LEADERS CREATE MORE LEADERS: LEADING AND DEVELOPING DIVERSE LEADERS IN-HOUSE AND IN LAW FIRMS
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AGENDA

- Do I Feel Like a Leader?

- Do I Look Like a Leader?

- Developing Strong Diverse Leaders
What Does It Mean To Be A Leader Today?
Overcoming Internal/External Barriers to Leadership

- **Imposter Syndrome**
  - Individuals having a persistent fear of being exposed as a “fraud” and an inability to internalize their accomplishments.

- **Implicit/Unconscious Bias**
  - Discrimination and incorrect judgments occur due to stereotyping, which can occur automatically without the person being aware of it.
<table>
<thead>
<tr>
<th>&quot;Caucasian&quot; Thomas Meyer</th>
<th>&quot;African American&quot; Thomas Meyer</th>
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<tbody>
<tr>
<td>&quot;generally good writer but needs to work on...&quot;</td>
<td>&quot;needs lots of work&quot;</td>
</tr>
<tr>
<td>&quot;has potential&quot;</td>
<td>&quot;can’t believe he went to NYU&quot;</td>
</tr>
<tr>
<td>&quot;good analytical skills&quot;</td>
<td>&quot;average at best&quot;</td>
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Law Student Study on Implicit Racial Bias in Attorney Negotiations

“Black men are often seen in a negative light so I think people put me in the ‘negative bucket’ even though I’m an attorney.”

-African-American attorney

“I observed lawyers being unusually critical of my arguments.”

-Latino attorney
Overcoming Internal/External Barriers to Leadership

• Imposter Syndrome
• Implicit/Unconscious Bias
• Lack of Mentors/Sponsors
• Tokenism
  ➢ Symbolic effort to be inclusive by including a token minority employee to create the impression of diversity and deflect accusations of discrimination.
Overcoming Internal/External Barriers to Leadership

- Imposter Syndrome
- Implicit/Unconscious Bias
- Lack of Mentors/Sponsors
- Tokenism
- Burnout by “Cultural Taxation” / “Minority Tax” / “Emotional Tax”
“Cultural Taxation” – unique burden placed on diverse lawyers in carrying out responsibility for service to the law firm/company.

“Minority Tax” – additional responsibilities placed on diverse lawyers to achieve diversity.

“Emotional Tax” – psychological burden of being “on guard”, consciously preparing to deal with potential bias or discrimination at work.
WHAT’S YOUR LEADERSHIP STYLE?
“I’ve failed over and over and over again in my life. And that is why I succeed.”
— Michael Jordan
Angelo’s Pick

“Success without a Successor Is Failure.”
— Dr. Myles Munroe
“The trick is not to amass all the different kinds of available power, but to use well the kind you’ve been granted.”

— Susan Cain, *Quiet*
It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.
— Steve Jobs
<table>
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<tr>
<th>Qualities of a Good Leader</th>
<th>Qualities of a Poor Leader</th>
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<tr>
<td>• Listens to, and seeks out the opinion of, their team</td>
<td>• Not interested in developing future leaders</td>
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<tr>
<td>• Empowers their team</td>
<td>• Poor communication skills</td>
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<tr>
<td>• Through verbal affirmations or by entrusting them with</td>
<td>• Inconsiderate of other’s time</td>
</tr>
<tr>
<td>important tasks</td>
<td>• Insulates important tasks and clients</td>
</tr>
<tr>
<td>• Giving them credit (both internally and externally) for</td>
<td>• Micromanages instead of empowers</td>
</tr>
<tr>
<td>their accomplishments</td>
<td>• Ego-centric rather than team-centric</td>
</tr>
<tr>
<td>• Uses mistakes as learning exercises</td>
<td></td>
</tr>
</tbody>
</table>
QUESTIONS?
Resources

- *The Quiet Leader—and How to Be One*, https://hbswk.hbs.edu/item/the-quiet-leaderand-how-to-be-one
- *Lean In: Women, Work, and the Will to Lead Hardcover*, Sheryl Sandberg
Resources


• *8 Ways People of Color are Tokenized in Nonprofits*, https://medium.com/the-nonprofit-revolution/8-ways-people-of-color-are-tokenized-in-nonprofits-32138d0860c1

• Malissia Clinton’s TedTalk: *Why I stayed After My House Was Firebombed*, https://www.youtube.com/watch?v=b5FawlfSdGU

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