

Contents

Acknowledgments	xvii
Introduction	xix
Chapter 1 • How Attorneys Communicate	3
I. What Is an Objective Analysis?	3
II. How Do I Present My Analysis?	4
A. An Office Memorandum	4
1. The substance of a memorandum	4
2. The form of a memorandum	5
B. An Email	9
1. The substance of an email	10
2. The form of an email	10
III. How Do I Convince an Attorney My Analysis Is Sound?	10
A. Know Your Client and Your Client's Question	10
B. Research Thoroughly	11
C. Organize	11
D. Draft and Revise	11
E. Edit and Polish	11
F. Think Recursively	13
IV. What Happens Next?	13
Practice Points	14
Chapter 2 • Sources and Systems of the Law	15
I. Sources of the Law	15
A. The Legislature	16
1. Statutes	16
2. Legislative history	18
B. The Executive Branch	19
1. Regulations	19
2. Executive orders	20
C. The Judiciary	21
II. Weave a Tapestry of Law	22
III. Systems of the Law	22
A. Jurisdiction	23
B. Hierarchical Court Systems	24

1. Hierarchy in the federal courts	26
2. State court hierarchies	28
3. Side-by-side court systems	28
C. Stare Decisis	29
D. The Effect of These Three Principles	30
Practice Points	31
Chapter 3 • Reading for Comprehension	33
Section 3.1 Reading Statutes	35
I. The Structure of a Statute	35
II. Reading Statutes for Comprehension	38
A. Get Context	39
B. Skim the Most Pertinent Statutory Sections	40
C. Read the Statute Critically	40
1. Investigate how the statute is likely to work	40
2. Identify the statute's component parts	41
Practice Points	43
Section 3.2 Reading Judicial Opinions	45
I. The Structure of a Judicial Opinion	45
A. Preliminary Information	48
1. The caption	49
2. The citation	50
3. The publisher's enhancements	51
(a) Synopsis	51
(b) Headnotes	51
4. The author of the opinion	51
B. The Facts	52
1. Historical facts	52
2. Procedural facts	52
C. The Court's Analysis	52
1. The issue or issues	52
2. The rule of the case	53
3. The holding or holdings	53
4. Reasoning	54
5. Dicta	54
6. The judgment or disposition	54
D. Concurring and Dissenting Opinions	54
II. Reading a Judicial Opinion for Comprehension	55
A. Get Context	55
B. Skim the Case	57
1. Determine relevance	57
2. Print relevant cases	58
3. Get an overview of the case	58
C. Read the Opinion Critically	59
Practice Points	59

Chapter 4 • Finding Your Argument	61
I. Identify the Governing Rule	61
A. A Statute as the Governing Rule	62
B. Common Law as the Governing Rule	62
C. A Synthesized Rule as the Governing Rule	63
II. Inventory the Governing Rule	64
A. Elements	64
B. Factors	66
C. Red Flag Words	67
D. Diagramming the Governing Rule	68
E. Tests	68
1. Elemental analysis	69
2. Balancing test	69
3. Totality of the circumstances test	69
4. Prong test	70
III. Think Like a Lawyer: See the Governing Rule as Individual Legal Arguments	70
Practice Points	72
Chapter 5 • Organizing Your Legal Authority	73
I. Step 1: Organize Your Research	74
A. Case Charts	74
B. Case Notes	76
II. Step 2: Organize by Element or Factor	76
A. Charts	82
B. Outlines	82
C. Mind Maps	85
III. Step 3: Prepare to Write	85
A. Outlines	85
B. Mind Maps	88
IV. Write for Your Audience	90
Practice Points	91
Chapter 6 • One Legal Argument	93
Chapter 7 • Explaining the Law	99
Section 7.1 • Explaining the Law: Rules	101
I. The Role of Rules	101
II. Finding the Rules	102
A. Explicit Rules	103
B. Implicit Rules	104
1. When to synthesize an implicit rule	104
(a) Example 1: Finding an implicit rule from consistent decisions	104
(b) Example 2: Finding consistency in seemingly inconsistent cases	105

(c) Example 3: Bringing parts together to form a whole	107
2. Dare to explicitly state an implicit rule	108
III. Writing the Rules	109
Practice Points	112
Section 7.2 • Explaining the Law: Case Illustrations	113
I. The Role of Case Illustrations	113
A. Clarifying Rules	114
B. Proving Rules	114
C. Foreshadowing the Application	115
D. Representing Legal Principles	115
II. The Parts of a Case Illustration	115
A. The Hook	116
B. Trigger Facts	117
C. The Court's Holding	118
D. The Court's Reasoning	119
E. Order of the Parts	119
F. The Length of Case Illustrations	121
III. Determining Whether a Case Illustration Is Necessary	121
IV. Using Case Illustrations	122
A. Parameters of Behavior	123
B. Threshold of Behavior	124
V. Choosing Prior Cases	125
VI. Organize Around Legal Principles	127
VII. The Order of Case Illustrations	129
VIII. Writing Case Illustrations	130
Practice Points	132
Section 7.3 • Explaining the Law: Citing and Avoiding Plagiarism	133
I. Citing	133
II. Avoiding Plagiarism	139
Chapter 8 • Applying the Law	141
Section 8.1 • Applying the Law: Rule-Based Reasoning	143
I. When to Use a Rule-Based Argument	144
II. Crafting a Rule-Based Argument	144
Practice Points	146
Section 8.2 • Applying the Law: Analogical Reasoning	147
I. When to Use Analogical Reasoning	147
II. How to Construct an Effective Analogy	148
A. State Your Point	149
B. Construct Your Comparison or Distinction	150
1. Determine which facts make your client's case similar to or different from the prior case	151
2. Describe facts from your client's case in concrete detail	152

3. Determine the trigger facts from the prior case that need to be recalled	152
4. Introduce no new information about the prior case in your analogy	154
5. Help your reader see the comparison	155
C. Explain Why the Comparison Matters	159
III. Using Analogical and Rule-Based Reasoning Together	159
Practice Points	161
Section 8.3 • Applying the Law: Counter-Analyses	163
I. The Role of a Counter-Analysis	163
II. Crafting a Counter-Analysis	163
A. Explain the Opposing Argument	164
B. Explain Why a Court is Unlikely to Adopt the Opposing Argument	168
C. Return to Your Initial Conclusion	170
III. When to Include a Counter-Analysis	171
IV. Where to Include a Counter-Analysis	172
V. The Counter-Analysis and Your Explanation of the Law	173
Practice Points	174
Section 8.4 • Applying the Law: Organizing Your Application of the Law	175
Practice Points	177
Chapter 9 • Conclusions to One Legal Argument	179
I. Using a Conclusion to Begin a Legal Argument	179
II. Using a Conclusion to End a Legal Argument	180
III. Using a Conclusion to Introduce Your Application	180
IV. Drafting Conclusions	181
Practice Points	184
Chapter 10 • Policy	185
I. When to Include Policy in a Legal Argument	185
II. Identifying Legislative Policy in a Statute	187
A. Policy Codified in a Statute	187
B. Policy Recorded in Legislative History	187
C. Legislative Policy Discussed in a Judicial Decision	189
III. Identifying Judicial Policy in the Common Law	190
IV. Where to Include Policy in Your Legal Argument	191
Practice Points	192
Chapter 11 • Statutory Analysis	193
I. Statutory Analysis: A Multi-Step Process	193
II. Reading the Statute	195
III. Interpreting the Statute	197
A. Understanding Methodologies	198
B. Sources of Evidence	199

1. Intrinsic evidence	199
(a) Text and the plain meaning rule	199
(b) Text and context	200
(c) Textual canons of construction	201
(d) Cases	202
2. Extrinsic sources	202
(a) Cases	203
(b) Agency interpretations and regulations	203
(c) Legislative history	203
(d) Non-textual canons of construction	204
(e) Other sources	204
IV. Drafting a Statutory Analysis	205
Practice Points	209

Chapter 12 • The Discussion Section: Introducing and Connecting Legal Arguments	211
I. Introduce Your Legal Argument: The Roadmap Section	213
A. State Your Conclusion to Your Client’s Legal Question	213
B. Explain the Governing Rule	214
1. State the governing rule	214
2. Explain how courts interpret or apply the governing rule	216
3. Provide necessary background information	217
C. Dispose of the Obvious and Uncontroversial (if Necessary)	217
D. Map and Assess the Remaining Arguments (if Necessary)	218
E. Conclude Again (if Necessary)	219
II. Create Informative Point Headings	220
A. Make Point Headings “Work”	220
B. Restate the Conclusion after the Point Heading	222
C. Create Professional-Looking Point Headings	223
III. Use Mini-Roadmaps to Introduce Sub-Arguments	224
Practice Points	226

Chapter 13 • Question Presented and Brief Answer	229
I. The Role of a Question Presented and Brief Answer	229
II. The Form of a Question Presented and Brief Answer	230
III. Writing a Question Presented	231
A. Structuring the Question Presented	232
1. Structuring a Question Presented with under/does/when	232
(a) “Under” the controlling law	232
(b) “Does/Is/Can” this question or legal consequence occur	234
(c) “When” these legally significant facts occurred	234

(d) Vary the order of the three parts if it makes the Question Presented clearer	235
2. Structuring a Question Presented with statements and a question	235
(a) Describe the determinative facts in chronological order	236
(b) Describe the controlling law and pose the legal question	237
B. Tools for Drafting an Effective Question Presented	237
1. Create one Question Presented for each main issue in the memorandum	237
2. Describe the facts that will be determinative to the court	238
3. Describe determinative facts in concrete detail	238
4. Avoid legally significant phrases that assume the answer	239
5. Avoid “whether” when introducing your Question Presented	240
6. State the question concisely	240
IV. Writing a Brief Answer	241
Practice Points	244
Chapter 14 • Statement of Facts	245
I. The Role of the Statement of Facts	245
II. Types of Facts to Include	246
III. Organizing Your Statement of Facts	247
IV. Reviewing for Thoroughness	249
V. Writing the Statement of Facts	249
VI. Examples	250
Practice Points	253
Chapter 15 • Conclusion to the Memorandum	255
Practice Points	257
Chapter 16 • Editing and Polishing	259
I. Edit Your Memorandum	260
A. Edit the Content of Each Legal Argument	260
1. Separate the explanation of the law from the application	261
2. Compare the explanation to the application and check for omissions and excess	262
(a) Verify that ideas explained are applied	262
(b) Remove elegant variation	266
(c) Check the completeness of your case illustration	266
B. Edit the Organization of Each Legal Argument	267

C. Edit the Discussion Section for Context and Flow	268
1. Insert roadmaps and signposts	268
2. Check topic sentences	269
3. Check paragraph cohesion	270
4. Check transitions between arguments	271
II. Polish Your Memorandum	272
A. Strengthen Sentences	273
1. Find and revise overly long sentences	273
(a) Revise sentences with too many ideas	274
(b) Revise wordy sentences	276
2. Create clear subject-verb pairs	276
(a) Bring subject and verb close together	277
(b) Minimize passive voice	277
(c) Minimize nominalizations	278
B. Proofread Your Work	279
C. Check Your Citations	280
III. Customize Your Editing Checklist	280
 Chapter 17 • Client Letters	285
I. The Types of Letters Lawyers Write	286
II. The Basic Parts of a Letter	287
A. Date	289
B. Return Address	289
C. Recipient Address	289
D. Subject Line	290
E. Salutation	290
F. The Body of the Letter	290
1. Opening paragraph	291
2. Background facts	291
3. Analysis	291
4. Options	297
5. Next steps	297
G. Closing	298
H. Confidentiality Warning	298
III. Editing and Polishing Your Letter	299
A. Create a Conversational, yet Professional Tone	299
B. Omit Legalese. Explain Legal Terms as Necessary.	302
C. Eliminate Errors	303
D. Choose a Traditional, Reader-Friendly Format	303
IV. Letters vs. Emails: Which to Send When?	303
Practice Points	305
 Chapter 18 • Professional Emails	307
I. Correspond Professionally	307
II. Decide Whether Email Is the Best Mode of Communication	308

A. Administrative Matters	308
B. Difficult Conversations	309
C. Legal Analyses	309
III. Crafting a Professional Email	309
A. The Basic Components of an Email	310
1. The recipients' addresses	310
2. Subject line	311
3. Salutation	311
4. Body	312
5. Closing	312
6. Name and signature block	312
7. Confidentiality warning	313
8. Attachments	314
B. Creating an Effective Email Through Content, Tone, and Style	314
1. Keep the content short, clear, and readable	314
2. Keep the tone polite and professional	317
3. Keep the style formal	319
IV. Sending a Legal Analysis via Email	320
A. Using an Attached Memorandum vs. the Body of the Email	320
1. Consider your recipient's needs and preferences	320
2. Consider the formality you wish to convey	320
3. Consider the length of your analysis	321
B. Crafting a Condensed Email Analysis	322
1. The introduction	323
2. The legal analysis	323
3. The closing	327
V. Stop and Think Before You Press Send	327
Practice Points	328

Chapter 19 • The Transition from Objective to Persuasive Writing	329
I. Objective vs. Persuasive Writing	330
A. A New Perspective: The Advocate	330
B. A New Audience: The Judge	330
C. A New Format: The Brief	331
D. A New Focus: The Theme	332
II. The Parts of a Trial Brief: An Overview	336
III. The Caption	342
IV. The Introduction	342
V. The Statement of Facts	344
A. Organizing the Statement of Facts	345
B. Choosing Which Facts to Include	347
C. Refining the Statement of Facts	348

1. Place favorable facts strategically	349
2. Describe favorable facts in detail	349
3. Pair favorable facts with unfavorable facts	350
4. Avoid overstating or misrepresenting the facts	350
5. Avoid characterizing the facts	351
6. Identify individuals by their roles	351
7. Cite the facts	352
VI. The Argument	352
A. Organizing the Argument	353
1. Multiple claims	353
2. Multiple legal arguments	354
B. Developing Persuasive Rules	354
1. Step one: Determine your rule	354
2. Step two: Craft your rule strategically	355
C. Developing Persuasive Case Illustrations	357
D. Developing Counter-Analyses: Addressing Weaknesses from Your Client's Perspective	359
E. Other Ways to Shape Your Argument	361
1. Use location strategically	361
2. Use assertive point headings	361
3. Create paragraph-level persuasion	363
a. Thesis sentences	364
b. The middle of the paragraph	365
c. Final sentences	366
4. Create sentence-level persuasion	367
a. Locate information strategically	367
b. Use passive voice intentionally	367
c. Use strong verbs to emphasize an action	368
d. Use dependent clauses advantageously	368
e. Scatter short sentences to add punch	369
VII. The Conclusion	370
VIII. Editing and Polishing Your Brief	370
Appendix A • Effective Memo: Adverse Possession	373
Appendix B • Effective Memo: Intentional Infliction of Emotional Distress	383
Appendix C • Less Effective Memo: Intentional Infliction of Emotional Distress	391
Appendix D • Effective Complex Memo: Factor Analysis in Fraud Claim	397
Glossary	411
Index	417