



why practice mindfulness?



It can benefit your brain- increasing grey matter and shrinking the amygdala.

It can increase your ability to focus, and improve your memory.



It can help you manage technology and distractions, so they don't manage you.

It can make you more compassionate and boost emotional intelligence.



It can reduce stress, improve physical health and enhance immune function.

It can increase happiness, improve mental health, and boost overall wellbeing.



It can increase creativity and improve problem solving skills.

It can improve communication, collaboration, and enhance understanding between people.





M-1-1 mindfulness @ work

1

A brief breath to begin your day. In the morning when turning on your computer, before launching into your activity of the day, take a few moments to close your eyes and focus on your breathing. Consider using this time to set an intention for the day.

2

"Where are my feet?" When in a conflict situation, notice the sensations in your feet right now to ground you and calm your nervous system.

3

S.T.O.P. Practice. Good for transitions and pausing throughout your day.

1. STOP what you're doing.
2. Take a Breath.
3. Observe what is present for you.
4. Proceed with Intention & Choice.

4

Take a Mindful Walk. Use your walking time between meetings, when walking to the restroom, or transitioning to and from work to practice being fully present. Check in with your body. Feel your breath and your feet. Notice your surroundings and take in the full sensory experience of just walking.

5

Mindful Meetings. S.T.O.P. before you enter. Turn off your tech. Take a mindful pause as a group before beginning. Really BE in this meeting.

6

Clear some breathing space with a Mindful Check-In. Set an alarm to remind you to take 3-5 minutes to refocus and recharge.

7

Mindful emailing. Reduce the frequency of checking to minimize distraction. Before you send emails, especially emotionally charged ones, pause. Notice any sensations in your body or emotions that may be influencing your words. Consider the tone being transmitted to ensure it reflects your intentions.

8

Uni-task. Do just one thing at a time and really pay attention to doing that one task, be it drinking coffee, writing an email, or attending a conference call.

9

Eat a meal mindfully. Choose one meal to eat slowly and with attention to all of the textures, flavors and sensations that accompany it. Consider where the components of the meal came from and the journey from production to plate. Savor it.

10

Mindful Communication. Practice being fully present and open in a conversation. Drop all agenda and explore what it is like to deeply listen without planning what you are going to say next.

11

Turn off notifications. Silence your phone, tablet, and laptop notifications to allow you to be fully present with your task at hand, sustain focus, and reduce reactivity.

MINDFUL WELLNESS FOR THE LEGAL PROFESSION

THE FEDERAL BAR ASSOCIATION
SAN DIEGO CHAPTER CONFERENCE

7.22.2021

CHRISTY CASSISA, JD
THE INSTITUTE FOR MINDFUL WORKS



The rest of your
life begins today.



Wellness... an active process through which people become aware of, and make choices toward, a more successful existence.

~National Wellness Institute





MINDFULNESS

8 minutes a day

8 minutes a day

29% reduction in depression

30% reduction in anxiety

32% reduction in stress

<https://www.abajournal.com/magazine/article/depleting-reserves-can-lead-to-burnout>

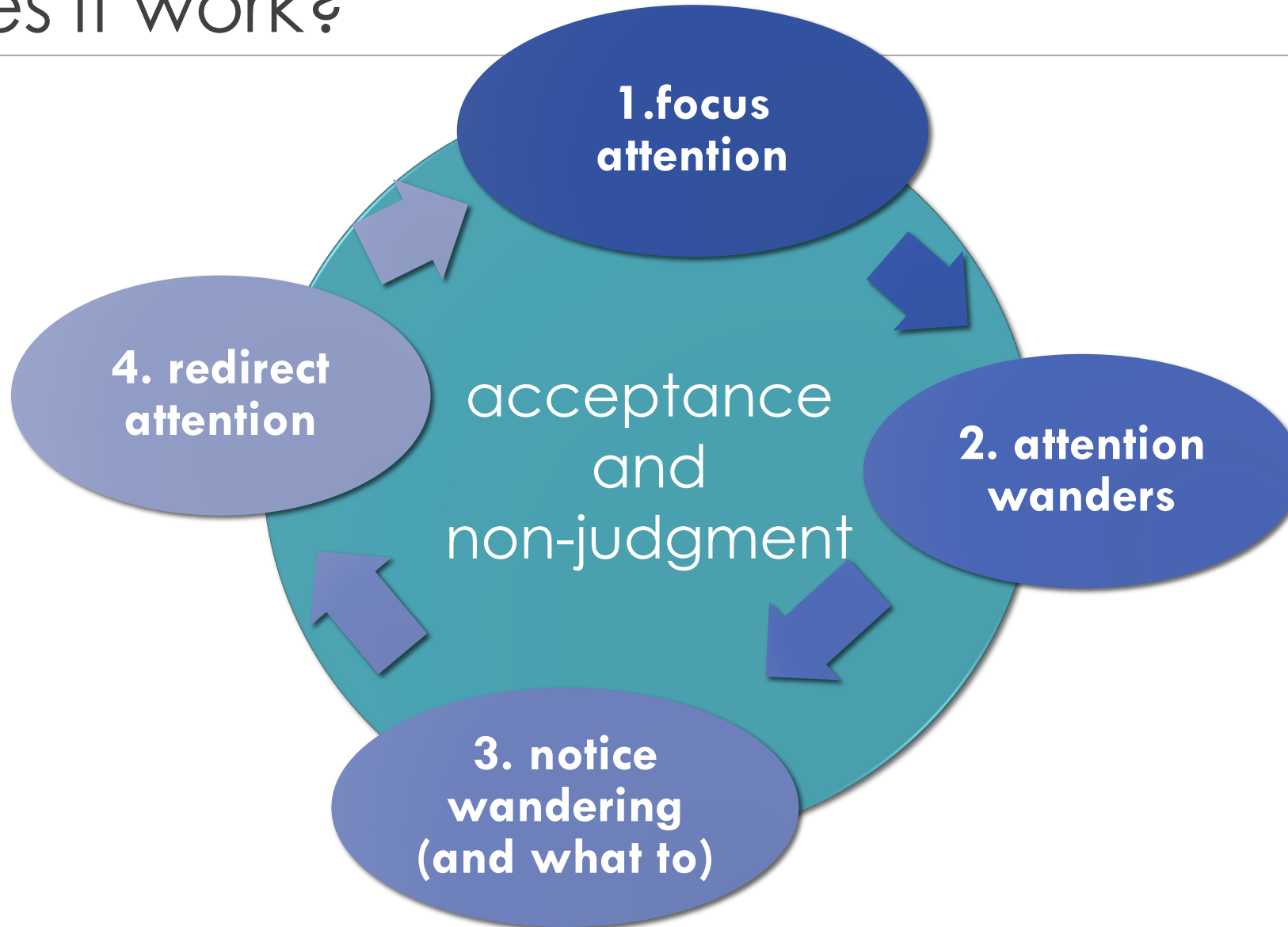


what is... *mindfulness*?

moment to moment
awareness of one's
current experience

and with **acceptance**
& **non-judgment**

how does it work?



MIND-LESS MODE

distracted/
in the past
or future



present
&
focused

reactive/
auto-pilot



responsive
&
aware

stressed



sourced

depleted/
burned out



restored/
resilient

MIND-FUL MODE

why mindfulness?

awareness + acceptance = mindfulness

why mindfulness?

awareness + acceptance = mindfulness

mindfulness + intentional action → wellness

why mindfulness?

awareness + acceptance = mindfulness

mindfulness + intentional action → wellness

wellness + supportive habits → sustainable wellness

in work & law

Forbes

Mindful Leadership: Elevating Your Game Amid Change

Amy Cappellanti-Wolf Forbes Councils Member
Forbes Human Resources Council
COUNCIL POST | Membership (fee-based)
Leadership

Inc.

PRODUCTIVITY

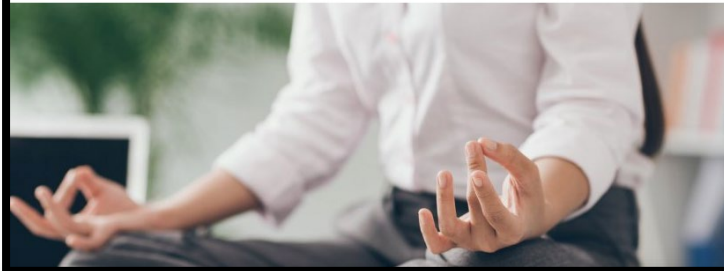
Why Google, Nike, and Apple Love Mindfulness Training, and How You Can Easily Love It Too

Mindfulness is now fully mainstream. From apps to pop-ups to the boardroom, you can become zen anywhere, anytime.

in f t



By Marissa Levin Founder and CEO, Successful Culture @marissalevin



THE NATIONAL LAW REVIEW

Attorney Wellness and Mindfulness Part 1: Why is Mindfulness a Benefit to Attorneys and others in the Legal Industry?

Tuesday, February 11, 2020

Inc.

NEWSLETTERS

LEAD
Why Mindful Leadership Is So Powerful In a world filled with distractions 24/7, attentiveness is key to success.

BY BILL GEORGE

FAST@COMPANY

D. DESIGN | TECH | WORK LIFE | CREATIVITY | IMPACT | AUDIO | VIDEO

11.18.14

5 Ways To Embrace Mindfulness At Work

You don't have to get into lotus pose under your desk to be mindful at work.

www.lawyersweekly.com.au
Lawyers Weekly

FIND THE LATEST LEGAL JOB

IN-HOUSE PROPERTY LAWYER - 2-4 YEAR PQE | DYNAMIC HIGH IMPACT ROLE
Category: Generalists - In House | Location: Melbourne VIC 3004
· Large multi-disciplinary in-house team
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Meditation can be 'life-transforming' for lawyers, experts say



AMERICAN BAR ASSOCIATION

May 09, 2019

Wellness, Mindfulness, Work-life Balance

THE WALL STREET JOURNAL.

U.S. Edition | August 26, 2019 | Print Edition | Video

BUSINESS | MANAGEMENT | MANAGEMENT & CAREERS

Meditation Brings Calm to CEOs

Mental regimen makes its way into more corner offices, and bosses urge staffers to follow suit

in schools



Poway Unified School District



Adding a "Mindful Moment" to the day at #PowayUnified

What if you took 60 seconds out of your morning to calm your mind and focus your body... [See More](#)



POWAY STUDENTS GETTING A "MINDFUL MOMENT"

4:37

79°

DESERT
MONDAY



NBC7SanDiego

in policing



in the military

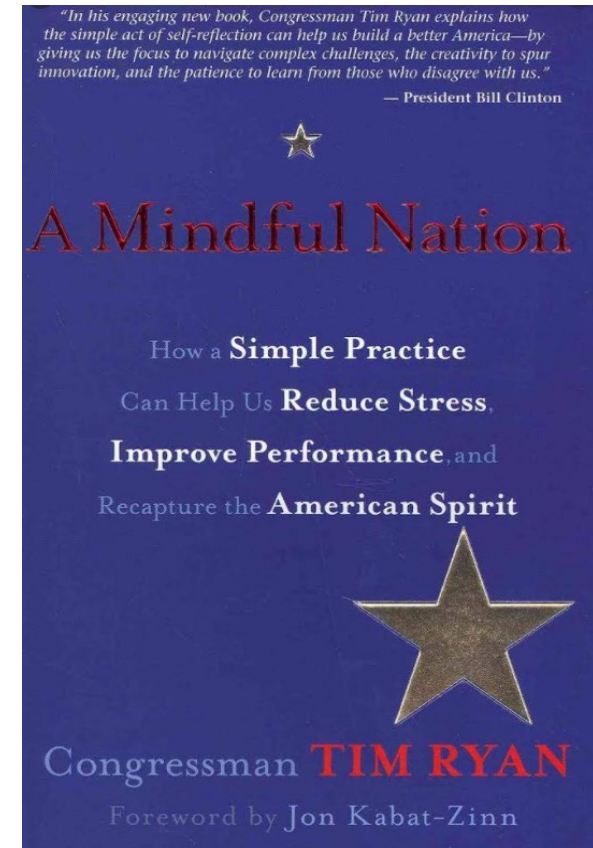


in the United States Congress.

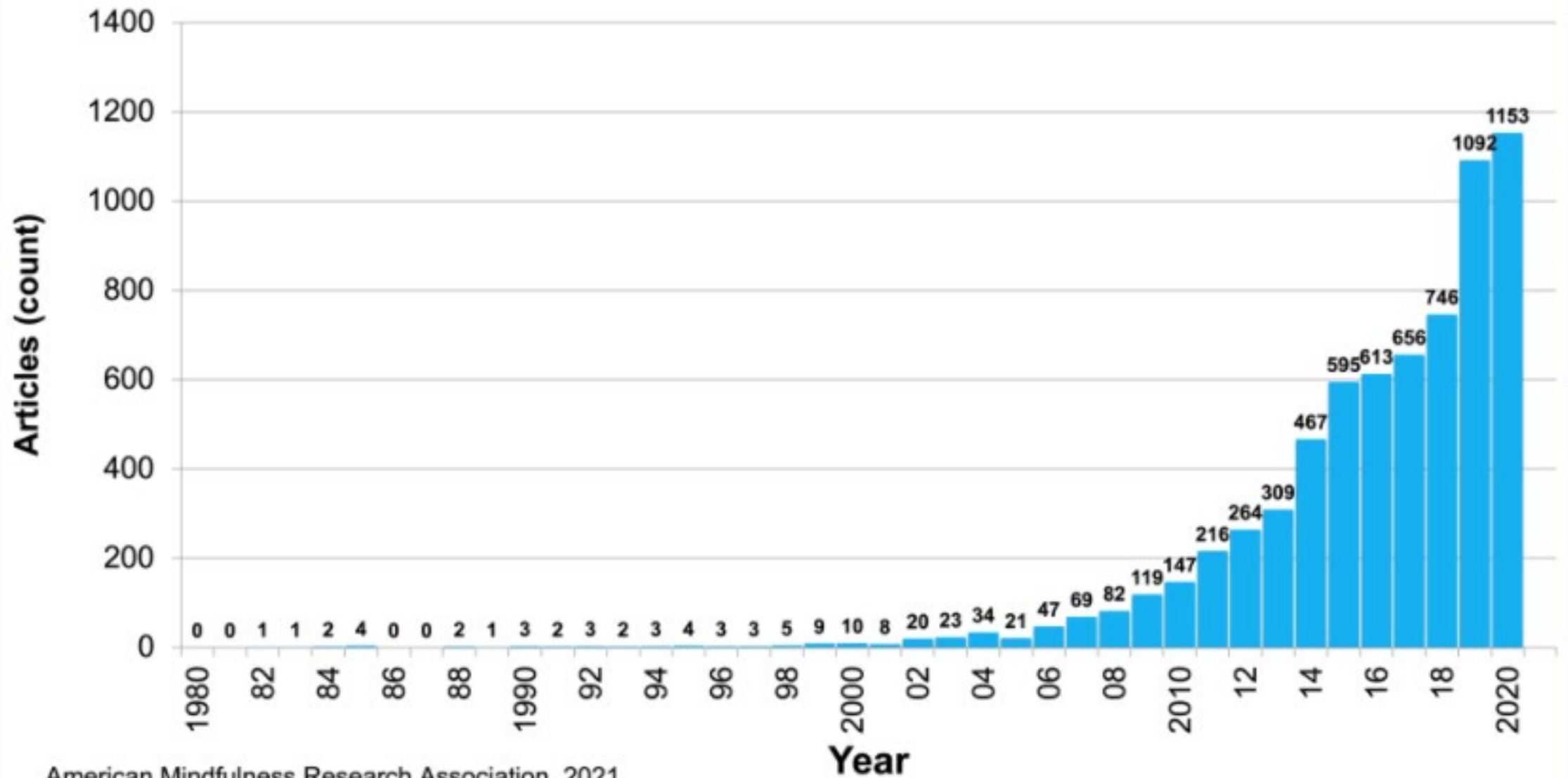


📷 Rep. Tim Ryan, D-Ohio, left, is seen here at his Capitol Hill office with ABC's Dan Harris, center, and meditation teacher Jeff Warren, right, for the "10% Happier" podcast.

Lauren Effron/ABC



"Mindfulness" journal article titles published by year: 1980-2020



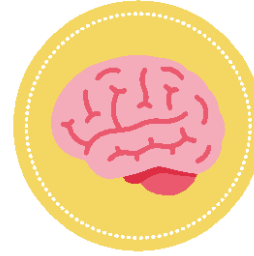
American Mindfulness Research Association, 2021
Source: goAMRA.org

research-backed benefits of practice



physical health

- sleep disorders
- chronic pain
- blood pressure
- cardiovascular disease
- diabetes
- chronic fatigue syndrome
- gi distress
- cancer
- headaches



mental health

- stress
- depression
- anxiety
- substance abuse
- phobias
- ptsd
- panic attacks
- eating issues

research-backed benefits of practice



"hard skills"

- focus
- working memory
- ethics
- cognitive function
- problem solving
- rational decision-making
- negotiation
- communication



"soft skills"

- emotional intelligence
- resilience
- creativity
- wellbeing
- empathy
- generosity
- compassion

reduced
default mode network
activity
= **reduced**
rumination & worry

increased grey matter
= **improved**
attention

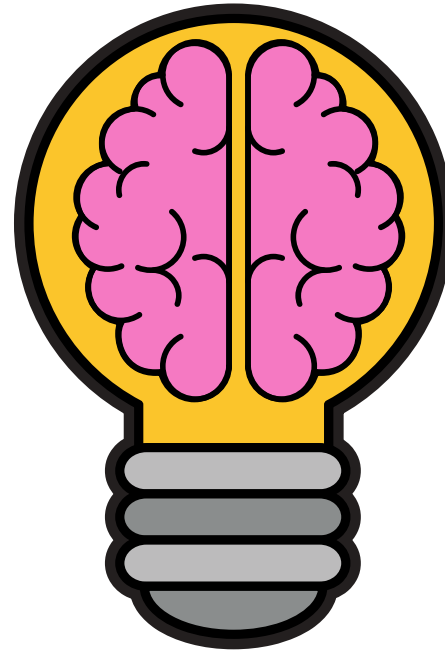
increased tempoparietal
junction volume
= **increased**
compassion

reduced amygdala
density
= **reduce stress**
reactivity

increased neural
connectivity
= **increased**
resilience

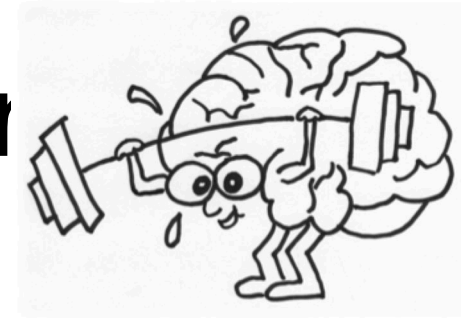
thickened
prefrontal cortex
= **improved**
meta-awareness

increased left frontal
lobe activation
= **improved mood**



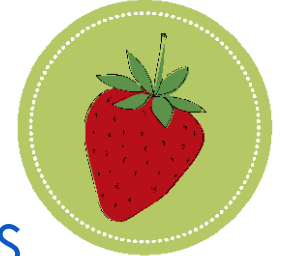
7 ways mindfulness
can change your brain
for the better

How do we cultivate mindfulness? BRAIN TRAINING!



formal practices

- meditation - breath awareness
- meditation- body scan
- mindful movement- yoga
- mindful walking



informal practices

- mindful communication
- mindful emailing
- mindful eating
- mindful driving
- LIFE!

M-1-1

your 11-step
mindfulness
toolkit



1. The mindful check-in



M-1-1 set the tone for the day

2. A brief breath to begin your day
Pause and set your intention for the day.



3. Turn off notifications
Be fully present, without dings, pings, and distractions.

4. Unitask
Pay full attention to the task at hand.



M-1-1 managing stress in the moment

5. STOP Practice

Stop, Take a Breath, Observe, Proceed



6. "Where are my feet?"

Sense into your feet when triggered to ground and calm yourself



M-1-1 engage mindfully

7. Mindful meetings

Fully BE in the meeting.

8. Mindful emailing

Pause before sending.

9. Mindful communication

Listen fully to all that is being communicated-
tone of voice, body language and words.



M-1-1 live mindfully

10. Eat a mindful meal

Savor with all of your senses.

11. Take a mindful walk

Be fully aware of and present in your body and environment.



“...Place the oxygen mask on yourself first before helping small children or others who may need your assistance.”



THANK YOU!

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instituteformindfulworks.com



Law Firms: The Time to Get Serious About Diversity, Equity and Inclusion is NOW (Part 1)



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Ok

For decades, law firms have grappled with the challenge of creating inclusive cultures to help them recruit, promote and retain diverse attorneys. Despite investing time, energy and vast amounts of money, most law firms have seen little (if any) gains in diversity, as detailed in a [2019 National Association for Law Placement \(NALP\) report](#).

And this struggle occurs alongside increasingly loud external voices demanding better results. In-house counsel has moved from saying diversity is a nice added bonus to insisting that the firms they hire show real progress.

Given the renewed call for racial justice, this is once again a top-of-mind issue. Many law firms have taken steps – publishing statements condemning racial injustice, making Juneteenth a firm holiday – but it remains to be seen whether these are superficial or if they will implement genuine and lasting solutions to make a real impact.

Solutions First

It's About Inclusion and Equity, Silly

While barriers for entry into law firms exist (most notably persistent bias at the interview, hiring and salary-setting stages), this does not mean that the legal profession suffers from pipeline problems (related to race or gender). In fact, unlike other industries, law school graduates continue to better reflect the gender and racial make-up of the country at large. (See Part 2 of this series for more detail.)

The bigger issues at law firms relate to barriers that cause feelings of exclusion, undervalue certain skillsets, create perceptions of unfairness and fail to create authentic and effective support systems for diverse attorneys. This is especially true when it comes to the most underrepresented law firm population – women of color.

The Solution: A Genuine Commitment and a Radically Different Approach

Unlike other calls to action that are filled with platitudes and a list of problems, but offer few actual solutions, I'll start with the end – how firm leaders can, indeed must, act to see very overdue results in all three arenas – Diversity, Equity and Inclusion.

Diversity

If Your Overall Numbers Don't Change...You're Not Doing It Right

For years, firms have implemented mechanisms to eliminate bias from decision-making in hiring, all with the goal of increasing the recruitment of diverse attorneys. But simply identifying the existence of bias (as most one-and-done training courses do), without offering guidance on how to disrupt and eliminate bias from decision-making won't move the needle. Mandating a diverse candidate slate with no accountability doesn't work.

Instead of simply relying on one solution (like mandating diverse candidate slates and calling it a day), implement a number of proven solutions – require hiring attorneys to describe their needs ahead of the hiring process (so they can't pick and choose reasons why diverse candidates are not well-qualified), allow your firm's talent acquisition experts to play a substantive role in the attorney hiring process, and analyze the data to ensure results.

Focusing Solely on Gender Has Not Worked

This is a big one (for law, and almost every other industry). Since law firms began to talk about diversity, they have focused almost all their efforts on gender, particularly on the idea of promoting women to partner/shareholder (and especially in response to the #MeToo movement). While this has helped White women, other diverse attorneys remain woefully underrepresented, especially in leadership. Law firm leadership must focus on diversity categories beyond gender, and must pay especially close attention to issues of [intersectionality](#).

Equity

Pay Equity

You can't expect to retain underpaid top diverse talent.

- **Associates.** For smaller firms, the ad hoc system to determine salary, bonus and raises has proven ineffective when it comes to promoting equity. And even big law, who prides itself on having established amounts to pay associates depending on their level of experience, falls into traps that cause a lack of equity. This includes “low balling” diverse candidates by telling them they cannot come into the firm as laterals based on their year of law school graduation, giving signing bonuses to favored candidates, and using criteria outside the standard benchmarks for raises and bonuses.

The solution is to have genuine and consistent standards in place when it comes to decisions

about salaries and bonuses.

- **Partners/Shareholders.** The most important culprit causing inequity in partner pay is the manner in which client origination credits are distributed at law firms. While each firm has different formulas, the bottom line is that they almost all follow the adage of “he who brings in the revenue will be paid more money and wield more power.” On its face, this sounds fair. But when you peel back even one layer, what you find is that the way “revenue brought in” is measured is anything but equitable.

Powerful and established partners are routinely given credit for bringing in business, even when another attorney (too often a diverse attorney) has done much (or all) of the legwork to bring that client (or that big case) in the door. The answer here is to revamp the system to shed the entitlement mentality that currently plagues law firms. This isn't to say that a partner who worked hard bringing in a client and has nurtured that relationship over years doesn't deserve credit, it means that he doesn't deserve all the credit.

Law Firm Drama

An area entirely overlooked by law firms, and the [missing link](#) to successful Diversity, Equity, and inclusion (DEI) programs, is an equitable review and resolution of allegations of workplace misconduct. Too often, powerful partners – partners perceived as “too valuable to lose” – are allowed to get away with gross misconduct. Sometimes it's egregious sexual harassment, sometimes it's clear bias toward Black and Brown attorneys, sometimes it's bullying behavior toward staff – and it's always wrong, hurtful and damaging to the culture and the bottom line.

The solution is radical fairness. The irony, of course, is that lawyers are trained to be fair and pride themselves on focusing on justice. The reality is that the systems in place at law firms excuse this misconduct in the best case scenario, and encourages it in the worst case (and by “encouraging,” I mean that the partner who violates all standards of conduct is still given a raise, a bonus, allowed to supervise and profit from associates, allowed to stay on important decision-making committees, etc.).

It's time for law firms to walk the walk and provide real consequences for misconduct – thereby not only making room for ethical (and profitable) lawyers, but also creating a more welcoming environment where diverse attorneys feel valued and heard.

Inclusion

The Road Less Traveled

Your path to success is not the only path. Most top law firm leaders will tell you that there is a clear path to becoming a successful attorney. And true to human nature, their perception of that path is seen through the filter of their own success. If they've achieved success because being aggressive and competitive is their first and middle name, then they will believe that those qualities, and only those qualities, equal achievement.

Too often, people with different, but equally valuable strengths are therefore discounted, undervalued and pushed aside. The solution is to create an environment of open-mindedness so that those with a different set of skills and strengths can prove themselves equally valuable, and in fact in some cases bring to the table a perspective that no one else can bring. (I give a short example of this in the takeaways section in [this post](#).)

Inclusion is the Opposite of Exclusion

It sounds obvious, I know, but this principle is a key reason for diversity defection in law firms. Speak to diverse attorneys at a firm and they will share examples of ways they, or their opinions, were ignored or sidelined. Employee resource groups are a great start, but not the final answer.

When racial microaggressions are allowed to continue, you are encouraging exclusion. When you continue to fail to recognize and promote diverse voices, you are practicing exclusion. When you allow misconduct to continue because the behavior "didn't violate a policy or a law," you are encouraging exclusion. The answer is to look at the systems in place – policies, practices, pay structures, organizational charts, business plans – to ensure they aren't just non-racist, but that they are truly antiracist to celebrate and fully embrace equity and inclusion.

Law firms must focus their attention on taking steps to address the overall culture – to ensure they are creating and sustaining an environment of truth-telling, radical fairness, and an authentic commitment to inclusion. As the data show year after year, firms simply are not retaining diverse candidates – and this is most alarming when it comes to the dismal numbers of leadership positions held by Black and Brown women. And you can't change outcomes without understanding how they've come about.

Law firms, the time to do better was yesterday, but since all we have is today and tomorrow, start now.

[Click here for Part 2](#) | [Click here for Part 3](#)



Debunking the Law Firm Myth: Diversity, Equity, and Inclusion is NOT a Pipeline Issue (Law Firms Serious about DEI Part 2)



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Ok

The Facts

Now that we've covered some solutions ([click here to go to Part 1](#)), let's step back and look at some cold hard facts.

Most law firm leaders understand the need to use diversity + equity + inclusion (DEI) as a catalyst for business success but struggle to identify actionable strategies and tactics to achieve their goals. This article outlines the barriers and solutions to help solve these challenges.

The issue isn't "pipeline".
It's a lack of inclusion and belonging.

First, the data related to the pipeline. Whereas other industries (tech, for example) report difficulties in recruitment because of an inadequate pipeline for talent (whether that's accurate is for another article), this is most definitely not the case as it relates to law firms (or legal corporate legal departments) seeking to diversify.

The Pipeline is Strong for Women

[Research by Catalyst](#) shows that women have made up half (or more) of law school classes for the last two decades. Despite this long history of parity at the educational level, this same research shows that law firm partners "continue to be predominantly white men" (a fact also discussed in the NALP report).

[Census figures](#) also show that the number of female lawyers is at a record high (although the figures also show that men are still the highest earners in the legal profession).

Finally, [McKinsey's research](#) shows that while a large number of women start their careers at law firms, the representation of women decreases dramatically at post-associate levels.

The issue is that too many programs advertised as wanting to seek diversity and inclusion are really solely focused on gender. The result has been a trend that is seen in all industries – **an increase in opportunities for white women, with little or no movement for BIPOC attorneys, and particularly miserable statistics for Black and Brown female attorneys.**

"The issue is that many programs advertised as wanting to seek diversity and inclusion are really solely focused on gender. The result is a trend that is seen in all industries – an increase in opportunities for white women, with little or no movement for BIPOC." - @PattiCPerez

 [Click To Tweet](#)

The Pipeline for Lawyers of Color is Getting Stronger

While [the numbers](#) for students of color enrolled at ABA-accredited law schools need improvement, these figures show that a lack of racial/ethnic diversity in law is not related to a broken or ineffective pipeline of talent.

According to the US Census Bureau, the figures for African-American and Latinx students enrolled at ABA-accredited schools, as compared to demographics for the US at large are:

- 12.8% of students are Hispanic/Latinx compared to 18.1% of US population
- 8.11% of students are Black/African-American compared to 13.4% of US population

While more needs to be done to bring these figures up to reflect the population at large, law schools have made significant gains in minority enrollment. In stark contrast to the number of Black and Brown students enrolled in law school, in 2019 the NALP reported that:

- Latinx attorneys make up 5.17% of associates and 2.52% of partners at law firms
- African-Americans make up 4.76% of associates and 1.97% of partners at law firms
- *It is important to note that when intersectionality is taken into consideration (the intersection of race and gender), the 2019 figures are particularly disturbing:
 - Latinx women make up only 2.7% of law firm associate classes (up from 2.0% in 2009) and .8% of partners (up from .41% in 2009)

- o African-American women represent 2.8% of associate classes (down from 2.93 in 2009) and .75% of partners (down from .57% in 2009)
- o Asian-American women 7.17% of associate classes (up from 5.12% in 2009) and 1.46% of partners (up from .76% in 2009)



Table 2. Partner and Associate Demographics at Law Firms — 2009–2019

	Partners						Associates					
	Asian		Black or African-American		Latinx*		Asian		Black or African-American		Latinx*	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
2019	3.89%	1.46%	1.97%	0.75%	2.52%	0.80%	12.17%	7.17%	4.76%	2.80%	5.17%	2.70%
2018	3.63	1.38	1.83	0.68	2.49	0.77	11.69	6.64	4.48	2.55	4.71	2.45
2017	3.31	1.23	1.83	0.66	2.40	0.73	11.40	6.52	4.28	2.42	4.57	2.23
2016	3.13	1.17	1.81	0.64	2.31	0.68	11.25	6.35	4.11	2.32	4.42	2.15
2015	2.89	1.07	1.77	0.64	2.19	0.63	10.93	6.00	3.95	2.25	4.28	2.03
2014	2.74	0.99	1.72	0.63	2.16	0.60	10.80	5.81	4.01	2.31	3.95	1.89
2013	2.67	0.91	1.78	0.60	1.99	0.54	10.48	5.64	4.10	2.43	3.82	1.89
2012	2.48	0.89	1.73	0.60	1.91	0.48	10.01	5.40	4.19	2.55	3.90	1.95
2011	2.36	0.82	1.71	0.58	1.92	0.48	9.65	5.31	4.29	2.61	3.83	1.92
2010	2.30	0.81	1.70	0.56	1.70	0.44	9.39	5.15	4.36	2.75	3.81	1.94
2009	2.20	0.76	1.71	0.57	1.65	0.41	9.28	5.12	4.66	2.93	3.89	2.00

Source: *The NALP Directory of Legal Employers*

Note: *The term Hispanic/Latino was used as the racial/ethnicity category within the 2019-2020 *NALP Directory of Legal Employers* form; however, the term Latinx, a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic/Latino population.

Bottom line: While barriers for entry into law firms exist (most notably persistent bias at the interview, hiring, and salary-setting stages), this does not mean that the legal profession suffers from pipeline problems as related to race or gender. **The bigger issues relate to barriers that cause feelings of exclusion, undervalue certain skill sets, create perceptions of unfairness, and fail to create authentic and effective support systems for diverse attorneys.** Law firms must focus their attention on taking steps to address the overall culture to ensure they are creating and sustaining an environment of truth-telling, radical fairness, and an authentic commitment to inclusion. This is especially true when it comes to the most underrepresented law firm population – women of color.

And leaders in other industries should also take note since the issues facing law firms and legal teams are analogous in other industries.

The Business Case: Money Talks

In addition to the strong evidence showing a correlation between diversity (particularly diversity in leadership) and business success, law firms must also be mindful of increasingly loud client voices.

More and more in-house counsel – aka law firm clients – are demanding that their legal teams include diverse attorneys.

"More and more in-house counsel – aka law firm clients – are demanding that their legal teams include diverse attorneys." -
@PattiCPerez <https://ctt.ac/6x7c6+>

 [Click To Tweet](#)

Perhaps the most widely recognized and cited research regarding the correlation between diversity and business success has been conducted by McKinsey. [Their 2018 report](#) states:

“The relationship between diversity and business performance persists. The statistically significant correlation between a more diverse leadership team and financial outperformance demonstrated three years ago [in the [2015 report](#)] continues to hold true on an updated, enlarged and global data set.”

Diverse Law Firms Perform Better

In addition to scores of research findings that point to the same conclusion – that diversity is good for business – there is also evidence pointing to the fact that diversity in law firms has a “multiplier effect.” [A recent article](#) stated it this way:

“The world’s most successful law firms are profitable because they deliver superior value to clients.

But what drives value in service delivery? Looking to the data, a key factor is a law firm's racial and ethnic diversity. [¶] Admittedly, racial and ethnic diversity in this context is a proxy for a firm's cultural and behavioral correlates. Yet, broadly defined, legal diversity is powerful — diverse legal teams produce significantly better outcomes for clients.”

There is also [evidence](#) that diverse juries reach better decisions (see also [a report](#) outlining similar findings based in an academic study).

Clients Increasingly Demand Diversity

A [2017 ABA report](#) highlights demands for diversity in outside counsel from corporate giants like HP and MetLife. In that report, HP's General Counsel noted that “HP has made diversity an explicit business goal for our organization” and went on to say “[i]n order to emphasize the business imperative to make it meaningful strides in diversity among our law firm partners, HP has implemented a ‘diversity holdback’ mandate.” Similarly, as covered in the ABA report, MetLife's General Counsel “convened outside law firms at its headquarters to request that they create formal plans to retain and promote diverse talent.”

In addition to the report, the ABA spearheaded [Resolution 113](#) in an effort to encourage law firms to commit to diversity through the adoption of the resolution.

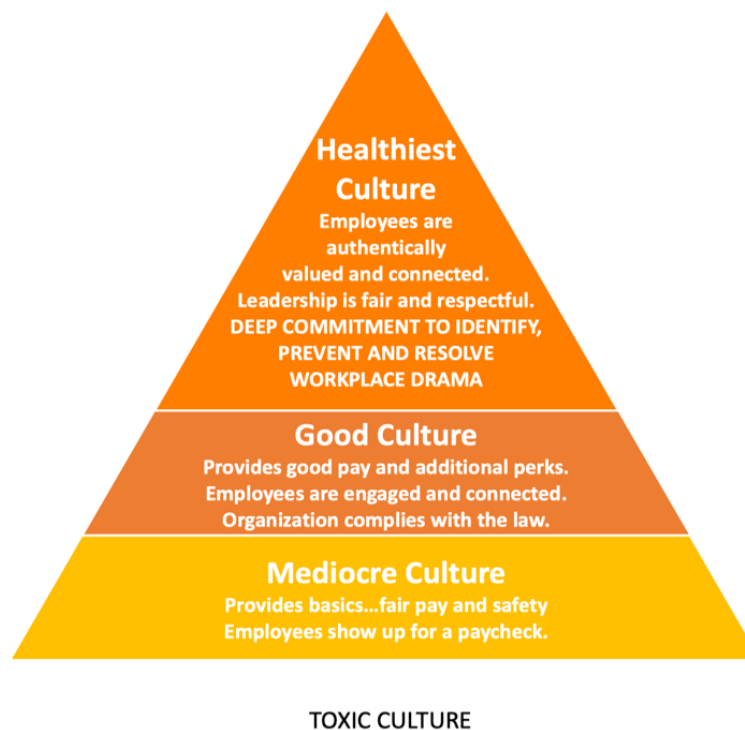
Beyond the ABA, a group of 170 [general counsel penned a letter](#), announcing “improve on diversity or lose our business” further emphasizing the point: In-house counsel, particularly those at companies who themselves have taken a strong stand in terms of supporting diversity, equity, and inclusion efforts, will no longer do business with law firms who simply shrug and say “we're trying.” **Today's in-house counsel demands more than just trying. They are demanding that law firms meet or exceed diversity goals and, in GenZ vernacular, they are demanding receipts.**

"Today's in-house counsel demands more than just trying. They are demanding that law firms meet or exceed diversity goals and, in GenZ vernacular, they are demanding receipts." - @PattiCPerez, PersuasionPoint CEO & Chief Drama-Slayer <https://ctt.ac/iGQ7W+>

Where do you go from here?

Part 1 of this series gave a robust list of possible solutions and ideas. Diving deeper:

- **Take a top-down AND a bottom-up approach:** Educate your leadership teams to understand concepts related to empathy, inclusion, communication and EQ, among others. And don't stop with only top leaders – make sure all attorneys and managers are also well-versed on these topics. Finally, make sure you have programs for diverse attorneys that go beyond membership in and meetings of affinity groups (for example, make sure to incorporate programs that focus on the realities of succeeding in a law firm).
- **Focus on authenticity:** If you're not ready to take these steps, then DO NOT talk about your firm's commitment to these issues. "[...] If your company isn't fully and genuinely committed to diversity (or is lukewarm in its commitment), it's better to be quiet about diversity than to promote it as a core value. [...] Authenticity is a key ingredient to get your company to the top of the Healthy Workplace Culture Pyramid, but it's especially critical as it related to a company's commitment to diversity and inclusion (*The Drama-Free Workplace*, 57-58)."

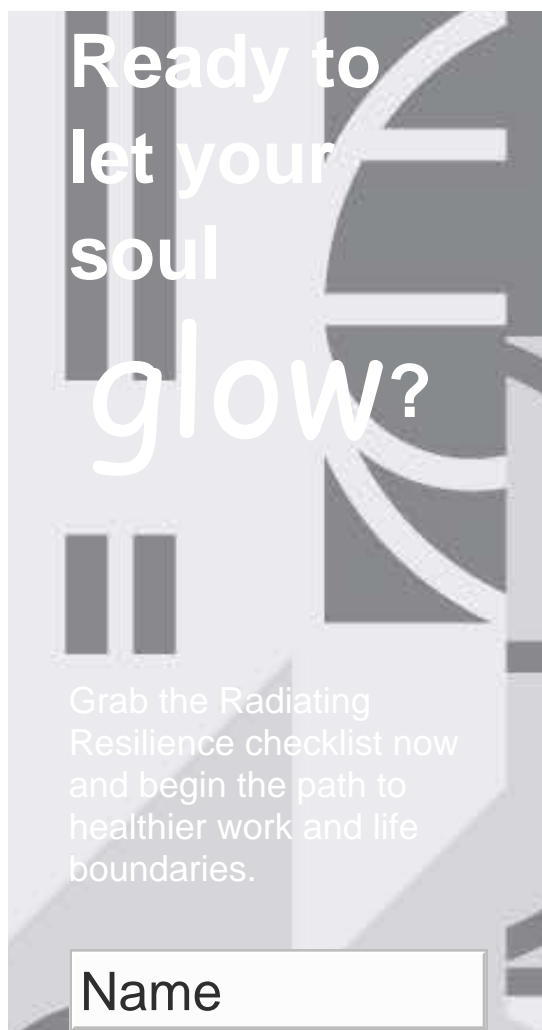


- **Allyship:** If you are someone who belongs to a group that has historically had more power, you have the opportunity to use that privilege to advocate for others. It's important here to make a clear distinction between what allyship actually is, and what might be interpreted as such. An important distinction to note here is the difference between active allyship and what is known as "performative allyship." Performative allyship occurs when a non-marginalized group or individual professes support to a marginalized group or individual that is either unhelpful or actively harmful.
 - The ABA has also established a [GOOD Guys program](#) to encourage male allyship

Up next?

In Part 3 of this series, Patti will explore what the future of diversity, equity, and inclusion in law firms looks like with Gen Z entering the workforce. Stay tuned!

Until then, be sure to subscribe to [The Drama-Free Workplace Podcast with Patti Perez](#) to receive twice-monthly advice in creating healthy workplace culture.





DEI in Law Firms: What Gen Z is bringing with them (Law Firms Series about DEI Part 3)



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Ok

Picking up where we left off (click here to go to Part 2)...

Important Realities about Incoming Legal Associate Classes

Additional data related to general demographic trends are also important factors to consider when making decisions about the future of work in general, and the future of law firm work in particular:

First, the numbers


Law firm leaders (all organizational leaders, in fact) must become familiar with nuances involving Gen Z: the generation of attorneys who will begin joining law firms in large numbers over the next few years. Forward-looking leaders who want to help their firms thrive understand that this requires making business adjustments today rather than wait.

To start, Gen Z is the most racially and ethnically diverse generation yet, [as reported by NPR](#) and summarized by [Pew Research Center research](#) (the research also notes that this generation will also be the best educated in history). In fact, [Brookings](#) notes that “the US will become ‘minority white’ in 2045,” according to census projections.

Additional demographic research, including some [conducted by Pew](#), notes that “the most common age among whites is 58 – more than double that of racial and ethnic minorities.”

In short, while a common trendy phrase is that “the future is female,” the future in the US is also most definitely racially and ethnically diverse. Law firms (or any organization) cannot afford to wait one minute longer to incorporate diversity, equity, inclusion, belonging and the elimination of bias into their core business goals.

But wait, it's more than just numbers

As I outlined in [a previous article](#) related to addressing the needs of the modern workplace, **today's employees expect to be accommodated, expect a culture of transparency and trust, and reject labels (opting instead for authentic inclusion).**  Therefore, a discussion about law firm diversity, equity, and inclusion initiatives is incomplete without a focus on workforce expectations – those of today and tomorrow.

More specifically, a modern workplace must understand that Gen Z sees issues of diversity, inclusion, and equity as a no-brainer. In a recent [comprehensive study](#) conducted by Deloitte and the Network of Executive Women, the researchers concluded:

“Diversity is the watchword for Gen Z: Diversity matters to them through many dimensions, not just isolated to race and gender, but also related to identity and orientation. Gen Z prioritizes diversity — across race, gender, and orientation — more than any other generation and companies should as well.”

In fact, according to an [Inc. Magazine article](#), members of Gen Z value workplace culture – including diversity and inclusion – more than pay (but also: pay them). Other important diversity, equity, and inclusion topics leaders must consider in order to address Gen Z expectations include: gender identity, sexual orientation and disability accommodations.

Gender Identity and Sexual Orientation

Prof. Jean Twenge of San Diego State University has been at the forefront of conducting research on Gen Z (called iGen in her research). [A summary of her groundbreaking book](#) states:

“Gen-Z are growing up in a VUCA world – volatile, uncertain, changing and ambiguous. In such a world, there are no certainties and no absolutes. Everything is fluid. As a result, Gen-Z identity is fluid, and change and diversity are championed. Gen-Z is the first generational cohort for which the majority does not identify as exclusively heterosexual (only 48% identify as exclusively heterosexual). As we’ve seen Facebook offers 58 different genders.”

Accommodations for Diagnosed Mental Health Issues and Learning Disabilities

According to the [National Center for Education Statistics](#), 14% of 3-21 year-olds had some educational accommodation because of a learning disability. Add to this the astronomical rise in Gen Z mental health issues, which, according to [Prof. Twenge’s research](#), includes nearly 30% of girls and 20% of boys who have an anxiety disorder that impedes their daily function, and 50% of 12-17 year-olds experience a major depressive episode.

Pandemic isolation in 2020, and going into 2021, will likely only compound this Gen Z characteristic. As the coronavirus pandemic continues to effect the mental health of a majority of our global population, it has the potential to disproportionately impact Gen Z.

At the educational level, students receive a myriad of accommodations for conditions such as ADHD, dyslexia, anxiety disorder, sensory disorders and various others. Accommodations generally mean alterations to how a student learns – so changes to the environment, curriculum format or equipment to allow these students to follow the typical curriculum (for example, tests given orally rather than in writing, quiet spaces, additional time to complete tests, etc.).


While these accommodations have worked well in the educational setting, they are not necessarily transferable to the workplace. Some might be, but others will not be considered “reasonable accommodations” (a term of legal art).


This area of diversity – preparing for an increased number of requests for accommodations based on expectations set at the educational level – is a topic that almost no workforce is ready to handle.

Additional realities affecting recruitment and diversity

One lesson law firm leaders must take away from the statistics is that recruiting talent in general, and diverse talent in particular, will become more challenging in the coming years. Adding to this difficulty is the reality that fewer people are attending law school, making the pool of candidates smaller. [A recent article](#) discusses the fact that law school applications are low, even accounting for a bump in applications following the 2016 election. A decreased interest in legal careers means recruiting (and retaining) top talent will become more and more challenging in the years to come.

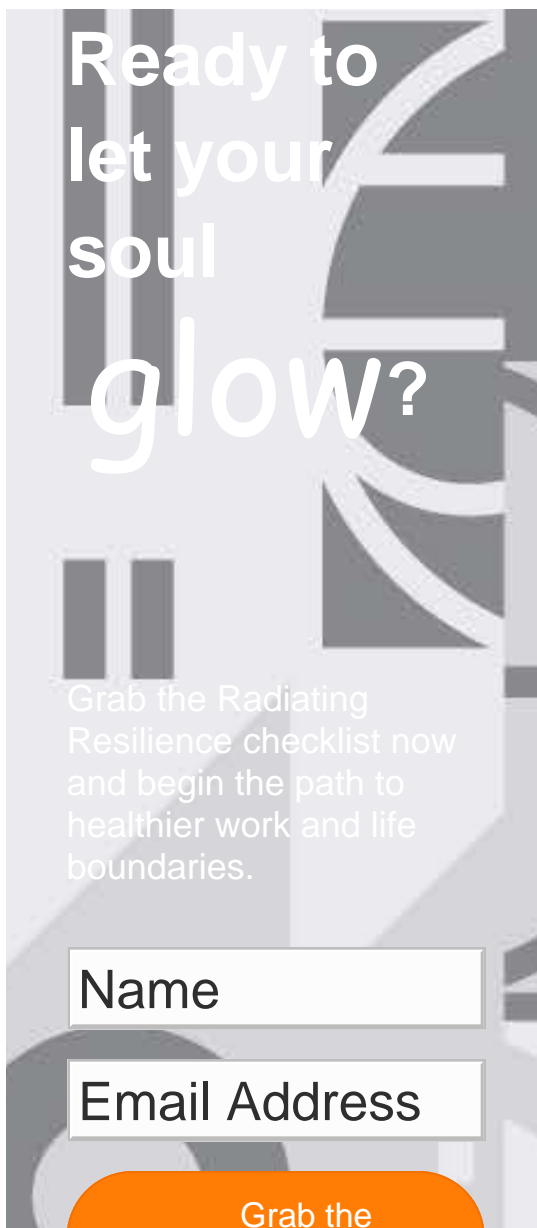
Adding to that reality? The incoming generation of attorneys has a different view of work. Some examples include:

- Concerns with burnout (many of these students watched their parents work too hard, sacrifice work-life balance, and in some cases lost much of their savings during the Great Recession of 2008). A [Harvard Business Review article](#) recently discussed **the need for organizations to deal with the realities of employee burnout and that Gen Zers put the responsibility for preventing burnout squarely on the shoulders of employers.** 
- Though Gen Z is much more pragmatic and realistic than Millennials (see, for example, this [McKinsey study](#)), **they are much more concerned about issues of income inequality and**

working for companies who embrace ethical decision-making.  They want to work for an organization that “does good” in the world – or at least one that not do harm (see, for example, [this New York Times article](#) about the “techlash seen on college campuses”).

Bottom Line

In addition to ramping up efforts related to “traditional” diversity and inclusion components (primarily gender and race/ethnicity), law firms must prepare to address diversity with much broader definitions in mind. **Organizations need to be ready to meet the expectations of an incoming generation of attorneys who reject labels, want to maintain a balance between their life and their work, want to work for companies who help society, expect to be accommodated, and consider corporate diversity, equity, and inclusion as a given not an exception.**



Ready to
let your
soul
glow?

Grab the Radiating Resilience checklist now and begin the path to healthier work and life boundaries.

Name

Email Address

Grab the

The graphic features a background of stylized, overlapping geometric shapes in shades of gray and white, creating a modern, abstract design. The text is white and positioned in the upper left quadrant. Below the main text, there are two white input fields with gray borders for 'Name' and 'Email Address'. At the bottom, there is a partial view of an orange button with the text 'Grab the'.



checklist!



About PersuasionPoint

Patti Perez is founder and CEO of [PersuasionPoint](#), a modern-day consulting firm dedicated to teaching leaders and teams how to create and sustain healthy, equitable and inclusive workplace cultures. Patti is the best-selling, award-winning author of *The Drama-Free Workplace* (Wiley 2019), and draws from the book's themes to provide practical, authentic, and action-oriented solutions to help companies achieve true diversity and equity, and to create environments of belonging and inclusion.

Patti and the team provide services specifically tailored to address workplace struggles with recruiting, retaining, promoting and fully valuing diverse employees – including consulting, leadership training, and boot camps for diverse attorneys who are emerging leaders.

[Contact Patti here](#) or email her directly at Patti@PersuasionPoint.com.

← [Debunking the Law Firm Myth: Diversity, Equity, and Inclusion is NOT a Pipeline Issue \(Law Firms Serious about DEI Part 2\)](#)

[The 10 Point Checklist for Eliminating Bias in Workplace Investigations](#) →

Latest Podcast Episodes



Patti Perez is the authority on reinventing workplace culture – focusing on deep trust, radical fairness and belonging. She helps teams communicate persuasively and precisely and achieves this through equal parts experience, compassion and business savvy.

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858-987-4967

patti@persuasionpoint.com





DIVERSITY

LEVERAGING OUR CULTURE OF INCLUSION



Diversity and Inclusion at Jones Day



Jones Day remains aggressively committed to hiring, retaining, and developing lawyers from historically underrepresented backgrounds. By mentoring and promoting women, people of all races, and members of the LGBTQ+ community, we tap the unique perspectives, strengths, and experiences of an exceptionally talented group of lawyers.

Our mentoring programs focus on every lawyer's individual interests, needs, and personal and professional goals. Our culture of collaboration ensures the best-possible guidance, resources, and support for every lawyer joining our Firm. Challenging casework and meaningful client engagements – early in every associate's career – sharpen skills and pave the way for long-term success.

Yvette McGee Brown

Partner-in-Charge
of Diversity, Inclusion
& Advancement



Jones Day's Firmwide Diversity, Inclusion & Advancement Committee

The more than 40 members of the Firmwide Diversity, Inclusion & Advancement Committee reflect the diversity of the Firm by race, gender, ethnicity, sexual orientation, practice area, and geographic location. The Committee confers quarterly to exchange information and develop priorities and strategies for accomplishing Firm-sponsored goals relating to diversity and inclusion.

Firmwide Affinity Groups



Debra Belott
Business & Tort Litigation



Shirlethia Franklin
Business & Tort Litigation

Black Lawyers Group

Established to promote Firmwide networking for its members and to support their professional growth, Jones Day's Black Lawyers Affinity Group is fully engaged in recruiting, business development, mentoring, and pro bono efforts. The Group's members include lawyers who have spent their entire careers at Jones Day and who have risen to prominent practice, office, and client-service leadership roles at the Firm.

Jamila Hall

Partner
Investigations &
White Collar Defense



A former federal prosecutor, Jamila represents companies and individuals in high-stakes civil and criminal investigations brought by the U.S. Department of Justice and various government agencies. The daughter of Jamaican immigrants, she chairs the Atlanta Office's Diversity, Inclusion & Advancement Committee and is active in community and pro bono activities. "After working as an associate at Jones Day, I accepted a position with the U.S. Attorney's Office, and then returned to the Firm almost five years later to practice investigations and white collar defense," she says. "The opportunities here are remarkable, and the professional relationships you develop with your fellow lawyers stay with you your entire career."

Jones Day Celebrates Black History Month

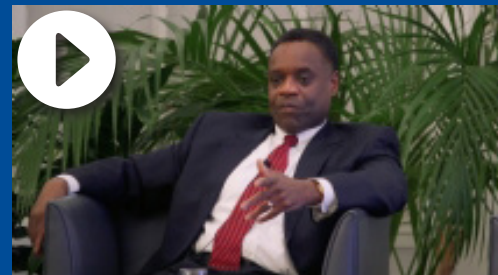
Each February, Jones Day marks Black History Month with Firmwide observances and local programming. During a February 2020 event simulcast from the Firm's Washington Office, some of Jones Day's leading black lawyers shared their experiences and insights.



Aaron Agenbroad, Partner-in-Charge of the Firm's San Francisco Office, talks about choosing a career at Jones Day, and how knowing that Black lawyers had progressed and succeeded at the Firm was key to his decision.



Richard Deane, former Partner-in-Charge of the Firm's Atlanta Office, talks about the importance of seeking out professional excellence and finding "kindred spirits."



Washington Office Partner-in-Charge Kevyn Orr talks about the responsibilities that come with leadership, promoting the rule of law, and the importance of committing to something bigger than oneself.

Firmwide Affinity Groups



Richard Martinez
Cybersecurity, Privacy
& Data Protection



Cristina Pérez Soto
Investigations &
White Collar Defense



Emmanuel Ubiñas
Global Disputes

Hispanic Lawyers

Although relatively new, the Hispanic Lawyers Affinity Group includes active participants from nearly every Jones Day office in the United States. Highly engaged in the Firm's recruiting process, the Group works to introduce potential hires to partners and associates at offices across the Firm. It actively fosters mentoring relationships and connect associates with matters and projects that interest them. In addition, some offices hold networking events that invite representatives from client companies.

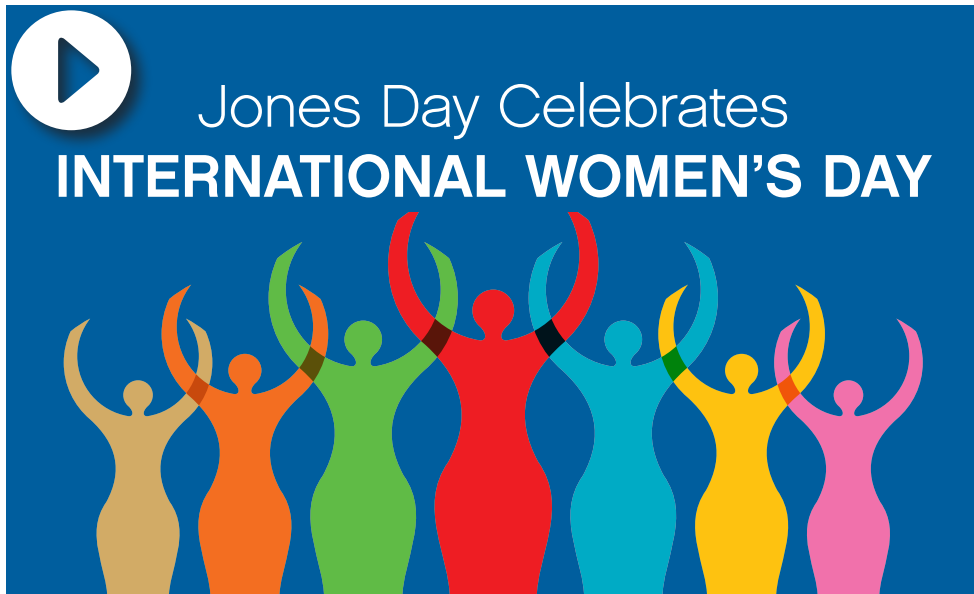
Miguel Eaton

Practice Leader
Employee Benefits
& Executive
Compensation



A graduate of the U.S. Naval Academy, where he represented the Midshipmen in the NCAA men's basketball tournament and also won a National Collegiate Boxing Association National Heavyweight Championship, Miguel co-chairs Jones Day's Employee Benefits & Executive Compensation Practice. He leads the Firm's veterans initiative, and his pro bono work includes representing military service members before the Department of Veterans Affairs. "Jones Day is a law firm where you're able to pursue pro bono work that aligns with your passions and interests," he says. "The encouragement and support you receive is genuine, and it's gratifying to know that we can make a real difference in the community."

Celebrating our Women Lawyers



Jones Day recently celebrated the 100th anniversary of the 19th Amendment's passage, which granted women the right to vote in the United States. In 2020, the Firm marked International Women's Day with this video featuring Yvette McGee Brown, Partner-in-Charge of Diversity, Inclusion & Advancement. She discusses the Firm's ongoing commitment to women lawyers and the many women who serve in leadership positions.

Jones Day Celebrates Pride

Jones Day lawyers and staff around the world show their support for the LGBTQ+ community by attending parades, festivals, and other events in their communities.



Firmwide Affinity Groups



Maureen Bennett
Health Care &
Life Sciences



Matt Evans
Antitrust &
Competition Law



Jeremy Gray
Business &
Tort Litigation

LGBTQ+ Lawyers and Allies

Socially conscious and community-focused, Jones Day's global LGBTQ+ Affinity Group extends support and resources to events like local Pride marches, organizations like the National LGBTQ Task Force, Lambda Legal, and the Interlaw Diversity Forum, as well as industry gatherings like the LGBT Bar's annual Lavender Law Conference. Participants share information across the Firm during regularly scheduled conference calls, and individual offices host or co-sponsor high-profile speakers and roundtable discussions, both internal and with clients and others interested in LGBTQ+ issues.

Daniella Vespoli

Associate
M&A



After starting her career as a summer associate and member of the New Lawyers Group, Daniella joined Jones Day's M&A Practice, where she has developed a practice that focuses on representing strategic and private equity clients in significant mergers, acquisitions, and other strategic transactions, as well as complex commercial matters. Daniella also maintains a pro bono practice and is active in Jones Day's LGBTQ+ Affinity Group and the Columbus Office's Diversity, Inclusion & Advancement Committee. "Jones Day has always supported me as an individual while also taking a sincere interest in my professional goals," she says. "The mentoring relationships I've developed and the deal teams I've worked with have been key to my professional development."

Up From the Ranks

Jones Day welcomed 34 lawyers to the Partnership on January 1, 2020. These “up from the ranks” partners are based in the Firm’s offices around the world, from Chicago to Sydney and from Beijing to London. They represent at least 15 practices, including M&A; Cybersecurity, Privacy & Data Protection; Energy; Securities Litigation; and Intellectual Property.



Jones Day’s commitment to diversity and inclusion extends beyond recruitment, and on to professional development and advancement. Twenty of the new partners – nearly 60 percent – are women and/or diverse lawyers.

Jones Day remains dedicated to measurable, meaningful progress on diversity in the legal profession, and to the recruitment, retention, development, and advancement of promising lawyers and law students from all backgrounds.

Firmwide Affinity Groups



Barbara Harding
Business &
Tort Litigation



Kim Pustulka
Financial Markets



Harriet Territt
Financial Markets

Women Lawyers

The Women's Affinity Group brings together lawyers from across Jones Day offices and practices with regular networking, mentoring, and career development activities. The Group's events often include Firm clients, furthering opportunities for professional growth. Other Jones Day sponsored initiatives, including "Women in IP" and "White Collar Women," bring value to both our lawyers and our clients, with speaker and continuing education programs that are recognized as industry-leading.

Vica Irani

Practice Chair
M&A Europe,
Middle East,
and Africa



The head of Jones Day's M&A Practice in Europe, Vica Irani calls on more than 20 years' experience as she advises clients on an extensive range of corporate transactions and governance matters, including public and private M&A, private equity, and ECM transactions spanning jurisdictions across Europe, North America, Asia, and Africa. An example of Jones Day's commitment to work/life balance, she rose to the partnership ranks and was appointed a practice chair while also raising three young children. "Jones Day really does respect your personal priorities and commitments," she says. "I always felt supported and encouraged to make time for the people and activities important to me."

Jones Day: Law360 Rising Stars

In 2019, Jones Day led all law firms with eight lawyers honored as Law360 Rising Stars. Law360 recognizes the profession's top legal talent under the age of 40 on the basis of career accomplishments in their respective disciplines.



Edward Chang
Partner
Cybersecurity, Privacy &
Data Protection (Irvine)

Cybersecurity & Privacy
Rising Star



Marjorie Duffy
Partner
Securities Litigation & SEC
Enforcement (Columbus)

Securities Rising Star



Amanda Ellison
Associate
Insurance Recovery
(Los Angeles)

Insurance Rising Star



Timothy Fiorta
Partner
Business & Tort Litigation
(Cleveland)

Product Liability
Rising Star



Ka-on Li
Partner
Intellectual Property
(Silicon Valley)

Technology Rising Star



Eric Love
Associate
Financial Markets
(New York)

Fintech Rising Star



Joyce McKinniss
Partner
Business & Tort Litigation
(Columbus)

Trials Rising Star



Courtney Lyons Snyder
Partner
Financial Markets
(Pittsburgh)

Banking Rising Star

The eight Jones Day lawyers are spread across seven offices, six practices, and eight Rising Star categories, and include five women and four diverse lawyers.

ONE FIRM WORLDWIDE®

AMSTERDAM	CLEVELAND	HONG KONG	MEXICO CITY	PARIS	SHANGHAI
ATLANTA	COLUMBUS	HOUSTON	MIAMI	PERTH	SILICON VALLEY
BEIJING	DALLAS	IRVINE	MILAN	PITTSBURGH	SINGAPORE
BOSTON	DETROIT	LONDON	MINNEAPOLIS	SAN DIEGO	SYDNEY
BRISBANE	DUBAI	LOS ANGELES	MOSCOW	SAN FRANCISCO	TAIPEI
BRUSSELS	DÜSSELDORF	MADRID	MUNICH	SÃO PAULO	TOKYO
CHICAGO	FRANKFURT	MELBOURNE	NEW YORK	SAUDI ARABIA	WASHINGTON

A close-up photograph of a wooden gavel resting on a stack of books, with a red bookmark visible. The image is partially obscured by a red triangular graphic.

JUDICIAL MENTOR PROGRAM

The San Diego Superior Court is now accepting applications for its inaugural Judicial Mentor Program

Local attorneys will be paired with judges to:

- Help demystify the judicial appointment process
- Answer questions about application and vetting procedures
- Suggest new skills and experiences to improve suitability for appointment

Learn more and apply now:

sdcourt.ca.gov/JudicialMentorProgram



NEWS RELEASE

SUPERIOR COURT OF CALIFORNIA • COUNTY OF SAN DIEGO

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Media Contact:

Emily Cox, Public Affairs Officer

619-844-2353 | emily.cox@sdcourt.ca.gov

FOR IMMEDIATE RELEASE

San Diego Superior Court Launches Judicial Mentor Program to Support Diverse Judicial Applicant Pool

July 14, 2021 – The San Diego Superior Court has launched a local Judicial Mentor Program to support Governor Gavin Newsom’s [recently announced California Judicial Mentor Program](#) – “a statewide undertaking between the executive and judicial branches to advance the shared goal of an inclusive judiciary that reflects California’s diversity.”

Similar to the statewide goals, the local program will assist potential judicial applicants with understanding the start-to-finish process for appointment to vacant seats and encourage the development of a well-qualified and diverse judicial applicant pool with a varied background of legal practice areas.

“We are excited to have the Judicial Mentor Program take shape in San Diego County to provide the support that will elevate our best and brightest local attorneys into judicial officers,” said Presiding Judge Lorna Alksne. “This program will benefit attorneys in their professional growth and also benefit our larger region as it demonstrates our commitment to diversity and developing a bench that is reflective of our community.”

The program will pair eligible attorneys with experienced judicial mentors to provide guidance and encouragement as they prepare for the judicial application process. Attorneys interested in being appointed to the Superior Court are invited to apply to the Judicial Mentor Program. In line with judicial applicant requirements, San Diego Superior Court Judicial Mentor Program participants must be current active members in good standing with the State Bar of California and have been admitted to practice law in California for at least 10 years.

Working with local bar associations, nonprofit legal organizations, government lawyers, law firms and sole practitioners, promising judicial candidates will be identified and encouraged to apply for mentorship and appointment.

San Diego Superior Court Judge Roderick Shelton serves on the statewide Trial Court Mentor Program Working Group and the local Judicial Mentor Program committee is chaired by Judge Dwayne Moring. Judicial Mentor Program committee membership includes Judges Judy Bae, Rachel Cano, Cynthia Freeland and Garry Haehnle.

For more information on the San Diego Superior Court’s Judicial Mentor Program, please visit sdcourt.ca.gov/JudicialMentorProgram.

#

10 COLOR PAGES!

metaclusive

YOU BELONG

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

METASAUURUS

ROAR!



SPECIAL EDITION
INVALUABLE!

METASAURUS

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Suggested Citation: Higgins, T.E.H. (2020), Metasaurus: The Metaclusive Thesaurus of Gender Inclusive. <https://metaclusive.com/articles/>

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

This is a non-exhaustive list of language used every day that assumes gender and polices gender stereotypes and roles, insults based on gender, and several guiding principles to help keep gendered and misogynistic language from creeping into your writing and everyday speech.

GENDERED PHRASES:	GENDER-NEUTRAL OR INCLUSIVE PHRASES TO USE INSTEAD:
guys, hey guys	folks, folx, friends, people, everyone; hey friends, hey y'all, hey everyone
gals, hey gals	folks, folx, friends, people, everyone; hey friends, hey y'all, hey everyone
ladies and gentlemen	friends, folks, folx, comrades, guests, colleagues, y'all, humans, allies, people, collaborators, companions, partners, associates, patrons, all assembled, or use the role of the audience (students, guests, shoppers, doctors...)
Dear Sir or Madam	Dear Editor, Dear Members of the Search Committee, To Whom it May Concern
men and women	everyone
man, woman	person, individual, employee, coworker, colleague
his or hers	theirs
hello ladies	hello y'all, hello everyone
dude, bro, brother	do not use in a business or work context, unless, of course, you are actually talking to your brother
boyfriend, girlfriend	partner, significant other
husband, wife	spouse, partner, significant other
man the table/booth/event	staff the table, attend, take care of
man-hours	staff hours

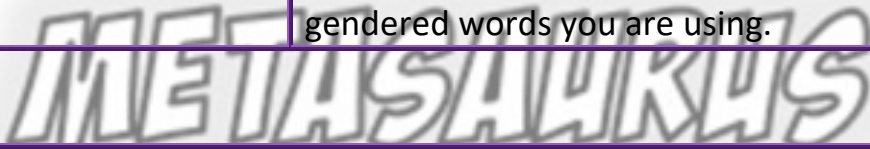
THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

GENDERED PHRASES:	GENDER-NEUTRAL OR INCLUSIVE PHRASES TO USE INSTEAD:
manmade	machine-made, artificial, fake, synthetic
he or she, him or her	they, them
mankind	humankind, people, human beings, humanity
the common man, everyman	the average person, everyday employee
manpower	workforce, labor, employees, staff
middleman, middle guy	intermediary, interloper, in the middle
good guy, bad guy	hero, villain
himself or herself	themselves
girls	don't use this unless referring to women under the age of 18; women, friends
Miss. or Mrs.	Ms. (does not imply marital status, defining women by their relationship to men)
Mr./Mrs./Ms. Jones	Mx. Jones, Jones, or Attorney/Doctor/Professor Jones (etc.)
brother, sister	sibling
mother, father	parents
mom, dad	parents, family
grandmother, grandfather	grandparents
aunts, uncles	relatives, family
male and female	all genders
gay or straight	all sexualities

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

GENDERED PHRASES:	GENDER-NEUTRAL OR INCLUSIVE PHRASES TO USE INSTEAD:
can I help you sir, madam?	can I help you?
policeman, fireman	police officer, firefighter
postman, mailman	postal worker, mail carrier, letter carrier
lady athlete	athlete
lady doctor	doctor
female engineer	engineer
male nurse	nurse
steward, stewardess	flight attendant
actor, actress	actor
congressman, woman	legislator, congressperson, congressional representative
chairman	chair, chairperson, coordinator, head, leader
councilman	council member
businessman	businessperson, business professional, executive, leader
drama queen	attention seeker, crowd pleaser
ninja/rockstar	expert, pro, other more descriptive title
assertive	confident
office mom	office parent
working mother	working parent

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

GENDERED PHRASES:	GENDER-NEUTRAL OR INCLUSIVE PHRASES TO USE INSTEAD:
bossy	fearless, committed
seminal	crucial, fundamental, important, pioneering
freshman	first-year
lady of the house, man of the hour, best man, maid of honor	These phrases are fine if you know that the person you are referring to identifies with the gendered words you are using.
	
INSULTS AND CURSE WORDS ARE FREQUENTLY MISOGYNISTIC:	
bastard, etc.	saying someone doesn't have a father totally dismisses women, calling someone a female dog, or using female body parts as insults
run/throw like a girl, girly girl	"girl" is not a negative, being a girl is not a negative
You are such a girl, woman (when said to a man)	implies that the subject is emotional, sensitive, taking too long to get ready or some other characteristic usually associated with women, insulting a gender by calling them a different gender is gender policing
dramatic, diva, nag, man-hater, ice queen	insulting women with words that would not be used against men if they acted in the same way
mannish, abrasive, ball-buster	negative comments to women who are showing qualities that are traditionally male
feisty, supermom, working mother, career woman	patronizing words with no male equivalent (career man?)
slut, frigid, easy, tease, cougar, man-eater, prude, man-hater	insult women based on sexuality and sexual expression

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

INSULTS AND CURSE WORDS ARE FREQUENTLY MISOGYNISTIC:

curvy, cheap frumpy, plus-size model, blonde, mumsy, let herself go, mousey, clotheshorse	sexist words about physical appears with no male equivalent
ladylike, bubbly, vivacious, flirty, sassy, chatty, demure, modest	words to praise women for behavior that does not threaten men
emotional, hysterical, hormonal, menstrual, flaky, moody, over-sensitive, irrational, neurotic, baby brain, baby weight	dismissing women based on biological assumptions
spinster, old maid, school marm, barren, wears the pants, soccer mom, kept woman, trophy wife	defines women by their relationship to men

MAKE NOUNS PLURAL TO AVOID PRONOUN ISSUES:

A student who is late to his exam will not be admitted.	Using male as default is dismissive, better: Students who are late to their exams will not be admitted.
A voter should take care to fill out his or her ballot correctly.	His or her excludes any others, better: Voters should take care to fill out their ballots correctly.
Each coach is responsible for his/her team	Slashes are awkward, better: Coaches are responsible for their teams; or The Coach is responsible for her team (if the coach is a woman)

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

MAKE NOUNS PLURAL TO AVOID PRONOUN ISSUES:

Whoever left his or her stuff in the kitchen should collect it	Replace the pronoun with a neutral: Whoever left that stuff in the kitchen should collect it.
She might wonder what mistake she made.	One might wonder what one's mistake was.

REVERSE THE GENDER TO SEE IF THE SENTENCE IS ODD:

Women employees must wear skirts.	Men employees must wear skirts.
Women should not seek out leadership positions.	Men should not seek out leadership positions.
Men babysit their children.	Women babysit their children.

IS IT NECESSARY TO MENTION GENDER?

Select one: __ male __ female __ other	Does their gender matter? Why? If the sentence is still clear without the gendered term, remove it.
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ADJECTIVES TO AVOID AND THOSE TO USE INSTEAD:

caring, compassionate, hard-working, conscientious, dependable, diligent, dedicated, tactful, interpersonal, warm, helpful	intellectual, insightful, accomplished, successful, reliable, industrious, ambitious, skilled, confident, excellent
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TREAT WOMEN AND MEN EQUALLY TO ENSURE GENDER-FAIRNESS AND AVOID STEREOTYPES:

The steward seated Mr. Obama and his lovely wife, Michelle.	The steward seated the Obamas.
The syllabus included Toni Morrison, Margaret Atwood, Hemingway, and Wilde.	The syllabus included Toni Morrison, Margaret Atwood, Ernest Hemingway, and Oscar Wilde (or Morrison, Atwood, Hemingway, and Wilde).
Dear Mothers, please bake cookies for our class party.	Dear Families, please bake cookies for our class party.
Employees are welcome to bring their wives.	Employees are welcome to bring a guest.
Man and wife	Husband and wife, man and woman, legally married, the happy couple.
Men and females	Men and women, all genders, everyone

A SPECIAL NOTE ABOUT LGBTQ+ INSULTS: FREQUENTLY INSULTS AGAINST THE LGBTQ+ COMMUNITY ARE RELATED TO THE SUBJECT'S VIOLATION OF GENDER NORMS:

mannish, butch, diesel, bull	Negative descriptors of lesbians based on their rejection of a traditionally female appearance and mannerisms
sissy, flame, queen, fairy, airy-fairy	Negative descriptors of gay men based on their rejection of a traditionally male appearance and mannerisms
That's so gay!	Using the word "gay" to mean stupid or dumb is offensive. Would you say, "That's so Black!" or "That's so disabled!"?

THE METACLUSIVE THESAURUS OF GENDER INCLUSIVE LANGUAGE

If you have found the Metasaurus useful, please send a note to let us know. Think of a word, phrase, or principle that is not here? If you send it to us, we will get it included the next time around.

If you would like to engage Metaclusive for a training session, workshop, or keynote, or your company needs an organizational assessment, roadmap for instituting a diversity and inclusion program, or consulting guidance, reach out to us. Thank you!

METASAURUS

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