

Summary of Contents

	Page
PREFACE	iii
ACKNOWLEDGMENTS	v
PART ONE. INTRODUCTION TO CLIENT-CENTERED COUNSELING	
Chapter 1. Client-Centered Lawyering	2
1. Introduction	2
2. Why Should You Adopt a Client-Centered Approach?	4
3. Hallmarks of Client-Centered Counseling	8
4. Integrating Client-Centered Hallmarks into the Interviewing & Counseling Process	11
PART TWO. FUNDAMENTAL COUNSELING SKILLS	
Chapter 2. Motivation	16
1. Introduction	16
2. A General Description of Motivation	16
3. Motivation in Lawyer-Client Dialogues	18
4. Inhibitors	19
5. Facilitators	26
6. Summary	31
7. Personality Conflicts	31
8. Motivation in Inter-Cultural Contexts	32
Chapter 3. Active Listening	40
1. Introduction	40
2. Identifying Content and Feelings	41
3. Obstacles to Good Listening	43
4. Passive Listening Techniques	43
5. Active Listening	46
6. Difficulties in Mastering Active Listening	56
7. How Much Active Listening?	62
Chapter 4. Forms of Questions	63
1. Introduction	63
2. Forms of Questions	64
3. Common Advantages and Disadvantages of the Different Forms of Questions	67
4. Conclusion	76

	Page
PART THREE. INFORMATION-GATHERING	
Chapter 5. Beginning Client Conferences	78
1. Introduction	78
2. Pre-Initial Meeting Communications.....	79
3. Greeting Clients	80
4. Icebreaking.....	81
5. Preliminary Problem Identification	84
6. Preparatory Explanations	101
7. Beginning Follow-Up Meetings	107
Chapter 6. Eliciting Timelines	111
1. Introduction	111
2. How Two Phase Interviews Help Develop Persuasive Stories	112
3. Timeline Story Features	113
4. Advantages of Eliciting Timeline Stories	115
5. The Tentativeness of Timeline Stories	118
6. Timeline Preparatory Explanations	119
7. “Start at the Beginning”	125
8. Expanding “Quickie” Timeline Stories	127
9. Timeline Questioning Techniques	127
10. Taking Probe Notes	135
11. Examples and Analyses of Timeline Stories	136
12. Special Timeline Issues.....	141
13. Prepare and Update Chronologies	149
Chapter 7. Theory Development Questioning—Pursuing Helpful Evidence	151
1. Introduction	151
2. The Process of Theory Development Questioning	152
3. Identifying Material Facts.....	153
4. Identifying Emotive (Non-Material) Factual Propositions	161
5. Identifying Helpful Evidence	161
6. Theory Development Questioning Techniques	169
7. Bolstering Credibility	190
Chapter 8. Theory Development Questioning Undermining Adversaries’ Likely Contentions	198
1. Introduction	198
2. Uncovering Evidence Tending to Rebut Harmful Disclosures	198
3. Uncovering Adversaries’ Likely Contentions.....	200
4. Probing Clumped and Conclusory Responses	203
5. Probing Clumped Events and Behavior Over Time Responses ...	204
6. Filling Gaps in Stories.....	205
7. Preserving Information	205
8. Example: Integrating the Theory Development Tasks	206

	Page
Chapter 9. Information Gathering in Transactional Settings	213
1. Introduction	214
2. Do Not a “Deal-Killer” Be	214
3. Information Gathering in the Context of Proposed Business Deals	215
4. Conducting Initial Interviews Regarding Business Deals	218
5. Preparing Draft Agreements	232
6. Second Transactional Example: Creating a Nonprofit Corporation	232
Chapter 10. Interviewing Strategies for Criminal Defense Counsel	239
1. Introduction	239
2. When the First Conversation Is a Phone Call	240
3. Initial Interviews in Locked Facilities	247
Chapter 11. Concluding Client Conferences	272
1. Introduction	273
2. Specifying “The Next Steps”	273
3. Concluding Initial Meetings: Establishing a Professional Relationship	274
4. Concluding Initial Meetings: Giving a Tentative Assessment	276
Chapter 12. Gathering Information From Especially Difficult Clients	285
1. Introduction	285
2. Reluctance to Discuss Particular Topics	285
3. Reluctance to Commence an Initial Interview	291
4. Communicating With Aged and Infirm Clients	293
5. Rambling Clients	294
6. Interruptive Clients	298
7. Clients Who Are Hostile, Angry and Explosive	300
8. Vengeful Clients	303
9. Fabrication by Clients	306

PART FOUR. DECISION-MAKING

Chapter 13. Principles Underlying Effective Counseling	316
1. Introduction	317
2. Clients Are Primary Decision Makers	318
3. A Standard for Client Decision Making: “Substantial Legal or Non-Legal Impacts”	321
4. The “Substantial Impact” Standard and Lawyering Tactics	326
5. Your Role in the Counseling and Advising Process	327

	Page
Chapter 14. Implementing an Effective Counseling Process	345
1. Introduction	345
2. The Importance of Neutrality	346
3. Counseling Plans	347
4. Provide Preparatory Explanations	347
5. Clarifying Clients' Objectives	348
6. Identifying Alternatives	350
7. Identifying Consequences	352
8. Making Decisions	368
Chapter 15. Clarifying Clients' Objectives	370
1. Introduction	370
2. Vague or Uncertain Objectives	370
3. Incomplete Objectives	372
4. Updating Clients' Objectives	373
5. Illegal or "Immoral" Objectives	375
Chapter 16. Identifying Alternatives	378
1. Introduction	378
2. Two Bases of Expertise	379
3. Identify "Pivotal" Alternatives	379
4. Professional Satisfaction	380
5. Develop Familiarity With Relevant "Industries"	381
6. Briefly Describe Alternatives and Outcomes That Are Likely to Be Unfamiliar to Clients	386
7. Frame Options Neutrally	387
8. Evaluate Clients' Immediate Rejection of Alternatives	389
9. Recast Clients' Inadequate Alternatives	391
10. Adding Additional Options as the Counseling Process Contin- ues	392
11. The Impact of Changed Circumstances	393
Chapter 17. Identifying Consequences	395
1. Introduction	396
2. Responding to Consequences That Clients Foresee	396
3. Probe the Adequacy of Clients' Data Bases	397
4. Respond to Data Bases Emanating From Cognitive Illusions	399
5. Helping Clients Recognize Non-Legal Consequences	405
6. Articulating Legal Consequences You Foresee	407
Chapter 18. Final Decision-Making	416
1. Introduction	416
2. Clients Request Your Opinion	417
3. Responding to Clients Who Are Unable to Decide	420
4. Intervening in Clients' Decisions	428
5. Accepting Differences in Risk Aversion & Values	443
6. The Borderland of Intervention	445
7. Counseling "My Mind Is Made Up" Clients	446

	Page
Chapter 19. The Counseling Model and Litigation	449
1. Introduction	449
2. A Case Study: Vitissian v. Linus Hauling Co. and Industrial Resources Corp.	449
3. “Snapshot 1”: Whether to File Suit	450
4. “Snapshot 2”: Whether to Take a Deposition	455
5. “Snapshot 3”: Whether to Settle	458
Chapter 20. Counseling “Deals” Clients	465
1. The Scope of This Chapter	465
2. Case Study No. 1: PSD Corporation	466
3. Preparing to Review an Agreement	467
4. Topics to Explore When Counseling About Deals’ Individual Provisions	472
5. Counseling Clients About Deals’ Overall Wisdom	488
Chapter 21. Counseling Formal and Informal Organizational Clients	497
1. The Scope of This Chapter	498
2. Counseling Joint Clients	498
3. Counseling Formally-Structured Organizational Clients	502
4. Counseling Unincorporated Associations	506
5. Counseling Community Groups	512
Chapter 22. Counseling Criminal Defendants	516
1. Introduction	516
2. Vignette One: The Procedural and Strategic Roadmap	517
3. Vignette Two: The One Time Plea Offer	521
4. Vignette Three: Giving Strong Advice to Plead Guilty	528
5. Vignette Four: Maximizing the Value of a Plea Offer	530
6. Vignette Five: The Decision to Testify or Remain Silent at Trial	535
7. Vignette Six: When Counseling Problems Cannot Be Bridged or Abided	538
INDEX	543