



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



Malissia Clinton

The Aerospace Corporation
SVP and General Counsel



Angelo L. Primas Jr.

NBCUniversal Media
Counsel – Executive & Talent Contracts



Aarti Wilson

Willenken Wilson Loh & Delgado LLP
Associate



Rasha Gerges Shields

Jones Day
Partner

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.

Written in Black and White: Confirmation Bias in Racialized Perceptions of Writing Skills

“Caucasian” Thomas Meyer

“generally good writer but needs to work on...”

“has potential”

“good analytical skills”

“African American” Thomas Meyer

“needs lots of work”

“can’t believe he went to NYU”

“average at best”

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?



Malissia's Pick

“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



Aarti's Pick

“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*





Rasha's Pick

“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



Qualities of a Good Leader

- Listens to, and seeks out the opinion of, their team
- Empowers their team
 - Through verbal affirmations or by entrusting them with important tasks
 - Giving them credit (both internally and externally) for their accomplishments
- Uses mistakes as learning exercises

Qualities of a Poor Leader

- Not interested in developing future leaders
- Poor communication skills
- Inconsiderate of other's time
- Insulates important tasks and clients
- Micromanages instead of empowers
- Ego-centric rather than team-centric

QUESTIONS?



Resources

- *Extensive Data Shows Punishing Reach of Racism for Black Boys*, <https://www.nytimes.com/interactive/2018/03/19/upshot/race-class-white-and-black-men.html>
- Unconscious Bias Study: <http://nextions.com/wp-content/uploads/2017/05/written-in-black-and-white-yellow-paper-series.pdf>
- *Challenging the Myths About Women and Minority Lawyers*, <http://www.lawpracticetoday.org/article/women-and-minority-lawyers/>
- *The Quiet Leader—and How to Be One*, <https://hbswk.hbs.edu/item/the-quiet-leaderand-how-to-be-one>
- *The Truth About Authentic Leaders*, <https://hbswk.hbs.edu/item/the-truth-about-authentic-leaders>
- *The Authenticity Paradox*, <https://hbr.org/2015/01/the-authenticity-paradox>
- *Lean In: Women, Work, and the Will to Lead Hardcover*, Sheryl Sandberg

Resources

- Amplification Strategy: *How a White House women's office strategy went viral*, https://www.washingtonpost.com/news/powerpost/wp/2016/10/25/how-a-white-house-womens-office-strategy-went-viral/?utm_term=.37a2751abb92
- *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>
- Malissia Clinton: A First-Generation Lawyer's Rise to GC at Aerospace Corp, <https://law.stanford.edu/stanford-lawyer/articles/malissia-clinton-a-first-generation-lawyers-rise-to-gc-at-aerospace-corp/>



Jones Day presentations should not be considered or construed as legal advice on any individual matter or circumstance. The contents of this document are intended for general information purposes only and may not be quoted or referred to in any other presentation, publication or proceeding without the prior written consent of Jones Day, which may be given or withheld at Jones Day's discretion. The distribution of this presentation or its content is not intended to create, and receipt of it does not constitute, an attorney-client relationship. The views set forth herein are the personal views of the authors and do not necessarily reflect those of Jones Day.