

DIVERSITY & THE BAR

NOV/DEC. 2016

MCCA Empowering People. Inspiring Leadership.

MCCA's 17th Annual GC Survey

Breaking Barriers, One Person at a Time

**Can Hobbies Improve Your
Legal Practice?**

**Changing Law Firm Diversity
by Examining Operations**

**How Data Can Increase
Law Firm Diversity**

**Where are the Lawyers from
the LMJ Class of 2010?**



CONTENTS

Visit www.mcca.com for the latest information on our events, awards and research.

FEATURES



14 MCCA's 17th Annual General Counsel Survey

By Lydia Lum

MCCA presents its annual report on women and minority general counsel of Fortune® 500 and 1000 companies. The survey examines current trends and developments for the diverse legal leaders in the C-suite of America's most successful companies. In addition to this exclusive report, writer Patrick Folliard has profiled four general counsel on our list.

50 Achieving Diverse Outside Counsel Teams

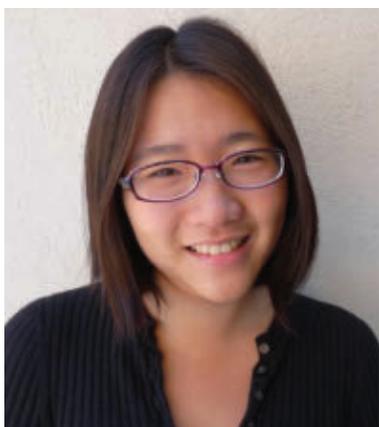
By Stephanie A. Scharf and N. Nate Saint Victor with Antonio C. Castro

Is there a way for general counsel to have the best of both worlds—the confidence that their most complex matters have all of the benefits of diverse legal teams and the safety net that comes from using large firms well known to senior executives and corporate boards?

34 Legal Minds En Pointe

By Lydia Lum

Can interests and hobbies beyond your day job sharpen your legal skills? Meet lawyers who believe that the time they spend on personal pursuits improve their legal practice.



37 LMJ Class of 2010

By Glenn Cook

The sixth installment of our series provides you with a class update and a personal story about what happened to an LMJ scholar after law school.



40 Law Firm Diversity and Inclusion

To Change How Law Firms Operate Regarding Diversity, Look at How They Run Operations

By Marin Ervin & Mark Roellig

The purchasers of legal services have begun to inspect the actual results of diversity activities conducted by a law firm as a whole. How can your law firm compete?



44 Substantive Work Assessments: A Data-based Tool to Increase Retention at Your Legal Organization

By Bendita Cynthia Malakia

Success for attorneys is typically the result of a mix of luck, fit, individual strategy and access to key clients and premium work assignments. How can you discern whether your diverse legal professionals have equal access to these factors?

DIVERSITY & THE BAR

COLUMNS

4 | NOTES FROM THE CEO

LMJ Scholarship Fund: Helping to Change the Future Fortune® 1000 List

Jean Lee

6 | INSIDE OUT

Top 10 Things to Do to Get a New In-House Job in 2017
Sonya Olds Som

9 | BRANDING CAPTAIN

3 Lessons from the Marine Corps to Build a Stronger Brand in Your Legal Career

Mamie Joeveer

14 | LITIGATION MATTERS

If I Knew Then....
By Craig A. Thompson, Esq.

DEPARTMENTS

10 | SPOTLIGHTING

Michele Roberts
Lydia Lum

48 | PROFILES IN PERSEVERANCE

Ollie Cantos: A Man with Extraordinary Vision
Tom Calarco

50 | DIVERSITY NEWS

Upstanders@Weil: Leading the Way in Law Diversity & Inclusion
Meredith Moore

52 | MOVERS & SHAKERS

MCCA® BOARD OF DIRECTORS

Michelle Banks
MCCA Board Chair, Fmr. Executive Vice President & Global General Counsel, Gap Inc.

Jean Lee
President & CEO, MCCA

A.B. Cruz III
Senior Vice President, Chief Legal Office, USAA Enterprise Shared Services

Simone Wu
Immediate Past MCCA Chair, Senior Vice President, General Counsel, Corporate Secretary & Chief Compliance Officer, Choice Hotels International, Inc.

Stuart Alderoty
Executive Vice President, General Counsel & Corporate Secretary, CIT Group Inc.

Ricardo A. Anzaldua
Executive Vice President & General Counsel, MetLife, Inc.

Damien Atkins
General Counsel and Corporate Secretary, Panasonic Corp. of North America

Janice P. Brown
Owner & Founder, Brown Law Group

Clarissa Cerda
General Counsel, Pindrop Security

Duane Holloway
Senior Vice President & General Counsel, Ascena Retail Group, Inc.

Sandra Leung
Executive Vice President and General Counsel, Bristol-Myers Squibb

Linda Lu
Senior Vice President, Chief Litigation Officer & Employment Counseling, Nationwide Insurance

H. Gwen Marcus
Executive Vice President & General Counsel, Showtime Networks, Inc.

Suzan A. Miller
Corporate Vice President, Deputy General Counsel, & Corporate Secretary, Intel Corporation

Samuel M. Reeves
Senior Vice President & General Counsel, Walmart International Legal

Robin H. Sangston
Vice President, Chief Compliance Officer, Cox Communications, Inc.

Kenneth S. Siegel
Chief Administrative Officer & General Counsel, Starwood Hotels & Resorts Worldwide, Inc.

Dawn Smith
Senior Vice President, Chief Legal Officer, Chief Compliance Officer & Secretary, VMware

Mary E. Snapp
Corporate Vice President, Microsoft Philanthropies

Richard J. Wallis
Vice President/Deputy General Counsel, Office Product Group, Microsoft

Neil H. Wilcox
Senior Vice President & Associate General Counsel, First Data Corporation

Michael T. Williams
Executive Vice President General Counsel, and Secretary, Staples, Inc.

PUBLICATIONS STAFF

President & CEO
Jean Lee

Editor-in-Chief
Kimberly A. Howard, CAE

Design/Art Direction
BonoTom Studio Inc.

Advertising
Kimberly A. Howard, CAE

MCCA® Staff
Elizabeth Allard
Mahzarine Chinoy
David Chu
Charles H. Hollins Jr.
Sophia Piliouras
Andrea Pimm
Kevin Wong

GENERAL INFORMATION

Advertising
For advertising inquiries, contact Kimberly A. Howard, CAE at kimhoward@mcca.com.

MCCA® Membership
Please visit www.mcca.com/membership for details.

General Information and Address Changes
Send your questions, complaints and compliments to MCCA®, Kim Howard, CAE, Editor in Chief, kimhoward@mcca.com. Address changes should be sent to membership@mcca.com.

Permissions and Reprints
Reproduction of *Diversity & the Bar* in whole or in part without permission is prohibited. To obtain permission, visit www.mcca.com/dbmagazine and click on reprint request.

Copyright
Copyright® 2016 by the Minority Corporate Counsel Association, *Diversity & the Bar* is published six times a year and is distributed to supporters and subscribers, 1111 Pennsylvania Avenue, NW, Washington, DC 20004. The information contained in this publication has been provided to the Minority Corporate Counsel Association (MCCA®) by a variety of independent sources. While MCCA makes every effort to present accurate and reliable information, MCCA does not endorse, approve or certify such information, nor does MCCA guarantee the accuracy, completeness, efficacy or chronological sequence of any such information. Use of such information on the readers' part is entirely voluntary, and reliance upon it should be undertaken only upon independent review and due diligence. References to any commercial product, process or service by trade name, trademark, service mark, manufacturer or otherwise shall not constitute or imply endorsement, preference, recommendation or the favor of MCCA.

MCCA (including its employees and agents) assumes no responsibility for consequence resulting from the

use of the information herein, or in any respect for the content of such information, including (but not limited to) errors or omissions; the accuracy or reasonableness of factual or other data, including statistical or scientific assumptions, studies or conclusions; the defamatory nature of statements; ownership of copyright or other intellectual property rights; and the violation of property, privacy or personal rights of others. MCCA is not responsible for, and expressly disclaims and denies liability for, damages of any kind arising out of use, reference to or reliance upon such information. No guarantees or warranties, including (but not limited to) any express or implied warranties of merchantability or fitness for a particular use or purpose, are made by MCCA with respect to such information.

Copyright in this publication, including all articles and editorial information contained herein, is exclusively owned by MCCA, and MCCA reserves all rights to such information.

MCCA is a tax-exempt corporation organized in accordance with section 501(c)(3) of the Internal Revenue Code. Its tax ID number is 13-3920905.

Upstanders@Weil: Leading the Way in Law Firm Diversity & Inclusion

Putting the “Inclusion” into Diversity & Inclusion Efforts

BUILDING AN IMPACTFUL DIVERSITY INITIATIVE TODAY requires more than organizing trainings and establishing affinity groups. These mainstays of any diversity program are still necessary, but more is needed to take your organization to the next level. As our firm, like many organizations, evolves from a focus on diversity to inclusion, how do we truly involve everyone in our efforts in order to yield meaningful results?

At Weil, it is in our DNA to ask, “How can we do it better?” It is in that spirit that we launched *Upstanders@Weil*. This year-long, firmwide initiative is a first-of-its-kind program that encourages everyone at Weil to stand up for inclusion in the workplace and at home.

Upstanders@Weil broadens the “ally” concept beyond the LGBT community, where it has traditionally been applied, and encourages people to be supporters and advocates for people and communities of different backgrounds. Our program was inspired by the non-profit *Facing History and Ourselves*, which developed the “Upstanders” catch-phrase to differentiate between allies who take action from well-meaning, but more passive, bystanders. We took this approach because it provides individuals with many avenues for being proponents of diversity and instills the message that, in all facets of life, at work, at home, and even outside on the street, there is always a way to be an Upstander.

Upstanders *Listen Up, Show*

Up, Talk Up and Speak Up. These four actions touch everything from reading, asking questions, and listening to learn about people from different backgrounds, to participating in programs where you will be in the minority, to advocating for colleagues of different backgrounds, to interrupting bias and stereotyping in the moment or after the fact. Weil Upstanders are encouraged to encompass these characteristics and consider new ways in which they can implement the four behaviors in to their work and personal lives.

“There are so many ways that Weil employees have been and continue to be Upstanders, taking on projects big and small, both in-house and out,” says Jacqueline Marcus, chair of Weil’s Diversity Committee. “We hope that by showcasing our Upstanders, we will encourage others, both within and outside the firm, to follow suit,” she continues.

For instance, our partners “Listen Up” by mentoring through Women@Weil’s mentoring circles in order to understand the experiences of women associates. Attor-

neys and staff in New York “Show Up” by educating middle school students from the South Bronx through PENCIL, an organization that creates ongoing collaboration between business and public schools. And Weil’s Business Development team “Talks Up” by supporting diverse pitch teams, while designated Management Committee members “Speak Up” to ensure the firm’s affinity group voices are heard.

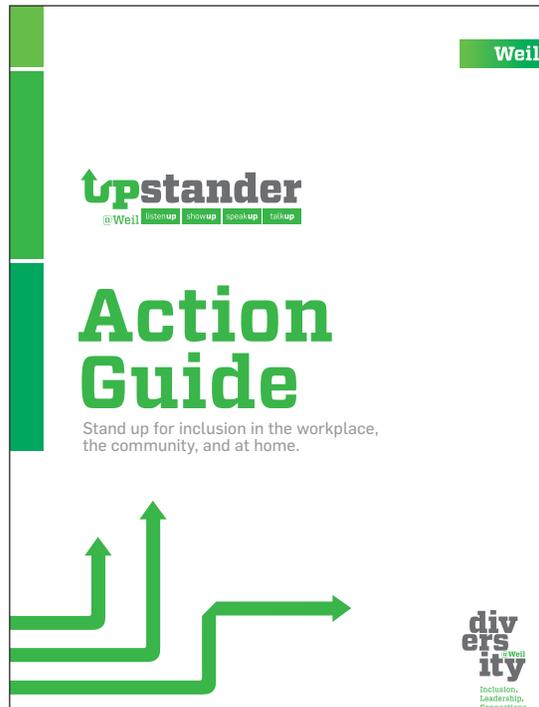
We developed *Upstanders@Weil* entirely in-house, instead of working with an outside organization. This allowed us, as the Global Diversity & Social Responsibility team and Diversity Committee, to take what we know about Weil’s culture and fully implement these practices into the Upstander initiative. By developing a suite of resources for the program in-house, not only were we able to better create an awareness and education program to fit Weil’s needs, we were also able to speak to a larger group of people within the firm, from management to partners, to associates to staff, to better understand the way this program could be the most effective in their day-to-day lives.

Materials produced include the *Upstander Action Guide*, the *Upstander Fact Sheet*, an Interactive Diversity Theater training module, and the *Upstander@Weil* video. These components engage Weil

employees with Upstander behaviors and include ideas and tips on ally behaviors, such as mentoring across difference, volunteering for communities you are not a member of, respectfully seeking to understand colleagues' backgrounds, and raising diversity issues when you witness them. They also demonstrate ways in which lawyers and staff from around the world are champions for diversity both professionally and personally.

To acknowledge the real impact that Upstanders@Weil are making, we established a firmwide accolade named after our recently-retired longtime Diversity Committee Chair. The award recognizes attorneys and staff for actions large or small that promote diversity and inclusion in the workplace and in the broader community. Since its launch in November 2015, there have already been over 50 award recipients, and attorneys and staff are encouraged to nominate colleagues on an ongoing basis.

With the launch of Upstanders@Weil, we have already hosted numerous special events promoting Upstander actions, including a Veterans Day program highlighting how organizations can engage the talent of veterans, a day dedicated to volunteering in honor of Martin



Luther King Day, and a signature event on the critical role of “ethical bystanders” and “allies” to make society and the workplace more inclusive, amongst many others.

In 2016, we continue to highlight the power of Upstanders. At our global Women’s History Month program, esteemed panelists, including the author of *The New York Times* bestseller *Sisters in Law*, discussed the importance of sponsorship to the careers of Justices Sandra Day O’Connor and Ruth Bader Ginsberg. We look forward to the future of this initiative with the continuation of the awarding Upstanders@Weil which further embeds a culture of allyship into the fabric of the firm. We also hope to leverage the program even further by using it as a platform for expanding and deepening the firm’s affinity group efforts globally.

Upstanders@Weil is just the latest example of Weil’s commitment to diversity and inclusion that has been at the core of our firm since

it was founded. Weil was the first New York firm to institute a firmwide diversity training program and a formal diversity policy in the 1980s, and we were among the first firms to implement formal affinity groups.

For more than 30 years,

Weil has been a leader in investing in formal initiatives to empower and engender an inclusive culture, one of respect and support, to create an environment where all attorneys and staff feel comfortable and encouraged to excel. We look forward to continue being Upstanders as a firm, and cultivating a cascading group of individual Upstanders among our attorneys, staff, alumni, and clients within the workplace in our communities around the world. We hope to create a ripple effect which will help to turn the tide towards a truly inclusive workplace and society. ■

MEREDITH MOORE (meredith.moore@weil.com) serves as the Director of Global Diversity & Social Responsibility at Weil, Gotshal & Manges LLP, overseeing the firm’s diversity and inclusion and community engagement initiatives including diversity education, affinity groups, diversity pipeline, and community service including the *Weil Pay It Forward* effort.