



**Making a SPLASH**  
★ ★ ★ 2018 ★ ★ ★  
ANNUAL EDUCATION  
CONFERENCE

## Diversity & Inclusion – It's a Group Effort Not a Competition!

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## DIVERSITY IN LAW FIRMS



Women and minority attorneys made gains in leadership bodies

**Management committee:**  
Women: increased to **23.6%** from 20.3%  
Minorities: increased to **9.4%** from 7.1%

**Law firms with three or more:**  
Women: increased to **41%** in 2016 from 24% in 2014  
Minorities: more than doubled to **18%** in 2016 from 7% in 2014

Overall representation of minority attorneys increased to **20.6%** from 18.8% in 2015, and mid-level associates increased

LGBT attorneys: more than doubled since 2004, from 1.6% to **4.1%**, and self-identified LGBT partners doubled from 1.4% in 2004 to **2.8%** in 2016

## 2016 DIVERSITY BENCHMARKING REPORT

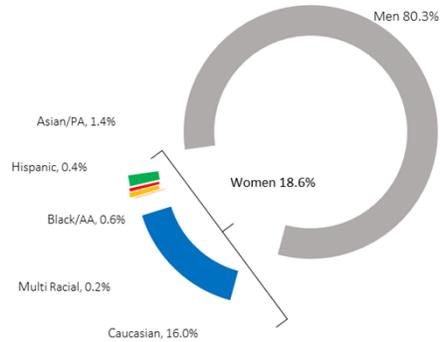
Among all partners:

- 18.6% women
- 16.0% Caucasian women
- 1.4% Asian/Pacific Islander women
- 0.6% and 0.4% Black and Hispanic women

White men: 77% of all equity partners at signatory firms

- Black/African American, Hispanic, and Asian/Pacific Islander women make up only **2.3%** of all equity partners
- Turnover rate for income partners was **6.6%**, almost double the 3.4% rate of equity partners

ALL PARTNERS BY GENDER, RACE/ ETHNICITY



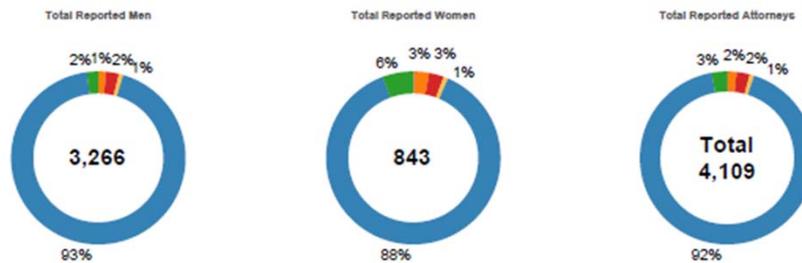
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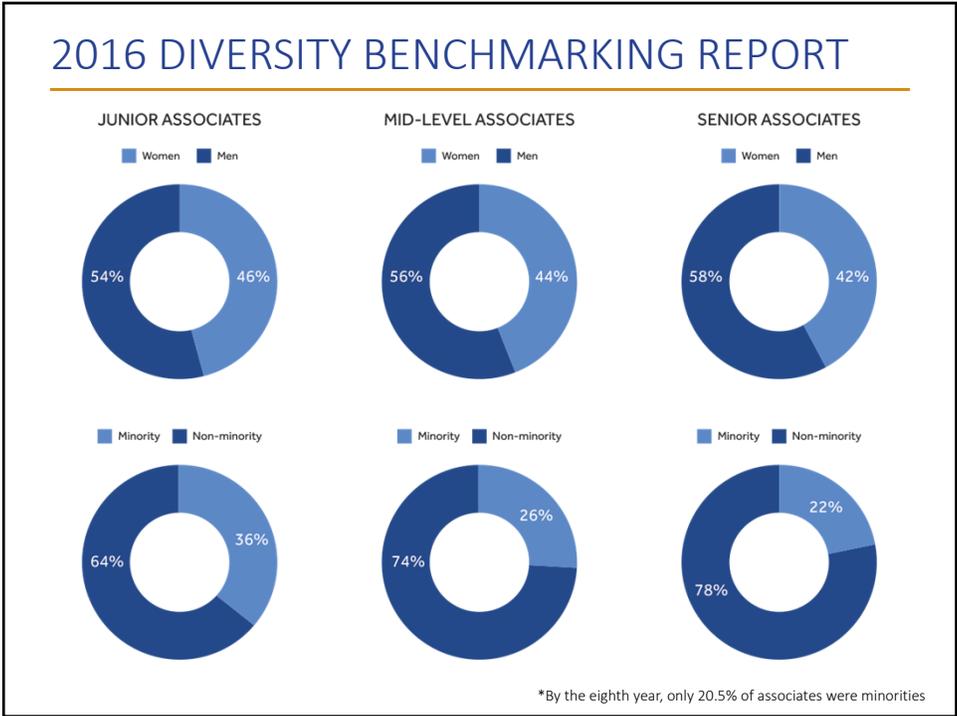
Of all leadership positions

*Management Committee members, practice group heads, and Firm Chair*

**3%** Asian/Pacific Islander attorneys  
**2%** Hispanic attorneys

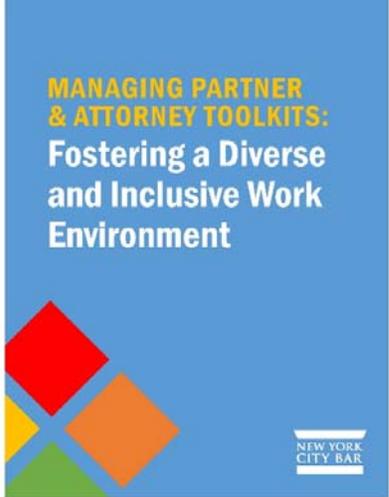
**2%** Black/African American attorneys  
**1%** Multi-racial attorneys





### TOOLKITS

- Solutions-driven resource
- Created by law firms, for law firms
- Encourage creativity & innovation
- Provide institutional and individual strategies
- Foster collaboration and conversation



## CHALLENGES

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### Mentoring & Sponsorship

- Natural/organic mentoring doesn't happen
- Lack of a feeling of career investment
- Insufficient exposure to decision makers

### Relationship Building

- Lack of an understanding of what it means to be in the numeric minority

### Inclusion

- Unconscious/Implicit Bias
- Lack of diversity on the teams for prominent matters
- Lack of succession planning for leadership



## CHALLENGES

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### Cultural Matters

- The performance standards and success criteria are unclear or absent
- Tone from the top
- Who is accountable?



### Professional Development

- Failure to get critical/candid feedback
- The "one mistake" rule is employed and there is no second chance to improve
- Effective skills development is not offered or received
- No investment in appreciating the talent an individual has — only an appreciation of the talent the individual does *not* have.



## MANAGING PARTNER TOOLKIT

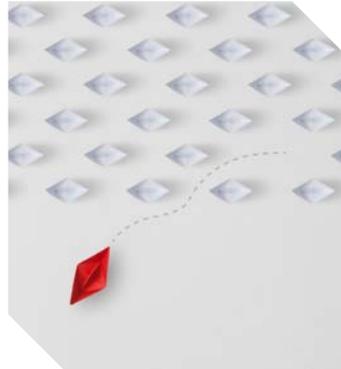
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### Why is there a need for the ToolKit?

- It starts with your leadership
- Applicable to all in your spheres of influence

### Model the Behavior, Be the Change

- Pay attention to what's going on around you
- Engage in self-reflection
- Provide constructive feedback



## MANAGING PARTNER TOOLKIT

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### Management skills as a core competency

- Lead management committee, team, colleagues
- Departments, infrastructure and systems

### Promote accountability

- Get comfortable talking about bias
- Ways to counter gender bias
- Ways to counter racial bias

## MANAGING PARTNERS FORUM

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## ATTORNEY TOOLKIT

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Complement to the Managing Partner Toolkit

Empower attorneys to take control of their careers

Applicable to all attorneys, while acknowledging particular challenges attorneys from underrepresented backgrounds may face

Can be shared in groups (e.g. affinity group meetings) or in 1:1 settings

Share with management



## ATTORNEY TOOLKIT

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### Your “Name” is Your Brand

- The Three C’s: Competence + Credibility + Confidence
- Good work product is necessary, but only the start
- Enthusiasm and showing interest go a long way
- Mistakes are about how you acknowledge and recover
- “New age” implications

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### Relationship-Building: 360° Worldview

- Relationships lead to increased connectivity, which leads to better work product and fulfillment
- Step outside of comfort zone
- Network both within and outside of “group”
- Are you sponsorship ready?

## ATTORNEY TOOLKIT

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### Cultural Competency: Fluency and Fluidity

- Understanding firm culture and unwritten rules
- Being “you” at work
- Interrupt biases

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### Professional Development

- It’s an investment – time, additional effort and, at times, \$...YOUR CAREER IS WORTH IT
- Culture of feedback
- Resiliency

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### Pay it Forward

- Power of the bystander
- Mentor others



## BUILD YOUR OWN TOOLKIT

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Breakout Group  
Discussions



## ASSOCIATE LEADERSHIP INSTITUTE

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## CORPORATE IN-HOUSE TOOLKIT

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Lead by Example

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Outside Counsel Policy & Procedures

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Law Firm partnerships

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Accountability



## TAKEAWAYS

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- Word Cloud

## CONTACT INFORMATION

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