

# ANNE M. BRAFFORD

JD, MAPP, PHD CANDIDATE

abrafford@aspire.legal | www.aspire.legal



*After practicing law for 18 years, Anne left her job as an equity partner in employment litigation at Morgan, Lewis & Bockius LLP to study with world-class experts in individual and workplace thriving. Her aim is to help the legal profession build engaging workplaces where people and businesses can grow and succeed together.*

In 2014, Anne founded Aspire ([www.aspire.legal](http://www.aspire.legal)), an education and consulting firm for the legal profession. Anne is the Vice President of the [Institute for Well-Being in Law](#) (IWIL, formerly known as the National Task Force on Well-Being), the Vice President of Programming, and the Chair and founder of IWIL's Well-Being Week in Law. She was the Editor-in-Chief and co-author of the 2017 report of the National Task Force on Lawyer Well-Being, [The Path to Lawyer Well-Being: Practical Recommendations for Positive Change](#).

Anne is a past Chair (2016-2020) and Vice Chair (2015-2016) of the ABA Law Practice Division's Attorney Well-Being Committee. As part of her role with the ABA's Presidential Working Group formed to investigate how legal employers can support healthy work environments (2017-2019), Anne authored the freely-available [ABA Well-Being Toolkit for Lawyers and Legal Employers](#). Anne authored an ABA-published book titled [Positive Professionals](#), which provides science-based guidance to law firm leaders for boosting work engagement for lawyers. She is a Trusted Advisor to the legal profession's Professional Development Consortium.

Anne graduated from University of Iowa Law School in 1996 with high distinction and special honors. She has earned a Master's degree in Applied Positive Psychology (MAPP) from the University of Pennsylvania (2014) and is nearing completion of her doctoral work in positive organizational psychology at Claremont Graduate University. Anne has served as a teaching assistant to both Dr. Martin Seligman and Dr. Mihaly Csikszentmihalyi, the co-founders of positive psychology. Anne's research focuses on lawyer thriving and includes topics like positive leadership, workplace well-being, work engagement, motivation, mental health, inclusion, and retention and advancement of women lawyers. Anne can be reached at abrafford@aspire.legal.



## ANNE'S PUBLICATIONS FOR YOUR WORKPLACE WELL-BEING LIBRARY:

### GENERAL WORKPLACE WELL-BEING

- **HANDBOOK.** Workplace Well-Being Handbook for Law Firms, 2021. My new Handbook provides extensive guidance on building well-being programs that incorporate both organizational-level and individual-level strategies. It currently is on sale as a fundraiser for IWIL and can be purchased on the [Resources page](#) of IWIL's website.
- **WHITE PAPER.** [What's Working Well in Law Firm Well-Being Programs?](#), 2021.
- **REPORT.** [Law Firm Well-Being Program Benchmarking Report](#), 2021.
- **POLICY.** [Alcohol Use Policy Template for Legal Employers](#), 2021.
- **VIDEO.** [Well-Being Lessons from the Medical Profession](#), Part, 1, 2021.
- **VIDEO.** [Well-Being Lessons from the Medical Profession](#), Part 2, 2021.
- **VIDEO.** [Meaningful Work for Lawyers](#), 2020.
- **VIDEO.** [Positive Psychology 101 for the Legal Profession](#), 2020.
- **BOOK CHAPTER.** Positive Institutions: Organizations, Laws, & Policies (co-author) in [The Oxford Handbook of Positive Psychology](#), 2020.
- **PODCAST.** Florida Bar Podcast Interview, [The Science Behind the Attorney Mental Health Crisis](#). Recorded June 20, 2019.
- **PODCAST.** Michigan Bar Podcast Interview, [Using Positivity to Increase Well-Being](#). Recorded: July 11, 2019.
- **TOOLKIT.** [Well-Being Toolkit for Lawyers and Legal Employers](#), sponsored by the American Bar Association, 2018.
- **ARTICLE.** [The Lawyer Well-Being Starter Kit: 10 Tools and Strategies for Legal Employers](#), Florida Bar Journal, 2018.
- **NATIONAL REPORT.** Editor-in-chief & co-author of [The Path to Lawyer Well-Being: Practical Recommendations for Positive Change](#), the report of the National Task Force on Lawyer Well-Being, 2017.
- **CONFERENCE MATERIALS.** [Start Tough: Revamping Your Onboarding Strategies to Engage and Retain New Lawyers](#), 2017.
- **CONFERENCE MATERIALS.** [Performance Management in Law Firms: Stop the Insanity](#), 2017.
- **DOCTORAL PAPER.** [Work-life Flow: Reframing the Stale Concept of "Work-Life Balance" For the Legal Profession](#), Doctoral Course Paper, 2016.

- **ARTICLE.** [Remodeling “The Unhappiest Job in America,”](#) Orange County Lawyer, 2014.
- **MASTER’S CAPSTONE.** [Building the Positive Law Firm: The Legal Profession at Its Best.](#) U Penn Master of Applied Positive Psychology (MAPP) Capstone, 2014.

## POSITIVE IMPACT OF EFFECTIVE LEADERSHIP

- **WHITE PAPER.** [Effective Leaders: The Lynchpins of Workplace Well-Being,](#) 2021.
- **PARTNER RETREAT TIP SHEET.** [Fostering Engagement and Ownership by Investing in Associates,](#) 2020.
- **ARTICLE.** [3 Ways to Motivate Your Team Through an Extended Crisis](#) (co-author), Harvard Business Review, 2020.
- **WORKSHOP MATERIALS.** [Positive Leadership For Lawyers Workbook:](#) Leading the Way to Full Engagement With the Science of Positive Leadership, 2020.
- **WORKSHOP MATERIALS.** [Science-Backed Strategies for Building Your Firm’s DREAM Team](#) (DREAM = Development, Relationships, Energy, Emotion Regulation, Autonomy, Meaning), 2019.
- **WORKSHOP MATERIALS.** [Igniting Engagement: A Toolkit for Law Firm Partners,](#) 2019.
- **ARTICLE.** [3 Ways to Kill Work Engagement—and How to Fix Them,](#) ABA’s Law Practice Magazine, 2018.
- **BOOK CHAPTER.** [Transform Lawyer Well-Being into a Team Sport](#) in the book [The Best Lawyer You Can Be,](#) an anthology of lawyer well-being articles edited by Stewart Levine. American Bar Association, 2018.
- **BOOK.** [Positive Professionals: Creating High-Performing, Profitable Firms Through the Science of Engagement.](#) American Bar Association, 2017.
- **CONFERENCE MATERIALS.** [Using Employee Engagement Research to Drive Results,](#) 2016.

## INDIVIDUAL-LEVEL STRATEGIES FOR WELL-BEING & ENGAGEMENT

- **ARTICLE.** [Well-Being Strategies for Solos and Small Firms: Building Resilient Work Cultures,](#) IWIL Blog, 2020.
- **WORKSHOP MATERIALS.** [Positive Politics For Lawyers Workbook: Values-Based Use of Political Skill & Power to Achieve Personal & Firm Success,](#) 2019.
- **WORKSHOP MATERIALS.** [Fostering Fit & Grit for Ourselves and Others ,](#) 2019 (cultivating a sense of fit or self-congruence at work enhances grit or perseverance and resilience).
- **ARTICLE.** [A Big Idea For Thriving Lawyers: Meaningful Work,](#) Law Practice Magazine, July/August 2019.
- **VIDEO.** [Resilient Thinking for Lawyers Part I: Taming Negative Emotions,](#) Recorded 2019.

- MATERIALS. [Resilient Thinking: Taming Negative Emotions](#).
- VIDEO. [Resilient Thinking for Lawyers Part II: Boosting Positive Emotions](#), Recorded 2019.
  - MATERIALS. [Resilient Thinking: Fuel Resilience With Positive Emotions](#).
- CONFERENCE MATERIALS. [Science-Backed Strategies to Boost Resilience for Lawyers](#), 2018.
- ARTICLE. [Judge's Well-Being and the Importance of Meaningful Work](#) (co-author), Court Review, 2018.
- ARTICLE. [Five Ways to Foster Meaningful Work and Boost Lawyer Well-Being](#), Texas Bar Journal, 2018.
- ARTICLE. [7 Reasons to Do Pro Bono Work](#). Law 360, 2013.

## DIVERSITY & INCLUSION

- PODCAST. Florida Bar Podcast Interview, [Why Initiatives to Retain & Engage Women Lawyers Improve the Profession for Everyone](#). Recorded July 26, 2021.
- DOCTORAL PAPER. [Self-Determination Theory as a Framework for Psychological Inclusion at Work](#). Doctoral Dissertation Article, 2021.
- WHITE PAPER. [Enabling Lawyer Well-Being Through Diversity & Inclusion](#), IWIL Website, 2020.
- ARTICLE. [Enabling Lawyer Well-Being Through Diversity and Inclusion Practices](#), ABA's Law Practice Magazine, 2020.
- CONFERENCE SLIDES. [Women's Initiatives: You Have One, But is it Working?](#) Professional Development Consortium Conference Presentation, Nashville, TN, 2019.
- DOCTORAL PAPER. [How Male-Dominated Work Cultures Curtail Women's Leadership Aspirations: A Review Based on The Expectancy-Value Model of Motivation](#), Doctoral Review Paper, 2019.
- DOCTORAL PAPER. [Investigating Gender Differences in Organizational Politics Among Lawyers](#), Doctoral Course Paper, 2019.
- DOCTORAL PAPER. [Empowering Women Lawyers Through a Positive Politics Training Intervention](#), Doctoral Course Paper, 2018.
- ARTICLE. [New Strategies for Retaining and Engaging Women Lawyers](#). ABA Law Practice Today, 2017.
- DOCTORAL PAPER. [Engaging and Retaining Women Lawyers: Examining the Role of High-Quality Leader-Member Exchange and Gender Differences in Need-Satisfaction](#), Claremont Graduate University Master's Thesis, 2017.