

How to Build Diversity and Inclusion In the Corporate Legal Team

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Building a Diverse and Inclusive Legal Team is Essential to Obtaining Superior Results and Requires Leadership

Introduction

There are plenty of articles available that provide the business case for why diversity in the corporate work force is the right thing to do.¹ This article, however, is intended for the general counsel or in-house legal team that has already reached that conclusion. For those, this article provides a blueprint on the “how to” of building diversity and inclusion within the corporate legal team (the “corporate legal team” refers not just to employees of a particular enterprise but to external resources, such as outside counsel).

To maximize the value of the suggestions in this article, law departments should not limit the definition of diversity to the traditional protected classes, rather diversity and inclusion should encompass all differences - an infinite range of individual characteristics such as background, education, life choices and experiences. When combined with the necessary legal skills, these differences facilitate a collaborative and creative approach to identify better alternatives and solutions to legal challenges.

We have chosen an approach that focuses on four areas: **(1) creating the internal environment; (2) building your brand and reputation that the enterprise is committed to supporting, promoting and making decisions (in part), based upon diversity**

¹ Denchant, K. and Robinson, G., *Building a Business Case for Diversity*, The Academy of Management Executive, August 1997; Osborne, E., *The Deceptively Simple Economics of Workplace Diversity*, 21 J. LAB. RES. 463 (2000); Brayley, D. and Nguyen, E., *Good Business: A Market-Based Argument for Law Firm Diversity*, The Journal of the Legal Profession, 2009, 34 J. Legal Prof. 1; Marcus Robinson, Charles Pfeffer, and Joan Buccigrossi, *Business Case for Diversity with Inclusion*, (2003), wetWare, Inc. Rochester, NY.

http://workforcediversitynetwork.com/docs/business_case_3.pdf;
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<http://www.bizjournals.com/washington/stories/2010/06/21/focus1.html>

and inclusion; (3) building a talented and qualified pipeline of diverse professionals; and (4) retaining, promoting and developing diverse legal professionals.²

In evaluating the suggestions in this article, the reader must balance the time commitments of the proposed activities against the work required to achieve the primary objective: high-quality legal services for your clients. We firmly believe that diversity can be achieved or improved regardless of law department size, location, work level or budget. All law departments are not the same, and therefore legal professionals should adopt the ideas or examples in this article that best suit their department’s work, size and budget. We strongly encourage our legal colleagues to invest resources in this endeavor. But of equal, if not more, importance is leadership. The successful ideas and examples in this article are largely the result of focused, bold, risk-taking measures by leaders. Without courageous action, meaningful improvements in the legal diversity landscape will remain illusive.

Creating the Internal Environment for Diversity and Inclusion

Commitment from the Top is Critical

Building a successful diversity and inclusion initiative depends entirely on visible and active support from the very top of the organization. Ideally this support should begin with the leadership team of the broader corporate entity. In most cases, this is not difficult because boards and CEOs have learned that to be successful they must have diverse and inclusive organizations. However, if this is not the case, and the enterprise as a whole has yet to take a proactive view of diversity, there is no reason that the law department should not take the lead toward that

² Throughout this article, reference is often made to legal professionals instead of “lawyers,” “paralegals,” etc. In this new in-house world, subject to the rules of professional responsibility, these lines are and should be blurred with work being allocated to the individuals and teams who have the best ability to efficiently and effectively accomplish the work with superior quality.

end. Any general counsel who wants to be successful and generate superior legal results will be an active proponent of diversity and inclusion. As superior results materialize, other executives within the enterprise will want to achieve similar successes and will follow.

It is also imperative that the leadership of the legal team be actively and visibly involved in diversity efforts. Employees watch their leaders closely and will make efforts to emulate what they see. To the extent the enterprise has executive sponsors for employee resource groups, the general counsel should be one. To the extent employee resource groups do not exist, the general counsel should push for their creation. The general counsel should also actively and visibly engage with diversity organizations and leaders in the community to obtain opinions and insights to improve diversity efforts. As the program develops and is successful, the general counsel should also participate at diversity events and on panels at various conferences. Finally, the general counsel needs to be a signatory to the Minority Corporate Counsel Association's corporate "call to action" and other similar public commitments to diversity and inclusion. To see a list published without your company's name on it is detrimental to all diversity efforts.

Create a Task Force/Diversity Committee

A good first step is to create a task force of law department managers and other high potential diverse legal professionals. In assembling the members of the task force think expansively about who would bring diverse ideas and talents. The task force's objective is to evaluate best practices and make recommendations on how to develop and execute a diversity strategy. Two of the task force's early recommendations are likely to be developing a departmental policy on diversity and inclusion and establishing a standing diversity committee. Both of these are the foundation for your future actions and activities.

You Need a Diversity Policy Statement

It is very important that the law department have a policy on diversity. The policy can be a part of a broader company policy or unique to the department. Either way, it needs to be a public statement defining the department's position on diversity and inclusion. At a minimum, the policy should cover: (1) the definition of diversity and inclusion; (2) the importance of diversity from a business perspective; (3) the identification of key high-level strategies the

department will follow to foster diversity and inclusion; (4) the creation of a standing committee on diversity and inclusion; and (5) the department's policy of retaining outside counsel and how diversity and inclusion will be factored in and measured in this process.

The law department's standing committee on diversity and inclusion becomes the resource to accomplish the items referenced in the policy statement. The committee should be populated by recognized leaders (leadership does not necessarily equate to management) and high potential employees within the legal organization. It should be diverse and include professionals at all levels, including those who report directly to the general counsel. It should meet at least quarterly with the general counsel. Annually, it should create a strategy, with specific, time bound and measurable tactics, of what the department intends to accomplish that year with respect to diversity and inclusion. Because these efforts are so important to the overall success of the entire legal organization, they should be incorporated into the department's overall annual objectives or strategic long-range plan. Finally, this committee will be the clearing house of events and issues that come up during the year and will put structure around them so that decisions are not *ad hoc*, but rather are thought through and integrated.

Diversity Education and Training is Valuable

As you work to establish a culture of diversity and training within your law department, it is important to ensure that your team understands what diversity and inclusion means as it has been defined for your organization. It is important that everyone is reading from the same play book. An effective way to achieve this goal is through diversity education. Most companies, generally through their Human Resources departments, provide some form of diversity education. Such training is beneficial, and all employees in the legal department should participate – with active support and attendance from the general counsel and the other leaders. These programs should be structured to provide a robust discussion and understanding of what is diversity, why it is important to the success of the company (for the culture, acquiring talent, generation of ideas, the business, and serving and reaching customers), should stress the importance of being self aware and learning about others and the responsibilities leaders have in helping the company become more diverse and inclusive.

Diversity Needs to be an Element of the Performance Management Process

It is often a challenge to ensure the legal organization understands that efforts to advance diversity and inclusion are not “extracurricular,” but are an important element of one’s job and a foundation of the department. One way to accomplish this goal is to have specific objectives established for the direct reports of the general counsel and include them as a component of their annual appraisal – with an impact on compensation and promotional opportunities. In addition, all supervisory personnel should be evaluated and rewarded, in part, for their effectiveness in recruiting, retaining and developing diverse employees. If this is part of the tangible paper evaluation, individuals take it more seriously than if it is just brought up as a side note during an appraisal. With these objectives in place and at these levels, the message will cascade down throughout the organization.

Ways to Build the Brand and Reputation for Diversity and Inclusion

Once the law department establishes its commitment to diversity and inclusion, this commitment now needs to be projected to the outside world. Sending a strong message of the law department’s and the company’s commitment will assist in developing a pipeline of potential diverse candidates and will also ensure that the department’s vendors and firms are aware of its importance.

Strategic Partnering and Sponsorships Create Visibility

The opportunity to sponsor and participate in diversity events will be plentiful. However, the diversity committee should evaluate carefully, choosing only those events that are best aligned with the company’s and the law department’s diversity strategy and objectives. Make sure that to the extent the department is a sponsor, purchases tables or participates in diversity functions and events, its involvement should extend to major affinity groups, consistent with the strategy, and not just one or two or those most identified with particular members on the diversity committee.

In addition, if an event or dinner is sponsored, it is imperative that the department have attendees, preferably at the leadership level, and any table purchased has to be fully occupied. Outside counsel and primary vendors should be encouraged to participate. One way to strongly encourage

participation is to include, as part of the employee’s performance objectives, that the employee attend at least one such event per year. Employees will understand the department’s diversity commitment and believe they are assisting in the success of the strategy. Otherwise, the same group of people will end up attending these events and your message of commitment is diluted. All attendees should maximize the value and opportunity of these events. They should work the room and exchange business cards. Also, in-house attendees should always follow-up shortly after the event with any attorneys or others who were impressive and who may be valuable resources as outside counsel, diversity recruitment connections or future employees.

When attending these events, it can be advantageous to determine whether attorneys from firms the company works with are also attending. At several national conferences, MassMutual has sponsored a separate smaller targeted dinner or a reception and invited the attendees from the major firms with which it partners. MassMutual has also conducted an annual dinner in Hartford for all of the attorneys (associates or partners) of color from the major firms it engages in that community. These receptions/dinners are very important and should be attended by the leaders of the in-house law organization. A short presentation providing an overview of the business of the company, the legal work with which it is involved and how the law organization is structured allows the attendees to consider ways in which they could support the company. This event also provides a unique opportunity for the attendees to “sell” their services to the right leaders of the in-house groups in attendance and, very importantly, allows the in-house leadership direct access (not intercepted by relationship partners) to diverse attorneys whom they may choose to retain on future matters or as potential hires into the company. Efforts to make these “skip-level” interactions are very valuable and all of these “key contacts” should be tracked for future interactions.

Another tool for branding the in-house law department’s diversity efforts is to have lawyers from the company participate in or on the boards of major legal diversity organizations in the state or at a national level. The company should cover the costs of the membership fees and participation should be tailored to the areas of practice and location(s) of the in-house legal activities. Microsoft has found significant value in its team members holding leadership positions on key committees and boards in influential organizations including the American Bar

Association (“ABA”), Minority Corporate Counsel Association (“MCCA”), Leadership Council on Legal Diversity, Corporate Counsel Women of Color, National Bar Institute, National Asian Pacific American Bar Association and the Hispanic Bar Association. For MassMutual, the Massachusetts Woman’s Bar (“WBA”), the Massachusetts LGBTQ Bar Association and other broad encompassing diversity groups such as the Lawyers Collaborative for Diversity in Connecticut or the Boston Lawyers Group in Massachusetts can be valuable. MassMutual has also offered the use of its facilities for meetings of the WBA’s annual meeting and has hosted and sponsored fund-raising events and membership drives of the WBA and other minority bar associations.

Hosting an annual lunch or meeting with leaders of the major legal affinity groups in the state/community can also be valuable. Law department leadership attendance at this meeting is critical, but efforts should be made to get the CEO of the company to attend as well. The purpose of the meeting is to outline the company’s commitment to diversity, identify the actions to support this commitment and create a “brainstorming” session with the leaders of the affinity groups on what the company can do to improve. The presence of the CEO at such an event is very powerful because it communicates what is expected from the law department with respect to diversity and inclusion and that diversity is a priority. This setting is also where a number of good ideas to advance diversity can be generated.

Law Schools and Internships Can be of Assistance

Activities involving law schools provide another avenue to promote the law department’s diversity and inclusion strategy. However, activities at the law school level typically have only “long-term” returns as most corporate law departments do not hire directly out of law school. For example, hiring diverse summer interns can be valuable, but probably should be done only at the first-year level – otherwise you are robbing the intern of his/her best chance to obtain a great job by being a second-year intern at a major firm. However, for a first-year student you may be helping them land that second-year summer associate position given that a reference from a major client of a significant law firm can be incredibly powerful. Assisting interns with interview training for such opportunities is also advantageous. While law school diversity externship programs have little downside, these efforts require a time commitment from in-house lawyers and paralegals to work with the students. Notwithstanding these additional

efforts, such programs are an effective way of projecting the company’s reputation for supporting diversity in the community.

One action that MassMutual has found very valuable is jointly sponsoring a summer associate with a major Boston law firm with which it works. The value of this Fellowship is that significant law firms have access to incredibly high-caliber students – usually better than any corporation. The program is valuable to the sponsored student who spends a couple of weeks at MassMutual during the summer and obtains a unique perspective of what it is like to work for and with a client. Such a program allows the company to have its leaders participate in some of the summer events at the firm. This opportunity is beneficial because law students at high-quality schools, other summer associates and associates and partners at the firm will observe the company’s commitment to diversity. The program also enables the company to develop relationships with attorneys at the firm who may at some time choose to leave private practice. If these relationships are successfully put in place, their first call for an in-house position will be to the people at companies they know and companies that have demonstrated externally their commitment to diversity and inclusion and have shown that the opportunity for advancement exists. Finally, MassMutual has found that advertising this Fellowship co-branded with its Fellowship partner in the program at diversity events distinguishes MassMutual and is more effective than all the other identical type ads – and as one Fellowship associate stated, “It makes clear that MassMutual puts its money where its mouth is.”

Mentoring is So Important

Mentoring crosses all categories of this blueprint. Mentoring should exist for external attorneys (high-potential attorneys at firms the company retains) and for internal diverse legal professionals. Many local programs exist for mentoring diverse law students, which can be used as an opportunity to help develop mentoring skills and provide assistance to these students. If the general counsel participates in such programs, it is surprising how many others in the department will also participate.

It is important that one is not just “assigned” as a mentor, but that mentor training is provided to all the professionals who are engaged in this effort. Often the Human Resources department can assist in this endeavor or you can find books that provide good insights. We recommend the pamphlet entitled “*Being an Effective Mentor: 101 Practical Strategies*”

for Success,” which is published by the National Association of Legal Professionals as a valuable resource. Make sure that the general counsel is visibly mentoring at least one external diverse attorney and at least one diverse employee (may be better to be outside of the “chain of command” in the department to eliminate any perception of favoritism).

While this article is not intended to provide instruction on being a mentor, one must not forget the value of “reverse mentoring” in which the mentee provides suggestions and feedback to the mentor. “Reverse mentoring” can be particularly effective when the mentor and mentee are different from each other. Mentees often provide the leadership group with the best insights on what it is doing right, is doing wrong and should do more or less of. Some of the best ideas on how to improve the department’s diversity efforts will come from mentees - if the leadership listens.

Recognition – You Deserve It

As your diversity and inclusion “brand” grows, take the opportunity to apply for external awards and recognition. These are best done in the name of the company, since it recognizes the entire team’s efforts. It is very powerful for your team to see positive reinforcement for all their after work committee meetings, late night dinners and other efforts. In addition, attorneys are competitive. If they apply for recognition and do not receive it, it will cause them to work all that much harder on the underlying factors, to improve their future chances. Any recognition helps your external branding and reflects positively on the department, and garners recognition by senior leadership, the CEO and your board.

Establishing the Internal and External Diversity Pipeline and Resources

Leverage Contacts and Sourcing for Diversity

Many of the activities in the branding area allow for interactions that develop the pipeline for internal candidates or external resources. When positions open, work hard to ensure that the slate from which a candidate is chosen includes high-quality, diverse legal professionals – then you can choose the best. Therefore, it is important that a company advertise for open positions in areas likely to attract diverse candidates (*e.g.*, MCCA or minority bar web sites). When positions are open, go back to all those key contacts that were developed through various interactions, and let them know. Creating a database

of these key contacts (*e.g.*, diversity leaders in the affinity groups, diverse attorneys at the firms you use, impressive individuals met at diversity events, mentees, fellowship recipients, interns, *etc.*) is valuable for this reason. Properly instructed, external recruiters and the Human Resources team are also key partners to ensure that all slates include diversity. Not even allowing interviewing to commence until a slate that includes diverse individuals is developed is one good strategy.

Keep in mind that in-house teams are selling results to their clients, while law firms are generally in the business of selling hours. In addition, in-house law departments should have more of a “team” focus and less personal focus on being the “originator” or the “lead” on a matter. These factors provide the corporate law department a unique opportunity to attract a different and more diverse group of professionals. The in-house law department need not focus on where, when and by whom its good results are generated. Therefore, opportunities exist for the sharing of work, flexible schedules and working at different locations – all of which can be incredibly meaningful for professionals with disabilities, working parents and others. Stress these opportunities and use them in recruiting – creating a brand for being flexible and receptive to these needs will give you a competitive advantage in recruiting many very talented legal professionals.

Grow the Pipeline and Resources

Improving the pipeline also means getting involved in the effort of creating more qualified diverse candidates. Companies should think of ways they can uniquely assist in growing their specific candidate pool of diverse legal professionals. Several years ago Microsoft created the Microsoft Women and Minority Law Student IP Summit. The Summit is an annual meeting of law students, law firms, and interested in-house counsel designed to encourage women and minority law students to seek careers that focus on technology/IP-related issues. To help spread awareness for the Summit, Microsoft has developed a sponsorship program where outside law firms and other organizations can partner in supporting the event. Microsoft also participates in K-12 initiatives designed to create more awareness among underrepresented minorities regarding a career in law. Microsoft law department volunteers have worked with students as mentors through the Just the Beginning Foundation and the Future of the Law Institute.

Drive Diversity in Your External Resources

In addition to the internal pipeline, there are the external resources, which generally need to become more diverse. On at least an annual basis, there should be a “business meeting” with the general counsel and the company’s “Preferred Outside Counsel” (some entities use a measure for this category - the firms which in the aggregate receive more than 80% of a company’s billings). During this meeting, a specific agenda item should be the firm’s progress with respect to diversity and the diversity of staffing on the company’s matters. The general counsel and the leadership team needs to make clear the company only desires to have long-term relationships with firms that will continue to offer the best quality legal services in the areas it is retained. Clearly, if the firm has no diversity strategy, or is not making progress in this area, it will not be around for the long term. All such preferred firms should provide quarterly reports on the use of diverse attorneys. Measurable information also should be obtained on their recruitment efforts to attract qualified diverse candidates, retention and attrition of diverse hires and the nature and quality of both the matters and the assignments on matters for the diverse professionals. Although this data may be captured from e-billing, asking the firms to pull the numbers and information together and regularly provide it, creates heightened visibility and underscores its importance to those making the purchasing decisions of these firms’ services.

Whenever it is necessary to retain outside counsel for a significant matter, more important than the firm chosen is the team that will work together with the in-house team. At this point, the diversity offered by the firm should be considered an important element in the selection process. And the diversity should include not only entry level associates who are called into the presentation room and will likely be rotated off the matter, but also the senior level decision-making attorneys. Frankly, if the firm presents a homogenous team of attorneys as its staffing for the matter, the first question you should ask is: Do I stay in the meeting for the pitch long enough to finish the coffee or do I exit now?

Efforts should also be made to understand how a firm rewards attorneys for working on your matters and to ensure alignment with your diversity strategies. You may think you are assisting a diverse partner in his/her career at a significant firm by going directly to that partner, only to find out that there is a “relationship partner” that is getting most of the credit. Ask firms how credit is evaluated and shared,

and align how matters are assigned consistent with your objectives.

There are a variety of ways to broach diversity with outside counsel, and one example is Microsoft’s successful 2009 launch of its Law Firm Diversity Program. The program is designed to encourage key outside counsel to increase diversity through a strategy of “pay for performance” and collaboration. Microsoft provides an annual two percent diversity incentive bonus for its premier preferred provider law firms that demonstrate concrete diversity progress. Firms achieve the bonus by selecting from one of five specific and objective targets designed to measure that firm’s diversity and inclusion progress annually. For example, one annual target is whether a firm has achieved percentage increases in its overall US diverse attorneys against the previous year, while another tracks percentage increases of diverse attorneys working on Microsoft matters.

Many companies evaluate the general performance of the firms they use through an annual internal satisfaction survey directed to its legal professionals who work with the Preferred Provider Counsel. This survey should include questions on diversity. The responses should be shared with each firm and compared to the other firms. If one firm is getting low marks in this area, that firm should be concerned. At the end of the day, the company needs to make clear that it will walk away from and no longer use firms that do not assist in and support the company’s diversity and inclusion objectives and strategies.

Bottom line: law firms will rightly view in-house counsel as disingenuous in requesting greater diversity in their firms (because it is a corporate objective) if the in-house team remains largely homogeneous. Diversity at the law firm level will be eventually driven by the buyers. As in-house groups become more diverse, which they will, they will prove the value of a diverse and inclusive environment and will seek to have the outside resources employed to augment their team and reflect similar diversity achievements. In addition, as in-house diverse teams continue to perform better than homogenous teams, diversity will be demanded to improve results. Finally, as we see more diverse general counsels and leadership in in-house teams, these diverse demographics will be mirrored in the outside counsel they select. These are significant and fast moving trends in Corporate America and firms that do not appreciate this fact and are not preparing are in for a real surprise, or demise, as the case may be.

Developing and Promoting Diverse Legal Professionals

Most companies spend more of the employee developmental time trying to make their non performers average as compared to the more important objectives of making their performers superstars and giving their talented diverse employees the best chances to be successful. In the diversity space it is critical that efforts are made to assist the department's high-potential diverse employees in having the opportunity to be successful.

Flexible Work Arrangements – a Competitive Advantage

In the effort to build diversity and inclusion in the law department, significant obstacles facing women should not be overlooked. In particular, if flexible work arrangements are offered by the department and are used mainly by working mothers, leadership should make a point to continue to mentor and develop the potential in these diverse professionals and to make sure that the women taking advantage of these arrangements are seen and treated as valued members of the team with opportunities for advancement. Flexible work arrangements are a valuable way to accommodate life choices for some women in the short-term, with the long-term benefit of keeping them in the workforce so that when they no longer need a flexible schedule, they are able to seamlessly return to a conventional schedule if that is what they choose. Additionally, while flexible work arrangements are being utilized, your department will benefit from continuously having women, as well as parents, in the workforce who are loyal to the company and bring different life experiences and points of view from those who have made different life choices.

As part of any effort to address the unique issues facing women, it can be both very valuable and informative for the leadership to obtain on a regular basis input from women in the department on what gender diversity is, how gender discrimination manifests itself and the challenges they face, in order to take steps to address such impediments.

On-Boarding – Don't Forget, Even More Important for Diversity

For new hires it is important to ensure they start off in the right direction. As the old adage goes - you only have one chance to make a first impression. For diverse legal professionals, particular focus on early interactions is key. A well thought out and structured

30-60 day and six-month plan can help in this process – this is standard operating procedure at Microsoft. As mentioned earlier, mentors can be of valuable assistance in assimilating a new legal professional, navigating the corporate structure and politics and advancing within the in-house environment. Assign both a peer and a leader in the law group as mentors to any diverse hires. Make the mentor assignment a portion of the mentor's annual performance objectives. But remember, many mentor relationships do not work; therefore, readjust if necessary. Finally, look for opportunities for exposure for diverse legal professionals on significant projects or with senior leaders in the company.

Communicate Diversity and Inclusion on Your Web Site

One obvious but often overlooked way to communicate the diversity and inclusion learning opportunities is by building a robust internal legal diversity web site. Companies should not overlook the value and usefulness of this tool overall. The web site can act as the single source of key information; including, among other things, the department's policy on diversity and the schedule for all diversity events. If a useful and up-to-date web site is well maintained, it will likely keep employees engaged in the overall diversity effort.

Keep Diversity in the Forefront

Keep diversity in mind at meetings where discussions and evaluations occur on promotions, bonuses or other compensation. If the outcomes of these processes do not achieve a diverse result, step back and identify the obstacles and how they can be traversed. Keep in mind that posters or policies are nice, but the actions the employees watch most are – whom you hire, whom you reward, whom you promote and whom you terminate. In announcements that reflect promotions or rewards, to the extent the individual is receiving the award based in part on those activities in the areas of diversity and inclusion – make that public and clear – the others will watch and emulate.

Diversity and Inclusion Will Create Superior Legal Results

The most effective way to advance diversity and inclusion in a corporate legal team is to imbed it in the fabric and structure of the in-house legal department. Once this goal is achieved, there is less of a need to take the extraordinary efforts to find or

promote diverse legal professionals (internally or as outside counsel) – it will occur based upon the performance and potential of the various individuals in the diverse legal team. However, promoting diversity and inclusion won't just happen. It takes a lot of focus, time and effort. It must be a priority, included in objectives and reviewed as a part of annual performance. However, being proactive in this space should create an environment that reduces the need for a company to have to do unusual things or engage in activities that it would not otherwise have to. Often doing these things – such as hiring externally for diversity at a particular high level when the company normally promotes internally - adds risk not only that the result will be unsuccessful, but also that the department's diversity challenges will be exacerbated. Finally, keep in mind, the best defense to any complaints or claims regarding disparate actions is a strong offense that is based upon performance and potential.

We hope that this article provides a blueprint or, at the very least, several new ideas on how to build the diversity and inclusion in your law department. Taking an expansive view of diversity will lead to more solid and successful legal solutions. The department will have stronger talent, will better understand the people and cultures with which the company does business and the team will generate more ideas and legal options, all of which will drive superior legal results.

The views and opinions contained in this article are the personal views of the authors and not necessarily those of their employers.

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