

ABA Commission on Women in the Profession

Women Trailblazers in the Law

ORAL HISTORY

of

MARY CRANSTON

Interviewer: Angela Bradstreet

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INTERVIEW OF MARY CRANSTON
PART II – DECEMBER 4, 2006
BY ANGELA BRADSTREET

AB Okay. So, back on the record. Here we are again, with the wonderful Mary Cranston. I'm Angela Bradstreet and it is December 4. My gosh, doesn't time fly? And we are going to complete the interview with Mary. And we left off, I believe, Mary, when you were talking about leadership and the concept of leadership. And that kind of brings us into the whole Chairpersonship of Pillsbury. Can you tell me generally how you became Chair?

MC Well, you know, it was eight years ago and we had a Chair who'd been in for about three years and he was a very well-respected partner in the firm, but there was a certain contingent that felt it was time for change. I was not part of the agitating group, but a number of partners in the firm came to me and asked me if I would be interested in taking the job if it became open and I said I'd think about it for awhile. And I did think about it for awhile. Because when you become the Chair of a firm that large you put a lot of stress on your practice if you continue to practice at all. And I wasn't sure that... I'd never done anything that large before. I've headed litigation, but of course running a practice section is very different than the bottom line responsibility for a whole firm. But as people talked to me about it and as it became clear that there were about three or four candidates I said okay, I'll keep my hat in the ring. And for one reason or another the other candidates weren't acceptable to some faction or other. And, I'm not sure I was the absolute first choice of a whole lot of people going into the process, but I was acceptable to almost everyone. So that's how I ended up with the nod.

AB Was there an actual vote, then?

MC There was. We have a nomination process and then a vote. So we've never turned down a nominated slate. So the real action's in the nomination. And so I was nominated and there was a vote. And ironically, going into it, if there was a rap on me it was that I was too nice for the job. I think, as I leave after eight years, I don't think this is said very often about me.

AB Were you the only woman on the slate?

MC Well, no. Because they actually, sort of focused on who should be the managing partner before they even got to the Chair, and the person long-recognized in the firm as the most superb administrator is Marina Park. So

she was sort of in the chair when, you know, already nominated essentially when I came along. And I think it helped me a lot that Marina felt that I would be an excellent Chair. So that left us with two women. And I was the first woman ever elected to be a Chair of a major firm and there's, to this day, never been a two-female ticket.

AB Yeah, that's really quite something. So you became firm wide Chair eight years ago?

MC Right.

AB And, did you have any reticence from any of the male partners who implied that maybe you couldn't handle the finances, or any kind of stereotypical assumptions you had to overcome?

MC You know, none of it was expressed to me. So, if it was there it wasn't particularly overt and it certainly didn't carry the day. You have to remember that Pillsbury has always been on the forefront with women and when I came to the firm one of the reasons I signed up with Pillsbury is we had two women partners. And in 1975 I don't think there was another firm in the United States that had two – of the big firm variety – that had that percentage of women partners. And those women, Margaret Gill and Tony Ramie have been lifelong mentors to me. So there was a history of strong, successful women in the firm. And I think it was just a little bit less of an issue there than it might have been at some other firms.

AB How have Margaret and Tony mentored you?

MC Every way you can imagine. They're very different in style. Margaret is what I would call a warrior woman. She really is very determined, brilliant, and kind of succeeds by doing every thing a man can do and then some. Tony is the ultimate negotiator and facilitator. And she gets things done by bringing people together and seeing where the opportunities for win/win solutions are possible. So I had two incredibly talented women with very different styles. And they were of a generation where it was kind of dangerous to your health in the firm to really talk too much about your family or be too, you know, they would prefer that, request when they were in practice, they would prefer that the issue of their gender never come up. On the other hand... So, on the surface of things they treated me just like everyone else. But there was a whole underbelly that was not as visible and that was they would take me

aside, constantly give me advice, were willing to help me in any way they could, and, you know, I love them very much and I see them both frequently.

AB What other mentors, or women-tors, have there been in your career.

MC You know, there really have been a bunch. We had some very strong women in San Francisco. Drew Rainey and, you know, the list goes on. And there was a very early organized draws of the bar kind of movement in San Francisco, and I got to be involved in that. So I never felt alone in the same sense that other women, especially of my generation, at one time or another felt. But I do remember the very first Margaret Brent lunch I went to. It was in San Francisco and Anita Hill was speaking. I walked into that room and I felt this incredible electricity, and I thought, this is what it would be like if, you know, we had a critical mass of women. And it was a really important "Aha!" moment for me. And I realized then through other experiences that every one of my generation really had almost a moral duty to try to be all they could be within the firm and to get into leadership positions so that we could start to leverage the power that women have and to feel comfortable because there is a critical mass within the organization. And there's nothing like being in a leadership position to influence how quickly that happens.

AB What were the things that you noticed the most when you became Chairman of Pillsbury? I mean, what are the indicia of leadership that you have found the most difficult?

MC Well, one of the things that I guess I didn't expect, just because I had never been in that kind of a position before, but once you're in power everyone treats you differently, even if you've known them for 30 years. And it's subtle, but you don't get the same kind of accurate feedback that you have expected for 30 years and so I guess when I became the Chair I had been at the firm for 23 years, so it's 23 years. And it took me awhile to realize that I was getting filtered feedback. And after that I really began doing things like anonymous surveys and self-assessments of 360 degree reviews just to make sure I was hearing accurately what was going on. So that's one... that's not unique to me, obviously it happens to almost everyone and it's really the source of CEO-itis because, you know, people laugh at your jokes and, you know, they kind of watch you all the time. You drop a pencil and somebody picks it up. So, there's that. I did feel, as a woman leader, that, at the beginning, that I was dressed up in my mother's clothes and I really had no business being here. And I was worried that if I failed it would be a very public failure and, you know, like many women, if you don't have it wired

you feel like you don't really know what you're doing. So I had all those fears, but I spent a lot of time in my life looking at fears and not believing necessarily that they're real. So I just kind of let that run through my head and I did the best job I could. And I feel that by not repressing the fears, letting them run, but just not acting like they're real, I was able to preserve my energy for forward progress and was able to do the job well.

AB How did you deal with – did you find there was an isolation factor?

MC Yeah, that's absolutely right. And it correlates with the everybody treating you slightly differently than before. So, there are a couple of things. One is, I joined several groups of the, that are made up of the Chairs of major law firms and we would meet a couple of times a year. So I had that kind of a peer group to bounce ideas, and to keep my ears open to what were emerging best practices among law firm leaders. And I also have a strong network of non-lawyer women and male friends, frankly, in the greater Bay Area that I use as sounding boards for things. And finally, within the firm, I had a group of trusted people that I've kind of used as a kitchen cabinet. And they committed to me to be as honest as possible and to give me feedback and to evaluate things.

AB How do you pick your battles? Do you have any tips for women becoming leaders, any particular, say the five most important things as a woman leader?

MC Well, I think as a leader generally that it's extremely critical that you understand what you're trying to accomplish and that you get buy-off on what you're trying to accomplish, that you keep your eye on the ball and never let the details, the irrelevant detail that's running around in any organization all the time, deflect you from these important goals. And the way I did it was I would allow myself to respond to the crisis du jour about 50% of the time, but the rest of the time I really stayed on point for moving, whatever was necessary to move the ball forward on the key objective. As a top executive, you're always a roadblock unless you can keep the ball moving. So any time that you start to micromanage something, you start dropping other balls and you sort of muck up the specific area that you're so you have to really be able to delegate well, to trust people, to pick good leaders, to engender a sense of teamwork of morale in people that are working with you so that you can, in fact, leverage yourself and get the work done. To become a leader, I think for women especially, it's very important that you see yourself as one and begin, probably even before you're in the pipeline to become the head of something, picture yourself doing it. See what kind of fears you have about it. Recognize

that the fears shouldn't stop you, but that may, for example, give you some indications about what particular kinds of experiences you want to have to enhance, not your resume, but your ability to deal with the kinds of things that happen to you. And you also have to be very emotionally tough and mature, because you become the great mother or father of the organization and every kind of projected emotion, every kind of irritation, every kind of complaint somebody has is going to come your way. And if you react to it and just get drawn into some kind of a pissing match with the personnel of the firm, you're just going to spend a lot of time in an unhappy situation. And so instead you have to develop the ability to sort of let it bounce off and to constantly ask yourself, Where is this person coming from, you know. What are they really asking for? A lot of times it's attention. Sometimes it's a sense of belonging. Sometimes it's a feeling that there's opportunity, that you can open up a few doors for them and they'll be feeling better about themselves. So it calls for some emotionally sophisticated approach to things.

AB What would you say is your greatest achievement leading Pillsbury?

MC I think, I would say, overall, it was taking a 150-year, 140-year-old San Francisco-based law firm and, with the use of vision and a cohesive strategic plan, step by step transforming it into a national and international firm that it is today - we have more lawyers on the east coast now than we do on the west coast - with offices in London, Tokyo, Shanghai and Sydney. So that was a very conscious forced march, and it required quite a bit of facilitation to get the partners to see the vision and to go along with it and to vote for the mergers. And to make the investment. It's been a major investment. And, after eight years, we do have the platform that we need and the economics that will follow. Not only did we expand the footprint, but in order to support a multinational firm with that many offices and that many lawyers in diverse locations, we had to completely upgrade the systems, we had to change out the personnel to get people who had run bigger businesses. So it's been a very comprehensive overhaul and transformation of the firm. So that, I think, is my biggest accomplishment.

AB Well, it's a huge accomplishment, and it takes a lot of guts.

MC Yeah, well. You know, the way I looked at it, I looked out at the marketplace and I saw where our clients were going. They were globalizing. I was looking at our key competitors that we've been competing with in different ways for over a hundred years. And, to me, it was, the status quo was a very risky strategy. And this was less risk. We did not have a risk-free option. So.

AB How did you go about... I know this is incredibly complicated, this whole thing, but could you maybe give us some idea of how you went about building consensus?

MC Well, I'll give you one really good example, because this is sort of indicative. You know, your partners actually think they own the firm, you know? And, in fact, they do. So one way – and I used this in various ways, repeatedly – but probably the most dramatic example of it was when we were trying to decide whether our first big merger should be in New York. Some people thought we should double up in California, some people thought it should be D.C. There was a very big group of the firm that thought New York was essential. And there was another group that thought that New York was too expensive and too difficult and we shouldn't do it. I personally thought New York was absolutely critical. So I brought in a futurist named Katherine Fulton, a wonderful woman, consultant, who is experienced in something called scenario planning, which is a process by which you visualize four possible futures that are all possible given where you are today. And we had groups of attorneys and staff actually working on creating, hypothesizing, these future worlds and creating stories about them so that you could get your mind into it. And we created the four worlds by looking at two intersecting trends at the time. One of the trends was the globalization versus localization of law firms. The other was the expansion into interdisciplinary practices. This is obviously pre-Enron. It was actually in the year 2000. So those two trends became kind of the horizontal and vertical axis and that created four segments. So one of the worlds was called 'Only the Strong Survive' and in that world globalization was cut off because of all kinds of rising terrorist attacks, countries were really pulling back, and law was just law. There was a cut-off because of corporate scandals, which actually was very prescient, and the other, eerie, thing about that story was that we said in the story that a terrorist named Osama Bin Laden – this is in 2000 – we identified him by name – blew up an airplane carrying the Secretary of State and it created terror around the world and the United States enacted a lot of jingoistic legislation. And so this stuff is pretty powerful.

AB My goodness.

MC And then when there actually was September 11, we all kind of freaked out, thinking we hadn't caused it. So that was one world. Another world was where everything gets computerized and law becomes completely commoditized. We called it LawMart. And everything is bid on over the

internet. It was a pretty grim world. Nobody wanted to go there. And then we had World Law, which was law continues to completely globalize, but it's purely law, and then there was Global Services, which was law and other things everywhere. And what you do with that is you take a strategy. Like going to New York. And you play it out in each of the four worlds. So we had the lawyers, the partners, come to the retreat. They'd read the stories and we gave them the strategies, and they sat around tables and they started talking about it. And it was so clear by the end of that discussion that under every one of those four worlds being in New York was safer than not being in New York. And it turned everybody, right at that meeting, we had a consensus going forward. And then I was able, with that kind of backing from the partners I was able to go to New York and interview a lot of firms and I found a good partner for us in Winthrop Stimson. So that's the kind of technique you can use. One of the things I think leaders fail to do is present, accurately, the risk of the status quo. And once you can show people that the status quo is very problematic, then people tend to open their minds to other things.

AB That's a great answer. What was the most, or what has been the most difficult time, or episode, that you've had to deal with that you can share?

MC Well, you know, I think I have been at the helm for a lot of change. And we brought in significant numbers of new partners through the two mergers. And over time, I think this is true of most CEOs, over time you've had to say no to more and more people. And there starts to be some resentment. And I found that hard because I found the job was complicated and difficult and every decision I made was hard. And to be somewhat resented for that was difficult. But, again, and I go back to the notion that you have to have a lot of moral and emotional maturity in order to do the job. Because otherwise you'll get pushed around and you'll get too angry at people that are resenting you for one reason or another. And you just can't afford that. You just always have to be even-keeled.

AB How do you deal with not personalizing the process?

MC You know... I mean on some days I was better than on others. But I think that the truth is you need to realize that people are complex, that they will project various aspects of their own senses of inadequacy on leaders, and you just have to kind of realize that it's not personal.

AB So, how do you feel about moving on and where do you think you're going?

MC You know, I feel really good. I was thinking about whether I wanted to go for another three years and I concluded that eight years was enough and that eleven was probably too much. And the firm is going into a phase where we really have got the United States footprint very clearly in place. We need to continue to invest overseas, and ultimately we may do a merger overseas, but it won't be for a few years because we have a lot to absorb right now. So it's a time of integration. And all the systems are upgraded, all the governance structures are very modern at this point. It was a good time to bring in the team that will carry the firm forward, because they can learn on the job without having to do some of the more difficult things, like mergers, for a few years. So I feel like the firm, it was the right time. So I feel comfortable about that. And I have always wanted to do service, pure service. And when you're in the business community, you can certainly do a lot but you can't give it your full attention. And so I'm definitely thinking about a lot of different things. I may... The firm would like me to stay on as the firm's senior partner, which is sort of a goodwill ambassador, charity work sort of position, and I'm certainly willing to do that so long as it doesn't interfere with my ability to contribute to the community in some ways. Education interests me. Environment interests me. Foundation work interests me. So there's a lot of different things. And, as you know, I'm very involved with Stanford. And there is an extremely interesting capital campaign going on down there where we are raising money, very consciously, to solve some of those critical problems in the world and help the environment and international conflict. And I'm really intrigued by that and I want to be very involved.

AB Ever think about going on the bench?

MC No. I don't really think I want to do that. In some ways it's... You know I've always been mostly interested in law within a context. And I'm not as interested in pure law as some people. So I always thought of a judicial job as – certainly if you're on the appellate bench there's some policy issues – but it's still probably the quintessential legal job. And I don't think that's really where I want to be.

AB What, in terms of people you most admire in your career. Well, why don't we do it personal and career? Say, the three to five people in your life who you most admire. Anybody leap out at you?

MC Well, you know, one person that's been really critical for me is my twin sister, Susan. She was the first vascular surgeon, female vascular surgeon, in the

United States, and she's been a real trailblazer in her own way. But more importantly she's one of those people that has infinite capability of supporting and empathizing and nurturing. So she's a powerful career woman with all of these amazing qualities. I would definitely put Tony and Margaret on that list. Another guy that I know you know is Dick Odgers, who was at Pillsbury. I worked for him pretty exclusively for many years and then he became the general counsel of Pacific Telephone and Telegraph, one of our largest clients. So I've had the pleasure of knowing him as a partner, then as a client. Now he's back at the firm. And, just his moral compass, his sense of fairness and justice. Those have all been very influential to me. So that's kind of within the firm family. In terms of figures out in the world, there's some truly amazing people whose lives have very much inspired me. Eleanor Roosevelt's one of them. I just felt that Eleanor, as a woman of a certain generation, had more power and influence probably than any other woman, and used that platform for the good of the country and the world. I am very fond of Sandra Day O'Connor. I think she's an awesome woman who, conservative in background but did the right thing for women and was a great role model. Ruth Bader Ginsburg is politically more aligned with where I see the world, and she's also been amazing, and I just am grateful that we had two women of the intellectual stature of those two to go on the bench. Let's see. Kathy Sullivan, the dean of the Stanford Law School, is also someone I greatly admire. She's one of the most intellectually brilliant women I've ever met, but also very down to earth, and a great person to hang out with. When she was the dean of the Stanford Law School I was the chair of the Board of the Law School and we had a great time.

AB Any particular women in the world, who you have not met, who you would like to meet?

MC Oh, yeah. Let's see.

AB Or any particular women, apart from Ruth Bader Ginsburg and Sandra Day O'Connor, any other women in society who you'd like to meet?

MC Well, I admire Hillary Clinton. And I've met her a few times. In fact, she was the speaker when I received the Margaret Brent award, so I got to sit and have lunch with her. I think she's great. I don't know if she's going to be elected, but I think she'd be an incredible President. So I like her a lot. I think we're... Oh, another woman I'm totally fond of is Dianne Feinstein. And what she's done nationally and for San Francisco. She's just such a sweetheart. And I think Nancy Pelosi is phenomenal. I think we're really

lucky with these – and Barbara Boxer – with these powerful women that come out of California. That's pretty exciting. I do also know Ann Pague, who is the CEO of Xerox. She's a woman's woman, but she's also very much a successful CEO of a major company and I'm always happy to see that. I sit on the board of Catalyst and Eileen Lang, the president of Catalyst, is another crackerjack who does so much good in so many ways. That organization is really powerful.

AB Now, how do you feel about relinquishing all this incredible power you have? is that an issue at all?

MC Well, you know, I think one of the things I've really tried to do is to understand that the power is the job's, so it's not mine. Never was. So in some ways putting it down is a relief. Certainly you can get things done with that kind of power, which I enjoyed, but you also have the bottom line responsibility and there is never a rest from it. And since we elected my successor mid-year and we've been doing a transition ever since, and as the responsibility has fallen off of my back I have more time to exercise, more time to sleep. My to-do list is not three blocks long and it makes a difference. I feel much more relaxed day to day. So that's...

AB That's great.

MC I don't miss it in that sense.

AB What do you most... Is there anything that sort of stands out - this is spanning your whole career now – anything that stands out in your mind, even winning a case or whatever, that stands out as one of the proudest moments, as opposed to accomplishments, but one of the proudest or most meaningful moments in your career that stands out in your mind?

MC I think getting the Margaret Brent probably meant the most to me because it's an award, really, from women for women. And I have gone to many of those events and I've just seen the caliber of women honored in that. And my whole family showed up to be there for me in Chicago. My brothers, my sisters. My parents had passed away, but all my siblings were there. And it really – and some of my friends came from around the country. It was really a very moving moment for me. And, it's not that I didn't feel worthy of it. It's more that I just was very grateful to be alive at a time when there are accomplished women to work together to really accelerate the opportunities and to leveling this playing field in our lifetime. That's what the Margaret Brent meant to me.

AB In terms of going forward, do you see other women coming along at the firm, and how have you – your role as a mentor, or a woman-tor. Can you comment on that?

MC Absolutely. I consider mentoring one of the most solemn responsibilities the older generation has, so I've always tried to do as much as I can. And one of the problems that we had early on was that the number of women entering the firms was a lot larger than the number of women who were partners, so it was a pretty overwhelming burden at first. But now, of course, there's a much greater critical mass so it's much more doable. I also work with young women to understand what it means to be a good mentee. It was interesting, when I first became the Chair, a lot of young men showed up in my office to be mentored and I had to kind of hunt up the women. So I think... There's a great book out called "Women Don't Ask," that I really think women should read. Because it really, the research shows pretty conclusively, that there's a reticence that women have in terms of reaching out and asking, and we're just going to have to get over that. So mentoring is important in helping women to see how to do that, but you can't just – at this stage in the evolution of women in the profession – I don't think you can wait for women to volunteer to be mentored. I think it's got to be more aggressive. And, so we're trying to do that in the firm through various things, including, we have discussion clubs and books, clubs where we read books about these women's issues and discuss them. We, Marina and I, were always very careful about the gender diversity of our committee chairs, our office heads, and the leadership of the firm. And I think that's what it takes. The senior management has got to realize that. And it's going to get more and more critical over the next ten years, if you look at the demographics out there, that law firms that don't get it with women are going to be short of the number of people they need to get their work done. And you're not going to be able to fix it overnight if you haven't promoted women, made sure that they are in visible leadership positions, and are available, making it part of their responsibility actually to mentor and to retain, for women and men under them. So, you know, for so many reasons it's the right thing to do. And, there's no magic to it. We kept track of the diversity statistics in our sections and would intervene if we saw something happening. One of the key tools for retaining women is effective part-time. Part-time that really works for a lot of women to have a meaningful career. And so I would sometimes see divergences in the effectiveness of part-time in various sections, and would go in there and almost always it's some male leader who unconsciously, usually unconsciously, translates part-time into lack of commitment. And the solution is to just work it through so

that it becomes more conscious, and they begin to realize that they could actually be hurting somebody's career inadvertently by allowing that false correlation to exist in their mind. So, there's a lot that can be done if you stay awake to it, measure it, hold yourself accountable to it.

AB Now, in that regard, Mary, I believe that your firm was elected as one of the top 100 best companies in the U.S. for women this year. Is that right?

MC That's right. It's very exciting. And it really was a result of ten years of working at best practices and implementing everything we could think of within the firm to make it family friendly, women friendly. There are very few law firms on that list because there are so many corporate environments where they have more resources to offer all kinds of programs. But the fact that we were able to get on there I think is a real testament to the work of some very dedicated HR and leadership people in the firm.

AB Well, let me ask you. Did you get appropriate kudos for getting on that list?

MC Yes, I think we did.

AB I'm talking about you, personally.

MC Oh, yes, absolutely. And I think that... I don't think there's any doubt in the firm as to who drove that. Marina and I were the impetus. But it shows the level of commitment that's needed at the top to really make an impact. I hope that more law firms do that going forward.

AB As we start to think about closing this interview, do you have any thoughts about the future of the legal profession going forward into the next decade and beyond?

MC I really do. I think the globalization of law firms, the change in the competitive position of firms in various markets, and probably the provocation of various financial statistics, have created an environment where firms continue to drive people to increase their revenues and as a consequence I think we've created a profession, at least for large firms and competitive law firms, that rewards sheer hours. And part of it is the billable hours. The business consulting firms don't have quite the same pressure because they bill by the project. And people who are efficient, or who are strategic, can actually do their work in a more compressed period of time and they, themselves, can create balance in their life. That doesn't work so well in a

law firm where you're billing by the hour. Every incremental hour is more revenue. And, you know, there's been a lot of lip service about the transition off the billable hour and clients have talked about it. It's still not the dominant mode. And I think unless we fix that we're going to continue to see a trend that's been very clear in the last four years. The number of applicants to law schools are dropping, the best and brightest at the margin are now making a decision against law school. And I think it's all because they look ahead and they see the career path. The other thing that's concerning about this issue is that more than 50% of the people coming out of the law schools today are women, and if you look at the demographic trends over the next ten years, it's going to be even more critical that law firms attract a significant number of women or they're going to be short in manpower. There's definitely going to be a shortage of intellectually trained people in the United States given the growth and expect an increase in demand for services. And the billable hours are going to mean that women generally, and again this is at the margin – it certainly doesn't apply to people who've always wanted to be lawyers and they're going to do it no matter what – but at the margin when people are making choices they're going to be going to other professions unless we get this fixed. So I think it's a real problem.

AB Well, what do you see as the biggest impediments to creating more leaders within the legal profession?

MC You know, it's interesting. I think there is kind of a fundamental problem in that the very skills that make you a great lawyer – the skepticism, the probing, the looking for the underbelly – can make you too risk averse to be a great leader. Because you're always seeing the problem and you don't necessarily see the benefit clearly. So I think that profession attracts, probably preferentially, people who are not as entrepreneurial. And leaders need to be more risk oriented, generally optimistic, finding within themselves a well of energy to create something new. Not very scared of breaking from the status quo. So there's a bit of a conundrum there. And I think – but all leadership skills can be trained. So I think what law firms need to do, and many have started to – Pillsbury certainly is – to invest in more training of people on specific leadership skills. Getting them testing, which will allow them to see their own internal characteristics, how it differs from people who are in leadership so that they know what characteristics they need to work towards to become good leaders.

AB Are there any gender-specific issues there as well in terms of the abilities for us to move forward with more women leaders?

MC You know, the Catalyst Research suggests that actually there are very few differences between men and women in terms of their innate abilities. Currently there are some stereotypes which in many cases are somewhat true, but overall it's not a very significant factor. What research – what the Catalyst research does show is that women are subjected to much greater stereotyping in the way the environment looks at them. And that's much more of a problem to the advancement of women than any differences that need to be overcome.

AB Do you... As we close, what tips do you have for the younger women coming up out of law school and starting, embarking on a career in law?

MC I think the thing I would say that's the most important is that one of the disciplines that you ought to adopt throughout your life is to spend some time every year just tuning in about what you really like about your job and the parts that you don't like so much, and then visualizing yourself in a position where you have a lot more of what you like. And as you do this kind of mental exercise you need to drop all sense of what you think is currently possible. You're really trying to build an ideal picture in your mind, and then set that as a goal. And figure out, sort of step by step, things that will move you in that direction and never give up on that. What that does is put your energy and the great resource that you have coming from within yourself, to support the picture of what you really want to do. And I have experienced that in my own life, to be a very powerful conduit for change and for transformation. If you don't do the exercise you tend to stay stuck a little bit in a rut, where what you think is possible is exactly what you have and you don't have the sense of empowerment that comes from knowing you can make positive changes and you also just do not capitalize on what you can contribute. And we need every woman doing absolutely the best they can in all regards. And if we do that we will get this gender equity problem licked very quickly.

AB Well I think that's a very fitting note upon which to end, and I have to say that this has been a great highlight for me. I am going to keep my own personal copy of this interview for the rest of my life and I am going to refer to it periodically. So, Mary Cranston..

MC Well, thank you. I have to say that I've learned equally as much from Angela over the years. It's been a great friendship.

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AB It has been a great friendship. And a great honor. Thank you.