

le langage du leadership

il linguaggio della leadership

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# VISION 2020

## LANGUAGE OF LEADERSHIP

die sprache der führung

γλώσσα της ηγεσίας

язык руководства

la lengua de liderazgo





Language in Action:  
Leading a Culture of Inclusion

# Our Dual Purpose Today

Input for Enhancing LCLD Programs

Actionable Ideas for  
Your Own Organization

Keep  
on hand

O. C. PICKHARDT, M. D.  
117 EAST 80TH STREET  
NEW YORK

January 26, 1932.

This is to certify that the post-accident convalescence of the Hon. Winston S. Churchill necessitates the use of alcoholic spirits especially at meal times. The quantity is naturally indefinite but the minimum requirements would be 250 cubic centimeters.

Signed:-

*O. C. Pickhardt, M.D.*  
OTTO C. PICKHARDT, M. D.

OCP:P





NIXON ON RUMSFELD:

“At least Rummy is tough enough.  
He’s a ruthless little bastard. You can  
be sure of that.”



# Four Questions for the Table

Character  
Enthusiasm  
Confident  
Orderly  
Purposeful  
Tolerant of Ambiguity  
Calm  
Steadfast  
Keeps Goal in Focus  
Committed to Excellence  
Inspire Action  
Optimistic  
Integrity  
Support and Facilitate Team  
Communicate  
Decisive  
Empathy  
Consistency

Honesty  
Direction  
Flexibility  
Conviction  
Positivity  
Delegation  
Psychological Openness  
Realism  
Strategic  
Work-Life Balance  
Clear Values  
Emotional Intelligence  
Thirst for Learning  
Hardworking  
Humor  
Passionate  
Ambition  
Drive

Tenacity  
Creativity  
Intuition  
Sense of Purpose  
Justice  
Temperance  
Respect  
Empowerment  
Courage  
Dare to Fail  
Follow Their Purpose  
Give Themselves a Break  
Really Listen  
Seek Out New Experiences  
and Ways of Thinking  
Awareness  
Accountability  
Vision

# The Final Five

- 1 Integrity
- 2 Resilience
- 3 Vision
- 4 Drive / Passion
- 5 Authenticity



## QUESTION 1:

Using the conclusions of the June Summit as a jumping-off point, what do you think are the most important traits of leaders who are determined to advance diversity and inclusion in their organizations?

# QUESTION I:

Accountable

Willing to Compensate

Open-Minded

Courageous  
(most frequent answer)

Persistent

Flexible

Joyful

Clear Vision

“Urgent Patience”

Growth Mindset

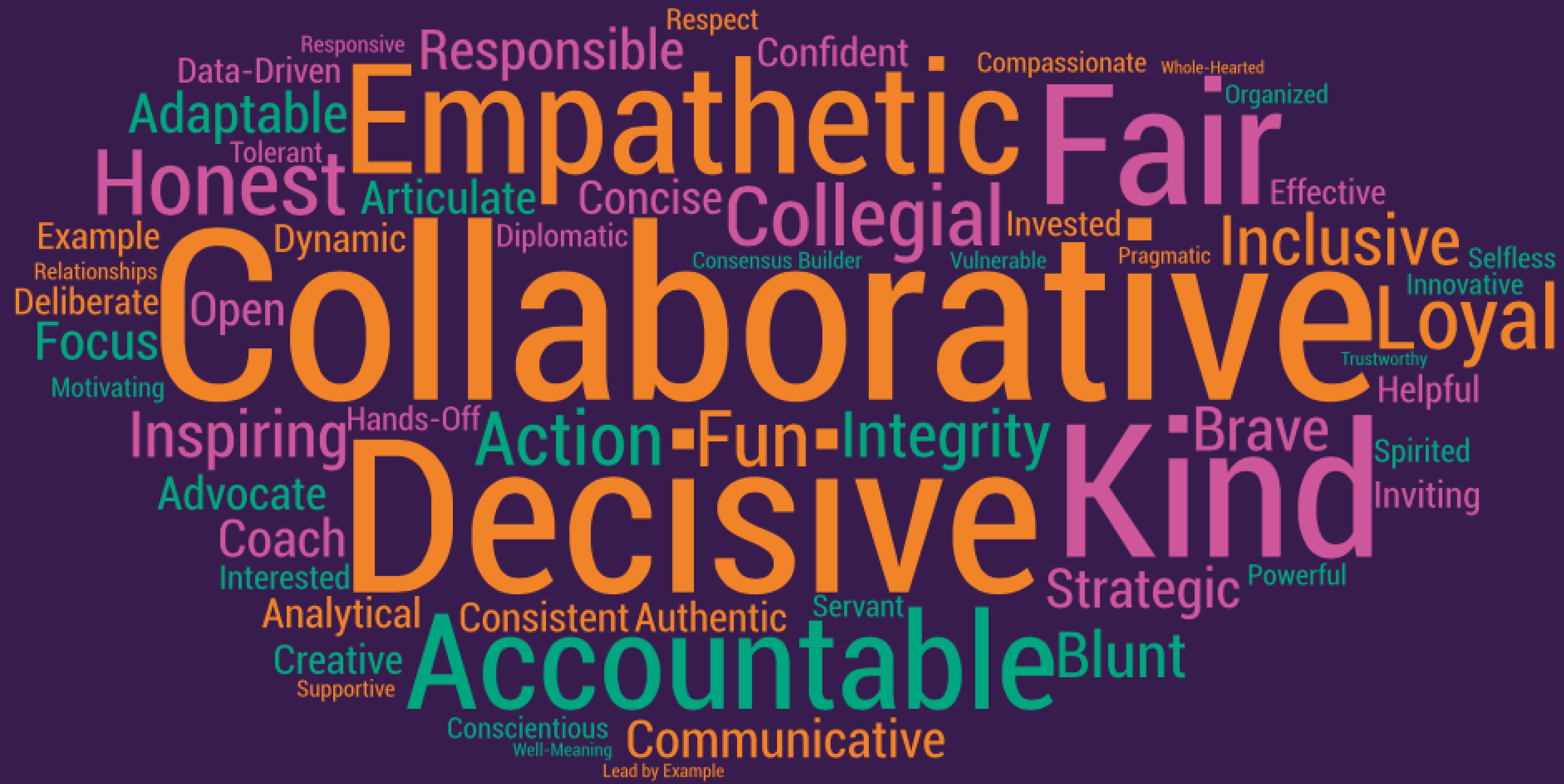
Willing to invest in ideas

Change Agent

Willing to have  
tough conversations

An understanding that  
“what has been done so far  
isn’t working”





# Members Said

- 1 Integrity
- 2 Resilience
- 3 Vision
- 4 Drive / Passion
- 5 Authenticity

# Fellows Said

- 1 Collaborative
- 2 Decisive
- 3 Kind
- 4 Empathetic
- 5 Accountable
- 6 Fair



## QUESTION II:

As you look at the most prominent leadership traits from the Fellows, how well do the traits they identify line up with those seen as important by GCs and MPs?

## QUESTION II:

### FELLOWS:

Don't want to be "talked at."

MPs/GCs can come off as "preachy." Fellows focused on accessibility of leaders and the need for leaders to incorporate feedback from team members.

### GCs | MPs:

GC/MP traits were more individualistic; Fellows more collaborative. GCs/MPs thought more hierarchically.

Thought the exercise suggested a need to see from each other's perspective.



**ground truth** (ground trōōth), *n.* **1.** information provided by direct observation as opposed to information provided by inference.





# What the Fellows Say Are Their Greatest Unmet Needs

Building credibility  
Knowing what it takes to advance  
Navigating the hierarchy  
Handling conflict with grace  
Team leadership  
Public speaking  
Executive presence  
Connecting with clients of different  
background, age, gender

## QUESTION III:

Discuss your reaction to the unmet needs of the Fellows. How do these unmet needs align with training the next generation of leaders?



## QUESTION III:

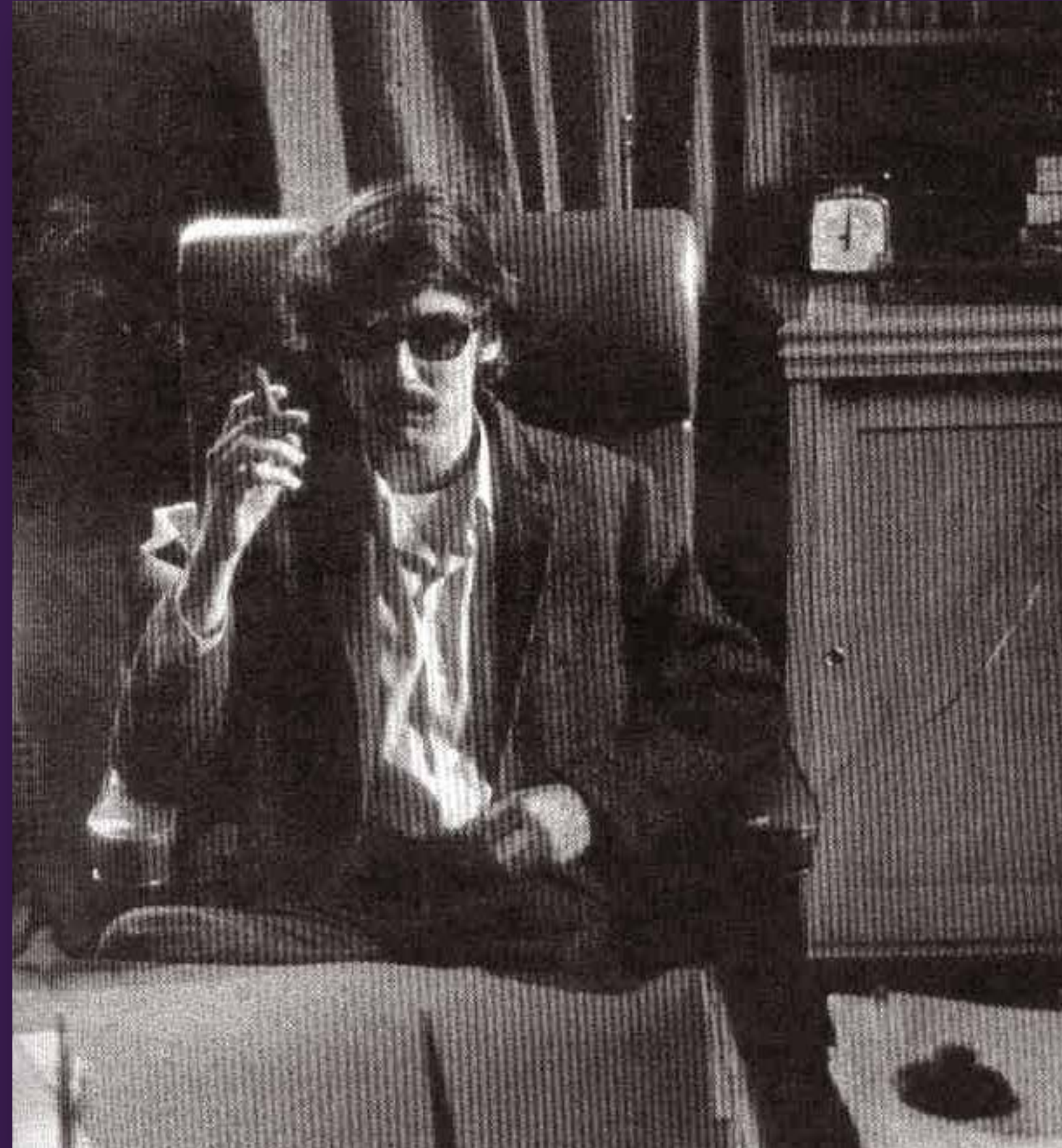
**A** **GCs | MPs:** Expressed surprise that the stated needs weren't already being taught.

Said there is a need to give young people a sense of responsibility, not to hold on to own power.

Agreed that people do not know what it takes to advance. Need to let young attorneys

“into the game.” Let them learn from loss.

De-mystify the practice.



If you took the reins of your organization today, as MP or as GC, what would you do?



# From the Fellows

“Being black doesn’t make me an expert on diversity. Hire specialists.”

“Not everyone thinks diversity is good. Get buy-in.”

“Get rid of the people who don’t fall in line.”

“The conversation is less honest when minorities are present.”

“People need to spend their ‘political equity’ as sponsors.”

# From the Fellows

Have a 5% 'holdback' of final billing until end of year.

Not paid, unless reach diversity goals.

Rework origination credit.

Reward the team, not just the individual.

Implement the Rooney Rule: Require that the applicant pool be diverse, including for lateral partners.

Branch out in recruiting, beyond the top 20 law schools.

Make strategic investments in talent acquisition.

# From the Fellows

Create a “safe space” where diverse attorneys can speak freely.

Listen to feedback about ‘toxic managers’ and don’t let them continue. Make the hard decision.

Client should call diverse attorney directly, so he or she gets billing credit.

Restructure the firm so that good leaders, not just rainmakers, lead the firm.


Provide real-time feedback (also known as “speed-back”).

Focus on retention.



Thoughts?

## QUESTION IV:



What ideas from today's discussion can be action items for your organization?

## QUESTION IV:

Add a question about personal commitment to diversity in annual self-evaluation for all attorneys.

Use the answers to “Unmet Needs” question to spur discussion at office.

Send LCLD speakers to firms.

Provide tool kit of ideas to firms to advance diversity and inclusion.

Encourage accountability among firm leaders for inclusion by bonusing.



## QUESTION IV:

**A** Get rid of the “one-mistake” rule that permanently stereotypes a young attorney.

Encourage open discussions to deal with fear of ostracizing.

Need more candid conversations.

Put more women in the firm’s boardroom.

Create an LCLD “Members Connection” like the Fellows have: subgroups to work on unmet needs.

Task leaders to understand “identity awareness.”

## QUESTION IV:

**A** “He who brings in the bread doesn’t need to keep it all. Need to share it.”

Every LCLD Fellow should have a Sponsor, committed for the long haul.

Interview leaders within firms to share stories of their career paths (pitfalls, failures, lessons learned).

Create a “Leadership Academy” within firm to focus on practical skills (public speaking, networking, etiquette).

## QUESTION IV:

Get buy-in from senior management on diversity and inclusion.

In each firm, ask the question:

“If you took the reins, what would you do?”

Spend more time with rising attorneys,  
redlining/editing/explaining ways to improve work in detail.

Provide “safe spaces” for honest conversations,  
without negative consequences.

More transparency.



A world map is shown with a color gradient background that transitions from dark purple on the left to bright orange on the right. The map is semi-transparent, allowing the underlying color gradient to be visible. The text "Next Steps" is centered over the map in a white, serif font.

# Next Steps