



# Diversity in Law Hackathon

## Fall 2018

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Diversity Lab's Fall Diversity in Law Hackathon, the second in a two-part series in 2018, combined 63 high-level law firm partners and corporate legal department leaders, ten expert advisors, and students from Northwestern Pritzker School of Law and UC Hastings College of the Law into ten teams to devise innovative ideas for boosting diversity and inclusion in the legal profession. After participating in two months of learning on topics such as unconscious bias and receiving training on design thinking and team dynamics, the teams brainstormed solutions for almost three months and presented their needle-moving ideas to a panel of distinguished judges in a "Shark Tank" style pitch event at UC Hastings College of the Law in November 2018.

The judges' top selections, the crowd favorite awards voted on by the 140 audience members in attendance, and the additional ideas presented at the Hackathon are detailed below.

## First Place: MicroBoosters

MicroBoosters aims to disrupt unintentional biases that impact under-represented lawyers throughout their careers. By supplementing existing unconscious bias training, MicroBoosters fill the gap between training and action by delivering short "bias-busting" reminders immediately prior to critical decision-making moments, such as reviewing resumes, interviewing candidates, or delivering feedback to a junior lawyer. MicroBoosts will take multiple forms (recruiting goal reminders, role-playing exercises, videos, articles and data, quizzes, and surveys) and be delivered on a regular schedule via computer pop-ups and other methods to keep the issues top-of-mind. Organizations will be able to track lawyers' use/viewing of MicroBoosts and incorporate usage stats into reviews and compensation to further incentivize its adoption.



### Team Members:

- Jenny Deitloff, The Scoular Company
- Todd Finger, McDermott Will & Emery
- Kelly Lefferts, Bloomin' Brands, Inc.
- Greta Lichtenbaum, O'Melveny & Myers
- Amy Lucas, UC Hastings College of the Law
- Randy Parks, Hunton Andrews Kurth
- Peter Werner, Cooley

**Team Advisor:** Stacia Jones, Senior Director and Legal Counsel, Abercrombie & Fitch Co.

## Second Place: The Sponsorship Key



This enhanced sponsorship program will help close the diverse leadership gap by putting more focus on the key drivers of success for sponsorship programs. Building on “OnTrack Sponsorship,” which was piloted by Diversity Lab as a winning idea from the 2016 Women in Law Hackathon, The Sponsorship Key focuses on four areas: the selection and matching of proteges and sponsors, focused roles for all participants, revamped accountability and success metrics, and rewards for successful participants. Sponsorship team members will each have an identified role and area of focus to support the proteges, based on what junior partners and senior associates need to get ahead that coincide with their sponsors’ unique strengths and experience.

### Team Members:

- Sara Brody, Sidley
- Althea Brown, Google
- Andrew Kassner, Drinker Biddle & Reath
- Angela Markle, PayPal Inc.
- Bianca Serrato, Northwestern Pritzker School of Law
- Patrick Wooley, Polsinelli

**Team Advisor:** Asker Saeed, Director of Diversity and Inclusion, Fried, Frank, Harris, Shriver & Jacobson LLP

## Third Place: LoopedIn

LoopedIn aims to provide equal access to influential people, events, and opportunities in law firms and legal departments through an online, real-time platform. The platform contains portals for a “Coffee Calendar” to increase informal meetings with leadership, a “Networking Nexus” to provide opportunities to attend career-enhancing internal and external events, and an “Opp Shop” for pro bono work, philanthropic activities, and eventually work assignments (which was one of the ideas from the Spring Diversity in Law Hackathon). Interested lawyers have the opportunity to sign up to connect with leadership and other counsel that they don’t otherwise have easy access to work with and learn from on a daily basis. Having this real-time portal will have a direct impact on diverse attorneys because opportunities would be transparent and accessible to all, rather than doled out via informal “traditional” networks, back-channels, or hand selection. The platform would also help attorneys with flexible work arrangements connect to opportunities at their fingertips, without regard to whether or when they are in the office.



### Team Members:

- Jasmine Armand, Northwestern Pritzker School of Law
- Christopher Kelly, Holland & Knight
- Joe Krasovec, Schiff Hardin
- Emily Lam, Skadden, Arps, Slate, Meagher & Flom
- Peter Russ, Buchanan Ingersoll & Rooney
- Arooj Sheikh, Abercrombie & Fitch
- Melinda Turici, PNC Bank

**Team Advisor:** Jaya Saxena, Director of Dean’s Diversity & Inclusion Initiative, George Washington University Law School

## Crowd Favorite (Tie): Inclusion Rider

The Inclusion Rider - inspired by the Hollywood concept popularized at the 2018 Oscars - will be used as a standard addendum to corporate legal department requests for proposal (RFPs) to law firms. This will serve as a consistent approach for law firms and legal departments to evaluate firms' D&I outcomes to promote better decision-making in lawyer selections at the outset of the bidding process for new work. The Inclusion Rider will allow for comparison among firms while incentivizing them to make improvements in their D&I efforts with every RFP submission. In-house counsel will be encouraged to ask for the Inclusion Rider from firms that don't proactively provide it and will be "certified" for utilization. The Inclusion Rider is completed repeatedly at the RFP stage with the most current information and includes specific matter staffing information, a deep dive into actions that firms are taking to support and improve inclusion beyond mere diversity statistics, and requires review by the proposing partner and leadership. This solution also allows clients to include their own D&I targets, and allows for real-time, online access to the data to monitor improvements.



### Team Members:

- Ellen Farrell, Toyota Motors North America
- Scott Hershman, White & Case
- Heather James, Ice Miller
- Marie Ma, Gap Inc.
- Vivian Sandoval, UC Hastings College of the Law
- Diana Toman, Compass Minerals
- Marc Van Allen, Jenner & Block

**Team Advisor:** Michelle Silverthorn, Founder & CEO, Inclusion Nation

## Crowd Favorite (Tie): Pay Equity Pledge

To better understand and recognize the legal profession's pay equity issues, the Pay Equity Pledge Project (PEP) incorporates three steps. The first step is the collection of anonymized compensation data, where participating law firms and legal departments will receive access to tools and guidance to provide that data for confidential analysis on an industry-wide basis. Next, the anonymized data will be evaluated via a sophisticated regression analysis by a PhD-level data scientist, taking into account inputs such as gender, race, ethnicity, and seniority as well as performance metrics. Participating organizations will receive an aggregate report that will serve as a benchmark for pay equity in law. Finally, educational opportunities for participants will be provided so they can take steps to eliminate the pay gap and the underlying issues that caused it in the first place. Firms and legal departments wishing to perform independent pay equity analyses to better understand their own unique profiles will have that opportunity as a result of participating.



### Team Members:

- Nichole Abbotts, Microsoft
- Kasey Dunlap, Akerman
- Nick Kile, Barnes & Thornburg
- Hane Kim, Northwestern Pritzker School of Law
- Carol Loepere, Reed Smith
- Shelley Merkin, Ford Motor Company
- Alexandra Metz, Brownstein Hyatt Farber Schreck

**Team Advisor:** Peter Wilson, Diversity & Inclusion Officer, Proskauer Rose



Other fantastic ideas presented as part of the Hackathon, many of which will be further developed and piloted in 2019, include the following:

## Bridges to Opportunities Index

Inspired by the needle moving Human Rights Campaign's Corporate Equality Index (CEI), the Bridges to Opportunities Index will catalogue law firm and legal department policies, practices, and commitments relating to diversity and inclusion. The public disclosure of scores (0 to 100) will hold user organizations accountable for and acknowledge their progress in utilizing equity and inclusion best practices throughout all of their operations. Higher scores will build brand and business by signaling to the market, both for potential hires and clients, that the organization is committed to the principles of equity, inclusion, and diversity. By driving best practices and enhancing inclusion in the legal industry, all lawyers will benefit by being able to bring their full and authentic selves to the office.



### Team Members:

- Alex Bourelly, Baker Botts
- Laurie Charrington, Intel Corporation
- Katayun Jaffari, Ballard Spahr
- Eileen Patt, Kramer Levin Naftalis & Frankel
- Rick Richardson, GlaxoSmithKline
- Pallavi Vishwanath, UC Hastings College of the Law
- Mary Wilson, Dentons

Team Advisor: Ari Joseph, Director of Equity, Inclusion and Diversity, Brown Rudnick LLP

## +1 Program



The +1 Program provides diverse law school students, selected to participate based on criteria intended to overcome implicit biases, with a two-day legal training boot camp run by sponsoring law firms and corporate legal departments. Each sponsoring organization will commit to hire at least one participant for summer employment each year. After participating in the boot camp, applicants will be evaluated by a neutral third party that will build a database from which sponsoring organizations will hire candidates based on performance criteria that avoids the implicit biases associated with law school ranking, class ranks, etc. The program aims to increase the hiring of diverse law school students -- who are set up for success due to the early training and mentoring -- by law firms and corporate legal departments.

### Team Members:

- Robert Angle, Troutman Sanders
- Kayvan Iradjpanah, Littler Mendelson
- Victoria Libin, Accenture
- Christina Lopez, Northwestern Pritzker School of Law
- Helen Santana, Liberty Mutual

Team Advisors: Debbie Atlas, Director of Attorney Recruiting, Ice Miller  
Tiffany Harper, Associate Counsel, Grant Thornton LLP and Co-Founder, DAPP

## Inclusion By Design

Inclusion by Design is a three-step, customizable process that leverages “Inclusion Ambassadors” in law firms and legal departments to assess, analyze, and provide innovative ideas to leadership that support the organization’s diversity and inclusion goals. Initial assessments provide insights into baseline D&I measurements, and subsequent assessments help organizations track progress made as a result of leadership’s implementation of the Inclusion Ambassadors’ innovative solutions. Individual scorecards will encourage managers to compete with their peers and adopt best practices, and team/organizational scorecards will hold leadership accountable for systemic barriers.



### Team Members:

- Thomas Colis, Miller Canfield
- Katie Gates Calderson, Shook, Hardy & Bacon
- Lori Goldin, Citizens Bank
- Rick Hammet, Baker McKenzie
- Marissa Ingley, Archer-Daniels-Midland Company
- Brian Ingram, Northwestern Pritzker School of Law
- Penny Williams, Workday, Inc.

**Team Advisor:** Carlos Dávila-Caballero, Director of Diversity & Inclusion, Cleary Gottlieb

## D&I ReActor

There are few, if any, tools available that provide law firms and legal departments with a menu of diversity and inclusion (D&I) best practices that are customized to their needs. D&I ReActor is a software-based tool which allows law firms and legal departments (large and small) to realistically assess the strengths and less-effective areas of their current D&I programs. The D&I ReActor tool takes data entered by the firm or legal department and compares those inputs to other similarly situated firms and law departments. The tool then provides suggestions, best practices, suggested diversity and inclusion goals, and a timeline for achieving those goals specifically tailored to their needs. Over time, the tool will grow “smarter” through machine learning and will be able to offer ever more sophisticated solutions customized to its users.



### Team Members:

- Albert Alderete, Verizon Communications Inc.
- Jacob Bylund, Faegre Baker Daniels
- Ryan Davis, Bryan Cave Leighton Paisner
- Kelly McLain, Cargill, Incorporated
- Tina Patel, Amazon
- Pallavi Wahi, K&L Gates
- Ruby Zapien, UC Hastings College of the Law

**Team Advisor:** Kevin Colangelo, Senior Director and Head of Client Engagement, HBR Consulting

# B.R.I.D.G.E.

B.R.I.D.G.E. (Belonging, Relationships, Inclusion, Diversity, Growth and Excellence) is designed to enhance the leadership pathway for women and lawyers of color by lowering boundaries to key work opportunities. B.R.I.D.G.E. consists of three main parts: 1) Curiosity Chats to connect diverse lawyers with firm and legal department leadership; 2) Transparent Path, which outlines leadership expectations and competencies; and 3) Fast Track, an accelerated leadership pipeline for women and lawyers of color. B.R.I.D.G.E. will build on existing firm and in-house structures to drive more transparency and fair decision-making around advancement.



## Team Members:

- Cory Hirsch, Seyfarth Shaw
- Paul Jennings, Bass, Berry & Sims
- Kim Metrick, Walgreen Company
- Leslie Spencer, Ropes & Gray
- Steve Taylor, Kecker, Van Nest & Peters
- Michelle Trejo-Saldivar, UC Hastings College of the Law
- Rachel Yuen, SurveyMonkey Inc.

Team Advisor: Joi Bourgeois, Head of Diversity & Inclusion, Orrick







Special thanks to the Fall 2018 Hackathon judges: Paula Boggs, Philanthropist & Former General Counsel to Starbucks; Vivia Chen, Senior Columnist at the American Lawyer and Creator of The Careerist blog; Beth Ybarra Crean, Associate General Counsel at Bank of America; Josh Eastright, CEO of Bloomberg BNA; Lisa Helem, Editor in Chief at the National Law Journal; Daniel B. Rodriguez, Former Dean of Northwestern Pritzker School of Law; and Keith Wetmore, Former Chair of Morrison & Foerster and Managing Director of Major, Lindsey & Africa.

And sincerest thanks to our partners and collaborators, Northwestern Pritzker School of Law, UC Hastings College of the Law, and Bloomberg Law, for all of their support and their steadfast commitment to advancing diversity and inclusion in law.

One of our goals in creating the Diversity in Law Hackathon is to establish a culture of knowledge sharing so others can benefit from our collective learning process. Hackathon materials and outcomes will be publicly posted on the Diversity Lab website. We plan to be open and transparent about what works and what doesn't work at each stage in the process with all of the above-mentioned pilot initiatives (while, of course, preserving the participating firms' sensitive and confidential data).

We are determined to move the needle forward as a community. Stay tuned for more information as we pilot this next wave of disruptive diversity innovations!

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#HackTheGlassCeiling

#InnovateInclusion

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