

## PROFILES OF SUCCESS: Teri Jackson

**T**eri Jackson is the first African American female judge appointed to the San Francisco Superior Court. Appointed in 2002, she currently presides over criminal trials and preliminary hearings. Before becoming a judge, Jackson worked as a big-firm partner specializing in complex litigation and as an assistant district attorney in San Francisco. Jackson teaches trial advocacy at UC Hastings College of the Law.

### TO WHAT DO YOU ATTRIBUTE YOUR SUCCESS IN THE PROFESSION?

Support from a strong family and friends and dedication and love for the legal profession. Since I was five, I wanted to be an attorney. I saw the movie *To Kill A Mockingbird* and I wanted to dedicate my life to fighting for justice and never allowing the legal profession to be misused.

### DID YOU HAVE A FEMALE MENTOR?

Fortunately, I had many female mentors. My mother is by far my strongest mentor and advocate. Whenever I wanted to achieve a dream, mom would never allow me to shy away from any obstacle. There is not a day that passes that I do not share with her my professional life. When I was a trial attorney, I would rehearse my opening and closing arguments with her. If I am invited to give a public presentation, I will discuss it with her. I had a college counselor who was a wonderful mentor, Josie King. I entered college at sixteen and she helped me navigate through the UC system. There were other mentors: Judge Sandra Brown Armstrong, former Judge LeDoris Cordell, Executive Director of the State Bar Judy Johnson, and Judge Brenda Harbin-Forte.

### WHAT IS YOUR OPINION ABOUT THE STATE OF GENDER EQUALITY IN THE LEGAL PROFESSION?

It has certainly improved since I started in the legal profession in 1980. There are more women partners, judicial officers, and law professors. But the numbers are still much smaller than our male counterparts. Our profession should reflect our community.

### WHAT IS THE ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO

### ARE EAGER TO ACHIEVE SOME MEASURE OF INFLUENCE IN THEIR ORGANIZATION?

I recommend that a new woman lawyer network or contact a woman judge, attorney, or law professor. Ask to meet for lunch or go to their office or chambers. New attorneys should join as many legal organizations that assist in the development of young attorneys.

### WHAT COULD WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION? WHAT DO YOU DO TO HELP OTHER WOMEN LAWYERS?

I welcome the opportunity to talk to new women lawyers in my courtroom. I am active with local law schools. I am a participant in the ABA Summer Extern Program and the San Francisco State Extern Program.

### ARE YOU ABLE TO ACHIEVE A BALANCE BETWEEN YOUR WORK AND PERSONAL LIFE?

It is not easy; it took me some time. I have a strong core of friends who are not necessarily in the legal profession, and my family. They help me to get outside of the demands of the profession and remind me to stop and smell the roses.



Not only does Kathryn Fritz serve as managing partner of Fenwick & West, the second largest law firm in Silicon Valley, she continues to represent blue-chip companies like Sun Microsystems, Inc., and Symantec Corporation in business and IP litigation matters. Fritz, the mother of twins, maintains a part-time work schedule. Known for her collaborative leadership style, Fritz speaks at conferences around the country on topics like eliminating hidden gender bias in the legal workplace.

### TO WHAT DO YOU ATTRIBUTE YOUR SUCCESS IN THE PROFESSION?

An institution and colleagues that have provided opportunities, encouraged and supported me, listened to me, and given me honest feedback.

### DID YOU HAVE FEMALE MENTORS?

Yes. They demonstrated to me that you need to have passion for what you do and you need to create your own path and not just expect someone else to create it for you. I have seen them maintain rich professional lives, contribute to the community at large, and be very committed to their families.

### WHAT IS YOUR OPINION ABOUT THE STATE OF GENDER EQUALITY IN THE LEGAL PROFESSION?

The profession has made great strides, but the lawyer's bias toward the status quo makes legal institutions slow to change. As a result, other professions have responded more quickly to women in their workforces with more radical institutional changes. The legal profession is getting there, just not as quickly.

### WHAT, IF ANY, ARE THE COMMON CHARACTERISTICS OF THE MOST SUCCESSFUL WOMEN LAWYERS YOU KNOW?

They have passion for what they do, have seized opportunities, and have been willing to make choices that run contrary to the traditional expectations.

### WHAT IS THE ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO ARE EAGER TO ACHIEVE SOME MEASURE OF INFLUENCE IN THEIR ORGANIZATION?

Speak up and ask to be involved.

### WHAT HAS TO CHANGE FOR THE LEGAL PROFESSION TO TRULY BE GENDER NEUTRAL?

I don't see neutrality as the goal. For the profession to be a profession where everyone can flourish, we need to embrace our differences and abandon the biases that we associate with them, and then recognize the gifts that every individual has to offer, some of which are a direct result of a "difference."

### WHAT CAN WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION? WHAT DO YOU DO TO HELP OTHER WOMEN LAWYERS?

Give them opportunities, support them when they try things, listen to them, give them honest feedback.

### ARE YOU ABLE TO ACHIEVE A BALANCE BETWEEN YOUR WORK AND PERSONAL LIFE?

Yes, but I see *balance* not as a static noun but as a verb requiring constant movement and flexibility. I am fortunate and thankful that I have a work community and family that are flexible alongside me.



## PROFILES OF SUCCESS: Angela Bradstreet

**A**t twenty-four, Angela Bradstreet left her home country of England for the United States, where she graduated from UC Berkeley School of Law. She was elected managing partner of Carroll, Burdick & McDonough in 1998, and in 2007 was appointed California Labor Commissioner. A recipient of the prestigious Margaret Brent Women Lawyers of Achievement Award, the ABA's highest honor for women attorneys awarded for legal excellence and for paving the way for other women lawyers, Bradstreet has served as president of Queen's Bench and California Women Lawyers. As president of BASF in 2001, Bradstreet created the original No Glass Ceiling Task Force.

### DID YOU HAVE A FEMALE MENTOR?

I was fortunate to study for an LLM program under Professor Herma Hill Kay, who took a great interest in my career. While I did not have a "women-tor" at my previous law firm, since people looked to me to lead the way for other women to follow, I have been fortunate to have other womentors at different stages in my career. For example, Justice Joan Dempsey Klein counseled me during my presidency of California Women Lawyers. I would not have been president of The Bar Association of San Francisco without Dru Ramey having opened the door. Justice Joyce Kennard and Justice Barbara Jones have provided wonderful counsel to me at various stages of my career.

### WHAT IS YOUR OPINION ABOUT THE STATE OF GENDER EQUALITY IN THE LEGAL PROFESSION?

BASF's No Glass Ceiling Initiative has played an important role in increasing awareness that the glass ceiling is a business issue, not a "women's issue." Scientific studies, such as those by Catalyst, demonstrate that the advancement of women into positions of power can have a direct correlation to profitability. Still, however, there remains a wide gender gap in positions of power.

### WHAT, IF ANY, ARE THE COMMON CHARACTERISTICS OF THE MOST SUCCESSFUL WOMEN LAWYERS YOU KNOW?

Drive, determination, superb people skills, a willingness to set their own egos aside to work

for the benefit of the firm or institution, strength of character, and being effective listeners, while at the same time not being afraid to make decisions.

### WHAT IS THE ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO ARE EAGER TO ACHIEVE SOME MEASURE OF INFLUENCE IN THEIR ORGANIZATION?

Gain others' trust in you, which is accomplished by hard work, follow-through, doing an outstanding job, integrity, and superior communication skills.

### WHAT HAS TO CHANGE FOR THE LEGAL PROFESSION TO BE TRULY GENDER NEUTRAL?

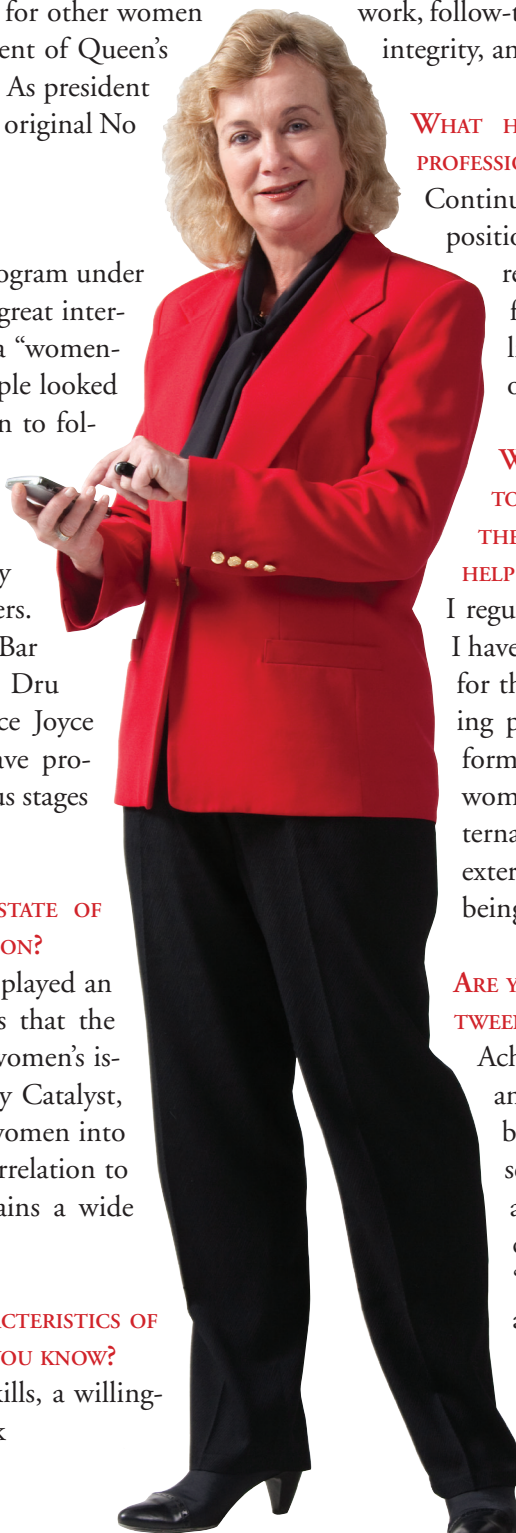
Continue advancement of women into positions of true power. Additionally, recognition that flexibility needed for child care and other family obligations should be without stigma or gender-based assumptions.

### WHAT COULD WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION? WHAT DO YOU DO TO HELP OTHER WOMEN LAWYERS?

I regularly speak with women attorneys I have mentored. I am a sounding board for the wonderful new woman managing partner who succeeded me at my former law firm. I continue to talk to women about confronting our own internal glass ceilings. We have enough external ones to worry about without being restricted by our own!

### ARE YOU ABLE TO ACHIEVE A BALANCE BETWEEN YOUR WORK AND PERSONAL LIFE?

Achieving a balance between my work and my personal life is challenging, but very important. I have tried to set reasonable boundaries to retain a quality of life. I know from recent experience that no one says, "Gosh, I really wish I had worked another day" upon her death.





After a ten-year stint at PricewaterhouseCoopers, in 2006 Hilary Krane joined Levi Strauss & Co., where she manages more than a dozen in-house lawyers. A former litigator at Skadden, Arps, Slate, Meagher & Flom and federal district court law clerk, Krane sits on the boards of the San Francisco Legal Aid Society—Employment Law Center and the Red Tab Foundation, a nonprofit employee service group within Levi Strauss. She was named Best General Counsel—Private Company in the 2010 Best Bay Area Corporate Counsel Awards in March.

### DID YOU HAVE A FEMALE MENTOR?

At the start of my career, I worked for a former federal judge who had left the bench and was a widely respected litigator—she taught me an absolutely key lesson: the way firms were dealing with women in the law would continue to be in a state of development. For that reason, she said, it was my responsibility to understand and articulate my own needs to the firm. She cautioned me not to expect to get what I wanted every time but made it clear that if I, and others like me, did not say what we needed, we would never get any of it. This ended up being tremendous advice that worked for me. I have had many influential mentors, female and male. Women should not be overly fixated on the gender of their mentors—a good personal fit is what is most important, and many men have perspectives from which women can benefit.

### WHAT IS YOUR OPINION ABOUT THE STATE OF GENDER EQUALITY IN THE LEGAL PROFESSION?

It's in a constant state of evolution, and advances have been uneven. Women have done modestly better in the in-house world than in firms, where so much is based on selling. Find a woman with kids who has excellence in her field, and the one thing she likely dreads is spending time selling—it's just a difficult thing to prioritize when you have a lot going on. Some women are excellent at it, and they tend to be very successful. For those who are challenged by it, life in a firm is a lot more difficult—no matter how good you are.

### WHAT, IF ANY, ARE THE COMMON CHARACTERISTICS OF THE MOST SUCCESSFUL WOMEN LAWYERS YOU KNOW?

Confidence and a killer work ethic.

### WHAT IS THE ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO ARE EAGER TO ACHIEVE SOME MEASURE OF INFLUENCE IN THEIR ORGANIZATION?

I like the way you asked the question because it feeds right into my answer: remember that influence is more important than authority. Offer help in areas where you see an opportunity for improvement, even if you think it is not your place, and be willing to do it without trying to grab credit or replace someone else. Soon you will be perceived as a team player who is adding value and then the authority comes. Beware that this does not mean hiding your light under a bushel or letting others take credit for your work. Rather, just be willing to make a difference before someone asks you to—people who just get things done are generally in short supply.

### WHAT CAN WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION? WHAT DO YOU DO TO HELP OTHER WOMEN LAWYERS?

As women achieve positions of leadership, be empathetic to the women coming up behind you. Do not begrudge them an easier path than you may have had—that is the goal. Personally, I try to be flexible to each person's needs—a young mom and a middle-age lawyer with no kids at home are two different cases and need different things. Most important: be public about meeting your own needs. I never “slip out” for a parent-teacher conference or something else. I make time for the other elements of my life openly, so senior people get used to it and junior people have a picture of someone who is open about family responsibility and still able to succeed.



## PROFILES OF SUCCESS: Irma Herrera

Recipient of the prestigious Margaret Brent Award, Irma Herrera began her career as a public interest lawyer representing Spanish-speaking migrant farm workers. She's also worked as a journalist and has taught law and social justice at colleges and law schools. In 1995, Herrera became executive director of Equal Rights Advocates, a civil rights organization dedicated to advancing equal opportunity for women and girls, a position she recently left to spend more time with her teenage son and to reevaluate her career plan.

### DID YOU HAVE A FEMALE MENTOR?

Early in my career, my immediate supervisors and mentors were experienced male attorneys. However, I worked closely with other women attorneys who were just one or two years ahead of me in their careers, and I consider them mentors. I spent several years at the Mexican American Legal Defense Fund, which at that time was led by Vilma Martinez. Working in an organization that was led by a Chicana and that had attorneys who were women, attorneys who were people of color—both women and men, sent a very powerful message to me and to others about what we were capable of achieving.

### WHAT IN YOUR OPINION IS THE STATE OF GENDER EQUALITY IN THE PROFESSION?

With the increase in the number of women in the profession, there is no presumption that a woman lawyer will work in a particular field, such as family law. We are everywhere.

Two years ago I attended an oral argument at the Ninth Circuit. The panel consisted of seven women and eight men. Two of the three lawyers arguing before the court were women. This was unimaginable a few years ago.

### WHAT IS ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO ARE EAGER TO ACHIEVE SOME MEASURE OF INFLUENCE IN THEIR ORGANIZATION?

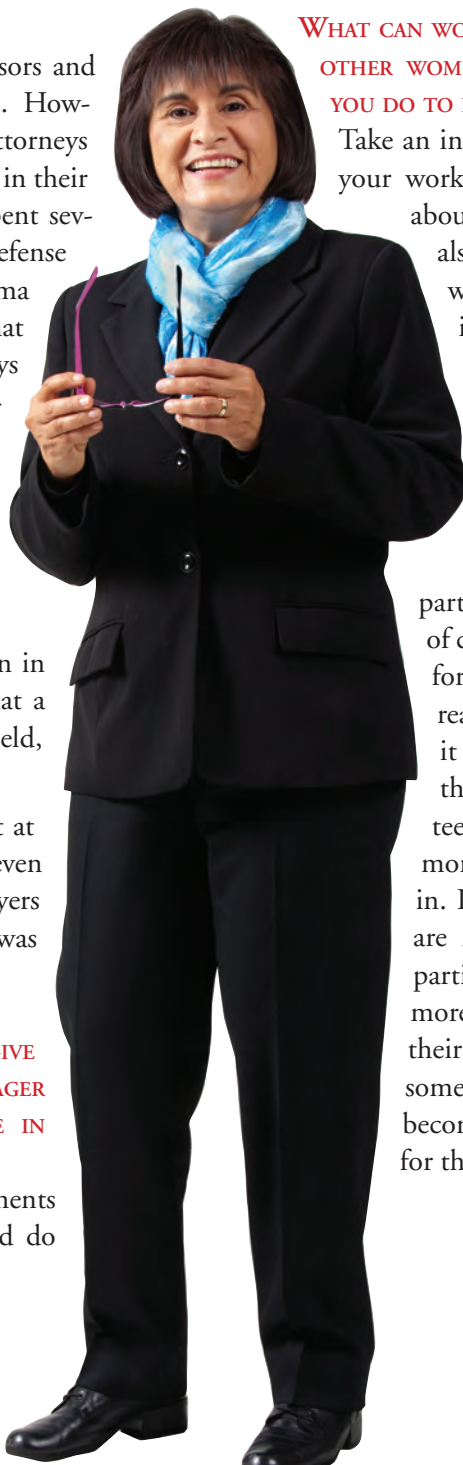
Do excellent work, take on whatever assignments you are given with a positive attitude, and do

your best. I often tell young lawyers: yes, spending hours reviewing documents and responding to discovery is tedious and can seem like unrewarding work. But if you know the facts of a case, you are an invaluable resource to your team. Be excited by all that you are learning. Think of yourself as an apprentice. Spend as much time as you can working with people you respect, and pay attention to what they do that is effective. Do not be afraid to ask questions and to seek the guidance of people in the field whom you respect.

### WHAT CAN WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION? WHAT DO YOU DO TO HELP OTHER WOMEN LAWYERS?

Take an interest in law students or interns in your workplace. Give them honest answers about the obstacles they will face, and also share with them the ways in which your career has been rewarding. Include them in activities, invite them to meetings, introduce them to people who might open doors for them.

Among the things I've done to advance women in the profession is to mentor young women, particularly Latinas and other women of color. I've tutored students studying for the bar and served as a cheerleader, reassuring them that they have what it takes. I often tell young women that as part of their nonprofit volunteering, they need to learn to ask for money to support causes they believe in. It is well documented that women are reluctant to ask for you-name-it: particular assignments, a promotion, more money, greater resources for their projects. By learning to ask for something they believe in, they will become more comfortable advocating for themselves.



**B**ank of the West's most powerful lawyer, Vanessa Washington began her career as a real estate attorney and later became general counsel of Catellus Development Corporation. Washington serves on the advisory board of directors of the Boys & Girls Club of Oakland and on the board of the California Minority Counsel Program.

### WHAT IS YOUR OPINION ABOUT THE STATE OF GENDER EQUALITY IN THE LEGAL PROFESSION?

Women have made great progress over the past twenty years. I am particularly encouraged by the number of women in general counsel positions in the Bay Area. But the profession still has many opportunities for improvement. Earlier in my career, I believed that an increase in the sheer numbers would manifest change. However, although women make up nearly half of the law school graduating classes, we have not seen, on a national basis, marked increases in women in the upper tiers of law firms and in general counsel positions.

### WHAT, IF ANY, ARE THE COMMON CHARACTERISTICS OF THE MOST SUCCESSFUL WOMEN LAWYERS YOU KNOW?

It goes without saying that they are smart, driven, and talented, but they are also able to operate effectively at all levels of their organizations. These women are highly adaptable, have a reputation for problem solving, and are consistently fair minded, so that they are able to attract and retain good talent. These women also are good at self-promotion and are not afraid to speak up when they want something. You can never underestimate the importance of asking for what you want.

### WHAT IS THE ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO ARE EAGER TO ACHIEVE SOME MEASURE OF INFLUENCE IN THEIR ORGANIZATION?

Good technical skills are not enough. You need to develop a good business sense and

a pragmatic approach to solving problems. A lot of lawyers are great at spotting issues but are unable to drive the desired result. You should also be cognizant of others' motivations and work styles and factor those understandings into your interpersonal interactions. In the corporate world, our greatest successes are achieved through, and with the help of, other people, so it is important to build positive relationships and goodwill.

### WHAT HAS TO CHANGE FOR THE LEGAL PROFESSION TO TRULY BE GENDER NEUTRAL?

A key to success in higher-level positions is prompt availability when needed. This characteristic breeds an environment that is typically not conducive to flexible work schedules for women who have significant family and personal commitments. Despite our efforts to adopt family-friendly policies, we will have to eventually allow for changes in the institutional model, including the inflexible billable hour. The prevalent model for practicing law is especially harsh to women who are trying to reenter the workplace after taking time off to have children or care for a family member.

### WHAT CAN WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION? WHAT DO YOU DO TO HELP OTHER WOMEN LAWYERS?

We need to have a sharp eye for female talent and, once identified, cultivate that talent. Women often cite lack of opportunities and lack of mentoring as barriers to success, much more frequently than men. Women who work in-house can make a conscious effort to consider talented women at the partner and associate levels when interviewing firms. At Bank of the West, we have a vendor program that targets women, among other underrepresented groups. Most importantly, once we have hired talented women, we need to retain and cultivate that talent.





## PROFILES OF SUCCESS: Herma Hill Kay

**H**erma Hill Kay has received nearly every award given to female lawyers. She was named, for example, one of the fifty most influential female lawyers in the country and one of the eight most influential lawyers in Northern California by the *National Law Journal*. After serving as a law clerk to Justice Roger Traynor of the California Supreme Court, Kay joined the UC Berkeley School of Law faculty in 1960 and soon after received the university's distinguished teaching award. She served as dean of Boalt Hall for eight years and also received the ABA's Margaret Brent Award.

### TO WHAT DO YOU ATTRIBUTE YOUR SUCCESS?

Having been in the right place at the right time, and showing that I could do the work that was expected. For example, when I was a junior at SMU, I asked the Dean of Admissions at SMU Law School whether he would admit me. After looking at my transcript, he replied that he would, but asked, "Wouldn't you rather go to the University of Chicago Law School? I can get you a full scholarship there." I accepted, and at Chicago met my first male mentor, Professor Brainerd Currie, with whom I coauthored two law review articles on the conflict of laws. Currie, in turn, got me a clerkship with Justice Roger Traynor at the Supreme Court of California, and Traynor recommended me to Boalt, where I began my teaching career.

### DID YOU HAVE A FEMALE MENTOR?

Professor Barbara Nachtrieb Armstrong, who began teaching at Boalt in 1919, had retired in 1957, and she told her colleagues that she expected to be replaced by a woman. I turned out to be that woman. Barbara then taught family law and California community property. I had had a law school course in family law, but Chicago—a common law property state—did not offer a course in community property. Barbara taught the course to me in the fall of 1960, often just moments before I taught it to my

students. She helped me through the tenure process and advised me about my research subjects and my personal life. I now proudly hold the Barbara Nachtrieb Armstrong Professorship at Berkeley Law.

### WHAT, IF ANY, ARE THE COMMON CHARACTERISTICS OF THE MOST SUCCESSFUL WOMEN LAWYERS YOU KNOW?

They are committed to their work and are characterized by creativity, intelligence, high ideals, interpersonal skills, and a concern for justice.

### WHAT IS THE ONE PIECE OF ADVICE YOU'D GIVE TO NEW WOMEN LAWYERS WHO ARE EAGER TO ACHIEVE INFLUENCE IN THEIR ORGANIZATION?

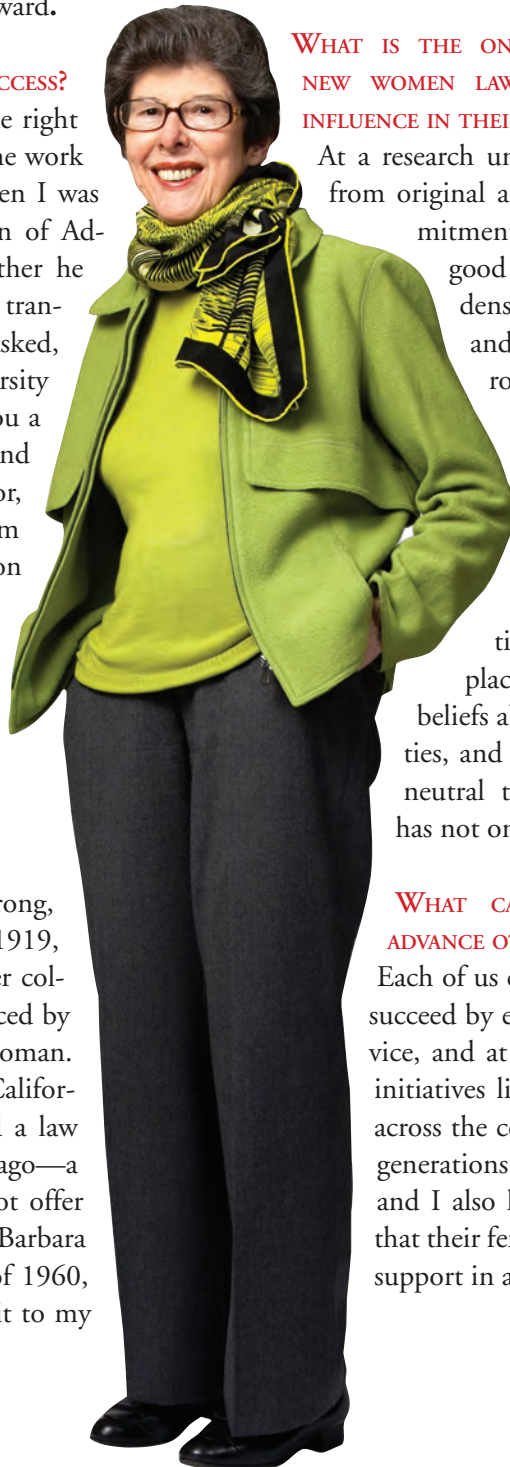
At a research university law school, influence comes from original and pathbreaking scholarship, a commitment to excellence in teaching, being a good citizen in terms of sharing the burdens of institutional and public service, and showing self-confidence without arrogance in interpersonal relationships.

### WHAT HAS TO CHANGE FOR THE PROFESSION TO TRULY BE GENDER NEUTRAL?

The change is under way, spurred on by BASF's No Glass Ceiling Initiative. The "ceiling" has been kept in place by the persistence of stereotypical beliefs about men's and women's relative abilities, and for the profession to be truly gender neutral that infuriatingly transparent barrier has not only to break, but to vanish.

### WHAT CAN WOMEN LAWYERS DO TO HELP ADVANCE OTHER WOMEN IN THE PROFESSION?

Each of us can lend a hand to help other women succeed by example, by recommendations, by advice, and at the institutional level by supporting initiatives like that begun at BASF and adopted across the country. I have tried to mentor several generations of Berkeley women law students—and I also have tried to show my men students that their female colleagues need and deserve their support in advancing within the profession.



**A**t UC Berkeley School of Law, Joanne Garvey was one of just five women in her graduating class. In her first job as a tax lawyer at a Santa Barbara law firm, she was one of only two women attorneys in all of Santa Barbara.

She later became the first woman partner in a downtown San Francisco law firm, the first woman president of BASF's Barristers Club, BASF's first female president, and the first woman to sit on the State Bar's board of governors. She helped launch the State Bar's first section, the Taxation Section, and later received its first lifetime achievement award, named after her. She helped found California Women Lawyers and was the first woman to serve as the California State delegate to the American Bar Association's House of Delegates. Garvey also received the American Bar Association's Commission on Women in the Profession's Margaret Brent Women Lawyers of Achievement Award. She is a partner in the Tax and Employee Benefits practice group at Sheppard Mullin Richter & Hampton.

### WHAT GENDER-RELATED CHANGES HAVE YOU NOTICED IN THE PROFESSION AS A RESULT OF THAT ORIGINAL INITIATIVE?

I have noted an increase in women's leadership in the profession in the last several years: four ABA women presidents in the last fifteen years, with three in the last twenty, and three California State Bar presidents.

Although the numbers of women in the profession has increased from 2 percent when I began practice to about 25



percent, and women account for more than half of the law school classes, leadership in the firms is still lagging. It would probably be worse but for the BASF No Glass Ceiling Initiative.

### WHAT HAS TO CHANGE FOR THE LEGAL PROFESSION TO BE TRULY GENDER NEUTRAL?

First thing is critical mass, then playing on that critical mass. When more women are pieces of the pyramid, at least some will go to the top. It requires constant vigilance. Law is a very competitive field.

### WHAT CAN LAWYERS—MEN AND WOMEN—DO TO HELP THE CAUSE OF PROMOTING WOMEN NOT JUST TO PART-

### NERSHIPS BUT TO MEANINGFUL LEADERSHIP POSITIONS?

I learned a long time ago that if you don't ask for it, you're not going to be given it. Be prepared to put yourself forward. With a critical mass of women, there can be an "old girls' network." Let's recognize it and take advantage of it the way men have been doing for years. We're so busy as lawyers in our practices that you have to make an effort to get into high-level management. There is a lot of dues paying that is part of the game, and you have to look ahead in increments of five and ten years and ask, "Where do I want to be?"



**W**hen Louise Renne attended Harvard Law School, she was one of thirteen women in the entering class of five hundred, and female students were permitted to participate in class discussions just one day a year, on “Ladies’ Day.”

As the first female San Francisco city attorney, Renne transformed the office into an innovative defense and plaintiff’s firm. For example, San Francisco became the first U.S. city to affirmatively sue the tobacco industry, receiving a \$585 million award. Renne further revolutionized the office by hiring women, promoting them to positions of leadership, supporting flexible work options, and instituting family-friendly policies. Now practicing at Renne Sloan Holtzman Sakai LLP, Renne also helped establish California Women Lawyers.

### WHAT WAS YOUR ROLE IN THE ORIGINAL NO GLASS CEILING INITIATIVE?

I didn’t play a formal role in the original No Glass Ceiling Initiative. However, I did participate in several panel discussions about the importance of gender equality in the legal profession and hopefully served by example.

### WHAT GENDER-RELATED CHANGES HAVE YOU NOTICED IN THE PROFESSION AS A RESULT OF THAT ORIGINAL INITIATIVE?

Great strides have been made in the last several years. There have been increases in women in law schools, as attorneys, partners in firms, and even as managing partners.



### WHAT HAS TO CHANGE FOR THE LEGAL PROFESSION TO BE TRULY GENDER NEUTRAL?

What will truly make the difference is when there is a fair sharing of responsibilities on the home front. It is extremely difficult for a woman to carry a full load at the office and then have to come home and face a full load at home. If full equality is to be achieved, there must be a balance in the sharing of responsibilities in the home, particularly when children are involved.

### WHAT CAN LAWYERS—MEN AND WOMEN—DO TO HELP THE CAUSE OF PROMOTING WOMEN NOT JUST TO PARTNERSHIPS BUT TO MEANINGFUL LEADERSHIP POSITIONS?

First, all must recognize that intelligence and talent are gender neutral; second, responsibilities on the home front must be shared.

**M**ary Cranston was not only the first female chair of Pillsbury Winthrop Shaw Pittman, making her the first woman to lead an Am Law 100 law firm, she also was the first woman litigator to become partner there. A Margaret Brent Award winner, Cranston is an expert in complex class actions, having litigated more than three hundred cases. She has spent years formally mentoring young women.

### WHAT WAS YOUR ROLE IN THE ORIGINAL NO GLASS CEILING INITIATIVE?

Angela Bradstreet and I were the cochairs of the original No Glass Ceiling Initiative. Tevia Barnes, as the then head of BASF, was also a catalyst.



issues result from unconscious gender stereotypes that both men and women carry that deal with the perception of innate skills and appropriate roles for each gender. The most powerful stereotype in business can be summarized as “men take charge and women take care.” In fact, study after study has shown that take-charge leadership skills are possessed equally by men and women, but women have to do much more to be seen to have the skills. Until our culture recognizes and addresses these stereotypes, and women are able to achieve a critical mass of top leadership roles in the profession, we will have a lack of gender neutrality.

### WHAT CAN LAWYERS—MEN AND WOMEN—DO TO HELP THE CAUSE OF PROMOTING WOMEN NOT JUST TO PARTNERSHIPS BUT TO MEANINGFUL LEADERSHIP POSITIONS?

### WHAT GENDER-RELATED CHANGES HAVE YOU NOTICED IN THE PROFESSION AS A RESULT OF THAT ORIGINAL INITIATIVE?

The San Francisco Bay Area law firms and legal departments have the highest percentages of women in leadership and partnership roles of any metropolitan area in the United States, and part of the reason is the attention that the No Glass Ceiling Initiative put on the numbers.

### WHAT HAS TO CHANGE FOR THE LEGAL PROFESSION TO BE TRULY GENDER NEUTRAL?

As research by Catalyst and the Stanford and Harvard Business Schools has made clear, a lot of the glass ceiling

### WHAT CAN LAWYERS—MEN AND WOMEN—DO TO HELP THE CAUSE OF PROMOTING WOMEN NOT JUST TO PARTNERSHIPS BUT TO MEANINGFUL LEADERSHIP POSITIONS?

In the No Glass Ceiling work, we said from the start that there was nothing that needed to be figured out about the glass ceiling issues, we just needed to do it! And I still believe this. The road maps for companies that want to change are there. What is needed is commitment from the top of law firms and legal departments that the problem is real and deeply systemic.