

Diversity News

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SHB Diversity Committee

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Vineyard Overlooking Lake Geneva

Geneva, Switzerland, is surrounded by vineyards, with the majority of its wine production consumed locally. The most commonly grown grapes are chasselas for white wines and pinot noir for reds. Not far from Geneva, between Lausanne and Montreux, is the Lavaux wine region, a UNESCO World Heritage site known for its dramatic terraced vineyards.



Michelle Wimes

Message from SHB's Director of Strategic Diversity Initiatives

Oddly enough, 2010 has been both a disappointing and yet a remarkable year for me with regard to diversity in the legal profession. It has been disappointing because in the midst of an economic downturn and massive lawyer layoffs, the number of women and minorities in law firms declined for the first time in 17 years, according to a recent study conducted by the National Association for Legal Career Professionals (NALP).¹

According to NALP's data, minorities now make up just 12.4 percent of lawyers at the firms NALP polled, compared with 12.6 percent last year. And, the number of women dropped from approximately 33 percent in 2009 to approximately 32.7 percent now. While this may appear to be a drop in the bucket for some, the significance of this is great given the

fact that these numbers represent a reversal of what had been until now, an upward trend.²

Even more haunting is the fact that the report reveals that law firms in Kansas City (along with firms in Charlotte, North Carolina; Columbus, Ohio; Grand Rapids, Michigan; Nashville, Tennessee; Wilmington, Delaware; and northern New Jersey), were the least diverse firms across the country. Although Shook has always bucked local and national trends and our numbers of women and minority lawyers have always exceeded both the regional and national averages, I can't help but feel exasperated that these numbers are not improving, both in our city and nationwide.

At the same time though, 2010 was quite remarkable both in terms of the legal profession generally and Shook's progress specifically. The legal profession witnessed the creation of the Leadership Council on Legal Diversity (LCLD), an organization created by General Mills General Counsel Roderick Palmore as an outgrowth of "A Call to Action." Its members include the managing partners of the *Am Law* 100 firms and the general counsels of many *Fortune* 100 companies. Its mission is to greatly improve the progress of diversity in the legal profession.

SHB Managing Partner John Murphy and I attended the LCLD's first annual meeting in Washington D.C. this past October. Although I was skeptical of this organization's potential for moving the needle forward, I must say that I walked away from the conference feeling hopeful and believing that the LCLD will address issues authentically and strategically.

The meeting provided an opportunity for the LCLD to roll out its four strategic initiatives: pipeline,³ partnerships,⁴ talent development,⁵ and benchmarking.⁶ The organization is led by Executive Director Robert Grey, a former ABA president and a partner at Hunton & Williams. Many of our clients serve on the board of directors, including Geoff Kelly (The Coca-Cola Company), Thomas Mars (Wal-Mart), and Brad Smith (Microsoft Corporation).

The theme for this year's conference was "OPEN" (Obligation, Power, Engagement, Now), an acronym designed to emphasize the impact and influence the

LCLD wishes to have on legal diversity given the stature of its membership.

More than 200 attended the meeting, including 38 general counsels and 64 managing partners.

What I found to be most impactful was the candid keynote address by Harvard Professor David Wilkins who laid the foundation for authentic dialogue on some very difficult issues. Dr. Wilkins's presentation, "The Action After the Call: What Companies and Law Firms Need to Know to Structure a Successful Partnership on Diversity," artfully exposed many of the challenges faced in implementing diversity initiatives and offered innovative ways of potentially approaching the issues. One of the biggest takeaways from his presentation was that firms and companies cannot look at diversity as a separate issue apart from other strategic business imperatives because it marginalizes the importance of diversity.

Dr. Wilkins discussed the structural changes occurring in the legal sector (e.g., the globalization of economic activity, the rise of technology) and the impact of these changes (e.g., the reduction of information asymmetry between the buyers and sellers of legal services) upon the legal profession. He reviewed the results of a study he conducted that surveyed more than 60 general counsels regarding factors that influence their selection of outside counsel.

What he found was that those companies which signed "A Call to Action" were more likely to rank "commitment to diversity" higher than other factors considered. Those companies that actually participated in organizations dedicated to diversity (such as the Minority Corporate Counsel Association), however, actually increased their commitment to diversity internally. He also found that companies with diverse senior leadership teams are more likely to value diversity.

Dr. Wilkins also discussed the limitations of the "business case" for diversity (e.g., diversity will always be secondary when the stakes are high and "the numbers game"—are Spanish lawyers in an office in Spain really diverse?) and argued for a "new logic" in approaching this issue in firms and companies.

Dr. Wilkins's proposed new logic for approaching diversity is multifaceted but encompasses the following key aspects:

- 1 Women and minorities.** Women and minorities are like the canaries in the coal mine in that what happens to them first eventually happens to everyone else. Thus, it's important to pay attention to what happens to them.
- 2 Cultural integration.** Cultural integration is the single biggest challenge facing global law firms today. Firms that fail successfully to integrate women and minorities today will have a much more difficult time integrating folks from other cultures, languages, backgrounds, and experiences tomorrow as the world becomes increasingly global.
- 3 Specialists.** The single most important driver for achieving meaningful progress on diversity is to create a group of specialists who can contribute time and attention, expertise, networking, support, and best practices to the issue of improving diversity within their respective firms and companies. These specialists must be supported by partners and top management and included in initiatives to align diversity with the organization's goals and culture.
- 4 Career support.** Human development has to be valued as much as client development in organizations. Firms will make progress on what they measure. Partners pay attention to what affects their compensation. Minority partners must be successful for diversity initiatives to succeed and must be integrated into high-growth areas in the firm, particularly those outside the United States with a global focus.
- 5 A new partnership.** Companies need firms to hire, develop and retain top talent that reflects the marketplace. Companies and firms need to engage academia to produce a pipeline of well-trained minority candidates.

Dr. Wilkins concluded his remarks by sharing the results of a University of Michigan study that challenged the "box credentials" upon which so many law firms rely when making recruiting and advancement decisions. This study found that "inputs" do not equal "outputs" in terms of success.

The study measured and correlated high LSAT scores with indicators for "career success" (defined as high salaries, engagement in public service, happiness/career satisfaction). The study found that high

LSAT scores correlate to one objective factor, better first-year grades while in law school. However, there was absolutely no correlation between higher LSAT scores and more money, more engagement in public service, or higher career satisfaction/happiness after law school except in one area—the higher the LSAT score, the less likely the attorneys were to engage in public service. And, students with higher scores were more likely to leave their positions and complain of career unhappiness than those with lower scores. Thus, Dr. Wilkins challenged the firms to reconsider how they recruit.

At no time in the history of the legal profession has such an organization of highly influential, prominent legal leaders been tasked with working together solely for the purpose of improving diversity in the profession. This is groundbreaking and has the potential to be highly impactful. Working with the Minority Corporate Counsel Association (MCCA) and The Association of Legal Diversity Professionals, I have no doubt that the LCLD will make its mark on legal diversity trends.

Additionally, this year has been remarkable for Shook particularly because it marked the 10-year anniversary of the founding of our Diversity Committee. We've been celebrating all year long both internally and with our clients! In fact, on September 23-24, 2010, the Diversity Committee hosted *Diversity: The Next Level II* at its offices in Kansas City, Missouri. The purpose of the event was to bring SHB's corporate clients together to discuss their own internal diversity strengths and challenges in an intimate setting while also providing a forum to celebrate our 10th anniversary.

The first night included a reception and dinner at the American Restaurant. Founding members of the Diversity Committee or attorneys who were influential in our initial efforts were given the opportunity to share a few thoughts, including Tim O'Brien, Judge Lisa Hardwick, Kamran Khan, and Jolie Justus. Other awards were presented to SHB alumna Sandra Phillips and SHB partner Mischa Buford Epps, the longest standing member of the Diversity Committee.

The second day began with a keynote address by Mike Hyter, president and CEO of Global Novations Inc., a talent development company that focuses on diversity and inclusion.

Mike spoke about the need for a diversity and inclusion talent development model to address skills related to three key aspects: relational, influential, and technical. He noted that most law firms tend to focus on the technical aspects from both a hiring and

developmental perspective while neglecting to teach skills to enable lawyers to develop their relational and influential skills, both of which are key to being a successful lawyer and maintaining a long career.

After the keynote, our clients convened in a breakout session to discuss their internal challenges and best practices. Retention of diverse talent was a key discussion item, which led to a discussion focused on the internal succession planning initiatives some of the in-house teams have adopted to develop their own lawyers.

This past year also witnessed the development and approval of a firmwide two-year Diversity Strategic Action Plan and a long-term Diversity Action Plan, both of which stemmed from the 2008 Diversity Climate Survey conducted by Dr. Arin Reeves. We also had an amazing opportunity to work with Werten Bellamy to conduct a "Success Profile," identifying the unwritten rules for success at SHB and developing behavioral competencies—all of which underscore our commitment to establishing and communicating objective, transparent standards in order to foster and enhance an inclusive, diverse working environment.

- 1 "Law Firm Diversity Among Associates Erodes in 2010," November 4, 2010 NALP Report.
- 2 November 4, 2010 Law360, "After Layoffs, Firms Are Less Diverse" Study by John Metcalfe.
- 3 Brad Smith, general counsel of Microsoft, chairs this committee that has commissioned a study by Columbia University Professor Conrad Johnson to not only identify the current gaps in the pipeline, but undertake a long-term strategic initiative to broach the problem nationally with the help of law school deans, national bar associations, law firms, and *Fortune* 500 companies. Shook has joined this committee.
- 4 Michelle Coleman Mayes, general counsel of Allstate Insurance, chairs this committee that seeks to visibly link diversity success by identifying and recognizing corporations and law firms that can share compelling stories of the ways diverse teams have produced stellar results. These firms/corporations will be profiled on the LCLD website and through social media. The committee is also considering implementing a "Rooney Rule" (modeled after the NFL rule to diversify head coaching staff) and developing a Secumdent Toolkit to provide diverse opportunities to lawyers in firms and corporations.
- 5 Greg Jordan leads this committee. It has hired consultant, Werten Bellamy, to develop a Diversity Fellows Program whereby each LCLD member can nominate/select one high potential senior associate or junior partner or two in-house counsel lawyers to participate in courses taught by faculty recruited from LCLD focusing on leadership, professional development and networking. Participant selection will occur in January or February 2011. The goal is to create a high performing network of minority attorneys who can begin to mentor others and be propelled to leadership positions in their respective organizations.
- 6 Tim Mayopoulos leads this committee that proposes to work with the Minority Corporate Counsel Association and Vault to create a survey for in-house counsel similar to those that law firms complete now. The committee also wants to develop a new law firm survey that asks substantive questions beyond the statistics like (1) how many diverse lawyers are among the top 10 billing partners, (2) how many diverse attorneys are in the most profitable practice groups, etc. Data would be kept confidential, but law firms would be able to compare their numbers to those of other law firms.

DID YOU KNOW?

Asian-American Facts

- There are approximately 15 million people of Asian heritage in the United States.
- Forty-nine percent of single-race Asians, who are ages 25 or older, have a bachelor's degree or higher level of education.
- Chinese is the second-most-widely spoken non-English language in the United States.

Elderly American Facts

- There were approximately 37.3 million people ages 65 or older in the United States in July 2006.
- The median income of homeowners ages 65 or older was \$27,798.
- In October 2005, 69,000 people ages 65 or older were enrolled in high school or college.
- There were 3.9 million people ages 65 or older living in California in July 2006 – the highest total of any state. Florida, with 3 million people, was the runner up.

Gay, Lesbian, Bisexual, and Transsexual Facts

- Forty-four percent of male and female respondents reported that they "came out" between the ages of 18 and 24.
- Education and health care were the two professions with the largest concentration of GLBTs.
- Sixty-six percent of male respondents and 61 percent of female respondents had a college degree.
- Sixty-one percent of male respondents and 77 percent of female respondents view the right to legal adoption as extremely important.

Hispanic-American Facts

- As of July 2006, the estimated Hispanic population of the United States was 44 million, making people of Hispanic origin the nation's largest ethnic or racial minority. Hispanics constituted 15 percent of the nation's total population (this estimate does not include the 4 million residents of Puerto Rico).
- The U.S. Hispanic population was ranked third worldwide, as of 2005. Only Mexico (106 million) and Colombia (43 million) had larger Hispanic populations than the United States (43 million). Spain had a population of 40 million.
- Thirty-three million U.S. household residents, ages five and older, speak Spanish at home.
- Three million Hispanics, ages 18 and older, had at least a bachelor's degree in 2006, up from 1.5 million a decade earlier.
- There are 1 million Hispanic veterans in the U.S. armed forces.

Recruiting/Pipeline Initiatives

[SHB Foundation Expands Support of Diversity with Law School Scholarship Grants](#)

By Jay Simpson, Partner, SHB Kansas City



The Shook, Hardy & Bacon Foundation recently awarded \$90,000 in scholarship grants to three law schools to support students with diverse backgrounds at each institution.

The grants were awarded to the University of California Hastings College of the Law, University of Florida Levin

College of Law, and University of Iowa College of Law. Each institution received a scholarship grant of \$30,000 to assist in enhancing diversity at the schools.

In recent years, the SHB Foundation has committed more than \$300,000 to fund diversity-related scholarships and grants to support students at the University of Kansas School of Law, University of Missouri-Columbia School of Law, University of Missouri-Kansas City School of Law, University of Florida Levin College of Law, University of Miami School of Law, and University of San Francisco School of Law. The recent grants add to that list. The Foundation hopes to continue to expand the geographic scope of its scholarship and grant activities in the future.

[SHB Diversity Committee Sponsors Annual Resume-Building/Interview Skills Workshop at UMKC School of Law](#)

By Dionne King, Diversity Coordinator, SHB Kansas City



The Diversity Committee's *Resume-Building/Interview Skills Workshop* was hosted on the campus of the University of Missouri-Kansas City on September 2, 2010. The workshop was facilitated by Partner Andy See, Of Counsel Tina Schaefer, and Associate Elena McFarland. Doug Lockwood,

the new Director of Career Services, and Maggie Porras, UMKC Career Services Administrative



SHB Partner Andy See shares résumé tips.

Assistant, attended along with approximately 30 registered UMKC law students. The topics included building your resume, practical interviewing advice, and helpful tips to calm preinterview anxiety.

[SHB Sponsors Jackson County Bar Association's Foundation Scholarship Banquet](#)

By Willie Epps, Partner, SHB Kansas City



On September 11, 2010, the Jackson County Bar Association and JCBA Foundation hosted the 13th Annual Kit Carson Roque, Jr. Scholarship Banquet at the Kansas City Marriott Country Club Plaza. This annual banquet celebrates the life and legacy of the late Judge Roque and promotes diversity in the profession by providing scholarships to deserving minority law students.

This year, the JCBA Foundation solicited scholarship applications from the four law schools around Kansas City: UMKC, MU, KU, and Washburn. The scholarship selection panel included SHB Partner Jon R. Gray (retired judge), SHB alumna Judge Lisa White Hardwick, and Judge Brian C. Wimes. Scholarships were awarded to Sophia Washington of UMKC Law School, Camille Roe of MU Law School, and Charnissa Holliday-Scott of UMKC Law School. SHB Partner Mischa Buford Epps serves as president of the JCBA Foundation, which has awarded 30 scholarships since 1998.

The keynote speaker for the evening was David B. Wilkins, the Lester Kissel Professor of Law at Harvard Law School. Since joining the Harvard

faculty in 1986, Professor Wilkins has written extensively on the legal profession, with an emphasis on the experiences of black lawyers. He is the author of *The Black Bar: The Legacy of Brown v. Board of Education and the Future of Race and the American Legal Profession*, and co-author of *Problems in Professional Responsibility for a Changing Profession* with Professor Andrew Kaufman. Professor Wilkins clerked on the U.S. Supreme Court for Justice Thurgood Marshall. Professor Wilkins spoke about the historical and continuing importance of minority bar associations and the role black lawyers played in desegregating the United States.

SHB was the only gold-level sponsor for the banquet. Firm attendees included Guled Adam, Mischa Buford Epps, Willie Epps, Jon Gray, Michelle Searcy, Leonard Searcy, and Greg Wu. Scott Kaiser served as the DJ for the after-party.

SHB Supports Just the Beginning Foundation Scholarship Banquet

By Dionne King, Diversity Coordinator, SHB Kansas City



“Just the Beginning Foundation” (JTBF) was founded as a not-for-profit organization of judges, lawyers, and other citizens who are dedicated to improving the legal system, preserving the history, and honoring the legacy of African-Americans in the federal judiciary. The JTBF continues its

mission by offering pipeline programs directly aimed at inspiring young students and increasing diversity in the legal profession and judiciary. In September 2010, JTBF held its annual fundraiser in Washington, D.C. where SHB was a sponsor along with many of our clients, including the Coca-Cola Company and Wal-Mart. Partners Adam Moore and Jim Eiszner attended this event on behalf of SHB.

SHB Supports BASF’s Putting for the Pipeline Charity Golf Tournament

By Doug Hastings, West Coast Marketing Manager, SHB San Francisco



On September 17, 2010, San Francisco Partners Pat Gregory and Randy Haimovici braved the fog and the tough Harding Park golf course to raise funds for the Bar Association of San Francisco’s Diversity Pipeline Programs. A good time was had by all and both Pat and Randy enjoyed the chance to meet colleagues and support BASF’s diversity efforts.

BASF Executive Director Dan Burkhardt thanked Shook for its varied, overall commitment to BASF that includes supporting the Gala Dinner, Judges Reception, the Foundation Board, and the Barristers Club.

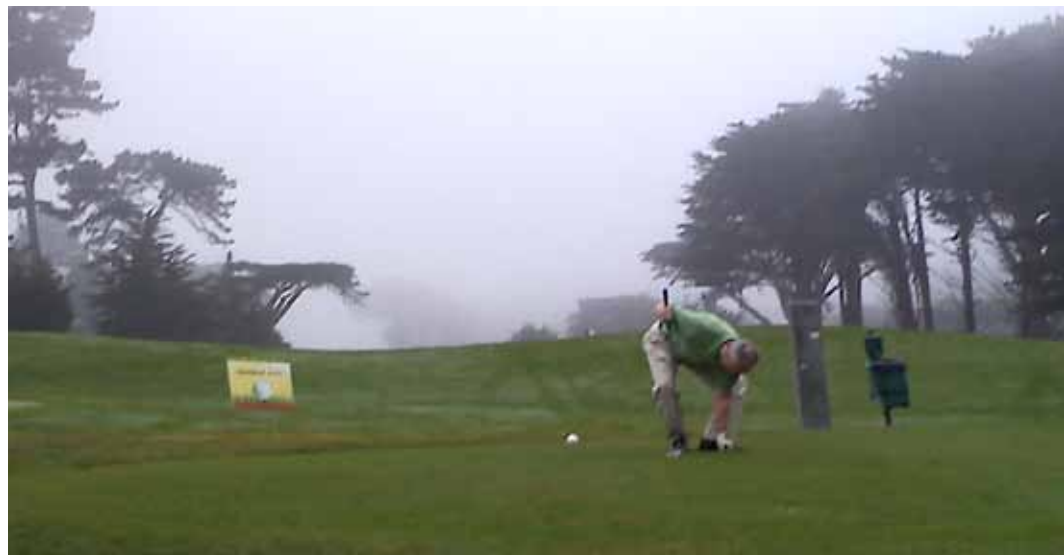
SHB Recruits at Annual Heartland Diversity Job Fair

By Nancy Burris, Legal Recruiting Supervisor, SHB Kansas City



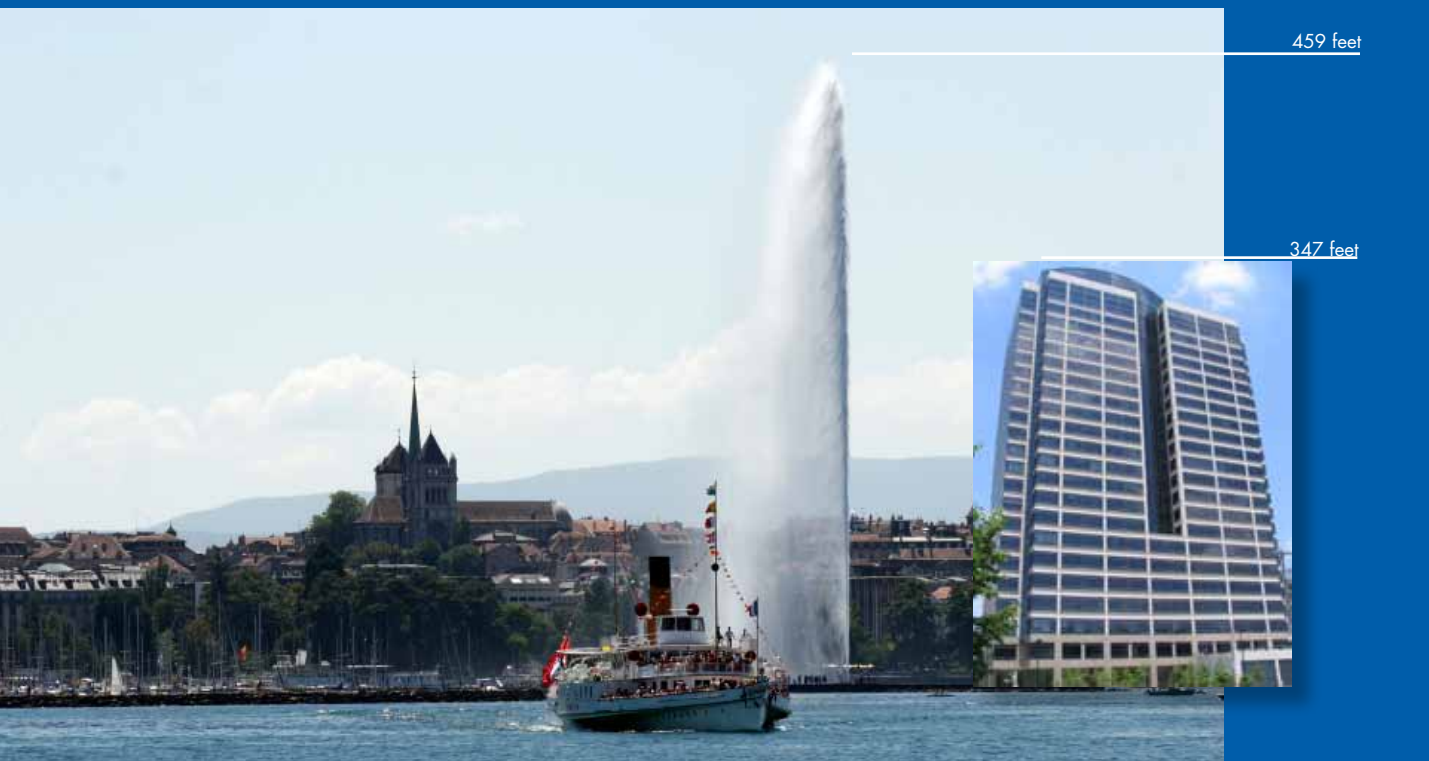
SHB interviewed at the Heartland Diversity Job Fair on Saturday, August 7, 2010. This year’s job fair included 15 employers and 90 students from schools as geographically diverse as the University of Mississippi, University of Minnesota, Brigham Young, Boston College, and University of Kentucky, among others. In total, 36 law schools from around the nation were represented. SHB interviewed 37 students total and invited three 2L students and two 3L students for call-back interviews. SHB was a bronze-level sponsor this year.

Partner Pat Gregory personally thanks the ball after a great first drive at the BASF Pipeline golf tourney.



Jet d'Eau

The Jet d'Eau is one of the most prominent landmarks in Geneva. The original Jet, installed in 1886, was a safety release valve for the local hydroelectric power plant. 132 gallons of water per second leave the nozzle at a speed of 124 mph, shooting to a height of 459 feet in the air. [Note that 2555 Grand is only 347 feet tall!]



SHB Participates in 2010 Lavender Law Career Fair and Conference

By Nikki Seymour, Associate, SHB Miami



Mike Carroll and I attended the 2010 Lavender Law Career Fair and Conference August 26-28 in Miami, Florida. It was an amazing and exhilarating experience.

The first day was the primary day of the career fair. We met some very well-rounded students with enthusiasm and great personalities, who also happened to be gay.

The whole hotel was buzzing with energy and people were excited to network and meet others. Lavender Law also sponsored several happy hours, which was another great opportunity to meet people. It also gave law students another venue to meet with us and get to know us better in a less formal environment. Since the conference, I have had many students follow up with e-mails thanking me for meeting with them and for giving them advice on how to better present themselves and improve their competitiveness in a bad economy, and just share with them my experiences thus far in this profession.

Meet Shook's 2010 Diversity Writing Fellows

By Guled Adam, Associate, SHB Kansas City



The Diversity Recruiting Subcommittee launched the Diversity Writing Program (DWP) in 2009 in order to expose diverse second-year law students in the Kansas City area to private law practice. Because good writing is critical to success in our profession, the program focuses on helping the students (“fellows”) develop

and strengthen their legal research and writing skills through challenging and practical writing assignments. The program pairs the fellows with each an associate, partner, and “writing” mentors, who give substantive and constructive feedback to the fellows on all their writing assignments. The fellows also have the opportunity to participate in firm training and CLE sessions, depositions/hearings, and in other meaningful training opportunities to foster individual and career development. The program is the first of its kind in Kansas City.

This year, two second-year law students were selected as DWP fellows: Sadia Aslam (UMKC) and Sharon Ramos (KU). Sadia and Sharon joined us on September 13, 2010, and will stay on until December 3, 2010. Sylvia Kim (associate mentor), Holly Smith (partner mentor), and Kevin Smith (writing mentor) served as Sadia’s mentors; Kelly Bieri (associate mentor), Laurie Henry (partner mentor), and Steve Thomas (writing mentor) served as Sharon’s mentors. Sadia and Sharon worked approximately 10 hours/week in the Kansas City office.

We recently asked Sadia and Sharon to comment briefly on their experiences so far in the program, including their thoughts on what participating in the program means to them. They were kind enough to share the following:

Sharon Ramos

The opportunity to be involved in the Diversity Writing Program has been one of the most exciting and challenging experiences of my legal education. Many firms and organizations give lip service to their dedication to diversity, but it is very refreshing to see a firm implement this dedication wholeheartedly.

Prior to this program, I had very limited exposure to lawyers (aside from my professors) and the real-life,



Sharon Ramos



Sadia Aslam

day-to-day workings of the legal field. Shook, Hardy & Bacon has the renown and status to intimidate any law student. I was a nervous wreck. From July until the start of the program in mid-September, I found I was attempting to mentally prepare myself for anything. I can hardly begin to express how relieved and pleasantly surprised I was that I did not have to employ any of those survival tactics.

I am still surprised by the sincere generosity of time and effort I have been afforded. Everyone I have interacted with has been friendly and available to help with whatever I may need. Those I have had the chance to work more closely with have made me feel truly invested in, as well as proven that formidable intellect and talent can exist without ego. The knowledge and experiences I am gaining will continue to have a positive impact on me, and for this chance I am truly grateful.

Sadia Aslam

The Diversity Writing Program at SHB is more than doing legal research and writing, instead it has given me the opportunity to experience working at a great law firm while still a law student. Improving legal research and writing skills can be accomplished in law school, but the DWP goes beyond that: it exposes participants to the real world practice of law by allowing them to work directly with associates, partners, and various members of the firm. As one of the first “legal experiences” I have had, the DWP has provided an on-going transition for me from law student to lawyer through the program’s flexibility and mentoring.

What I appreciate most about the DWP is the opportunity it provides by allowing me to work with lawyers from various practice areas. This set-up thus fits perfectly with my goal of experiencing as many practices and areas of law as I can before graduating from law school and ultimately making decisions about practice areas.

Retention/Promotion



SHB Lawyers Attend the Annual Asian American Bar Association of Kansas City Banquet

By Gregory Wu, Associate,
SHB Kansas City

Attendees at this year's Annual Asian American Bar Association of Kansas City Banquet on August 13, 2010, included SHB Associates Greg

Wu, Silvia Kim, Jeff McCarther, and Adrienne Thompson as well as attorneys from the Environmental Protection Agency (Sara Hertz Wu, Alex Chen, and Demetra Salisbury Chen), and other guests including Dave Swaney, Ryan Dykal, and Uri Idstrom.

One of the most memorable moments was the introductory musical performance by drummers from Soka Gekkaï International – KC, a local Buddhist organization. They played two pieces, Shishi no tamashii (Lions' Spirit) and Kuroshio (Black Tide), pieces derived from Japanese culture.

Then there were remarks from Judge Alok Ahuja, a judge of Indian-American descent who serves on Missouri's Court of Appeals and Skip Walther, president of the Missouri Bar Association.

The keynote speaker was Wendy Shiba, executive vice president and special counsel to the CEO of KB Home, a New York Stock Exchange-listed company in Los Angeles and the No. 1 homebuilder on *Fortune* magazine's 2009 World's Most Admired Companies® list. She was executive vice president, general counsel and secretary for the past three years and is transitioning to her retirement. She was a really excellent speaker who appealed to all of the audience members by sharing her early legal experiences as a diverse female attorney.



SHB Associate Plays Key Role in National Bar Association's CLF

By Lael Awong, Associate,
SHB Orange County

I attended the NBA conference from Sunday, August 8, to Thursday, August 12, 2010, held in New Orleans. For several

months prior to the NBA conference, I worked with John Page, general counsel and vice president of Golden State Foods, to organize the Corporate Leadership Forum (CLF) that occurred on Wednesday, August 11, 2010. The CLF was a program offered to a limited number of hand-selected registered participants including a cross-section of in-house and outside counsel. I assisted John in organizing the details of the CLF, determining the programming for the day, securing copyright approval for materials used at the conference in the brochure and in the presentations, and preparing and completing pre-conference surveys to organize events for the roundtable sessions that occurred at the CLF. At the CLF, I was one of the primary contacts for presenters to ensure their materials were in order, and I oversaw the volunteer staff and registration.

Additionally, I attended a preconvention event on July 29, 2010, in Irvine, California, at St. John's Knits. St. John's Knits General Counsel Dan Burke hosted a tour and shopping event at the St. John company store for 15 women who are active participants in the NBA.

Since the CLF, I have reconnected with a number of people either via e-mail or in person at networking events in the Southern California area. John Page is running for president of the NBA, so I intend to continue working closely with him in preparing next year's CLF and to continue to build relationships with the people I met through his mentoring and also on my own.

The exhibit area at the NBA's Corporate Leadership Forum.



Meet SHB's 2010 Firm Award Recipients

SHB Chair John Murphy presented firm awards during the 2010 Partner Retreat held in Scottsdale, Arizona, in October. The recipients were chosen by an awards panel that received firmwide nominations from attorneys and staff.

The Stanley D. Davis Award For Excellence In Professional Development

Partner Recipient Laurie Novion



Partner Laurie Novion works in our Business Litigation section and is a long-time active member of the Professional Development Committee. Laurie's contribution for the past two years has been in the area of planning and implementing Bacon-Thomas Lunches. These events are named for Charlie Bacon and Elwood Thomas, who regularly hosted the entire firm at lunches to discuss cases and to catch up personally. Bacon-Thomas Lunches are an important part of the culture of SHB. Laurie took charge of these two years ago. She has worked hard to schedule speakers and programs that are both interesting and informative. Her commitment to excellence has benefitted all lawyers at the firm while preserving an important tradition. Laurie has done a terrific job keeping this monthly event alive so our lawyers have a place to meet, network, and learn.

Nonpartner Recipient Tina Schaefer



Tina Schaefer, the nonpartner recipient of this year's award, has been a member of the Professional Development Committee for as long as the committee has existed. She is a former recipient of this award. But Tina is not one to rest on her laurels. This year, she saw the culmination of two years of work designing and implementing a new deposition training program at SHB. Inspired by a client-sponsored training program, Tina proposed an innovative and creative new program that would enable associates to practice their depositions skills in a realistic setting. Tina enlisted the support of partners who were willing to serve as mentor/trainers. To give the associates the feeling of a "real world" experience, she also enlisted the help of a local court reporting school that sent people to transcribe the depositions. The program was offered this fall to rave reviews.

The SHB Mosaic Award

Partner Recipient Sylvan Siegler



This year's Partner Mosaic Award was presented posthumously to the late Sylvan Siegler. Sylvan was a champion for diversity and inclusion. He demonstrated an unwavering personal commitment to helping the firm achieve its vision of "sustaining a diverse environment where everyone is respected, feels appreciated, and experiences fulfillment and enjoyment through meaningful personal contributions." Over the past few years, Sylvan participated in numerous internal and external diversity events whether it was a scholarship reception, a diversity meet and greet, or an Out and Equal Webinar, Sylvan was there. His presence was meaningful and demonstrated to us that he cared about creating and maintaining an environment where others felt included, involved, and appreciated.

Nonpartner Recipient Ina Chang



This year's recipient of the nonpartner Mosaic Award is Ina Chang. Ina is a member of the firm's Diversity Committee where she actively serves on the Retention and Promotion Subcommittee. Ina is very involved in the Asian American Bar Association and the Bay Area Lawyers for Individual Freedom, both of which are dedicated to promoting diversity in the legal profession in the Greater San Francisco Bay area. Ina participates in numerous forums and conferences dedicated toward identifying the unique issues LGBT and Asian American attorneys face and developing methods to address these issues. She has shared best practices with the firm's Diversity Committee so that the firm can continue to implement innovative ideas designed to attract, retain, and promote diverse attorneys. Additionally, Ina takes the time to mentor diverse attorneys in her office, and she is involved in the recruitment of diverse candidates to the firm. Ina embodies the firm's vision of creating a diverse environment where everyone is respected, appreciated, and can personally contribute.

The William G. Zimmerman Pro Bono Award

This award is given to someone who has contributed extraordinary service on behalf of a pro bono client, or someone who has demonstrated a sustained commitment to the delivery of pro bono legal services. The award honors the late Bill "Z" Zimmerman, an SHB lawyer who championed civil rights and free legal services for the poor.



Pat Gregory



Brittany Boswell

This year's winners are San Francisco Partner Pat Gregory and Kansas City Associate Brittany Boswell.

Pat Gregory has shown that the pro bono work we do can really save lives. This year Pat supervised, briefed, and argued a significant immigration matter in the Ninth Circuit Court of Appeals. When Pat met his client, the man had lost all hope. He had come to America after years of severe political persecution in his Mexican village. He suffered regular beatings, was forced to move from his home village, and even had his house burned to the ground. He came to the United States hoping to start a new life but quickly got caught up in a maze of immigration proceedings and inadequate legal representation. When Pat took the case his client was scheduled to be deported back to the country where he faced certain danger and possible death. Through Pat's diligent representation, the Ninth Circuit eventually reversed the deportation order and Pat's client will now be able to start a new life in the United States.

Pat has also shown that pro bono work can come in many different forms. In addition to direct client representation, Pat finds time to supervise firm associates who are handling their own pro bono matters and also volunteers as a judge and coach for the ABA moot court program. He has truly demonstrated a sustained commitment to pro bono that makes him a worthy recipient of this year's Zimmerman Award.

Since she first arrived at SHB last year, Brittany Boswell, this year's nonpartner recipient, has always been first in line to volunteer for every pro bono opportunity. She is a regular participant in the juvenile defender program and has handled multiple matters in Jackson County Family Court.

Brittany has gained valuable trial experience and received fantastic reviews from her supervising attorneys. This year, Brittany second chaired a complex pro bono trial. She provided invaluable support leading up to the trial, including research, witness interviews, and trial preparation, and she handled several of the witnesses on direct and cross examination. All as a first-year associate.

In addition to the amazing amount of dedication Brittany has given to her own pro bono casework, she has also taken the lead on recruiting new SHB associates to get involved in pro bono. She communicates with the new associates about available projects, provides personal testimonials about her pro bono work, and recently agreed to cochair an ongoing lunch and learn program for new and young associates interested in pro bono. She is a true pro bono warrior and a perfect fit for this year's Zimmerman Award.

The Sylvan Siegler Award for Excellence In Mentoring

Partner Recipient Jane Bartley



Mentoring is something that comes natural to this year's partner winner, Jane Bartley, and has become a part of her daily practice. She has provided invaluable guidance to numerous attorneys and nonattorney staff over the years. She has the ability to mentor and encourage others in a way that has led others to acknowledge her talents and strengths. Some of the terms mentees have used when discussing her attributes are being approachable, a great listener, a practical problem solver, generous with her time, kind, and able to work with others of all levels. She serves as a role model to many and in doing so, shows her commitment to the future of SHB.

Nonpartner Recipient Cory Fisher



Cory Fisher has shown a sustained commitment to teaching and setting a good example for others. This young attorney has the wisdom and judgment of an attorney many years his senior. As an associate in the Intellectual Property Section, he has a high-volume workload, yet he is easily accessible and approachable. His guidance is highly sought after, valued, and appreciated by attorneys and staff. He inspires others to reach their full potential. He truly wants to see others succeed.

The Harvey L. Kaplan Rainmaker Award

Partner Recipient Rob Adams



The criteria for the Rainmaker Award reads, "The partner who demonstrates unyielding commitment to business development that results in new business opportunities with existing and new clients." Every partner in this firm displays most of these qualities. But year after year, there are always some that rise to the top. This year's partner recipient, Rob Adams, is particularly worthy.

So often the client's demands don't fit with the competing interests of your spouse, or your family, or, in Rob's case this past spring, your daughter's high school graduation. Trials and litigation schedules often don't care about the commitments you've made to those who live with you. So you manage and do what you can to juggle multiple balls.

In Rob's case, SHB has seen it first-hand, starting with his receipt of the Lon Hocker Award in the 1980s and extending to his serving on the Missouri Supreme Court's MAI Committee.

Nonpartner Recipient David Hartnett



David Hartnett can be described as a “business development star in the making.” He received his J.D. with honors from the University of Houston Law Center in 2002 and his B.S. in marketing with honors from Boston College. Perhaps it’s no wonder why he excels at business development with his degree in marketing. Since joining the firm in 2002, he has made business development a part of his everyday life. He does this both by doing exceptional work for clients who, in turn, send David more work and by also constantly using his contacts to create opportunities for the firm.

He is a charismatic and tireless personality who is willing and able to call on friends and colleagues for work. He creates opportunities for himself and the firm – he never waits on them.



SHB Earns Top Rating on HRC’s Corporate Equality Index

By Dale Walker, Legal Content Editor,
SHB Marketing

Shook, Hardy & Bacon earned 100 percent on the Human Rights Campaign (HRC) Foundation’s 2011 Corporate Equality Index, a top rating securing the firm a place on HRC’s list of the “Best Places to Work for LGBT Equality.”

SHB was one of 97 U.S. law firms to achieve a 100 percent rating. A total of 130 law firms were surveyed, all but 4 of which are ranked among *The American Lawyer*’s 200 highest-grossing law firms.

The HRC Foundation’s Corporate Equality Index examines various industries’ workplace protections and benefits for lesbian, gay, bisexual, and transgender employees across the nation. The current survey rates law firms and other companies on a scale from 0 percent to 100 percent using criteria that include whether the businesses have written nondiscrimination policies and training that covers sexual orientation and gender identity. The full 2011 report is available at <http://www.hrc.org/CEI2011/>.

Siblings Ina Chang and Andrew Chang try to pack the NAPABA convention sign to save as a souvenir.

HRC is the largest lesbian, gay, bisexual, and transgender civil rights organization in the United States. It “envisions an America where LGBT people are ensured of their basic equal rights, and can be open, honest and safe at home, at work and in the community.”



SHB Attorneys Attend 2010 NAPABA Conference

By Andrew Chang, Associate,
SHB San Francisco

Ina Chang and Andrew Chang attended the 22nd Annual National Asian Pacific American Bar Association in Los Angeles, California on November 17-21, 2010. This event was very well-organized and sponsored by most of the major law firms and numerous companies, including Microsoft, Wal-Mart, The Coca-Cola Company, and others. NAPABA estimated attendance of approximately 1,700 attorneys. Presentations included a forum addressing the parallels between prejudicial laws affecting Asian American and LGBT civil liberties, a panel speaking on the roles of minority lawyers to encourage diversity, and a ceremony awarding Asian Americans who were trailblazers for raising issues of diversity all over the country, among others.

Unsurprisingly, much of the focus of the conference was on encouraging diversity. Somewhat surprisingly, however, there was a strong focus on cross-supporting diversity among numerous minority groups, including LGBT and numerous Asian ethnicities. There was a very strong sense of disparate groups coming together to focus on inclusion in diversity efforts.



Women's Initiatives

SHB Attends Project for Attorney Retention Conference

By Sara Tropea, Associate, SHB San Francisco



The Project for Attorney Retention (PAR) held its third annual conference for law firms and law departments titled, "Diversity & Flexibility for the Next Generation Law Firm," on March 18, 2010, in San Francisco. Much of the conference focused on the results of two recent studies PAR conducted: (1) PAR's Part-time Partner Study; and (2) PAR/MCCA's

Compensation Study. The remainder of the conference included a bias training for purposes of evaluations, a roundtable discussion on the elimination of bias, and a panel discussion on the connection between diversity and flexibility.

PAR's Part-Time Partner Study

PAR's Cynthia Thomas Calvert presented the results of PAR's Part-Time Partner study and moderated a discussion with three law firm partners. Calvert explained that PAR titled the study its "Part-Time" Partner study not because it endorses the term "part-time," but because that was the best way to capture the most partners working modified-work schedules. The study included 109 people, mostly partners, including both equity and nonequity, and a few of counsel/in-house counsel in Denver, San Francisco, and Washington, D.C. The study revealed the following:

- Billable hours of the partners interviewed ranged between 1,200 and 1,600.
- Three-fourths of equity partners interviewed are doing the same or more business development as their full-time partners.
- Some reported this is because they are very strategic about their careers assessing how many total hours they can work in a year so as to reach career goals and then make a determination about the appropriate billable/nonbillable division to meet those goals.
- Nonequity partners do not do as much business development.
- Of the partners interviewed, only 19 percent decreased their involvement in firm service since adopting a modified-work schedule.

- 60 percent reported not feeling stigmatized by part-time status.
- 40 percent reported feeling stigmatized in that their careers were taken off track; they had not reached equity status because of part-time status; or they were not as valued or considered as committed as their full-time peers.
- Usage of part-time policies tops out at 10 to 12 percent.
- Women partners of color reported feeling less able to take advantage of part-time policies because of the stigma and the already existing race-based barriers and obstacles they face.

PAR concluded that the hallmark of successful reduced-hours programs is flexibility. Toward that end, they and the panelists suggested the following:

- Communication is key.
 - One partner who spoke is on a modified-work schedule and explained that each week she sends out an e-mail to all the lawyers she works with and her clients explaining her schedule for the week. There was discussion about whether it is better to tell clients that you are on a modifiedwork schedule, and the consensus seemed to be that you should because hiding it enforces stigma and many clients care about this issue because they want diverse lawyers and understand the connection between reducedhours policies and attracting and retaining diverse lawyers.
- Create effective teams to make representation of clients seamless.
- Work to educate clients about how limiting time-keepers to a matter can impact ability to have an effective flexible work policy, and by extension retain talented diverse lawyers.
- Competent and team-oriented co-workers are necessary to make modifiedwork schedules work.

PAR's Compensation Study

Next, PAR's Joan Williams introduced the preliminary findings from the PAR/MCCA Compensation Study and a panel discussed the findings and how law firm compensation systems impact women. PAR's Compensation study revealed that while professional women have the largest gender gap in terms of compensation, it has decreased. Some interesting findings include:

- Women partners made 69 percent of what men partners earned in 1993, and in 1999 it was up to 78 percent of what men partners earned.
- Among equity partners, in 2009, women partners earned \$66,000 less than male partners, down from \$87,000 less in 2008.
- Women income partners earn \$25,000 less than their male counterparts.
- Only 16 percent of equity partners are women.
- Of that 16 percent, only one-half are satisfied with their compensation and bonuses.
- Women income partners reported less satisfaction than women equity partners.
- Problems identified include lack of clear and transparent policies for compensation and historical origination bonuses.
- PAR's study revealed that several factors do not matter when compensation is awarded including pro bono, diversity efforts, associate development, teamwork, and firm contributions.
- Four-fifths of equity partners felt they were denied origination credit where deserved.
- Some partners reported that conflict checks were used to forbid them from getting origination bonuses.
- Many women partners reported being subject to the "prove it again" pattern, which requires them to repeatedly prove their value whereas men seem to benefit from the presumption of competence and value.

Recommended Best Practices Regarding Compensation:

- Transparency so as to avoid "in group" patterns of rewarding the dominant group.
- Benchmark so as to detect patterns of compensation among different groups.
- Improve diversity on the compensation committee.
- As a compensation committee member, your percentage cannot increase by more than 10 percent, which essentially creates term limits.
- Base compensation on a billable hour threshold as opposed to the most hours wins.
- Change the origination credit system.
 - The system should be neither inheritable nor permanent as this is outdated and doesn't serve the client.
 - The old system made sense when firms were smaller and compensations committees actually knew everyone, but not so with large firms of today.
 - The system should reward who actually does the work but must tread carefully because this can have a dramatic effect on people's incomes.
- The system should have rules, for example, if you work 20 percent or more for a particular client, you get a percentage of credit for the origination of the work.
- Establish a diverse committee that handles compensation disputes.
- Compensation should be tied to institutional investments, not just cash flow. Firms must measure skill sets to see how they add value.
- Clients need to and it is appropriate to ask if credit is being given to the lawyers they select to do their work and not the lawyer who originated the work years ago. The clients on the panel were extremely concerned about origination bonuses going to their lawyers and quite offended by the old boy system of assigning credit. They discussed instituting policies in their retention letters detailing the import that the lawyers they send the work to should be receiving credit. They do not want or expect to know the details of compensation, but do want to ensure their people are rewarded so as to ensure their retention.

Effective, Unbiased Evaluations & Roundtable Discussion on Elimination of Bias

Williams' presentation was followed by a roundtable discussion on how to eliminate or avoid bias. The best means of avoiding bias in evaluations is to hold meetings/trainings with evaluators in advance of completing evaluations to explain the evaluation procedures:

- There can be no number assigned without a comment explaining the number assigned.
- Comments should be behavior-based only and limited to the last evaluation period only.
- Evaluators must be held accountable if they do not abide by the rules.
- Upward reviews should be considered as this helps to capture other strengths and weaknesses.
- It was noted that the maternal wall is the strongest workplace bias that exists. They gave the example of two identical resumes except one of the resumes indicated that the woman was a member of the PTA. She was 80% less likely to be hired and was offered \$11,000 less if she were hired.

Diversity and Flexibility Connection

The conference ended with a panel discussion about the connection between diversity and flexibility. The panelists included Laura Stein of Clorox, Jennifer Haskins of Wal-Mart, Steven Pfeiffer of Fulbright & Jaworski, and Steven Lowenthal of Farella Braun & Martel. The overall consensus was that flexible work arrangements are key to achieving diversity goals and that clients really care about this issue. Interesting comments/policies shared by panelists included the following:

- At Fulbright, their policy is that any time their lawyers conduct a speaking panel a woman lawyer must be included.
- Farella Braun sponsors an annual Minority Law Student Scholarship and a high school diversity program to introduce diverse high school students to lawyering.
- Wal-Mart requires that pitches include one woman, one lawyer of color and one lawyer on a modified-work schedule.
- All the clients endorsed transparency with clients about modifiedwork schedule lawyers. This is a positive, not a negative.
- Farella Braun offers a home backup care program to help accommodate lawyers on modified-work schedules. They also have a 360-degree review policy whereby associates review partners, which has created a better working environment.
- It is not enough to have a written reduced-hours policy. Clients will be tracking statistics about the policy in practice, just like they do with diversity.

[SHB's Women Lawyers "Step Up" to Support Kansas City Association of Women Lawyers](#)

By Jennifer Riggs, Associate, SHB Kansas City



On July 9, 2010, I participated in the Association of Women Lawyer's (AWL) Step Up Program. The program is designed to help women who currently reside in domestic abuse shelters in the metropolitan area by providing an opportunity to address their outstanding legal issues. The program is designed to allow

these women to receive a fresh start when they leave the shelter by absolving them of their outstanding warrants, tickets, and charges. The program started with a brief training session, and then attorneys were given names of clients for whom they acted as advocates. Most of the legal issues included outstanding warrants for tickets, but some were more serious criminal charges. Each attorney started by consulting with a client that was assigned to them. After finding out the facts surrounding the legal issue, the attorney then proceeded to negotiate with the prosecutor for ways in which to either have the charges dropped altogether, or, and more likely, waive fees and defer charges in lieu of an agreement to participate in community service or a professional development program available to the women participating in the Step Up Program. Upon agreement with the prosecutor, if one was reached, the attorney would appear before the presiding municipal court judge to present the deal and the facts surrounding their client's situation.

If an agreement was not reached, the attorney would still appear before the judge to ask that warrants be removed and request a later hearing date so that the client could seek other counsel.

I personally found this experience to be very rewarding. I was able to assist three women from area shelters. The first had outstanding traffic tickets that resulted in a warrant for her arrest. She had more serious criminal charges pending in state court, so I was able to convince the prosecutor to drop the warrant and charges against her completely. The second woman I represented received a ticket (that resulted in a warrant for her arrest) for driving on a suspended license. In exchange for an agreement with the prosecutor to drop the warrant and waive fees, the woman agreed to participate in a program that allowed women to obtain necessary professional and personal skills to be marketable in the work force. The third woman I represented had the most serious charges pending. She had a disturbing the peace charge and a prostitution charge pending against her. After talking with the woman about her circumstances, I convinced the prosecutor to drop the prostitution charges and the woman agreed to do community service in lieu of fines or other punishments for her disturbing the peace violation.

This program is an excellent opportunity for attorneys to gain valuable experience interacting with clients, being an advocate for the client, and then representing the client in front of a judge. Not only did it allow me to use my litigation and negotiation skills, but I know I provided some good for these women who needed someone to give them a break and a fresh start. It was also an excellent opportunity to give back to our local community. This program would be excellent for anyone who wanted to give back to the community but most especially for young attorneys who wanted an opportunity to get some valuable experience in open court and interacting with clients.

SHB women lawyers and staff support Kansas City's Women's Employment Network.



Client/Partnerships

SHB Participates In Annual Altria Diversity Roundtable

By Greg Wu, Associate, SHB Kansas City



Ken Reilly, Gay Tedder, Michelle Wimes, and Greg Wu attended the 2010 Altria Client Services (ALCS) Diversity Roundtable hosted by the ALCS Law Department on June 16-17, 2010, in Richmond, Virginia. The roundtable was primarily led by former SHB Partner Kamran Khan, the current chair of the

ALCS Law Department Diversity Committee.

Altria General Counsel Denise Keane kicked off the Roundtable on the afternoon of June 16 with some introductory remarks that stressed ALCS's commitment to diversity and invited all of the participants to share their best practices and ideas. Denise acknowledged SHB for winning its inaugural Law Department Diversity and Inclusion Award in April 2010 to recognize the firm's commitment to diversity in the legal profession.

Incoming ABA President Steven Zack and former ABA President Robert Grey led a discussion of *Diversity in the Legal Profession A Journey Not a Destination*, which discussed the current Leadership Council on Legal Diversity and the commitment of the *AmLaw* 200 and *Fortune* 100 companies to diversity. This event concluded with a panel discussion featuring SHB Diversity Chair Gay Tedder sharing the firm's best diversity practices, including SHB's Diversity Checklist and Diversity Climate Survey.

The following morning, the ALCS Law Department shared with the participants the results of its own diversity survey it conducted among its preferred law firms. ALCS indicated that it brought three additional firms into their outside counsel network and awarded them new business because those firms were able to

provide them with client teams comprised primarily of diverse attorneys. The ALCS Law Department plans to host another CLE in 2010 with the purposes of introducing its Law Department to diverse attorneys in other areas of law. To spread the opportunity around, the ALCS Law Department will ask six other firms to participate in the upcoming CLE. The ALCS Law Department also stressed the importance of succession planning and reminding all firms it works with to have succession plans in place.

The keynote speaker for the afternoon was Dr. Arin Reeves of the Athens Group who discussed the importance and differences between diversity and inclusion. Although most, if not all law firms have recognized the importance of diversity, the retention rate of diverse attorneys has been declining in the past few years without an apparent explanation. The law firm participants broke out into small groups and discussed the problem of microinequities, microaggressions, and microinsults, in the workplace and how the accumulation of these small actions can affect associate performance and retention. As opposed to direct insults or overt discrimination, which Reeves described as "shark bites," microinequities are subtle, seemingly harmless messages of devaluation that are the equivalent of mosquito bites. They are called "micro" because they are often subtle or small behavior, but can have tremendous impact. Although one "bite" may not be harmful, over time, they can be devastating and in a workplace environment, can lower employee morale and productivity, and can also damage a company's recruitment and retention levels. The results of the breakout sessions were shared with all of the participants before the Roundtable ended.



Cheese

Traditional fondue (from the French word "fondre," meaning "melted") consists of cheese warmed in a pot, into which bread or baked potatoes are dipped. One of the most common fondue recipes blends hard and semi-hard cheeses, plus a liberal dash of kirsch or white wine.

Educational Awareness

SHB Joins Forces with Two Local Law Firms and KCMBA to Host Verna Myers

By Michelle Wimes, Director of Strategic Diversity Initiatives, SHB Kansas City



I had the pleasure of attending a seminar jointly hosted by the Kansas City Metropolitan Bar Association (KCMBA); Shook; Stinson Morrison Hecker; and Lathrop & Gage on Thursday, April 22, 2010, titled *Fair and Effective Evaluations*. Verna Myers, a

national diversity consultant, was the presenter.

The seminar was an excellent discussion of both the individual and systematic barriers present in today's law firms which impede providing fair evaluations. One of the best tips Verna shared was that the overall goal of any evaluation should be to improve the business performance of the enterprise. If an organization approaches talent development and providing critical feedback with this goal in mind, then the value proposition is clear.

Verna also discussed best practices for conducting evaluations including:

- 1) Getting mentors involved in the evaluation process (either during the evaluation itself or by sending them a copy of the associate's summary after the evaluation and encouraging them to discuss same with their mentees);
- 2) Providing more overlap among the Diversity, Associate, and Search Committees by adding the diversity director to those committees;
- 3) Having the diversity director participate in the evaluation process and follow up in order to track the progress of diverse attorneys;
- 4) Hiring diversity consultants to do a "critical review" of the firm's current evaluation form and process to ensure that biased language isn't being used;

- 5) Including diversity competencies among the skills and behaviors necessary for success at the firm (whether people can and actually do work well across differences should be acknowledged and rewarded in any firm that touts diversity as a core value).

Verna also provided a list of 14 key ingredients to a viable and successful diversity and inclusion initiative for law firms.

Successful Firms:

1. Undertake a long-term cultural change process
2. Embrace diversity as integral and valuable
3. Assess their culture/environment
4. Define "diversity" broadly and set priorities
5. Provide opportunities to historically excluded groups
6. Accept that unconscious, unintentional bias exists
7. Have senior leadership visibly committed
8. Support and hold partners accountable for diversity goals
9. Conduct an inclusive process to design a strategic action plan
10. Establish a strong Diversity Committee – cross-section of firm committed to modeling diversity
11. Align their policies and practices with their diversity goals
12. Dedicate ample resources to their efforts
13. Measure results and revise methods
14. Are willing to make mistakes

Verna also discussed the many definitions of diversity and inclusion in the "diversity world." We all know that there are many – and the definitions can be interpreted based on the firm's culture and mission. I think her definition and graphic provided a very simple understanding of the two complex terms:



NALP's Annual Education Conference

By Michelle Wimes, Director of Strategic Diversity Initiatives, SHB Kansas City



I had the pleasure of attending and speaking on a panel at the 2010 NALP (National Association of Law Placement) Annual Education Conference in San Juan, Puerto Rico, April 28-May 1, 2010. Titled *A Bold New World: Leading in Uncertain Times*,

this conference was attended by over 1,700 legal professionals, including law professors; recruiting and career development professionals; lawyers; and diversity directors in law firms, law schools, the government, and not-for-profit organizations. The conference was very comprehensive in that it touched on many facets of the legal profession and included segments on counseling, the legal economy; lateral recruiting and hiring; law student and lawyer professional development; diversity; leadership; management; and technology, among others.

I have attended many diversity conferences in my two years as Director of Strategic Diversity Initiatives, but I'd have to say that this conference was, by far, the most substantively enriching experience I have had. The conference offered particularly strong diversity educational curricula which featured the top national leaders in the law firm diversity arena, including Dr. Arin Reeves, Mitchell Karp, Angela Vallot, Verna Myers, David Hall, and Linda Bray Chanow. I walked away with specific, concrete ideas to keep SHB's diversity initiatives at the forefront and to improve our retention efforts.

Opening Plenary Session: "Law Firm Profitability: A Shifting Dynamic"

—Dan DiPietro, Managing Director and Advisory Head of The Citigroup Private Bank

DiPietro began with an overview of the unprecedented external stress factors, which have created a different marketplace for legal services in the past three to five years, including: 1) client consolidation, 2) convergence and clients' casting of a wider net, 3) commoditization, 4) heightened client demands, and 5) intensifying price pressure.

He then went on to state that a confluence of factors has made retaining talent (the underpinning of the legal model) increasingly difficult including: 1) shifting demographics, which are increasing tensions within law firm partnerships, 2) Generation Y's increasingly different expectations and goals,

which are creating disconnects between partners and associates, 3) law firms' approach to talent has not evolved in response to the above pressures, and 4) associate morale continues to decline.

To underscore these opening comments, he summarized a July 2009 survey that Citigroup conducted of the managing partners of 40 of the largest, most profitable law firms in the United States and the United Kingdom (34 of them were in the *AmLaw* 50). The results were remarkable, though not astounding given the economic backdrop during which the survey was conducted. A subset of the firms had already aligned their internal hiring goals and performance standards to overall firm performance such that many of them were increasing the variable component of associate compensation to ensure that rewards are aligned with the business priorities and the lockstep elevation process is being removed or modified by a number of firms.

DiPietro then stated that there are a number of things firms can and should be doing to remain competitive and profitable including:

1. Align associate compensation with firm performance.
2. Assess the firm's leverage model in light of expected demand.
3. Be proactive in offering clients alternative billing arrangements.
4. Add laterals in line with strategic priorities, but be careful (to ensure that laterals are not in the market because they were termed at another firm!).

"Leadership as an Essential Lawyering Skill" —Roland Smith, Senior Faculty and Lead Researcher, Center for Creative Leadership

Dr. Smith led with a discussion of the global leadership competencies critical for survival in the legal profession today including: 1) delivering business results, 2) executing upon a vision, and 3) making quick and correct decisions. He then discussed that in the changing legal marketplace, it is essential that one also possesses "transformational competencies" including: 1) accelerating innovation, 2) leading change, and 3) orchestrating talent sustainability.

He discussed the challenges of leading lawyers (who he noted are pervasive in society and are key decision-makers in all realms whether in a volunteer capacity, corporate America, the government sector, etc.) such as: attorneys are less receptive to change, they are more risk averse, harder to convince, and "low trust" individuals. Therefore, anyone who leads

lawyers must be aware of the skepticism with which they approach all tasks. He emphasized that effective leadership can be learned, and many firms are increasingly exploring leadership development programs.

After a series of interactive exercises to illustrate the points above, Dr. Smith circulated two articles he coauthored, “The Changing Nature of Leadership in Law Firms” (with Paul Bennett Marrow) and “The Struggles of Lawyer-Leaders and What They Need to Know.” These articles will be particularly helpful for those in law firm management and leadership.

“Strengthening Diversity Leadership Through Emotional Intelligence”

—*Verna Myers, Verna Myers Consulting Group, LLC and David Hall, President of the University of Virgin Islands*

Myers and Hall utilized a series of interactive tests on Leadership, Emotional Intelligence, and Social Intelligence for the audience members to ascertain their leadership skills based on something other than IQ. It was fascinating and eye-opening, to say the least. As a result of taking the “Leadership Self-Assessment Index,” most audience members (80%) concluded that they have “strong” leadership skills. Yet, as a result of taking the “Institutionalization of Diversity Index,” most (over 65%) reported that they did not feel that diversity had yet been institutionalized within their respective law firms. Thus, there is a disconnect between diversity leaders’ perception of their leadership skills and their actual ability to effect positive long-lasting change within their own organizations. The goal is to have more consistency in the attributes of a diverse organization and the attributes of a strong leader.

Myers outlined the attributes of a diverse organization including:

- Clear Vision
- People Centered
- Open and Innovative
- Meaningful Core Values
- Willing to Go Against the Grain
- Identify and Cultivates Potential (instead of writing people off after one mistake)
- Embraces Conflict and Differences
- Expanded Definitions of Excellence

Hall outlined the eight steps for creating a diverse organization including:

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition (Consisting of Influential Persons in the Organization)

3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Creating Short-Term Wins Along the Way
7. Consolidating Improvements and Producing More Change
8. Institutionalizing New Approaches

They spent a lot of time discussing the difference between managers and leaders. Most diversity professionals in law firms today, unfortunately, are managers and NOT leaders. Managers are focused on the day-to-day achievements and have their heads down with a “results oriented” paradigm. Leaders, on the other hand, have their heads up and are looking at the trends of the day, navigating the organization, and steering the organization to goals and a vision three to five years down the road. Leaders have to have emotional intelligence, EQ, which is defined as “an ability, capacity, or skill to perceive, assess, and manage the emotions of one’s self, of others, and of groups.” Moreover, leaders possess high social intelligence, “a combination of a basic understanding of people—a kind of strategic social awareness and a set of skills for interacting successfully with them.”

“Tools for Constructive Conversations Across Our Differences”

—*Angela Vallot and Mitchell Karp, VallotKarp Consulting LLC*

This session was led by diversity consultants Angela Vallot and Mitchell Karp. They helped the audience, via a series of interactive exercises, identify the obstacles to constructive conversations to understand why we get “stuck” when having difficult conversations. Moreover, they offered tools and techniques to engage in constructive conversations across differences.

They provided some examples of constructive conversation topics including: 1) raising an issue about insensitivity to diversity and inclusion, 2) letting someone know their questions or comments made you feel uncomfortable; 3) giving someone more senior feedback about his/her behavior; 4) giving an unfavorable performance review across difference; 5) talking to a colleague about their perceived favoritism; 6) telling someone their dress or conduct is inappropriate; or 7) letting someone know you disagree with a key decision.

They reviewed some of the costs to not engaging in these conversations including: 1) performance/behavioral problems go unaddressed; 2) breakdowns

in communication foster cynicism; 3) perceptions of bias and stereotypes; 4) adverse impact on the firm or law school's diversity efforts. Benefits include:

1) increases the awareness of impact on one's behavior; 2) provides opportunities for behavior adjustment and performance improvement; 3) encourages mutual problem-solving; 4) allows people to feel heard, valued, and included; and 5) enhances productivity and teamwork.

They suggested a five-step process for having these conversations: POINT

P= Set a positive tone

O= Offer your observations/perspective

I= Describe the impact

N= Inquire about the other person's point of view/perspective

T= Talk about solutions and test for agreement/comprehension

"Inclusiveness: The Key to Solving the Diversity Dilemma"

—Dr. Arin Reeves, *The Athens Group*

—Kathleen Nalty, *Executive Director for the Colorado Campaign for Inclusive Education*

Reeves and Nalty discussed a new paradigm—Inclusiveness—for the legal profession. They defined inclusiveness as recognizing and valuing the perspectives, backgrounds, life experiences, and world views of every person in a legal organization without regard to race, gender, ethnicity, nationality, disability, sexual orientation, or gender expression. Through this process, every person develops an equal voice and role in providing high-quality legal services to clients and the community. Thus, under this new paradigm, diversity is about one's workforce ("compositional diversity"—the extent to which a legal organization has people from diverse backgrounds and communities working as attorneys and staff) while inclusion is about one's workplace (these organizations have compositional diversity but are also learning-centered organizations that value the perspectives and contributions of all people).

They acknowledged that traditional diversity efforts have failed in the legal profession. To that end, they introduced a new inclusion manual, "Beyond Diversity: Inclusiveness in the Legal Workplace," and touted it as an innovative manual for the legal industry that provides step-by-step instructions on creating more diverse and inclusive workplaces (including an entire chapter dedicated to how to engage white men on the subject).

SHB Attends Annual NALP/ALFDP Diversity Summit

By Dionne King, *Diversity Coordinator, SHB Kansas City*



On June 11, 2010, Michelle Wimes and I attended the NALP/ALFDP Diversity Summit held at the Northwestern University School of Law in Chicago, Illinois. This conference brought together NALP and ALFDP members, law firm attorneys and diversity professionals, in-house attorneys, university admissions

and diversity professionals, human resource directors, and legal career professionals. The event included four sessions: *Emerging Models for Recruitment, Retention, and Development*; *Associate Competencies: The Next Great Diversity Breakthrough or the Next Barrier to Diversity*; *Reconnecting the Pipeline*; and *What Is Really Working Out There? Time for an Honest Discussion*.

I attended the *Emerging Models for Recruitment, Retention, and Development*. This session gave insight on how the panelists handle retention and interviewing in their respective organizations. Peter Wilson, Jr., Director of Diversity and Legal Recruiting for Day Pitney LLP uses "behavioral individualism" as a means for bringing in the right candidates for the firm. He stressed the importance of looking for attorneys who have characteristics that will "make them successful – above the standard criteria (GPA and schools attended)." He shared that for those attorneys who choose to not take the partnership path; his firm has recently developed more levels of advancement for attorneys including senior counsel and of counsel. The general counsel and director of data privacy for Xcel Energy added that her company focuses on competencies, volunteer groups, and extra-curricular activities that the candidate has. She added that it is to the law firms' benefit to "look at the totality of the individual by asking about their life experiences. If not, you will miss richness, wealth, and depth of tools/experiences not reflected in their GPAs." Monica Oldham, Director of Cultural Transformation Services for PricewaterhouseCoopers, shared that everyone (no matter what level) at PWC is evaluated by these four core behaviors:

1. Measure—putting yourself in someone's shoes
2. Value through quality
3. Share and collaborate (knowledge sharing – how much do you teach)
4. Technical

She also shared that PWC provides every associate with an assigned internal coach, which is different from a mentor. The internal coach works in the same department or group and is responsible for navigating what an associate does at PWC. The internal coach is also responsible for helping the associate produce a personal Development Plan. Both the associate and internal coaches are assessed yearly.

Werten Bellamy, President of Stakeholders, Inc., gave a dynamic presentation in the *Associate Competencies* session using an illustration to show how “life in the shopping mall teaches us all we need to know about associate competencies.” He stated in the past 30 years, competency frameworks are potentially the single biggest breakthrough for diversity – offering a powerful learning framework and ‘sightlines’ into top performance. With law students as “the store” and law firms as “the shoppers,” Bellamy drew a comparison to what a shopper wants and what law students and associates need to be. He stated that shoppers want:

1. A product they care about
2. Availability
3. Fair price
4. Quality of service/great shopping experience

He added that law firms are “destination shoppers” in that they know what they want. Shoppers consider past experiences and use them as reference points. Shoppers expect their preferences to be known. These are the same competencies associates must know and possess in order to be a top performer in law firms. Bellamy went on to share that while interviewing various “top performers” across the nation, he discovered several “tricks of the game,” i.e., one top performer asks for a copy of his boss’s notes after each meeting. In those notes, he’ll find his next assignments. These are the kind of things that make an attorney a top performer.

Bellamy also gave insight during the portion of the session called “The Law Student ‘Through the Eyes’ of the Interviewer.” He gave helpful questions that law firms ask when interviewing candidates after graduating law school:

1. Can this law student attract my investment and the investment of my colleagues?
2. What does it ‘feel like’ to work with this person? How will they ‘service’ me?
3. Does this law student want my life; to make the sacrifices I have made?
4. Can and will this law student positively engage and contribute to the culture of my law firm?

Parent Task Force’s Brown Bag Luncheon Presents Educational Opportunities for Parents of Children with Special Needs

By Dionne King, Diversity Coordinator, SHB Kansas City



I had the opportunity to attend the Parenting Children with Special Needs Brown Bag Luncheon on April 27, 2010, in Shook’s Kansas City office. This forum was hosted by the SHB Parent Task Force, and the panelists were Partners Angela Seaton, Jane Bartley, Leanne DeShong, and Denise Talbert. I was humbled by the stories (trials and triumphs) that were shared. I learned from these parents (both attorneys and staff) that parenting a child with special needs takes an insurmountable amount of time and resources.

While each of the stories was unique, their common experiences were based on dealing with doctors, insurance companies, social issues, finances, government assistance, schools, court systems, and family. Leanne DeShong gave a sobering yet inspirational word of wisdom when she said, “my child’s outcome is directly related to how hard I work.” I witnessed all the parents in the room nod in agreement. She also added that a parent needs to know as much or more than the doctor to properly care for your child with special needs.

Jane Bartley mentioned the financial resources available and stated that you have to “take whatever you can get (re: government programming/assistance) and the rest you find a way to cover.” The panelists relayed the message that a parent needs to not only be the nurturing parent, but be their child’s advocate. A number of local resources were shared with attendees.

Attorney Spotlight: Leanne DeShong

*Partner, Pharmaceutical & Medical Device Litigation,
SHB Kansas City
Chair, Women's Management Council*

Leanne began her law practice in 1983. Her practice focuses primarily in the area of complex litigation and products liability. In recent years, she has concentrated on the defense of pharmaceutical and medical device manufacturers.

Products Liability - Leanne has significant expertise in managing mass tort litigation for multinational companies, with a special emphasis on pharmaceutical product liability matters. She has extensive experience in mass tort resolution strategies, resolving complex cases through mediation and handling multidistrict litigation matters. Leanne most recently represented the Bayer Corporation nationally and regionally in pharmaceutical litigation involving various products. She has also represented the Bristol-Myers Squibb Company in national litigation involving breast implants and served as regional counsel for American Home Products in diet drug litigation. She has also acted as national and international counsel for Pharmacia & Upjohn in benzodiazepine litigation, as well as national counsel for Eli Lilly and Company in the DPT litigation.

Regulatory and Consulting - Leanne has consulted for international companies on U.S. products liability and regulatory law. In particular, she has consulted on liability risks associated with healthcare products for international clients as part of their assessment of U.S. acquisitions and has consulted on package labeling for pharmaceutical products prior to marketing. Leanne has also consulted with U.S. and international companies on preventative product liability practices.

Other Matters - Leanne also has experience in other areas of products liability, on a regional and local basis, for manufacturers of agricultural equipment and products, forklifts, and electrical conveyors. She has also represented a variety of companies in matters involving premises liability and contractual disputes.



In January 1993, Leanne joined her partners in the firm's London office. SHB attorneys in London are actively engaged in general litigation consultation with both U.S. and European pharmaceutical manufacturers and closely monitor European Commission developments in the products liability area. While located in London, Leanne was extensively involved in developing expert witnesses for U.K. and European litigation matters, consulting on issues concerning strategies in group action litigation and general products liability defense. Leanne also counseled European companies moving into the U.S. market on product liability issues. Leanne was active in a major defamation trial tried before the London High Court. After returning to the United States in 1995, Leanne has continued to represent major pharmaceutical and medical device manufacturers in all phases of litigation.

Leanne is active in a number of professional associations, including the Defense Research Institute, the Drug Information Association and the Missouri Organization of Defense Lawyers. She is also chair of the SHB Women's Management Council, a group established in 2002 to assist the firm's women lawyers develop the legal skills, mentoring relationships, and marketing opportunities necessary for promotion into the partnership. She is a past president and current trustee of the University of Missouri-Kansas City School of Law Foundation. In addition, she is a past president and current board member of Legal Aid of Western Missouri.

Leanne has received a rating from Martindale-Hubbell that indicates she has reached the height of professional excellence and has been recognized for the highest levels of skill and integrity.

Awards

2005-2009 Named to Missouri & Kansas Super Lawyers

Licenses

Supreme Court of the United States; U.S. Court of Appeals for the Eighth Circuit; U.S. District Court for the Western District of Missouri and the District of Kansas; state courts of Missouri and Texas

Education

1983 J.D., with distinction, University of Missouri - Kansas City School of Law
1974 B.S., Northwest Missouri State

In the News

Individual Recognition

Epps Discusses Ethics at Winning Strategies Seminar



SHB Partner **Willie Epps Jr.** (KC – Tort) spoke to federal judges, federal public defenders, and criminal defense practitioners at the Winning Strategies Seminar held in Chicago, Illinois, on June 16-19, 2010.

Sponsored by the Administrative Office of the U.S. Courts, the Winning Strategies Seminar focused on legal techniques for use in securing pretrial, trial, sentencing, and appellate relief in a wide variety of federal criminal cases.

Epps participated in a panel discussion titled “Ethical Issues Confronting Criminal Defense Attorneys.” Joining Epps for the discussion of recurring ethical issues faced by criminal defense attorneys included The Honorable Carmen Garza, U.S. Magistrate Judge, District of New Mexico, and Mark Cedrone, Cedrone & Pinto, Philadelphia, Pennsylvania.

Smith Receives Robert C. Welch Volunteer Attorney Project Award



The Kansas City Metropolitan Bar Association honored SHB Staff Attorney **Amanda Smith** (KC – Products Liability Litigation) with its Robert C. Welch Volunteer Attorney Project Award during the KCMBA 37th Annual

Bench-Bar & Boardroom Conference Awards Luncheon held on May 21, 2010, at the Lake of the Ozarks.

The award recognized Smith for her exemplary delivery and outstanding commitment to the Volunteer Attorney Project, which provides pro bono legal services for the underprivileged in the Kansas City community.

Koch Honored as Mentor of Excellence



Stacey Koch, (Miami – Products Liability Litigation) was selected as Educate Tomorrow’s first Mentor of Excellence. Her mentee, Nelida, graduated from Miami Senior High School in June 2009 and now attends Miami-Dade College.

Based in Miami, Florida, Educate Tomorrow supports teenagers who are aging out of the foster care system by matching them with mentors. These mentors in

turn help the young people to enroll in college and training programs, find housing and jobs, as well as apply for educational and social assistance that may be available to them.

Justus Recognized at Missouri Judicial Conference



SHB Of Counsel **Jolie Justus** (KC— Director of Pro Bono Services) was recognized September 30, 2010, during the annual Missouri Judicial Conference meeting in Columbia for her service in the state

senate. Chief Justice William Ray Price Jr. honored Senator Justus and 15 others for their work during the 2010 legislative session. In a written release, Price said, “Although we face challenging times, Missouri is fortunate to have elected officials who understand the important role of the judicial branch in ensuring that every citizen has access to justice. The judges of the Judicial Conference look forward to collaborating with our partners in the legislative branch in finding solutions to whatever challenges lay ahead.”

Justus was also recently the recipient of the Harriet Woods “Guardian of the Flame” Award during the Annual Torch Dinner of the Greater Kansas City Women’s Political Caucus (GKCWPC).

Named for former Missouri Lieutenant Governor Harriet Woods and inspired by a memorial service eulogy for Governor Mel Carnahan, the award recognizes those who “keep the fire of freedom and justice burning for women in the greater Kansas City area.” Jolie’s work as a political and civil advocate for women’s causes in her role as a Missouri state senator and her dedication to pro bono work in the community are recognized with this award. Among other matters, she has sponsored legislation as a state senator to prohibit discrimination based on a person’s sexual orientation and to modify provisions on child care subsidies.

Founded in 1972 and descended from groups that worked to gain women the right to vote, the GKCWPC focuses on recruiting, training, and electing women who support public policies that advance equal rights and opportunities for women and on promoting women’s participation in the political process. SHB Partner Terry Satterlee (KC— Environmental Law) received the Guardian of the Flame Award in 2007.

Souza-Rasile Recognized as South Florida Business Leader of the Year Honoree



SHB Miami Managing Partner **Lea Souza-Rasile** who also serves as SHB's Diversity Committee Vice Chair, was honored as a 2010 Business Leader of the Year for South Florida finalist in the legal category. Honorees were recognized at an awards dinner on June 14, 2010, at The Bankers Club in Miami. Business Leaders of the Year honorees are South Florida's most outstanding leaders in banking, financial, franchising, healthcare, infrastructure, insurance, legal, retail, real estate, and technology. Souza-Rasile was one of only five legal leaders in South Florida to be recognized.

Walker Stubbs Recognized Among Houston's "40 Under 40"



The *Houston Business Journal* honored SHB Partner **Jennise Walker Stubbs** (Houston – PMDDL) with a 40 Under 40 Award at its awards ceremony on May 20, 2010, at the House of Blues in Houston. The 40 Under 40 Awards recognize up-and-coming Houston business leaders who excel in their professions and in the community.

Missouri Bar Recognizes Martucci for CLE Leadership and Dedication



The Missouri Bar recognized SHB Partner and Diversity Committee member **Bill Martucci** (KC – Labor & Employment) in its "Best of CLE Spotlight," which recognizes outstanding leadership and dedication to MoBarCLE. Martucci regularly volunteers his time and talents to provide expert employment law training for Missouri attorneys, which enhances the quality of legal services to the public.

Cargnel Honored Among KC's "40 Under Forty"



SHB Partner **Mike Cargnel** (KC – Business Litigation) was named to *Ingram's* annual "40 Under Forty" for his exceptional accomplishments and leadership abilities. Cargnel joins a distinguished group of achievers from the business, financial, academic, medical, governmental, and nonprofit sectors. Honorees are recognized for their business expertise, relationship-building skills, and commitment to community service.

Business Center

More than 130 multinational companies are headquartered in Geneva. Companies are attracted to the region for its central European location, its scenic beauty, its favorable tax laws, and the country's historic stability. The region is home to the World Intellectual Property Organization and the CERN supercollider, and attracts a number of tech and biotech companies. Over 700 Swiss businesses focus on medical technology, many of them clustered around the Lake Geneva Region.

Wimes Presents CLE at NBA's Annual Convention



SHB Director of Strategic Diversity Initiatives **Michelle Wimes** copresented a CLE seminar at the National Bar Association's (NBA's) 85th Annual Convention held in August 2010, in New Orleans, Louisiana. Titled "A Wake Up Moment: Why Conducting a 'Success Profile' Can Help Diverse Lawyers Win in the New Normal," the seminar explored "the proven work habits, relationship development practices, opportunities and self investments that contribute to the development, growth and top performance of diverse lawyers." It also identified specific action steps for ensuring that competency frameworks become "the next diversity breakthrough instead of the next diversity barrier."

Saikali & Rogers Help Win Adoption Case for Gay Parent in Florida

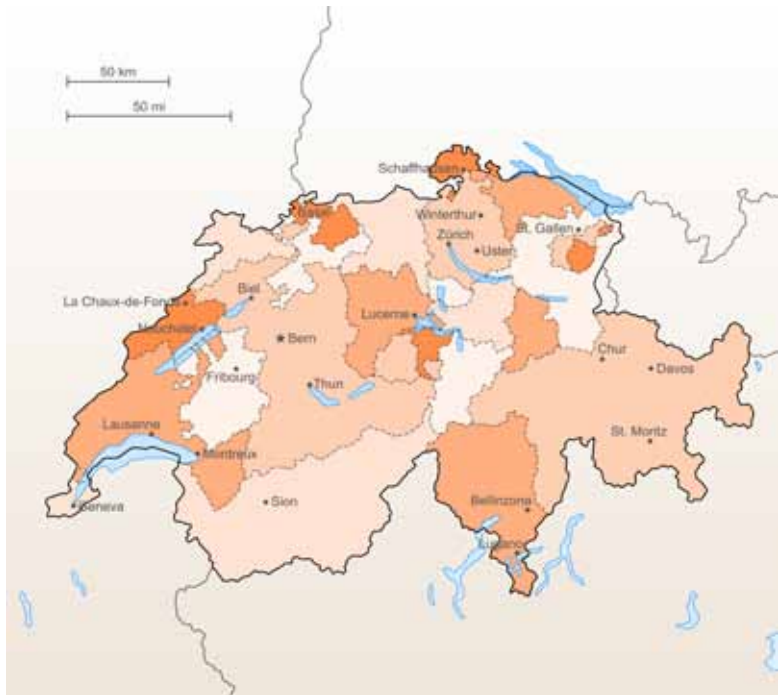


Saikali



Rogers

SHB Partners **Al Saikali** (Miami – Tort) and **Dan Rogers** (Miami – Tort) filed an amicus brief on behalf of adoption organizations and experts in a case involving the recognition in Florida of a second-parent adoption granted by a Washington court to a lesbian mother. The Florida Court of Appeals unanimously held that Florida must give full faith and credit to adoptions granted to same-sex couples by other states. *L.E. v. K.R.*, No. 08-1323 (Fla. Dist. Ct. App. 5/13/09). That decision was cited by a court of appeals judge in a more recent ruling that permitted a gay man to adopt his foster children, overturning as unconstitutional Florida law banning all gay adoptions. *In re: adoption of X.X.G. and N.R.G.*, No. 08-3044 (Fla. Dist. T. App. 9/22/10).



Staff Diversity Initiatives

Staff Spotlight: Gail Hill

Interviewed by Kelly Dawar, Tort Section Assistant, SHB Kansas City



Gail has been a dedicated SHB employee for the past seven years as a Legal Administrative Assistant in the Orange County office. Besides being a wonderful asset to the firm, Gail dedicates many hours of her free time helping people in some of the most unique ways such as providing touch therapy to premature babies at UCI Medical Center to help them recover faster and taking her German Shepherds to nursing facilities to let the residents pet the dogs and play with them. With these activities, she brings healing and smiles to many people in the most unique ways.

We have all heard of the studies involving touch therapy. These studies show how holding a baby in a caring manner will lead to a healthier and more confident adult. However, premature babies in the hospital are not getting the touch therapy they need because their mother may be spending time recovering. Since they are premature, the mother may not even have full access to the child. This is where Gail's dedication comes in. Every Sunday, Gail volunteers at the Neonatal Intensive Care Unit (NICU) at UCI Medical Center in Orange County. She assists using touch therapy by rocking and holding the babies. This not only helps the babies, it also helps the nurses because they can focus their skills on other babies. The success comes when the babies are happy and healthy leaving the hospital with their parents.

Babies are not the only people Gail helps. Once or twice a month, Gail packs up one of her dogs, and they head off to a nursing facility. They do this so that residents can pet and play with the dog. This type of therapy has shown to lower blood pressure and also



Gail and her two best buddies.

brings a smile to a person's face. This is something that Gail and her German Shepherds will keep going back for!

So how does one go about becoming a volunteer in the hospital for premature babies? What ways can someone assist at a nursing facility with their dog? It wasn't an easy path, but it was most certainly worth it for Gail. For her to become a volunteer at the hospital, Gail had to have certain immunizations and medical tests to make sure that she was healthy.

However, the most strenuous tests came with getting the certification to take her dogs to the nursing facilities. The organization that gives the certification is Therapy Dogs International. The dogs are required to pass 12 tests. They will also be automatically disqualified if they bite someone or make too much noise. Probably the toughest test is that a hot dog is put on the ground in front of the dogs, and they must walk past it twice without paying attention to it. The dogs are not the only ones being graded; Gail was graded on how she interacted with her dogs and how she handled her dogs when they would not follow commands. Finally after all the tests were passed, Gail and her German Shepherds were certified to go to the nursing facilities and let the residents pet and play with her dogs.

Today, Gail brings smiles to many people with her volunteer activities. She is a very humble person and for this reason, the SDAs are proud to put the spotlight on Gail in the hope that others will be motivated by her dedication to help others as well.

Meet Four Staff Diversity Ambassadors

Joyce Sickel

Drug Medical Library Supervisor
SHB Kansas City

*Interviewed by Lori Weiss, Director of Library/Record Services,
SHB Kansas City*

What does diversity mean to you?

To me, diversity means the many qualities that make each of us unique. It is amazing how different we can all be, yet still have so many things in common.

When my husband and I decided to adopt, we weren't really looking to adopt a child that did or didn't look like us. We just wanted to have children in our lives. After several failed pregnancies and an attempt at foster care, we found those doors closing. We soon found an open door through Chinese adoptions. We were excited by the idea of having a beautiful little Chinese girl coming into our lives. Our agency had "waiting family" meetings that we could attend during the nine months after we submitted our paperwork to the Chinese government until our referral. At those meetings, we learned that there was even more to consider when adopting a child from a foreign country. My sister and I began to do research on Chinese adoptions. We tried to learn as much as we could about the country of China, their one-child policy, the customs and traditions, and also the psychological effects adoption has on a child.

In May 1999, my husband and I traveled with 12 other couples to China to adopt our beautiful daughter, Jasmine. While in China, I was continuing to collect as much information as I could about the birthplace of my daughter. I kept a very detailed journal of our time there. When Jasmine was 4 years old, I sat down with her to explain some of the information I had collected, and let her help create a life book. In this life book, I have given her a summary of China, the province and town where her orphanage is, the one-child policy, feelings about birthparents and our love for her.

In January 2002, we traveled with six other couples to China to adopt our second daughter, Jaden. I have since prepared her life book with her. I have also given presentations for our adoption agency on how to prepare a life book. It is important to me that my children know as much as possible about where they were born and spent the first year of their lives.

My husband and I took our daughters to China during the summer of 2007 to give them the opportunity to learn more about China and to meet the



Joyce Sickel

wonderful people there. We visited a number of cities, including Beijing, Shanghai, Shaoyang (Jaden's orphanage city) and Tongling (Jasmine's orphanage city.) The girls learned so much about themselves during the trip. They learned to have pride in the country of their birth. They enjoyed all the tourist spots, although we mostly enjoyed walking through the neighborhoods and enjoying the everyday life of the Chinese. And the girls love authentic Chinese food. But they also learned that they are definitely all-American!

Jasmine and Jaden have learned to have pride in their Chinese roots and also to be proud to be Americans. I have tried to teach them that although we might all be unique in many ways, we also have much in common and that we need to value both.

What kinds of experiences have you had with others that possess different backgrounds outside of your own?

I grew up in a very diverse neighborhood in Kansas City. Our neighborhood was made up of a variety of people of different nationalities, cultures, and customs.

From the beginning, diversity has always been a part of my life. Ours was a true neighborhood where the families knew each other and looked out for one another with strong community involvement.

What is the hardest thing to teach another person about diversity?

The hardest thing to teach about diversity is that it is not about nationality, gender, race, or what group you belong to. Diversity is about the many qualities that make up a unique individual. What I teach my children is that every single one of us has value, which is based on who we are as individuals and not according to what group we belong to. I want them to look at each person to appreciate all of the interesting qualities that they possess and to understand that they have something to contribute.

What role has diversity played in your career?

As a supervisor, it has served me well to learn about the talents, personalities, and interests of my staff. By taking the time to learn about my colleagues, I have been able to match talents to responsibilities. By doing so, we have created a successful team that works well together. It's important to recognize and appreciate the distinctive talents of each person who supports the work of the Drug Medical Library and provides service to the Pharmaceutical & Medical Device Division.

What do you say to those you encounter whom have closed minds?

I participate in a professional organization that provides valuable services to the metropolitan health library community. All of the work of the organization is done through medical librarians volunteering their time. One of the members of the organization had been labeled as exceptionally difficult to get along with. This person is very intelligent, with energy and ideas. Despite initial opposition, I appointed her to be responsible for a specific initiative. Our colleague took ownership, successfully managed the project, and provided value to the organization. The individual had a lot to offer and as an organization, we all received a benefit as a result of giving her a chance.

As a recent cancer survivor, I have seen a disease that doesn't pick its victims based on their gender, age, or race. While receiving my chemotherapy, I noticed a diverse group of people in the treatment room. We all came from different walks of life, yet we had a common thread, which unfortunately, was cancer. The differences among people are what make our world work, and our likenesses are what bring us together.

Nona Colbert

Legal Administrative Assistant
SHB Washington, D.C.

*Interviewed by Cassandra Jackson, Legal Administrative Assistant,
SHB Washington, D.C.*

What is your name?

My full name is Vernona Margaret Manning Colbert.

Where did you grow up?

I grew up in a town about 25 miles south of Washington, D.C., in Charles County, Maryland, called Indian Head.

Where have you lived?

I've lived in Washington, D.C.; San Francisco, California; Silver Springs and Greenbelt, Maryland; and I now make Waldorf, Maryland, my home.

What jobs have you had?

Only five employers, but many jobs. I've worked as a secretary, a confidential assistant to a presidential appointee, a legal recruitment administrator, and an office manager in a small law firm. I've also owned my own interior decorating business.

Nona Colbert



Family Folklore

What do you know about your family name, “Manning”?

I know my maiden family name has its derivative in Ireland.

Are there stories about its history or origins?

Well, according to a genealogy website, it says that the origin of the surname “is an old and well-founded tradition that all the MANNINGS in the whole world are descended from the 37th King of Ulster, Ireland. This King was very wealthy and was, therefore, called the “Maoin,” which means riches, wealth. The Clan of Maoin was as numerous as the sands on the seashore. Saint Patrick converted them to the Catholic faith himself.”

Diversity –

“... diversity focuses on recognizing, respecting and celebrating the differing perspectives, opinions and thoughts that diverse persons bring to the table....”^[1]

What does diversity mean to you?

Diversity to me means inclusion, as the definition states, of differing perspectives, opinions, and thoughts.

What role has diversity played in your career?

Gee, that’s a big question for me. Because I grew up with my parents being mixed, I never imagined that I would be ostracized and rejected in anything that I did, including in a work environment, but I soon found out that this would be the case. However, I never wore it on my sleeve. I always strove to give my best to every task given to me and to excel in all situations, but above all to be professional and diplomatic. As a result I worked my way up in the government to work in the White House in the Carter Administration on the domestic policy staff in the area of energy resources. When I left the government and went into the law firm environment, I worked my way up to become recruiting manager and then professional recruitment administrator, overseeing the attorney-hiring process for two offices of a large firm.

What challenges have you faced with diversity?

Aside from the ethnicity issue, one of the biggest challenges was when I was managing the attorney recruitment process for a group of multi-degreed attorneys. There was a belief that because I was not

an attorney, I would not be able to understand the needs of the practice groups and recruit attorneys with the appropriate backgrounds and credentials. It took a while, but I overcame that obstacle and gained the respect of the attorneys with whom I worked to the extent that when I left the position after ten years, I not only oversaw the entire recruitment process for two offices, but also the attorney training program. I was the staff person supporting the professional responsibility committee and all aspects of attorney and group recruitment, hiring, evaluation processes, and transitioning out of the firm. So anything that touched on an attorney’s career in the two offices became my responsibility.

What benefits have you seen in your life that you can attribute to your views on diversity?

I grew up in a diverse environment at home, and I’ve seen people treated unfairly because of their education, where they live, their race, sexual preference. When I had the opportunity and position, I made it a priority to hold mandatory diversity training in one of the law firms where I worked, and I give training at local churches and other venues on the benefits of diversity.

What might you say to those who see the diversity perspective as a way of avoiding the really difficult issues we face such as prejudice and bias?

Everyone has something of value to bring to the table. It is up to each of us to be open to listen and understand what someone else is trying to communicate.

Is your world as diverse as you would like it to be?

My world is very diverse. I have a Caucasian son-in-law and an East Indian daughter-in-law. I have a father-in-law who is Caribbean. I have friends who are Christian and Muslim; old and young; professionals and blue-collar workers; wealthy and poor; from the streets and from the boardrooms. Could it be more diverse? You bet!

What is the hardest thing to “teach” another person about diversity?

That it is about more than the color of someone’s skin and that we have to be open to different viewpoints because each of us is the sum of our experiences and all of our experiences are different from one another. Those experiences form the people we are today, and each of us is part of a larger picture, so we need to accept people for what they bring to the table of life.

Inclusion –

“...inclusion involves actually leveraging those differences to create a highly engaged workforce where people can bring their whole selves to work daily (regardless of their differences)...”^[2]

What does inclusion look like to you?

Inclusion looks like taking the ideas of all into consideration in forming opinions and making decisions that affect everyone. It means being open to opinions and ideas that may be different from yours.

What challenges have you faced with inclusion in your own life?

Some of the challenges I've faced with inclusion have been in the work environment where, at one point, the lack of a degree and knowledge of the practice area made some view me as a “political” appointment or cronyism. It didn't deter me. I just dug my heels in and became an expert within the environment in the field. In another instance, in trying to implement a new training program I was viewed as not being qualified to develop or manage the program. I dug my heels in and began to talk with the people who had concerns until I won them over to give me support for the program.

What kinds of experiences have you had with others that possess different backgrounds outside of your own?

I have worked with people from every socio-economic background from presidents and heads of state to blue-collar workers; from Christians to Jews and Muslims; from Asians to Hispanic, East and American Indians, and Caribes. We all weave the fabric of life. All of us are made from different fabric and like Joseph's coat of many colors, we are all joined together by a common thread.

Swiss Chocolate

The town of Vevey, across the lake from Geneva, is perhaps the center of Swiss chocolate-making. In 1875, Daniel Peter succeeded in combining chocolate with milk, thus inventing milk chocolate. Vevey is home to the largest and most famous chocolate company in Switzerland, Nestlé, which was founded in 1867. The nearly 200-year-old Cailler chocolate company, purchased by Nestlé in 1929, is the oldest brand of Swiss chocolate still produced today.

How do you respond to resistance when it comes to inclusion?

I usually try to reason with resistance. Try to find those things that people agree on and encourage people to understand the point of disagreement to see where the middle ground is and if it can be bridged by those things that each side agrees on and work through those things they don't to find a medium ground.

What do you say to those whom you encounter with closed minds?

Don't discard anyone's ideas or suggestions as if they have no value. Everyone has value. It may not be for you and you may not agree, but don't make anyone feel their opinion doesn't count.

Is inclusion emphasized because it has a values-orientation (it's the right thing to do)?

I believe so. We've never gone astray emphasizing values.

Finally, how important do you think it is to focus on Diversity & Inclusion when there are other pressing issues?

I believe all issues break down to diversity and inclusion, so for me it is the critical factor.

[1] Michelle Wimes, “Message from SHB's Director of Strategic Diversity Initiatives,” *Diversity News*, SHB L.L.P., May 2009, p. 2.

[2] *Ibid.*, p. 2.



Cindy Hopkins
 Trial Site Coordinator
 SHB Kansas City

*Interviewed by Lori Weiss, Director of Library/Record Services,
 SHB Kansas City*

What is your position at SHB?

I joined SHB in March 2001 to assist in creating and working as the Non-Tobacco Trial Site Coordinator. The position has evolved over the years to include the following job tasking: planning and coordinating pretrial, during trial, and post nontobacco trial sites; analyze and set up e-courtrooms; negotiate short and long-term sleeping, office, war-room space for teams that number in range of 2 to 50 plus; generate agreements between outside vendors for trial site services; and organize and assist with the remote office and hotel war-room setup and logistics. Site logistics include to name a few: office hardware placement, file handling, office supply orders, catering, witness assistance, coordinating site shipping/receiving, and managing the billing generated from trial sites.

Where have you worked before coming to SHB?

Prior to joining SHB, I worked for Employers Reinsurance (now Swiss Re) as a Senior Claims Analyst. I was responsible for making coverage determination under Professional Liability Errors and Omissions Insurance Policy. I investigated claims to determine agent/broker liability. Further job tasking included litigation management, negotiating, and defending and settling claims on behalf of the named insured.

What are some of your outside interests?

I enjoy playing and watching a variety of sports, real estate, and hair design. I support a few local charities that involve people who have experienced tremendous discrimination. **SAVE, Inc.**, which is housing for AIDS patients, and the **Welcome House** - that is a charity that houses local men who are recovering alcoholics and drug abusers.

Another important charity to me is **The Children's Place**. I am a new summer volunteer for this great institution and understand that many of the children from newborns to eight years old arrive daily at the Children's Place that are from abusive and neglectful families.

What does diversity mean to you?

To me, diversity means I must continually work on being tolerant and adjust my perception of the norm with people from multiple ethnic cultures, education levels, religious beliefs, and lifestyles in order to effectively communicate, learn about myself and others, and develop a sense of well-being for me and my



Cindy Hopkins (left) and Carol Brown (right, Guest Services, SHB-KC) discuss holiday gift wishes.

immediate family. Although everyone's experiences are different, I believe we are all connected, which offers all the opportunity to grow through one another and continue to strive to be a well-formed person.

What role has diversity played in your career?

The role diversity plays in my career is that I constantly interact with different people from various backgrounds and professional status. My job as a Trial Site Coordinator has enriched me in more ways than I can possibly express. It has taught me acceptance of different management methods, communication skills, and patience when interacting with large groups of people that have multiple opinions to achieve a common goal.

What benefits have you seen in your life that you can attribute to your views on diversity?

Having the opportunity to work closely with many trial teams and vendors from different regions has broadened my outlook and practice in communication-style adjustment for a positive outcome. On a personal note, through my travels while working at Shook, I have developed a nationwide network of friends and acquaintances that continually enrich my life.

What does inclusion look like to you?

Inclusion to me is the ability to look beyond someone's appearance, communication skills, lifestyle choice, and cultural difference so that you can be part

of the moment when your lives intersect. I believe when someone judges others negatively, a slice of possibilities have been shaved from a relationship that may have further enriched their life.

What kinds of experiences have you had with others that possess different backgrounds outside of your own?

I've had the opportunity to experience different cultural and lifestyle backgrounds throughout my life and continue to do so. However, currently my life has been enriched with the birth of my new niece who was born on April 25, 2010. Her name is Arya Shantu Patel. Although Arya's mother Sushma, who is of Eastern Indian descent, is no longer married to my brother, Scott, Sushma and her family are still considered to be a huge part of my immediate and extended family. Sushma and her family have brought a large piece of Eastern India heritage into my family's life, and I am lucky to have such a close friend that I call my sister.

What is the hardest thing to "teach" another person about diversity?

All of us from time to time have felt some sort of discrimination in one way or another that put us on the outside looking in. I have worked diligently with my sons in teaching them to respect everyone's point of view even if it is different from our own. Of course my grown children now remind me in a joking manner that carries a lot of meaning, to slow down and listen to the message without first formulating my answer.

How do you respond to resistance when it comes to inclusion?

When I feel resistance from an individual or group, I make every attempt to step back and review my actions and the situation as a whole. I next reengage the individual or group in a positive manner so that the conflict will not escalate further. Specifically, until we place ourselves in someone else's shoes, we cannot possibly know or completely understand why we experience the resistance from them.

How important do you think it is to focus on Diversity and Inclusion when there are other pressing issues?

Focusing on diversity and inclusion in the threshold of critical issues creates a safe environment that promotes creative ideas toward many solutions. Inclusion develops a team effort that permits expansion of the ideas specified. When the team practices diversity and inclusion, they will then dive into the depth of critical thoughts toward a good solution.

David Stomp

Senior Research Analyst
Global Product Liability Litigation
SHB San Francisco

Interviewed by Jody Cates, Records Supervisor, SHB Tampa

What are your responsibilities?

I work almost exclusively on tobacco matters. I specialize in our tobacco clients' internal and external scientific issues. I also work on medical and scientific expert witness development for our tobacco clients.

How long have you been with SHB?

More than 14 years.

What did you do before coming to SHB?

I was a fulltime student at KU. I received my master's there.

What are your outside Interests?

A passion of mine is motorsports. Much of my free time is spent either racing cars myself or working on my race car. I also enjoy watching races with friends and traveling to exotic locations with friends to attend races. I'm also a high-performance driving instructor. When I'm not racing, I enjoy hacking up the golf course and playing tennis. Being outdoors makes me happy.

David "Speed Racer" Stomp



Other Notes:

David grew up in Kansas City. He loves living in California. He has no regrets for moving there and absolutely loves working in the San Francisco office.

What does diversity mean to you?

Very simply, diversity denotes a community composed of people of various races, ethnicities, genders, religions, and sexual orientations.

What role has diversity played in your career?

As a white male, raised in a rather homogeneous Midwestern community, working in both Miami and San Francisco has shown me the importance of recognizing and respecting diversity.

What challenges have you faced with diversity?

Having been raised in such a homogenous community, I'm proud to say that embracing diversity has not been a difficult challenge for me. However, I still find it a conscious effort to recognize and respect the differing views and beliefs of my diverse personal and professional communities.

What benefits have you seen in your life that you can attribute to your views on diversity?

I am most definitely a more understanding person. Recognizing that the world is bigger than you are is a huge life-lesson to learn. Once one realizes that fact, one gains a universal perspective. Today's business world is an international marketplace. Having a perspective on the earth's diversity is invaluable.

Is your world as diverse as you would like it to be?

I think so. Luckily, I live in San Francisco, which has to be one of the most diverse cities in the world.

What is the hardest thing to "teach" another person about diversity?

It may not be the hardest, but an important thing to impress upon people is that they, themselves, may very well be a minority in this world of ours.

What does inclusion look like to you?

Successful inclusion looks like a diverse group, working seamlessly, efficiently, effectively, and respectfully together.

What challenges have you faced with inclusion in your own life?

Honestly, I struggle with inclusion for *only* inclusion's sake, meaning inclusion regardless of whether or not it necessarily equates with effectiveness.

What kinds of experiences have you had with others that possess different backgrounds outside of your own?

In most of my experiences, those whom I interact with at SHB set aside differences and focus on the shared goals of the group. Perhaps this is successful integration? When we work together, we work as a group of equals.

How do you respond to resistance when it comes to inclusion?

I don't think I ever have had to do so.

What do you say to those whom you encounter with closed minds?

I try to impress upon them that the world is larger than they are.

Is inclusion emphasized because it has a values-orientation (it's the right thing to do)?

I think most of the time this is accurate. However, I do feel that sometimes overzealous inclusion may be discriminatory in itself.

Finally, how important do you think it is to focus on Diversity & Inclusion when there are other pressing issues?

Like most difficult situations in life, it's often-times about achieving an effective balance. Diversity and inclusion are undoubtedly important values. However, in the business-services world in which a law firm operates, we sell a service to clients. The "pressing issue" for us is to provide the best possible service to our clients. That service is hindered by a discriminatory environment. That service is also hindered by an ineffective environment. Therefore, we must strive to be diverse and inclusive, while at the same time maintaining focus on providing the best possible service to our clients.



Jody Cates



Sandra De La Cruz



Kim Renner



Gloria Evans

CODA Award Winners

The Celebrating Our Differences Award was created in 2008 to recognize SHB staff persons for their individual roles in creating an inclusive work environment and honoring diversity in their local communities. The fourth quarter CODA Award winners are:

Jody Cates

Jody is a Records Supervisor in Tampa and has been with the firm since February 2003. Jody serves as a Staff Diversity Ambassador, and he gives 110 percent in that role. Jody is committed to diversity and continuously seeks ways to get involved. He maintains a professional, happy-to-help attitude and can always be trusted to follow through and complete whatever task he is asked to do. Jody has willingly piloted and/or participated in other initiatives for the firm. According to Tampa Office Administrator Emma Walker, Jody is a valuable part of the team in the Tampa office and enjoys contributing ideas to help further the success of the office.

Sandra De La Cruz

Sandra is a receptionist in the D.C. office and has been with the firm since August 2001. Sandra plays an integral part in creating a “family-like” office environment where everyone feels appreciated, respected and where they actively contribute to the well-being of each other. Sandra is always helpful and available to those in the office and goes above and beyond to make visitors feel welcome. Sandra is responsible for reserving conference rooms, as well as updating travel arrangements, ordering lunch for meetings, and making sure that everyone is in the right place. She makes everyone feel appreciated and respected. Not only is she active in the office, but she is active in her church and community. In the office, she supports outreach efforts of the firm, and encourages participation within the office. She also started the annual tradition of the Thanksgiving and

Independence Day potlucks in the D.C. office. At the potlucks, everyone from the office bring in dishes that represent their cultural heritage. Sandra is also a member of the culinary ministry at her church where she helps prepare and deliver meals to those in need.

Kim Renner

Kim is a Senior Analyst with the Kansas City office and has been with the firm since February 2000. Kim works in the Pharmaceutical & Medical Device Division and focuses on document review projects. Kim loves to help those who are less fortunate and does so with a giving and caring spirit. For about 10 years, she has chaired and/or co-chaired the Christmas Angel Project. She is dedicated to the project and has even recruited her family to assist in shopping and gift wrapping. She has helped expand the program to include the Kansas City, Kansas, Homeless shelter with supplies such as snacks and toiletries. She was able to encourage people from the firm to deliver gifts to the shelter and put on a Christmas party for the shelter which included a meal for the families there. Kim also participates in SHB’s annual School Supply Drive by shopping, sorting and counting donated supplies.

Gloria Evans

Gloria is a Records Supervisor with the Kansas City office and has been with SHB since January 1997. Gloria was nominated because of the inclusive environment she promotes among her staff. She encourages her team to express their ideas and personal achievements. Gloria takes time out to recognize personal achievements among her team. “Gloria always makes herself fully available to her staff. Although Gloria is a supervisor, I truly feel that I work with her, rather than for her”, says Puanani Norwood. The atmosphere with her team is one of inclusiveness and constructive criticism, and everyone’s successes are celebrated equally.

Focus on SHB Geneva

By Marc Shelly, Associate, SHB Geneva



Despite its small size, the Geneva office offers a lot of diversity, particularly among its four nonattorney members. Those of us who have worked in the office have had many opportunities to share our collective cultural backgrounds. Most recently, in August we took time out over lunch for an office diversity picnic at a nearby park (complete with fried chicken

and New York style cheesecake).

While many people in the firm have had an opportunity to meet the attorneys in the Geneva office, the attorneys decided to interview the analysts and staff to introduce them to the rest of the firm and share how they contribute to the firm's diversity.



Danielle Angius (Secretary/Office Coordinator)

Danielle was born in the small town of Moutier, Switzerland, whose 2,000 residents were outnumbered by the dairy cows. The region is a blend of French and German speakers, with many residents speaking both languages interchangeably.

Danielle attended a high school for French speakers in the nearby city of Biel, and enjoyed playing volleyball.

At age 18, Danielle traveled to Los Angeles, California, where she spent six months with her aunt and uncle and four cousins. The time allowed her to improve her English and to see the West Coast. A year later, she moved to Geneva to attend college where she majored in classical studies, focusing on French, Latin, and history. The following year she met her husband, a native of Sardinia, Italy.

Danielle's first job was at the local tourist office in Geneva, a position she held for a year. She spent 25 years at her second job, as office manager in Geneva for the U.S. cotton trading company, Dunavant. She eventually moved on to manage the small Geneva office of a Chinese oil company until it unexpectedly closed a year later. Soon after, in 2003, she arrived at SHB as a temporary secretary and today is the office coordinator.

In addition to being a native French speaker, Danielle speaks English, Italian, and German. She has two children: her son is a civil engineer and her daughter finished her law degree and is currently studying for her master's degree in criminology. In her leisure time, Danielle enjoys cooking, reading, listening to music, and watching sports. Her culinary skills are periodically displayed at the Geneva office, where Danielle graciously prepares lunches for visiting attorneys and other guests (as several visitors from the Kansas City office have had the good fortune to experience).

When Danielle eventually retires she plans to live full-time in her husband's native village in Sardinia, where she currently spends much of her vacation time.



Javier Martinez (Research Analyst)

Javier was born in Geneva, Switzerland, to Spanish immigrants. He speaks French, English, Spanish, Catalan, Italian, and some German. Javier has a Ph.D. in biology and did a postdoctoral fellowship in the Department of Immunology at the Scripps Research Institute, La Jolla, California, from 2004 to 2006. He has several peer-reviewed publications on diabetes based on his studies of mouse DNA. Prior to joining the firm in March 2007, he was a research assistant at colleges in Geneva and Lausanne, Switzerland.

In addition to Javier's skills as a research analyst, he is our resident watch consultant. He provides advice on brands, movements, and history, and he can identify rare and luxurious watches from across the room.

When Javier isn't working or advising on watches, he enjoys spending time with his family and children, hiking around the lake, cycling through



The Geneva gang wonders: Isn't this how everybody does lunch?

the mountains (he has a standing challenge to Chris Nease to a race up Col de la Faucille, which is frequently included in the Tour de France course), and beating Marc Shelley at chess. He has a black belt in karate and loves martial art films. He also enjoys reading, including biographies and novels, and his current favorites are Jack London, Jules Verne, Soljenitsine, Cervantes, Elroy, Kafka, and some Swedish contemporary authors.



Juliette Nkurunziza (Secretary)

Although Juliette’s parents are from Rwanda, Juliette was born in Uganda and moved to Rwanda in 1996, shortly after the genocide, in order to attend the Butare University. She studied law for one year, but was also required to take eight months of French and three

months of military training. This was still an uncertain time in Rwanda and there was a risk of attacks on university students who traveled between Kigali, the capital, and Butare.

She first came to Switzerland after receiving a scholarship to study hotel management and tourism in Lucerne. She did an internship at the Swiss Holiday Park in Morschach and then worked at the famous Hotel Vitznau in Lucerne. While working in Lucerne, she met her husband, Jacques, who is originally from Rwanda. At the end of her student visa, she returned to Uganda and worked at a Sheraton Kampala Hotel until she married and was able to return with Jacques to Geneva. She joined SHB in November 2008.

She speaks English to her two children while Jacques speaks to them in French, and through their conversations and through friends and relatives, the children are also learning Rwandese. In addition to English, French, and Rwandese, she also speaks Luganda and Rutooro.

Since around 2003, she has helped her sister’s organization in Uganda to help children of single parents throughout Uganda, Rwanda, and Kenya by raising funds to give these children school supplies, books, and clothes. Juliet is also involved in the international organization, Ibuka, which was founded by survivors of the Rwandan genocide (“Ibuka” is Rwandese for “to remember”). Ibuka helps survivors who are still struggling with injuries receive support and treatment. Through the group’s fundraising efforts, three women have been able to travel to Switzerland for medical treatment that they could not receive in Rwanda.



Standing: Juliet, Maciej, Chris, and Danielle. Kneeling: Larry, Marc, and Sam. Not pictured: Trevor and Javier.



Maciej Swietlik (Analyst)

Maciej joined SHB in December 2009 as a litigation analyst. Maciej has lived, studied, and worked in several countries in Europe. He is fluent in Polish, German and English, and proficient in French.

Maciej was born in Warsaw, Poland, on the same day that the then-recently elected Pope John Paul II first visited Poland. Maciej and his family moved to Vienna, Austria, in 1981, and then to Zürich, Switzerland, in 1990. In 1992, after the fall of Communism in Poland, they returned to Warsaw where Maciej completed the International Baccalaureate Program at an English-speaking high school.

After high school, Maciej attended the University of Kent at Canterbury, England, where he received a law degree. From 2000-2001, Maciej attended the London School of Economics, receiving a masters degree in European Studies / European Union Policy Making.

Maciej returned to Poland for a few years before moving to Geneva in 2003. He worked for the International Organization for Migration, handling claims under the organization’s program for compensating individuals for property losses suffered during World War II. Given his Polish language skills, he worked largely with claims for losses in Poland under the Nazi regime – ranging from the loss of jewelry to entire factories. Maciej relocated to Zürich in 2006 and did similar work at the Claims Resolution Tribunal, which was created as part of the settlement of a class action filed in the Eastern District of New York. The claim was on behalf of a class of Holocaust victims and their heirs whose bank accounts were held in Switzerland.

(L-R): Simon Castley, John Hudson, Emma Bolton, Sarah Croft, Jennifer Hillier, Aaron Le Marquer, Simone Brey, Sarah Tylee, Chris Bolton, and William Joy.



Focus on London: Celebrating Diversity with Foods from Around the World

By Allison Newstead, Associate/Solicitor, SHB London

“Taking inspiration from the KC ‘Diversity Picnic’ initiative, the London office held its very own diversity event in August in London’s Hyde Park. The theme of the afternoon was “foods of the world,” and the team tucked in to French brie, Japanese sushi, Greek tzatziki, Moroccan couscous, Scotch eggs, and the quintessentially English pork pie! The afternoon also saw the team pit themselves against one another in several games of the Swahili game of Jenga. A fun afternoon was had by all celebrating the diverse community in which we live, work, and play!”

Diversity Spotlight: Geneva

This issue of *Diversity News* features Geneva, Switzerland. Future editions of the newsletter will feature each city where SHB has an office.

Watches

The world-famous Swiss watch and clock industry owes its success to John Calvin, who banned the wearing of jewelry in 1541. This decree forced the goldsmiths and other area jewelers to develop more discreet personal displays of wealth. Today, Geneva is home to such noted watch companies as Rolex, Patek Philippe, and the Richemont Group.



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