



# Professional Development & Inclusion

REPORTER

2014-2015 WINTER ISSUE

**Ogletree Deakins**

INNOVATION • INSPIRATION • INCLUSION

TAKING PDI TO THE NEXT LEVEL

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## Message from Ogletree Deakins' Director of Professional Development and Inclusion



*Michelle Wimes,  
Director of Professional  
Development and Inclusion*

In September 2011, Ogletree Deakins made a significant investment in its professional development and diversity and inclusion efforts when the Board of Directors created a Professional Development and Inclusion (PDI) department. The primary focus of the new department was to establish programming and initiatives to sustain a productive and inclusive work environment in the firm's 40+ office network.

Recognizing that minorities in majority-run organizations more frequently experience gaps in understanding expectations and receiving constructive feedback while also disproportionately lacking mentors or trusted supporters who will share the unwritten rules of success, the firm chose to combine its diversity and professional development efforts. The goal was to identify and strategically address the gaps impeding professional development in order to leverage the firm's untapped talent.

Led by a full-time Professional Development and Inclusion Director and Manager with one administrative assistant, the team carried out in-person interviews of attorneys in 21 offices, at every level and in every demographic, as a springboard to develop a PDI Needs Assessment/Climate Survey.

Interviews with 100+ lawyers at Ogletree Deakins contributed to devising an appropriate survey instrument and creating a baseline of accurate information needed to build an effective and sustainable PDI plan. Given that 86 percent of Ogletree Deakins' lawyers participated in the survey, the results provided a thorough picture of the strengths and challenges within the firm in these two critical areas and allowed the department to create a coordinated, strategic approach to diversity as a business imperative, including integrating that approach in the firm's professional development programs and overall firm strategy.

Accordingly, the 2012-2014 PDI Strategic Action Plan identified specific initiatives in hiring, promotion, development, and advancement of Ogletree Deakins' attorneys. It incorporated methods, programs, and best practices that have consistently shown superior results in top-ranked law firms nationwide. Pursuant to the plan, the PDI department created the administrative and operational infrastructure needed to implement substantive initiatives throughout its 40+ offices nationwide, which included overhauling the existing diversity committee, creating a professional development steering committee, creating an ambassador network for each steering committee, conducting bias training, creating affinity groups, establishing systems to consistently track and report diversity metrics, and developing substantive programming for our top-performing lawyers, among many other things. To read more about how the department and the firm laid a strong foundation for diversity and inclusion, visit our blog at: [www.ogletreedeakins.com/blog/diversity](http://www.ogletreedeakins.com/blog/diversity).

Now that a strong foundation has been laid, the PDI department with the guidance of its steering committees and under the leadership of the firm's Board of Directors, has established a new three-year strategic plan for 2015-2017. The PDI team will be focused on creating a professional development framework and learning management system to make the path to success at the firm more clear, not only for diverse attorneys, but for all lawyers. We will roll out labor and employment benchmarks, develop a core competency framework that will be integrated into our recruiting, hiring, development, and evaluation systems, as well as develop quality substantive programming for the firm's new affinity groups. Moreover, we will continue to offer innovative leadership development and business growth/client development programming. We are excited about the direction we are moving in and are confident that our efforts will continue to impact the retention, development, and advancement of our firm's lawyers.



## CLE Made Easy: A Tool for All

### West LegalEdcenter

Ogletree Deakins has a firm-wide subscription with West LegalEdcenter, the leading online continuing legal education (CLE) service in the United States. The subscription provides our attorneys and paralegals with access to nearly 6,000 CLE programs, spanning all learning levels and covering a wide range of practice areas. In the first semester of this year alone, our attorneys and paralegals have participated in over 770 programs from leading CLE providers, such as the National Business Institute, Inc., ALI CLE, the Association of Corporate Counsel, the Institute for Paralegal Education, and the Association of Legal Administrators as well as West LegalEdcenter.



Katherine G. Rigby, a shareholder in Ogletree Deakins' Boston office and an avid user of West LegalEdcenter, says, "I find the content to be engaging, substantive, and relevant. I can tailor my searches to pinpoint the type of course I'm looking for...and I can access programs wherever I have access to the Internet—from home, the office, or while traveling. All this with the firm's subscription... so it's a win-win."

## Developing Tomorrow's Leaders: Ogletree Deakin's Leadership Development Program



*Master coach  
Joan Newman,  
Esq.*

For the third consecutive year, Ogletree Deakins has offered a formal leadership development program for senior associates who are within one year of shareholder eligibility and have been identified by their office managing shareholder. Attorneys from over 10 Ogletree Deakins offices have participated in the program and have consistently ranked their experience as a 4+ on a scale of 1 to 5.

The program, led by certified master coach Joan Newman, Esq., supports participants in developing the skills they need to become successful shareholders. The program enhances participants' leadership competencies and hones the key organizational skills that are important to the firm and the firm's clients. The program consists of three phases: a personal assessment, an assessment of the participant's colleagues, and one-on-one executive coaching over a six-month period.



This is another way in which Ogletree Deakins ensures that its associates have the opportunity to develop to their full potential and to continue to offer the best service to the firm's clients.



## A Forum for Ongoing Professional Growth



Professional Development Consortium

The Professional Development Consortium (PDC) is a group of professionals who are responsible for creating and managing the continuing professional development of lawyers and future lawyers. PDC members work at law firms, law schools, government agencies, and corporations across the United States and Canada.

The PDC provides a forum for the exchange of ideas about the development of programs, materials, and resources that support members in providing the highest-quality training and professional development programs within their organizations. The conferences organized by the PDC focus exclusively on the field of professional development within law firms, government agencies, and corporations, and feature the very best expert speakers.



The PDC Summer Conference, which was held in Montreal this year, is the premier networking and collaborative training program for professional development professionals. The conference included presentations designed to advance organizations' business goals through professional development and to provide participants with the latest tools that demonstrate the value of professional development programs. Topics ranged from "Advancing Your Talent Management Agenda Through Practice Group Leaders" and "Take the 'Soft' out of Soft Skills: Why Focusing on Core Skills Develops Better Lawyers" to "How to Get Lawyers to Do Stuff: The Psychology of Compliance." Speaking about the conference, Michelle Wimes (PDI Director) said, "This event truly had top-quality speakers and panelists. Participants were so engaged and willing to contribute their understanding. The learning activities were highly interactive and modeled the best practices we aspire to utilize with our attorneys. I'm glad our PDI manager, Laura Rogora, and I are members of the PDC, and that we can continue to stay abreast of the latest trends in professional development in the legal industry."



## Learning By Doing: Deposition Training for Ogletree Deakins' Third and Fourth Year Associates

The National Institute for Trial Advocacy (NITA) states on its website, "Take a class with NITA, and you'll see just how valuable our dynamic teaching methods can be."

This was exactly the case when over 50 third-and fourth-year associates came together at the Ogletree Deakins Attorney Retreat on October 17 to participate in a NITA Deposition Training Program. Working with seven of NITA's expert faculty, associates honed their deposition skills in a simulated deposition setting with constructive faculty critique. "Learning by doing" is NITA's distinguishing approach, which once again proved highly effective.

Jordon R. Ferguson (Associate, Orange County), who was participating in a formal deposition training for the first time, said "I found this training to be very effective. I especially appreciated the real-time critique that not only pinpointed what I needed to improve and how but also highlighted how I could play up my strengths even more....And the practical tips were priceless. For example, although I've been practicing for almost four years now, I acknowledge that I still look young. As a result, I often deal with obstreperous senior attorneys on the other side of the bar. I appreciated that the expert faculty provided us with practical advice and examples for dealing with difficult attorneys during depositions and I fully intend to implement their tips into my practice."

Ferguson concluded by saying, "I cannot stress enough how proud I am to be a part of Ogletree Deakins and how grateful I am that the firm makes such a valuable long-term investment in its attorneys and their professional development."



*Associates hone their deposition skills in a simulated deposition setting.*





The NITA program included two mandatory pre-program lectures that were designed to prepare participants to actually take and defend a deposition in a labor and employment case. Participants were divided into seven groups of eight, with one NITA faculty assigned to each group. The NITA faculty included program director William Hunt, Rebecca Sitterly, William Jack, Patricia Williams, James Gailey, Henry Brown, and Ogletree Deakins' shareholder Maria Greco Danaher (Pittsburgh). The faculty rotated among groups to give participants the opportunity to gain different perspectives about how to improve their depositions skills.



*(From left to right) NITA faculty William Hunt, William Jack, Patricia Williams, and Maria Danaher closing the program.*

Witnesses also moved around the different groups. As part of Ogletree Deakins' efforts to ensure a diverse attorney pipeline, we invited three students from Tulane University Law School to participate as witnesses: Adonica Starke-Melson (3L, Atlanta), Jaunelle Chapman (3L, New York), and Margaret Manns (3L, Atlanta), who said "Thank you for a wonderful experience. I've taken what I learned and applied it to my practice deposition with the Tulane Civil Litigation Clinic."

## Building Strong Relationships with Clients: A Primer for Fifth Through Eighth Year Associates

Part two of the Client Development Program took place in the afternoon of October 17 in New Orleans, Louisiana, just prior to the firm's annual Attorney Retreat. Led by Werten Bellamy, president of Stakeholders, Inc., participants discussed how they had applied what they learned in part one and how that had impacted their day-to-day work.

Dorothy D. Parson (Associate, Indianapolis) said, "Werten's presentation is very motivating. I've instilled changes in my business development habits as a consequence. I sincerely appreciate the opportunity for this training."

The sessions explored a wide range of topics, ranging from ways to cultivate trust-based relationships to ways to have a perfect pitch, and what that means from the point of view of the client. After receiving practical, step-by-step guidance on what to do, participants concluded by writing themselves a letter with their key takeaways and resolutions. They sealed and self-addressed the envelopes and will receive them sometime in the future as a reminder of what they resolved to do during this inspiring afternoon.



*Werten Bellamy*



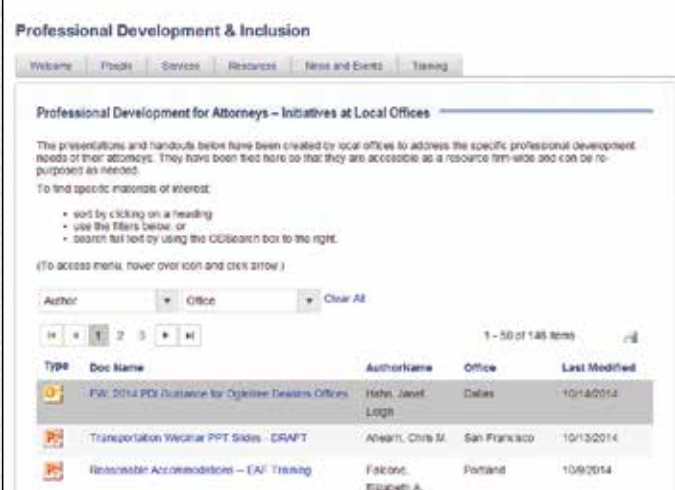
*Top-performing 5th-8th year associates participating in the training.*



## Local Offices' Attorney Professional Development Initiatives

In addition to the many firm-wide professional development initiatives offered by Ogletree Deakins, each office creates training programs that meet the particular needs of their attorneys and the circumstances arising from their location, client base, and practice areas. For example, our Dallas office has a "Training Boot Camp," our Indianapolis office has lunch-'n-learns, and our Los Angeles office has the "Little Red School House" program described below.

These local professional development initiatives and programs are accessible to all offices via ODConnect, the firm's intranet, which allows content generated locally to be a resource for all Ogletree Deakins attorneys.



**Professional Development & Inclusion**

Professional Development for Attorneys - Initiatives at Local Offices

The presentations and handouts below have been created by local offices to address the specific professional development needs of their attorneys. They have been listed here so that they are accessible as a resource firm-wide and can be re-purposed as needed.

To find specific materials of interest:

- sort by clicking on a heading
- use the filters below, or
- search text text by using the ODCSearch box to the right.

(To access menu, hover over icon and click arrow.)

Author: [Dropdown] Office: [Dropdown] Clear All

Type	Doc Name	Author Name	Office	Last Modified
[Icon]	FBI 2014 PD Justice for Ogletree Deakins Offices	Hahn, Janet	Dallas	10/14/2014
[Icon]	Transportation Worker PPT Slides - ERAFT	Aheart, Chris M.	San Francisco	10/13/2014
[Icon]	Responsible Accommodations - EAF Training	Falcone, Elizabeth A.	Portland	10/9/2014

### Little Red School House in Los Angeles

By **Katessa Charles Davis**

Shareholder, Los Angeles



*Katessa Charles Davis  
(Shareholder, Los Angeles)*

Addressing a fundamental need with a sense of humor, in January 2014, the Los Angeles office launched Ogletree Deakins' Little Red School House (LRSH). This interactive, practical application program of associate training covers a wide range of topics, including "Effective and Persuasive Legal Writing," "Investigations and Interviews," "Preparing For and Defending a Client's Deposition," "The Overlooked Elements of a Summary Judgment Motion," and "The Anatomy of a Class Action."

LRSH convenes every other Wednesday from 6:00 p.m. to 7:30 p.m., with the summer months off. Dinner and MCLE credit are provided for each class. All attorneys in the Los Angeles office participate in one form or another. Every shareholder participates as an instructor of one class and all associate and of counsel attorneys attend the classes. Of course, excused absences are accepted for those working late on client matters. Classes, which typically include a PowerPoint presentation and writing samples, are developed by the shareholder. All attendees have the opportunity to review actual cases and engage in group dialogue about particular legal issues and factual scenarios.

The program and syllabus, developed by Cheryl L. Schreck (Shareholder, Los Angeles) and me, were designed to inform associate and of counsel attorneys of the firm's best practices in each area of the litigation process. The feedback on LRSH has been overwhelmingly positive, and by popular demand, LRSH will return to Los Angeles in 2015.



*Little Red School House - September class.*



## ODEngage: Onboarding at its Best

By Marcia Stokes

Director, Learning and Employee Development



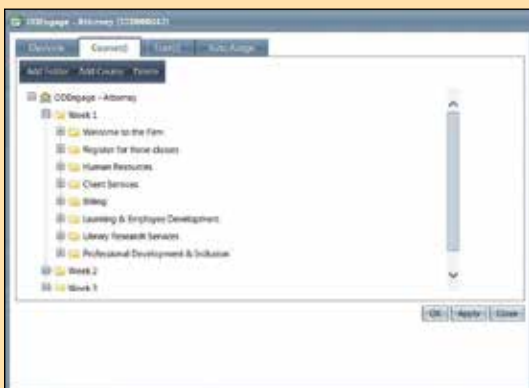
Marcia Stokes (Director, Learning and Employee Development)

When you think of a new hire training program, what comes to mind? Learning the culture of the firm and new software? Getting acclimated with the office environment and firm policies? These are key elements of an excellent new hire training program, the purpose of which is to help new employees feel welcomed and prepared for their new job.

As a firm whose vision is to be the premier global labor and employment law firm, we take seriously the opportunity to engage staff and lawyers in the firm's culture, processes, and systems. We encourage participants to embrace the firm's values by providing exceptional client service, working as one team, mutually respecting others and collaborating with open governance.

Our ODEngage onboarding program is broader than typical orientation programs. It's a comprehensive, long-term program designed with all staff and lawyers in mind and ensures they become an engaged part of Ogletree Deakins right away. ODEngage consists of the "Four C's" of successful onboarding:

- Compliance, which involves learning Ogletree Deakins policy-related guidelines and procedures.
- Clarification, which ensures everyone understands their role and expectations.
- Culture, which provides learning the firm's vision, values, and goals.
- Connection, which refers to the investment in developing relationships that create opportunities to refer work to other skilled lawyers in our firm.



Incoming lawyers receive a "Welcome to The Firm" email from Kim Ebert (Managing Shareholder, Indianapolis) on their first day. Their ODEngage learning path consists of a four-week program and includes valuable lessons. There are welcome videos from the founders of the firm, firm leadership, and administrative departments.

It also contains interactive, "on-demand" training, live instructor-led webinars, quick reference cards, and manuals.



ODEngage puts our staff and lawyers in control of their learning and allows them to learn at their own pace!

With the adoption of ODEngage, we anticipate a 25 percent increase in program completions by August 2015.



# WOMEN WINNING: ODWIN—OGLETREE DEAKINS WOMEN'S INITIATIVE

Ogletree Deakins has long benefited from strong women leaders who helped generate a workplace environment in which women can contribute their talents effectively. Blazing trails and supporting the advancement of women, these leaders worked informally for years providing business development opportunities and serving as champions for all women lawyers.

Today there are more formal opportunities and structures in place that recognize the work that has been carried out. Melissa A. Bailey (Shareholder, Washington D.C.) has recently begun to serve on Ogletree Deakins' Board of Directors. Marifrances Morrison (Shareholder, Raleigh) serves on the five-member Compensation Committee. Over a dozen office managing shareholders are women. And there is a formal women's initiative—ODWIN—that was launched in January 2014 at the Annual Shareholders' Meeting. ODWIN's leadership team is made up of a group of women shareholders who are committed to the professional development and advancement of women in the legal field.

"Why should you care about and support ODWIN?," asked Ashley Prickett Cuttino (Shareholder, Greenville), vice-chair of ODWIN, as she addressed over 600 lawyers at the firm's annual Attorney Retreat on October 19, 2014. "It is simple: 52 percent of the attorneys hired by Ogletree Deakins within the last year are women and women make up 42 percent of the firm's attorneys... this is about recruiting the best women lawyers. It's about retaining those lawyers once we have invested time and money into their careers. It's about ensuring our clients have the opportunity to tap into this pool of talent. It's about ensuring the advancement of women through business development and firm leadership. It's about the business and success of the firm."



*Ashley Prickett Cuttino, vice-chair of ODWIN, addressing a General Assembly of over 600 lawyers.*



*Theresa Donahue Egler (with mic), Danielle Ochs (left), and Margaret H. Campbell (right) leading the Business Development Meeting and Networking Reception.*

ODWIN is chaired by Theresa Donahue Egler, who is also a reduced-hours advisor to the firm. During the ODWIN Business Development Meeting and Networking Reception at the Attorney Retreat on October 17, Egler kicked off the meeting by introducing the ODWIN Leadership Team and the four committees that comprise ODWIN (Talent Development, Business Development, Flexibility/Awareness, and Alumnae Relations). Egler noted that the impetus for the Business Development Program was the fact that law firms historically have sponsored male-oriented business development activities such as golf outings and other sporting events. "ODWIN wanted to showcase how women attorneys have developed other types of activities appealing to them, women clients, and families."

Recent research has demonstrated what experience has shown: women and men develop business differently. Therefore, firms are striving to create models for success that recognize these differences and



allow for women to thrive and contribute more robustly to the bottom line. Cognizant of this, ODWIN's Business Development sub-group co-chairs—Danielle Ochs (Shareholder, San Francisco) and Margaret H. Campbell (Shareholder, Atlanta) guided the Business Development Program.

Ochs presented Ogletree Deakins' business development tenets. The tenets define how we approach business development at Ogletree Deakins and ensure attorneys' business development efforts (and any business development training or coaching they receive) are in alignment with the firm's philosophical framework. The tenets are a distillation of the know-how and wisdom of firm rainmakers, successful business developers, and industry best practices.

Campbell discussed how ODWIN wants to support women lawyers to take ownership of marketing activities that make sense for them—because one size doesn't fit all. With that in mind, Campbell discussed some elements that are hallmarks of successful events, such as defining the nature of the event, determining optimal location, getting a champion in the target audience, etc.

Egler, Cuttino, and Mary E. Wright (Shareholder, San Francisco) spoke about a number of different activities and events that they have used to promote client engagement, noting in particular the appeal of family events.

In a room abuzz with possibility and enthusiasm, the attorneys present then had an opportunity to network with one another before going to the firm's reception and dinner.



*Attorneys at the ODWIN Business Development Meeting and Networking Reception during the Attorney Retreat in New Orleans.*





## National Association of Women Lawyers Annual Meeting and Awards Luncheon



The title of the 2014 National Association of Women Lawyers (NAWL) Annual Meeting and Awards Luncheon—Women Belong at the Table: Leading with Courage and Confidence—set the topic and the tone for this annual event. It examined the reasons why, despite three decades of approximately equal enrollment of men and women in law schools, the percentage of women general counsels in Fortune 500 companies is still in the low twenties and the percentage of women equity partners in the AmLaw200 is still 17 percent on average.

Held on July 24 at the Waldorf Astoria in New York City, the program featured prominent in-house counsel, professors, private practitioners, and government lawyers who explored the skills, attitudes, and behaviors that lead women to take their seat at the table and step into leadership roles.

During a very interactive and engaging session called “Women Worry, Men Don’t—How to Own Your Seat at the Table,” panelist Dr. David Dunning (Professor of Psychology at Cornell University) presented academic research on the subject of confidence. While panelists Deborah Froling (2013-14 NAWL President, Partner at Arent Fox) and Michele Coleman Mayes (Vice President, General Counsel and Secretary at the New York Public Library) spoke of their personal experiences in law firms and in-house, responding to very down-to-earth questions and offering advice to the standing-room only audience. Key takeaways included foster confidence by planning and practice; respond astutely and don’t put up with what is unacceptable to you; and develop grit, the quality of having a growth mindset coupled with perseverance.



*(From left to right) Maria Fernanda Gandarez (Shareholder, New York City), Kathy Dudley Helms (Shareholder, Columbia) and C. Matthew Keen (Member of the Board of Directors).*

The session “It’s Not Magic—Learn the Tricks to Creating, Maintaining, and Growing Your Book of Business” featured Erica Berthou (Partner, Debevoise & Plimpton, LLP), Beth R. Kramer (Partner, Chadbourne & Parke, LLP), and Deirdre Stanley (Executive Vice President, General Counsel and Board Secretary, Thomson Reuters). The session was moderated by Patricia K. Gillette (Partner, Orrick, Herrington & Sutcliffe, LLP). The panelists shared how they approached pitches and how to develop long-term relationships with clients.



The panel emphasized that it is possible to successfully develop a book of business by becoming an expert in the field and by maintaining long-term connections with people, both personally and professionally.

The awards luncheon hosted over 800 attorneys from around the country, celebrating and honoring leading lawyers, legal departments, and NAWL members who made exceptional contributions to improve and diversify the profession. Honorees included:

**Anita Hill, Professor of Social Policy, Law, and Women’s, Gender and Sexuality Studies, Brandeis University**

ARABELLA BABB MANSFIELD AWARD

**Honeywell International Inc.**

NAWL PRESIDENT’S AWARD

**Kim M. Keenan, General Counsel, National Association for the Advancement of Colored People (NAACP)**

M. ASHLEY DICKERSON DIVERSITY AWARD

**Robert J. Grey, Jr., Executive Director, Leadership Council on Legal Diversity**

NAWL LEAD BY EXAMPLE AWARD

**Lauri A. Damrell, Orrick, Herrington & Sutcliffe, LLP**

**Babette V.E. Orenstein, Consolidated Edison Company of New York, Inc.**

**Lesley Weber (posthumously), Allstate Insurance Company**

VIRGINIA S. MUELLER OUTSTANDING MEMBER AWARD

In the final session of the day, “Leadership by Design: Lessons from Law, Social Science, and Life,” NAWL honoree, Professor Anita Hill, and her fellow panelists, Joseph M. Sellers and Kalpana Kotagal (Partners at Cohen Milstein Sellers & Toll, PLLC), addressed the challenges and opportunities for women who seek to lead in the workplace.

“It was a pleasure for me to attend the event and be present as our long-term client, Honeywell, received the President’s Award for its commitment to retaining, promoting, and advancing women attorneys,” said Ogletree Deakins Managing Director, C. Matthew Keen. “It is an outstanding event that contributes to the advancement of women in the legal industry and the legal profession as a whole.”

This event was a testament to the work NAWL has been carrying out for over 115 years. It proved once again why NAWL continues to be the leading national voluntary organization devoted to the interests of women lawyers and women’s rights.



## Women, Influence & Power in Law - Second Annual Conference

On September 17-19, 2014, InsideCounsel magazine presented the second annual Women, Influence & Power in Law (WIPL) conference at the Capital Hilton in Washington, D.C. The conference is billed as the “only national forum facilitating women-to-women exchange on current legal issues.” The conference, led and facilitated almost exclusively by women, is meant to encourage an exchange between women in-house counsel and women outside counsel on the day’s most pressing legal challenges. The conference has a particular focus of attempting to help women become General Counsel at Fortune 500 companies.

There were more than 400 attendees at this event, approximately two-thirds of them in-house counsel. Key presenters included female general counsels of Starbucks (Lucy Lee Helm), Procter & Gamble (Deborah P. Majoras), Lockheed Martin (Maryanne R. Lavan), Nationwide Insurance (Patricia Hatler), U.S. Steel (Suzanne Rich Folsom), and Booz Allen Hamilton (Nancy Laben).

The presentations included a keynote address by Melanne Verveer, United States Ambassador-at-Large for Global Women’s Issues. There was also a panel aimed at increasing female representation on the boards of publicly-held companies or non-profits.

Ogletree Deakins was a sponsor of this event, which was also attended by Sisi Hannibal (PDI Manager) and Elizabeth A. Falcone (Shareholder, Portland). Falcone said, “I found this conference to be a unique venue for women to come together and try to help each other succeed. I also enjoyed the collaborative atmosphere. It was a more open, inclusive meeting than many I have been to, and I would highly recommend it to other women, especially those interested in in-house options.”



*(From left to right) Sisi Hannibal (PDI Manager), Stacy Chittick (Vice President and Counsel, FINRA), Linda Gadsby (Vice President and Deputy General Counsel for Scholastic, Inc. ), Julie Crotty (Deputy Director of Mediation and Business Strategy, FINRA).*

## Corporate Counsel Women of Color - Annual Career Strategies Conference



*(From left to right) Michelle Wimes (PDI Director), Danielle Ochs (Shareholder, San Francisco), and Sisi Hannibal (PDI Manager).*



*Dawn T. Collins (Shareholder, Los Angeles) and Michelle Wimes (PDI Director).*

Founded to help foster diversity in the legal profession and support women of color in the law achieve great heights through mentorship, training, and development, the Corporate Counsel Women of Color (CCWC) held its Tenth Annual Career Strategies Conference on October 8-10, 2014, in Beverly Hills, California. This year’s conference was sold out with record-breaking attendance and over 70 conference presenters.



The conference provided attendees with the opportunity to meet thought leaders from around the country, network, and engage with some of the most prominent women corporate counsel and successful attorneys in both the private and public sector. All of the activities—including group morning walks, a movie studio tour, and a dinner reception—were designed to create an environment that fosters substantive interaction and community building.

Ogletree Deakins was a proud Gold Sponsor of the event and was represented by Katessa Charles Davis (Shareholder, Los Angeles), Dawn T. Collins (Shareholder, Los Angeles), Danielle Ochs (Shareholder, San Francisco), Michelle Wimes (PDI Director), and Sisi Hannibal (PDI Manager).

## Women Legal 2014 Forum



Ashley Prickett Cuttino (Co-chair of Ogletree Deakins Women's Network and Shareholder, Greenville)

On June 3, 2014, at the State University of New York Global Center in New York City, Ark Group held the Women Legal 2014 forum, which embarked upon a conversation concerning the challenges, opportunities, and benefits involved in accelerating the progress of law firms embracing a culture of men and women as allies. This is a timely and key topic given that law firms strive to be gender-blind workplaces where “the best lawyer gets the work and advances” while simultaneously trying to balance the day-to-day reality: in general, men and women have different work styles which impacts who they

work with, how they work, how they build client relationships, and, ultimately, how organizations recognize and reward their talents.

Ashley Prickett Cuttino (Co-chair of Ogletree Deakins Women's Network and Shareholder, Greenville) was an eager attendee at this innovative event. Cuttino noted, “I found it very interesting that the conversation has now shifted to include not only how to have a modified work schedule but also more nuanced—and critical—topics such as credit allocation for business, equal assignments to case files, equal engagement in client development, and how the number of women on compensation and/or board-level positions has a demonstrated, proven impact on females within a firm.”

Speaking about her takeaways, Cuttino added, “The impression I received from attending this conference is that our firm is doing a lot of things right in the area of leadership and retention for our female attorneys. There is, however, always more to be done and improvements that can be made. The general counsel who spoke at the conference gave a clear message: We care about the issue of women's leadership, advancement, and retention within our outside counsel and we are looking to see which firms take the lead.”

## FACTS ABOUT ODNSS WOMEN:

- ◆ One woman serves on the firm's Board of Directors
- ◆ One woman serves on the firm's Compensation Committee
- ◆ 15 of the 25 shareholders elected in 2013 were women (four were reduced-hours lawyers)
- ◆ 14 of the 23 shareholders elected in 2014 were women (two were reduced-hours lawyers)
- ◆ 3 of 11 equity shareholders elected in 2014 were women
- ◆ 14 of our 30 practice and industry groups are led by women
- ◆ The 2013 and 2014 Leadership Council on Legal Diversity (LCLD) Fellows were women
- ◆ Women are Office Managing Shareholders in 8 of our offices



# OGLETREE DEAKINS PARTICIPATES IN NATIONAL D&I INITIATIVES

## 2014 Fellows Program - Leadership Council on Legal Diversity

By Elizabeth M. Ebanks

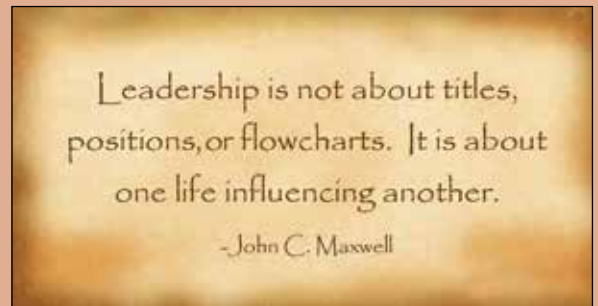
Shareholder, Richmond, and 2014 Fellow



“Being Other-Focused,” a phrase I expect to hear in church, relationship counseling, or some other feel-good session but generally not in a legal diversity program focused on professional success.

Nonetheless, serving as Ogletree Deakins’ 2014 Fellow in the Leadership Council on Legal Diversity (LCLD) Fellows Program, I have been impressed to hear this theme consistently echoed as the most effective

pathway to sustained leadership and long-term success.



LCLD is an organization of more than 200 corporate chief legal officers and law firm managing partners who are dedicated to results-oriented action within their organizations to build and promote a more open and diverse legal profession. In fact, LCLD’s mission succinctly captures its commitment: “Leadership. Action. Results.”

Borne out of this commitment, LCLD launched its Fellows Program in 2011 to empower a new generation of lawyers and increase diversity at the leadership levels of LCLD’s member law firms, corporate legal departments, and the legal industry as a whole. The 2014 Fellows class is comprised of one attorney from participating law firms and two attorneys from participating corporate legal departments. Fellows participate in several different learning programs during the year, including: (i) three in-person meetings with all 2014 Fellows; (ii) corporate learning experiences—day-long, interactive events in select groups at a particular member corporation; and (iii) leadership lunches—small group lunches hosted by one corporate and one law firm member.

I have been honored to serve as Ogletree Deakins’ 2014 Fellow and been fortunate thus far to attend two in-person meetings, a leadership lunch in Washington, D.C. with Fannie Mae, and a learning experience at UnitedHealth Group in Minnetonka, Minnesota. At each event, LCLD afforded me the opportunity to engage with the best and brightest of my Fellows class and network directly with top corporate executives and trailblazers within corporate legal departments—people who ensure that their lawyers are as diverse as their customers from varied ethnicities, ages, genders, geographical regions, and backgrounds. The opportunity to meet leaders who do not pay lip service but stand firm for the causes they champion has been energizing.

The message I have taken away above all else during my Fellows year, however, is the concept of “being other-focused,” i.e., that professional success and leadership is primarily determined by our investment in the personal success of others, and, specifically, our clients. Professional success is not just about creating the “catchiest” personal brand, perfecting a dynamite 10-year strategic plan, or being in the right place



Elizabeth Ebanks during a breakout exercise at the 2014 Fellows First Meeting in Dallas, TX, March 2014. (Photo by Jay Haas).



at the right time. Are these tactics important too? Absolutely. But, more vital, is having integrity, caring about the successes and goals of those with whom we do business, and having a deep “other-mindedness.” Aspiring to be “other-minded,” if genuine and earnest, will open the door to everything else.

“Other-mindedness” also serves to promote diversity because it encourages us to acknowledge and appreciate each other’s differences while collectively pursuing our interests. It directs us to transition from the counterproductive thinking of “what can this person do for me” to “what can I do for this person” and ultimately build enduring client relationships that survive past a few legal engagements to a career-long connection. In this way, “other-mindedness” creates true leaders intent on taking action to change the legal diversity landscape and fulfill LCLD’s mission.



*LCLD's 2014 Fellows.*

## National Bar Association Celebrates 89th Annual Convention

“Standing Our Ground for Justice” was the theme for the 89th Annual National Bar Association’s (NBA) Convention and Exhibits that took place July 26—August 1, 2014, in Atlanta. This convention is the largest gathering of African-American lawyers and judges. It provided attendees the opportunity to connect with Fortune 500 company representatives, human resource representatives from other law firms, and government agencies from around the country. Attendees also had the opportunity to engage in continuing legal education (CLE) seminars, forums, panel discussions, and community outreach projects.

This year’s NBA nominations and elections proved to be a success for Ogletree Deakins attorneys. Kevin D. Reese (Shareholder, San Francisco) was voted as the new Chair of the Labor and Employment Law Section for the National Bar Association. He won by a landslide. And Ashley N. Scott (Associate, Atlanta) was nominated and elected as the Newsletter/Visibility Chair. Out of the five positions available, Ogletree Deakins walked away with two, one went unseated, and the other two went to other attorneys not associated with any of our competitors. This was a great day for Reese and Scott and a fantastic day for the firm.

Ogletree Deakins was represented at the event by Paul Lancaster Adams (Shareholder, Philadelphia), Danielle Ochs (Shareholder, San Francisco), Kevin D. Reese (Shareholder, San Francisco), Thornell Williams, Jr. (Shareholder, Atlanta), Cynthia Coulange (Law Clerk, Atlanta), Brandi N. Knox (Associate, Atlanta), Kristi G. Offitt (Associate, Atlanta), Ashley N. Scott (Associate, Atlanta), Sisi Hannibal (PDI Manager) and Nicole Harris (PDI Coordinator).



## Minority Corporate Counsel Association's Creating Pathways to Diversity Conference & Gala



On July 24-25, 2014, the Minority Corporate Counsel Association (MCCA) hosted its Creating Pathways to Diversity Conference in Washington, D.C. The two-day educational conference focused on networking, career development, and education. Attendees had the opportunity to connect with over 500 legal professionals and experts from different legal departments and law firms from around the country.

The MCCA also hosted The Exchange, which is an MCCA member-only networking breakfast that provides an opportunity for in-house counsel to network with their peers and expand their rolodex with other MCCA member corporations, MCCA's Firm Affiliate Network (FAN), and sponsoring law firms.

Ogletree Deakins was a proud Advocate sponsor of the Diversity Conference, which included placement of a concept space where we engaged in conversations about the firm and distributed firm-related brochures, our diversity and inclusion brochure, and the PDI Reporter as well as the great Ogletree Deakins swag. Ogletree Deakins was represented by Michelle Wimes (PDI Director) and Sisi Hannibal (PDI Manager).

The MCCA Diversity Gala was held on July 25, 2014 in Washington, D.C. at The John F. Kennedy Center for the Performing Arts. The Diversity Gala is the premier national awards program honoring the foremost corporate law departments from across the nation for diversity, industry leadership, and achievements in their legal department diversity program.

Ogletree Deakins sponsored this event at the Benefactor level, and was represented by Paul Lancaster Adams (Shareholder, Philadelphia), Jim Goh (Shareholder, Denver), Michelle Wimes (PDI Director) and Sisi Hannibal (PDI Manager).



*Jim Goh (right) at the 2014 MCCA Gala.*

## National LGBT Bar Association's 2014 Lavender Law<sup>®</sup> Conference and Career Fair

The National LGBT Bar Association promotes justice in and through the legal profession for the LGBT community. The Lavender Law<sup>®</sup> Conference and Career Fair actively seeks the involvement of individuals from every segment of the legal community, and particularly welcomes the participation of people of color, transgender persons and persons, with disabilities.

On August 23 and 24 this year, the Lavender Law<sup>®</sup> Conference featured several concurrent workshops, general attendance sessions, and specialty programming designed for family law practitioners, transgender advocates, corporate counsel, and those interested in pursuing a career as a member of the judiciary. The conference once again provided attendees with the highest quality programming on the issues of most importance to the LGBT legal community, such as "Connecting and Disconnecting Marriage and Parentage," "Employee Benefits in a Post-DOMA World: What's New and What's Next," and "Selection Bias and LGBT Jurors."

Friday afternoon saw a highly-attended session entitled "LGBT Diversity in Law Firms." During an engaging and down-to earth



*(From left to right) Keith A. Watts (Office Managing Shareholder, Orange County, Ogletree Deakins), Lisa (Lee) A. Schreter (Chairman of Board of Directors, Littler Mendelson), Seth D. Levy (Managing Partner, Nixon Peabody) and Richard Segal (Office Managing Partner, San Diego, Pillsbury).*



panel discussion, four managing partners from some of the largest firms in the United States discussed how their roles ranged from overseeing finances to managing committees and developing goals and strategies for individual offices. They discussed the professional paths they took to achieve their current title and candidly answered the questions from the audience.

Representing Ogletree Deakins at the conference were Ogletree Deakins' Keith A. Watts (Office Managing Shareholder, Orange County), Sisi Hannibal (PDI Manager) and Laura Rogora (PDI Manager).

## Ogletree Deakins Participates in the Lavender Law® Career Fair

Wednesday, September 24, 2014

By Vanessa Russell



*Vanessa Russell,  
Recruiting Manager at  
Ogletree Deakins*

New York, NY – I want to start by saying the Lavender Law® Career Fair did not disappoint when it came to the caliber of future lawyers in attendance. Let me set the scene. They waited in droves just to get the chance to tête-à-tête with Ogletree Deakins. And most of the time, they knew who we were and precisely why they wanted to talk to us.

Sharon Wardrip (Chief Administrative Officer), Melissa J. Osipoff (Associate, New York), and I spoke to over 25 eager students with a plethora of robust experiences on their resumes.

We spoke to Summer Clerks from the DOL, EEOC, and NLRB, a Vice- Mayor of Miami, an intern from Coca-Cola, and a Summer Associate from another firm just to name a few... And don't even get me started with their GPAs, extracurricular activities, and alma maters!

I think Osipoff summed it up best with her comment, "The Lavender Law® Career Fair presented a wonderful opportunity to meet with a talented pool of law students and practitioners and to further support Ogletree Deakins' commitment to diversity."

Leading up to the event, I wanted to anticipate the candidate's questions and give them earnest, exciting, and compelling information. I wanted to be so real that the students could truly sense if we were the firm for them. I wanted them to know that we are a diverse and open place to build a promising career if they are willing to work hard and be part of a team effort.

Considering the rate of follow-ups I received from these candidates, I think we did just that. We impressed them by speaking the truth about the firm. More than one of these attendees stressed how thankful they were that we have effectively put our money and policy where our mouths are in terms of diversity and inclusion.

But that's not the only draw to our firm; the true player in our appeal seems to be the tantalizing potential to work with our premier labor and employment attorneys on our ever growing national and international platform. I look forward to sharing the information about the most promising of these students with our local offices in the hopes that a few will become part of our Summer Associate Class or Entry Level Associate Class of 2015, and eventually become forefront shareholders at the firm leading us in our successes and endeavors.



*The Ogletree Deakins team interviewing a candidate.*



## Hispanic National Bar Association - National Convention

By Symone Martin



*Symone Martin (PDI Administrative Assistant)*

It is always a great privilege to travel to and attend any of the various diversity-related conferences that Ogletree Deakins sponsors but it was also an exceptional opportunity to experience the energy, excitement, and enthusiasm of the 39th Annual Hispanic National Bar Association (HNBA) Convention held in Washington, D.C. on September 10-13, 2014. The conference theme “Unidos in Washington: Our Struggle, Our Progress,” was intended to bring awareness to all that has been accomplished in the 50 years since the 1964 Civil Rights Act as well as to discuss how HNBA can continue its mission of furthering diversity and equality within the legal profession. During the convention, HNBA reflected on its achievements as a bar association and on the accomplishments of the nation as a whole, and charted new directions to help meet the challenges that lie ahead.



*Sisi Hannibal (PDI Manager) with Jim Rowader (VP and General Counsel at Target).*

There were over 1,500 attorneys, judges, and law students in attendance for a valuable and absolutely enjoyable three-day program that featured CLE sessions, cutting-edge topics with leading practitioners, national policy makers, and experts from across the country. All the activities, including the nation’s largest Hispanic career fair (for both attorneys and law students), were engaging, well planned, and offered excellent opportunities for networking. Additionally, exhibitors from prominent law firms, corporations, and government agencies were present showing their whole-hearted support to the HNBA and its mission.



*Paulette Brown (President, ABA) and Sisi Hannibal (PDI Manager).*

It was a wonderful experience. I had the opportunity to meet attorneys like past HNBA president, Miguel Pozo, and the new president of the American Bar Association Paulette Brown as well as law students from across the country. I shared with them some of the great reasons that Ogletree Deakins is not just one of the largest labor and employment firms in the country but why it is a premier place to work for a minority attorney.

Ogletree Deakins was a proud Silver sponsor of the event and was well represented by Sharon Wardrip (Chief

Administrative Officer, Indianapolis), Vanessa Russell (Recruiting Manager, Indianapolis), Sisi Hannibal (PDI Manager), Nicole Harris (PDI Coordinator) and myself.



# D&I INITIATIVES IN LOCAL OFFICES

## ATLANTA

From August 29 to September 1, the Atlanta office was a gold-level sponsor of the Network of Indian Professionals (NetIP) Annual Conference that was held at Buckhead, an uptown district of Atlanta. Deepa Subramanian (Associate) was the programming director for this event which was attended by Mayor Kasim Reed, who spoke at the opening reception, and Kevin Negandhi, sports anchor for ESPN's **SportsCenter**, who spoke at the closing gala. The event drew over 300 professional South Asians from all over North America. Subramanian found the event to be an overall success. "The conference was a really great event," she said, "with panelists and speakers from all over the country who discussed with attendees how to rise to new heights and succeed in various career paths. The programming was superb and was a great networking opportunity for all."



*Deepa Subramanian (Associate, Atlanta) and Mayor Kasim Reed.*

The Atlanta office sponsored the Atlanta Women's Foundation "Women in Law" event. As the only public foundation in Georgia dedicated solely to women and girls, the foundation has invested nearly \$13 million into over 250 Atlanta area nonprofit organizations that have successfully moved women and girls from poverty to economic self-sufficiency. Margaret H. Campbell (Shareholder) and 10 other Ogletree Deakins attorneys, clients, and alumnae attended this event, which Campbell recognized as "an important opportunity to show the firm's commitment to local communities."

## CHARLOTTE



On October 7, Ogletree Deakins' Charlotte office was the Satin Sponsor of the Fourth Annual "Fighting for Women with Fashion" event, which took place at the Foundation for the Carolinas in Charlotte. Throughout the year, Ogletree Deakins' Elizabeth R. Dangel (Associate) has served on the Board of the Charlotte Women Attorneys (CWA), which co-hosted and sponsored the event with the Women Physicians section of the Mecklenburg County Medical Society. The focus for the event this year was to launch a healthcare clinic at the Clyde and Ethel

Dickson Domestic Violence Shelter, provided by Safe Alliance, an organization that assists over 20,000 people annually by providing 24-hour domestic violence and rape crisis lines as well as a wide range of programs meant to support survivors of domestic and sexual violence. The fashion show, which in the last three years has raised over \$80,000, featured volunteer models who are men and women working in the medical and legal fields.

Ogletree Deakins was well represented at the event by Liz Dangel as well as Benjamin R. Holland (Shareholder), and Lia A. Lesner (Associate), who said "I was extremely impressed by the number of women from diverse backgrounds all coming together to raise money to benefit a domestic violence shelter. It was a standing room only crowd and great to see so many busy people take time out of their lives to help women in need." The General Counsel of the Charlotte Hornets, the Associate General Counsel of Time Warner Cable and the Associate General Counsel of Ingersoll Rand were also in attendance as guests of Ogletree Deakins.



*Elizabeth Dangel (Associate, Atlanta) at the "Fighting for Women with Fashion" event.*



## CHICAGO



On August 7, Ogletree Deakins' Anne E. Larson (Shareholder) and Karen Brandon (Shareholder), along with several clients and guests, attended the Shine and Dine for Step Up Women's Network at the Bridgeport Arts Center. Step Up is a non-profit membership organization that empowers teen girls from under-resourced communities to be confident, college-motivated, and career-ready through connections, collaborations, and continuous development. Inspired by the event, Brandon said "Watching the poise of the girls that this organization works with as they told their stories leading up to their success really put things in perspective for me. We can all do more to help others who have obstacles in their way to step up the ladder. This was a great event." The Chicago office is a proud Bronze Sponsor of this event and hosted a table.

The Chicago office is a Founding Dean Level Sponsor of the Legal Prep Charter Academies, Chicago's first and only legal-themed charter high school with a student population that is over 95 percent diverse and over 90 percent low-income, as defined by federal free and reduced-price lunch programs. Legal Prep is a free, open-enrollment Chicago Public high school, which means any student living in the city of Chicago can attend. Legal Prep's focus is on the skills all great attorneys possess: excellent written and oral communication, critical thinking, problem solving, and advocacy. Ogletree Deakins associates Colleen G. DeRosa and Aimee E. Dreiss serve on the Associate Board Executive Committee.

## DALLAS



The Dallas office was a Silver Sponsor of the Dallas Hispanic Law Foundation Amanecer Luncheon held at the beautiful Belo Mansion on June 25, 2014. Shareholder Fito R. Agraz and associates Gavin S. Martinson and Amanda A. Williams, along with a few of Ogletree



Deakins' clients, were present at this well-attended event. According to Agraz, the luncheon was an inspiring fundraising event, attended by a virtual "who's who" in the Dallas Hispanic legal community. The event helped to forward the mission of the Dallas Hispanic Law Foundation which is to promote the advancement of Hispanics in the legal profession. Since 2006, the foundation has provided more than \$125,000 in scholarships and grants to law students, college students, and high-school students with interest in the law.



The Women's In-house Network (WIN) is a peer-to-peer organization composed of dynamic in-house attorneys in the Dallas-Fort Worth area. Every year WIN invites its members to bring an outside lawyer of their choice to join WIN for their "Take a Lawyer to Lunch" event. WIN members are encouraged to invite outside counsel who they "believe bring value to the in-house/outside counsel relationship, someone who has gotten a good result." The caveat: only one outside lawyer can accompany the WIN member and both must attend. This year, the luncheon was held on August 19 and two attorneys from our Dallas office, Eva W. Turner (Shareholder) and Amanda A. Williams (Associate) were extended an invitation by clients Fed-Ex and Mannatech Incorporated, respectively, to attend this esteemed affair.





Ryan M. Miller  
(Associate, Dallas)

The Fourth Annual Big Tex Golf Classic was held on September 15 this year to benefit the State Fair Scholarship Fund. Ogletree Deakins' Dallas office was a proud sponsor of this event which aims to support local high school minority students in obtaining scholarships for higher education and to improve overall community morale in minority areas. The event raised a record \$60,000+ for the fair's Youth Livestock Auction participants and high school students around North Texas. Ryan M. Miller (Associate) was the chair of this worthwhile event. "We exceeded expectations and I cannot wait to see the faces of students whose futures will be changed by the funds that were raised," said Miller.

On November 1, 2014, J.L. Turner Legal Association (JLTLA), the African-American Bar Association of Dallas, hosted their 62nd Anniversary Scholarship Gala at the Westin Park Central. The theme for this sophisticated black tie event was **Black & White Ball—An Evening of Elegance**. JLTLA is an organization whose mission is to improve the quality of life in our community through education, service, and scholarship. Each year, since 1982, the JLTLA Foundation has awarded scholarships to minority law students demonstrating financial or other needs, provided attorney-mentors for law students, performed educational and other community outreach projects for North Texas area residents, and assisted members and the community to become more aware of African-American attorneys who practice in various areas of the law. Monies raised from the annual scholarship gala are used to fund the scholarships. Shareholder Buena Vista Lyons and associate Amanda A. Williams along with a few of Ogletree Deakins' clients joined to support JLTLA's scholarship foundation at the gala.

## DALLAS, AUSTIN, HOUSTON, AND SAN ANTONIO OFFICES



The four Ogletree Deakins offices in Texas—Austin, Dallas, Houston, and San Antonio—came together to jointly sponsor the 22nd Annual Texas Minority Counsel Program hosted by the State Bar of Texas Office of Minority Affairs. The event took place on September 3-5, 2014, at the Westin at the Domain in Austin, Texas.

This conference is the leading client development, networking, and CLE event for diverse attorneys in Texas. Every year since its inception in 1993, this conference has been forwarding its mission of increasing opportunities for minority and women attorneys who provide legal services to corporate and government clients, and to expose those organizations to the talent found in the minority and female lawyer community. This year the conference once again provided an outstanding CLE program designed for both in-house and outside counsel. It also offered informational interviews to discuss outside counsel opportunities, dine-arounds, a speed networking luncheon, a spa retreat, a golf outing, receptions, and more.

## DETROIT



In July, the Detroit office was selected as a 2014 **Corp!** magazine Diversity-Focused Company Honoree. **Corp!** is an online and print magazine that features success stories, best practices, and strategies relevant to CEOs, business owners, executives and managers. The Detroit office feature on **Corp!** magazine's website included a quote from Kim Ebert (Managing Shareholder) who said, "We believe that professional development, diversity, and inclusion are integral to our outstanding performance and exceptional

client service. We are committed to having a highly talented, vibrant workforce that reflects the growing diversity of our communities and our clients. We believe that such a workforce is able to contribute unique perspectives and creative approaches. This, in turn, generates the highest quality of legal service and serves the needs of our clients and the communities where we live and work."



## INDIANAPOLIS



The Bingham Greenebaum Doll LLP Women’s Forum hosted a panel discussion in Indianapolis on July 23, 2014, entitled “Lean In” or “Recline”: How Women Should Reach the Top? The event brought together 25 women for a personal and motivating discussion about the issues addressed in the well-known book *Lean In: Women Work, and the Will to Lead* by Sheryl Sandberg and the counter-article “Recline, Don’t ‘Lean In’ (Why I Hate Sheryl Sandberg)” by Rosa Brooks.

The panelists were Justice Loretta H. Rush (Indiana Supreme Court), Natalie Sutton (Executive Director, Susan G. Komen Central Indiana), and Laura Ciriello-Benedict (President, Ciriello Plumbing). These accomplished women discussed both leaning in and reclining, and shared professional and personal experiences of when they had done either. Although the group did not come to a clear conclusion as to how exactly women can or should “reach the top,” many interesting points came up during the discussion that will certainly continue to spark dialog in the future among attendees who were a cross-section of firm attorneys, clients, referral sources, friends, and community leaders.

On September 19, 2014, Lambda Legal held its Indiana Lambda Legal Benefit at the Indianapolis Museum of Art. Ogletree Deakins’ Indianapolis office was a proud Laureate level sponsor of this robust program and festive gathering which celebrated all that has been accomplished and at the same time recommitted to the goal of equality for all. It was a pleasure to join the 2014 Co-Chairs Valita Fredland, Beth Meyerson, and Steve Thornton, along with Lambda Legal’s host and Indiana Leadership Committees, to celebrate and advance their important work in this exciting year!



## KANSAS CITY



The May 2014 issue of *Ingram’s*, Kansas City’s prestigious business magazine, featured an article by Michelle Wimes (PDI Director) under the section titled “How Do I...” in which experts in their field are asked about their strategies for getting things done. Wimes wrote an article on how to create or reinvigorate a

diversity and inclusion program and explained her five basic steps: assess the environment, get buy-in from leadership, have a plan that plots a clear path forward in alignment with your firm’s strategic plan, ensure you have the right people on your team, and always promote the good by ensuring your diverse workforce has opportunities and communicate your successes.

On June 8, 2014, Guadalupe Centers, Inc. (GCI) held its 11th Annual Tony Aguirre Scholarship Golf Tournament at Swope Park Memorial Golf Course in Kansas City, MO. Local attorneys and staff participated in this worthy event. Proceeds benefit the Tony Aguirre Scholarship Fund which offers scholarships to inner city youth attending private high schools or college and who participated or are participating in the GCI’s sports program. This event provided an opportunity to contribute to the legacy of Tony Aguirre, the late uncle of Susan Rodriguez (Administrative Services Coordinator/Paralegal, Kansas City). Aguirre was a talented player in his youth who started as a volunteer coach in the community as a 17-year-old and later became the Athletic Director of GCI until his death in 2006. He coached boys and girls in sports as well as life, and they could always count on him for help and advise. Aguirre was mentor to at least three generations of Kansas City children and is the namesake of the West Side’s community center.



The Kansas City office proudly sponsored a HeroBox day on June 13, 2014, to support the 82nd Airborne Division Unit which at the time was deployed in the Middle East. Linda Curran (Legal Secretary) diligently works to keep abreast of veteran and service member activities. "HeroBox is a great non-profit organization that supports deployed, injured, aging and homeless veterans by providing an online platform that connects the American people with those offering military service," Curran said. "It affords service members the possibility to request specific items they need based on their gender, location, and other factors." Launched in 2008, HeroBox now has volunteers in all 50 states that help support tens of thousands of deployed service members each year.



*Attorneys and staff assembled a box of items for each member of the 82nd Airborne.*

## MINNEAPOLIS



On October 9, the Minneapolis office sponsored the 2014 Annual Gala: "Blazing the Trail, Championing Justice," which celebrated the accomplishments of the Minnesota Asian Pacific American Bar Association (MNAPABA) at the Minneapolis Loews Hotel. The keynote address featured a conversation between Minnesota's first Asian-American County Attorney for Ramsey County, John Choi, and Minnesota's first Asian-Pacific American Chief Public Defender, Daniel Lew. The conversation was moderated by reporter Vineeta Sawkar of the **Star Tribune**.

Ogletree Deakins invited several local law school students to attend the event.

## NASHVILLE

On August 25, 2014, the 100 Black Men of Middle Tennessee hosted "A Feast for Kings," a luncheon featuring U.S. Senator Bob Corker as the guest speaker. Ogletree Deakins was a proud table sponsor of this event, whose theme was "Education Elevated through Community Partnerships."

The 100 Black Men of Middle Tennessee, Inc. is a non-profit organization engaged in providing resources to further the academic and social development of students in Nashville and surrounding Middle Tennessee schools. Its mission is to nurture and enhance the growth, development, and opportunities for young black males of Middle Tennessee. Proceeds from the luncheon helped to support the notable youth program, "The 100 KINGS."



This event provided an excellent opportunity for Ogletree Deakins to show its support for education and making a difference in the lives of some very impressive young men. Luther Wright, Jr. (Of Counsel and member of 100 Black Men of Middle Tennessee), Keith D. Frazier (Board of Directors), Wendy V. Miller (Shareholder), Christopher A. Mixon (General Counsel), and Jonathan O. Harris (Shareholder) showed their support by attending this inspiring annual event.

In July of 2014, Ogletree Deakins' Charlotte S. Wolfe (Associate) was among the 28 selected members of the Inaugural Class of the Nashville Bar Foundation (NBF) Leadership Forum.



The Leadership Forum is a nine-month professional development program that began in September 2014 and will meet monthly through May 2015. This new leadership program from the NBF is designed for lawyers with three to eight years of experience. It offers them the opportunity to learn, collaborate, network, and serve the local community and the legal profession. The program also encourages diversity in the practice of law and will aid in building relationships among attorneys with diverse backgrounds and practices.



## NEW YORK

On July 11, 2014, Ogletree Deakins' New York office hosted high school students from Oxbridge Academic Programs in an effort to provide insight into the legal profession and educate these promising students about our practice areas. The Oxbridge students hail from across the country and internationally, and enrolled in a "Law as a Profession" class taught by intellectual property attorney Neeraj Joshi (of the McHattie Law Firm) over the summer. They took a tour of Ogletree Deakins' New York office and participated in an interactive Q&A panel with shareholders Maria Fernanda Gandarez and Michael R. Marra, associate A. Sonu Ray, and summer associate Jordan Fisher. The students were engaging and eager to learn about the practice of law in the United States, as well as the areas of employment and immigration law.



*2014 participants in the Oxbridge New York College Experience.*

New York City during the summer. There are over twenty courses available in a multitude of subjects. The "Law as a Profession" course drives each student to gain a more thorough understanding and appreciation of the study and practice of law in the United States. Students are also offered the opportunity to visit law schools, law firms, courtrooms, and museums in New York City.

On September 9, 2014, the New York office unveiled its newly renovated office at an open house attended by Ogletree Deakins attorneys from across the country, along with local in-house counsel and human resources executives. The New York Open House also drew over 50 client-attendees from the tri-state legal community, including professionals from the financial services, retail, sports and entertainment, and technology industries. Clients were provided a tour of the revamped space and enjoyed cocktails and live music while interacting with associates and shareholders from several Ogletree offices.



*Ogletree Deakins attorneys hosting guests at the New York City office's open house.*

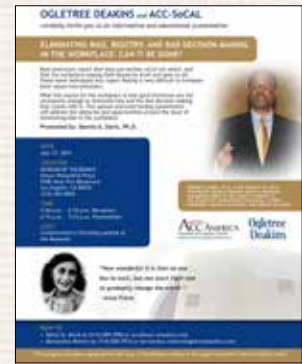
The New York Open House was intended to foster professional development and client-facing skills among the New York City attorneys, to promote business development for the firm, and to continue to expand the firm's presence in New York. Ogletree Deakins New York City, Morristown, and Stamford offices collaborated extensively on relationship-building strategies in the weeks leading up to the open house, and continue to work together on similar initiatives.

## ORANGE COUNTY

On July 17, 2014 the firm's Orange County office and the Association of Corporate Counsel-Southern California Chapter (ACC-SoCal) held an event, "Eliminating Bias, Bigotry, and Bad Decision Making: Can It Be Done?" at the Museum of Tolerance in Los Angeles. Ogletree Deakins is a Platinum Sponsor of ACC-SoCal and has developed a deep relationship with the organization. This event is one in a series specially developed for ACC-SoCal that was overwhelmingly well-received—so much so that ACC-SoCal is planning an encore presentation on the elimination of bias in January.



“Eliminating Bias, Bigotry, and Bad Decision Making: Can It Be Done?” was attended by Ogletree Deakins’ attorneys, clients, and ACC-SoCal members. Dennis A. Davis, Ph.D., Director of Client Training for Ogletree Deakins, gave an inspired presentation on workplace bias. “The group was captivated by Dr. Davis’s remarkable storytelling, his humor, and his unique insight into dealing with societal differences and stigmas,” Vicki Myers, Orange County’s Office Administrator said. “Education on and awareness of the differences and strengths of others is a key to embracing and accepting those who are different from you. Dr. Davis left an indelible impression on his audience—showing how we can all work together to eliminate bias in the workplace.”



## PHILADELPHIA



On Thursday, May 8, 2014, over 35 diverse leaders from the local legal community attended the initial gathering of the Philadelphia Chapter of the Diverse Partners Network (DPN). This group’s mission is to create a network that brings together minority partners and to help prepare them for the challenges and opportunities inherent in their professional roles.

Hosted by several leaders in the Philadelphia legal community, and with DPN founder Benjamin F. Wilson in attendance, this event was a great opportunity to foster new professional connections and honor the achievements of dozens of diverse leaders in the profession.

Ogletree Deakins’ Philadelphia office provided the perfect setting for this evening, complete with live jazz and a delicious assortment of food and beverages. Many positive comments were heard throughout the evening, and the chapter looks forward to more opportunities to come together and build even stronger relationships.

The *Philadelphia Business Journal* honored some of the most successful and influential minority leaders in the region at the 2014 Minority Business Leader Awards on August 7, 2014. There were 25 award recipients who represented not only some of the most successful minorities in the Philadelphia region, but also some of the most philanthropic.

The event was a great success and a wonderful opportunity to interact with peers and area corporate leaders, including several firm clients, such as Comcast, Bank of America, TD Bank, and FMC Corporation. Additionally, it was a magnificent opportunity to reinforce the importance of diversity in business.

Ogletree Deakins’ Paul Lancaster Adams (Office Managing Shareholder, Philadelphia) proudly accepted the invitation to be an esteemed judge for the event and friends of the firm—Christian Pearson (Omni Hotels) and The Honorable Roxanne Covington (Judge, Philadelphia Criminal Court)—attended as Adams’ guests.

## PHILADELPHIA AND HOUSTON

One of the nation’s premier information-sharing and networking empowerment events for aspiring black lawyers, The National Black Pre-Law Conference and Law Fair took place on October 24-25, 2014. Ogletree Deakins’ Philadelphia and Houston offices were delighted to co-sponsor this impressive two-day event celebrating a decade of inspiring and empowering black lawyers.

Philadelphia Shareholder Paul Lancaster Adams, who served on the events host committee this year, was celebrated for contributing to the success of the conference, and Stephen J. Quezada (Associate, Houston) was an attendee.





## PHOENIX



On June 26, 2014, Sodexo, Inc. was honored with the Legal Times Award for Washington In-House Legal Department of the Year (Diversity Category). Because of the strong relationship between Sodexo and Ogletree Deakins—due in part to the collaboration around inclusion efforts with Joseph T. Clees (Shareholder, Phoenix), Gregg M. Lemley (Shareholder, St. Louis) and Michelle Wimes (PDI Director, Kansas City)—Sodexo’s Senior Vice President and General Counsel, Robert Stern, extended an invitation to Ogletree Deakins to attend this notable event.

Speaking about being invited to meet with Sodexo lawyers about Ogletree Deakins’ diversity approach, Wimes said, “That’s one of the things that really demonstrates [Sodexo’s] commitment and engagement. It is clear diversity and inclusion truly matter to them.” Stern believes a focus on diversity in the legal profession is a solid foundation to build ties between in-house counsel and outside firms. “Our shared commitment to diversity and inclusion has enhanced our overall working relationship and forged even deeper bonds with this important client,” said Clees.

## PITTSBURGH

April T. Dugan (Associate) and Jay Glunt (Shareholder) of Ogletree Deakins’ Pittsburgh office organized the **Diversity & Inclusion Roundtable** meeting, which was held on July 29, 2014 at the Heinz History Center Library and Archives. The resonant topic of discussion was the gender pay gap. “We had a fantastic turnout, a rich discussion, and the Heinz History Center Library and Archives was a terrific meeting space,” raved Dugan. “We are excited to continue the Diversity and Inclusion Roundtables in future.” There was a consensus that the next topic should be “Generational Diversity in the Workplace.” Stay tuned for more information on the roundtable in the next issue of the *PDI Reporter*.



## RALEIGH



In October, Robert A. Sar (Shareholder), Kevin S. Joyner (Shareholder), Sara E. Herbek (Associate), and Whitney Larson (Associate) participated in the Leadership Council on Leadership Diversity’s Success in Law School Mentoring Program, a program that the Raleigh office has been involved with for the third year in a row. First year law students with diverse backgrounds from North Carolina Central University, the University of North Carolina, Campbell University, and Duke University registered in September and were paired with mentors to help them navigate the challenges of law school and prepare

to enter the legal profession. The goal of the program is to ensure that talented law students receive the mentoring they need to maximize their potential, both during law school and afterwards as they prepare for the bar exam and launch their careers.

## SAN FRANCISCO

In the last few months, attorneys at Ogletree Deakins’ office in San Francisco have been very active in the arena of diversity and inclusion.

In July, Danielle Ochs (Shareholder) and Kevin D. Reese (Shareholder) were co-sponsors of the African-American Partners and Associates reception. Established in 2007, the annual reception provides an opportunity for networking, mentorship, and appreciating the achievements of minority and LGBT partners





in the Bay Area. Ochs said, “There is an abundance of resources for new and younger attorneys to rely upon. The more we can connect those attorneys with others who have been there, the more robust our pipeline will be.”

Also in July, Ochs and Reese attended the 89th Annual Convention & Exhibits of the National Bar Association (NBA) in Atlanta, Georgia. This convention is the nation’s largest gathering of African American attorneys and judges and provides a forum for legal professionals to network, participate in a variety of symposiums and market themselves to potential clients. It was here that Ochs participated in a CLE panel, “Jeopardy in the Workplace,” and Reese was elected Chair of the NBA’s Labor and Employment section.



Jill V. Cartwright (Associate) and award winner, Na'il Benjamin.

In August, Jill Cartwright (Associate), an active member of the Barristers Club, hosted the Bar Association of San Francisco’s Barristers 6th Annual Diversity Reception. This event honored Marie Ma, a corporate counsel and Director of Global Equity Administration at Gap, Inc., for her long history of community service and Na'il Benjamin, a former NFL player- turned-solo practitioner, for his encouragement and assistance with youth in the educational pipeline.

In September, Ochs, John S. Ferrer (Of Counsel), and associates Christopher M. Ahearn and Alex Santana attended the Bar Association of San Francisco’s Justice & Diversity Center Annual Gala, an event for which the San Francisco office is a Pearl Sponsor. The Gala raises significant funding for the Diversity and Justice Center’s free legal services and diversity pipeline programs, including the School-to-College Program and the Bay Area Minority Law Student Scholarship Program.

In October, Mary Wright (Shareholder), accompanied by Keith Armstrong, co-author of ***Courage After Fire for Parents of Service Members***, and Dr. Robert Owen of the University of California, San Francisco, spoke on a panel at the Golden Gate University School of Law Second Annual Veterans’ Law Conference, which addressed veteran disability and hiring issues. The conference included keynote addresses and panels that explored innovative organizations and programs that support veterans’ health, education, and employment.

## OGLETREE DEAKINS’ SOUTH CAROLINA OFFICES



The South Carolina offices (Greenville, Columbia, Charleston and Administrative Offices) were named as South Carolina’s 2014 “Best Places to Work” by the South Carolina Chamber of Commerce and *SC Biz* magazine. Matthew W. Floyd (Greenville, Office Administrator) said, “I am extremely excited and proud. This is the first time that the South Carolina offices have been given this honor. This success would not have been possible without the teamwork between the Office Administrators and Managing Shareholders of each location.”

The assessment process for this recognition is broken down into two parts. The first is the Employer Benefits and Policies Questionnaire that must be filled out by the company, and information regarding policies, practices, and demographics is gathered. The second part is the Employee Engagement and Satisfaction Survey, which consists of 78 statements that employees respond to on a five-point agreement scale. The survey also includes two open-ended questions and seven demographic questions. This survey required all locations and employees working in the state of South Carolina to be included, and largely depends on the participation in the survey.

Additionally, three South Carolina offices (Greenville, Columbia and Charleston) came together to be a premier sponsor of the South Carolina Women Lawyers Association (SCWLA) Roast of South Carolina Supreme Court Chief Justice Jean Toal at the annual CLE Conference in October. This event was well attended by both the state and federal judiciary.



## Spotlight on OD Orange County—“The OC”

By Keith Watts



*Keith Watts (Shareholder,  
Orange County)*

March 1, 2015, marks the fifth anniversary of the opening of Ogletree Deakins' Orange County office, more affectionately known throughout firm as “The OC.”

Actually, the doors unofficially swung open a few days earlier than March 1, 2010 with founding shareholders Keith Watts on February 19 and Vince Verde joining three days later. Of course, it wasn't long before they needed an associate—and Angela Pak joined the then-fledgling office.

Well, that was then and this is now. “Fledgling” no more, the office is now 25 attorneys strong, with more on the horizon. In addition to a powerhouse of specialists (in wage and hour, traditional labor, trade secrets, Cal-OSHA—and the original home of “The California Advice Group”), The OC is also at the forefront of diversity and inclusion—it's part of our “DNA.”

Two of seven shareholders are women—as is fully one-third of our attorneys. In addition, our attorneys “represent” a wide array of communities from Orange County, including, but not limited to the LGBT, Filipino, Korean, Jewish, Lebanese, Chinese, Hispanic, and African-American communities, just to name a few.

What fuels our growth—and our unwavering commitment to diversity and inclusion? Simple. Live the firm's core values and provide “premier client service.” The rest takes care of itself.

Part of what drives us is that our attorneys are role models, both for each other and our community. And, there's a healthy competition to be the best at what we do—whether it's the legal services we provide to our clients or the community activities we participate in.

Whether it's Rafael G. Nendel-Flores' leadership as incoming President of the Hispanic Bar Association of Orange County, or Kevin Bland and Tom Song's Cal-OSHA expertise, each of the attorneys in the office strives to be the best at what they do each and every day—experts in both legal and people skills—both for our clients and our community.

And, we are actively involved in that community. For example, because of the leadership of shareholders Mike Sexton, Dawn Knepper, and Lara de Leon, The OC was the first in the firm to film a video of our participation in the ALS “Ice Bucket Challenge,” (available on OD Connect if you haven't seen it) which was quickly followed by Ogletree Deakins offices throughout the West. From making blankets for The Children's Hospital of Orange County, to sponsoring a family who just lost their dad over the holidays, we are always looking for ways to make a meaningful difference—because it's in alignment with the firm's values and it's the right thing to do.

And, it's not just the attorneys, but our staff who are also involved. In fact, The OC has shied away from



a “staff” and “attorney” way of thinking—instead moving towards a “One Team” approach. Our success in working collaboratively together is reflected by being named to **The Orange County Register “Top Workplaces”** list for the last two years in a row.

We have also been showcased in **The Orange County Register** as a “Featured Employer,” which is based on **The Orange County Register’s** annual “Top Workplaces” list. This is another opportunity for The OC to let our community know what qualities make us a great place to work.

The bottom line is, it’s all about relationships—and fostering an atmosphere in The OC of courtesy, dignity and respect with our most valuable resource – our people. Our key to success is the quality of and trust in those relationships – both with our clients and with the talented people in our office.

**Keith A. Watts** is a managing and a founding shareholder of the firm’s Orange County office. Keith practices exclusively labor and employment law and has handled a wide variety of matters, including sexual harassment, age discrimination, disability and wrongful termination claims.



*The OC takes the ALS Ice-Bucket Challenge with mucho gusto! (from left to right) Natalie Alameddine, Daniel Adlong, Vince Verde, Adrian Arias, Keith Watts, and Mike Sexton.*



*Team-building and BBQ—“The OC” way.*

## FUN FACTS



- Ogletree Deakins is here.



## ABOUT THE OC

- Orange County is the Random Clipart Capital of the World.
- It has the largest Messenger Sheep Ranch in the U.S.
- Orange County’s International Airport is named for a famous Orange Countian, John Wayne.



# SPOTLIGHT ON OGLETREE DEAKINS ATTORNEYS



**Paul Lancaster Adams** (Shareholder, Philadelphia) was nominated by a broad spectrum of attorneys and judges in the legal community and selected for inclusion in Ethisphere® Institute's 2014 "Attorneys Who Matter." The list consists of professionals in all areas of practice around the world, including federal agencies, leading in-house counsel, and the top ethics and compliance officers of major companies. Members in this list have risen to the top of their field due to a combination of expertise and experience, peer and/or client endorsements, and high-profile cases. These are the attorneys with the best public service, legal community engagement, and academic involvements, not to mention several awards and recognitions for their outstanding achievements. "It is humbling to be honored among other leaders in the legal community around the world," said Lancaster Adams.

Adams is the managing shareholder of Ogletree Deakins' Philadelphia office and member of the firm-wide Management Committee, as well as Diversity and Inclusion Steering Committee. With a strong in-house and outside counsel background, Paul Lancaster Adams brings a unique and practical perspective to his national clients. He has skillfully addressed a broad range of key employment issues critical to the modern workplace through counseling, negotiation, and litigation.

**Melissa A. Bailey** (Shareholder, Washington D.C.) was recently featured in a Law360 Female Powerbrokers Q&A session article where she answered a series of thought-provoking questions focused around the challenges of being a senior level female attorney. Bailey also addressed other important topics such as how to break into what many consider to be an old boys' network, dealing with sexism, and advice on how to increase the number of female partners at a firm. Bailey was also asked to give advice to aspiring female attorneys. Her recommendation: "Take risks! The hardest thing for me to learn was how to ask potential clients to give me their work. That reluctance is long gone. Get to know the client and what they want and need, understand the resources your firm has, put your best foot forward in terms of what you and the firm can offer that client, and then just ask."



Bailey specializes in occupational safety and health matters. She has substantial litigation experience in the OSHA arena, and regularly writes and speaks on this and other legal topics. She also serves on the firm's Board of Directors. *Lawyers Weekly USA* named her as one of the "Ten Lawyers Who Stood Out" primarily due to her involvement with OSHA enforcement and rulemaking.

**Kim Ebert** (Managing Shareholder) and **Joseph T. Clees** (Shareholder, Phoenix) were named to *Human Resource Executive*® magazine's 2014 list of the "Nation's Most Powerful Employment Attorneys." This is the sixth consecutive year that Clees has been selected for inclusion on the Most Powerful list. Ebert is named to the list for the second time.

The "Nation's Most Powerful Employment Attorneys" list is intended to offer corporate counsel and human resources professionals an unparalleled guide to some of the best, most powerful lawyers who are poised to help them resolve difficult employment situations and keep them in compliance with the country's increasingly complicated and changing workplace-related laws and regulations. Attorneys were



named to the list based on their excellence in guiding employers through today's ever-intensifying legal landscape. To make the list, attorneys must receive glowing recommendations from corporate counsel who have benefitted from their services and would hire them again. Listed attorneys typically also must have practiced for more than 20 years and have amassed a number of accomplishments, including defending companies in headline-making cases and holding leadership positions within employment groups both in and outside of their firms.



Ebert has defended the interests of employers in the full range of labor and employment matters for over 35 years. He has played a significant role in working with clients to develop a national strategy for labor and employment, and is a seasoned litigator. He has been listed in *Best Lawyers* since 1995 and this year was named by *Best Lawyers* as "Lawyer of the Year" in labor law for Indianapolis. He also enjoys Tier One recognition in *Chambers USA* and is a Fellow of College of Labor and Employment Attorneys.

Clees represents employers throughout the United States in employment litigation and labor relations. He also counsels clients on a wide array of state, federal, and tribal compliance laws. He has been singled out by *Chambers USA* America's Leading Lawyers as one of the top labor and employment lawyers in the country for many years and as a *Chambers USA* Top Leader in his Field. He has been applauded for his "integrity and common sense" as well as his "pragmatic style."



**Kim Ebert** (Managing Shareholder) and **Michelle Wimes** (PDI Director) co-authored an illuminating article in the American Bar Association's (ABA) Annual Meeting Summer 2014 edition of *Diversity Voice*. The informative piece was featured in a column entitled "D&I Focus on a Firm: **Diversity & Inclusion Initiatives at ABA Full Firms.**" This section of the newsletters allows ABA to highlight full-membership firms that are advancing the conversation and improving outcomes for diverse and women attorneys.



Outside of his leadership experience as Managing Shareholder and member of the Board of Directors, Ebert has defended employers in virtually all areas of labor and employment law for over 35 years. He regularly represents employers in investigations and administrative proceedings before the National Labor Relations Board, the U.S. Equal Employment Opportunity Commission, the U.S. Department of Labor, and other federal and state agencies. As a litigator, Ebert has served as lead counsel in defending employers both at the trial and appellate levels in class, collective, and other multi-plaintiff actions as well as individual lawsuits. He is seasoned as a chief spokesperson in collective bargaining and has defended employers in over 150 arbitrations.

Wimes leads the firm's professional development initiatives and spearheads efforts to attract, develop, and advance diverse attorneys across the firm's 46 offices. Additionally, she lectures, publishes, and presents throughout the country on diversity-related topics, and has been recognized nationally and locally for her many professional contributions. She received a B.A. from the University of Missouri and performed graduate work at the University of Seville in Spain and undergraduate work at the University of Xalapa in Veracruz, Mexico. Due to her studies and her extensive legal work in Latin America, she is fluent in Spanish. Michelle earned her law degree, with trial advocacy honors, from Tulane Law School.







**Theresa Donahue Egler** (Shareholder, Morristown; ODWIN Chair and Reduced Hours Advisor) contributed to an article that appeared in the May 2014 issue of *Legal Management*, published by the Association of Legal Administrators, about alternative work options in law firms. Additionally, Egler was invited to speak on a panel for a “Women in Business” event at the Peapack-Gladstone Bank on July 21, 2014. It was their inaugural event and the attendees showed a high level of interest and enthusiasm for the topics presented.

Egler has more than 25 years of experience representing management in employment and ERISA litigation, including claims of discrimination, harassment, wrongful discharge, retaliation, violation of family and medical leave laws, whistleblower claims, independent contractor misclassifications, wage and hour violations, wrongful denial of benefits, breach of fiduciary duty, and restrictive covenant violations. Egler also regularly counsels employers on human resource management issues, including workforce reductions and reorganizations, plant closings, threat assessments, crisis management, employment policies, and employee discipline and discharge matters. Theresa has particular expertise in the design and management of corporate compliance and ethics programs, initiatives, internal investigations, corporate hotlines, and “speaking up” campaigns.



*Theresa Donahue Egler (second from right) with fellow-panelists at the Women In Business event.*



**Leah S. Freed** (Shareholder, Phoenix) was named one of 2014’s 50 Most Influential Women in Arizona Business by *AzBusiness* magazine in the July/August 2014 issue. Fifty women who are trailblazers, innovators, groundbreakers, and leaders of men and who are changing the face of Arizona business were honored at a special cocktail party on August 28, 2014.



Freed is the managing shareholder of Ogletree Deakins’ Phoenix office and is a skilled and experienced litigator who regularly defends employers against claims of race, gender, disability, and age discrimination, sexual harassment, retaliation, wrongful termination, FMLA claims, and wage and hour violations before federal and state courts and various administrative agencies. Freed is a truly national partner to her clients. She has handled lawsuits in a number of jurisdictions, including the state courts of Alabama, Arizona, California and Colorado, along with federal lawsuits in the following jurisdictions: the District of Arizona, the Southern District of California, the District of Colorado, the Eastern District of Louisiana, the District of New Mexico, the District of Ohio, the District of Oregon, the District of Minnesota, the District of South Carolina, the Western District of Tennessee, and the Southern District of Texas. She has also successfully handled multiple appeals before the United States Courts of Appeals for the Fifth and Ninth Circuits. Freed currently serves on the firm’s Management Committee.





**Bruce G. Hearey** (Shareholder, Cleveland) was surrounded by friends and loved ones as he was sworn in as president of the 6,000-member Cleveland Metropolitan Bar Association (CMBA) on June 13. Hearey was introduced as the president at the CMBA's annual meeting and inaugural luncheon at the Cleveland Marriott Downtown at Key Center. In addressing his focus over the next year, Hearey said: "I want us to keep doing the things we do well, and do them better if possible . . . specifically, we will be doing a strategic plan to see where the future requires us to go."

Hearey has practiced law for nearly 40 years. In that time, he has built a well-deserved reputation as a pragmatic and creative litigator and advisor on behalf of employers. He has litigated numerous restrictive covenant/unfair competition cases and has also tried cases involving breach of contract, breach of fiduciary duty, hostile environment, sex harassment, wrongful termination, and age, race, religious, and national origin discrimination in federal and state courts around the country. Hearey is a founding member of the Cleveland office of Ogletree Deakins and is a business and employment litigator.

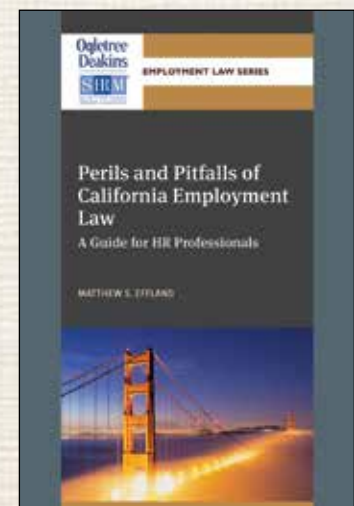


*Bruce G. Hearey being sworn in as the CMBA's President. (Photo courtesy of the Cleveland Metropolitan Bar Association)*



**Jathan Janove** (Shareholder, Portland) was a guest panelist at the American Bar Association's (ABA) Young Lawyer Division (YLD) 2014 Fall Conference held in Portland on October 9-11, 2014. Janove's topic was: "**Cross-Borders: Cultural, Gender and Generational Considerations in Legal Communications and Disputes.**" The panel enthusiastically discussed the various culture, gender, and generational considerations for practitioners to be aware of in all aspects of representation, including dispute resolution. "My main contribution," says Janove, "was describing 'verbal Aikido' and how lawyers are too prone to Karate 'block-strike.' It triggered discussion from the panel, including the legal ethics specialist who said most of his work comes from too much attorney 'block-strike.'"

As Director of Employee Engagement Solutions, Janove provides clients customized training, coaching, and consulting solutions to meet their challenges and achieve their goals. He is an internationally published author, including ***Managing to Stay Out of Court: How to Avoid the 8 Deadly Sins of Mismanagement***, (SHRM & Berrett-Koehler Publishers), which Dr. Stephen R. Covey described as, "Marvelous! Every manager will benefit immensely," and which Richard Drezen of the ***Washington Post*** described as "an extraordinary useful book for managers and workers." Janove is also the author of ***The Star Profile: A Management Tool To Unleash Employee Potential***, (Davis-Black Publishing), winner of the 2009 Independent Publishers Gold Medal for Business & Career at Book Expo America. He is editor of the SHRM - Ogletree Deakins book series on HR, labor and employment law.







**Trina R. Le Riche** (Office Managing Shareholder, Kansas City) was selected as a member of the 2014 class of Women Who Mean Business. This prestigious award is given to 25 executive women each year who must be engaged in for-profit business, be an entrepreneur, a top-ranking corporate woman in the Kansas City region, a partner leading a practice group, or serve on an executive committee. In the video interview of Le Riche shown at the awards ceremony Le Riche highlighted that the award was a reflection of our entire office's efforts, dedication to client service, supreme work ethic, and collegiality. Le Riche stated, "I was honored to highlight the Kansas City office's success and show that Ogletree Deakins supports women in leadership roles. I feel privileged each and every day to be a representative of the Kansas City office and the firm as a whole."

Le Riche concentrates her practice in the areas of labor and employment law. She maintains a busy advice and counseling practice and her employment litigation experience includes defending employers against claims of race, gender, disability, age discrimination, sexual harassment, retaliation, wrongful termination, and FMLA claims before federal and state courts and various administrative agencies.



**Adam T. Pankratz** (Associate, Kansas City) was recognized by the *Kansas City Business Journal* as one of the Best of the Bar, which recognizes outstanding lawyers throughout the Kansas City area. Honorees are chosen by their peers and specialize in dozens of practice areas throughout the metro area. Kansas City-area lawyers nominate their peers for consideration. They are urged to look outside the walls of their firms, and no one could make the list based solely on votes from his or her in-firm colleagues. The magazine provided a snapshot of some of the premier players in Kansas City's legal community and serves as a useful resource for anyone seeking an attorney.

Pankratz's practice is concentrated in the areas of employment law and litigation. He represents employers in federal and state courts throughout the United States defending clients against lawsuits alleging discrimination, harassment and violations of restrictive covenants. Pankratz was also named a 2014 Rising Star by Super Lawyers (as well as in 2012 and 2013), and was recently chosen to participate in the Centurions Leadership Program through the Greater Kansas City Chamber of Commerce and the Barnes Leadership Series with the Mid-America Gay & Lesbian Chamber of Commerce.







**Berna L. Rhodes-Ford** (Of Counsel, Las Vegas) was recognized in September as Attorney of the Year by the Las Vegas Chapter of the National Bar Association (LVNBA). The LVNBA gives the Attorney of the Year Award to a local attorney who has provided exceptional service to his or her clients and served the needs of a diverse client base with great success. The LVNBA is particularly interested in honoring individuals who have visibly engaged in community service efforts in the African-American community. The president of LVNBA, Professor Rachel J. Anderson, contacted Rhodes-Ford about the award and a presentation ensued within the week. Rhodes-Ford said “I am honored and humbled to receive the Attorney of the Year Award. I strive to do good legal work and provide excellent service to my clients. I also support numerous charitable and civic organizations by offering my time and legal services, when possible.”

Rhodes-Ford’s practice areas include employment law, traditional labor relations, corporate law, and healthcare law. She has extensive experience litigating employment cases and advising corporate clients on virtually all aspects of employment and labor law including employment agreements, employee manuals, litigation avoidance and collective bargaining agreements. Prior to joining the firm, Rhodes-Ford worked as Senior Corporate Counsel for one of the nation’s largest occupational healthcare companies where she was directly responsible for all employment law matters affecting the company’s employees in 40 states. Rhodes-Ford is admitted to practice in all state and federal district courts in Nevada and Texas, as well as the Fifth and Ninth Circuit Courts of Appeals.



**Nonnie L. Shivers** (Shareholder, Phoenix) was recently quoted in four **Law360** articles. The first story ran on June 15, 2014 and was entitled **Obama LGBT Order May Spur Employers to Revamp Policies**. The proposed Employment Non-Discrimination Act (ENDA) was stalled in Congress; however, President Barack Obama directed White House staff to prepare an executive order that would prohibit federal contractors from discriminating against lesbian, gay, bisexual and transgender employees or job applications. The planned executive order is a significant development for employers, even those who aren’t government contractors because it acts as another cue that formal workplace protections for the LGBT community continue to increase. The second story ran on August 28, 2014 and was entitled “5 Tips for a Transgender-Friendly Workplace.” Then, on September 5, 2014, Shivers was quoted in another article, **Posner’s Takedown of Gay Marriage Bans May Sway Peers**, which appeared online and dealt with Judge Posner’s decision striking down same-sex marriage bans in Wisconsin and Indiana. Finally, on October 6, 2014, Shivers was quoted extensively in an article entitled “**Lawyers Weigh In On High Court’s Same-Sex Marriage Silence.**” Following the U.S. Supreme Court’s denial of certiorari on multiple same-sex marriage cases pending before the Court, Shivers’ October 7, 2014 blog post entitled “Supreme Court Passively Clears the Way for Same-Sex Marriage” was republished by JD Supra and quoted by SCOTUSblog.com.

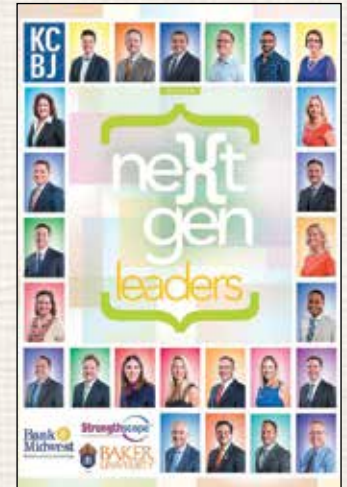
Shivers focuses her practice on defending employers against allegations of discrimination, sexual harassment, and wrongful termination in state and federal court, as well as administrative forums. She also regularly provides advice and guidance to employers on reductions in force, disability issues, and pre-litigation disciplinary matters. Shivers has conducted numerous complex and high-level internal investigations for clients and assists in identifying and resolving potential areas of liability and exposure in a proactive way. She frequently speaks on current and emerging employment law topics and has published several scholarly articles focused on employment law.





Earlier this year, a panel of judges for the *Kansas City Business Journal* tackled stacks of applications of highly qualified professionals and chose the 25 most outstanding up-and-coming business leaders in Kansas City. On July 18, 2014 **Kerri Reisdorff** (Shareholder, Kansas City) was one of the selected elite featured in the *Kansas City Business Journal* as a 2014 NextGen Leader. The NextGen Leaders program is designed to encourage and aid the process of identifying and grooming leaders in the Kansas City business and civic communities and helping them connect with one another. Being selected is just the beginning of the story for these select few. NextGen Leaders will gain exposure to the present generation of area leaders and obtain aid in building connections with each other and future NextGen classes.

Reisdorff advises and defends clients with regard to all aspects of the employer-employee relationship, including compliance with non-discrimination statutes, the FMLA, ADA, FLSA, NLRA, and state and local employment statutes. She has assisted clients in proactively addressing issues involving the development of union-free operations and the preparation of employee handbooks and procedure manuals, and she devotes a significant amount of her practice to preventative training and counseling for supervisors and management for firm clients on a whole host of employment-law-related topics. Reisdorff's corporate clients come in all shapes, sizes, and industries, and she takes pleasure in working with each of these organizations to make their facility a rewarding place to work. She is also a sought-after speaker and moderator throughout the Midwest on labor and employment matters.



**Luther Wright, Jr.** (Of Counsel, Nashville) was nominated by the Women's Political Collaborative of Tennessee to be recognized as a "Good Guy" in their annual nomination process. Wright was nominated by the Lawyers Association for Women (LAW) based on membership in the organization, past service as a program co-chair with LAW, and years of mentoring female attorneys in the Nashville bar. "This was my first time being nominated and receiving the award. I was very humbled and appreciative of this recognition...I think this is the most meaningful public recognition I have ever received and it makes me extremely proud as a lawyer, husband, and father." While serving as the LAW co-chair, Wright planned programs to help empower female attorneys to become judges and balance work/life balance issues. He has mentored several female attorneys in the Nashville bar, including Jessica T. Patrick and Charlotte S. Wolfe of Ogletree Deakins' Nashville office. "Since joining Ogletree Deakins, the firm has been 100 percent supportive and encouraging of my mentoring efforts. I would not have been nominated without the firm's support," Wright says.

After graduating from Vanderbilt University Law School, Wright began his career with a respected general practice firm in the litigation section. He has significant experience in the areas of labor and employment law, corporate business litigation, and class action lawsuits. He typically represents management in all forms of employment discrimination litigation, including litigation based on wrongful discharge, employee assaults on supervisors, Fair Labor Standards Act claims and independent contractor disputes. Wright has practiced before Tennessee trial courts throughout the State of Tennessee, federal district courts in Alabama, Arkansas, Georgia, Illinois, Oklahoma, Tennessee, and Wisconsin, and the United States Court of Appeals for the Sixth and Eleventh Circuits.





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# Words of Wisdom

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*If everyone is thinking alike,  
someone isn't thinking.*

General George S. Patton, Jr.,  
World War II U.S. Army Commander

*We all should know that diversity  
makes for a rich tapestry, and we  
must understand that all the threads  
of the tapestry are equal in value no  
matter what their color.*

Maya Angelou,  
Author, singer, and actor

*The best innovation comes from  
inclusive work environments  
that foster diverse ideas, nurture  
people with diverse talent and  
backgrounds, and create strong  
relationships with diverse  
communities.*

Mark Parker,  
CEO, Nike, Inc.

*Diversity may be the hardest  
thing for a society to live with, and  
perhaps the most dangerous thing  
for a society to be without.*

William Sloane Coffin, Jr.,  
Clergyman and peace activist

*If we always view it from the  
same perspective, we will tend  
to notice the same things.*

Frans Johansson,  
Author and businessman

*If we are to achieve a richer  
culture, rich in contrasting values,  
we must recognize the whole gamut  
of human potentialities, and so  
weave a less arbitrary social fabric,  
one in which each diverse human  
gift will find a fitting place.*

Margaret Mead,  
American cultural anthropologist



# OGLETREE DEAKINS AWARDS AND ACCOLADES

## Ogletree Deakins Tops Corporate Counsel Survey for Second Consecutive Year

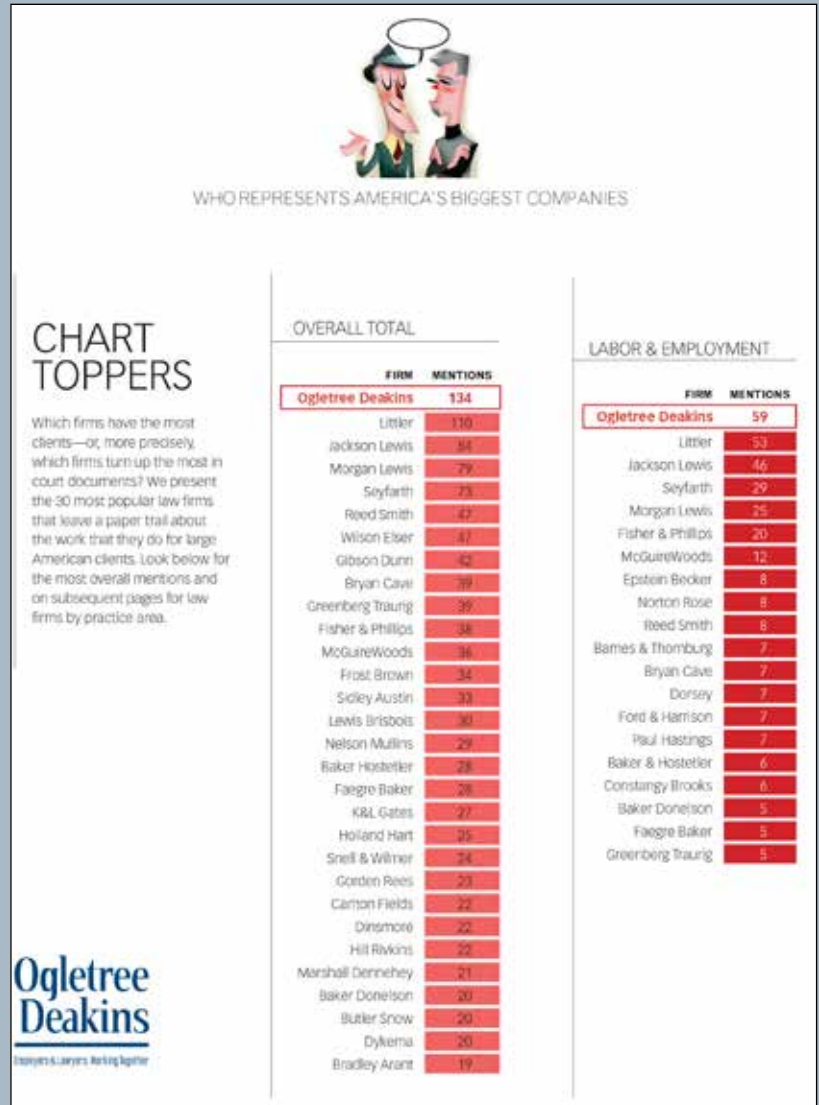
The firm received the most “mentions” of any firm in **Corporate Counsel** magazine’s “Who Represents America’s Biggest Companies 2014” survey. This is the second consecutive year that Ogletree Deakins has earned the top ranking in **Corporate Counsel’s** annual survey. In addition to its ranking as the top firm overall, Ogletree Deakins earned the top ranking in the Labor & Employment category, and a second place ranking in the Labor Litigation and Contracts categories.

To determine the results of the survey, **Corporate Counsel’s** editorial group searched Lexis CounselLink and other public records to find which outside counsel were used for seven key litigation areas, including Contracts Litigation, Labor Litigation, Torts Litigation, Intellectual Property Litigation, and Labor/Employment Law. The number of “mentions” are taken from the Fortune 500 companies **Corporate Counsel** surveyed as part of “Who Represents America’s Biggest Companies.”

“Our continued position in the **Corporate Counsel** survey is a strong endorsement of the relationships our attorneys have developed with their clients within the Fortune 500 and at many of the largest corporations in the United States,” said Kim Ebert, managing shareholder of Ogletree Deakins. “We are honored to receive this recognition again this year and remain committed to providing exceptional service and value for all of our clients.”

## Ogletree Deakins Earns Two Powerhouse Rankings in BTI Litigation

The firm has received “Powerhouse” rankings in the areas of complex employment litigation and routine employment litigation in the **BTI Litigation Outlook 2015: Changes, Trends and Opportunities for Law Firms** report, a national survey of more than 300 senior in-house attorneys. This is the third consecutive year that Ogletree Deakins has earned a “Powerhouse” distinction in the **BTI Litigation Outlook** report.





“Employers across the country continue to face a range of employment law issues that increasingly lead to litigation,” said Kim Ebert, managing shareholder of Ogletree Deakins. “We are very pleased to receive this recognition. It is a testament to our commitment to serving our clients’ needs.”

## Thirteen Ogletree Deakins Attorneys Named Lawyer of the Year

Thirteen of the firm’s attorneys have been recognized as a **Best Lawyers**® 2015 “Lawyer of the Year.” **Best Lawyers**® awards this honor to a single lawyer in each practice area and designated metropolitan area. These lawyers were selected based on particularly impressive voting averages received during the peer-review assessments.

The **Best Lawyers**® 2015 “Lawyers of the Year” include:

Robert E. Bettac – 2015 San Antonio Labor Law - Management “Lawyer of the Year”  
Thomas A. Bright – 2015 Greenville Employment Law - Management “Lawyer of the Year”  
Kim F. Ebert – 2015 Indianapolis Employment Law - Management “Lawyer of the Year”  
Thomas A. Farr – 2015 Raleigh Employment Law - Management “Lawyer of the Year”  
Keith D. Frazier – 2015 Nashville Employment Law - Management “Lawyer of the Year”  
Mark G. Kisicki – 2015 Phoenix Labor Law - Management “Lawyer of the Year”  
Leah C. Lively – 2015 Portland-OR Litigation - Labor and Employment “Lawyer of the Year”  
Tibor Nagy, Jr. – 2015 Tucson Litigation - Labor and Employment “Lawyer of the Year”  
Elizabeth B. Partlow – 2015 Columbia-SC Environmental Law “Lawyer of the Year”  
James C. Pennington – 2015 Birmingham Employment Law - Management “Lawyer of the Year”  
Michael M. Shetterly – 2015 Greenville Litigation - Labor and Employment “Lawyer of the Year”  
James B. Spears, Jr. – 2015 Charlotte Labor Law - Management “Lawyer of the Year”  
Madison Baker Wyche III – 2015 Greenville Labor Law - Management “Lawyer of the Year”

Additionally, 184 of the firm’s attorneys have been listed in **The Best Lawyers in America**® 2015.

## Ogletree Deakins Ranked Among Top 25 Law Firms for Diversity

Ogletree Deakins has earned a ranking on career intelligence website Vault.com’s 2015 list of the Top 25 Law Firms for Diversity. The 2015 list was compiled based on anonymous feedback from more than 17,000 attorneys from around the world.

“Ogletree Deakins is elated to be included on Vault’s list of the Top 25 Law Firms for Diversity for the first time in our firm history,” said Michelle Wimes, Ogletree Deakins’ director of professional development and inclusion. “We continue to implement programs and initiatives that promote diversity and inclusion within the firm and its leadership, and we are proud that our hard work has been recognized on this prestigious list.”

The diversity section of the **Vault Guide to the Top 100 Law Firms** includes separate categories for diversity as it relates to minorities, women, gays and lesbians, individuals with disabilities, and veterans. To determine the Top 25 Law Firms for Diversity, Vault.com used a formula that weighed the categories evenly for an overall diversity ranking. Ogletree Deakins’ ranking on this Vault.com list underscores the firm’s commitment to diversity and inclusion.



# OGLETREE DEAKINS WELCOMES NEW FIRM ATTORNEYS



**Natalie R. Alameddine**  
Associate  
Orange County



**Warren D. Astbury**  
Associate  
Tampa



**Z. Kathryn Branson**  
Associate  
Las Vegas



**Richard W. Diaz**  
Associate  
Philadelphia



**Guillermo A. Escobedo**  
Non-equity Shareholder  
San Diego



**Donald D. Gamburg**  
Non-equity Shareholder  
Philadelphia



**Seth D. Kaufman**  
Associate  
New York City



**Ashley K. Kerr**  
Associate  
Columbia



**Matthew J. Kolodziej**  
Staff Attorney  
New York City



**Colton D. Long**  
Associate  
Minneapolis



**Alison P. Lungstrum**  
Associate  
New Orleans



**Buena Vista Lyons**  
Non-equity Shareholder  
Dallas





**Matthew M. McCluer**  
Associate  
New Orleans



**Karen M. Morinelli**  
Non-equity Shareholder  
Tampa



**Elizabeth W. O'Gara**  
Of Counsel  
Indianapolis



**Jennifer K. Oldvader**  
Associate  
Kansas City



**Christopher W. Olmsted**  
Non-equity Shareholder  
San Diego



**Berna L. Rhodes-Ford**  
Of Counsel  
Las Vegas



**Anthony L. Salvador**  
Associate  
Dallas



**Justin M. Scott**  
Associate  
San Francisco



**Thomas B. Song**  
Associate  
Orange County



**Serafin Tagarao**  
Associate  
Orange County



**Ashley Totorica**  
Associate  
Stamford

**Photos not available:**

**Raul Chacon Jr.**  
Associate  
Denver

**Christina M. Crockett**  
Associate  
Washington

**Andrea C. Davis**  
Associate  
Raleigh

**Laura D. Heckathorn**  
Of Counsel  
Los Angeles

**Jia Li**  
Associate  
Indianapolis

**Norma Manjarrez**  
Associate  
Chicago

**David L. Zwisler**  
Of Counsel  
Denver

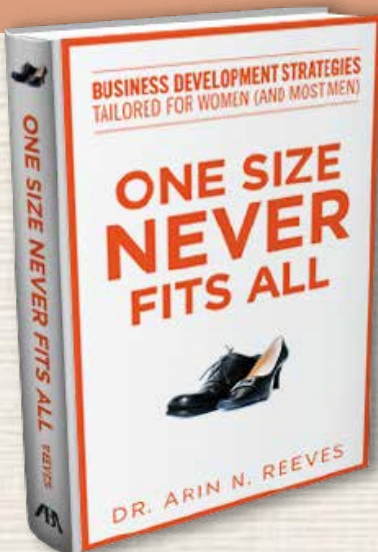




Arin Reeves, J.D., Ph.D., is a globally sought-after advisor to many corporations and organizations on various aspects of gender equality in the workplace, and she has researched and written extensively on this topic. A former attorney, she is now president of Nextions, a research and consulting firm focused on leadership and inclusion. Her first book, *The Next IQ: The Next Level of Intelligence for the 21st Century*, focused on cognitive biases in the workplace and how organizations and individuals can interrupt these biases to maximize the potential of all in workplaces.

Dr. Reeves has now written a new book **One Size Never Fits All: Business Development Strategies Tailored for Women (And Most Men)** that presents her original research on the business development strategies of both men and women. Her groundbreaking research and innovative solutions can revolutionize business development for women (and most men). In the introduction, Dr. Reeves writes: *“The book offers a comprehensive and candid analysis of how women and men develop business in professional service firms differently and what they and the firms in which they work can do to create models for success that recognize these differences and allow for women to thrive.”*

Dr. Reeves has graciously granted permission for us to publish excerpts of her book below.



The excerpt below is from Chapter 5, Superstar Sizes vs. Team Successes. This chapter explores in detail what research showed about how the current “size” of business development doesn’t fit most professionals, especially when it comes to the different way men and women view competition as compared to collaboration.

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The perspectives on business development as articulated by different leaders of professional service firms are starkly consistent with each other on what successful business development looks like (individual credit/big clients/clients = power), how it is done (independently/visibly/competitively), and who is more likely to succeed at it (assertive men).

The following chapters demonstrate how this one size is not compatible with how women (and many men) actually develop business. This one size leads to a firm’s succeeding through the output of a few superstar business developers instead of succeeding as a firm, a cohesive unit that works together to grow together.

The individual superstar model may have worked when the supply-and-demand equation for professional services favored professional service firms, and it may even continue to work if you want to merely survive. However, in this global hypercompetitive market where the supply-demand equation no longer favors professional service firms, dependence on a few superstars without teams is not a good strategy for any firm’s long-term success, especially if you want to transcend survival and thrive in a sustainable way.



Lisa is a senior partner in a firm where she is the only female partner of color. The firm has a women's leadership initiative and a diversity initiative, and she is active in both, though she feels like she really doesn't fit in very well with either group.

*"When I'm with the women, they look at me with some confusion because I'm a woman but they can't really relate to me. They have no idea what my life is like when I leave here, what my home is like, what I do on the weekends, and they don't ask me these questions like they ask each other. The other partners of color are all men, so when we get together, they say all sorts of sexist stuff and don't realize it. Every single one of them has children, and none of them [has] work-life balance issues like I do. This is the context in which I have to live and breathe my client development efforts."*

Lisa was recruited from another firm because a client of her current firm had recommended her highly when this firm was thinking about recruiting new people at a more senior level. That client, a white male, has put Lisa's name up for consideration many times for positions ranging from civic boards to high-profile political appointments.

*"I jokingly told [the client] that he was the strongest advocate for diversity that I had ever met the way that he throws my name around. He responded by saying that he wished that I was not a minority because he hated that he constantly had to explain to people that he wasn't recommending me because I was a woman or a minority but because I was smart and the hardest worker he had ever met. That took me a second to digest . . . he wished that I was not a minority. I didn't know how to respond because I understood . . . I think I did . . . what he was saying, but it was still difficult to process."*

Lisa has a few clients, but all her clients, according to her, are **"not really clients I pitched."** She has been a part of a few client pitches that other partners have organized, and she laughingly calls herself the **"two for one diversity token."**

*"I would invite me if I were them . . . our clients are asking for diversity, and I am as diverse as diverse gets. But, I don't get treated as an equal on the pitch team. The diversity role is never quite as profound or powerful as the best in class role."*

The head of the firm approached her a few months ago and told her that he wanted to start grooming her for a leadership position. He told her that they had to start with getting her business generation numbers up. She asked him how he thought she should do that, and he told her that she was not aggressive enough, and that she needed to focus on "getting in there and getting the kill" because he knew she had it in her.

*"Get in there and get the 'kill.' Could he have said anything that I connected with less? I like to compete, but for me, it's about competing against an ideal . . . being better than I was before or competing as a member of a team because I want to see my team win, but competing against my other partners . . . that doesn't turn me on."*

*"I don't want to kill. I don't want to fight to kill. This doesn't make sense. We are in a field that is about innovation and creativity, and fighting to kill isn't anything that I know how to do . . . or want to do. But, it's hard to say that, right, because he is saying it like it's a compliment. He also uses the phrase 'hunger in the belly' often, and all that makes me think of is indigestion. Hunger in the belly sounds like what you get after you fight to kill."*

The rest of Chapter 5 briefly describes how firm leaders identify the top ten characteristics of the best business developers. Chapter 6 explores this further and chapter 7 describes the methodology and findings of a micro experiment that examines what the "one size" looks like when it fits and when it doesn't fit.



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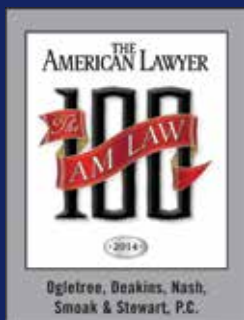
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We have 46 offices, across the United States, in Europe, and in Mexico



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