



I WILL NEVER
FORSAKE TEXAS
AND
HER CAUSE.
I AM HER SON.

TEXAS
IS RICH
IN
UNREDEEMED
DELI...

POWER PLAYS THAT MATTER:

THEMES THAT EMERGED FROM THE
2017 WOMEN'S POWER SUMMIT ON
LAW AND LEADERSHIP™

center *for*
women
in law™



“This is our time to seize opportunities and kick the power quotient to the next level and make power plays that matter.”

— Sandra Phillips Rogers

POWER PLAYS THAT MATTER

In April 2017, more than 340 leaders from both the public and private sectors came together with the goal of leveraging their power to advance their careers and the careers of other women. The platform was the Center for Women in Law's fifth biennial Women's Power Summit on Law and Leadership™.

The atmosphere was captivating, welcoming, and honest. Conversations around the Women's Power Summit™ theme, *Power Plays That Matter*, were vigorous and wide-ranging, and continued during breaks, over meals, and long past the conclusion of the event.

Sandra Phillips Rogers, General Counsel, Toyota Motor North America and 2017 Women's Power Summit™ Co-Chair, kicked off the event with a rousing call to action: "This is a pivotal time for women. There is much to be optimistic about, and this is our time to seize opportunities and kick the power quotient to the next level and make power plays that matter."

The words of Martin Luther King, Jr. were later invoked during the *Moving From Action to Results* panel. As King famously remarked, "We are confronted with the fierce urgency of now."



Why now? Last year's global gatherings of women resulted in one of the most visible years for women and gender equality since the early 1990s, and before that, 1970s. Moreover, the data underscores that women are "wind at the backs of our economy," asserted Melanne Verveer, former Ambassador-at-Large for Global Women's Issues.

Verveer explained: "In the United States, the growth of women-run businesses is such that were we a country, the GDP that represents would be close to Germany's, and Germany's is a significant GDP." Women's purchasing power is in the trillions of dollars and "between \$12 trillion and \$28 trillion could be pushed into the global economy by 2025 if women's economic and social power were unleashed globally." As Verveer proclaimed: "We are shortchanging the world by not unleashing the power of women."

The message was clear: Now is the time to use our power to advance ourselves and other women throughout the country and around the globe.

The following are the themes and takeaways on making power plays that emerged from the provocative and dynamic interactions that took place between our speakers and attendees.

THEME 1:

WE ARE LINKED



*“We have
to find
opportunities
to continue to
move forward
by holding each
other up and
banding
together.”*

— Melanne Vermeer

Power plays are not accomplished alone. Former ambassador Melanne Vermeer encouraged attendees at the Women’s Power Summit™ “to find opportunities to continue to move forward by holding each other up and banding together.” Activist Gloria Steinem similarly urged the women in the room to see the world through the inclusive lens of circles, not hierarchies. She encouraged participants to resist the temptation to rank each other.

The *All Women Created Equal: From Tokens to Inclusion in Women’s Initiatives* panel emphasized the importance of true inclusion and creating a culture where all women “can belong, and not just try to fit in.” Madeleine McDonough, Chair and Partner, Shook Hardy & Bacon, explained that women’s initiatives are often composed of mostly wealthy white women and, for “disabled people, LGBT women, women of color, and women from all kinds of socioeconomic backgrounds, there is nothing more lonely than sitting in a [women’s affinity group] meeting and feeling like you don’t really belong.”

Former United States Senator Olympia Snowe shared her experience in the U.S. House of Representatives. At that time, she co-chaired the Congressional Caucus for Women’s Issues. “We set aside our differences in order to focus on issues, such as family and medical leave.” They also tackled pension reform (because wives discovered that their pensions were being cancelled without notification upon their spouses’ deaths), child support enforcement, and women being systematically excluded from clinical study trials.

Coming together with women from different backgrounds and experiences will develop understanding and foster relationships that will allow you to use your power to move all women forward.

THEME 2:

MARK THE PATH

Lieutenant General Flora Darpino talked of her experience rising up the ranks in the U.S. Army to become the first woman to serve as the Judge Advocate General. She recounted times when the rosters of lawyers had few women and, at times, she was the only woman in the office. Men were also expressing skepticism about women being in a combat unit. In each instance, women's actions changed the minds of men. The women excelled at their jobs. They knew the law and surpassed the physical requirements of the role. As a "dual professional," they excelled at the "profession of law" and at the "profession of arms."

Darpino not only blazed the trail—she sought to mark the trail so that the next woman could follow her path. She explained, "If I've done my job, I have marked that trail" to pave the path for the next woman. "And when we've gotten to a fork in the road, and the one I took was wrong, I've left directions. In places where the trail was not clearly marked, I sure hope that I took a machete, so that for the person who is following me, that trail is pretty darn well marked." As for the next woman leader in line, she said, "I am going to the finish line, and I am going to wait there. And when [she] gets there, I am going to be standing there to salute her."



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— Lieutenant General
Flora Darpino (Ret.)



THEME 3:

THE BASICS MATTER

Several Women's Power Summit™ speakers underscored the need for empathy in negotiations and active listening. Valerie Jarrett, Senior Advisor to President Obama, Assistant to the President for Intergovernmental Affairs and Public Engagement, and Chair of the White House Council for Women and Girls (2009-2017), said that a quality of leadership that is often lacking is listening. You have to listen because “when you are in touch, people are more likely to follow your lead . . . they will believe in you, and they will trust you.” Steinem also urged attendees, “If you want people to listen to you, you have to listen to them.”

Moreover, to lead you have to “look at the world from the perspective of the people you hope to lead in order for them to have confidence that you can see what they need, that you hear them,” said Jarrett. Snowe pointed to the monthly dinners attended by women senators from both sides of the aisle as a primary reason for the senators’ success in passing legislation benefitting women. “There wasn’t an agenda. There were no formal strategy sessions. It was a free-flowing discussion, to get to know each other, and break down those barriers so that you have someone you could work with across the aisle [who] come[s] from a different perspective.”

Chris Voss, former FBI international hostage negotiator and author, *Never Split the Difference: Negotiating As If Your Life Depended On It*, shared nine effective principles—counterintuitive tactics and strategies—to negotiate critical changes in policies and procedures to get results for women within organizations. Among Voss’ suggestions: don’t get too fixated on the goal because you might miss something better along the way and stop trying to get to the “yes.”





According to Voss, a “yes” response in a negotiation is often insincere. If people are pressed for a yes from the get-go, they will become defensive. Instead, he urged the audience to seek a “no.” Producing a no puts the speaker in control, because most people are more comfortable with saying no than with saying yes. People are uncomfortable with yes because it feels like they are giving you something. “[No] brings down barriers,” said Voss, and keeps the conversation going.

How do you get others to say no? Present no-oriented questions. For example:

- “Have you given up on advancing women at the firm?”
- “Do you want the women at the firm to fail?”
- “Is it a bad idea for you to pay women equally?”

These questions trigger the no response, which puts the other person at ease “while encouraging them to define their position” and provide an explanation. When the other party feels they are still in control, it sets the stage for you to ask for what you want and make your power play.

*“We only
grow if we
listen to those
most closely
with whom we
disagree.”*

— Valerie Jarrett

THEME 4:

CRITICS ABOUND

Jarrett said one of the most important—and one of the hardest—lessons she learned regarding leadership while serving in the Obama administration is to “take the long view.” She explained, “You have to be willing to sacrifice what might be a short-term popularity hit in your polls for what’s actually good for the country.”

University of Texas Law School Dean Ward Farnsworth reflected that as a leader, “you can’t decide whether to be criticized. All you can do is choose what you will be criticized for.” Farnsworth explained how he wanted to add portraits of a diverse group of distinguished alumni on the walls of the law school because he knew it was important for women and students of color to see examples of successful alumni that looked like them.

But he quickly discovered that he would face criticism: “If you recognize anybody in this world, you are always going to get criticism for ‘why them, and not me?’” After some thought, he decided, “I’d rather take the heat for making controversial decisions about who to put on the walls than take the heat, justifiably, for not having any pictures [of women and people of color] on the walls.”

With this example in mind, let us all be criticized for fiercely promoting women, including women of color, and doing everything in our power to make sure that we collectively move to increased positions of power.





“Some of you were law students at our school at a time when being a woman law student was such an unusual thing. It took extra courage. I salute you, and I’m grateful to you for blazing the trail that made it easier for others to follow.”

— Dean Ward Farnsworth



“You’re going to make mistakes. . . . But you’ve got to pick yourself up, and you’ve got to finish.”

— Lieutenant General
Flora Darpino (Ret.)

THEME 5:

YOU HAVE TO FINISH

When taking action, Darpino said, “You’re going to make mistakes. . . . But you’ve got to pick yourself up, and you’ve got to finish.” Mistakes are part of the process, not a sign that you are wrong or that you don’t have the ability to do something. Mistakes provide you with the information you need to circle back to your goal, refocus, engage your support system, and keep going.

Jarrett’s experience with public speaking is illustrative. Jarrett was shy and blushed all the time when she spoke. Then, she accepted a job that she did not realize involved extensive public speaking. Suddenly, she was thrust into a situation where she had to deliver a speech. That first speech did not go well. She realized, “Look, I’m not good at this and I have to get better at it because it is my job.” So she kept giving more and more speeches. “I would always get, you know, the butterflies in the stomach. . . . And then slowly but surely, I looked up, and the next thing I knew it, [I was volunteering] to speak.”

Remember that every experience is an opportunity to grow. If you are not succeeding at something, be tenacious and try again. Take advantage of the opportunity to grow and build your skillset.



THEME 6:

ACCOUNTABILITY



“Any program that actually successfully promotes women into top roles in law firms, and beyond, holds people accountable.”

— Lauren Rivera

On a panel discussing women’s initiatives, Northwestern University Kellogg School of Management Professor Lauren Rivera said, “We know that any program that actually successfully promotes women into top roles in law firms, and beyond, holds people accountable.” She continued, “When [a person’s] success—meaning their money and their power—is tied to their diversity performance, that’s really when you will get the results.” For example, Shook Hardy & Bacon rewards and penalizes people based on their diversity efforts. Firm Chair Madeleine McDonough explained how every lawyer at the firm has to complete a diversity commitment pledge at the beginning of the year. “You have lots of choices, but you have to [complete the pledge]. And people who, for example, don’t complete the form, are literally docked money at the end of the year.”

Darpino underscored the need to hold people accountable, stressing the need to “trust, but verify.” She explained, “I learned that, really, I had to check. I couldn’t assume that people were doing what was right. Because they may have a different standard than I did, and so, I had to reach down, and I had to check.”

Arming yourself with data is critical, said former U.S. Attorney and current Gibson Dunn partner Debra Wong Yang, because it gets everyone’s mindset in the same place. Whether you are trying to increase the number of women in your organization or negotiating your salary, do your research and know the numbers. Track the data. “When you look at the data, an intellectual person has to say, ‘Oh, that’s not acceptable. That’s not right. That’s not good.’” This information acts as a benchmark and allows you to measure your progress. Knowledge is power.

THEME 7:

REVERSE THE GOLDEN RULE

Power plays take energy. Steinem encouraged attendees to engage in “radical self-care” to ensure sustained energy to make the desired impact. “[W]omen need to reverse the Golden Rule. We need to learn to treat ourselves as well as we treat other people. But we’re so trained to look after everybody else that we don’t do that.”

This principle is even more critical for lawyers because, as discussed extensively in the Center for Women in Law’s white paper, *Power for Change*, 90 percent of lawyers score below 50 percent in terms of resilience on the Caliper Profile. Fortunately, one of the best ways to build resilience is to connect with other women lawyers. 2017 Women’s Power Summit™ Co-Chair and FDIC Director of Administration Arleas Upton Kea reminded audience members to take advantage of the connections they were making with the women in the room. “Relationships at the conference are what will help you to take action and engage in power plays that will bring about change,” she said.

What gives you energy? What are the things in your personal and professional life that fuel your strength and talent? Circle back and replenish your sources of energy. When we nurture our sources of strength, we increase our power and contribute to the power of all women.



“We need to learn to treat ourselves as well as we treat other people.”

— Gloria Steinem

THEME 8:

YOU CAN TAKE YOUR POWER ELSEWHERE

Realizing that she was one of only three women partners in her firm and the only woman in the litigation department, Maureen Mulligan asked her firm if they would hire more women associates and women partners. Her requests fell on deaf ears. Next, and with the hope of influencing the number of women lawyers at the firm, she asked if she could lead the litigation department. Again, her request was denied. She decided it was time for a change:

I thought long and hard about what I wanted to do, because I didn't just want to move to another law firm. I wanted to have a purpose in that move. After some thought, which I will tell you was about a year long, I decided that I wanted the focus of the next part of my career to be training young women to be trial lawyers. And to do it on a daily basis, not by just providing advice, but being in a place where I could provide them access and opportunity.

Mulligan left her firm to join Peabody & Arnold LLP, a firm that expressly agreed to support her goal of training women to be trial lawyers.

In the first year and a half at the new firm, Mulligan prepared to try three cases, and junior women lawyers played an integral role in each of the cases. They examined witnesses and argued pre-trial motions. She also had junior women lawyers present at prospective client pitches. "I absolutely love every minute of helping the next generation of lawyers advance," she said. Mulligan's story illustrates an important lesson: if your organization inhibits you from providing access and opportunities to women, take your power elsewhere.





CONCLUSION

At the Center for Women in Law, we are forging links to increase the power of women. With your support we are creating circles to capture the entirety of our strength, advance within the profession, and secure the future of all women in law.

We look forward to continuing these essential conversations on April 10, 2019 when the Center for Women in Law will convene leaders for its sixth biennial Women's Power Summit™ and celebrate its 10-Year Anniversary.





ABOUT THE CENTER FOR WOMEN IN LAW

The Center for Women in Law (CWIL) is the premier educational institution devoted to the success of the entire spectrum of women in law, from first-year law students to the most experienced and accomplished attorneys. It combines theory with practice, identifying and addressing the persistent issues facing individual women and the profession as a whole. CWIL serves as a national resource to convene leaders, generate ideas, and lead change.

CWIL was conceived of and founded by women, who provided CWIL with its foundational funding. Its strategy and vision are directed by women. Initially the idea of seven women, CWIL now proudly has over 50 Founding Members and nearly 50 Power Circle Members who support and secure the future of CWIL, and through its work, the future of all women in law. CWIL is a testament to what women can do if we work together.

CWIL EXECUTIVE DIRECTOR

Linda Bray Chanow

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Arleas Upton Kea, Director of Administration, Federal Deposit Insurance
Corporation; Co-Chair, 2017 Women's Power Summit™

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Linda L. Addison, Immediate Past
Managing Partner, Norton Rose Fulbright
US LLP; Board Member, Catalyst

Michelle Banks, Executive Vice
President, Global General Counsel;
Corporate Secretary & Chief
Compliance Officer, Gap Inc. (Ret.)

Sharon R. Barner, Vice President &
General Counsel, Cummins Inc.

The Hon. Anna Blackburne-Rigsby,
Chief Judge, D.C. Court of Appeals

Linda Broocks, Partner, Ogden, Broocks
& Hall, LLP

Tina Brown, CEO & Founder, Tina
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Linda Bray Chanow, Executive Director,
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Stephanie D. Clouston, Partner,
Alston & Bird LLP

Nina Cortell, Partner, Haynes
and Boone, LLP

Samantha Hale Crispin, Partner &
Firmwide Technology Sector Chair,
Baker Botts LLP

Flora Darpino, Lieutenant General, U.S.
Army JAG Corps, The Office of The
Judge Advocate General (Ret.)

The Hon. Fernande R.V. Duffy,
Associate Justice (Ret.), Massachusetts
Supreme Judicial Court

Ward Farnsworth, Dean, The University
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Hilda C. Galvan, Partner-in-Charge,
Jones Day (Dallas)

(continued on next page)



2017 WOMEN'S POWER SUMMIT™ SPEAKERS

(continued from previous page)

Deborah Gilg, U.S. Attorney, District of Nebraska (2009-2017)

Pat Gillette, Speaker & Workplace Equality Advocate

Leslie A. Goldman, Managing Director, Major, Lindwsey & Africa; Former Vice President & General Counsel, Fisher HealthCare

Marcy Hogan Greer, Partner, Alexander Dubose Jefferson & Townsend LLP

Laurie Robinson Haden, Founder & CEO, Corporate Counsel Women of Color; Senior Vice President & Assistant General Counsel, CBS Corporation

Lee Hanson, Vice Chairman, Heidrick & Struggles

Cisselon Nichols Hurd, Senior Counsel, Global Litigation Americas, Shell Oil Company

Valerie Jarrett, Senior Advisor to President Obama; Assistant to the President for Intergovernmental Affairs & Public Engagement; Chair of the White House Council for Women & Girls (2009-2017)

Kimberly Leach Johnson, Partner & Firm Chair, Quarles & Brady LLP

Gregory B. Jordan, General Counsel & Chief Administrative Officer, The PNC Financial Services Group; Global Managing Partner, Reed Smith LLP (2000-2013)

Stasia Kelly, Co-Managing Partner (Americas), DLA Piper

Sylvia J. Kerrigan, Executive Vice President, General Counsel & Secretary, Marathon Oil Corporation; Board Member, Team Inc.; Board Member, Nine Point Energy, LLC

Linda Klein, President, American Bar Association

Andrea Kramer, Partner, McDermott Will & Emery LLP

Janiece Longoria, Chairman, Port of Houston Authority; Board Member, CenterPoint Energy, Inc.; Board Member, Superior Energy Services; Regent, The University of Texas System

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Michele Coleman Mayes, Vice President, General Counsel & Secretary, The New York Public Library; Chair, ABA Commission on Women in the Profession

Madeleine McDonough, Chair & Partner, Shook Hardy & Bacon L.L.P.

Jami Wintz McKeon, Chair, Morgan, Lewis & Bockius LLP

Elizabeth D. Moore, Senior Vice President & General Counsel, Consolidated Edison Company of New York, Inc.

Maureen Mulligan, Partner, Peabody & Arnold LLP

Catherine R. Nathan, Partner & Member of the Legal, Compliance & Regulatory Practice, Spencer Stuart

Julie Preng, Office Managing Partner & Managing Partner, Legal Center of Expertise, Korn Ferry

Shemin V. Proctor, Managing Partner, Andrews Kurth Kenyon LLP (DC)

Yvonne K. Puig, Head of Life Sciences and Healthcare & Immediate Past Member of Management Committee, Norton Rose Fulbright US LLP

Christopher P. Reynolds, Executive Vice President-Corporate Resources, Toyota Motor North America; Managing Officer & General Counsel, Toyota Motor Corporation

Veta T. Richardson, President & CEO, Association of Corporate Counsel

Lauren Rivera, Associate Professor, Kellogg School of Management, Northwestern University; Author, *Pedigree: How Elite Students Get Elite Jobs*

Sarah R. Saldaña, Director, U.S. Immigration and Customs Enforcement (2014-2017); U.S. Attorney, Northern District of Texas (2011-2014)

Gina N. Shishima, Head of Intellectual Property & Member, Management Committee, Norton Rose Fulbright US LLP

Olympia Snowe, U.S. Senator, Maine (1995-2013)

The Hon. Amy J. St. Eve, District Judge, U.S. District Court, Northern District of Illinois

Caren Ulrich Stacy, CEO, Diversity Lab; Vice President of Policy & Partnerships, U.S. National Committee for UN Women, SFBA

Gloria Steinem, Writer, Political Activist & Feminist Organizer

Lizanne Thomas, Partner-in-Charge (Southern U.S. Region), Jones Day; Board Member, Atlantic Capital Bancshares, Inc.; Board Member, Popeyes Louisiana Kitchen, Inc.; Board Member, Krispy Kreme Doughnuts, Inc. (2004-2016)

Ann M. Veneman, Executive Director, UNICEF (2005-2010); Secretary of Agriculture (2001-2005); Board Member, Nestlé; Board Member, Alexion Pharmaceuticals

Melanne Verveer, U.S. Ambassador-at-Large for Global Women's Issues (2009-2013); Co-Founder, Seneca Women & Co-Author, *Fast Forward: How Women Can Achieve Power and Purpose*; Executive Director, Georgetown Institute for Women, Peace and Security

Chris Voss, Former FBI Hostage Negotiator; Author, *Never Split the Difference: Negotiating as If Your Life Depended On It*; Founder & CEO, The Black Swan Group

Amy E. Weaver, President, Legal & General Counsel, Salesforce

Debra Wong Yang, Partner, Gibson Dunn; Judge, Los Angeles Superior Court, CA (1997-2002); U.S. Attorney, Central District of CA (2002-2006)

Cali Williams Yost, CEO & Founder, Flex+Strategy Group & Work+Life Fit Inc.



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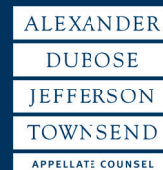
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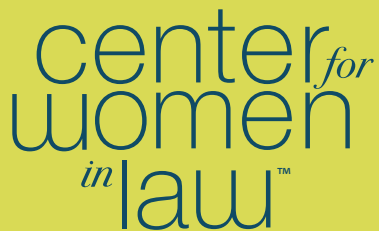
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