Michele Powers

- Principal Executive and Team Coach at Elite Lawyer Coaching
- Assists lawyers, law firms and in-house legal departments to succeed with tools that promote leadership, teamwork, influence and well-being.
- Almost 20 years of private practice as a trial attorney and former partner at Am Law 50 firm.
Natalie Runyon

★ Thomson Reuters, Content Strategist on Talent, Inclusion & Culture Platform.

★ 20 years of experience working and volunteering for multinational corporations, non profits, and the US Government--Thomson Reuters, Goldman Sachs, and Central Intelligence Agency.

★ Creator of a career advancement program called Be the CEO of Your Career.
Rachel Reynolds

★ Partner, Lewis Brisbois, Seattle
★ Member of the Toxic Tort & Environmental Litigation, Products Liability and General Liability Practices.
★ Experienced first chair trial attorney recently obtained a defense verdict in a 6 week trial with $16.5 million at issue.
Talent Life Cycle

Attract

Engage & Retain

Develop & Perform

Hire & Onboard
Activities of Each Stage of Talent Life Cycle

Engage & Retain
- Recognize them
- Give them autonomy, mastery, purpose
- Celebrate small wins
- Solicit feedback and act on it
- Overcommunicate

Attract
- Brand
- Draft job criteria
- Sourcing
- Interview

Develop & Perform
- Find out what motivates them
- Figure out professional goals and how can day job help them achieve it
- Give informal feedback often and provide context

Hire & Onboard
- Select
- Develop personal welcome plan
- Help them understand norms, values and unwritten rules
- Give them early success assignment
Actions to Mitigate Bias

- Train line managers to give informal feedback
- Train practice leaders and people managers on common ways bias creeps into talent conversations
- Fund relationship-building activities in bar associations
- Formalize sponsorship for diverse talent
- Amplify ideas from diverse talent in group settings
- Analyze who is getting the time and attention from those in power
- Bring diverse talent to tables of power
- Expand pool of applicants
- Draft neutral job qualifications
- Blind screening
- Develop practice-specific benchmarks and firmwide core competences
- Create a professional development roadmap
- Monitor work assignments, including who goes on pitches and does important, challenging work
- Appoint some who has bias expertise to listen for bias in performance ranking chats
- Monitor quality of informal feedback
- Require diverse slates of candidates
- Structured interviews

How to Mitigate Bias

Engage & Retain

Attract

Develop & Perform

Hire & Onboard
Retaining Star Talent: Creating Authentic Inclusion
What are your goals?

- Do better with your people.
- Slow turn over.
- Get direction: what used to work no longer does.
- Pacify clients who expect increased diversity.
Why does that matter?
Your “Why” Matters

- No one likes change
- Motivation improves
- Influence increases
- Provides lasting commitment
Current Pace is Too Slow

- The pipeline solution is a myth.
- Stop simply checking a box.
- Be willing to invest in change.
- Understand it takes effort.
The Good News

* All the required skills, practices and behaviors ARE learnable.
Strategy, Culture & Climate

What is the difference?
Why do they matter?
Strategy

A firm’s goals and their plans for reaching those goals.
Culture

★ The rules of how you are supposed to behave in carrying out the strategy.

★ “This is how WE do it.”
Culture Impacts Strategy

- Culture & leadership drive organizational outcomes (performance)
- *Learning* gains importance in dynamic, uncertain environments
Climate

★ How the place feels.

Impacts:
★ Engagement
★ Retention
★ Productivity
★ Innovation/Creativity
What Makes A Great Leader?

★ Trustworthy
★ Authentic
★ Develop Others
★ Problem Solving
★ Self-Confident
★ Team Builder
Strong Team Core Foundations

- Connection
- Safety
- Trust
What Happens In a Climate of Trust?

- Optimistic
- Openness and collaboration
- Increased risk taking
- Creativity
- Engaged
What Happens In a Climate of Distrust?

- Loss of good judgment
- Empathy decreases
- Creativity shuts down
- Protective
- Increased aggression
- More negative thoughts
Uncertainty About Belonging

- Leads to defensive behaviors
  - Groupthink
  - Being Right
  - Status Quo
  - Power-over
  - Protected Turf
How do you create inclusion and break the distrust cycle?

"We cannot solve our problems with the same thinking we used when we created them."

Albert Einstein
Inclusive Team Dynamics

**Downplay**
- Fear
- Power
- Uncertainty
- Being Right
- Groupthink

**Encourage**
- Transparency
- Relationship Building
- Understanding
- Shared vision of success
- Truth & empathy
Become More Authentic

- Trust is established on non-verbal level.
- Words 7%
- Tone of Voice 38%
- Nonverbal behavior 55%
Tips for Increasing Engagement

- “What is on your mind?”
- Listen
- Be fair
- Stop Micromanaging
- Inclusion
- Communicate Collective “Why”
Commit to Change

UNLESS the team and leadership commit to change, a team will revert to their past core behaviors, values, roles and norms regardless of how many changes are initially made.
Text “CHOOSE” to 444999

Receive my free 10 Tips for Outstanding Success
Questions?