California Minority Counsel Program
Title of Activity: “GC Panel: Lessons on Managing and Leading”

MCLE Written Materials
Date of Activity: September 22, 2020
Time of Activity: 10:25am - 11:25am

Moderator: Randall Collins

Panelists:
- Iris Chen, Deputy General Counsel, Product, Airbnb, Inc.
- Cassandra Knight, VP, Chief Litigation Counsel, PayPal, Inc.
- Kerry McLean, EVP, General Counsel and Corporate Secretary, Intuit Inc.
- Michael Tang, SVP, General Counsel & Secretary, Agilent Technologies, Inc.

Learning Objectives:
By the end of this program, participants will:
- Be able to identify their own leadership potential
- Be confident seeing themselves as leaders
- Understand the role that leadership and management skills play in career development
- Know the basic foundations of effective leadership/management
- Understand that minorities face unique challenges as they grow into leadership/management positions

1. What is leadership?
   a. There isn’t a single definition, but representative definitions include:
      i. Motivating your team to achieve more than the sum of its parts in an authentic way
      ii. Being yourself and showing yourself so that people know YOU and what your expectations are
      iii. Avoiding the fiction of “a leader should be this way”. Just be who you are. You become more of who you are as you become a better leader.
      iv. Developing people’s trust so that people are willing to go above and beyond for you
      v. Setting expectations for yourself and others
      vi. Bringing your diversity/background to work and how it impacts your decision-making
      vii. Leadership vs. management and how leadership is more invisible

2. How to be an effective leader in your organization
   a. What are the most important skills to have as a leader?
      i. Self-awareness
      ii. Fairness
      iii. Humility and vulnerability
      iv. Authenticity
      v. Ability to learn from mistakes and owning mistakes
vi. Seeking and being excited about feedback
vii. Bringing diversity, inclusion and belonging
viii. Examples/stories illustrating how these skills are important to leading an organization and how these skills can be acquired

b. Importance of empathy/compassion as a leader
i. A simple conversation with a non-attorney employee can make the employee feel valued
ii. Delivering bad news like a termination with grace

3. Unique challenges minorities face while growing into leadership
a. How does being diverse shape the idea of what it means to lead?
b. Common challenges minorities face
i. More pressure to deliver and perform.
ii. “I only got the job because I’m diverse.” Who cares?
c. What actions can we take to minimize those challenges?
  i. Giving younger attorneys access to good work
  ii. Embracing your heritage without forgetting who you are
d. Increasing minority representation in leadership positions
  i. Must be intentional seeking out of diverse candidates
  ii. Consider recruiting solely or majority from HBCUs, women of color
  iii. Force your company to rethink how they are recruiting and structuring work assignments
  iv. Make sure younger attorneys are reaching out to leaders to seek good work
  v. Making sure the diverse attorney is great at her work
  vi. Say what you think during meetings so that people know who you are and recognize you for important thoughts

Audience Poll Q1: Take a moment to reflect on when someone looked up to you or took direction from you in the past month, this year, since graduating law school, maybe a job during law school or after college, and share in the comment box.

Audience Poll Q2: What’s the most important leadership skill to you?

Additional Resources: