

Key Issues Impacting Women's Success in Law

National Diversity Symposium

November 8, 2011

Deborah Epstein Henry, Esq.

Founder & President

Law & Reorder

A Division of Flex-Time Lawyers LLC

(610) 658-0836

dehenry@lawandreorder.com

www.lawandreorder.com

dehenry@flextimelawyers.com

www.flextimelawyers.com



2 Misconceptions about Women in Law

1. Women's challenges are solely about work/life balance.
2. Women's challenges are only women's "fault".

Solutions for Women

- Solutions for Women Involve Two Aspects:
 1. Women's Individual Action Steps
 2. Structural Change to Legal Employers

- Five Areas of Focus:
 1. Development & Promotion
 2. Work/life Balance
 3. Mentoring & Sponsorship
 4. Business Development & Compensation
 5. Leadership

Development & Promotion



Ineffective Model: Underutilization or Lack of Utilization of ½ the Talent Pool

- Women represent 40 – 50% of law school classes for 25 years
- Women represent 15% of law firm equity partners; 27% of non-equity partners; 36% of counsel; 46% of associates
- Women of color – 1.9% of all partners
- Women are 18% top legal officers of Fortune 500 Companies
- 31% of women lawyers leave the profession at some point
- Changes in law firms - potential impact on women's careers:
 - Risk of further mommy tracking due to non-partnership roles
 - Risk of increased bias due to merit based systems
 - Opportunity in alternative fees when measure of value is not hours



Work/Life Balance



Stigma & Changes for Work/Life Balance

Work/Life Needs & Interests are High; Usage Rates Low

- #1 for women & among top 3 for men leaving law firms
- 6% reduced hour law firm lawyers, 70% are women

Changing Work/Life Players:

Boomers (76 million born 1946–1964) - 70% of law firm partners

- Challenging traditional retirement & succession planning

Gen X (46 million born 1965–1979)

- Work/life issues on both ends (aging parents & young kids)

Gen Y (80 million born 1980–2000)

- Making work/life issues gender & reason neutral

Changing Work/Life Factors:

- Move from reduced hours to flexibility – no revenue impact
- Economics; Globalization; Technology; Going Green



Mentoring & Sponsorship



Focus on Sponsorship

Herminia Ibarra, Professional relationship chemistry – factors:

- Intelligence; Attractiveness; Similarity; Frequency; Power/Status

Focus on Sponsorship – someone who, at a minimum:

1. Uses chips on your behalf;
 2. Advocates for your next promotion; and,
 3. Comes through in at least two ways:
 - Expands your perception of what you can do; Makes connections for you to senior leaders; Promotes your visibility; Connects you to career opportunities; Advises you on executive presence; Makes connections for you outside of your employer; Gives you career advice
- Men are 46% more likely than women to have sponsors
 - People with sponsors are more likely to ask & be better compensated



Business Development & Compensation



Business Development & Compensation

- Rainmakers among 200 largest law firms in 2010:
 - 46% of firms had 0 women in top 10 rainmakers; 33% had 1; 17% had 2
- Business development success & compensation link in 2009:
 - 0 women in top 10 rainmakers, median female comp. - \$81,000 less
 - 3 or 4 women in top 10 rainmakers, median female comp. \$11,000 less
- Compensation among 200 largest law firms in 2010:
 - Female equity partners earned 85% of male equity partners
 - Female non-equity partners earned 94% of male non-equity partners
 - Female counsel earned 88% of male counsel
- Employer Strategies
 - Increasing presence of women on Executive & Compensation committees
 - Transparency to pitch, origination, inheritance, credit & comp. processes
 - Reducing origination focus - increasing focus on teamwork & expansion
 - Providing & improving business development & networking training



Leadership



Leadership

Women's Leadership - 2011 Best Law Firms for Women:

- Chairpersons (10%); Managing Partners (12%)
- Committees: Executive (19%); Compensation (18%); Promotion (23%)

Leadership Targets

- NAWL 2006 - 30% equity partners & chief legal officers & tenured faculty
- HBR 2006 – Clear shift when boards have 3 or more women

Leadership Solutions

- Create greater transparency & openness in the leadership pipeline
- Groom women leaders for key roles & representation
- Provide economic incentives to serve on governing committees
- Provide opportunities for shared leadership roles
- Provide leadership training & executive coaching to high potential women
- Seek external recognition for women leaders & celebrate publicly
- Partner with outside organizations to provide leadership opportunities





**Deborah Epstein Henry, Esq.
Founder & President
Law & Reorder**

**A Division of Flex-Time Lawyers LLC
(610) 658-0836**

dehenry@lawandreorder.com

www.lawandreorder.com

dehenry@flextimelawyers.com

www.flextimelawyers.com

Author of *LAW & REORDER*:

***Legal Industry Solutions for Restructure, Retention,
Promotion & Work/Life Balance (ABA, 2010)***