

INSTITUTIONAL STRATEGIES

Institutional strategies to identify & mitigate biases

- Attorney Development: help associates fully understand what is required to succeed & advocate for them; fair allocation of work assignments (billable hours & visibility)
- Client Access/Relationships: create opportunity for associates to engage w/ clients; increase their ability to build book of business
- Firm Culture: foster an environment where cultures/viewpoints are valued and timely, prescriptive feedback is encouraged; regular training on implicit bias for all members of firm

BETTER PRACTICES: ATTORNEY DEVELOPMENT

Attorney Development

- targeted business development and leadership training on communication styles, emotional quotient (EQ), leadership presence, and strategic career planning;
- engaging practice group leaders in monitoring work allocation;
- providing opportunity to expand practice area expertise;
- intentional pairing of partners and associates, where a partner is responsible for the associate's development;
- developing multi-year action plans for diverse associates;
- providing associates with executive coaches.



Adapted from New York City Bar [2015 Benchmarking Report](#) and [Managing Partners Toolkit & Attorney Toolkit](#)

CLIENT ACCESS & FIRM CULTURE

Client Access/Relationships

- assessing client team composition and product on the firm's most significant matters;
- initiatives to strengthen relationships with clients;
- efforts to enhance gender diversity on corporate boards.

Bias Training & Firm Culture

- training partners to understand and interrupt implicit bias and develop objective evaluation and feedback methods;
- implementing bias neutralization trainings for minority attorneys;
- monitoring exit interviews of departing associates.



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INDIVIDUAL STRATEGIES

Individual strategies to identify & mitigate biases

Bias Interrupters:

- Everyday interactions
- Work assignments
- Work product
- Education & awareness
- Mentorship & sponsorship

Bias Interrupters (Easy)

Everyday interactions	Consider who you: <ul style="list-style-type: none">•Greet & engage in conversation•Sit next to in meetings•Invite to lunch/coffee Active listening, eye contact, smile
Work assignments	Assess the makeup of your team and work allocation
Work product	Give timely feedback & advice
Education & awareness	Encourage organizational training on implicit bias and inclusion strategies

Bias Interrupters (Moderate)

Everyday interactions	Seek out opportunities to engage with diverse attorneys; Support/empathy
Work assignments	Invite diverse attorneys to participate in calls, meetings, client pitches ; Adjust if undervalued work is disproportionately assigned to women/minorities;
Work product	Track performance of diverse attorneys; where there are challenges, connect with training and development opportunities
Education & awareness	Develop strategic diversity & inclusion plan that includes trainings & accountability Call out biases
Mentoring/Sponsorship	Provide protégé with very candid feedback; Leverage power and influence to advance careers of diverse attorneys (sponsorship)

Bias Interrupters (Require Courage)

Everyday interactions	Schedule meetings with diverse attorneys and affinity groups to hear their concerns, goals, and feedback for fostering inclusion
Work assignments	Sophisticated tracking methods for work assignments
Work product	Give useful feedback & advice
Education & awareness	Regularly review diversity metrics & success of current initiatives to identify barriers to inclusion - tie to goals, and take active role in informing employees of successes and challenges, hold others accountable; Conduct anonymous surveys to get feedback on culture & offer anonymous, third-party complaint channel (e.g. ombudsperson)
Mentoring/Sponsorship	Engage senior members of firm and non-diverse attorneys in inclusion efforts; Tie compensation to mentor/sponsorship program

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