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

Date of Activity: April 18, 2019
Time of Activity 6:00pm – 7:00pm PDT
Location: San Jose, CA

LEADERS CREATE MORE LEADERS

Sponsored by:

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GROUND RULES

We are here to learn and together and improve

Do not hesitate to ask questions or make comments

AGENDA

What does it mean to be a leader?

Do I look like a leader?

Do I feel like a leader?

How can we develop strong diverse leaders?
WHAT DOES IT MEAN TO BE A LEADER TODAY?

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

QUALITIES OF GOOD LEADERS

QUALITIES OF BAD LEADERS
WHAT’S YOUR LEADERSHIP STYLE?

Servant Leadership

• Leaders influence, servants follow is the old adage. 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, and help them develop

  o Many organizations and 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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Do I look like a leader?
Do I feel like a leader?
Am I viewed as a leader?

CONFIRMATION OF BIAS IN RACIALIZED PERCEPTIONS OF ATTORNEY 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”
Overcoming Internal/External Barriers to Leadership

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

• Implicit/Unconscious Bias
  o Discrimination and incorrect judgments occur due to stereotyping, which can occur automatically without the person being aware of it

• Tokenism
  o Symbolic effort to be inclusive by including a token minority employee to create the impression of diversity and deflect accusations of discrimination

• Waiting To Lead?
  o How to know if you are ready

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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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The Ups & Downs of Leadership

Being a Hero AND under the Microscope

Developing Strong Diverse Leaders

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What Mechanisms Might Help Me Lead or Create Other Leaders?

• Dealing With The Burden Of Perfection
  o In ourselves and with the leaders we’re looking to create

• Recognizing The Realities
  o You are often not in the room when the important conversations are happening about you

• Mentoring vs. Sponsorship
  o When do you need each?
  o When can you be each?

• Fostering Successful Mentorship / Sponsorship
  o For yourself and others
  o Informal and formal
  o Within and outside your organization
  o Do not only manage up, some of your advocates will not only be the people above you

COPING MECHANISMS
QUESTIONS?

RESOURCES


- The Quiet Leader—and How to Be One [https://hbswk.hbs.edu/item/the-quiet-leaderand-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](https://hbswk.hbs.edu/item/the-truth-about-authentic-leaders)

- The Authenticity Paradox, [https://hbr.org/2015/01/the-authenticity-paradox](https://hbr.org/2015/01/the-authenticity-paradox)

- Lean In: Women, Work, and the Will to Lead, Sheryl Sandberg
RESOURCES


THE FINE PRINT

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