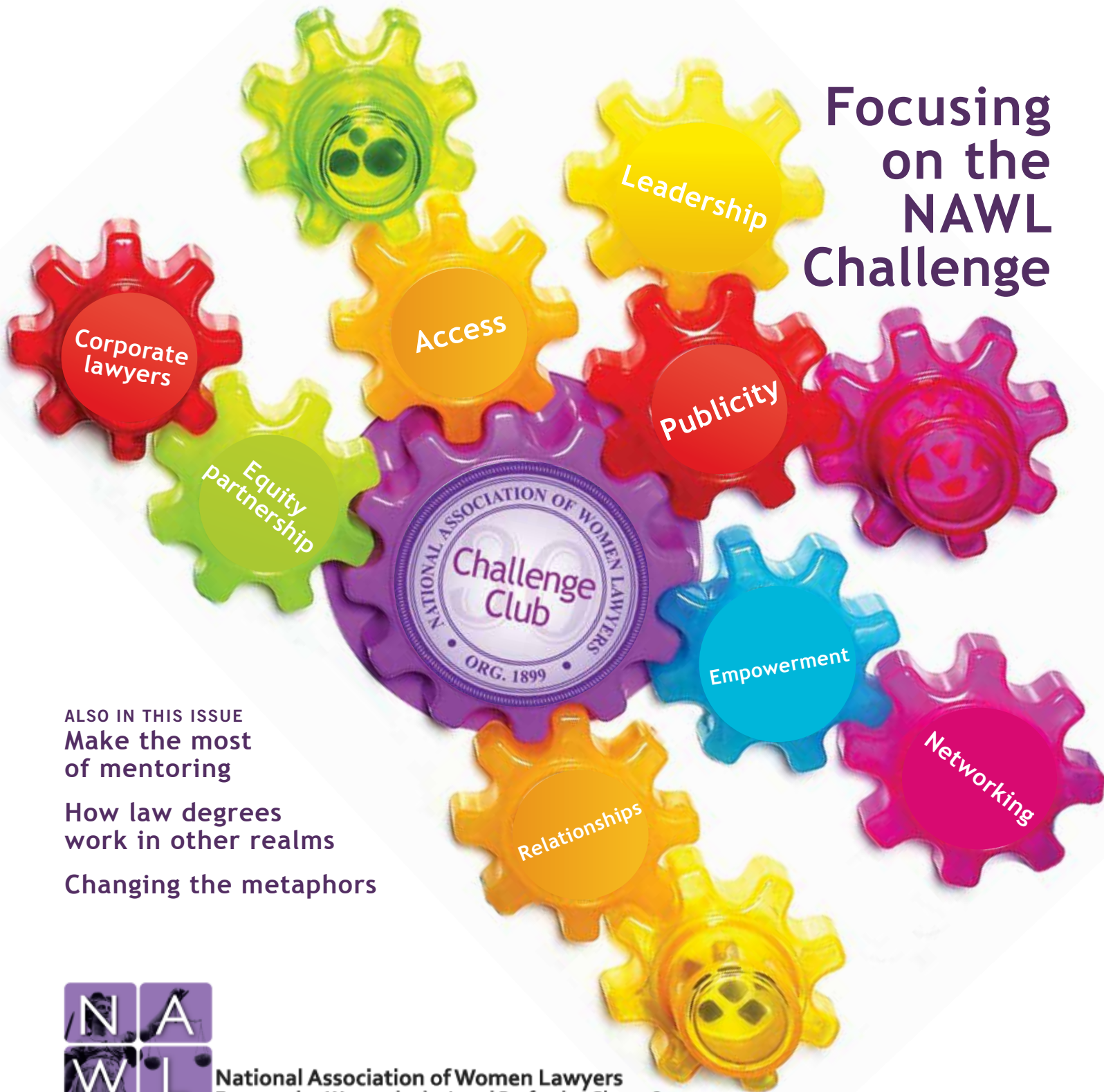


Focusing on the NAWL Challenge



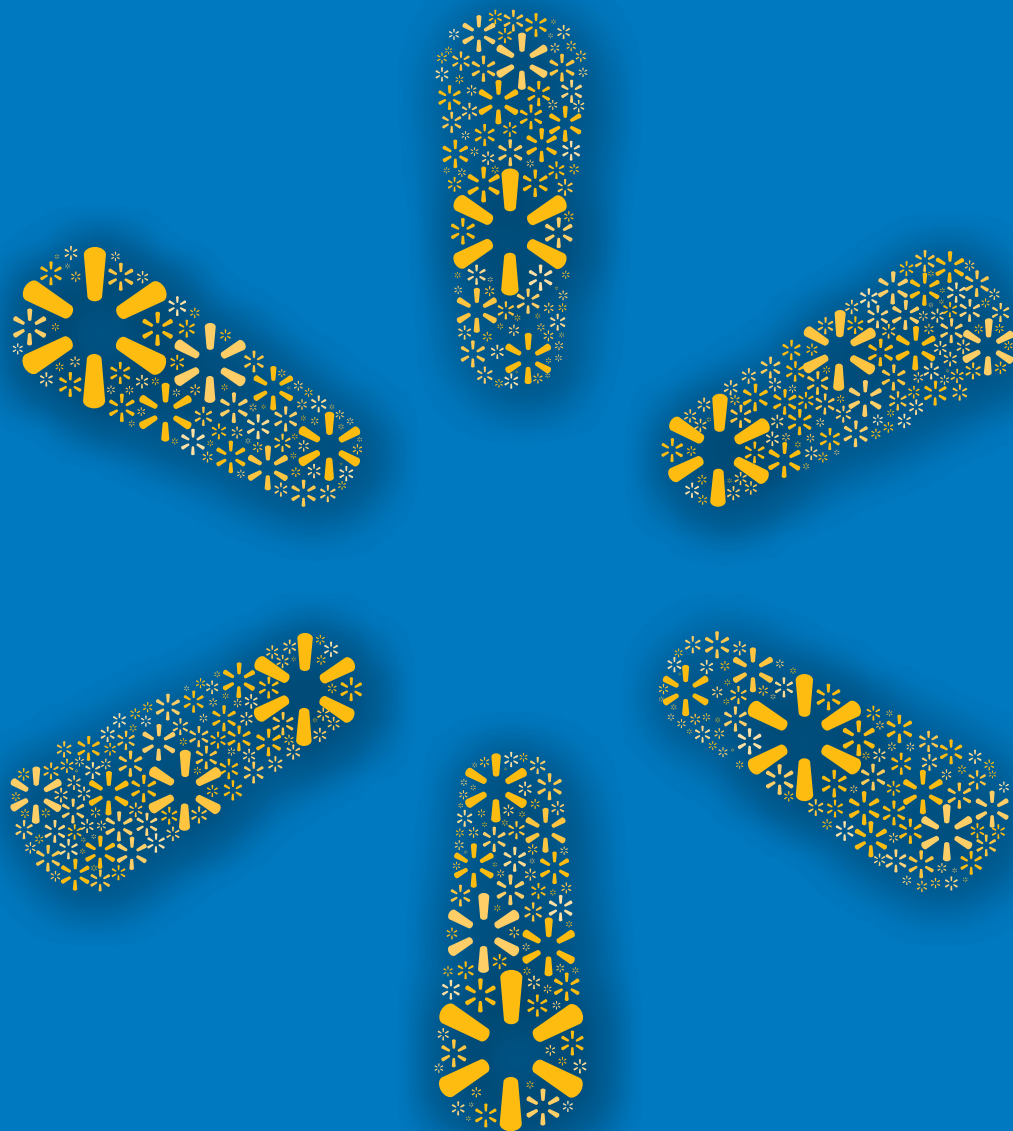
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Changing the metaphors



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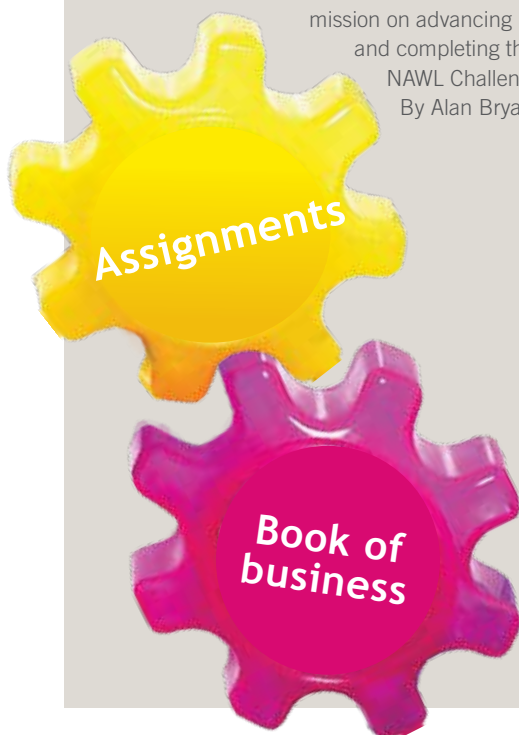
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Articles about current legal issues of interest to women lawyers are accepted and may be edited based on the judgment of the editor. Editorial decisions are based upon potential interest to readers, timelines, goals and objectives of the association as well as the quality of the writing. WLJ also accepts book reviews related to the practice of law. We reserve the right to edit all submissions.

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Frommer Lawrence & Haug LLP, a leading national intellectual property law firm with headquarters in New York and an office in Washington, D.C., recognizes that a noteworthy component of its success is its team of extraordinary women attorneys. Accordingly, FLH is excited to announce the election of two new female partners: Laura Chubb and Elizabeth Murphy.

Ms. Chubb is a registered patent attorney who focuses her practice on patent and trademark litigation involving software, medical devices, food products, consumer goods, and mechanical devices. With experience in trade secret and licensing litigation, patent and intellectual property licensing, and disputes related to such agreements, she advises clients on developing, enforcing, and maintaining patent and trademark rights in the U.S. and internationally.

Ms. Murphy's expertise lies in pharmaceutical litigation, where she has helped the firm achieve key victories in numerous cases for innovator clients. Her particular interests lie in the intersection of science, technology, and law and how these three areas influence the evolution of the pharmaceutical industry.

Ms. Chubb and Ms. Murphy join two women partners who currently lead FLH practice groups. Dr. Sandra Kuzmich heads the firm's life sciences practice and is a leading member of the firm's partnership. She also sits on the Federal Circuit Bar Association's International Series Committee and, most importantly, serves as a mentor to the firm's women associates. Marilyn Matthes Brogan heads the trademark group and dedicates her time to recruiting new talent. She is an active member in the International Trademark Association.

Dr. Kuzmich sums up the special contribution that FLH's female lawyers make to the firm and its clients: "The women attorneys at FLH are unique in that not only are they experts in the practice of intellectual property law, but they also have training—and in many cases practical experience—in a diverse range of scientific disciplines."

FLH proudly supports the professional development of its women attorneys as well as their involvement in the firm's management and in the legal community, as evidenced by its participation in and leading sponsorship of organizations such as the National Association of Women Lawyers.

ABOUT THE FIRM

All of FLH's attorneys and scientific advisors have the necessary advanced degrees, technical prowess, and legal experience to not only recognize and understand each client's unique business goals but also to set a realistic and effective strategy to achieve the desired results. Our practice areas include antitrust, appellate, corporate transactions & due diligence, IPR & post-grant review, ITC practice, life sciences & biosimilars, and FDA/regulatory.



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National Association of Women Lawyers
Empowering Women in the Legal Profession Since 1899

About NAWL

The mission of the National Association of Women Lawyers is to provide leadership, a collective voice, and essential resources to advance women in the legal profession and advocate for the equality of women under the law. Since 1899, NAWL has been empowering women in the legal profession, cultivating a diverse membership dedicated to equality, mutual support, and collective success.

BENEFITS OF MEMBERSHIP

- Access to career development and continuing legal education programs at reduced member rates.
- Opportunities to build a national network via programs that bring women together, opening doors to an array of business development opportunities.
- Leadership development through NAWL committees, affiliations and strategic partnerships.
- Advocacy via NAWL's Amicus Committee, which reviews requests for participation as *amicus curiae* in cases of interest to NAWL members.
- Community outreach through Nights of Giving.
- Continued learning with the *Women Lawyers Journal*®.

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Women AND Power

Even titles we hold most high become meaningless if they are in name only.

By Jennifer M. Guenther

THERE IS LITTLE DISPUTE that increasing a group's power changes its parity with other groups. Where the power base is unequal, an increase in power of one group can either equalize the groups or increase the disparity – depending on where that power settles. In looking at equal rights for women, the goal is to increase the power of women through education, equal pay and promotion and position, with the idea that the increase in power will bring greater parity.

It is this final idea – that the promotion and position of an individual will increase the group's power – that is often the easiest to measure and use as a means of deciding “success.” We look at how many women hold specific titles and decide that it is valuable information. But title, alone, is meaningless.

Too often we have seen senior

women in law firms (or companies) marginalized by being “promoted” to positions with great titles but little respect; or put in positions that are already failing; or made “director” of something that has no resources in order to “make the numbers.” Even titles we hold most high become meaningless if they are “in name only.”

Title, alone, does not create power. This strong misconception that power comes from title can cheapen the incredible contributions of those who don't fit into that small titled bucket. And it minimizes those in titled positions who are so talented at their jobs you cannot imagine them in any other position.

Power comes from gaining the trust of those around you and having faith in those people in return. The best lawyers have amazing legal assistants. The best presidents have a strong cabinet. The judges with the most thoughtful, concrete decisions have great law clerks – and strong CEOs have strong boards.

Power comes from knowing how to use your position, what its limitations are and where to go next. It comes from

exhibiting a level of professionalism in which you allow yourself to be successful, and in which you take both credit and responsibility for your position and your goals – and you give credit to those around you as well to help them achieve their goals.

Power comes from passion, from lifting those up around you, listening to and understanding new ideas and knowing that sometimes the time spent on an idea does not represent its quality. Power comes from listening to the opinions of others without taking offense, from trusting that your team has the overall goals of the company or case in mind. Power comes from allowing others, and yourself, to make mistakes, to be better than you and to understand when to lead and move forward.

There always will be times when people make assumptions about your abilities and motives based upon your job title, your gender, your ethnicity, your shoes, your manicure or your accent. There will be people who reject your opinions out of bias; those who will fail to hear you because you do not reflect their points of view or will attempt to exercise destructive power over others because of a shortsightedness or insecurity within themselves. It is easy to believe the negative message or counter in a similar fashion. But destructive power, by its very nature, eventually destroys its own source. And while it may have a temporary impact on your job or your ego, so long as you maintain your own light, your own sense of power and self-worth, you can rise above it. If you must flaunt your title, exclude others or be dismissive to achieve your goals, you do not have power that will last or make a difference.

A title is a definition others put on you. You gain power by taking your position, whatever it is, and redefining it: adding passion, adding knowledge and intelligence, adding the input of others and acknowledging that others have input to give. Power is using your position to increase the power of those around you. It is these steps that bring power. It is the respect of your colleagues, superiors and your reports that bring you power. It is this trust that allows you to call on new resources. It is this respect that allows you to be heard. When the title eventually goes away, these attributes allow you to maintain the power and momentum you have gained and have a lasting impact on the overall group.

A title is a definition others put on you. You gain power by taking your position, whatever it is, and redefining it: adding passion, adding knowledge and intelligence, adding the input of others and acknowledging that others have input to give.



Jennifer M. Guenther is general counsel/director for FirstCarbon Solutions, a company that works with clients to improve profitability through sustainability consulting and energy and environmental data management solutions. An experienced land use and environmental attorney in controversial environmental, development and litigation matters, she has appeared before local, state and federal agencies, as well as the California Court of Appeals. She serves as executive editor of Women Lawyers Journal and secretary of the NAWL Board of Directors. She can be reached at jguenther@fcs-intl.com.



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Progress made, internationally, on women's rights

*Women elected to office in Saudi Arabia;
top corporations work toward gender equality*

By Marsha L. Anastasia

At the 2016 World Economic Forum in Davos, Switzerland, in January, Canadian Prime Minister Justin Trudeau urged delegates not to be afraid to call themselves feminists. You will recall that Trudeau appointed a gender-balanced cabinet upon his election to office. Way to go Mr. Trudeau!

I'M HAPPY TO REPORT that the National Association of Women Lawyers wrapped up 2015 with a bang, celebrating our 11th Annual General Counsel Institute in New York City. We heard from the General Counsels of Ruby Tuesday, Teach for America, ING Financial

Holdings and Pearson, who shared tips on succeeding as General Counsel in the 21st century. From Duff & Phelps we learned how to identify red flags in financial statements, heard great advice from Arin Reeves about playing to win, and ended the conference with a funny, yet impactful keynote by Mika Brzezinski, co-host of "Morning Joe." In addition to all the substantive learning, it was an amazing networking event where we connected with old friends and gained new ones from corporations around the country.

I am looking forward to making more in-house connections at our upcoming Atlanta Regional General Counsel Institute in April.

If you've been monitoring women's rights around the globe, you certainly saw that in December women in Saudi Arabia voted and ran for office for the first time ever and 20 women were elected to office. That is real progress and shows the courage and determination of women.

In January at the 2016 World Economic Forum in Davos, Switzerland, Canadian Prime Minister Justin

Trudeau urged delegates not to be afraid to call themselves feminists. You will recall that Trudeau appointed a gender-balanced cabinet upon his election to office. Way to go Mr. Trudeau!

In addition, Sheryl Sandberg, Facebook's COO, argued at Davos that inappropriate expectations of women to fulfill "nurture" roles are what lead to the problem with gender parity.

You may also be following the 10 prominent corporations identified by the UN in its HeforShe initiative – AccorHotels, Barclays, Koc Holding, McKinsey & Co., PWC International, Schneider Electric, Tupperware, Twitter, Unilever and Vodafone – whose male CEOs have pledged their commitment to gender equality both within and beyond their own institutions. Five of these companies have already achieved gender parity in their overall workforces, defined as having between 40 percent and 60 percent of each gender in a given role or group, but will work towards achieving gender parity in their senior leadership teams by 2020. I'm encouraged that these discussions are occurring on the world stage.

I'm excited about the progress on women's rights around the world, as well as here in the United States, in our own communities, corporations and firms. Please join us at NAWL as we continue the fight for women's equality and advancement both in the legal profession and beyond.

Marsha L. Anastasia



Marsha L. Anastasia is vice president and deputy general counsel at Pitney Bowes Inc., where she is responsible for legal affairs of business unit operations in the U.S., Canada and Latin America. Prior to joining Pitney Bowes in 1997, Ms. Anastasia practiced at Day, Berry & Howard (now Day Pitney LLP) in Hartford and Stamford, Connecticut.

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The NAWL Challenge Club: Making change happen

Focusing in on partnership,
particularly equity partnership,
numbers in law firms.

By Alan Bryan



Alan Bryan is senior associate general counsel of Legal Operations and Outside Counsel Management for Walmart, developing operational efficiencies for its legal department and overseeing relationships with law firms throughout the U.S. He is a frequent speaker, panelist and moderator for his company, diverse bar organizations and affinity groups. In 2015, the Association of Corporate Counsel named him one of its "Top 10 30-Somethings" and the Northwest Arkansas Business Journal named him one of its "40 Under Forty." Bryan is a graduate of the University of Arkansas School of Law. He can be reached at alan.bryan@walmartlegal.com.

Photo: Monica Bryan

IT WAS NOT A THOUGHT I expected to have picking up my daughter from her grandmother's house several months ago, but there was Reagan Elizabeth, just over a year, playing with her toy gearbox ... I stood there a moment and watched her put one gear after another together. Once she placed the gears in place and pushed the red button, all of the gears moved in sync. Suddenly, I found myself thinking about the National Association of Women Lawyers and the newly formed NAWL Challenge Club; I found myself

reflecting on the impact the NAWL Challenge Club can have.

WHAT IS THE NAWL CHALLENGE CLUB?

The NAWL Challenge Club began as a simple idea to connect more corporate attorneys to NAWL and get them involved in the organization. What emerged was the NAWL Challenge Club. Rather than only increase corporate participation and support of NAWL, everyone involved in creation or formation of the Club focused the mission on advancing and completing the NAWL Challenge. In particular, the Club would focus on partnership, specifically equity partnership, numbers in law firms.

In 2006, the National Association of Women Lawyers issued the NAWL Challenge to increase to at least 30 percent the number of women equity partners, women chief legal officers and women tenured law professors. Since then, the number of women equity partners



The Club is a joint effort of law firms and corporate legal departments to make change happen.

remains relatively stagnant while progress has been made in the other areas. The Club is a joint effort of law firms and corporate legal departments to make change happen. Membership in the Club offers corporate legal departments and law firms a platform to create opportunities for women lawyers through constructive, feasible and results-oriented activities.

LAW FIRM CRITERIA

For law firms, the impetus to join should be evident; in few other places can a law firm provide its attorneys personal access to in-house attorneys from a variety of industries. To join, law firms must be sustaining sponsors of NAWL and commit to increasing the number of women equity partners in their firms and the profession by following these constructs:

Increasing transparency of the equity partnership process

- Increasing transparency to law firm lawyers regarding

equity partnership requirements.

- Sharing annually with NAWL, for internal Club purposes only, information as to the percentage of women equity partners and/or the rates of change.

Designating lawyers and supporting participation

- Identifying high potential women lawyers who are on the path to equity partnership to participate in the Club.
- Supporting designated participants by covering travel and related expenses for networking events, presentations and mentorship sessions.

Developing policies that support Challenge goals

- Granting origination credit for work that directly relates to Club participation to the woman who was selected by a corporate member as the lead lawyer for the work.
- Creating a flex-time policy and supporting its use within the firm.
- Ensuring that work that originates through the Club is passed along, through succession planning, to other

Getting business as an attorney, in part, means getting out and meeting people

women within the firm.

- Increasing the number of women lawyers on the firm's executive, compensation, recruitment and other committees.

Getting business as an attorney, in part, means getting out and meeting people. Forming relationships can lead to business either directly or indirectly. If the prospect of getting business is not enough, participant lawyers have the opportunity to form meaningful relationships, even mentorships, with attorneys

in legal departments and other law firms. These mentorships are both vertical and peer-to-peer. On top of it all, the education received from having access to corporate attorneys is something most similar programs cannot offer.

LEGAL DEPARTMENTS/ CORPORATE CRITERIA

Corporate legal departments are asked to make available corporate attorneys, including decision makers on legal work, and give opportunities to women

The Club provides firm lawyers incomparable access to corporate lawyers. From that access, personal relationships will develop. Those relationships can lead to a first assignment. That assignment can lead to a book of business. That book empowers a lawyer within her own firm. That empowerment leads to partnership, equity partnership and leadership positions in the law firm.



lawyers in the Club to meet with them either at NAWL events or visits to their corporate headquarters. There are no promises of work. There is no legal spend pledge to meet. For corporate legal departments interested in furthering diversity in the legal profession, joining the Club should not be a difficult decision.

In joining, corporate members commit to supporting an increase in the number of women equity partners in law firms by:

Increasing work given to women lawyers

- Increasing spend with women attorneys or dedicating a percentage of total legal spend to women lawyers every year.
- Increasing the number of women outside counsel who serve as their lead trial lawyers, lead project lawyers and relationship partners.
- Welcoming at least four law firm members to their locations for substantive presentations to legal department members.

Participating in networking opportunities

- Participating in two to three Club networking events held in conjunction with NAWL's Annual Meeting, Mid-Year Meeting, the General Counsel Institute and other regional programs.
- Considering law firm members for future work.

Mentorship and publicity

- Creating mentorship opportunities for women lawyers.
- Granting permission to publicize membership and participation in the Club.

In addition, corporate members should be willing to have an open dialogue with the leadership of their outside law firms about the advancement of women into positions of leadership within the firm. Corporations should be ready to guide and partner with Club participants from firms to work with the corporation and promote the work being done to law firm leadership whenever possible.

Corporate legal departments have collectively spent tens of millions on a commitment to women in the profession and other like-minded diversity ventures in the past decade or more. The Club gives these companies a chance to meet women lawyers aspiring to equity

Corporate members in the Club cover numerous industries such as: retail, insurance, digital commerce, financial services, restaurants, technology, software, medical devices and branding/sourcing services.

partnership and to have real engagement. It is not simply writing a check for sponsorship. It is not a corporate press release in support of diversity. The Club provides access, information and opportunity, all of which have incredible significance to women lawyers who personally experience them.

To anyone doubting the need for such an initiative, look no further than NAWL's Ninth Annual National Survey on Retention and Promotion of Women in Law Firms (Survey). The data is still both sad and surprising. The Survey found that only 18 percent of equity partners in the nation's largest law firms are women. In the decade since issuance of the NAWL Challenge and the first Survey report issued in 2006, the percentage of equity partners who are women has increased just 2 percent. This is in spite of women continuing to graduate law schools and being recruited in roughly even numbers as men. Cynics may point to the overall reduction of attorneys making equity partnership. It still does not answer the stagnant rate of growth considering demographic make-up of most graduating law school classes. Plus, the evidence goes beyond equity partnership. The Survey also found that among the most recently eligible generation of attorneys, men comprise almost two-thirds of those making non-equity partner. Somewhere along the pipeline, from graduation to partnership in firms, something is going wrong.

To name but a few possibilities, problems can include a client's legacy relationship with male lawyers, the "inheritance" of clients from male partner to male partner, a work environment not compatible with family life or work/life balance, lack of access to a firm's most important clients and fewer business development opportunities due to all of these things. The Club helps combat some of these inequities by providing access,

Corporate members should have an open dialogue with the leadership of their outside law firms about the advancement of women into positions of leadership

education and potentially business development in a purposeful and unique manner. Corporate and other legal departments should join the Club if they support women lawyers in the legal profession. This is an “easy lift” for them. Participation is simple and it yields meaningful results.

FIRST YEAR OF THE CLUB

At its 2014 Annual Meeting, NAWL announced the formation of the Club seeking firms and corporate legal departments to join together with a common purpose of furthering opportunities for women lawyers in law firms. The next several months were spent spreading the message of the Club and recruiting members. By NAWL's 2015 Mid-Year Meeting in Chicago, the NAWL Challenge Club was ready to launch with its first networking event.

The first event brought together firm attorneys with corporate lawyers for a unique spin on business development. Through a “speed dating” format, corporate lawyers held mini-interviews with firm attorneys between cocktails and hors d'oeuvres. In addition to making connections, participants were able to practice elevator speeches and start building a network of in-house connections. While not every “date” was a match, the event led to firm members

getting legal work and in other cases mentorships began to form. Following the event, law firm members were given exclusive access to an hour-long conference call where they were able to listen to in-house counsel talk about the event and elevator pitches of firm members. The law firm members were able to hear what works and what does not work. In few other places can any lawyer get that kind of genuine feedback about business development.

At the 2015 Annual Meeting, the Challenge Club added programming to the networking reception. Prior to networking, a number of law firm members joined in-house attorneys from companies that included a multinational financial services entity, a multinational telecommunications corporation, a global retailer and one of the world's largest restaurant businesses. Attendees were able to submit questions before the session and time also was allotted for questions/answers at the end. It was another instance of unrestricted access to corporate attorneys and information on what they are looking for in a firm that is found few other places.

In addition to these events, the NAWL Challenge Club held networking receptions for attending members at both NAWL's Pipeline to Equity Partnership (P2P) program in San Francisco and its Regional General Counsel Institute (RGCI) in Minneapolis. The year culminated with an in-house counsel roundtable and networking event at NAWL's 11th Annual General Counsel Institute in New York City. This event saw numerous new corporate lawyers join the effort. By the end of its inaugural year, the NAWL Challenge Club had corporate members and guests from more than 20 separate companies representing a number of industries and from over 35 law firms participate in Club events around the country.

As of this writing, the Club's members include prestigious law firms from across the country with law firm members on track for equity partnership. Corporate members in the Club cover numerous industries such as: retail, insurance, digital commerce, financial services, restaurants, technology, software, medical devices and branding/sourcing services. Most

Through both casual and formal encounters we can meet individuals, tell them about ourselves and without realizing it create a connection that can lead to business down the line.

importantly, the list of both firms and corporations is growing.

HOW THE CLUB BENEFITS WOMEN LAWYERS

Business: Ideally, the Club would translate into immediate business for every participating firm attorney; but, everyone in the profession knows better. The reality of developing business through the Club, much like outside of it, is that it takes time. The Club provides firm lawyers incomparable access to corporate lawyers, however. From that access, personal relationships will develop. Those relationships can lead to a first assignment. That assignment can lead to a book of business. That book empowers a lawyer within her own firm. That empowerment leads to partnership, equity partnership and leadership positions in the law firm. That is not an overnight process. But, it is a process we should endeavor to undertake in a grassroots effort to upend the status quo. It is an effort in which all corporate legal departments supporting diversity and gender equity in the legal profession should participate.

That said, law firm Club members should not rest on their laurels or wait out a relationship's maturation. Any Club member from a firm that wants to see tangible (business) in addition to intangible (mentorship, networks) benefits has her own duty. It is most helpful to enter the Club without expectation of immediate financial reward and also with humility as to what is given. To their credit, law firms sending promising women lawyers to Club events are substantially investing in this initiative both through the expenses of Club members sent to events but also through sponsorship of NAWL. It is imperative to a firm's ROI and the lawyer's future chances at business that she be genuine, curious and patient; that is in addition to confident, steadfast and zealous in her self-advocacy. It is then that the above string of events will start to develop and the mission of the Club will be that much closer to fruition.

Networking: How, then, does a Club member begin the process? Networking. It is a cornerstone to the



The Club proves that differences in legal specialty, industry and station in life do not prevent the transfer of genuine and valuable knowledge from one person to the next.

Club and critical in completing its purpose. Networking for lawyers is an amazing thing, and it is integral to a successful legal practice. Through both casual and formal encounters we can meet individuals, tell them about ourselves and without realizing it create a connection that can lead to business down the line. The more people you meet, the larger your network grows and the more opportunity you have to build a book of business. The real power of networking, however, lies in the interconnected networks of the person you meet. Take a law firm attorney who meets an in-house attorney at a Club event: The in-house attorney does not manage the same type of work the firm attorney handles, but the in-house attorney is impressed with her and forms a relationship. The two connect via LinkedIn. Soon after, an acquaintance of the in-house attorney sees the connection on LinkedIn and asks her in-house friend about the firm attorney. A positive recommendation is given. This example is not a hypothetical. It was a real life result that occurred through connections made within the Club. It is a real life example of the power and interconnectedness of networks.

It is also an example of how referrals can occur. Referrals remain a large source of business generation for

Networking requires a short-term investment, often many times, but it pays long-term benefits

many attorneys. Moreover, referrals come from anyone and at any time. The Club provides an opportunity to expand a lawyer's network of in-house counsel *and* law firm attorneys. This increases the chances of peer-to-peer referrals when the referring attorney cannot for conflict or geography, for instance, handle the matter. Law firm participants in the Club, therefore, have the benefit of creating mutually beneficial relationships with other firm lawyers and expanding their networks of in-house lawyers. For the corporate participants, it is the chance to

establish a network of strong, capable practicing women lawyers for use or referral.

Networking requires a short-term investment, often many times, but it pays long-term benefits. Networking carries with it a tremendous power both through the individual you meet and the individuals that person knows. Finally, networking is best when comfortable, sociable and without pressure. This is the heart of the Club. Its networking events have a truly congenial atmosphere. In order to meet its stated Challenge, NAWL

THE POWER OF THE CLUB

So, how is Reagan Elizabeth's toy like the NAWL Challenge Club? One of the many great strengths of the Club is the power of the professional networks possessed by individual participants whether from a law firm or legal department. An individual's network is like a hub and spoke wheel. The individual is the hub and his or her connections serve as the spokes. Each new spoke a person adds

to her networking wheel is a "hub" of its own and the person can perhaps follow that hub's "spokes" to make other connections. The more spokes connected to the hub, the stronger the wheel (or network). When all the networks are joined together the power is magnified and the individual networks join to become a large, unified network acting in concert toward a common purpose. In this case, the purpose these networks are joined together working toward is the support, retention and advancement of women in the legal profession, and specifically to increase the number of women equity partners in our nation's law firms.

As the Club grows, its potential will grow. That is why it is critically important that all who are interested in supporting the Club's mission join, participate and even lend their network to the cause. There are few legal profession initiatives where such minimal effort can produce such momentous results. As we clear the path for current women lawyers through the NAWL Challenge Club, we likewise do so for those women who will follow. Do your part. Add your network. Join the Club!

To learn more about how your organization can join the NAWL Challenge Club, go to www.nawl.org/nawlchallengeclub or contact NAWL officers and staff. ■

Reagan Elizabeth Bryan, (age 2), and her toy served as the author's inspiration for this article.

Photo: Monica Bryan





decided to take action, in part by facilitating the inception of business relationships through networking events. As an added bonus, these events are just plain fun.


Mentoring: Beyond the fun, the Club provides a unique opportunity to women in law firms who aspire to become equity partners, and it is not only from building clientele or a professional network. Participants have the opportunity to create mentoring relationships, either as mentor or mentee. In-house counsel mentoring law firm attorneys, peers mentoring each other and groups learning from individual mentors – the point is that, when harvested, the collective knowledge and experience of Club members provides unparalleled opportunity to the attorney willing to reach out for it.

The mentoring relationships that have already developed are not confined to older attorneys helping younger ones, or in-house counsel helping firm lawyers. The Club proves that differences in legal specialty, industry and station in life do not prevent the transfer of genuine and valuable knowledge from one person to the next. NAWL Challenge Club members have relished in the ability they have had to grow and help others grow, both in life and career. The reciprocal trust and mutual understanding of mentor/mentee become similar to that of longtime friends. It is a rewarding experience for both the mentee and the mentor.

Mentorships do not need to be confined to the same office or even the same city or state. They do not need to be defined by the same gender or generation. These relationships can develop through periodic phone conversations or correspondence, enhanced by in-person meetings at Club and NAWL events. The connections being made through the Club have the benefit of increasing business prospects and adding to networks. Perhaps the most beneficial returns for members, however, are the personal relationships being developed through the Club. ■




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Mentoring is the secret to career advancement



Shauna C. Bryce is a graduate of Harvard Law School with 20 years in law and legal careers. She is a career strategist for lawyers at all levels – from law students to executive-level attorneys in Global 100 law firms and Fortune 500 businesses in the U.S., Europe and Asia. As a lawyer, she worked in the Manhattan flagship office of a Global 100 law firm and served on the hiring committee of an Am Law 200 law firm. Her advice column, Ask the Hiring Attorney®, is published by Bloomberg Law. She's the author of several books and the Bryce Legal® Career Advice for Lawyers blog. With co-author Jared Redick, she developed a model for writing LinkedIn summaries for stealth job seekers. www.BryceLegal.com



Jared Redick works with stealth job seekers in the Fortune 50 and beyond – using the writing process as a tool for personal discovery and professional positioning. As an executive recruiter in New York and San Francisco for two nationally retained executive search firms, he conducted searches for Fortune 15 companies, Top 10 law firms and leading nonprofits. He is the creator of Jared Redick's Job Description Analysis tool, presently used by a leading university. www.TheRedickGroup.com



A good mentor gives you support and helps open doors. A great mentor helps you achieve heights you may never have imagined were possible.

By Shauna C. Bryce and Jared Redick

Everyone – no matter how junior or senior – can benefit from a mentor.

Leaders in every industry report that mentors were instrumental in their success. Even Bill Gates has a mentor – Warren Buffett – whose own mentor was Ben Graham, author of landmark book, *The Intelligent Investor*. U.S. Supreme Court Justice Ruth Bader Ginsburg is well-known for mentoring—a commitment that in part stems from the lack of available mentors, particularly female mentors, during much of her own legal career. Justice Ginsburg received much of her support during her groundbreaking career from her spouse.

As you can see from the examples above, mentoring can take more than one form. In all cases, however, the goal of the mentee is the same: finding a battle-tested mentor to help push and pull you up the ladder of success.

A good mentor gives you support and helps open doors. A great mentor helps you achieve heights you may never have imagined were possible.

How do you find a mentor?

Ideally, the mentoring relationship starts off organically. You meet your Warren Buffett or your Justice Ginsburg

at work or an event and hit it off immediately. Your relationship naturally grows over time as you get to know each other.

Not everyone is so lucky.

If a mentoring relationship doesn't develop on its own, then you may have to actively seek one out. Your employer may have a formal mentoring program or simply a culture of mentoring. Many institutions include mentoring as part of supervisory-level job descriptions or evaluations – in other words, mentoring may be part of your bosses' jobs. You can also use platforms like LinkedIn to research potential mentors.

The focus of this article is on senior lawyers as mentors. However, be open to the possibility of finding mentors *outside* the legal sector. Equity partners aren't the only people you'll encounter who have valuable lessons to teach. It is to your advantage to have a variety of mentors to gain exposure to many ideas and perspectives. Consider, for example, approaching mentors both inside and outside your organization, practice area/industry, geographical area and personal profile (e.g., gender, sexual preference, ethnicity, socio-economic class, age group, religion). Mentors come in many forms. Some

This article is an adaption of one of six topics from “Eye on the C-Suite: A Crash Course for Your Future,” a presentation in June 2015 to the Harvard Club of Washington, D.C., which serves more than 20,000 Harvard alumni from all divisions, including Harvard Law School and Harvard Business School. “Branding and Networking: Rapid-fire career development strategies to help you reach the top” (Women Lawyers Journal® 2015 Vol. 100 No. 4), covered two other topics from that presentation.

To build a powerful mentor-mentee relationship, you need to be smart, ambitious, humble and generous

of your most important mentors may be family or community members.

Self assess: Why should someone mentor you?

Before you can identify and approach potential mentors, spend time honestly reflecting about what type of mentor may be best for you. What are your overall life goals, career goals, strengths and weaknesses, leadership and learning styles?

While your goals can be aspirational, your self-assessment should be realistic and focused on what is *achievable*. You cannot start an honest and open relationship with a potential mentor if you are not first honest with yourself about your abilities and limitations.

The second part of your self-assessment is thinking about whether you are ready for mentoring. When seeking a mentor, you are – by definition – asking a highly successful professional to take time out of her business schedule to invest it in you. You're also asking her to, in a sense, risk her hard-earned reputation on you. Are you worth the resources and the risk? Take the time to consider whether someone will want to nurture your career and help you succeed:

- ***How can you help your mentor?*** One way to help a lawyer or other professional more senior than you is to research or co-author articles, books and presentations. This is a win-win if you are looking to build subject matter expertise on a particular legal issue.
- ***Are you ready, willing and able to have an honest relationship that challenges you and holds you accountable?*** Few things are more irritating to successful people than wasting time. If you can't handle constructive criticism and challenges to your

thinking or behavior, or if you don't follow through on opportunities or suggestions, then don't inquire about mentoring.

- ***Are you determined to be the best at what you do and to give back to others?*** Even professionals who are committed to developing others' talent have only so much time, which they reserve for lawyers who are likewise committed to excellence and to paying it forward.

To build a powerful mentor-mentee relationship, you need to be smart, ambitious, humble and generous.

What do you want a mentor to do?

Every mentoring relationship is different and the relationship will change over time. It is also important to note that every mentor has her own strengths and weaknesses. Think about what you want to accomplish from the relationship.

Are you looking for someone to help you build technical skills, experience and expertise to take your career to the next level? Interpersonal, management and leadership skills? Navigating workplace politics and corporate culture? Connections to a broad network of high-level people who might otherwise be out of your reach? Business building or business management?

Are you looking for monthly lunches? Quarterly check-ins? Or an *ad hoc* relationship that lets you talk through issues as they arise?

You may realize a need for several mentors as you complete these exercises.

How do you approach a potential mentor?

Once you've self-assessed, begin looking for mentors and preparing your pitch. The challenge is getting on their radar. There is no pat strategy for doing so, however going up to someone and asking, "Will you be my mentor?" likely is not going to work.

Start by researching your potential mentor through the news – including social media and networking platforms such as LinkedIn – to learn more about her background, work and projects. Support her work where you can;

Before you can identify and approach potential mentors, spend time honestly reflecting about what type of mentor may be best for you.

Peer mentoring can take several forms ranging from formal mastermind or accountability groups to informal, one-on-one buddy relationships.

even regularly sharing someone's content on Twitter can help get you noticed.

Introduce yourself in a friendly, professional way that doesn't mention mentoring, but instead proposes another reason to connect. Explain who you are and what about her work interests you. Ask for some of her time – just 15 to 30 minutes – to discuss a particular question. For example, "I'm an insurance defense lawyer and I just moved to San Francisco

from Washington, D.C. I saw you speak on coverage claims at the bar association's panel last week, and have been looking to meet more Bay Area lawyers doing insurance defense. If you have time next week, I'd love to chat for 15 minutes to find out more about your work."

Once the time comes to meet, be respectful of your potential mentor's time. If she agreed to 15 minutes, then stick to that. If she agreed to lunch or coffee, then pay.

If it's a good fit, you'll know quickly and the stage will be set for the mentoring relationship to grow organically from that introductory meeting. If it's not a good fit or she turns you down for an initial meeting, don't be discouraged! Ask her for a recommendation of someone who can continue the discussion with you.

Remember that just because she's not a good fit for you today doesn't mean she can't be a great mentor to you on another topic or even five or ten years from now. Continue your search. There's a mentor out there for you.

How do you keep the relationship going?

Once you've started a mentoring relationship, nurture it.

- **Respect your mentor's limits, whether stated or unstated.** Pushing her boundaries will likely result in her walking away.
- **Show dedication and progress.** If you are not going to follow through on her advice, don't ask for her commitment.
- **Be grateful and reciprocate.** Gratitude is shown in many forms – including becoming an excellent

attorney and thought leader, supporting your mentors work and helping others develop their talent.

Peer mentoring

It's wonderful to get help moving up the ladder from someone who has already done it, but finding that type of mentor can take time. While you're looking for your Justice Ginsburg, there are other ways to get help. One of our

favorites is peer mentoring.

Peer mentoring can take several forms ranging from formal mastermind or accountability groups to informal, one-on-one buddy relationships. Surround yourself with lawyers and others who share your values and commitment, then build your own team for success. Peer relationships can be just as powerful, professionally and personally, as other types of mentoring relationships.

Caveats in mentoring

One of the biggest caveats in looking for a mentor or peer mentor is *don't seek out people who are potential competitors to you*. Mentoring relationships must be open and built on trust. That can't happen if there is an inherent conflict of interest. Unfortunately, it's not unheard of for a mentee to confide in a mentor, only to have the mentor use that information to make a profit.

A mentor's role is to help you succeed, so likewise you'll want to avoid people who are trying to mold you to fit *their* goals, rather than helping you achieve *your* goals.

Also know that not every mentoring relationship needs to last a lifetime. Serial, short-term relationships can be just as valuable, especially if they're focused on achieving a specific, short-term goal.

At the end of the day, what's critical is building a support system of reliable, honest, people who are nearly as devoted to your success as you are.

Finally, be receptive when others approach you about serving as a mentor. Everyone benefits from the virtuous circle. ■



Life after law school: Off the beaten track

Having a backup plan may keep you from having to ‘take a job’ when the career you envisioned is out of reach.

By Kerri Ann McLaughlin, J.D.

If you asked me five years ago where I would be, I would not have said teaching English in Saudi Arabia – or teaching English anywhere for that matter. After graduating law school in 2011, I took the bar exam and waited several months for my results. In the meantime,

I struggled to find a job that would both support me and provide personal and career satisfaction.

During the wait, a college friend suggested that my husband and I consider teaching English overseas until we could find a job in the legal field. Once I found out I



Though my husband and I had barely any experience in teaching English, we found ourselves on a plane flying to a sustainable and fulfilling career as English language instructors.

failed the bar exam, I decided to put a career in law on hold to pursue a career in teaching English as a second language, which has enabled my husband and me to live in South Korea, Saudi Arabia and Thailand.

Things started turning around for us in the summer 2012. I found a job posting on Dave's ESL Café, a popular site for English language teachers looking for work, and something surprising happened. Though my husband and I had barely any experience teaching English, we found ourselves on a plane flying to a sustainable and fulfilling career as English language instructors. We now are using our J.D. degrees to teach adults and university-level students in Saudi Arabia.

Unfortunately – or fortunately, depending on your perspective – some graduates realize a law degree does not always result in a legal career. That, compounded with high student loan debt, may tempt you to accept any job that's offered. But planning ahead – having a

backup plan – may keep you from having to “take a job” when the career you envisioned is out of reach.

You can start by thinking of alternative fields in which you are interested. You might consider looking for a professional job in a field related to the specific area of law in which you want to practice. Doing so will help you gain experience in that area and also offer networking potential.

Thus, if your school offers a joint program with an LL.M and if you think you may want to work overseas, consider an LL.M.

You will also want to think about how to market yourself. For example, during an interview my husband



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Start by thinking of alternative fields in which you are interested

was asked, “Why should someone with a law degree teach English as a second language?”

“Language is the lawyer’s tool,” he said. “That skill translates to teaching it in the classroom.”

MEETING QUALIFICATIONS

With globalization of the legal profession, combining English and law makes sense. There is going to be an increased demand for specialists in teaching legal English. As such, a law degree in combination with qualifications in teaching second languages is a benefit.

Qualifications include:

- Cambridge’s CELTA Certificate and DELTA Diploma. For more information about becoming

qualified in either, refer to Cambridge English at www.cambridgeenglish.org.

- o CELTA is one of the initial certifications you obtain to become qualified to teach English as a second language. It is an intensive course but if you survived your first year in law school, you should not feel overwhelmed. You could earn it in the summer if you are not enrolled in summer classes or working.
- o DELTA is a higher qualification in teaching English as a second language that you can earn after your CELTA and at least a couple of years of teaching. This will be especially useful for someone looking to teach legal English because you learn how to design a course around a specific group of learners. You also deepen your knowledge on the principles of teaching a second language. And it enables you to move into management positions, if you are interested.
- In terms of Legal English, TOLES (Test of Legal English Skills) is a series of three exams that guarantees students possess the requisite level of fluency in legal English to work on the international scene. For more information, refer to the TOLES website at www.toleslegal.com.

I have learned a valuable lesson—the preconceived notions of what a particular culture is like do not necessarily match the reality.



With these additional qualifications, you could use your J.D. to embark on a career in teaching legal English to international students in the United States or overseas in connection with LL.M programs or international firms.

I find my experience as an English language instructor fulfilling as I see students develop fluency in English. While they learn more about American culture as well as the differences with British culture, I learn about their culture. This will be useful later on if I decide to practice law on the international scene. I have also taught conversational English to lawyers from Italy, Spain and Turkey who taught me more about doing business in the legal field within their respective countries.

At the same time, this career path has given me the opportunity to explore parts of the world I would likely

Photo provided by author

not have otherwise. I have experienced Ramadan, eaten a traditional meal and hiked at the Edge of the World in Saudi Arabia. My husband and I have also visited Laos, Oman and Italy. We have shopped in the souks of Saudi Arabia, Oman and Bahrain.

We also have experienced history in the making. We were in South Korea during North Korea's failed rocket launch of 2012. When we were teaching in Thailand in 2014, we experienced a coup d'état. We witnessed first-hand how much people love their king in both Thailand and Saudi Arabia. Though we worry about the threat originating from ISIS, we have returned to the Kingdom of Saudi Arabia for a third time to continue our work.

I have learned a valuable lesson – the preconceived notions of what a particular culture is like do not necessarily match the reality.

Similarly, many are finding that preconceived notions about law school based on the success of past generations are not the reality. For those considering law school, my advice is to go, but do it for the right reasons. Don't think about the money you expect to make.

If you are currently in law school and worry if it is all really worth it, keep in mind you will never lose your law degree. If you decide to put the bar exam on hold after graduation, you can explore other options until the market gets better. Use the time to discover your interests and develop new skills in another field. From my experience, the J.D. is one of the most flexible advanced degrees.

I have learned to enjoy the journey to wherever this path is leading. People worry so much about reaching their goal they forget to enjoy the journey. You may not get there as fast as you want but with perseverance, you will get there or maybe somewhere unexpected, and even better! Be willing to walk through the door that opens. ■



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The soldier/shark/ starting quarterback at counsel table

The metaphors we use to describe trial attorneys refer predominantly to stereotypically male characteristics.

By John G. McCabe, Ph.D.

"I'M LOOKING FOR A LAWYER."

The client had called a friend to seek advice on hiring representation in a case that was inevitably going to end up in trial.

"What are you looking for?" the friend replied.

"I want a battle-tested shark who is a pit bull. I want the other side eviscerated, not just defeated. I need a captain for my legal team, someone who knows the playbook. I

don't want a pansy who will try to negotiate. I want to win and win big."

Based on the client's description, what are the chances that the friend would recommend a female, as opposed to male, trial attorney? Probably pretty remote.

Notice some of the metaphors the client uses: a warrior, a vicious animal or a star athlete. All of these tend to connote stereotypically masculine characteristics



(aggression, violence, hyper-competitiveness) and often, in describing a lead counsel or trial attorney, supposedly desirable traits. In contrast, “pansy” refers to the opposite traits. The metaphors (both positive and negative) we use to describe trial attorneys refer predominantly to masculine characteristics.

The ABA recently put out a report about gender inequality in those identifying as either lead counsel or trial attorney, *First Chairs at Trial: More Women Need Seats at the Table*. (see: bit.ly/wljmccabe) The report concluded that in federal courtrooms, men are three times as likely to appear in a lead roles as women, despite making up only two-thirds of all attorneys appearing. There were several factors moderating this effect. For instance, women were at parity with men, meaning they appear in a lead role in the same proportion as they appear over all (about a third of all attorneys appearing), when they appeared on behalf of the government as opposed to a private sector client. The report’s conclusion puts forth a number of suggested interventions. For instance, women should be encouraged to become trial attorneys while in law school and provided resources and support toward that end. The authors provide other suggested policy changes for law firms, clients, judges and women lawyers, geared toward closing the gender gap in lead counsel and trial attorney roles.

While the authors of the ABA’s study’s policy suggestions are astute and well-reasoned, the question remains: Will women reach parity with men in the role of lead counsel or trial attorney while the metaphors used to describe lead counsels and trial lawyers persist?

Metaphors characterize one thing as being another, very different thing; a lead counsel or trial lawyer is not literally a warrior or a shark. However, the comparison provides an efficient means of communicating rich information about the disposition and attitudes of a lead counsel or trial lawyer that might otherwise be difficult to communicate.

For its part, the warrior-lawyer metaphor is pervasive (see Kanazawa, S. K. & McCabe, J. G. February, 2015 “Reversing Stampedes: How minorities change majorities,” *For the Defense*, Vol. 57, 2, 10-17). Throughout history, with a few exceptions, warriors were male. It

only stands to reason, then, that if we (unknowingly) accept the warrior-lawyer metaphor, conscious and unconscious decisions made by everyone from law school professors to senior partners to clients will be biased in favor of men filling the role of lead counsel or trial attorney in the courtroom. The lead counsel or trial attorney is a warrior. Warriors are men. Thus, the lead counsel or trial attorney should be a man.

However, recent changes in U.S. military policy pertaining to women in combat illustrate the fallacy of male-only warriors. Before the “war on terrorism” defined the battlefield as, essentially, the planet, the Pentagon adopted a policy in 1994 called the Direct Ground Combat Definitions and Assignment Rule. The policy banned women from the front lines and gave the various branches of the military power to restrict the roles women could fill.

Policymakers offered a host of rationales, often relying on stereotypes, to defend excluding women from combat: women were not as physically strong or tough as men; male soldiers would be endangered because they would be overly concerned with protecting the women soldiers; the very presence of women would be a distraction to the male soldiers.

In recent years, as more women have joined the ranks of the military, they quickly recognized both the nonsense and inequity of policies forbidding women from serving in combat. The wars in Iraq and Afghanistan showed that World War II-era concepts, like a “front lines,” were archaic. Every woman who served in these wars had the potential of finding herself in combat. More importantly, the female soldiers in these wars served with valor and proved themselves capable.

Still, policies prohibiting women in the military from serving in battlefield conditions meant that men in the services had greater opportunity for career advancement. Without the expectation and opportunity to demonstrate leadership, superior

Will women reach parity with men in the role of lead counsel or trial attorney while the metaphors used to describe lead counsels and trial lawyers persist?

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For women lawyers, the way we understand and even speak about the courtroom must change

judgment and bravery in combat, women's careers in the military were intrinsically and unfairly restricted.

Those policies finally have changed – first in January 2013, when then-Defense Secretary, Leon Panetta, lifted

hostile, belligerent or more combative in hopes of closing the gender gap in the role of lead counsel or trial attorney? Less civility in the practice of law is likely not the answer for a profession that has lost respect in the eyes of the public over the past decades (see: <http://www.gallup.com/poll/1654/Honesty-Ethics-Professions.aspx>).

Although not overtly gender-specific, animal metaphors describing attorneys usually emphasize aggression. Sharks, attack dogs, pit bulls and snakes all conjure images of brutal, and sometimes indifferent, violence. These metaphorical animals are not

necessarily the males of their species, but the cutthroat and violent imagery they conjure up seems more masculine than feminine in the same way the female serial killer stands out as the exception to the rule.

Then there is the lawyer as star athlete metaphor. What does the lead counsel lead? The trial “team.”

Title IX prohibits gender discrimination in education. It is probably best known for ensuring equal opportunity for young women to participate in athletics. And while some may think that Title IX's role is to guarantee women comparable programs, locker rooms and facilities, the focus is more rightfully on young women being provided the same opportunity as young men to develop the skills and attributes athletics can provide, i.e., leadership, discipline, teamwork and self-confidence. Like the military denying women front-line assignments, denying young women the same educational opportunities as young men may put them at a disadvantage for a lifetime in both their careers and personal lives.

While there are plenty of examples of extraordinary female athletes, from Babe Didrikson Zaharias to Serena Williams, male star athletes likely come to mind for the majority of people. For better or worse, more people know the name Peyton Manning than know the name Abby Wambach. As a result, when we speak of a lead attorney “duking it out in the courtroom,” or “executing a game plan against the opponent,” or “scoring points with the judge,” we may be subtly reinforcing the notion that women are out of place in the first chair.

For women lawyers to be given the opportunities that they deserve to sit in the first chair, the way we

The story can actually create and perpetuate the problem. Changing the story can thereby reframe the problem, transforming the status quo from acceptable to unacceptable.



the policy restrictions on women in combat put in place in 1994 by allowing women to serve in infantry, armor, artillery and other combat roles. And in December 2015, all combat roles finally were opened officially to women. Notably, Lisa Jaster recently became one of three women to complete the Army's notoriously demanding Ranger School in the first class to include women, an accomplishment made all the more extraordinary given that she is 37 years old.

In the law, there is no policy that prevents women from serving as lead counsel or as trial lawyer to overturn. Still, the pervasiveness of the lawyer as warrior metaphor has the same effect.

Women have proven themselves capable in the military, but does this provide us with the answer to the problem of gender bias inherent in the warrior-lawyer metaphor? Should women lawyers act more like warriors? Become more

understand and even speak about the courtroom must change.

But how?

As outlined in a recent article, (see McCabe, J. G., 2015). "Confirmation Bias: It has to be believed to be seen," *Women Lawyers Journal*, Vol. 100, 1, 19-22.), the story is what needs to change. The story can actually create and perpetuate the problem. Changing the story can thereby reframe the problem, transforming the status quo from acceptable to unacceptable.

Consider the example of same-sex marriage. In June 2015, the Supreme Court struck down laws that denied same-sex couples the right to marry, rights afforded to heterosexual couples. What was most surprising was the speed with which people's attitudes had changed on the topic.

What changed was the story.

A short time ago, gays and lesbians were seen as "Others." Their demands for acceptance fell on deaf ears. More recently, gays and lesbians came to be seen as just like the majority, heterosexual community. By identifying with the majority, the issue became one of fundamental fairness. They were seeking only what the majority has, the right to marry the one they love. As more people recognized that gays and lesbians were part of their group, the more nonsensical denying them the right to marry became. Speaking as someone who helps attorneys change or refine the story of their case, it was a monumental shift. Part of that shift was the language used to tell the story: "They don't have the right" became "we all have the right."

Gender equality in the role of lead counsel and trial lawyer will come about when the story of the courtroom and the language used to tell that story changes. It may be tempting for women lawyers to be aggressive or hyper-competitive. It seems to have worked for some. The cost, though, is likely less civility in the profession. A shift away from the metaphor of lawyer as warrior or vicious animal or star athlete is a good place to start for legal professionals of both genders. ■



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Former NAWL Board Member Brigadier General Maritza Ryan retires

Throughout her career, Ryan has challenged the accepted doctrine of women's roles in the military – and society – and has become a model for all women lawyers

The head of the Law Department at the U.S. Military Academy, and former NAWL Board member, Brigadier General Maritza S. Ryan retired from the U.S. Army on December 4, 2015 after more than three decades of service.

Ryan began her military career by graduating from the U.S. Military Academy at West Point in 1982 – no small feat as hers was only the third class to include women. Following West Point, Ryan entered the Field Artillery but was able to attend and graduate from Vanderbilt Law School through the Army's Funded Legal Education Program, perhaps the most selective educational opportunity in the Army.

Selected for her outstanding military record and academic achievements, the then, Captain Ryan was chosen by the Army's Judge Advocate General's (JAG) Corps and later was assigned as a military adviser to a brigade fighting in Saudi Arabia during Operation Desert Storm. She was one of only a few women in a brigade of 1,000 soldiers, and, as a new mother, left her husband and 14-month old son at home.

In 2001 after a courageous battle with cancer, Ryan returned to West Point as the deputy of the law department where she was described as being its heart and soul. In 2006, she became professor and head of the law department, a position that required a presidential



Photo: Marty Morris/MPM Photography LLC

nomination and confirmation by Congress. Thus, she was the first woman and first Hispanic West Point graduate to serve as an academic department head in the academy's 210-year history. The West Point Center for the Rule of Law (CRL) was established in 2008 under her leadership with the vision of promoting a profound respect for the rule of law, in times of peace and armed conflict, as a core component of our national security.

Throughout her career Ryan has challenged the accepted doctrine of women's roles prevalent in the military and society and has become a model for all women lawyers, especially those in uniform. She was a trailblazer in one of America's elite educational institutions who created and developed opportunities for women and men alike, ensuring the development of thoughtful, ethical, adaptive and strong leaders. For her professional excellence and continued courage in leadership, the ABA's Commission on Women in the Profession honored Ryan in 2011 with the Margaret Brent Award.

NAWL congratulates Brigadier General Maritza Ryan on her retirement and sends its warmest wishes to the entire Ryan family: Ritz; her husband Bob; and their two sons, Alexander and Andrew. Ritz, may this new chapter of your life be filled with many adventures! ■



NAWL Silver Sustaining Sponsor Cooley LLP's women's initiative lauded

Women lawyers at the partner and associate levels help set the tone for an exciting and encouraging working environment.

Cooley's women's initiative was created as part of the firm's core diversity principles to attract, retain and mentor a strong network of female attorneys. The initiative seeks to provide women at Cooley with the tools necessary to achieve professional success and personal fulfillment, including counseling, professional development and networking.

Female partners serve as career development counselors to female associates, establishing a strong professional relationship, in which the associates can rely on their mentors for career guidance.

Throughout the year, the women's initiative hosts professional development panel discussions, firm-wide webinars and networking events for attorneys on topics including business development, rainmaking, leadership development and sponsorship/mentoring.

Event formats have included frequent women associate breakfasts, dinners at partners' homes and at restaurants and panel presentations. While the associate event series is an integral part of the women's initiative, topics are relevant to men and women and all are encouraged to attend.

Cooley also offers its attorneys flexible scheduling that allows a part-time schedule to balance their personal lives with their professional development.

Additionally, some attorneys serve as liaisons to lawyers who take a leave of absence exceeding four weeks. They provide support leading up to the leave and serve as a primary contact during the leave. Then, the liaison helps to reacclimate the attorney upon return to work.

Cooley was one of only four law firms to pilot a one-year fellowship program aimed at replenishing

the talent pipeline in law firms with experienced female attorneys who have taken an extended hiatus from the practice of law. As the Fellowship enters its second year, Cooley continues to be an active participant in the program and looks forward to bringing on additional fellows in 2015.

It also hosts events and participates in surveys associated with leading women's organizations. Partner DeAnna Allen is a NAWL board member and also serves as Leadership Council on Legal Diversity Fellow (2015) and was named a "Woman Worth Watching" by Diversity Journal (2015).

Cooley's Women's Initiative and its commitment to overall firm culture and diversity has been

Cooley was one of only four law firms to pilot a one-year fellowship program aimed at replenishing the talent pipeline in law firms with experienced female attorneys who have taken an extended hiatus from the practice of law.

recognized for its work including Working Mother & Flex-Time Lawyers – "Best Law Firms for Women"; WILEF – Gold Standard Certification; Law360 – 100 Best Law Firms for Female Attorneys; and Fortune – 100 Best Companies to Work For.

Various female attorneys at both the partner and associate levels are helping create encouraging working environment for women attorneys. These trailblazers are working to advance women into leadership roles at Cooley and beyond. ■

Keep us informed

Let our readers know what is going on in your firm. Send your news about people, awards, programs, etc., to Kelsey Vuillemot at vuillemok@NAWL.org or Laura Williams at williamslaura2000@hotmail.com.

Author offers suggestions for retaining women lawyers

Best Friends at the Bar, Top-Down Leadership for Women Lawyers, by Susan Smith Blakely

THIS BOOK IS THE THIRD IN A SERIES of books by Susan Smith Blakely that address the challenges women lawyers meet. While the first two “Best Friends” books focused on how women lawyers need to help themselves, this installment focuses on the responsibility of law firm leaders to help young women lawyers achieve.

And, why it is important for law firms to retain women lawyers and make the most of their talents.

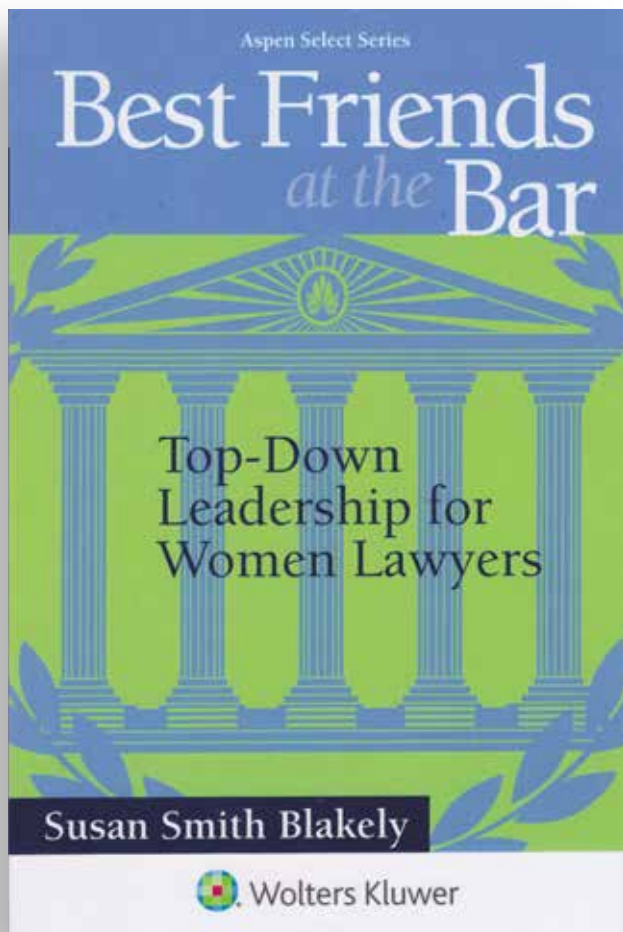
Getting right to the heart of the matter, Blakely addresses the reasons women leave law practice. From gender-bias battle fatigue to the just plain fatigue of balancing work with other life challenges, we all are aware of many of the challenges women lawyers face.

However, Blakely goes beyond the lament, telling law firms why they should care about the large numbers of women (some studies show nearly half) who leave the practice of law. For one, in dollars and cents, it can cost a firm more than \$400,000 per associate in lost training, salary, overhead, severance, legal recruiting costs and billable hours. For another, more pro-active corporations are demanding diversity in their legal representation. It follows that loss of women lawyers would make it more difficult for law firms to meet those demands.

Blakely goes on to discuss why past retention efforts have failed, why mentors are important, how law firms have changed, what matters to women in the workplace, how to effectively lead women lawyers, what law firm leaders should be telling women lawyers and lastly, dos and don'ts for women lawyers.

This is a good tutorial for young lawyers as well as law firm leaders. Overly simplified, the message in this book is that while young women lawyers continue to reach up, those leaders in the upper echelons of law firms should also be reaching down to offer that proverbial hand up.

Best Friends at the Bar, Top-Down Leadership for Women Lawyers, Susan Smith Blakely. Wolters Kluwer, customer.service@wolterskluwer.com. ISBN 978-1-4548-6608-4.



A WLJ staff review

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NAWL Board Member at Large DeAnna D. Allen networks at the 11th Annual General Counsel Institute in November 2015. Allen is a partner in Cooley LLP's Washington, D.C., office.

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ACC Accounting
ADO Adoption
ADR Alt. Dispute Resolution
ADV Advertising
ANT Antitrust
APP Appeals
ARB Arbitration
AVI Aviation
BDR Broker Dealer
BIO Biotechnology
BKR Bankruptcy
BNK Banking
BSL Commercial/ Bus. Lit.
CAS Class Action Suits
CCL Compliance Counseling
CIV Civil Rights
CLT Consultant
CMP Compliance
CNS Construction
COM Complex Civil Litigation
CON Consumer
COR Corporate

CPL Corporate Compliance
CRM Criminal
CUS Customs
DEF Defense
DIV Diversity & Inclusion
DOM Domestic Violence
EDR Electronic Discovery
Readiness Response
EDI E-Discovery
EDU Education
EEO Employment & Labor
ELD Elder Law
ELE Election Law
ENG Energy
ENT Entertainment
EPA Environmental
ERISA ERISA
EST Estate Planning
ETH Ethics & Prof. Resp.
EXC Executive Compensation
FAM Family
FIN Finance
FRN Franchising

GAM Gaming
GEN Gender & Sex
GOV Government Contracts
GRD Guardianship
HCA Health Care
HOT Hotel & Resort
ILP Intellectual Property
IMM Immigration
INS Insurance
INT International
INV Investment Services
IST Information Tech/Systems
JUV Juvenile Law
LIT Litigation
LND Land Use
LOB Lobby/Government Affairs
MAR Maritime Law
MEA Media
MED Medical Malpractice
M&A Mergers & Acquisitions
MUN Municipal
NET Internet
NPF Nonprofit

OSH Occupational Safety & Health
PIL Personal Injury
PRB Probate & Administration
PRL Product Liability
RES Real Estate
RSM Risk Management
SEC Securities
SHI Sexual Harassment
SPT Sports Law
SSN Social Security
STC Security Clearances
TAX Tax
TEL Telecommunications
TOL Tort Litigation
TOX Toxic Tort
TRD Trade
TRN Transportation
T&E Wills, Trusts & Estates
WCC White Collar Crime
WOM Women's Rights
WOR Worker's Compensation

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Kristin L. Bauer, right, with Mika Brzezinski, co-host of MSNBC's "Morning Joe" at the 11th Annual General Counsel Institute, November 2015. NAWL Board Member at Large Bauer is a shareholder with the Dallas office of the national workplace law firm, Jackson Lewis PC. Brzezinski was a keynote speaker.

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