

Diversity + Equity + Inclusion: Strategies for Law Firm Management



Today's Learning Objectives

- The Broader Definition
- By the Numbers
- The Why/The Need
- Benefits and Challenges
- Best Practices/Next Steps
- Q&A

Diversity is ...

- defined as all characteristics *and* experiences that define each of us as individuals.
- based on individual acceptance and respect.
- an understanding that individuals are unique and different.

Common **misconception** -- only pertains to certain persons or groups.

Elements of Diversity

- Age
- Gender
- Ethnicity/National Origin
- Race
- Color
- Physical Ability
- Physical Traits
- Sexual Orientation
- Religious Beliefs
- Language
- Veteran Status
- Socio-Economic Status
- Education Level
- Marital Status
- Geographic Background
- Family/Parental Status
- Personality Type
- Life Experiences
- Political Beliefs
- Lifestyle
- Cultural Background

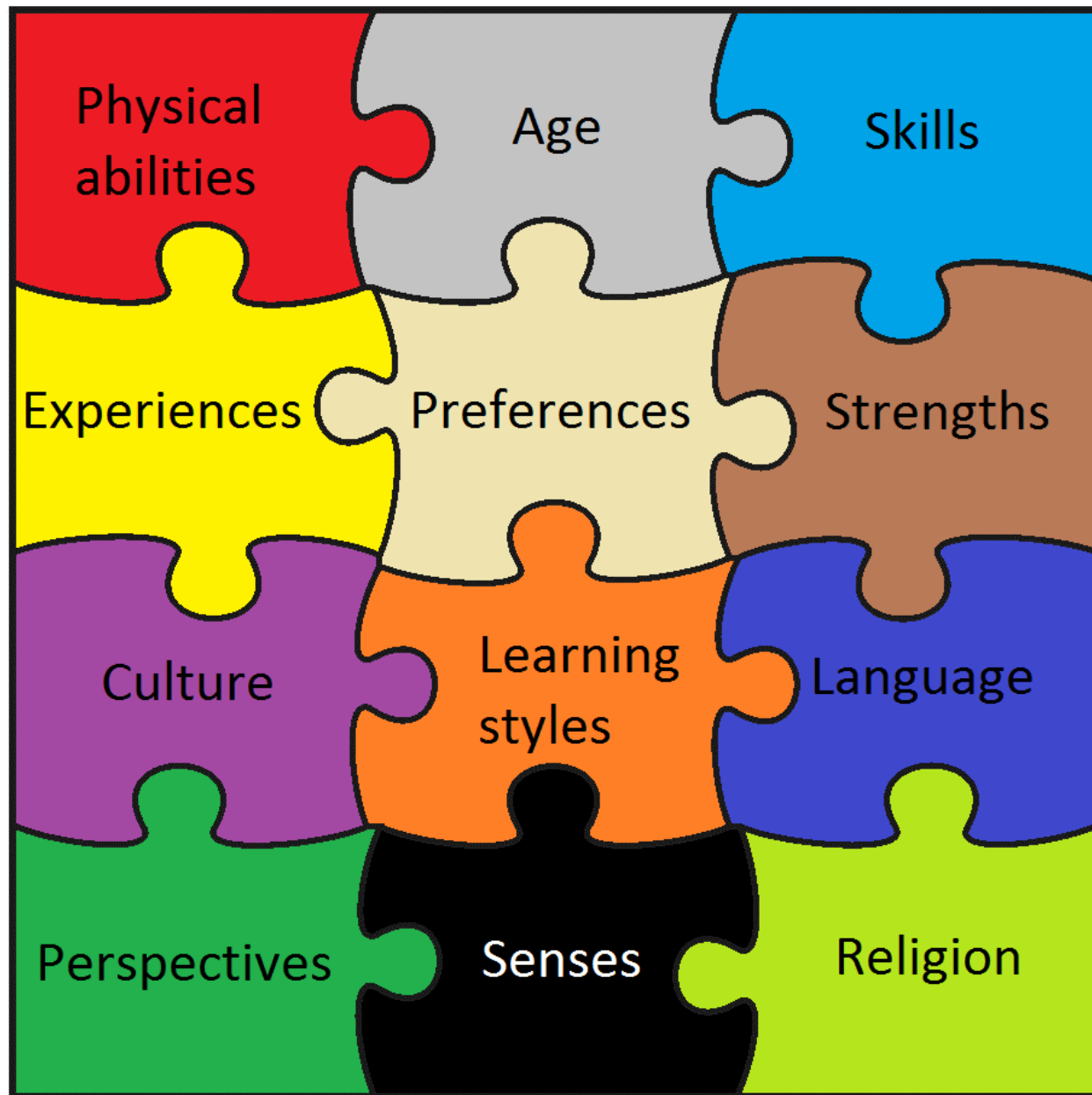
National Origin Ethnicity Gender Race
Human Resources Management Necessity
WORKPLACE Value
Employees **DIVERSITY** Corporate Strategy
Business Competitiveness Employment Compliance
Equal Opportunities
Workforce Recruitment Benefits Color Religion
Global Culture Benefits Fair Legal
Age HR Goals Treatment

DIVERSITY



INCLUSION



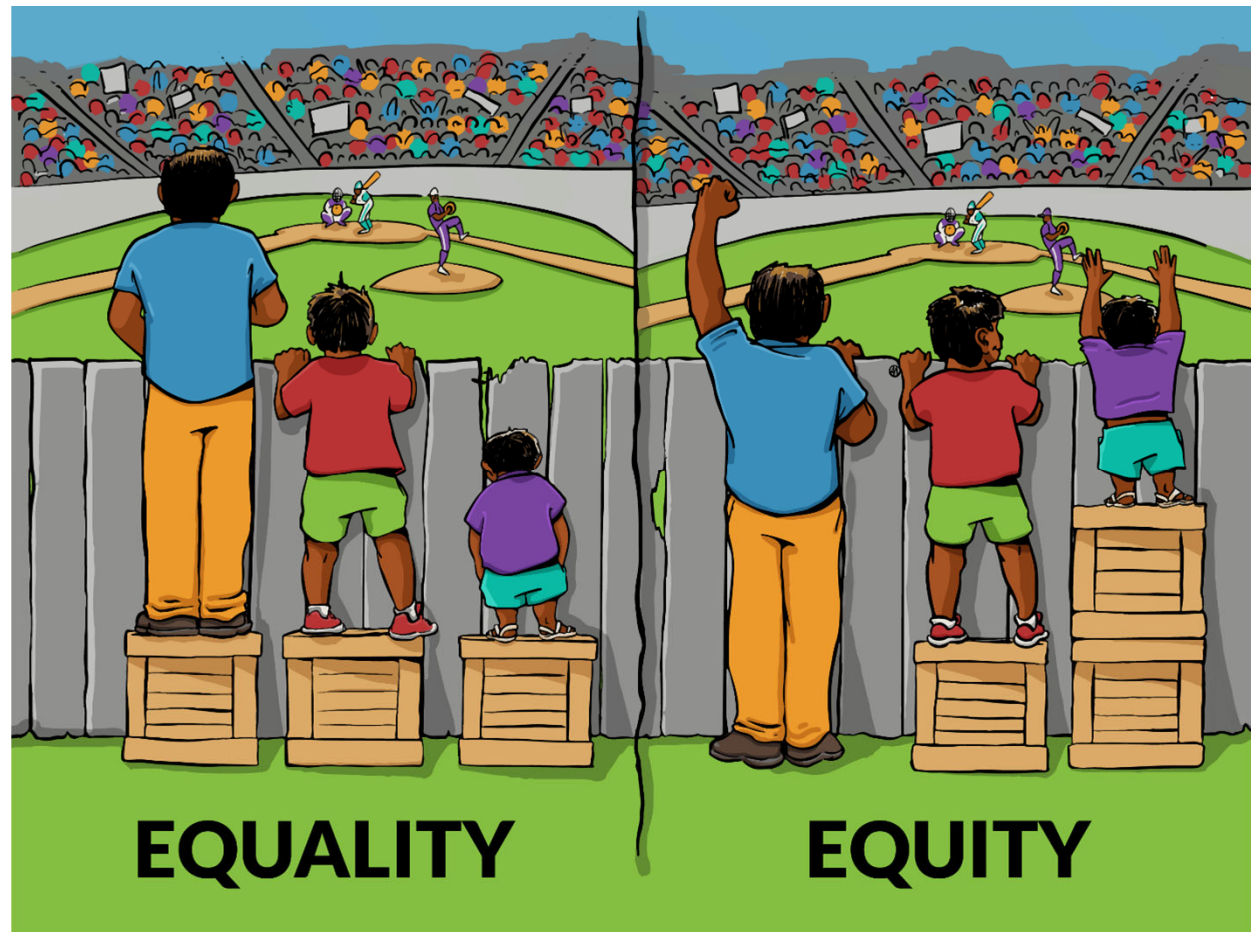


Diversity is being
invited to the party;
inclusion is being
asked to dance.

Verna Myers

www.declicinternational.com

Diversity
&
Inclusion
+
Equality
&
Equity





WAVE of CHANGE

BY THE NUMBERS



Women

Highest
employment
levels in the
legal workforce



54%

of incoming
law students
(Class of 2021)
are women.



11,871

of 1Ls are
minorities.
That's 31%.

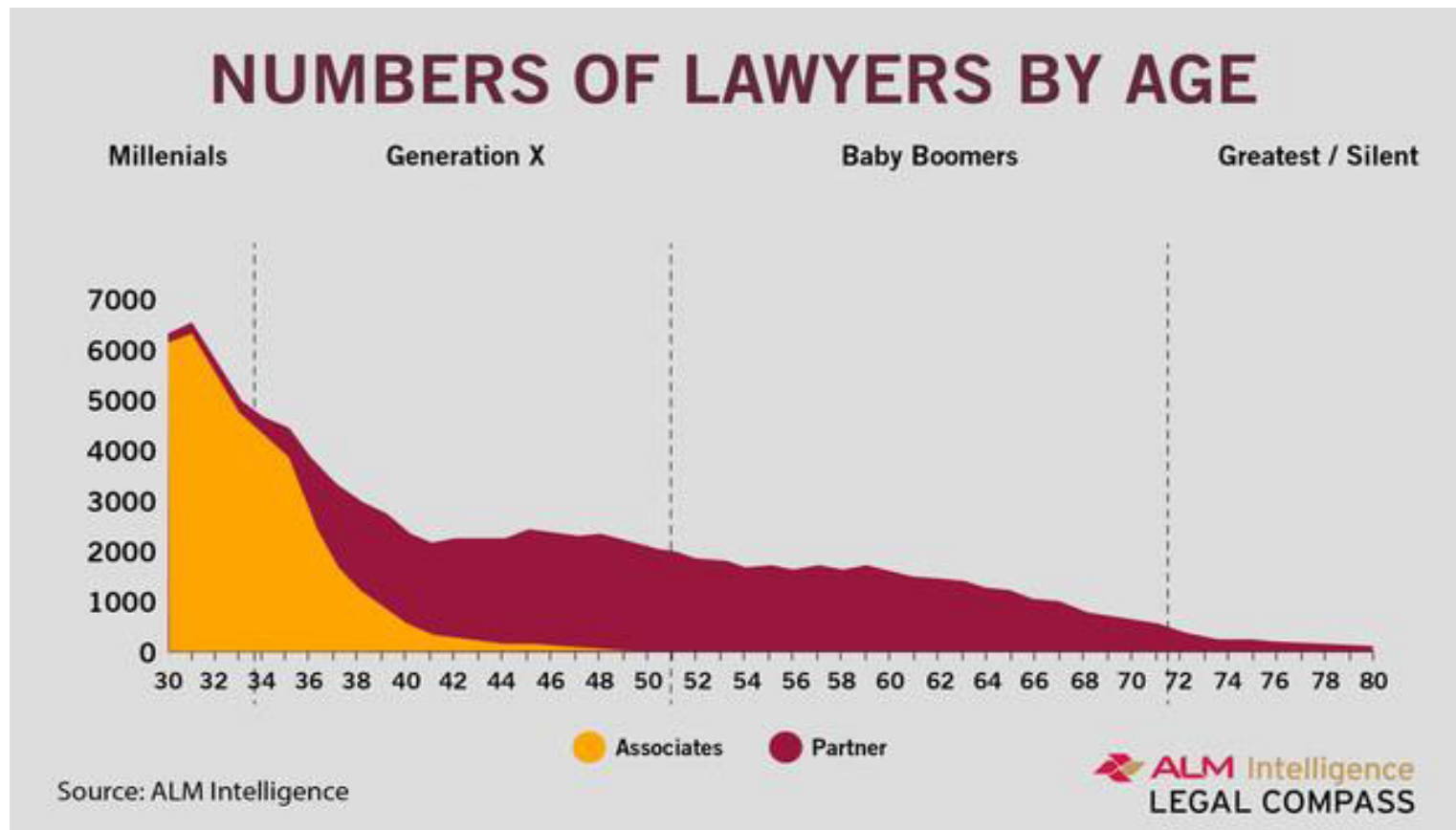
The Future of Law | Class of 2022

	1L	1L Men	1L Women	1L Other
Total	38,283	17,459	20,690	134

	Minority 1L	Minority 1L Men	Minority 1L Women	Minority 1L Other
Total	11,871	4,716	7,117	38

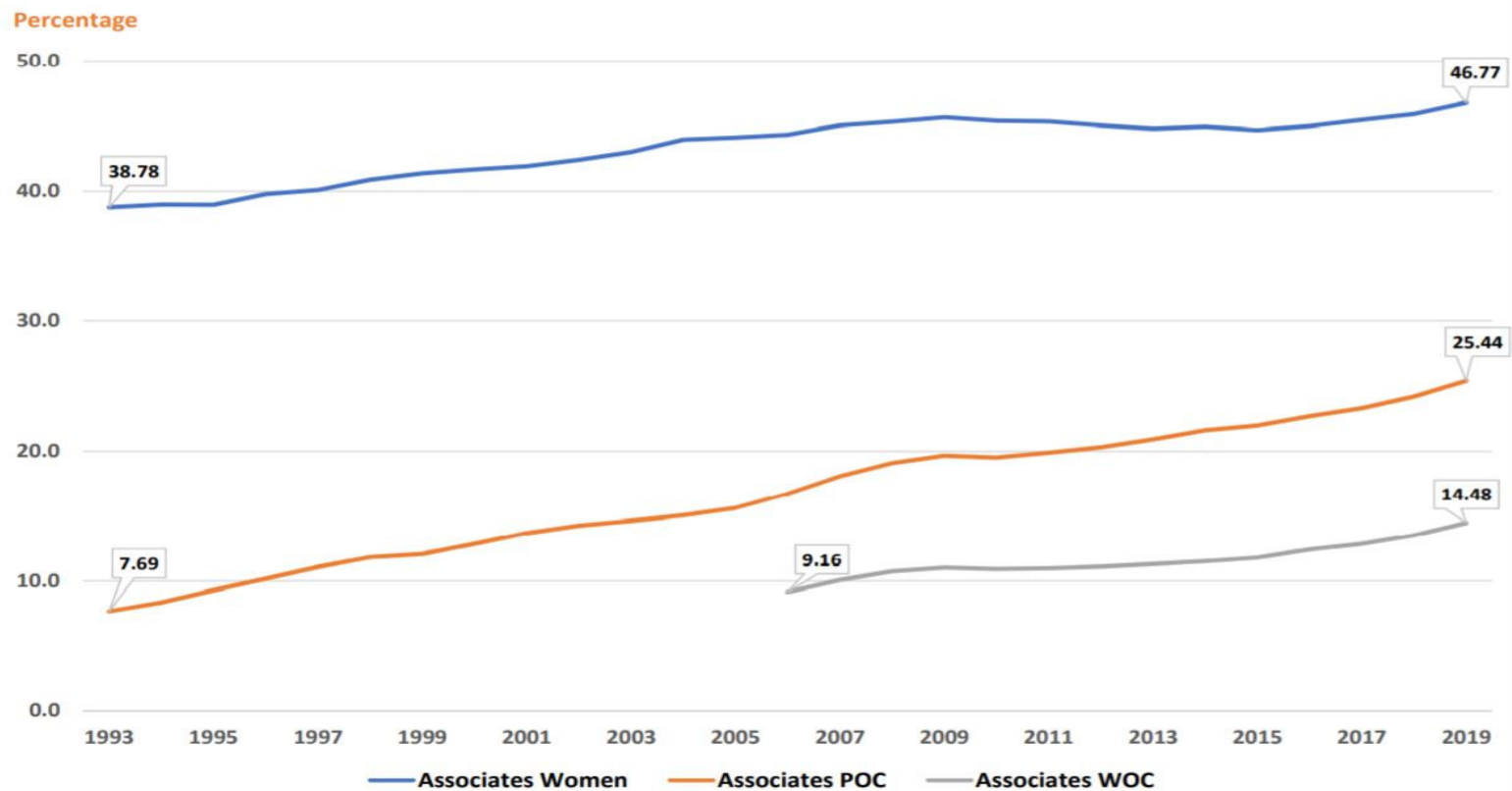
Source: ABA Section of Legal Education and Admissions to the Bar 2019 1L Enrollment by Gender & Race/Ethnicity Report.

The Why | The Need



The Why | The Need

Percentage of Associates that are Women and People of Color at Law Firms, 1993–2019



Note: Starting in 2006, data collection was expanded to include gender within each racial/ethnic category; therefore, data on women of color are not available for prior years. From 1993-2005, associate figures include senior attorneys and staff attorneys.

The Why | The Need

Current and future workforce expect it.

Workplace expectations.

- Culture.

- Technology.

- Business necessity.

Desired Results

- Satisfied culture.

- Improved bottom line.

- Attract choice employees and clients.

Benefits

Studies* suggest that top management teams with a high representation of women had better financial performance than teams with fewer women.

*2013 Study: Harvard Kennedy School of Government. 2011 IQ Joint Study by MIT and Carnegie Mellon. 2004 Study Fortune 500 Companies by Catalyst Research Group. Multiple subject matter research studies by McKinsey & Co. global consultancy group.

Positive impact on
employee
satisfaction. A
measurable
outcome.



Benefits

Business Reputation:

- Diversity in the workplace manifests itself in building a greater reputation for the company as a modern business entity. Enhances public image.

Increased Exposure:

- A diverse workplace offers more exposure to employees from different cultures and backgrounds (impacts creativity and productivity).

Business Case:

- Are you being asked to the table to bid on legal services?

Diversity in Recruiting

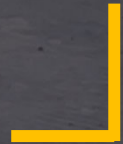


Strength lies in
differences, not in
similarities.

Stephen R. Covey

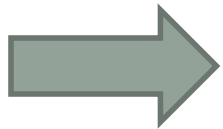
CHALLENGES

Internal
and
External



What's missing from inside the firm?

- Organizational approach
 - Buy-in
 - Messaging
 - Training
 - Ownership
- Top down modeling
- Tracking effort/data
- Sharing effort/data



STRATEGY SOLUTION:

D&I overlap to policies

D&I awareness training for all employees.

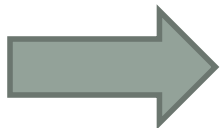
D&I approach to all business transactions.

Training

As diversity in the workforce grows, organizations place more focus on diversity by emphasizing recruitment, selection, retention and **training** in the workplace.

Three objectives of training

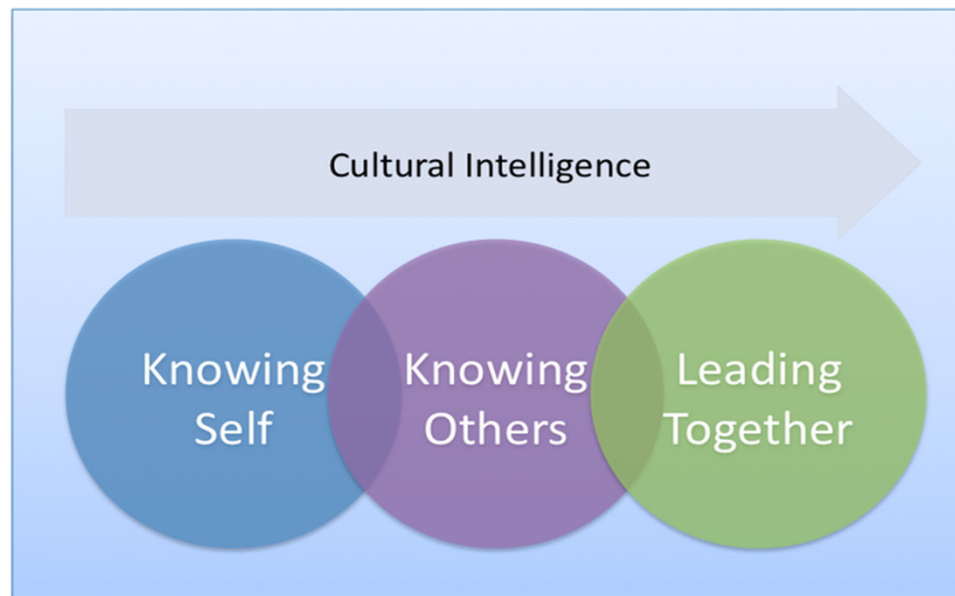
- Increase awareness about diversity issues;
- Reduce biases and stereotypes that deter from effective management and relevant practices/processes; and
- Change behaviors to help effectively manage a diverse workforce.



STRATEGY SOLUTION:

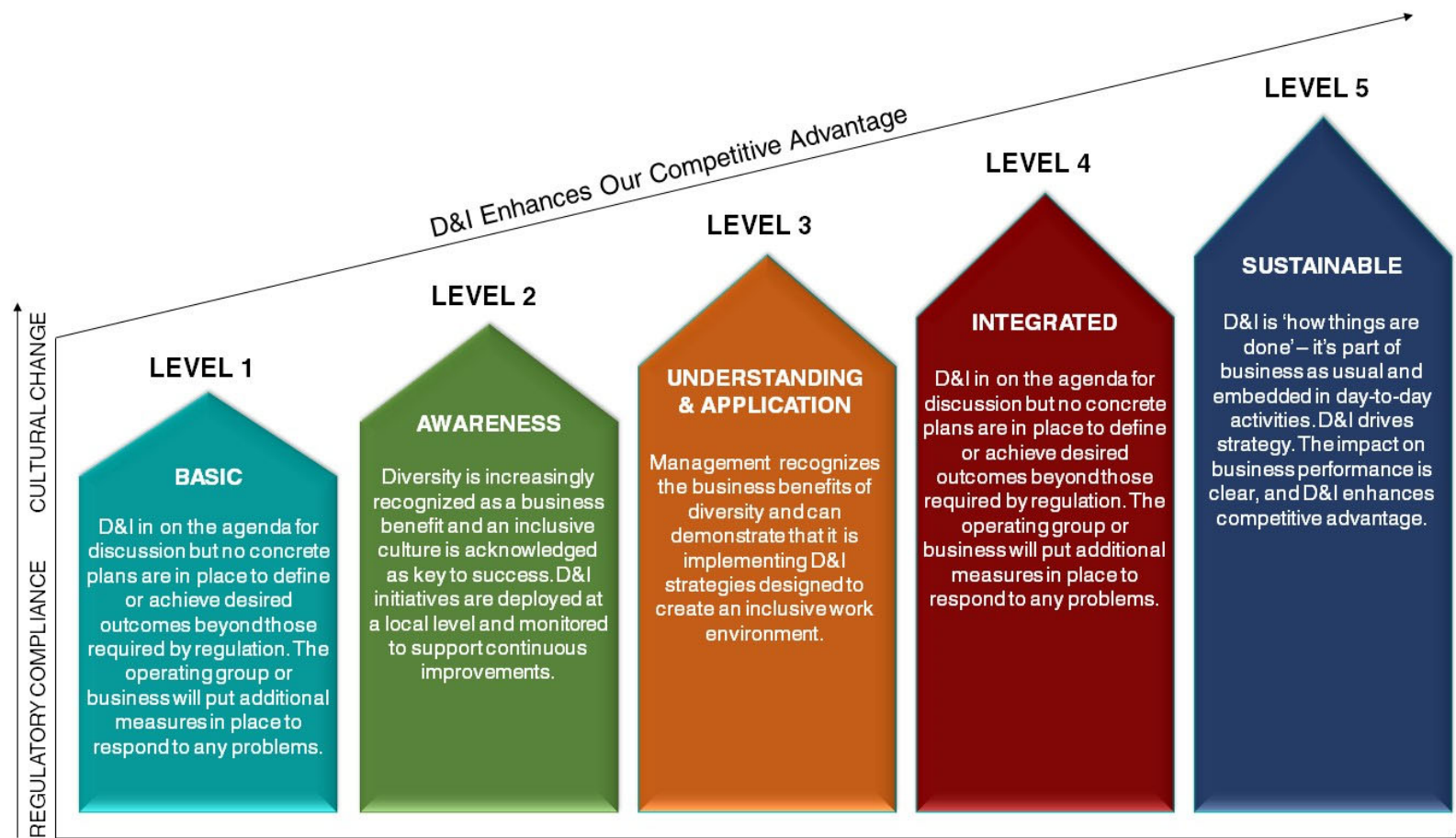
Start with Implicit/Unconscious Bias training.

Other Training: CQ



- Body Language
- Personal Space
- Eye Contact
- Speech
- Language
- Directness
- Facial Expressions

Diversity & Inclusion Maturity Matrix



Models, Resolutions and Resources

NALP Diversity Best Practices Guide – 2019 Edition
<https://www.nalp.org/diversitybestpracticesguide>

NALP Diversity Report 2019
https://www.nalp.org/uploads/2019_DiversityReport.pdf

ABA Profile of the Legal Profession
https://www.americanbar.org/news/reporter_resources/profile-of-profession/

ABA Resolution 113 – Promoting Diversity in the Profession
Model Diversity Survey <https://www.americanbar.org/diversity-portal/diversity-inclusion-360-commission/diversity-survey.html>

ABA Commission on Women in the Profession – You Can't Change What You Can't See: Interrupting Racial & General Bias in the Legal Profession, Executive Summary.
<https://www.mcca.com/wp-content/uploads/2018/09/You-Cant-Change-What-You-Cant-See-Executive-Summary.pdf>

Models, Resolutions and Resources

Center for Legal Inclusiveness – Manual

<https://cli.wildapricot.org/Manual>

Association of Corporate Counsel (ACC)

Creating Legal Chemistry: Making Diversity Part of Your In-House Legal Strategy

https://www.accdigitaldocket.com/accdocket/october_2018/MobilePage.dArticle.action?articleId=1427565#articleId1427565

Minority Corporate Counsel Association (MCCA) Survey

<https://www.mcca.com/resources/surveys/2018-vault-mcca-law-firm-diversity-survey/>

American Lawyer Diversity Scorecard

<https://www.law.com/americanlawyer/2019/05/28/the-2019-diversity-scorecard/>

Models, Resolutions and Resources

Mansfield Rule 3.0 / Diversity Lab

<https://www.diversitylab.com/>

Institute for Diversity Certification (idc)

<https://www.diversitycertification.org/>

Move The Needle Fund

<https://www.mtnfund2025.com/>

PWC Diversity & Inclusion

<https://www.pwc.com/us/en/about-us/diversity/pwc-diversity-commitment.html>

What can YOU do?

- ☑ Recognize the value of differences.
- ☑ See diversity as an asset and promote inclusiveness.
- ☑ Lead employees by example.
- ☑ Incorporate diversity and inclusion in your team/section policies, strategy and operational procedures.
- ☑ Create opportunities for talented employees to be exposed to leaders. Assign high value projects within your section.
- ☑ Diffuse negative attitudes and behaviors.
- ☑ Practice regular, effective and open communication.

Strategy Steps



Leadership/Management Buy-in



Self-Led or Consultant

Committee
Ownership



Assess Culture

Policies, Manual, Forms
Benefits
Annual Reviews/Evals
Firm Strategic Plan



Training

Unconscious Bias
Interview Training
Culture Awareness
Mentor/Sponsor

Strategy Steps



Goal Setting

Hiring, Promotions, Legal
and Business activities



Accountability

Monthly, Quarterly, Annual



Partnerships

Clients
NCBA; legal Orgs
Community



D&I Space Activity

Attend, Speak, Panelist,
Blog, Sponsor



Capture & Share

Website
Social Media
Transparency

Key benefits of workplace diversity

“A diverse organization will out-think and out-perform a homogeneous organization every single time.”

A. G. Lafley, CEO
Procter & Gamble



85%

of large global enterprises believe diversity is crucial to fostering **innovation** in the workplace.



79%

of companies believe that diversity initiatives have had a positive effect on **company culture**.



83%

of executives agree that a diverse workforce improves their company's ability to capture and retain a diverse **client base**.



15x

The **increase in sales revenue** of companies with high rate of racial diversity.



Q & A

Connect

+

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W
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WEBB SHACKLEFORD PLLC

Partnering with businesses and individuals to provide
alternative dispute resolution and strategic legal advice

Connect

+

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