

women lawyers JOURNAL®



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Unlocking the Secrets to Executive Coaching

Five Success Strategies for Women Lawyers

Career Planning for Lawyers

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Editor's Note

By Zoe Sanders Nettles

This issue of the Journal takes a look at lawyer career development, with a specific emphasis on the value that coaching brings to this area of our lives. Coaching has been utilized extensively in the corporate world for many years—sometimes to remediate issues relating to problem executives, but more frequently of late to groom top talent. By one estimate, coaching is now a \$1 billion-a-year business.

Lawyers and law firms are slowly getting on board. Many lawyers have hired personal coaches to assist them to meet the challenges of their busy careers and lives. Law firms, too, are starting to recognize the value of coaching and a few have set up career development programs to support their lawyers' development or hired external coaches to work with their top talent so that they can achieve peak performance.

We therefore feature in this issue articles by a number of different career coaches and lawyers that have used them.

Bonnie J. Montgomery is a clinical psychologist, professional coach, and family business consultant. Although she is not a lawyer, she has experience with coaching lawyers. Her article discusses why lawyers in particular can benefit from career coaching.

Kristie D. Prinz is a solo practitioner who started her own law firm after her former firm in Palo Alto closed. She has actually used the services of a professional coach. In her article she discusses why a lawyer might want to employ the services of a coach, the benefits and pitfalls of using a coach and how to find a coach.

Jatrine Bentsi-Enchill is a former practicing attorney and career coach. She is the founder and director of Esq. Development Institute. The Esq. Development Institute specializes in training processes for law firms and offers programs in leadership development, diversity, communication, work life balance and more. Ms. Bentsi-Enchill has been featured in Oprah Magazine. She outlines five success strategies for women lawyers and gives practical advice on how and why to implement those strategies.

KC Bradley was a practicing lawyer for 18 years with major international firms, and now coaches and consults with lawyers and law firms in the area of career and professional development. She looks at the value that accrues to law firms

when they support their lawyers' career planning efforts by making career planning and coaching an integral part of their professional development efforts. For those of you who work at firms that do not provide this support, she provides you with the business case that you can take to your firms to encourage them to make this investment.

Karen Kahn Wilson and Steve Salee are executive career coaches. Karen Kahn Wilson is a psychologist. She is President of WomenCentric (TM) Enterprises which combines research and practical tools to set up comprehensive, women's initiatives in law firms. Steve Salee is the Managing Director for coaching, consulting and training with Corporate Counseling Associates, Inc. They co-author an article that provides insight on the differences between women's and men's brains and what these differences do not mean. They show how biological features can be taken into consideration to assist the career coach in advising a woman lawyer and can assist a lawyer with understanding both men and women colleagues.

We hope our readers find these articles and the other articles and sections in this Summer issue of the Women Lawyers Journal® interesting and useful.

This issue of the Journal is my final issue as editor. My goal was for the Journal to be both a historical record for NAWL and also reflect the trends of the time for women lawyers. It has been an honor to be involved with this over 100 year old organization. I look forward to continued involvement on the Board.

Thank you for subscribing to the Women Lawyers' Journal®. One day when all the hundreds of legal journals published reflect that women and men lawyers are treated equally, this Journal may no longer be needed. Until then read on!



Zoe Sanders Nettles
Women Lawyers Journal Editor 2004-2005
Nelson Mullins Riley & Scarborough LLP
Columbia, South Carolina

From the President

By Stephanie A. Scharf

In a few days in Chicago, NAWL will make its annual transition to the next bar year, with the installation of the 2005-2006 President, Executive Board and Committee chairs. These past few weeks, getting ready to make the transition to the role of Past President, I have taken some time to reflect on the year and what NAWL has accomplished.

This year, NAWL has experienced enormous diversity, in many senses of the word. We increased the variety of our programs and publications and at the same time increased members. We continued the "Taking Charge of Your Career" seminars for practitioners; rolled out the innovative "From Backpack to Briefcase" program to help law students move successfully into law practice; and sponsored outstanding special interest programs in areas of law where women need encouragement to practice. The NAWL Committee for the Evaluation of Supreme Court Nominees has just published its Mission and Procedures and is poised to begin the evaluation of nominees presented by the President. The Women Lawyers Journal, as this latest issue reflects, refocused and reinvigorated its approach, as did the Amicus Committee and the International Law Committee. The groundwork has been laid for the upcoming Legal Specialists Board, which will provide background information to policymakers and the media about laws that impact women; the first ever NAWL General Counsel Institute, to help advance senior corporate counsel into the role of General Counsel; and new programming on choosing and making transitions throughout the course of a women lawyer's career. The NAWL website reflects the vibrancy of NAWL's actions and its enhanced initiatives.

NAWL's diversity is also reflected by the Executive Board for 2005-2006. The current Board took as its mission a commitment to increase the role of women of color in NAWL's activities, Committees and at the

Board level. We are delighted that the new Board of 15 lawyers includes three lawyers of color, all of whom have been active in NAWL and central to the success of NAWL programs. As we worked on building a stronger and more inclusive base, we were often reminded that diversity is a process, and that setting meaningful goals is the first step in achieving the process.

At the end, I thank all of NAWL's members for making this one of the most wonderful years of my life. I have had the opportunity to meet thoughtful and committed women lawyers across the country. I have been influenced by each of you, from the most junior to the most senior. This year allowed me the privilege of taking steps and learning skills far outside of my everyday practice. My law firm has been enormously supportive of the time and effort required and NAWL has reaped the benefit of that support. It has been a great honor for me to be President of NAWL and it is a feeling that I shall carry with me for many years to come.

Thank you all for your support. Keep active in NAWL!

Warmest regards,



Stephanie A. Scharf
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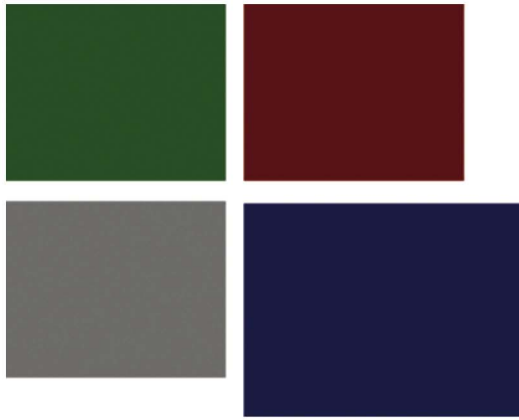
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The National Association of Women Lawyers announces the first annual *Women Lawyers General Counsel Institute*, to take place at the Sofitel Hotel, New York City, on November 7-8, 2005. The Institute is designed to facilitate the advancement of women lawyers into the top tiers of corporate law departments by offering a series of seminars and workshops on the skills and information needed to achieve the position of Chief Legal Officer. The target audience consists of senior women corporate counsel at the levels of assistant, associate and deputy General Counsel, and General Counsels of smaller companies.

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Professional Coaching For Attorneys: A Primer

By Bonnie J. Montgomery, Ph.D

Lawyers should be aware of the benefits of professional coaching. Coaching has been widely used in business for more than a decade. Major companies collectively spend over one billion dollars annually on coaching. Why? It improves the bottom line of the business. Organizational coaching can better focus the efforts of managers on the strategic business objectives of the company. Professional coaching can improve job satisfaction and performance of individual employees.

Lawyers face many of the same challenges and pressures as business executives. Law practice at its best can be intellectually challenging, and personally and professionally rewarding. In attorney and author Scott Turow's felicitous phrase, lawyers can "do well and do good at the same time." The reality of law practice usually differs from that ideal. Many law firms must reinvent themselves and execute new strategies to remain successful. Lawyers generally face relentless billable hour pressures. Demanding and unappreciative clients may have unrealistic expectations about what their lawyer can do for them. Balancing personal and professional goals may be frustrating. Working constantly in an adversarial system brings its own unique demands not faced by other professionals. As a result, satisfaction with law practice can suffer.

Women attorneys often are disproportionately impacted by these professional pressures. In addition to the usual demands of a successful practice, they often deal with starting a family, child rearing and sometimes care giving for elderly family members. Many women with successful practices face recurring questions. "How can I grow my practice and create better alignment between the efforts of my partners and associates and the goals of my firm?" "How can I improve my own performance and my satisfaction with law practice when I have too little time for myself and my family?"

Coaching can be useful in answering these questions. What is professional coaching, what can it do and how does it work?

Defining coaching with precision is as difficult as defining "lawyering." Lawyers advise, resolve conflicts, draft documents, conduct transactions, advocate and communicate. Like lawyering, coaching does not involve a single task. Professional coaching generally involves a one-on-one professional relationship to assist the coaching client in professional or personal growth. The client may be the law firm itself, in need of organizational coaching to address professional issues affecting the entire firm. New associates, for example, may in general not have the necessary interpersonal skills necessary to communicate effectively with clients. More often, the coaching client is an individual attorney. With individuals the emphasis may be on both professional and personal growth. Professional coaching here is tailored to the individual client and her circumstances and not to the needs of the firm.

Professional coaching is a tool to help a client increase self-awareness and in doing so, identify strengths and weaknesses. This leads to better utilization of strengths to increase professional performance, a renewed sense of purpose and increased personal satisfaction.

Professional coaching is not consulting, although there is some overlap. A consultant often has a technique for focusing business strategy or increasing professional performance which can be used by any organization or individual. A consultative approach may not be as individualized as a coaching approach. Coaching is not therapy. Coaching is forward looking with a focus on increasing performance and satisfaction. Therapy often deals with past problems and with their diagnosis and treatment.

Professional coaching is useful in many areas. It can help professionals such as attorneys improve their performance and develop their potential. Coaching assists in using emotional intelligence skills for better self-management and enhanced leadership skills. It can identify personality traits and work habits which either help or hinder professional development. It can improve work performance by

recognizing “blind spots” and overcoming internal blocks which limit potential. At the personal level coaching can develop stress resilience, assist career reinvention, rekindle passion in work and achieve a better balance between career and personal life.

Professional coaching works through a multi-step process that may take from three months to a year. It usually involves face to face discussion and regular telephone and e-mail contacts. How the coaching process works can be illustrated by a hypothetical professional coaching client.

Sarah is a successful practicing attorney in a mid-size firm. She directs the firm’s commercial litigation team. Sarah is in her early 50’s with grown, independent children and a husband who is a financial planner. Sara’s father was a successful solo practitioner who devoted considerable time to mentoring young attorneys. Her grandparents had a small family business and her mother was a teacher. Both her mother and grandmother were strong women who believed the best approach was to work behind the scenes to get things done and to do things yourself so they would be done right. Their way was to keep a low profile, exert influence quietly and lead by example. Sarah, too, has always believed she should do things herself and not rely too much on others. It worked in law school to get good grades and it has worked in practice where she has a good reputation for getting things right the first time. But Sarah increasingly is not finding law practice as satisfying as it once was and her frustrations as a team leader are growing. She is an excellent writer and wants to pursue that but has no time and no outlet for it.

The first step in the coaching process for Sarah and her professional coach is determining Sarah’s goals and objectives through an intensive interview. Often the coach will use assessment tools such as the Myers-Briggs Type Indicator or a 360 degree survey to gather information anonymously from peers, supervisors, direct reports and sometimes even friends and family. This is essential information. Sarah may not have an accurate perception of how others see her. She may not be aware of weaknesses that are limiting her effectiveness or even of her real strengths. A good professional development process in a law firm could bring these things out but many firms do an inadequate job in this area. The first step in the process is important in establishing a successful coaching relationship. Building an environment of trust is essential.

Information from this first step helps to establish the coaching agenda. These are the goals that Sarah wants to focus on.

The second stage in the process builds on the information gathered in the first stage. Blocks that have stopped the client from best utilizing her strengths can be identified. These often come from “old messages” from family or even a person’s “winning strategy”— the strategy which has helped them succeed so far. Sometimes that winning strategy has unintended results which have hindered goal achievement. In Sarah’s case, both may be operating. Sarah’s winning strategy of “do it yourself” is having an unintended result. As a team leader, she doesn’t delegate effectively, leading to dissatisfaction among her team members, increased time demands on Sarah and lowered team productivity. All this is contributing to Sarah’s decreased satisfaction with her practice. Without the coaching process, Sarah may not have figured out what was going on. The associates on her team would not be direct with her and other partners would not know enough to make the connection between Sarah’s strong work ethic – her winning strategy – and the problems and frustrations coming from her dislike of delegation.

Blocks also may be coming from the “old messages” Sarah received from family. Working behind the scenes and keeping a low profile, valuable though they may have been to Sarah, may now be blocking Sarah from pursuing more visible strategies to pursue her ambitions to write.

Sometimes other things surface in this phase of the coaching process. Negative experiences from the past, including past work experiences, previous relationships and family issues can undermine the client’s confidence in moving forward, and utilizing her strengths. If this is the case, it may be helpful to take a step back and gain perspective so that old messages from the past do not limit people in the present. In some cases, if the past reveals deep anger or wounds which seem to be paralyzing the client, therapy and not coaching may be needed initially. A coach who can recognize the difference is valuable.

Step three in the coaching process is to set manageable stretch goals, written and measurable. Coach and client will often develop a contract for the specific goals to be achieved. As part of the contract, specific practice assignments and other techniques may be designed to help the client reach her goals. For Sarah, personnel training in team manage-

ment, including how to delegate effectively, may be useful. A commitment by Sarah to identify writing opportunities, perhaps in local or state bar journals and a further commitment to begin a writing project will move Sarah toward meeting the desire to write.

The fourth step is working the process which has been put in place. The client may find that in attempting to achieve sustainable behavioral change, things shift and aspirations change. The coaching process must be dynamic instead of linear and adjusted as necessary.

The final step is monitoring and assessment of progress by the coach. Mutual agreement that goals have been achieved or that a change in the coaching plan is needed are always necessary. In Sarah's case, she and her coach agree that the self awareness she has gained and the changes she has made in the last six months have made her a more effective lawyer and have increased her satisfaction with law practice. She has writing projects in progress and her family and professional colleagues have noticed positive changes. Sarah and her coach agree that their coaching relationship can be ended. They decide to touch base three months later to make sure things remain positive for Sarah.

Coaching for this type of situation is far more common in business than in the legal world. Many thousands of executives successfully use professional coaching each year. The figure for lawyers is far lower. Steve Axelrod, Ph. D., a psychologist and executive coach in New York City notes "when law firms consider whether to use coaching, one thing to keep in mind is that coaching is a widely used developmental tool in the corporate setting and that law firms are at least ten years behind in their use of coaching." Ron Reece, Ph. D., a psychologist, family business consultant and professional coach in Greenville, South Carolina, who works with law firms, believes "Lawyers have a higher degree of skepticism than the general population and for them to take the risk to have a psychologist as a coach is impressive."

As in choosing any professional, there are things to consider in selecting a professional coach. There is no required licensing or certification for professional coaches so make sure the coach has significant coaching experience. Professional development is essential. A highly competent coach should regularly be engaged in continuing professional education. Check whether a coach has had prior experi-

ence working with lawyers individually or with law firms. Knowledge of the legal profession and how it operates is valuable. Many coaches have backgrounds in psychology. That can be useful in analyzing behavioral patterns of the client and on rare occasions, determining whether therapy is needed instead of coaching. Finally, make sure the professional coach understands and recognizes potential conflict of interest situations. When coaching a firm, the interests of the firm may be different from the interests of individual attorneys.

Attorneys and law firms have as many reasons to use professional coaches as do businesses. A professional coach can assist firms to operate more effectively and attorneys to perform at higher levels with greater satisfaction.



Bonnie Montgomery has an extensive professional background in counseling and consultation. As a PhD in clinical psychology, she

has expertise in conflict management, behavioral change and the development of communication skills both with individuals and larger groups. Bonnie has combined these various disciplines to specialize in consultation to family businesses, individual professionals and other public and private organizations. Her practice, based in Columbia, SC was founded 24 years ago. She is currently also a partner in Coaching and Consulting Solutions, a firm specializing in professional and personal coaching and advising small and family businesses.

Bonnie earned her Ph.D. in Clinical Psychology from the University of South Carolina and her professional service experience includes terms as President of both the South Carolina Psychological Association and the South Carolina Academy of Professional Psychology. In 1997 Bonnie received the Award for Outstanding Contribution to Psychology and in 2004 was honored with Lifetime Achievement Award in Psychology. Bonnie is married, has one son, a daughter-in-law and a granddaughter. She enjoys exercise, spending time with her family, reading, hiking and travel. She can be reached at bonnie@coaching-consultingsolutions.com or at (803) 748-0309. Her web site is www.coaching-consultingsolutions.com.

Unlocking the Secrets to Executive Coaching

By Kristie D. Prinz

Have you ever watched another attorney with envy and wished you could be as successful as he or she was at a particular skill such as rainmaking, public speaking, or writing? Did you then brush the thought aside, thinking that you would just never be able to do that particular skill so effectively, perhaps because you just weren't by nature a rainmaker, a public speaker, or a writer?

If so, it may never have occurred to you that the attorney you admired wasn't naturally gifted in the particular skill you envied, either. In fact, he or she may have shared your feelings of inadequacy at one point in time, before hiring an executive coach to assist in developing the very skills you would like to be able to emulate.

Executive coaches are a resource available to professionals in a variety of fields; nevertheless, the use of executive coaches remains a well-kept secret in the legal profession. Yet, in an increasingly competitive legal marketplace where effective mentoring can be difficult or even impossible to find inside the workplace, many attorneys are finding that building a solid relationship with an executive coach is exactly what they need to get ahead in their careers and to take their practices to the next level. Particularly in the case of women attorneys, who continue to find themselves bumping up against the glass ceiling at many law firms, hiring an executive coach may prove to be the essential step to breaking through and fulfilling the career aspirations which had initially motivated them to enter law school.

The decision to hire an executive coach, however, should not be taken lightly. While hiring an executive coach can jump-start a career, it can also be a drain of time, money, and other resources, particularly where the executive coach's background is not a good fit with his or her client's needs. Moreover, not every attorney will work well with an executive coach, and some may just not be in the right place in their personal or professional lives to fully take advantage of what an executive coach has to offer.

In the following article, I will unlock some of the principal secrets to executive coaching, examining not only what an executive coach can do for you and your career but also some of the potential pitfalls of the relationship. I will also provide some strategies for getting the most out of the relationship.

I. What is an Executive Coach, and Why or When Should You Hire One?

If you are not already working with an executive coach, you may be asking yourself: what is it that an executive coach does and why should I ever consider hiring one.

While it is difficult to assign a single definition to an "executive coach" simply because there are so many different types of executive coaches, the role of a coach is consistent—to provide advice and guidance that empowers a professional to achieve his or her goals.

Executive coaches can come from a variety of backgrounds: a few of the more common examples are marketing, business, public speaking or speech therapy, and even psychology. While some lawyers have gone on to become executive coaches, it is most common to find coaches with backgrounds in other professions.

You may hire an executive coach to work with you on developing a personal brand or a nationwide marketing strategy, building or increasing the size of a book of business, creating a national or international reputation in a particular area of practice, or even on becoming a well-regarded public speaker. You can also hire an executive coach to assist you in transitioning into a different line of work or different area of practice, or to make other types of life or career changes. You can even hire an executive coach to assist you in managing difficult relationships with clients or employees, or in developing a particular style of leadership.

You might wonder how an executive coach's role differs from that of a mentor. As you might suspect, the roles of mentor and executive coach can overlap at times. The key distinction, of course, is that you employ an

executive coach to be your outside advisor and to take the time to work with you in order to make you successful. In contrast, the mentor will often be an internal advisor who will spend whatever time he or she has to try to counsel you on how to make the firm successful, which may or may not in return result in your own success.

Another important distinction between the two roles is that an executive coach is likely to have a much broader perspective than will a mentor. Executive coaches often work with attorneys or businesspeople at numerous firms or organizations, often in different cities and states, and so they have experience and insights to offer that go beyond those of a mentor, whose perspective is likely to be much more limited to the particular firm or firms where he or she has worked.

Thus, an executive coach's guidance can compliment the guidance of a mentor.

If, however, as in the case of many younger attorneys—and particularly in the case of women—you have never had an effective mentor, an executive coach can fill in the gaps, and then give you guidance above and beyond what you would otherwise have access to, thereby leveling the playing field with the peers who had effective mentors and potentially even enabling you to develop skills that exceed them.

At what point in your career should you consider hiring an executive coach? My advice would be to start thinking about hiring one as early in your career as possible.

In my case, I hired executive coaches to work with me after the sudden collapse of the large firm where I had been working, during my sixth year of practice. I realized that I had both clients and a number of contacts but no office to work in, and I needed help to move forward with my career and to develop the kind of practice and reputation I needed that would sustain me, regardless of what happened to the organization where I was working. Hiring and working with executive coaches has opened the doors to a whole new set of opportunities for me that never seemed possible before. If I could go back and do one thing differently, I would have begun working with executive coaches at a much earlier stage in my career.

Developing a relationship with an executive coach can be beneficial, even if you end up waiting until you are at a senior associate or partnership level to initiate the relationship. Now that I am privy to the use of executive

coaches in our profession, I know partners at a variety of different stages of their careers—all very successful—who work with and maintain a relationship with executive coaches. I plan to do the same as I progress in my career.

Now that you understand what an executive coach is, I will reveal to you some of the potential benefits of developing an executive coaching relationship.

II. Potential Benefits of Working with an Executive Coach

You might be asking yourself how anyone has the time or energy to work with an executive coach, given the increasing demands of firm billing requirements and other firm commitments, not to mention the outside demands of personal or family lives. More importantly, you may question the real value of working with such a coach if you are basically satisfied with where you are in your career and you aren't trying to make any significant personal or professional changes at this point in time.

In fact, you can benefit from working with an executive coach, regardless of your current personal or professional circumstances.

First and foremost, working with an executive coach can enable you to shave years off the normal learning process by tapping into the coach's accumulated knowledge and expertise regarding which strategies, methods, and actions have worked and which have failed for other attorneys who have had the same or similar professional goals. Likewise, an executive coach may be very knowledgeable about some of the latest thinking in the industry or some of the strategies and methods being employed in other professions, and may be able to offer fresh ideas and suggestions that are not already being implemented by other attorneys. Clearly, tapping into such expertise can dramatically reduce the learning curve, and provide access to resources to build and grow your practice and career far beyond what you would otherwise have had access to within the confines of your own firm or legal organization.

Second, working with an executive coach can provide you with the tools and resources to accomplish your objectives. Perhaps you are looking to become a strong public speaker at a national or even international level, but you have stage fright every time you get up in front of an audience. An executive coach can work with you on your presentation skills to become a better speaker and get over your stage fright, assist you in lining up speaking engagements,

help you to choose venues and presentation topics, and meet with you to prepare for the presentation. Alternatively, perhaps you are looking to develop expertise and a national reputation on an area of practice for which your firm is not known. The executive coach can work with you to create a plan on how you will make your goal a reality on everything from developing the expertise and clients for the practice, getting publicity and recognition for the group, and setting up presentations in the right venues and getting articles in the right publications in order to develop your reputation in the practice area.

Third, working with an executive coach can help you to maintain your focus on working toward your objectives. Regular meetings with an executive coach can keep you on track for implementing your goals, when you might otherwise lose sight of them—because they get lost in the hustle and bustle of your daily life or because you just get discouraged and start feeling that they were overly ambitious goals in the first place. An executive coach can keep you motivated even when you are buried under stacks of work and are struggling to find time for some sort of personal life outside of the office, or when you just start feeling like you will never accomplish your objectives. Most importantly, an executive coach can help you to break your objectives down into manageable steps and to help you see all that you've accomplished when you are most in need of the support and encouragement to continue working toward your goals.

Given so many potential benefits from working with an executive coach, it is evident that an executive coach can serve an important role in a successful attorney's career. Before going out and hiring such a coach, however, you should understand some of the potential pitfalls of the executive coaching relationship.

III. Potential Pitfalls of Working with an Executive Coach

While working with an executive coach can advance a career, it also has some potential drawbacks.

Without a doubt, the key disadvantage to working with an executive coach is the cost in terms of both time and money. Unless you happen to work at a firm that provides financial support to professional development efforts such as coaching, hiring an executive coach will be an added business expense that you will have to cover out of your own pocketbook, and working with an executive coach can be pricey. The hourly rate of an executive

coach can range anywhere from One Hundred Dollars (\$100.00) to Five Hundred Dollars (\$500.00), with the average rate falling somewhere in between. Moreover, you will have an obligation to attend whatever meetings you set up with this coach, either in person or by telephone, and you will have to find the time to complete whatever assignments he or she makes to you. So, the costs in terms of time and money are not insubstantial, and will require a significant investment of both.

A second disadvantage to working with an executive coach is that, by paying someone to keep you on track with your goals, you may be exacerbating the stress and pressures you already are under to be productive in terms of billable hours or to successfully balance your career and family life. If you already feel like you have too much on your plate or too many demands on your life, hiring an executive coach may leave you feeling even more stressed or out-of-balance—perhaps achieving the opposite result of pulling you farther away from achieving your goals instead of closer to accomplishing them.

Along the same lines, a third pitfall to working with an executive coach is that, by working with someone to map out your goals and objectives and work towards them, you may end up feeling discouraged and dissatisfied or like you just cannot measure up to the goals that you and your executive coach had set for your career and life.

Finally, a fourth pitfall to working with an executive coach is that you have to be motivated and maintain that same level of motivation throughout the relationship to get anything out of it. So, if you lack the time or energy or enthusiasm to put into the relationship, or you simply lack the level of commitment that will be necessary to accomplish your objectives, then you will most likely find the experience to be a complete waste of time and money. Working with an executive coach requires effort above and beyond what might otherwise be required of you, and without the motivation to expend such effort, the relationship is unlikely to be successful or productive.

If you are not dissuaded from hiring an executive coach by these potential pitfalls and you are contemplating such a relationship, you should consider two issues. First, are you the type of person who will be able to work with an executive coach? Second, if you answered "yes" to the first question, what type of executive coach should you hire and

how do you find him or her?

IV. Will you be able to Work with an Executive Coach?

Even if you decide that your career and practice would benefit from working with an executive coach, and that the positives to working with a coach would outweigh the negatives, it is important to consider whether or not you are the kind of attorney who will be able to work well with an executive coach and take advantage of the relationship. Making this type of determination about yourself obviously requires some soul-searching and honest self-reflection.

A few questions you should ask yourself are as follows:

- Am I the kind of person that can receive and learn from suggestions, feedback, and constructive criticism about my practice and career?
- Am I the type of person who is open to developing a partnership with someone other than a practicing attorney, and to listening and implementing his or her suggestions and ideas, and performing the tasks which he or she assigns me?
- Am I the type of attorney who will make the relationship a high priority, and attend scheduled meetings and perform the assigned tasks, even when there is other billable work to be done?
- Am I the type of attorney who thinks that there can be value in obtaining an outside perspective on what will work or not work in my practice and career?

If the answer to each of these questions is “yes,” then working with an executive coach may be for you; however, if you are one of the many attorneys out there who answers one or more of these questions with a “no” or a “maybe,” then working with an executive coach may not be a good fit.

Making the decision to hire an executive coach can be a very positive career move, but it is not the right answer for every attorney. It makes sense to evaluate whether you will really benefit from such a relationship before you take the step of investing in one.

V. Finding the Right Executive Coach

A key consideration to make when considering whether to hire an executive coach is defining what type of coach will best meet your needs. To make this determination, you need to first understand what kind of help you are looking for, and then decide what type of

executive coach would be most suited to provide this type of advice.

Also, you may need to consider whether you need to work with several different coaches to obtain the full spectrum of advice you are seeking.

It should come as no surprise, then, that the first step in finding the right coach is to define your objectives. You have to decide what you are looking to accomplish in hiring such a coach. Are you looking to develop your own client base? Are you looking to develop a reputation as an expert in your field? Are you looking to transition into a new area of practice? Or are you hoping to simply conquer your public speaking fear so you can stand in front of an audience? Without a clear sense of the goals you are trying to accomplish with the relationship, it will be difficult to know what to look for in a coach.

After you have defined your objectives, the second step is to examine what type of coach or coaches will best fit the criteria you have established.

As previously mentioned, executive coaches come from a variety of backgrounds, and they each bring a different set of skills and expertise to the table. For example, an executive coach with a marketing background may be able to best advise you on how to most effectively market your legal skills, distinguish yourself from other legal professionals, develop a brand for your services, and build your reputation in that profession. In contrast, an executive coach with a business or law background may be able to best advise you on how to most effectively develop a book of business, sell your skills to potential clients, or become a rainmaker.

On the other hand, an executive coach with a background in public speaking or speech therapy may be particularly adept at advising you on how to become a more effective public speaker, whereas a coach with a psychology background may be most effective at providing you leadership or management guidance, advice on balancing work and life, or assistance in planning a career change or transitioning into a different area of practice.

So, in selecting the right coach, you need to understand the scope of his or her expertise, and then to decide whether tapping into his or her skills is going to help you to accomplish your objectives. Or, in the event that working with one coach only partially accomplishes your objectives, you will have to decide if a combi-

nation of coaches would help you achieve them all. In my case, I decided that working with two coaches was the best approach.

The third step in finding the right coach is to actually locate the coach you are seeking. If you are not already working with a coach, you are probably asking yourself where in the world you find such a person. Surprisingly enough, executive coaches are not that hard to find when you start looking for them.

As with most things, a good first place to start is to ask for a referral. Talk to colleagues at your firm and other firms, and perhaps even with businesspeople you know, and ask for suggestions. Also, depending on the type of coach you are seeking, you may be able to work with a coach who is based outside of your own geographic area, so you shouldn't be afraid to expand your request for referrals to include attorneys or businesspeople in other parts of the country, either that you met through conferences or perhaps that you have become acquainted with by way of a list serve. I found my coaches through such referrals—one came through a local representative of a legal publishing company and the other came from a female attorney working in another city who I met through the American Bar Association. Neither coach is from my own immediate geographic area, although one is within driving distance of my office. I work with the other coach by regularly scheduled conference calls.

If finding a coach by way of a referral is unsuccessful, you may want to seek out organizations that may have connections with executive coaches. For example, an organization that is geared for entrepreneurs may have executive coaches as members or, in the alternative, may have members who have worked with executive coaches and can make referrals. Likewise, a marketing organization—perhaps even an organization geared toward marketing or business development for legal professionals—may have members who are executive coaches or who can make executive coach referrals. Similarly, an organization that teaches or trains businesspeople in public speaking is likely to have members or teachers who are executive coaches or, alternatively, members who can make referrals, and the same is true about organizations geared toward psychologists, who may be able to refer former colleagues who have become executive coaches. I recently discovered, for example, an organization that can provide public speaking and vocal coach referrals, after taking a semi-

nar through that organization, which trained executives in effective public speaking techniques. I have considered hiring one of these coaches at a future date to assist me in further developing my public speaking skills.

Of course, if all else fails, you can likely open the phonebook or search the Internet for potential executive coaches. You should just do your homework ahead of time, and if possible, obtain background information on the coach and get references from past clients, so that you can ascertain his or her expertise and level of skill before you commence the relationship.

Regardless of how you find your coach, you should ask for a phone or in-person consultation prior to commencing the working relationship to establish a comfort level with that person and confirm for yourself that there is a good fit. If you discover in that consultation that the person has no expertise in the skills you are looking for, or that you simply would not want to work with that person, then you will have saved yourself time, money, and energy before investing anything further in the relationship.

VI. Strategies for Managing the Executive Coaching Relationship

In the event you decide to take the plunge and hire an executive coach, you may discover that the new challenge lies not with finding objectives to meet with the coach, but instead with keeping some sense of perspective regarding the relationship.

Indeed, I have found myself in working with coaches that it is easy to start feeling overwhelmed as the tasks to accomplish pile up, and the list grows longer and longer of ideas and suggestions that I need to implement. Even though I am highly motivated, I sometimes get frustrated with my own progress as I find myself making repeated excuses as to why I still have not been able to get around to accomplishing a particular task that I was supposed to accomplish months earlier.

Ironically, I have discovered that my coaches have a very different perspective on my progress, and actually are quite amazed by how I am doing, despite the fact I am unable to get around to accomplishing everything I set out to do.

Given this dichotomy in perceptions, it is evident that maintaining a sense of perspective is an essential element to effective management of the executive coaching relationship.

Working with an executive coach is a process, and you are not going to be able to accomplish your objectives overnight.

I have found that one helpful strategy for dealing with this issue is to keep a journal on both what you discuss with your executive coach and what you have accomplished each month in furtherance of your objectives. It is helpful to review both before a meeting, and to reflect on what you have accomplished since the last meeting. I regularly find that, regardless of how busy I have been since the last meeting, I always have accomplished more than I initially remember, even if those listed accomplishments were not on my to-do list from the previous meeting.

Another challenge to managing the relationship is keeping the focus on your objectives. Since coaches often work with multiple clients, it is important to remind them of your objectives at each meeting, and to keep those objectives fresh in your mind as well. Listing those objectives in a journal can be helpful again in accomplishing this purpose.

Of course, objectives are unlikely to stay completely static. As you grow as an attorney and continue working with the executive coach, your goals will probably change and evolve as well. So, it is important to reflect regularly on your objectives and update them as appropriate. Also, you need to convey them to your coach and keep him or her apprised of your evolving objectives.

Along the same lines, you should periodically reflect on your current goals and where you are in the process of meeting them in order to evaluate whether or not your coach continues to fit your needs. It is logical that as you continue to grow in your career, you may outgrow your coach or discover that you require new expertise that cannot be provided by your current coach. Thus, to effectively manage the relationship, you need to periodically evaluate whether you continue to work with the right person.

Ultimately, what you should keep in mind is that the “real” secret to executive coaching is to understand where you are going and what you want to accomplish in life. Without a firm grasp on that knowledge, the best executive coach in the world will be unable to assist you. Making the most of the executive coaching relationship requires having a clear sense of self and your own goals and ambitions—with those tools and the help of the right executive coach, anything is possible.



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Kristie chairs the Copyright Licensing Subcommittee of the American Bar Association's Intellectual Property Section, and was appointed to serve on the U.S. Copyright Law Committee of the Intellectual Property Owners Association and the Cyberspace Committee of the California State Bar's Business Section.

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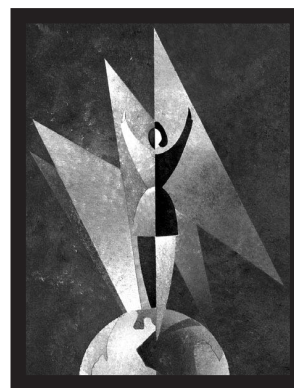
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Five Success Strategies for Women Lawyers

By Jitrine Bentsi-Enchill

Billables, meetings, clients, cases, kids and chaos! This is just a fraction of what many women lawyers deal with on a daily basis. Most women lawyers are required to deal with many more personal and professional challenges than their male counterparts. Let's face it...the legal profession is still dominated by men. Women are often left out of the loop in their work environments where the old boy network is not ready to see the value that women bring to the profession.

Nonetheless, there are five critical strategies that a busy woman lawyer can use in order to build a successful and gratifying law career on her terms.

1. DEVELOP A CAREER DEVELOPMENT PLAN

Success doesn't happen by accident. You must PLAN what you want to achieve and determine the best way to go about getting there. Setting up a career plan is the first and most important step in achieving a successful legal career. Keep in mind that your plan should be flexible enough to allow you to take advantage of unexpected opportunities.

Create a Vision.

Begin your plan by developing a vision for your professional life. Don't approach the visioning process with the typical lawyer type "worse case scenario" perspective. DREAM BIG! Don't focus on the "what ifs" or the "how's" right now.

Your vision will serve as a guide for the specific goals you'll ultimately set. Consider the following questions during your visioning process:

- What is your vision for your professional and personal life?
- What do you want to achieve?
- Do you hope to one day have your own practice, become partner, seek a judgeship or go into politics?
- What type of clients do you want to serve?
- What type of setting do you want to work in?

Set Goals.

Figure out what steps you'll need to take to fulfill your vision. These steps will serve as your goals.

Be sure to incorporate personal goals into your plan.

- Do you want to have a family?
- What kind of lifestyle do you want?
- What sort of hobbies and interests would you like to pursue?

Make sure to include goals that are also important to your employer.

This is a critical part of building a great professional reputation which is vital to career success. As soon as possible determine your organization's definition of a successful attorney. For example, identify your firm's spoken and unspoken criteria for becoming a partner, whether you want to make partner or not. Focusing on your organization's performance expectations will provide you with critical information to build into your plan. Build a great reputation by exceeding the expectations of your employer on a regular basis.

Reassess.

Finally, a Career Development Plan is a document that you'll refer back to at least once every quarter. It's important to assess your progress and determine if anything needs to be tweaked. Be flexible with your plan. As your life changes and new opportunities emerge, you may discover that you will want to adjust your particular goals to effectively meet the opportunities and challenges that will inevitably come your way.

2. SELECT A MENTOR....OR TWO

Mentoring will play a vital role in the successful development of a woman's legal career. In most firms, there is a lot of "informal" mentoring that occurs between male attorneys. This mentoring is often between male partners and newer male associates. However, too often, women lawyers aren't the beneficiaries of such informal mentoring relationships. A recent report published by the Minority Corporate Council Association cited that sen-

ior male attorneys are uncomfortable mentoring women attorneys. According to the report published in 2003:

“Many male attorneys felt that it was too hard, uncomfortable or unduly complicated to be mentors to women. They feared that the female mentees and others in the organization might misperceive the mentoring relationships as more than simply professional. They were worried about possible claims or lawsuits for discrimination or sexual harassment. They worried that they might make remarks that could be misunderstood or taken out of context leading to a bad reputation for them and their firm. Several male attorneys felt that they could not understand career issues from a women’s perspective and therefore could not offer useful advice.” Mentoring Across Differences: A guide to Cross-Gender and Cross-Race Mentoring: Published by Minority Corporate Council Association.

It’s important therefore, that women lawyers be proactive and intentional about establishing mentoring relationships.

How Can a Mentor Help?

A mentor is someone with whom you can:

- Discuss your career plans and Career Development Plan
- Evaluate opportunities
- Facilitate key relationship building
- Work through professional challenges

Depending on your needs, you may decide to seek a mentor in or outside of your organization. Either way, before approaching a potential mentor, you’ll need to determine:

- What you hope to gain from a mentoring relationship
- What type of a mentor is best for helping you meet your objectives
- Whether the prospective mentor has the time, energy and commitment to serve as a mentor.

Be strategic about choosing a mentor.

Keep your Career Development Plan in mind and start by identifying your short-term career goals.

- Where do you see yourself in the next year or two?
- What knowledge, skills, and abilities do you need to get there?
- What key experiences could a mentor provide that would benefit you most?

Answers to these questions will help you identify the type of mentor that is right for you. For example, depending on your goals,

and where you are in your legal career, you may want to seek a highly experienced attorney whose career path you would like to learn from. Or, you may want a mentor closer to your level of experience, but who you feel could help you in very specific areas of growth and development.

Understand your role and responsibility as a mentee.

Consistently communicate appreciation for your mentor’s time as well as his or her dedication to your goals and success. Keep in mind that the role of the mentor is to challenge and encourage you but not to provide answers.

Finally, your relationship with your mentor should be personal and confidential. Your mentor should challenge and support you. The structure and frequency of meetings can be decided between you and your mentor. However, it is good practice to arrange a subsequent date before the close of a meeting to make sure that a regular review of progress is maintained. Gain all you can from the relationship and be prepared to be a mentor to a colleague or law student at some point in your career.

3. BALANCE IT OUT

Women lawyers report that the biggest obstacle to achieving a balanced life is the sheer number of hours that lawyers are required to work, in conjunction with family and personal responsibilities that often include aging parents, children and significant others. Although these challenges aren’t unique to women lawyers, the fact that women bear a disproportionate burden in the area of caregiving, results in added stress and pressure for women in the law. Here are some tools for achieving greater work/life balance:

1) Begin your balance journey by figuring out your values and priorities.

Yeah I know...feels like everything is a priority. Yet too often, our time and energy are spent on things that we don’t really care about. Once you are clear about your values and priorities you can begin saying “no” to those things that move you further away from your values, and priorities and “yes” to those things that are in alignment with your values.

2) Identify your balance “blockers.”

Balance blockers are those things that we either think or do that stand in the way of achieving balance. Some examples of blockers are:

- Living for the expectations of others at work and at home

- Consistently putting the needs of others before your own
- Fear of change
- Hung up on appearances
- Perfectionism

Once you identify your blockers, pay attention to when you use them as excuses to justify why you can't achieve balance in your life. Once you're aware of the specific things you do that prevent you from achieving balance, you can begin to make changes.

3) Balance your mind.

The key to balance is all in your head. Begin to *think* differently! So many women attorneys feel guilty about focusing on balance or they believe taking time out...away from work is an unproductive use of time. I'll tell you what I tell my coaching clients: **GET OVER IT!** Most times, we treat our cars better than we treat ourselves. What's the first thing we do when we notice our car is low on gas? We fill our tanks! Well, living a more balanced life is about filling *your* tank.

4) Create "non-negotiable" time blocks in your schedule at least two times per week.

Non-negotiable time is personal time that you set aside for yourself that you absolutely cannot and will not reschedule, cancel or postpone...it's simply non-negotiable. Devote at least 30 minutes to these time blocks. Write the non-negotiable appointment in your palm or day planner as you would any other appointment. Use the time for anything NON-work related.

5) Consider hiring a Professional Coach who is familiar with the challenges of practicing law.

When you're trying to achieve a more balanced life and everyone around you is being rewarded for working round the clock, it's tough to stay focused. The truth is making change that will affect you personally and professionally can be challenging...even when the change will be positive. This is primarily because familiar patterns are hard to break. The bottom line is that lawyers need someone to talk to. Not a partner in the firm, significant other, colleague or friend, but someone whose only job is to help you plan your career, manage your life and set goals to keep you on track.

4. BRAND YOURSELF

"You must give your own story to the world." Carter G. Woodson

Branding is about developing a systematic way of increasing your visibility and being intentional about how you develop your professional reputation. It's impossible to brand yourself without knowing who you are and how you're different from the "competition"...i.e. other lawyers. Therefore, your level of self-awareness is critical to building your brand. Before you can effectively brand and market yourself, you have to identify the following:

- What you have to offer
- How you are unique
- Your natural strengths
- The areas you need to develop

Determine your brand.

Next, based on this information, determine what you want to become "known" for in your work-place and within the legal community. Becoming "known" is about positioning yourself as an expert. For example, in working with a client of mine, we developed a strategy for her to first clarify an area of expertise. We then clarified how her skills and experience made her uniquely qualified and valued as an expert. Next we explored what professional organizations she could use as a platform for showcasing her expertise. After crafting a clear and consistent message, she began giving 20-30 minute presentations, volunteered for committee work in a related professional organization and wrote and published articles. Before long, she became the "go-to" person in her firm and a specialist in her field.

Get the news out.

As women we are occasionally hesitant to "blow our own horn" yet men do it all the time. In terms of developing your brand in your organization, here's an important tip: Treat your employer like a client. Your managing lawyers and partners are busy and can't keep track of what you've accomplished. Develop a file or portfolio that outlines your achievements and skill set. When appropriate, share this information with others; particularly those who are in leadership roles within your organization. This internal "marketing" will pay off and help you develop your brand internally.

Keep in mind that in the beginning, you will be the most effective communicator and marketer of your brand before others start catching on and spreading the word for you. So be willing to tell others what interests you, where you excel, and what you're passionate about.

As you begin the process of developing

your brand, be sure to consider the following:

- What will it take for you to communicate your brand?
- How can you position yourself as an expert within the legal community?
- What legal and non-legal organizations will you join?
- Where will you assume leadership positions?

By answering these questions you'll gain the necessary exposure you need to effectively communicate your unique brand.

5. MASTER YOUR TIME

As women lawyers we're often required to juggle things in the office as well as important issues outside of the office that directly impact our personal lives. Effective time management will directly impact your ability to successfully handle your work-load and your life. Throughout the day you'll have interruptions, deadlines, meetings, conference calls, motions, e-mails, client calls and much more. Developing a well functioning time management strategy will be vital in order for you to get through your day.

If you're a natural time manager, develop a system that works for you and stick to it. The key to time mastery is finding a system that helps you to increase efficiency. To become even more efficient be sure to plan how you'll use your time. Many of us fail to plan because we are action-oriented. We prefer to be in the thick of things doing, instead of thinking and planning. As a result, we react to whatever is happening around us at work. It's critically important to plan both your work and your personal time. Ask yourself the following questions:

1. Results: What are my goals; what do I expect to accomplish?
2. Activities: What will I have to do to get those results?
3. Priorities: What are the priorities involved?
4. Time: How much time will each activity require?
5. Schedule: When will I do each activity?
6. Flexibility: How much flexibility must I allow for the unexpected things I can't control?

The first three questions will form a work plan and the last three questions form the foundation for a time plan. Both will be needed as you navigate your career and personal life.

NOTE: Most of us are connected to our daily "to-do" list as a daily time/work planning tool. Although daily planning is certainly worthwhile, weekly planning is even better. It provides a broader perspective and allows more room for options. You can use the same six questions to develop your weekly plan.

Conclusion

There are many formulas for building a successful career. Undoubtedly, a great recipe for success for women lawyers will include (1) A well articulated plan that addresses personal as well as professional issues, (2) A mentor who is committed to your success, (3) A commitment to creating and sustaining a balanced work life, (4) A well thought out plan of how to communicate your unique brand and finally, (5) an effective time management system.



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Career Planning for Lawyers: Why It Is Important, What It Looks Like, and Why Law Firms Should Invest in It

By KC Bradley

*Knowing others is intelligence;
knowing yourself is true wisdom.
Mastering others is strength;
mastering yourself is true power.*
— *Tao Te Ching*

Lawyers are far behind their corporate clients, and even professionals in other professional service firms, in recognizing and appreciating the importance of taking control over their careers. The reason for this may lie in the fact that historically the career path of a lawyer was clear – go to a good law school and get good grades, join a major firm to get practical training, “sink or swim” through the process, and make partner. This traditional path has not, however, been available to most lawyers for many years. Yet, the mindset that still dominates in most law firms has not moved on substantially, and it continues to impact most severely the careers of women and minorities. So, given this mindset, what can individual lawyers do to develop their careers?

The most obvious answer is for each lawyer to define, for herself, her individual career objectives and become her own ardent advocate. Obvious, yes; but difficult to implement in practice — particularly for hard-charging, high-performing lawyers who do not take the time to consciously and clearly articulate their goals and are not always skilled in the fine art of advocating for themselves. Nevertheless, despite these difficulties, individual lawyers can take charge of their careers *if* they make the time and space in their lives to *stop* and *pay attention* to where they are going. This is where professional coaching, as so clearly illustrated by the other authors in his Journal, can be of great assistance.

For most of us in the legal profession, however, stopping and paying attention to our own lives runs contrary to our natures (that is a topic for another article!). Therefore, unless we ourselves take the initiative (and incur the expense) to hire a personal coach to support us in connection with our career goals, it just does not happen. Yet, by failing to do so, we end up proceeding through our careers in a reactive mode, without a clear idea of what we need to do, and who we need to be, in order to have a satisfying and fulfilling career. This impacts not only our quality of life, but also the quality of our work and the environment in which

we do that work.

It is because, as lawyers, we do not tend to invest in clearly formulating our career (or, for that matter, our life) objectives and because our failure to do so negatively impacts our work environments that this article suggests and advocates that professional coaching should be incorporated as an integral part of a law firm’s professional development and diversity efforts. It articulates the benefits to law firms of having a focused career development program for their lawyers, and it makes the business case for investing in this effort. It concludes that dedicating a professional with executive coaching skill to support firm lawyers in one of the most important aspects of their lives — their careers — not only makes good sense, it also generates a return on the investment far in excess of the cost. The return on investment comes in the form of better recruiting results, higher retention rights, shorter learning curves, improved performance and capability, more well-rounded lawyers, increased client satisfaction, enhanced reputation, and higher profits.

Why Career Planning Is Important to Lawyers and Firms

Law firms generally invest heavily in the recruitment of star talent. In addition, they provide good support for the development of their lawyers’ substantive skills. Most do not, however, provide their lawyers with the individual support they need in order to help them identify their unique talents, round out their skills and abilities, and align their talents with the firm’s overall strategy. In addition, the inconsistency of development opportunities within the firm, office or practice group — for reasons ranging from partner work-styles, to inefficient or inequitable work assignment systems, to unconscious motivations relating to preferences, diversity and the like — often leads to the dissatisfaction of those who perceive that the firm is providing better opportunities to some than to others.

By supplementing existing professional development efforts with a program that provides lawyers with the opportunity to develop, and be coached in relation to, customized, individual career development plans, and by dedicating an in-house professional to facilitate the process of ensuring that lawyers get the opportunities they need to develop targeted skills, firms can fill in

these gaps and enhance their professional development efforts overall.

Developing a personal career plan is particularly important for associates and partners working in large firms. From the moment a young lawyer begins to work at a large firm, he submits to client needs and the shadow of the billable hour. In many cases, absent an institutionalized program to support his development, he does not stop to think about the direction his career, or for that matter his personal life, is taking until he wakes up one day, perhaps several years later, suddenly conscious of the fact that he is feeling overwhelmed, disillusioned and dissatisfied. This is often the result of poor professional development and career management planning. Had the lawyer developed a sense of purpose by defining a clear direction at the outset of his career, he would feel more confident about his career path, more empowered to make the decisions necessary to keep his career on track, and more resilient when subject to the set-backs that he will inevitably experience along the way.

Similarly, when a lawyer suddenly finds herself in the partnership ranks, she generally finds that numerous additional demands are suddenly placed upon her, such as marketing, client development, practice leadership, training and mentoring, committee membership, budgeting, bill collecting, and the like — and all this in addition to maintaining her billable hours. A lawyer who has a clear sense of her self, her strengths and weaknesses, and her values and interests can more easily negotiate this change by identifying the types of responsibilities that she can take on and by advocating for herself in relation to the coaching and training she may need to help her to fulfill these duties.

By institutionalizing a program that supports the development of lawyers' career paths, firms not only encourage their lawyers to work purposefully toward their goals, they also engender increased loyalty, satisfaction and performance, which inevitably lead to increased profitability.

What a Comprehensive Career Planning Program Looks Like

The essence of career planning has been understood by mankind for millennia. It can perhaps best be summarized by the motto that Socrates learned from the Oracle at Delphi in the 5th Century, B.C.: "*Know Thyself.*" It is only by knowing who we are — our strengths and weaknesses, our values, our passions, and our purpose — that we have a chance to achieve true success, happiness and personal fulfillment. Yet, as poets and philosophers have known throughout the ages, knowing oneself is one of life's most difficult and challenging tasks.

The other articles in this Journal give you an idea of what one-on-one career planning for

lawyers can look like. This article describes how an internal coach (referred to here as a Career Development Officer), working as an integral member of a firm's professional development and diversity teams, can assist a lawyer to develop her career plan. The steps that can be taken include:

- identifying the lawyer's strengths, weaknesses, values and personal interests through her own self-assessment, through 360° feedback, and/or with the use of various assessments administered by the coach;
- assisting the lawyer to articulate her own career (and life) goals over the next 1 year, 3 years, 5 years, etc., and counseling the lawyer on the practicality of those goals;
- determining how the lawyer's strengths and interests can be leveraged for her benefit and for the strategic benefit of the firm, and how weaknesses can be overcome or developed;
- developing a plan that includes manageable and measurable stretch goals to be achieved by the lawyer within defined time periods (e.g., substantive and executive skills to be developed, work assignments needed, exposure to partners and clients to be obtained, gaps to be filled, etc.);
- periodically monitoring and assessing the lawyer's progress in relation to her goals; and
- coaching her with regard to essential executive leadership skills she will need in order to succeed.

Although the lawyer will receive the support of the coach in terms of the continuous monitoring of her performance and adherence to her plan, she will be required herself to take ownership of the plan and responsibility for her own career development.

In addition to supporting the development of career plans, a Career Development Officer can also support the firm by working with senior lawyers to provide coaching at the critical, and highly stressful, point of partnership consideration and subsequent integration, and to provide coaching and consulting with regard to executive skills such as management and supervision, client relationship and development, marketing, communication, leadership, and mentoring.

Why Law Firms Should Invest in Career Planning

Set out below are the reasons why firms should invest in implementing a career development program as part of their professional development efforts. The business case ranges from enhancing recruiting and retention efforts to improving the bottom line. Here's how:

Enhance Recruiting. Today's law school graduates are not well prepared for the practice of law

and they know it. In choosing a firm, they are looking for an environment in which they will receive top-notch training and thereby develop marketable skills. By providing individualized attention to associates and partners, a law firm with a clearly defined career development program has an edge over its competitors who do not provide programs of this type, and therefore becomes a “firm of choice.”

Strengthen Existing Professional Development Efforts. Training and development programs are extremely useful development tools, but they only go so far. A Career Development Officer, acting as a coach, can supplement these efforts by working with individual lawyers to implement the learning they acquire in these programs and to assist them in the development of executive skills.

Shorter Learning Curve. The reality of today’s marketplace is that there is no time to waste trying to “sink or swim” in the murky waters of the legal profession, trying to acquire skills in an *ad hoc* fashion. What’s more, learning in such a manner is inefficient, stressful, costly and likely to irritate clients. Lawyers get up to speed much more quickly when they know where they are headed. By focusing attention and defining direction, individual lawyers can much more efficiently go about the task of acquiring the skills that they need to get there, and avoid being subject to the burden and stress of acquiring them haphazardly along the way.

Improved Attorney Performance and Capability. Focused attention on one’s career goals, knowledge of one’s strengths and weaknesses, and a clear sense of one’s professional identity lead to increased performance, capability and confidence. When a lawyer is empowered with this awareness, both lawyer and firm can better align themselves to achieve the firm’s strategic objectives.

Satisfaction and Retention. Law firms make large investments in the recruitment and training of their lawyers. When a young associate leaves her firm before the break-even point in her second or third year due to lack of professional development opportunities (which is the most frequent reason cited for a departure), her firm suffers a real financial loss (i.e., loss of initial investment and replacement and outplacement costs). By having a Career Development Officer to support associate professional development, firms can substantially improve the level of associate satisfaction and thereby recoup the cost of investing in this effort.

Diversity. Underlying much of the dissatisfaction expressed by associates is the issue of diversity. Notwithstanding that most firms now understand the business case for diversity, for a variety of reasons, certain associates are consistently given better development opportunities than others. In

my experience, many of these reasons are not the result of intentional discrimination, but rather arise from unconscious biases that we all carry. It’s pretty simple. We naturally gravitate towards people who are like us (e.g., white men gravitate towards other white men). In order to effectively address the inequities that arise from these unconscious biases, law firms need someone to regulate and monitor the work given to individual associates, and these biases need to be surfaced in a safe way so that the impact that they have on the development of minorities and women can be overcome. Professional coaches are generally skilled at surfacing these biases, when working one-on-one with their clients.

Loyalty, Morale and Culture. In exchange for their hard work and long hours, associates expect top-notch training; it is part of the implicit contract that they make with their firm. The higher the quality of the training and development program, the more positively the associates view their firm’s commitment to them. Lawyers who receive the benefit of customized development plans get the message more clearly than others that the firm is investing in them because they are valued assets. This perception engenders a sense of loyalty and satisfaction in the associates, which has a direct impact on the culture of the firm and morale generally.

Alumni. Law firms are coming to appreciate the importance of their alumni. Not only are they important sources of ongoing business, they also can have a direct impact on a firm’s reputation in the marketplace. Law firms that ensure that their lawyers have a positive experience overall while at the firm enjoy better reputations in the marketplace and are more likely to receive referral business from lawyers that leave. Even lawyers who depart from a firm at the firm’s request can leave with a sense of loyalty if they understand and appreciate the efforts that the firm made in connection with their development and they receive meaningful outplacement counseling prior to their departure from the firm’s Career Development Officer.

Emotional Intelligence. Most firms do great jobs at developing their lawyers’ substantive skills, but little to assist them in developing the executive leadership skills that they need to be good lawyers. We have all heard a story of the brilliant Law Review editor who had such poor interpersonal skills that neither partners nor clients wanted to work with him. The good news is that these skills, now referred to as EQ or emotional intelligence, can be developed with the sincere and concerted effort of the individual. Corporations have long recognized that the difference between executives who are mediocre and those who progress to senior leadership positions are primarily attributable to emotional intelligence factors rather than cognitive

abilities (i.e., nearly 90% of the difference in the profiles of the executives who rise to the top and those who remain in middle management is attributable to EQ, not IQ). The lesson here: intelligence is important so by all means go after the best and brightest; but intelligence only goes so far; at the senior (partner) level EQ is equally, if not more, important. Assisting individuals to develop EQ is the primary province of the executive coach.

Business and Management Skills. Most law firms do not teach their lawyers good business and management skills. However, in today's market, more and more clients are demanding that their lawyers have these skills. By identifying the skill set required by lawyers, and developing a comprehensive career development plan that includes the development of these skills, clients are better served, work overall becomes more efficient, and good business practices become the norm of the firm.

Increased Client Satisfaction and Loyalty. Again, it's simple. Better trained and more well-rounded lawyers translate into increased client satisfaction and loyalty, which in turn translates into increased profitability.

The investment that lawyers make in their careers is one of the biggest investments that they will make in their lifetimes. In addition to making an investment of time and money in acquiring their education and progressing through their careers, they also seek to define their professional identities. In exchange for the hard work and grueling hours that lawyers invest, they should be entitled to their firm's support in helping them to shape this identity and achieve their goals. By helping lawyers to take charge of their careers, shape their professional identities, maximize their potential, and align their careers with their firm's strategy, firms are also enhancing their own performance by becoming more efficient and therefore more profitable.

In conclusion, every lawyer should take charge of her career by dedicating the time and effort necessary to develop an individual career plan that aligns with her own unique set of strengths, weaknesses, values and interests. In so doing, the lawyer not only puts herself on a path towards a successful and fulfilling career; her firm also gains substantial benefits by having a high performing fee-earner aligned with their overall strategic objectives. Rather than leave it to lawyers to develop their career plans on an *ad hoc* basis, firms should support them in this effort. One of the ways that they can do this is to make meaningful career planning an integral part of their professional development and diversity efforts.

It just makes sense.

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KC Bradley

was a practicing attorney for 18 years and has a broad range of international, legal, consulting and coaching experience.

She has worked with several of the largest law firms in the world: Clifford Chance in London, Bahrain, Moscow and Washington, D.C., and White & Case in the Middle East. She therefore has an intimate knowledge of the legal profession, together with a solid management and business background acquired through her representation of international corporations, financial institutions, multi-lateral agencies and governments.

After having spent much of her career abroad, KC returned to the U.S. in 2002 to "follow her bliss," which is to work with lawyers and firms in the area of career and professional development. In 2003 she formed KC Bradley Associates, a company which offers coaching and consulting services to lawyers and law firms in the areas of leadership, career and professional development, strategic alignment, diversity, cross-cultural communication, recruitment and retention. In addition, she assists her Arab clients from time to time in connection with their transactions in the U.S.

KC is certified as a leadership coach by Georgetown University's prestigious Leadership Coaching Program and will obtain an Executive Masters in Leadership at Georgetown's McDonough School of Business in 2006. In addition, she is qualified to administer a number of assessments, including the Myers-Briggs Type Indicator, the Strong Interest Inventory and the Leadership Spectrum Profile, which she uses to enhance her work with her clients.

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Use YOUR Head: Insights on The Differences Between Women's And Men's Brains And What These Differences Don't Mean.

By Karen Kahn Wilson, EdD PCC and Steven Salee, MSW, MPA

When TV Detective Joe Friday interviewed talkative crime victims on the 1960's show *Dragnet* he would look at them with a serious stare and say, "Just the facts, ma'am just the facts." We often feel as though we are responding to Detective Friday's request when we speak to women lawyers about how to maximize their career potentials—We give them the facts about their capabilities, not our experiences, not our impressions and not the proverbial "psycho-babble;" the facts, just the facts.

Here they are. It is a fact that:

- 1) Female brains are different from male brains
- 2) The different brain structure and "wiring," together with different hormones and neurological chemicals that flow through the brain, enable most women and men to possess dissimilar ways of processing information, approaching problems and situations, relating, working etc.

When making a presentation about their brain anatomy and its impact on their work as attorneys, we typically receive the same retort from at least one woman in the group: "I am tired of hearing that women are different from men. I litigate as aggressively as the men in my practice group; I resolve cases as successfully as they do; and I passed the same bar exam as they did. This difference thing is just another cry from women to get accommodations. I don't need it or want it."

There is no debate that both women and men have the inner resources required to be successful attorneys. Clearly, many women and men have effectively utilized the same courtroom strategies and have attracted the same, lucrative book of business. We do not raise the point about women's differences to separate them, make them "special" exceptions to a policy or to ask for handicapping of some sort. We forward the message about gender differences in the belief that the "one size fits all" philosophy that directs legal education, coaching approaches, and firm business structures: (1) does not maximize the talents of either gender; and (2) curtails the enormous potential that exists for a firm and legal team comprised of

women and men who are encouraged to contribute their innate skills to new business development and ongoing, complex client projects.

Here are 10 biological trends that differentiate most women from most men. The full utilization of these features will optimize the impact of their work.

1. Women's brains are dominated by centers that facilitate verbal processing and expression. This enables women to possess large vocabularies, a natural ease with verbal communications, and a strong desire to talk about issues and concerns. When utilizing (and encouraged to utilize) the brain tools with which they were born, women can excel in situations where complex explanations are required such as making presentations to clients or creating a compelling case in front of a jury.
2. Women have large numbers of sensory receptors that are located all over the brain. This enables women to "tune in" to sensitive nuances in situations and may be partially responsible for what is called "women's intuition." This skill is particularly valuable in interpersonal situations that call for keying in to nonverbal communication and detecting what clients and adversaries are not saying on the surface.
3. Women possess large quantities of the chemical Oxytocin often called the "bonding and calming chemical." This drives women to desire to connect with others, particularly when under stress as relating increases Oxytocin levels which, in turn, enables relaxation. Relationship strengths give tremendous value to a law firm as they facilitate deep (and potentially long lasting) client connections, foster intra-firm collaboration and team work and cultivate the development of useful networks.
4. Women possess a thick bundle of nerves that cross the corpus callosum, connecting the left brain with the right brain. The gathering of information from both sides of the brain enables a woman to integrate her emotional and creative thinking with her analytic concepts. This cross brain activi-

- ty, together with her ability to simultaneously attend to many different variables, makes a woman able to contribute holistic, big picture views of complex situations.
5. A myriad of connections between verbal and emotional centers are a key feature in a woman's brain. This creates a strong ability within most women to have access to her feelings, notice the feelings of others and communicate these sensations and observations. The term "emotional intelligence," coined by Daniel Goleman, describes this skill set. Leadership based in emotional intelligence has been shown to significantly and profoundly impact the economic bottom line.
 6. A large prefrontal cortex is a distinguishing feature of women's brains. It allows women to assimilate large chunks of data and interweave bits of information. This is a particular strength in complicated situations where the comprehension and incorporation of diverse variables is necessary in order to craft creative solutions or settlements.
 7. The presence of the hormone estrogen is a critical motivating driver within many women and enables them to be nurturing. While this contributes to mothering and home care instincts, it can also be powerfully utilized to extend empathy towards colleagues and clients. A leader who connects with subordinates and coworkers helps them optimize success and develop firm loyalty that can impact the retention of high-functioning colleagues. Clients who feel compassion from their attorneys are more cooperative, are able to contribute clearly with their case and exude positive and confident qualities to juries, judges, adversaries and others.
 8. Women have a relatively small amygdala. This is the primal area of the brain that deals with fear and the fright/flight response. In addition, a woman's amygdala possesses relatively more links to parts of the brain that are engaged in thinking and decision making. This configuration allows many women to think rather than act when in fearful situations and be less prone to choose an aggressive response when afraid. Given the adversarial nature of a large amount of legal work, and its accompanying stress, the small amygdala may help women stay clear and grounded during conflict and work towards finding win-win solutions among sparring individuals.
 9. Women have a comparatively large hippocampus. This is known as the "memory center" of the brain. An interesting feature of a woman's hippocampus is that it possesses many neural pathways to the emotional centers of the brain. As a result, many women have a high capacity for remembering past emotional situations and for connecting memories with words and feelings. Women's brains maintain a record of past sensory input (smells, sounds, words, sights, etc), affectively loaded situations, and behavioral nuances that may prove instrumental when recalling past events and constructing lasting collegial and client relationships.
 10. The overall wiring and chemistry of most women's brains allow them to process emotional reactions with enormous speed. These impulses are transported to verbal centers so that communication of feelings is immediately available. The ability to attend to affective input quickly can be an enormous strength for an attorney in a court room or when involved in a stressful negotiation. She can use her responses to quickly change the course of a discussion, express displeasure, or let people know when it is in the best interest of all involved to stop talking, take a break, reflect and/or regroup. This talent allows most women to be very sensitive to the emotional nuances of situations so that appropriate action can be taken.

The descriptions above reflect some recent findings in the area of neuroscience. Because the research supporting the existence of these biological features is relatively new, such realities have not been incorporated into the development of workplace structures, ways that colleagues work together and professional education. Work environments, procedures, and thought processes have tended to follow the traditional model driven by male brain structure and functioning. This was not done deliberately, rather naturally in order to meet the needs of men, historically the dominant gender in the workforce. With business settings now increasingly co-gendered, and client organizations demanding a diverse breadth of thinking, it is imperative that strategies for insuring the success of men and women be fully incorporated.

It is important for individuals to increase their awareness and utilization of their unique cranial capabilities in order to strive upwards on their career ladders. It is also critical that law firms who seek a competitive advantage and desire to meet the requirements of their

clients, retain and develop their female talent and aggressively move beyond their traditional frames of reference. This is a four stage process: awareness of brain differences, exploration of how these differences could play out in the firm, development of a comprehensive plan for incorporating the benefits of the female brain structure, and rigorous execution of an action plan. The thorough implementation of this perspective has dramatic implications for firms as they strive to position themselves for lasting success in the complex economic environment of the 21st century. While wide-spread change is never easy, embracing present challenges and realities creates lucrative opportunities for the future.

So, Dr. Summers (President of Harvard), our response to your comment that “in the special case of science and engineering, there are issues of intrinsic aptitude, and particularly of the variability of aptitude, and that those considerations are reinforced by what are in fact lesser factors involving socialization and continuing discrimination”¹ you provide a powerful example of the dangers of “one size fits all” thinking. It is *absolutely not* the case that women do not have the “intrinsic aptitude” for science, engineering, law, business or any pursuit. The issue is our limited perspective about the skill sets that are required for success. When we accept variability in the way people think, work and behave as *differences* that enrich our work and living worlds as opposed to better than or less than capabilities, we will truly become an inclusive and competitive culture. Incorporating this world view into our lives (and firms) will not only support the development of each human being but allow us to build intellectual and professional environments that are more creative, more innovative, and more able to push out the boundaries of what we know and how we behave so that new frontiers in all domains can be discovered and explored.

FOOTNOTES

¹ Remarks at NBER Conference on Diversifying the Science & Engineering Workforce, Lawrence H. Summers, Cambridge, Mass., January 14, 2005.
<http://www.president.harvard.edu/speeches/2005/nber.html>



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How To Beat Men In Negotiations

By Ellen Malow

Introduction

Negotiations are used in every facet of our lives — business and personal. As attorneys, we constantly negotiate with our colleagues, opposing counsel, clients, mediators, and the court. The same skill set that we utilize as professionals can also be effective in dealing with family, friends, and significant others.¹ This article will first highlight some situations where women need to recognize that there is an opportunity to negotiate. It will then focus on capitalizing on our negotiation skills to effectively compete with our male counterparts.

Seize the Opportunity

We have heard for years that significant salary discrepancies exist between men and women. One would assume that by the 21st century the gap would be closed or at least narrowed. Disappointingly, recent studies indicate that this problem still exists across the board in all professions. Researchers have found an answer as to why men get paid more than women, for the same job. Why? Women don't ask for a raise.² There are many reasons why this occurs. Rather than outline each of these circumstances, this author prefers to focus on the solution.

Women need to be assertive about their performance and accomplishments. Women should ask for bonuses and raises at *every* appropriate opportunity. Specifically, women should not wait until year end to ask for a raise. If an attorney brings in new business, she should negotiate a bonus at the time the business is landed. She should consider requesting a percentage of the fees generated if the case is handled on an hourly basis. If the case is on a contingency fee, she could seek a portion of the fee recovered. Women attorneys should price themselves competitively with their male counterparts. Female attorneys should have the same hourly rate as male attorneys with the same level of experience.

Overall, women need to expand the scope of situations that provide an opportunity to seek additional compensation and advancement. The only way for women to even approach salaries received by their male counterparts is to take a proactive approach in their profession.

Born to Negotiate

There are natural skill sets inherent to women that help them win at negotiations. Some of the

traits unique to women include: rapport building, empathy/sympathy, creativity and listening skills.

Rapport Building

“Women may go about negotiation in different ways than men, but they're more than likely to make everyone feel like a winner. Women, for example, not only focus on relationships between negotiators more often than men do, they also consider the history behind the controversy at hand, reports Boston psychologist Deborah Kolb, Ph.D. Contrary to what experts believed in the past, these differences work to women's advantage. Women, for example, often pay attention to subtle cues that indicate how well negotiators are getting along, unlike men, who focus more on the task at hand. Men usually see negotiation as a contest of wills.”³

These skill sets give women an advantage over men because most negotiations involve parties who have an ongoing relationship. The preservation of such a relationship is critical. For example, a woman who is negotiating with opposing counsel who employs these techniques is more likely to have continued positive dialog on any future negotiations. In almost any type of dispute, there is an ongoing relationship that should be preserved. There are a multitude of examples including: a divorce case involving children, a breach of contract action between buyers and sellers, a discrimination suit by an employee against his employer, and a business entity dissolution. A woman's negotiation style can help maintain ongoing relationships without causing undue harm.

Creative Solutions

“Women are more likely to be creative in developing solutions. Rather than focus on traditional or expected outcomes such as cash-for-release, women may suggest apologies, or training for managers, or bringing in a third party to provide some needed services. Such creativity can break deadlocks and focus the discussion on the issues that really matter to the parties.”⁴

In a wrongful termination case an employee may feel offended by the way the employer treated his departure from the company. Although he may assert a monetary claim against the employer, it may be that an apology can go a long way toward resolving the dispute. This solution is one more likely to be suggested by a woman.

In a mediation involving a wrongful death, compensatory damages do little to alleviate the pain and suffering of the family. One creative solution that has been used is to create a memorial in the name of the decedent.

Empathy/Sympathy & Listening Skills

Women lawyers face a challenge not encountered by their male counterparts. If a woman acts aggressive she may be labeled a “bitch.” In a book about female lawyers, Mona Harrington interviewed successful female attorneys who said they were more successful when they were not being as aggressive and confrontational as possible but instead listened, observed and better “read” opponents. In taking depositions, they got better results by adopting a “quiet, sympathetic approach” (instead of grilling and attacking) so that witnesses tended to forget that the attorney deposing them was their adversary.⁵ Another way women can lull an adverse witness into being more comfortable is by using their natural rapport building skills.

This author learned one of the best lessons from a male partner during a three week long trial. Rather than being aggressive during the cross-examination of an adverse witness, the male partner suggested a more subdued approach. Using this approach, it enabled the jury to focus on the witness’ adversary nature rather than the attorney. It is important to prepare your own client for your strategy in using this style so they do not wrongly assume you are not being zealous.

“Women generally are better than men at negotiating without the intrusion of egos. Women understand male (or competitive) egos, and the accompanying needs for recognition, control, and winning. Use this knowledge to your advantage.”⁴ There are times during mediation when the parties may be stalled in their negotiations. In this instance, men are more likely to draw a line in the sand and end the negotiations. This behavior may work to the detriment of all parties.

Conclusion

The time has come for women to recognize that there are innumerable opportunities to negotiate in every aspect of their lives. This article highlights some concrete examples to immediately implement in your profession. These same strategies should be considered in your daily life. With eyes wide open, women can now profit from their intrinsic abilities to excel at negotiations. By recognizing the opportunities to advance and utilizing the skills that give them an edge over men, women can beat men at negotiations.

FOOTNOTES

¹ Miller and Miller, *A Woman’s Guide to Successful Negotiating* (2002).

² Babcock and Laschever, *Women Don’t Ask –*

Negotiation and The Gender Divide (2003).

³ *Women At The Table*, Psychology Today (September 1992).

⁴ Calvert, Cynthia Thomas, *Negotiation Skills for Women, Raising The Bar* (The Women’s Bar Association of the District of Columbia) (Fall 1999)

⁵ Harrington, Mona, *Women Lawyers: Rewriting the Rules* (1995)



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Ellen’s experience includes cases where she has served as one of the lead trial attorneys in a mass tort case against a large chemical company; as lead counsel on a double death case of two drowned minors on behalf of one of the defendants; she has achieved numerous dismissals of an international/national chemical company client from multi-party toxic tort suits; has been granted numerous summary judgments in various matters, obtained dismissal of a discrimination case in federal court on a sanctions motion, and developed substantial business for an international oil and gas client, including a multi-party toxic tort matter alleging multi-million dollar damage claim for residents of a community. Her successes include cases where the plaintiff has been awarded sums in the millions of dollars. Ellen is licensed to practice law in Georgia and Texas and is an experienced mediator and arbitrator across many practice areas. She is certified as a trained Mediator and Arbitrator having completed a mediation training program, a mediation observation program, a divorce mediation training course, a divorce practicum and arbitration training class. Ellen is certified with the Georgia Office of Dispute Resolution and is approved as a mediator in the following court systems: Cobb, Clayton, Fulton, Gwinnett and the Sixth Judicial District.

Ellen is a member of the Georgia Association of Women Lawyers, the ADR division of the American Bar Association, the Georgia Bar, the Atlanta Bar Association Section on Dispute Resolution and Small Firm and Sole Practitioner, Association for Conflict Resolution and Business Network International.

Ellen volunteers for the Susan G. Komen Foundation for breast cancer as well as Conquering Cancer. She enjoys jogging, rollerblading, yoga and traveling as well as being an avid reader.

Simply Supreme: Silver Dollar Commemorates The Great Chief Justice

Chief Justice John Marshall is one of the most widely-revered figures in American legal history, and his sobriquet "The Great Chief Justice" reflects that universal esteem. His reputation is due not only to his 34-year term in office, the longest to-date in the history of the Supreme Court, but also to his masterful leadership of that body.

The United States Mint marks the 250th anniversary of the birth of Chief Justice John Marshall by issuing a commemorative silver dollar in his honor. The coin is the first in the United States Mint's history to acknowledge the Great Chief Justice or to recognize the Supreme Court of the United States. A portion of the proceeds from the sales benefit a worthwhile organization—the Supreme Court Historical Society.

The Society uses these funds to advance historical research and educational programs that enhance public understanding of and appreciation for our nation's rich constitutional heritage. Among these programs are an annual lecture series featuring leading scholars from across the nation, and several programs designed to train and equip high school teachers to teach effectively about the U.S. constitution and the Supreme Court of the United States.

The coin is available in both proof and uncirculated condition, and the Chief Justice John Marshall Silver Dollar will also be available as part of a two special limited-edition collectable sets.

You can help the Society serve the Court and the nation by purchasing a John Marshall Silver Dollar. For information about the coins and ordering, contact the United States Mint Customer Care Center at 1-800-USA-MINT (872-6468), or go to www.usmint.gov. Alternatively, you may place an order directly with the Society by visiting www.supremecourthistory.org and accessing the Gift Shop link. Information can be obtained and orders placed by calling the shop's toll free number 1-888-539-4438.



The obverse of the coin depicting the Great Chief Justice in profile, is based on a portrait of Marshall by Charles de Saint-Memim. The reverse shows the Restored Supreme Court Chamber with its unique ribbed vaulting. Marshall presided over sessions of Court in this Chamber.

Reflections on the Life of a Woman Lawyer

CLAIRE E. MORRISON, J.D. 1911-2005

NAWL Past President 1982-1983

By Margaret A. Costello

Claire Morrison, a long-time member of NAWL, died on February 23, 2005 at St. John's Hospital in Detroit, Michigan, after suffering an apparent stroke three days earlier. She would have been 94 years young on February 27.

Claire was an amazing woman. She was extremely independent, even at a time when independent women were not popular. Perhaps even more amazing is that she continued to be active and involved until her death. When I met Claire in 1988, she was retired and already would have been considered "old" by most standards. However, until just a few years ago, she traveled to attend virtually every annual and midyear meeting of the ABA and NAWL, as well as annual meetings of the International Bar Association. It seemed that whenever I mentioned a place to which I had traveled, or was about to travel, Claire had been there. If I mentioned a book I was interested in reading, Claire likely had read it. Last summer, I asked Claire if she wanted to see a movie on a Sunday afternoon and told her to select the movie. Perhaps, not surprisingly, the movie she chose was Michael Moore's "Fahrenheit 911." —a movie many might consider an unlikely choice for a 93-year-old woman. But then, Claire could be described as a bit "unconventional." I last saw her on February 15, when we discussed world, and Detroit, politics — Claire read numerous papers, including the New York Times, daily and remained highly informed, and quite opinionated, about political affairs.

Born in Pittsburgh, Pennsylvania in 1911, Claire moved with her family in 1922 to Detroit, where she lived ever since — most recently in Harbortown, in an apartment overlooking Belle Isle, Detroit's "jewel". She worked as a secretary while attending Wayne State University (her first job was with the Bureau of Prohibition), and later attended Detroit College of Law, graduating in 1947, one of three women in a class of 28. Claire recalled that, at that time, most men were in military service, so the law school accepted, in fact welcomed, women students.

After being admitted to the Michigan Bar in 1948, Claire's "application for membership in the Women Lawyers' Association of Michigan

was unanimously accepted", according to a letter from Elizabeth Stack, WLAM president, and Claire was welcomed into WLAM at a February 1949 meeting at the Women's City Club in Detroit. In 1992, the Wayne Region of WLAM presented Claire Morrison with its Lifetime Commitment to Equality Award.

Claire was politically active in the Michigan Democratic Party for many years, and worked on numerous political campaigns. She attended the inauguration and inaugural ball of John F. Kennedy in 1961, and, more recently, the inauguration of Bill Clinton. Claire also was a 50+-year member of the Detroit Metropolitan Bar Association. She was named to "Who's Who in American Law", "Who's Who in the Midwest" and "Who's Who of American Women."

Claire leaves NAWL and all women, particularly women lawyers, a wonderful legacy. She had a full and independent life, and I am extremely thankful that I had the good fortune of knowing her and learning from her.



Margaret A. Costello is a member of the Detroit, MI office of Dykema Gossett PLLC, where she practices in the areas of litigation and dispute resolution, including bankruptcy and international litigation. A licensed psychologist, she received her B.S. degree from Penn State University, and her J.D. degree summa cum laude from the Detroit College of Law. Ms. Costello has been an adjunct professor at Detroit College of Law at Michigan State University, where she has taught courses in research and writing, discovery and trial preparation, trial advocacy, public international law, and international legal research. A long-time NAWL member, she also is a past-president of the Detroit Metropolitan Bar Association, a past president of Women Lawyers Association of Michigan, and a member of the House of Delegates of the American Bar Association.

Upcoming NAWL Meetings

The NAWL Annual Meeting & Annual Award Luncheon is scheduled for August 5, 2005 in Chicago in conjunction with the Annual Meeting of the American Bar Association.

Recent NAWL Meetings

NAWL presented the fourth program in its nationwide series, "Taking Charge of Your Career: Best Practices for Women Lawyers and Their Firms", in Atlanta on May 19, 2005. This career development series, which has become a hallmark NAWL program, is designed to advance women attorneys within the legal field.

Upcoming Program News

Taking Charge of Your Career: Best Practices for Women Lawyers & Their Firms

September 22, 2005, Jenner & Block LLP, One IBM Plaza, Chicago, IL 8:00 a.m. to 2:00 p.m.

Join us for the fifth program in NAWL's "Taking Charge of Your Career" series that focuses on the skills and information needed for women lawyers to develop and succeed long-term in the legal profession on their own terms, enjoying satisfaction with career, work/life balance and personal well being. At the Chicago program, three panels will be presented: Not What You Learned in Law School; Becoming a Leader in Your Organization; and Corporate Counsel: Selecting Outside Counsel. Our expert speakers come from a variety of personal and professional backgrounds.

Women Lawyers General Counsel Institute®

November 7-8, 2005, Sofitel Hotel, 45 West 44th Street, New York, NY

The National Association of Women Lawyers has announced the first annual Women Lawyers General Counsel Institute, to take place in New York City on November 7 and 8, 2005. The Institute is designed to facilitate the advancement of women lawyers into the top tiers of corporate law departments by offering a series of seminars and workshops on the skills and information needed to achieve the position of Chief Legal Officer. The target audience consists of senior women corporate counsel at the levels of assistant, associate and deputy General Counsel, and General Counsels of smaller companies. Various bar and corporate organizations are participating as co-sponsors of the Institute. Please save the date to join NAWL in New York City!

NAWL thanks all 2005 Program Sponsors

Premier Sponsors

Edwards & Angell
Jenner & Block
Kirkland & Ellis

Gold Sponsor

Sidley Austin Brown & Wood

Sponsors

Dickstein Shapiro Morin & Oshinsky
Foley & Lardner

Publications

The 6th Edition of *The National Directory of Women-Owned Law Firms and Women Lawyers* is being published in August 2005.

Amicus Committee News

On March 11, 2005, NAWL signed on as *amicus* to the case of *Sandra and Roberta Cote-Whiteacre, et al v. Massachusetts Department of Public Health, et al.*, No. SJC (MA) 9463. The case challenges on equal protection grounds the state's reviving a law that has not been used in decades in order to prevent non-Massachusetts residents from marrying within the Commonwealth. The statute has been used exclusively against gay couples.

On March 31, 2005, NAWL filed an *Amicus Curiae* Brief in the domestic violence case of *Shawwna J. Hughes v. Carlos A. Hughes and State of Washington*, No. 236137 (Wash. Ct. of Appeals) with the National Network to End Domestic Violence, National Advocates for Pregnant Women, and Legal Momentum. NAWL is listed as the third *amicus*.

To view amicus briefs go to www.nawl.org.

International Law Committee News

On March 4, 2005, the United States bowed to global opposition at a United Nations' conference on women's equality and dropped its insistence on inserting an anti-abortion amendment into a document that was then adopted unanimously. The document is a one page statement drafted for the U.N. Commission on the Status of Women to reaffirm the closing declaration of the group's meeting 10 year's ago in Beijing. The United States had proposed adding wording noting that the declaration created neither "any new international human rights" nor "the right to abortion". NAWL held NGO status at this conference. NAWL member Virginia Mueller of Sacramento, California, attended.

On June 29, 2005, NAWL thanked Secretary of State Condoleezza Rice by letter for her public support of Pakistani violence victim, Ms. Mukhtaran Mai. The letter emphasized that Ms. Mai, who has been a victim of a heinous crime, must be ensured adequate protection from threats on her life and well-being, legal justice for the rapes committed against her, and the freedom to travel outside of Pakistan.

Legislation Committee News

On July 6, 2005, by letter to Senator Joseph Biden, NAWL indicated its support of the re-authorization of the Violence Against Women Act. The act has bi-partisan sponsorship, with Senators Hatch and Specter acting as co-sponsors with Senator Biden. NAWL thanks the Senators for their long-standing support of the Violence Against Women Act. NAWL recognizes the particular importance of Title I of the act, which will fund shelters and legal services for victims of domestic violence. NAWL urges its members to contact their representatives to urge support of the act as presented to Congress. Passage should not be taken for granted on an issue so vital to the lives of millions of women and children in the United States.

Committee for the Evaluation of Supreme Court Nominees

This Committee, which has completed a manual of its mission and procedures, evaluates nominees to the U.S. Supreme Court who are presented by the President to the Senate. Committee members include a distinguished array of law professors, appellate practitioners and lawyers concentrating in litigation, with diverse backgrounds from around the

country and who work in a variety of professional settings. The Committee's conclusions will be posted on the NAWL web site and also provided to the nominee, the President and the Senate Judiciary Committee.

Membership News

Julia Bikbova, Linda Burns, Sara Boyd and Shama Patari, a team from The John Marshall Law School, earned First Place Memorial honors for the North Central Region for their brief at the Phillip C. Jessup International Moot Court Competition. The brief was then entered in the Hardy C. Dillard World Competition, earning the team third place honors in competition with more than 500 teams from around the world.

Cherie Blackburn, a partner with Nelson Mullins Riley and Scarborough, has been elected to the South Carolina Bar House of Delegates. The House of Delegates was set up by the South Carolina Bar to control and formulate policies for the Bar's 10,000 members.

Terri Wagner Cammarano, a partner with Foley & Lardner LLP, was selected as the Chair of the National Pro Bono Committee, which directs and coordinates all the pro bono legal activities at the firm.

Letty Coffin of the University of Washington School of Law is the winner of the 2005 William Sampson Award, and went to Dublin, Ireland on June 28, where she spent two months with the Free Legal Advice Centres, or FLAC. FLAC is a non-governmental organization which campaigns for full and equal access to justice for all by promoting and operating a range of services for poor people – specifically asylum and refugee law, but also the issue of marriage, equality and same-sex couples, which are playing an ever more important role in Irish society. Letty worked with the attorneys at FLAC.

Marie Ericson of the University of Washington School of Law spent a summer in Moscow, Russia where she worked with Russian and American attorneys assessing Russia's compliance with the Convention for the Elimination of all forms of Discrimination against Women.

Deborah H. Devan was named one of Maryland's Top 100 Women. This award recognizes Maryland's leading women. She was also named in the 2005-2006 The Best Lawyers in America as a "Best Lawyer in Maryland" in Bankruptcy, where she represents large, public, corporate creditors. The U.S. Court of Appeals for the Fourth Circuit issued a published decision in her favor in *Devan v. Phoenix American Life Insurance Company*. Mrs. Devan is the court-appointed Trustee in the case and she has now recovered over \$300 million for the creditors including \$185 million in a malpractice settlement against Ernst & Young, LLP.

Alice E. Dolan announces the formation of Alice E. Dolan & Associates, LLC. Ms. Dolan has been practicing since 1981. She was a named partner in the Chicago law firm of Cogan, McNabola & Dolan, LLC. Alice will continue to concentrate her practice in representing plaintiffs in personal injury, medical malpractice and wrongful death litigation. Alice has been selected by her peers to the Leading Lawyers Network which is limited to the top 5% of lawyers in Illinois. Recently, she received further peer recognition as one of the "Top 50 Female Lawyers" in the state. (Illinois Super Lawyers, Chicago, May 2005). Alice looks forward to working with referring members of NAWL whose clients may need assistance in her area of concentration. Alice E. Dolan & Associates, LLC is located at 321 S. Plymouth Court, 14th Floor, Chicago, Illinois 60604. Telephone: (312)386-1600; fax: (312)386-1616; direct e-mail: adolan@aedolanllc.com; website: www.aedolanllc.com.

Margaret Drew will leave her private practice in July 2005 after twenty-five years to join the faculty of the University of Cincinnati College of Law. Margaret will assist the school in start-

ing a domestic relations/domestic violence clinic. Margaret remains chair of the American Bar Association Commission on Domestic Violence.

Renee A.R. Evangelista, a partner with the Edwards & Angell's Trusts & Estates Department has been elected to serve as Co-Partner-in-Charge of Edwards & Angell's Rhode Island offices.

Julia Gold, of the University of Washington School of Law played a crucial role in the planning and organization of the 13th Annual Northwest Dispute Resolution Conference, held at William H. Gates Hall, the home of the UW School of Law, for the first time, on April 29-30, 2005. Gold was also the conference's co-chairwoman. This conference is the biggest ADR event in the Northwest, and attracts people from Washington, Oregon, Idaho and British Columbia, Canada.

Lisa Gordon of Nelson Mullins Riley & Scarborough's Raleigh office received the Younger Lawyer Pro Bono Award during the North Carolina Bar Association's 107th annual meeting, on June 24. Ms. Gordon was recognized for her work in helping resolve international kidnapping cases over the past few years. Ms. Gordon has logged more than 300 pro bono hours on international abduction cases since 2001. Gordon was honored last year by the National Center for Missing and Exploited Children as the recipient of an Award of Merit. She has handled or consulted on cases involving children in Panama, Mexico, Hungary, Canada and the Netherlands, and is one of but a few attorneys in the southeastern U.S. to do so.

Professor Celeste Hammond of The John Marshall Law School appeared as an expert on arbitration for a segment on ABC's "World News Tonight" in February 2005. She is director of the law school's Center for Real Estate Law.

Kathleen J.L. Holmes, a partner at Richards McGettigan Reilly & West, P.C. in Alexandria, Virginia, has been elected to serve as the president of the Virginia Women Attorneys Association, Northern Virginia Chapter.

Ann-Ellen Hornidge of Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C., represented the majority of the creditors in the Chapter 11 bankruptcy reorganization of The National Benevolent Association (NBA), which successfully emerged from bankruptcy through a Plan of Reorganization on April 15, 2005. The Plan resulted in a payment of more than \$230 million to unsecured creditors, including payment of their entire outstanding principal and accrued interest, in addition to interest accruing after the commencement of bankruptcy.

Professor Kathryn Kennedy of The John Marshall Law School was appointed by U.S. Secretary of Labor Elaine Chao to the Advisory Council on Employee Welfare and Pension Benefit Plans. Kennedy, director of the Center for Tax Law and Employee Benefits at John Marshall, also was called to testify before a congressional panel in March on proposed changes to the tax code.

Cherie R. Kiser, who chairs the Communications and IT Section of Mintz, Levin, Cohn, Ferris and Glovsky and Popeo, P.C., has been named Managing Member (Partner) of the firm's Washington, D.C. office. Ms. Kiser also serves on the firm's Policy Committee and is Chair of the firm's Diversity Committee.

Barbara Lee, the Dean of the Rutgers School of Management and Labor Relations and a Professor of Human Resources, has joined Edwards & Angell as a Counsel in the Litigation Department.

Linda L. Listrom, a Partner at Jenner & Block, spoke at this year's Corporate Legal Times SuperConference on June 23 on a panel titled "What Do Juries Really Think About

Companies?” Ms. Listrom, Chair of the Firm’s Litigation Committee, said that an early jury study, even before the discovery phase of a given trial, can provide a “blueprint” for a litigation team as it prepares to present a client’s case or defense.

Wendy S. Loquasto of Fox & Loquasto, P.A. was elected to the Board of Overseers of Stetson University College of Law. Loquasto, who practices appellate law in Tallahassee, Florida, is a 1988 graduate of Stetson and received the Stetson Lawyers Association Outstanding Alumni Representative Award in 2000.

Judith McCue, a partner with McDermott Will & Emery, was named president of the American College of Trust and Estate Counsel (ACTEC). ACTEC is an elite professional association comprised of distinguished estate planning and private client lawyers. Members are elected by peers on the basis of their professional reputation, their ability in the fields of trusts and estates, and their substantial contributions to these fields.

Connie E. Merriett has joined Kerr & Wagstaffe LLP in San Francisco where she practices trial and appellate litigation. She focuses her practice on intellectual property, securities, employment, and general litigation matters. Ms. Merriett was formerly an associate with Orrick, Herrington & Sutcliffe LLP. Ms. Merriett was recently selected as a 2005 State Bar of California Leadership Academy Scholar.

Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C. was honored by the National Network to End Domestic Violence (NNEDV) in for its leadership support as part of its 10th Anniversary celebration. Additionally Mintz, Levin has been selected by the Massachusetts Supreme Judicial Court’s Standing Committee on Pro Bono Legal Services as one of three recipients of the prestigious John & John Quincy Adams Award, with special recognition to Immigration Section members Susan J. Cohen and Grant S. Sovern, for their work on behalf of the Political Asylum/Immigration Representation (PAIR) Project.

Mintz, Levin, Cohn, Ferris and Glovsky and Popeo, P.C. promoted to member (partner) status: Maryann Civitello (Real Estate, Boston office); Geri Haight (Litigation, Boston office); Linda Port (Public Finance, Boston office); and Miyoko Sato (Public Finance, Boston office).

Barbara L. Moore, a partner and Chair of Edwards & Angell’s Intellectual Property Litigation Practice Group, and *Patricia A. Sullivan*, a partner and Co-Chair of Angell’s Intellectual Financial Service Provider Practice Group and Chair of the Antitrust Practice Group, have been elected to serve on the firm’s nine-member Executive Committee whose members include other partners in the firm as well as the firm’s managing power.

Gail H. Morse, a Partner at Jenner & Block, spoke at the May 5, 2005 Illinois State Bar Association program entitled, “Out at Work.” Ms. Morse stressed law firms that create a gay-friendly work environment by instituting progressive benefits policies and by communicating their openly gay attorneys’ accomplishments will benefit from a more productive workforce

Nelson Mullins Riley & Scarborough received the 2005 John Minor Wisdom Public Service and Professionalism Award from the Litigation Section of the American Bar Association. Nelson Mullins was recognized for its dedication to pro bono service.

Nelson Mullins Riley & Scarborough received the William B. Spann, Jr. Award June 10 at the 2005 State Bar of Georgia Convention. The award came in recognition of the Team Child/Early Intervention Project, led by Elisa Kodish and has enjoyed wide participation in Nelson Mullins’ Atlanta office. The William B. Spann, Jr. Award is the State Bar of Georgia’s highest pro bono

award and is determined jointly by the Access to Justice Committee and the Pro Bono Project of the State Bar. In the Team Child project, Nelson Mullins attorneys represent babies and young children with special needs and ensure that these children receive the government assistance they are entitled to under state and federal legislation.

Myrna S. Raeder, former NAWL President, was quoted in a recent article published in the ABA Journal Report, "A Bittersweet Victory for Anderson," concerning the U.S. Supreme Court's decision in May 2005 reversing the conviction of accounting giant Arthur Anderson for document destruction related to the collapse of Enron.

Professor Leslie Ann Reis of The John Marshall Law school chaired a meeting of the Information Security and Privacy Advisory Board on guidelines for the re-working of the 1974 Privacy Act. Reis, director of the Center for Information Technology and Privacy Law at John Marshall, has served on the advisory board since 2003. The board advises Congress and the U.S. Department of Commerce about issues affecting the security and privacy of information in government computer and telecommunications systems.

Tashamichelle (T. J.) Reynolds, Esq. will be pursuing an LL.M. in Human Rights from St. Thomas University in Miami, FL. T. J. graduated from the Univ. of Tennessee College of Law in May 2004. After graduation, T.J. returned to her home state of North Carolina. T. J. plans on returning to North Carolina after receiving her LL.M.

Dr. Beth Rivin, a research associate professor at the University of Washington School of Law, is working with Uplift International to provide relief to Indonesian earthquake and tsunami victims. Together with Project HOPE, Uplift International will send 7 tons of urgently needed medicine and medical supplies, valued at approximately \$1 million, to Indonesia. If you want to help, please visit www.upliftinternational.org.

Stephanie A. Scharf, a Partner at Jenner & Block, is a contributor in an engaging new book, *Inside the Minds: Minimizing Product Liability Litigation*, a comprehensive overview of the most important issues surrounding litigation for product liability lawyers and their corporate clients. Ms. Scharf's chapter, "A Business Approach to Product Liability Litigation," focuses on the reduction of risk of product litigation.

Evelt Simmons, a partner with the Ruden McClosky law firm, has been named the Chief Diversity Officer of the Firm. Ms. Simmons is also entering her second year as Chair of the American Bar Association Council on Diversity in the Profession. As Ruden McClosky's Chief Diversity Officer and an elected member of the Firm's Management Committee, Ms. Simmons is leading the implementation of the Firm's new Diversity Program which was launched throughout the Firm earlier this month.

Professor Veronica Taylor, the director of the Asian Law Center at University of Washington School of Law received a \$2 million grant from the U.S. Department of State to help educate Afghan law faculty.

The John Marshall Law School was ranked among the top five programs in the nation for their Legal Writing Program by *U.S. News and World Report*. The program director is *Professor Molly Lien* and assistant director is *Professor Sonia Bychkov Green*.

Saint Louis University School of Law is pleased to publicize its women leaders. For the second year in a row, the students have elected a woman to serve as President of the Student Bar Association at Saint Louis University School of Law. Women were also elected to serve as Presidents of the Student Branch of the Association of Trial Lawyers of America, the Black Law Students Association, the International Law Students Association, the Latin American

Law Students Association, the Phi Alpha Delta Legal Fraternity, the Public Interest Law Group, and the Women Law Students Association.

Mary E. Sharp, a partner with Griffith, Sadler and Sharp, P.A., was recently elected to the South Carolina Bar's House of Delegates. The House of Delegates was set up by the South Carolina Bar to control and formulate policies for the Bar's 10,000 members.

Janice L. Sperow became a Professor of Law at University of San Diego and remains a partner in Ruiz & Sperow. She is expecting twins with her husband.

Strickler, Sachitano & Hatfield, P.A. is pleased to announce the following recent accomplishments of its women attorneys. *Nancy A. Sachitano* was honored by The Bar Foundation of Montgomery County with the Outstanding Committee Chair Award for her much appreciated contributions to the Foundation's Pro Bono Committee. *Omolade R. Akinbolaji* was presented with the Committee Chair of the Year Award for her enthusiastic leadership of the Mento-Mentee Committee by the Bar Association of Montgomery County. *Jennifer A Forquer* was elected Co-Chair of The Family Law Section; and, the firm overall was honored with The Bar's prestigious Community Service and Pro Bono Awards. Notable mentions were made of Attorneys *Amy B. Strent*, and *Heather Q. Hostetter* for their contributions to the Family Law Mentoring Program. Additionally, *Ms. Sachitano* is listed in *Washingtonian Magazine's* June 2005 edition as being one of the area's best go-to attorneys for well-handled prenups.

Sara Turnipseed and *Jane Davis*, partners with Nelson Mullins Riley & Scarborough, were elected to the Product Liability Advisory Council, Inc., (PLAC) in recognition for their work in product liability defense. Ms. Turnipseed is based in Nelson Mullins' Atlanta office and Ms. Davis is based in the firm's Charleston office.

Sylvia Walbolt has been selected to receive the 2005 Wm. Reece Smith, Jr. Public Service Award from Stetson University College of Law. The Award was established in 1990 in the name of its first recipient, Reece Smith, who is the firm's Chair Emeritus and a past president of the International Bar Association, the American Bar Association, and the Florida Bar Association. This award recognizes individuals who have demonstrated exemplary achievements in public service. Sylvia also received the James C. Adkins Appellate Practice Award from the Florida Bar. The James C. Adkins Award is presented to a member of the Florida Bar who has made significant contributions to the field of appellate practice in Florida.

Megan Walsh, NAWL law student member and past Executive Director, was named Editor-in-Chief of Law and Contemporary Problems, a Journal at Duke University School of Law.

Judith A. Waltz, a partner with Foley & Lardner LLP, represented Gambro, Inc. in negotiating a Corporate Integrity Agreement ("CIA") with the Office of Inspector General ("OIG") of the Department of Health and Human Services. CIAs are often required by OIG in lieu of its statutory and regulatory authorities to exclude providers and suppliers from participation in the federal health care programs. Gambro settled allegations by the federal government in December 2004 for more than \$350 million.

Marcia A. Wiss received the John Carroll Award in April 2005, which is the highest award granted to Georgetown University alumni. The award was established in 1951 to honor alumni whose achievements exemplify the ideals and traditions of the university and its founder, Archbishop John Carroll, S.J. The award is given in recognition of lifetime achievement and service to Georgetown. Marcia is a partner at Hogan & Hartson LLP and has been an adjunct faculty member at Georgetown University Law Center for 21 years.

Lee Wallace has joined a new law firm, Gorby, Reeves & Peters, in Atlanta, Georgia.

NAWL recognizes Law School Members

**Lewis & Clark Law School
The John Marshall Law School
Saint Louis University School of Law
Samford University School of Law
Washburn University School of Law
Western New England College School of Law
University of Washington School of Law
Villanova University School of Law**

NAWL recognizes Law Firm Members

**Arnold & Porter LLP
Dickstein Shapiro Morin & Oshinsky LLP
Edwards & Angell LLP
Foley & Lardner LLP
Goodwin Procter LLP
Hirschler Fleischer PC
Kirkland & Ellis LLP
Kirkpatrick & Lockhart LLP
Jenner & Block LLP
McDermott Will & Emery LLP
Mintz Levin Cohn Ferris Glovsky and Popeo LLP
Nelson Mullins Riley & Scarborough LLP
Saul Ewing LLP
Sherin and Lodgen LLP
Sidley Austin Brown & Wood LLP
Spriggs & Hollingsworth
Strickler Sachitano & Hatfield PA
Stites & Harbison, PLLC
Walsh Colucci Lubeley Emrich & Terpak PC
Wolf Block Schorr and Solis-Cohen LLP**

2005 Outstanding Law Student Award Recipients

NAWL congratulates the 2005 Outstanding Law Students. Selected by their law schools as the outstanding female law students of their class, these talented and dedication women are among the best and brightest.

Honored not only for academic achievement, these honorees were also chosen for the impact they made on areas beyond the classroom. The women listed below have worked to further the advancement of women in society and promoted issues and concerns of women in the legal profession with motivation, tenacity and enthusiasm that inspired both their fellow students and law professors.

NAWL is for women who want to change the world and for the men who want to help them. We salute these women who have begun working early in their careers to promote justice for women in the profession and we encourage them to continue making a difference as their careers blossom.

Suzanna Adelizi
Chapman University
School of Law
Orange, CA

Alyson E. Bass
St. John's University
School of Law
Jamaica, NY

Jill Choate Beier
Touro College
Jacob D. Fuchsberg Law Center
Huntington, NY

Emily A. Benfer
Indiana University
School of Law
Indianapolis, IN

Rachel Bernstein
Villanova University
School of Law
Villanova, PA

Rebecca K. Bethard
University of Louisville
Louis D. Brandeis School of Law
Louisville, KY

Susan Austin Blazier
Campbell University
Norman Adrian Wiggins School of Law
Buies Creek, NC

Susanne M. Bookser
Northern Kentucky University
Salmon P. Chase College of Law
Highland Heights, KY

Melissa Anne Borelli
University of California - Davis
School of Law
Davis, CA

Imani A. Boykin
Florida Coastal School of Law
Jacksonville, FL

Emma Brackett
Southwestern University
School of Law
Los Angeles, CA

Christine Brescoll
University of Michigan
Law School
Ann Arbor, MI

Christine Anne Champey
Ohio Northern University
Claude W. Pettit College of Law
Ada, OH

Kristine M. Dax
Thomas M. Cooley Law School
Lansing, MI

Roopali Hardin Desai
University of Arizona
James E. Rogers College of Law
Tucson, AZ

Jodi Warmbrod Dishman
University of Oklahoma
College of Law
Norman, OK

Patricia Dobratz
University of Illinois
College of Law
Champaign, IL

Helen Von Dolteren-Fournier
Barry University
Dwayne O. Andreas School of Law
Orlando, FL

Megan Dorton
City University of New York
School of Law at Queens College
Flushing, NY

April Keller-Drumm
University of Akron
C. Blake McDowell Law Center
Akron, OH

Nikki Dryden
Brooklyn Law School
Brooklyn, NY

Angela Rose Ernst
Washington and Lee University
School of Law
Lexington, VA

Kimberly K. Farenholz
University of the District of Columbia
David A. Clarke School of Law
Washington, DC

Senitiria A. Goodman
Appalachian School of Law
Grundy, VA

Angela D. Hall
Pennsylvania State University
The Dickinson School of Law
Carlisle, PA

Jana C. Jacobs
University of Wyoming
School of Law
Laramie, WY

Beth Ann Johnson
DePaul University
College of Law
Chicago, IL

Corinda Kelly
University of Utah
College of Law
Salt Lake City, UT

Anne Johnson Kern
University of Missouri - Columbia
School of Law
Columbia, MO

Laura R. Kilian
University of Tulsa
College of Law
Tulsa, OK

Beth Krogel
Valparaiso University
School of Law
Valparaiso, IN

Ann Elizabeth Laatsch
University of Wisconsin
Law School
Madison, WI

Crystal Lalime
Quinnipiac University
School of Law
Hamden, CT

Sabrina Elizabeth Linden
Golden Gate University
School of Law
San Francisco, CA

C. Stinson Lindencweig
University of Richmond
T. C. Williams School of Law
Richmond, VA

Carrie Beavers Markham
Mercer University
Walter F. George School of Law
Macon, GA

Marcie E. McClintic
West Virginia University
College of Law
Morgantown, WV

Katherine J. McGinnes
University of Connecticut
School of Law
Hartford, CT

Allie M. Meiers
University of Missouri - Kansas City
School of Law
Kansas City, MO

Marne K. Mitskog
University of Virginia
School of Law
Charlottesville, VA

Sarah Catherine Mowchan
Regent University
School of Law
Virginia Beach, VA

Laura E. Murray
University of Florida
Fredric G. Levin College of Law
Gainesville, FL

Elizabeth C. Nuttycombe
Seton Hall University
School of Law
Newark, NJ

Purvi Patel
Loyola University - Chicago
School of Law
Chicago, IL

Lauren Peacock
George Washington University
Law School
Washington, DC

Amber Pearce
University of the Pacific
McGeorge School of Law
Sacramento, CA

Martha N. Pellegrino
University of Oregon
School of Law
Eugene, OR

Jaimi A. Reisz
Samford University
Cumberland School of Law
Birmingham, AL

Brooke Dianah Rogers-Miller
College of William and Mary
Marshall-Wythe Law School
Williamsburg, VA

Susan Jones Ryan
Wake Forest University
School of Law
Winston-Salem, NC

Monica M. Ryden
Arizona State University
College of Law
Tempe, AZ

Herbrina D. Sanders
Washington University, St. Louis
School of Law
St. Louis, MO

Heather N. Schafer
Georgia State University
College of Law
Atlanta, GA

Haley A. Schwartz
Emory University
School of Law
Atlanta, GA

Chaitra P. Shenoy
American University
Washington College of Law
Washington, DC

Romica Singh
Vanderbilt University
Law School
Nashville, TN

Kristen E. Smith
Syracuse University
College of Law
Syracuse, NY

Jessica Taylor
University of Iowa
College of Law
Iowa City, IO

Betty Joan Thurber
University of Tennessee
College of Law
Knoxville, TN

Lisa Lopez Trifiletti
Loyola University
Law School
Los Angeles, CA

Vasilia Maria Tshihls
St. Mary's University
School of Law
San Antonio, TX

Ericka Y. Turk
Texas Southern University
Thurgood Marshall School of Law
Houston, TX

Alyson N. Villano
Seton Hall University
School of Law
Newark, NJ

Celeste Iris Villarreal
Texas Tech University
School of Law
Lubbock, TX

Andrea Walker
Washburn University
School of Law
Topeka, KS

Shannon R. Wilson
Thomas Jefferson School of Law
San Diego, CA

Jenny L. Workman
Franklin Pierce Law Center
Concord, NH

Julie R. Yarzebinski
University of Pittsburgh
School of Law
Pittsburgh, PA

PRACTICE AREA KEY

| | |
|-------|--|
| ACC | Accounting |
| ADO | Adoption |
| ADR | Alt. Dispute Resolution |
| ADV | Advertising |
| ANT | Antitrust |
| APP | Appeals |
| ARB | Arbitration |
| BDR | Broker Dealer |
| BIO | Biotechnology |
| BKR | Bankruptcy |
| BNK | Banking |
| BSL | Commercial/Business Lit. |
| CAS | Class Action Suits |
| CCL | Compliance Counseling |
| CIV | Civil Rights |
| CLT | Consultant |
| CNS | Construction |
| COM | Complex Civil Litigation |
| CON | Consumer |
| COR | Corporate |
| CRM | Criminal |
| CUS | Customs |
| DOM | Domestic Violence |
| EDU | Education |
| EEO | Employment & Labor |
| ELD | Elder Law |
| ELE | Election Law |
| ENG | Energy |
| ENT | Entertainment |
| EPA | Environmental |
| ERISA | ERISA |
| EST | Estate Planning |
| ETH | Ethics and Professional Responsibility |
| EXC | Executive Compensation |
| FAM | Family |
| FIN | Finance |
| FRN | Franchising |
| GAM | Gaming |
| GEN | Gender & Sex |
| GOV | Government Contracts |
| GRD | Guardianship |
| HCA | Health Care |
| HOT | Hotel & Resort |
| ILP | Intellectual Property |
| IMM | Immigration |
| INS | Insurance |
| INT | International |
| INV | Investment Services |
| IST | Information Tech/Systems |
| JUV | Juvenile Law |
| LIT | Litigation |
| LND | Land Use |
| LOB | Lobby/Gov Affairs |
| MAR | Maritime Law |
| MEA | Media |
| MED | Medical Malpractice |
| M&A | Mergers & Acquisitions |
| MUN | Municipal |
| NET | Internet |
| NPF | Nonprofit |
| OSH | Occupational Safety & Health |
| PIL | Personal Injury |
| PRB | Probate & Administration |
| PRL | Product Liability |
| RES | Real Estate |
| RSM | Risk Management |
| SEC | Securities |
| SHI | Sexual Harassment |
| SPT | Sports Law |
| SSN | Social Security |
| STC | Security Clearances |
| TAX | Tax |
| TEL | Telecommunications |
| TOL | Tort Litigation |
| TOX | Toxic Tort |
| TRD | Trade |
| TRN | Transportation |
| T&E | Wills, Trusts & Estates |
| WCC | White Collar Crime |
| WOM | Woman's Rights |
| WOR | Worker's Compensation |

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Taking Charge of Your Career, Miami

January 21, 2005



Miami: Past FAWL President Siobhan Shea, FAWL President-elect June McKinney Bartelle, NAWL President Stephanie Scharf, Keynote Speaker Holly English, NAWL President-elect Lorraine Koc, and FAWL President Deborah Magid



Miami: The audience listens attentively to the advice of expert panelists at "Taking Charge of Your Career"

From Backpack to Briefcase: A Transitions Program for Law Students

April, 2005



Chicago: Program Chairs Lisa Horowitz of McDermott Will & Emery and Cheryl Cesario of the John Marshall Law School



Chicago: Panelists Michelle Speller-Thurman of Jenner & Block, Amy Collins of Grippo & Elden, Jennifer Mikulina of McDermott Will & Emery, Shana Peretz of McDermott Will & Emery, and Moderator Jane Pigott, Managing Director of R3 Group

Taking Charge of Your Career, New York City

October 22, 2005



New York: Panelist Gail Aidinoff Scovell, General Counsel, Guggenheim Museum



New York: Keynote Speaker Michele Coleman Mayes, Senior Vice President and General Counsel, Pitney Bowes

Take Charge of Your Career, Atlanta

May 19, 2005



Atlanta: Audience members participate in a Q&A session following the panel discussion



Atlanta: Panelists Peggy Caldwell, Robin Benton, Moderator Dorian Denburg, and Panelist Gali Hagel



Atlanta: Panelists Lee Tarte Wallace, Stacey M. Gray, Corliss Lawson, Linda DiSantis, and Sara Turnipseed



D.C.: Moderator Jessie Liu, NAWL Officer Cathy Fleming, Keynote Speaker Nina Pillard, NAWL 2004-2005 President Stephanie Scharf, Panelists Beth Brinkmann, The Honorable Ruth Bader Ginsburg, Michael Dreeben, The Honorable Sandra Day O'Connor, Maureen Mahoney, and NAWL 2004-2005 President-Elect Lorraine Koc



D.C.: Panelists Maureen Mahoney, Beth Brinkmann, and Moderator Jessie Liu

Oral Argument in the US Supreme Court, Washington DC

January 6, 2005



D.C.: The Honorable Sandra Day O'Connor with attendees at "Oral Argument in the United States Supreme Court"

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