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In 2016, Stanford Law School, Bloomberg Law, and Diversity Lab (an incubator for innovative ideas and solutions that boost diversity and inclusion in law), hosted a Women in Law Hackathon. The goal of the Hackathon was to generate innovative ideas that would boost the retention and advancement

of experienced women in law firms. One of the results of the Hackathon was what became known as 'The Mansfield Rule'. The Mansfield Rule requires that the applicant pool for each of the following roles consists of at least 30 per cent women, minorities, and members of the LGBTQ community:

- Chief Executive Officer;
- managing partner positions;
- office head leadership;
- practice group leadership;
- equity partner promotions;
- lateral partners;
- associates;
- client pitch teams.

Diversity Lab then partnered with approximately 50 United States law firms to pilot the inaugural version of the Mansfield Rule. Miller Canfield was one of the inaugural firms that volunteered to pilot the programme.

In the first year, in addition to demonstrating that Miller Canfield's applicant pool for each of these roles consisted of 30 per cent women or minorities, the firm also demonstrated that 30 per cent of the attorneys who actually held these positions were women or minorities. Accordingly, we were designated as a Mansfield Certified Plus Firm in 2018. We anticipate again receiving this designation in 2019, and we intend to improve on our performance in the years that follow. The fact that 80 per cent of our 2019 summer associates are women and minorities is a harbinger of good things to come.

In furtherance of the firm's commitment to diversity, the firm recruits at women and minority career fairs, and, on a quarterly basis, compiles and internally distributes diversity scorecards on each practice group and the firm as a whole. These scorecards track the demographics of all hires, departures, memberships on key firm committees, firm pitch teams, and the allocation of assignments to all non-principals. By tracking and distributing this information on a quarterly

basis we are able to identify trends and can take measures to self-correct as warranted before year-end.

Moreover, although we provide one-on-one business development coaching to all attorneys, the coaching for women and minorities is specifically tailored to address the challenges that women and minorities often face as they attempt to build their practices.

We are also launching a sponsorship programme in which sponsors will be responsible for ensuring that their mentees receive the support needed to advance at the firm, and for ensuring that they develop relationships with clients for succession planning purposes.

In addition to providing firm-wide LGBTQ training, we are launching a Generational Discussion Series in 2019 to promote understanding, awareness, communication, and better working relationships between the generations represented in the firm.

There is no question that having an increasingly diverse law firm obviously is the right thing to do from a business perspective. Indeed, our clients are increasingly diverse, and the more diverse they are the more diverse they expect us to be. But there are other advantages to having an increasingly diverse workforce. For example, being able to tap into people from multiple backgrounds helps us do a better job at creatively solving our clients' problems. In addition, it makes working here more fun and more interesting.