

# Acknowledgments

This book follows an earlier volume, which described five law practices in the mid-1980s. I cannot do better than to reiterate what I wrote at that time: my primary debt of gratitude is owed to the generosity of scores of people who talked candidly with me and helped me understand, in some small measure, their lives in the law and the character of their organizations. Like its predecessor, this book is built on the perceptions and ideas about the practice of law of the people of these five practices, to whom (with one exception) I promised anonymity. The indigenous natives who helped me construct a rudimentary anthropology of their law practices inform and animate the descriptions and thinking of this volume.

Two institutions took me in at an early stage in the gestation of this book—the Organization Studies Group at the Sloan School of Management at the Massachusetts Institute of Technology and the Carol and Lawrence Zicklin Center for Business Ethics Research at the Wharton School of the University of Pennsylvania. These small organizations enabled me to start on this expedition, for which I am thankful. I am deeply appreciative of my colleagues at the Center for Applied Research (CFAR), who were patient and generously respectful of the time and effort required to create this attempt to understand the lives of lawyers. And I am particularly grateful to Avi Soifer, David Luban, and Tom Gilmore, kind souls who read small parts of earlier drafts of this book and made helpful comments but most of all encouraged me to carry on with this project, the errors and follies of which are in no way their responsibility.