



**NALP 2011
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April 27 - 30, 2011, Palm Springs, CA

**Increasing the Return on
Investment: A Strategic Approach
to Affinity Groups**

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**Why do you have a women's
affinity group?**

What would the leaders of your
Firm say about your women's
affinity group?





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**Question the Impact of Women-
Only Focus**



Question Women-Only Focus

- Is it separate from “full firm” priorities?
- Is there input from the most successful (and powerful) individuals at the Firm?
- Are senior women involved in a meaningful way?
- Are the activities perceived as strategic? Important? Connected to Firm goals?
- Do the activities create measurable results?



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Is the conversation tied to the bottom line?



Changing the Conversation

- Engage the leaders in a discussion about:
 - Addressing talent related issues strategically
 - Examination of demographics and their correlation to revenue generation
 - Taking advantage of specific market opportunities
 - Targeted development of talent
 - Targeted deployment of talent
- How can you meet Firm's goals:
 - Business originations
 - Utilization and profitability
 - Developing relationships inside and outside the firm
 - Client service
 - Firm citizenship



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What is the potential impact of Firm politics and culture?



Align with Firm Politics and Culture

- Intentionally align with culture or intentionally create sustained culture change
- Women demand relevance to devote time
- ALL leaders included in the dialogue
- Strategic views, not just tactical activities
- Not all women will choose to be involved



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What are your Firm's facts on women?

Do the leaders of your Firm have an accurate view of how you compare with peers?



What gets measured, matters

- Percent of women associates? Partners?
Other attorneys?
- Attrition rates
- Promotion rates
- Recruiting and hiring rates
- Competencies (quantity and quality of hours)
- Business generation
- Client relationship managers
- Leaders



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What is the return on investment?

How will you measure ROI?



Return on Investment

- Effective
- Leadership models
- Relevance to Firm, leaders and participants
- Leverage other resources and each other
- Benefit from best practices
- Strategically develop and utilize a budget
- Measure
- Effectively communicate inside and outside



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Act Now to Make Your Affinity Group Strategic

Ensure that the Firm, its leaders and all its participants get measurable return investment



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