



Defending Liberty
Pursuing Justice

**American Bar Association
Young Lawyers Division**

2007 Spring Conference

**Overcoming the Glass Ceiling - Women Lawyers
Roundtable**

Visit the E-Library Section of www.abanet.org/yld/resources.html for additional resources from this conference.



OVERCOMING THE GLASS CEILING: WOMEN LAWYERS ROUNDTABLE

Co-Sponsored by the ABA YLD Women in the Profession Committee and the Bar of Montréal

Join our roundtable discussions on issues challenging the advancement of women in the legal profession; if and how those challenges have changed, and how to overcome them. The session will center around four roundtable discussion topics, led by two facilitators each—one from Canada and one from the U.S. Each roundtable will include an interactive peer discussion encompassing comparative assessments of Canada and the United States on issues facing women in the profession. The roundtable discussions will focus on four distinct topics for the breakout session of the program: (1) Work/Life Balance; (2) Practicing “Outside the Box”: Creative Career Options; (3) Achieving Personal Success; and (4) Developing Clients. After these four separate roundtable discussions, the group will reunite to identify common themes and issues.

DISCUSSION LEADER:

Me Julie Latour, Bâtonnière of the Bar of Montréal: M^{trc} Julie Latour is Bâtonnier of the Bar of Montreal. She becomes the 141st Bâtonnier and the third woman in that function in the history of the Bar of Montreal. M^{trc} Latour was called to the Quebec and New York State Bars in 1988, after having completed the National Program at McGill University (civil law and common law) in 1986. Since 1994, she has been practising with the Legal Affairs Department of Loto-Québec and its subsidiaries. From 1987 to 1994, she initiated her practice with the law firm of Fraser Milner Casgrain in Montreal, specializing in commercial and civil litigation. Actively involved in the legal community, M^{trc} Latour was notably President of the Canadian Bar Association, Quebec Division in 2004.

ROUNDTABLE DISCUSSION FACILITATORS:

Work/Life Balance

Me Chantale Massé, Partner, Belanger Sauve, Montreal, Quebec
Stacy Smith Walsh, Attorney, Day Pitney LLP, Hartford, Connecticut

Practicing “Outside the Box”: Creative Career Options

Christina Plum, Attorney, Stenzel Law Office LLC, Milwaukee, Wisconsin
Pascale Pageau, Founding Member and President, Delegatus Legal Services Inc., Montreal, Quebec

Achieving Success in Your Career

Christina DeVries, Attorney, Akin Gump Strauss Hauer & Feld, New York, New York
Ingrid Gendreau, Legal Counsel and Assistant Secretary, Optimum Group Inc., Montreal, Quebec

Client Development

Chauntis Jenkins, Attorney, Porteous Hainkel and Johnson, New Orleans, Louisiana
Martine L. Tremblay, Partner, Kugler Kandestin LLP, Montreal, Quebec

ROUNDTABLE DISCUSSION TOPIC WORK-LIFE BALANCE

Top Five Strategies for Finding Your Own Personal Equilibrium

1. Know your limitations, get comfortable with setting limits for others based on those limitations, and learn how to say NO.
2. Develop a personal and career strategy (or development plan) that is thoughtful and detailed and prioritize those things laying claim to your time based on how they fit in to the plan. Understand that priorities will change over time.
3. Accept that there are only 24 hours in a day and adopt a strategy of making the best of each day by taking each day one at a time. Be willing to be spontaneous.
4. Take care of yourself at least every once in a while. Exercise. Take vacations. Nurture your mental health. Get spa treatments.
5. Respect the choices and demand that others make if you expect them to respect your own.

Discussion Facilitators:

Me Chantale Massé: Me Massé graduated from the University of Montreal and was admitted to the Quebec Bar in 1989. Me Massé mainly practices in civil litigation and more specifically in insurance and civil liability. She has developed an expertise in municipal and education liability. She participates in the activities of the Montreal Association of Insurance Women, of which she was the President in 1999 and 2000, and has also spoken on insurance matters on numerous occasions. Me Massé's fields of expertise include: access to information and protection of personal information; land use and development; insurance law; manufacturer's liability; and tort liability.

Stacy Smith Walsh: Ms. Walsh is an Associate at Day Pitney LLP in Hartford, Connecticut where she practices Labor and Employment law. Ms. Walsh represents employers in federal and state courts and before administrative agencies in cases involving complaints of employment discrimination, wrongful termination, breach of contract, sexual harassment and other related allegations. In addition to successfully representing clients in all types of employment litigation and in alternative dispute resolution, she regularly provides advice to employers with respect to all aspects of employment law. Ms. Walsh received her B.A., *magna cum laude*, from the University of Alabama in 1993, her M.A. from the University of Maryland in 1995, and received her J.D., *cum laude*, from Cornell Law School in 2000. Ms. Walsh is a member of the Executive Committee of the Young Lawyers Section of the Connecticut Bar Association, where she Co-Chairs the Women in the Law Committee, and is a member of the Connecticut Bar Foundation's Committee on the Oral History of Connecticut Women in the Legal Profession. Ms. Walsh also serves as the Vice-Chair of the Women in the Profession Committee of the ABA Young Lawyers Division.

Work/Life Balance Resources

Websites:

ABA-YLD Member Service Project on Work-Life Balance:

<http://www.abanet.org/yld/about/writtenguide03.pdf>

Work-Life Balance in Canadian Workplaces:

<http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/spila/wlb/01home.shtml&hs=wnc>

Voices of Canadians: Seeking Work-Life Balance

<http://www.hrsdc.gc.ca/en/lp/spila/wlb/pdf/Voices.pdf>

Six Steps for Creating Greater Work-Life Balance for Lawyers

http://www.expertlaw.com/library/practice_management/work_balance.html

Attorney Work Life Balance Calculator

<http://www.envoyglobal.net/jdbliss/test/calculator2.htm>

Blog: JDBliss – Balancing Life and the Law

<http://www.jdblissblog.com/>

Better on Balance? The Corporate Counsel WorkLife Report

<http://www.pardc.org/Publications/BetterOnBalance.pdf>

Canadian Bar Association: life balance

<http://www.cba.org/cba/PracticeLink/BWL/>

Other Reading:

The Lawyer’s Guide to Balancing Life and Work: Taking the Stress Out of Success

by George W. Kaufman

Life, Law and the Pursuit of Balance: A Lawyer’s Guide to Quality of Life, Second Edition

by Jeffrey Simmons (Editor).

Gender on Trial: Sexual Stereotypes and Work/Life Balance in the Legal Workplace

by Holly English

Stress Management for Lawyers: How to Increase Personal & Professional Satisfaction in the Law

by Amiram Elwork

Women-at-Law: Lessons Learned Along the Pathways to Success

by Phyllis Horn Epstein

ROUNDTABLE DISCUSSION TOPIC
PRACTICING “OUTSIDE THE BOX”: CREATIVE CAREER OPTIONS

Top Five Things to Consider Before Going “Outside the Box”

1. Looking to practice law in a non-conventional way or using a non-traditional schedule? Do not be shy or scared about being innovative and ahead of your time. Even if a law career tends generally to be a conservative one, we are a generation with great ideas and are not afraid to make changes. So be strong and just do it.
2. Think of your legal career as a lifetime career. Most of you will change jobs, many of you numerous times. Thus, you must not base all your career development on a plan created by your employer. If you are tending to your own skill development, you make yourself a strong candidate - hopefully so strong that they can't resist you, even with your request for a non-traditional schedule. Pay special attention to your first years – learn as much as possible, gain the maximum amount of experience and actively seek to develop clients. This investment in your early years will help you throughout your career.
3. Consider carefully the TYPE of work you enjoy doing. It's not enough to think, "I like criminal law." Do you like charging? Working with witnesses? Negotiating with defense counsel? Trying the case to a jury? Writing the appellate brief? By identifying the precise activities you enjoy doing and are good at doing, you can then begin to identify how you might fit in to a firm or agency's practice. Example: if you love to write briefs, you could propose doing brief writing for a criminal law attorney.
4. Looking at an unconventional schedule? Think very carefully about your dream schedule. What components are absolutely necessary, and which are flexible? Then, use this information as you begin the job-hunting and job-securing process. Showing the employer you know precisely what will work for you, and being able to offer reasons why it will work, increases your chances of success.
5. Forget about the myth that great lawyers can only be found in big law firms. Great lawyers are everywhere.

Discussion Facilitators:

Christina Plum: Christina Plum is the Immediate Past Chair of the American Bar Association Young Lawyers Division. Prior to becoming an officer, Ms. Plum served as the co-coordinator of the ABA/YLD's 2002-03 Member Service Project that focused on offering strategies for balancing professional and personal life. She began her service to young lawyers in 1995 as a member of the State Bar of Wisconsin Young Lawyers Division, eventually serving as its President in 1999-2000. Ms. Plum graduated from the University of Wisconsin Law School in 1995. Since graduation, she has worked as a judicial law clerk, a law firm associate, a legal services attorney, a family court commissioner and an adjunct instructor at the University of Wisconsin Law School. Currently, Ms. Plum teaches Lawyering Skills: Oral Communication to law students at the University of Wisconsin, as well as to students in the SJD, LLM and MLI

programs. She also practices law with her husband, Paul Stenzel, through Stenzel Law Office LLC in Milwaukee.

Me Pascale Pageau: Me Pascale Pageau is the founding member and president of Delegatus Legal Services inc. which began its operations in the spring of 2005. This innovative firm offers solutions at the forefront of its field to various businesses in order to diminish the global cost of their legal services. Before founding Delegatus, Me Pageau worked for seven years with two of Montreal's most important firms, Desjardins Ducharme and BCF, in their civil and commercial litigation groups. Me Pageau practices in the field of civil and commercial litigation, more specifically with regards to commercial relationships, contractual and extra-contractual liability, real estate, labour, and insurance law. Her practice touches all areas of litigation. She is regularly called upon to counsel clients, and to represent their interests before the courts. Furthermore, she renders opinions as to the interpretation and the application of various laws, prepares proceedings, and negotiates various agreements. She was president of the Montreal Youth Bar Association for 2005-2006, and presently sits on various executive committees for the Montreal Bar (council) and that of the Québec Bar (administrative committee, and general council), as well as various sub-committees for these organisations, such as that on the status of women in the legal profession. Besides, Me Pageau was named Young professional of the year for 2006 in the Arista-BMO Bank of Montreal provincial competition and was mentored by the Montreal Youth Chamber of Commerce. Me Pascale Pageau is the mother of two children, Gabrielle and Raphaël, respectively 3 and 2 years old.

Creative Career Options Resources:

Articles on speaker Pageau's firm, which is unique in Canada

<http://www.cognitionllp.com/Images/NationalMagazineArticle.pdf> [English]

<http://www.cyberpresse.ca/article/20070315/LAINFORMER/703150819&SearchID=73275354391486> [French]

Law Society of Manitoba – Article discussing alternative work schedules in Canada

http://www.lawsociety.mb.ca/equity_initiatives_alternate.htm

Article on flexible work schedule studies concerning law firms in Canada

<http://www.canada.com/montrealgazette/news/business/story.html?id=59313956-a7ab-49ae-b11e-17d38d034411&k=57054>

ABA Commission on Women Balanced Lives Publication, with discussion of alternative work options <http://www.abanet.org/women/balancedlives.html>

On-line article from ABA General Practice, Solo and Small Firm Division, Volume 20, Number 1, Jan/Feb 2003, Title: Searching for Balanced Lives. Includes discussion of alternative work schedules <http://www.abanet.org/genpractice/magazine/2003/jan-feb/searching.html>

ABA Young Lawyers Division, guide on balancing professional and personal life includes discussion of alternative work options:

<http://www.abanet.org/yld/about/writtenguide03.pdf>

ROUNDTABLE DISCUSSION TOPIC ACHIEVING SUCCESS IN YOUR CAREER

Top Five Ways to Achieve Success in Your Career

- 1) SET GOALS
 - 5-year plan, even if it's relatively abstract.
 - 12-month plan, with 3-5 concrete items.
 - Brainstorm ways to make the specifics happen.
 - Think about how the near-term goals fit, or don't fit, with the 5-year goal.
 - Write them down, and revisit them monthly.

- 2) TRACK ACCOMPLISHMENTS
 - Keep a bullet point list, or file of accomplishments and positive feedback.
 - Consider your strengths – let this list help build your confidence.
 - Be realistic about areas to work on, but don't give them too much "stage time."
 - Think about whether to tailor specific goals to build on strengths or weaker areas.

- 3) SELF-PROMOTE
 - Consider your near-term goals, and ask for what you want. Colleagues don't know what you want until you ask, and ask repeatedly.
 - Develop a habit of providing succinct, frequent updates to senior team members and colleagues. People tend to assume you're doing nothing unless you inform them otherwise.
 - Creates image that you're pro-active and invested.
 - Builds colleagues' confidence in you.

- 4) IDENTIFY MENTORS (Part I)
 - There are different kinds of "mentors."
 - Identify mentors who are power brokers, can provide access to opportunities.
 - Don't wait for them to be assigned or for them to come to you.
 - Drop by or call every 2-3 weeks.
 - Be respectful of their time, but get onto the radar screen.
 - Think about quick conversation topics first – ask a question about their practice area, professional background, or ask for a quick insight on an aspect of your own work.

- 5) IDENTIFY MENTORS (part II)
 - Identify mentors who may provide moral support, and act as confidants.
 - Consider developing this kind of relationship with a person who has some depth of institutional knowledge, years of experience with the firm or company.
 - Keep the distinction between office gossip and actually seeking insight on how to handle difficult situations.

Discussion Facilitators:

Christina DeVries: Christina J. DeVries is a commercial litigator at Akin Gump Strauss Hauer & Feld LLP in New York, New York. She also advises clients in antitrust matters, white collar criminal defense and corporate investigations. Prior to joining Akin Gump, Ms. DeVries worked in equities research at Goldman, Sachs & Co. and in finance and administration at the Lawyers Committee for Human Rights. She has experience as a translator, with a working knowledge of French, Spanish and Portuguese. Ms. DeVries received her B.A. in international relations in 1995 from Brown University. She received her J.D. in 2003 from the Fordham Law School, where she was a research assistant to Professor Daniel Capra. Ms. DeVries has written "Second Chair" columns on lawyering and law practice management skills for the ABA Section of Litigation. Ms. DeVries is a member of the New York Bar and is admitted to practice before the U.S. District Courts for the Southern, Eastern and Northern Districts of New York.

Ingrid Gendreau: Based in Montreal, Ingrid Gendreau (B.C.L., LL.B. 1986), acts as Legal Counsel and Assistant Secretary to various federal, provincial and US affiliates of Optimum Group Inc. After starting her career in private practice at Piché Emery, she joined the ranks of Canadian Pacific Limited (CP Rail) in the General Solicitor's Office where she practised commercial, environmental and intellectual property law. Her work now focuses on corporate and commercial law in the reinsurance industry.

Resources for Achieving Success:

- Jane DiRenzo Pigott's article, "Owning the Agenda for Change," which outlines 10 tips for women to achieve success in the law. <http://www.r3group.net/Ownership.pdf>.
- The Catalyst Foundation analyzes gender in corporate environments, and recognizes the companies doing things right. In particular, Catalyst looked at what advancement strategies women use, and how they compare to the strategies men use. See the executive summary of the 2001 report, Women in the Law, at <http://womenlaw.stanford.edu/law.inside.fixed.pdf>; full report at <http://www.catalystwomen.org>.
- Harvard Law School's Dean Elena Kagan spoke on January 13, 2006 to the Association of the Bar of the City of New York on the status of women in the law, noting strategies men use, like informal networking, that women are less likely to use. <http://www.law.harvard.edu/news/abnyspeech/>
- The San Francisco Bar Association created the "No Glass Ceiling Initiative" in 2001, challenging law firms to sign a pledge to take particular steps to advance women. The document is helpful for understanding where to focus your own energy as you move ahead, for instance, seek out opportunities that will put you in management roles. http://www.sfbar.org/diversity/no_glass_ceiling.aspx.
- Stacey J. Handler's article, "Achieving Economic Parity with Men in the Legal Profession," offering tips for developing your own client base, and achieving leadership positions within your firm. http://www.langmichener.ca/uploads/content/LM_Presentation_042607.pdf.

Additional Achieving Success Resources:

“Taking Charge: Women GCs Reveal the Keys to Climbing the In-House Ladder” by Julie Miller, published in Inside Counsel, March 2007

<http://www.insidecounsel.com/issues/insidecounsel/pdfs/WomenCover.pdf>

Skills for Success: A Guide to the Top for Men and Women, by Adele M. Scheele

Full Disclosure: The New Lawyer's Must-Read Career Guide, by Christen Civileto Carey, Esq.

Standing at the Crossroads: Next Steps for High-Achieving Women, by Marian N. Ruderman & Patricia J. Ohlott

Reality or Impossible Dream? Effective Strategies for Achieving Career Success and Life Balance, by Ellen Ostrow, http://www.lawyerslifecoach.com/articles/story_22.html

20 Ways to Become a Leader, by Ellen Ostrow,
http://www.lawyerslifecoach.com/articles/story_24.html

ROUNDTABLE DISCUSSION TOPIC CLIENT DEVELOPMENT

Top Six Points for Client Development

1. Know your client. Anticipate your clients needs and become a resource to existing and new clients that you are courting;
2. Gain control of your reference process: use bar affiliations and local associations as a springboard to introduce yourself to new clients
3. Become an expert in your practice. Become the 'go to' person for existing clients
4. Take every opportunity to market your accomplishments let others know what type of clients you are seeking. Let your clients know who you really are.
5. Never view your gender as a disadvantage. Find resourceful ways to make your gender work for you to meet your client's needs
6. Develop a reputation for excellent work product and great results in the courtroom.

Discussion Facilitators:

Chauntis Jenkins: Ms. Jenkins is a native New Orleanian. She is an honor graduate of Eleanor McMain Magnet Senior High School. She received her undergraduate degree from Loyola University New Orleans. She is a graduate of Southern University Law Center. During her tenure at Southern, she served as an Associate Editor of SULC Law Review, President of the Women in Law Society, Vice-President of the Student Bar Association and a teaching assistant for the subjects of Torts and Legal Writing. Since joining Porteous, Hainkel & Johnson in 2001, Ms. Jenkins' practice includes insurance defense and general civil litigation. She is the former law clerk to the Honorable Lloyd J. Medley, Jr. in the Civil District Court for Orleans Parish. In the New Orleans legal community, she serves as the current Chair of the Minorities in the Profession Committee of the New Orleans Bar Association. She is the immediate past Chair of the Young Lawyers Section of the New Orleans Bar Association. She is also an active member of the Louisiana Bar Association and the Greater New Orleans Louis A. Martinet Society. Ms. Jenkins serves on a national level, as Diversity Director of the Minorities in the Profession Committee of the American Bar Association (ABA) Young Lawyers Division. Also, she is also currently serving a three (3) year appointment to the Leadership Advisory Board of the ABA Young Lawyers Division. Her community involvement also encompasses her position as a member of the Loyola University New Orleans Alumni Board of Directors, and Director of the Youth Department of the St. Bernard Church of God in Christ.

Me Martine L. Tremblay: Martine L. Tremblay joined Kugler Kandestin LLP in 1989 as an associate and has been a partner since 1994. She practices in the areas of civil and commercial litigation, specializing in the areas of insurance law, professional malpractice, shareholders' remedies, banking and insolvency. In addition, Ms. Tremblay provides assistance to the firm's

clientele with respect to regulatory matters related to labor relations, transportation and insurance. The clientele of Ms Tremblay and of Kugler Kandestin LLP is a mix between institutional clients, mid-size corporations and individuals. Ms. Tremblay has pleaded before numerous administrative tribunals and has appeared before the courts at both the trial and appellate levels. She is also representing the plaintiffs in various class actions. Ms. Tremblay also possesses significant experience in the field of arbitration and often represents her firm's clients in local, national as well international arbitration proceedings. After graduating from Université de Montréal's Faculty of Law in 1982, Ms. Tremblay was admitted to the Quebec Bar in 1983. Ms. Tremblay is a member of the Canadian Bar Association, the Canadian Transportation Lawyers Association and its American equivalent, the Transportation Lawyers Association. Ms. Tremblay sits on various Committees at the level of both the Quebec Bar and the Montreal Bar. She is married, has two daughters, Sarah, 15, and Caroline, 13, and actively participates in golf and hockey with her family.

Client Development Resources:

Women Rainmakers Best Marketing Tips, Second Edition, Theda C. Snyder , October 2003

Through the Client's Eyes: New Approaches to Get Clients to Hire You Again and Again, Henry W. Ewalt, May 2002

Marketing Success Stories: Conversations with Leading Lawyers, Second Edition, Hollis Hatfield Weishar, Joyce K. Smiley , August 2004

Scoring Clients: Master Your Rainmaking Messages, by Melissa Janis, Law Practice Management, Vol. 20, no.2, March 2004

The Canadian Bar Association also offers to his members a series of excellent article (also available in French) that can be consulted on its website at www.cba.org/PracticeLink/Tips .

Hereunder is a list of the available titles on Marketing:

- Finding the Time to Grow Your Clientele
- Speak, Succeed: How to Build Business Through Public Speaking
- Effective Yellow Pages Advertisements
- Women-first Marketing
- 6 Steps to Developing a Marketing Plan
- Front-line Marketing
- Scoring Clients: Master Your Rainmaking Messages
- Marketing Metrics: How to Measure Marketing Activities
- Keeping Clients in the Loop
- Selling By Doing, Not Selling By Telling
- 10 Marketing Myths