

Leadership Development

PROMOTING DIVERSITY, EQUITY, AND INCLUSION TO CREATE BETTER OUTCOMES

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ASPEN COURSEBOOK SERIES

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Fundamentals of Lawyer Leadership



 Wolters Kluwer

What's in a name?



1. Break into groups of 3 or 4.
2. Describe how you got your first name (or perhaps even your last name).

Some definitions:

- Diversity
- Equity
- Inclusion /
Belonging



Using good leadership skills

Our Goal: To encourage you to think about DEI differently to create an inclusive environment where,

- individuals feel their work is important;
- they feel fulfilled;
- there's a general sense of respect and appreciation; and
- there is *minimal* friction

Basic Assumptions

- Desire a diverse, equitable, and inclusive environment.



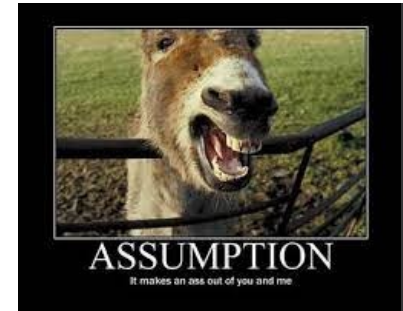
An aside: Generational diversity

- Younger professionals:
 - More likely to expect diversity
 - Accustomed to working in diverse settings
 - Need the answer to "Why?"
 - Want input on "How?"

Want and need younger professionals getting involved!

Basic Assumptions

- Desire a diverse, equitable, and inclusive environment.
- Understand benefits of diversity.
- Understand challenges of diversity



Challenges of diversity

- Implicit associations or biases



The bad news:

WE CAN BE
EASILY
INFLUENCED BY
WHAT SOCIETY
TELLS US ABOUT
DIFFERENT
GROUPS

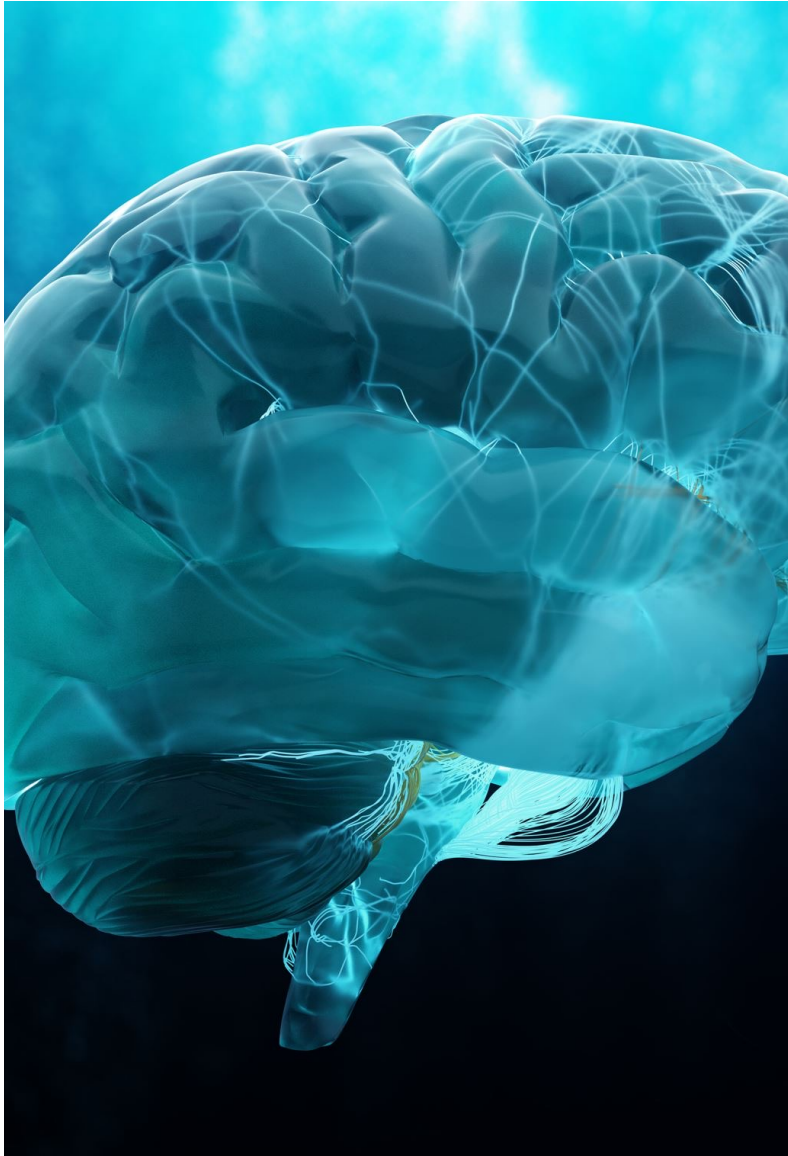


The good
news: we're human!

When motivated, we
can change.

We have neural
plasticity! But it
takes work.





De-biasing implicit associations

- Recognize the implicit association
- Reprogram brain to create new associations
- New associations come thorough repetition
- Be intentional

Challenges of diversity

- Implicit associations
- Change is hard
- Diversity fatigue
- Characteristics of bar associations

Additional challenges for bar associations

Periodic meetings

Enforced/expected turnover

Limited opportunities to build
relationships

Members are volunteers with
full-time "other jobs"

Insular or conventional



What assumptions have we missed?

A group of colorful human figures in the background, representing diversity. The figures are in various colors including blue, yellow, green, red, and grey, and are slightly out of focus.

WE WANT TO HEAR
FROM YOU!

Why is
diversity
important?



How is that manifested in your leadership?

WHAT EVIDENCE IS THERE OF THE IMPORTANCE OF DIVERSITY?

**If diversity is important to your
bar association . . .**

COMMIT

**“We hold these truths
to be self-evident;
that all men *and women*
are created equal.”**

-as revised by Elizabeth
Cady Stanton, 1848



I look to a day when people will not be judged by
the color of their skin, but by the content of their
character.

(Martin Luther King, Jr.)

Why? Because we're lawyers!

Practical Implications



**ELIMINATING
GROUPTHINK**



**EXAMPLE: JURY
FOCUS GROUPS**

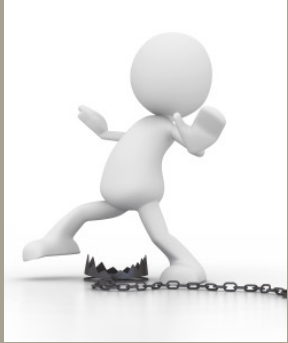
Engage in
concrete actions
to show
commitment

What does
your bar
leadership
look like?



Actively recruit for diversity.

Strategies



Avoid the "trap"

Seek diverse selection
recruiting teams



Recruit for
qualifications, but . .

Build your pipeline

Identify people
observed in
other contexts.

Collaborate
with affinity
bar associations
or sections.

Create a
running list of
potential
candidates.

Visit with
diversity groups
in law schools.



- Surveys
- Focus groups
- Look for
what you're
not hearing.



Why should those you
are seeking join?

Use leadership skills to
nurture an equitable
and inclusive
environment.

EMPHASIS UPON BUILDING
RELATIONSHIPS.

What does each person have to offer?





Be intentional:
get everyone
involved.

Rev. Raymond Bailey

Consider
your
business
meetings.



What do your business
meetings look like?



How does the discussion go?

Leadership skills to build relationships



- Listen!
- *Plan* interactions that encourage inclusiveness.
- Physical settings matter.
- Preparing for "down time".

Sparking Conversations

- Will bar associations have outlived their usefulness 50 years from now?
- What book has been the most influential on your legal career (other than TKAM)?
- What law school course do you believe was life-changing or a complete waste of time? what course did you fail to appreciate until after you graduated?
- What do you wish you'd known before becoming an attorney?
- Do you have a legal bucket list? What would have you included (or would include) on it?



We all have much more in common
than we have difference. I would say
that about people all over the
world. They don't know how much in
common that they have

— Ernest Gaines —

AZ QUOTES



Questions?
Comments?

Tomorrow's session

Interactive

Navigating difficult
conversations

More Relationship Building
and Less "Mentoring"

Implementation of these
concepts