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**[Review of] George Kaufman, The Lawyer's Guide to Balancing
Life and Work: Taking the Stress out of Success**

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information (chapter 13's list of "transferable skills" is imaginative and comprehensive), the bulk of the valuable information is not in the 250 pages of text but found in the appendices, which give thorough listings of job descriptions, job options, and job search resources. These alone take up 130 pages, are well organized, and may be exactly what someone asking the title question is looking for. The preceding text can simply serve as a cheering section when needed. Which is, after all, the mission of self-help books.

In fact, perhaps Arron's advice on interviews in chapter 25 sums up the creed of self-help books in general: "It doesn't really matter what you say, as long as it's somewhat plausible."

THE LAWYER'S GUIDE TO BALANCING LIFE AND WORK

Taking the Stress Out of Success

By George Kaufman
ABA Law Practice Management,
1999, \$49.95

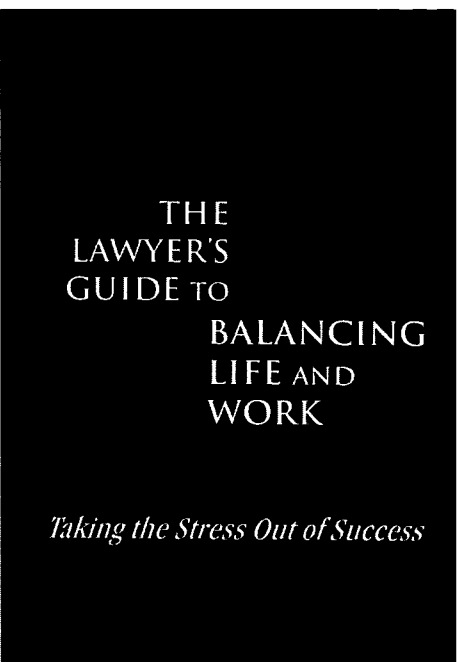
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In recent years there has been much self-examination within the legal profession. On the macro scale, Sol Linowitz, *The Betrayed Profession*, compares, not favorably, the profession of today with that which he knew in the early decades of his practice. Dean Anthony Kronman, *The Lost Lawyer*, and Mary Ann Glendon, *A Nation Under Lawyers*, use their skills as scholars to examine the profession on a more objective level. On the micro level, Deborah Arron led the way with *Running from the Law*, which tells of talented overachievers who stood out in law school and judicial clerkships, and then found large-firm practice disastrous.

More recently Mark Perlmutter weighed in with *Why Lawyers Lie and Engage in Other Repugnant Behavior*. Perlmutter described his own experience and his own wrongdoing in a way many of us could recognize on a personal level, and then chronicled his route to recognition of his malady and what he did about it, providing us with a prescription for how to cure our own tendency to "lie and engage in other

repugnant behavior."

George Kaufman's new book, *The Lawyer's Guide to Balancing Life and Work: Taking the Stress Out of Success*, is in the same genre. Kaufman describes his own life in the law—top schools, associate in a prestigious New York law firm, partner in his own economically successful firm, in-house counsel in the corporate world—as well as his own dissatisfaction. Having made his journey, Kaufman reached out to his fellow lawyers to help them search for the cause of, and a remedy for, their un-



happiness. In the process, and borrowing from others who have explored the personal growth field, Kaufman created a series of practical exercises by which we can measure our own level of satisfaction or dissatisfaction with the practice of law, explore the cause for any unhappiness, and design a remedy.

Thus, like Perlmutter, Kaufman leaves the macro exploration of the profession to others. Kaufman focuses on the individual, starting with himself, but clearly aiming at his readers. We are asked to take a good look at ourselves. Are you happy in the practice as you are doing it? Are you aware of the cost that you are paying for the success you have achieved? Do you know why you are so driven? Do you really want to continue living life the way you are living it? If not, do you want to do something about it?

Arron tells of *Running from the Law*, and in her new book (reviewed above), she

tells us about alternatives to the practice of law. Kaufman helps us explore ways to stay in the law while altering those factors that cause dissatisfaction. Perlmutter asks us to look at, and remedy, one distasteful aspect of the practice of law: the tendency of many lawyers to indulge in repugnant behavior, often with no awareness of what we are doing. Kaufman's book is much broader in that we are asked to explore the totality of our practice and our lives, and to help that core of what ails us before nature removes the opportunity to do so.

Kaufman borrows from the techniques of various personal development courses and experiences that have proliferated in the past few decades. His contribution is that he reshapes the material so that it applies directly to lawyers and the practice of law. Unlike Linowitz, Kronman, and Glendon, he reaches out to us as individuals and invites us to examine who we are, how we arrived at our present position, and whether we are satisfied and, if not, to do something about it. Moreover, he prescribes a route to achieve results that will make a difference.

This book is a valuable contribution and should be required reading for all who are at least five years out of law school. (Before that we have too little experience to know whether we are happy or unhappy with the practice of law.) And it should be reread on at least five-year intervals. While *The Lawyer's Guide to Balancing Life and Work* will not be known as great literature, and does not aim at remaking the profession as a whole, it can do much more—lead the individual lawyer to a life of greater satisfaction, even if that means leaving the practice.

Crossword Solutions from page 51

H	A	C	K	M	A	N	S	C	O	T	T
E	N	S	N	A	R	E	D	E	B	A	R
P	A	T	E	D	W	T	A	T	I	A	
B	T	E	N	E	M	Y	N	U	N	C	
U	O	I	D	N	A	S	I	S	S	Y	
R	M	D	R	N	A	N	E				
N	Y	E	V	E	L	B	J	C	R		
	C	P	D	T	A	U	R	A			
L	A	O	A	G	A	P	T	K	E	Y	
A	R	M	Y	R	Y	A	N	S	A	M	
L	E	E	K	I	L	L	I	N	T	O	
A	N	D	R	Y	O	P	I	N	I	O	N
W	A	Y	N	E	R	I	C	H	A	R	D