

Driving legal business success with diversity and inclusion



Part I

Diversity and inclusion as an integral component of your legal business strategy

Why focus on diversity and inclusion?

- Legal ethics commitment
- Data proves that diversity and inclusion influences and increases overall business performance, profitability, and productivity levels
- Attracts top talent and higher retention rates based on value alignment
- Broadens talent pool and introduces untapped resources with valuable capabilities
- Fosters innovation
- Corporate social responsibility
- Unifies enterprise
- Positive effects to brand reputation

How to evaluate diversity



Source: The 4 Layers of Diversity Wheel created by Gardenswartz & Rowe (2003)

Why is diversity and inclusion so difficult?

- Archaic systems and minimal data (with law firms and in-house)
- Not enough leaders demanding diversity and inclusion
- Leaders demanding diversity and inclusion changes are not fully empowered
- More clients must drive change, leading by example
- Enterprise diversity and inclusion practices (top-down) are required
- Need accountability
- Hiring from same monolithic talent pools and giving business to same group of lawyers
- Embedded discrimination
- Unconscious bias
- Lack of cultural awareness
- Intersectionality

Part II

Recommended focus areas when creating diversity and inclusion strategy

What works and what doesn't?

DO'S

Voluntary unconscious bias training



Targeted diverse college recruiting and affinity programs



Mentorship/sponsorship programs



Form task forces, advisory teams, and create roadmap using data



Solicit guidance from procurement and supplier diversity team



Work with minority and majority women owned law firms (e.g., NAMWOLF and WBENC)



DON'TS



Mandatory unconscious bias training



Grievance procedures



Standardized hiring tests



Performance ratings



Launch initiatives without data



Hire from same talent pool



Only giving business to same groups



Source: Dobbin, Frank and Kalev, Alexandra, Professor of Sociology at Harvard and Associate Professor of Sociology at Tel Aviv University (July- August 2016). Why Diversity Programs Fail and What Works Better. Harvard Business Review.

Keys to a successful diversity and inclusion program



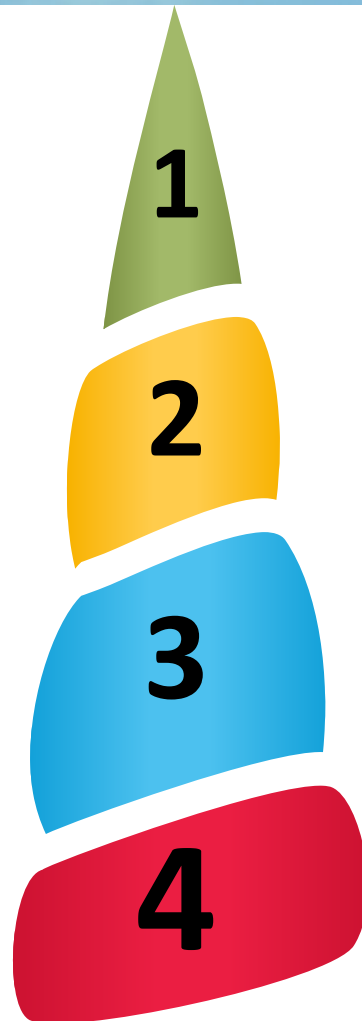
Link Inclusion and Diversity to Strategic Vision and Growth

- Use cross functional data and analytics
- Focus on data that analyzes overall workforce culture improvement
- Understand what is driving your values



Cultivate an Inclusive Culture

- Voluntary quarterly trainings
- Surveys
- Best practices
- Cross-functional
- Rotate responsibility



Commit and Disseminate



- Get full commitment from the C-Suite
- Put management accountability measures in place (tie to compensation)
- Seek voluntary champions with influence in their respective teams

Define the Scope of the Program



- Prioritize initiatives
- Incremental change v. large scale overhauls
- Strategic roadmap with clear objectives
- Stakeholders must be able to clearly articulate the objectives
- Include strategic planning teams/task forces
- Establish metrics and tracking

Best practices for addressing unconscious bias



Additional methods to cultivate inclusion

- Use amplification techniques and brag buddies
- Employ “bias interrupters”*
- Diversify the interviewers, not just the applicants
- Collect and analyze pay data and placement trends; have transparency with data and pay practices
- Be deliberate about wording of job advertisements, job descriptions and the review process
- Look for alternative avenues when it comes to recruiting, hiring, development, mentorship, sponsorship, and advancement
- Industry initiatives: Mansfield Rule 2.0, ABA Resolution 113 Certification
- Self-identification; HR team collects diversity data at the time of employment following local and federal labor and employment laws



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