



Women in Law Hackathon

2016 Women in Law Hackathon The Results Report *#hacktheglassceiling*

The Event Details

The inaugural 2016 Women in Law Hackathon was created by Diversity Lab in collaboration with Stanford Law School and Bloomberg Law. Nine teams consisting of 54 high-level law firm partners, 18 expert advisors, and 9 Stanford Law students worked virtually over the past six months from January to June 2016 to generate innovative ideas and solutions to increase the advancement and retention of experienced women lawyers in law firms. The teams presented their ideas in person to a panel of distinguished judges at a pitch event at Stanford Law School on Friday, June 24, 2016.

The top three winning teams granted their prize money (1st place \$10,000, 2nd place \$7,500, 3rd place \$5,000), donated by Bloomberg Law, to their choice of non-profit organizations that are advancing women in the legal profession. An additional \$10,000, donated by Diversity Lab, was also awarded to non-profits by the two “crowd favorite” award-winning teams.

An overview of all of the nine ideas, including the winning teams and donor recipients follow. For additional details, please contact Caren Ulrich Stacy, Founder of Diversity Lab, at caren@diversitylab.com.

The Ideas

Team 1, Power to WIN (Women in Increasing Numbers)

Idea Overview:

“Business is the gateway to success.” Designed to address the persistent disproportionately low percentage of women rainmakers and equity partners at large firms, Power to WIN brings together clients and firms to enhance women’s access to and credit for the acquisition of business. A group of founding WIN law firms will invite supportive clients and companies to participate by committing to apportion a targeted percentage of their legal spend to WIN participating firms (and to increasing this spend over time). The WIN law firms will commit to providing a list of practice areas in which they have women lawyers qualified to lead matters, to allocating at least majority credit to the woman attorney leading the matter, and to certifying this allocation of credit. The program will be structured to allow women to forge meaningful relationships with clients, receive at least majority credit for their work, and gain increased visibility and influence within their firms and with clients. Participating firms also will agree to track and report the representation of women in their partnership ranks. An

outside organization will manage the collection, tracking, and reporting of information to ensure confidentiality and proper management.

Team Advisors:

Lisa Horowitz, Founder and Principal Advisor of the Attorney Talent Strategy Group

Manar Morales, President and CEO of the Diversity and Flexibility Alliance

Team Members:

Beth Deeley, Partner and Co-Chair of the Diversity and Inclusion Committee, Kirkland & Ellis

Howard Ellin, Global Hiring Partner, Skadden

Carol Faber, Partner, Co-Chair of Distressed Property Practice and Chair of Women's Initiative Network, Akerman

Barbara Grandjean, Partner, Husch Blackwell

Catharina Min, Partner and Vice-Chair of Business & Finance Department, Reed Smith

Todd Rolapp, Managing Partner, Bass Berry

Courtney Sladic, Student, Stanford Law School

Team 2, OnTrack-for-Partnership Program

Crowd Favorite Award; \$5,000 donation to Institute for Inclusion in the Legal Profession

Idea Overview:

The OnTrack program tackles women lawyers' advancement through a holistic approach involving four entities working in concert to support, guide, and develop partnership-ready associates: (1) a team of three firm partners; (2) an external executive coach; (3) a client executive who will serve as a client coach; (4) and a peer network of similarly situated women lawyers who will connect through the program's app and social media.

Elements of the program include unconscious bias training for the partners and coaches involved, as well as training on business development and other career skills for the associate. The OnTrack program seeks to expand participating associates' business development capabilities through the relationship with the client coach as well as the guided development of a business plan, which most firms typically do not introduce until partnership. Through the peer-to-peer network, women nearing partnership eligibility will have the opportunity to develop external connections and benefit from a ready-made source of support.

Team Advisors:

Ida Abbott, President, Ida Abbott Consulting, Co-Founder, Hastings Leadership Academy for Women

Sandra Yamate, CEO, Institute for Inclusion in the Legal Profession

Team Members:

Kay Chandler, Partner, Cooley

Grace Chediak, Student, Stanford Law School

Tracey Cohen, Partner, Fasken Martineau DuMoulin

John Martin, Partner in Charge of Palo Alto Office, Baker Botts

Sarah Payne, Partner, Co-Head, Technology, M&A and Finance Group, Sullivan & Cromwell

Lisa Pirozzolo, Partner, Co-Chair, Intellectual Property, WilmerHale

Susan Spaeth, Managing Partner, Kilpatrick Townsend & Stockton

Henry Walker, Firm Chair, Kilpatrick Townsend & Stockton

Team 3, Five Year Moment

3rd Place; \$5,000 donation to National Association of Women Lawyers (NAWL)

Idea Overview:

This effort targets the “Five Year Moment,” the two to three years before an associate makes partner through the two to three years following her elevation to partner, and focuses on supporting business development acumen and skills within that key timeframe. Applying metric-driven and experiential solutions, the Five Year Moment program aims to eliminate systemic and individual barriers to business development success for women lawyers. Research shows that the ability to develop business is the single most important factor for both promotion to partnership and success as a partner.

Encompassing a menu of 20 potential solutions, the Five Year Moment targets systemic biases, such as barriers to sharing origination credit or exclusion from client contact, by mapping out ways to more effectively track and share credit. It also targets individual development needs, such as knowledge or mentoring gaps, by offering training solutions. Another of its innovative dimension is aimed at a traditional weakness of many well-intentioned diversity programs — measurement and follow-up. The Five Year Moment includes suggested metrics for all 20 solutions to support firms’ ongoing participation, accountability, and commitment.

Team Advisors:

Carol Frohlinger, President, Negotiating Women, Inc.

Jenny Waters, Executive Director, National Association of Women Lawyers (NAWL)

Team Members:

Brett Bartlett, Partner, Atlanta Chair, Labor & Employment, Seyfarth Shaw

Anna Jaffe, Student, Stanford Law School

Lisa Kobialka, Partner, Kramer Levin

Diana Kruze, Partner, Morrison Foerster

Mike McNamara, US Managing Partner, Dentons

Dawn Schluter, Partner, Group Leader, Personal Services, Miller Canfield

James Wareham, Partner, Chair, Global Litigation, Fried Frank

Team 4, Power Development Program

2nd Place; \$7,500 donation to Center for Women in Law, University of Texas

Idea Overview:

The Power Development Program (PDP) serves as an innovative and multidimensional twist on the traditional secondment concept. It aims to follow the guidance of Megan Belcher, former Chief Employment Counsel at ConAgra Foods, who urged Hackathon participants to “upset the apple cart” in pursuit of gender equity in law firms. The PDP specifically seeks to dismantle three current barriers to women’s advancement in law firms: women’s lack of economic power and influence in firms; firms’ traditionally non-strategic approach to succession planning, which often involves retiring partners transferring relationship partner status to others who look like them (i.e., typically white men); and clients’ lack of voice in succession planning for their matters.

The PDP model pairs two generations of lawyers – a woman partner and a woman associate – with an institutional client with a stated commitment to diversity for a 12-month period. The first month will be a full immersion experience for the women lawyers in which they will develop key

relationships and better understand the client’s legal and business issues. For the next 11 months, the lawyers will spend up to five days per month on-site with the client, supporting the legal team and identifying professional development opportunities for women employed by the client. At the conclusion of the 12 months, the woman partner will earn economic credit on the relationship team for that client, enlarging her economic influence at the firm and positioning her to become one of the key relationship partners for the client. Additionally, an external coach will be assigned to the partner/associate pair to provide support and strategic guidance to maximize the positive outcomes of the 12-month PDP.

Team Advisors:

Avery Blank, Principal and Owner, Avery Blank Consulting
Sang Lee, CEO, SJL Shannon and Founder and Owner, SJL Attorney Search, LLC

Team Members:

Erika Merit Douglas, Student, Stanford Law School
Maja Eaton, Partner, Co-Chair, Global Product Liability & Mass Torts Practice, Sidley Austin
Jessica Everett-Garcia, Partner, Perkins Coie
Andrea Farley, Partner, Chair, Corporate Department, Troutman Sanders
Michael Florey, Partner, Fish & Richardson
Karol Kepchar, Partner, Akin Gump
David Koschik, Partner, White & Case

Team 5, Mansfield Rule

Crowd Favorite Award; \$5,000 donation to Catalyst

Idea Overview:

“Making law firm leadership more than a Man’s Field—The Mansfield Rule.”

The Mansfield Rule is based on the premise that the best way to retain and advance women is to place more women into positions of power – where decisions that affect their lives and the lives of other firm lawyers are being made. The Rule would require participating firms to interview and consider women lawyers for key firm leadership roles by mandating the active consideration of at least one woman candidate for seven high-level positions in law firms, including managing partner, practice group leadership, client relationship leads, and executive committee membership.

The Mansfield Rule is inspired by the NFL’s Rooney Rule, which mandates the consideration of African American candidates for open head coach positions. Prior to the imposition of the Rooney Rule, the NFL’s minority hiring statistics remained virtually flat, despite the fact that African American coaches averaged more wins than their white counterparts. Just three years after the adoption of the Rooney Rule, the percentage of African American head coaches increased from 6% to 22%. The Mansfield Rule – named for Arabella Mansfield, the first woman admitted to the bar in the United States – aims to replicate this success for women leaders in law firms.

To build external visibility and accountability around the Rule and to encourage law firm participation, clients would give enhanced consideration for prospective work to participating firms and an agreed-upon percentage of their existing work to firms certified by an independent party as Mansfield Certified firms.

Team Advisors:

Rosalie Chamberlain, Founder, Rosalie Chamberlain Consulting & Coaching
Pat Gillette, Former Partner, Orrick Herrington & Sutcliffe LLP and Co-Founder, Opt-in Project

Team Members:

Anne Cappella, Partner, Firmwide Women@Weil Leader, Weil Gotshal & Manges
Mark Helm, Partner, Munger, Tolles & Olson
Tammy Knight, Partner, Directors Committee Member and Women's Initiative Chair, Holland & Knight
Nina Markey, Partner, Littler Mendelson
Ingrid Rehtin, Partner, Covington & Burling
Mackenzie Tudor, Student, Stanford Law School
John Wander, Partner, Dallas Managing Partner, Vinson & Elkins

Team 6, OnTrack Sponsorship App**Idea Overview:**

The OnTrack Sponsorship App aims to boost the results of traditional firm programs such as mentoring, sponsorship, and coaching by gamifying these activities in an app format and creating an accountability process to ensure that mentors and sponsors follow-through with their support commitments. Leveraging lawyers' competitive streaks as well as the popularity of "fitbit"-type tracking apps, OnTrack allocates points for accomplishments across several areas, including Client Interaction, Professional Development, Internal Marketing, and other key areas of lawyers' career growth. For example, a sponsor might earn 50 points for introducing a protégé to a client, 150 for offering meaningful participation in a client call, and up to 500 points for positioning the protégé as first chair on a client matter. Through push notifications, sponsor/mentor/ protégé teams would be able to compare their points with colleagues and their competitors, and overall standings will be shown on the app's dashboard. All functions can be customized to tailor the level of points and disclosures to match the firm's values and preferences.

Team Advisors:

Karen Hester, Executive Director, Center for Legal Inclusiveness
Ellen Ostrow, Founding Principal of Lawyers Life Coach LLC

Team Members:

Courtney Cronin, Student, Stanford Law School
Maureen Jeffreys, Partner, Telecommunications, Internet & Media Practice Group Leader, Arnold & Porter
Gina Kastel, Partner, Executive Committee Member, Faegre Baker Daniels
Rise Norman, Partner, Simpson Thacher & Bartlett
Ian Peck, Partner and Chair of Bankruptcy and Business Restructuring, Haynes & Boone
Daniel Rhynhart, Partner, Commercial Litigation Practice Group Leader, Blank Rome
Christina Guerola Sarchio, Partner, Board of Directors Member, Orrick

Team 7, CompFirmation**Idea Overview:**

CompFirmation leverages language optimization technology to help firms disrupt systemic unconscious bias and ultimately close the law firm pay gap. Offering a menu of three customizable tools, the solutions apply to both the front and back ends of partner compensation decisions:

- **Language Optimizer** software reviews lawyers' end-of-year memos detailing their accomplishments in the past year and scrubs self-deprecatory language (which research shows is disproportionately employed by women). The user will have the option of accepting or rejecting the suggested changes. The result will facilitate more direct and unapologetic claiming of credit.
- **Fill in the Blanks** equalizes inputs to end-of-year memos and enhances objectivity by providing standard wording and asking lawyers to fill in only the required information. This will increase consistency across genders and personality types and reduce any bias resulting from those who may use key words to either inflate or downplay their achievements.
- The **Blind Data Optimizer** operates on the back end of compensation systems, using regression analysis to review compensation decisions and flag results that appear inconsistent with the firm's compensation guidelines. For example, it would flag a situation in which a group of partners had billings in the same dollar range, but the men's compensation was higher than the women's.

Team Advisors:

Linda Chanow, Executive Director, Center for Women in Law at the University of Texas School of Law
Jennifer Zimmerman, Executive Director, Legal and Compliance Division of Morgan Stanley

Team Members:

Seth Aronson, Partner, Former Los Angeles Managing Partner, O'Melveny Myers
Sandra Edwards, Partner, Chair of Environment and Product Law Group, Farella Braun + Martel
Elisha King, Partner and Deputy General Counsel, DLA Piper
Leah Schleicher, Partner, Co-Chair of the Diversity & Inclusion Committee, Neal, Gerber & Eisenberg
Lauren Schneider, Student, Stanford Law School
Mark Wasserman, Partner, Corporate Managing Partner, Sutherland Asbill & Brennan
Huiya Wu, Partner, Goodwin Procter

Team 8, Advance When Ready

Idea Overview:

The goal of the Advance When Ready program is to fix the misalignment of the "law firm clock" and the "lawyer life clock" by eliminating the traditional lockstep associate advancement model and moving to a more fluid, performance-based advancement model. Many women lawyers report feeling "left behind" or stigmatized for using benefits such as leaves of absence and flexible scheduling. In fact, many firms - either formally or informally - use terms such as "off track" to denote lawyers who are not progressing along the "law firm clock" advancement expectations. Because of this, women lawyers often opt for alternate career paths, greatly contributing to the overwhelming rate of attrition of women lawyers prior to the partnership stage. Under Advance When Ready, both women and men associates will progress through skills-oriented "bands," with transitions between bands tied to performance and experience milestones rather than class year. The aim is to harmonize firm needs and associate development, combat stigma associated with taking time to address work-life commitment conflicts, and - above all - to ensure more women stay at law firms long enough to be actively considered for advancement to partnership. Because Advance When Ready is designed not only to extend the longevity of women in law firms as associates but also to get them over the "partnership hump," an increasing amount of attention will

be spent on business development planning as associates progress through the bands, in order to position women for continued success throughout their careers.

Team Advisors:

Mark Beese, Founder and President, Leadership for Lawyers

Amanda Packel, Deputy Director, Rock Center for Corporate Governance at Stanford

Team Members:

Colleen Bal, Partner, Co-Chair of Partner Nominating Committee, Wilson Sonsini Goodrich & Rosati
Sarah Flanagan, Partner, Chair of Managing Board's Committee on Advancement of Women
Attorneys, Pillsbury

David Gerson, Partner, Morgan Lewis

Ted Hollifield, Partner, Partner-in-Charge of Silicon Valley Office, Alston & Bird

Tiffany Lee, Partner, Paul Hastings

Robin Russell, Partner, Houston Office Managing Partner, Co-Chair of Bankruptcy Group, Andrews
Kurth

Abigail Xu, Student, Stanford Law School

Team 9, SMART (Solutions to Measure, Advance and Reward Talent)

1st Place; \$10,000 donation to Ms. JD

Idea Overview:

Research shows that women lawyers spend a disproportionate amount of time on office "housework," such as administrative tasks for the firm or participation in non-management level committees, for which they typically receive very little recognition or institutional credit. Although these activities are important to the firm, they tend to be undervalued during compensation and promotion decisions when compared to serving as a practice group leader, being a rainmaker, or participating on the executive or other management-level committee. The SMART (Solutions to Measure, Advance and Reward Talent) platform, which includes an app and a dashboard, is a gender neutral reporting and evaluation system that promotes the retention and advancement of women by aligning firm values and culture with compensation and promotion.

There are three main aspects to SMART, including:

SMART Pillars: Eight categories that determine how lawyers are measured for promotion and compensation purposes;

SMART Building Blocks: The underlying elements that comprise each SMART Pillar; and

SMART Score: Measurement of, and a way to fairly compensate, all valuable lawyer contributions to the firm.

The eight pillars include:

- Billable and pro-bono hours;
- Business development;
- Advancing diversity;
- Quality of work;
- Client satisfaction;
- Lawyer development;
- Leadership and initiative; and

- External visibility.

Each Pillar is comprised of SMART Building Blocks that serve as the foundation for the Pillar and guide lawyers in determining the activities that fall into each category. For instance, staffing work teams with an eye toward diversity is a Building Block of the Advancing Diversity SMART Pillar. Firms can customize the SMART platform by weighting and rewarding the behaviors that most align with their core values to inform their lawyers how, proportionally, they should spend their time and efforts. Lawyers evaluated using the SMART platform will enter their activities under each SMART Pillar to track the proportional use of their time. Using the SMART Score, firms can evaluate each lawyer's contribution to the firm's culture and values. The participating lawyers can also use the Pillars for goal setting, and supervisors/sponsors can use the SMART Score to determine if a particular lawyer's time is accurately reflecting the firm's values, thereby ensuring that all lawyers participate, proportionally, in the work that is critical to firm success.

The goal of the SMART platform is to balance contributions and credit, realign rewards with value systems, reward non-billable work that adds value to the firm, encourage sharing previously undervalued work, and promote transparency to help disrupt unconscious bias.

Team Advisors:

Deborah Epstein Henry, President, Flex Time Lawyers LLC and Co-Founder and Managing Director, Bliss Lawyers
Katie Larkin-Wong, Past President, Ms. JD and Associate, Latham & Watkins

Team Members:

Rachel Boochever, Student, Stanford Law School
Eva Davis, Partner, Co-Chair, Global Private Equity, Winston Strawn
Chris Groll, Partner, Chair, Mergers & Acquisitions Group, Holland & Hart
Perlette Jura, Partner, Co-Chair, Transnational Litigation Group, Gibson Dunn
Lynn Pasahow, Partner, Fenwick & West
Reid Schar, Partner, Co-Chair, White Collar Group, Jenner & Block
Cate Stetson, Partner, Litigation Global Board Member, Hogan Lovells

Women in Law Hackathon Contact:

Caren Ulrich Stacy
Founder & CEO, Diversity Lab
303-520-5899
caren@diversitylab.com
www.DiversityLab.com

