

Diversity Symposium
Additional Resources
June 6, 2005

“Diversity as a Strategy”

David A. Thomas

Harvard Business Review , Sept. 1, 2004

Description: David A. Thomas stresses that four factors are key to implementing any major change initiative: strong support from company leaders, an employee base that is fully engaged with the initiative, management practices that are integrated and aligned with the effort, and a strong and well-articulated business case for action.

“How (Un)ethical Are You?”

Mahzarin R. Banaji, Max H. Bazerman, Dolly Chugh

Harvard Business Review, Dec 1, 2003

Description: More than two decades of psychological research indicates that most of us harbor unconscious biases that are often at odds with our consciously held beliefs. The flawed judgments arising from these biases are ethically problematic and undermine managers' fundamental work--to recruit and retain superior talent, boost individual and team performance, and collaborate effectively with partners. To counter these unconscious biases, traditional ethics training is not enough. You should gather better data, rid the work environment of stereotypical cues, and broaden your mind-set when making decisions.

“Leading Change: Why Transformation Efforts Fail”

John P. Kotter

Harvard Business Review, March-April 1995

Description: The author examines the efforts of more than 100 companies to remake themselves into better competitors. He identifies the most common mistakes leaders and managers make in attempting to create change and offers an eight-step process to overcome the obstacles and carry out the firm's agenda: establishing a greater sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision, empowering others to act, creating short-term wins, consolidating gains and producing even more change, and institutionalizing new approaches in the future.

“Creating Pathways to Diversity: A Set of Recommended Practices for Law Firms”

The Minority Corporate Counsel Association, 2003.

(<http://www.mcca.com/site/data/researchprograms/lfbestpractices/pathwaysII/pathwaysIItoc.shtml>)

MCCA reports the results of the first phase of a three-year effort to study how law firms can better design, implement, and monitor effective diversity programs. It is based on qualitative information gathered from four focus groups of attorneys from all backgrounds conducted nationwide on the topic of diversity as well as the quantitative information gained through an extensive survey of the diversity of major law firms.

“Creating Pathways to Diversity: A Study of Law Department Best Practices”

Minority Corporate Counsel Association, 2000

(<http://www.mcca.com/site/data/corporate/BP/Pathways/frame.htm>)

The "Creating Pathways to Diversity" Study closely examines the diversity practices of 16 corporate law departments in the United States.

“Engendering Change”

Emily Barker

The American Lawyer, June 2003

Vinson & Elkins has happened upon a newly compelling reason to address the female attrition problem that plagues so many firms. It's called the bottom line.

“How General Counsel Support their CEOs' Diversity Efforts”

Peggy Nagae

Diversity & The Bar, May/June 2005

Diversity is a key leadership responsibility and business imperative. Accountability for inclusiveness applies to everyone, especially general counsel, who are responsible for supporting and implementing their CEOs' diversity vision company-wide. Read about three general counsel who recognize diversity's true meaning and their strategies to augment their CEOs' diversity plans. *By*