The First

ME:

• Woman
• "Black"
• Able bodied
• Generation X
• Omnivert
• Mother
• Attorney and entrepreneur
• INTJ

EVERYONE ELSE
The Second State of the Practice (2019 NALP Findings)

- **Associates**
  - Representation of Black/African-American associates remains below 2009 level (4.66%, 4.48%)

- **Partners**
  - Minority women most underrepresented group (3.19%)
  - Hardly any movement for Black/African-American partners since 2009 (1.71%, 1.83%)

- **Lawyers with Disabilities**
  - Not reporting

- **LGBT Lawyers**
  - Mid-sized firms reach 5% for first time
  - More than 50% of reporting from NYC, DC, LA, San Francisco

- **Summers**
  - Over one-third racial/ethnic minorities (24.04%, 35.04%)

Most-Cited Career Challenges

- Hiring
- Mentoring & sponsorship opportunities
- Promotion
- Fair performance evaluations
- Visible invisibility

Fair Compensation and Access to Opportunities
UNINTERRUPTED IS IN ACTION

Prove It Again
IT = that you belong here; that you are capable of doing this work; that you deserve recognition

- Expected to go above and beyond
- Held to higher standards
- Ideas not valued or are stolen
Tightrope
Pressure to conform to standards set by (and for) white, cis-gender, able-bodied, heterosexual males

• Social roles translated in the work environment
• Professional consequences for failure to conform
• Personal consequences for conforming

Parental Wall
Career-impacting, negative assumptions made after a woman becomes pregnant, or after a professional becomes a parent.

• Competency questioned
• Passed over for advancement, quality assignments
• Anxiety about taking available leave

Tug of War
Conflict and/or unhealthy competition created within underrepresented groups when opportunities to succeed are limited or unfairly distributed.

• Lack of camaraderie among attorneys
• Perpetuation of biases
• Inauthentic conformity
Interrupting Institutional Bias

One shot “trainings”, “workshops”, “seminars” do not create the impact necessary to make real change.

What holds more promise is a paradigm-changing approach to diversity: bias interrupters are tweaks to basic business systems that are data-driven and can produce measurable change. Bias interrupters (at the institutional level) change systems, not people.

Interrupting Institutional Bias

- Develop metrics in the most-cited areas
  - Measure against the most successful group
  - Where do you see inequitable results
- Examine and adjust processes that lead to inequitable results
- Educate and appoint “bias spotters” in each relevant area

Examples of Bias Interrupters

- In Hiring
  - Limit referral hiring
  - Commit to required minimums and salary; require explanation for deviations
  - Reconsider “culture fit”
  
- In Assignments
  - Rotate assignments
  - Create a development plan identifying skills and competencies
  - Regularly review department assignments

Examples of Bias Interrupters

- In Performance Evaluations
  - Rate performance and potential separately
  - Separate “personality issues” from skill sets
  - Regularly review performance evaluations
There are two Is in Inclusion

- The First I is Me
  - There is me and there’s everyone else
  - It is more challenging to interact with, understand, and work with people who are outside the circles I’ve drawn around myself
  - I can choose to interrupt my biases for personal and professional gain by:
    - Reflection
    - Owning my ignorance
    - Asking questions
    - Listening and accepting answers
    - Responding accordingly

- The Second I is the Institution
  - The Institution is a collection of Is
  - Change at this level requires evaluation of the business processes including:
    - Measuring business practices impacting the most-cited career challenges
    - Adjusting practices that lead to inequitable results
    - Monitoring the effectiveness of the adjustments

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