



001 Taking Charge of Your Career: Best Practices for Women Lawyers

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Vice President - Corporate Governance & Secretary
Pfizer Inc.

Anastasia D. Kelly

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Lorraine K. Koc

General Counsel
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Faculty Biographies

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Vice President - Corporate Governance & Secretary
Pfizer Inc.

Anastasia D. Kelly

Anastasia D. Kelly is executive vice president and general counsel of MCI in Ashburn, Virginia. In her capacity as the company's chief legal officer, Ms. Kelly leads MCI's domestic and international legal, regulatory, and legislative efforts.

Prior to joining MCI, Ms. Kelly was senior vice president and general counsel of Sears, Roebuck and Co., where she was responsible for developing and implementing the corporate legal policy and strategy for the company. She also managed the corporate secretary function, acting as the primary point of contact for the board of directors. As a member of the company's operating committee, she was responsible for assisting the chairman and his team in developing and implementing the company's strategic plan. Before her tenure at Sears, Ms. Kelly served as the senior vice president and general counsel and corporate secretary at Fannie Mae. Prior to joining Fannie Mae, Ms. Kelly served as a partner and associate with Wilmer, Cutler & Pickering, a major Washington, DC law firm. Ms. Kelly began her legal career as an associate with Carrington, Coleman, Sloman & Blumenthal, of Dallas, where her practice encompassed general and business litigation.

Ms. Kelly is director of Equal Justice Works, ACC, and Lawyers for Children America. She is a member of the advisory council for the Woodrow Wilson Center for International Scholars, ABA's committee on corporate laws, and the Chicago Network, an organization of Chicago's most influential professional women. She also serves on the board of directors of Owens-Illinois, a diversified manufacturer of glass and plastic packaging and as a trustee of Trinity College.

Ms. Kelly possesses a B.A., cum laude, from Trinity College, in Washington, DC. Ms. Kelly received her law degree, magna cum laude, from George Washington University where she was a member of the Order of the Coif and the *George Washington University Law Review*.

Lorraine K. Koc

Lorraine K. Koc is general counsel for a national retail chain, Deb Shops, Inc., in Philadelphia, which has over 3,000 employees in 41 states. Ms. Koc has a broad range of corporate legal responsibilities with an emphasis on employment matters. Within the counseling/prevention area, she enforces anti-discrimination/harassment policies, serves on the internal employee grievance committee, and provides legal advice to management.

Paula J. Shives

Paula J. Shives is the senior vice president, general counsel and secretary of Darden Restaurants, Inc., in Orlando. Darden is the world's largest casual dining restaurant company, and owns and operates Red Lobster, Olive Garden, Bahama Breeze, and Smokey Bones restaurants. She has responsibility for the law, internal audit, and diversity departments, and serves as corporate secretary.

Prior to joining Darden, Ms. Shives was senior vice president, general counsel and secretary of Long John Silver's Restaurants, Inc., in Lexington, Kentucky. While at Long John Silver's, Ms. Shives provided counsel in a variety of areas, including corporate law and finance, employment, franchising and real estate.

Ms. Shives currently serves as secretary and a member of the executive committee of the women's foodservice forum, an organization dedicated to the advancement of women leaders in the foodservice industry. She also serves on the board of directors of the Orlando philharmonic and the Central Florida economic development commission.

Ms. Shives received a B.A. degree from Western Kentucky University and is a graduate of the University of Kentucky College of Law.

TAKING CHARGE OF YOUR CAREER

Lorraine K. Koc
General Counsel, Deb Shops, Inc.
Ana C. Ward
General Counsel, Ambion, Inc.

NOT WHAT YOU LEARNED IN LAW SCHOOL

Law School – Basic Legal & Analytical Tools

Few organizations advance individuals based
on technical competence alone

Organizations/individuals often unaware of social dynamics that shape
perceptions/decisions
about people/ promotions

Career Planning

Career Planning

- Define success on your own terms
- Review past accomplishments & those that turned into success
- Choose your work
- Develop a clear life vision

Ellen Ostrow, Ph.D., LawyersLifeCoach.com

Work/Life Balance

- “Beyond a Reasonable Doubt: Building the Business Case for Flexibility” – Canana
Reasons to Choose to Work at Another Firm
 - Supportive environment for family/personal commitments
- Male Attorneys – 66%
Female Attorneys --84% (Catalyst)

Prepare A Marketing Plan

- What do you want to accomplish? i.e., more business, promotion, etc.
- What do you have that gives you a competitive advantage?
- Determine how to add value beyond technical competence –
Tom Friedman, The World Is Flat

Marketing Plan, cont.

- Who are your customers?
- What do they want?
- Have you defined a niche?
- What tools will you use?

Marketing Plan, cont.

- Threats
- How are you policing your brand?
- Ways to increase brand strength

Building Additional Skills

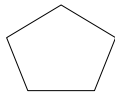
- Strategic use of continuing professional education
- Technical – Hedgehog v. fox
 - Business –Core areas of company
 - Communications – identify your style & learn how to leverage it

Building Advocacy Skills

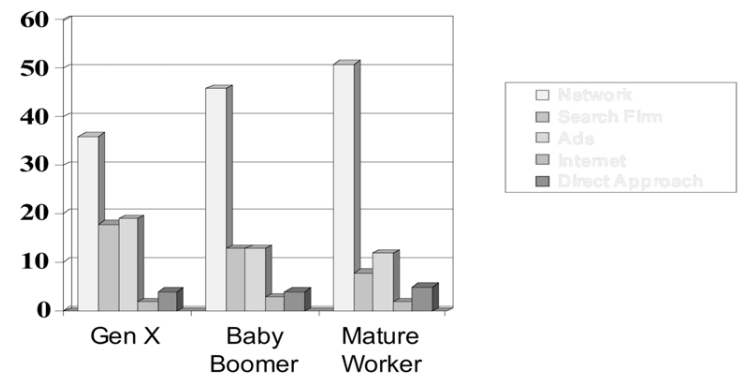
Create Partnerships

"The quality of the people is less important than the quality of the connections between them."

Reuben McDaniel

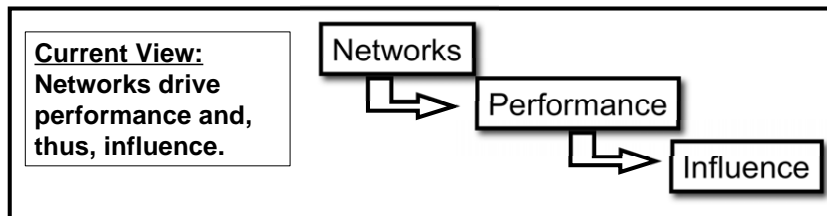
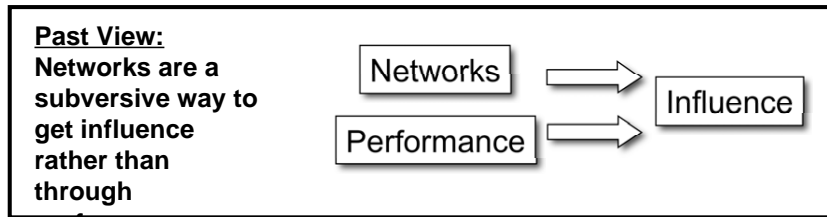


People Get Jobs Through Their Networks

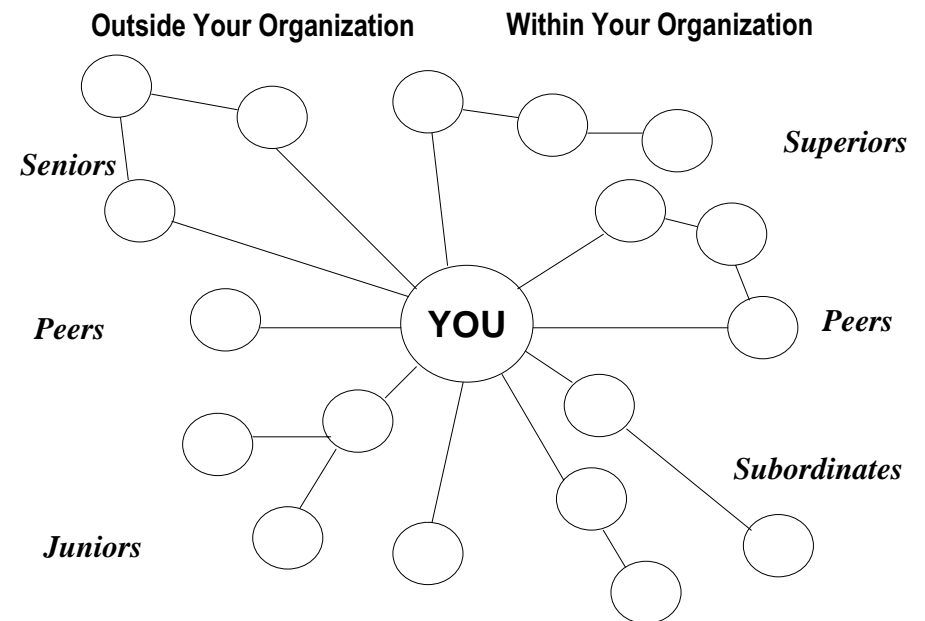


Source: Survey of 15800 workers by Drake Beam Morin, NY, 2001; reported in Wall Street Journal, Nov. 13, 2001, p. b8

Networks are Vital



Source: Baron, 2003



Networking Skills

- 1. You have a bigger network than you think**
- 2. Never underestimate the value of “connecting”**

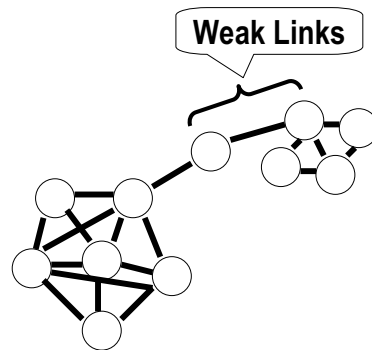
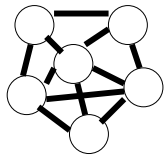
Metcalfe's Law: the value of a network grows as the square of the number of its users

- 3. Don't burn bridges--you may need them later**
- 4. Keep in touch—regularly**
- 5. Over-reciprocate: Do more than they do**

- 6. Do favors that cost you a little and gain you a lot; be proactive--offer favors before they are asked. Remember the “Platinum Rule”: Do unto others as they would have done unto themselves**
- 7. Keep records--stay personal**
 - note individuating characteristics—what makes them unique*
- 8. Exercise your network--a network that you don't use, goes away**
- 9. Network others—become the parent of relationships**

10. Differentiate between power and position---never assume that position implies power-- *look for the informal influencers*

11. Seek out opportunities to expand your network



- *weak links matter (acquaintances count even more than friends because they have different sorts of links)*

12. Proximity, proximity, proximity

13. Remember “Thumper’s rule”--Don’t be negative; it will get back to them

- *the question: would you say it to their face?*

14. Manage your disclosures--don’t overestimate your relational strengths

- *associative versus reciprocal friends*

Firm & Organizational Leadership

- In House value added by legal, business & communications skills

Career Planning “sideways” through extralegal skills/interest

EXECUTIVE SUMMARY

THE MINORITY CORPORATE COUNSEL ASSOCIATION (MCCA) was founded in 1997 to advocate for the expanded hiring, promotion, and retention of minority attorneys in corporate legal departments and the law firms that serve them. MCCA's efforts focus on the research, collection, and dissemination of information on the status of diversity in the legal profession and the use of that information to further the association's mission.

According to MCCA's Annual Survey of Fortune 500 general counsel, the number of women chief legal officers increased 50 percent from 2000 to 2002 and the number of people of color almost tripled — from 11 to 30. Despite the increases in the number of women and minorities in the top position, research done by MCCA, Catalyst and others has shown that significant career obstacles still impede the progress of law department diversity; those who are successful have developed strategies to overcome these barriers. The American Corporate Counsel Association's first comprehensive demographic survey found that, of the nearly 65,000 attorneys working in-house, women and minority attorneys are heavily represented in lower-level senior and staff attorney positions. Similarly, Catalyst's 2001 study, *Women in Law: Making the Case*, found that women working in-house had longer tenure and lower titles than men.

MCCA asked Catalyst to examine the success factors and barriers to advancing in-house. This information helped MCCA to develop a set of recommendations for those seeking to advance to the position of general counsel.

FINDINGS

1. **The most common route to the general counsel position has been moving in-house into the top spot from an associate or partner position in a law firm.** Less common paths include joining an in-house department after law school and rising through the ranks over time or moving in-house from the public sector.
2. **The primary reasons for moving in-house were to seek better work/life balance, to avoid the business development pressures in a law firm environment, and to have a more active role in the decisions of clients.** Both men and women cited as reasons for moving in-house the desire for better work/life balance and more client contact. Women also cited as a factor the desire to avoid business development pressures.
3. **Success in-house comes from understanding the business and functioning as a business partner to clients.** In-house attorneys are most effective when they understand the levers that drive the organization's business success. They need to shift their role from being the content expert, providing “pure” legal advice, to articulating the legal context — tradeoffs and risks — for making particular business decisions.
4. **Advancement in-house is not linear but the result of developing relationships with executives in different business units throughout the organization and increasing one's sphere of influence through time.** Unlike the lock-step, linear career path in law firms, advancement in house is tied to having an increasingly more visible role within the company, which in turn is a matter of developing relationships with executives.



5. **Risk taking is a key personal strategy for attorneys seeking to develop their "leadership currency."** Moving to the business side and practicing law in areas of the company, such as marketing, human resources, or finance, can be an important avenue to demonstrate leadership potential and develop useful skills. Taking credit for achievements, a difficult skill for many women, is also a key success strategy.
6. **Mentors played an important role in helping attorneys to navigate the corporate environment.** They acted as coaches to provide guidance and as sponsors to provide visibility and credibility regarding one's work ethic and ability. For people of color especially, mentors, including often family members, provided critical guidance in how to handle racial stereotyping.
7. **While many attorneys moved in-house to seek improved work/life balance, the changing role of the general counsel position has resulted in escalating time and accessibility demands.** Many participants believed that the use of flexible work arrangements carried a heavy career toll. In-house attorneys did, however, report greater control over their time than in a firm environment.
8. **Women were more likely to have made work/life tradeoffs — such as delaying children or marriage — and to reflect on what they had foregone.** While both women and men general counsel with children were equally likely to have a stay-at-home spouse, the partners of male attorneys were more likely to have left a demanding professional position to assume the role of family manager. In addition, women attorneys described a much more hands-on, day-to-day definition of family involvement.
9. **Women attorneys working in-house are seeking to create their own definition of success, which includes a meaningful role at home and at work.** Given the high degree to which career and family decisions are related for many women, it is not surprising that many of them are seeking to create and define their own personal model of success. In doing so, many believe that perhaps it is not possible to have it all at one time. Several expressed an increased willingness to forego or postpone climbing to the next career rung in order to give greater priority to other aspects of their lives, such as families.

CREATING PATHWAYS TO DIVERSITY* | www.mcca.com |

10. **General counsel must be prepared to lead increasingly diverse legal teams and this entails promoting the inclusion of talented and involved women and minorities from their primary law firms.** Corporations are increasingly focused on diversity issues internally and for their external service providers. Many of the general counsel participants recognize the critical role they can play in affecting change in law firm environments. While nearly all general counsel in the study reported that the diversity profile of their primary law firms was part of their decision making process, several have gone as far as steering work away from firms that have not made sufficient progress. The general counsel interviewed in this study are looking for talented and involved women and minorities to lead engagements and/or be included on their matters, not simply serve as tokens for client calls.

It is an exciting and challenging time for in-house counsel. There is mounting evidence that the past will not predict the future of advancement for women and minorities in corporate law departments. The job has evolved and the expectations have changed. The pipeline to general counsel is full of high-potential women and minorities.¹ The goal of this report is to help them fulfill that potential by helping in-house attorneys understand career advancement in corporate law departments so they can use this wisdom in defining their own career paths.



¹In October 2002, Corporate Counsel magazine published a "shortlist" of the ten in-house lawyers most likely to become general counsel of a Fortune 500 company, and six were women — including two women of color. Since then, both of women of color have been chosen to lead Fortune 500 law departments and many others stand ready to ascend the ranks (see, *Diversity & the Bar*, March/April 2003 issue, "15 Women to Watch").

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Achieving

Balance

ACC Docket



February 2004



February 2004

A Recipe for High-quality Work Life for In-house Counsel

THE FUNDAMENTAL DESIRE of human beings to find "joy in their work, rather than just having a job" was described 100 years ago by Russian playwright Maxim Gorky: "When work is a pleasure, life is a joy! When work is a duty, life is slavery."¹ Although prestige and compensation once (perhaps) satisfied attorneys' need for joy, the realities of our work lives today, together with the shifting values of our society, now motivate us to seek something different. The relationship between our inner selves and our work, described more recently as "the degree to which our work engages and nourishes our souls," has become paramount.² Although the struggle for "work-life balance" affects all workers to some degree or another, we will focus here on how the issue affects in-house attorneys and law departments.

**By Teresa T. Kennedy,
Eva M. Kripalani, and
Elinora S. Mantovani**

Teresa T. Kennedy, Eva M. Kripalani, and Elinora S. Mantovani, "Achieving Balance: A Recipe for High-quality Work Life for In-house Counsel," *ACC Docket* 22, no. 2 (February 2004): 38-54. Copyright © 2004 Teresa T. Kennedy, Eva M. Kripalani, Elinora S. Mantovani, and the Association of Corporate Counsel. All rights reserved.

ACC Docket



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HOW WE GOT HERE

"Work-life balance" is a term that was not used much before the early 1990s. By then, several factors had contributed to changes in America's workforce and workplaces that caused employees to become much more focused on the need to balance their professional and personal lives.

Perhaps the most significant factor has been the change from the traditional family model in which one parent worked and the other stayed home to raise the children. The number of households that are headed by a single working parent or in which both parents work has increased significantly over the past few decades. According to data collected by the U.S. Bureau of Labor Statistics, in 2001 approximately 65 percent of all U.S. families with children were either dual-income or single-parent families. In addition, Americans have tended toward starting families later in life, often when their careers are at their most demanding, and other responsibilities, such as the need to care for aging parents, begin to take more and more time.³

At the same time that these societal changes are increasing the demands on family life, other

forces—including economics and technology—are changing the way that we work in a manner that often imposes even greater demands on our time. By the 1990s, employers had become increasingly focused on improving the bottom line by increasing worker productivity, which meant that workers had to work harder to produce more work. There was a shift in focus from a manufacturing-based economy in which workers were expected to be on a 9-to-5 schedule to a service-based economy in which workers are expected to put in whatever time is necessary to get the job done. Technology, while making it easier for employees to get work done, also increased expectations about how quickly work could be done and made it easier to stay in touch with the office.

Originally, it was working women with children who put the issue of work-life balance on the national policy agenda. Although the issue is still important for working women, it is no longer just a women's issue. Achieving work-life balance has become a concern for all workers, including couples without children, as well as single men and women who want to derive more enjoyment from their lives.

Although the issue is universal to all workers, many people still seem to believe that working mothers are held to higher standards than working fathers and are often criticized for being insufficiently committed. In fact, working fathers now constitute nearly 27 percent of single-parent households.⁴ Despite their growing numbers, many fathers feel that work-life balance programs, such as telecommuting or flextime, are intended only for working mothers. Male attorneys must address these perceptions within their departments if they choose to use work-life balance programs.

Attorneys and law departments may be slow to recognize that work-life balance is not an issue unique to women. In fact, working fathers now constitute nearly 27 percent of single-parent households.⁴ Despite their growing numbers, many fathers feel that work-life balance programs, such as telecommuting or flextime, are intended only for working mothers. Male attorneys must address these perceptions within their departments if they choose to use work-life balance programs.

The desire to have more than a life at work was epitomized in a survey taken shortly after 9-11. More than 80 percent of the survey recipients expressed a desire to focus more mental energy and

physical activity in the areas of community involvement, personal fulfillment, and family time. Many of the victims of the 9-11 attacks were either at work or on their way to work at the time of their deaths, a fact that strengthened the feeling that work is not everything, according to the survey.⁵

WHAT ABOUT LAWYERS?

In the beginning, it was enough just to be a lawyer. Entry into the legal profession promised many rewards: an opportunity to pursue justice and equitable treatment of individuals in civil and criminal situations, a prestigious profession that was highly regarded and esteemed by society at large, and the benefits of top-level compensation and all of the amenities that come with a high salary.

MANY OF US WANT TIME, ENERGY, AN ETHICAL LIFESTYLE THAT HAS A PLACE FOR BOTH OUR WORK RESPONSIBILITIES AND OUR DUTIES TO OUR COMMUNITIES AND FAMILIES. FLEXIBILITY, AND, LAST BUT CERTAINLY NOT LEAST, THE ABILITY TO ENJOY OUR LIVES.

Over time, however, the image of lawyers has become tarnished. Top compensation hasn't come easily: the trade-offs have included high stress, long hours, and limited time and energy for personal lives, community involvement, and family interests. The focus on billable hours and lean staffing has often resulted in monotonous, mind-numbing work. The lofty aspirations that many attorneys brought to their swearing-in ceremonies have often crashed in the hard reality of day-to-day legal practice.

These trade-offs often result in a wide array of damaging side effects. Attorneys struggling with stress, exhaustion, and disillusionment sometimes turn to alcohol and other forms of substance abuse to escape these pressures. Depression has become a common issue. In fact, some studies have indicated that attorneys may be among the unhappiest of professionals. Attorney burnout has become a common

phenomenon, sometimes resulting (either voluntarily or involuntarily) in a decision to leave the profession entirely.

For attorneys, the increased focus on quality of life has been described as a push back against the negatives in our profession (long hours, excessive client demands, and aggressive and competitive adversaries and colleagues) in favor of a more "ethical life." This ethical existence includes time and energy to devote to responsibilities both inside and outside the office to family, friends, community, and self.⁶ The bottom line is that many attorneys have begun to seek two things that will dramatically improve their quality of life: balance and time.

WHAT CAN LAWYERS DO?

Many of us want time, energy, an ethical lifestyle that has a place for both our work responsibilities and our duties to our communities and families, flexibility, and, last but certainly not least, the ability to enjoy our lives. How can we as attorneys find this idyllic combination? The answer lies in actively pursuing a flexible approach to our work lives and our personal lives. The first step is to take a reflective look at ourselves.

STEP 1. Conduct a "Personal 360"

Although this first step—a comprehensive assessment of our goals, desires, and what makes us happy—may sound easy, many of us attorneys find that taking such a personal inventory can be particularly difficult. Our professional and cultural imperative to be outstanding service providers—driven to anticipate, safeguard, and care for the needs of our clients—makes an introspective look at our own needs particularly difficult. The starting place for conducting this personal survey is similar to the phenomenon captured by the 9-11 syndrome: asking ourselves what we would most like to accomplish by the end of our lives or, in the alternative, what we would most regret not having done or become. Honest answers to these questions are not easy. Each of us must take the time to make an honest assessment of the things that are important to us and the things that, if lacking, create a deficit in our lives. Through this process, we engage in a "Personal 360": identifying, quantifying, and ranking the activities,

aspirations, values, and goals that nourish our souls and contribute to personal fulfillment.

Unlike the traditional calculus of "work-life balance," this approach does not focus on the number of hours worked, nor does it isolate parents or women. Rather, this approach recognizes that the quality of our work lives and the quality of our personal lives are inextricably intertwined. By identifying the activities that bring us energy, fulfillment, and joy, we can take the necessary steps to find practical means of achieving these goals.

Start your Personal 360 process by asking yourself the following questions:⁹

- What makes me happy?
- What energizes me?
- What am I good at that I also enjoy doing?
- What are my individual strengths?
- What do I wish I could learn to do?
- What is my dream job?
- What is my dream hobby?
- What is my dream life style?

STEP 2. Develop Your Self-care Plan

In addition to your Personal 360, an essential step in creating your personalized recipe for work-life balance is a recognition that taking care of yourself is probably the most important ingredient. Self-care involves a number of elements. Some are common to all of us; others must be custom tailored. The following are essential elements for any self-care plan:⁸

- **Exercise.** Study after study demonstrates the importance of exercise in reducing stress, warding off illness, maintaining energy and optimism, and generally promoting good physical and mental health. Recent studies have found that exercise done in spurts (when a busy schedule does not permit a long workout) is in fact valuable and should not be overlooked. The "Real Age"⁹ service has observed that engaging in regular exercise can make your "real age" (as opposed to your chronological age) as much as nine years younger.
- **Nutrition.** Our mothers weren't wrong when they told us that "you are what you eat." The stress of our busy professional and private lives continually lures us farther and farther away from sound eating habits. The high-fat, low-nutrient substitutes for home-cooked meals take their toll in weight gain, lowered immune systems, reduced

energy, and susceptibility to illness. Each self-care plan must include a serious look at diet and the practical means to ensure that our bodies are well-nourished.

- **Emotional well-being.** In addition to feeding our bodies, feeding our minds and spirits is a top priority. Personal and professional stress results in lost opportunities for deep, fulfilling, personal relationships. The rat-race mentality also limits our ability to engage in activities that we may have pursued at other times of our lives and somehow lost along the way, such as sports, hobbies, cultural pursuits, and volunteer work. Our inward reflection should answer the basic question, "What makes me happy?" It is essential that your self-care plan include time to pursue this happiness. Again, referring to your "real age" calculation, studies indicate that taking good care of your emotional self can make your "real age" as much as 16 years younger than your actual, physical age.

Your Personal 360 will list goals, values, and activities that are important to your quality of life. Equally important, your self-care plan must include the means necessary to enjoy the areas that are essential for you, such as the following, for example:

- **Professional fulfillment.** If your Personal 360 shows that such activities as community involvement, pro bono legal service, legal training, legal writing, or involvement in professional associations add quality to your work life, consider strategies to incorporate them into your job description. Negotiate with your boss by pointing out the value to your company—in terms of good will, increased visibility, and positive image—that comes from having an employee involved in these sorts of activities. Also, point out the subjective (but very real) value that the company reaps from having an attorney who continues to be energized and fulfilled by his or her work life.
- **Personal fulfillment.** If your Personal 360 tells you that involvement in such activities as the education of your children, the care of your parents, activities at your place of worship, community service work, sports activities, or mentoring is important, make a plan to incorporate these activities into your personal life. Because, for many of us, our lives are controlled by our to-do lists, make sure that the activities that are essen-

tial to your personal fulfillment have a place on your list.

STEP 3. "Create" Time

One of the most effective ways to reduce stress and to implement your self-care plan in both your personal and your professional life is to find time in your day. The need for more available time is pervasive: responsibilities often increase while the number of hours in the day remains constant. Taking a practical approach to creating time can often make or break a self-care plan. To create time out of thin air, consider the following strategies:¹⁰

- **Get organized:**
 - Create a loose-leaf, alphabetical notebook to hold all of your important information, both business and personal. For example, list all doctors under "D," all favorite take-out restaurants under "R," and babysitters under "B." Update these materials often and discard any pages that you have not used in the past six months.
 - Under a tab in that same loose-leaf notebook, keep a current membership roster for all groups that you and your family belong to. When your membership or participation in a group ends, discard that roster.
 - Another tab in that notebook should include a hard copy of all of your email address books and important information, such as driver's license numbers, Social Security numbers, insurance policy numbers, and the like, for you, your spouse, your children, and your parents.
 - Get rid of clutter at home, in your office, and in your computer. If you know that you are a pack rat, that you can't find things that you need when you need them, and that you have no idea how to begin to tackle that problem in your personal and business life, then get help. For example, go to FlyLady.net for free information and support that will help you achieve this goal.
- **Tame errands:**
 - Decide what day of the week will be your errand day. Make a list of errands to do each week on that day. Consolidate your errands to save time and travel.
 - Keep an "errand basket" handy to collect various errands that you must address. Plot a route that efficiently moves you from one location to the other. Then pick up your errand basket and go.

- Never make a personal trip when an email order, mail-in order, or phone call will get the job done.
- Consider tending to errands and shopping in off-hours to beat the crowds.

Be prepared:

- Ready yourself for special occasions that call for you to write a note, such as birthdays, anniversaries, thank-you's, and congratulatory messages, by stockpiling greeting cards in all of these categories.
- Keep a gift closet packed with a wide assortment of gifts appropriate for any occasion (don't forget to label the outside of the gift with details about size, color, price, date purchased, and so on, or you could end up giving your favorite aunt the same blue sweater three years in a row).
- Don't just note birthdays, anniversaries, and other important dates on your calendar. Instead, mark a few days before each of these events so that you will have time to mail your gift, card, or letter.
- Do your holiday shopping in October or earlier.

Be realistic:

- Directly address high stress times, such as holidays, heavy travel schedules, or project deadlines. Don't let these issues take on a life of their own; instead, write down the deadlines, develop a game plan, and encourage yourself to feel more in control.
- Break major tasks into smaller, achievable bits and pieces. Give yourself a pat on the back as you check off each of these bits as a mission accomplished.
- Give yourself a break by hiring occasional outside support. A one-time housecleaner, yard worker, or babysitter can create time for you and reduce stress at the same time. Consider hiring a neighbor's son or daughter or a student at a local college or university to run errands, address envelopes, rake the yard, and so on.

WHAT CAN LAW DEPARTMENTS DO?

Although not all employers have supported workers' desires to achieve work-life balance, some employers have become increasingly aware of the

bottom-line benefits that result from helping employees achieve work-life balance. Many studies support the conclusion that the high employee morale resulting from work-life productivity programs is linked to outstanding financial performance and increased productivity among the companies listed as the "100 Best Places to Work"—the "employer of choice" phenomenon.¹¹ For example, after First Tennessee National Corporation had addressed work-life balance issues as a strategic business initiative, advances in customer service ratings and productivity occurred, as well as increased retention rates among both employees and customers. Significantly, these benefits translated into increased profits.¹²

THE PERSONAL CHARACTERISTICS OF PEOPLE WHO CHOOSE TO BECOME ATTORNEYS OFTEN CONTRIBUTE TO THE STRUGGLE TO ACHIEVE WORK-LIFE BALANCE. WE LAWYERS TEND TO BE COMPETITIVE AND AMBITIOUS AND SOMETIMES IMPOSE UNREALISTIC DEMANDS ON OURSELVES.

The factors used to consider whether a corporation is an "employer of choice" can be applied to law departments, as well:¹³

- **Law department reputation.** A law department that is synonymous with quality will attract top-quality attorneys for whom work-life balance is a priority.
- **Quality of department operations.** Attorneys want to remain with and be an active part of a law department that is run intelligently and with concern for their needs.
- **Good management.** Attorneys working for managers who promote their welfare in such areas as work-life balance tend to perform more productively, contributing to the success of the company.
- **Employee satisfaction.** The top five needs for employees, including in-house attorneys, are pride in their company and work, meaningful work, personal and professional respect, sincere expressions of appreciation, and the ability to

exercise autonomy and control in their jobs.

Unfortunately, many law departments are not structured to facilitate work-life balance, as demonstrated by some disturbing recent survey results. Two-thirds of lawyers report experiencing work/family conflict, and many believe that the dilemma of finding the right work-life balance is the greatest barrier to women's advancement in the legal profession. Only a small number of lawyers report being satisfied with the allocation of time in their lives between work and personal needs or with their opportunities to contribute to community and social issues. This concern echoes the desire of professionals in general to "do good works" as part of their definition of the overall quality of life.¹⁴

Traditional aspects of the practice of law also contribute to the difficulty in achieving work-life balance. Those demands include unpredictable deadlines, uneven workloads, and frequent travel. In addition, client expectations of instant responsiveness and 24/7 availability also contribute to increased work stress. Finally, many law department managers and clients continue to view long hours as the most important measure of the qualities considered necessary for advancement, such as commitment, ambition, and reliability under pressure. Recent economic conditions have only made the situation more difficult by shifting the balance of power: there are far more lawyers looking for jobs than there are positions to be filled. This situation has resulted in a shift in employer attitudes that has meant the loss of some of the progress made toward work-life balance in the past few years.

The personal characteristics of people who choose to become attorneys often contribute to the struggle to achieve work-life balance. We lawyers tend to be competitive and ambitious and sometimes impose unrealistic demands on ourselves. We constantly struggle with being a part of and trying to control the rat race of our lives and often display extreme stress and dissatisfaction. To make matters worse, stressed-out lawyers often believe themselves to be in workplaces that will not permit them to achieve better work-life balance. This behavior often leads to tensions with other employees, as "rat race" lawyers often resent colleagues who value work-life balance over career advancement and feel that these employees are not carrying their fair share of the load.¹⁵

From this point on . . .
Explore information related to this topic.

ONLINE:

- ACC's committees, such as the Law Department Management Committee and the Small Law Departments Committee, are excellent knowledge networks and have listservs to join and other benefits. Contact information for ACC committee chairs appears in each issue of the *ACC Docket*, or you can contact Staff Attorney and Committees Manager Jacqueline Windley at 202.295.4105, ext. 314, or windley@acca.com or visit ACCA OnlineSM at www.acca.com/networks/ecommerce.php.
- *Affinity Groups: Parent Networking Groups*, July 2002, available at www.generalcounselroundtable.com.
- Barbara C. Brown, "Professional Burnout: Causes, Symptoms, Remedies, Prevention," in "Designing a Balanced and Productive Work Environment," *ACC Docket* 14, no. 1 (January/February 1996): 20–36, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/jf96/workenv.html.
- *Career Options for In-house Counsel*, an ACC InfoPAKSM, available on ACCA OnlineSM at www.acca.com/infopaks/caroptions.html.
- Employers for Work Life Balance, available at www.employersforwork-lifebalance.org.uk
- *Global Counsel Best Practice Indicators: Finding, Keeping, and Motivating Talent*, at www.practicallaw.com/A34140.
- David Lee, *Becoming a Talent Magnet: How to Attract and Retain Great Employees* (June 2000), available at www.humannatureatwork.com.
- *Managing Legal Talent*, at www.practicallaw.com/A20920.
- Ronald F. Pol, J. Justin Hansen, and Richard I. Hansen, "Increase Legal Department Value: Establish a Goal Focus," *ACC Docket* 21, no. 9 (October 2003): 98–114, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/on03/value.pdf.
- Deborah L. Rhode, *The Unfinished Agenda: Women and the Legal Profession*, ABA COMMISSION ON WOMEN IN THE LEGAL PROFESSION 17 (2001), available at www.abanet.org/ftp/pub/women/unfinishedagenda.pdf.

- Daniel J. Ryan, "Career Management: It's Up to You," *ACC Docket* 19, no. 6 (June 2001): 14–26, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/jj01/career1.php.
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- Mark R. Siwik, "Using Exercise to Reduce Corporate Law Practice Stress: It's a Marathon, Not a Sprint," *ACC Docket* 19, no. 6 (June 2001): 58–77, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/jj01/stress1.php.
- Work & Family Connection, *Work-Life Essays*, available at www.workfamily.com.

ON PAPER:

- Nicole Belson Goluboff, *An Alternative Work Arrangement That Really Works*, *THE COMPLETE LAWYER* 28 (Spring 1996).
- *Benefits of Balance: Increasing Employee Productivity through Work/Life Programs*, WOMEN IN CABLE & COMMUNICATIONS FOUNDATION 19 (1999).
- Patrick J. Schiltz, *On Being a Happy, Healthy, and Ethical Member of an Unhappy, Unhealthy and Unethical Profession*, 52 *VAND. L. REV.* 871 (1999).
- PATRICIA SPRINKLE, *WOMEN WHO DO TOO MUCH* (Zondervan 1992).

If you like the resources listed here, visit ACC's Virtual LibrarySM on ACCA OnlineSM at www.acca.com/resources/vl.php. Our library is stocked with information provided by ACC members and others. If you have questions or need assistance in accessing this information, please contact Staff Attorney and Legal Resources Manager Karen Palmer at 202.295.4105, ext. 342, or palmer@acca.com. If you have resources, including redacted documents, that you are willing to share, email electronic documents to Managing Attorney Jim Merklinger at merklinger@acca.com.

Create Work-life Balance Programs

The good news is that options exist for achieving a satisfying balance between professional and personal obligations. Many law departments and other employers offer tools for translating a wish list for fulfillment into a flexible and balanced work and personal life. Employers often see work-life balance as an opportunity to create services or benefits for employees to enable them to successfully juggle their varying responsibilities. The services may include support with childcare and elder care, "lunch and learn" seminars, financial education, and medical, legal, and other professional support services. Similarly, employees seeking to obtain work-life balance will gravitate toward employers who encourage employees to have a life outside the office and offer methods for helping employees meet their responsibilities.

EMPLOYERS OFTEN SEE WORK-LIFE BALANCE AS AN OPPORTUNITY TO CREATE SERVICES OR BENEFITS FOR EMPLOYEES TO ENABLE THEM TO SUCCESSFULLY JUGGLE THEIR VARYING RESPONSIBILITIES.

These programs are helpful—in fact, essential—in obtaining professional and personal fulfillment. Developing, assessing, and using these programs represent not an end in themselves, but the means to help each of us get to the goal that we have identified through our Personal 360: creating our own recipe for an ideal life.

Studies have also shown that, in evaluating potential employers, jobseekers are increasingly focusing on intangible benefits in deciding where to work.¹⁶ These intangible benefits include higher levels of job satisfaction, increased commitment to the success of the company, greater sense of loyalty, and a decrease in "negative spillover" between work and personal life.

The steps that a law department can take to implement a work-life balance program are essentially the same that an individual attorney would take, examine, create, and implement:

- **Perform an internal study.** Use information-gathering tools to determine which work-life benefits and programs law department employees would find most useful. Often, companies hire an outside consultant to conduct the assessment, using guidelines provided by management. Teams within the law department should be encouraged to analyze and redesign their own work practices.¹⁷
- **Describe the desired outcome(s).** Law department management should determine the objectives of their work-life balance programs. Possible objectives or desired outcomes could include encouraging employees to "go the extra mile" or increasing innovation, productivity, and loyalty.
- **Develop guiding principles.** In setting up its work-life balance programs, PriceWaterhouseCoopers established several important principles: employees are different; the meaning of work-life balance varies throughout an individual's life; individuals must take responsibility for their own work-life balance; the firm seeks to achieve the optimum balance between business and individual needs; managers need support in helping their teams work flexibly; and the quality of work output is more important than the number of hours worked.¹⁸

Support Work-life Balance Programs and the People Who Choose to Use Them

Supporting work-life balance programs and the people in the law department who choose to use them will help both the law department and the company that the law department serves. The effects on law departments of attorneys who are suffering from a lack of work-life balance are evident in many ways. Physically and mentally exhausted attorneys are underproductive, more likely to produce mediocre work, and frequently lack creativity and attention to detail. This burnout can lead to a perception that certain lawyers lack the necessary "team player" mentality. Worn-out lawyers lack the camaraderie, high energy, and personal commitment that are the hallmarks of successful law departments and can't develop positive relationships inside or outside of the department. Professional burnout may eventually cause the company to lose talented attorneys in whom the company has invested training, money, and time.¹⁹

Many companies and in-house law departments have begun implementing various types of work-life balance programs to attract and retain qualified attorneys, improve morale, reduce stress, remain competitive, cut absenteeism, and maintain good public relations. Work-life balance programs can be structural (flexible schedules, reduced hours, or telecommuting), pragmatic (addressing the need for increased childcare and eldercare), or educational (employee assistance programs, workshops, and seminars on work-life balance and wellness or fitness programs). Other types of programs can focus on or include career counseling or peer group mentoring. Likewise, programs can focus on training management to respond to the work-life balance needs of their staff.²⁰

LAW DEPARTMENT MANAGEMENT SHOULD BE AWARE, HOWEVER, THAT REQUIRING LONG HOURS AND CONSTANT AVAILABILITY DOES NOT NECESSARILY RESULT IN OPTIMUM LEGAL WORK OR THE IMPROVEMENT OF LEGAL SKILLS.

Telecommuting is an example of a structural program that is particularly suitable to attorneys because much legal work can be done anywhere, but resistance to telecommuting is not uncommon because of perceptions by companies, law departments, and attorneys themselves.²¹ See the sidebar on page 52 for the elements of a successful telecommuting program and the characteristics of successful participants in such a program.

Programs providing childcare assistance promote increased loyalty and productivity among employees. Convenient, affordable childcare and schools are indispensable elements for working parents. Without adequate child care, many parents are unable to move past the guilt of not personally caring for their child themselves. Families in the United States pay about 8.7 percent of their income for child care, and the costs continue to rise.²² Employer-sponsored child care programs can pro-

vide monetary assistance to employees for child care; in some cases, the employee can decide which child-care provider to use and present the receipt for full or partial reimbursement. Onsite childcare has also proven to be a powerful tool for attracting and retaining employees, as well as lowering absenteeism. (According to the Children's Defense Fund, U.S. employers record about \$3 billion annually in losses from absenteeism.) Several years ago, Turner Networks created an onsite day care center and also began a scholarship fund for employees who needed financial assistance. The law firm of Alston & Bird offers onsite day care for its employees' children and has reaped significant benefits from this work-life balance program through glowing evaluations and rankings as an exceptional employer.²³

Employee education and training are also essential to the success of a work-life balance program. Educational programs typically have two goals: to reach out to employees struggling with work-life balance issues and to provide practical solutions. For example, PriceWaterhouseCoopers' work-life balance programs are well communicated to employees, resulting in the following recently reported benefits: greater staff satisfaction (60 percent of employees said that they were satisfied with their work-life balance, compared to 40 percent in 1999); improved staff retention (an increase in return rate from maternity leave from 40 percent in 1998 to 80 percent in 2002); and changing attitudes (an increasing acceptance of flexible work arrangements, including working from home and flextime, which promotes a greater sense of trust between managers and staff and a greater sense of personal control for individuals).²⁴ A particularly innovative aspect of the company's employee education plan involves a work-life balance intranet site, launched in 2001 and developed with assistance from specialists in the field of work-life balance. The site provides practical advice, support, and tools to help staff juggle commitments at and away from work, including information on pregnancy, childbirth, parenting, eldercare, relationship management, stress, time management, nutrition, and health.

Peer and support groups offer another means to promote life-work balance.²⁵ Research shows that, although many companies have affinity or employee resource groups in place, relatively few have groups specifically focused on work-life balance issues.

Attorney support or peer groups can contribute to a law department's success and work-life balance by creating a positive work environment within the law department, enabling staff to share viewpoints on department projects and policies that result in time savings and a sense of cohesiveness and teamwork. These support groups offer attorneys distinct benefits, such as (1) a community where issues and problems about work-life balance can be discussed and solved, (2) free, open networking and sharing of job opportunities and challenges, (3) solid professional development through mentoring relationships, and (4) a safe environment in which to discuss the emotional issues that go with an unbalanced life and techniques to address the lack of balance.

TELECOMMUTING

WHAT A SUCCESSFUL TELECOMMUTING PROGRAM NEEDS

- Strong upper management support.
- Comprehensive guidelines.
- Training for program participants, managers, and other employees.
- Willingness to move away from traditional management hierarchy.
- Strong technological/technical support.¹

WHAT SUCCESSFUL TELECOMMUTING PROGRAM PARTICIPANTS NEED

- Right attitude: independence coupled with professional commitment to business needs.
- Right priorities: customer and client service.
- Self-discipline: essential to deal with less structure and more freedom and to keep distractions from interfering with quantity and quality of work.
- Flexibility: necessary for balancing work and personal life when the two are no longer defined by separate locations.
- Strong self-motivation: an essential tool for success.²

NOTES

1. Nicole Belson Goluboff, *An Alternative Work Arrangement That Really Works*, THE COMPLETE LAWYER 28 (Spring 1996).
2. *Id.*

Creative solutions addressing lack of work-life balance are becoming more popular. Home and Garden Television ("HGTV"), for example, has an arrangement with a local rental car company to make business travel more convenient for employees. The rental car company delivers and picks up the cars at company headquarters, which saves employees travel time. HGTV also has different caterers that come to headquarters during the lunch hour for employees who wish to stay near the office during the lunch period. As another example, PBS provides a chair massage therapist who comes to the office three times a month, providing 15-minute massages. Employees pay about half of the cost for two of the days and most of the cost on the third day. Cox Communications provides a "personal assistant," whom employees may hire to run errands, shop, assist with children's birthday parties, and manage similar activities.²⁶ PriceWaterhouseCoopers is examining the innovative concept of providing "career breaks."²⁷

OVERCOMING OBSTACLES TO WORK-LIFE BALANCE PROGRAMS

Many attorneys believe that using work-life balance programs may hinder their chances for career advancement. Other attorneys point to actual or perceived experiences of marginalization, slower advancement, or work/family conflicts within their department's organization. In many law departments, which are service organizations, the perception still exists that working long hours demonstrates commitment and quality. Law department management should be aware, however, that requiring long hours and constant availability does not necessarily result in optimum legal work or the improvement of legal skills.

Suggestions for Law Departments

In some law departments, open communication of information on work-life balance is a significant challenge. Open and clear communication from law department management on this issue, including assurances that there will not be a stigma attached to attorneys who take advantage of these programs, is a critical factor in ensuring that work-life balance programs are actually used.²⁸

Another significant challenge is conducting the needs assessment. Department management must ensure that a representative cross-section of the law department's attorneys participates and must select a manager who demonstrates openness and impartiality to facilitate the assessment process. In assessing needs, law department management should be sensitive to differences among attorneys in such areas as perspectives on personal commitment, individual needs for different rewards, and differing levels of flexibility and tolerance for change.

To attract and retain talented attorneys, law departments need to evaluate their own corporate culture. Implementing work-life balance programs will not be enough; law departments need to create workplaces where attorneys have the full support of supervisors and corporate executives to use these programs. Law departments should also conduct a business analysis that assesses the costs and benefits of providing work-life balance against the risks of losing skilled attorneys to other employers. Finally, law departments should thoroughly assess their attorneys' needs through employee surveys and focus groups or other means that will collect necessary information. After law departments have come to understand their attorneys' needs, management can then create appropriate work-life balance programs. For example, if attorneys identify telecommuting as an appropriate program, management should consider whether a structured, formal program best suits the company culture or whether the program would function best as an informal practice. In either situation, management should develop criteria to select the best candidates, to anticipate and address client concerns, and to effectively educate all involved.

Law departments with established work-life balance programs should question whether their attorneys really use these programs when offered. If not, management should find out why. To promote effective work-life balance in a law department, management should encourage attorneys to discuss the programs that would facilitate balance and the reasons why they might be reluctant to use these programs. Management should also assess whether attorneys' use of these programs does in fact have a negative effect on perceptions and career advancement.

Suggestions for Attorneys

Attorneys who take advantage of alternate work arrangements that reduce "face time" with supervisors, such as reduced hours or telecommuting, must actively take steps to counteract the perception that they lack commitment, drive, and ambition. For example, attorneys who want to telecommute should explain to their managers how working at home benefits not only the attorney (better morale) but also

TO ATTRACT AND RETAIN TALENTED ATTORNEYS, LAW DEPARTMENTS NEED TO EVALUATE THEIR OWN CORPORATE CULTURE. IMPLEMENTING WORK-LIFE BALANCE PROGRAMS WILL NOT BE ENOUGH; LAW DEPARTMENTS NEED TO CREATE WORKPLACES WHERE ATTORNEYS HAVE THE FULL SUPPORT OF SUPERVISORS AND CORPORATE EXECUTIVES TO USE THESE PROGRAMS.

the department (better work product). Additional steps to demonstrate commitment to the law department and its clients could include the following:

- Update management regularly (both in writing and in person) on the efficiencies realized through use of a work-life balance program.
- Demonstrate flexibility by agreeing to attend meetings in person or to work at the office when the needs of the business require it.
- Remain a visible, active member of the team, attend lunches and social gatherings, and volunteer for committees and task forces.
- Speak up if you believe that your participation in a work-life balance program is perceived as a lack of commitment on your part or a failure to produce the same outputs as you would under a traditional work schedule.
- Realize that attorneys are by nature risk adverse and sometimes slow to change.

CONCLUSION

It is clear that work-life balance is a critical issue for attorneys: law departments that facilitate that balance reap significant rewards. Many programs are available to promote work-life balance; unfortunately, many obstacles to the actual use of these benefits also exist. Both attorneys and their employers can overcome these obstacles if they keep two important principles about work-life balance in mind: (1) flexibility and a willingness to create and experiment with innovative programs are critical; and (2) open communication about policies, perceptions, concerns, and objections is an integral part of creating and implementing work-life balance programs.

Work-life balance is really all about time: the persistent shortage of time, a continuing need to find more time, and the struggle to best allocate the time that each of us has. This issue is sometimes labeled "time sovereignty,"²⁹ the ability to exercise at least some control over this limited resource, and it lies at the heart of the desire for work-life balance.

After you have created your Personal 360 and self-care plan, analyzed programs that your employer does or might offer to assist you, and created some additional time in your packed schedule, you will be ready to create your masterpiece: a fulfilling life that incorporates what most inspires and motivates you both inside and outside the office, fills you with energy, and produces great satisfaction, both personal and professional. ■

NOTES

1. Maxim Gorky, *The Lower Depths Act I*, in *FOUR MODERN PLAYS* 289 (Henry Popkin ed., Alexander Bakshy trans., Holt, Rinehart & Winston 1961 (1902)).
2. Dr. Lance Secretan, "The Spirit of Work," *ACCA Docket* 19, no. 10 (November/December 2001): 88-97, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/nd01/spirit1.php.
3. Bureau of Labor Statistics, U.S. Department of Labor, <http://stats.bls.gov/newsreels.htm>, available at www.workfamily.com.
4. Deborah L. Rhode, *The Unfinished Agenda: Women and the Legal Profession*, ABA COMMISSION ON WOMEN IN THE LEGAL PROFESSION 17 (2001), available at www.abanet.org/ftp/pub/women/unfinishedagenda.pdf (last accessed July 29, 2003).
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9. www.realage.com.
10. See Sprinkle, *supra* note 7, at 157-164.
11. *100 Best Companies to Work For*, summary of study comparing company financial results with employee happiness, available at www.hewitt.com.
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13. David Lee, *Becoming a Talent Magnet: How to Attract and Retain Great Employees* (June 2000), available at www.humannatureatwork.com.
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15. *Id.*
16. Debbie Scheinholtz, *What Do College Students Want? Ernst & Young Reveals Priorities*, available at www.Diversityinc.com.
17. Work & Family Connection, *Work-Life Essays*, available at www.workfamily.com.
18. *Id.*
19. Barbara C. Brown, "Professional Burnout: Causes, Symptoms, Remedies, Prevention," in "Designing a Balanced and Productive Work Environment," *ACCA Docket* 14, no. 1 (January/February 1996): 20-36, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/jf96/workenv.html.
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21. Ellen B. Barker, *Law Firms Are Adding New Benefits, Such as Parental Leave, Telecommuting and Alternative Work Schedules, But Not All of These Are Catching On*, *LEGAL TIMES* (Dec. 14, 1998).
22. DAVID BLAU, *THE CHILD CARE PROBLEM: AN ECONOMIC ANALYSIS* (Russell Sage Foundation 2001).
23. Nicole Belson Goluboff, *An Alternative Work Arrangement That Really Works*, *THE COMPLETE LAWYER* 29 (Spring 1996) (quoting Joel Kugelmass).
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25. *Affinity Groups: Parent Networking Groups*, July 2002, available at www.generalcounselroundtable.com.
26. *Benefits of Balance: Increasing Employee Productivity through Work/Life Programs*, WOMEN IN CABLE & COMMUNICATIONS FOUNDATION 19 (1999).
27. See Employers for Work Life Balance, *supra* note 24.
28. *Id.*
29. *Id.*

The Status of Fortune

OPPORTUNITIES FOR WOMEN in the legal profession have increased tremendously over the last two decades, strengthening the profession as a whole. Women now comprise 30 percent of all attorneys and 50 percent of all entering law students. As reported by the ABA's Commission on Women in the Profession, the number of female federal judges, large law firm partners, and general counsel has more than doubled since 1987. The prominence of women lawyers from the United States Supreme Court to the Senate speak to women's increased influence, not only on the profession of law, but on the social, economic, and political circles of society.

These gains have opened doors for women who work as in-house counsel. Seventy-five companies in the Fortune 500 — 15.0 percent — have a female general counsel, which is up from 8.4 percent just four years ago (see graph in this article). Women general counsel are found in every industry, with financial services (13.3 percent) and restaurant/food services (12 percent) boasting the largest numbers. These influential women run legal departments ranging from two to 350 in-house attorneys, while their companies earn revenues from \$3.0 billion to \$56.6 billion.

Yet, a closer examination reveals disturbing trends. Plagued by the dual biases of gender and race, women of color are not ascending the ranks as quickly as white women. Of the 75 women general counsel in the Fortune 500, only five — Paula Boggs of Starbucks Corporation, Michelle Coleman Mayes of Pitney Bowes Inc., Gloria Santona of McDonald's Corporation, Kellye Walker of BJ's Wholesale Club, Inc. and Andrea Zopp of Sears Roebuck & Co. — are minority women, which is just barely one percent. All were appointed between 2000 and 2003. Of the 42 minority general counsel in the Fortune 1000, only 11 are women. The comparison is even starker when one considers that there are 124 women and 42 minorities leading Fortune 1000 company law departments, representing a combined percentage of approximately 16 percent of this elite group; however, only 11 of these general counsel positions are held by women of color.

Women General Counsel in 2004

BY ALEA JASMIN MITCHELL

DIVERSITY & THE BAR • MARCH/APRIL 2004

Despite the progress of women in law, female attorneys on average earned \$20,000 less than male attorneys.¹ Many corporate departments and law firms still fail to provide adequate access to support networks, such as informal mentoring and social activities, which in turn lead to career development and high-profile assignments. Only 11 percent of women lawyers overall, compared with 18 percent of male lawyers, work in corporate counsel offices,² despite the fact that in-house departments purportedly give attorneys increased control over work/life balance issues, respite from rainmaking responsibilities, and greater advancement opportunities.

The upper echelons of law firms — from which corporate departments recruit heavily — remain bereft of women partners. According to the NALP, women account for just 16.8 percent of the partners in the nation's major law firms,³ and on average are far less likely to make partner than men.⁴ Minority attorneys account for less than one percent of equity partnerships. It comes as no surprise, then, that women leave firms more rapidly than their male counterparts, and that minority women do so more rapidly than white women. According to the report *Diversity in Law Firms*, by the U.S. Equal Employment Opportunity Commission, nearly two-thirds (64.4 percent) of women of color associates departed their employers within 55 months, compared with just over half (54.9 percent) of women overall.⁵

"I fundamentally believe that quality legal service comes from the diverse perspectives that individual attorneys bring to the table."

— Peggy Heeg



These conflicting glimpses of women's progress in the profession indicate that while time and the efforts of individuals, organizations, and legal service offices have wedged the door open wider, more needs to be done. Time alone will not diminish the disparity in the advancement rate between white men and women and minorities. As stated by Professor Deborah Rhodes at a 2002 Stanford conference, "The pipeline leaks, and if we simply wait for time to correct the problem, we may be waiting a very long time."⁶

Proactive efforts, such as the Houston Bar Association's 2003 Gender Initiative Commitment Statement, which pledges signatories to increasing the number of women at management and partnership levels and improving retention rates by 2007, go a long way. Senior executives who pressure outside counsel and staffing agencies to produce

diverse candidates also help. Diverse recruitment practices, such as networking with women and minority bar associations, or actively developing relationships with the Historically Black Colleges and Universities⁷ and circumventing potentially non-diverse recruitment pools within law firms, also assist in improving these numbers. Innovative diversity initiatives across-the-board do much in enabling the legal industry to meet the needs of an increasingly diverse corporate sector, and to debunk the myths about women's legal aptitude.

Houston, Texas: On the Rise

But more than initiatives, successful women general counsel themselves are the best argument for diversity. In a single city — Houston, Texas — women like Peggy Heeg, Kerry Galvin, Carol Graebner, Cathy Lamboley, and Jennifer Vogel, all chief legal officers of Fortune 500 companies, are examples for departments nationwide on how women general counsel can help lead a company to success. Their accomplishments are part of the unwritten success story of diversity in Houston — the tenth largest and fastest growing city in the United States. With 19 Fortune 500 companies, expansive international business opportunities, no racial or ethnic majority, and an ever-expanding global economy, Houston caters to those seeking an exciting corporate legal environment. The city has embraced diversity and, consequently, reaped the rewards of a healthy economy. So how did Houston become a diversity example for the entire country? Not surprisingly, through the drive and dedication of its women.

"There were no female officers in 1989 when I started at Tenneco (which was acquired by El Paso in 1995)," says Peggy Heeg, who assumed responsibility for all legal functions at El Paso Corporation when she became executive vice president and general counsel in 2001. "This didn't change until the mid-1990s," Heeg continues.

By sheer hard work and determination, Heeg ascended the ranks within El Paso. "My goal was to stay focused, to work hard, and to do the best job that I could for my client. I was confident that as long as I did this, the opportunities would come." And indeed they did. Heeg's determination and success at gaining the confidence of her clients garnered the support of then general counsel, Britton White, which in turn led to greater responsibilities and ultimately the coveted general counsel position.

Under Heeg's administration, the El Paso legal department relies on informal methods to build a non-homogenous network of attorneys. "We want a diverse law department — and that includes gender, race, socio-economic status, sexual orientation, etc.," says Heeg. "I fundamentally believe that quality legal service comes from the diverse perspectives that individual attorneys bring to the table. I push back and demand better if I get a set of resumes of only white males. I insist that we find qualified women and minority applicants for a position."

attended the University of Michigan Law School. "It wasn't until later that I discovered that Houston was a great place to have a private practice, that it was a big city with lots of exciting legal work to be done due to the interesting companies and businesses housed in Houston."

Following that fated phone call, Galvin joined Lyondell's legal department. "I found a terrific mentor in Jeff Pendergraft, the former general counsel," says Galvin. "We shared a similar intellectual drive and philosophy about how to approach things, and he challenged and encouraged me, pushing me to develop various skills so that I might go further." Galvin did, and shortly after the company became a larger global corporation, Galvin went overseas to manage Lyondell's global legal services as the associate general counsel.

Galvin's burgeoning responsibilities provided her with exposure to different areas of law, and also showcased her ability as a leader. In 2000, due to her success in both capacities, Galvin was appointed vice president, general counsel, and secretary.

In the course of her career, Galvin has observed that

women's increased presence in the profession is effecting a change on the legal environment. "I've noticed that the women lawyers working for me make more conscious decisions about the balance of life and work," says Galvin. "This doesn't mean that men don't make these decisions

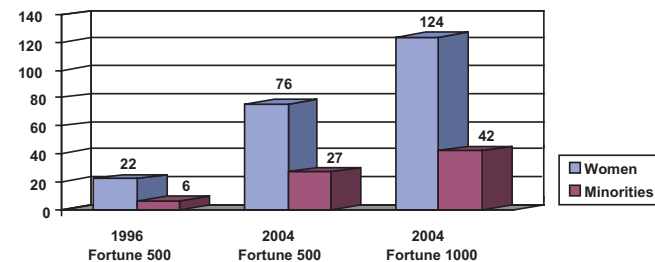


— they do, and some do it well — but women more often have to make them."

The subsequent result is that departments have to be more flexible. "For example, allowing attorneys flextime,

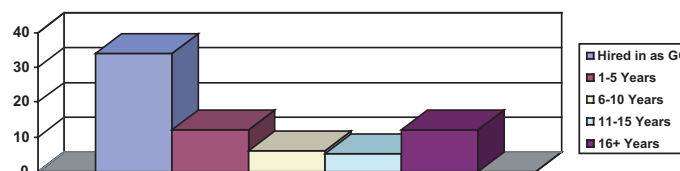
Source: MCCA® Annual Fortune 500 General Counsel Survey

Advancement of Women and Minorities as General Counsel of Fortune 500 Companies



Source: MCCA®/Winston & Strawn 2004 Demographic Survey of Fortune 500 Women General Counsel

Years at Company Before Appointed General Counsel



*Information for one department (Maytag Corporation) was not available.

In the course of Heeg's career, she has noticed that perceptions about women as leaders and attorneys have changed, but that there is still room for improvement. In response to a question as to whether real progress is being made or if changes are being made to be politically correct, Heeg responded, "To be honest, I'm not concerned with what a company's or law firm's motives are in assigning work or leadership positions to women or minorities. Regardless of the motive, the end result is that women and minorities are taking on greater leadership roles," Heeg concludes. "Law firms are struggling with the inevitable changes of having a diversified employee base and meeting the diversification goals of their clients. I am confident that as companies demand diversification, law firms will respond and women will naturally take on more leadership positions," Heeg says.

"For example, the legal community has struggled with how to accommodate young women who want to balance their work and lives," she continues. Heeg predicts that, "The legal community is in a period of transition and all of this will evolve as the population and the diversification expectations of the client changes."

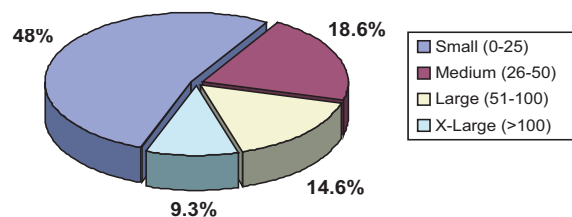
Like most lawyers, Heeg has grappled with balancing work and life herself, which, she points out, male attorneys confront as well. Heeg, a mother of three, made certain personal and professional sacrifices early in her career to carve out a system that works for her family. "The year before I became general counsel, my husband decided to stay at home full time. It was a sacrifice he was willing to make to support my career," says Heeg, "and this has been very important over the last few years, because running a family and being general counsel are both incredibly demanding roles."

In the coming months, Heeg will take on a different challenge — that of returning to private practice, as a partner with Fulbright & Jaworski. "I'm ready for a change," says Heeg. "I look forward to practicing law more hours of the day than managing a department."

"I was perfectly happy in private practice," says Lyondell Chemical Company General Counsel Kerry Galvin, who received a call in 1990 from a headhunter seeking a lawyer with a securities background. Many years prior, Galvin's family had moved to Houston when she was a junior in high school. "I hated it and wanted to leave," says Galvin, who

Source: MCCA*/Winston & Strawn 2004 Demographic Survey of Fortune 500 Women General Counsel

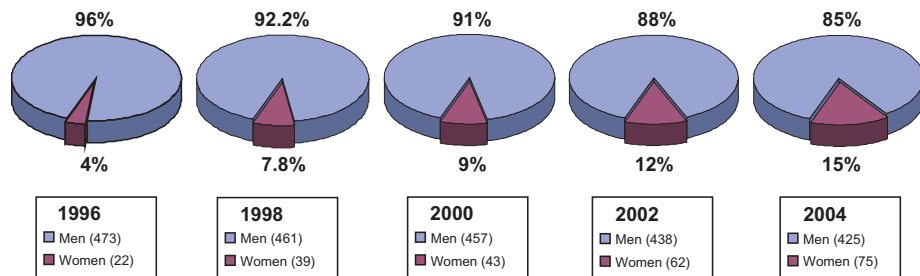
Women General Counsel by Department Size



*Information for seven departments was not available.

Growth of FORTUNE 500 Women General Counsel 1996-2004

Source: MCCA* Annual Fortune 500 General Counsel Survey



MARCH/APRIL 2004 • DIVERSITY & THE BAR

Fortune 500 Women General Counsel

COMPANY NAME	GENERAL COUNSEL	YEAR APPT.	YEAR JOINED	GROUPED BY INDUSTRY	COMPANY NAME	GENERAL COUNSEL	YEAR APPT.	YEAR JOINED	GROUPED BY INDUSTRY
Ace Hardware	Donna Flenard	2000	1988	J	Kellogg Company	Janet Langford Kelly	1999	1999	E
AdvancePCS	Susan Strawn de Mars	1999	1995	F	Kindred Healthcare, Inc.	M. Suzanne Reidman	1999	1995	F
Amazon.com, Inc.	L. Michelle Wilson	1999	1999	I	Liz Claiborne, Inc.	Roberta S. Karp	1994	1986	I
American Express Co.	Louise Parent	1993	1977	C	Lyondell Chemical Co.	Kerry Ann Galvin	2000	1990	J
Apple Computer, Inc.	Nancy Heinen	1997	1997	B	Maytag Corporation	Patricia Martin	N/A	N/A	J
Asbury Automotive Group, Inc.	Lynne Burgess	2002	2002	I	McDonald's Corporation	Gloria Santona	2001	1977	E
Avaya Inc.	Pamela Craven	2001	2001	J	Merrill Lynch & Co., Inc.	Rosemary Berkery	2001	1983	C
Bank One Corporation	Joan Guggenheimer	2003	2003	C	Nash Finch	Kathleen McDermott	2002	2002	J
Becton, Dickinson and Co.	Bridget Healy	2000	1995	F	Nationwide	Patricia R. Hatler	1999	1999	H
BJ's Wholesale Club, Inc.	Kellye Walker	2003	2003	I	New York Life	Shelia Kearney Davidson	2000	1991	H
Calpine Corporation	Lisa Bodensteiner	1999	1996	D	Owens & Minor, Inc.	Grace den Hartog	2003	2003	F
Campbell Soup Company	Ellen Oran Kaden	1998	1998	E	Pepsi Bottling Group	Pamela McGuire	1998	1977	E
CDW Computer Centers, Inc.	Christine Leahy	2002	2002	B	Pitney Bowes Inc.	Michele Coleman Mayes	2003	2003	B
Charles Schwab Corp.	Carrie Dwyer	1997	1996	C	PNC Financial Services	Helen Pudlin	1993	1989	C
Chubb Corporation	Joanne L. Bober	1999	1999	H	Principal Financial Group	Karen Shaff	1999	1982	H
CIGNA Corporation	Judith Soltz	2001	1978	H	Provident Financial Corp.	Mary Ellen Richey	1995	1995	C
Constellation Energy Group	Kathleen Chagnon	2002	2002	D	R.R. Donnelley & Sons Co.	Monica Fohrman	1999	1978	J
Continental Airlines, Inc.	Jennifer Vogel	2001	1995	A	Ryder System, Inc.	Vicki O'Meara	1997	1997	J
CSX Corporation	Ellen Fitzsimmons	2001	1991	J	Sealed Air Corp.	H. Katherine White	1998	1982	J
Cummins Inc.	Marya Rose	2001	1997	G	Sears, Roebuck & Co.	Andrea Zopp	2003	2003	I
Darden Restaurants, Inc.	Paula Shives	1999	1999	E	Shell Oil Company*	Catherine Lamboley	2000	1979	J
Dean Foods Company	Michelle Goolsby	1998	1998	E	SLM Corporation	Marianne Keler	1997	1985	C
Dollar General Corp.	Susan Lanigan	2002	2002	I	Southwest Airlines Co.	Deborah Ackerman	2001	1988	A
Dynevig Inc.	Carol Graebner	2003	2003	D	Starbucks Corporation	Paula Boggs	2002	2002	E
Eastman Chemical Co.	Theresa Lee	2000	1987	J	State Street Corporation	Maureen Scannell Bateman	1997	1997	C
El Paso Corporation	Peggy Heeg	2001	1997	D	Tenet Healthcare Corp.	Christi Sulzbach	1999	1983	F
Esterline Global	Sara Moss	2003	2003	J	UAL Corporation	Marian Durkin	2003	1995	A
Fannie Mae	Ann Kappler	2000	1999	C	Unisys Corporation	Nancy S. Sundheim	2001	1987	B
FirstEnergy Corp.	Leila Vespoli	2000	1997	D	United Stationers Inc.	Deirdre Gold	2001	2001	J
Gap, Inc.	Lauri M. Shanahan	1998	1992	I	US Airways Group	Elizabeth Lanier	2003	2003	A
General Mills, Inc.	Siri Marshall	1994	1994	E	V.F. Corporation	Candace Cummings	1995	1995	I
Guidant Corporation	Debra Minott	2001	2000	F	Valero Energy Corp.	Kim Bowers	2003	2003	D
H.J. Heinz Company	Laura Stein	2000	2000	E	Visteon Corporation	Stacey Fox	2000	2000	J
Harley-Davidson, Inc.	Gail Lione	1997	1997	J	Washington Mutual Inc.	Fay Chapman	1997	1997	C
Hewlett-Packard Co.	Ann Baskins	1999	1982	B	WellChoice, Inc.	Linda Tiano	2002	2002	H
Hilton Hotels Corporation	Madeleine Kleiner	2001	2001	J	Xerox Corporation	Christina Clayton	2000	1977	B
Host Marriott Corporation	Elizabeth Abdoo	2001	2001	J	York International Corp.	Jane Davis	1995	1995	G
International Paper Co.	Maura Abeln Smith	2003	2003	J					

*Part of Global Fortune 500

Source: MCCA*/Winston & Strawn 2004 Demographic Survey of Fortune 500 Women General Counsel

MARCH/APRIL 2004 • DIVERSITY & THE BAR

letting them work from home, or having back-up plans if, say, an attorney goes on maternity leave." These changes, Calvin says, are positive and can be incorporated into the rest of the company for the benefit of all. The impact, therefore, is far-reaching.

When asked how she balances her hectic work and life responsibilities, Carol Graebner jokingly responds, "Get up really early!" As executive vice president and general counsel of Dynegy Inc., a Houston-based energy company, Graebner is only half joking as mornings start at 5 a.m. with a run around Memorial Park.

Graebner joined Dynegy in 2003 as general counsel after performing in the general counsel capacity at both Duke Energy International and Conoco Global Power, Inc. "I've been in Houston more than 20 years, and I initially moved here to be a part of the energy business, which was booming," says Graebner. "I had my eye on international business law. It was exciting and there were many opportunities in Houston."

Although Graebner has been in-house for 22 years now, she started off working in a law firm during the 1970s. "I found that the practice of law as a business was less appealing to me than law practiced in support of a business," she explains. "I like the idea of providing a valuable service to our shareholders and to our customers. It's more tangible for me."

Graebner never had a driving ambition to be general counsel. She gained the qualifications for the position through sheer legal curiosity. "While at Conoco whenever I was offered a chance to work overseas, I always said yes. I

Women General Counsel by Industry	
Airlines (A)	4
Computers (B)	6
Diversified Financials/ Commercial Banks/Securities (C)	10
Energy/Gas & Electric Utilities (D)	6
Food/Beverages (E)	9
Healthcare/Medical Equipment (F)	6
Industrial & Farm Products (G)	2
Insurance (H)	6
Retail (I)	8
Other (J)	18



Source: MCCA/Winston & Strawn 2004 Demographic Survey of Fortune 500 Women General Counsel

*Alphabets correspond with the listing of Fortune 500 Women General Counsel in this article.

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took advantage of a number of opportunities that ultimately gave me incredible experience," says Graebner. When the general counsel position at Conoco Global Power became available, she was the obvious choice and that experience

"Always do the thing that you enjoy doing because you then will be successful at it, and most skills that go beyond the basic skills acquired in law school amount to great exposure and experience."

— Carol Graebner



and others prepared her for her current role at Dynegy.

The notion of grasping appealing opportunities is one she passes on to others. "Always do the thing that you enjoy doing because you then will be successful at it, and most skills that go beyond the basic skills acquired in law school amount to great exposure and experience."

Qualities such as enthusiasm, diligence, and a record of success, Graebner indicates, speak above extraneous factors such as race or gender, or even 'box credentials' including law school and class ranking. "I believe that each of us should expect to be treated with respect and that if you convey this in the way that you approach issues and people, individuals will treat you this way."

"Contrary to what one might expect, I did not select law as my profession early in life," says Cathy Lamboley, general counsel of Shell Oil Company. "After working for a few years following graduation from college, I became restless and thought about what I could do that would be more challenging. I thought the practice of law would give me that opportunity, so I chose to attend the University of Texas Law School, a decision that significantly changed my life."

Upon graduation from law school, Lamboley joined Shell, where she steadily developed her law expertise and leadership skills as she progressed through management assignments with increasing responsibility, culminating in her appointment as general counsel in 2000. "During the early years, it was unusual to see another woman in a meeting, so we've come very far," Lamboley comments. "My experience taught me the importance of creating an environment where everyone's contribution is valued. I found myself increasingly interested in building a dynamic organization that provides a supportive environment for all people, in all the ways that we are different."

Lamboley cites the encouragement she received during those years from her manager as playing an important part

in her development as a leader. Another influencing factor was the awakening that Shell experienced in the mid-90s related to diversity. "Shell U.S. leaders were very interested in learning what it was like to be a woman at Shell," she explains. "On one occasion, several of us senior managers were invited to talk about our experiences. It was an 'eye-opener' for some of these leaders, who had not realized how much the company's culture can affect an employee's perceptions and performance."

Today, Lamboley leads an organization of 240 people, 135 of them lawyers, and she has been successful in implementing her vision for an energized and inclusive organization.

"We have a charter that describes what we will do to become a 'community of excellence,'" says Lamboley. "We focus on providing effective and cost efficient services to the Shell businesses, staying closely aligned to their priorities. We also focus on development of our people and on training our clients."

She adds, "My legacy, I hope, will be our community of excellence — built through the leadership of everyone in the organization — and I do emphasize everyone. All are encouraged to offer ideas and solutions to keep us moving to the next level of performance. We're creating a work environment where we support each other and bring out the best in each other, because that's how we get people committed and supportive of what we're trying to accomplish."

Lamboley has looked for ways to influence outside the walls of Shell. Shell Legal has a majority firm initiative that encourages the large law firms that receive the bulk of Shell's business to assign women and minority attorneys to work performed for Shell. There's accountability implicit in this relationship as well. Each firm routinely reports to Shell Legal what percentage of their associates and partners are women and minorities. On their invoices, Shell asks



"My legacy, I hope, will be our community of excellence, built through the leadership of everyone in the organization."

— Cathy Lamboley

them to state the portion of their fees that were generated by women and minority lawyers.

Shell Legal also has a strategic partners program, where candidate firms are asked to submit data on their demographics. If they want to partner strategically with Shell, the company wants to see women and minorities in meaningful roles with significant responsibility — not window-dressing.

MARCH/APRIL 2004 · DIVERSITY & THE BAR

DIVERSITY & THE BAR · MARCH/APRIL 2004

Lamboley finds her greatest satisfaction in the opportunities that her work offers to live her personal beliefs. "The things that I'm passionate about and interested in — women's issues, diversity, and leadership development — are things that I'm able to pursue in my professional life. I'm fortunate that Shell views these as important as well."

She also finds that she's able to work on these issues outside of Shell through her participation on several boards and external organizations, where she networks with women across a broad spectrum of Houston's civic community. "We work together on a number of initiatives that help the community, but at the same time we're helping each other in our business endeavors. What I find especially rewarding is this link between my personal and professional goals."

"The belief used to be that all the stimulating and exciting legal work was sent to outside counsel. That certainly has changed," says Jennifer Vogel, general counsel of Continental Airlines, Inc. "When I joined the ranks of corporate counsel, I started off at Enron, where much of the stimulating work was kept in-house."

Vogel began her career moving along the partnership track at Vinson & Elkins. She decided, however, to move in-house to gain greater control over her schedule. "I was married and thinking about having children," Vogel says, "and realized that while at the firm, my time was always being dedicated to business, and that I really didn't have control over the personal aspects of my life." Now that she is in-house, "My client isn't constantly calling me out of the blue with a crisis that needs to be solved. Because I am involved from the beginning, I can usually see things coming and plan accordingly."

Similarly, Vogel has found that the in-house workplace structure rewards effectiveness and allows more flexibility in getting things done. "There isn't as much of an expectation of face-time. I'm able to go home, put my children to bed, and go back online to do more work," says Vogel. "In-house counsel get credit if they accomplish the goal. Firm attorneys get credit based in large part on their number of billable hours."

Vogel joined the Continental legal department eight years ago as the vice president of legal, running the day-to-day affairs of the department. When Jeff Smisek, the former general counsel, took the opportunity in 2001 to advance to a purely business role, Vogel became the general counsel. Her role has since expanded to senior vice president, corporate compliance officer and secretary. With a staff of 18, Vogel manages the worldwide legal affairs of Continental Airlines, Inc., an airline flying roughly four million passengers a month. "We handle everything, including litigation — civil, antitrust, employment, tort — real estate, intellectual property, securities and corporate governance, marketing and business transactions," Vogel says.

Vogel points to a number of changes in the legal environment that may ultimately work to women's benefit, such as a decline



"More emphasis is being placed on pure skill sets and one's ability to get the job done, and this places women on a more equal footing."

— Jennifer Vogel

in the social relationship between attorneys and clients. "I think women are effective in managing the business relationships with their clients," says Vogel. "But a woman who is simultaneously raising children and running a household doesn't have time for the social things, like an afternoon of golf. Fortunately, I think today's clients don't need it."

"More emphasis is being placed on pure skill sets and one's ability to get the job done, and this places women on a more equal footing," Vogel concludes.

While Peggy Heeg, Kerry Galvin, Carol Graebner, Cathy Lamboley, and Jennifer Vogel provide role models to women in-house attorneys, the city of Houston itself should be a role model to cities all across the nation. Houston has harnessed the talent and ambition of its women and people of color, and so, too, should all of America's cities that wish to compete globally in the 21st century.

Alea Jasmin Mitchell worked for MCCA® as a summer intern upon her graduation from Wesleyan. She is now the features editor for Diversity & the Bar and a freelance writer based in New York City.

NOTES

1. ABA Commission on Women in the Profession, *The Unfinished Agenda: Women in the Legal Profession*, (2001), pg. 5.
2. *Id.* at 25.
3. The National Association of Law Placement, "Women and Attorneys of Color Continue to Make Small Gains at Large Law Firms" (November 2003), www.nalp.org/press/minr/wom03.htm.
4. The U.S. Equal Employment Opportunity Commission, *Diversity in Law Firms: U.S. Equal Employment Opportunity Commission* (2003), pg. 4. In a study of eight large New York corporate law firms that tracked cohorts of first-year associates across two 10-year periods, researchers found that 19 percent of men attained partnership, compared to only eight percent of women.
5. *Id.*
6. Lisa Trei, "Women Lawyers Continue to Battle Gender Bias, Rhode tells Conference," *Stanford Report* (March 2002).
7. For recommendations, see *Creating Pathways to Diversity®: A Study of Law Departments Best Practices* (2001).

DIVERSITY & THE BAR • MARCH/APRIL 2004



(Standing L to R)
Jeanne Runne, Associate General Counsel, Fannie Mae, and **Janet Hunt**, Associate General Counsel, Fannie Mae.

SEPTEMBER/OCTOBER 2003 • DIVERSITY & THE BAR

Work-to-Life

By Alea Jasmin Mitchell

Balance in Departments and Firms

IT'S ONE OF THE MOST FAMILIAR CLICHÉS IN THE business world. "No one ever says on their deathbed that they wish they had spent more time at the office." But it wouldn't be a cliché if the words did not have some measure of truth – and the truth is, it's often easier to spout platitudes about working smarter, not harder, than actually leaving the office before the sun sets. Lawyers, especially, are notorious for their grueling schedules – the 40, 60, and sometimes 80-hour work weeks, the early morning depositions and late evening conference calls. It's an arduous pace that has persisted for decades.

But as attorneys today move up the ranks, they are calling into question whether this is the only way to work, or just the tried way. The answer? Resoundingly, the latter. Law firms and departments are slowly but inexorably discovering that the most productive and loyal employees are often those that can occasionally get away from it.

The upsurge of women into the legal workforce has been a contributing factor to this 'new wave' of thinking about how lawyers work. Women – long since the principal caretakers of children, elderly parents and households generally – have had to courageously take on the demands of work and home. But far from being a "woman's issue" only, 68 percent of women and 66 percent of men find it difficult to balance the demands of work and personal life, according to a recent study by Catalyst, a New York-based nonprofit company that works to advance women in the workplace.

Technological advances add to this overload of work and personal responsibilities. With the expectation of getting more done, and faster than ever, a frightening number of attorneys not only work long hours at the office, but also take work home, work on weekends, and even while on vacation.

Photo: Ed Eckstein

DIVERSITY & THE BAR • SEPTEMBER/OCTOBER 2003

"Interestingly, I tend to work longer hours and find it easier to concentrate and focus on certain types of projects on the days I telecommute than when I'm in the office," shares Cabréré.

These high-pressure workplace environments and habits are linked to high incidences of stress and related illnesses such as hypertension, addiction, and burnout.

Common, too, for many law firms and departments are high rates of attrition. Unable to balance work and with life's responsibilities, lawyers leave their current workplace or the field of law itself.

"By conservative estimates, it costs a firm \$200,000 to replace a second-year associate," reports the Project for Attorney Retention (PAR), an initiative that has studied work/life balance issues in firms and departments since 2000. This estimate includes lost productivity and training, and new hire costs of recruiting, signing bonuses, and training.

Additionally, to this must be added client discontent with turnover. "We have talked with a number of general counsel who have told us it takes [more than] six months for new attorneys...to earn enough trust from the clients that clients feel comfortable working proactively with the attorneys," says Cynthia Calvert, co-director of PAR.

To counter attrition, employers often offer higher salaries. But according to a Harris Interactive and the Radcliffe Public Policy Center study, cited by PAR, "seventy percent of men in their 20s and 30s (compared to only 26 percent of men over 65) said they'd be willing to take lower salaries in exchange for more family time."

A Ready Solution

Alternative work arrangements (AWAs) offer a ready solution. AWAs are practices designed to help attorneys accommodate the demands of life while still remaining beneficial to their firms and departments. Programs are devised to ensure full client-coverage, and effective non-stigmatized programs can save legal offices millions through increased retention rates.

"A program that allows attorneys to balance work and their personal lives without being stigmatized is a win-win for management and attorneys," says Calvert. "It allows law departments to keep highly skilled, experienced attorneys who would otherwise leave due to scheduling pressures."

AWAs increase bottom-line profitability by reducing attrition costs and raising productivity. "We heard reports from attorneys who regularly take two-hour lunches to work out, shop, run errands or play golf in the middle of the day," states Calvert. In contrast, attorneys using AWAs use their flex-time to do these things and report being more efficient and productive during working hours as compressed schedules demand. A number of attorneys reported to PAR that they feel more productive when they have more personal

time for an additional reason: When attorneys are more rested and less distracted by pressures outside the office, they perform better in the office.

A number of legal offices nationwide have adopted variations of four core alternative programs: telecommute, flex-time, part-time, and job share. To learn more about the merits of each, *Diversity & the Bar*[®] spoke with several attorneys about their experiences in these programs.

Telecommute

Telecommuters work from home for part of their work week – thereby cutting out unproductive commute time – while still working 100 percent of their billable hours. The arrangement is convenient in a number of ways, from freeing up an extra hour or two in one's schedule to granting users a work environment free from office distractions.

As with all AWAs, telecommuting is most effective when available to all employees and supported by management. "Three years ago when [Abbott] made it known that it was more amenable to flex-schedules and the Legal Division was developing a policy, I was the biggest advocate on the general counsel's senior staff," says Honey Lynn Goldberg, divisional vice president, Domestic Legal Operations, at Abbott Laboratories. "I thought it was important generally and that for flex-time to be successful, it had to be embraced from the top down or it wouldn't work." Once the policy was approved, Goldberg's department took a multi-step approach to applying it. "We reserved one day, Tuesdays, for core business, such as department meetings," explains Goldberg. "Next, we ensured coverage on all client matters, and then allowed attorneys and staff to select times and days based on their length of service within the department," says Goldberg.

When Vanessa Vargas, litigation counsel at Abbott Laboratories, moved in-house to gain more balance in her life, she also gained an hour and 45-minute commute each way. When the department adopted a flex-schedule policy, Vargas leapt at the opportunity to work from a home office once a week. "I can work during the time I'd normally be traveling. I start earlier and get more done," says Vargas. "For example, I'm working on an Australian case and the other day I conducted a 5:00 a.m. conference call from home without having to get up and be at the office for it."

For Eleanor Cabréré, senior counsel at International

SEPTEMBER/OCTOBER 2003 • DIVERSITY & THE BAR

Truck and Engine Corporation, and Vinson & Elkins LLP (V&E) senior associate Noelle Alix, life's unexpected curveballs left them with little option but to seek an AWA. "I was prescribed bed rest for the last four months of my pregnancy," says Cabreré. "I made the decision to leave private practice after struggling to balance the demands of my growing family with the rigidity of my work schedule," says Alix. "I tried working first four days a week, then three, but neither arrangement worked primarily because my workload didn't change," she continues, "nor was technology anywhere near where it is today to allow telecommuting to operate as seamlessly. I found myself staying up until 3:00 a.m. just to get the work done."

Though their circumstances were different, technology enabled both attorneys to continue their careers. "My com-

pany was extremely supportive and understood that despite my circumstance, I was still able to work," relates Cabreré. "I already had a laptop and was quickly outfitted with full network access, a phone line, fax, and internet access."

With these tools, Cabreré was able to continue working on complicated cases and counsel clients through the end of her pregnancy. Similarly, Alix, who accepted a senior associate's position at V&E and telecommutes almost exclusively from home, has been able to develop relationships with V&E colleagues worldwide via electronic communication. "I've been carving out a niche for myself, including drafting and reviewing opinions on corporate transactions and UCC-related matters."

"Interestingly, I tend to work longer hours and find it easier to concentrate and focus on certain types of projects on the days I telecommute than when I'm in the office," shares Cabreré. "I can avoid idle conversation and the other normal distractions sometimes present in an office environment." Goldberg agrees, adding, "I prefer drafting and reviewing contracts from home, when I have a solid block of quiet time." She continues, "[AWAs] inspire employees' loyalty. If we can do something that attorneys want that doesn't cost the department anything, then it is a good thing to do."

Flex-time

In flex-time arrangements, attorneys coordinate their schedules around their offices' core hours or days. Schedules can be full-time, or a proportion thereof (for example, 20 percent) with relative cuts in salary and benefits. This arrangement is especially beneficial for two-career households. "A wife may start her work day at 7:00 a.m., while the husband gets the kids up and out in the morning," explains PAR's Calvert. "She then leaves the office by 5:00 p.m. and picks the kids up. She works full-time hours, is at the office for core hours, and earns a full-time salary."

Target Senior Counsel Theresa Harris' flex arrangement allows her to work four days a week. "My salary, bonus, and accrued vacation are adjusted to reflect my reduced hours, though I still have full insurance and a 401(k)," says Harris. "After my first child, I started thinking I'd be a lot more focused and high-energy at the job if I had more time away from it," she says. "My boss was adamant that I continue progressing within the department." Harris and her boss drafted a strategy for how the arrangement would work and how Harris' workload would be lessened while retaining stimulating work befitting an attorney of Harris' caliber and experience.

"My work now is dynamic and critical to the company, and I wouldn't want to change it, but I have to be extra vigilant about managing the work," states Harris. Harris works with a paralegal and "an amazing assistant with an incredible gut for how to handle things."

Landing an Alternative Work Arrangement

If you are considering approaching your boss about obtaining an alternative work arrangement, the tips below will help you accomplish your goal:

Be Prepared: Be able to clearly articulate why you are choosing your particular program, your value to the office or department, and why your program will not present a burden to the other workers in your workplace.

Gather Support: Make sure that you have your immediate supervisor's support.

Do Your Research: Make sure that you are able to cite examples of successful arrangements. The internet can help you accomplish this task.

Be Informative: You should be able to site specifics. For example, employees on balanced-hours programs are generally more focused, efficient, and productive on a pro-rata basis than their full-time colleagues. Additionally, an office can save millions by reducing attrition and retaining experienced attorneys.

Write a Plan: Be prepared to develop a well-thought out written plan, outlining how the arrangement will work and a plan-of-action during emergencies. You may want to suggest a 'probation period' and a review to determine a program's success.

Check References: Speak with others who currently or previously worked an alternative schedule, so you can learn from them.

Part-Time

Part-time arrangements are some of the oldest and most common of alternate work arrangements, and perhaps the most prone to stigmatization with its erroneous implications of 'partial commitment.' Yet, Kathryn Carson, vice president and assistant general counsel at PepsiCo, and Cathy Hoffman, partner at Arnold & Porter (A&P), dispel the belief that going part-time will ruin one's career.

Carson worked at PepsiCo for 15 years and was the vice president and division counsel before deciding to work part-time to spend more time with her children. "Rob Sharpe was the general counsel [at that time]. He was very progressive, open-minded, and supportive of my proposal."

Carson, who already had a bench of lawyers working with her, opted not to take any responsibility off her plate. Instead, she supervised and delegated matters to staff attorneys more, working three full days in the office and often taking telephone calls from home on her days off. "It was a good way to train junior attorneys, and there was always someone who knew what I was working on who could cover for me when I was out of the office."

Carson returned to work full-time after 16 months to assume leadership of the legal team supporting Pepsi-Cola's U.S. business. "The break cleared my mind, giving me the opportunity to do things at home and in the community. I came back with a renewed commitment to Pepsi," Carson says. "I have a lot of respect for the company for allowing me to do that."

Three years after making partner, Hoffman began working a part-time schedule when her first child was born. "I didn't have to be persuasive with management because we already had a standard part-time policy that had been in place for years," states Hoffman.

In the 1960-70s, Brooksley Born, then an associate with two kids, worked part-time. Born went on to become the head of the firm's derivatives practice and a partner, serving on the policy committee. "She set a precedent that it is possible for attorneys to work part-time and still be productive," says Hoffman. "As a result, there's now a general acceptance by management and the firm's attorneys of part-time arrangements."

In a progressive step, A&P instated Hoffman as a part-time advisor two years ago. "The firm's management, including Managing Partner Jim Sandman, decided it would be great to have someone attorneys could speak with confidentially about the ins and outs of the arrangement," explains Hoffman.

"If you are in the early stages of your career, [any type of AWA] may be tough because you aren't as established and there is a lot more room for dual-tracking or rejection of your proposal," says Carson.

Job Share

Job shares involve two part-time attorneys who share one position. The arrangement is generally found in two models: the 'twins' model, in which partners work on the same matters for the same clients, or the 'islands' model in which partners share a full-time equivalent slot, but work completely independent of each other on separate matters.

When Janet Hunt and Jeanne Runne, former general counsel and vice president, respectively, at GE Capital Mortgage Services Inc., proposed a 'twins' job share for the position of associate general counsel at Fannie Mae, the company was quick to realize the immense value of adding either attorney to the team, much less both. "It helped that we were both experienced attorneys in the same field and had worked together before," says Hunt, "because it meant that there wasn't a lot of transition time getting to know the field or each other."

Each attorney works three days a week, with one day as an overlap day to take joint conference calls or brainstorm, providing 120 percent coverage and two heads on all their cases. Communication is critical to any job share's success, and Hunt and Runne use daily transition memos and phone calls to create a seamless team on all matters. "It's amusing...halfway through a phone call, some clients will still say, 'Wait, who am I speaking to today?'" says Runne.

Nancy Weiss met Jessica Benson through a series of interviews she conducted for a job-share partner in her

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corporate counsel position at Pfizer. Weiss' supervisor and colleagues had begun the recruiting process during Weiss' maternity leave. Weiss and Benson each have approximately 10 years of experience in employment law, and quickly realized that they had similar work styles, organization skills, and approaches to legal issues.

They credit these similarities, as well as their openness with clients and frequent communication with each other, to the success of their job share arrangement. "When Jessica first started, I introduced her to all of our clients and we explained the arrangement and how it would work," explains Weiss. Each also scrupulously posts her schedule where their clients can access it, and checks email and voicemail on her days off.

They also use email to keep each other in the loop, and keep detailed notes in each file describing any changes made during the other person's day off. "We tell each other about all matters so that a client never has to re-brief one of us after a meeting with the other," says Benson.

Litigation attorney Antoinette Young has an 'islands' model job share at Sodexo, Inc. Working with a paralegal and an administrative assistant (whom she shares with her partner), Young handles commercial litigation and manages outside counsel. She works two days in the office, and from her home office as necessary. "Most of the documents that I

work on are on my laptop, making it easy to operate out of either office, or I work with the actual file," says Young.

Young has learned to maximize her time. "When I sit down before each case, I figure out how to schedule things differently to get the work done within the parameters of my schedule. I combine tasks; there is no wasted time," states Young. "There are times, for example during discovery, when I know my workload will creep up for a short time and I expect that. But I've learned how to manage my cases well to avoid schedule creep generally."

"This is much easier to do later in your career when you are more established and feel more comfortable doing it," she advises. Expressing an oft-heard sentiment among AWA-users, Young continues, "I am at the stage in my career where I've attained many of my long-term goals. I have established myself in my field, and am now focused more on family and my out-of-office life."

Work-to-life balance arrangements offer a win-win situation for both the legal office and the attorney. To learn more about alternative working arrangements, visit www.pardc.org.

Alea J. Mitchell worked for MCCA® as a summer intern upon her graduation from Wesleyan. She is now the features editor for Diversity & the Bar® magazine.

From Lawyer to Business Partner

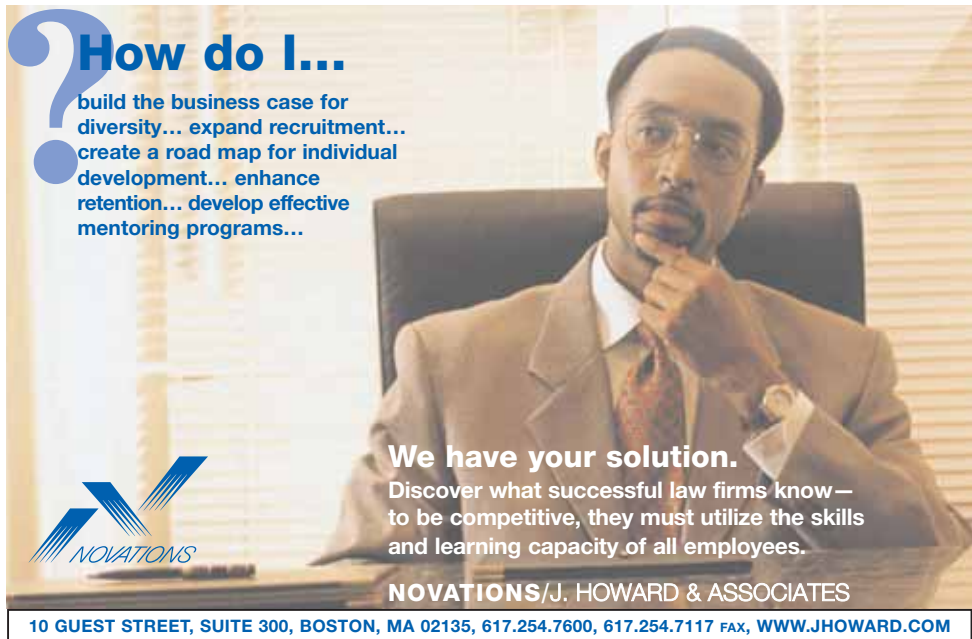
By Veta T. Richardson

Career Advancement in Corporate Law Departments

THE ROLE OF corporate law departments has evolved from being primarily an intermediary between the company and its law firms to being a full-service legal team involved in every major business decision. Historically, corporate law departments focused on handling routine legal matters while more complex legal issues were managed by outside law firms.

Over the last decade or so, corporate law departments have undergone an evolution. The law department of the 21st century has increasingly aligned its management structure and goals to match the strategic objectives of the corporation. The result has been a more seamless integration of lawyers with the business team.

Veta T. Richardson, "From Lawyer to Business Partner: Career Advancement in Corporate Law Departments," *ACC Docket* 22, no. 2 (February 2004): 70-75. Copyright © 2004 Veta T. Richardson and the Association of Corporate Counsel. All rights reserved.



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Similarly, the role of the general counsel has changed. In a recent survey, CEOs of Fortune 500 companies were solicited regarding their views on the role of the general counsel.¹ All of the respondents agreed that the general counsel must "direct the legal team to outstanding results." Law departments were viewed not as "back-water" service functions, but as critical partners in all business decisions.

General counsel likewise view themselves as part of the senior business team, and the role of their law departments is to facilitate the attainment of business goals within the boundaries of the law. For many attorneys who came in-house from law firms, this role represented a major shift in the way that they looked at practicing law, a shift from being the content expert—providing "pure" legal advice—to articulating the legal context, tradeoffs, and risks for making particular business decisions. The most successful in-house lawyers make the transition from "pure lawyer" to business partner.

CONTINUALLY REASSESS AND CLARIFY YOUR PROFESSIONAL GOALS IN RELATION TO YOUR PERSONAL NEEDS, VALUES, AND PRIORITIES. THEN GO FOR IT WITHOUT REGRET!

In December 2001, the American Corporate Counsel Association ("ACCA") (now known as the Association of Corporate Counsel ("ACC")) published the first national demographic survey of roughly 65,000 attorneys working in corporate law departments. The demographic profile of the ACCA in-house survey is consistent with the overall gender and race composition of the profession: roughly 30 percent of the in-house attorneys are women, and 12.5 percent are people of color. The ACCA survey also indicated, however, that women and

minority attorneys were disproportionately represented in lower-level staff attorney positions. Similarly, a study by Catalyst, Inc., titled *Women in Law: Making the Case*,² found that women working in-house had longer tenure and lower titles than men. A variety of other sources, including the Minority Corporate Counsel Association ("MCCA"), have documented various career obstacles that women and people of color have experienced in corporate law departments.

MCCA

Based in Washington, DC, the Minority Corporate Counsel Association ("MCCA") is a privately funded 501(c)(3) nonprofit association that focuses exclusively on diversity issues in corporate law departments and the law firms that they retain. In addition to publishing a magazine and offering educational programs, MCCA has developed a body of knowledge on diversity best practices and the changing demographics within the in-house community. In-house counsel may obtain a free copy of *From Lawyer to Business Partner* by emailing a request to shawnboynes@mcca.com or visiting www.MCCA.com.

Given the mixed picture of progress for both women and minorities in corporate law departments, MCCA teamed with Catalyst to complete a series of interviews with leading general counsel and conduct focus groups in several geographic areas. The charge was to solicit candid perspectives regarding what it takes for lawyers to move up the corporate ladder. The findings were intended to provide valuable information designed to empower in-house counsel to better manage their careers and pursue their professional objectives, particularly in-house women.

MCCA combined Catalyst's findings with the results of two independent surveys of the views of Fortune 500 CEOs and general counsel. The result is *From Lawyer to Business Partner: Career Advancement in Corporate Law Departments*, a report published by MCCA under its multiyear research initiative, *Creating Pathways to Diversity*.[®] See the sidebar on page 73 for highlights of those findings.

A key finding of *From Lawyer to Business Partner* is that, in order for in-house counsel to develop the leadership currency to advance their careers, they must be willing to take the following actions:

- **Take risks.** Risk-taking forces one to rely upon inner strengths, learn new skills, and broaden experiences. Whether it's taking stretch assignments or a new role in an unfamiliar area of the law/business, learning to work outside of one's comfort zone is a key to leadership. No one ascends to the top by always playing it safe.
- **Take credit.** Recognition of your personal contributions is critical to your visibility within the department and is a key to advancement. For many women, standing in the spotlight to receive praise for contributions is a behavior that is especially uncomfortable. For women who shy away from recognition, preferring instead to let the team take credit (even for their own contribu-

tions), MCCA says, get over it. Within the cultural norms of their departments, women must learn how to toot their own horns.

- **Take stock.** Think about what's important to you and how you define yourself and success. Avoid being influenced by others' definition of success, or you may pursue it in ways that are out of step with who and what you are, and you will end up feeling out of balance. Be clear about your wants/needs, your values, your priorities. Continually reassess and clarify your professional goals in relation to your personal needs, values, and priorities. Then go for it without regret!
- The research also found that in-house women in particular were less adept at incorporating the above career strategies. This fact likely contributes to why their careers have not progressed at the pace of those of their male counterparts and why, despite strong representation in-house, women tend to have longer tenure but lower titles.

RESEARCH FINDINGS

In addition to advising that in-house women need to focus more on taking stock, taking risks, and taking credit, several other key findings resulted from research by the Minority Corporate Counsel Association ("MCCA"):¹

- The most common route to the general counsel position has been moving in-house from an associate or partner position in a law firm.
- The primary reasons for moving in-house were to seek better work/life balance, to avoid the business development pressures in a law firm environment, and to have a more active role in the decisions of clients.
- Success in-house comes from understanding the business and functioning as a business partner to clients.
- Unlike in law firms, advancement in-house is not linear but the result of developing relationships with business people across the organization and increasing the sphere of influence through time.
- Risk-taking is a key personal strategy for attorneys seeking to develop their "leadership currency."
- Mentors played an important role in helping attorneys to navigate the corporate environment.
- Although attorneys have more control over their time than in a law firm environment, the changing role of the general counsel results in increased demands on accessibility and time.
- Women were more likely to have made work/life tradeoffs, such as delaying children or marriage, and to reflect on what they had forgone, although both women and men general counsel with children were equally likely to have a stay-at-home spouse.
- Women attorneys working in-house are seeking to create their own definition of success, which includes a meaningful role at home and at work.
- General counsel must be prepared to lead increasingly diverse legal teams, and this diversity entails promoting the inclusion of talented and involved women and minorities from their primary law firms, not simply tokens for client calls.

NOTE

1. *Creating Pathways to Diversity*, *From Lawyer to Business Partner: Career Advancement in Corporate Law Departments*, © MCCA, 2005, is available from the MCCA website at www.mcca.com/site/data/researchprograms/RosePathways/index.html or by emailing shawnboynes@mcca.com for a hard copy.

From this point on . . .
Explore information related to this topic.

ONLINE:

- ACC's committees, such as the Law Department Management Committee and the Small Law Departments Committee, are excellent knowledge networks and have listservs to join and other benefits. Contact information for ACC committee chairs appears in each issue of the *ACC Docket*, or you can contact Staff Attorney and Committees Manager Jacqueline Windley at 202.293.4103, ext. 314, or windley@acca.com or visit ACCA OnlineSM at www.acca.com/networks/ecommerce.php.
- *Achieving Diversity*, an ACC InfoPAKSM available on ACCA OnlineSM at www.acca.com/infopaks/diversity.html.
- American Intellectual Property Law Education Foundation, at www.acca.com/networks/aiplef.php.
- *Career Options for In-house Counsel*, an ACC InfoPAKSM available on ACCA OnlineSM at www.acca.com/infopaks/caroptions.html.
- *Creating Pathways to Diversity*[®], *From Lawyer to Business Partner: Career Advancement in Corporate Law Departments*, © MCCA, 2005, a report published by the Minority Corporate Counsel Association ("MCCA") under its multiyear research initiative, *Creating Pathways to Diversity*[®] available from the MCCA website at www.mcca.com/site/data/researchprograms/RosePathways/index.html or by emailing shawnboynes@mcca.com for a hard copy.
- DiverseCounsel.Org, at www.diversecounsel.org/.
- "Diversity in the Legal Profession," *ACCA Docket* 14, no. 5 (September/October 1996): 32-34, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/so96/diversity.html.
- *Global Counsel Best Practice Indicators: Finding, Keeping, and Motivating Talent*, at www.practicallaw.com/A34140.
- Heidrick & Struggles International, Inc., and Minority Corporate Counsel Association, "The Fortune 500

CEO Survey on General Counsels" (2000) ("MCCA CEO Survey"), at www.mcca.com/site/data/AboutMCCA/#CEO.

- *Managing Legal Talent*, at www.practicallaw.com/A20920.
- Stacey Mobley, "Priming the Pipeline to Diversity in the Legal Profession," *ACCA Docket* 19, no. 6 (June 2001): 78-89, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/fj01/prime1.php.
- Peter M. Phillipps, "Small Law Departments Can Achieve Sustainable Diversity," *ACCA Docket* 19, no. 6 (June 2001): 40-57, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/fj01/achieve1.php.
- *Pipeline to Diversity*, at www.acca.com/practice/diversity.php.
- Gloria Santona, "McDonald's Legal Department Takes Law to the Street," *ACCA Docket* 20, no. 8 (September 2002): 96-105, available on ACCA OnlineSM at www.acca.com/protected/pubs/docket/so02/mcdonalds2.php.

ON PAPER:

- Catalyst, Inc., *Women in Law: Making the Case* (call Catalyst, 212.514.7600, to buy the report).

If you like the resources listed here, visit ACC's Virtual LibrarySM on ACCA OnlineSM at www.acca.com/resources/vl.php. Our library is stocked with information provided by ACC members and others. If you have questions or need assistance in accessing this information, please contact Staff Attorney and Legal Resources Manager Karen Palmer at 202.293.4103, ext. 342, or palmer@acca.com. If you have resources, including redacted documents, that you are willing to share, email electronic documents to Managing Attorney Jim Merklinger@acca.com.

For lawyers of color, an additional key finding was the important role that their parents had played as their first and perhaps most influential mentors. Whether their parents had business backgrounds did not really matter. What mattered was that the lawyers of color had their parents to turn to in order to understand and deal with issues of race in society. Interestingly, none of the white women participants talked about having been similarly prepared by their parents regarding gender issues. In fact, many of the women reported feeling sorely ill-prepared to address the challenges that they encountered in the business world and were caught somewhat off-guard by their early brushes with gender stereotyping and discrimination. Thus, for women and people of color, an important lesson is the importance of having a range of mentors to help guide one's professional growth, including how to address the challenges posed by being part of a minority gender or race.

Based upon the above findings and others, MCCA prepared the list in the sidebar on page xx to help minority and women attorneys.

It is an exciting and challenging time for in-house counsel. The job has evolved, and the expectations have changed. These days, the pipeline to general counsel is full of high-potential women and minorities. The goal of MCCA's report is to help all in-house counsel meet their fullest potential by shedding light on what it takes to advance in today's competitive corporate law department and to empower in-house counsel to use this wisdom to define their unique career paths. ■

NOTES

1. Heidrick & Struggles International, Inc., and Minority Corporate Counsel Association, "The Fortune 500 CEO Survey on General Counsels" (2000) ("MCCA CEO Survey"), at www.mcca.com/site/data/AboutMCCA/#CEO.
2. For more than 40 years, Catalyst has served as a leading resource for women business executives. Catalyst, Inc., *Women in Law: Making the Case* (call Catalyst, 212.514.7600, to buy the report). *Creating Pathways to Diversity*[®], *From Lawyer to Business Partner: Career Advancement in Corporate Law Departments*, © MCCA, 2005, is available from the MCCA website at www.mcca.com/site/data/researchprograms/RosePathways/index.html or by emailing shawnboynes@mcca.com for a hard copy.

MCCA's TOP 10 RECOMMENDATIONS TO GUIDE THE CAREERS OF IN-HOUSE COUNSEL

1. Develop solid substantive legal ability and develop a reputation for being an outstanding lawyer.
2. Be honest with yourself about your strengths and shortcomings and be clear about your personal and professional priorities.
3. Understand the business of your employer so that you have the ability to identify how you can fill a critical need, contribute additional value, and effectively communicate legal issues to nonlawyer business teams using their language, not your own legal jargon.
4. Be visible within your company and in your industry. In addition to not being shy about discussing your contributions, invest time getting to know your colleagues by developing your relationships with those in the law department, as well as the business units.
5. Don't simply play it safe: take appropriate risks with a view to those that will improve your skill set, demonstrate "out-of-the-box" approaches, and distinguish you as a leader.
6. Cultivate solid mentoring relationships with people who can help you guide your career and who will offer you sage advice.
7. Learn the art of effective time management, prioritizing, and delegating in order to refocus your expenditure of time and resources on value-added work.
8. Develop solid support bases at work and at home to help you maintain a healthy work/life balance that is in keeping with your personal values.
9. Avoid letting others' expectations define your definition of success and don't hesitate to shift your goals or priorities as your own needs and expectations evolve.
10. Develop leadership skills with sensitivity to the fact that the diversity of those whom you lead can be a key asset to your organization but that you must cultivate your ability to manage across differences and build a high-performing team.