Contents

	Preface	xi
	Acknowledgments	xiii
	Disclaimer	xiv
	Introduction	1
	Giving voice to values 1	
	Legal background 1	
	This book's origin 2	
	Intended audience 3	
	How to use this book 4	
	Structure of the book 4	
SE	CTION I	
G	VV framework	7
1	Context	9
	Traditional ethics programs v. GVV 9	
	Why GVV is useful 9	
	GVV is critical in the current global economy 10	
	GVV is important for the legal industry 10	
2	GVV terminology	12
	Values 12	
	Voice 13	
	Pre-scripting 13	
3	Framework for legal scenarios	15
	Key stakeholders 15	
	Reasons and rationalizations 16	
	Strategies 18	
	Reflect on outcome 19	

X	Contents	
SEC	CTION II	
Th	e legal industry	21
4	History of ethical standards	23
5	Major sources of ethical standards	24
	National rules: the Model Rules 24	
	State rules: codes of professional responsibility 25	
	International rules: International Principles on conduct 26	
6	Rule of law versus spirit of the law	28
7	Exemplars	29
	Babes on the team 29	
	Ice cream truck accident 30	
	Reference for a departing employee 32	
SEC	CTION III	
Eth	nical scenarios in the legal profession	35
	Legal scenario # 1: the case of inflated experience 37	
	Legal scenario # 2: the case of the creative timesheet 42	
	Legal scenario # 3: the case of the client request 49	
	Legal scenario # 4: the case of the missing data 55	
	Legal scenario # 5: the case of predicting outcomes 59	
	Legal scenario # 6: the case of combative opposing counsel 63	
	Legal scenario # 7: the case of the questionable gift 68	
	Legal scenario # 8: the case of the altered file 73	
	Legal scenario # 9: the case of the helicopter benefactor 78	
	Legal scenario # 10: the case of pressure from the bench 81	
	Legal scenario # 11: the case of a colleague's unethical conduct 85	
	Legal scenario # 12: the case of pressure from the board 90	

100

103

Conclusion

Index