



ADVANCED FACILITATION SKILLS FOR EFFECTIVE LEADERSHIP OF DIVERSE TEAMS AT LAW FIRMS

**A Leadership
Training Program**

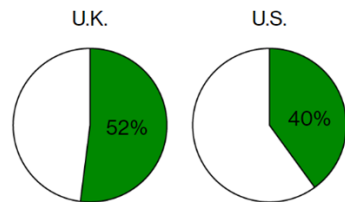
LAW FIRMS ARE CHALLENGED WITH INCREASING DIVERSITY AND INCLUSION

➤ Increasingly, companies are threatening to take work elsewhere or cut fees unless they see more racial and gender diversity in the law firms they hire.

➤ In 2019, 170 companies sent an open letter to law firms criticizing their lack of diversity. (Since 2019, the number of corporate signees to that pledge has doubled.)

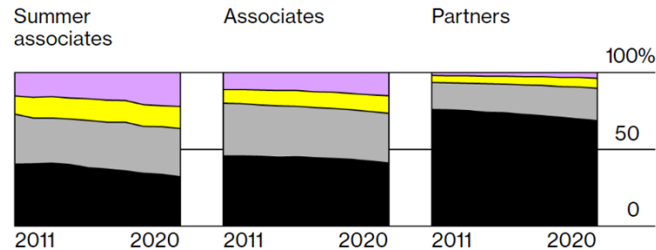
How Law Offices Stack Up on Diversity

Share of lawyers at elite firms who are women



Gender and ethnicity at U.S. firms

■ White men ■ White women ■ Men of color ■ Women of color



Data: Pirical analysis of gender across Bloomberg sample of firms as of Aug. 1; National Association for Law Placement diversity report



In 2021, the legal industry made significant gains in AmLaw's Diversity Scorecard, bumping the overall percentage of minority attorneys across Big Law from 18.5% to 20.2%, which is the biggest year-over-year shift on record. The challenge is to continue the trend, promote inclusion, and ensure retention.

DIVERSE TEAMS MAKE BETTER DECISIONS



87% Better

Inclusive teams make better decisions up to 87% of the time.



2X Faster

Teams that follow an inclusive process make decisions 2X faster with half the number of meetings needed.



66% Outperform

Teams outperform individual decision-makers 66% of the time, and decision-making improves as team diversity increases.

WHEN DIVERSE TEAMS THRIVE, SO DO RETURNS



35% More Likely to Outperform

Companies in the top quartile for racial and ethnic diversity are 35% more likely to outperform their competitors.

2.5 Higher Cash Flow

Companies with highly diverse teams have a 2.5 times high cash flow per employee.



19% Higher Profits

Companies with diverse management teams enjoyed a 19% increase in revenue compared to less diverse counterparts.



THE PROBLEM

WITH INCLUSION

- 42% of women have faced gender discrimination at work
- 3 in 5 employees have experienced or witnessed discrimination at work
- 50% of employees want their companies to invest more in promoting workplace diversity and inclusion
- 80% of workers want inclusive companies

WITH MEETINGS

- 71% of meetings are considered unproductive
- an estimated \$37 billion is lost each year to unproductive meetings
- employees spend an average of 31 hours per month in unproductive meetings
- 45% of employees feel overwhelmed by the number of meetings they attend



INCLUSIVE TEAM FACILITATION IS A KEY COMPETENCY FOR LEGAL TEAMS

- Your firm's ability to attract clients, retain talent, and ensure its reputation is impacted by the diversity of its legal teams.
- The problem is that when there is diversity, there will be differences of approach and opinion, and how meetings are facilitated will either result in the productive harnessing of collective wisdom or dysfunction, frustration, the marginalization of valuable team members, and the loss of talent and clients.
- Being able to facilitate a diverse team is an essential skill for law firms to cultivate.



OVERVIEW

Advanced Inclusive Facilitation Training meets your need to ensure that your law firm is diverse and inclusive by providing a tested and proven four-week live intensive online training program. With on-demand video, readings, and experiential work leading up to and in-between live sessions, the live on-line sessions contain both learning and practical application components. An optional Leadership Lab, which includes peer support and 1-on-1 coaching, is an opportunity for you to discuss difficult situations and receive help on specific situations you face. Additionally, you will receive over 20+ fully-customizable templates, checklists, tools, and guides.

Interactive and engaging, this training will equip you with the skills you need to lead a diverse team in a law firm environment, harness their collective wisdom, and intentionally facilitate for inclusion.

ELEMENTS



Pre-work

Before each session, you will be given self-paced online video and written content to review as well as learning exercises to do.



Four 1.5 hr Live Online Sessions

To maximize your time, each session is focused on tangible learning and discussion about the practical application of the learning.



Optional Leadership Lab

The Leadership Lab is where you can receive group and 1-on-1 instructor and peer support on difficult facilitation situations you are facing.



20+ Templates, Guides, and Checklists

You will receive sample agendas, ice-breakers, community agreements, decision-making charters and over 20 customizable templates, guides, and checklists.

GENERAL SKILLS

✓ How to Create Psychological Safety

Research by Harvard and Google concluded psychological safety is the #1 factor influencing the success of a team. We will teach you practical techniques for creating psychological safety and promoting trust.

✓ How to Ensure Clarity of Expectations and Accountability

We will equip you with ways to make sure that community norms and behavior expectations are clear so that the team can be held accountable for being inclusive and maximize its efficiency.

✓ What to do Before, During, and After a Meeting

We will give you templates, checklists, and a deep understanding of what to do at each step to facilitate for inclusion.

✓ How to Encourage a Growth Mindset

There are organic patterns of growth for a team and inevitable opportunities for learning. We will teach techniques for embracing a growth mindset, ensuring continuous learning, and appreciating each developmental stage of a team.

✓ How to Harness the Collective Wisdom of a Diverse Team

We will teach you methods for maximizing innovation, creativity, and high-quality decision-making, including specific problem-solving tools.

✓ How to Handle Difficult Situations

We will teach you practical skills and provide tools for how to handle microaggressions, dominating personalities, high emotions, power imbalances, and derailing behaviors.

LAW FIRM-SPECIFIC SKILLS

✓ How to Navigate Law Firm Power Dynamics

Law firms have unique power dynamics where equity partners retain most authority, but others (including non-attorneys) have responsibility over functions. We will explore how to navigate those dynamics

✓ Turn Debate Tactics into Dialogue Skills

Lawyers are trained in debate skills, but this approach is detrimental to harnessing collective wisdom in meetings. We will teach you how to turn off comfortable debate tactics in team meetings and embrace dialogue.

✓ How to Harness Collective Wisdom in Legal Decision-Making

We will teach you methods for maximizing innovation, creativity, and high-quality legal decision-making, including specific problem-solving tools.

✓ How to Minimize the Need for Code-Switching and Embrace Authenticity

Law firms historically reflect white-male cultural patterns, which those from other backgrounds feel they need to embrace and reflect in order to succeed. We will help you navigate this tension with a lens of authenticity and practicality.

✓ How to Encourage a Growth Mindset in the Law

The legal environment is rapidly changing and norms are shifting. We will discuss how to embrace change in a way that doesn't cause dysfunction and encourages progress.

✓ How to Avoid Tokenizing Diverse Attorneys and Staff

Where clients are pressuring firms to have diverse teams, the risk of tokenizing diverse staff and further marginalizing them is real. We will teach you how to advance diversity in ways that don't tokenize but truly embrace their value.

YOUR TRAINER



Layli Miller-Muro, JD, MA

As a lawyer for over 25 years, Layli has had careers in Big Law (Arnold & Porter), the US Department of Justice, and as CEO of a national legal services organization. Layli has led and managed diverse teams with an advocate's emphasis on harnessing innovation and creativity, as well as with a management lens to organizational unity and efficiency. As CEO, she led a \$24M organization in a DEI strategy that shifted the leadership from 6% to 56% BIPOC (Black, Indigenous, and People of Color). Layli led the implementation of award-winning inclusive facilitation, management, and decision-making techniques, which resulted in the organization winning the Washington Post Award for Management Excellence and being highlighted in the Social Stanford Innovation Review. Layli was named by Goldman Sachs as one of the Top 100 Most Intriguing Entrepreneurs and by Newsweek Magazine as one of the Top 100 Most Fearless Women in the world.

As a consultant, Layli works with purpose-driven leaders and companies working to operationalize their values.

YOUR TRAINER



Layli Miller-Muro, JD, MA

In her 19 years in the field as a psychotherapist, clinical supervisor, adjunct professor, and consultant, social justice and anti-racism has been a focal point of Minou's healing work. As a consultant at Visions, Inc., she spent 10 years co-leading intensive diversity workshops aimed at creating multicultural environments that challenge the "isms" within organizations. She is a member of the Athens Black Therapist Collective and has facilitated several process groups including the ongoing (7 year) Phenomenal Women of Color group and the yearlong Healing from Racism: Therapist Process Group.

DATES AND PRICING

Leadership Lab

SAMPLE SCHEDULE (1 meeting per week)

Day 1, 1:00-2:30 pm EST

Day 2, 1:00-2:30 pm EST

Day 3, 1:00-2:30 pm EST

Day 4, 1:00-2:30 pm EST

Day 5, 1 hr group peer support session

INCLUDES

- Up to 15 people
- Pre-meetings with relevant staff to understand law firm needs and goals
- Cohort-specific tailored workshop exercises
- One 30 min confidential 1-on-1 coaching session per attendee
- Three 15 min laser calls to support issues as they arise with the facilitators
- Self-paced additional video training, 20+ templates, checklists, and guides

\$50,000 (+\$5,000 if training is provided in-person)


Workshop

- 2 hrs live online
 - Up to 25 people
 - Access to 4.5 hrs of added self-paced video training content
 - Pre-meetings with relevant staff to understand law firm needs and goals
 - Training is specifically tailored to your law firm dynamics
- ✓ **\$23,500 (+\$5,000 if training is provided in-person)**

Crash Course

- 1 hr live online
 - Unlimited number of attendees
 - Pre-meetings with relevant staff to understand law firm needs and goals
- ✓ **\$12,500 (+\$5,000 if training is provided in-person)**

CONTACT

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