

Industry by Industry: How to Move Forward

What are the challenges facing women across a wide range of industries? And what can be done to help deal with these challenges? Task-force participants at The Wall Street Journal's Women in the Economy Conference split off into six industry groups to discuss and debate these issues, each coming back with their top four priorities moving forward.

Here's a look at those priorities—and edited excerpts of their explanations on how they came up with them.

MEDIA

Top Four Recommendations

1 MENTORS AND SPONSORS: Develop more industrywide and company-specific programs for both mentorship and sponsorship. The sponsorship goals to pay or career advancement. Such programs should include succession planning and "co-mentoring," which allows advice to flow from junior to senior levels. Involve men and women.

2 LEADERSHIP WISDOM PORTAL: Create a nationwide portal for insights and advice on leadership for women, pooling the resources of multiple media companies. Include formal career advice and discussion of the "unwritten rules" of being a woman in the workplace. Take better advantage of social media such as Facebook and Twitter.

3 WOMEN ON BOARDS: Get more women on the boards of companies by having the SEC require all listed companies to set and disclose their own goals for adding women to their board, and then explain their progress in their SEC report. Goals should include training programs for women interested in board membership.

4 P&L LEADERSHIP: Companies should establish a program to train and encourage women to take leadership positions that involve profit-and-loss expertise specifically, and enable them to transition into these roles. Companies should establish specific targets and incentives to this end.

ALESSANDRA GALLONI: I want to talk a second about the difference between mentors and sponsors. By mentors, we mean someone who informally gives you advice, perhaps about the written and unwritten rules about your position in your company. By sponsor, we mean

someone who actually pushes you through the organization and helps you advance through the different career stages.

DARCY F. RUDNAY: For more than 30 years, since I've been working, there's been so much emphasis placed on being a mentor, but not much on being a sponsor.

And many of the people in our group articulated how important it was that sponsorship should be identified as an important part of one's career. And that perhaps there should be sponsorship goals included in compensation goals, compensation requirements or performance requirements.

DEBRA L. LEE: The second proposal we called the Leadership Wisdom Portal. That is to create a national portal for insights and advice on leadership for women, pooling the resources of large media companies.

The thought is that we were all enjoying this conference so much, and the little tidbits of information that we were getting from the speakers, that wouldn't it be great if we had a place to download these pieces of advice, and make them available for women all over the country?

We would include career advice and discussion of the unwritten rules—things that women should know as they try to climb the corporate ladder, or try to become entrepreneurs.

MS. RUDNAY: The third proposal was about how important it is to get more women on corporate boards. It was suggested having the SEC actually require all listed companies to set goals and disclose those goals. We had some conversation about whether that made sense or not.

The conversation evolved quickly to the importance of helping women get on boards and the training that women need at various stages of their careers as they're considering

going on boards. We believe change will happen once women start to get on more corporate boards, not nonprofits.

MS. LEE: The fourth idea was to provide leadership and training for women in areas that involved P&L. If you want to climb the corporate ladder, sometimes you've got to get out of the functional areas and really run a business. It would be helpful to establish a program to train and encourage women to take leadership positions that involve P&L expertise. We thought companies should establish specific targets and incentives to this end.

ALAN MURRAY: Regarding women on boards: You're not saying quotas, you're saying have the SEC require that you set your own goals and disclose those goals.

MS. GALLONI: Yes, that the companies will set their own goals, specific targets, and stick by them.

SCIENCE AND TECHNOLOGY

Top Four Recommendations

1 BRAND THE BLING: Build a vision for females, using branding and glamour to attract them to the field. Build up role models, make them more prominent. Clone Marissa Mayer. Tech-industry groups should run an ad campaign that highlights women tech executives. The group could also produce a movie that glamorizes women in technology. Get Harvey Weinstein involved.

2 FEMALE-FRIENDLY EDUCATION: Develop mandatory classes for science and technology for entire bodies of schools. Universities should assign all students to small sections of entry-level computer-science courses based on their level of

experience. Problem sets should be more relevant to women's lives. Help young females understand technology through internships. Let women discover which fields interest them most.

3 CULTURE CHANGE: Technology companies should evaluate their corporate culture for any adverse impact on employment and retention of women in engineering and computer science, and make adjustments based on their findings. Review internal systems and leadership-development policies. There must be a deliberate, long-term focus on women, coming from the top.

4 INSIST ON DIVERSE HIRING: Technology companies should insist that every candidate pool contain women and every interviewing panel contain women. Also, look to hire female-friendly men. Use evidence-based hiring. Diverse hiring must permeate the entire organization, coming from the top down, with the CEO committed to it.

JULIA ANGIN: Our top recommendation is something called brand the bling, which basically means glamorize technology, make it a cool field for women to want to go into.

Maybe there should be a movie, "The Anti-Social Network"? "The Social Network" had one view of women. There could be another one with a woman tech executive flying in a plane to her meetings.

WEILI DAI: Number two is that educational institutions should offer science, technology and math classes to empower women to be more interested in technology. It's important that when we do problem solving, we should relate it to women's real-life examples. Finally, I think it's important to encourage young women to have internships in high-tech companies, because they can learn and discover their interest and passion.

ESTHER DYSON: In a sense, you could put absolutely every recommendation from every group into "culture change." And it's kind of hard to figure out exactly what all it applies to. But it does go back to one recommendation that got dropped, which was awareness. As a corporation, as a technology company, examine yourself, do it scientifically, discover your biases, so that you

can engage in evidence-based hiring, as well as evidence-based management development.

Once you've hired these people, then it is your responsibility to make sure, not just that they're allowed to advance, but that they're encouraged to advance, that they're developed. So analyze your systems, your people, the impact of your policies to see if they adversely affect women.

And then the final one, insist on diverse hiring. That is not simply looking for a diverse pool. When you hire people, see how they react to women engineers. And if in the interview they somehow don't click with the women engineers interviewing them, that's a bad sign.

FINANCE

Top Four Recommendations

1 BOTTOM-LINE/P&L IMPACT: To climb to the highest level, women need to pursue profit-and-loss responsibilities early in their career. Below the vice president level, women need to cross-train and work in units that affect the bottom line. Companies need to make it possible for women to break out of support positions, gain experience with revenue generation and mastery of the core business.

2 PROMOTE WOMEN ON POTENTIAL: Women should be equally considered for promotion on their potential as are men. Companies need to identify talented women early and nurture them. Employers should create incentives for female sponsorship, tying success to mechanisms such as compensation, goal achievement and performance evaluation.

3 MEDIA: The media need to work harder to dispel stereotypes about women in business. Too much attention is given to stories of the fall of women and too little to their comeback. Stop writing about what women wear. Create professional women's magazines and blogs to better connect professional women and celebrate their success.

4 IMPORTANCE OF SELF-PROMOTION: Women need to get comfortable with self-advocacy. Women should embrace their financial success and recognize the power of their position.

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Tales From the Front Lines

Melody Hobson, Julie Louise Gerberding, Marissa Mayer and Debra L. Lee on how they did what they did

The challenges women face often cut across industries. But some are also unique to specific sectors. Women who have risen high in four industries—finance, health, technology and media—sought to illuminate these issues by recounting their own experiences and assessing how women generally have fared in their fields.

Melody Hobson, president of Ariel Investments in Chicago, spoke with The Wall Street Journal's Rebecca Blumenstein. Julie Louise Gerberding, president of Merck & Co.'s Merck Vaccines unit, sat down with the Journal's Laura Landro. Marissa Mayer, Google Inc.'s vice president, consumer products, talked with the Journal's Julia Angwin. And Debra L. Lee, chairman and chief executive of BET Networks, a unit of Viacom Inc., spoke with the Journal's Alessandra Galloni.

Here are edited excerpts of their conversations.

A Broader Perspective

MS. BLUMENSTEIN: *Melody, you played such a major role in building Ariel up. Could you describe how you did it? There's a stereotype that women don't know how to manage money and don't know how to take risks.*

MS. HOBSON: I was an intern at my firm. I fell in love with the investment business, and from the very beginning I knew this was where I was going to work for my career. So I could think very long term about how to build our company. That ultimately allowed us to accomplish quite a bit.

MS. BLUMENSTEIN: *Did you have more freedom as a woman, less of a hindrance from some of the structural barriers that might have come up at a big company?*

MS. HOBSON: There's no question about it. My business partner, John Rogers, who started our firm, was very used to strong women. His mother was the first black woman to graduate from the University of Chicago law school, in the '40s.

So John was always very happy for me to be out and about representing Ariel.

MS. BLUMENSTEIN: *You have very strong ties politically in Chicago. You appear on "Good Morning America." You're very involved in your community and things outside of work. Could you talk about the importance of reaching out and almost building your own persona?*

MS. HOBSON: With some women, even in my own firm, you have to sort of push them out because they think, "I've got to do a re-

ally good job, which means staying very focused." I learned very early that I can do a better job if I have other stimuli that give me a broader perspective.

And what people with that focused mind-set don't realize is how important those outside relationships can be. I helped Bill Bradley when he ran for president in 2000. I worked as hard on his campaign as I worked on my job every single day. Obviously, we were unsuccessful. But then one day, Bill calls and says, "I'm on the board of Starbucks, and I'm taking you with me." He recommended me to Howard Schultz. I never imagined that was possible—I'm like this pipsqueak in Chicago.

So I get to be in the room with one of the most successful brands in the world, with a front-row seat to all the things that are going on around the world. And, ultimately, I get to bring those ideas and knowledge back to our firm as it relates to all the other investing that we are doing.

So I always say to people in terms of going out and being of this world—be it business, politics, nonprofit or whatever—it actually makes you a better businessperson.

The Nature of Leadership

MS. LANDRO: *For those of you who aren't familiar with Dr. Gerberding's many accomplishments, she started out as a physician and was in academia for some years before she went into public service and ran the Centers for Disease Control, where she was basically on the front lines protecting us from all of*



MELODY HOBSON 'I fell in love with the investment business.'



MARISSA MAYER 'I'm a geek at Google.'

the horrible things out there—bioterrorism, SARS, anthrax. After leaving public service, she went to head a large business, Merck Vaccines.

You've said you think women have certain characteristics that make it easier for them to be good managers. Can you elaborate on that?

DR. GERBERDING: In a word, meta leadership. Which is not just knowing yourself and being able to lead within your organization, in a vertical way, but it's the horizontal leadership: the ability to lead networks of people who are not in your own power domain. That horizontal leadership takes different skills than vertical leadership. And it requires people to know how to negotiate, to be able to be true and effective partners and collaborators, to find that third path, to be able to walk in someone else's shoes with emotional intelligence and empathy.

And while men and women

possess those skills, I think some of them are attributes that women are naturally inclined or more socialized to excel in. And in this very complicated world in which we live, that horizontal leadership probably is one of the key success factors for any organization.

MS. LANDRO: *Tell us about how you wound up at the CDC and reorganized some things there.*

DR. GERBERDING: I was asked to come there to lead the Patient Safety Hospital Infections Group. Then, by an amazing set of coincidences, I was involved in the response to the anthrax attacks.

And I think that's what prompted the secretary to ask me to take on the leadership of the agency. Having been an emergency-room doctor and an ICU attending, I think I was naturally better at making decisions in those kinds of situations than people who hadn't been used to crisis management.



JULIE LOUISE GERBERDING The CDC 'needed to evolve.'



DEBRA LEE 'I was trying the "nice girl" approach.'

I think the CDC is the finest government agency there is. And yet it was not an agency designed for public-health preparedness or for emergency response. And suddenly our nation found itself in a situation where those were really important public-health imperatives. We had anthrax, we had SARS, we had avian influenza, we had monkey pox, we had West Nile marching across the U.S.

We had one public-health crisis after another. And so I felt that the public-health agency needed to evolve another set of capabilities and another set of strengths.

I went to the CEOs of the business leaders in Atlanta like Bernie Marcus from Home Depot, Oz Nelson, the former CEO of UPS, the CEO of Delta. I went and consulted with people who had to have faced organizational transformation in their own organizations and asked for their advice and consultation. I also

went to the military because I have learned that our military probably does the best job of any organization in investing in leadership development. I hired some retired military personnel to come and help us with the preparedness planning for influenza pandemic.

AUDIENCE QUESTION: *At the CDC you had an opportunity during a time of crisis that gave you greater leadership. In your career or others, have you seen where women have stepped up to take jobs where others were reluctant to go because there's great opportunity for failure? And yet by taking those risky situations, they really did add to their toolbox.*

DR. GERBERDING: I certainly have seen women accept challenges that would be considered high-risk challenges. I don't know whether or not women or men

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Tales

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are preferentially more suitable to those kinds of crises.

But what I do notice in crises is that women are more likely to reach to each other for support. So it was very natural for me when I was leading the CDC to find other women in government that I could connect to or confer with or talk to who would help me. And I in turn would try to support and help them.

I didn't observe much of that among the men that I encountered. I think men want to be perceived as more competent and more independently effective. And it may be harder to acknowledge that they need help or that you can create a whole that's greater than the sum of the parts.

Making Tech Safe for Women

MS. ANGIN: *Marissa, you joined Google in '99 as the first female engineer. You've been a manager at Google since...*

MS. MAYER: Probably since about 2002.

MS. ANGIN: *And so you manage a lot of male engineers, right? How is that for you?*

MS. MAYER: People ask me a lot about what it's like to be a woman at Google, but I'm not really a woman at Google—I'm a geek at Google. I'm surrounded by people who love technology and love to try out the latest gadgets and love to see what can you do with this piece of code or that piece of code. We're excited about all the same things, and that's our common ground.

MS. ANGIN: *One thing that's interesting about your generation is that in the past women in business tried to maybe keep some of their femaleness in check, whereas you celebrate your love of fashion, your love of cupcakes. These are two things the brand Marissa stands for. How has that helped or hurt you within the organization?*

MS. MAYER: I think it's just something that's separate. One of the things that's really important to me is getting more young women into science and technology. One of the trade-offs that often happens for girls is they think, "I like art. I like fashion. And I'm going to have to hide that or dial that back in order to get taken seriously." I don't think that's necessarily the case.

In a lot of issues of fashion and things like that, there is also just an engineering problem that has to do with material strength and how something moves, how something works. A lot of times it's very engineered, so there are commonalities there.

I think it's important to send the message that you don't have to give up your femininity in order to be in a male-dominated space like the Internet.

MS. ANGIN: *The McKinsey report did say tech and finance are lagging behind other industries in terms of women's success.*

MS. MAYER: I personally am very optimistic. I think that one of the things that really helps is the idea of, one, role models, but two, actually getting to see how technology applies in your everyday life. For me, growing up, I knew one woman computer scientist, and she worked at J.C. Penney on the catalog system. That wasn't something that I got to touch and feel every day.

Now, with the pervasiveness of the Internet, videogames, technology just being all around us, I hope a lot more young women get interested in how can you build that and how can you build the next great thing that really helps people.

Team and Brand Building

MS. GALLONI: *Debra Lee, chairman and CEO of BET Networks, is the woman behind famous shows like "The Game" and "The Mo'Nique Show."*

You started at BET in 1986 as general counsel. And then 10 years later you were promoted to chief operating officer. And you say many people below you tried to sort of trick you. They figured, "She doesn't know my business, so I'm not going to tell her things."

Can you tell us a little bit about how that happened? And how much do you think that that had to do with the fact that you were a woman?

MS. LEE: It was a small, entrepreneurial company. I had been part of a peer group of probably seven or eight other executives. All except two were male. I went from being part of the peer group to being the boss. And I found out all the other men had asked for the COO position, so they were not happy when I was given it.

So there was a lot of "hide the ball" going on. They didn't feel like they should educate me and give me insight into their divisions. They thought the more they could just run their divi-

sions and keep them away from me, that I would be unsuccessful. Little by little, I had to change that team and hire people who were loyal to me, who wanted to see me succeed and weren't there to see my demise.

MS. GALLONI: *How long did it take you to complete the process?*

MS. LEE: It took about six years before I felt very comfortable that it was my own team. And that's longer than it should have taken.

I don't want to generalize about women, but I was trying the "nice girl" approach. So I didn't come in, as some men do, and fire everyone and start all over. I tried to work with them. I tried to support them. I tried to show them that I was a good person. And then when I saw it wasn't going to work, I eventually had to fire most of them.

If I had to do it over again, I would come in day one and make changes.

MS. GALLONI: *As we'll see in the media breakout session and part of the McKinsey report, the media actually do quite badly in terms of the advancement of women. But media also are very influential in terms of perception. Do you think the image of women in media does not help the advancement of women?*

MS. LEE: It probably does not help. But I just think it's so important to have women in the rooms making decisions about programming and images, because that's the only we'll ever be at parity and ever really change the way we're going.

When I became CEO of BET, it was right after the Don Imus incident with Rutgers women's basketball. And people were looking at hip-hop and saying, "If Don Imus was wrong, then all these young hip-hop artists must be wrong, too, for calling women names and everything."

And all of a sudden one day I had protesters outside my house. And I'm like, "How does this happen? I'm doing the right thing, I care about women, I care about the images of African-Americans. And now I have protesters outside my house?"

But it really made me sit back and think about BET, BET as a brand, what I wanted my legacy to be, what I wanted to leave in terms of programming. And that's really influenced my approach to original programming and really has turned BET around in the past couple of years. I'm very proud of that.



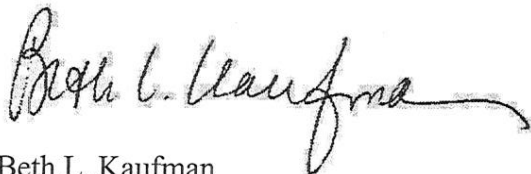
Letter from the President

We are very pleased to present this Report on the Summits sponsored by the National Association of Women Lawyers (NAWL) in 2010-11. In separate meetings in Chicago, San Francisco, and New York, these Summits brought together law firm leaders, including managing partners and chairs of Women's Initiatives, General Counsel, bar association presidents, and consultants to review the progress on the advancement of women lawyers into leadership positions at law firms and in corporate law departments.

The results of the discussions in the break-out sessions are contained in this report.

Special thanks are due to many people, and in particular to a few individuals: former NAWL Presidents Dorian Denburg and Heather Giordanella, and NAWL Board Member Wendy Schmidt. Hannah Hayes, who is the author of this Report, deserves NAWL's special recognition and thanks.

Finally, my thanks to all of the participants who attended the Summits and contributed their time, energy, and ideas. Their commitment to achieving the NAWL Challenge inspires all of us at NAWL to present programs, to publish, and to continue to promote prominent discussion of the ways in which women lawyers at law firms and in-house can advance. Further, this Report serves as a valuable resource for law firms, corporate law departments, and others committed to ensuring that all leadership reflects the diversity of the profession and takes full advantage of the excellent and diverse talent available to them.



Beth L. Kaufman

President, National Association of Women Lawyers (2012-2013)
Schoeman Updike Kaufman Stern & Ascher LLP



Moving Forward

RECOMMENDATIONS FOR LAW FIRMS

Unconscious bias, lack of transparency and metrics, and the failure to adhere to clear standards for evaluation and compensation will only be resolved if law firms are willing to remove the window dressing of diversity and make it a business issue. Priorities for advancing and retaining women must be communicated from the top down.

The issue of diversity must be reframed as an issue of losing talent if the culture of a firm refuses to change. These changes must be driven by metrics and data, with successes benchmarked and diversity achievement rewarded. Firms must motivate and achieve total buy-in from everyone in the firm and adopt methods and policies that will advance these changes.

Recognizing that behaviors won't change overnight, it must be unacceptable to do or say things that reflect hidden bias, or behave in manners that hinder a firm's diversity goals. Decision makers may need to be forced into the conversation: all leaders should undergo inherent bias training and learn how to use accountability metrics to achieve their diversity goals.

Specifically, those attending the Second Summits recommend the following:

Demand data driven results. The only way to achieve transparency in promotions and offer equal opportunity, fair succession, and equal compensation, is by creating written standards and measuring success in attaining them. Law firms and corporate law departments should be challenged to ensure that a set percentage of women hold various leadership and management positions; this can be tracked by report cards similar to the NAWL Annual Survey on the Retention and Promotion of Women.

Replace mentoring with Sponsoring. Create a culture where developing people is a valued and rewarded activity. It should not be "luck" that an attorney finds someone who takes an interest in her development. Mentoring should be supported from the top, but incentives should also be given to men and women who sponsor a new or younger attorney. A sponsor can speak up for a younger, inexperienced attorney, offer them new opportunities and otherwise "champion" his or her mentee from the very beginning. Because not everyone is a natural mentor or sponsor, training programs should be offered and attorneys who participate should be rewarded.

Offer training opportunities for business skills and rainmaking. Each department should have requirements for improved proficiency that will enhance opportunities to advance. Lawyers should be encouraged to expand their skills and fight for a chance to work on high profile projects and otherwise learn different areas of the business. CLEs on success planning or

becoming leaders should explain the importance of high profile work and exposure to other potential clients, as well as the importance of doing things outside the firm early on to build their portfolio (i.e., writing articles, joining organizations, obtaining credentials outside the firm, etc.) Women need to be taught about hidden bias and how to self-advocate.

Create new avenues to the top. The age-old manner of using billable hours to pave the way to partnership should be reviewed. Different tracks should be made available that are based on the varied ambitions of the members of an organization—i.e., for those who want to work 9-5 as well as those who want to be equity partners. Attorneys working part-time or flex time and who want to be on the partnership track should be given an appropriate path and opportunity.

Refine flexibility practices. Once again, metrics and transparency are key to ensuring that lawyers who opt for a flexible hours work schedule are not sabotaging their careers. Program transparency and managing experts should monitor work flow and track the success rate of women and men who opt to participate. Partners who work on a part-time or flex time schedule can play a leadership role in overseeing these programs.

Revamp compensation systems and ensure they are transparent. The pay gap between men and women is receiving national attention, and firms should recognize the negative impact this has on their business. Re-thinking compensation systems so they reward diversity, mentoring, and team-building activities is key. Oversight committees that include women and diverse lawyers should monitor and implement a system that is standardized, clear, and available in print.¹²

Make the business case for diversity. The impact of attrition on law firms is costly.¹³ With 85 percent of women of color leaving a firm in the first seven years, the reasons for creating and maintaining retention programs for women can be seen in dollars. More clients are demanding real diverse representation. Law firm leadership must re-frame this as a non-gender issue and get men involved. The business case for understanding why it is important to promote women and how the business benefits in general must be promoted.

Individual women need to fight for diversity as well as institutions. Women leaders need to reach back and help other women. Women who have achieved success should demand that women are adequately compensated and evaluated and given equal opportunities at all stages of the game. Further, women should act quickly to share credit and/or promote women within and without the firm. Women leaders should nurture existing women partners and co-workers to ensure retention.

Enhance efforts to reach out to younger attorneys. New generations of lawyers have different definitions of success and may not have the history or background to understand what they may face in their careers. Women leaders and law firms should communicate with young women's committees and reach out to law schools to make young students aware of the challenges that may lie ahead. Increased communication with younger women as to personal obstacles they may face may also help them understand the systems and move forward. Many young associates think they do not need mentors, but meaningful feedback will help younger attorneys take ownership of their careers. They should be encouraged to approach partners and other senior women who can help them decide on their career paths.

RECOMMENDATIONS FOR IN-HOUSE COUNSEL

Women and minorities in corporations can play a vital role when it comes to increasing diversity. "Corporations have experience implementing diversity programs and are better at keeping metrics," says Michele Coleman-Mayes. "Women have been able to break through more, and minority women are not considered an aberration. Their customer base is more diverse, and companies have confronted this and said 'OK, we're going to get better at this.' "

Women should help other women advance. Formal sponsorship programs can help newcomers understand the culture of the company. Many younger women especially may not be aware of the available CLE opportunities that focus on leadership enhancement. Younger women just out of law school may face unexpected challenges and often need to be encouraged and trained to be self-advocates.

Join the company's diversity committee. Women can take an active role in ensuring that the company offers CLE opportunities aimed at overcoming unconscious bias and helping younger women advance. This is also a way to track and ensure that significant business is going to women and minorities and that they have a role in developing RFPs (Requests for Proposals that are sent by the corporations to law firms).

Seek opportunities to shine. External networking opportunities can lead to other leadership opportunities that will enhance your position in the company. Younger women should be encouraged to join the local bar association and look for speaking and publishing opportunities that are relevant to their expertise and the company's products or services. Finding a public platform that shows off talent can only be good for the company.

Actively participate in changing the profession. Clients can wield great power and can change behaviors of management by having in-house counsel communicate with compensation committees and accounting departments to ensure women are receiving credit for their work. General Counsel can reinforce the business case for diversity by advocating within their companies for the following changes:

- Send surveys to managing partners at their outside counsel law firms, particularly if there is a disparity in the numbers of men vs. women partners, and discuss directly the firm's statistics and how they can change.
- Ask firms to bring women on client pitches and make clear getting their business is tied to diversity.
- Demand that a set percentage of partners at the firm and/or who work on their business are women.
- Encourage firms to offer informal networking opportunities to introduce diversity attorneys to clients. Two-way secondment opportunities and corporate mentoring of women lawyers will benefit both in-house attorneys and their companies.
- Recommend individuals at a firm to other in-house counsel and general counsels.
- Including meaningful information and diversity criteria on RFPs, which should be standardized and used to make decisions. Corporations should require post-RFP reporting

and request feedback forms from pitch teams and otherwise take measures to track progress. Firms who do not meet diversity standards agreed upon in the RFP should be penalized.

- Keep scorecards ranking outside counsel on their diversity achievements, using them as a mechanism to give work. Scorecards should be publicized and include criteria such as utilization rate, origination credit, compensation, etc.
- Institute a transparency policy: clients should inform firms why they didn't get work.
- Give a greater spotlight to those firms that are doing it right.
- Develop a list for managing partners and leaders to assist them in what they must do to get a law firm's work. Develop standardized surveys and follow-up procedures to ensure that diversity is taken seriously, women are given opportunities and credit, and firms do not treat women as "window dressing" for clients.

Diversity must be reframed as a business issue. In some firms, this may require a culture change, but leadership must motivate and achieve total buy-in from everyone in the firm to adopt methods and policies that will advance these changes. Increasingly, diversity must become an issue of excellence, and as more women are brought into leadership positions, the greater the sea change for women—and law firms—across the board.