



National Asian Pacific American Bar Association

# **NAPABA Women Rising: Learning What It Takes To Make It to the Top**

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# Panelists

- ▶ **Linda Bray Chanow**

Executive Director Center for Women in the Law

- ▶ **Judy Lam**

Kumamoto Law, previously partner at Greenberg Glusker

- ▶ **Kathleen Wu**

Partner, Andrews Kurth

- ▶ **In-house attorney**

[Company]

# Summary

- ▶ **Women Attorneys at the Top of the Profession (3 minutes)**
  - Judges, Law School Deans, Government, Corporations, Law Firms
- ▶ **Personal Achievement (22 minutes)**
  - Legal skills
  - Go To attorney
  - Grit
  - Growth mindset
- ▶ **Management (20 minutes)**
  - Communication below and above
  - Knowledge about the business
  - Responsibility and resilience
- ▶ **Leadership (18 minutes)**
  - Strategic thinking
  - Financial acumen
- ▶ **Three scenarios (18 minutes each)**

# Women attorneys in the profession

- ▶ Federal judges: 72 (32%)
- ▶ Law Professors: 227 (35%)
  - Law school deans: 4 (15%)
- ▶ US Government attorneys: 11,000
  - Head of departments or agencies: 55 (18%)
- ▶ Fortune 500 attorneys: 1800
  - Fortune 500 general counsel: 109 (22%)
- ▶ Amlaw 100 attorneys: 9000
  - Amlaw 100 managing partners: 7 (7%)

# Personal Achievement

- ▶ Knowing the skills
  - Hard skills
  - Soft skills
- ▶ Learning the skills
- ▶ Ownership
- ▶ Barriers: sexism – overt and subtle

# Personal Achievement

- ▶ Growth mindset

Test Your Mindset

<http://mindsetonline.com/testyourmindset/step1.php>

- ▶ Grit

12-item Grit Scale

[www.americanbar.org/groups/women/initiatives\\_awards/grit/toolkit.html](http://www.americanbar.org/groups/women/initiatives_awards/grit/toolkit.html)

[www.nawl.org/d/do/160](http://www.nawl.org/d/do/160) “Do you have the grit to go the distance”

# Management

- ▶ Showing the skills
- ▶ Teaching the skills
- ▶ Communicating effectively up and down
- ▶ Is your RBF a factor?

<http://www.nytimes.com/2015/08/02/fashion/im-not-mad-thats-just-my-resting-b-face.html>

# Management

## ▶ “Overcoming the Confidence Gap”

Confidence quiz

<http://theconfidencecode.com/confidence-quiz/>

<http://www.theatlantic.com/features/archive/2014/04/the-confidence-gap/359815/>

## ▶ Implicit bias / covering

## ▶ Barriers: Overcoming myths about opting out

- Personal decisions and culture of your company/firm
- Harvard Business Review “Rethinking What You Know about ‘High-Achieving’ Women”



# Leadership: Getting the Role

- ▶ Do the job you want; not necessarily the job you have
- ▶ Getting recognized
- ▶ Business acumen
- ▶ Strategic acumen
- ▶ Financial acumen

Susan Colantuono, TedTalk: “The career advice you probably didn’t get”

# Leadership: Being a Leader

- ▶ Power posing
- ▶ Decisiveness
- ▶ Responsibility
- ▶ Barriers: smaller margin for errors; the Hilary factor

<http://www.theatlantic.com/politics/archive/2014/03/the-jarring-reasons-people-dont-want-hillary-clinton-to-be-president/284574/>

# Leadership: As a Woman

- ▶ More effective leaders?
- ▶ 12 of 16 areas
- ▶ HBR “Women in the Workplace”



# Leadership: Leadership Identity

- ▶ New role = new identity
- ▶ Decisiveness
- ▶ Responsibility

Harvard Business Review: “Women Rising: The Unseen Barriers”

## Scenario 1:

You work in a large group where the senior attorneys are all male and the junior people include both men and women. You have consistently gotten strong performance evaluations, and it has been suggested that perhaps you might be able to position yourself to move up in the group.

A couple of your male colleagues seem to be close to some of the senior attorneys. Your colleagues mentioned being told to learn more about the financials of the group.

## Scenario 2:

Your law firm and its client are celebrating a closing at a restaurant. You've gone through weeks of negotiating and drafting, and you were the lead associate on the deal. You spent hours with different in-house counsel, the lead attorney who went to law school with the lead partner on the deal, and the business person heading the deal.

You and the lead in-house attorney arrive a little earlier than others and you talk about his upcoming vacation plans with his family. He stands a little closer than you're used to, but you're not sure if it's because the area is a little crowded. He asks you how things are going at the firm and offers to talk about your career. He says maybe you can go to dinner after he gets back from vacation.

## Scenario 3:

At a meeting with the head of your group and others in management, there is a discussion about how to address an ongoing issue. After several minutes, you speak up with a proposal. There is not much reaction to your comment. A little while later, another colleague who is at your same level, makes a similar suggestion. The response is very positive and a decision is made to move forward with the proposal.

After the meeting, another colleague remarks that your idea was the same as the adopted one.

# Questions