

# Linkletter

THE OFFICIAL PUBLICATION OF THE PROFESSIONAL DEVELOPMENT CONSORTIUM



Summer 2017, Vol. 4, Issue 4

## CHAIR'S NOTE

by Amy Hancock



My tenure as chair of the PDC is coming to an end, and I'm looking forward to going out with a bang—in a big, Texas-style way, with lots of laughter, learning, and merriment. I hope you'll join me for some really exciting programming this summer that's guaranteed to keep Austin (and the PDC!) weird!

How weird? Well, the Follies are coming to the summer conference! I'm not at liberty to reveal more at this time 😊, but you can bet the ranch that it's sure to be one of the most memorable PDC group dinner experiences to date! It

promises to be really fun and provide you with memories you'll cherish for a lifetime.

There's more excitement on the menu at our summer conference, as well! I'm looking forward to our one-on-one "ask-the-PDC-experts" opportunities—they're Texas-sized learning activities, and you'll definitely want to take advantage of them. Our ever-popular roundtables will be back, and this time they'll be covering concurrent session topics (so if you miss a session due to a conflict with another session at the same time, you can take a second bite of the apple .... Or, shall I say, a second helping of BBQ?!?). We'll also have some health and wellness events to help you "saddle up" for the day's events, including morning yoga (on the lawn overlooking Lady Bird Lake, if you so desire) and Burt's incredibly awesome walks.

I look forward to seeing all of you in Austin!

Sincerely,  
Amy Hancock  
Chair, Board of Directors

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# Register Today!



Professional Development Consortium

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## Welcome to Our New Members

Please join us in recognizing the following PD professionals, who became PDC members between March 1, 2017 and June 27, 2017!

**Heather Bartzi**, Tucker Ellis, LLP  
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# Join us for our 2017 Summer Conference!

We look forward to seeing you at our 2017 Summer Conference at the Four Seasons Hotel in Austin, Texas! Links to register as well as a summary of our conference schedule are below. For a complete agenda, including speaker information and session descriptions, visit our [conference website](#). **Register today!**

## Thursday, July 20

### New Member / First Time Attendee Welcome Reception

**Keynote** - A Jazz Lens: Lessons in Communication, Collaboration and Teamwork from the Swinging World of Music

### Concurrent Sessions

**Session A** - We Hear You Want Practice-Ready Attorneys, but Are You Ready to Help Law Schools Put that into Practice?

**Session B** - Best Practices in Transitioning Associates

### PDC Talks

- Black Ops and Stealth Maneuvers: Getting Big PD Things Done on the Sly
- Talking Traps

### Concurrent Sessions

**Session A** - The Topic No One Wants to Discuss and Must: High-Functioning Substance Abusers

**Session B** - Business Acumen for Lawyers: What Clients Expect, What Lawyers Want, and How PD Can Make it Happen

### Happy Hour

### Small Group Dinners



## Friday, July 21

### Yoga with Katie Aldrich

**Plenary** - Innovations in PD

### Concurrent Sessions

**Session A** - Documents on a Diet: Crafting Lean Law Firm Communication

**Session B** - Adapting Project Management Principles and Tech Tools to PD Management

### Lunch

### Concurrent Sessions

**Session A** - Millennials: Disrupted or Disruptive?

**Session B** - Boosting Engagement and Retention of Women Lawyers Through Leader Development

### Roundtable Discussions and Ask the Experts

### PDC Talks

- You Need a Brand, Man! Why a Personal Brand and Entrepreneurial Mindset are Critical to the Success of PD Staff and Law Firm Associates
- How to Handle the Post-PDC Monday

### Large Group Dinner



## Saturday, July 22

**Plenary** - We CAN Get Some Satisfaction: A Practical Approach to Improving Lawyer Morale and Engagement

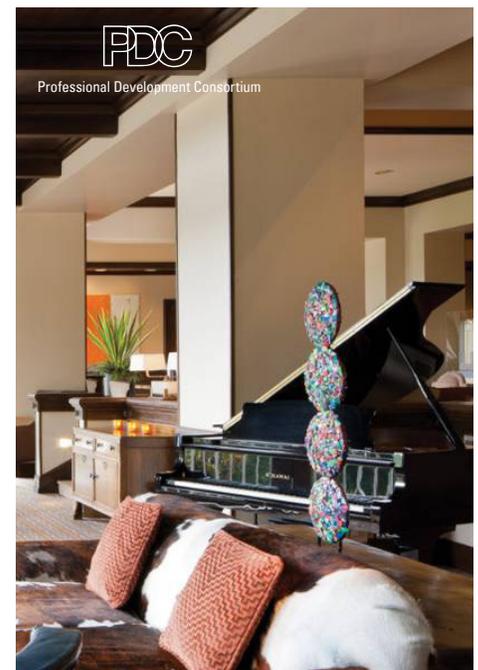
### Concurrent Sessions

**Session A** - Managing Change: Navigating Organizational and Personal Transitions

**Session B** - Learning Leadership

**PDC Annual Membership Meeting** (members only)

# See You Soon!



# EFT (EMOTIONAL FREEDOM TECHNIQUES): A POWERFUL TOOL FOR YOUR STRESS REDUCTION TOOLBOX

by Diane Costigan



## Diane Costigan

Diane is a dual certified coach and talent development professional with over 22 years of experience in the legal industry. As head of Volta Talent Strategies Coaching practice, Diane has expertise coaching all levels of attorneys and law firm professional staff on career and peak performance topics such as: leadership, business development, career strategy, effective communication, executive presence, wellness and work life integration. She is a recognized industry author and speaker and has been quoted in *Forbes*, *Law360* and *Law Practice Magazine*.

Part of my role as a coach is to share with my coachees the most efficient and effective tools for goal attainment. Without question, one of the biggest obstacles I see to reaching goals is stress. Reaching a goal can be stressful in and of itself, and this may be exacerbated if one is navigating stressful situations and/or is experiencing everyday stress as well. Whether I'm coaching someone on business development, time management or executive presence, we will inevitably talk about stress and how it is impacting their success at some point.

It is not uncommon for a coaching session to coincide with a high period of stress. Take the case of Ann, a senior M&A associate who was in the middle of three very active deals, one of which involved a very difficult client. At the start of our session one day, I could already see that she was feeling overwhelmed since she was struggling to compose herself. We started brainstorming ways to potentially reduce her current stress or at least navigate through it, but she was unable to see or surface any solutions of her own. She also rejected all of my contributions as unworkable. She was stuck. She seemed to have a desperate sense of urgency to have a solution combined with a dedicated resignation that one just wasn't possible.

It wasn't long into our session that I could see that she was experiencing a profound chronic stress response. One of the telltale signs was that she had almost no access to the creative problem-solving area of her brain. She was in classic fight, flight or freeze mode with her primitive brain very narrowly focused on what was immediately front and center. If I had attempted to continue brainstorming with her or had asked her a typical coaching question like, "What do you think you need to be less overwhelmed?" she might have felt as though I was placing yet another heavy layer of stress on her. Instead, we needed something that was going to change her current state (physical, emotional, mental and even spiritual) and interrupt her chronic pattern of stress. At its root, chronic stress involves a major resource

deficiency. In Ann's case, she did not have enough time, energy or creative thinking ability to navigate herself out of her stressful situation. It became clear that we needed to quickly restore access to her creative problem-solving capabilities for us to have a productive meeting and begin the process of alleviating her stress.

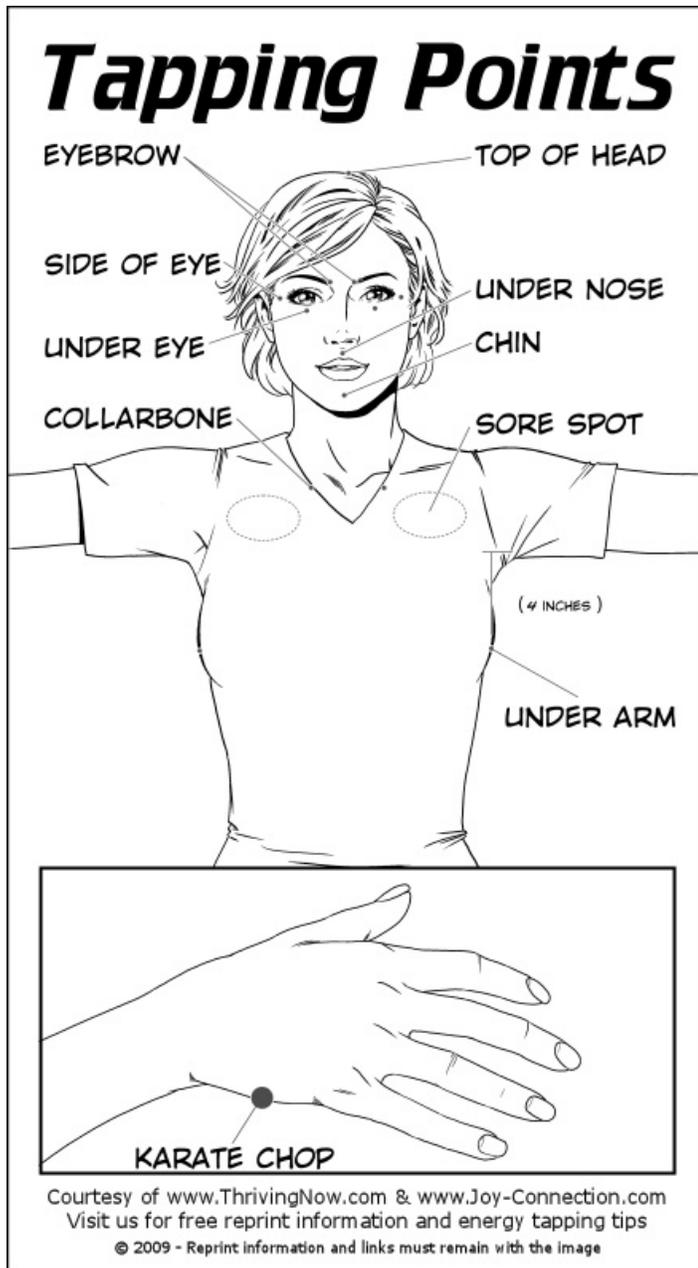
Ann acknowledged that she was suffering from chronic stress. I suggested some stress reduction options such as breath work, a quick meditation, or EFT (Emotional Freedom Techniques). Given her current high level of stress, I suggested we perform EFT or "Tapping," which is my own go-to choice for real-time, powerful stress reduction. Tapping is a quick and efficient tool that involves tapping on acupressure points, which lowers cortisol levels and brings the body out of the stress response and into the relaxation response. Tapping would enable Ann to move into a calmer state so that she could identify her stressors, process them, reframe them or simply release them so that she could move on. In short, she would be tapping on specific points on her body that correspond to the meridian system used in acupuncture while talking about her stress.

I quickly walked Ann through the three-step EFT process ([click here](#) to see an EFT video tutorial that clearly highlights the points to tap as demonstrated by Julie Schiffman, MSW, the EFT practitioner I work with). First, we rate on a scale of 1 (low) to 10 (high) the intensity of the feeling or challenge the person is facing.

*"It is not uncommon for a coaching session to coincide with a high period of stress."*

In Ann's case, she rated her current level of stress at a 9. Second, we frame a set-up statement that combines the problem or challenge (e.g., stress) with a statement of acceptance. Essentially, the person acknowledges that he or she has a problem while accepting him or herself. The person verbalizes the set-up statement while tapping on what is called the karate chop point—the soft, fleshy part of the side of your hand where you might execute a karate chop to break a board—and typically repeats three times. In Ann's case, we used different versions of "Even though I'm so stressed right now, I accept myself and how I feel." Third, we tap the remaining acupressure or meridian points in sequence while using a reminder phrase that focuses on the problem part of the set-up statement. Each point (see chart below) is tapped anywhere between five to seven times, with two to three fingers, with moderate intensity.

Here are the specific points on the body that are "tapped" when using EFT.



Here is an excerpt from Ann's EFT session:

**Karate Chop:** Even though I'm so stressed right now, I accept myself and how I feel.

**Karate Chop:** Even though I'm so unbelievably stressed right now and I don't know what to do about it, I accept myself and where I am.

**Karate Chop:** Even though I'm beyond stressed right now and it feels like I am always stressed, I accept that this is where I am right now and I'm ok.

**Eyebrow:** I'm so stressed.

**Side of Eye:** So incredibly stressed.

**Under Eye:** Unbelievably stressed.

**Under Nose:** I really can't believe how stressed I am.

**Chin:** All this stress.

**Collar Bone:** This unbelievable stress.

**Under Arm:** This stress that is coursing through my body.

**Top of Head:** This stress that is overwhelming me.

**Eyebrow:** This stress that seems to never go away.

**Side of Eye:** All of this overwhelming stress.

**Under Eye:** So much stress.

**Under Nose:** I just can't seem to escape it.

**Chin:** It seems like I'm always stressed.

**Collarbone:** I can never get out from under this feeling of stress and being overwhelmed.

**Top of Head:** All of this overwhelming stress.

We did a few rounds using similar language until her stress level came down to a 3—a pretty significant decrease. Once a person's stress level declines after solely focusing on the negative (e.g., the stress), we complete a second round that incorporates some positive statements. This can help increase feelings of empowerment and boost resilience. In Ann's case, we did a round of EFT using the following:

*"Essentially, the person acknowledges that he or she has a problem while accepting him or herself."*

**Karate Chop:** Even though I'm still a bit stressed, I accept myself anyway and I know I'll be ok.

**Karate Chop:** Even though I'm still a little bit stressed, I accept where I am and how I feel and I know I'm ok.

**Karate Chop:** Even though I'm still experiencing some stress, I'm ok and I know I can recover.

**Eyebrow:** I'm still a bit stressed.

**Side of Eye:** But the intensity has gone way down.

**Under Eye:** Stress happens.

**Under Nose:** And even though it seems to happen to me a lot, I know I can handle it.

**Chin:** I know I can choose my response to it.

**Collarbone:** I know I can recover from it.

**Top of Head:** Stress is a part of my job.

**Eyebrow:** Stress is a part of life.

**Side of Eye:** Stress lets me know when something is really important.

**Under Eye:** When I am aware of being stressed, I can leverage it.

**Under Nose:** When I am aware of my stress, I can manage it.

**Chin:** When I am aware of my stress, I can let go of it.

**Collarbone:** When I am aware of my stress, I can work through it.

**Top of Head:** This awareness of my stress helps me to move forward in a productive, thoughtful way.

By the end of our final round of tapping, Ann rated her stress level at zero. At that point, she was able to see some workable options to resolve her current situation and reduce her stress. We were also able to pick up with the rest of our session and refocus on her coaching goals.

Here's why EFT is one of my go-to stress reduction tools:

- It's a quick way to snap yourself out of the body's fight, flight or freeze response to help bring much-needed resources back online.
- Once you learn the points and the basic principles, you can do it on your own. If you need a refresher you can click here or search for "EFT for stress" on YouTube.
- It's free.

- It's accessible—it's effective stress relief right at the tip of your own fingers!
- You can do it anywhere at any time provided you have a little privacy.

Now, does EFT look silly? You bet. Does it feel silly to do? Yup. That is, until you realize it works and helps you feel less stressed. One thing I have learned over the years is that sometimes, whacky things work! Whether you are looking for a new stress reduction tool to have in your arsenal or for resources to share with the attorneys you support, EFT/Tapping is quick, effective and user friendly.



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# LEADERSHIP IN A TIME OF CHANGE

by Dr. Larry Richard



## Dr. Larry Richard

Dr. Larry Richard is recognized as the leading expert on the psychology of lawyer behavior. He has advised dozens of AmLaw 200 law firms on leadership, management, and related issues such as teams, change management, talent selection, assessment, and other aspects of strategic talent management. Widely known as an expert on the lawyer personality, he has gathered personality data on thousands of lawyers. He is a frequent author and speaker on the use of positive psychology and applied behavioral science in helping law firms to succeed. He is a Gallup-certified Strengths Coach and a licensed user of the MBTI, DiSC, and 15 other tools.

In today's head-spinning climate of unprecedented change, law firms need true leadership more than ever. By "leadership," I don't just mean a formal leadership position—I mean any role in which you are required to step up and guide others.

Research on leadership shows that when the people in an organization subjectively experience rapid change and uncertainty—like we all do today—the felt need for leadership increases dramatically. So leadership is essentially a mechanism for coping with change.

Leadership, at its essence, consists of just two behaviors: (1) identifying a direction, and (2) mobilizing others to voluntarily follow in that direction.

Of these, the second task is by far the more difficult for most lawyers. Leaders in a professional development role may find it a bit easier, but many of you are former lawyers yourselves. Why is it harder for lawyers? Two reasons: (1) the way lawyers are trained, and (2) the kinds of personality traits that characterize people who become lawyers.

Law school trains students to "think like a lawyer." The central purpose of legal education is to train students to spot issues, find problems, identify alternatives, and to consider all the "what-ifs," (i.e., the things that could go wrong). This calculated mindset is cultivated in order to protect the client. Once in practice, lawyers further reinforce this mindset every day. The result is a level of skepticism that is the mark of a good lawyer.

What kind of person goes into law? We have strong evidence (based on my own years of studying the lawyer personality along with other studies) that individuals with a very high score on a personality trait called skepticism become lawyers at a higher rate than people with low scores on this trait. Further, those few individuals with lower scores tend to drop out of law school (and out of law practice) at a higher rate, thus further concentrating the "high skepticism" character of those remaining in the law.

So, by the time a lawyer becomes a partner, we see enormously high levels of skepticism, due to both the training and the personality trait, which reinforce each other.

So what? Why does this matter? Here's why: Skepticism is a "reciprocal" trait—if I'm skeptical with you, you will most likely be skeptical with me. In the practice of law, this is fine; but in a leadership role, it's toxic. It undermines the ability to lead. Why?

By definition, leaders are trying to set a direction in a climate of uncertainty. No one can ever be 100% sure that the direction they've identified is the right direction. Consequently, leaders always need to ask their constituents to trust them.

If a leader is skeptical when interacting with constituents, those constituents will be skeptical with respect to whether they follow that leader. The opposite of skepticism is trust. So, the bottom line is that really good lawyers—that is, skeptical lawyers—have a hard time engendering trust among those they lead because it's hard for them to dial back their skepticism in their leadership roles. This is a problem.

There's a second problem—and this one may affect PD professionals as much as it affects practicing lawyers. I'm talking about resilience. My research shows that 90% of lawyers have a resilience score in the bottom half of the scale! What is "resilience"? Resilience is a personality trait that has to do with how one copes with adversity. Individuals who have a high level of resilience do two things well—they tolerate life's bumps better than low scorers, and once they are affected by one of those bumps, they bounce back better and sooner.

Individuals with low resilience tend to get hurt, feel wounded, get defensive, and generally cope rather poorly any time they run into adversity (e.g., if they are criticized, rejected, omitted from an important meeting, or if things don't go their way).

Why are lawyers so low on this trait? Because resilience is closely linked to two ongoing mechanisms, and lawyers tend not to do well on either. The first is the skeptical mindset that we've already discussed. Research shows that a skeptical mindset lowers resilience, while an optimistic mindset raises it. So, the more skeptical, the less resilient this person will be.

The second mechanism is ongoing social support or social connection. In other words, those who have deep, authentic connections to others, especially the kind of relationships that are built on emotional honesty and vulnerability, tend to have higher resilience in terms of both their ability to tolerate life's bumps and their ability to bounce back once they do succumb to a "bump." My research shows that lawyers have an average score on a trait called sociability of 12%. (The average for the general public is 50%.) Individuals with a high level of sociability are comfortable initiating authentic connections with others; those with a low score tend to avoid intimacy, are uncomfortable revealing their private lives to others, and find a focus on relationships to be awkward or uncomfortable. The result: low-sociability lawyers end up not building the kinds of social networks that protect and fortify them from life's adversities, and it perpetuates their low resilience scores.

While I have less data on PD professionals, the data that I do have shows that their resilience scores are very similar to lawyers (i.e., lower than average).

Why does this matter for leadership? It's a fact of life that leaders get criticized more than others. When a leader is low in resilience, his or her reaction to criticism is likely to be defensive. That kind of reaction, in turn, is off-putting to the critic and can undermine the ability of the leader to gain that critic's trust and followership. Again, this is a problem.

Can leaders who are high in skepticism, low in sociability, or low in resilience overcome these forces and become excellent as leaders? Yes! Ample experience shows that leaders can learn to build their resilience quite significantly using some simple cognitive strategies. (See, for example, Karen Reivich's excellent self-help book *The Resilience Factor*.) Leaders can also learn to build better social connections, even though you most likely can't change the personality trait that makes it uncomfortable to do so. The key is being willing to experience a bit more discomfort in the service of building the kinds of robust, ongoing social connections that are so beneficial. (Social connections not only build resilience, but they have also been shown to improve overall life satisfaction, work satisfaction, relationship satisfaction, health [immune response], and even longevity!)

How can you build social connections? The most effective strategy is to become more mindful and "present"—when you're talking to someone else, listen with 100% of your attention, instead of multi-tasking or letting your thoughts drift to what you're going to say in response.

Strong evidence shows that a couple weeks of giving the other person your full attention can produce very visible improvements in the connection you make.

Also, research shows that the simple act of making eye contact in a face-to-face setting releases the hormone oxytocin, also known as the "trust hormone," and it increases the connection. Further, appropriate touching—a simple handshake, mindfully done, or a reassuring tap on the shoulder when appropriate—can further build bonds.

The bottom line is that leadership matters more today than at any previous time in the history of law firms. And while lawyers and PD professionals may start with some built-in challenges to being an effective leader, every one of those challenges can be overcome with a little bit of effort.

## Write for the PDC Blog

The PDC is looking for its members to write for the Blog! If you are interested in contributing a personal story, a summary of a recent/past training event, news about your firm, or anything relevant to our industry, please contact Kathy Bradley at [kbradley@pdclegal.org](mailto:kbradley@pdclegal.org) or visit the PDC Link Blog page at <http://www.pdclegal.org/blog> for further details!



# CULTIVATING AND DEVELOPING DIVERSE TALENT IN LAW PRACTICE

*PLI Interview with Judge Stephen Robinson*



## Stephen Robinson

Prior to joining Skadden in 2010, Judge Robinson served as a federal judge for the U.S. District Court for the Southern District of New York. He was nominated by President George W. Bush in 2003. While on the bench, Judge Robinson handled a full range of civil and criminal cases. Judge Robinson has served as a member of Skadden's Policy Committee, which is the firm's governing body, and he serves as a co-chair of the global Diversity Committee. Judge Robinson also is a member of the Advisory Board of the Skadden Fellowship.

In a series of interviews and articles, our 2017 Visionary Corporate Partner, Practising Law Institute, will bring four expert perspectives to our members. In this second interview, Judge Stephen Robinson, partner and global co-chair of diversity and inclusion at Skadden, Arps, Slate, Meagher & Flom, LLP, shares his expertise on developing diverse talent in law offices with Janet Siegel, Esq., senior program attorney and director of pro bono services at PLI.

**PLI:** *How does diversity in a law firm facilitate its bottom line?*

**Judge Robinson:** Diversity affects our ability to provide creative, thorough, thoughtful and efficient client solutions. We have found that diversity of approach and thought is essential in helping us fully understand our client's business, needs, and problems, and allows us to bring creative answers to the table. Diversity allows for the best and most complete client service. When you understand your client's business from different perspectives and approach their problems creatively, that results in satisfied clients and repeat customers.

**PLI:** *What do you see as the primary challenges in today's law firms with regard to diversity?*

**Judge Robinson:** The lack of diversity in law schools and in law firm partnerships affects our profession's ability to recruit talented diverse lawyers. Additionally, talented junior lawyers have many opportunities to ply their trade, and the long path to partnership, coupled with a dearth of diverse equity partners in law firms, often discourages diverse lawyers from staying the course for the length of time necessary to get there. In addition, this is still a profession in which the picture of who has achieved success and the visible models of who will be successful do not match our multicultural, pluralistic society. Law firm demographics haven't caught up with the demographics of other segments of our society. Lastly, studies have shown that diverse people are often

judged more harshly than their counterparts. Most law firms want to see themselves as meritocracies, where you rise solely on the basis of your talent. What gets missed is that assumptions or presumptions about people's abilities influence assessments about their work product, talent and potential. Law firms that confront these issues and monitor and sponsor diverse lawyers stand the best chance of making demonstrable progress.

**PLI:** *What would be your advice to diverse associates beginning their careers?*

### **Judge Robinson:**

- Be tenacious. Never give up. If you fall down (and all of us did), reach out for a helping hand and get back up and get back in the game. Don't make the same mistake again, and learn from the mistakes of others.
- Find a sponsor and a mentor—and know the difference. Unfortunately, it may be up to you to cultivate the relationships that you need. Find those people and figure out how you can make yourself valuable to them. Ask yourself: "What additional value can I add to their life?" Show an interest in the things that drive them. Help make them better lawyers to their clients. Do a little more than is asked of you. Volunteer to help when colleagues are in a bind. Always add value.
- Learn to be a master of your craft. At the end of the day, it is about the work. Is your work thoughtful, creative and thorough? Is it mistake-free? When it leaves your hand, is it absolutely the best work you can produce?
- Cast your relationship net as widely as possible. You never know who will be the person that will give you an opportunity, recommend you to someone, or provide valuable feedback.

- Establish your value inside and outside the firm. Be that go-to person they know they can rely on. Join at least one outside organization and get involved. Join a committee. Volunteer to help.

**PLI:** *On the flip side, what advice would you give well-meaning partners who want to foster diversity within their firms?*

**Judge Robinson:**

- Invest in a diverse lawyer. Really invest in them. Treat diverse lawyers like you would want a sponsor to treat your daughter, son or friend. Make their success important to you. Let them know that you are investing in them. Strategize with diverse talent and help them figure out how to navigate your law firm, understand the profession and achieve their career goals. Help them develop the necessary qualities, experiences and relationships they will need. Identify and provide challenging opportunities. Be their champion for opportunities, positions and promotions when they are not in the room.
- Give honest and constructive feedback early and often. Then help them figure out how to make any necessary improvements in their performance.
- Learn and acknowledge your own biases. We all have biases. All of us. We need to learn to recognize them and then act in spite of those biases. Speak up and speak out and intervene when you see someone exhibiting behaviors that do not promote diversity and inclusion.

**PLI:** *What does inclusive leadership look like in a firm?*

**Judge Robinson:** It starts at the very top of the firm. The firm leadership must be vocal and relentless. It includes firm leadership valuing and recognizing the contributions and importance of diverse associates and partners at every turn. Firm leaders must display courage and challenge assumptions.

- The firm’s leadership must educate themselves on leniency bias, recall bias, in-group and out-group biases, and unconscious biases—and have open discussions about them and develop strategies to combat them.
- Foster open communication about the firm’s direction and strategy. This strategy must be openly communicated to leaders throughout the firm with specific plans put in place to support diverse lawyers. Hold each group leader accountable for setting out a plan for the equality of assignments, and for fair and constructive feedback to all associates.
- Firms must be intentional in their efforts to assist diverse associates in developing their career trajectories. Firms must have open dialogue with diverse associates about how one advances, and set strategies for their growth.

- Set up a procedural vehicle to accept suggestions and recommendations (and consider them).

**PLI:** *Are there any “silver bullets” as part of an overall strategy to expand diversity?*

**Judge Robinson:** There is no silver bullet. This work requires steady and constant diligence.

Some thoughts:

- Consider diversity and inclusion at every point in the talent management process: mentorship, feedback and, most importantly, the assignment and review process. Challenge colleagues to be more inclusive in developing go-to associates and rotating opportunities. Pay attention to the language used to review the work of diverse associates, and test that language for accuracy.
- Require firm leadership to set out a plan and account for its efforts in evaluations.
- Sponsor, sponsor, sponsor. Few of us achieved without a sponsor, rabbi, patron and/or promoter in our corner. Recognize that building those relationships with powerful influencers is harder for diverse lawyers. Be that sponsor, rabbi, patron and/or promoter for a diverse lawyer.

**PLI:** *With all of the above as background, what can professional development departments in firms do to advance diversity and inclusiveness?*

**Judge Robinson:**

- Be intentional about building a more diverse firm (partners, associates and staff).
- Measure it. What gets measured gets done.
- Reward partners who actively mentor and sponsor diverse associates.
- Be diligent and don't give up. Progress in this area is incremental. This can seem to be a Sisyphean task. But we must push that rock up that hill—and keep it perched there.

*Note: Judge Robinson will be chairing the upcoming free program “Cultivating and Developing Diverse Talent” on September 28 (with a simultaneous webcast) at PLI. For additional information about this program and to register, please visit [www.pli.edu](http://www.pli.edu).*