions was the "Civility" issue published by the Los Angeles chapter this summer, and reprinted here. Many thanks to the members of the Los Angeles chapter who made this issue

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- IN THIS SPECIAL CIVILITY ISSUE -

Each of these articles was originally published in the Summer 2019 "Civility" issue of the Los Angeles ABTL Report.

In-House Interview: Robert Davis of Glaukos Corporation

By Justin N. Owens

Editor's Note: Robert Davis serves as the General Counsel and Senior Vice President, Quality Affairs, for Glaukos Corporation. Based in Orange County, Glaukos is an ophthalmic medical technology and pharmaceutical company focused on novel therapies for the treatment of glaucoma, corneal disorders and retinal diseases. After graduating from law school at BYU, Mr. Davis began his legal career as an associate in the Newport Beach offices of Morrison Foerster and then O'Melveny & Myers. Moving in-house, he spent eight years as Assistant General Counsel and Senior Vice President, Corporate Development, at Meade Instruments in Irvine, followed by seven years as the General Counsel for Targus in Anaheim. Mr. Davis joined Glaukos in early 2015.

Q: The theme of this issue of the ABTL Report is civility. Do you see value in hiring outside litigation counsel who display civility in their practice?

A: My first year out of law school I did employment litigation. I quickly learned that being overly aggressive was not always in my client's best interest, and that a lot more can get accomplished when attorneys maintain a civil tone. I know that Glaukos benefits when our outside litigation counsel maintains a cooperative working relationship with opposing counsel. In fact, civility saves us money because we aren't incurring legal fees on inconsequential disputes that arise between counsel. And when a Glaukos attorney has credibility with opposing counsel I've found it can moderate extreme views on the other side of the case, and prevent the parties from becoming entrenched in their positions. On the other hand, when I see opposing counsel acting rudely, or attempting to intimidate with boorish behavior, I certainly won't be using those attorneys for future matters or recommending them to others.

Q. There is an increasing push for diversity in large law firms, and some corporate clients are now mandating diversity on the teams they hire. Does Glaukos seek out diversity when hiring outside counsel?

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A Civility Roundtable
The 2019 ABTL Board Retreat
By Robin Meadow

At this year's Joint Board Retreat, hosted by the Los Angeles Chapter, nearly 100 lawyers and judges devoted Saturday morning to discussing the problem of incivility—what it is, why it exists, and what to do about it. Justice Brian Currey guided the free-flowing conversation. This article summarizes some of the key points that emerged.

What Is Incivility?

The image that probably comes to mind when someone complains about incivility is overt abuse—name-calling, physical threats, ad hominem attacks in briefing, and the like. But the meeting participants focused more on the wide variety of contexts in which incivility arises.

For example, incivility can surface when a lawyer conveys disrespect of another lawyer's area of practice—maybe a lawyer whose practice focuses on big-ticket commercial class actions acts condescendingly toward someone who handles collection cases. Another breeding ground for incivility is age difference— experienced lawyers sometimes abuse newer lawyers who are struggling with their first depositions or trials.

It wasn't until late in the meeting that one participant said, "Any conversation about civility must talk about gender and people of color." This kind of incivility often goes unnoticed by those who are not subjected to it, but it's widespread. One participant described how, during a break from a panel she was on, a long line of women waited to ask her and her co- panelists how to respond to gender/color bias. Surprising to at least some at the meeting was that not even bench officers are immune. (See Edmon & Jessner, *Gender Equality is Part of the Civility Issue*, in this issue.)

The causes of incivility are not always obvious. Discovery disputes and rapid-fire email exchanges were consistently recognized as common settings for incivility, but they are more symptoms (or perhaps facilitators) than causes. One participant suggested that, while business clients don't necessarily want lawyers to be uncivil, high billing rates create high client expectations, which in turn may ratchet up the lawyers' perceived need to be "tough." Another noted that it's a fact of law firm life that junior lawyers are rewarded not for civility, but for the number of hours they bill—and incivility generally means more hours billed. And sometimes the nature of a particular case itself

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sonal animosity between clients or lawyers is one of the most common impediments to "settling well." Strong feelings of anger or resentment, which sometimes increase over the life of a case, greatly interfere with the logical decision-making necessary for effective negotiations. If civility has not been your priority from the outset, or if civility was lost along the way, it is difficult to recover a cooperative working relationship with your opponent when you attempt to settle a case.

9. Improve your trial preparation experience with cooperation.

Possibly the most painful phase of a case, if lawyers are not getting along, is the trial preparation phase. No other phase requires more cooperation between the lawyers than preparation of the pretrial documents. Local Rule 16 requires joint exhibit lists, joint jury instructions, joint witness lists, and a joint pretrial conference order, among other things. The requirement that documents, exhibits, orders, jury instructions, and other items be prepared jointly means that your life will be far simpler if you have already established a cooperative relationship with opposing counsel. At the end of the trial, remember to either win with humility or lose with grace. Whatever the outcome, you want the judge, the jurors, your opponent and your client to view you as someone who knows how to handle the situation with professionalism and dignity.

10. Forgive yourself, forgive others.

Following this checklist does not mean that you will never have bad days. You will make mistakes. You will make decisions you regret. You might lose your temper or say something you wish you could take back. Or you might take a position in a case that antagonizes someone, even if your position is completely justified.

When you make a mistake, fix it; apologize if appropriate; learn from it; forgive yourself; and move on. If you took a position that aggravated your opponent, look for an opportunity to repair that relationship.

Forgiveness is powerful. Try to recall a moment where someone forgave you for a mistake or showed you that they were willing to forget a past conflict. Remember how positive that experience was and apply it to your professional life. Putting aside past conflict, moving on, and seeking to develop new friendships are the building blocks for civility to spread. Start your case with diplomacy, maintain civility and professionalism throughout and forgive mistakes and it's possible that, win or lose, you may end the case with a new professional colleague or at least a respectful opponent.

♦*Hon. Suzanne H. Segal is a United States Magistrate Judge in the Central District of California.*

MARK YOUR CALENDARS FOR 2020

January 29, 2020
Dinner Program
The Westin South Coast Plaza

◊

March 11, 2020
Dinner Program
The Westin South Coast Plaza

◊

May 20, 2020
21st Annual Robert E. Palmer Wine Tasting Dinner for PLC
The Westin South Coast Plaza

◊

September 9, 2020
Dinner Program
The Westin South Coast Plaza

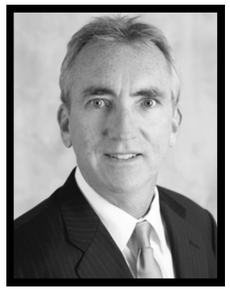
◊

October 7-11, 2020
ABTL 47th Annual Seminar
Mauna Lani Resort
Big Island, Hawaii

◊

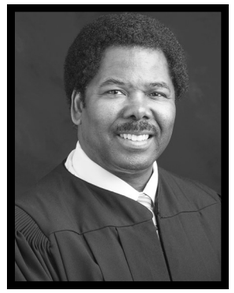
November 4, 2020
Dinner Program
Holiday Gift Giving Opportunity
The Westin South Coast Plaza

Seven Things Judges Can Do To Promote Civility Outside the Courtroom
By Hon. Brian S. Currey and Hon. Kevin C. Brazile



What can judges do to promote increased civility and professionalism among civil litigation lawyers outside the courtroom? We don't claim to have all the answers, and would welcome suggestions from colleagues, both on and off the bench. As a way of getting that discussion started, we offer seven things judges can do—and in many instances, are already doing—to promote civility:

1. Care about civility outside the courtroom and commit to doing something about it.



We define civility as treating others with dignity, respect, and courtesy—treating others as you would like them to treat you. This includes conduct such as punctuality, preparedness, accommodating opposing counsel's reasonable requests, and communicating politely, both orally and in writing. In short—acting professionally.

As former U.S. Supreme Court Justice Sandra Day O'Connor said, "More civility and greater professionalism can only enhance the pleasure lawyers find in practice, increase the effectiveness of our system of justice, and improve the public's perception of lawyers." Thus, increased civility offers benefits for all of us. Legal careers are too long for lawyers to spend them sniping with opposing counsel. Incivility drags lawyers down, increases their stress levels, and keeps them from doing their best work. It also gums up the wheels of justice, causing delays and unnecessary work for lawyers and judges. This in turn costs clients time and money. Uncivil conduct also interferes with settlement, increasing both client costs and judicial workloads. The animosity built up between counsel in interchanges outside the courtroom often spills over into the courtroom, needlessly consuming time and tax dollars. As one author has observed, despite indications from social science that people are more easily persuaded by those they like, "oftentimes counsel enter settlement negotiations with a genuine hostility towards opposing counsel. Because disputants generally dislike each other due to their conflict, it is essential that opposing counsel maintain a respectful and cooperative relationship that creates this 'liking' social obligation. Counsel should work together to grant discovery extensions and accommodations, when feasible, and to avoid toxic communications. By doing so, counsel can create a 'liking' dynamic that will increase the

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Teaching Civility
By Allen Lanstra

As the type of attorney who is reading a volume of the ABTL Report on civility, you are probably not experiencing an awakening about whether you practice civility. But our responsibility doesn't end with ourselves. Teaching others is essential. So here are some suggestions for fostering a culture of civility around you—from senior attorney, to junior associate or law clerk, to summer associate and law student. If enough of us appreciate the impact that good mentoring can have on the civility of those we mentor, it may help reverse the erosion of civility.

- **Civility is not a performance**. The discussion about civility in our profession often examines the issue in the vacuum of conduct between litigation parties, where we frequently witness the most outrageous acts. But civility transcends mere politeness and courtesy in bilateral relations. If you speak poorly of opposing counsel when you hang up the phone, you are treating civility like an acting performance and suggesting to your colleagues that being civil is fake. Notwithstanding the frustration, stress, and competitiveness of our profession, try implementing civility as part of the entire practice.

- **Do not assign the worst motives**. You are not a bad person for thinking that opposing counsel may be doing something improper—you're an attorney responding to the environment you were raised in. But pause and apply your analytical skills and think objectively. If we condition younger attorneys to presume that most opposing counsel are proceeding improperly and with malice aforethought, we lead them to believe that we operate in a system where courtesy and professionalism are exceptions, not the rule.

- **Do not ask younger attorneys to do uncivil acts just so you don't have to**. Don't force younger attorneys to do something that you would rather not do yourself—particularly without arming them with authority to resolve the issue any way they see fit. If you have a good reason to do the unusual, such as refusing a scheduling request or deadline extension because it hurts your client's interests, then picking up the phone and discussing that with opposing counsel yourself shouldn't be that hard. Don't send a messenger just to deliver an uncomfortable message, because doing so tends to breed incivility.

- **Teach that civility is not weakness**. Because it's not. You can still stand up for your clients. You can still

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Gender Equality is Part of the Civility Issue
By Hon. Lee Smalley Edmon and Hon. Samantha P. Jessner

At a recent ABTL joint board retreat, there was a session dedicated to a discussion of civility in the legal profession. Toward the end of a several- hour discussion, it was posited that any discussion of civility in the legal profession must include a discussion about the very different treatment that women receive compared to their male colleagues. While gender discrimination is obviously a serious issue in society as a whole, the legal profession should lead in the effort to eliminate gender bias. Rather than viewing gender discrimination as an entirely separate issue, we treat it here as a subcategory of incivility in the legal profession. With that in mind, we explore the persistence of unequal treatment of women in the law and make suggestions for promoting civility and respect in the profession.

Gendered Incivility in the Legal Profession

Despite the record numbers of women graduating from law school and entering the legal profession in recent decades, as well as the increase in women judges and women in leadership positions—not to mention the "Me Too" movement—women in the legal profession continue to encounter unfair treatment. In a 2018 survey of more than 7,000 women in the profession, half reported that they had been bullied in connection with their employment, and a third reported that they had been sexually harassed in the workplace. In addition, unequal treatment does not cease once a woman joins the judiciary. For example, a 2017 study conducted at the Pritzker School of Law at Northwestern University concluded that female United States Supreme Court justices are interrupted three times as often as their male counterparts.

Incivility can take many forms. The most common category consists of disrespectful behaviors, ranging from mild discourtesy to extreme hostility. Examples include condescension, interruption, profanity, and derogatory comments of a gendered nature, such as comments about an attorney's pregnancy or appearance.

Common complaints by women lawyers include being interrupted inappropriately or "talked over" while speaking, jokes and comments that are sexist, and comments that

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Winning Through Cooperation
By Hon. Carolyn B. Kuhl

"Winning through intimidation" became a catchphrase in the 1970s after a book by that title caught on and eventually became a New York Times bestseller. It was written by a formerly disgruntled real estate agent who eventually became successful enough to buy a Lear Jet. It includes such insights as, it isn't what a person says or does that matters but what his "posture" is when he says or does it. Not exactly the kind of attitude a judge appreciates in a lawyer.

Not everything about the digital age has been an improvement, but computer simulation has given us some evidence-based approaches to problems that previously had been left to self-proclaimed motivational experts. We now know that in many realms of human endeavor, cooperation yields better success for both parties even when they operate in an adversary setting. That is, adversaries each may be able to achieve a better result through cooperation than either could obtain by trying to win at the expense of the other. This conclusion is demonstrated in the work of Professor Robert Axelrod, Professor of Political Science and Public Policy at the University of Michigan, and a recipient of the National Medal of Science.

In his book, *The Evolution of Cooperation*, Professor Axelrod sets up a game based on the "Prisoner's Dilemma," a classic game theory exercise. In Axelrod's variation of the game, a player obtains: (1) the biggest payoff for winning at the expense of the other player, meaning that one player takes an aggressive position and wins when the other adopts a cooperative strategy; (2) an intermediate payoff when both sides choose to cooperate; and (3) the lowest payoff when both players attempt to win at the expense of the other player, meaning that both are made worse off by mutual combat. Axelrod announced an online tournament in which participants were challenged to develop a strategy to obtain the highest score when the game was played over and over indefinitely. Participants in the tournament included computer scientists, mathematicians, economists, psychologists, sociologists and political scientists.

The winning strategy was surprisingly simple. The best strategy was to cooperate with the other player and thereafter to attempt to win at the other's expense only when the other player had refused cooperation in the previous move. Professor Axelrod discerned four properties that tended to make a game strategy successful: (1) avoiding unnecessary conflict by cooperating as long as the other player does; (2) responding in kind to an un-

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covery requests carefully, with focus and purpose, you can advance your case without antagonizing your opponents. This kind of discovery is proportional to the case, limited to the essential information necessary to resolve the issues in dispute, and served in a manner that is consistent with civility. In addition to developing useful information earlier than if you invite opposition, appropriate discovery can open the door to productive settlement discussions—by serving targeted but not abusive discovery, you force your opponent to reflect on aspects of the case that might prompt settlement. However, if discovery is used exclusively as a weapon, to inflict pain on an opponent by the burden imposed or served in a manner that would antagonize any reasonable party, it is likely to impede any effort to get along with opposing counsel and may interfere with efforts to settle. It will also be transparent to the court that you are using discovery for improper purposes. Use discovery for the purpose of discovery, and your opponent and the court will recognize your efforts as legitimate investigation and pretrial preparation.

4. Avoid the "drive-by" meet and confer.

Like the Rule 26(f) conference, approach the Rule 37 meet and confer as an opportunity to create more goodwill. Avoid the "drive-by" meet and confer, even if your opponent seems to prefer that approach. As with the Rule 26 meeting, pick up the phone or send a diplomatic email to initiate the meet and confer, and be cooperative regarding the date and location of the meeting. You will earn goodwill from your opposing counsel by reducing the stress in their life—show up in person and on time, and go to your opponent's office when it is convenient for them. Although Local Rule 37 requires opposing counsel to attend the meet and confer at the moving counsel's office, the rule also provides that the parties may agree to meet "someplace else." Provide whatever responses you can to demonstrate that you intend to fairly and honestly litigate the case. At the very least, you will narrow the discovery issues in dispute, reducing the cost of the litigation for your client and allowing the court to focus on the most difficult disputes. At best, you might settle the case.

5. Take advantages of informal discovery conferences with the court.

In 2015, Rule 16 was amended to include the following language: "The scheduling order may: . . . (v) direct that before moving for an order relating to discovery, the movant must request a conference with the court." The Advisory Committee notes discussing the amendment observed: "Many judges who hold such conferences find them an efficient way to resolve most discovery disputes without the delay and burdens attending a formal motion . . . ." These "informal discovery conferences" are now required by almost every Magistrate Judge in the Central District prior to the filing of a discovery motion, and are also used by many state court judges. Take advantage of the opportunity to have a judge participate in your discovery meet and confer, helping you and your opponent find reasonable solutions to your discovery disagreements. Start the conference by saying something positive about your opponent in front of the judge. This will set an optimistic tone for the conference and may increase the likelihood that your opponent will work cooperatively with you. By using the informal discovery conference, you may resolve discovery disputes in a less combative environment and avoid potential friction with your opponent.

6. Always rise above.

Lawyers often suggest that they were "dragged" into a conflict by their opposing counsel's combative or abusive behavior. While opposing counsel's conduct should not be condoned, it is best to "rise above" it and not sink down to the level that someone else may want you to sink to. If your opposing counsel is antagonizing you, remember that the more respectful and polite you are in the face of such behavior, the better you and your client will look before the court.

7. Focus on meaningful motion practice.

Are Rule 12 motions to dismiss (demurrers in state court) simply delay tactics? Or do they actually move the case forward? The answer is probably yes and yes. Sometimes early motion practice is for the purpose of delay, but on other occasions, a Rule 12 motion is necessary to resolve a fundamental legal question. To increase the likelihood of civility (and to improve your relationship with the court), avoid the "delay tactic" motions, even if your client wants you to file them.

Local Rule 7 requires that parties hold a meet and confer prior to filing any motion. Some lawyers may be skeptical of this requirement. Why would an opponent change a significant position in the case, simply because of a meeting? It is true that the Local Rule 7 meeting may be most effective for motions involving non-dispositive relief, i.e., motions that do not resolve ultimate issues in a case. However, even if you are meeting to discuss an issue that you do not believe your opponent will compromise on, the meeting can be yet another opportunity to develop a productive relationship with your opponent. View the Local Rule 7 meeting as another diplomatic mission: Even if you do not resolve the motion, you may lay the foundation for settlement.

8. Set yourself up to settle well.

I once had a supervisor who frequently reminded me that, in his view, I had only two goals as a litigator—to win or settle well. As a judge who has conducted hundreds of settlement conferences, I can comfortably say that per-

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set through mindfulness, meditation and yoga.

What exactly is mindfulness and meditation? These terms are often used interchangeably, but they're not the same. "Mindfulness is awareness that arises through paying attention, on purpose, in the present moment, non-judgmentally," says Jon Kabat-Zinn, Ph.D., Professor of Medicine Emeritus at the University of Massachusetts Medical School, founder of the Mindfulness-Based Stress Reduction (MBSR) Clinic (in 1979), and best-selling author of *Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain and Illness and Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life*.

Mindfulness involves focusing on the breath to cultivate attention on the body and mind as it is moment to moment. You allow your thoughts to come and go and not get attached to them. Mindfulness is about retraining your brain (neuroplasticity). When you are being actively mindful, you are noticing and paying attention to your thoughts, feelings and behaviors and how you react to them. This is a practice and requires both consistency and time.

Many say they can't sit still with their thoughts and feelings for more than a few minutes because their mind won't stop wandering. Some research suggests that mind-wandering comprises as much as 50% of waking life. We can all relate to mind-wandering and having off-task thoughts during an on-going task or activity, something that impacts our sensory input and increases errors in the task at hand. Paying attention and noticing and being in the moment reduces mind-wandering and helps you achieve equanimity, especially while under stress. The beauty of mindfulness is that you can practice it anytime, anywhere, and with anyone. Just a few minutes of mindfulness every day can clear away distracting thoughts, storylines and emotional baggage.

Mindfulness and meditation embody many similarities and can overlap. Meditation can be an important part of a mindfulness practice. It typically refers to a formal, seated practice that focuses on opening your heart, expanding awareness, increasing calmness and concentrating inward.

Mindfulness is associated with calm, and that's all the more reason why the U.S. Army has initiated mindfulness training for its soldiers to intensify mental focus, improve discernment of key information under chaotic circumstances, and increase memory function. Likewise, Fortune 500 companies such as Apple, Google, Nike, Procter & Gamble and Aetna incorporate meditation practice into their work environments, believing that meditation helps employee mental health and well-being, reduces stress, and improves listening and emotional intelligence.

Kabat-Zinn says, "The best way to capture moments is to pay attention. This is how we cultivate mindfulness. Mindfulness means being awake. It means knowing what you are doing." Making mindfulness part of your daily routine isn't a lot of work and can be integrated into many repetitive activities. Exercise like walking, hiking, and yoga are excellent times to cultivate mindfulness. Cooking, art, and music are opportune moments. Even gardening, housework, and doing chores are activities when, instead of letting your mind go somewhere else, you can use the time to focus on the task at hand.

Mindfulness is broadly accepted as a mainstream strategy with positive scientific results to improve resilience and well- being. It helps you maintain a realistic sense of control and choices, especially how to react in a given situation. It helps you maintain a positive outlook and perspective and accept change. It can literally impact your mind and body, your professional and interpersonal relationships, your career and daily life.

And all the benefits are free.

♦*Hon. Paul A. Bacigalupo is a judge of the Los Angeles Superior Court and President of the California Judges Association.*

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client that you expect to advocate fiercely on their behalf, but that it is important for you to remain civil and professional at all times. You may need to explain that it is always in the client's best interest that correspondence or emails (which often become exhibits in discovery disputes) are phrased in a respectful manner, even when disagreements with the other side arise.

Approaching the Rule 26 meeting with diplomacy in mind does not mean sacrificing advocacy. The best lawyers make their Rule 26 initial disclosures as complete as possible, prior to the early meeting, and use the Rule 26 meeting to demonstrate their level of preparation and command of the case. The message from your first email and the early meeting disclosures should be that, although you are very interested in a cooperative relationship with opposing counsel, you are more than prepared for the adversarial battle that may lie ahead.

3. Discovery for the purpose of discovery.

It is easy to approach discovery practice as a less meaningful aspect of a case, or as a necessary evil to be dealt with by using form interrogatories or form requests for production. However, when you draft your dis-

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Strengthening Resilience Through Mindfulness
By Hon. Paul A. Bacigalupo

How often do you feel mentally drained before you've even started your day? Perhaps it's because you've made dozens of mental decisions, thinking about something in the past and anticipating a future event, meeting, or deadline. While this is part of being human, this article will address how you can use the core strength of what we call resilience to lift the cognitive and emotional load of life. You can also use tools, such as mindfulness, to practice becoming more resilient in your professional and personal life.

Resilience is the ability to "bounce back" from difficult experiences and deal with life's challenges, even when those events are overwhelming or devastating. "If you are carrying an excessive load, you can either decrease the load or increase the capacity to lift the load," says Amit Sood, M.D., author of the Mayo Clinic *Handbook for Happiness*.

Some people are born with characteristics of resilience or a more positive outlook. But the rise of resilience research demonstrates that it isn't necessarily a trait that people either have or don't have. Resilience involves behaviors, thoughts and actions that can be learned and developed. Research also demonstrates that people's resilience is enhanced by training and makes a measurable difference in the experience of stress, anxiety, chronic fatigue and mindful attention.

The practice of resilience changes the structure of our brains, a process called neuroplasticity. Dan Siegel, M.D., in his groundbreaking book *Mindsight, The New Science of Personal Transformation,* explains that neuroplasticity involves the capacity for new neural connections and growing new neurons in response to experience. It can occur throughout our lifespan.

Having been on the bench since 2000 as a judge of the State Bar Court, the Supervising Judge of the Southern California Alternative Discipline Program, and for the last 17 years as a judge of the Los Angeles Superior Court, I've seen my fair share of attorneys who are burned out. Not all lawyers are prepared for the high conflict surrounding client relationships, the belligerency of opposing counsel, the wrangle of the courtroom and personal crises. When lawyers bring the baggage of unmanaged stress—professional and personal— into the courtroom and their work environment, it can lead to avoidable adverse consequences.

Chronic incivility—rudeness, disrespect, belittling others, speaking in a condescending tone—is unhealthy. No

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A Civility Checklist
By Hon. Suzanne H. Segal

Checklists are often easier to follow than general advice. Why not a checklist for civility? This list is organized loosely according to the Federal Rules of Civil Procedure and the Central District of California Local Rules. While these suggestions follow the federal rules, the underlying concepts apply equally to practice in state court.

1. Initiate the rule 26 meeting with a diplomatic e-mail.

The Rule 26(f) meeting is a unique opportunity to set a positive and respectful tone for the entire life of the case. Start with a diplomatic email—or better still, call—using language that conveys a sincere interest in working cooperatively with your opponent. Of course, you may also include references to your client's view of the case, to allow the other side to understand your client's perspective. Just use diplomatic language—language really matters when trying to work cooperatively with an opponent.

Rule 26(f) requires that parties confer "as soon as practicable" or at least 21 days before a scheduling conference is to be held or a scheduling order is due under Rule 16(b). It is easy to take the Rule 26(f) meeting for granted, perhaps as an annoying obligation, but it is truly an opportunity. You can use it to establish an expectation of civility for the entire case, particularly in the way you approach the "easy gives," i.e., the time, place and manner of the meeting. When and where the meeting takes place will not change the outcome of the case, but if you offer to meet in person at your opponent's office, on their schedule, at their convenience, you will begin the relationship with your opponent in a positive way. Offering to meet on your opponent's schedule communicates that you respect them. Rule 26 does not dictate who initiates the meeting. You will enhance the likelihood of a good relationship with the other side by starting off with a professional and diplomatic call or email at the earliest possible moment with an invitation to meet.

2. Educate your client on the benefits of civility.

Clients may complain that if you are too accommodating from the outset, you will be seen as not truly "fighting" on their behalf. The possibility of this concern suggests a need for a different type of early meeting—an early meeting with the client. From the beginning of the case, your client should have a clear understanding of how you intend to interact with your opponent. Emphasize to the

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a reality, including Sabrina H. Strong and Valerie Goo (LA Chapter Presidents), Michael Mallow and Celeste Brecht (Chair and Vice Chair of the LA Civility Committee), and Robin Meadow and John Querio (Editors of the ABTL Report, Los Angeles). I am particularly appreciative of Sabrina Strong's inspired leadership in keeping this topic top-of-mind for all ABTL chapters this year. I defer to Sabrina's excellent introduction to the "Civility" issue:

> The diverse, distinguished authors here explore the sources of incivility, address the problems it causes, ask whether it works (spoiler: it doesn't), place it in the context of lawyer well-being and mindfulness, provide judicial perspectives, and suggest ways to counter it with civility.
>
> We have no illusions that this issue, or any of our other projects, will suddenly tame our profession's worst excesses. We know that some lawyers are fundamentally unwilling to display—or may be incapable of displaying—the kind of professionalism we take for granted in ABTL members. But we firmly believe that there are many other lawyers, particularly younger lawyers, who may yet be willing to examine whether they want to live their professional lives mired in toxicity. As you read this issue, we hope you will think of ways that you can help us reach them. No matter how quixotic this quest may be, we must stand up and be counted among those who wish to preserve an ethical code that makes us proud to be lawyers. Please read, think, and speak about this. The future of our profession depends on it.

I hope you enjoy the articles in this "Civility" issue as much as I did, and that they will spur each of us to re-think the meaning of civility in our own practice.

Finally, as I end my year as President of the Orange County chapter, I would like to give a few heartfelt "thank yous" for a wonderful experience leading our chapter: to my Board of Governors and Judicial Advisory Committee, who have been a pleasure to work with throughout the year; to my Executive Committee, who exhibited leadership and raised innovative ideas; and, most of all, to our Executive Director, Linda Sampson, who is the reason our chapter and our Board thrive and succeed each year.

Our 2020 membership drive has begun – please register yourself and your litigation department now, so that you can enjoy comraderie with our attorney and judicial members and our excellent CLE programs next year! On that note, mark your calendar now for January 29, 2020, which will be our next dinner and CLE program at the Westin South Coast Plaza. I wish you and your loved ones a joyous holiday season.

♦ *Karla Kraft is a partner at Stradling, Yocca, Carlson & Rauth.*

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A. Yes. The teams we have used for recent litigation matters were very diverse, and we see diversity as providing tangible real-world benefits. Not only are judges and juries increasingly diverse, but they value—and even expect—diversity in the attorneys who appear before them. Hiring diverse outside counsel makes good business sense.

Q. Many judges are encouraging law firms to provide more opportunities for young attorneys, but some firms have countered that their clients won't pay for those opportunities. Has Glaukos taken steps to support young attorneys?

A. We certainly encourage our outside litigation firms to provide real-life training opportunities for young attorneys, including in the courtroom and at deposition. I like to partner with our outside counsel to find cost-effective ways to provide more experience for young attorneys, even when their involvement is not "essential" to the task. This might mean discussing a different rate structure for those tasks. Ultimately, Glaukos benefits when the young attorneys at our outside firms expand their skills, improve their work product, and view the company as a long-term partner.

Q. What qualities do you look for when hiring outside litigation counsel?

A. First and foremost, we hire attorneys who are recognized experts in their field and have a track record of success. I really prioritize exceptional writers when selecting litigation counsel, and consider excellent research and persuasive writing to be essential. But I'm also looking for attorneys who bring a strategic approach to litigation matters, and who can develop a strategy that achieves the business objectives in the most efficient manner. This means that outside counsel should constantly be monitoring the big picture objectives, and assessing whether their day-to-day legal maneuvers are actually getting us closer to achieving those objectives. I also value outside counsel who take their "counselor" role seriously, and who provide measured advice that accounts for any weaknesses in the company's position. An overly-optimistic assessment of the case lead to surprises, and surprises are almost never a good thing in litigation.

Q. Is there any quality you look for when hiring outside counsel now, but that you didn't appreciate earlier in your career?

A. Over time, I've gained a greater appreciation for the ability of our outside litigation counsel to interface directly with the company's Board and executives. Everyone benefits when outside counsel are in front of the CEO and the CFO, because those executives are ultimately setting the budgets and dictating the goals for a litigation matter. So it's hugely helpful to me if outside counsel can effectively articulate the litigation strategy directly to the business

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-Cooperation: Continued from page 14-

the expense of the other r*egardless of the underlying merits.*

In the "game" of pretrial litigation, a provocative act might be use of the rules by one side to attempt to achieve an advantage without reference to the merits or the substance of the case. Think of propounding overbroad discovery for the sole purpose of burdening the other side. The proponent of the discovery might attempt to achieve a "high score" by increasing the other side's litigation costs. But if the other side responds in kind, both sides lose; that is, both sides get the low score in the "game." If the overbroad discovery yields only objections, both sides' litigation costs are increased with no countervailing benefit to either. Each side could do better by cooperating (i.e., propounding and responding to discovery in accordance with a fair understanding of the rules.)

To take another example, counsel for a party might refuse an extension of time to respond to discovery in an attempt to force the other side to lose all of its objections. The counsel who refuses the extension hopes for an advantage that is not warranted by the merits of the case—a "high score." However, the other side may convince the judge to forgive the late objections. In that case, both sides have incurred expense to no good end—a "low score" for both (and the counsel that refused the extension likely will incur an additional penalty by annoying the judge). If the refusal to grant an extension leads to a "tit-for-tat" response, neither side gains an advantage.

In litigation, procedure should be the servant of substance. That is, the goal of the rules of civil procedure is not for one side or the other to "win." Rather, procedural rules are intended to create an even playing field so that each side can obtain the facts underlying the dispute and present those facts and applicable law effectively to a decisionmaker. The purpose of civil litigation is fair dispute resolution. Judges focus on deciding cases based on the substantive merits of each side's position. Not surprisingly, judges are impatient with gamesmanship and lawyers' short-sighted procedural gimmicks.

Winning at the "game" of litigation should be about both sides presenting their best case on the merits. As Axelrod advises:

> Asking how well you are doing compared to how well the other player is doing is not a good standard unless your goal is to destroy the other player. In most situations, such a goal is impossible to achieve, or likely to lead to such costly conflict as to be very dangerous to pursue.

Axelrod's analysis demonstrates that starting with cooperation and returning to mutual cooperation as soon as possible helps both sides. He also concludes that when adversaries believe they are likely to see each other again, and when they have the ability to inform themselves about the prior actions of an opponent, cooperation is more likely to emerge. These conclusions are consistent with the observation that, in litigation specialties (for example, construction defect) or other close-knit practice groups, lawyers tend to find ways to cooperate on procedural aspects of a case. Axelrod's conclusions also suggest why organized bar associations are useful to their members. Opportunities to interact and develop personal relationships in ways that build trust reduce incentives to provocative behavior and increase expectations that cooperation will be reciprocated.

Axelrod's work demonstrates that, while it might "feel good" to win a procedural point now and then at your adversary's expense, in the long run the probabilities are against you and you are likely to end up a loser. The evidence shows that "winning through intimidation" is oxymoronic.

♦ *Hon. Carolyn B. Kuhl is a Judge of the Los Angeles County Superior Court and sits in its Complex Civil Litigation Program.*

-Mindfulness: Continued from page 5-

judge or member of the courtroom staff looks forward to dealing with lawyers in this condition. At the same time, there are plenty of judges who already feel overburdened by heavy dockets, weighty decisions, repeated exposure to disturbing evidence and traumatized parties and victims, anxiety over time limits, social isolation, false and misleading public attacks and the threat of recall and election challenge. We are all vulnerable and susceptible to stress and burnout. Given the destructive nature of incivility, we all need to be able to recognize these problems in ourselves so as to keep them from interfering in our relationships with others and improve our well-being.

Do you wonder if you need to increase your resilience? Dr. Sood suggests asking yourself a simple question. "Over the last month, how stressed have I felt on a scale of 1—being not at all—to 10?" He says, "If you are above a 5, you can be helped by resilience."

Many resources are available to improve resilience, including the Mayo Clinic resilience training program. On-line courses can also be found at Berkeley's Greater Good Science Center in partnership with Rick Hanson, Ph.D., at *The Resilience Summit.* Some of the fundamentals of resilience training are: **Social**—having good nurturing relationships to help you better withstand life's challenges; **Spiritual**—live a life full of meaning; **Physical**—getting regular exercise, sleep and a healthy diet; **Emotional**—boosting your ability to sustain positive emotions and recover quickly from negative ones; **Mental**—heightening focus and improving mind-

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-Gender Equality: Continued from page 13-

rudeness performed worse not only in all their diagnostics, but in all the procedures they did. This was mainly because the teams exposed to rudeness didn't share information as readily as others, and they stopped seeking help from their teammates. There is no reason to believe this dynamic is limited to the medical field.

Incivility causes individuals to feel less satisfied with their work, to cut back on their efforts at work, and to experience greater job stress. Incivility siphons energy away from workplace tasks, and sometimes it causes employees to leave their jobs.

When incivility shows up in the courtroom, in the presence of jurors and others who pass through the court system, it diminishes respect for and confidence in the legal system. To quote Justice Sandra Day O'Connor, "When people perceive gender bias in a legal system, whether they suffer from it or not, they lose respect for that system, as well as for the law."

Promoting Civility in the Profession

While the demographics of the bench and bar have evolved over recent decades, sexism has proved difficult to dislodge. After all, the Rules of Professional Conduct proscribe sex discrimination, but it persists anyway. Working toward gender parity will help eliminate disparate treatment of women in the law, and will lead to enhanced civility in the profession.

On a more personal level, there are things each of us can do, through our own actions and in setting expectations with those around us. We can begin by simply being mindful. When someone makes an inappropriate casual remark or joke, we can simply refuse to engage. But we should not just be silent. While there is no need to turn every situation into a cause célèbre—it's probably counterproductive to do that—if you have a personal rapport with the individual who behaved unprofessionally, a private moment together can be a powerful way to advocate your values of civility.

If you are subjected to abusive behavior, or are a witness to it, come forward. The primary deterrent of reporting is fear—fear of damaging one's professional image, fear of harming a client's case, or fear of antagonizing a judge. It takes courage to blow the whistle, particularly when the wrongdoer wields power. Thankfully, however, we have seen a sea change in recent years, and women are now less reluctant to come forward. The courts and law firm leadership should strive to provide attorneys with safe and effective mechanisms to report mistreatment.

While we need to address uncivil behavior, it is also essential to recognize and take note of the civil behavior that we want to promote. If a colleague handled a difficult situation with grace and restraint, commend them on how well they handled it, and point it out to others. In doing so, you will help promote a culture of civility.

The Benefits of Civility

Apart from basic decency, there are other benefits to civility. Lawyers who behave with civility report higher personal and professional rewards, and conversely, lawyer job dissatisfaction is often correlated with unprofessional behavior by opposing counsel. Also, in the Internet era, a lawyer's reputation for civility is more vital than ever—a single uncivil outburst may haunt an attorney for years.

Lest you worry, nice guys do not finish last. In a biotechnology firm, a study showed that those who were seen as civil were twice as likely to be viewed as leaders, and they performed significantly better. Individuals who were viewed as civil were also seen as being important, powerful, and competent. If you're civil, you'll also be more effective.

Each of us can be more mindful and can act, when the opportunity arises, to promote civility. In doing so, we can help eliminate general incivility—as well as gender-related incivility—in the legal profession. At the same time, we also enhance our own well-being and sense of satisfaction with our chosen field.

♦ *Hon. Lee Smalley Edmon is the Presiding Justice of the California Court of Appeal, Second Appellate District, Division 3.*

♦*Hon. Samantha P. Jessner is the Supervising Judge of the Civil Division of the Los Angeles Superior Court.*

-Cooperation: Continued from page 4-

called-for provocative act by the other; (3) "forgiveness" (returning to cooperation) after responding to a provocation; and (4) clarity of behavior so that the other player can adapt to your pattern of action. "Nice" strategies—those that started with cooperation and responded to conflict without perpetual punishment—achieved higher scores.

Axelrod's findings do not suggest that we abandon the adversary system of litigation. Nothing is more conducive to finding the truth than cross-examination. Nothing is more helpful to a correct determination of a legal issue than briefing by opposing, well-informed advocates.

However, the choices available to litigation adversaries in their use of pretrial procedures fit the circumstances described by Axelrod in his game. Litigation adversaries are likely to have an indefinite number of interactions in the course of litigation. The rules of civil procedure should be directed toward allowing presentation of legal and factual issues to the decisionmaker (judge or jury) in a fair manner. But we all know that those rules also can be used as a tool for one party to attempt to obtain an advantage at

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-In-House Interview: Continued from page 6-

leaders, without needing me to act as an interpreter. This requires outside counsel to have unimpeachable technical expertise, because if they can't demonstrate technical mastery the business leaders aren't going to trust that their legal strategy will achieve the company's business objectives. Outside counsel need to be conversant in our technology and products, including in the various stages of taking products to market, and they need to understand the challenges that we face at each of those stages.

Q. Do you use alternative fee arrangements with outside litigation counsel?

A. I value the willingness of outside litigation counsel to structure compensation around obtaining the business objectives. This will often take the form of a discounted hourly rate with a success "kicker" when objectives are met. We endeavor to use some type of alternative fee arrangement on nearly every litigation matter, because we want outside counsel's financial incentives to be aligned with our business goals.

The ABTL thanks Robert Davis for his time.

♦ *Mr. Davis was interviewed by Justin Owens, a business litigation partner at Stradling Yocca Carlson & Rauth, and the editor of the Orange County ABTL Report.*

-Civility Roundtable: Continued from page 2-

may create tension that leads to incivility: One or both sides may feel insecure about a difficult issue, and that insecurity may trigger combativeness.

The way the discovery statutes work may also be an inducement to incivility: One can burden an opponent with a long, drawn-out discovery dispute and then, at the last minute, give in and avoid sanctions.

There was less consensus when the discussion turned to the strategy of villainizing an opposing party, as distinguished from that party's counsel. Some felt that this kind of conduct pushed the bounds of civility; others felt that, at least depending on the nature of the arguments made, it could be legitimate advocacy.

Why Be Civil?

In an era of coarsened discourse and hyper-partisanship, the advantages of civility may not be readily apparent. And, some may ask, if incivility furthers a client's cause, is it a virtue rather than a vice?

Not surprisingly, no one at the meeting agreed with that sentiment. The consensus was that any short-term advantage from incivility will ultimately be offset by long-term loss, either in the case itself or in damage to the uncivil lawyer's reputation. But most of the discussion focused on civility's advantages. (See Kuhl, *Winning Through Cooperation*, in this issue.)

Several participants talked about how civility furthered their own business development. Why? Because business development thrives on personal relationships, and civility fosters good personal relationships.

- One participant described a case in which he and his counterpart on the opposing legal team—both the most junior lawyers—were the only ones who could have a civil conversation. They developed a sufficiently good relationship that some years later, after one had taken an in-house position, he hired the other to represent his company.

- An in-house lawyer described consulting different firms about a new case. Several firms talked about how tough they would be with the lawyer on the other side. She hired the firm that described its experience working effectively with that lawyer.

- Another in-house lawyer said, "When I hear fighting and villainizing, I hear dollars." Incivility costs money, and business clients generally don't like that.

Another casualty of incivility—and a beneficiary of professional behavior—is one's reputation. There were repeated comments about how your reputation follows you—how judges have long memories and talk to each other. Among other client benefits, the lawyer with the reputation for civility and reasonableness will get the benefit of the doubt.

And anyone interested in going on the bench needs to cultivate his or her reputation for civility. As one participant put it, those with judicial aspirations should behave every day as if their opposing counsel is going to fill out an evaluation form—because that's exactly what will happen.

Finally, participants appeared to agree that a civil environment promotes lawyers' well-being and general job satisfaction. (See Buchanan, *Breaking the Cycle of Incivility Through Well-Being, and Bacigalupo, Mindfulness*, both in this issue.)

Being Civil

There is no lack of guidance about how to be civil. The Los Angeles Chapter has long had civility guidelines, which, along with numerous other guidelines, can be found on the ABTL website: http://www.abtl.org/la_guidelines.htm. But these are more in the nature of guiding principles than practical advice. The meeting participants focused on the latter.

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In one participant's words, "Litigation should go back to being a contact sport." There appeared to be universal agreement that the best way to promote civility is through personal contact and communication. For example:

- Start the case with a phone call to introduce yourself.
- When doing out-of-town depositions or hearings, invite opposing counsel to dinner—not to discuss the case or settlement, but just to spend time together.
- Pick up the phone: Conversations, rather than emails, make it harder to be uncivil.
- One judge has a strategy of ordering disputing lawyers to go share a cup of coffee without saying anything about the case.
- Invite opposing counsel to an ABTL event. (See Segal, *A Civility Checklist*, in this issue.)

Civility in letters and emails should be easier because they aren't—or at least shouldn't be—spontaneous: Just pause (or wait a few hours) to read what you've written before hitting "send." Civility in court filings should be easier still. One suggestion was to write memoranda in a way that encourages the judge to copy your language into the resulting order—a technique that will quickly weed out invective and ad hominem attacks.

Going deeper, participants talked about the importance of modeling civil behavior for others, most importantly junior colleagues: In one participant's words, "Don't just perform civility, practice it." It's not enough just to be civil to opposing counsel in front of a judge or other observers, but not elsewhere. You don't promote civility when you finish a civil telephone conversation and then, after hanging up, say to others in the room, "What a jerk." Language always matters, regardless of where or when you use it. In short, good mentoring breeds civility. (See Lanstra, *Teaching Civility*, in this issue.)

On the teaching front, Michael Mallow, chair of the Los Angeles chapter's Civility Committee, noted that one of the committee's projects—in which it hopes to enlist state-wide ABTL support—is to make civility a required MCLE subject. After all, the California Attorney Oath now requires lawyers to affirm that "As an officer of the court, I will strive to conduct myself at all times with dignity, courtesy, and integrity."

Others noted that being civil requires more than just being neutral. You can foster civility by affirmatively showing respect for the other side. And you might thank opposing counsel when you're able to resolve an issue cooperatively.

One's mental attitude matters, too. Generalizations and stereotypes—not just gender-based or racial, but professional attributes like plaintiff/defense, big/small firm, liberal/conservative—are counterproductive. Every opposing counsel—and every judge—is an individual human being. There will be more civility when you think of them that way.

The Judicial Perspective

The judicial officers at the meeting offered a wide range of experiences with incivility—not surprisingly, with discovery as the primary theme.

The most frequent comments focused on the benefit of early, hands-on involvement by judges, principally in face-to- face informal conferences with follow-up. Last year saw the enactment of Code of Civil Procedure section 2016.080, which authorizes courts to hold "informal discovery conferences" to resolve issues the parties are unable to resolve by themselves. But some judges had already discovered this technique and were using it with great success. One judge essentially stopped hearing discovery motions, and instead brought the lawyers into chambers to discuss their disputes. As he put it, "Emails don't count, letters don't count. At the end of the day, everyone is going to get what they need for trial."

Both judges and lawyers at the meeting stressed the highly positive impact of direct judicial participation in disputes. One judge who sometimes agrees to be available during depositions reported that, in many cases, the lawyers never call—they resolve the dispute rather than getting the judge involved. Likewise, when someone requests an informal conference, often the dispute magically disappears and the conference is never held.

But informality doesn't always work, and several judges spoke about the need to impose civility in some cases. This can range from simply ordering lawyers to be civil, to requiring lawyers to affirm the California Attorney Oath's commitment to "dignity, courtesy, and integrity," to more coercive measures (ordering the lawyers into the jury room to talk), to—of course—sanctions.

There was some discussion about whether judges should have the kind of flexibility with sanctions that Family Code section 271 provides: "[T]he court may base an award of attorney's fees and costs on the extent to which the conduct of each party or attorney furthers or frustrates the policy of the law to promote settlement of litigation and, where possible, to reduce the cost of litigation by encouraging cooperation between the parties and attorneys." But judges who spoke on this topic generally felt that the discovery statutes provide sufficient flexibility, that sanctions should be a last resort, and that generally they're not needed when the judge

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overachievers, lawyers probably find this the hardest task to execute. When opposing counsel lacks civility, your choices are to jump in the mud or maintain the high ground. Follow your better instincts.

- **Opposing counsel is not your annoying sibling**. Don't start stuff. Re-read and re-read your communications to opposing counsel before you send them to eliminate those shots across the bow, the passive-aggressive verbiage, and most of all, the unnecessary threats to seek sanctions.
- **Encourage new attorneys to get to know people**. It's undeniable that we treat our friends differently than strangers, and we aren't so anxious to assign malfeasance to someone whom we know and understand. The organized Bar—and the ABTL in particular—provide great opportunities for young/ new lawyers to get to know people. It's hard to be uncivil to someone with whom you just completed a collaborative project that benefited the profession.
- **Encourage new attorneys to pick up the phone**. It's not as good as meeting in-person, but the phone works—if only because we want to get off the phone. It's a tremendous tool to cut through confusion or break down the presumption that the other side has the worst motives. Talk it out. Email's convenience and speed aren't well suited for resolving difficult issues, and email is more likely to foster misunderstanding than resolve it.
- **Force them to write a letter**. When a young attorney is amped up and wants to act back, challenge him or her to put it in a letter. The formality of letters carries with it a certain expectation of civility that often pauses our emotions and stops us in our tracks.
- **Make them wait. Teach them to avoid reacting**. Act after thinking. That usually means not responding immediately to that upsetting email. And make them re-read the email and re-read it again before sending it.
- **Disclose your own stories, mistakes, and development**. We all make mistakes. Some we pay for, and some we just regret. If you learned anything, share it. The best trial lawyers say they learn from what they did wrong, not from what they did correctly.
- **Include younger attorneys**. Even if the client won't pay for it, have younger lawyers shadow you as often as you can, whether it's a deposition or hearing, or just a phone call. Just as nothing teaches lawyering skills better than watching an accomplished lawyer in action, so too can you model civility.
- **Treat everyone with respect**. This is where it all starts. Make sure your young attorneys respect everyone they interact with—not just opposing counsel, but everyone within your firm, from the messenger up to the most senior partner.
- **The listener has the power, not the speaker**. As much as most of us ended up here because we like to talk or were told that we could dominate a debate, most of us prosper as attorneys because of our listening skills and patience. And you can't be uncivil when you're really listening (listening with eye-rolls doesn't count). Teach your younger lawyers this indispensable skill.
- **Don't take yourself too seriously**. Show your younger lawyers a healthy sense of self-deprecation, which will help them—as it helps you—shrug off perceived slights or rudeness from others.

♦*Allen Lanstra is a partner at Skadden, Arps, Slate, Meagher & Flom LLP.*

-Gender Equality: Continued from page 4-

trivialize gender discrimination.

Other common examples reported by women lawyers include being professionally discredited. The misbehavior includes implicit or explicit challenges to their competence, being addressed unprofessionally (such as with terms of "endearment"), being critiqued on their physical appearance or attire, and being mistaken for nonlawyers (such as court reporters or support staff). A judge reported, "People tell me all the time I don't look like a judge even when I'm in my robe at official events." An attorney recalled an incident in which, when she stated her appearance on behalf of a shopping mall owner, the judge remarked that she was dressed as though she had just come from a shopping trip to the mall.

Less frequent—but still reported with regularity—are the most obvious forms of gender-based incivility, such as sexually suggestive comments or sexual touching.

The conclusion is inescapable that sexism is alive and prevalent in the legal profession, and that sexism finds its expression in incivility. The underlying reasons for sexism are varied, but among the obvious culprits with respect to the practice of law are that women remain underrepresented, particularly in leadership roles; there are fewer women than men on the bench; and there are enduring stereotypes with respect to the proper role of women in society.

The Costs of Incivility

The ramifications of incivility must not be trivialized as just part of the fabric of everyday life. Research shows that incivility makes people less motivated and harms their performance. One study showed that medical teams exposed to

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erasing incivility in the profession may be the judges and lawyers willing to tamp down uncivil behavior the moment it emerges." (Filisko, *You're Out of Order! Dealing with the Costs of Incivility in the Legal Profession* (2013) ABA Journal, available at http://www.abajournal.com/magazine/article/youre_out_of_order_dealing_with_the_costs_of_incivility_in_the_legal.) Step in. Know the rules. (See, e.g., Super. Crt. L.A. County Local Rules, Chap. 3, App. 3.A *Guidelines for Civility in Litigation*, available at https://www.lacourt.org/courtrules/ CurrentRulesAppendixPDF/Chap3Appendix3A. PDF.) "Counsel should always deal with parties, counsel, witnesses, jurors or prospective jurors, court personnel and the judge with courtesy and civility." (Id., § (l)(2).)

i. Enlist help from colleagues. Have a plan. If need be, bring serious episodes to the court's attention.

j. Join and support bar organizations that promote civility.

6. Be a problem solver.

Judges can and should tailor their approach to individual cases. For example, if a party brings to the judge's attention that one or more lawyers disrupts depositions by making uncivil remarks or lengthy, intemperate speaking objections, the judge could devise a plan for dealing with that particular issue.

The judge might offer to be available by telephone so that deposition exchanges can be read back by the reporter, or other issues can be resolved in real time. Judges committed to reducing incivility will give these calls priority, even briefly recessing a trial to take the call. (Most judges have found that merely being available to take a call usually causes lawyers to act more reasonably and work through their problems rather than call the judge.) Or the judge might order the next several depositions to be taken in her jury room, and make herself available to monitor the situation. Or require an additional camera in the deposition room that captures lawyer misconduct if the complaint is unprofessional conduct like making faces or placing feet on the table.

If the problem is that "nasty" correspondence has replaced meaningful dialogue, the judge might order the parties to conduct the next meet and confer session in person in her jury room, and offer to sit in for some period.

Some of these options may seem unappealing or unduly time-consuming, but dealing with incivility is worth the effort in the long run.

7. Apply sanctions as a last resort.

"Sanctions are a judge's last resort. At bottom, they are an admission of failure. When judges resort to sanctions, it means we have failed to adequately communicate to counsel what we believe the law requires, failed to impress counsel with the seriousness of our requirements, and failed even to intimidate counsel with the fact we hold the high ground: the literal high ground of the bench and the figurative high ground of the state's authority. We do not like to admit failure so we sanction reluctantly." (*Interstate Specialty Mktg., Inc. v. ICRA Sapphire, Inc.* (2013) 217 Cal.App.4th 708, 710.) And imposing sanctions against a lawyer seems a poor first response to incivility, because sanctions are unlikely to build bridges between warring counsel.

And yet, sanctions serve their purpose when other methods fail. They "can level the playing field. If we do not take action against parties and attorneys who do not follow the rules, we handicap those who do. If we ignore transgressions, we encourage transgressors." (*Ibid.*) And sanctions provide a way for clients to recover some of the added costs incivility can cause.

No doubt, our seven suggestions are just a few of the things judges might do to promote civility, and hopefully our colleagues will chime in with others. In addition, many judges already lend their voices in support of efforts to promote courtesy and professionalism. For example, they participate in bar association civility training sessions, write articles like this one, and discuss the topic at bench/bar events. Nevertheless, the scourge of incivility persists. Whatever we may be doing as a profession, it seems we need to do more.

♦ *Hon. Brian S. Currey is an Associate Justice of the California Court of Appeal, Second Appellate District, Division Four.*

♦*Hon. Kevin C. Brazile is Presiding Judge of the Los Angeles County Superior Court.*

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make the arguments that are necessary. You can still be an advocate and use your persuasive skills. You can even still become upset about the way opposing counsel is acting. But civility and effectiveness are not mutually exclusive.

- **Be accommodating**. If a request really prejudices your client, ok. But I'm pretty certain that nearly every judge will tell us that she couldn't tell the difference between a brief written in 40 days versus 30 days. Good attorneys will do what they need to do in 30 days, regardless whether you jam them. All you've done is jam them (which is not civil). Treating scheduling as a game is petty.

- **Set your own tone**. As competitive, type-A, proud

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-Civility Roundtable: Continued from page 8-

gets personally involved.

But rules do help. One federal judge noted that the amendment to rule 37 of the Federal Rules of Civil Procedure to cover spoliation issues very significantly reduced motion practice in that area.

Other judges spoke of positive reinforcement techniques, particularly complimenting lawyers for good behavior—on the record, so that clients can see it.

There was also a recognition that there are some controversies that all the goodwill in the world can't resolve— the parties need the judge to make a decision so they can move on. And, as one participant put it, sometimes the lawyers need a judge to "save us from our worst impulses." (See Currey & Brazile, *What Judges Can Do*, in this issue.)

Meeting participants recognized the reality that they were preaching to the choir—organizations like the ABTL tend to attract lawyers and judges for whom civility is a priority and the norm. But the hope is that by spending time together probing what civility really means and how we can improve our efforts to achieve it, the participants left the meeting with a better appreciation of the value of being civil and of inspiring civility in others.

♦*Robin Meadow is a partner at Greines, Martin, Stein & Richland LLP and is co-editor of the Los Angeles ABTL Report.*

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chances of getting what they ask for during litigation and settlement negotiations." (S. Feldman Hausner, *Psychology and Persuasion in Settlement* (2019) 32 Cal. Litigation 31, 34.)

Incivility also is bad for judges. It interferes with our shared goal of fair, timely, and efficient resolution of cases. It slows cases down and increases judicial workloads by fomenting needless discovery disputes and other unnecessary motions. It erodes the judicial process and the public's perception of it. And let's face it: Dealing with lawyer incivility can be unpleasant. We believe that justice is a serious business that demands professionalism and mutual respect. We don't relish supervising or disciplining lawyers who act like truculent children.

Incivility is equally bad for juries. Lawyers who fail to accord respect to one another almost always fail to honor and respect the citizens drafted to serve on juries. They keep them waiting. They bore them with overly-long, uninspired, or ill-prepared trials. They don't respect jurors' time or appreciate their service. Consequently, many people would rather have a root canal than serve on a jury. That's a shame, because most who serve on juries in cases tried by competent, professional, and respectful lawyers and judges enjoy the experience, and look forward to returning.

Finally, incivility erodes public support for the legal system and as Justice Arthur Gilbert noted, "debases the legal profession." (*Crawford v. JPMorgan Chase Bank, N.A.* (2015) 242 Cal.App.4th 1265, 1266.) At a time when we must fight to preserve court budgets, we need our constituents to value and respect the legal process.

So, as judges we have good reason to commit to reducing or eliminating incivility in the profession.

2. Understand the problem.

As we communicate with lawyers, we hear increasing complaints about incivility. Perhaps more lawyers behave badly now, or perhaps lawyers complain more about it. Either way, incivility is a problem that needs to be acknowledged, studied, and remedied.

We encourage more rigorous study of incivility in the legal profession. Most of what we have seen and heard is anecdotal. But we are trained to resolve issues based on evidence, and here we admittedly have seen little professional literature on the nature, scope, and methods of remediating the problem. Incivility in the workplace generally may be better understood than incivility in the legal profession. Psychologists and human resources professionals who study workplace incivility have useful information to share. Bar groups could recruit some of those experts to develop research-based programs to reduce incivility among lawyers.

Based on what we've heard from lawyers and our own experiences, we know uncivil lawyers come in many unappetizing flavors. We've borrowed or adapted some of the following non-exclusive categories from another author (Futeral, *How to Deal with a Difficult Lawyer*, available at https://www.charlestonlaw.net/dealing-difficult-opposing- attorney) and have added some of our own:

a. **Bullies.** These lawyers are rude to opposing counsel, witnesses, and opposing parties. They make threats and demands. Bullies may hurl insults or make snide comments. They may threaten opponents with unwarranted sanctions and include sanctions requests in most of their many motions. In court and in motion papers, these lawyers will accuse opposing counsel and parties of every imaginable misdeed. At their most extreme, they will display extreme anger management issues, invade others' personal space, and ask to "take it outside."

b. **Obstructionists.** These lawyers make everything difficult. Phone calls and emails go unanswered. Depositions go unscheduled. Routine interrogatories and document demands are met with objections and without any substantive responses. Document pro-

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duction slows to a crawl. Meeting and conferring is unproductive. At depositions, they make long speaking objections. Time drags on and costs escalate.

c. **Paper Tigers.** These lawyers generate frequent letters and emails, all of them unproductive. Their opponents' interrogatories receive lengthy responses containing no new information. Despite reams of correspondence, little gets resolved between the lawyers. Left unchecked by the judge, these lawyers will file repetitive discovery motions, and every other imaginable motion, all of which baselessly accuse the other side of misdeeds it did not commit.

d. **Other "Bad Apples."** This catchall category includes pathological liars, racists, misogynists, and others who simply cannot get along with others. We cannot ignore reports that new lawyers, women lawyers, LGBTQ lawyers, and lawyers of color are victimized by incivility at least in part because of their youth or inexperience, gender, race, gender identity, and/or sexual orientation. As guardians of justice, this is something we cannot abide.

e. **The Misguided.** These lawyers received little training, or were trained by members of the previous four groups. Perhaps they watched too many "lawyer" TV shows glorifying slickness over substance, or implying that the ends justify the means. Perhaps they are emulating the proliferation of incivility in the political sphere. Bad as they are, we view these lawyers with some optimism. These folks are our targets. They are the ones we will proselytize with the gospel of civility. Perhaps they can be saved.

Although the last category may be our targets, we cannot ignore the others. We should not give up hope that they are ultimately teachable—but if they aren't, we must be diligent in our efforts to keep them from contaminating the profession for others and interfering with the administration of justice.

3. Model, inspire, and set expectations for good behavior.

Common experience and social science research confirm that, left unchecked, incivility begets more misconduct in an unfortunate downward spiral of unpleasantness. (See, e.g., Andersson & Pearson *Tit for Tat? The Spiraling Effect of Incivility in the Workplace* (1999) 24 Acad. Mgmt Rev. 452, available at https://journals.aom.org/doi/full/10.5465/amr.1999.2202131.) Judges have unique abilities to help stem the tide by modeling good behavior, inspiring collegiality and professionalism, and demanding good behavior by lawyers working on cases on the judges' dockets.

Judges model good behavior by treating lawyers, jurors, witnesses, litigants, court staff, and others with respect. We are obligated to do so by the California Code of Judicial Ethics because appropriate judicial demeanor "is essential to the appearance and reality of fairness and impartiality in judicial proceedings." (Rothman, Cal. Jud. Conduct Handbook (3d ed. 2007) § 2.46, p. 93.) "Maintaining decorum and dignity, and being courteous and patient, sets the gold standard in the courtroom for everyone . . . and provides all with a greater level of satisfaction with the outcome and, obviously, improves the public's confidence in the judicial institution. " (*Ibid.*)

Modeling good behavior is a start, but isn't enough. Judges can and do inspire and overtly demand professionalism and civility outside the courtroom. For example, judges may express their expectations in the "Courtroom Information" posted for each civil department on the Los Angeles Superior Court's website. This document also may be made available to lawyers at counsel tables. Here's an excerpt from the guidelines Justice Currey used in his courtroom when he was a superior court judge:

> The Court's goal of fair, timely, and efficient resolution of cases can only be achieved with the assistance and cooperation of counsel and self-represented parties. Knowledgeable, well-prepared lawyers who cooperate with each other and the Court streamline the litigation process, thereby conserving client and judicial resources. Therefore, the Court expects and requires the highest degree of professionalism from counsel appearing in this department, including knowledge of, and strict compliance with, the Code of Civil Procedure, the California Rules of Court, the Los Angeles County Court Rules, and the California Attorney Guidelines of Civility and Professionalism. The Court intends to treat everyone with respect and courtesy, and expects all those involved . . . to do the same. Uncivil or unprofessional behavior will not be tolerated.

The judge may repeat these exhortations at initial status conferences and hearings, using a shorthand version: "I intend to treat lawyers who appear before me with respect. In return, I expect lawyers to treat the Court and each other with respect and professionalism."

4. Facilitate civility.

Incivility can be reduced through positive interactions among lawyers. It is harder (but admittedly not impossible) for lawyers to be nasty to someone they know. Judges can encourage lawyers to meet productively early in the case and perhaps reduce potential future conflict. For example, at an initial status conference, the judge might suggest that counsel immediately go for coffee to discuss the case further—or even to discuss anything but the case. The judge could emphasize his or her expectation that counsel work cooperatively, treat each other courteously and respectfully, and collabo-

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rate to schedule and complete discovery.

Most lawyers behave well in court. Generally, incivility happens out of the judge's view. Usually, it has something to do with discovery, because that is the context in which lawyers most frequently interact outside the courtroom. A judge can communicate—early and often—high expectations for good attorney conduct in discovery and intolerance of incivility. Among other things, a judge may communicate distaste for unnecessary discovery disputes. California has a detailed Code of Civil Procedure and various practice guides that take virtually all the mystery out of what is required in the discovery process. A judge may express an expectation that attorneys will research and understand their discovery obligations, and work cooperatively to complete discovery with minimal court intervention. At the same time, the judge may make clear to the parties that he or she is available to help with difficult issues requiring judicial assistance (such as thorny privilege issues), or with finding ways to exchange information while reducing burden and expense. And the judge may also want to emphasize an intention to rein in incivility and any shirking of discovery obligations.

More and more judges require parties to have both meaningful lawyer-to-lawyer discussions (not a cursory exchange of emails) and an informal discovery conference with the court before a discovery motion may be filed. In effect, these judges opt to conduct an informal discovery conference "on [their] own motion" in every case. (Code Civ. Proc., § 2016.080.) How best to conduct these sessions is beyond the scope of this article, but we have several suggestions with respect to civility.

First, the informal discovery conference provides an opportunity for the judge to gauge how the parties interact. Do they work together professionally and productively? Have they held productive meet and confer sessions that narrow the issues? If not, the informal discovery conference is a good opportunity for the judge to restate ground rules and reinforce expectations about professionalism and common courtesy. The judge should call out and express disapproval of any incivility, whether revealed in "meet and confer" correspondence or personal interactions. If you see something, say something. Say "Stop it."

Second, the judge can model a pragmatic approach to discovery aimed at eliminating gamesmanship. Discovery is not a game of "Gotcha." It is intended to facilitate an exchange of relevant information and to avoid surprise at trial. At the informal discovery conference, the judge can underscore the goal of working together to reduce discovery costs and burdens—while stressing that everyone will get what they need for trial.

Finally, the parties should leave the conference with instructions from the judge to conduct further in-person meetings to narrow or eliminate disputes, requiring them to meet and accomplish something. The "something" might be a detailed schedule for all remaining depositions, or a document production schedule, or anything else that is useful and requires cooperative interaction. By emphasizing the need to meet rather than exchange email, the judge gets the participants to work together.

5. Be a good coach—help lawyers be civil to one another.

We often are asked by exasperated lawyers how to deal with an uncivil opponent. Obviously, judges cannot give ex parte tips to one side or another, but they can share suggestions with counsel at initial status conferences and similar occasions. Because these suggestions come from the judge, lawyers need not worry that their professional courtesy will be mistaken as a sign of weakness. Here are some thoughts a judge could share with lawyers:

a. Be proactive. At the start of a new case, reach out to opposing counsel. Introduce yourself. Perhaps offer to go to the other lawyer's office to meet, or meet for coffee or lunch. Make clear you are not arranging a meeting to seek settlement, serve papers, or make demands. The meeting may be short. It may even be awkward. But it will show your respect and help set a courteous tone.

b. Rudeness is contagious and spreads. Don't bite. Don't catch the disease.

c. Stay calm and be mindful. Equanimity is defined as mental calmness, composure, and evenness of temper, especially in a difficult situation. Display equanimity.

d. If you encounter incivility, say something. Label it. Be direct. "John, you are being rude. Can we discuss this in a professional manner?"

e. Use humor.

f. Fight rudeness with kindness. While rude behavior may be a misguided way to assert control, it also might be a response to stress, pressure, frustration, or some other form of unhappiness. (See *Five Ways to Deal with Rudeness in the Workplace*, available at https://www.mindtools.com/pages/article/five- ways-deal-with-rudeness.htm.) Be sympathetic and solution-driven.

g. Be a good role model. Demonstrate civility. Lead by example.

h. Defend colleagues. If you witness incivility directed at another lawyer, politely ask the offending lawyer to rephrase or otherwise act in a more courteous manner. Remember, "the most effective tools for

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