



## PREADMISSION EDUCATION PROGRAM

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DIVERSITY PROGRAMS MANAGER

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## PREP

Inclusive Client Management  
Difficult Conversations  
Conflict Resolution

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### INCLUSIVE CLIENT MANAGEMENT WHAT IS IT?

*"The intentional and consistent use of a race equity lens to mitigate bias in the process of establishing, maintaining and effectively managing the attorney-client relationship." – KJ Williams*

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## INCLUSIVE CLIENT MANAGEMENT

1. Self awareness begins with you
2. Know your client
3. Establish trust
4. Set boundaries

- Implicit Bias – Take the Harvard Implicit Association Test
- Check your assumptions
- Cultural Awareness (current social/political impact/narratives)
- Cultural Knowledge (race, ethnicity, identity, stereotypes, agent, target)
- World View – Shapes ideas/understanding of both attorney and client
- Legal World View – Specific techniques, practices and expectations
- Trust & Power – Client Perspective
  - The “all knowing” attorney,
  - representatives of an unjust system

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## CONFLICT RESOLUTION

### Positionality – Where are you in the hierarchy?

- Status: High status, low status play
- Rank: Socially ascribed target/agent membership
- Power: Individual core power (psychological, spiritual etc..)

### Family of Origin – What is your relationship to conflict?

- Avoiding
- Giving In
- Standing your Ground
- Compromising
- Collaborating

### Resolution Roadmap

- Empathize with the feelings and thoughts of others
- Actively listen – stay present
- Prioritize responding to the impact
- Ask open ended/clarity questions

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## DIFFICULT PERSONALITIES

**Forensic psychologist Sherrie Bourg Carter:** “They believe that their distorted or exaggerated views of a situation are accurate, making it difficult for them to understand why others do not agree with them. They tend to disagree with their attorney’s assessment of the strengths and weaknesses of their case and legal strategies. When challenged they become defensive and entrenched.” Sherrie Bourg Carter, *Representing Mentally and Emotionally Disturbed Clients in Family Law Practice*, 22 Am.

“...the four most common high-conflict personalities: **borderline, histrionic, narcissistic, and antisocial**. For these clients, the drive for conflict arises from their personalities, rather than the issues or amount of money involved.” – Paul Fisher

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## DIFFICULT PERSONALITIES

**Borderline:** These individuals are the ones most often found in high-conflict litigation. Females make up 75% of this group. Their greatest fear is abandonment, which is perceived in everyday events. Their coping mechanism is to control and manipulate. They have intense, angry outbursts and severe mood swings. If they feel abandoned by their lawyer, they may seek revenge through bar grievances and malpractice claims. These individuals may change their story from one meeting to the next.

**Histrionic:** The hallmarks of histrionic personality are fear of being ignored, drama, and exhibitionism. They appear confident and self-assured but are actually deeply insecure and have shallow feelings. They manipulate with drama, charm, and temper tantrums as they seek attention, affection, and approval.

**Narcissistic:** Narcissistic personalities have an extreme preoccupation with themselves, lack empathy, and seek to be treated as superior and admired. They are oblivious to their own behavior and portray themselves as victims. If their attorney confronts them with their own behavior, they become extremely defensive and may attack their attorney. They may even fire the attorney and find another who is more agreeable and provides the special treatment they expect.

**Anti-social:** Antisocial personalities exploit others as a means of overcompensating for their fear of being dominated. Their hallmarks include some or all of the following: aggressiveness, charm, and deceit for their own benefit, reckless disregard for safety of others and themselves, desire to dominate others, impulsiveness, playing the victim, and a lack of empathy.

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