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A Unique Intern Class—Returning to Law After Voluntary Leave
Helping attorneys transition back into the workplace after voluntary leave with training and mentorship.

The Pervasive Interruption of Women and What to Do About it
Which gender is interrupted most in meetings, conference calls, and panel discussions?
A Strategic Road Map to Joining a Nonprofit Board
By Sabrina C. Beavens – June 12, 2015

Assessing my business development activities last year, I noticed that at some point all of my volunteer time had shifted to professional associations. I was in leadership positions in the ABA Section of Litigation, the New Hampshire Federal Bar Association, and the New Hampshire Women’s Bar Association. In addition, I was an active member in several other associations. But I was not involved in any community activities. I was not unhappy, but I missed serving my community and the fulfillment that it provides. I was also concerned that I was limiting my ability to develop business by networking only with lawyers. As a result, I set out to join a nonprofit board.

I hope that my journey to achieve this goal will inspire you to look at your own community and find a nonprofit that both fits your interests and builds your book of business.

Gather the Resources Available in Your Community

Even though I knew I wanted to join a board, self-doubt kept creeping into my mind. What nonlegal skills did I have to offer a nonprofit board? Do I need to be well-connected to be offered a board position? Fortunately, my timing coincided with a relatively new program run by the New Hampshire Center for Nonprofits called the Hoffman-Haas Fellowship. This program “strive[s] to populate NH nonprofit boards with inspired, prepared and ready-to-engage new leaders who can bring a solid grounding in board essentials and serve as an infusion of energy for existing boards.” I was accepted as a 2014 Fellow.

The six-month training program included seminars, individual mentoring, and the opportunity to connect with other business leaders interested in joining a nonprofit board. The two seminars that had the biggest impact on me were “Fearless Fundraising” by Chuck Loring and “Governance as Leadership” by Cathy Trower.

Admittedly, I started out my journey thinking, “I do not want to be on the fundraising committee. I avoid it if I can in my practice, and I do not enjoy asking my lawyer friends for money for association activities.” But here is the good news. Fundraising comes in many different shapes and sizes. If making calls from your desk is not your style, there are other ways to fundraise. Chuck Loring opened my eyes to the fact that fundraising is every board member’s responsibility. He described how fundraising has changed in recent years and discussed what it takes to build a “culture of fundraising” on a board. He provided a process for board members to follow—from cultivation to solicitation to stewardship. He explained that donors want acknowledgement, confirmation that their gifts have been put to work, and information about what effect the gifts have had. Loring challenged us to ask whether fundraising events are having the intended impact. Are the events making money or at least cultivating donors? Or are they...
continuing because the organization has had the event for the last 25 years? Loring’s seminar gave me the confidence that I could be an effective fundraiser as a board member.

One area of board service I thought I understood was governance. After all, I could recite in my sleep the list of fiduciary duties board members owe to a company. Cathy Trower helped me understand that there is another meaning to governance in relation to board leadership. She knew that the best nonprofit boards do five things well: “1) demonstrate allegiance to the mission; 2) think independently but govern collectively; 3) elevate the organization’s interests above self-interest; 4) discern, define, deliberate, and decide issues of consequence to the organization; and 5) are self-aware and committed to continuous improvement.”

Trower described three modes of governance. Mode 1 is fiduciary governance. Mode 2 is strategic governance. And mode 3 is generative governance. Board members should wear “tri-focals” and analyze issues in all three modes. Trower’s seminar taught me that board service is much more than going through the agenda and addressing the current issues of the organization. Governance requires boards to consider how they are analyzing issues and to reflect on how the board itself is functioning. Could board meetings be run more efficiently? Is receiving a committee status report necessary if reports were circulated before the meeting? Could that time be put to better use? After leaving Trower’s seminar, I understood that governance goes far beyond fiduciary duties.

Needless to say, the Hoffman-Haas Fellowship program gave me a tremendous foundation to build on. Anyone considering board service—or even those who have served on boards in the past (many of my co-fellows were long-time board members)—should investigate whether his or her community offers a similar program or training. If not, many resources are available for self-study, including publications by Chuck Loring and Cathy Trower.

Find a Mentor
As part of the Hoffman-Haas program, I was assigned a mentor, Retired Major General Ken Clark from the New Hampshire Air National Guard. General Clark proved to be a tremendous resource. He gave me a different view of board service from the seminars. I asked General Clark how he came to be the chairman of the board of trustees for a local bank, when his background was not finance related. General Clark explained that one of the biggest assets he brings to board service is the ability to lead the board. He may not have the same level of knowledge as another board member at the bank who has worked in finance, but he is a distinguished leader, which carries over into the boardroom. Through my conversations with General Clark, I realized that I needed to have a broader view of the value that I could contribute to organizations, including those for which I may not have specialized knowledge, or past experience. The ability to have candid, one-on-one conversations with General Clark continues to be invaluable, just as it would be with a professional mentor. I encourage all new board members to seek a mentor.

Identify the Organization That Suits You
At first, I assumed that my board service would involve the types of organizations I had
volunteered for in the past. However, during my training I began to think about organizations in other areas, such as the arts and culture. Because of my conversations with General Clark, I may consider a position on a museum board or a musical festival board in the future, even though I do not have a degree or working experience in the arts. Thinking about what type of organization you want to work with will narrow your search and provide a more rewarding experience as a board member later.

Find an Opportunity
Once you start looking, you will be surprised to learn how many boards are looking for new members. I found that word of mouth and contacting organizations directly provided many leads. Once you open the door, you will be surprised at how many people in your existing business network are currently serving on a board and may have information or contacts to help you find a board position. I met the executive director of Zebra Crossings, my first board appointment, at a leadership training seminar. She briefly described her organization during the introductions at the seminar. When I got home that night, I looked at the website and was impressed by the mission of the organization, a nonprofit that provides a broad range of camping, recreational, and outdoor programs throughout the year for children with chronic health conditions. I reached out to the executive director and discovered that Zebra Crossings was actively seeking to grow its board. Board positions are like any other opportunity in life. You must do your homework and actively pursue opportunities to obtain a position.

Make a Good First Impression
My path to the board of Zebra Crossings started with a board application. I took my time completing the application and provided thoughtful responses. I selected references who would be the best to talk about me as a potential board member. I prepared for my board interview by reading Zebra Crossings’ website and newsletters. I rehearsed responses to probable questions such as why I was interested in Zebra Crossings and what value I thought I could deliver as a board member. I never assumed that because Zebra Crossings is a young organization, I should treat the process informally. During the interview, I also made sure I listened to the board member’s description of Zebra Crossings and asked follow-up questions. I am grateful that the board unanimously voted me in as a member.

One of Zebra Crossings’ key fundraisers was scheduled before my first board meeting. Even though I had not met all of the board members and still had a lot to learn about the organization, I reached out to my network to encourage attendance at the event or at least a donation. I also started talking to my business contacts about Zebra Crossings. One of my banking contacts immediately offered a sponsorship. Not only did these efforts affirm to my fellow board members that I was already committed to the organization, it also felt good to contribute immediately. Even though board service is a volunteer activity, it requires the same professionalism and commitment as practicing law. Never assume your application is going to be rubber stamped, and be prepared to contribute from day one.
Reap the Great Rewards

By now, it should be clear that I am so glad I made the time to follow through with my plan to add balance back to my volunteer activities by joining a nonprofit board. The solidifying moment for me was hearing two little girls speak at Zebra Crossings’ recent fundraising event about how their participation in our program has changed their lives. They talked about the friendships they have made with children with similar health conditions, and about having more confidence and courage in their daily lives. The parents of a child in the program also shared what it means to have a safe place for their child to go to camp and the noticeable change it made for their family. I was so proud of those girls that night, and I was proud to be on the board of such a wonderful organization.

This journey has also opened new avenues for business development. I have met several people I may not have crossed paths with had I continued to limit my networking to legal associations. I meet others at every new event.

I hope that you are now inspired to start your own journey to your first board position, or perhaps to join a new board.

Keywords: litigation, woman advocate, board membership, nonprofits, community service, professional development, mentoring, leadership, governance, fundraising

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The Benefit Corporation: A New Entity for Community Service and Leadership
By Quyen M. Tu – June 12, 2015

Remember the first time you saw a TV and VCR combo or the all-in-one machine that can print, copy, and fax? Or maybe the first time you were able to access the Internet on your mobile phone? It was obvious that combining these multiple functions into one device made our lives better. The new benefit corporation is today’s obvious all-in-one corporate device. Forming a benefit corporation—or working for one—allows you to earn a living while serving your community in a meaningful way.

Benefit Corporation Defined
Most people have never heard of a benefit corporation. So what is it? A benefit corporation is a legal entity that is required to create a material positive impact on society and the environment and to meet higher standards of accountability and transparency through an annual benefits report. This general legal definition is based on the Model Benefit Corporation Legislation, so expect some variations in the states that have passed such a law.

In nonlegalese, a benefit corporation is a company engaged in a win-win-win endeavor. It is a win for the company, because that company is first and foremost financially sustainable, and it is also able to make a meaningful impact on society and the environment in areas that are aligned with its core values. It is a win for the patrons or clients of the company because they are buying more than just the company’s products or services—they are also supporting a worthy cause. And it is a win for the community that benefits from the company’s commitment. Unlike the current prevailing idea that businesses should be concerned only with maximizing shareholder profit, the central idea of this model is that all stakeholders win.

You Probably Know These Benefit Corporations
You probably know some benefit corporations even if the terminology is unfamiliar to you. These companies include: Patagonia (outdoor apparel); Method (cleaning products); Plum Organics (organic baby food); Give Something Back (office supplies); and Klean Kanteen (stainless steel personal water bottles).

Some familiar companies that will decide whether to become benefit corporations in the next few years include: Eileen Fisher (women’s clothing); TOMS (shoes and accessories); Etsy (e-commerce website for handmade goods); Kickstarter (crowdfunding platform); Change.org (online petition platform); Couchsurfing International (hospitality exchange); and Seventh Generation (natural household and personal care products). These thriving companies are already well known for their commitment to social causes.

A Brief History of the Benefit Corporation
As part of the larger social enterprise movement, benefit corporations really took off in the past decade in the United States. Maryland led the nation by adopting the first benefit corporation law
in 2010. Currently, 27 states plus Washington, D.C., have benefit corporation statutes. Idaho will bring the total up to 28 this July. Another 14 states are considering a benefit corporation statute as well. I believe that within the next few years, benefit corporations will be available to businesses in all 50 states, given their rapid adoption and bipartisan support. The last time the corporate world offered a new entity was the limited liability company (LLC) in the 1970s. For more information on benefit corporations in your state, please visit the Benefit Corp Information Center.

**Benefit Corporations Help You Lead and Serve Your Community . . . and Be a Better Litigator**

As an attorney, there are numerous ways to give back beyond clocking in pro bono hours doing legal work. Your commitment is not confined to the walls of your business. You can serve a whole host of community or environmental needs.

Benefit corporations provide rich opportunities for busy lawyers to have meaningful impact in their communities. This commitment can be a part of the corporate lifestyle and values. The ongoing community work through benefit corporations lessens the number of decisions you need to make every time you want to give back. You don’t have to reinvent the service project or come up with a new one. Plus your long-term commitment sends a message that you really care. Your leadership provides opportunities for your colleagues, staff, or mentees to do the same. It also makes you a role model for the younger generation of women lawyers who want to be doing it all. It is no secret that people do business with those whom they know, like, and trust. Engaging in community service gives people a chance to know you as a lawyer, like you, and trust you.

Community service also helps you become a better litigator. You learn and understand your community’s needs as you serve. Your work allows others to see you as more than just an attorney. It is likely that this is the community where your jurors come from, so you have more knowledge to conduct voir dire and connect with the jury pool.

Consider forming or joining a benefit corporation to do well and to do good simultaneously. For the busy lawyer who has a fulfilling career, is already a leader, and wants to give back to his or her community, creating a benefit corporation or working for one allows you to lead and serve your community through your work.

**Keywords:** litigation, woman advocate, benefit corporation, community service, social enterprise movement

[Quyen M. Tu](#) is a solo practitioner in Orange County, California, who works with businesses that want to improve their image in the community.
The Hidden Benefits of Board Service
By Mary-Christine (M.C.) Sungaila – June 12, 2015

Since 1996, I have served continuously on one or more nonprofit boards, as well as in bar leadership, on top of practicing appellate law full-time. I currently serve on the boards of the International Association of Defense Counsel Foundation, Coastline Community College Foundation, RAND Institute for Civil Justice, and the Western Justice Center Foundation. Previously, I served on the boards of Opera Pacific, Women Lawyers Association of Los Angeles, and Claremont Graduate University, and chaired the boards of national teen dating violence organization Break the Cycle and L.A.-based literary and poetry publisher Red Hen Press. Both as a newer lawyer and as a law firm partner, I have discovered many benefits to serving the community beyond the satisfaction of doing the right thing and giving back. I highlight five of those benefits here.

Nonprofit Boards Develop Leadership Potential
As a lawyer, you will lead teams on cases, and perhaps later lead your practice group or law firm. Nonprofit boards, which have committee structures and leadership ladders, are good training grounds for newer lawyers, providing opportunities to work with and lead teams toward a shared goal. The fundraising aspect of boards provides opportunities to build business development skills: once you have asked for donations to the charity whose board you serve on, you will be better equipped to approach potential clients for work. The more established and prestigious nonprofit boards also provide women lawyers with the experience they need to be considered for lucrative for-profit corporate board positions.

Nonprofit Boards Provide a Chance to Meet the Community, Which Can Lead to Work
Serving on a nonprofit board exposes you to a whole new set of leaders in the community, from philanthropists to executives and thought leaders. Serving together in furtherance of a common cause, and rolling up your sleeves together on board projects, provides the foundation for a deeper connection than would meeting these same people at a networking function. Board members often refer work to each other. They have seen you in action and trust your character, judgment, and passion, even though they may not have seen your legal work.

Nonprofit Boards Remind You of the Value You Bring as a Lawyer
Nonprofit directors often seek out lawyers for board service because of the deep analytical skills we bring to a problem. We break problems down into discrete, manageable pieces, and cut through the apparent morass to reach the clearest path to a solution. Our legal training makes us instinctively strategic thinkers, which is valuable to any organization.

Board Membership Also Reminds You of the Skills Nonlawyers Bring
Organizations benefit from a wide range of other professional and charitable experiences among their board members. Serving alongside those with business, literary, or social service training opens your eyes to the value that different perspectives can bring to a problem, and the benefits
of having diverse problem solvers work together. It can also serve as a reminder, when working
with clients, that the law is not the only thing to pay attention to; there may be business or
organizational considerations to take into account when choosing a path to handle a dispute.

Board Membership Enhances Public Speaking and Advocacy Skills
As a board member, particularly as a board chair, you will be called on to speak to the media on
behalf of the organization, write op-ed pieces, or speak at events. After speaking at multiple
events one year, I noticed that my oral argument presentations had improved: rather than rushing
through to make the points I wanted to make on behalf of my client, I slowed down and paid
attention to the justices and what their body language indicated they were more interested in
hearing about (just as I would with an audience when delivering a public speech).

Conclusion
These opportunities not only expand your skills and self-confidence, but they also can show you
new avenues for influence and remind you that one person can make a difference. As board chair
of Break the Cycle, for example, I was called on to coauthor op-eds about domestic violence
laws for teens and to speak to the national and local media about the organization’s 50-state
annual report on the status of teen dating violence protection laws, or the lack thereof. One of our
op-eds triggered the passage of a teen dating violence restraining order law in a state that
previously had none.

In short, board service is rewarding in itself, but it can also enhance professional growth and
open many other doors.

Keywords: litigation, woman advocate, nonprofit boards, community service, leadership,
business development, professional development, public speaking

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Committee on Amicus Briefs, and is a contributing editor to the Woman Advocate newsletter.
Suicide Prevention Programs: What the Legal Profession Can Learn from the Military

By Brian Farlow – June 12, 2015

The statistics are our profession’s dirty little secret, mentioned only in passing and often used to describe what may be happening at “other” firms. Yet depression and suicide strike members of the bar at an alarming rate: The Texas Lawyers’ Assistance Program reports that suicide is the third leading cause of death among lawyers, two to six times higher than the general population. Other studies report that among the professions, lawyers have the highest incidence of depression. As many as one in five lawyers suffers from alcohol or substance abuse. A North Carolina study reported 11 percent of attorneys had contemplated suicide in the last month and 26 percent exhibited signs of clinical depression.

If suicide prevention is to be successful, leaders from law firms, practice groups, and bar associations must be willing to transform our professional culture. In recent years, another profession—the military, the profession of arms—also has confronted an alarming rate of suicides. Recognizing that depression can be treated and suicides prevented, the military implemented a large-scale, ambitious suicide prevention program. A critical lesson emerged from the military’s experience: leadership matters. Lawyers can apply the same lesson to fight depression and prevent suicide among the members of our own profession.

Why turn to the military for answers? Like the military, we lawyers pride ourselves on our toughness, and even our professional “warrior ethos.” Litigators long have compared themselves to warriors. Elizabeth G. Thornburg, “Metaphors Matter: How Images of Battle, Sports and Sex Shape the Adversary System,” 10 Wis. Women’s L.J. 225, 232–37 (1995). Examples abound. The Gerry Spence Trial Lawyers College quarterly publishes The Warrior. David Barnhizer authored The Warrior Lawyer: Powerful Strategies for Winning Legal Battles. Large legal teams may employ “shock troops” or “scorched-earth” litigation tactics, a small legal team may be called a “seal team” or “strike force,” and an individual lawyer is often “battle tested” or a “hired gun.” Also like the military, legal warriors value service, and we know that leadership can change our professional culture without making us less effective in the field.

The army’s struggle to design, implement, and deploy an effective suicide prevention program can point the way for the legal profession to improve its own suicide prevention efforts. To address the challenges of suicide prevention, the army’s program employs preventative tactics as well as specific steps to improve the effectiveness of those tactics. This can be viewed as a suicide prevention triad: (1) recognize the critical role leadership plays in suicide prevention, (2) employ transformational leadership techniques to alter institutional values, and (3) avoid the common pitfall of blaming an individual’s need to seek help on his or her internal “weakness.”

Leadership Matters—It Really Matters

Leadership is critical. The army recognizes that one of the greatest barriers to preventing suicide is a culture in which people are ashamed to seek help. Persistent stigma and the fear of seeking...
help can even render active suicide prevention efforts ineffective. Consequently, the army tasks its leaders at all levels with countering these destructive attitudes and encouraging help-seeking behavior. Put simply, the army knows that merely educating soldiers about available resources will not produce the desired results. Rather, leaders must transform the professional culture to allow individuals to seek help.

As a group, lawyers comprise one of the most educated and intellectual professions. Every state bar association and many local bar associations provide education and assistance to their members. Thus, the fact that suicide plagues the profession is not rooted in a lack of knowledge that help is available or how to obtain it. Rather, as with the army, a culture of stigma and fear makes that knowledge ineffective. Young lawyers—as leaders of their firms, practice areas, bar associations, and legal departments—can turn the tide.

The army’s *Suicide Awareness Guide for Leaders* highlights the critical role of leadership in battling suicides: “Anyone and everyone can make a difference, but change starts with leadership.” Maintaining a “warrior ethos” is critical to the army, yet it recognized that it had to overcome a culture that inhibited—if not actively discouraged—soldiers from seeking behavioral/mental health assistance. The army trains its leaders to implement specific steps to reduce suicides. The bar can do the same:

1. **Promote an atmosphere that encourages and enables others to seek help.**
   - Exemplify through your actions and behavior a culture that encourages individuals to seek behavioral health assistance. Avoid actions that discourage individuals from seeking help.
   - Educate members about helpful resources available from the bar and the mental health community.
   - Promote the understanding that seeking help does not adversely impact one’s career.
   - Increase the visibility and presence of behavioral health resources and capabilities.
   - Use strategic communications to normalize and promote the benefits of help-seeking behavior.

2. **Communicate that seeking help is a sign of strength.**
3. **Foster a sense of responsibility in members to provide watchful care and support to one another.**
4. **Reduce stigma by promoting positive behavioral health that includes physical, emotional, social, family, and spiritual well-being.**
5. **Educate members of the organization to comply with the no-tolerance policy for belittling anyone who seeks behavioral health assistance.**

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Leaders who understand the inherent benefits of help-seeking behavior are effectively positioned to help prevent suicides among members of their organizations.

**Transformation Leadership—A Primer**

The army recognized that leaders would have to do more than merely lead suicide prevention efforts. Those leaders would have to transform a culture that had inhibited seeking mental health assistance so that the warrior ethos would instead *promote* help-seeking behavior.

Transformational leadership goes beyond focusing an organization to achieve a goal; it fundamentally changes the organization itself. Transformational leaders appeal to the moral values of an organization or its members, moving them to make a major change in society. This is contrasted with transactional leaders, who appeal to the member’s self-interest, providing benefits in exchange for the member’s contribution and efforts. See James MacGregor Burns, *Leadership* 49–72 (1978).

Scholars also often distinguish between positive charismatic leaders and negative charismatic leaders. A positive charismatic leader has a socialized power orientation, meaning the leader seeks internalization of values in his or her followers. By contrast, a negative charismatic leader has a personalized power orientation and wants to get people devoted to him or her as an individual as opposed to an idea, product, concept, or strategy. See Jay A. Conger & Rabindra N. Kanungo, “*Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings*,” 12 *Acad. Mgmt. Rev.* 637 (1987). A successful professional transformation to prevent suicide requires internalization of a new value—destigmatizing and accepting help-seeking behavior. The positive charismatic leadership approach is suited to such a transformation, while a negative charismatic leadership style is not.

John Kotter, the Konosuke Matsushita Emeritus Professor of Leadership at the Harvard Business School, has proposed an eight-step model for transformational leadership that can serve as a road map for more effective suicide prevention programs:

1. Establish a sense of urgency.
2. Form a powerful guiding coalition.
3. Create a compelling vision.
4. Recognize and utilize the multiple methods of communication to promote the vision.
5. Empower others to act on the new vision.
7. Consolidate improvements and produce more change.
8. Institutionalize new approaches.

John P. Kotter, *Leading Change* 24 (1996). Critically, the successful transformational leader does not robotically execute each step, but rather identifies and creatively adapts these actions to both the situation and the leader’s natural strengths.
A Common Trap—The Fundamental Attribution Error

A common problem that bedevils efforts at transformational leadership is called the “fundamental attribution error”—the human inclination to attribute the behavior of others to their internal capabilities and weaknesses, while attributing one’s own failures or shortcomings to external situations or the environment.

This inclination is so deep that most of us do not even recognize that we are committing the error. Yet it manifests itself in both our thoughts and language. An attorney who learns that a colleague is seeking help for mental health issues may think that the colleague “was weak,” “couldn’t hack it,” or just “didn’t have what it takes.” Such thoughts are rooted in the belief that the other person’s action—seeking help—was caused by an internal characteristic—weakness. Leaders must shift their thinking to recognize that both their own and others’ actions are driven, at least in part, by external circumstances and situations. A transformational leader will recognize that in order to destigmatize help-seeking behavior in the profession, he or she must discourage colleagues from associating help-seeking behaviors with weakness or personal shortcomings.

The Rewards of Success

The legal profession need not discard its “warrior ethos” to prevent suicide more effectively. The army’s suicide prevention program maintains “warrior ethos” as a core value (if not the core value), even while it has begun to reduce the number of suicides. For example, the army has destigmatized help-seeking behavior by promoting that it is acceptable to “take a knee.” “Taking a knee” is not weakness. Instead, failing to seek help at the appropriate time is undesirable behavior, like failing to perform maintenance on equipment.

Transformational leadership in the legal profession can reduce the number of lawyer suicides and lower the profession’s rates of depression. We can modify our profession’s culture to ensure that peers do not stigmatize anyone who seeks out mental health assistance. And we must increase the sense among members of the bar that, as members of a profession, we have a responsibility to our brothers and sisters in the law to promote their mental health.

Keywords: litigation, woman advocate, suicide prevention, leadership, mental health, behavioral health, depression, army, military, transformational leadership

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A Review of Adam Grant's Give and Take
By Lindsay D. Breedlove – June 12, 2015

When grouped by reciprocity style, people fall into three general categories. Takers like to get more than they receive and are typically willing to help others only when they expect the benefit they receive will outweigh the personal costs of helping. Matchers, by contrast, keep track of who gives and receives, and prefer an equal balance of giving and getting. They help others when they owe a favor or when they may want to call in a favor in the future. Givers prefer focusing on others. They are content to give more than they receive and help whenever the benefits to others outweigh the personal costs of helping.

Psychologist Shalom Schwartz surveyed thousands of adults across 12 diverse countries about their guiding life principles, and in every one, participants reported caring more about giving than about traditional markers of success like power, achievement, excitement, freedom, and security. But as Adam Grant explains in Give and Take, despite this widespread acceptance that giving is an admirable quality, we draw on different values in the workplace. While Shel Silverstein’s The Giving Tree may make appearances when we have kids on our laps, books about gaining influence and control top professional self-help bestseller lists. Givers are “a relatively rare breed” in the workplace, according to Grant, likely because people perceive giving to be a high-risk/low-reward professional strategy.

Give and Take challenges that perception. When evaluated for professional success, “you might predict that givers achieve the worst results,” Grant quips—“and you’d be right.” But, he explains, that is only half the story, and a misleading half at that. Because while some givers find themselves at the bottom, givers also top the charts, enjoying more success than takers and matchers, who are more likely to land in the middle.

With colorful anecdotes and accessible explanations derived from social science research, Grant powerfully makes the case that we should not check our giving tendencies at the professional door. Indeed, he extolls the relative benefits givers can experience in networking, collaborating, and developing talent by embracing their giver tendencies. Recognizing the success givers achieve and striving to emulate giving behaviors for the purpose of achieving that success, however, “probably won’t work.” After all, giving with the expectation of receiving more is classic taker behavior, while giving and expecting just as much in return is what matchers do best. Only true givers top the pack.

In this respect at least, women appear to have an advantage. Research shows that even women in the upper echelons of professional leadership are more likely to be givers than their male counterparts. In other publications, Grant has analyzed the work of Harvard professor Hannah Riley Bowles and her colleagues, who have evaluated some gender differences relevant to Grant’s work. For example, when they asked nearly 200 senior executives to role-play a salary negotiation between “boss” and “employee,” the researchers found that female “employees”...
negotiated salaries that were 3 percent lower than the salaries negotiated by men assigned the same negotiating task. In those results, Grant sees successful professional women being more inclined toward giving than successful professional men.

But as Bowles’s study demonstrates—and as Grant notes repeatedly in *Give and Take*—giver tendencies can hamper professional success just as much as they can advance it. Nearly half of Grant’s book focuses on how to avoid the bottom half of the success ladder by, among other strategies, combating the effects of giver burnout and preventing others from taking advantage of giver generosity. Just as Grant’s insights regarding givers’ success rest on social science research, so too do his suggestions to use giver impulses to climb to and stay at the top. For example, Bowles’s research team discovered that when female subjects were instructed to act not as the “employee” but as the “employee’s mentor,” they negotiated salaries that exceeded those obtained by their male negotiating counterparts by 14 percent. When women viewed their roles as representing the interests of others, being hard-nosed negotiators was consistent with their self-images as givers. Moreover, expressly invoking concern for others as a justification for a higher salary increased women’s chances of getting that salary without requiring them to sacrifice their reputations for generosity.

*Give and Take* provides food for thought and tools that seem worth a try—especially for the natural givers among us. Although some of Grant’s other work explores the gender dynamics relevant to reciprocity styles and related success in the workplace, *Give and Take* falters for not tackling that elephant in the room. Since publishing *Give and Take*, Grant and Lean In’s Sheryl Sandberg paired to write a four-part *New York Times* series called *Women at Work*, which revisits some of Grant’s earlier themes with an explicit gender focus. Grant and Sandberg explore the “sad reality” that “in workplaces around the world . . . [w]omen help more but benefit less from it.” They recount a study by New York University psychologist Madeline Heilman finding that men were rated 14 percent more favorably for staying late to help prepare colleagues for an important meeting than their female counterparts who did the same. When both men and women declined to offer the help, women received performance reviews 12 percent lower than men. “Over and over, after giving identical help,” Heilman found that “a man was significantly more likely to be recommended for promotions, important projects, raises and bonuses,” while “[a] woman had to help just to get the same rating as a man who didn’t.” Adam Grant & Sheryl Sandberg, “Madam C.E.O., Get Me a Coffee,” *N.Y. Times*, Feb. 6, 2015; see also Adam Grant & Sheryl Sandberg, “When Talking about Bias Backfires,” *N.Y. Times*, Dec. 6, 2014; Sheryl Sandberg & Adam Grant, “Speaking While Female,” *N.Y. Times*, Jan. 12, 2015; Sheryl Sandberg & Adam Grant, “How Men Can Succeed in the Boardroom and the Bedroom,” *N.Y. Times*, Mar. 5, 2015.

Grant and Sandberg’s *Women at Work* series certainly helped push the conversation in the right direction. But the cursory examination of gender-related issues ultimately leaves *Give and Take* short of “must have” status as a woman’s professional development resource. That said, *Give and Take*’s gender-specific shortcomings by no means strip the book of value for women interested in evaluating success and avenues to it from a new perspective. On the whole,
researchers have concluded that women’s performance reviews increased when they acted more like givers. The complication is that not all giver behaviors are created equal. Read *Give and Take* to learn which are most likely to lead to success.

**Keywords:** litigation, woman advocate, book review, Adam Grant, Sheryl Sandberg, giving, helping, professional development, gender, community service

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The Benefits of Service in the Public Sector
By Barbara A. Knapic – June 12, 2015

I’m kidding, right? I want you to add public service to your already overextended schedule? Yes, I do. I want you to contact your local government—city, county, state—or political party of your choice and let them know you are willing to sit on a commission or a board or to run for office. Believe me, the benefits are immense, both to the public entity and to you.

Although there are now more women attending and graduating from college than men, we are still sorely underrepresented in the public sector. Why does that matter? Because if we are on boards and commissions and in office, we are in an ideal position to advocate for more women to be selected for those posts. We are in a position to advance issues that interest and concern us. And a diversity of opinion and viewpoints adds dimension to the conversation and, ultimately, a better outcome.

I’ve held one position or another in government since 1990; only five and a half of those years were in a full-time capacity. I was the first or the only woman in many of these positions. I’m currently serving my second term of office as the only woman member of the Wooster, Ohio, city council. I was the first woman chair of the Ohio Industrial Commission, appointed by the governor. I was the first woman chair of the Wayne County (Ohio) Metropolitan Housing Authority and sat as the only woman on the Rittman, Ohio, city council for two terms. I can’t tell you how many women, young and old, have expressed their gratitude that “at least we have one woman.” In 2015, we are grateful for “one woman”? We should expect more of ourselves. We should expect more of our public entities.

Women attorneys are well suited for public service. First, because we have an advanced degree, we earn more respect from the powers that be. It’s sad but true. I admire those women who have gone from home to public service or, more likely, done both concurrently. But they are sometimes not given the respect they deserve. Second, we as attorneys have analytical skills necessary to navigate legislation and policy issues. Third, we are usually skilled mediators and negotiators. Fourth, we tend to be very tenacious.

The contacts you make through your community service also afford the opportunity to reach more people in your private practice, because you have the opportunity to put your skills in front of the public and potential clients on a regular basis. This exposure is a secondary gain and not your primary purpose for serving. Men have understood for years that board service and public positions advance a lawyer’s market position, but that does not mean you are compromising your integrity or the public service you are providing.

Because of the variety of issues that come before you, there is the opportunity to be educated in topics that may prove useful in your practice. There is no such thing as too much education or information, and you never know when it may come in handy. Keep an open mind.

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Because you are in a public role, you have the opportunity to become a role model for other women and to be a potential mentor. And there is the opportunity to advocate for issues that may not be in the forefront for our male colleagues. I hesitate to say “women’s issues,” because I think it does a grave disservice to pigeonhole any issue. But we as women do approach some things from a different perspective. It is satisfying to be that “other voice” and round out the discussion on issues. Because you are discussing these topics in public, you are also educating others.

Many of us went into the law to “make a difference.” Well, jump into the public sector and it is certain that you will.

Keywords: litigation, woman advocate, public service, public sector, local government, mentoring, government service

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Leadership in Community Service as a Young Lawyer
By Danielle G. Marcus – June 12, 2015

All attorneys, but especially newer attorneys, are asked to do a lot with their time. If you’re in a firm, you’ve got billable hours to maintain, firm events to attend, and the never-ending quest for business development opportunities. If you’re a solo, you are most likely spending all of your time worrying about the innumerable duties involved in running your own business and providing good service, all while keeping the lights on. Attorneys in government, in-house, and other settings have many of the same responsibilities and time commitments, along with stresses unique to their situations. Add to this the fact that you’re also a human, trying to have a life, a family, friends, hobbies, and—if you are a parent—five minutes of uninterrupted silence, and this puts attorneys in a very difficult position. While additional time devoted to community service may seem impossible, it is well worth the effort, especially for young attorneys looking for ways to distinguish themselves among their peers.

No matter the setting, new attorneys must figure out their places in the legal landscape while at the same time focusing on developing the skills that make them valuable and marketable. One of those skills is leadership. It’s a term thrown around in accolades and during award dinners, often associated with the more experienced members of our profession. For many, it’s hard to imagine being the leader of anything, when you’re still figuring out your footing in the law. But if there is one thing that the new attorney is, it’s ambitious. If you are looking for an effective way to gain leadership experience as a new attorney, you only stand to gain when you make time for community service.

Taking active roles in community service organizations is far more accessible for the new lawyer than leadership positions in large organizations that are usually reserved for professionals with the connections and experience that you have yet to develop. Most community service organizations are in dire need of individuals willing to dedicate their time. Nonprofits are happy to receive a cold call or email asking if they can use another volunteer or board member. If you’re unsure how you’ll find an organization to get involved in, consider the following:

**Stay local.** If you are going to spend your time volunteering or contributing to an organization, why not choose one with a direct connection to your local community? Start by looking for organizations connected to your county or neighborhood. It would also be helpful to check websites for your local government, as they will often list city or county boards. In the age of Google, it’s as simple as finding the organization connected to your community and emailing the directors to let them know you are interested in being involved. If you find a board that requires appointment by a government official, inquire with the director as to what is required for an application. While some boards tend to be political, many continue to operate with empty positions that need to be filled.

**Start at home.** Examine your personal connections for opportunities. Look for volunteer or board opportunities at your place of worship, your children’s school, your own alma
matters, or organizations that you have a connection to through your heritage. Ask friends and family if they can think of any organization that might need volunteers.

**Stick with what interests you.** You will be more likely to be an active, enthusiastic participant in the community service experience if you choose an organization that appeals to your interests. If you have always been passionate about reading, investigate local literacy organizations. Go to your local library and get yourself involved, or ask them where help is needed. We are so much more than our jobs, so use your hobbies and interests to guide you to an organization that you can be passionate about.

**Become a mentor.** You have worked very hard to get where you are today, and your skills and dedication in that endeavor are very useful to others. Start with your college and your law school and inquire about programs to mentor students. Local middle and high schools also have mentoring programs.

Once you get a sense of the type of organization you would like to get involved in, the most important thing is to be a reliable participant. Any leadership you choose to undertake can only begin if you show up. Becoming familiar with the organization’s mission and getting to know the people who are a part of it will inform your decisions as to what role you should undertake. Opportunities for leadership will present themselves frequently, as many of these organizations rely heavily on their members for suggestions and advice and have events that need staffing or planning and bylaws to be reviewed and edited.

Your involvement will benefit you professionally in countless ways, many of which you already know. But putting aside those professional benefits, helping others will profoundly affect your life. Your involvement will enable you to get to know and learn from those whose experiences may be far different from your own, and to understand and solve problems you may have never encountered. Community service organizations are often underfunded and staffed by caring people who go above and beyond their job duties to serve the underserved. Your time and participation will mean more than you can imagine to these dedicated people. Taking the time to understand the people and causes that these organizations serve will enrich your life and the lives of others. These experiences will help you understand what it takes to be a good leader, regardless of how many years you’ve been a member of the bar.

**Keywords:** litigation, woman advocate, young lawyers, community service, leadership, volunteering, board service

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Overcoming Obstacles to Victory in Pro Bono Representation

By Lorraine Woodwark – June 12, 2015

One of the greatest challenges in a new lawyer’s career is deciding whether to represent a pro bono client with an unpopular cause. In my case, the cause wasn’t just unpopular—the topic evoked vitriolic hatred. This is my story of how I overcame the obstacles in that pro bono representation.

Early in my career, a college student, whom I shall call “Jamal,” had a constitutional civil rights issue. Jamal came from the inner city, where clubs were often out of reach to kids. He wanted to protect youth organizations’ use of taxpayer-funded public buildings and lands. With assistance from a ghostwriting attorney, he had drafted language for a local county ordinance to be placed on the November ballot. But the drafted ordinance had numerous flaws; it was poorly written and formatted. So it was easy fodder for the county’s legal attack in court. No lawyer in town would touch this case. Jamal was so determined to find an attorney that he braved a women’s group I was president of and patiently waited until the meeting was over to approach me. I told him I had to mull it over for the night and would let him know the next day. Jamal seemed to understand.

First Lesson Learned: While Not Always Wise, Sometimes You Should Take a Case from Another Attorney

Attorneys should always be selective before agreeing to represent a pro bono client, but deciding whether to represent an unpopular cause or client is something law school does not prepare anyone for. That night I didn’t sleep. This was a civil rights case that involved viewpoint discrimination. But it was reported on by the media as an unpopular cause, and the public seemed to agree. Restlessly, I thought about well-known constitutional cases, both real and from fiction books too numerous to mention, where lawyers defended an unpopular client and cause. They were all experienced attorneys, and this would be my first case. I wondered: should all clients and causes be represented? Is it wise to take on such a large and controversial case without experience? Does a lawyer need to agree with or care about an issue in order to represent a client? Common sense and caution were set aside as I agreed to represent Jamal. Sometimes it is better to jump into the fray to gain experience and then prepare for media backlash.

Second Lesson Learned: The Media Have Their Own Agenda

News outlets are skilled in the art of shaping public opinion. Their business depends on stories that captivate readers and make people choose sides, and they can be masterful manipulators. I read the ordinance with an open mind, but it was a mess. It was better to start with a blank slate. Daily news reports about the proposed ordinance gave me insight as to what the complaints were and what I could do to solve the problem. Jamal also had a few demands that he hoped the ordinance language would fulfill. I wanted to make my client happy, but at the same time, some of his expectations were unrealistic. He insisted that the ghostwriting attorney, with over 20 years of experience at a large local law firm, knew better than me. This mystery attorney was adamant that his ordinance language was not the problem.
Third Lesson Learned: Expect the Unexpected

Constitutional issues should be clear-cut, but they rarely are. Understanding the original intent of language and applying it to modern-day circumstances can be challenging. My client had no idea whether his mystery attorney had experience writing legislation. It was already Friday, and the county’s motion attacking the proposal was scheduled for Monday morning. My next call was to the Office of County Counsel for the government, who graciously agreed to withdraw the county’s motion, allowing me time to rewrite the ordinance language. By Sunday, the news gleefully announced the proposed ordinance withdrawn. Jamal reluctantly gave me two weeks to rewrite the ordinance. In less than one week, another anonymous attorney had submitted a new ordinance on Jamal’s behalf. My client had doubted my ability to write a convincing ordinance, as I was just “a young and naïve female attorney.”

Again, the media proclaimed the ordinance dead. My client, fearful of the media barrage, referred them to me. My legal reputation, or at least my ability to gain a good reputation, was already on the line. The media jammed my phone lines. I let the answering machine take the calls. If you don’t have a response, let things cool down for a couple of days to avoid contracting “foot and mouth” disease. The media would eventually look for some other news story and give up. During that time, I drafted a new ordinance, long enough to cover everything but short enough to fit onto one double-sided ballot page with room for signatures. I asked a legislative writer I knew to make sure the ordinance language was correct. It was.

Fourth Lesson Learned: Compliment Colleagues in Public; Censure Them in Private

In other words, don’t let your colleagues render you ineffective, especially in front of your client. I presented my draft ordinance to my client and about 20 of his supporters. They were from diverse backgrounds, age groups, and genders, including one attorney, two environmentalists, three accountants, and a variety of other professionals. Another attorney announced that he would feel more comfortable if he showed my proposed language to a particular legislative writer he knew. His idea was unanimously supported. For the remainder of the committee meeting, he continued to cut me off as I attempted to explain California law and the legal steps required to pass an ordinance. I needlessly fumed, when I should have firmly directed the meeting while asking to speak with the other attorney in private. I emailed the ordinance language to the legislative writer and waited for a response.

The legislative writer contacted me a few days later, praising my legal writing skills. My draft was one of the best he’d ever seen. It only needed one extra clause. The feedback assured me that I had the approval my client wanted, and I submitted my proposed ordinance to the county. By the end of the week, county counsel called me to say the ordinance language had been approved for the November ballot as long as my client had enough valid signatures. From all of the delays, we had less than three months to collect at least 10 percent of the signatures from the last gubernatorial election, a large task. The biggest hurdles were formatting the signature page (I even used a ruler to measure correctly), fundraising, getting volunteers to gather signatures, and overcoming negative publicity. Jamal and I received an invitation from a very hostile local radio
host. The radio appearance was widely publicized, and we were later told the radio station received one of their highest listening rates. After an hour of calmly fielding questions on air and responding to live callers, the show was over. Shockingly, only two callers vehemently disagreed with the ordinance. The other callers were surprisingly pleasant and supportive. The radio host said I changed his mind, but he could not admit it publicly because he wanted to appear neutral.

**Fifth Lesson Learned: Be Watchful about the Money**
With the ordinance language approved, my client’s cause became a nonprofit organization that needed to raise funds. Be wary if anyone is too eager to act as treasurer, though. Sometimes criminals seek to join nonprofit groups just so they can offer to handle the finances. I made sure that one of the qualified accountants who had volunteered was selected to manage the nonprofit’s bank account and the donations.

**Persistence Pays Off**
Within the week, Jamal had garnered overwhelming support from the public even with negative media publicity still strongly against our side. The public had made a favorable 180 degree change, making Jamal’s a *cause célèbre*. In less than one month, more than double the number of required valid signatures to put the ordinance on the ballot had been gathered. The County Elections Office swiftly approved the ordinance. Donations were also swelling the nonprofit’s bank account, and the committee had grown to 200-plus regular members. No one fought the proposed ordinance. A couple of politicians who were up for reelection were advocating in favor of the ordinance. My persistence paid off. The ordinance was a success, and I received recognition from other attorneys for my work. The learning curve from this case helped me grow substantially and become more confident in my skills.

**Keywords:** litigation, woman advocate, pro bono, media relations, young lawyers

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The Power of Women Working Together
By Leyza F. Blanco – June 12, 2015

“Alone we can do so little; together we can do so much.” These words from Helen Keller ring true for many women lawyers who have worked together to achieve much greater success than they would have achieved on their own. While many law firms and lawyers thrive on competition, women who support the business and professional development of other women create an environment where we can all prosper and succeed. Identifying mutual goals and finding the tools to achieve those goals can be the recipe for greater success in the practice of law.

To maximize success, take a personal interest. Be aware of the challenges women face in the practice of law, and then identify the tools we possess to work together. One way to begin is to invest time sponsoring women within your organization or practice area. Find those women who want to achieve similar levels of professional success and encourage them to take advantage of professional and business opportunities.

If there are women leaders who actively support other women in the community, reach out to them. Inquire if there are ways to join in the effort. Another way is to bring a group of women together to build deeper connections and relationships, based on common personal or professional interests. Plan events that bring the women together regularly, so that they can assist each other in reaching business or other common goals. Adopting a “ladder down” mentality with women colleagues is one way to build a team of women to work with on projects.

One example of women working together is a group of successful, more experienced women lawyers who reached out to women at various firms in their community, inviting them to draw on the group’s experiences and their networks of contacts for business and leadership opportunities. This group’s goal is to encourage women to assume leadership roles within their firms and in the legal profession. These women support other women in key ways. They invite others to serve in leadership roles in professional organizations. They provide opportunities to write, speak, and be highlighted as leaders in practice areas. And they give invaluable career advice. In addition, the group’s extensive network of business contacts enables other women to connect with business leaders in nearly any industry in the community.

This group meets once a month for a “lean in” lunch at a popular downtown lunch spot. Those who see these powerful women—who often oppose each other in the courtroom—lunching together might ask, “What brings this group together? What important issues are they discussing?” They dine together to boost community awareness and promote discussion about the issues facing women in the practice of law. They share support, resources, and tools with young women leaders who practice business and bankruptcy law. Their goal is to inspire women to reach for success, and to inspire men in the community to enable and support women to succeed.

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Another example of women working together is a group of strong women leaders who team up to host fundraisers to elect women judges. A third example is a group of women business executives who work together to find a seat at the table for more women. This group identifies and assists qualified women candidates who wish to serve on corporate, nonprofit, and government boards. Each of these groups has found a creative way for women to use their influence and networks to encourage other women to succeed in leadership roles.

There is a lot to be said for women mentors and sponsors who help others along the way rather than work against each other. Sabotaging other women inhibits women from seeking advancement. It excludes and devalues all women and is an obstacle to success. Women attorneys should all share a realistic and positive vision of consciously eliminating career aggression. It is possible for women both to compete and to support each other. Focusing on working together to overcoming business and professional challenges is the recipe for greater success.

This collaborative approach provides the necessary tools for women to achieve confidence, flexibility, support, validation, empowerment, and accountability. Women can build their self-confidence through strength in numbers. There is nothing greater than meeting high expectations for yourself when others believe in you. To start developing collaborative relationships with other women, join groups of women in professional organizations within an industry. Join voluntary bar associations that have a collective goal of promoting women in their professional and business development. By working together and building alliances, women can better address the needs of clients, colleagues, and family. When a female colleague refers a new client or recommends another woman for a professional opportunity, it not only validates their mutual trust and support, but it also empowers the success of both. Working together also increases accountability and motivation to succeed. Together, women can achieve great things and be happier doing so. To achieve that success, inspire and support a fellow woman.

**Keywords:** litigation, woman advocate, mentors, community service, professional development

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The Importance of Paying It Back
By Tiffany D. Gehrke – June 12, 2015

As lawyers, we are uniquely equipped to help others. We not only have been trained to problem solve, but we also have been given special responsibility under the law that enables us to speak or act on behalf of others. We should not take this responsibility for granted. Pro bono work is essential to keeping our legal system flowing and to ensuring that legal services are not reserved only for the most affluent sector of society. Through pro bono work, we can hone our professional skills in addition to helping those in need.

Pro bono work enables you to expand both your comfort zone and the experiences from which you can draw. Those of us with a practice that primarily involves “business” matters do not often get to have the same types of experiences that a family law, personal injury, or criminal law attorney encounters. Volunteering that puts us in contact with people needing legal services is a wonderful way to enhance our communication skills. Learning to present complex legal jargon in a clear, understandable way is an essential skill for any good lawyer.

Pro bono work can also help us give back to our communities in ways that only a lawyer can. Volunteering as a guardian ad litem or serving as appointed counsel can help low income or in-need clients navigate the legal system. Volunteering outside of your expertise (with the supervision or support of another attorney, if needed, so as to not violate your duty of competency) can hone your analytical skills. Even if you are not an estate planning attorney, you can volunteer through the Wills for Heroes program and help first responders prepare wills and powers of attorney. That kind of pro bono work expands our horizons, sharpens our analytical skills, and helps those who put themselves in harm’s way to protect us.

Most of us recognize that as lawyers we have a professional duty to do pro bono legal work, because we have the privilege of practicing law. But that isn’t where it stops. We also owe a duty of service to our communities. We did not get to be lawyers by ourselves. Throughout our lives, we were aided, in ways both big and small, by numerous people. Maybe it was a teacher or coach who encouraged you along the way. Maybe it was a college professor who wrote a letter of recommendation. Maybe it was the neighbors who trusted you enough to give you your first job babysitting their kids. Maybe it was any one of the innumerable ways your family supported you. No matter how you ended up as a lawyer, you can point to others who contributed to your success along the way.

Our personal duty now is to pay it back to the community and encourage the next generation. As women lawyers in particular, we serve as role models to girls and young women. Girls in grade school and high school see us in our profession and take note. Just knowing a woman in a particular field encourages youth to consider certain career options. But that is not enough. We need to make ourselves accessible to others—from all walks of life—and to talk to and encourage them to explore professions that historically have been male-dominated. We need to
show these young women that, just like the generations before us, we are working to make the future a better place for women, and we are fighting for equality in the legal field and beyond. We need to fight the negative stereotypes all too often associated with being a lawyer. We need to be positive role models. We need them to see the wonderful and exciting experiences that come with being a lawyer, in addition to all the hard work. We can do this by volunteering in our communities.

Not only do we help future generations when we volunteer, but we also help enhance our own skill set. We develop our listening skills and empathy. We see similarities in people from diverse backgrounds. For example, a few years ago I was volunteering as a tutor to help a Chicago Public High School student prepare for the ACT. She was the first in her family to consider college, and she had never met a lawyer. She only knew of “lawyers” from TV and through others who had been through the criminal justice system. Throughout our tutoring sessions, she learned not just some helpful mnemonic devices to help with the ACT, but also that there are many other ways to be a lawyer beyond what she had seen on TV. I learned from her during our tutoring sessions, too. I learned to listen, to put myself in someone else’s shoes, and to look for ways to problem solve—all skills that help in both personal and professional settings.

As lawyers, we must continue to serve our communities and work together for equality and access to justice. As they say, to whom much is given, much is expected. Go out there and make our profession proud. In honor and appreciation of those who helped each of us get to where we are today, we should pay it back to the community and help those who are following in our footsteps.

**Keywords:** litigation, woman advocate, pro bono, community service, volunteering, access to justice

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NEWS & DEVELOPMENTS

May 29, 2015

A Unique Intern Class—Returning to Law After Voluntary Leave

In the article, “GCs Find Untapped Talent in Women Returning to Law,” author Melissa Maleske discusses JPMorgan Chase & Co.’s (JPM) new in-house counsel internship “re-entry program.” Unlike other internship programs, this program is limited to “attorneys trying to return to work after extended voluntary leaves.” Generally, this includes “high-performing attorneys who fall outside the typical pool of in-house candidates” and women, who are more likely to take family-related leaves.

The program’s backbones are training and mentorship. The training sessions consist of continuing legal education and back-to-work refresher courses on “new technology, networking, writing an executive summary and presenting to senior leadership.” JPM also pairs up with the company’s outside counsel to lead the educational components. The article notes that companies should consider partnering with law firms as they can be “priceless allies for law departments looking to launch these kinds of efforts.” According to the article, the company benefits from additional legal training while the law firm gets a “better understanding of its client’s business and needs.”

Mentorship is another important feature of the program. Each intern is assigned two mentors: one from JPM and a partner from its outside counsel’s law firm. The “in-house” mentors are selected based on their knowledge of the company’s business and ability to make interns feel comfortable coming to them with questions. The firm mentors, on the other hand, provide guidance on working with outside counsel.

The article encourages other companies and law firms to adopt similar internship programs for this “underutilized pool” of talent. According to the author, tapping into this pool is a huge benefit for companies as candidates come to the table with the “training and investment” from their prior experiences and have had time to mature and gain life experiences from being in the workforce. According to JPM’s director of the “re-entry program,” the candidates perform “at an extremely high level, almost as if there had been no gap in work experience” and contribute as if they were a lateral hire.

The article notes that what is essential to these types of internship programs “is a commitment to the program, which includes devoting time and people to training and mentorship.” The program can be adapted to fit the size and resources of the company. Another essential component is having the right candidates. Successful candidates are those who are open and eager to learn and try new things, take coaching and advice, and respond to mentorship.

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The Pervasive Interruption of Women and What to Do About It

In the recent article “Mansplaining, Manterrupting & Bropropriating: Gender Bias and the Pervasive Interruption of Women,” lead researcher Dr. Arin N. Reeves explains her research into whether there are gender differences between which gender is interrupted more in meetings, conference calls, and panel discussions.

After observing over 2,400 minutes of conversations in live meetings, conference calls, and panel discussions, Dr. Reeves found that there was an average of 29.6 interruptions per meeting. Overall, interruptions occurred most frequently in plenary panel discussions. Interruptions occurred more when the meeting took place face to face rather than over the phone. Of the total interruptions noted, 67.8 percent were by men and 32.2 percent were by women. “Men definitely interrupted more than women, and they were also far more likely to interrupt women than they were to interrupt men … Interestingly, women also are far more likely to interrupt other women than they are to interrupt men.” When men interrupted, 71.8 percent were interruptions of women compared to 28.2 percent of interruptions of other men. When women interrupted, 64.6 percent of the time the woman interrupted another woman.

Dr. Reeves found that “most of the men’s interruptions of others … were not conscious or deliberate.” However, women were “overwhelmingly conscious of being interrupted” and reported that they often felt disrespected, invisible, stuck, and frustrated.

Dr. Reeves offers several ideas for inclusion, including: create and use agendas for meetings, take turns, remind people at the beginning of the meeting that interruptions prevent an effective exchange of ideas and make meetings longer than necessary, for men to get engaged, for women to stay engaged, to disinterrupt interruptions, and to speak up about interruptions.

Overall, Dr. Reeves opines that “we cannot talk about women’s retention, advancement and leadership in workplaces without exploring what happens when women are consistently interrupted in the workplace.” However, by “simply acknowledging the interrupting and the impact of it will start a very necessary conversation in our workplaces.”
Keywords: litigation, woman advocate, gender differences, interruptions, meetings, women’s advancement

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