

LEADERSHIP CAN NO LONGER BE A MAN'S FIELD: How to Successfully Implement the *Mansfield Rule*

Change is like heaven. Everybody wants to go there, but no one wants to die. Perhaps that explains why the demographics of law firm leadership have remained the same for so many years.

As someone who has spent most of my career in Big Law as a rainmaker and firm leader, I have seen programs to advance women and minority lawyers come and go with no significant results. That has convinced me that we need a catalyst; a jump start; a new way of thinking about how to move women and minorities into leadership positions in our firms.

So here is my proposal.

It starts with an idea created by my team at the Diversity Lab's Hackathon, the brainchild of Caren Ulrich Stacy. At this remarkable event, held at Stanford in 2016, my Hackathon team came up with *The Mansfield Rule*, a “Rooney Rule” for law firms. Our proposed rule (which has been further refined by The Diversity Lab team) requires law firms to have a minimum number of minority and women candidates in the selection process for significant leadership roles in the firm. *The Mansfield Rule* does not require that women or minorities be chosen for the positions; it simply requires that firms formally consider women and minority candidates beyond the typical choices in the pipeline.

WILL IT WORK? Yes. The *Mansfield Rule*, like its namesake, will open the doors for traditionally under-represented lawyers to raise their visibility within organizations.

WILL IT IMPACT THE NUMBERS? Yes. It worked in the NFL. In any case, it certainly cannot hurt to have diverse candidate pools for leadership positions, regardless of the size of the firm. That is why 30 AmLaw firms across the country are already onboard.

However, the rule cannot work in isolation. To successfully implement *The Mansfield Rule*, firms must ensure that the candidates are not only nominated, but are viewed by members of the firm as ready to assume leadership positions – with established or growing books of business and without any stigma based on implicit biases.

So, to maximize the effectiveness of *The Mansfield Rule* – or simply to ensure your firm has a viable pipeline of women and minority attorneys – I have developed **two simple and effective programs**. These programs provide the necessary framework for the successful expansion of leadership opportunities for women and minority attorneys and can be paired with an evaluation of the structural changes the firm should consider to maximize the impact of these programs.

**PATRICIA GILLETTE
KEYNOTE SPEAKER AND AUTHOR**

2 hour BUSINESS DEVELOPMENT Training Program

- This program is not like most business development trainings. It is based on the **Rainmaking Study** by Lawyer Metrics and is designed to teach and enhance the *personal characteristics* that make rainmakers successful – a critical component of business development that traditionally is not emphasized.
- This presentation not only strips away many of the myths associated with what makes rainmakers successful, it also provides practical tips that can be easily implemented to increase books of business.

2 hour IMPLICIT BIAS Training Program:

- This program is designed specifically for the law firm setting, based on my years of experience as an employment lawyer for large corporations and professional services firms.
- It is interactive and entertaining, focusing on the **science** behind implicit bias, the **legal origins of the concept**, and **practical, real life examples** of how these biases play out in the legal workplace.
- There is no shame or blame in this program, but rather a recognition that all of us have biases that we must be aware of in our decision making.

Is this all you need to successfully build a pipeline of women and minority leaders? No. But it is a jumpstart to leveling the playing field and can be supplemented with initiatives that can further the objectives of these programs.

I have been where you are now for most of my career and I have been actively involved, nationwide, in addressing issues of diversity. That makes me uniquely qualified to help your firm increase the pipeline of women and minority leaders. Increasing that pipeline will inure to your firm's immediate benefit, not only by creating a more inclusive work environment, but also by meeting the demands of clients who are increasingly focused on seeing more diversity in law firm leadership.

The attached information sheets will give you a general explanation of the programming I am offering. But, I customize the programs for each firm depending on number of attorneys, geographic locations, the firm's culture, and the current pipeline of opportunities for women and minorities in your firm.

I am happy to discuss how best to present these ideas to your Management and/or Diversity Committees and to provide referrals from firms where these programs have been successful. You can contact me at KeynoteSpeakerPatGillette@gmail.com to hear more about how we might work together.

Thank you for your consideration.

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