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

MAY 10, 2018

Marty Lorenzo
Vice President Legal Affairs
Petco

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

Adriana Ochoa
Attorney
Procopio, Cory, Hargreaves & Savitch LLP

Brian Sun
Director, Intellectual Property
Prometheus Laboratories Inc.

Moderator
Robert White
Executive Director
CMCP
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

<table>
<thead>
<tr>
<th>“Caucasian” Thomas Meyer</th>
<th>“African American” Thomas Meyer</th>
</tr>
</thead>
<tbody>
<tr>
<td>“generally good writer but needs to work on...”</td>
<td>“needs lots of work”</td>
</tr>
<tr>
<td>“has potential”</td>
<td>“can’t believe he went to NYU”</td>
</tr>
<tr>
<td>“good analytical skills”</td>
<td>“average at best”</td>
</tr>
</tbody>
</table>

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
• 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
Leaders Create More Leaders - Leading and Developing Diverse Leaders In-House and in Law Firms - MCLE Written Materials

Date of Activity: May 10, 2018 | San Diego, CA

Resources

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