

## Discussion Group #1: Personal Leadership

**1. Personal Leadership:** What concrete steps can I take as the leader in my organization to increase diversity and create a culture of inclusion within the organization?

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### Action Items

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#### 1. Building Relationships to Change the Culture to be more Inclusive:

##### a. Micro-Level

- i. **Make personal, individual contacts with attorneys and staff:**  
Take time to go visit attorneys and staff on a regular basis in their work areas and engage in discussions to find commonalities and break down barriers. If the organization is too large, this responsibility could be shared by mid-level managers as well.

##### b. Macro-Level

- i. **Create an organization-wide program where employees begin to relate to each other and move past barriers based on difference:**
  1. Southwest Airlines example: every month, employees post a flier outside their door or cubicle addressing a different topic, such as pets, hobbies, community activities, etc. so that people begin to find commonalities that overcome differences
  2. McKenna Long & Aldridge hosts monthly “Lunch and Learn” programs where staff and attorneys are encouraged to make presentations on their interesting outside activities; diversity and inclusiveness topics are addressed at these events as well

#### 2. Create a “Bottom-Up” Initiative to Embed Inclusiveness throughout the Organization:

Create regular, on-going efforts to provide information to everyone in the organization about diversity and inclusiveness.

- a. For example, Lindquist has a “Masters in Partnership” program for associates, beginning in their fifth year that involves quarterly meetings on a variety of topics including diversity and inclusiveness.
- b. Dr. Arin Reeves recommends establishing a “Leadership Circle” within the organization that is limited to up-and-coming leaders of the organization where they can learn about and discuss diversity-related issues and gain skills in cross-cultural communication necessary for future leadership positions

Note: If certain partners/senior attorneys are unwilling to engage in diversity and inclusiveness efforts, then appoint attorneys or staff who are important to them in their work to committees or efforts that put them in the mainstream of diversity and inclusiveness efforts.

## Discussion Group #2: Creating a Team to Lead Efforts

**2. Team Leadership:** What can I do as the leader in my organization to create a team of people that can effectively lead efforts to increase diversity and create a culture of inclusion within the organization?

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### Action Items

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1. Create **visible support from the top** for diversity and inclusiveness and to achieve your annual goals (see below).
2. Raise the level of diversity and inclusiveness **awareness** within your organization.
  - a. discuss at prominent organization meetings CCIE and the underlying data that underscores the need for change; and
  - b. introduce the pilot program to your colleagues to demonstrate the number of organizations that are embracing CCIE and are focused upon improving diversity and inclusiveness within their companies.
3. Create opportunities for **dialogue** about diversity and inclusiveness within your organization.
  - a. distribute confidential surveys within your organization to more accurately gauge the existing culture of diversity and inclusiveness; and
  - b. share the results of your survey within your organization so you have a collective base line from which to move forward.
4. Form a **leadership group** of diverse and non-diverse attorneys.
  - a. recruit skeptics and seek to convert them to a broader understanding and support of diversity and inclusiveness;
  - b. build a leadership group that includes senior and junior members of your organization, as well as diverse and non-diverse attorneys; and
  - c. consider rewards and recognition for participation within the leadership group.
5. Ask your leadership group to establish 2 to 3 annual **action oriented goals**.
6. **Announce** your diversity and inclusiveness **goals** throughout the organization.
7. Measure annually whether you have achieved your goals and share your success or failure within the organization and establish new goals for the coming year.
8. **Affirmatively** supporting your diverse colleagues and associates within and outside the organization. Pre-empt negative assumptions of partners, clients, judges or others by signaling your support. Example: "She is the best law student I ever had so I hired her." "He just joined us and we are lucky to have him", etc.

## Discussion Group #3: Engaging Next Level Leadership

**3. Next Level Leadership:** What can I do as the leader in my organization to create greater understanding with next level leaders (i.e. Practice Group Leaders) and gain their buy-in to increase diversity and create a culture of inclusion within the organization?

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### Action Items

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1. Gather **data** about:
  - a. why attorneys may be leaving using
    - i. the national research studies on common, often hidden, factors that cause diverse attorneys to leave (CCIE has list of the research studies and the common factors in its inclusiveness manual)
    - ii. exit interviews
    - iii. anonymous surveys
    - iv. focus group discussions
    - v. individual “stay” interviews (like an exit interview but conducted while the attorney is still at the organization in order to raise any issues before they cause the attorney to leave)
  - b. the hard costs associated with attrition, including
    - i. the loss of X days of revenue stream,
    - ii. the costs of recruiting a replacement, including hiring a recruiter, advertising, use of staff time,
    - iii. the cost of non-billable time devoted to getting another attorney up to speed on a client’s matters, etc.
2. Consistently and regularly **educate** next level leaders using the data gathered through several vehicles, including:
  - a. on an individual basis by the leader of the organization or other highly respected, already educated attorneys who have a great deal of credibility
  - b. at a leadership level by including the topic in all meetings of leaders in the organization
3. Create an **expectation** in the organization that leaders/supervisors will be held accountable in some form for the unwanted and avoidable loss of a “keeper” who left because of organizational culture, structure or behavior that was not inclusive
4. Build diversity and inclusiveness concepts and goals into the **succession planning** for future organizational leaders so that you don’t have to “re-educate” next level leaders in the future

## Discussion Group #4: Overcoming Apathy and Inertia

**4. Urgency/Business Case:** What can I do as the leader in my organization to communicate a sense of urgency regarding diversity and inclusiveness and get past organizational inertia (and other barriers) on these topics?

### Action Items

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1. Management must drive inclusiveness as an urgent priority through internal marketing, education of practice group leaders and senior managers, until inclusiveness is at the same level of importance as other firm business initiatives.
  - a. Make personal contacts with leaders in the organization to educate them about the importance of diversity and inclusiveness.
  - b. Include the topic of diversity and inclusiveness in most organization-wide meetings.
  - c. Invite CCIE representatives and clients to make a presentation about diversity and its innovative inclusiveness program.
  - d. Work to break through silos in the organization by including practice group leaders or department/division heads on the inclusiveness committee.
2. Management should arrange for direct client involvement with the law firm to demonstrate to the firm's partners that inclusiveness is a high client priority that should drive the firm's business decisions.
  - a. Invite a client to a luncheon at the firm to talk about his/her organization's commitment to diversity and inclusiveness.
  - b. Create a dialogue opportunity with a small group of key attorneys in the organization that includes inside and outside counsel to discuss concrete ways to partner on pipeline, recruiting or retention initiatives.
3. Management should assure that commitment to inclusiveness will be a measured goal for compensation rewards and establish a system that accomplishes that goal.
  - a. Create a taskforce that includes members of all relevant committees and departments to design a system that has specific responsibilities and commensurate rewards for efforts in diversity and inclusiveness.

## Discussion Group #5: Engaging White Men

**5. Including White Men:** What can I do as the leader in my organization to create greater awareness of the issues among white men in the organization and communicate the importance of the role they play in increasing diversity and creating cultures of inclusion?

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### Action Items

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9. **Create an Inclusiveness Committee that includes White Men:** Form an inclusiveness committee (very different from a traditional diversity committee – refer to CCIE’s Inclusiveness manual for specific directions) and appoint white men to serve on the committee.
  
10. **Engage in Direct Dialogues:** Create greater awareness among white men in your firm or department about why diversity and inclusiveness are important by meeting with 5 white men individually or in small groups over the next 5 months to engage in dialogues about why diversity and inclusiveness are important.
  
11. **Give White Men Discrete Tasks to Create More Inclusion:** Identify several concrete tasks that you can ask white males in your organization to do (with a deadline and follow-up reporting requirement) in order to create a more inclusive culture and then ask them to do it. Examples of discrete tasks for white male attorneys:
  - a. take a female and/or diverse (of color, GLBT, disability) associate to lunch once a month or to an outside event that gives them access to new networks
  - b. attend one or more of the specialty bar dinners each year
  - c. sign up to mentor a law student and ask for a female and/or diverse student
  - d. contact a client and sponsor a luncheon where associates can socialize with inside counsel
  - e. read CCIE’s inclusiveness manual
  - f. serve on the firm’s diversity/inclusiveness committee
  - g. attend a CLE on diversity and inclusiveness
  - h. add diversity and inclusiveness to the agenda of your team/practice group/department meeting
  - i. ask a female and/or diverse attorney (where there’s a trust relationship) how they experience the practice of law differently
  - j. ask a female and/or diverse attorney how you can help them in their career development
  - k. give a female and/or diverse attorney tips on networking, business development, and/or how to make partner in the firm