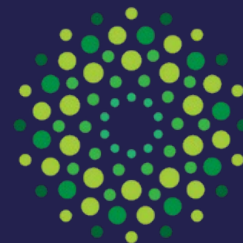


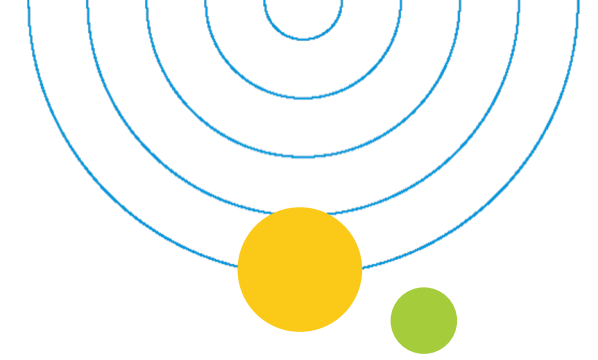
# Diversity Lab 2024 Moments to Movements Hackathon

July 11, 2024



Powered by DIVERSITYLAB  
**MOMENTS TO MOVEMENTS**  
**HACKATHON**

# 2024 Hackathon Challenges



**More than 100 law firm partners, legal department leaders, and industry experts met in New York on July 11<sup>th</sup>, 2024, to share their solutions to the following DEI challenges in the legal profession:**

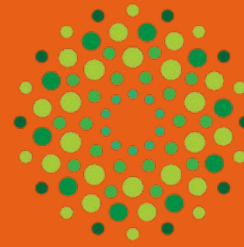
- **Community:** How can we defend and fortify DEI across the profession and in each organization to withstand downturns, leadership changes, anti-DEI rhetoric, and other headwinds?
- **Inclusive Talent Systems:** How can we improve workplace practices and processes to ensure fair and equal access to high-quality work, sponsors, and business/clients to level the playing field for all talent, including historically underrepresented lawyers?

**The slides that follow outline the ten Hackathon team's solutions.**





# 2024 HACKATHON JUDGES



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**MOMENTS TO MOVEMENTS**  
**HACKATHON**



**SHARIFA ANDERSON**

Fannie Mae



**INGA GOLDBARD**

GV (Google Ventures)



**DANIEL YI**

Harvard Law School



**JIM CHOSY**

U.S. Bank



**MO COWAN**

Devoted Health, Inc.



**RUTH UMOH**

Fortune & RaceAhead



**NATALIE KERNISANT**

Morrison & Foerster



**VERNĀ MYERS**

Vernā Myers Company



**GINA PASSARELLA**

ALM Global

# PITCH #1: GUARDIANS OF THE DEI UNIVERSE

## *Community*



**TOM CHEN**

Haynes Boone



**JUDY MERCIER**

Holland & Knight



**JEREMY CREELAN**

Jenner & Block



**STEPHANIE NIEHAUS**

Peloton



**ENA LABEL**

Pittsburgh Legal  
Diversity & Inclusion  
Coalition



**JAMES KELLER**

Saul Ewing



**AMANDA ROSANIA**

American Express



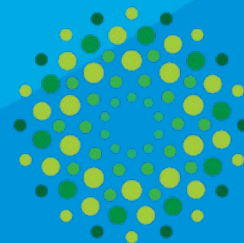
**PABLO CASTRO**

Cisco



**YOONHWI CHO**

K&L Gates

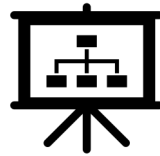


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**MOMENTS TO MOVEMENTS**  
**HACKATHON**

# BUILD Certification: From “Who” to “How”



**Individual  
Inclusion  
Plans**

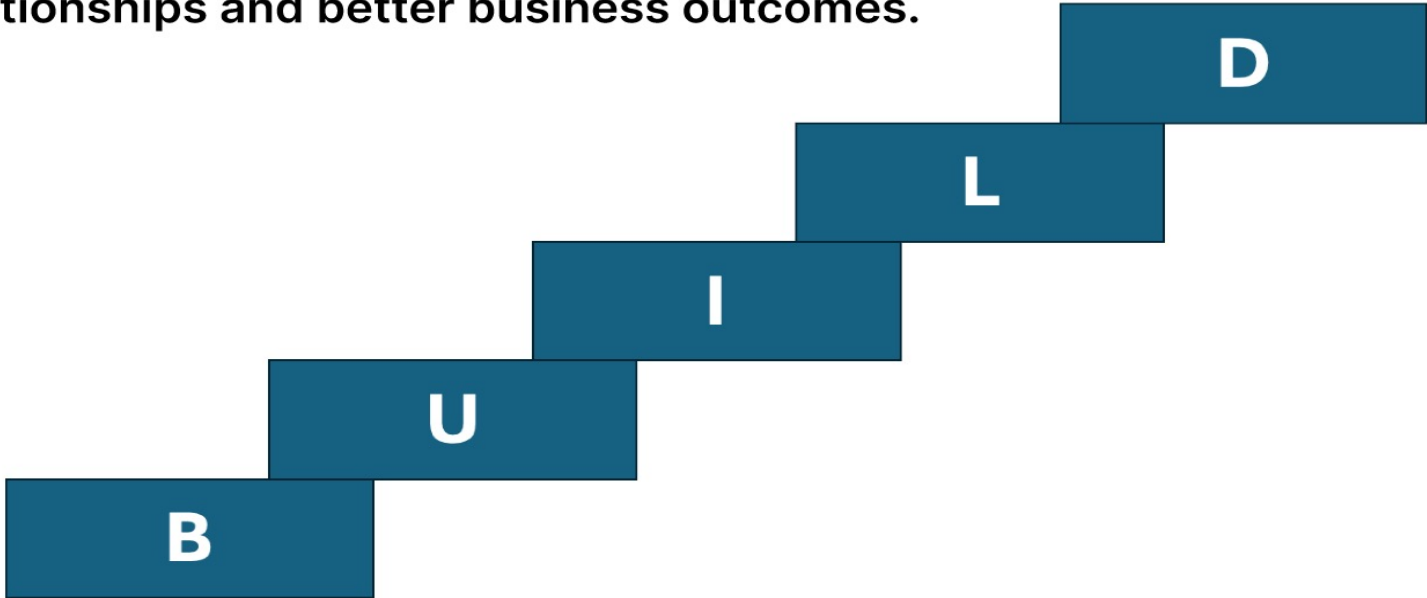


**Organizational  
Buy-In**





**Incentives &  
Distinction**

Together, we can **BUILD** a stronger, more equitable,  
legal profession with more profitable client  
relationships and better business outcomes.



LOGIN


# Be U I L D

	Completed
<p>Provided a junior lawyer with SMART (specific, measurable, action-oriented, relevant and timely) feedback in an effort to improve a specific legal skill and provide them an opportunity to implement the feedback.</p>	<input type="radio"/>
 <p>Legal Skills</p> <p>Staffed a junior lawyer on a client matter for substantive, level-appropriate work multiple times over the course of the year (three times or more).</p>	<input type="radio"/>
<p>Engaged a junior employee to share their professional goals for 2024 and offer to assist.</p>	<input type="radio"/>
<p>Recommended a junior employee for a position on a non-profit/community board of directors.</p>	<input type="radio"/>
 <p>Professional Skills</p> <p>Assigned substantive and skill building work to a junior employee on a matter in an effort to stretch and further develop their professional skills.</p>	<input type="radio"/>
<p>Met with a junior employee within your primary team to discuss their long-term career goals and highlight the professional skills necessary to get there.</p>	<input type="radio"/>

# Be U I L D

<b>Activity</b>	Provided a junior lawyer with SMART (specific, measurable, action-oriented, relevant and timely) feedback in an effort to improve a specific legal skill and provide them an opportunity to implement the feedback.
<b>Impact</b>	High-quality feedback about someone's performance offers them more opportunities to grow. When a group of people systematically receives feedback that is lower quality, we expect to see this manifest in disparate career opportunities and outcomes.
<b>Resources</b>	<ul style="list-style-type: none"><li>• <u>Textio: Language Bias in Performance Feedback</u></li><li>• <u>How firms can use feedback to create an internal service culture</u></li><li>• <u>When Diversity Meets Feedback</u></li></ul>

**Completed**



B U nite I L D

Completed



Law Schools

- Participate in mentoring program.
- Panel presentation(s) at a law school (e.g., "Power of Networking").



Pro Bono

- Join Law Firm Antiracism Alliance (LFFA).
- Collaboration between law firms and legal departments to provide legal services to DEI-based organizations (e.g., Transgender Legal Defense & Education Fund (TLDEF), Easterseals).



DEI-related Orgs

- Membership with a DEI-based organization in your region(s).
- Co-mentor a diverse 1L summer between law firm and legal department.
- Mentor a diverse law student through external programs (e.g., local bar associations, LCLD, MCCA, etc.).




# B U nite I L D

**Activity** Mentor a diverse law student through external programs (e.g., local bar associations, LCLD, MCCA, etc.)

**Impact** Mentorship supports mutual growth and learning, instills confidence and knowledge in newer members of the profession, and enables important conversations about well-being, diversity, workplace culture, and more.

- Resources**
- ChIPs Patent Pathways Mentorship Program
  - LCLD Law School Mentoring Program
  - Mentor Programs through diverse law student associations
  - MCCA Mentoring Across Differences Program

Completed





B U **Include** L D

Completed

  
Training

People leaders must obtain and demonstrate competency in a number of key areas.

Utilize leading practices for inclusive job postings.

  
Hiring

Post jobs on diverse job job boards.

Leverage leading inclusive interview practices.

Include diverse perspectives on hiring panels.

  
Assignments

Leverage Diversity Lab's Inclusive Teams App Prototype learnings where appropriate.

Track high-impact and high-value work assignments to ensure equitable distribution.


B U **I** Include L D

**Activity** Utilize leading practices for inclusive job postings.

**Impact** When we create job postings, the language we use is important because it potentially limits who applies, whether it relates to the list of qualifications, travel requirements, hybrid/remote work opportunities, or listing pay ranges.

- Resources**
- [Diversity Lab: Inclusive Job Postings Leading Practices](#)
  - [InclusionHub: How to Create Inclusive Job Postings](#)
  - [SHRM: Writing Inclusive Job Postings and Descriptions](#)

Completed



# B U I L D

Learn



Content

- Each organization will create a Continuing DEI Education (CDE) library with internal as well as publicly available content.
- Live, interactive sessions and on-demand recorded training.
- Access to a robust library of topics from a variety of sources, including Diversity Lab, Leadership Council on Legal Diversity (LCLD), and the Minority Corporate Counsel Association (MCCA).
- Recommendations on internal programming, speakers, and discussion groups.
- Staff nomination process to add new content to library.




CDE Credits

	Completed
Complete 1 hour of Continuing DEI Education (CDE).	<input type="checkbox"/>
Complete 3 hours of Continuing DEI Education (CDE).	<input type="checkbox"/>
Complete 5 hours of Continuing DEI Education (CDE).	<input type="checkbox"/>

B U I **Learn** D

<b>Activity</b>	Complete 1 hour of Continuing DE&I Education.
<b>Impact</b>	Continuous learning is critical to growing a foundational understanding of DE&I within an organization and it plays a key role in building inclusive behaviors into culture and decision making.
<b>Resources</b>	<ul style="list-style-type: none"><li>• <u><a href="#">LinkedIn Learning: DE&amp;I Modules</a></u></li><li>• <u><a href="#">Practicing Law Institute: DE&amp;I CLEs</a></u></li><li>• <u><a href="#">Association of Corporate Counsel: DE&amp;I Courses</a></u></li></ul>

Completed



# Scoring Dashboard

**D**istinguish

**B**uild **U**nderstanding **I**mpact **L**eadership

### My Points

<b>B</b>	2
<b>U</b>	2
<b>I</b>	2
<b>L</b>	2
<b>D</b>	8

### My Rewards

- Invitation to lunch with organization's senior leadership
- Invitation to Networking Summit
- Inclusion in certified member database and website

### Organization Progress to Certification

15%
35%

Contact DEI Oversight Committee

For Reference

**Weighting Slides**

# Individual DEI Plans Every Year



## Legal Skills

- SMART feedback on legal skills [3]
- Substantive, level-appropriate legal work [2]
- Support legal skill goal-setting [2]
- Recommendations to nonprofit/community board of directors [2]



## Professional Skills

- SMART feedback on professional skills [3]
- Substantive, level-appropriate professional skill-building work [2]
- Support professional skill goal-setting [2]



## Firm Building

- Introductions to colleagues to develop a pipeline of work [1]
- Serve in firm's sponsorship program [2]
- Introduce, recommend or recruit [1]
- Effectively integrate new hires [3]



## Business Development

- Nominate for roles on panels or publications [2]
- Substantive roles in client pitches [2]
- Inclusion in client expansion or pursuit efforts [2]
- Introductions to clients [1]
- Correct pitch/work team disparities [1]

# DEI Oversight Committee



## Survey [3]

- Develop & conduct anonymous surveys
- Obtain new ideas
- Ensure ongoing evolution



## Speakers [3]

- Organize speakers & panels on DE&I-related issues
- Partner with other certified organizations
- Promote diversity of viewpoints and ongoing discussion



## Volunteer Activities [3]

- Organize volunteer opportunities to engage with communities
- Tutoring in local schools
- Providing pro bono legal services
- Supporting veterans and their families



## Recruiting [3]

- Ensure organization's recruiting efforts extend to law schools and referral sources
- Maximize the pipeline of underrepresented attorneys



# External Collaboration(s)



## Law Schools

- Participate in mentoring program [2]
- Panel presentations (e.g., "Power of Networking") [2]



## Pro Bono (Placeholder)

- Join Law Firm Antiracism Alliance (LFFA) [2]
- Provide legal services to DEI-based organizations (e.g., Transgender Legal Defense & Education Fund (TLDEF), Easterseals) [2]



## DEI-related Orgs

- Membership with a DEI-based organization in your region(s) [2]
- Co-mentor a diverse 1L summer between law firm and legal department [2]
- Mentor a diverse law student through external programs (e.g., local bar associations, LCLD, MCCA, etc.) [2]

# Inclusive Leadership & Mentoring



## Training [2]

**People leaders must obtain and demonstrate competency in areas such as:**

- Upstander Intervention
- Psychological Safety
- Emotional Intelligence
- Managing across cultures
- Coaching & facilitation skills



## Hiring

- Inclusive job postings [2]
- Training to diversify the pipeline & reduce bias [2]
- Post on diverse job boards [2]
- Leverage leading inclusive interview practices [2]
- Include diverse perspectives on hiring panels [2]



## Assignments

- Leverage Diversity Lab's Inclusive Teams App Prototype learnings where possible & appropriate [2]
- Track high-impact and value work assignments to ensure equitable distribution [2]

# Inclusive Leadership & Mentoring



## Team Development

- Frequent check-ins & feedback [2]
- Action-oriented, bias-free reviews [2]
- Individual & team coaching [2]
- Inclusive succession planning [2]
- 360 & self-assessments [2]
- DEI stakeholder listening sessions [2]



## Mentorship / Sponsorship

- Serve as a mentor [2]
- Serve as an Employee Resource Group leader or sponsor [2]
- Participate in DE&I strategy-setting [1]



## External DEI Leadership & Learning

- Rotate DE&I conference attendance [2]
- Fund leadership [2] development opportunities:
- LCLD Pathfinders & Fellows
- MCCA Sources of Success
- Affinity Bar Association Conferences

# Appendix FAQs

## FAQs

**Q: Why do we need another certification in the DEI space?**

A: The BUILD certification and program differs fundamentally from prior certification programs in key respects. First, it focuses not just on the “who,” i.e., the numbers of underrepresented attorneys in an organization or in leadership positions at organizations. Rather it focuses on the “how,” namely trying to integrate DEI sensitivities and activities into the daily fabric of the workplace. Second, BUILD rewards not just organizations, but individuals as well for their inclusion activities. Finally, BUILD promotes partnerships across the legal profession, between law firms, companies, law schools, and NGOs to build a firmer foundation for inclusion.

**Q: What do you mean by “underrepresented” lawyer or employee?**

A: The focus of this certification is to ensure equal opportunity for all, so special attention should be made to ensure attorneys and other employees from underrepresented communities or backgrounds are receiving constructive feedback, coaching, mentoring, etc. consistent with current law.

**Q: Is the set of activities the same between different entities, i.e., law firm, company, organization?**

A: Though the categories of activities will generally be the same, there may be slight variation between in-house legal departments and law firms (and based on size). Of course, the internal structure of law firms and in-house legal departments differs as well, which will alter to some degree the specifics of activities such as mentoring, professional development, external networking, etc.

**Q: Are each of the activities worth the same number of points?**

A: No. We have set forth proposed point values in this Appendix after these FAQ.

**Q: How often does an individual or an entity get certified?**

A: Annually, but we expect that it will be advisable to allow for credit for certain activities that may also provide CLE credit to be “carried over” to the following year for an individual where appropriate.

**Q: Do you differentiate how many years an individual or an entity is certified?**

A: Yes, there will be elevated badges and/or benefits for both individuals and entities who have been certified for multiple years, such as for 5 years, 10 years, etc., consecutively.

**Q: Is this program limited as to which organizations can participate?**

A: No.

**Q: What are the benefits for in-house attorneys?**

A: In-house attorneys will not only earn awards individually, but also recognition for their organizations. These include invitations to annual awards ceremonies and events, networking events, pro bono partnerships, as well as opportunities to connect individually with certified individuals at other organizations and firms.

**Q: Does this work for those working in a hybrid environment?**

A: Absolutely. In fact, many of the most important activities can involve remote engagement, especially the DEI educational programs and many of the networking opportunities. In addition, for those who work at home and seek additional opportunities to network in person, certification offers such opportunities.

# FAQs

## **Q: Why do we need another certification in the DEI space?**

A: The BUILD certification and program differs fundamentally from prior certification programs in key respects. First, it focuses not just on the “who,” i.e., the numbers of underrepresented attorneys in an organization or in leadership positions at organizations. Rather it focuses on the “how,” namely trying to integrate DEI sensitivities and activities into the daily fabric of the workplace. Second, BUILD rewards not just organizations, but individuals as well for their inclusion activities. Finally, BUILD promotes partnerships across the legal profession, between law firms, companies, law schools, and NGOs to build a firmer foundation for inclusion.

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A: Absolutely. In fact, many of the most important activities can involve remote engagement, especially the DEI educational programs and many of the networking opportunities. In addition, for those who work at home and seek additional opportunities to network in person, certification offers such opportunities.

# PITCH #2: TEAM COWBOY CARTER

## *Community*



**ROBERT MOORE**  
Baker McKenzie



**KAITLYN STONE**  
Barnes & Thornburg



**CAITLIN MATTLER**  
Beazley



**BRANDY SMITH**  
Lincoln Financial Group



**SONYA ROSENBERG**  
Neal Gerber Eisenberg



**NAANA JEFFERSON**  
SLB (Schlumberger)



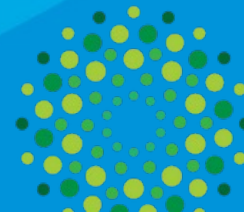
**SCHOLASTICA BAKER**  
McDonald's Corporation



**DEANNA KWONG**  
Hewlett Packard Enterprise



**CHAD COLE**  
Jackson Walker



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**HACKATHON**



**Presents The Table ...**



# You've Seen the Headlines

---





**“Not enough Black women had a seat at the table, so I had to go and chop down that wood and build my own table.”**

**“I had to invite the best there was to have a seat. That meant hiring women, men, outsiders, underdogs, people that were overlooked and wanted to be seen.”**

*– Beyoncé, discussing her Cowboy Carter country album*



# *The Menu*

BUILDING SAFE SPACES FOR PROACTIVE COMMUNITY  
ENGAGEMENT AND DEI EDUCATION

---

## APPETIZER

### **AI-DRIVEN LISTENING SESSIONS**

*Leveraging technology to establish real-time insights into risks,  
rewards, and reactions with measurable outcomes*

## AMUSE-BOUCHE

### **MULTIMEDIA COMMUNITY ENGAGEMENT**

*Quarterly virtual meet-ups establish a space for  
community and progress tracking*

## ENTRÉE

### **THE CONFERENCE**

*Elevating DEI together through timely insights, transformative  
strategies, and bringing community together*

## TAKE AWAY

### **STATE OF THE INDUSTRY REPORT & RESOURCE LIBRARY**

*Accessible knowledge in an ever-growing resource library serving  
as a source for truth and clarity on DEI in the industry*



# The Table's 8 Rs

---

- Reactions
- Risks
- Rewards
- Resources
- Relationships
- Results
- Recognition
- Reinvigoration





# *The Menu*

BUILDING SAFE SPACES FOR PROACTIVE COMMUNITY  
ENGAGEMENT AND DEI EDUCATION

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# Stakeholders

---

- Diversity Lab
- Mansfield Firms
- Diversity Dividend  
Collective Companies
- DEI Professionals
- Higher Ed Professionals
- Decision Makers
- Law Students
- Lower- and Middle-Level  
Professionals
- DEI-Interested Persons
- Uninterested Persons

# Target Audiences

## Phase One

*Mansfield Firms + Diversity Dividends Collective Companies*

## Phase Two

*Intentional Expansion to Include New Voices*



# Securing Buy-In

---

**(1) Maximize Commitments**

**(2) Powerful Initial Resource**





# *The Menu*

BUILDING SAFE SPACES FOR PROACTIVE COMMUNITY  
ENGAGEMENT AND DEI EDUCATION

---

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### **AI-DRIVEN LISTENING SESSIONS**

*Leveraging technology to establish real-time insights into risks, rewards, and reactions with measurable outcomes*





**AMUSE-BOUCHE**

**MULTIMEDIA COMMUNITY ENGAGEMENT**

*Quarterly virtual meet-ups establish a space for  
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**ENTRÉE**

**THE CONFERENCE**

*Elevating DEI together through timely insights, transformative strategies, and bringing community together*



**TAKE AWAY**

**STATE OF THE INDUSTRY REPORT  
& RESOURCE LIBRARY**

*Accessible knowledge in an ever-growing resource library serving  
as a source for truth and clarity on DEI in the industry*

# Community Partnerships

---

- Mansfield Firms and Corporations
- Diversity Dividends Collective Participants
- AI-focused Vendor
- Research Organizations



Risks of proposal < **Risks of doing nothing**

# Measurable Outcomes

---

Track effectiveness and collect feedback :

1. Real-time data collected in the **AI-driven listening sessions**;
2. Tracking **engagement of e-materials**;
3. Registration for sessions / **attendance**;
4. Live **feedback** at conference & virtual sessions.





YOU ARE CORDIALLY INVITED TO A SEAT AT

*The Table*

Those who are able,  
**please stand to RSVP**







# PITCH #3: EQUITY LEAGUE

## Community



**HELENA ALMEIDA**  
Automatic Data  
Processing (ADP)



**JASON HALPERN**  
American Express



**KATI BYNON**  
Beazley



**DARSHAK DHOLAKIA**  
Dechert



**PETER LAM**  
Extreme Networks



**SAMUEL SCHWARTZ-  
FENWICK**  
Seyfarth Shaw



**MAYA GANDHI**  
The New York Times



**ASHANTE SMITH**  
Troutman Pepper



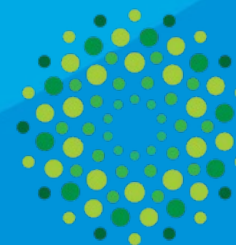
**ERIN O'NEIL ASHBY**  
PGIM Real Estate



**TIENNE ANDERSON**  
St.Jude Children's Research Hospital



**WHITNEY SMALLWOOD**  
Fish & Richardson



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**MOMENTS TO MOVEMENTS**  
**HACKATHON**

DIVERSITY LAB PRESENTS...

**INCLUSION**



**DIVERSITY!**



**LEGAL  
EQUITY  
LEAGUE**

# THE LEGAL EQUITY LEAGUE

**2024 Diversity Lab Hackathon**

**July 11, 2024**

# EQUITY LEAGUE

Meet the Team

## **MEMBERS**

Ashante Smith

Samuel Schwartz-Fenwick

Erin O'Neil Ashby

Peter Lam

Jason Halpern

Maya Gandhi

Darshak Dholakia

Kati Bynon

Helena Almeida

**FACILITATOR:** Tienne Anderson

**DEI ADVISOR:** Whitney Smallwood

# THE PROBLEM

- Economic and political headwinds threaten DEI efforts in legal organizations and across the profession
- DEI is not “sticky” enough in the profession; it is not an expectation of everyone; organizational accolades can obscure the fact that individual leaders are not being held accountable for creating inclusive environments.

# OUR PROPOSAL

**The Legal Equity League:** an individual multi-level certification program allowing legal professionals to formalize and deepen their commitment to inclusive leadership and communities

- Allows everyone to become an accountable stakeholder in DEI
- The League allows institutions to invest in DEI, despite recent pushback

## LEAGUE BENEFITS

- Formalize & recognize the work that individuals are already engaged in
- Development of a network of qualified DEI-centric individuals who are personally connected to ongoing DEI work and experiencing its benefits
- Travels with the individual over the course of their career
- Creates a broader community of DEI-trained candidates for professional, leadership, and mentorship opportunities
- Spreads DEI work more evenly → driven by individuals, supported by organizations
- Supports collaboration between firms/in-house/etc. organizations
- Provides a standardized metric to incorporate DEI work into evaluations & hiring decisions



## OVERVIEW

- Identify actionable, accountable ways for individuals to commit to and advance DEI within the workplace and profession
  - Mentorship
  - Training
  - Robust Feedback
  - Affinity Groups
- Require applicants to complete and report a certain number of these requirements
- Specific criteria tied to Bronze, Silver, and Gold level certifications, correlating to seniority, experience & initiative level

# LEAGUE LEVELS

Level	Mandatory Criteria
<b>Bronze</b> <i>DEI Explorer &amp; Ally</i>	<ul style="list-style-type: none"><li>• Participate in initial 360 review</li><li>• Create personalized DEI action plan</li><li>• Complete approved DEI training / certification</li><li>• <b>Plus:</b> Pick two Flex options</li></ul>
<b>Silver</b> <i>DEI Leader</i>	<ul style="list-style-type: none"><li>• Satisfy Bronze criteria</li><li>• Provide training / certification / education</li><li>• Demonstration of leadership in DEI initiatives/organization</li><li>• <b>Plus:</b> Pick one Flex option</li></ul>
<b>Gold</b> <i>DEI Architect</i>	<ul style="list-style-type: none"><li>• Satisfy Silver criteria</li><li>• Demonstrate systemic leadership/impact in org or profession</li><li>• Serve on League governing board</li><li>• <b>Plus:</b> Pick one Flex option</li></ul>

# FLEX OPTIONS

Flex Option	Examples
Training / Education / Certification	<ul style="list-style-type: none"><li>• Complete approved DEI training / certification</li><li>• Provide/participate in 360 reviews or <u>other mechanism designed to provide feedback</u></li><li>• Provide training / certification / education</li></ul>
Community Engagement	<ul style="list-style-type: none"><li>• Mentorship/sponsorship/pipeline activities</li><li>• Lead/create/sponsor affinity groups</li></ul>
Event Participation	<ul style="list-style-type: none"><li>• Participating in and/or leading Conferences/panels discussions</li><li>• Participating in and/or leading Diversity Lab initiatives, LCLD programming, etc.</li></ul>

## CERTIFICATION PROCESS

**Step 1:** Engage in 360 review of your DEI work + journey

- Governance board + third-party vendor provide questions
- Applicant solicits feedback/answers from colleagues

**Step 2:** Applicant designs proposed program of study to address blind spots in 360 review + submits to the League's online portal

**Step 3:** Over the course of a year, applicant executes path of DEI study (i.e., mandatory requirements + flex options that will best address blind spots)

**Step 4:** Welcome to the League!



## A YEAR IN THE LIFE: BRONZE

Level	Sample Activities
<b>Bronze</b>  <i>DEI Explorer &amp; Ally</i>	<ul style="list-style-type: none"><li>• Junior in-house counsel</li><li>• Solicited feedback from colleagues for 360 review, identified room for improvement, and developed individual DEI action plan</li><li>• Has completed online DEI training program (ex. eCornell)</li><li>• Actively mentors law students and summer interns</li><li>• Participates in several firm employee resource groups</li></ul>

# A YEAR IN THE LIFE: GOLD

Level	Sample Activities
<p data-bbox="206 534 351 582"><b>Gold</b></p> <p data-bbox="150 715 407 843"><i>DEI Architect</i></p>	<ul data-bbox="580 534 2377 1315" style="list-style-type: none"><li data-bbox="580 534 1090 582">• Senior law firm partner</li><li data-bbox="580 608 1360 656">• Completed Bronze and Silver criteria</li><li data-bbox="580 682 2066 731">• Included Gold Level certification status in three-year business plan at firm</li><li data-bbox="580 756 2270 862">• Leads city-wide initiative to foster frank DEI discussions among top firms + in-house departments</li><li data-bbox="580 888 1429 936">• Mentors and sponsors various associates<ul data-bbox="677 962 2377 1011" style="list-style-type: none"><li data-bbox="677 962 2377 1011">➤ ex. Started informal group lunch of experienced associates to guide them as mentors</li></ul></li><li data-bbox="580 1036 1837 1085">• Chairs firm's DEI Committee + requires accountable progress</li><li data-bbox="580 1110 2028 1159">• Participates in and supports Diversity Lab initiatives (ex. Mansfield Rule)<ul data-bbox="677 1185 2168 1233" style="list-style-type: none"><li data-bbox="677 1185 2168 1233">➤ Advocate among firm leadership for resources to use data to drive change</li></ul></li><li data-bbox="580 1259 1289 1308">• Participates in League governance</li></ul>

DEI  
EXPLORER

**EQUITY LEAGUE**

2024

DEI  
LEADER

**EQUITY LEAGUE**

2024

DEI  
ARCHITECT

**EQUITY LEAGUE**

2024

# MEASURING SUCCESS

*Numbers can't tell the whole story → focus on changing attitude & outlook of legal community!*

## **Metrics for Success**

1. Participation Among Law Firms / In-House Teams → “member organizations” commit to using League certification as an aspect of promotion and outside counsel retention, level of community collaboration across firms and departments
2. Individual Participation → are individuals w/ lower level certifications staying engaged, renewing certification, seeking higher-level certification
3. Successful Action Plans → how much of DEI action plan did applicants accomplish, how did applicants grow over course of program (based on personal reflection), how do members’ DEI action plans develop as they ascend through League tiers



# IMPLEMENTATION

- **Administration** → supervised by third-party organization
  - E.g., Diversity Lab
  - League board of Gold members
  - Self-report requirements online
- **Costs**
  - Resource-light / few start-up costs
  - Member organization fees
  - Collaborate w/ firms for events/funding
  - Collaborate w/ schools for trainings
- **Verify** completion at each level
  - Verification by Diversity Lab / League board
- **Renew** every two years
  - Develop 360 review & refreshed DEI action plan

QUESTIONS?

# PITCH #4: BIAS BUSTERS

## *Inclusive Talent Systems*



**KATE CURRIE**  
American Express



**LETOYIA HORTON**  
Beazley



**LAURA BAUCUS**  
Dykema Gossett



**MELISSA ZUJKOWSKI**  
Flex



**KATHLEEN MOLAMPHY**  
ICL



**SOPHIE ZERBIB**  
Intel



**HOPE ABRAMOV**  
Thompson Coburn



**JOSH STERN**  
WilmerHale



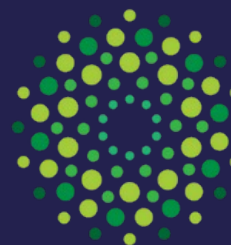
**MARTINIQUE AGUERO**  
Zendesk



**MIKO BROWN**  
Project Ganesha



**MARLON LUTFIYYA**  
Neal Gerber Eisenberg



Powered by **DIVERSITYLAB**  
**MOMENTS TO MOVEMENTS**  
**HACKATHON**



# 2024 Team **Bias** Busters



Powered by **DIVERSITYLAB**

**MOMENTS TO MOVEMENTS**  
**HACKATHON**





# Inclusion Hub



Fair Work Allocation Tool



App With Associate Profiles



Law Firm-In House Partnership



# The Bias Busters



Miko Brown  
Project  
Ganesha



Kathleen  
Molamphy  
ICL-group



Joshua Stern  
WilmerHale



Katherine Currie  
American  
Express



Martinique Aguerro  
Zendesk



Sophie Zerbib  
Intel



Laura Baucus  
Dykema



Melissa Zujkowski  
Flex



Marlon Lutfiyya  
NGE



Hope Abramov  
Thompson  
Coburn



Letoyia Horton  
Beazley



# Fair Work Allocation **Obstacles**

Knowledge Gap

Unclear Core Competencies & Desired Work Experience

Proximity &  
Familiarity Bias

Network Reliance, Familiarity, Remote Work & Local Talent

Stickiness

Lack of Accountability & Use of Existing Tools





# The Inclusion Hub

## Law Firm/In-House Partnership

Knowledge Gap

Robust Associate Profiles

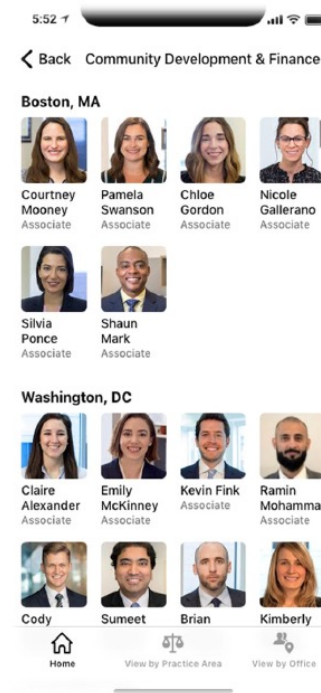
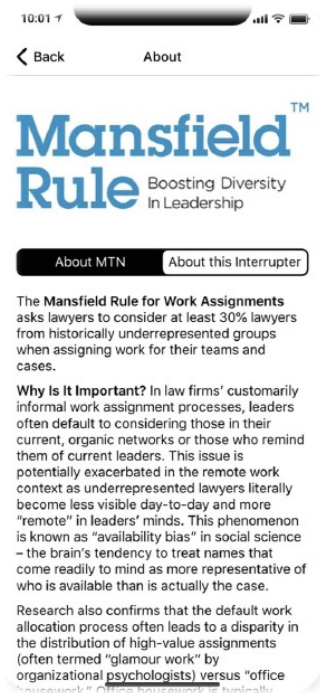
Proximity &  
Familiarity Bias

Firm-Wide Tool with Low Risk & Test Drive Projects

Stickiness

Accountability, Reportability, and Ease of Use

# Mansfield for Inclusive Teams



# NOT STARTING FROM SCRATCH

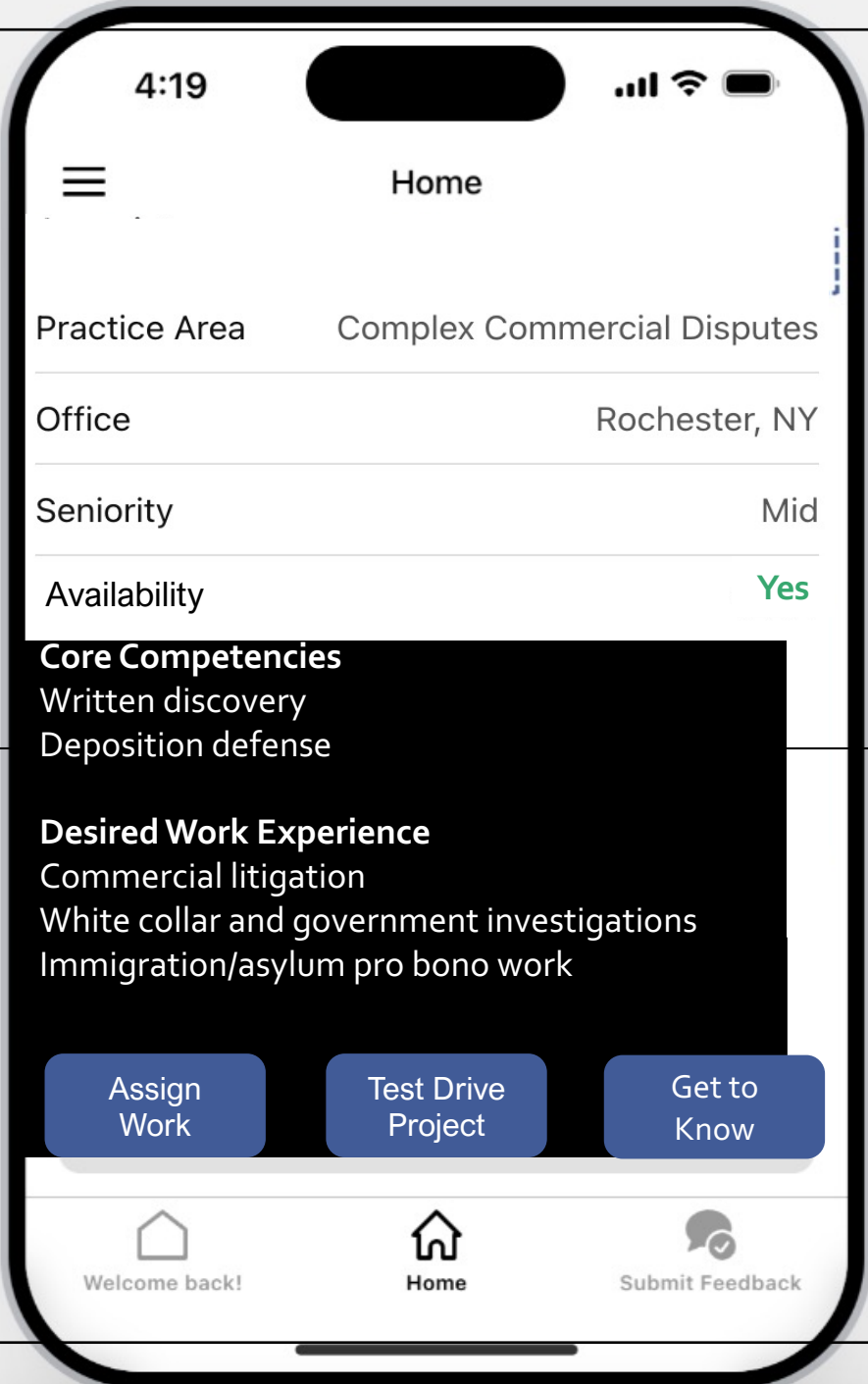
The Inclusion Hub Builds  
Upon Mansfield For Inclusive Teams



Search options customizable by Firm

Search by experience & core competency

Search by practice area, skills, project type



Type of work and  
Connection  
Options

Collects  
Reportable Data  
to Measure Impact  
& Use





# Inclusion Hub

## Law Firm/In-House Partnership

Firm commits to use Hub to staff matters & test drive projects

Client commits to provide test drive projects & mentorship opportunities

Bi-annual reports shared

Reviews and scorecards



# Success Defined

Scorecard  
(all 4-5s)

Inclusion Hub used  
for 50% of new  
matters

Associate profile  
updates increase  
by 50%

Partner log-in  
increase by 50%

Inclusion  
Hub reports into  
associate and  
partner reviews



# CLIENT SCORECARD

## 1. Unsatisfactory

Bottom 10% - Consistently below expectations

## 2. Improvement Needed

Bottom 25% - Did not consistently meet expectations

## 3. Meets Expectations

Middle 50% - Consistently met expectations

## 4. Exceeds Expectations

Top 25% - Consistently exceeded expectations

## 5. Exceptional

Top 10% - Far exceeded expectations

Criteria	Rating (1-5)	Comments
Timekeeper Diversity		
Inclusion Hub – Referred to for all client matters		
Inclusion Hub – completed profile for all associates		
Inclusion Hub - 50% of associates updating profile monthly		
Inclusion Hub – All partners/work allocators use Inclusion Hub for associate outreach at least once per quarter		



# Why Inclusion Hub

## Key Benefits

### High Impact Potential

- Scalable for firms & In House Legal Departments, regardless of size, location, hybrid/virtual work

### Feasible

- Light lift, low-risk, user-friendly

### Measurability & Accountability

- Evaluated by clients & management based on objective data & measurable/reportable metrics

### Partnership with In House Legal Departments

- Ensures buy-in

### Accessible

- Accommodates all needs





# PITCH #5: SEAL TEAM 7

## *Inclusive Talent Systems*



**EVAN PARNES**  
Covington & Burling



**SHANNON MCNEAL**  
Davis Wright Tremaine



**AMIE SIEBERT**  
Zip Co US



**NICHOLE VALEYKO**  
Merck



**JAY WILLIAMS**  
Orrick, Herrington &  
Sutcliffe



**MICHELLE NICKEL**  
Toyota Motor Credit  
Corporation



**ASHLEI FERGUSON**  
Microsoft



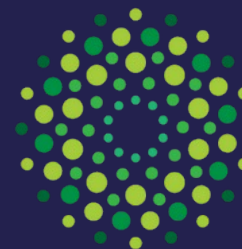
**DANIELLE  
DEVITO-HURLEY**  
Gunster



**CHRISTINA GRAHAM**  
PNC



**ROSA NUNEZ**  
Foley Hoag



Powered by **DIVERSITYLAB**  
**MOMENTS TO MOVEMENTS**  
**HACKATHON**

Moments to Movements Hackathon

# THE PROBLEM

Despite progress, persistent challenges remain in the retention and advancement of historically underrepresented attorneys in the legal industry

JULY 11, 2024  
NEW YORK, NY



# RETENTION AND ADVANCEMENT CHALLENGES



---

## Long Standing Challenge

The retention and advancement of historically underrepresented attorneys in the legal industry remains a challenge.



## Lack of Access & Work Dissatisfaction

Lack of access to profile rising opportunities, as well as dissatisfaction with quality of work assignments, are some of the top reasons for associate attrition.



## Traditional Methods

Traditional work allocation methods are no longer effective in meeting the needs of a historically underrepresented attorney population and risk creating inequities in the distribution of work.



# WORK ALLOCATION INEQUITIES

Long-standing and traditional work allocation methods tend to benefit majority groups due to the presence of implicit and affinity bias, which as a result:

- 1 Prevents underutilized attorneys from developing the skills they need to be successful
- 2 Causes lower levels of work satisfaction and engagement
- 3 Contributes to a culture of exclusion in the workplace
- 4 Promotes and encourages the over-utilization of some attorneys over others
- 5 Leads to attrition (voluntary and involuntary) of historically underrepresented attorneys





# SEALPro

SEEKING EQUITABLE

ASSIGNMENTS for LAWYERS

Interactive Work Allocation

Program



## SEALPro

### CAPABILITIES

SEALPro provides and tracks the following information in real-time:

- Attorney availability
- Attorney profiles, including practice areas and legal interests
- Types of work assignments the attorney is seeking
- Skill-building opportunities based on attorney's level of experience
- Current workload distribution and collaboration
- Client development and engagement efforts

# SEALPro in Action



## DASHBOARD AUDIENCE

The Dashboard can be for internal use only or can be interactive between a firm and its clients so that clients can be engaged in selecting working attorneys.



## INCLUSIVE UTILIZATION

The Dashboard is inclusive of all attorneys (not just historically underrepresented attorneys) hence it can be implemented without fear of legal action in response to SFFA v. Harvard.



# HOW IT WORKS

SEALPro will pull from data that is typically tracked and maintained by many law firms and legal departments but will present it in REAL TIME and in one location.



The Dashboard is customizable by each firm/legal department, but can track:

- **Visibility:** Who is working with whom;
- **Allocation:** Types of assignments completed by working attorneys;
- **Kudos:** a feature to provide positive feedback & strengths (to be visible to the individual attorney and supervisors only);
- **Engagement:** Which working attorneys are participating in the firm or company's legal projects (e.g., if a pitch was made with diversity as an important goal, the Client can confirm the actual working team meets their diversity goals)

# DASHBOARD PREVIEW: PARTNER VIEW 1

**R** RANGE LAW  
Employer Portal

Dashboard

Account

Setting

Notification

Analyst

Security



John Albert, Sr.  
SENIOR PARTNER

Change View

Search by Name, Role, Title or Specialty



MATCH BOARD

SENT

OPPORTUNITIES



LESLIE JOHNSON  
EMPLOYMENT LAW



Detail Oriented, Self-Starter,  
Entrepreneurial, Engages well...

MARCH 04, 2022



GREGORY O'NEIL  
INFRASTRUCTURE,  
UTILITIES



Problem Solver, Innovative, Field  
Experience, Leadership

MAY 13, 2024



MIKE A. DELGADO  
ENTERTAINMENT,  
SPORTS LAW



Client Management, Leadership,  
innovative, Adaptability, Profes...

JUNE 28, 2024



NICOLE JEAN  
CORPORATE LAW (M&A)



Leadership, Adaptability, Pro-  
blem Solver, Design Oriented ...

APRIL 19, 2023



STEPHANIE LYNN  
HEALTH LAW, LITIGATION



industry Expert, Self-Starter, Field  
Experience, Litigation Experience

JULY 12, 2023



DEMETRY ROBERTS  
LITIGATION



Communication, Litigation Expe-  
rience, Persuasion, Negotiation

JANUARY 10, 2024



ANDREA THOMAS  
LITIGATION, CORPORATE  
LAW




Communication, Creativity , Time  
Management, Problem Solver..


-



# DASHBOARD PREVIEW: PARTNER VIEW 2






**RANGE LAW**  
Employer Portal



**John Albert, Sr.**  
SENIOR PARTNER

Change View

Search by Name, Role, Title or Specialty



Dashboard

Account


Setting

Notification


Analyst

Security

TEAM MEMBER VIEW



**NICOLE JEAN**  
Corporate Law (M&A)  
5TH YEAR ATTORNEY



**KUDOS RANKING**  
★★★★☆  
4.1/5

**EXPERIENCED IN**

Drafting Transaction Documents  
Deal Negotiation

**SEEKING ASSIGNMENTS IN:**

Corporate Documentation  
Public Filings  
SEC Regulatory Projects

**INTERESTS + SPECIAL SKILLS**

Strong General Corporate Transactional Background, Proactive, Self Starter,  
Excellent Project Manager

- PROTECTED 関係者外秘

# DASHBOARD PREVIEW: ADMIN VIEW



Dashboard ▶

Account ▶

Setting ▶

Notification ▶

Analyst ▶

Security ▶



John Albert, Sr. ▼  
SENIOR PARTNER

Change View ▼

Search by Name, Role, Title or Specialty 🔍



ADMIN VIEW

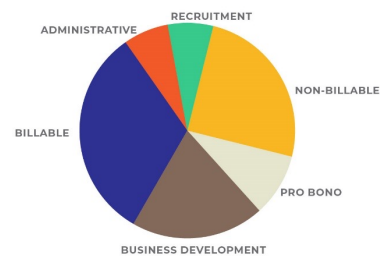


**NICOLE JEAN**  
CORPORATE LAW (M&A)  
5TH YEAR ATTORNEY



**KUDOS RANKING**  
★★★★★  
4.1/5

## BILLABLE HOURS SUMMARY



## PREFERRED ASSIGNMENTS



PORTFOLIO COMPANIES, PUBLIC COMPANIES,  
PRIVATE FUNDS, TECHNOLOGY

## SUBJECT MATTER OPPORTUNITIES

BANKING

FIN TECH

COMMERCIAL LAW

## SKILLS BASED OPPORTUNITIES

RUNNING DEALS

PITCHING CLIENTS

MANAGING JUNIORS



# DASHBOARD PREVIEW: CLIENT VIEW



Dashboard

Account

Setting

Notification

Analyst

Security



ALPHABET TECH  
CLIENT VIEW DASHBOARD

Change View

Search by Name, Role, Title or Specialty

MATCH BOARD

SENT

UNMATCHED



LESLIE JOHNSON  
EMPLOYMENT LAW



Detailed Oriented, Self-Starter,  
Entrepreneurial, Engages well...



GREGORY O'NEIL  
INFRASTRUCTURE,  
UTILITIES



Problem Solver, Innovative, Field  
Experience, Leadership



MIKE A. DELGADO  
ENTERTAINMENT,  
SPORTS LAW



Client Management, Leadership,  
innovative, Adaptability, Profes...



NICOLE JEAN  
CORPORATE LAW (M&A)



Leadership, Adaptability, Pro-  
blem Solver, Design Oriented ...



STEPHANIE LYNN  
HEALTH LAW, LITIGATION



industry Expert, Self-Starter, Field  
Experience, Litigation Experience



DEMETRY ROBERTS  
LITIGATION



Communication, Litigation Expe-  
rience, Persuasion, Negotiation



ANDREA THOMAS  
LITIGATION, CORPORATE  
LAW

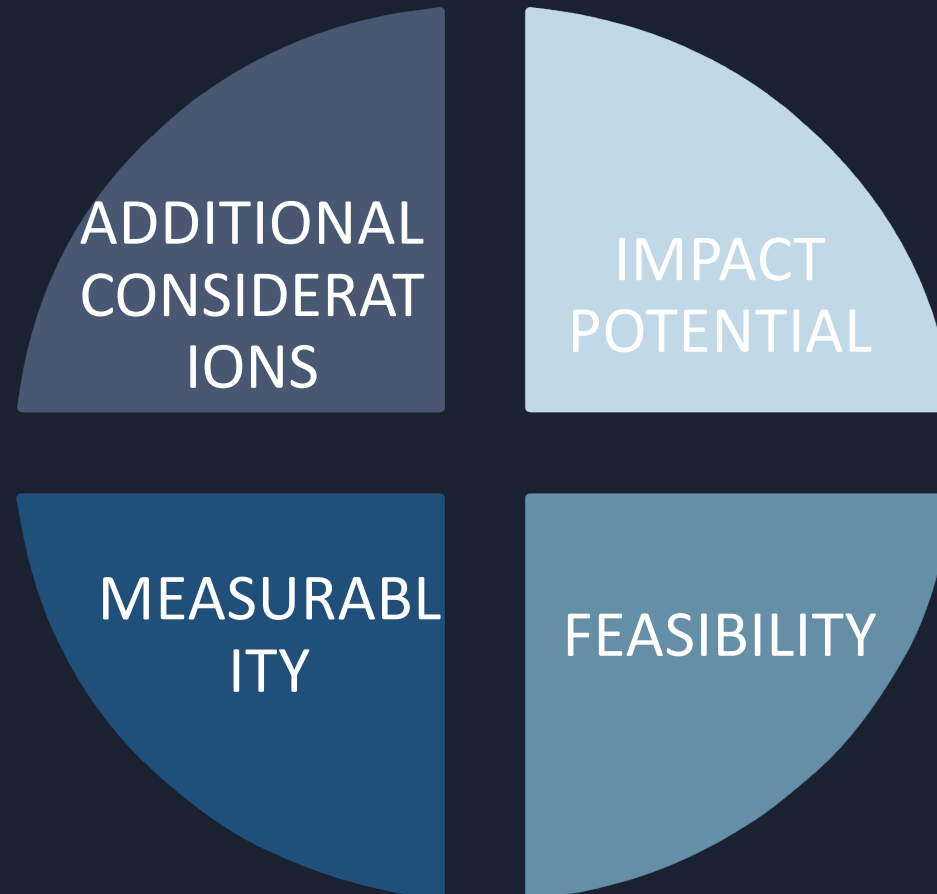


Communication, Creativity, Time  
Management, Problem Solver..



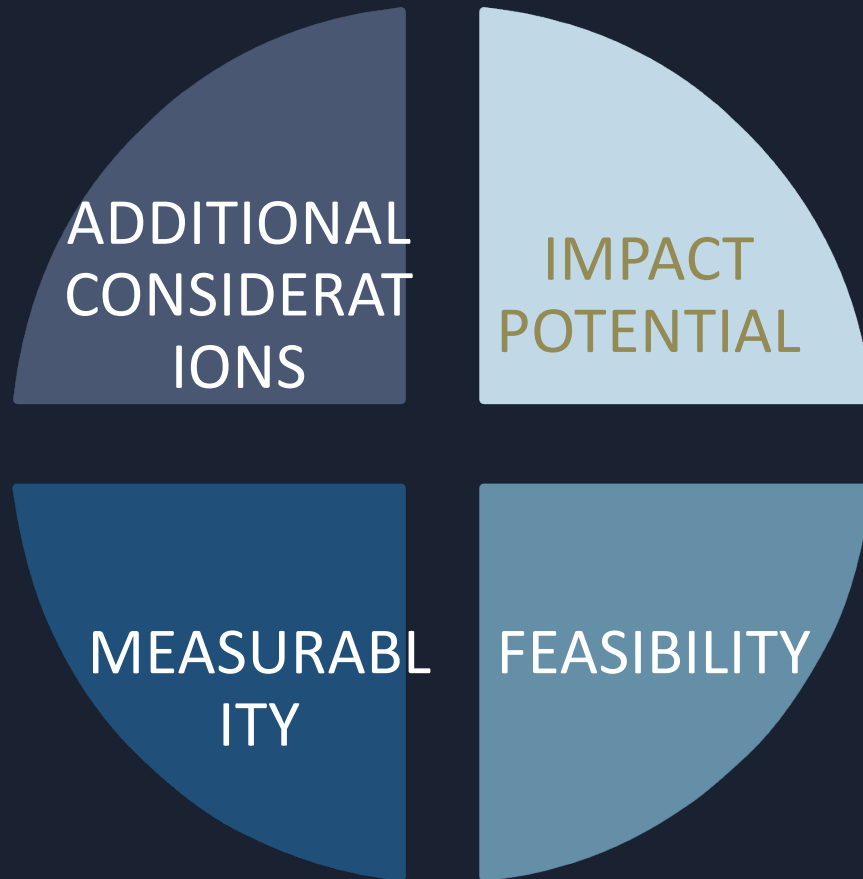
# MOMENTS TO MOVEMENTS HACKATHON

Reasons SEALPro Should Get Your “Seal” of Approval



# MOMENTS TO MOVEMENTS HACKATHON

Reasons SEALPro Should Get Your “Seal” of Approval

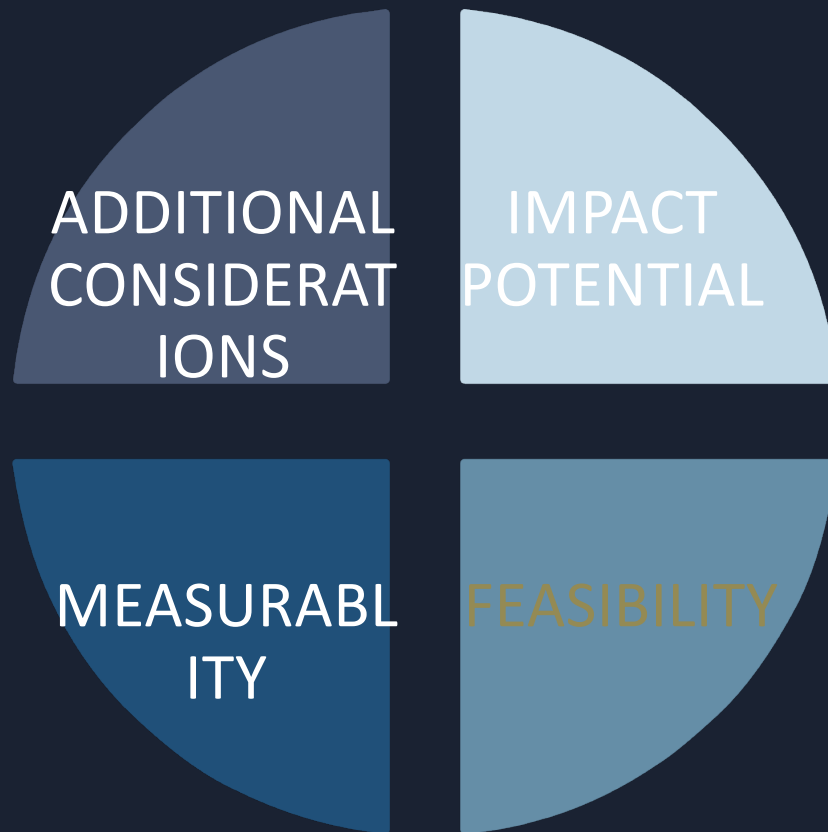


## IMPACT POTENTIAL

- Lower costs
- Real-time view of work availability
- Encourages equitable distribution of work
- Improves culture
- Identifies potential mentors and sponsors

# MOMENTS TO MOVEMENTS HACKATHON

Reasons SEALPro Should Get Your “Seal” of Approval



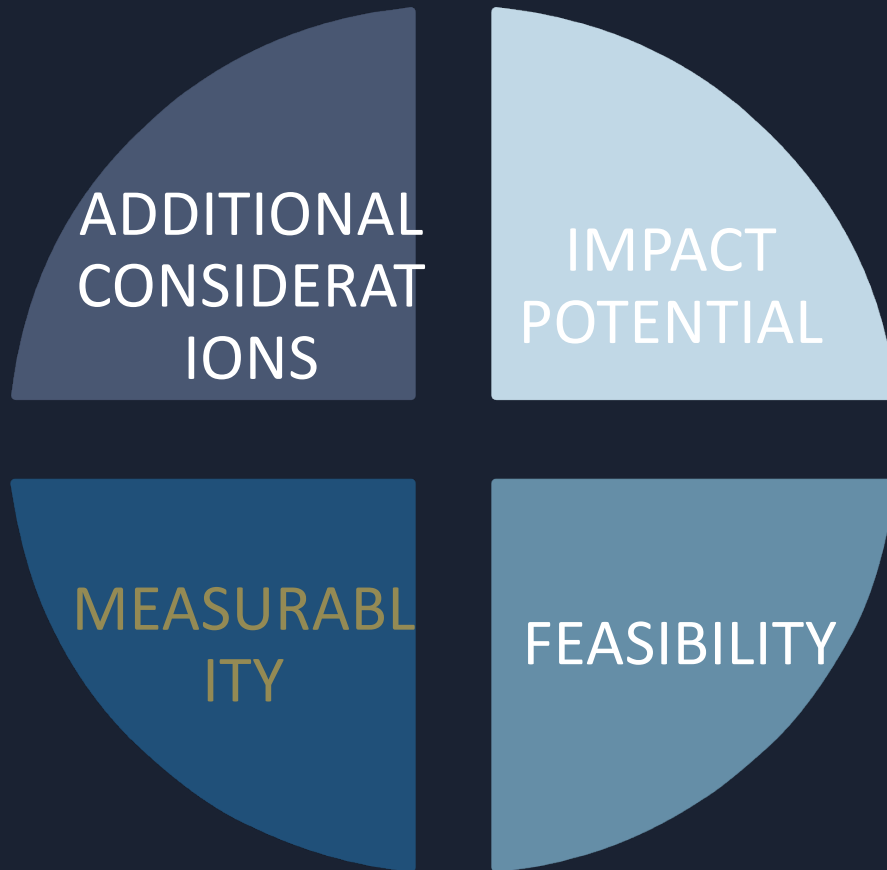
## FEASIBILITY

- Incentives for use
- Dashboard encourages attorneys to enter time regularly in context of availability – which benefits billing partners
- Real-time monitoring of professional development



# MOMENTS TO MOVEMENTS HACKATHON

Reasons SEALPro Should Get Your “Seal” of Approval

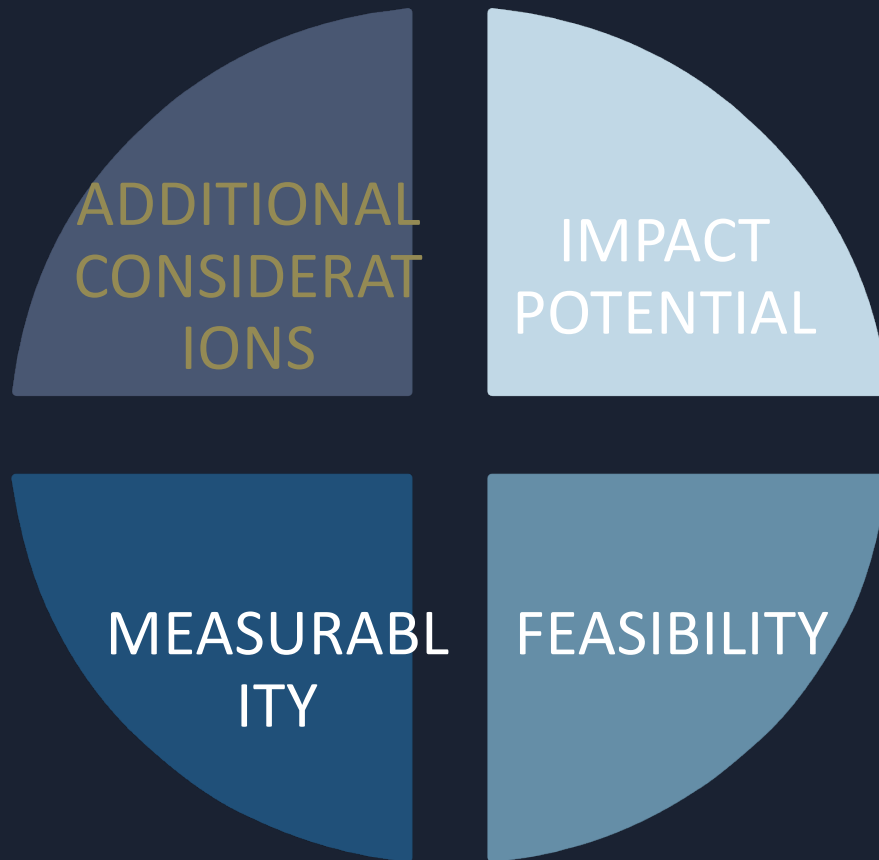


## MEASURABILITY

- Allocation goals, tracked in real time
- “Kudos” will be tracked (ordinarily not measured)
- Identify and track effective mentors and sponsors
- Success measured by lower attorney attrition and higher satisfaction

# MOMENTS TO MOVEMENTS HACKATHON

Reasons SEALPro Should Get Your “Seal” of Approval



## ADDITIONAL CONSIDERATIONS

- ADA and accessibility
- Assignments given based on availability and skills – not favoritism or proximity to a partner
- Physical location not disclosed
- Real-time collaboration between firms and clients



# THANK YOU!





# PITCH #6: 4-AII

## *Inclusive Talent Systems*



**MELISSA CABRAL**

Epiq



**ROSE KENERSON**

Euclid Transactional



**JENNIFER WINDOM**

Kramer Levin Naftalis & Frankel



**VINCENT CESARE**

Nixon Peabody



**SARAH MARKENSON-  
BUSSEL**

U.S. Bank



**KRISTIN LEE**

Morgan Lewis



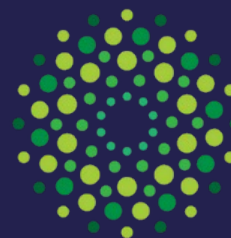
**SHARAD KHEMANI**

Stryker



**NORMA JACKSON**

Thompson Coburn



Powered by **DIVERSITYLAB**

**MOMENTS TO MOVEMENTS  
HACKATHON**



# 4-All Pilot Program

Inclusive Talent Systems Team #6



# Hackathon Team Members

Vincent Cesare | **Nixon Peabody**

Kristin Lee | **Morgan Lewis**

Norma Jackson | **Thompson Coburn** (DEI Expert)

Rose Kenerson | **Euclid Transactional**

Sharad Khemani | **Stryker** (Team Lead)

Sarah Markenson-Bussel | **U.S. Bank**

David Monteiro | **Morgan Lewis**

Jennifer Windom | **Kramer Levin**



# 4-All Mentoring Program

## Concept:

Four-person mentoring team that explores legal practice challenges, develops core skills, advances career trajectory and business development opportunities, and ensures accountability and succession planning.

## Participants:

1. Law firm partner
2. Law firm associate (year 2-4)
3. In-house senior lawyer
4. In-house junior lawyer (year 1-5)

- Value alignment and succession planning between in-house legal departments and law firms
- Core skill development
- Intentional development and connection, and a safe space for candid conversations
- Building a network and increased opportunities for business development and work sharing



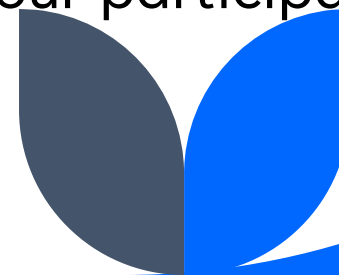
# **The First Meeting ...**





# Conversation Starters

- 1. Introductions and Background** – unique experiences, participant expectations, goals
- 2. Defining Success (in-person)** – organization expectations, core skills, timeline
- 3. DEI** – what works, what still needs to be done, what is meaningful; incorporate DEI professional facilitated discussions or CLEs
- 4. Wellbeing and Work** – challenges faced by attorneys (burnout), skills for overcoming challenges (mindfulness), outside interests and pro bono
- 5. Implementing Success** – concrete steps to advancement, obtaining opportunities within organization (leadership, client-facing)
- 6. Reflections and Client/Firm partnership (in-person)** – aligned growth, both at an organizational level and in the context of our participants individually



**Three Months Later ...**



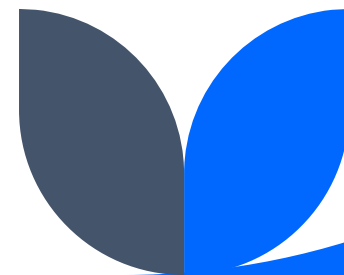
# Program Metrics



# Program Surveys

## Questions designed to understand:

- Impacts on junior attorney retention, advancement, and career trajectories
- Level of continued firm/client engagement
- Which conversation category was most effective
- Areas for improvement





# Metrics

## Law Firm

Track increase in management credit/ origination credit over time

Billable hours attributed to program

Retention statistics

Transparency re Partnership

Client/Firm Benefit of deeper understanding of business needs

Value Alignment

Leadership/new practice areas

Increased engagement/business development

*# of team meetings*

*Core skills developed or evolved*

*Did the program leave a mark?*

*\*Galaxy of qualitative metrics v. numbers based*

## In-House

Participation attributed as annual performance goal

Exposure to senior leadership and external counsel partners

Relationship building and future business development with law firms

Easier access to associates for secondments or fixed-fee projects

**12 Months In ...**



**Questions?**



# PITCH #7: TEAM UP

## *Inclusive Talent Systems*



**ANDREW LOLLI**  
Armstrong Teasdale



**KALISHA CHORBA**  
Jacobs



**APRIL BOYER**  
K&L Gates



**KRISTEN COLEMAN**  
Segal McCambridge  
Singer & Mahoney



**DANIEL ATTAWAY**  
Womble Bond  
Dickinson



**KAREN BROWN**  
Memorial Sloan  
Kettering Cancer Center



**SANG KIM**  
Accenture



**SATRA SAMPSON-AROKIUM**  
Dechert



**MANSFIELD  
MATCH**





# Introducing *Mansfield match*

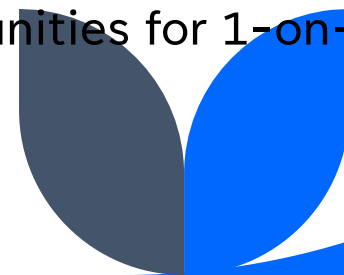
A groundbreaking business networking platform that will revolutionize making connections in the legal field.

Mansfield Match will bridge the gap between Mansfield Rule (MR)-participating and certified law firms and legal departments looking for attorneys to work on their legal matters and their business generating capabilities:

Criteria-based matching

Focus on diversity

Opportunities for 1-on-1 follow up







## u.s. demographics

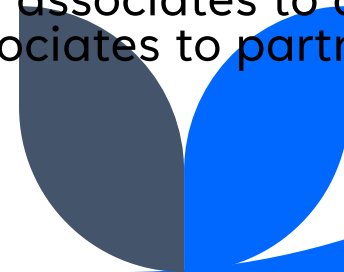
Diversity Lab brought to our attention the following gaps in representation at the highest level of law firm practice:

There is a significant imbalance between the representation of associates and partners for all underrepresented groups.

The representation of Latinx and Black partners have increased at a slower rate than all other partners.

Lawyers with Disabilities and LGBTQ data are incomplete likely due to the lack of consistent collection and self-reporting across the profession.

As Diversity Lab noted, “there should be parity in the demographic representation of law school graduates to summer associates, summer associates to associates, and associates to partners.”







## GOALS

- **Retention.** Making sure that attorneys have the tools they need to succeed and feel valued in their organization—whether at a firm or in-house.
- **Spotlight on mid-level associates to junior partners.** One of the main reasons these individuals leave their current firm is lack of advancement opportunities—and let's face it, a lot of that has to do with business development.
- **Finding the best people for the job.** The platform will assist in-house lawyers find outside counsel that will make them look good within their organization by helping them access legal talent and build a diverse network.

# Law Firms



## Talent Retention

Offer your associates, of counsel, and non-equity shareholders valuable networking opportunities to foster their growth and job satisfaction.



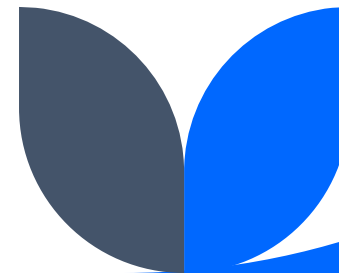
## Business Development

Connect with potential clients and expand your firm's reach through targeted networking events.



## Diversity Leadership

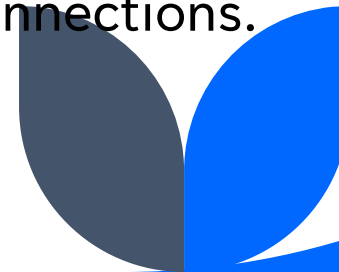
Demonstrate your commitment to diversity and inclusion by participating in this innovative platform.





## LAW Firm Lawyers

- **BIOS & CREDENTIALS:** Comprehensive profiles showcase law firm attorneys' bios, practice areas, accomplishments, and affiliations.
- **ELEVATOR PITCHES:** Law firm attorneys can record short video pitches highlighting their unique value proposition and expertise.
- **SCHEDULING TOOLS:** In-app scheduling allows easy booking of meetings and consultations with matched connections.







# In-House Counsel

## **Expand Network**

Connect with diverse external counsel aligned with your values and business goals. Access to a broader pool of talent that may lead to more competitive pricing.

## **Streamline Sourcing**

Submit a request for legal services or search for attorneys to efficiently identify and engage qualified legal service providers in the jurisdictions and specialties you need to represent your company.

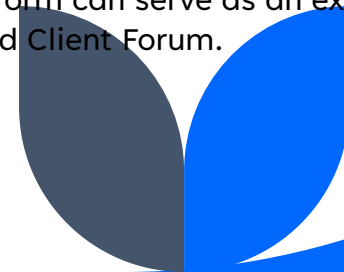
## **Strengthen Partnerships**

Foster long-term relationships with trusted advisors who understand your unique needs.

## **Aid and Improve Mansfield Certification Status**

In-house Legal departments can demonstrate their commitment to diversity, equity and inclusion in the provision of outside counsel services which can be central in maintaining Mansfield Certification status.

The platform can serve as an extension of the Mansfield Client Forum.



FEATURE	BENEFIT
Legal endorsements	Other lawyers can endorse outstanding attorneys with whom they've worked
Positive feedback	Endorsements promote an environment of affirmative reviews, minimizing the chance for bias creep or negativity
Elevated visibility	Highly endorsed professionals gain increased exposure and potential new business opportunities

## Endorsement system





# MEASURING SUCCESS

- Short term
  - Number of searches, users, and clicks
  - User engagement
  - Mansfield criteria tracking
- Long term
  - New business partnerships
  - Career advancement



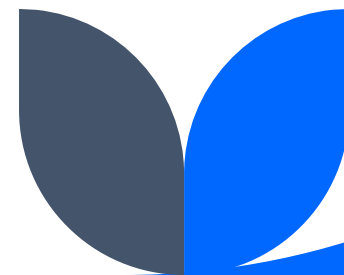


# ACCESSIBILITY

Initially build out an application based on website accessibility standards and best practices published by the ADA. For example, text to speech options, high contrast options, etc.

Establish a consistent format for both the Mansfield Match website and App optimized for each platform.

Profiles will have optional fields to include information like preferred pronouns and an option to include a phonetic pronunciation guide for individuals.





# POTENTIAL EXPANSION OPPORTUNITIES



## User Expansion

Expand membership to smaller firms and non-Mansfield certified organizations.



## In-Person Events

Organize regional in-person networking events.



## Funding Opportunities

Consider sponsorship opportunities and tiered membership pricing.



APP/WEBSITE MOCK-UP

TEAM UP WITH



**MANSFIELD**

MATCH

New York Employment Lawyer





# Search Results



**Barry Stern**  
Acme Law Firm, LLP

[Learn More](#)



**Anna Turney**  
Allen, Brown & Case

[Learn More](#)



**Sal Licitor**  
Employment Lawyers, LLP

[Learn More](#)



# Search Results



## Proposed Filters

- Location (city, state)
- Specialization
- Position (junior associate, senior associate, non-equity partner)
- Professional associations
- Identity-based affiliations
  - Disabled
  - First generation college graduate
  - Low socioeconomic background
  - Marginalized racial, gender, and sexual orientation identity
  - Veteran status

Barry Stern  
Acme Law Firm, LLP

[Learn More](#)

Anna Turney  
Allen, Brown & Case

[Learn More](#)

Sal Licitor  
Employment Lawyers, LLP

[Learn More](#)



Sal Licitor

Of Counsel  
Employment Lawyers, LLP

CONTACT US



### DEI Commitment

My practice is rooted in the belief that every individual deserves a respectful and fair working environment. I work diligently with clients to develop and implement inclusive policies and practices that promote a culture where all employees feel valued and empowered. My goal is to help organizations navigate legal challenges while upholding the principles of diversity and inclusion, driving positive change in the corporate world.

### Website

[www.employmentlawyer.law/sallicitor](http://www.employmentlawyer.law/sallicitor)

### Area of Expertise

Employment law  
Workplace safety  
Wage & hour class actions

### Admitted

New York

### Identity-Based Affiliation

First generation college graduate

### Professional Associations

American Employment Law Council  
National Employment Law Council

### Endorsements



Travis Jones, ABC Importers  
*Working with Sal is like having a legal ninja on speed dial. They've turned our workplace dramas into non-events with such finesse that our HR team is considering nominating them for an Oscar in 'Best Legal Performance.' Thanks to Sal, our focus is back on business growth, not courtroom battles. If you need a legal bodyguard who's both sharp and savvy, look no further!*

Nia Howard, Couture-R-Us  
*Partnering with Sal is like having a superhero in a suit. They swoop in, resolve our employment disputes with lightning speed, and vanish before anyone even knows there was a problem. Thanks to Sal, our office stays drama-free, and we can focus on what we do best. If you need a legal wizard who turns chaos into calm, Sal is your go-to!*





# PITCH #8: CAREER CATALYST

## *Inclusive Talent Systems*



**JENNY LANE**

Airbnb



**BARBIE REINARD**

Amazon



**JENNA BEDSOLE**

AutoZone, Inc.



**SEBASTIAN MEIS**

Baker Donelson



**JAMES EDWELL**

Consilio



**JOSEPH JEAN**

Pillsbury Winthrop  
Shaw Pittman



**AMY MELICAN**

Tapestry, Inc.



**JENNIFER GOODWIN**

Victaulic Company



**CAROLINE MILLER  
SMITH**

White & Case



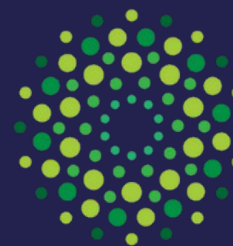
**GIANNI DIMOS**

American Express



**SLYVIA JAMES**

Winston & Strawn



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**MOMENTS TO MOVEMENTS**  
**HACKATHON**

# THE CAREER CATALYST PROGRAM

Presented by: Team Career Catalyst







# Mid-level Associates' Career Dilemma



# Introducing the Career Catalyst Program



What's the problem?



How does the Career Catalyst Program  
Work?



# How Does The Career Catalyst Program Work?

**Protégé application**

**Sponsor Application**

**Matching Criteria**

The top half of the image features a teal background with a large, semi-transparent circle graphic on the right side. The bottom half of the image is white.

# Senior Lawyer Dilemma



Meaningful Engagement and Support

# How Does The Program Work?

## Program Structure

- Initial Meeting
- Action Plan
- Quarterly Check-Ins
- Quarterly Professional Development Programs
- Mid-program and program end surveys
- Community Calls
- Career Catalyst Guide



# How Will Success Be Measured?

- Career Goal Achievement
- Program Surveys
- Career Trajectory Tracking



# Conclusion

**Sponsorship as a  
catalyst for career growth**

**The Career Catalyst  
Program: Where Potential  
Meets Opportunity**

# Why the Career Catalyst Program?



Long-Term Impact – creates path for visibility, confidence and career advancement



Measurable Success – metrics gauge immediate outcomes and track long-term progress



Easy to Adopt – ready to go applications, Career Catalyst Guide, surveys



Scalable – pilot program which includes Career Catalyst Commitment for the future



Inclusive and Collaborative – for both in-house and private practice attorneys



Accessible – No geographic or monetary barriers

# PITCH #9: INCLUSION SUPERSTARS

## *Inclusive Talent Systems*



**RITA TENDOLKAR**  
American Express



**JENNIFER STANCIL**  
Beazley



**JOEANN WALKER**  
Con Edison



**ROGER DENNING**  
Fish & Richardson



**ANGELA MACHALA**  
Winston & Strawn



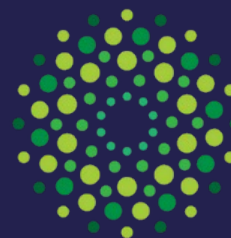
**BETH BERNSTEIN**  
**CONNORS**  
Blank Rome



**CORY MYERS**  
KPMG



**SHERRIE FARRELL**  
Dykema



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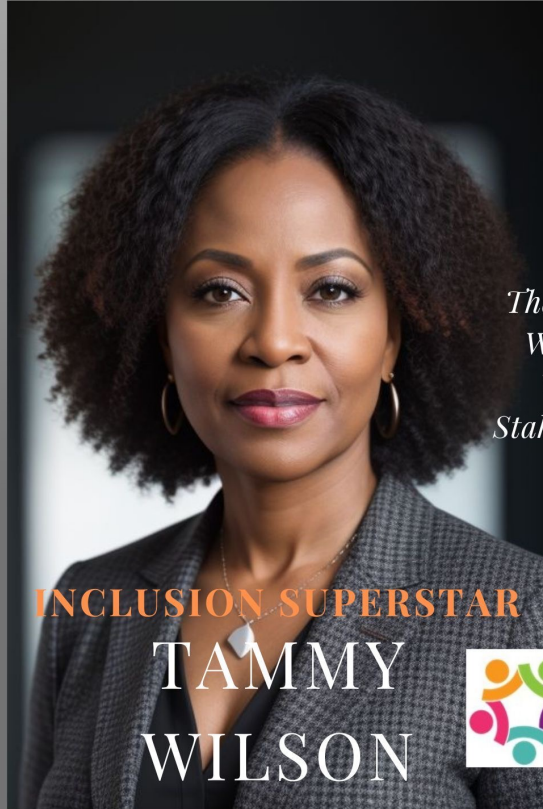
**MOMENTS TO MOVEMENTS**  
**HACKATHON**



# INCLUSION SUPERSTARS



# Super Lawyers® 2024



*The Attorney  
Who Knows  
What is At  
Stake When it  
Comes to  
Diversity*

**INCLUSION SUPERSTAR**

**TAMMY  
WILSON**



PROTECTING THE VOTE  
WITH RICHARD WRESTLER

@reallygreatsite

@reallygreatsite

12 June 2024

# DiversityInc

## 2024 INCLUSION SUPERSTAR



## COMPANY OF THE YEAR





**INCLUSION  
SUPERSTARS**

## Problem

Break down the DEI silo





**INCLUSION  
SUPERSTARS**

## Solution

A customized program to ensure fair access to career advancement for underrepresented attorneys.







**INCLUSION  
SUPERSTARS**

## Gamification

**ENHANCED  
MOTIVATION**

**INCREASED  
ACCOUNTABILITY**

**POSITIVE  
BEHAVIOR  
CHANGE**

**CONSISTENT  
ENGAGEMENT**

# How it Works

Earn points from a menu of inclusion-related activities--tracked by the employer and certified by Diversity Lab.

Individuals can market the Inclusion Superstar credential.

Organizations can also earn Inclusion Superstar status.



# Ways To Earn Points (Examples)



## LAW FIRM ATTORNEYS

- ▶ Email firm leadership praising work of an underrepresented attorney, supplying concrete examples
- ▶ Discuss diversity needs and expectations with at least 2 clients in a year
- ▶ Share origination credit with an underrepresented partner
- ▶ Advocate for billable credit for work related to DEI initiatives if your firm does not provide it
- ▶ Write an article with an underrepresented attorney and share the by-line with them
- ▶ Invite an underrepresented associate to argue at a court hearing or to lead negotiations on a call (and help them prep)

## IN-HOUSE ATTORNEYS

- ▶ Participate in a one-day hackathon to find solutions to DEI issues at your company, particularly for leadership roles
- ▶ Host a job information session for underrepresented law firm attorneys who may be interested in working at your company
- ▶ Staff at least [X] different underrepresented attorneys you have not worked with before on your matters each year
- ▶ Invite an underrepresented attorney to attend a legal conference with you
- ▶ Join as an ally an Employee Resource Group focused on equitable access to career advancement for disabled attorneys, LGBTQ+ attorneys, African American or Black attorneys, or other underrepresented attorneys



**INCLUSION  
SUPERSTARS**

## Tracking

- ▶ Individual attorneys report out their involvement in the different activities to their DEI department or an internal committee
- ▶ Easily adaptable to a simple app for reporting and tracking how many points one has amassed that year







**INCLUSION  
SUPERSTARS**

Diversity Lab  
determines  
requirements to  
receive credentials



Each individual  
certifies that they  
have met the  
requirements and  
each organization  
certifies  
submissions by its  
applicants



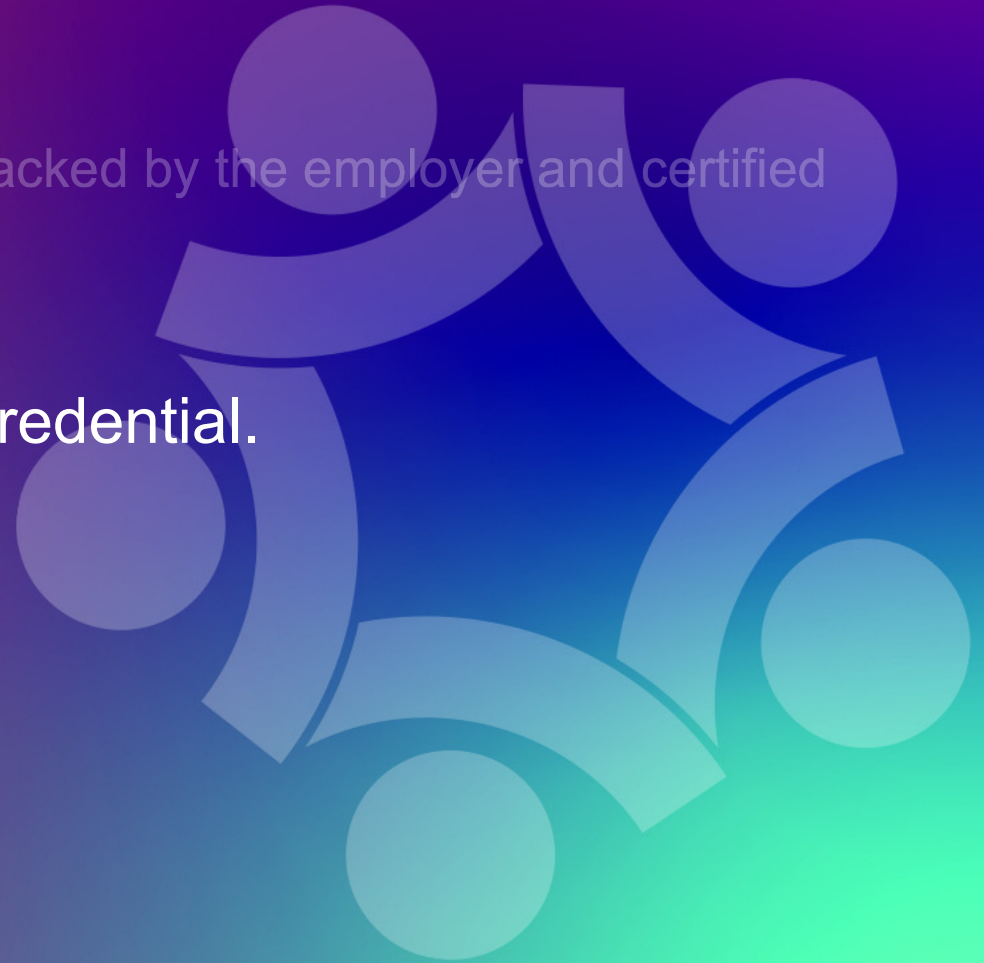
Diversity Lab  
reviews and  
certifies  
applications and  
awards credentials

# How it Works

Earn points from a menu of inclusion-related activities—tracked by the employer and certified by Diversity Lab.

Individuals can market the Inclusion Superstar credential.

Organizations can also earn Inclusion Superstar status.





# INCLUSION SUPERSTARS

Tammy Wilson  
Pronouns: She/Her/Hers  
General Counsel  
EchoWave Industries  
555-555-5555





**INCLUSION  
SUPERSTARS**

[Connect](#) [Message](#) [More...](#)

Tammy Wilson  
General Counsel  
Oregon 500 connections

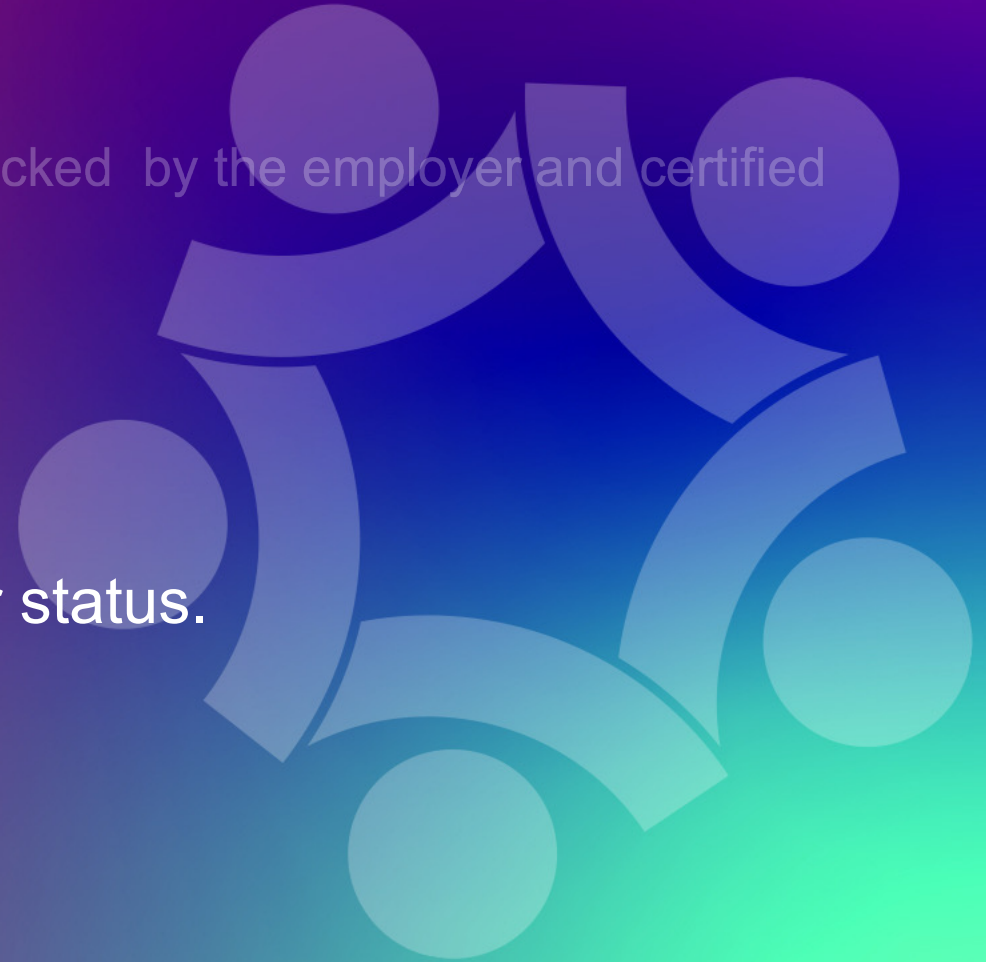


# How it Works

Earn points from a menu of inclusion-related activities--tracked by the employer and certified by Diversity Lab.

Individuals can market the Inclusion Superstar credential.

Organizations can also earn Inclusion Superstar status.





# Tiered System

- ▶ Organizations can level up
- ▶ Consecutive years within program (pre-determined time threshold)
- ▶ Number of inclusion Superstars within your organization

# What's in it for the Organization?

## COMPETITIVE EDGE

- ▶ More and more clients choose legal providers with DEI principles in mind

## MARKETING

- ▶ Internally (annual recognition of credential attorneys) and externally (LinkedIn posts – “We are proud that 40% of our attorneys qualified as 2025 Inclusion Superstars”)

## GOOD USE OF RESOURCES

- ▶ Monetary awards can make big impact
- ▶ Use staff time on an initiative that can create broad-based, concrete change

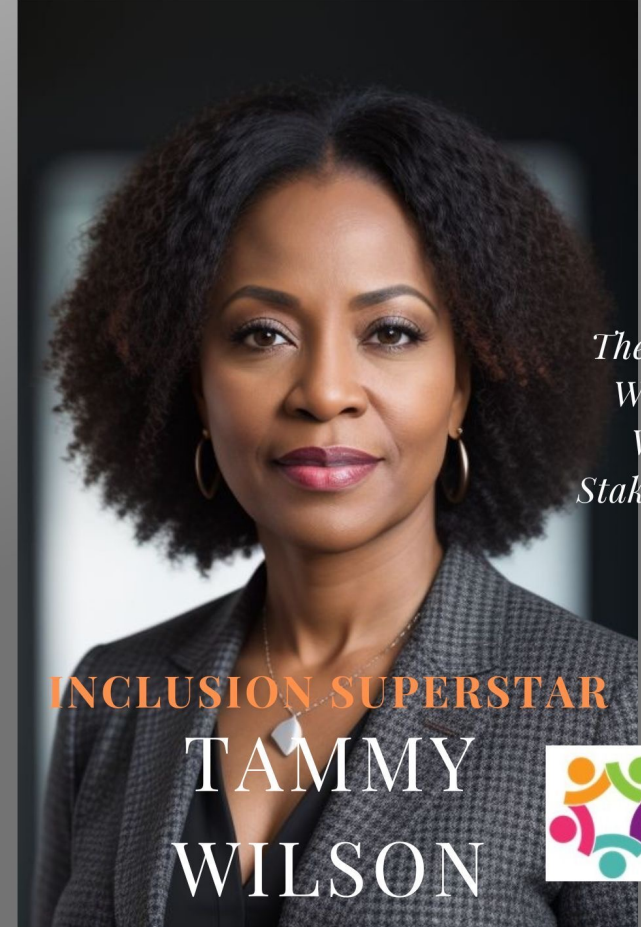
# Why It Works

- **Flexible:** Law Firms and Corporate Legal Departments can adapt the Gamification Menu and Rewards to fit the culture or business structure of the organization.
- **No “Barriers”:** Encourages active participation at all levels in law firms and corporate legal departments.
- **Supportive and Competitive:**  
Answers the Question, “What Can I Do?”
- **Recognition:** Opportunity for individual recognition and firm recognition.



# INCLUSION SUPERSTARS

Super Lawyers®  
2024



*The Attorney  
Who Knows  
What is At  
Stake When it  
Comes to  
Diversity*

INCLUSION SUPERSTAR

TAMMY  
WILSON



PROTECTING THE VOTE  
WITH RICHARD WRESTLER

@reallygreatsite



# PITCH #10: CONTROL + ALT + INTERRUPT

*Inclusive Talent Systems*



**ASHLEY JAMES  
SMITH**  
Amtrak



**MAUREEN O'NEILL**  
Consilio



**ANDREW BARKAN**  
Fried Frank



**REBECCA LINDAHL**  
Katten Muchin  
Rosenman



**SCOTT WELLS**  
Tradeweb



**NICOLE MCCLUNEY**  
Wolfspeed



**BRANDON MITA**  
Littler



**KELLY MCCLAIN**  
Cargill



**MONYA BUNCH**  
WilmerHale



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**MOMENTS TO MOVEMENTS**  
**HACKATHON**

team

~~CTRL+ alt + interrupt~~

Andrew Barkan, Becky Lindahl, Nicole McCluney, Brandon Mita, Maureen O'Neill,  
Ashley Smith, Scott Wells, Kelly McLain (facilitator), Monya Bunch (advisor)







**High  
Visibility  
Work  
Allocation**



**Employee  
Feedback**



**Process  
Improvement  
and Trust**



control + alt + interrupt



# Leadership Escalator 10.0



**LEX**

control + alt + interrupt

# High-Visibility Work Tracker

Equitably assign high quality work and career-making opportunities

- Builds upon Mansfield Rule aim of creating high visibility or high-quality opportunities for historically underrepresented lawyers
- Ensures everyone in a department, practice group, or office is seen
- Can be implemented in a low-tech manner
- Leads to identification of unknown strengths and abilities

control + alt + interrupt



# High-Visibility Work Tracker

## Sample Tracker

□

Law Department Opportunities	Date	Person(s) Selected	Persons Considered	Percentage Considered who are Women, URE, LGBTQ+, LWD (based on info available)	Comments
Leadership Academy Attendance	April 2024	Brandon Mita Rebecca Lindahl	Jane Doe Dominic Harris Brandon Mita Steve Menendez Kelly McLain	71%	
July Board Meeting Preparation and Presentation	May 2024	Scott Wells Andrew Barkan Nicole McCluney	Scott Wells Andrew Barkan Nicole McCluney Brandon Mita	100%	Brandon just received the opportunity to attend the Leadership Academy
Class Action Trial Team (includes multiple deposition opportunities)	June 2024	Monya Bunch Kelly McLain Ashley Smith	Monya Bunch Kelly McLain Ashley Smith Andrew Barkan Rebecca Lindahl	50%	Monya

*This tracker also allows the firm or department to identify the rate at which underrepresented populations are not even considered.*

control + alt + interrupt



# Work Satisfaction Pulse/NPS Survey

Bring the voice of attorneys into the work assignment process

- “Pulse Check” survey question to evaluate satisfaction with work quality
- Complements the High-Visibility Work Tracker by gathering data directly from attorneys about their satisfaction with high-visibility work and overall quality of work
- The survey gives individual attorneys a voice
- The survey generates actionable data for leaders that identifies potential issues with work distribution

control + alt + interrupt





On a scale from 1 to 10, how satisfied are you with the quality of the work assignments you received this month?



Highly Dissatisfied

Highly Satisfied

Previous response: 6

control + alt + interrupt



- ✓ Easily added to existing work allocation systems
- ✓ Can be used by in-house departments and law firms
- ✓ Improves visibility for remote attorneys
- ✓ Simple to implement—can be low- or high-tech
- ✓ Combats proximity, familiarity, and recency biases
- ✓ Builds trust in the work assignment process
- ✓ Establishes structure to learn about how employees feel before it may be too late
- ✓ Adds an empathetic element to work allocation

control + alt + interrupt



# Leadership Escalator 10.0



**LEX**

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# QUESTIONS?

---

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# APPENDIX

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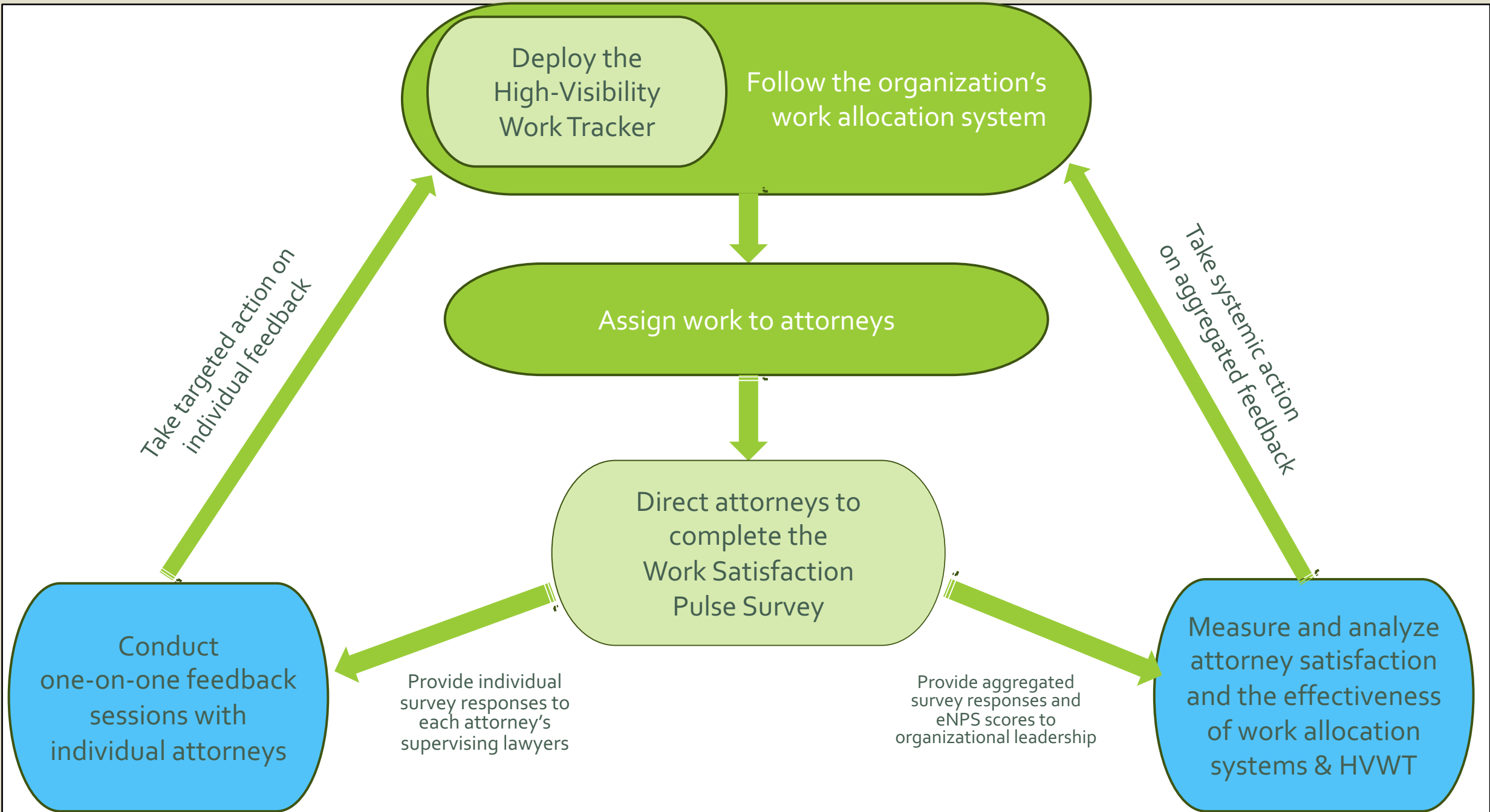


# “It All Comes Back to Work Allocation” – Lisa Kirby



control + alt + interrupt





# What is Employee NPS (eNPS)?

The Employee Net Promoter Score or “eNPS” is a metric used to measure employee satisfaction and loyalty.

- Those who give a rating of 9 or 10 are called promoters.
- Those who give a rating from 0-6 are called detractors.
- The eNPS for the organization is calculated by subtracting the % of detractors from the % of promoters. This generates a score between 100 and -100.

control + alt + interrupt

