



Tuesday, Sept. 15, 2020

Women Leaders Panel

Co-Sponsored by: Baylor Law Women's Legal Society

This panel discusses the unique challenges that women face as leaders of an organization and in our profession. These high-profile speakers share insights regarding best practices for women lawyers in leadership positions. Topics include the methods by which female lawyers assemble the right legal teams for matters, strategies for dealing with adversity while delivering high-quality legal services, and leading organizations through difficult situations.

Moderated by:

Jerry K. Clements

Chair Emeritus, Locke Lord LLP

Panelists:

Melissa Essary

Dean Emeritus and Professor of Law, Campbell Law School

Justice Eva Guzman

Supreme Court of Texas

Caren Lock

Regional Vice President and Associate General Counsel, TIAA

Judy Perry Martinez

Immediate-Past President, American Bar Association

Patricia Wilson: Well, hello everyone. I'm happy to be here. I'm happy to be part of all of this as we continue the 2020 Leadership Conference. Let me welcome you specifically to the women leaders panel. We are pleased you're able to join us albeit virtually. I have been looking forward to our next presentation because we have a dynamite panel of very acclaimed women for you.

Their complete and impressive bios are available on the Baylor Law Website. [00:00:30] To ensure that we use our time wisely rather than giving long introductions, I'm going to keep it relatively short. I will only

be briefly introducing them, but I do encourage you to take the time to read through their bios. They are a very accomplished group of women.

Let me start by introducing Melissa Essary. She is the dean emeritus and professor of law at Campbell Law School. Many of our Baylor alums will remember Professor Essary or Dean Essary from when she was a member of the [00:01:00] Baylor Law Faculty before she left to become dean at Campbell Law School.

Melissa does it all - from coaching the Campbell client counseling team to a national championship in 2019, to serving on North Carolina's Actual Innocence Commission, among many other activities. I'm delighted to welcome Dean Essary, my former colleague and my friend. Thanks for being here, Melissa.

Melissa Essary: Thank you, Pat.

Patricia Wilson: I'd also like to introduce although I think she probably needs no introduction, Justice Eva Guzman. [00:01:30] Justice Guzman has served at all three levels of the Texas judiciary, the district court level, the intermediate appellate court level and, of course, she's a current member of the Texas Supreme Court.

Indeed, she became the first Hispanic woman elected to a statewide office in Texas when she was elected to the Supreme Court in 2010 following her appointment to the court a year earlier by the governor. Justice Guzman, it's nice to have you here as well.

Justice Eva Guzman: Thank you very much.

Patricia Wilson: Next, let me introduce [00:02:00] Caren Lock. Caren is a regional vice president and associate general counsel at TIAA. Miss Locke has enjoyed a full and extensive career spanning from complex litigation in private practice to government affairs in her current position with many, many jobs and career activities in between.

Miss Locke has a passion for diversity and inclusion which is borne out in the work that she does with nonprofits. [00:02:30] Caren, it's good to see you. Caren's a former student as well. It's good to see you and see you doing well.

Caren Lock: Thank you so much, professor.

Patricia Wilson: Let me introduce or reintroduce Judy Perry Martinez. You've heard from her already. You've heard a little bit about her extensive accomplishments and the things that she has been doing. As you've already learned, she is

the immediate past president of the American Bar Association. She held a variety of leadership positions within [00:03:00] the ABA for more than 30 years before becoming president.

Miss Martinez's leadership was on full display when as bar president, certainly something she could have never anticipated, COVID hit. She had to lead the sprawling organization which you heard her describe just a few minutes ago with some 400,000 members through the changes forced by the pandemic. Goodness knows, no one could have ever anticipated that. None of us did and to be leading that organization at that time.

Finally last [00:03:30] but certainly not least is the moderator of this panel. That is Jerry Clements. Ms. Clements is the former chair of the law firm, Locke Lord. Now, of course, she is chair emeritus. Miss Clements has been recognized as one of the top 50 most influential women lawyers by the National Law Journal. She is one of 30 extraordinary women in Texas law recognized as such by the Texas lawyer.

One look at her bio will make it clear [00:04:00] on why she has been so honored and recognized. Her list of leadership positions including as a member of the Baylor Board of Regents is extensive and impressive. We are delighted to have her here to moderate the panel. Thank you, Jerry, for being here. Before I turn it over, let me remind you that you can post questions in the chat and someone here at Baylor is monitoring those questions, and we'll forward them on to the panelists [00:04:30] to answer time permitting.

Shortly before this session is scheduled to end, I will come back to help wrap up this session, but let me stop talking and turn it over to Jerry Clements. Thank you all for being here.

Jerry Clements: Thank you, Pat. Thank you very much for that introduction of all of these amazing women who are on today's panel. I am just really honored to be able to [00:05:00] lead this discussion about leadership with so many outstanding women leaders on this panel.

I think we hopefully have some topics that will be of interest to you and can provide some insight from some extremely successful careers over the past few years. I'm going to jump right into this and just start off by sort of building a little bit of a foundation to see where everyone has come from to get [00:05:30] to where they are now.

I'll start with the question of what are the unique challenges that you face as a woman leader in your career or organization. Melissa, I'll just start with you. From the academic perspective, tell us a little bit about a unique challenge that you've faced and maybe how you dealt with it.

Melissa Essary: Quite frankly, it happened within six weeks of my becoming dean back in 2006. [00:06:00] The bricks began ripping off part of our law school building . It was found to be the building structurally unsound which brought to the fore the issue of whether we should move the law school physically from main campus about an hour from Raleigh to the largest state capitol without a law school, Raleigh. We're in Raleigh which tells you the end of the story, but talk about pivoting, that wasn't what I had planned.

We bought a house [00:06:30] in Buies Creek. We'd already started the renovations. Now, I began leading the conversation among faculty staff and students, the pros and cons of moving an entire school. That had done very well where it was, but could even better by moving. Pivoting and that's a long story.

Jerry Clements: That's great. Caren, how about you?

Caren Lock: Thank you so much for inviting me to the panel. [00:07:00] One of the big pivots that I did was to go from the traditional practice of law doing litigation, being general counsel to doing government relations. That was a big pivot for me because I knew and I had confidence I could be a lawyer. I just didn't know if I had the skill set to translate being a litigator to a lobbyist, and turns out they're really the same skill set. You're asking people to listen to you, convincing [00:07:30] them that you have a good story to tell. Most importantly, could you do what is right and just which is what Baylor taught me to do, oh, 20 something years ago. Thank you so much to all the professors and deans that are on today.

Jerry Clements: Justice Guzman, how about you?

Justice Eva Guzman: Thank you all for inviting me. Let me talk about judges as leaders when you think about judges particularly appellate judges, what comes to mind is leading in [00:08:00] the jurisprudence sense, but the court has been faced with the challenges posed by the COVID-19 pandemic. How do judges lead our state justice system in a time of crisis?

There are a number of skill sets that we're called to look for. You don't normally think of judges as your traditional leaders in the sense that you think about them, [00:08:30] but it's learning to build consensus. It's learning from your mistakes. It's listening to the voices of different constituents, the emergency orders that we've issued, work one way in one part of the state and another way in another part of the state.

I think we've been tested, and we've learned. We continue to evolve as leaders leading at this particular moment [00:09:00] in our country's history.

Jerry Clements: Well, as a Texas lawyer, Judge Guzman, I can certainly speak from experience watching what you and the other justices on the Texas Supreme Court have done to keep the court system moving as best possible during this pandemic has certainly been impressive. That's an excellent observation, unique but certainly demonstrates the importance of having the flexibility [00:09:30] of good leadership skills no matter what happens.

Judy, first of all I really enjoyed hearing your presentation. You've probably alluded to some of the challenges you faced, but tell us what would you consider your biggest challenge that you face as a woman leader going over the last several years and going forward?

Judy Perry Martinez: Jerry, I think over and over again throughout my career whether as a young lawyer and then as [00:10:00] a commercial litigator is asking myself the question, the challenge been put to myself. If I'm asked to take on something, I decide to take on something that I am going to see it through before I even start. Then I'm going to give it my best each and every day.

I think whether it's moving like Caren did from litigation to my case, chief compliance officer, for a global company or going back to school, that was a big move or going back into this full-time ABA work the last several years, it's really [00:10:30] about saying, "I'm going to do this, and I'm going to do it my best every day." That's the challenge that I think we all have to put to ourselves.

Jerry Clements: Very good. Thank you. I get this question asked of me a lot having been a leader in a law firm, but I'd like to hear your observations about what qualities women leaders actually need to develop. In particular, [00:11:00] as strong women leaders, how do we help women leaders develop those qualities going forward?

I'll move around a little bit this time. Caren, I'll start with you. You have any thoughts on that?

Caren Lock: Absolutely. Well, I think as a woman leader, our biggest responsibility is to reach back and pull up. I think that I've benefited from a lot of mentors and kind of big sisters along the way who've really helped me develop [00:11:30] and, most importantly, were kind enough to point me in the right direction or nudge me when I needed some nudging.

I think that's critically important for us to do as women leaders is to remember that we have a responsibility to build a pipeline.

Jerry Clements: That's a great point. I know I could certainly look back and identify two or three women who were critical to the successes that I was able to achieve, certainly didn't do that [00:12:00] alone. Melissa, how about you? What are your thoughts on the women leaders and the qualities that we need to help develop and those coming up behind us?

Melissa Essary: Well, first of all, let me completely agree with Caren. When I was a baby dean, I met two fellow female deans who to this day are good friends. They mentored, counseled, and advised me. And most importantly, they answered my phone calls even knowing it was me calling.

They're terrific. We owe that same responsibility back [00:12:30] as you said, Caren, to those coming behind us. I get to do this as a professor now one on one mentoring young women and telling them it doesn't matter if you're an introvert or an extrovert. You can be a leader. It doesn't matter whether you have a title. You can be a leader and letting them know that they can be uniquely themselves and lead and accomplish results.

Do they need to have confidence? Yes. Do they need to see as was spoken yesterday [00:13:00] where the puck might be going as opposed to where it is? I love that analogy. Yes. But those are things that can be learned. I think I've read every leadership book out there when I became dean or before I became dean. I spent a lot of money on Amazon. We can learn some of these skills, but we owe it to each other as women to help develop female leaders.

Jerry Clements: Justice Guzman, what are your thoughts on the qualities that women leaders need [00:13:30] to develop and how do we help women develop those qualities?

Justice Eva Guzman: One of the qualities that comes to mind is courage and decision making. Judges particularly are called upon to make decisions without the undue pressure of specific consequences, but with this greater goal in mind of protecting the rule of law, but I think as women leaders, we need to encourage each other to find that courage within us, to [00:14:00] lead in places that are difficult or to speak up.

Often, I am the only person of color around the table to speak up when you're the only person with that opposing view. I think confidence was brought up. We should strive to build each other's confidence up. I had a call recently from a judge on a different court. She said, "I'm suffering from an impostor syndrome." [00:14:30] We went through this. It's just our role as leaders to encourage each other and helping address challenges that are unique to women. I don't think men run around feeling like they have impostor syndrome. I just don't. Maybe they do. But it's important to

identify those things [00:15:00] and to continue to work with each other to build each other up.

Jerry Clements: Judy, I'm sure you've had a lot of opportunities over the years particularly through your work at the ABA to think about this issue and address it. I'd love for you to share your thoughts on this particular question.

Judy Perry Martinez: Well, I'm totally aligned with Justice Guzman's words because she said it right. What I'd add I guess is in addition to courage maybe [00:15:30] a little bit of another quality is grit. I see that as a little bit different. I think women and we have to help women just embrace the notion of grit is a real tool to be had in one's tool chest.

I also think when I was in starting out in practice, there were not a lot of women around in 1982, and as a consequence, I look to male mentors. And some of those mentors are still mine today. One is in his 80s. I'm having [00:16:00] lunch with him next Friday. I do try to do so every quarter. I am truly indebted for all the things they showed me and taught me over the years.

Sometimes, we can look for mentors in other places, but what we have to do then is understand that we have an obligation to serve as mentors for others too.

Jerry Clements: Thank you. I totally agree with everything that you all offered. Those are great comments. We've [00:16:30] got a lot of representatives from law schools in the audience today which is fantastic. I, for one, am thrilled that law schools are now thinking about how to develop leadership qualities and leaders through the law school curriculums.

I've said this before. When I was in law school, we went to school. We read the cases. We learned the law. We learned how to be trial lawyers or corporate lawyers or lobbyists or whatever we became. [00:17:00] But there was really no focus on leaders. And lawyer leaders are so critical to our society in my view.

I am really thrilled that this focus is now a part of the curriculum in law school. I would love to hear the thoughts of this panel on how law schools, in your opinions, can help develop leaders especially women leaders, but leaders in general.

Melissa, [00:17:30] it seems like you're a good person to start with on this with your background in academia. I'll ask you to give your thoughts on how law schools can develop leaders, not just lawyers but lawyer leaders.

Melissa Essary: We've heard yesterday some specific programming of leadership development. And Baylor has one of the best in the country. Other deans opined about theirs as well. So, definitely curricular [00:18:00] infusion of training leaders literally as a skill. Judy, you mentioned you went to Harvard's leadership training program. That probably impacted you greatly as a future leader of the American Bar Association.

Leadership is a skill that can be learned. I think that in law schools,, students have the opportunities through serving as leaders of clubs and organizations. As leaders, while they're in [00:18:30] school, they get to lead others. They learn those skills by doing. There's really nothing like leading, learning to lead by actually leading. That is the best way one can learn, but I agree that it's been an off neglected topic. When you look historically at the number of lawyer leaders, it should be infused in all manner in our curriculum.

I'll add one more point. We had a formal mentorship program at Campbell in the student's third year. It's voluntary. [00:19:00] We have a waiting list of lawyer leaders in our county who want to mentor these third year students. These are rich relationships. They're learning relationships. Typically, they extend well past that third year and on into that student's years of practice.

Jerry Clements: That sounds like a great program. Caren, what are your thoughts about what law schools can do to develop lawyer leaders?

Caren Lock: I [00:19:30] agree with what Dean Essary said. When I first went to Baylor, there wasn't a Asian American Law Student Society, and the law school really encouraged us to do that. They encouraged all of us to get together and provide it. Oh, I don't know. Some of them mailing out information and letting us post around the law school. This was obviously before email, but it's nice when you feel like you have that level of support [00:20:00] and that the school is behind you the whole time.

I would also encourage the schools to think about in the third year trying to connect them to an alumni just having somebody who's been there, walked in those shoes and to be able to just coach them.

Nowadays, you can be a mentor without physically even meeting. Think about what we're doing now during COVID, but just to be able to ask questions. The simple questions is so critically [00:20:30] important from the time you transition from being a student to a professional lawyer.

Jerry Clements: Thank you Caren. Justice Guzman, do you have thoughts on law school curriculums for leadership development?

Justice Eva Guzman: Well, I hire two law clerks every year from various law schools around the state. I get to work with young lawyers right out of law school, but I think one focus could be this focus on servant leadership. That's really thinking about leaders as having the heart [00:21:00] of a servant and beginning to instill in these future leaders that this is a noble profession. It's not just a way to go out and make money.

It's a way to have an impact on community. It's a way to have an impact on social change and so instilling this concept of servant leadership through clinics, through any number of activities that a law school can engage with.

And the other thing is tolerance. Leaders [00:21:30] understand opposing views. So often, we hear or talk to young people who don't have the capacity to understand there are opposing views and that they should be able to think about what it would be like to walk in another person's shoes.

As law schools engage in this dialogue and this conversation and this leadership training instilling [00:22:00] in future leaders the notion that opposing views are what leads to the conversation, that leads to the change that we all seek.

I see that sometimes that it's a very narrow way of thinking. I think law schools do a fabulous job, but we could all do a little bit more on that front.

Jerry Clements: That's a wonderful thought and very timely, of course, these days. Judy, what can you add to the comments here about law school's opportunities [00:22:30] to help us develop leaders?

Judy Perry Martinez: Well, I think I'd ask law schools or we'll asked law schools to think out of the building, if you will, to use a Rosabeth Moss Kanter phrase and to not only give opportunities for women law students and other law students to work within the law, but get them comfortable with becoming leaders in other circles.

Whether that's going to a Chamber of Commerce meeting or a rotary club or some other civic downtown [00:23:00] development-type meeting, go have them sit in that. Encourage them to do so. Have them be a part of a neighborhood team.

Maybe, it's about going and forming a team would build a Habitat For Humanity house together with local judges and lawyers in practice, or maybe some other type of engagement in the community. I think those are so important to help lawyers understand that we are and always have [00:23:30] been an insular profession. We are now understanding how

much more we need others to really go after these solutions that are going to be long-standing and sustainable for intractable social problems.

Working together with other disciplines is critically important and learning how to do so in law school is certainly not too early.

Jerry Clements:

That's a great point. And coming from a long background, [00:24:00] that ties in really well with what you talked about in your opening remarks about law firms need to really learn how to encourage their attorneys to be involved in many things and do it well in each category. I don't think that's a perspective that law firms have typically had in the past, but I [00:24:30] will say maybe the silver lining of what we are all going through right now is that the legal business is changing. Law firms are changing.

I read a great article in Forbes this morning. You all may have seen it about how the pandemic and the social issues that we're going through right now are really going to change law firms in ways that have been slow to come to the forefront over the last 200 plus years or so. It'll be interesting [00:25:00] to watch. We live in interesting times, for sure.

Let me go to a different topic and one of my favorite topics. That is lawyers and their ability to communicate. I know I'm going to ask you whether you think it's important for lawyers to develop lawyer leaders to develop the ability to communicate effectively. I know you're all going to say yes, but talk to us about why developing excellent communication [00:25:30] skills and a variety of different kinds of communication skills and lawyers is critical these days.

Let me start with you, Judge Guzman. You have lawyers stand before you all the time and try to persuade you. What are your thoughts on why is it important to have a lawyer leader with strong communication skills?

Justice Eva Guzman:

That's a great question. For me, the place to begin is that you have to [00:26:00] be true to yourself. I have had the opportunity over the last 20 years on an appellate bench to listen to some of the best advocates in the world, the country for sure. And each one is different.

You begin to think about yourself who am I? What are my strengths? How do I communicate most effectively? Who is my audience? What do I need to do to be persuasive? [00:26:30] Obviously, learning to listen even on an appellate bench, learning to listen to the judge's questions, learning to listen to opposing counsel's argument to help identify how you're going to craft your own argument.

Then, I think you have to be intentional about it. I grew up poor in a family of seven kids and two adults. Our conversation around the table, it

was probably very different than my own daughter. I have one daughter. And so our [00:27:00] conversations were very different. We have to be very intentional about developing communication skills. They don't just happen. They take work.

Find mentors. Get that training to help you bring out the very best in your own specific style obviously, the typical things apply, [00:27:30] audience, tone, strength of arguments, reasoning, logic, but that takes work. It doesn't just happen. It's a great question. I encourage all of our audience to really think about and be intentional about pursuing what communication style works best for them. It's different.

Jerry Clements: Caren, you've been in private practice. You've been in a corporate legal department, your current work - government relations. [00:28:00] All of those things require strong communication skills, but what are your thoughts on the importance of communication in leadership development and becoming a leader in our profession?

Caren Lock: The question that you're asking about communication is a two-way street. Generally, in our line of work, what we're taught to do is to advocate. We are in the position of speaking.

I think it's equally important if not even more important to listen [00:28:30] just like what Justice Guzman just talked about. Listening to others is an integral part of communication. You're absorbing information. You're hearing it. You're processing it all at the same time. Sometimes, when I think about the line of work that I do, when I'm in a deposition like I used to or if I'm in a capital, if I walk out of a meeting or a deposition I spent most of the time talking, I don't think I've done [00:29:00] the process justice. I am there to advocate, but I'm there also to collect information.

When you're young as a lawyer, you want to be the one talking because you feel like you have so much great things to say. It's really important as you mature in the process to realize that listening is just as important.

Jerry Clements: Excellent point. I hope everybody was listening to that. Judy, [00:29:30] you've talked a lot today about the ability of lawyer leaders to effectuate change. Does communication play a role in that?

Judy Perry Martinez: Yeah. And picking up on Caren's point just now, I couldn't agree more that if you do speak, you should know what you're going to say and what you want to get across in terms of your point. The other energies you have should be spent on listening.

One of the sort of a tip that I'd share is that [00:30:00] before I give and it's a little bit more difficult in these remote worlds and online worlds, if I'm in an in-person setting and before I give any sort of talk or whether it's a conversational talk or it's a keynote, I try to get there 15 minutes early. I walk around the audience, and people are just starting to gather. They may be on their phones for the last minute doing some emails or some other things, but I really try to go introduce myself.

It helps me know the audience and learn a little bit about people. If I can meet 10 people, I'm happy. [00:30:30] It also helps me settle into the room. I think that's critically important in terms of a communication. When I know, when I get up, they're going to be people who are already saying, "I know her, and I think I know something about her. She came to see me." I think that's important.

Secondly, when you do talk like Caren said and use your time wisely, one of the most important things I think that you can begin to hone as a law student is the notion of story of self. It's the Marshall Ganz teaching. He was [00:31:00] a former United Farm Workers organizer who now teaches at Harvard Business School. It's the story of self, the story of us, and the story of now. It's about what you're going to do in a very few minutes if you have the privilege and the opportunity to talk and when you're not listening, and how you're going to communicate so that you can help people understand their connection with you.

That's two things to look into as tips or tools, but I think Caren's absolutely right [00:31:30] that listening is the most important part.

Jerry Clements: Thank you. Melissa, I went to Baylor Law School. Communication there through the advocacy program is especially emphasized. As I said earlier, I'm thrilled to see the importance of developing leadership curriculum in law schools, but what are your thoughts on how we teach our lawyer leaders to become effective communicators [00:32:00] when they're in law school? Maybe, they don't come to law school with that capability. They're smart. They have the academic qualifications and capabilities. How do you teach this at law school?

Melissa Essary: Well, Campbell is a little bit old-fashioned among law schools much like Baylor. We use the Socratic method in the first year. We freely use it, and students must stand on their feet. Sometimes, they're shaking. [00:32:30] We let them shake, but then, they need to articulate an answer to the question asked.

It may be wrong, but they need to work on that skill of speaking publicly in front of their peers. It has served me well. I was shaking in my boots in 1982, not my boots, but my shoes. But the process isn't necessarily an easy

one and not that every school needs to use a Socratic method, but to give students an [00:33:00] opportunity to speak, to speak articulately, to speak persuasively, but also to speak to clients.

I have the privilege to teach a course called Client Counseling. In that course, students do simulations with "fake clients." The first thing they want to do and it's already been said most of us as lawyers want to talk. They talk and they don't listen. This is an opportunity for me [00:33:30] at an early stage in our law student's development to teach the art of deliberate listening. It is hard for us to listen. It's difficult.

How are you going to hear your client's story or others who you serve unless you zip it up and really listen. When your mind may otherwise not settle into the moment, you've got to be in the now. You have to be present. It's [00:34:00] an interesting subject in and of itself. It's been mentioned by everyone.

I think it is a woefully underestimated skill that is necessary to be an effective leader, artful, deliberate listening.

Jerry Clements: Thank you. That's an excellent point. The next topic I want to go to is one of my favorite things we're going to talk about today because I've visited with you all briefly about this. I've heard some really interesting observations, [00:34:30] but I'd like for us to now turn to discussing based on your own experience really, what type of leadership styles work effectively for women leaders?

I know there's a lot of different views on this, but I think this is a really important question as we move forward toward the goal of helping develop women leaders and helping develop women lawyers who can become very successful leaders regardless [00:35:00] of which path they choose.

Let me start with Judy on this one. Judy, just based upon your own experience, your observations, what type of leadership styles have you seen that are effective for women leaders?

Judy Perry Martinez: I say to be true to oneself. Don't try to be something that you aren't or maybe that you see in somebody else that you're trying to be like them. It's not comfortable for you. It doesn't mean that we [00:35:30] don't aspire to be like someone else, but that we make sure that we can own it, embrace it.

Candor and honesty, I think a lot of women apologize too much too often. They start so many of their sentences with apologies or maybe this won't work or I'm not sure if this is on point. Drop all those phrases from your

vocabulary especially the word just, J-U-S-T. I'm just saying, I'm just going [00:36:00] to mention, I'm just... Drop those phrases from your vocabulary.

I also think just the matter of professionalism and ethics. There is never a time that I felt uncomfortable about being a woman who understood the value of well-placed emotion in terms of talking and listening to others. The art of empathy particularly is one that I think comes quite [00:36:30] naturally to a lot of women, not all. It is something that is so needed in our world particularly today. It is one that is often left in the briefcase and not brought and put on the table.

Jerry Clements: Great. Great observations. Justice Guzman, what are your thoughts on this particular topic, effective leadership styles for women.

Justice Eva Guzman: Every woman is different and some styles. [00:37:00] I think it's important to point out that we learn from our errors and our failures. We may try a certain style, and it didn't work. We find ourselves frustrated because we're not achieving consensus or not getting the results that we want. It's an evolving process.

As our audience listens to this, I hope that comes through that you start one place and you learn from those failures, from those errors, and you move forward. But I think a democratic style [00:37:30] for women tends to work well. One where you build consensus. One where you validate every male opinion around the room.

Sometimes, even let them take credit for the brilliant idea you just had, but it's more of a democratic style where you bring people together, and you get them to see you as someone who stands for ideas greater than you.

This isn't just [00:38:00] Judge Guzman, the woman. This is someone who's standing for the rule of law or these ideas that are much greater than anything she could stand for as an individual. You stand as a symbol to others in your work. I think that works better.

I have not heard men described as much as intimidating leaders, but I have heard that description about women. Again, women, we have to be very intentional in how we approach people [00:38:30] around us or you are seen as intimidating or too strong or too opinionated. It's a lot of work, but in some, a democratic style seems to work well for me.

Jerry Clements: Thank you. I certainly agree with the consensus building topic that you mentioned. I think that's really important not just for women leaders, but for all leaders, but that's just me. Caren, what do you think?

Caren Lock: I agree with Justice Guzman [00:39:00] about women having to be individualized. There's not one size that fits off for leadership. I'm thinking back reflecting on when I was a younger lawyer. I was a lot more hard charging. I spent a lot of time telling people what they needed to do.

As I've gotten more senior in my role and more comfortable in my own skin, I have come to the conclusion [00:39:30] that people will follow you more if you give them some type of say in the process. Just giving somebody a buy-in into whatever process or whatever project you're leading will give ownership to everyone.

Therefore, they're more likely to just go that extra mile rather than having been told that have to go the extra mile, but there is something to be said for knowing when to just draw [00:40:00] the line. That is something I'm still working on. Okay. This is it. I've heard everybody. Now, I got to make a decision. It's an evolving process just like what another panel has just said.

Jerry Clements: No. I think I think you're right. I think one thing that I learned during my 12 years as chair Locke Lord was that leadership takes a lot of time particularly in a law firm environment or a legal department because law firm environment, the structure [00:40:30] is very flat. There's not a CEO with everybody floating down from that.

Spending time with your partners, the communication piece of it, building consensus and then actually making a decision is a time-consuming process, but I think it was one that really is quite effective. Let me ask Melissa. Melissa, you have, I'm sure, thoughts on this. How do different leadership [00:41:00] styles work? What do you think is the most effective for women?

Melissa Essary: Like others, there's no one size fits all, but I have an anecdote. Early on, I made a decision as dean, and it was my decision to make. I received a very vitriolic lengthy email.

I wrote a tit-for-tat email late at night. I was [00:41:30] right, like Caren you alluded to a moment ago. I was doing a lot of talking in that email. I had my husband come in. It was late at night. I said, "Would you read this and see what you think," and being a diplomat, ever the diplomat my husband, he said after he read it, "That's really good, but I think you should sleep on it and see how you feel in the morning." Don't send it.

I did not send it. Instead, and my heart was beating fast. These [00:42:00] were in my early days as dean. I went up to the faculty floor to meet with the faculty member who'd sent this lengthy vitriolic email six-foot-four, former head of civil litigation at the Pentagon. I startled him by entering

into his office. I said, and I don't mind saying his name. I said, "Woody." I said, "If you'll get the daggers out of my back, I want you to know there's nothing we can't talk about."

[00:42:30] We had an hour-long conversation across the table. I think honestly at that point, his chin was still on the floor because I'd had the gall and the guts to come up and talk to him in person. At the end of the time, our time together, I said, "Look." We didn't agree. We didn't end up agreeing. That's okay not to have somebody agree with you. It's all right. We don't have to have every decision be a popular decision, but I did say [00:43:00] at the end of our time together. I said, "Please, no more long emails. Just, let's talk about it."

I became known as the dean not to send the long emails to, but to come talk to. I think that helped me a lot as a leader.

Jerry Clements: I love that story particularly the focus on one of the things we talked about earlier, and that is the ability to communicate I don't think emails are the greatest thing in the world for that particular quality and actually having a face to face [00:43:30] once we can start doing that again, of course, will be a very nice thing for sure. Here's a good question, I think, and one that's really important these days. I hear this from a lot of our young associates or young partners who are coming up through our organization.

How does everyone in a law firm or an organization on the courts, how do we make sure that women's contributions don't get discounted or that our team [00:44:00] members somehow, our women team members get overlooked? Judy, I'll start with you. You mentioned a moment ago on the communication side just take out the word just. Part of this is, I'm sure, how we communicate, but I'd love to hear your thoughts on making sure that as leaders that our women team member's contributions don't get overlooked or discounted.

Judy Perry Martinez: I think the first thing we can do and everyone here who's gathered can do is to watch [00:44:30] your example. I've been sitting here, Jerry, watching and observing you how you have validated at least one point from each of us in your role as moderator. I've been on lots of panels. There are a lot of moderators who don't do that. You have done it with extraordinary effectiveness and grace.

You bolstered us. You lifted us by just your comments. I think that's the one of the prime examples. I'll stop there. There's a lot of ones I can give, but thank you. If that's one takeaway [00:45:00] that anybody has from this program is to have watched you moderate.

Jerry Clements: My goodness. That's very kind. Thank you. I appreciate that. You're wonderful to make that observation. That's very meaningful to me. Let's see. Judge Guzman, I'll go to you next. I know you have junior members on the court. You have your clerks. I'm sure it's sometimes difficult for them to speak up when the entire court [00:45:30] is convened or when they're sitting in front of you. What are your thoughts on this particular issue?

Justice Eva Guzman: I think we have to make sure that the people's voices are heard. One way to do that if a colleague didn't speak up on an issue, maybe you go into their office like Melissa said, and you talk about that. You say, "Can we send an email? Can I help you get in front of this group?" [00:46:00] We lift each other up by making sure that when one of us lacks the courage to move forward with a position or a vote that's not carrying the day that we encourage each other to do that and find ways to do it creatively and constructively. Sometimes, opinions change.

Jerry Clements: Caren, I know [00:46:30] you have led teams over your career and continue to do so. What techniques do you do to avoid having somebody that can be very bright, but maybe is a bit quieter or not quite full of the confidence that others possess who are willing to speak more freely? How do you deal with this issue?

Caren Lock: One of the best things that we as women can do is to help other women. For example, if you're [00:47:00] in a meeting and somebody makes a point, another one of your female colleagues makes a point, but a male colleague cuts in or tries to take credit for that idea, the easiest thing for you to do is to repeat that point and say, "I really appreciate that, Judy." Your point about X, Y, Z, it's very subtle, but you don't have to confront the male colleague.

But turn it around and give your female colleague [00:47:30] or even a young associate or a young lawyer in the law firm that opportunity to, oh, wait, somebody else said my name. Somebody recognized my point. You have achieved both without confronting the offender as well as giving the young associate, a young female associate the opportunity for recognition. It's simple. It doesn't cost you anything.

Jerry Clements: It's a great point. I wish people [00:48:00] would do that more often. I will say that and someone mentioned earlier having male mentors who have been quite significant role players in our careers, if we can also encourage not just women to speak up for other women, but men speak up for women, that really sends a strong message across the board if it's not always just on us to do that.

We hope that as [00:48:30] law firms and organizations continue to evolve and have training on these kinds of things, that will become a point that is pretty widespread characteristic of people who are bringing up new leaders. Melissa, you have additional thoughts on that whether in the academic world or the private sector.

Melissa Essary: Probably from my time teaching employment discrimination law and learning about implicit bias where we know they're [00:49:00] still among other isms, sexism. You mentioned training, Jerry. I'd be interested to know what your firm has done. Judy, yours as well, about the topic of implicit bias, meaning persons who might discount what a woman might say don't even know they're doing it. It's an implicit bias.

How do we overcome that societally? I don't have long enough to speak to opine on that, but that [00:49:30] is a very real issue that we must tackle as a society, racism, sexism, implicit biases that we all have.

Jerry Clements: Well, and that's a great point, Melissa. I know at Locke Lord, we are very fortunate to have another former ABA president as part of our organization. That's Paulette Brown who either has spoken yesterday will be speaking as part of this seminar [00:50:00] which I'm thrilled about. Paulette serves as our chief diversity officer at Locke Lord.

She has been talking about implicit bias probably since the first day I met her when we did a merger with her former firm back in 2015, I think. It's really great to have somebody that is focused on this issue within your organization with intentionality. That is their job.

[00:50:30] Now, I know every organization, every law firm can't afford the luxury of having a chief diversity officer whose focus is just that, but it certainly has been a really wonderful thing for our organization not just over the course of the last few months, but really for the last several years that Paulette has focused on the implicit bias issues and the training that goes with that.

I want to move to the next topic and keep us moving [00:51:00] here because we've got several more things we want to talk about. This one, I'm going to start with Caren on this one for obvious reasons, but I know corporate law departments, theme in my observational perspective, I may be wrong, to do a better job with diversity and inclusiveness.

That's just my perspective, but I don't think law firms do very well on this issue at all. We need to do better, but Caren, tell us about how corporate lawyers can [00:51:30] support diversity and leadership?

Caren Lock: Well, I'm very proud to say that my company, TIAA, really has been leading the charge on this issue many years ago even before we started really recognizing and leaning into diversity inclusion as a stand-alone department. Our company actually went out of their way to create an agreement with outside counsel that they must [00:52:00] provide meaningful work for a woman or a person of color or gender identification and that yearly, they would audit and provide a summary of what they have done.

They got graded. Over a period of time, that's how we were able to select our list of outside the council. That list is there for all the lawyers within the company to use. They become almost preferred vendors. Then, the only [00:52:30] way for you to get to that level is to go through the vetting process, a test that you will do X, Y, and Z and most importantly have your feet held to the fire and actually do it.

I think the only way that we can see change is to come from all sides, but sometimes a little nudging doesn't hurt from your clients. The company, my company is really very proud of what they have done in that regard.

Jerry Clements: And I will say speaking [00:53:00] from the perspective of leading a law firm who has been given the opportunity to make those kinds of changes by their corporate clients, it's a good way to effectuate change. Judy, I'm going to go to you because I know the ABA has done quite a bit in this area as well, but what are your observations both about corporate law departments or your organization and effectuating change, improving diversity and leadership in law firms in particular?

Judy Perry Martinez: [00:53:30] Well, the ABA Center for Diversity in Inclusion is one of the most dynamic parts of the ABA and certainly has available on its website for people to examine and to sign up on the pledge for diversity which really puts front and center as Caren said a true commitment whether for in-house departments or law firms about what they're going to do to take concrete steps and give them the resources they need in order to assure diversity.

We just [00:54:00] finished a four-part series with Dwayne Morris in fact, and Paulette was involved, Black lawyers in America. We're coming out with a toolkit for law firms and law departments to follow up on that, but the constant drum beat, it has to be. I can tell you from my experience 12 years in-house in the aerospace and defense industry that no one years ago thought would be as diverse as it is.

I was at a company Northrop Grumman that was the C-suite [00:54:30] when I was there was majority people of color and women. The law department management team was majority women. That was the way it

was. And all of us were engaged. It was a true commitment in integration of that commitment throughout everything.

I think that's what it takes. I think it's going to take a lot more to get us to where we need to be, but in my book, there just literally is no excuse why lawyers across the country aren't [00:55:00] leading on this on a day-to-day basis.

There are so many resources available such as LCLD that Robert Grey, another ABA president runs, and the ABA and so much more.

Jerry Clements: Judge Guzman, what have your observations been from the bench as far as seeing the change that's been effectuated by corporate legal departments?

Justice Eva Guzman: Well, I start with the premise that diversity, I think, is an essential component of a fair and impartial [00:55:30] judiciary. When we begin to value diversity as something that is transformative for our justice system, then I think you begin to see real change.

Right now, 23 state supreme courts have all white justices. I'm not sure how many Latina justices on state Supreme Courts, [00:56:00] maybe less than five. I think it's three actually. Corporate law departments have a role though. You are the leaders in our communities. You have the ability as corporate legal departments to use your resources to bring awareness to the issue, to highlight the importance of diversity, to ensure that you support candidates that bring not only the necessary skill set but [00:56:30] that brings some diversity to the bench.

I think it's something that we do well in Texas, we can do so much better, but we work well within the bars and within the legal community, within the corporate law departments to highlight the issue of diversity, to put together conferences, minority attorney conferences, all of these things that we can do together to continue to impress on all of the [00:57:00] stakeholders in our system the importance of diversity.

Jerry Clements: Well, and just for those of you who aren't from Texas, in Texas, we have an elected judiciary. I think it's really incumbent on all of us who have the ability to persuade women and people of color to run for our judicial positions that's really critical because it's the part of the political process here in Texas. I know other states do that as well, [00:57:30] but we're thrilled to have Judge Guzman on the court.

I will tell you she is a fantastic representative not only of the Texas supreme court and our strong judiciary, but she does so much for not only the legal community, but the minority legal community. We're very appreciative of that, Judge Guzman. Melissa, you probably have the

occasion to work with corporate legal [00:58:00] departments in your role at Campbell, but have you seen the corporate legal departments play a role in effectuating this change that we're all talking about needing so much?

Melissa Essary: I have to confess relative ignorance on that topic. I will defer to each of you in particular Caren. I do want to talk about diversity generally at law schools. That can be seen in our student population where we now have as of this year, 30% of our students are students [00:58:30] of color.

Roughly 52% of our students are women. Can we think how different this is, ladies, from when we went to law school? When I began as dean in 2006, 15% of deans of the roughly 200 ABA accredited law schools were women. I was one of the 15%. That number this year is now 35% women deans.

That's [00:59:00] a lot of change in a very short period of time. 14 years, more than doubling. Many of those women are women of color. That hasn't happened by accident. I think back to Judy's discussion of the ABS's dynamic initiatives in this area, purposeful intentional steps to create the pipelines and Seattle university has a program every two years for women and minorities who are seeking law [00:59:30] school leadership positions to help encourage them, to give them skill sets, to tell them they can do it. They can do it.

It's really inspirational to see the efforts of all of you in inclusion and diversity and, frankly ultimately, making our world and our society a better place. We have to do it. I don't think we have a choice. It's a must. It's a moral imperative.

Jerry Clements: That's great perspectives from each of you. It's [01:00:00] so nice to have the corporate legal department's judiciary, the bar associations and law schools represented because I think each of those areas have done extremely well and supporting improved diversity and leadership roles.

I think the area that still needs some work is the law firm. We are continuing to look for ways within [01:00:30] law firms to improve our diversity particularly the number of our diverse partners and to retain both women and people of color in law firms. It's very challenging.

I used to blame it on corporate legal departments because as Caren said, they would ask us to make sure we had diverse team members and associates and partners. Then, we found oftentimes they would work with our [01:01:00] diverse lawyers and end up hiring them away from us.

I would be very frustrated by that because we would always get graded on our diversity numbers, but then, I realized I was looking sort of in the

wrong direction when I blamed the corporate departments for stealing away our great minority lawyers and women lawyers and lawyers of color.

I started asking myself why are we not able to keep them? Why are they even looking for an opportunity [01:01:30] in a corporate legal department? We're doing something wrong in law firms. I think that's a discussion that we really need to continue to have. If you are in law firm leadership, think about that.

There's a reason that our minority and women, people of color retention rate is low. We really need to address that. I don't know. Judy, I'm sort of rambling now, but I know that's a topic [01:02:00] near and dear to your heart too. Do you have any other thoughts on on that?

Judy Perry Martinez: We are not making progress. There's a, I think it's a 1984 article that was written by Robert Clayton who was the associate Dean at Tulane at the time. Tulane's my alma mater. Talking about the percentage of persons of color who were in the ranks of partnership, equity partnership and it's not even inched up, barely, barely a little. That's [01:02:30] too long ago.

That has got to... Excuse me. The article I think was 1994, not '84. But we've got to make more progress. We've got to figure out what's wrong. I think we do know what's wrong. I think we just have to have the honest conversations that have to be had.

I will suggest to you that the organized bar has, in great part, changed and made progress. If the organized bar, those institutions of [01:03:00] centuries can do so, so can law firms. The ABA last year when I was president, they were four out of six officers were women. And of those two were women of color. We just celebrated Trish Refo, the president this year, is the 10th woman of the ABA. In fact, we just got all together to do a video that I think has been posted on the website about voting rights, that all the 10 women, former ABA [01:03:30] presidents got together.

But to use Judge Guzman's words, it has to be intentional. On the ABA board of governors to this day even though we reviewed it in two different decennial reviews of governance, there are still slots for women. There are still slots for persons of color. There is a designated seat for disabilities and for LGBTQ colleagues.

That was not taken away because when we [01:04:00] had that honest conversation, we realized that we were so fortunate to have those voices in the room, and we could not do otherwise in service to our members in the public than to make sure that those seats are maintained until it is no longer a question.

Jerry Clements: Just a little bit of an anecdote as well. When I took over as chair of Locke Lord, it was 2006, and at the time, I think [01:04:30] there were only two or three women who were chairs of Am Law 100 firms in the country at that time. Regina Pisa was one at Goodwin Procter, but I always joked. We had a big meeting in May that was sponsored by Brad Hildebrandt and later Thompson Reuters. They invited all of the Am Law 200 global law firm leaders [01:05:00] to that conference every year out in California.

I used to joke that the breaks were wonderful because the line at the ladies room only had about two or three people in it at the time. Obviously, I was being sarcastic and not really funny because it was sad.

When I stepped down as chair of Locke Lord in 2018, the line was a little bit longer, but not long enough. I look forward to the day when at those kinds of conferences, there's as long a line at the ladies room than there is at the men's [01:05:30] room, but hopefully, that'll be sooner rather than later.

The other topic I want to be sure we get to is one that I think is really, really important these days because it's sort of on us, this piece of it, but I'd like for you all to discuss how we as leaders and people in leadership positions, how do we have conversations that [01:06:00] are affected conversations that are two-way conversations, that are listening and hearing and talking at the same time without making it either confrontational when it's not necessary to do so, but successful in our goals?

How do we have a conversation about promoting diversity and change and improving leadership opportunities for women and minorities [01:06:30] in the various respective organizations or parts of the legal profession that we are in?

Judge Guzman, I'm going to start with you on this because I've actually heard you talk about this from time to time not only in this panel as we've prepared, but in other venues as well. Your thoughts are very good on this. Unfortunately, you've had a lot of experience at it too. I'll start with you. [01:07:00] How do we have those conversations as leaders to effectuate this kind of change without causing somebody to stomp out of the room, I guess?

Justice Eva Guzman: Well, I thank you for the question. I have had over the course of 20 years on the bench the opportunity to make a difference in a lot of areas. One of those areas is the diversity or the composition of various boards and [01:07:30] task forces and commissions.

We have to bring awareness to the issue. I've not found that part to be a difficult conversation. I guess along the way, maybe someone has said, "Well, why do we need diversity? Are you going to have four African-American or black?" No.

We begin with why is diversity important to this particular committee. Well, because they're making rules that impact people from all walks of life and people from [01:08:00] different genders and people from different ethnic background. You make the case why diversity is important. Then, you just insist.

I'm not approving this until I see a committee, a commission, a task force that's more representative of the people we serve not had anyone walk out of the room because I think they're open to it. I mentioned an [01:08:30] example recently where the board is 20/20 and the slate of officers is entirely white. Nothing wrong with that, but we serve a more diverse community. It was a simple conversation. Have you all looked at the composition of the board?

Oh my gosh, we hadn't noticed it. There hasn't been a Hispanic officer in the history of this organization. No one had noticed it. It's important to have the conversations insist [01:09:00] on it if you need to. But most of the time, people are so willing to make changes that are more representative of the communities that we all serve.

Jerry Clements: Thank you. Melissa, how does that look within academia?

Melissa Essary: Well, we have to thank the American Bar Association and the accreditation process because our feet are held to the fire every 10 years when we as law schools undergo re- [01:09:30] accreditation visits and reviews. One of the accreditation standards requires us to use all effort to hire diverse faculty. I don't know when that accreditation standard came into being, but if anybody disagreed, there wasn't much they could do about it.

I'm guessing probably 20 years ago. Judy, do you have any idea when that's...

Judy Perry Martinez: [01:10:00] I don't know the exact date. I apologize. [crosstalk 01:10:02].

Melissa Essary: Well, but the good news is it's impacted. It's affected a lot of change whether willing or unwilling. It has diversified as it were faculties across the country in law schools. I don't know if that answered your question.

Jerry Clements: No. It absolutely does. Caren, what about within legal departments? How do you approach that topic?

Caren Lock: I [01:10:30] think Justice Guzman's right. Sometimes, if you're fortunate enough to be in a position where you can ask the questions, then you should. It's your responsibility to ask the questions. Often times, you have to approach it knowing that maybe the other person that you're asking the question hasn't even thought about it. Don't walk into it assuming that the individual chose not to be diverse or hiring diversely or bringing [01:11:00] somebody diverse onto the team.

But if you're in that position and you're in a very privileged position to be able to ask that question, then you should. That is across everything I do, not just in the legal department, but on boards that I serve. I want to know. Have we ever had somebody who's LGBTQ? Have we had a Latina? Have we had Asians? Have we have African-Americans?

Women, you can kind of see just because of the composition, but it's difficult [01:11:30] sometimes to tell just looking at a history of a roster knowing whether or not somebody is from a minority group. Certainly, I think you definitely cannot tell if somebody is LGBTQ unless they self-identify. It's incumbent upon us to ask those questions because somebody helped us along the way.

Jerry Clements: Judy, I'm sure you had a lot of experience with these kinds of discussions. Have you approached it?

Judy Perry Martinez: [01:12:00] Looking to your firm, into Paulette when she was ABA president, she really worked hard and put in place a requirement for all of our CLE panels to get approved. You need to have diversity at an ABA program.

We had done that in the young lawyers division many years ago, but did it informally without a policy per se and I will tell you that I remember one time I was putting together a first amendment panel. I said, "Where's the [01:12:30] person?" But then it was, "Where the minority?"

The people who are organizing kept telling me. I was cheering young lawyers back then. They kept telling me, "Well, we looked and we couldn't find somebody. We looked, and we couldn't find somebody." They came back about the fourth time when we said, "No one will get reimbursement without it." They came back with a associate editor of the New York Times as I recall. You can figure out who that was.

Paulette took it to a different level. It remarkably so. She [01:13:00] made it a policy. She made it something that was now everybody in the association leadership owned it. I applaud her for that effort. It has proven to be over and over again, something that has improved the quality. It's

improved the people we can reach out to. It has been remarkable in what it's done for the program.

I know that is not ever an easy battle in any institution because [01:13:30] you're taking a slot. Some people see it as taking a slot away from somebody else. I think one of the things that we have an obligation as women to do as whether we're women of color or not is to never forget our colleagues with disabilities, our LGBTQ colleagues, native American women and to make sure that when we've done something like you've done and been in a position or I've been in a position that, at some point, we realize it's time [01:14:00] to step aside and let somebody else take it. That's something that we don't see a lot in a lot of circles. We really have to make sure we're doing that.

Jerry Clements: That's a great point. Just two observations. Paulette brown is a force of nature, for sure. Secondly, just from the perspective of law firms, so many times, in law firms, important leadership roles are decided by the [01:14:30] person who has the most business, the most client revenue.

When you're trying to bring up leadership opportunities for women and people of color, that can be really challenging because, Judy, you're alluded to it. There's an expectation of, "Well, I'm the next whatever."

What I found is you have to just sort of change that paradigm. You have to go talk to that person and say, "Look. [01:15:00] You're really good at what you do. You need to keep going out there and bringing in client business," but I'm going to put this person in this role right now. If you talk to them, they're always disappointed because we have this law firm paradigm of the big business generator is the person that's going to get the important roles in the firm.

So long as that's the paradigm, it's going to be very difficult for up-and-coming leaders to break into important leadership [01:15:30] roles. I just encourage any of you out there that are with law firms to think about that paradigm. I know we thought about it a lot at Locke. I was fortunate ... I probably upset some people along the way, but I really felt like it was the right thing to do.

Sometimes, we have to just do the right thing. As a leader, know you're going to get some heat for it, but wake up the next morning and be like, "Damn, I'm [01:16:00] glad I did that. I feel so good about that." I encourage everybody do the right thing. We know what that is.

Sometimes, you have to shake off those old customs particularly in law firms, but it's great to see. I'm very proud as I look back now as the former

chair of our firm to see the women that have been coming up into important leadership roles. I encourage everybody to do that.

I'm going to stop talking. Leah, we've only got... And, Pat, we've got a few minutes [01:16:30] left. I know we wanted to save some time for questions for this fantastic panel that we have today. So I guess I'll ask if there are any questions that have come through over the chat line or how we going to do that?

Leah Teague: Let me jump in and ask one question. Jerry, I'm going to start with you because of your experience, but the questions for the panel. We talk about women leaders and what strengths and weaknesses perhaps do we have. One of the things that comes to mind is vision. [01:17:00] Jerry, I'm going to pick on you for just a minute because I knew you when you were with Morris Harrell in a smaller law firm in Texas. Then, there were the mergers to Locke Liddell, Sapp and now to a global law firm.

I'm in an amazement of how and you are the leader during that, but vision, I think it works so nicely with the other pieces of the conversation, courage. I think sometimes women we are afraid [01:17:30] to step forward. We may have the vision, but how do we have the courage to really step forward. Then, the gumption, the grit, the resilience to do what's necessary especially as a woman lawyer in a still male dominated and white male dominated profession.

If you could speak to that and then each of you in your own regard without a doubt vision in each of it. It ties back to your very first question about best challenges [01:18:00] and overcoming them.

Jerry Clements: I'll just be really quick about this, Leah. I mean it's one thing. You get the job. You get the leadership role, but then you wake up and say, "What am I going to do with it?" I just knew in 2006 when I took over, we were a Texas firm that had basically four offices.

I knew that the legal industry was changing. If we were going to be successful, the firm, we had to change with it. Mergers were [01:18:30] a big part of that vision for me. Lawyers, as we know, don't like change. They hate change. Pulling our partners along to accept this opportunity to grow our firm into what became as you said an international law firm with offices really all over the world and now, we have 23 offices, it just takes some time, but you've got to know where you're going before you start going there.

When you get the job, figure [01:19:00] out what you want to do with the job and then go for it.

Leah Teague: Others? Who else wants to speak to that?

Judy Perry Martinez: I'll chime in and just say I think the beginning of vision is asking what if and why not. I think it's so important to allow ourselves particularly in the institutions in which we [01:19:30] work whether it's the courts or a law firm or in-house department or an organization to ask what if and why not and always as a priority when answering either those questions to have the good of the public, the public good at the forefront of your considerations.

Melissa Essary: I have a favorite quote. Dream no small dreams for they have no power to move the souls of men and women. [01:20:00] Dream. Envision. Create. Innovate. You can look at vision as identifying challenges which may be problems or maybe it's just opportunities that when you open up your mind, holy cow, as you said, we can do this. It's going to take some work. It's going to take collaboration, teamwork, grit, resilience, all of the above, but we can get this done.

I will add one thing that [01:20:30] hasn't been said here. When you're in the throes of leading, it can be so much fun. Can we just all agree with that, right? Getting it done collaboratively with others. Oh, my goodness. It's joyous.

Leah Teague: That leads to one more that is always as a panel of women leaders, you're always going to get this balance. Judy, going back to something that you said in your address, we all have seasons of [01:21:00] life. There are times where we have different perspectives and different priorities based upon what we were doing.

But, Jerry, I might ask as you all are closing out, if anyone wants to speak to that as well. One more shout out. Caren, we had in the chat, a law student that you mentored way back when, we'll send that message to you.

Caren Lock: Okay. I want to follow up though on your comment [01:21:30] about depending on what stage of life you're at, your focus will be very different. It's good for young law students to realize that going into the profession that you can't have at all at one time.

You can be a really amazing lawyer, and you can be an amazing wife. You can be an amazing mother. You can be all of those things, but it's really difficult [01:22:00] to align them all at one time. But just be very thoughtful and recognize that, hey, there are all these facets of who I am individually. I need to work hard at being good at all of them.

But, sometimes, you have got to cut yourself some slack. We women are so hard on ourselves. Oh, I didn't make a three-course meal every single day. I'm lucky to sometimes get takeout. Maybe, sometimes, we had this

rule [01:22:30] of the house. We call it a free spirit day. Free spirit day at the house was a day when I just couldn't get it together. You keep anything you want. I won't say a word. Free spirit day. Practice that.

Judy Perry Martinez: Caren, about the balance issue and about not having it all at once, sometimes, we have to look, I think, to places where we would not expect to find those answers and to find that confidence building. I remember being a young lawyer [01:23:00] preparing for trial, and the senior partner on the case, his wife died of mesothelioma. He had five children under the age of 14.

I can remember him walking into depositions at the beginning of depositions after that and saying, "Ladies and gentlemen, today is the day before David's birthday, and somebody has to buy him a present, and I'm the person. I'm the only one. This deposition will conclude at 4:30, so I can make it to Toys-R-Us by 5:00. No one said a word.

He taught me that it's okay to say those things. I'm forever indebted to him that he taught me that it's okay to say those things out loud. We all have those moments to your point when we need others, we need support, and we have to be able to feel confident enough to express that.

Patricia Wilson: Well, I want to thank all of you all for being part of this panel. Our time is just about up. We have a reference to a comment that came specifically [01:24:00] to Caren. It comes from something that you all said at the beginning.

I'm just going to go forward and read it because I think that everyone should hear it. What it said is, "I want to thank Caren Lock for being a mentor to me right before I started Baylor Law myself. I was an intern at the law firm where she was working. She gave me encouragement that I could handle Baylor and to be a lawyer. Thanks, Caren."

That's the importance of all of us in a position to mentor to actually go forth and mentor. [01:24:30] Once again, thank you to all the women on the panel. This has been a fantastic discussion. We very, very much appreciate you all being here.

Jerry Clements: Thank you, Pat. Thank you, ladies.