

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

Sponsored by:

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Time: 5:30 p.m. – 8:00 p.m.



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AGENDA

- ***DO I FEEL LIKE A LEADER? DO I LOOK LIKE A LEADER?***
- ***DEVELOPING STRONG DIVERSE LEADERS***
- ***WHAT COPING MECHANISMS MIGHT HELP ME LEAD OR CREATE OTHER LEADERS?***

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GROUND RULES

- ***WE'RE HERE TO LEARN TOGETHER AND IMPROVE.***
- ***DO NOT HESITATE TO ASK QUESTIONS OR MAKE COMMENTS – THIS PANEL IS FOR YOU.***



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WHAT DOES IT MEAN TO BE A LEADER TODAY?



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DO I FEEL LIKE A LEADER?
DO I LOOK LIKE A LEADER?
AM I VIEWED AS A LEADER?



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."

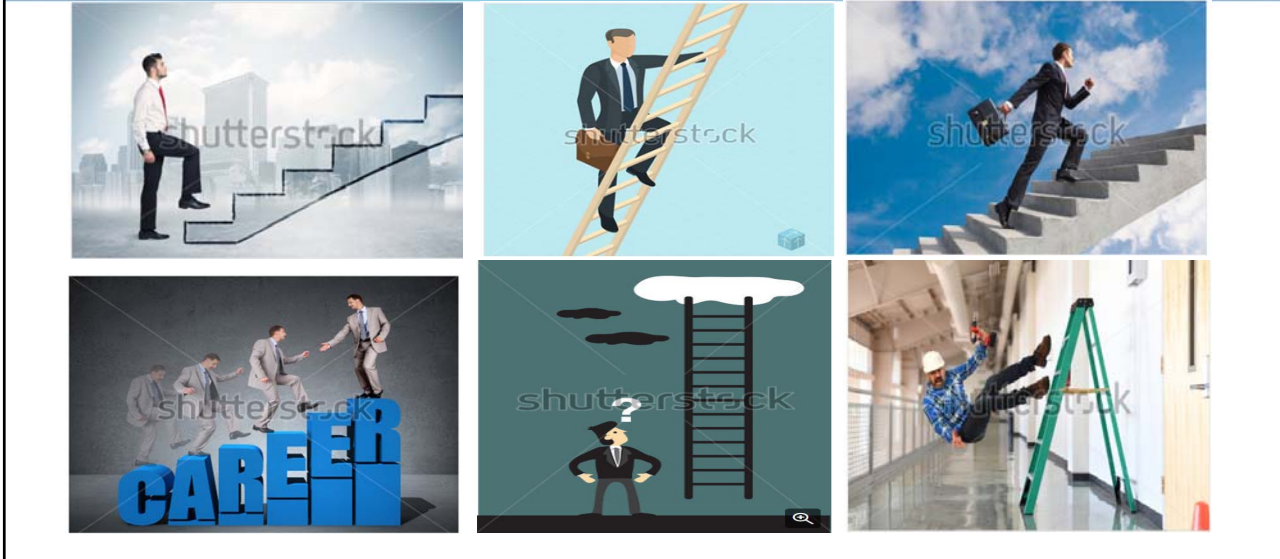
-African-American attorney

"I observed lawyers being unusually critical of my arguments."

-Latino attorney



The Ladders Of Success



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.
- **Burnout by “Cultural Taxation” / “Minority Tax” / “Emotional Tax”**



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.
- **Waiting To Lead?**
 - How to know if you are ready.



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THE UPS & DOWNS OF LEADERSHIP BEING A HERO **AND** UNDER THE MICROSCOPE



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“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.



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DEVELOPING STRONG DIVERSE LEADERS



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WHAT'S YOUR LEADERSHIP STYLE?



Qualities of Good Leaders

- Listen to, and seek out the opinion of, their teams
- Empower their teams
- Uses mistakes as learning exercises

Qualities of Poor Leaders

- 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



SERVANT LEADERSHIP

- **A paradox – an approach to leadership that runs counter to common sense.**
 - Leaders influence, servants follow is the old adage.
- **Today, that is not the case. The world is in desperate need of a different leadership role model.**
 - We have all seen the negative impact of self-serving leaders in every sector of our society, especially in 2018.
 - Gone are the days where leaders are thought of to have all the power and control.
- **Servant Leadership emphasizes that leaders be attentive to concerns of their followers, empathize with them and nurture them.**
- **Servant Leaders put followers FIRST, empower them & help them develop.**
 - Many organizations in the Fortune 500 employ ideas from servant leadership (Starbucks, AT&T, Southwest Airlines, The Container Store, Marriott, Nordstrom's, AND Vanguard Group).

"True leadership
must be for the
benefit of the
followers, not
to enrich
the leader."

-John C. Maxwell

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**- WHAT COPING MECHANISMS
MIGHT HELP ME LEAD OR CREATE
OTHER LEADERS?**



Coping Mechanisms

- **Dealing With The Burden Of Perfection**
 - In Ourselves And With The Leaders We're Looking To Create.
- **Recognizing The Realities**
 - you're often not in the room when the important conversations are happening about you.
- **Mentoring vs. Sponsorship**
 - When do you need each?
 - When can you be each?
- **Fostering Successful Mentorship / Sponsorship**
 - For Yourself And Others
 - Informal And Formal
 - Within And Outside Your Organization
 - Don't only manage up. Some of your advocates will not only be the people above you.

Littleler Presentation | 2016

Questions and Answers



Resources

- 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*, 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/>

Final Notes --

This presentation should not be considered or construed as legal advice on any individual matter or circumstance – instead it has hopefully provided you insight into how you can be a better leader and help others to do so as well.

The distribution of this presentation or its content is not intended to create, and receipt of it does not constitute, an attorney-client relationship. We suspect you knew that. But it never hurts to make certain we're all on the same page.

The views set forth herein are the personal views of the panelists and do not necessarily reflect their organizations. With that said, the panelists are all proud to work at organizations that recognize the value of diversity and inclusion and work to support those values.

