

Connecting Katten 2011

The Legal Profession's Diversity Imperative: Building a Better Future

Creating a Legacy of Diversity and Inclusion:

The Leadership Council on Legal Diversity

None of Us Is as Good as All of Us:

Pat Harris on the Evolution
of Diversity at McDonald's

Shaping the Next Generation of Attorneys:

CBS Corporation's
Laurie Nicole Robinson

Making Mentoring Work

Katten

Katten Muchin Rosenman LLP

Connecting Katten

The Legal Profession's Diversity Imperative:
Building a Better Future



Page Contents

- 3** **Creating a Legacy of Diversity and Inclusion:
The Leadership Council on Legal Diversity**
*Featuring insights from the GCs at General Mills,
The Coca-Cola Company, Allstate Insurance
Company, The Clorox Company, Fannie Mae
and Macy's, Inc.*
- 8** **None of Us Is as Good as All of Us:
Pat Harris on the Evolution of Diversity
at McDonald's**
- 10** **Shaping the Next Generation of Attorneys:
CBS Corporation's Laurie Nicole Robinson**
- 12** **Making Mentoring Work**
*Featuring Paulette Dodson, General Counsel and
Corporate Secretary, Sara Lee Corporation*
- 15** **New Managing Partner Committed to
Helping Diverse Attorneys Succeed**
- 16** **2011 Sponsorships & Affiliations**

Message from Vincent A. F. Sergi

Welcome. The legal profession has reached a critical moment. Recognizing that we still have significant strides to make in becoming a diverse workforce, we must take this as our opportunity to renew our commitment to diversity and reconsider our approach to getting there.

Because diversity continues to be one of Katten's core values, we joined the Leadership Council on Legal Diversity (LCLD). This organization challenges the leadership of law firms and corporate legal departments to hire, engage, retain and promote diverse talent. As Katten's National Managing Partner, it is my honor and privilege to be able to make a personal commitment to participate in the LCLD on behalf of the firm.

It is a difficult goal to attract and retain the best diverse talent. But at this critical moment, it is imperative that we make the effort. Those who don't will be left behind. I believe the LCLD understands how far we have come, and how far we still need to go. I look forward to joining the other decision-makers on the Council in addressing the future of our profession.

A handwritten signature in black ink that reads "Vincent A. F. Sergi".

Creating a Legacy of Diversity and Inclusion: The Leadership Council on Legal Diversity

For many companies, diversity fell off the radar during the recession. Attention was diverted to cutting costs, reducing headcounts and keeping business. And despite the important work of numerous organizations, many diversity initiatives in law firms and corporate law departments lay fallow. Enter the Leadership Council on Legal Diversity (LCLD).

Formed in May 2009 as an outgrowth of the Call to Action initiative, the LCLD is a first-of-its-kind organization: Membership is limited exclusively to corporate general counsel and law firm managing partners—those with the most influence on the legal profession.

“Ultimately we determined that if we were going to be able to sustain and become more consistent with our efforts, we needed an organization like the LCLD to help drive things forward,” says LCLD Founder and Chair Rick Palmore. “We realized that we needed general counsel and managing partners to collaborate.”

The LCLD’s approach leverages its members’ spheres of influence and collective power to effect lasting change. LCLD managing partner and general counsel members met as a group for the first time last October to launch four ambitious strategic initiatives aimed at advancing diversity in the legal profession—Talent Development, Partnerships, Pipeline and Benchmark.

According to LCLD Executive Director Robert Grey, the LCLD is taking a more focused, action-oriented approach to increasing diversity in the legal profession by narrowing the field of issues.

“Others have done good and significant work. Now [we need an organization that] emphasizes diversity in a way that raises our sightline,” says Mr. Grey.

Geoff Kelly, vice chair of the LCLD’s Talent Development Committee, agrees: “We’ve had organizations and corporations that have launched individual efforts, but

Special thanks to the following LCLD leaders for generously agreeing to be interviewed for this article.



Rick Palmore

Executive Vice President, General Counsel, Chief Compliance and Risk Management Officer and Secretary, General Mills, Inc.



Robert Grey

Past President, American Bar Association Partner, Hunton & Williams LLP



Geoff Kelly

Senior Vice President and General Counsel, The Coca-Cola Company



Michele Coleman Mayes

Senior Vice President and General Counsel, Allstate Insurance Company



Laura Stein

General Counsel, The Clorox Company



Dennis Broderick

Executive Vice President, General Counsel and Secretary, Macy’s, Inc.



Tim Mayopoulos

Executive Vice President, General Counsel and Corporate Secretary, Fannie Mae

we've never had an organized, concerted effort at both law firms and companies. We are committed to making the LCLD an organization that emphasizes action items and measures results.”

Statistics show that while greater progress in terms of diversity has been made in corporate legal departments and in society at large, law firms are more risk-averse, concerned that change could negatively impact the successful institutions they've built. In addition, law firm clients generally are not as diverse as their own customers. The LCLD founders sought to address this disparity by uniting law firm managing partners with their corporate counterparts.

Says Mr. Palmore, “If we are going to be successful, then managing partners will need to realize that this is in their own self-interest. They will sign on to help drive diversity and be at the table, but will not need to be driven to the table.”

Adds Mr. Kelly, “The impetus for increasing law firm diversity must come from within law firms themselves. Companies can put pressure on their outside counsel, but ultimately law firms need to understand and embrace the value of diversity in order for it to be successful.”

Katten joined the LCLD in 2009 when the organization first approached law firms about getting involved. As part of their commitment to the organization, the LCLD requires that member firms' most senior position be actively involved. Katten's National Managing Partner Vince Sergi sits on LCLD's Pipeline Committee, and was in attendance at last fall's first annual conference.

Diversity and inclusion remain critical to creating a sustainable competitive advantage, not just in the legal profession, but as a country, says Mr. Grey, and mining our diverse talent is what separates us from the competition. “If we are focused only on a finite part of our population, then we cannot compete globally,” he says.

Katten attorneys Diane Bell, David Kelly and Ethan Rii interviewed the corporate leaders of each of the LCLD's four strategic initiatives to gain further insight into the organization's mission and long-term agenda.

Grooming the Next Generation: Talent Development

The LCLD's Talent Development Committee seeks to strengthen the skills of attorneys in member LCLD organizations so that these next-generation lawyers can accelerate their development, optimize their contributions to their organizations and take their place among the leaders of the profession.

LCLD Chair Rick Palmore, who sits on the Talent Development Committee, suggests that the current economic environment has revealed certain inefficiencies in talent development throughout the legal profession. “Oftentimes talent is identified in an [offhanded] way—for example, a senior member of the firm or company may independently develop a connection with a younger associate.”

Identifying talent in this manner can have the unintended consequence of preventing an organization from providing the same opportunities for success to all of its employees.

As such, Mr. Palmore states, “It is important that law firms and corporations put in place processes to systematically look at all of their talent, appraise the opportunities given to their talent and measure them accordingly.”

With the LCLD Fellows Program, the Talent Development Committee aims to make the legal industry more diverse by providing leadership, relationship building and networking training for high-potential attorneys of diverse backgrounds. Each LCLD member organization will select new Fellows annually for the year-long experience (two per corporate member, one per law firm member). Candidates for the Fellows Program must have at least five years of experience (though programming is targeted to attorneys with eight to fifteen years of experience), and must also be committed to the development of others. Participants will have unprecedented access to industry leaders throughout the program, and each will be provided with an LCLD leader for ongoing mentoring following completion of the program.

“In the legal profession we ‘train’ people to be lawyers but do not develop them as people,” says Talent Development Committee Vice Chair Geoff Kelly. “What we've created are lawyers who are trained to be competitive vis-à-vis their peers, but what we need are leaders. Through the Fellows Program, we are getting the next generation of leading talent together and helping them to develop skills that will enable them to become leaders.”

As identified by the Talent Development Committee, qualities that are not typically developed through formal training include being comfortable with financial statements and possessing an easy but powerful speaking style, a general business savvy, and the ability to build and maintain relationships.

The Talent Development Committee endeavors to have both a direct and an indirect impact on talent development through the Fellows Program—program alums will ultimately become mentors to those who follow behind,



Katten's Stefan Baugh Selected as LCLD Fellow

Stefan Baugh, a Washington-based partner in the Real Estate Practice at Katten, represents the firm in the 2011 class of LCLD Fellows. Mr. Baugh, who joined Katten in 2006, is the hiring partner for the Washington office and a co-chair of the firm's Committee on Racial and Ethnic Diversity. He is also an associate and summer associate mentor as well as a member of the D.C. Minority Partners, a networking and mentoring organization. In 2010, Mr. Baugh was honored in *The Network Journal's* "40 Under-Forty Black Achievement Awards," which recognize men and women under 40 years of age who have achieved significant professional success and have also made important contributions to their community.

After attending the LCLD Fellows Conference in March and participating in two days of seminars and workshops under the direction of Werten Bellamy, founder and director of the Stakeholder 100 project, Mr. Baugh says, "I felt really energized—it changed me." The conference agenda was designed to make it easy to connect with other Fellows as well as the LCLD leaders serving as panelists, which included Talent Development Committee Chair Greg Jordan of Reed Smith and Vice Chair Geoff Kelly of Coca-Cola, as well as general counsels from Alcatel-Lucent, Honeywell and Proctor & Gamble, among others, and national managing partners from nearly a dozen law firms.

"Most people have to go out and find their own network; the LCLD Fellows Program gives you a built-in network," says Mr. Baugh, who acknowledged how difficult it can be to create and sustain networking relationships in an organic way.

Mr. Baugh says he and some of the other Washington-area Fellows pledged to meet regularly, taking advantage of their new connection with each other. In August, Mr. Baugh visited Katten's Chicago office to share what he is learning as an LCLD Fellow with the firm's diverse associates.

The unique opportunity the LCLD Fellows Program presents is not lost on Mr. Baugh, who predicts that securing a nomination for next year's class will be competitive.

"It should be like a wrestling match to get involved."

creating, says Mr. Kelly, "a cadre of people who know one another and have a commitment to diversity in the legal profession" who will increase diversity in the profession at a much faster pace.

"Talent development holds the keys to the kingdom," says Mr. Palmore. "It is one thing to attract talent; the key is to retain people. In order to retain people it is important to give them a sense that you are investing in them, and to give them good work. Taking these steps will have a particular impact on diverse talent, but will also impact talent across the organization as a whole because you are dealing with processes."

The Fellows Program kicked off with a conference last March in New York, where the inaugural class of 106 Fellows participated in a variety of activities centered around the core topics of relationship building, team development and personal leadership. The next Fellows conference will be held in conjunction with the LCLD Annual Meeting in September.

Maximizing Value in the Firm-Client Relationship: Partnerships

The Partnerships Committee espouses a "new partner model"—one that, like the LCLD itself, requires the active participation of law firm managing partners and general counsels in the improvement of diversity on both sides of the relationship.

"If we get aligned as partners, we will be able to do much more than we could do individually, or apart," said Partnerships Committee Chair Michele Coleman Mayes, at last October's first LCLD meeting.

The group aims to recognize successful diversity initiatives at law firms and corporations and identify best practices to replicate across the legal profession. Ms. Mayes says she was pleasantly surprised by the way member firms that would otherwise be competitors came together and "put their cards face up to tackle diversity."

The primary focus of the Partnerships Committee is promoting "diversity secondments," which give diverse attorneys an inside view of their clients' business and operations and help them develop a better appreciation for what clients need. Ms. Mayes believes that secondment, while not a new concept, is a creative way to address diversity initiatives from a practical standpoint. Allstate currently retains two secondees—one non-equity partner and one senior associate.

The committee is also exploring the possibility of adapting the National Football League's Rooney Rule, which requires teams to interview minority candidates for head coaching and senior football operations opportunities, to the legal

profession. The LCLD has developed a toolkit for firms and their corporate clients to execute secondments that includes guidance on how to implement the Rooney Rule in identifying and valuing underutilized talent.

Rather than just waiting for the cream to rise to the top, “employers must have a deliberate process of grooming leaders,” says Ms. Mayes.

Repairing the Legal Pipeline

For years, law schools and legal employers have grappled with diversifying the profession’s pipeline. Current figures show that 25.4% of the population graduating with four-year degrees from U.S. colleges and universities are from minority groups, but only 21.7% of law school enrollments are from minority groups.

“It’s hard to encourage diversity in the profession when [the percentage of diverse] law school enrollees isn’t keeping up with national averages,” says Pipeline Committee Vice Chair Laura Stein.

The LCLD hopes to help build a diversity pipeline to attract individuals into the legal profession who are as diverse as the country. Its goal is to move more diverse students from college to law school and help those students succeed once they get there.

“We don’t endeavor to patch together all of the pipeline programs that already exist,” says Dennis Broderick, chair of the Pipeline Committee’s law school program, the Success in Law School Mentoring Program. “We want to try to make a difference in one area.”

Ms. Stein says the Pipeline Committee has elected to focus its efforts on widening the pipeline at the law school gates because that is where committee members feel the LCLD can make the biggest impact. “If we could increase the number of minority students moving from college to law

school each year by 1,800, we’d be making U.S. law schools as diverse as the population graduating from our colleges and universities,” says Ms. Stein.

Supply, though, is only part of the pipeline problem.

“Demand outpaces supply right now, but that doesn’t mean that the demand is adequate,” says Mr. Broderick, who was instrumental in organizing the 2008 Call to Action Summit and has been working to diversify the legal profession for more than 20 years.

This summer, the Pipeline Committee launched its 1L LCLD Scholars Program (see profile of Katten’s Scholar on page 7), an internship that gives first-year diverse law students the development opportunity to work side-by-side with attorneys, paralegals and other legal specialists on legal issues. Through the program, LCLD Scholars will benefit from unique networking opportunities, including a two-day career development retreat, featuring LCLD leaders and a mentoring program with LCLD Fellows.

The Pipeline Committee is also rolling out the Success in Law School Mentoring Program, which aims to provide minority students who have been accepted into law school with the mentoring and preparation they need to maximize their potential in law school and through bar passage. The program encompasses four types of activities--group mentoring, individual mentoring, success seminars and prep camps.

In addition, the Pipeline Committee is pursuing strategic partnerships with the Council on Legal and Educational Opportunity and Phi Alpha Delta Law Fraternity, International, and has established the LCLD Legal Pipeline Advisory Council comprising the law school deans of Florida International University, Harvard University, Howard University, University of Washington and Washington and Lee University.

State of the Pipeline			
	The Population	Bachelor’s Degrees	Law School Enrollment
African-American	12.1%	9.8%	6.9%
Hispanic-Latino	12.5%	7.9%	6.1%
Asian/Pacific Islander	3.6%	7.0%	7.9%
American Indian/Alaska Native	0.7%	0.7%	0.8%
TOTAL	28.9%	25.4%	21.7%

Getting Behind the Numbers: Benchmark

Led by Tim Mayopoulos, the Benchmark Committee seeks to produce fresh, measurable insights into the status of diversity in the legal profession, based on a comprehensive analysis of LCLD members' diversity.

The committee is divided into two subcommittees—Quantitative and Qualitative. Responsible for gathering data from LCLD members, the Quantitative Subcommittee will retain an outside consultant to develop a detailed survey that will look beyond numerical data, which Mr. Mayopoulos anticipates will be ready to administer this fall.

With respect to law firms, the survey will address how diverse attorneys play a role in key metrics of success such as top transactions and litigation matters, and in relation to the highest-grossing clients. For legal departments, questions will focus on the representation of diverse attorneys on the senior leadership team, their reporting relationship with the general counsel or leadership of certain departments/industry segments within the organization, and the level of direct contact diverse attorneys have with the C-Suite and the board.

The group will employ a blind survey methodology to ensure that the identity of respondents is kept confidential—and that feedback is candid and accurate. The results should provide a baseline for collectively measuring the success of future diversity initiatives, and also allow peer firms and legal departments to see how they compare to each other.

The Qualitative Subcommittee will take the data and try to make sense of it. A key component of this effort involves conducting in-depth interviews with participating organizations, and asking probing questions to explain the survey results.

Mr. Mayopoulos believes that the interviews should reveal why some organizations tend to do better in certain areas than in others. "I don't think there is a single 'silver bullet,'" he says. "It probably is a combination of good things that firms and law departments are doing that seem to work."

He adds, "The willingness of LCLD member firms and corporations to take the survey and be interviewed is truly encouraging. I'm hopeful that the results of our work will provide a strong platform for an ongoing dialogue on how best to address diversity in the legal profession."

The 2011 LCLD Annual Meeting will be held September 14 to 16 at the Mandarin Oriental Hotel in Washington, D.C. All members are invited to attend, and will be updated on the organization's strategic committees. Learn more about the LCLD at <http://www.lclldnet.org/>.

Katten Hosts 1L LCLD Scholar



Collette Brown

University of Chicago
School of Law (2013)

Collette Brown spent the summer at Katten as part of the Leadership Council on Legal Diversity's inaugural 1L LCLD Scholars Program, which gives first-year diverse law students the opportunity to work side-by-side with attorneys, paralegals and other legal specialists on legal issues and to learn more about potential career paths within the legal profession. This past year Collette served as the 1L Representative for the University of Chicago School of Law's chapter of the Black Law Students Association and on the school's Student Admissions Committee. Before starting law school last year, Collette was an English teacher at Boca Raton Community High School in Boca Raton, Florida. She received her bachelor's degree, *cum laude*, from Florida State University and her master's degree, *summa cum laude*, from Georgia State University.

Katten Elects New Diverse Partners

In June, Katten's Board of Directors elected 14 attorneys to partnership. The new partner class includes two diverse attorneys:



Geoff AuYeung

Commercial Finance
Chicago

Mr. AuYeung concentrates his practice in the area of corporate finance, with a primary focus on the representation of lenders and borrowers in single bank and syndicated secured lending transactions.



Ethan E. Rii

Corporate
Chicago

Mr. Rii concentrates his practice in health care matters, counseling clients in a wide range of business and regulatory issues pertaining to professional practices, hospitals and health systems, and various ancillary service providers.

None of Us Is as Good as All of Us: Pat Harris on the Evolution of Diversity at McDonald's

By Monica Mosby, Associate, Chicago



In 1976, Pat Harris, an African American college student who had recently moved to Chicago from New York, heard about an opening in the legal department at McDonald's. After interviewing for the job, a secretarial position, on a Friday afternoon, Harris was told she would start the following Monday. Her original goal was to keep the job just until she finished school.

Nine years and several promotions later, Harris was tapped to be a part of the company's affirmative action team. Admittedly, she was hesitant to take such a position, acknowledging that, especially at that time, the affirmative action department was "not a very popular department." Harris now says that it turned out to be one of the best decisions she has ever made. Not only was she helping women and people of color, she was also helping white men understand what diversity was about and why it was important.

Today, more than 60 percent of the McDonald's home office and U.S. company workforce are of a racial or ethnic minority, or are women, and nearly 35 years after she began her career at McDonald's, Harris is the company's Global Chief Diversity Officer. "Many of us grew up in McDonald's," she explains, some even starting as crew members in the restaurants. As head of the Global Inclusion and Intercultural Management Department, Harris leads the team responsible for McDonald's worldwide diversity program, splitting her time between U.S. and overseas operations. The company has achieved a "culture of acceptance" through the integration of diversity initiatives into its daily business practices, a strong diversity education curriculum, employee business networks and external partnerships with minority organizations.

"...inclusion and diversity are not a destination you reach, they are a journey you take. The real benefits come from a constant effort to do things better tomorrow than you do them today."



Jim Skinner
McDonald's CEO

Harris credits her success at McDonald's in part to the fact that, even during a time when many were fighting against affirmative action, McDonald's recognized the importance of elevating and including people of color and women. Shortly after starting at McDonald's, Harris recalls, a group of African American employees formed the "Black Employee Network" and would hold meetings outside of McDonald's on their own time. When then-president Ed Schmidt found out, he called one of the African American directors and not only encouraged the meetings, but also insisted that they host the meetings at McDonald's at his expense and during work hours.

This commitment from the top, which Harris says is key to a successful diversity program, has been consistent throughout her 35 years at McDonald's.

In her 2009 book *None of Us Is as Good as All of Us: How McDonald's Prospers by Embracing Inclusion and Diversity*, Harris describes the evolution of diversity at McDonald's, providing an inside look at the company's philosophy of inclusion and diversity through interviews with more than 60 key employees, franchisees and suppliers. The title of the book is a quote from McDonald's co-founder Ray Kroc, and refers to how McDonald's early success was largely dependent upon the success of its franchisees and suppliers. Harris has incorporated this same motto into her strategic plan for diversity, and says that her philosophy is one of including "everyone in all things that we do," explaining that "when you say diversity . . . it's not just women and people of color, [but also] white men." She adds that many of her diversity education workshops are actually facilitated by white men.

Harris says that she purposefully sets out to create the kind of environment that says to everyone, "You are included, you are a part of what we do when we talk about diversity," because "Diversity is everybody's business."

It's not the job of the diversity department or the diversity person, it's everybody's [job], so everybody has to own their piece of it." The business case for diversity, Harris explains, "is creating an environment where everyone feels comfortable, [so] everyone will achieve their personal best."

Affinity Groups at Katten

Katten attorneys have established several internal affinity groups to bring the firm's diverse attorneys together. These groups, which include the Committee on Racial and Ethnic Diversity, Minority Associates Committee, Women's Leadership Forum (WLF) and GLBT Coalition, provide mentoring, educational and career development support and resources, as well as leadership opportunities, for diverse attorneys at the firm.

Katten Congratulates 2011 Minority Scholarship Winner



Kristina Liu

University of Michigan Law School
(December 2011)

Kristina Liu worked as a summer associate in Katten's Chicago office. Born in Anshan, a city in China's Liaoning province, Kristina moved to Milwaukee when she was five years old and later lived in the northwest suburbs of Chicago. As an undergraduate at University of Michigan, Kristina majored in brain, behavior and cognitive science and minored in history. After graduation, she headed west to California for a job with the Red Cross. Kristina returned to Ann Arbor for law school, where she serves as cultural chair of the Asian Pacific American Law Students Association and as an associate editor on the *Michigan Telecommunications and Technology Law Review*. Last summer Kristina externed for Judge Rebecca Pallmeyer of the U.S. District Court for the Northern District of Illinois and volunteered at the Chinatown Pro Bono Legal Clinic in Chicago.

Since 2001, Katten has offered scholarships to minority students participating in the firm's Summer Associate Program. Two \$15,000 scholarships will be awarded to students participating in our 2012 Summer Associate Program—one in our Chicago office and one in our New York office. The recipients will be selected based on several criteria, including superior academic achievement, leadership experience and personal qualities that reflect the potential for outstanding contributions to Katten and to the legal profession. To learn more, visit <http://www.kattenlaw.com/minorityscholarshipprogram/>.

Shaping the Next Generation of Attorneys: CBS Corporation's Laurie Nicole Robinson

By David Kelly, Associate, Chicago



For some people, being successful is not enough. Instead of resting comfortably in established careers, they press on, working to inspire success in others. Laurie Nicole Robinson, founder of Corporate Counsel Women of Color (CCWC), is just such a person.

In 2003, Ms. Robinson, Senior Vice President and Assistant General Counsel of CBS Corporation, was one of a small group of women of color working in corporate legal departments in New York who used to meet for dinner and discuss strategies for success in their careers. “Many of us were one of a few, if not the only, women of color in our legal departments,” she recalls.

Recognizing that the support network provided by her peers was invaluable to her success, Ms. Robinson decided to create a directory of the in-house women of color attorneys in New York so that diverse lawyers could reach out to other people with similar backgrounds. Within a matter of months the directory was on its way to evolving into a full-fledged national organization “focusing on the unique, but often forgotten, needs of women of color, and fostering diversity in the legal profession as a whole.”

The only organization exclusively for in-house women attorneys of color, CCWC now has more than 2,500 members worldwide who work primarily in Fortune 1000 and Forbes 2000 legal departments.

“It is clear from our growth and response that the need and impact of the organization are felt around

the globe,” notes Ms. Robinson. In addition to a network of support, the organization provides mentoring, relevant strategies for career success and legal best practices. CCWC programming examines the full range of issues facing corporate counsel, including adhering to ethical business practices, tips for using social media and managing law departments in tough economic times. It also addresses obstacles to career advancement and other issues faced by diverse attorneys, such as negotiating compensation, making career transitions and developing pipeline initiatives. Since 2005, CCWC has hosted annual career strategies conferences and international symposiums across the United States and in Europe, Asia, Africa and the Middle East.

In April, CCWC released the results of its groundbreaking research study, “The Perspectives of Women of Color Attorneys in Corporate Legal Departments,” which revealed new data on the career progression of diverse women attorneys. According to the study, being valued is the most important factor in job satisfaction, followed by compensation and working assignments, and gender is perceived as more of a barrier to advancement than race and/or ethnicity, but does not deter in-house women of color from setting high goals for advancement.

“In addition to other areas studied, we were able to gather information on how these women compared their experiences of working at a corporation to that of a law firm,” says Ms. Robinson. “The report helps pinpoint barriers and fashion bona fide solutions corporate law departments and law firms can utilize to recruit, retain and advance women of color attorneys.”

Ms. Robinson believes that corporations and law firms alike bear the responsibility for promoting diversity in the legal profession. At CBS, she maintains her commitment to diversity by utilizing diverse outside counsel, recruiting diverse attorneys to work in the legal department and reaching out to diverse law students for the legal department's internship program. In addition, she says, "Through the CCWC weekly listserv of new job opportunities, I post open CBS legal positions, as well as other openings, to our diverse membership. Several of our members have received jobs this way."

Ms. Robinson also feels strongly that focusing on the diversity pipeline will yield a greater number of diverse individuals in the legal profession. "Not as many young people are as interested in being a lawyer as there once were," she says. "The legal profession needs to do a better job marketing to the pipeline. The Army, Navy and Air Force do it. We should, too."

Learn more about Ms. Robinson and the CCWC at <http://www.ccwomenofcolor.org/>.

Leadership Institute for Women of Color 2011 Programming

Like CCWC, Katten seeks to provide women of color with the tools to define and achieve their career goals. In February, the firm presented a day-long leadership retreat in Chicago for all of its women attorneys of color, offering inside access to prominent women leaders in business and the law including Mellody Hobson, President of Ariel Investments; Sharon Barner, former Deputy Under Secretary of Commerce for Intellectual Property and Deputy Director of the United States Patent and Trademark Office; Michelle Coleman Mayes, Senior Vice President and General Counsel of Allstate Insurance Company; Deborah Telman, Division Counsel, Corporate Transactions, Abbott Laboratories; and Andrea Zopp, Chief Executive Officer, Chicago Urban League. The agenda included a panel discussion on "Navigating Your Way to Partnership and Beyond" moderated by Venu Gupta, Executive Director of the Chicago Committee on Minorities in Large Law Firms and leadership training sessions led by Deborah Knupp, Managing Partner of Akina Corporation.

Awards & Honors

For the fourth consecutive year, in 2010 Katten was recognized among the nation's **100 Best Companies** by *Working Mother* magazine for its unwavering commitment to creating and maintaining a family-friendly workplace. Katten is one of only a handful of law firms nationwide to be included on the list.

Katten also received the highest-possible rating (100-percent) on the **Human Rights Campaign (HRC) Foundation's 2010 and 2011 Corporate Equality Index Survey**. The firm achieved this rating based on employee responses to questions related to its nondiscrimination policy, domestic partner benefits coverage and employer-supported resources for lesbian, gay, bisexual and transgender (LGBT) attorneys and staff.

For the seventh consecutive year, Katten was named among the nation's "**Top 100 Law Firms for Diversity**" by *MultiCultural Law* magazine. The firm also is ranked on two of the publication's specialized lists: the "Top 100 Law Firms for Women" and the "Top 50 Law Firms for Associates."

Making Mentoring Work

By Jeremy Daniel, Associate, Chicago

Increasingly, law firms are recognizing the value of mentoring in improving retention productivity as well as professional development. According to Dr. Arin Reeves, president of leadership and inclusion consulting firm Nextions, a firm's failure to mentor its associates, particularly underrepresented associates, can lead to attrition.

Because mentoring relationships thrive where management has a strong commitment to associate development, law firms must constantly provide new and innovative opportunities for young attorneys to enhance their professional development. Successful mentoring relationships also require a personal commitment from more experienced attorneys to shaping the professional growth of the next generation.

Ultimately, in order for mentoring to succeed, it must be a priority for both firm management and associates. Firms must do more than create mentoring relationships on paper—they must promote a mentoring culture by clearly communicating the value of mentoring and encouraging partners to share their time and experience with associates. Associates, in turn, must make a concerted effort to seek, develop and maintain meaningful mentoring relationships.

Successful law firm mentoring programs share certain characteristics:

They encompass both formal and informal mentoring.

According to Dr. Reeves, formal mentoring is a gateway to—not a substitute for—informal mentoring. Formal mentoring programs provide a means of matching mentees with mentors based on shared professional interests. They also impose a structured framework on the mentoring relationship, which is designed to nurture budding relationships by creating opportunities for the mentor and mentee to connect over prescribed topics of discussion. While informal mentoring occurs naturally, these relationships flourish where firms offer various channels for networking to occur, and provide instruction on how to establish and maintain informal mentoring relationships.

Participants are required to provide feedback.

Effective mentoring programs, says Dr. Reeves, have a “bi-lateral communication valve that permits specific feedback from both the mentor and mentee” and an intervention mechanism to address any concerns. This could be accomplished through the introduction of a second mentor into a mentoring relationship. The second mentor does not replace the first mentor; rather, the second mentor supplements the mentoring relationship by addressing the concern raised. For instance, a second mentor who can provide the mentee with work in a practice area in which the first mentor does not practice can address the mentee's concern about opportunities for substantive development.

Both parties in the mentoring relationship have realistic expectations. In order for mentoring relationships to thrive, both the mentor and the mentee must be prepared to invest significant effort into the relationship and feel free to speak candidly about the relationship.

Taking a Deliberate Approach to Mentoring

Paulette Dodson, general counsel and corporate secretary at Sara Lee Corporation, has benefited throughout her career from several mentoring relationships. When Ms. Dodson began practicing law in the late 1980s, she was the only woman of color in her firm. She admits that, early on, she did not always take advantage of mentoring opportunities. But after practicing law for a few years, Ms. Dodson decided to take a more deliberate approach to mentoring.

Based on her past experiences, Ms. Dodson advises associates who are looking to develop strong mentoring relationships to first consider what information they need, then identify potential mentors who can provide that information, whose values align with their own and who demonstrate a genuine interest in helping them navigate their careers. Once associates have identified potential mentors, they should work to establish interesting and substantive relationships with them.



According to Paulette Dodson, general counsel and corporate secretary at Sara Lee Corporation, substantive relationships that are not one-sided, but rather mutually beneficial, lead to successful mentoring. Honesty is also important. “A mentor should be a true sounding board—good, bad or ugly,” Ms. Dodson says.

Despite the critical role mentoring plays in attorney development, many associates forego the effort required to establish and maintain mentoring relationships. In order to be successful, associates must take charge of their own professional development and make mentoring relationships work for them. Below are some strategies for becoming more intentional about mentoring.

Transform daily interactions into substantive skills.

Mentoring can be a one-off experience. By treating each assignment, work encounter or interaction with more experienced attorneys as opportunities for mentoring, associates can receive immediate and direct feedback that may help them develop specific skills or facilitate decision making in their careers.

Don't be shy about asking someone to mentor you.

Follow-up often proves to be a significant hurdle to establishing mentoring relationships. Many attorneys are willing to be mentors—they're just waiting for an associate to express an interest in a mentoring relationship. If someone has taken the time to offer guidance, take advantage, as it could lead to a more meaningful mentoring relationship.

Develop a cadre of mentors.

Having a network of mentors who can provide timely, specialized guidance in many different areas can be beneficial to associates and enhance the mentoring experience. Associates should cast a wide net, as mentors take many forms—a sponsor who helps advance their career within the organization, a teacher who helps develop their substantive skills or a colleague who answers their questions so they can avoid mistakes.

Pursue mentoring relationships outside your organization.

It is often beneficial for associates to have a mentor from another practice setting—whether at a different law firm, in house or in government service—who can help them make important career decisions. Many bar associations and other professional organizations also have mentoring programs in place to further the careers of attorneys.

Spotlight on: Chicago Committee on Minorities in Large Law Firms' Mentorship Academy

External mentoring programs offer associates a forum to discuss their experiences without feeling inhibited, and the opportunity to expand their network outside the firm. The Chicago Committee's Mentorship Academy brings together attorneys from different firms and at different levels of seniority to establish what Program Director Gail Kim, a former Katten associate, calls “a cohesive line of mentoring-related programming that is beneficial to all participants.” The Mentorship Academy assigns a senior partner, a mid-level attorney and a junior associate to a mentoring group based on their area of practice. Over the course of eight months, these groups address a variety of issues, including diversity in law firms, the junior associate experience, meeting mid-level career challenges and understanding issues facing firm leaders. Katten has supported the Mentorship Academy since its inaugural class, for which National Managing Partner Vincent Sergi served as a mentor. Several Katten attorneys also have participated in the program.

Katten Attorneys on Mentoring

Building strong mentoring relationships

“The key to a successful mentoring relationship, in my opinion and experience, is having regular, open and honest communication between the mentor and the mentee.”

Catherine Wood, Washington, D.C.

“The best mentoring relationships occur naturally and require effort on the part of the mentee. They are not one-way streets and the mentee must actively participate—by seeking advice, acting on the advice and helping the mentor, so that the mentor wants to go out of his or her way to continue helping the mentee. I think many ‘arranged’ mentoring programs fail because the mentees are passive, waiting for the ‘mentoring’ to come to them and propel their careers, but as the saying goes, ‘God [and mentors] help those who help themselves.’”

Marilyn Okoshi, New York

“For me, the best mentoring relationships have developed informally and have been mutually rewarding. Mentoring doesn’t have to be training, it can be listening to issues and offering a different perspective based on more experience. When I feel a connection with someone, I try to find ways to be of service to them and to spend time with them. I ask for advice and let them know how things have worked out when I follow their advice. I thank them, because I view mentoring as a generous gift of time and energy.”

Kristin Holland, Los Angeles

“Candor and a real interest in both the mentee and the health and future of the organization [are key to a successful mentoring relationship]. You can’t force a meaningful mentor/mentee relationship, but you can encourage it, and people who care about the future of the firm will understand why it’s important.”

David Pentlow, New York

The value of mentors

“As a young associate, I was told by a mentor that there is a difference between a mentor and a sponsor and that to be successful in a law firm I needed both. My mentor told me that he would support me with respect to my training and development as a lawyer, but explained that if I wanted to become a partner I also needed the support of a sponsor, someone who had a seat at the table and would be willing to advocate for my professional advancement. He further explained the importance of cultivating authentic and meaningful relationships within the firm.”

Leslie Minier, Chicago

“The best advice I ever received from a mentor concerned making partner. This mentor told me that if I wanted to make partner, I needed to stop acting like a senior associate and start acting like a partner.”

Ariel Dybner, New York

“Having at least one ally at the firm is critical to one’s success and emotional well-being. I had a junior partner who was my assigned mentor when I was a first year. Not all assigned mentor relationships work, but we shared similar interests, so that helped. He helped me understand who was best to work with and who to avoid. He also gave me a primer on how the firm works, which was invaluable.”

Ethan Rii, Chicago

“Greta Van Susteren was my first boss and mentor. She was brutally honest in her praise as well as her constructive criticism, and I always knew that she stood behind me.”

Claudia Callaway, Washington, D.C.

“Mentors have been critical to my career. I have had a few through the years, ranging from someone who would take the time to explain the little things when I first started, to someone who would sit down with me on drafting, and finally to someone who would invest in my career professionally. I would not be where I am without each one of them.”

Geoff AuYeung, Chicago

Advice for the next generation of attorneys

“There is no substitute for hard work, which invariably involves devotion of time and commitment to study and writing. Do not be intimidated by it. Take on these challenges. Master the subject matter of your practice for the benefit of your clients and your own professional development. As much as possible, make friends with the good people around you. You will grow from these relationships and everyone will get the benefit of your friendship. Also, serve. Join organizations of the bar and/or your community and be active in them. And, all of the while, have fun.”

Steve Cochran, Los Angeles

“Be a good lawyer and a good counselor. There is a difference, and clients will value someone who can wear both hats.”

Daniel Lange, Chicago

“Build your brand, and understand that how you communicate and interact with others makes meaningful impressions, and that you always want to show the strongest and most competent image to the world.”

Josh Wayser, Los Angeles

“Involvement in civic and professional associations is important. It provides opportunities for networking, developing leadership skills and contributing to your community. Selecting organizations in which you have a genuine interest makes the experience enjoyable and provides maximum benefit.”

Lisa Marie Monsanto, Washington, D.C.

“Make yourself relevant to someone whom you would like to be mentored by. Go the extra mile to help out on a case, stay late, etc.”

Dawn Canty, Chicago

New Managing Partner Committed to Helping Diverse Attorneys Succeed

Litigation partner Josh Wayser, co-chair of Katten's Diversity Committee and GLBT Coalition, was named the new managing partner of the Los Angeles office in June, taking over from Gail Title, who held the role for nearly 15 years. "Gail, who was named managing partner at a time when few women held such posts, was and remains a trailblazer," says Josh. "I see myself following in her footsteps, doing good work for the community and the firm, and continuing to open doors for all."

Josh joined the firm in 2008, and maintains a robust litigation practice with a substantive concentration in real estate, banking and insolvency. He also serves as both a Judge Pro Tem and an arbitrator for the Los Angeles Superior Courts.

Together with his longtime partner, whom he married in 2008, Josh is also raising six adopted multiracial children under the age of 12. "As the happy father of six kids, the oldest of whom is only eleven, I can relate to anyone concerned about balancing work and family. But the busier you are, the more focused and successful you can be, so I relish the challenge of running a busy personal practice and a successful office. I also rely on technology to allow me to be committed to client service and handle multiple challenges at the same time."

Like many other diverse attorneys, Josh noticed a lack of diversity in law firms at the beginning of his career. "There was no landscape. It was awful," he said. "It was very difficult in the early '80s. Quietly, I was out, and it was a problem at [my firm]. It wasn't a core value at law firms back then from what I could tell."

A quarter century later, Josh observes that while many firms talk about the importance of diversity, the picture has not changed as much as he would like. He believes that there is a business case to be made for diversity—that firms can increase profitability through diversity.



Los Angeles Managing Partner Josh Wayser relaxes at home with husband Richard (at top) and their six children: AJ, 6, and Joey, 1 (top); Julie, 11, Shayna, 4, and Derek, 9 (middle); and Isaac, 2 (seated with Josh)

"Diversity in a certain respect is about numbers," Josh says. "When you see how the face of America is changing, you recognize that focusing on diversity is just plain good business sense."

As managing partner, Josh will oversee an office of more than 60 attorneys, and he looks forward to helping his colleagues reach their potential. He regularly mentors diverse attorneys in the Los Angeles office—helping them to build their brand and expand their business—and encourages all young attorneys at Katten to view their diversity as one of their strengths. "Diversity gives you an opportunity to network with like-minded people and it can be very helpful in terms of generating business," he says. "It's all about developing trust."

"I took on the managing partner role because I believe in my colleagues. They are a great bunch of individuals and lawyers, and I am proud to be associated with them."

2011 Sponsorships & Affiliations

- American Bar Association Commission on Women in the Profession
- Asian American Legal Defense and Education Fund
 - Lunar New Year Gala
 - Annual Summer Cocktail Party
- Association for Law Firm Diversity Professionals
- Black Women Lawyers' Association of Greater Chicago
 - Spring Fundraiser
- California Minority Counsel Program
- Chicago Bar Association Alliance for Women
 - Annual Awards Luncheon
- Chicago Committee on Minorities in Large Law Firms
 - LegalTrek
- Chicago United
 - Annual Bridge Awards Dinner
- Coalition of Women's Initiatives in Law Firms
- Corporate Counsel Women of Color
 - Annual Career Strategies Conference
- District Alliance for Safe Housing
- Diverse Partners Network
- Dress for Success
- Feminist Majority Foundation
- The Gay & Lesbian Alliance Against Defamation
- Goodman Theatre
- The Human Rights Campaign
 - Annual Gala
- International Women's Media Foundation
 - Courage in Journalism Awards
- Joffrey Ballet
 - Affinity Nights Season Sponsor
- Korean American Bar Association of Chicago
 - Annual Banquet
- Lambda Legal
- Lavender Law Conference and Career Fair
- Leadership Council on Legal Diversity
 - Fellows Program
 - 1L Scholars Internship Program
- Mexican American Bar Foundation
 - Annual Scholarship and Awards Gala
- Minority Corporate Counsel Association
 - Annual CLE Expo
 - Annual Creating Pathways to Diversity Conference
- Ms. Foundation for Women
 - Gloria Awards
- National Asian Pacific American Bar Association
 - Annual Convention
- National Association for Law Firm Professionals
 - Diversity Summit
- National Association for Urban Debate Leagues
- National Association of Women Lawyers
- New York Minority Attorney Networking Series
- New York Women's Bar Association
- Outfest, the Los Angeles Gay and Lesbian Film Festival
- POWER: Opening Doors for Women
- Public Counsel
- Salvation Army of Southern California
 - Bessie Pregerson Child Development Center
 - Westwood Transitional Village
- South Asian Bar Association of New York
 - Annual Gala
- The White House Project
 - EPIC Awards
- Women Lawyers Association of Los Angeles
- Women's Leadership Coalition
- Women's Leadership & Mentoring Alliance