



# Developing Diversity, Enacting Equity, and Innovating Inclusion: Practical Tips on How to Promote In-House & Partner Firm DEI Goals

Shevon Rockett and Raegan Henderson, Dorsey & Whitney LLP  
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Tuesday, August 25, 2020

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## Speakers



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## Agenda

- *Making the (Business) Case for DEI*
- *Where We Stand: Vault / MCCA Diversity Report*
- *What is Inclusion? Diversity?*
- *Reframing Equity to Understand Inclusion*
- *Deconstructing Inclusion and Bias*
- *Effective Allyship*
- *Innovating Institutional Inclusion*



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## Developing Diversity: ABA Resolution 113

RESOLVED, That the American Bar Association urges all providers of legal services, including law firms and corporations, to **expand and create opportunities** at all levels of responsibility for diverse attorneys; and

FURTHER RESOLVED, That the American Bar Association urges **clients** to **assist in the facilitation of opportunities** for diverse attorneys, and to **direct a greater percentage of the legal services** they purchase, both currently and in the future, to diverse attorneys...

Source: <https://www.americanbar.org/content/dam/aba/images/abanews/2016%20Annual%20Resolutions/113.pdf>



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## Making the (Business) Case for DEI

### Why diversity matters

- Increases innovation and client/customer/jury insight
- Central to attracting and retaining top talent
- Improves the quality and efficiency of decision making
- Increases employee satisfaction
- Improves a company's/firm's global image and reputation
- Increases profitability and drives positive outcomes



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## Making the (Business) Case for DEI

### Wall Street Journal's October 2019 C-Suite Strategies Special Report:

- "Probably the biggest takeaway from the study is that diversity and inclusion appear to be good for business."
- The 20 most diverse companies had an average operating profit margin of 12%, compared with 8% for the lowest-ranking companies.
- The shares of the 20 most diverse companies had an average annual total return of 10% in the five years. versus 4.2% for the 20 least-diverse companies.

-Dieter Holger, C-Suite Strategies (A Special Report): Diversity & Inclusion -The Business Case for More Diversity WALL ST. J. (Oct. 28, 2019) <https://www.wsj.com/articles/the-business-case-for-more-diversity-11572091200>

### McKinsey & Co.'s Delivering through Diversity Report:

- The relationship between diversity and business performance persists. There is a statistically significant correlation between a more diverse leadership team and financial performance.
- Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation.
- Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability.
- Overall, companies in the bottom quartile for both gender and ethnic/ cultural diversity were 29% less likely to achieve above-average profitability than were all other companies in our data set.

-Vivian Hunt, Sara Prince, Sundiatu Dixon-Fyle, Lareina Yee, Delivering Through Diversity, McKinsey & Company (January 2018) [https://www.mckinsey.com/~/media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~/media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx)



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## Where We Stand: Vault / MCCA 2019 Diversity Report

	2L Summer Associates				All Associates			
	2007	2017	2018	Change	2007	2017	2018	Change
<b>All Women</b>	46.53%	49.88%	51.37%	<b>4.84%</b>	44.66%	46.22%	46.47%	<b>1.81%</b>
<b>All Racial Minorities</b>	25.95%	32.18%	32.63%	<b>6.68%</b>	20.78%	24.95%	25.78%	<b>5%</b>
<b>Women of Color</b>	14.63%	18.48%	19.27%	<b>4.64%</b>	11.65%	13.96%	14.58%	<b>2.93%</b>

	All Partners				All Lawyers			
	2007	2017	2018	Change	2007	2017	2018	Change
<b>All Women</b>	18.46%	23.26%	23.96%	<b>5.5%</b>	33.10%	35.70%	36.16%	<b>3.06%</b>
<b>All Racial Minorities</b>	6.30%	9.48%	9.83%	<b>3.53%</b>	13.81%	16.84%	17.48%	<b>3.67%</b>
<b>Women of Color</b>	1.90%	3.37%	3.61%	<b>1.71%</b>	7.01%	8.57%	9%	<b>1.99%</b>

Vault/MCCA Law Firm Diversity Survey 2019 Report, Table A1, [https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault\\_MCCA-Law-Firm-Diversity-Survey-Report.pdf](https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault_MCCA-Law-Firm-Diversity-Survey-Report.pdf)



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## Women: Hires, Departures and Promotions

### MCCA 2019 Diversity Report

- Women currently make up over 36% of law firm attorneys and more than 46% of associates.
- Women represent 24% of all partners and almost 22 % of equity partners.
- Law firms reported that 38% of the attorneys promoted to partnership in 2018 were women; this figure has increased 8% over the last decade.
- The number of women of color leaving has increased over that same period.
- Minority women represented 14% of all associates, but almost 19% of the first- and second-year associates who left their firms in 2018.
- 12% of all attorneys who left their firms in 2018 were women of color—the highest figure recorded to date.



Vault/MCCA Law Firm Diversity Survey 2019 Report, [https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault\\_MCCA-Law-Firm-Diversity-Survey-Report.pdf](https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault_MCCA-Law-Firm-Diversity-Survey-Report.pdf)

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## Minority Lawyers: Hires, Departures and Promotions

### MCCA 2019 Diversity Report

- More than 17% of law firm attorneys are members of a racial or ethnic minority group.
- Minority representation is strongest among summer associates—almost 33% of 2Ls at surveyed law firms in 2018 were members of racial or ethnic minority groups—and associates, 26% of whom are attorneys of color.
- 16% of the partners promoted in 2018 are attorneys of color. Minority attorneys now represent 10% of all partners and 9% of equity partners.
- As recruitment and promotion increases, so does attrition. 22% of the lawyers who left their firms in 2018 were members of racial/ethnic minority groups. Almost 28% of associates who left their firms were attorneys of color.



Vault/MCCA Law Firm Diversity Survey 2019 Report, [https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault\\_MCCA-Law-Firm-Diversity-Survey-Report.pdf](https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault_MCCA-Law-Firm-Diversity-Survey-Report.pdf)

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## Where We Stand: Recruitment versus Retention

### 2018 Snapshot of Minority Lawyers at Surveyed Firms

Overall Demographics		Attrition	
All Attorneys	17.48%	All Attorneys	22.08%
All Associates	25.78%	All Associates	27.72%
Recruitment		Junior Associates (1-2 yrs)	31.77%
2L Summer Associates	32.63%	Midlevel Associates (3-5 yrs)	30.19%
All Associates Hired (laterals and starting associates)	25.34%	Senior Associates (6 & above)	23.40%

Vault/MCCA Law Firm Diversity Survey 2019 Report, Table A2 [https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault\\_MCCA-Law-Firm-Diversity-Survey-Report.pdf](https://www.mcca.com/wp-content/uploads/2020/03/2019-Vault_MCCA-Law-Firm-Diversity-Survey-Report.pdf)



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## In-house versus Law Firm Diversity

*In-house counsel increasing diversity at all levels at a higher rate than law firms.*

- Gender diversity increasing more rapidly than racial diversity.
- In 2019 30% of Fortune 500 general counsel positions were held by women, up from 26.4% in 2018, and 9% in 2000.
- Among Fortune 501-1000 companies, 23.8% of general counsels were women in 2017, up from 15.7% in 2006.
- In 2018 only 3.8% of Fortune 1,000 general counsel positions were held by African Americans.
- In 2017 only 24 Fortune 500 general counsels were minority females, 33 were minority males, and 108 were white females.



2019 General Counsel Landscape, Association of Corporate Counsel, <https://lqx.lawgeex.com/gclandscape>  
 ABA 2019 Profile of the Legal Profession, [https://www.americanbar.org/content/dam/aba/inspira/news/2019/08/Profile\\_of\\_the\\_Legal\\_Profession.pdf](https://www.americanbar.org/content/dam/aba/inspira/news/2019/08/Profile_of_the_Legal_Profession.pdf)

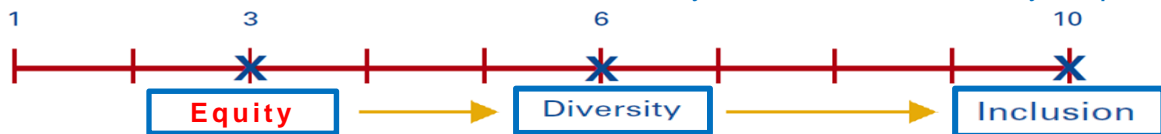
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## What is Diversity? Inclusion?

Diversity “encompasses, without limitation, race, color, ethnicity, gender, sexual orientation, gender identity and expression, religion, nationality, age, disability and marital and parental status...Diversity is not about quotas or different standards.”

*-The Association of the Bar of the City of New York Statement of Diversity Principles*



Inclusion is “the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success.”

*- Society for Human Resource Management*



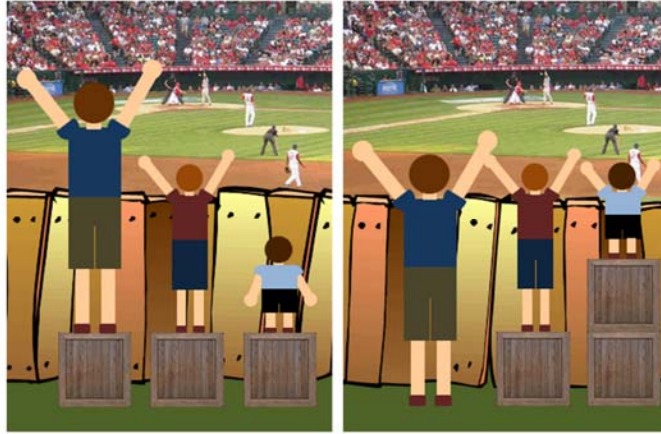
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## Audience Poll

Do you think this graphic is an effective visual tool to explain the difference between “Equality” (left) and “Equity” (right) in the DEI context?



-Original image by Craig Froehle. <https://medium.com/@CRA1G/the-evolution-of-an-accidental-meme-ddc4e139e0e4#.tm1cbq2vn>

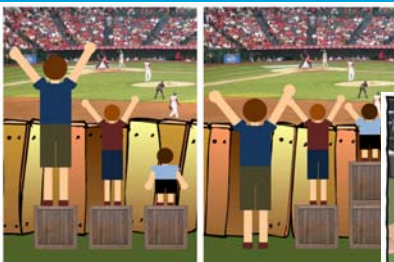


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## Reframing Equity to Understand Inclusion



-Original image by Craig Froehle. <https://medium.com/@CRA1G/the-evolution-of-an-accidental-meme-ddc4e139e0e4#.tm1cbq2vn>



-Original image by Paul Kuttner. <https://culturalorganizing.org/the-problem-with-that-equity-vs-equality-graphic/>



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## Enacting Equity



**Call to Action**



### Programs & Initiatives that Expand & Enhance Equity

- Anti-Racism Training
- Viable work/life programs
- Training, development & work allocation processes
- Recruitment and pipeline
- “Diversity Hours”
- Ally & Affinity Groups
- Accountability Projects
- Local & Bar Association Initiatives
- Evaluations & Compensation
- Formal & Informal Mentoring

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## Enacting Equity



**Call to Action**



### In-house / Law Firm Collaborative Initiatives

- Cross mentoring
- Review of work & opportunity allocation
- Collect data & set objectives
- Spur progress through succession planning
- Knowledge sharing
- Surveys/Interviews
- Financial incentives & disincentives
- Expanding origination credit

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## Deconstructing Inclusion: Key Terms

- **Privilege:** unearned advantages granted to people in dominant groups whether or not they want (or are aware of) those privileges.
- **Intersectionality:** Framework for understanding that aspects of a person's social and political identities might combine to create unique modes of discrimination and privilege.
- **Essentialism:** Assuming all people within a group think alike on an issue. For example, thinking that there is an authentic way of “being gay” or “being Black”, etc.
- **Implicit Bias:** Refers to the attitudes or stereotypes that impact our understanding, actions, and decisions in an unconscious manner.



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## Deconstructing Inclusion: Implicit Bias

### EVERYONE has Implicit Biases

- A preference for a group (positive or negative)
- Often operating outside our awareness
- Based on stereotypes and attitudes we hold
- Usually develop early in life
- Tend to strengthen over time
- Implicit biases differ (sometimes substantially) from stereotypes and attitudes we expressly self-report.



*Implicit Bias impacts key decision points!*



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## Audience Poll

Have you taken an implicit bias test in the last year?

- No
- Yes, I've taken an implicit bias test in the last year
- Yes, I've taken more than one implicit bias test in the last year

My company/firm/organization encourages or requires attorneys to take confidential implicit bias tests?

- Yes
- No



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## Deconstructing Inclusion: Other Types of Bias

- **Explicit Bias:** Aware of and act upon negative stereotypes and attitudes.
- **Prove-it Again Bias:** Women, racial/ethnic minorities must prove competence repeatedly.
- **Tightrope Bias:** Assumption that an individual should act a certain way based on stereotypes about a group.



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## Deconstructing Inclusion: Other Types of Bias

- **Maternal Wall Bias:** Assumption that mothers who work are less dedicated.
- **Immigration/National Origin Issues:** Assumption that someone did not “grow up” in your city/state/country. “Where are you from?”
- **Age Related Bias:** Capability assumption based on perceived or actual age.



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## Deconstructing Inclusion: Bias-Based Assumptions

### Other types of bias-based assumptions and shaming:

- Expressing surprise (or worse, judgment) in appearance
- Opportunity shaming
- Seniority assumptions
- Assuming monolithic views/experiences
- “Tone-Policing”



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## Audience Poll

Have you ever been the target of bias-based assumptions or shaming?

- Yes, in the past month
- Yes, in the past 3 months
- Yes, in the past year
- Yes, in the past 5 years
- No, I have never been the target of bias-based assumptions or shaming

Do you feel like you are properly equipped to combat bias-based assumptions or shaming when you encounter it?

- Yes
- No



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## Deconstructing Inclusion: Ethical Obligations

### ABA Model Rule 8.4(g)

It is professional misconduct for a lawyer to: “engage in conduct that the lawyer **knows or reasonably** should know is harassment or discrimination...”

Comment: “Such discrimination includes harmful verbal or physical **conduct that manifests bias or prejudice** towards others.”

- *At least 25 states have adopted MRPC 8.4(g) or a similar rule.*
- *At least 12 states have adopted rule comments regarding discrimination, but have not yet promulgated a rule.*
- *South Carolina & Tennessee have adopted comments, but declined to adopt a rule.*



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## Deconstructing Inclusion: (Micro)aggressions

- Subtle, verbal and nonverbal slights, insults, indignities, and denigrating messages directed toward an individual **due to their group identity.**
- Often automatic and unconscious.
- Often favor our own “in-groups.”
- Do not necessarily align with our declared beliefs.
- **Usually** committed by well-intentioned individuals or groups who are unaware of the hidden messages being communicated.



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## Deconstructing Inclusion: Impact versus Intent

### Psychological & Physical Impacts

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Anxiety</li> <li>• Paranoia</li> <li>• Depression</li> <li>• Sleep Difficulties</li> <li>• Lack of Confidence</li> <li>• Worthlessness</li> <li>• Loss of productivity</li> <li>• Helplessness</li> </ul> | <ul style="list-style-type: none"> <li>• Fear of confirming stereotypes through work performance</li> <li>• Loss of Drive</li> <li>• Hair Loss</li> <li>• Weight Loss/Gain</li> <li>• Other Physical Manifestations of Anxiety/Stress</li> </ul> |
|--|--|



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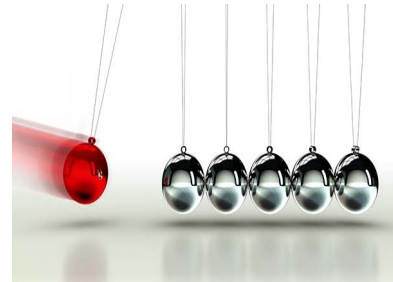
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## Deconstructing Inclusion: Impact versus Intent

### Workplace Impacts

- Recruiting
- Hiring
- Making assignments
- Evaluating, coaching, disciplining, promoting
- Work-life balance
- Leaves of absence
- Succession planning
- “Mistaken identity” in the workplace



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## Deconstructing Inclusion: Impact versus Intent

### Business Impact

- Environment does not reflect organizational values
- Low morale among those subject to unfair treatment
- Low morale among those who see others subjected to unfair treatment
- Higher attrition and turnover – operational inefficiencies and costs
- Impact on brand – reputation among industry peers, vendors, and clients
- Litigation poses reputational and actual costs



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## Innovating Inclusion: Tackling Implicit Bias

“No, I’m Not the Court Reporter: Tips for Tackling Implicit Bias” *New York Law Journal* (January 8, 2020)

- ✓ *Straight Up, No Chaser*
- ✓ *Micro-affirmations*
- ✓ *Kill Them with Kindness*
- ✓ *The Humorous Retort*
- ✓ *Private Affirmations*



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## Innovating Inclusion: Ally is a verb

**Get comfortable with being uncomfortable!**

“We need people to stand up and take on the problems borne of oppression as their own, without remove or distance.

We need people to do this even if they cannot fully understand what it’s like to be oppressed for their race or ethnicity, gender, sexuality, ability, class, religion, or other marker of identity.

We need people to use common sense to figure out how to participate in social justice.”

-Roxane Gay, (Jul 11, 2016) On Making Black Lives Matter Extreme violence has clarified one thing: Allies aren’t enough anymore, Marie Claire.



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## Innovating Inclusion: Effective Allyship

- ✓ **DO** speak up.
  - × **DO NOT** speak over.
- ✓ **DO** your research to learn more about the history of the struggle in which you are participating and be open to listen.
  - × **DO NOT** expect to be taught or shown. Take it upon yourself to do the work!
- ✓ **DO** research to uncover your implicit biases and do the hard work of self reflection to acknowledge how you participate in fostering systems that are inequitable, and/or lack inclusivity or diversity.
  - × **DO NOT** participate in the “Oppression Olympics.”



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## Innovating Inclusion: Effective Allyship

- ✓ **DO** use your privilege to amplify suppressed voices.
  - × **DO NOT** take credit for the efforts of those that did the work before you joined the fight.
- ✓ **DO** reach out to those that are impacted if you have a preexisting meaningful relationship with them.
  - × **DO NOT** shift the burden of your pain, guilt, or outrage to the person you seek to support.
- ✓ **DO** recognize that you will make mistakes. Learn to listen and accept criticism, especially when it's uncomfortable.
  - × **DO NOT** derail, deny, blame, center yourself, tone-police, or withdraw.



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## Innovating Inclusion: Effective Allyship

Mistakes are inevitable. Handle them with grace and care:

- ✓ Express appreciation for the feedback.
- ✓ Focus on the target: “Are you okay?”
- ✓ Listen and learn.
- ✓ Apologize for the impact, no matter your intent.
- ✓ Commit to rectifying the problem.
- ✓ Commit to breaking patterns.



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## Innovating Inclusion: Institutional Change



**Call to Action**

- Let go of brand protectionism.
- Consider language, images and placements of all messaging, marketing and job postings.
- Regularly assess your intake procedures and all company policies/practices to identify and eradicate bias.
- Ensure you are providing equal opportunities to all staff.
- Ensure diversity is represented in teams, organizational leadership, and on any company Boards or Advisory Committees.
- Make diversity and inclusion a business necessity and create incentives/ deterrents.



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## Speaker Biographies



### **Shevon D.B. Rockett**

Partner, Dorsey & Whitney LLP  
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**Shevon** is a Partner in the New York office of Dorsey & Whitney LLP. Shevon's practice focuses primarily on the defense of pharmaceutical, medical device, and other product manufacturers in complex litigation matters. She has represented Fortune 500 and other large corporate clients in local, regional, and national products liability and commercial litigation, as well as in government investigations and consumer fraud cases.



### **Shayon T. Smith**

The Hershey Company  
[SSmith6@hersheys.com](mailto:SSmith6@hersheys.com)

**Shayon** is head of global litigation at The Hershey Company, where she is responsible for managing Hershey's global litigation portfolio and claims including intellectual property, class action and employment litigation and commercial disputes. She is also responsible for providing commercial legal support to the Hershey's Chocolate World retail business. Shayon is also serving as interim IP counsel responsible for Hershey's global IP portfolio.



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## Speaker Biographies



### **Deborah Martin Owens**

Executive Director of Diversity & Inclusion, New York City Bar Association  
[DMARTINOWENS@NYCBAR.org](mailto:DMARTINOWENS@NYCBAR.org)

**Deborah** is the Executive Director of Diversity & Inclusion for the New York City Bar Association. Together, with more than 160 signatory law firms and corporate legal departments, the New York City Bar Association's Office for Diversity and Inclusion (the Office) works to create a legal profession that represents the diverse country we live in. Our work starts with a pipeline to the profession— we assist underrepresented high school, college, and law students in preparing for a career in law. Then, we support lawyers across all levels of the industry, through our committee work, leadership training, speaking opportunities, and events that build community.



### **Raegan Henderson**

Diversity and Inclusion Coordinator, Dorsey & Whitney LLP  
[henderson.raegan@dorsey.com](mailto:henderson.raegan@dorsey.com), (612) 492-5174

**Raegan** is the Diversity and Inclusion Coordinator at Dorsey & Whitney LLP. In her role, she focuses on recruitment, advancement and retention of diverse attorneys and staff, by identifying and mitigating systemic barriers that have kept underrepresented groups from advancement in the legal industry.



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## *Developing Diversity, Enacting Equity, and Innovating Inclusion: Practical Tips on How to Promote In-House & Partner Firm DEI Goals*

### *Resource List*

#### *Upcoming Panelist CLE*

**Title:** Original Sin: How Origination Credit is a Barrier to Achieving Diversity Goals

**Speakers:** [Carl Morales, Partner, Dechert LLP](#); [Michelle C. Ifill, Retired SVP & General Counsel, Verizon, Career & DEI Consulting](#); [Paulette Brown, Senior Partner & Chief D&I Officer, Locke Lord LLP](#); [Rebecca J. Bernhard, Partner, Dorsey & Whitney LLP](#); and [M. Scott Peeler, Partner, Arent Fox, LLP](#) (moderator).

**Date:** Tuesday, October 20, 2020, 9:00am (EDT), (Zoom)

**Register:** [here](#)

**Description:** Origination credit sharing is one of the most difficult things to talk about for anyone, in particular for women and diverse partners, who tend to be more junior and inexperienced in asking for what they deserve. Law firm culture heavily weighs origination credits (billing attorney credits) when making compensation decisions, rewarding those partners who are able to succeed at client generation and client retention. This system encourages hoarding of these credits and disproportionately impacts the diverse population at firms. We will discuss the complications with the current system, and explore how firms are moving forward with a fairer system that rewards collaboration, client assignments or does away with credits all together. We will also hear from the client side of the Bar, as the panel will include a Diversity and Inclusion professional and a General Counsel, who will discuss what they are doing to help firms improve. Please join us for this discussion and great panel of thought leaders on this topic.

#### *Bias, Inclusion, and Allyship*

- [A Workplace Divided: Understanding the Climate for LGBTQ Workers Nationwide](#) (Human Rights Campaign Foundation)
- [An Expert's Advice On How To Address Diversity In The Workplace](#) (Forbes)
- [Bystander Basics](#) (Hollaback!)
- [Diversity Doesn't Stick Without Inclusion](#) (Harvard Business Review)
- [Harvard Implicit Association Test](#)
- [How Implicit Bias Can Affect Workplace Diversity](#) (Diversity in Practice)
- [How the Best Bosses Interrupt Bias on Their Teams](#) (Harvard Business Review)
- [How The Legal Pipeline Is Failing Black Attorneys](#) (Law 360)
- [Moving Diversity Forward: How to Go from Well-Meaning to Well-Doing](#) by Verna Myers
- [No, I'm Not the Court Reporter: Tips for Tackling Implicit Bias](#), Shayon Smith & Shevon Rockett, (Jan 8, 2020), New York Law Journal.
- [Pronouns in the Workplace](#) (Human Rights Campaign)

- [White Privilege: Unpacking the Invisible Knapsack](#), an excerpt from "White Privilege and Male Privilege: A Personal Account of Coming To See Correspondences through Work in Women's Studies", Peggy McIntosh (1988).
- [White Supremacy Culture Characteristics](#) (Showing Up for Racial Justice)
- [Why Reverse Racism Doesn't Actually Exist](#) (Business Insider)
- [Woke in the Work Place](#), Jam Jar, 2018 (Spotify Podcast Episode)
- ["You Can't Change What You Can't See: Interrupting Racial & Gender Bias in the Legal Profession."](#) Minority Corporate Counsel Association, (2018)

### ***Micro-aggressions***

- ['Complacent law' firm leaders accused of not calling out 'micro-aggressions.](#) Messios, A. (2018).
- [Eliminating Microaggressions: The Next Level of Inclusion](#), Alvoid, T. (2019), TEDxOakland.
- [How Microaggressions Can Affect Wellbeing In The Workplace](#) (Forbes)
- [Let's Talk About Racial Microaggressions In The Workplace](#), Sarkis, S. (2020), Forbes Magazine.
- [Microaggression Tools](#) (UC Santa Cruz)
- [Microaggressions in Everyday Life 2nd Edition](#), Sue, D. & Spanierman, L. (2020), Wiley.
- [Simple Strategies for Combating Microaggressions in the Workplace](#), M.D. Blackstock, U., (2020), American College of Emergency Physicians.
- [The Microaggressions Towards Black Women You Might Be Complicit In At Work](#), Barratt, B. (2020), Forbes Magazine.
- [Tool: Recognizing Microaggressions and the Messages They Send](#) (University of California)
- [When and How to Respond to Microaggressions](#), Washington, E.F, Hall Birch, A. & Morgan Roberts, L. (2020), Harvard Business Review

### ***Reports & Surveys***

- [Women in the Workplace 2019](#) (McKinsey & Company)
- [Diversity At a Glance: The Data](#) (Leadership Council on Legal Diversity)
- [Delivering Through Diversity](#) (McKinsey & Company)
- Numerous Minority Corporate Counsel Association Resources, including:
  - [Workplace 2020: What Gen Y Attorneys Experience & Expect](#)
  - [Unleashing the Power of Diversity Through Inclusive Leadership](#)
  - [2019 Vault/MCCA Law Firm Diversity Survey](#)

### ***Reframing the Success Continuum for Women of Color in the Legal Profession***

- [Diversity Resistance in Organizations](#), Dr. Kecia M. Thomas, 2020 (Taylor & Francis Group)
- [If You're a Young Black Woman in Corporate America, You're More Likely to Be Underpaid—And Stressed](#) Erika Stallings, 2019 (The Oprah Magazine)
- [The Dangers of Trying to Be Superwoman](#) Erika Stallings, 2020 (ZORA, Medium)
- [Too many lawyers have to conceal their true identities at the office](#) Sandra Rosier, 2018 (Precedent Magazine)
- [When Black Women Go From Office Pet to Office Threat](#), Erika Stallings, 2020 (ZORA, Medium)
- [Why Some Black Women Don't Understand 'Becky's Bullying'](#), Christelyn Karazin, 2017 (BeyondBlackWhite.com)
- [You Don't Look Like a Lawyer: Black Women and Systemic Gendered Racism \(Perspectives on a Multiracial America\)](#), Tsedale M. Melaku, 2019 (Rowman & Littlefield Publishers)

### ***Newsletters, Blogs, and Podcasts***

- **Institute for Inclusion in the Legal Profession (IILP): Inclusion at Work [blog](https://inclusionatwork.wordpress.com/)** (<https://inclusionatwork.wordpress.com/>). Inclusion at Work is a blog that seeks to take a comprehensive look at issues that influence our profession's advancement in diversity and inclusion. It will identify and critique barriers to inclusion, expand how we define "diversity" and advance a notion of how law and society interact. It will examine how systems of oppression intersect to produce the barriers to inclusion that we seek to dismantle. This blog arose out of the Institute for Inclusion in the Legal Profession, a non-profit organization based in Chicago, Illinois.
- **National Public Radio (NPR): Code Switch [blog](https://www.npr.org/sections/codeswitch/)** (<https://www.npr.org/sections/codeswitch/>). Code Switch is a team of seven NPR journalists who cover race, ethnicity and culture. Our work appears on-air and online, across NPR's shows and digital outlets. Also available as a podcast and email newsletter.
- **The Forum on Workplace Inclusion [podcast](https://forumworkplaceinclusion.org/podcast/)** (<https://forumworkplaceinclusion.org/podcast/>). For over 30 years, The Forum on Workplace Inclusion has served as a convening hub for those seeking to grow professional leadership and effectiveness skills in the field of diversity, equity, and inclusion by engaging people, advancing ideas, and igniting change.
- **The Will to Change: Uncovering True Stories of Diversity & Inclusion [podcast](#)**  
Hosted by Jennifer Brown, who is a passionate social equality advocate committed to helping leaders foster healthier and therefore more productive workplaces, ultimately driving innovation and business results.

## Videos

- [I Am Not Your Asian Stereotype: Canwen Xu](#) (9:38)
- [I'm Not Your Inspiration, Thank You Very Much: Stella Young](#) (9:16)
- [OutNorth: MN LGBTQ History](#) (1:56:40)
- [The Danger of a Single Story: Chimamanda Ngozi Adichie](#) (19:16)
- [The Muslim on the Airplane: Amal Kassir](#) (15:58)
- [5 Tips for Being an Ally](#) (3:00)

## Organizational Memberships

- **Center for Legal Inclusiveness**  
[Center for Legal Inclusiveness](#) (CLI), a 501(c)(3) nonprofit based in Denver, CO. CLI's mission is to advance diversity in the legal profession by actively educating and supporting private and public sector legal organizations in their own individual campaigns to create cultures of inclusion. CLI provides awareness and training with concrete steps of improving inclusiveness within legal organizations and departments.
- **Diversity & Flexibility Alliance (DFA)**  
[Diversity & Flexibility Alliance](#) (DFA), is a think tank dedicated to advancing thought leadership and inclusive work environments through enhanced D&I and flexible work initiatives. DFA partners with its members to implement organizational solutions and individual strategies on these topics.
- **Leadership Council for Legal Diversity (LCLD)**  
Founded in 2009, LCLD has grown to an organization of more than 320 Members, who serve as either general counsel of major corporations or managing partners of the nation's leading law firms. United by a spirit of activism and personal commitment, LCLD Members participate widely in the programs they've created—leading by example, taking action, and challenging the legal profession to prepare future generations of diverse talent for the highest positions of leadership.
- **Law Firm Antiracism Alliance (LFAA)**  
The LFAA is a coalition of more than 145 firms that intend to leverage the resources of the private bar in partnership with legal services organizations to amplify the voices of communities and individuals oppressed by racism, to better use the law as a vehicle for change that benefits communities of color and to promote racial equity in the law.