



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

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**Marty Lorenzo**  
Vice President Legal Affairs  
Petco



**Kimberly Miller, Ph.D.**  
Partner  
Knobbe, Martens, Olson & Bear, LLP

Moderator



**Robert White**  
Executive Director  
CMCP



**Adriana Ochoa**  
Attorney  
Procopio, Cory, Hargreaves & Savitch LLP



**Brian Sun**  
Director, Intellectual Property  
Prometheus Laboratories Inc.

## 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?



## Messaging about Succeeding as a Minority – Myth or Reality?

- You have to be twice as good
- Fake it until you make it
- If you fail, it will impact the next person like you



## Overcoming Internal Challenges 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 Toward Self**
  - Discrimination and incorrect judgments occur due to stereotyping, which can occur automatically without the person being aware of it.



## Overcoming External Challenges to Leadership

- Burnout by “Cultural Taxation” / “Minority Tax” / “Emotional Tax
- Implicit/Unconscious Bias
- Lack of Mentors/Sponsors
- Tokenism



**“Cultural Taxation”** – unique burden placed on diverse professionals to do diversity work (D&I committees, outreach, etc.).

**“Minority Tax”** — psychological burden of being “on guard”, consciously preparing to deal with potential bias or discrimination at work, filtering information and experiences through a racial lens.



## 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

*"My racial stereotype (i.e. Asians try to avoid  
confrontation) plays a role in the way I approach  
negotiations."*

*-South Asian attorney*

*"There have been times when I believe a case would  
have settled but for the attorney's belief that s/he could  
outsmart me."*

*-African-American attorney*



## Law Student Study on Implicit Racial Bias in Attorney Negotiations

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

-Latino attorney

“You have to take a more conciliatory style, yet the other side does not.”

-African American attorney



## WHAT'S YOUR LEADERSHIP STYLE?

- Transformational leadership. ...
- Transactional leadership. ...
- Servant leadership. ...
- Autocratic leadership. ...
- Laissez-faire leadership. ...
- Democratic leadership. ...
- Bureaucratic leadership. ...
- Charismatic leadership.



## Advice to and for Emerging Leaders

- Building self-awareness
- Taking risks
- Leading through change
- Leading up, down and around you
- Finding your authentic leadership style



“I’ve failed over and over and over again  
in my life. And that is why I succeed.”  
— Michael Jordan



“

“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



### 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

- Mentoring Diverse Leaders: Creating Change for People, Processes, and Paradigms, ed. Audrey J. Murrell and Stacy Blake-Beard
- Written in Black & White: Exploring Confirmation Bias in Racialized Perceptions of Writing Skills, Lead Researcher Dr. Arin N. Reeves (2014): <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 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*, Sheryl Sandberg
- *Leaders Eat Last*, Simon Sinek



## Resources

- *The Quiet Leader—and How to Be One*, <https://hbswk.hbs.edu/item/the-quiet-leaderand-how-to-be-one>
- *The 360 Degree Leader*, John Maxwell
- 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](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: 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/>

