

# State of Litigation Diversity and Inclusion Panel Discussion

Tuesday, May 21, 1:30-2:30 p.m.

Arrowhead Stadium, Kansas City, MO

## Executive Overview

A Dynamic panel discussion with DE&I professionals and leaders from diverse backgrounds, focusing on relatable and common DEI issue areas such as the mentorship/sponsorship and retention of underrepresented employees, the importance of diverse networking and pipeline development, and workplace inclusion. The panel will also discuss strategies for fostering inclusive environments, leadership that champions diversity, the importance of allyship, and more.

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### I. Welcome and Overview-2 min.

Briefly introduce moderator and the purpose and objectives of the panel

- a. [Vanessa Vaughn West](#) (Chief Culture, Diversity and Engagement Officer at Lathrop GPM), moderator
- b. Goals: To share thought leadership that offers experiential insights to spark ideas and innovation through shared learning as we work to realize the vision for future DEI progress in law firms, corporate environments and beyond

### II. Situational and historical evolution of DEI-3 min.

- a. <ref. Dr. A. Hendricks' infographic>
- b. Highlight legal landscape DEI demographics, related challenges and recent progress.

### III. Panelist Introductions-5 min.

Introduce the panelists who will each provide a brief assessment of the current landscape DEI in the workplace, identifying changes, growth and challenges they have experienced.

- a. [Dr. Andrea Hendricks](#) (Chief Diversity, Equity & Inclusion Officer at Authentico)
- b. [Adam Miller](#) (Founder, Bespoke Consulting)
- c. [Greg Valdovino](#) (Vice President, Diversity and Inclusion at Greater Kansas City Chamber of Commerce)
- d. [Vicki Webster](#) (Director of Diversity, Equity, Inclusion & Belonging at GEHA Health)

### IV. Panel Discussion-40 min

**Topic 1: DEI in the Workforce:** This framework focuses on the internal dynamics of an organization, ensuring diversity, equity, and inclusion are embedded within hiring practices, training programs, promotion paths, and workplace culture. It aims to create an environment where employees from various backgrounds feel valued and have equal opportunities to thrive.

<Discuss changing legislation/legal cases and decisions impacting workforce, including university recruiting, sponsorships, student CSR expectations, etc.

- How do you ensure your recruitment processes attract diverse candidates while adapting to the evolving political, legislative and/or and social climate?
- How can we continue to broaden pipelines?
- What strategies have proven effective in recruiting diverse talent within your organization and embedding a culture of DEI awareness and application within your organization?

**Topic 2: DEI in the Workplace:** Concentrates on creating an inclusive atmosphere within the physical and social work environments. This includes fostering respectful communication, supporting flexible work arrangements, and adapting spaces to be accessible to all employees, thus enhancing employee engagement and satisfaction.

- How important is it for leaders and attorneys to advocate for and demonstrate DEI inclusion and belonging in the workplace? What specific actions can a leader take to do this?
- What training models have you employed in the past to educate and elevate DEI within the workplace at various stages of the corporate DEI journey, i.e. Othering/Belonging Model, Center of Excellence, Virtual and Experiential training, etc.
- What keeps you up at night related to DEI in the workplace, and what suggestions do you have for addressing these issues?

**Topic 3: DEI in the Marketplace:** This approach extends beyond internal operations to how a company interacts with its customers and clients. It involves developing products or services that meet the diverse needs of different consumer groups, ensuring marketing materials reflect diverse communities, and making customer service accessible to everyone.

- Discuss the impact of the George Floyd murder, Gaza Conflict and other national/international events on companies and firms.
- What considerations should be taken to ensure corporate engagement is appropriate, supportive, respectful, responsive and in alignment with brand identity as well as other competing influences?
- How can DEI be an ally during corporate crises and when/how could DEI leaders and the DEI lens be leveraged to address and/or mitigate brand crises?

**Topic 4: DEI in the Community:** Involves a company's engagement with the wider community to promote diversity and inclusion. This can include partnerships with local organizations that support underrepresented groups, participating in community events that celebrate diversity, investing in local minority-owned businesses and more.

- Discuss the partnership between attorneys and DEI professionals to make an impact in communities to eliminate systemic barriers and to build thriving communities.
- Highlight the importance of working together across industries, roles, etc. to promote toward DEI shared progress. How can companies hold themselves accountable for DEI progress where are people live and work?

Other Topic: DEI and AI—What's on the horizon and how can we leverage AI tools within our work? Share examples from recruitment to research and whether you've used it and how, noting challenges and opportunities.

#### VII. Conclusion-10 min.

- Open discussion to Audience Questions
- Allow the panelists to share closing thoughts and insights related to the future of DEI.
- Summarize the key takeaways from the panel discussion.
- Thank the panelists and the audience for their participation and contributions.

# 2023 Report on Diversity in U.S. Law Firms

*NALP strives for a diverse, equitable, and inclusive legal profession.*



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## INTRODUCTION

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Overall, women, people of color, and LGBTQ lawyers continued to see incremental improvements in representation at major U.S. law firms in 2023 as compared with 2022, according to the latest demographic findings from the analyses of the *2023 NALP Directory of Legal Employers* (NDLE) — the annual compendium of legal employer data published by NALP. For the first time ever, women made up the majority of associates in 2023, with that percentage likely to grow in the coming years. Another bright spot in this year's report is the largest ever year-over-year increase in the percentage of associates of color — growing by 1.8 percentage points to 30.15%.

Additionally, women saw record annual growth at the partnership level — where they now comprise 27.76% of all partners (a 1.1 percentage point increase) and Black and Latina women each finally accounted for 1% of all partners for the first time in 2023. Despite these improvements, both women and people of color are particularly underrepresented within the partner ranks, with women of color accounting for less than 5% of partners overall.

While progress was made at the associate and partnership levels in 2023, for the first time since 2017 the percentage of summer associates of color declined. However, by both gender and race/ethnicity, summer associates are more diverse when compared to the demographics of recent law school graduates. After a large increase in the percentage of Black and multiracial summer associates in 2022, these were the only racial/ethnic groups to see a decline in representation at the summer associate level in 2023 — driving the overall decline in summer associates of color. The share of LGBTQ summer associates continued to grow at a much higher rate when compared to lawyers overall — with now almost 12% identifying as LGBTQ.

The tables and charts that follow provide an in-depth analysis of the state of diversity in U.S. law firms in 2023 and how these figures have changed over time.

## COMMENTARY & ANALYSIS

BY NIKIA L. GRAY, EXECUTIVE DIRECTOR

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NALP's *2023 Report on Diversity in U.S. Law Firms* tells a story that is deeply intertwined with the larger political, legal, and social changes happening in our industry and communities. The highlight of this year's report is certainly the finding that women became the majority of associates for the first time in history. At just slightly over 50% of all associates, this first is remarkable for both the fact that it was achieved and for how long it took, a point that is particularly poignant as I write these comments the same morning that we learn of the death of the first woman Supreme Court Justice, Sandra Day O'Connor. NALP began tracking law firm diversity data in 1991, ten years after Justice O'Connor was appointed to the Supreme Court and 121 years after the first woman graduated law school

in the United States. At that time, women accounted for only a little over 38% of law firm associates. It took another thirty-two years for women to achieve equal, and just slightly greater, representation among associates — 153 years in total. Real change is slow, hard, and imperceptible, but it does happen.

Another thread in the story concerns the representation of summer associates of color. After five straight years of year-over-year increases, their representation decreased for the first time since 2017. It is likely this is the result of standard market variances after having multiple years of record figures, including a tremendous five percentage point increase in 2021, as the representation of people of color among summer associates is still well above that of recent law school graduates. However, the decrease is concerning in the wider context of the Supreme Court's recent affirmative action decision and the torrent of litigation against diversity, equity, and inclusion initiatives that has followed. The diversity of each year's summer associate cohort is highly correlated to the diversity of graduates entering private practice the following year and the growing diversity of associates overall, which is of course the pipeline for increasing diversity among law firm partners. While the Supreme Court's affirmative action decision was issued too late in the year to have a large effect on the 2024 summer program, it could deeply affect the diversity of future law school classes and the wider profession.

Further, when the summer associate data is disaggregated by race and ethnicity, it shows that the decrease in overall representation is the result of a decline in the percentage of Black and multiracial summer associates specifically, as all other racial groups actually experienced an increase in their representation. This fact adds



to my concern as much of the backlash we're seeing is targeting initiatives that primarily or solely benefit the Black community or other historically underrepresented groups.

I believe in the NALP community's commitment to diversity and its ability to overcome these hurdles, but they are huge challenges. It is more critical than ever before that both law schools and law firms think broadly and creatively about their pipelines, including overhauling the use of outdated qualification standards that disproportionately bar students and lawyers of color from entry.

For now, though, the story for associates of color remains positive. This year, associates of color saw the largest year-over-year gain ever recorded by NALP, reaching 30.15%, a figure that is almost at parity with recent graduating classes (the Class of 2022 comprised 32.5% graduates of color according to NALP's *Employment Report and Salary Survey*). Within this cohort, every racial and ethnic group saw an increase in representation, with the exception of Native American and Alaska Native associates. In fact, out of all of the demographics NALP tracks, only Native and Indigenous lawyers (a group that includes Native Hawaiian and other Pacific Islander lawyers) have not seen a net increase in their representation at law firms over the time NALP has been tracking diversity data — and that is true at every level, whether it be among summer associates, associates, or partners. This, and additional data from other NALP studies, make it clear that more support is needed for Native and Indigenous lawyers, who uniquely navigate the intersection of tribal identity and race in the legal profession. This fact prompted NALP to launch a task force this year focused on filling some of that gap.

The progress of LGBTQ lawyers is also a high point in this story. Although their representation at U.S. law firms is still below that of recent law school classes, LGBTQ lawyers continue to see exponential growth in their representation at the summer associate and associate levels. This progress is perhaps unsurprising as it mirrors what other surveys have shown regarding the growing number of individuals in the U.S. who identify as LGBTQ, especially among Gen Z, who now comprise the majority of law school graduates. Even so, it is still remarkable as it comes against the backdrop of heightened attacks against the LGBTQ community, including reports from the American Civil Liberties Union of record numbers of anti-LGBTQ bills being introduced into state legislatures, a phenomenon that likely plays a role in the wide geographic disparity we see in the numbers.

Finally, I cannot close any report on diversity in the legal industry without commenting on the limited progress within the partner ranks. While women are starting to see accelerated growth at the partnership level, they still lag behind their representation at either the associate level or in law school by over twenty percentage points, a fact that is even more stark as women have made up well over half of all graduates entering private practice for the past four years. Women still face substantial barriers that disproportionately force them out of private practice highlighting the need to better address the unique challenges women navigate as they progress in their careers.

The story was similar for LGBTQ lawyers this year. Despite the exponential growth they are experiencing at the junior levels, they have had minimal gains within the partnership ranks, growing only 0.1 percent this year. In fact, out of all the groups tracked, LGBTQ lawyers experienced the smallest growth at the partner level. Overall, LGBTQ lawyers comprise only 2.57% of partners compared to 6.79% of associates, indicating that they too are facing barriers as they progress in their careers.

Partners of color likewise saw some growth this year with a 0.6 percentage point increase to bring them to 12.01% of partners. It is important to acknowledge that we are making progress, but it is also imperative to keep that progress in perspective. With nearly one-third of graduates being lawyers of color, this means if we do nothing more than we currently are doing, then at the present rate of progress, partners of color will not reach parity with today's graduates for another fifty years – and given the risks the recent affirmative action decision poses to the overall pipeline of diverse lawyers, even that figure may be optimistic.

In short, this year's story is one of fragile progress when overlaid with the implications of the wider political, legal, and social changes that are occurring. It will take courage, resolve, and creativity for us to find our way through the storm we are facing and continue making progress, but I am confident in the NALP community and our ability to do so.

## HIGHLIGHTS

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### ASSOCIATES

- In 2023, women became the majority (50.31%) of associates for the first time.
- The percentage of associates of color grew by 1.8 percentage points to 30.15%, the largest year-over-year gain in the more than 30 years that NALP has been tracking this information.
- For associates of color, almost every racial/ethnic group saw an increase in representation, with the exception of Native American and Alaska Native associates.

### PARTNERS

- In 2023, the percentage of women partners grew by 1.1 percentage points to 27.76%, the largest annual increase recorded by NALP. However, women and people of color remain significantly underrepresented within the partnership ranks.
- Despite a half percentage point gain in 2023, just under 5% of all partners are women of color.
- The percentage of Black and Latina women partners each reached 1% for the first time in NALP's reporting.

### EQUITY AND NON-EQUITY PARTNERS

- White men continue to be disproportionately represented in the equity partner ranks within multi-tier law firms. In 2023, 23.7% of equity partners were women — a 1.1 percentage point improvement from 2022. Additionally, just 9.6% were people of color, a 0.6 percentage point gain.
- Overall, the share of partners who are equity partners fell from 58.2% in 2022 to 57.2% in 2023. Within the different cohorts of partners tracked, men partners are most likely to be equity partners. Nearly 61% of men partners in multi-tier firms were equity partners in 2023, compared to just 49% of women partners, and 48% of partners of color.
- Non-equity partners were more diverse as compared to equity partners and partners overall — 33.3% were women and 14.0% were people of color.

### COUNSEL

- In 2023, the percentage of women counsel decreased by 3/4 of a percentage point to 37.25%; however, the percentage of counsel who are people of color grew by 0.7 of a percentage point to 13.39%.

## NON-TRADITIONAL TRACK/STAFF ATTORNEYS

- Despite a decline of approximately 2/3 of a percentage point as compared to 2022, non-traditional track/staff attorneys had the highest share of women across all lawyer categories, with women making up more than 54% of staff attorneys.

## SUMMER ASSOCIATES

- The percentage of summer associates who are people of color fell for the first time since 2017, declining by approximately 3/4 of a percentage point to 42.27%. However, this figure is still about 10 percentage points higher when compared to the demographics of recent law school graduating classes overall.
- The decline in the percentage of summer associates of color can be attributed to a drop in the percentage of Black and multiracial summer associates, while other racial/ethnic groups saw small improvements in representation as compared to 2022.
- The percentage of women summer associates grew by more than one percentage point in 2023 to 56.17%, a new all-time high.

## LAWYERS WITH DISABILITIES

- The reporting of lawyers with disabilities (of any race or gender) has been increasing over the past four years, but remains limited, both at the associate and partner levels. For offices/firms reporting these data, lawyers with disabilities represented just 1.99% of all lawyers.

## LGBTQ LAWYERS

- Since 2018, the percentage of LGBTQ summer associates has more than doubled. From 2022 to 2023, the share of LGBTQ summer associates experienced record growth, increasing by 2.3 percentage points to 11.67%.
- The proportion of LGBTQ lawyers overall grew by 0.4 of a percentage point to 4.57%; however, just 2.57% of partners identified as LGBTQ.

## LAWYERS WHO ARE MILITARY VETERANS

- The percentage of lawyers overall who are military veterans was 2.14%. Representation of military veterans was lowest at the associate level (1.75% of all associates).

## SIGNIFICANT FINDINGS

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### ASSOCIATES

*The representation of women, people of color, and women of color among associates continued to grow and were at historic highs in 2023. For the first time ever, women made up the majority of associates in U.S. law firms.*

NALP's analysis shows that, following widespread layoffs in 2009 at the height of the Great Recession, the representation of associates of color has increased every year since 2010 (from 19.53% to 30.15%). However, it was not until 2018 that women regained the representation that they lost during the recession and saw a net gain compared to their levels prior to 2009. Since that 2018 recovery, the share of women associates has improved by an additional four percentage points and they now account for more than half of all associates — a figure that is likely to continue to increase as women have made up the majority of summer associates for six consecutive years.

While women overall experienced nearly a decade of stagnation in representation, when focusing specifically on women of color, they saw a net decline for just two years — in 2010 and 2011, before their percentages began exceeding pre-Great Recession levels once again. When further disaggregating these data by race/ethnicity, there are significant differences though in that recovery timeline, including for Black women, who did not see a net gain in representation until 2020. Since the Great Recession, representation of women of

color overall among associates has increased from about 11% (2009-2012) to approximately 17.5% in 2023. Despite these improvements, the percentages for women and associates of color remain 6-12 percentage points below that of summer associates, suggesting that these figures should continue to improve in the coming years. (See Table 1.)

Much of the increase in the representation of associates of color from 2011-2019 can be attributed to increased representation of Asian associates, which grew steadily throughout this period before leveling off around 12% from 2019-2022, and then increasing to almost 13% in 2023. Since 2011, the share of Asian associates has increased by more than three percentage points.

Latinx associate representation has also grown in more recent years. After remaining somewhat stagnant between 3.81% and 3.95% of all associates from 2008-2014, Latinx associates have outnumbered Black or African American associates since 2015. In 2023, 7.05% of associates were Latinx, an increase of half of a percentage point as compared to 2022. The share of Latinx associates has grown by nearly two percentage points since 2019, and by more than three percentage points since 2011.

In contrast to trends among Asian and Latinx associates, representation of Black or African American associates fell every year from 2009-2015 but has grown in each year since, although typically that year-to-year growth has been small. Those

post-Great Recession setbacks for Black associates translate to a smaller overall improvement in representation as compared to Asian and Latinx associates — with a net gain of less than two percentage points since 2011. In 2023, 6.15% of associates were Black or African American, a 0.4 percentage point increase over the previous year.

In 2023, 0.17% of all associates were Native American or Alaska Native, 0.10% were Native Hawaiian or other Pacific Islander, and 3.84% were multiracial. The share of Native American and Alaska Native associates has declined since 2006, when the figure was 0.24%. NALP first began tracking data separately for Native Hawaiian and other Pacific Islander associates in 2008, when that figure was also higher, at 0.23%. (See Table 3.)

By geography, San Francisco had the highest proportion of women associates in 2023, followed by Miami and Phoenix. Silicon Valley and Miami had the highest percentage of associates of color — both at more than 50%. These percentages can be attributed to a large population of Latinx associates in Miami and Asian associates in Silicon Valley. (See Tables 9 and 13.)

## PARTNERS

*While women saw the largest ever annual increase in representation at the partnership level in 2023, women and people of color remain significantly underrepresented within the partnership ranks. This is particularly true for Black and Latina women, each accounting for just 1% of all partners.*

During the 33 years that NALP has been compiling this information, law firms have made steady, incremental — though excruciatingly slow —

progress in increasing the presence of women and people of color in the partnership ranks. In 2023, the percentage of women partners in all law firms grew by 1.1 percentage points to 27.76%, the largest year-over-year gain. Additionally, the share of partners of color increased by 0.6 of a percentage point to 12.01%. **Despite these increases, less than 5% of all partners are women of color — a figure that remains abysmally low due to the significant underrepresentation of both women and people of color at the partnership level and a pattern that holds true across all firm sizes and most jurisdictions.** (See Table 1.)

Over the period that NALP has been reporting these data, the gains for women and partners of color have been minimal at best. In 1991, people of color accounted for 2.14% of partners and women accounted for 10.84% of partners. Further, the gains in the representation of women and people of color within the partnership differs when looked at by firm size. In 2023, at the largest firms of more than 1,000 lawyers, the representation of partners of color (14.14%) and women of color (6.04%) was somewhat higher compared to firms overall, but not by much. Across all firm sizes of 500 lawyers or fewer, the share of partners of color was approximately 9-10%. (See Tables 1 and 9.)

As is the case with associates, most of the increase in representation of partners of color since 2009 can be attributed to an increase in the number of Asian and Latinx partners, particularly Latino men. Representation of Black or African American partners has increased by just 3/4 of a percentage point during this time, and only surpassed the 2% threshold in 2020. **In 2023, the percentage of Black and Latina women each reached 1% of all partners in U.S. law firms for the first time.**

Native American or Alaska Native partners were the only underrepresented group not to see improvements in representation, accounting for just 0.15% of all partners in 2023, as compared to 0.17% in 2022. Additionally, 0.08% of all partners were Native Hawaiian or other Pacific Islander, and 1.44% were multiracial. The share of multiracial partners has more than doubled since 2016. (See Table 2.)

By geography, areas in California outside of the major cities that could be listed separately in the report had the highest percentage of women partners in 2023. As with associates, Miami and Silicon Valley had the largest share of partners of color. (See Tables 9 and 12.)

## EQUITY AND NON-EQUITY PARTNERS

*In 2023, the percentage of both women and equity partners of color increased; however, equity partners are the least diverse among all categories of lawyers included in this report.*

This report includes findings on the demographics of both equity and non-equity partners. Equity partner information is reported in the *NALP Directory of Legal Employers* separately from the demographics grid information used for the other analyses. The demographics of equity figures reflect firms with multi-tier partnerships that also provided equity and non-equity partner demographics in 2023. This reporting accounted for 20,372 partners, of which 57.2% were equity partners and 42.8% were non-equity partners.

Since 2011, **the distribution of all partners by equity status has moved only slightly towards greater representation of women and partners**

**of color**, just as women and people of color have made small gains in representation among partners overall. For example, between 2011 and 2023, the percentage of all men equity partners declined from 84.4% to 76.3%, while the percentage of women equity partners increased from 15.6% to 23.7%, and the percentage of equity partners of color grew from 4.7% to 9.6%. Women and partners of color are better represented in the non-equity ranks, where they accounted for 33.3% and 14.0% of all non-equity partners, respectively, in 2023. (See Tables 6-8.)

## COUNSEL

*In 2023, the percentage of women counsel fell by  $\frac{3}{4}$  of a percentage point to 37.25%.*

The percentage of people of color among counsel increased by 0.7 of a percentage point to 13.39% in 2023. Over the 12-year period in which NALP has been collecting data exclusively for counsel, the proportion of people of color and women of color has increased by five points and three points, respectively. (See Table 1.)

## NON-TRADITIONAL TRACK/ STAFF ATTORNEYS

*In 2023, the percentage of non-traditional track/staff attorney positions that were held by women declined, while there was an increase in the percentage of these positions obtained by people of color.*

Representation among women in non-traditional track/staff attorney positions fell by approximately 0.7 of a percentage point to 54.20% in 2023, and this figure has declined by approximately 3.5

percentage points from a peak of 57.66% in 2018. The decline in the share of these non-partnership track positions for women has coincided with their rise in representation within the associate ranks during this same period.

In 2023, the percentage of people of color increased by 3/4 of a percentage point to 23.63%. While the share of women staff attorneys has declined by 3.5 points since 2018, the proportion of people of color in these roles has grown by nearly two percentage points during this same period. However, that two percentage point increase at the staff attorney level compares to a much greater increase of approximately six percentage points for associates of color. (See Table 1.)

## LAWYERS OVERALL

*Representation of women, people of color, and women of color among lawyers overall increased in 2023, reaching new all-time highs. There was a record increase in the percentage of lawyers of color — growing by 1.2 percentage points to 20.45% — the first time this percentage has surpassed 20%.*

These increases reflect the combined growth across all lawyer categories — for partners, associates, counsel, and non-traditional track/staff attorneys. After reaching a peak of 32.97% of all lawyers in 2009, women experienced a net loss in representation through 2013. However, since 2014 the share of women lawyers has increased by approximately six percentage points and they now account for 39.51% of all lawyers in 2023.

The representation of lawyers of color as a whole rose by 1.2 percentage points to 20.45%, and has also increased by more than six percentage points during this same time period. The share of women lawyers of color increased by 3/4 of a percentage point in 2023, to 10.91%.

## SUMMER ASSOCIATES

*Despite a decline this year in the percentage of summer associates of color, the representation of women and people of color in the summer associate ranks compares much more favorably to the population of recent law school graduates.*

According to data from the American Bar Association (ABA), since 2017, the percentage of graduates of color has ranged from 30%-32%, while women have accounted for 50%-55% of graduates, with the Class of 2022 representing a new high-water mark for women. As law graduate classes have diversified, law firm summer programs have as well, particularly when it comes to summer associates of color. In 2023, 56.17% of summer associates were women, 42.27% were people of color, and 26.40% were women of color. While the percentage of summer associates of color fell for the first time this year since 2017, declining by approximately 3/4 of a percentage point, the 2023 figure is still 10 points higher as compared to six years ago and is also about 10 percentage points higher when compared to the demographics of recent law school graduating classes.

The decline in the percentage of summer associates of color in 2023 can be attributed to a reduction in the share of Black and multiracial summer



associates; whereas other racial/ethnic groups saw small improvements in representation as compared to the previous year. Despite this year's decline, **since 2014, there has been a 12-percentage point net gain in the share of summer associates of color, largely attributed to the nearly 10-point increase in the percentage of women associates of color during this period. Since 2009, the share of summer associates who are women of color has more than doubled, growing from 12.90% in 2009 to 26.40% in 2023. These figures suggest the likelihood of continued improvements in the diversity of associates over the next few years.** Additionally, since 2013 there has been a nearly 11-percentage point improvement in the share of women summer associates. (See Tables 1 and 5.)

## LAWYERS WITH DISABILITIES

*Despite increases, figures for lawyers with disabilities in law firms remain below the levels for recent law graduates and are likely underreported.*

The reporting of lawyers with disabilities (of any race or gender) has been increasing over the past four years, but remains limited, both at the associate and partner levels. For offices/firms reporting these data, lawyers with disabilities represented just 1.99% of all lawyers.

The *NALP Directory of Legal Employers* collects information about lawyers with disabilities, though this information is much less widely reported (and likely underreported) as compared to information on race/ethnicity and gender, making it more difficult to draw definitive conclusions. In 2023, the percentage of partners reported as

having a disability grew by approximately 1/3 of a percentage point to 1.41%, roughly three times the 2019 figure of 0.46%.

Representation of associates with disabilities increased from 1.63% in 2022 to 2.44% in 2023. The percentage for 2023 is more than four times that of the 2019 figure of 0.59%. Overall, 1.99% of all lawyers identified as having a disability, up from 1.41% in the previous year. However, despite increases over the past few years, these figures are still small, making it difficult to draw any conclusions about trends going forward, and nearly one-quarter of the offices included in the 2023 NDLE did not report data on lawyers with disabilities. Although the presence of individuals with disabilities among law school graduates is not precisely known, other NALP research from the Class of 2022 suggests that about 6.2% of graduates self-identify as having a disability. (See Table 15.)

## LGBTQ LAWYERS

*While the percentage of LGBTQ lawyers has steadily increased over the period since 2002 when NALP first began compiling these figures, the greatest growth has been at the summer associate level.*

The overall percentage of LGBTQ lawyers reported in 2023 increased by 0.4 of a percentage point, climbing to 4.57%. **However, in comparison to the figures for lawyers, LGBTQ representation among summer associates continues to be much higher and increased by more than two percentage points, from 9.37% in 2022 to 11.67% in 2023.** Nevertheless, this 2023 figure is still more than two percentage points below the share

of Class of 2022 graduates identifying as LGBTQ (14.0%) within NALP's annual *Employment Report and Salary Survey*. NALP's Class of 2022 employment data shows that LGBTQ graduates are significantly less likely to go into private practice employment upon graduation as compared to their peers, likely contributing to this gap in LGBTQ representation between recent graduates and summer associates.

Growth in LGBTQ representation has been slowest at the partnership level, where the share of LGBTQ partners increased by just 0.1 of a percentage point in 2023, to 2.57%. In comparison, LGBTQ associates saw a much larger increase of 0.7 of a percentage point, growing to 6.79% of all associates. Since 2018, the share of LGBTQ associates has increased by three percentage points. The percentage of offices reporting LGBTQ data has been around 90% or higher since 2008, and in 2023, 97% of offices reported LGBTQ counts. More than three-quarters (78.3%) of these offices reported at least one LGBTQ lawyer in 2023.

Perhaps not surprisingly, there are wide geographic disparities in these numbers, although in 2022 and 2023, the LGBTQ figures were more dispersed than in previous years. Historically, more than half of all LGBTQ lawyers have been located in just four cities: New York City, Washington, DC, the Los Angeles area, and San Francisco. In 2022, Boston displaced the Los Angeles area as one of the top four cities in terms of the total number of LGBTQ lawyers, and slightly less than half of all LGBTQ lawyers (47.7%) were working in New York City, Washington, DC, Boston, or San Francisco. For 2023, the Los Angeles area replaced Boston again

in the list, but the share of LGBTQ lawyers in these four cities dropped to 40.4%.

These same four cities comprised 29.5% of the 107,688 lawyers included in these analyses. Thus, despite their shrinking overall share, the percentage of LGBTQ lawyers in these cities is correspondingly higher — 6.19% overall (and highest in San Francisco specifically at 8.34%) — compared with the 4.57% nationwide figure. The percentage of LGBTQ summer associates in these cities is on par with the overall figures — at 11.70% compared with 11.67% nationwide.

In 2023, the overall count of 4,774 LGBTQ lawyers grew by 19.2% from 2022. **Not only is this a significant increase, but the number of LGBTQ lawyers is now more than four times that from the 2002 NDLE, when these data were first collected, and is growing at an exponential rate.** In the 2002 NDLE, the number of LGBTQ lawyers reported was just over 1,100 — less than 1% of the total lawyers represented. It took until 2012 for the overall percentage to exceed 2%, while 2020 was the first year in which it surpassed 3%. Just two years later, in 2022, the figure topped 4% for the first time. (See Table 17.)

**The presence of LGBTQ lawyers continues to be highest among associates, at 6.79%.** LGBTQ associates were somewhat better represented at large law firms — with firms of more than 1,000 lawyers reporting that 7.52% of their associates identified as LGBTQ. (See Table 16.)

The higher percentage of LGBTQ summer associates compared to associates and all lawyers

suggests that there is the potential for considerable growth in the presence of LGBTQ associates at these reporting firms. For example, the percentage of LGBTQ associates in 2023 was similar to the summer associate figures from 2019.

## LAWYERS WHO ARE MILITARY VETERANS

*Among lawyers overall, slightly over 2% are military veterans. A smaller percentage of associates are military veterans compared to other types of lawyers.*

NALP began collecting data on military veterans in the NALP Directory in 2018, and in 2023 approximately 91% of offices/firms reported counts, including zero, of military veterans. Reporting on veteran status for summer associates was more limited, with just under 55% (54.9%) of offices/firms reporting data. Overall, a higher percentage of partners (2.24%) and other lawyers (3.00%) were military veterans as compared to associates (1.75%). Firms of 501-700 lawyers had the largest percentage of lawyer veterans (3.89%), while firms of more than 1,000 had the smallest (1.66%). Among summer associates, 2.21% were military veterans. (See Table 18.)

## GENDER NON-BINARY LAWYERS

This was the fourth year in which information on gender non-binary lawyers was collected in the NDLE. More than three-quarters (76.7%) of offices/firms reported counts, including zero, of gender non-binary lawyers in 2023. As with other demographic data, reporting for non-binary summer associates was more limited with just over half (50.1%) of offices reporting figures. Overall,

79 non-binary lawyers were reported in 2023, of which 63 were associates, 11 were partners, four were staff attorneys, and one was counsel. This compares to a total of 42 non-binary lawyers reported in 2022, 20 in 2021, and nine in 2020. In addition, 27 gender non-binary summer associates were reported in 2023, compared with 17 in 2022, 11 in 2021, and eight in 2020.

## BREADTH OF LAWYER REPRESENTATION IN THE NALP DIRECTORY

The 2023 NALP Directory of Legal Employers, which provides the individual firm listings on which these aggregate analyses are based, includes race/ethnicity and gender information for nearly 108,000 partners, associates, and other lawyers in 812 offices, and for more than 8,000 summer associates in 505 offices nationwide. The NDLE is available at [www.nalpdirectory.com](http://www.nalpdirectory.com).

## DEFINITIONS AND REPORTING

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Law offices reported aggregate demographic data for their lawyers as of February 1, 2023. Law offices that utilized the “not collected” or “unknown” reporting options for any demographic items are not included in the aggregate figures for that particular demographic(s).

With minor modifications, NALP utilizes the U.S. Equal Employment Opportunity Commission (EEOC) race/ethnicity demographic categories within the *NALP Directory of Legal Employers*. Definitions for the race/ethnicity categories included in this report are listed below.

**Latinx** — A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

**Asian** — A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**Black or African American** — A person having origins in any of the black racial groups of Africa.

**Native American or Alaska Native** — A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

**Native Hawaiian or other Pacific Islander** — A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**Multiracial** — A person who self-reports as belonging to more than one racial category.

In some tables and charts, NALP reports aggregate figures for people of color or lawyers of color.

**People of color** includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers (or summer associates) as reported by law firms.

Tables 12-14 do not include separate columns for Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers due to the relatively small number of lawyers reported, preventing more detailed analysis by firm size and city. However, the overall percentages for these racial groups in 2023 and prior years are included in Tables 2-4.

Limited reporting of gender non-binary lawyers also precludes more detailed analysis; however, counts are included in the text of the report.

The partner numbers in this report include both equity and non-equity partners, unless otherwise noted in Tables 6-8.

**Equity Partners** are those who file a Schedule K-1 tax form and receive no more than half their compensation on a fixed-income basis.

**Non-equity Partners** are those who receive more than half their compensation on a fixed basis. These attorneys may or may not be generally eligible for equity partnership.

**Table 1. Women and People of Color at Law Firms, 1991-2023**

Year	Partners			Associates			Counsel		
	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*
2023	27.76%	12.01%	4.86%	50.31%	30.15%	17.54%	37.25%	13.39%	6.83%
2022	26.65	11.40	4.39	49.42	28.32	16.51	38.00	12.68	6.45
2021	25.92	10.75	4.08	48.21	27.60	15.94	36.87	12.37	6.04
2020	25.05	10.23	3.79	47.45	26.48	15.17	36.81	11.72	5.80
2019	24.17	9.55	3.45	46.77	25.44	14.48	36.90	11.51	5.53
2018	23.36	9.13	3.19	45.91	24.22	13.52	35.37	10.70	4.80
2017	22.70	8.42	2.90	45.48	23.32	12.86	34.53	10.24	4.59
2016	22.13	8.05	2.76	45.00	22.72	12.42	34.31	10.00	4.64
2015	21.46	7.52	2.55	44.68	22.00	11.78	34.03	9.11	4.19
2014	21.05	7.33	2.45	44.94	21.63	11.51	34.63	8.56	4.18
2013	20.22	7.10	2.26	44.79	20.93	11.29	33.55	8.14	3.70
2012	19.91	6.71	2.16	45.05	20.32	11.08	32.97	8.04	3.52
2011	19.54	6.56	2.04	45.35	19.90	10.96	NA	NA	NA
2010	19.43	6.16	1.95	45.41	19.53	10.90	NA	NA	NA
2009	19.21	6.05	1.88	45.66	19.67	11.02	NA	NA	NA
2008	18.74	5.92	1.84	45.34	19.08	10.73	NA	NA	NA
2007	18.34	5.40	1.65	45.06	18.07	10.07	NA	NA	NA
2006	17.90	5.01	1.48	44.33	16.72	9.16	NA	NA	NA
2005	17.29	4.63	NA	44.12**	15.62**	NA	25.73	5.19	NA
2004	17.06	4.32	NA	43.96**	15.06**	NA	25.17	4.66	NA
2003	16.81	4.04	NA	43.02**	14.63**	NA	25.03	4.79	NA
2002	16.30	3.71	NA	42.42**	14.27**	NA	25.03	4.02	NA
2001	15.80	3.55	NA	41.94**	13.70**	NA	24.73	4.08	NA
2000	15.63	3.35	NA	41.69**	12.86**	NA	23.77	3.95	NA
1999	15.04	3.25	NA	41.39**	12.06**	NA	22.45	3.62	NA
1998	14.55	3.07	NA	40.90**	11.81**	NA	20.89	3.91	NA
1997	14.21	2.95	NA	40.11**	11.06**	NA	18.95	4.31	NA
1996	14.19**	2.93**	NA	39.79**	10.17**	NA	NA	NA	NA
1995	13.43**	2.79**	NA	38.98**	9.29**	NA	NA	NA	NA
1994	12.91**	2.68**	NA	38.99**	8.36**	NA	NA	NA	NA
1993	12.27**	2.55**	NA	38.78**	7.69**	NA	NA	NA	NA
1992	11.63**	2.37**	NA	38.68**	7.13**	NA	NA	NA	NA
1991	10.84**	2.14**	NA	38.37**	6.47**	NA	NA	NA	NA

(Continued on page 16)

**Table 1. Women and People of Color at Law Firms, 1991-2023**

Year	Non-traditional Track/ Staff Attorneys			Total Lawyers			Summer Associates		
	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*	% Women	% People of Color*	% Women of Color*
2023	54.20%	23.63%	14.30%	39.51%	20.45%	10.91%	56.17%	42.27%	26.40%
2022	54.85	22.88	13.77	38.68	19.21	10.15	55.11	43.03	26.10
2021	55.99	22.62	13.93	37.68	18.52	9.69	55.06	41.34	25.14
2020	55.35	25.14	14.65	37.14	17.95	9.32	53.62	36.48	22.12
2019	57.45	23.18	14.05	36.33	16.98	8.73	52.66	35.26	21.16
2018	57.66	21.71	13.60	35.41	16.10	8.08	51.42	35.04	20.83
2017	56.36	21.48	13.47	34.54	15.18	7.54	49.87	32.23***	18.23
2016	56.36	20.59	13.06	33.89	14.62	7.23	48.71	32.33	18.05
2015	56.35	19.94	12.85	33.38	13.97	6.81	47.78	31.16	16.99
2014	55.74	20.79	13.34	33.48	13.83	6.74	46.33	30.27	16.63
2013	56.27	21.95	14.38	32.78	13.36	6.49	45.32	29.51	15.78
2012	55.85	22.78	14.21	32.67	12.91	6.32	46.26	29.55	16.26
2011	NA	NA	NA	32.61	12.70	6.23	47.71	27.11	15.19
2010	NA	NA	NA	32.69	12.40	6.20	47.35	26.99	14.92
2009	NA	NA	NA	32.97	12.59	6.33	46.62	24.04	12.90
2008	NA	NA	NA	32.58	12.26	6.18	45.42	24.04	12.99
2007	NA	NA	NA	31.98	11.43	5.70	45.58	24.19	13.25
2006	NA	NA	NA	31.32	10.58	5.18	46.67	23.05	12.40
2005	NA	NA	NA	30.96	10.05	NA	47.92	22.85	NA
2004	NA	NA	NA	30.67	9.70	NA	47.74	20.15	NA
2003	NA	NA	NA	30.64	9.48	NA	49.20	18.67	NA
2002	NA	NA	NA	30.39	9.21	NA	48.22	19.19	NA
2001	NA	NA	NA	29.87	8.84	NA	48.23	17.26	NA
2000	NA	NA	NA	29.35	8.22	NA	46.26	17.28	NA
1999	NA	NA	NA	28.55	8.05	NA	45.97	17.67	NA
1998	NA	NA	NA	27.76	7.54	NA	44.41	18.47	NA
1997	NA	NA	NA	26.96	7.04	NA	43.95	18.66	NA
1996	NA	NA	NA	26.41	6.45	NA	43.34	19.27	NA
1995	NA	NA	NA	25.78	5.92	NA	44.14	19.28	NA
1994	NA	NA	NA	25.80	5.51	NA	42.16	19.74	NA
1993	NA	NA	NA	25.72	5.10	NA	41.16	18.91	NA
1992	NA	NA	NA	25.69	4.84	NA	40.75	16.02	NA
1991	NA	NA	NA	25.72	4.48	NA	41.83	13.88	NA

Source: The NALP Directory of Legal Employers, 1991-2023

Notes: NA: Not available.

\* Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

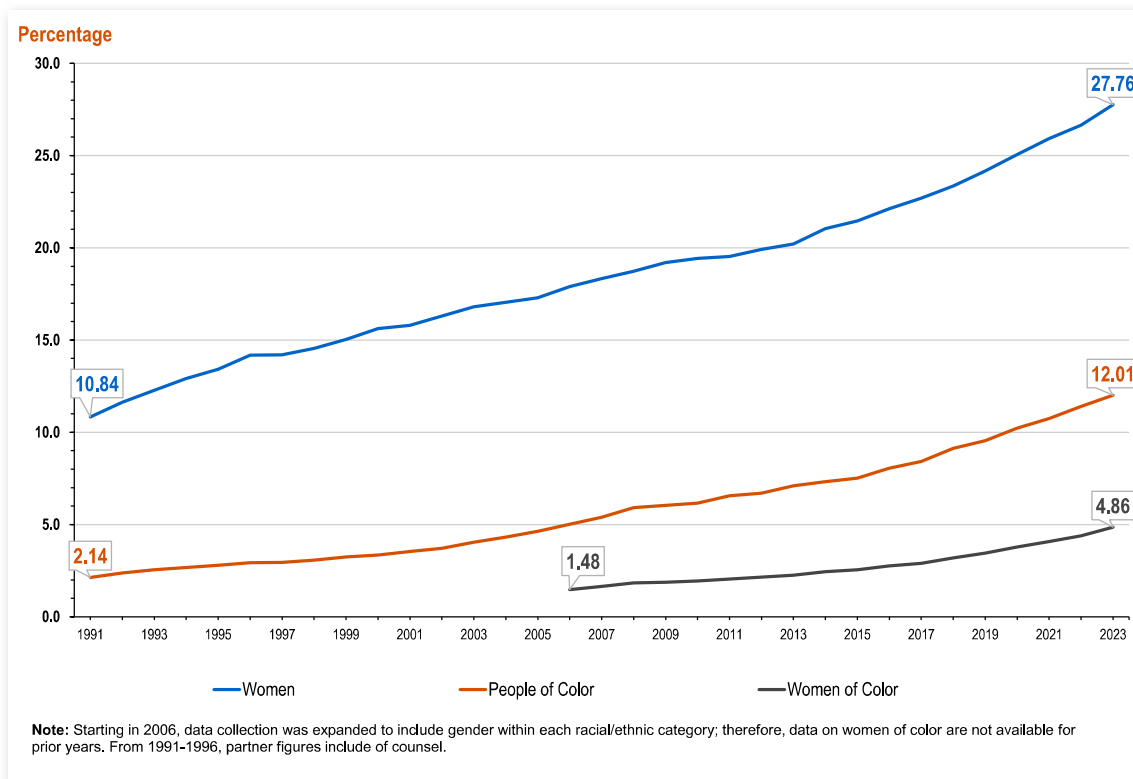
\*\* A double asterisk indicates that the partner figure includes of counsel, or that the associate figure includes senior attorneys and staff attorneys.

Starting in 2006, data collection was expanded to include gender within each racial/ethnic category; therefore, data on women of color are not available for prior years.

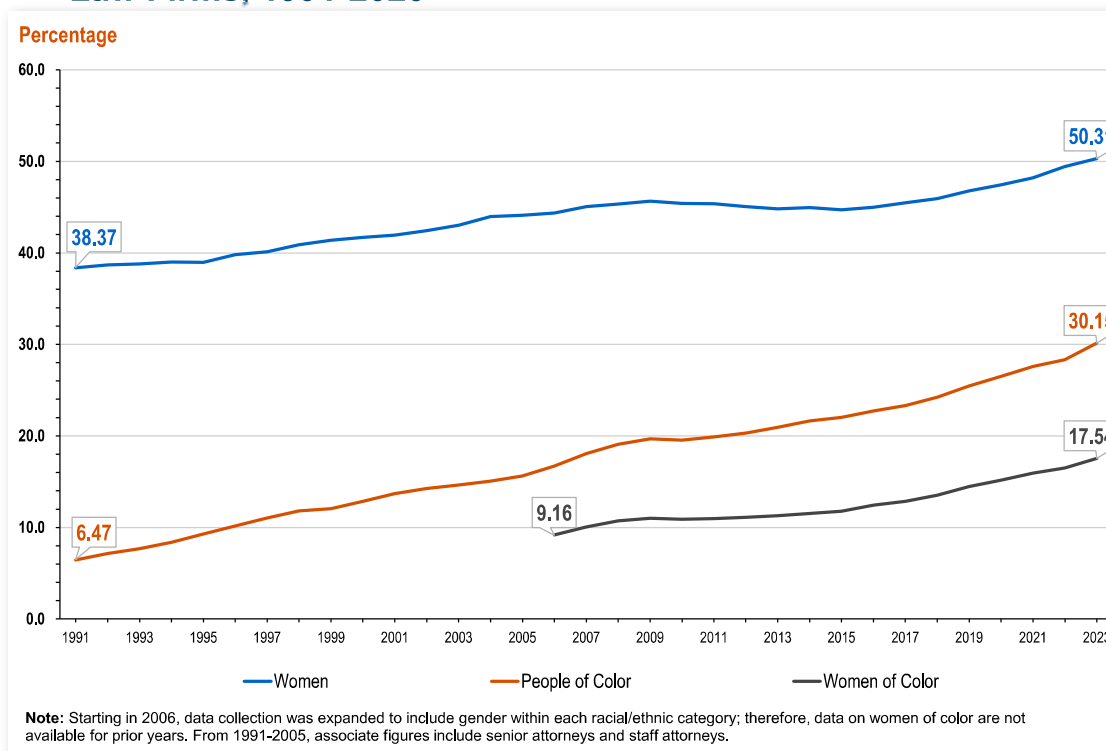
Data specifically for counsel positions is available from 1997-2005 and 2012-present, and for non-traditional track/staff attorneys from 2012-present.

\*\*\* In previous iterations of the *Diversity Report*, this figure was erroneously reported in the trend figures as 32.33%. It has been corrected in this 2023 report.

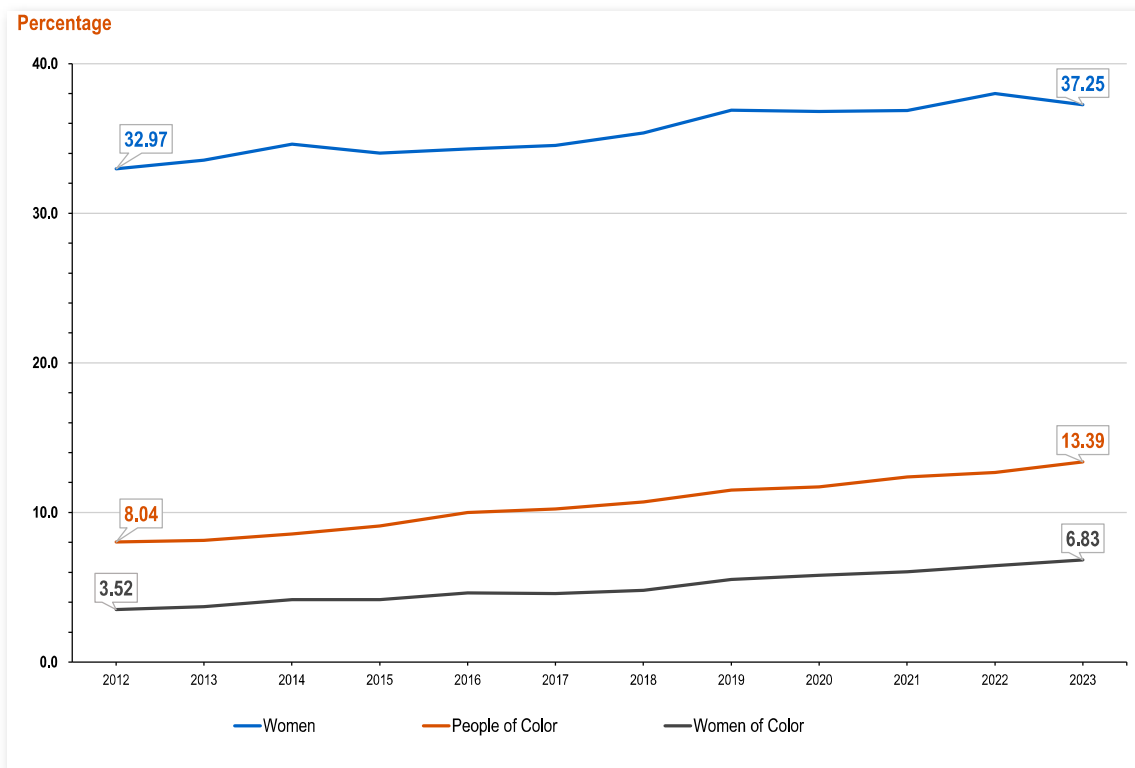
**Chart 1. Percentage of Partners Who are Women and People of Color at Law Firms, 1991-2023**



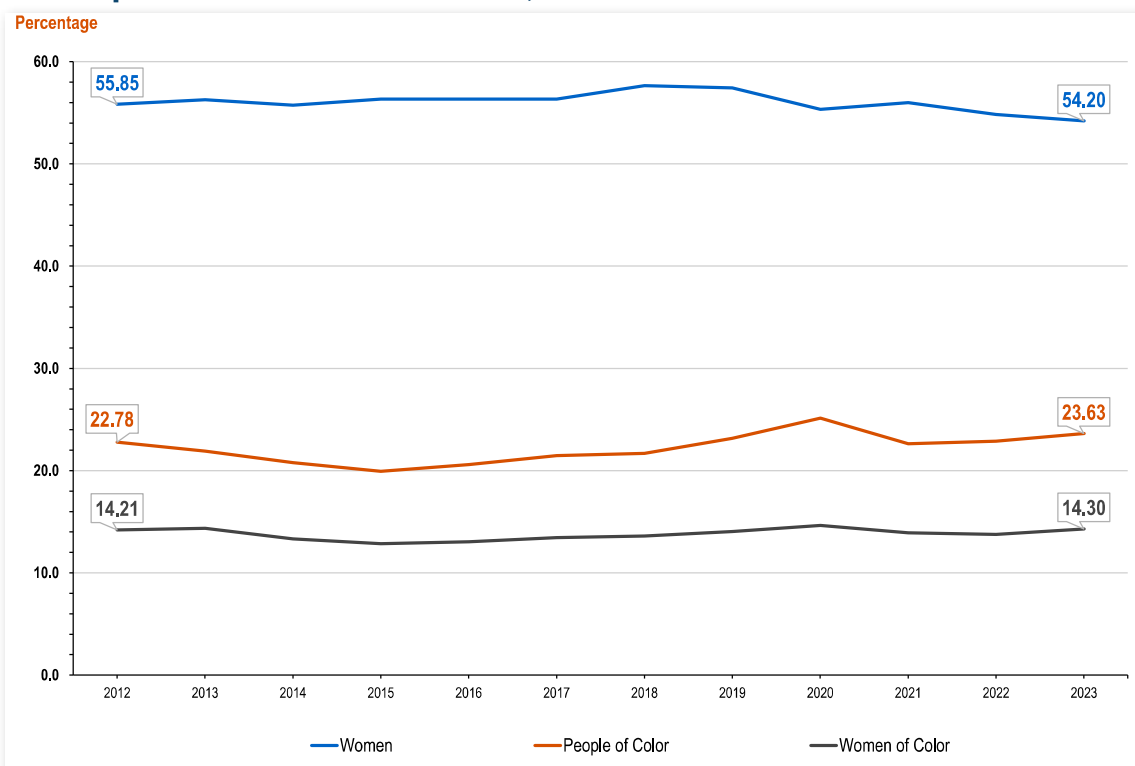
**Chart 2. Percentage of Associates Who are Women and People of Color at Law Firms, 1991-2023**



**Chart 3. Percentage of Counsel Who are Women and People of Color at Law Firms, 2012-2023**

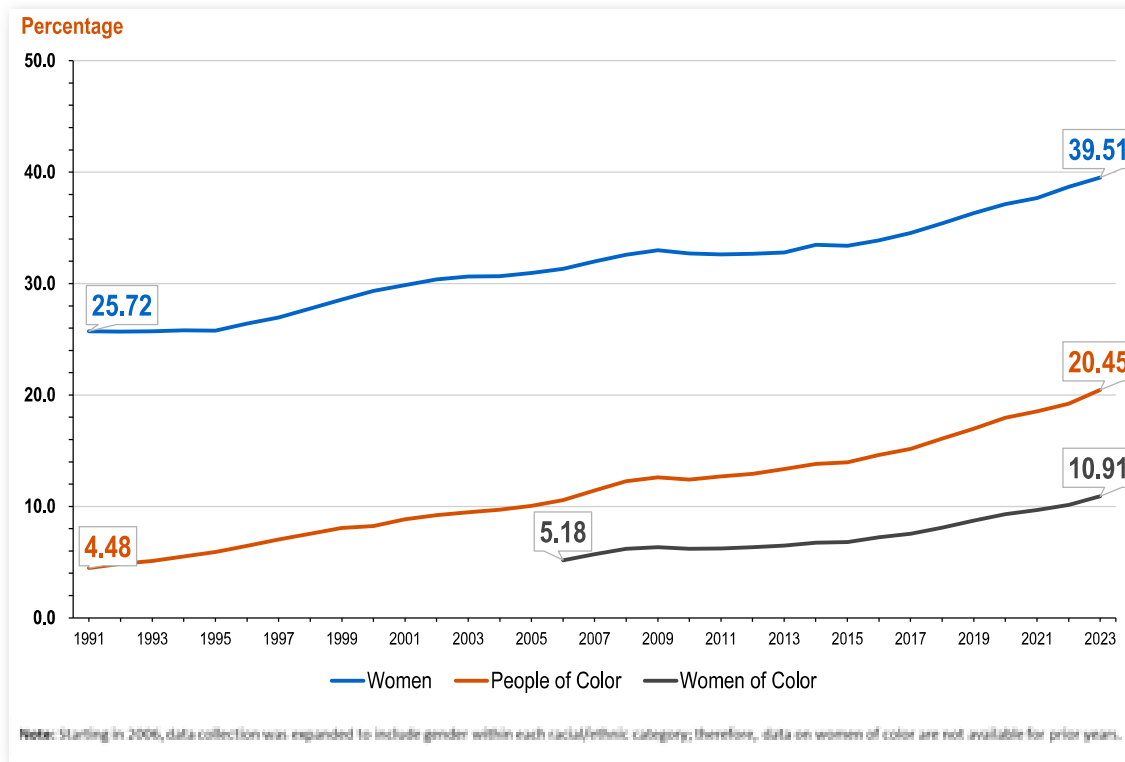


**Chart 4. Percentage of Non-traditional Track/Staff Attorneys Who are Women and People of Color at Law Firms, 2012-2023**

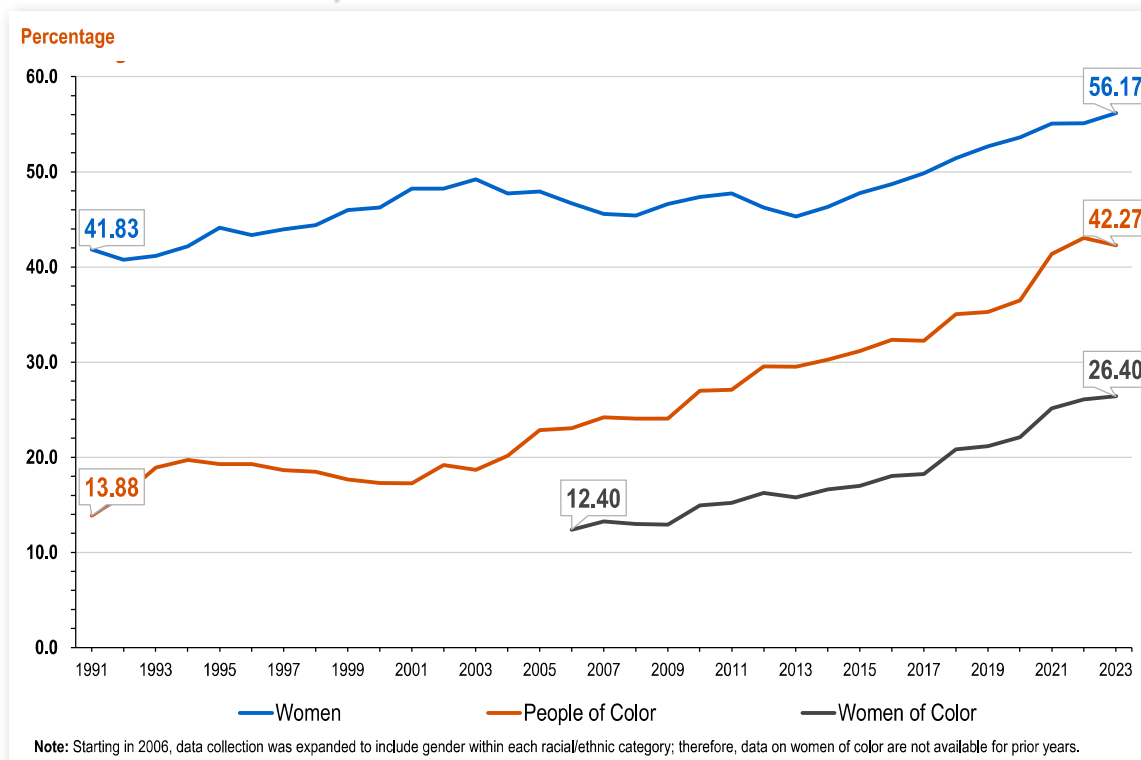




**Chart 5. Percentage of Total Lawyers Who are Women and People of Color at Law Firms, 1991-2023**



**Chart 6. Percentage of Summer Associates Who are Women and People of Color at Law Firms, 1991-2023**



**Table 2. Partners at Law Firms by Race/Ethnicity, 2006-2023**

Year	Partners											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
<b>2023</b>	4.87%	2.10%	2.47%	1.03%	3.01%	1.00%	0.15%	0.06%	0.08%	0.04%	1.44%	0.62%
<b>2022</b>	4.57	1.85	2.32	0.94	2.97	0.97	0.17	0.06	0.07	0.03	1.30	0.53
<b>2021</b>	4.30	1.73	2.22	0.86	2.86	0.92	0.18	0.06	0.06	0.02	1.13	0.48
<b>2020</b>	4.08	1.62	2.10	0.80	2.80	0.90	0.18	0.07	0.06	0.02	1.02	0.38
<b>2019</b>	3.89	1.46	1.97	0.75	2.52	0.80	0.18	0.07	0.05	0.02	0.92	0.35
<b>2018</b>	3.63	1.38	1.83	0.68	2.49	0.77	0.14	0.05	0.19	0.02	0.84	0.28
<b>2017</b>	3.31	1.23	1.83	0.66	2.40	0.73	0.13	0.04	0.05	0.02	0.70	0.24
<b>2016</b>	3.13	1.17	1.81	0.64	2.31	0.68	0.12	0.04	0.06	0.02	0.62	0.20
<b>2015</b>	2.89	1.07	1.77	0.64	2.19	0.63	0.11	0.04	0.05	0.02	0.50	0.16
<b>2014</b>	2.74	0.99	1.72	0.63	2.16	0.60	0.13	0.05	0.05	0.01	0.55	0.18
<b>2013</b>	2.67	0.91	1.78	0.60	1.99	0.54	0.15	0.06	0.04	0.01	0.46	0.15
<b>2012</b>	2.48	0.89	1.73	0.60	1.91	0.48	0.15	0.06	0.07	0.01	0.37	0.12
<b>2011</b>	2.36	0.82	1.71	0.58	1.92	0.48	0.13	0.04	0.05	0.01	0.37	0.10
<b>2010</b>	2.30	0.81	1.70	0.56	1.70	0.44	0.12	0.04	0.06	0.02	0.28	0.08
<b>2009</b>	2.20	0.76	1.71	0.57	1.65	0.41	0.15	0.04	0.07	0.02	0.26	0.08
<b>2008</b>	2.05	0.71	1.71	0.56	1.68	0.42	0.17	0.10	0.06	0.02	0.24	0.07
<b>2007</b>	1.94	0.68	1.64	0.50	1.56	0.39	0.13	0.04	NA	NA	0.13	0.04
<b>2006</b>	1.78	0.59	1.55	0.48	1.38	0.32	0.15	0.05	NA	NA	0.14	0.04

Source: The NALP Directory of Legal Employers, 2006 -2023

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander partners were included in the figures for Asian partners.

**Table 3. Associates at Law Firms by Race/Ethnicity, 2006-2023**

Year	Associates											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
2023	12.84%	7.77%	6.15%	3.68%	7.05%	3.75%	0.17%	0.08%	0.10%	0.05%	3.84%	2.22%
2022	12.12	7.29	5.77	3.45	6.55	3.57	0.18	0.10	0.08	0.04	3.62	2.05
2021	12.49	7.39	5.22	3.17	6.11	3.25	0.18	0.10	0.09	0.05	3.52	1.98
2020	12.12	7.18	5.10	3.04	5.64	2.99	0.17	0.09	0.08	0.04	3.36	1.83
2019	12.17	7.17	4.76	2.80	5.17	2.70	0.21	0.11	0.08	0.04	3.05	1.67
2018	11.69	6.64	4.48	2.55	4.71	2.45	0.19	0.11	0.08	0.04	3.08	1.73
2017	11.40	6.52	4.28	2.42	4.57	2.23	0.18	0.10	0.08	0.04	2.81	1.56
2016	11.25	6.35	4.11	2.32	4.42	2.15	0.19	0.09	0.08	0.04	2.67	1.46
2015	10.93	6.00	3.95	2.25	4.28	2.03	0.19	0.08	0.09	0.04	2.56	1.38
2014	10.80	5.81	4.01	2.31	3.95	1.89	0.22	0.10	0.10	0.05	2.56	1.35
2013	10.48	5.64	4.10	2.43	3.82	1.89	0.24	0.09	0.11	0.07	2.20	1.17
2012	10.01	5.40	4.19	2.55	3.90	1.95	0.21	0.11	0.10	0.06	1.91	1.02
2011	9.65	5.31	4.29	2.61	3.83	1.92	0.18	0.09	0.15	0.09	1.79	0.94
2010	9.39	5.15	4.36	2.75	3.81	1.94	0.19	0.10	0.20	0.11	1.58	0.85
2009	9.28	5.12	4.66	2.93	3.89	2.00	0.24	0.11	0.21	0.13	1.39	0.74
2008	9.05	5.04	4.75	2.97	3.86	1.94	0.22	0.10	0.23	0.13	0.97	0.54
2007	8.94	4.96	4.65	2.85	3.68	1.84	0.21	0.09	NA	NA	0.59	0.32
2006	8.13	4.42	4.49	2.72	3.44	1.66	0.24	0.12	NA	NA	0.42	0.24

Source: The NALP Directory of Legal Employers, 2006-2023

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander associates were included in the figures for Asian associates.

**Table 4. Total Lawyers at Law Firms by Race/Ethnicity, 2006-2023**

Year	Total Lawyers											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
<b>2023</b>	8.57%	4.81%	4.18%	2.28%	4.93%	2.34%	0.16%	0.07%	0.09%	0.04%	2.53%	1.37%
<b>2022</b>	8.06	4.45	3.92	2.12	4.64	2.21	0.17	0.08	0.07	0.04	2.34	1.24
<b>2021</b>	8.06	4.40	3.63	1.97	4.37	2.04	0.18	0.08	0.08	0.04	2.21	1.16
<b>2020</b>	7.88	4.30	3.55	1.91	4.17	1.92	0.17	0.08	0.07	0.04	2.10	1.06
<b>2019</b>	7.71	4.15	3.31	1.77	3.79	1.72	0.19	0.09	0.07	0.03	1.91	0.97
<b>2018</b>	7.29	3.84	3.09	1.61	3.55	1.59	0.17	0.08	0.13	0.03	1.87	0.95
<b>2017</b>	6.94	3.65	2.94	1.49	3.42	1.47	0.16	0.07	0.06	0.03	1.66	0.84
<b>2016</b>	6.75	3.53	2.84	1.43	3.30	1.40	0.15	0.06	0.07	0.03	1.53	0.77
<b>2015</b>	6.44	3.29	2.79	1.42	3.11	1.30	0.15	0.06	0.06	0.03	1.41	0.70
<b>2014</b>	6.34	3.21	2.83	1.48	2.98	1.24	0.16	0.07	0.06	0.03	1.45	0.71
<b>2013</b>	6.14	3.07	2.88	1.50	2.83	1.20	0.18	0.07	0.07	0.04	1.25	0.62
<b>2012</b>	5.85	2.93	2.92	1.56	2.83	1.20	0.18	0.08	0.08	0.04	1.06	0.52
<b>2011</b>	5.64	2.88	3.00	1.58	2.81	1.18	0.16	0.07	0.10	0.05	0.99	0.47
<b>2010</b>	5.54	2.83	3.00	1.64	2.71	1.17	0.16	0.07	0.13	0.06	0.86	0.43
<b>2009</b>	5.54	2.84	3.18	1.75	2.73	1.20	0.19	0.08	0.14	0.07	0.80	0.39
<b>2008</b>	5.37	2.80	3.26	1.77	2.71	1.16	0.19	0.08	0.15	0.08	0.59	0.29
<b>2007</b>	5.23	2.72	3.12	1.66	2.56	1.09	0.16	0.07	NA	NA	0.35	0.17
<b>2006</b>	4.75	2.40	3.00	1.59	2.35	0.96	0.20	0.09	NA	NA	0.42	0.14

Source: The NALP Directory of Legal Employers, 2006-2023

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander lawyers were included in the figures for Asian lawyers.

**Table 5. Summer Associates at Law Firms by Race/Ethnicity, 2006-2023**

Year	Summer Associates											
	Asian		Black or African American		Latinx		Native American or Alaska Native		Native Hawaiian or other Pacific Islander		Multiracial	
	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women	Total %	% Women
<b>2023</b>	16.14%	10.37%	11.69%	7.65%	9.31%	5.46%	0.35%	0.14%	0.15%	0.09%	4.64%	2.70%
<b>2022</b>	16.07	10.10	11.85	7.33	9.23	5.36	0.29	0.19	0.11	0.04	5.48	3.08
<b>2021</b>	16.08	10.03	11.17	7.14	8.81	4.61	0.39	0.27	0.13	0.10	4.76	2.99
<b>2020</b>	13.86	8.59	10.45	6.35	7.73	4.42	0.27	0.19	0.18	0.10	4.01	2.46
<b>2019</b>	14.26	8.70	9.39	5.70	7.84	4.60	0.37	0.14	0.20	0.10	3.21	1.92
<b>2018</b>	14.45	8.70	9.09	5.51	7.63	4.33	0.31	0.13	0.17	0.12	3.39	2.04
<b>2017</b>	13.10	7.55	9.07	5.46	7.04	3.54	0.31	0.14	0.10	0.08	2.61	1.45
<b>2016</b>	14.79	8.05	8.42	4.89	5.91	3.19	0.32	0.20	0.20	0.13	2.68	1.64
<b>2015</b>	13.47	7.70	8.43	4.76	6.02	2.83	0.35	0.26	0.12	0.08	2.75	1.37
<b>2014</b>	13.04	7.48	8.03	4.34	6.13	3.32	0.35	0.19	0.18	0.10	2.53	1.21
<b>2013</b>	13.59	7.66	7.52	3.94	5.57	2.63	0.35	0.18	0.12	0.09	2.39	1.30
<b>2012</b>	13.00	7.30	7.94	4.35	5.66	2.92	0.37	0.12	0.26	0.15	2.32	1.41
<b>2011</b>	11.97	6.73	7.88	4.43	4.81	2.71	0.30	0.04	0.09	0.06	2.05	1.23
<b>2010</b>	11.96	6.74	8.21	4.67	4.78	2.43	0.44	0.18	0.15	0.09	1.45	0.81
<b>2009</b>	10.73	5.59	7.41	4.19	4.11	2.19	0.37	0.17	0.14	0.08	1.28	0.67
<b>2008</b>	10.54	5.52	7.02	4.27	4.00	1.92	0.27	0.17	0.23	0.10	1.15	0.54
<b>2007</b>	11.06	5.74	7.68	4.70	4.02	2.07	0.28	0.16	NA	NA	0.81	0.38
<b>2006</b>	10.23	5.15	8.13	4.93	3.87	1.90	0.28	0.15	NA	NA	0.54	0.27

Source: The NALP Directory of Legal Employers, 2006-2023

Notes: NA: Not available

The Native Hawaiian or other Pacific Islander category was added in 2008. Prior to 2008, Native Hawaiian or other Pacific Islander summer associates were included in the figures for Asian summer associates.

**Table 6. Percentage of Partners Reported as Equity Partners by Gender and Race/Ethnicity, 2011-2023**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Men partners</b>	16,134	18,278	18,083	17,641	17,476	17,456	16,309	15,930	15,247	12,734	13,020	12,656	14,706
% equity	64.9%	64.2%	63.6%	63.5%	61.8%	62.5%	62.9%	60.9%	60.8%	59.3%	60.6%	61.6%	60.5%
<b>Women partners</b>	4,104	4,578	4,778	4,835	4,971	5,145	5,041	5,096	5,057	4,435	4,703	4,629	5,666
% equity	47.0%	46.4%	47.4%	47.7%	45.8%	46.9%	47.0%	46.4%	46.7%	45.9%	47.5%	49.1%	48.8%
<b>Partners who are people of color*</b>	1,229	1,423	1,562	1,549	1,617	1,696	1,670	1,752	1,820	1,667	1,822	1,857	2,344
% equity	47.1%	46.8%	47.2%	48.5%	45.5%	45.9%	45.9%	45.3%	48.8%	46.3%	49.8%	48.5%	47.9%

Source: The NALP Directory of Legal Employers, 2011-2023

Notes: \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

Figures for 2023 are based on 178 offices/firms that have a tiered partnership and also reported information on equity and non-equity partner counts. A number of firms that otherwise reported information on an office-by-office basis reported their partnership information on a firm-wide basis. In some cases, firms did not update their figures from 2022.

**Table 7. Distribution of Equity and Non-equity Partners by Gender and Race/Ethnicity, 2011-2023**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Equity partners</b>	12,396	13,864	13,760	13,508	13,078	13,323	12,630	12,067	11,633	9,581	10,129	10,067	11,657
% men	84.4%	84.7%	83.5%	82.9%	82.6%	81.9%	81.3%	80.4%	79.7%	78.7%	78.0%	77.4%	76.3%
% women	15.6%	15.3%	16.5%	17.1%	17.4%	18.1%	18.7%	19.6%	20.3%	21.3%	22.0%	22.6%	23.7%
% people of color*	4.7%	4.8%	5.4%	5.6%	5.6%	5.8%	6.1%	6.6%	7.6%	8.1%	9.0%	9.0%	9.6%
<b>Non-equity partners</b>	7,842	8,992	9,101	8,968	9,369	9,278	8,720	8,959	8,675	7,588	7,594	7,218	8,715
% men	72.3%	72.7%	72.4%	71.8%	71.2%	70.6%	69.3%	69.5%	68.9%	68.4%	67.5%	67.3%	66.7%
% women	27.7%	27.3%	27.6%	28.2%	28.8%	29.4%	30.7%	30.5%	31.1%	31.6%	32.5%	32.7%	33.3%
% people of color*	8.3%	8.4%	9.1%	8.9%	9.4%	9.9%	10.4%	10.7%	10.7%	11.8%	12.0%	13.2%	14.0%

Source: The NALP Directory of Legal Employers, 2011-2023

Note: \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

Figures for 2023 are based on 178 offices/firms that have a tiered partnership and also reported information on equity and non-equity partner counts. A number of firms that otherwise reported information on an office-by-office basis reported their partnership information on a firm-wide basis. In some cases, firms did not update their figures from 2022. Since partners of color are also counted in the men and women categories, percentages across these three categories do not add up to 100%.

**Table 8. Distribution of All Partners by Equity Status, Gender, and Race/Ethnicity, 2011-2023**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Total partners</b>	20,238	22,856	22,861	22,476	22,447	22,601	21,350	21,026	20,308	17,169	17,723	17,285	20,372
<b>% Equity partners</b>	61.3%	60.7%	60.2%	60.1%	58.3%	58.9%	59.2%	57.4%	57.3%	55.8%	57.2%	58.2%	57.2%
% men	51.7%	51.4%	50.3%	49.8%	48.1%	48.3%	48.1%	46.2%	45.7%	43.9%	44.6%	45.1%	43.7%
% women	9.5%	9.3%	9.9%	10.3%	10.1%	10.7%	11.1%	11.2%	11.6%	11.9%	12.6%	13.1%	13.6%
% people of color*	2.9%	2.9%	3.2%	3.3%	3.3%	3.4%	3.6%	3.8%	4.4%	4.5%	5.1%	5.2%	5.5%
<b>% Non-equity partners</b>	38.7%	39.3%	39.8%	39.9%	41.7%	41.1%	40.8%	42.6%	42.7%	44.2%	42.8%	41.8%	42.8%
% men	28.0%	28.6%	28.8%	28.7%	29.7%	29.0%	28.3%	29.6%	29.4%	30.2%	28.9%	28.1%	28.5%
% women	10.7%	10.7%	11.0%	11.2%	12.0%	12.1%	12.5%	13.0%	13.3%	14.0%	13.9%	13.6%	14.2%
% people of color*	3.2%	3.3%	3.6%	3.5%	3.9%	4.1%	4.2%	4.6%	4.6%	5.2%	5.2%	5.5%	6.0%

Source: The NALP Directory of Legal Employers, 2011-2023

Notes: \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

Figures for 2023 are based on 178 offices/firms that have a tiered partnership and also reported information on equity and non-equity partner counts. A number of firms that otherwise reported information on an office-by-office basis reported their partnership information on a firm-wide basis. In some cases, firms did not update their figures from 2022. Since partners of color are also counted in the men and women categories, percentages across these three categories do not add up to 100%.

**Table 9. Women and People of Color at Law Firms: Partners and Associates, 2023**

	Partners				Associates				# of Offices
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	
<b>Total</b>	<b>45,332</b>	<b>27.76%</b>	<b>12.01%</b>	<b>4.86%</b>	<b>46,924</b>	<b>50.31%</b>	<b>30.15%</b>	<b>17.54%</b>	<b>812</b>
<b>By Number of Lawyers Firm-wide:</b>									
100 or fewer lawyers	1,432	26.96	9.08	4.26	768	47.66	26.17	15.23	46
101-250 lawyers	5,620	26.00	9.04	3.54	3,028	49.70	23.35	13.24	76
251-500 lawyers	8,020	26.72	10.10	4.00	5,962	49.33	29.30	16.59	109
501-700 lawyers	6,132	28.86	11.94	4.71	5,283	51.75	30.02	17.72	110
701-1,000 lawyers	10,048	26.74	12.69	4.78	11,625	50.39	29.62	17.44	212
1,001+ lawyers	14,080	29.40	14.14	6.04	20,258	50.38	31.91	18.56	259
<b>Offices in:</b>									
Atlanta	621	27.38	12.72	4.67	684	48.68	27.05	15.79	17
Austin	198	31.82	15.66	7.07	165	43.03	30.91	15.15	14
Boston	1,114	29.62	8.80	3.77	1,302	51.00	25.27	15.21	28
Charlotte	449	21.38	6.01	1.56	397	48.87	15.87	9.07	11
Chicago	1,932	28.62	10.66	4.50	1,674	48.86	25.75	14.22	37
Cleveland	464	21.98	4.09	0.86	329	42.86	10.94	4.86	7
Columbus	441	29.48	9.75	4.08	279	47.67	18.28	10.04	10
Dallas	833	24.13	11.88	4.32	823	48.00	27.46	15.07	33
Denver	480	30.42	9.38	5.21	463	50.97	18.79	10.37	20
Detroit area	319	28.21	10.66	5.02	142	40.85	17.61	11.27	6
Houston	641	23.71	15.13	5.30	664	50.00	32.38	17.77	28
Indianapolis	303	24.09	4.29	1.65	154	48.05	13.64	8.44	6
Kansas City, MO	458	32.10	8.52	3.71	254	46.46	24.80	12.99	6
Los Angeles area	1,538	28.15	20.61	7.61	1,960	51.73	41.94	24.18	61
Miami	265	28.68	28.30	9.43	238	55.46	51.68	31.51	14
Milwaukee	518	24.32	5.21	1.93	247	52.23	15.38	8.10	6
Minneapolis	830	31.33	6.39	3.37	523	47.23	17.40	8.03	17
New York City	4,741	24.97	12.47	5.00	9,309	50.32	33.22	19.83	68
Northern NJ/ Newark area	363	28.65	9.37	3.86	273	51.65	30.77	16.85	7
Orange County, CA	388	22.16	19.07	7.73	381	49.34	38.06	21.00	12
Philadelphia	946	26.85	11.31	4.44	782	49.23	23.40	13.30	12

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**Table 9. Women and People of Color at Law Firms: Partners and Associates, 2023**

	Partners				Associates				# of Offices
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	
Phoenix	211	25.59	9.95	2.37	132	54.55	21.97	10.61	9
Pittsburgh	178	23.60	2.25	1.12	152	48.03	16.45	6.58	7
Portland, OR	315	34.60	8.57	2.54	169	44.97	19.53	13.61	9
San Diego	152	25.66	23.03	7.89	264	46.21	34.47	18.56	11
San Francisco	932	35.09	22.42	9.55	1,193	56.75	44.26	27.33	38
Seattle area	690	32.75	14.20	7.10	578	52.08	32.35	19.55	20
Silicon Valley	605	28.43	25.45	9.42	899	53.84	54.84	33.59	29
St. Louis	197	28.93	9.14	3.55	86	38.37	6.98	3.49	5
Washington, DC	3,479	29.12	14.06	5.92	3,958	52.55	30.72	18.04	66
Wilmington, DE	411	27.01	6.33	2.92	330	45.15	11.21	6.06	13
<b>States:</b>									
Other areas in California	309	36.57	14.89	6.47	209	44.98	44.02	22.97	9
Other areas in Florida	1,632	24.88	13.54	4.11	1,022	51.86	27.01	16.34	17
Other areas in Michigan	608	28.13	7.07	2.80	201	51.74	17.91	9.45	8
Other areas in North Carolina	159	27.04	6.29	4.40	82	45.12	23.17	17.07	7
Other areas in Ohio	963	25.75	6.96	2.39	487	45.38	17.04	9.03	11
Tennessee	582	25.95	5.33	1.72	409	51.59	21.27	12.22	6
Other areas in Texas	241	21.58	9.54	3.73	133	47.37	20.30	10.53	7
Virginia	903	25.80	12.40	4.32	837	48.39	24.13	13.14	10

**Source:** The 2023 NALP Directory of Legal Employers.

**Notes:** \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

Cities and states are included in the table if there are at least five reporting firms and 100 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, and Southfield. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Morristown, and Roseland. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. The Seattle area includes offices in Seattle and Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, and Redwood Shores/Redwood City. With the exception of Tennessee and Virginia, state figures exclude cities reported separately. Other areas in California and Florida each include two firms that reported firm-wide data, but whose offices are predominately located in the state, including in the cities reported earlier in the table. Other areas in Michigan, Ohio, and Texas each include one firm that reported firm-wide data, but whose offices were predominately located in the state, including in the cities reported earlier in the table. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

**Table 10. Women and People of Color at Law Firms: Counsel and Non-traditional Track/Staff Attorneys, 2023**

	Counsel				Non-traditional Track/ Staff Attorneys				
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	# of Offices
<b>Total</b>	<b>11,873</b>	<b>37.25%</b>	<b>13.39%</b>	<b>6.83%</b>	<b>3,559</b>	<b>54.20%</b>	<b>23.63%</b>	<b>14.30%</b>	<b>812</b>
<b>By Number of Lawyers Firm-wide:</b>									
100 or fewer lawyers	323	32.20	9.29	5.26	30	60.00	50.00	43.33	46
101-250 lawyers	1,171	34.50	8.20	4.27	230	47.39	23.04	11.74	76
251-500 lawyers	2,049	39.39	11.52	5.86	469	56.29	24.09	15.78	109
501-700 lawyers	1,555	35.37	14.15	7.40	487	52.36	21.36	11.91	110
701-1,000 lawyers	3,164	38.50	15.04	7.24	762	55.77	23.36	13.25	212
1,001+ lawyers	3,611	37.11	14.73	7.75	1,581	54.27	23.91	14.93	259
<b>Offices in:</b>									
Atlanta	147	48.98	12.24	7.48	75	52.00	24.00	14.67	17
Austin	70	30.00	17.14	10.00	—	—	—	—	—
Boston	267	42.32	9.36	3.75	79	53.16	22.78	20.25	28
Charlotte	114	47.37	14.04	7.89	39	51.28	23.08	10.26	11
Chicago	402	39.05	11.44	6.22	110	57.27	21.82	11.82	37
Cleveland	98	39.80	5.10	3.06	29	48.28	13.79	10.34	7
Columbus	92	41.30	8.70	4.35	35	51.43	8.57	8.57	10
Dallas	190	40.00	22.63	7.37	65	49.23	18.46	9.23	33
Denver	147	48.30	5.44	4.08	40	65.00	7.50	7.50	20
Detroit area	34	29.41	11.76	2.94	34	61.76	20.59	17.65	6
Houston	184	41.85	22.28	11.96	38	71.05	26.32	18.42	28
Indianapolis	35	51.43	40.00	22.86	—	—	—	—	—
Kansas City, MO	115	40.00	14.78	6.96	31	51.61	9.68	6.45	6
Los Angeles area	442	44.34	24.21	12.90	103	55.34	33.98	18.45	61
Miami	54	46.30	35.19	18.52	15	33.33	60.00	20.00	14
Milwaukee	115	36.52	2.61	0.87	—	—	—	—	—
Minneapolis	157	45.86	7.64	3.82	49	61.22	10.20	6.12	17
New York City	1,709	38.03	14.98	7.49	548	47.99	30.29	18.80	68
Northern NJ/ Newark area	163	39.88	15.95	9.20	—	—	—	—	—
Orange County, CA	47	31.91	27.66	17.02	28	67.86	42.86	25.00	12
Philadelphia	364	28.85	8.79	3.30	56	67.86	12.50	7.14	12

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**Table 10. Women and People of Color at Law Firms: Counsel and Non-traditional Track/Staff Attorneys, 2023**

	Counsel				Non-traditional Track/ Staff Attorneys				
	Total #	% Women	% People of Color*	% Women of Color*	Total #	% Women	% People of Color*	% Women of Color*	# of Offices
Phoenix	32	43.75	12.50	9.38	—	—	—	—	—
Pittsburgh	28	39.29	3.57	3.57	—	—	—	—	—
Portland, OR	42	38.10	2.38	2.38	13	23.08	30.77	7.69	9
San Diego	32	34.38	15.63	9.38	—	—	—	—	—
San Francisco	221	42.99	21.27	15.38	39	43.59	20.51	15.38	38
Seattle area	102	34.31	14.71	7.84	40	57.50	22.50	12.50	20
Silicon Valley	152	36.18	23.68	8.55	34	50.00	38.24	17.65	29
St. Louis	28	28.57	7.14	3.57	12	8.33	8.33	0.00	5
Washington, DC	1,171	36.64	14.60	6.75	416	54.33	32.93	19.95	66
Wilmington, DE	51	37.25	5.88	5.88	17	29.41	29.41	11.76	13
<b>States:</b>									
Other areas in California	94	48.94	21.28	13.83	17	58.82	35.29	17.65	9
Other areas in Florida	343	31.78	12.54	6.41	64	56.25	17.19	12.50	17
Other areas in Michigan	172	21.51	4.65	0.58	52	40.38	15.38	7.69	8
Other areas in North Carolina	20	35.00	0.00	0.00	—	—	—	—	—
Other areas in Ohio	165	30.91	7.88	4.24	58	58.62	8.62	6.90	11
Tennessee	168	39.88	8.93	5.36	20	65.00	5.00	5.00	6
Other areas in Texas	46	36.96	13.04	4.35	13	53.85	15.38	0.00	7
Virginia	306	42.81	8.82	4.25	118	63.56	15.25	8.47	10

Source: The 2023 NALP Directory of Legal Employers.

Notes: \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

Cities and states are included in the table if there are at least five reporting firms and 100 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, and Southfield. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Morristown, and Roseland. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. The Seattle area includes offices in Seattle and Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, and Redwood Shores/Redwood City. With the exception of Tennessee and Virginia, state figures exclude cities reported separately. Other areas in California and Florida each include two firms that reported firm-wide data, but whose offices are predominately located in the state, including in the cities reported earlier in the table. Other areas in Michigan, Ohio, and Texas each include one firm that reported firm-wide data, but whose offices were predominately located in the state, including in the cities reported earlier in the table. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

Dashes in the non-traditional track/staff attorneys columns indicate that the total number of non-traditional track/staff attorneys within a city or state was less than 10; therefore, data are not reported in the table.

**Table 11. Women and People of Color at Law Firms: Total Lawyers and Summer Associates, 2023**

	Total Lawyers					Summer Associates			
	Total #	% Women	% People of Color*	% Women of Color*	# of Offices	Total #	% Women	% People of Color*	% Women of Color*
<b>Total</b>	<b>107,688</b>	<b>39.51%</b>	<b>20.45%</b>	<b>10.91%</b>	<b>812</b>	<b>8,081</b>	<b>56.17%</b>	<b>42.27%</b>	<b>26.40%</b>
<b>By Number of Lawyers Firm-wide:</b>									
100 or fewer lawyers	2,553	34.23	14.73	8.15	46	171	60.23	35.67	21.05
101-250 lawyers	10,049	34.62	13.57	6.74	76	405	58.02	38.27	26.67
251-500 lawyers	16,500	37.30	17.61	9.12	109	1,000	55.60	39.20	24.60
501-700 lawyers	13,457	39.45	19.63	10.39	110	773	57.18	41.53	26.26
701-1,000 lawyers	25,599	39.80	20.99	11.08	212	1,754	56.67	40.59	25.20
1,001+ lawyers	39,530	41.85	23.69	12.97	259	3,978	55.53	44.62	27.60
<b>Offices in:</b>									
Atlanta	1,527	40.21	19.65	10.41	17	83	62.65	33.73	22.89
Austin	440	35.91	21.82	10.68	14	28	67.86	25.00	14.29
Boston	2,762	41.60	17.02	9.63	28	156	55.77	37.82	22.44
Charlotte	999	36.44	11.51	5.61	11	50	62.00	44.00	32.00
Chicago	4,118	38.64	17.17	8.81	37	265	56.23	42.64	25.66
Cleveland	920	32.17	6.96	2.83	7	77	54.55	27.27	16.88
Columbus	847	37.66	12.40	6.26	10	67	52.24	38.81	26.87
Dallas	1,911	36.84	19.88	9.42	33	180	52.22	30.00	16.67
Denver	1,130	42.39	12.65	7.26	20	79	55.70	49.37	29.11
Detroit area	529	33.84	13.23	7.37	—	—	—	—	—
Houston	1,527	38.51	23.77	11.85	28	176	55.68	40.91	25.57
Indianapolis	500	34.80	10.20	5.60	6	31	41.94	48.39	19.35
Kansas City, MO	858	38.11	14.22	6.99	—	—	—	—	—
Los Angeles area	4,043	42.05	31.68	16.50	61	299	56.19	58.86	35.45
Miami	572	41.61	39.51	19.76	14	38	47.37	44.74	28.95
Milwaukee	889	34.42	7.65	3.49	6	32	65.63	18.75	15.63
Minneapolis	1,559	39.06	10.33	5.07	17	110	49.09	40.00	20.00
New York City	16,307	41.58	25.17	14.19	68	1,830	55.85	43.66	28.03
Northern NJ/Newark area	803	38.85	17.93	9.34	—	—	—	—	—
Orange County, CA	844	36.49	28.91	14.81	12	37	62.16	40.54	21.62
Philadelphia	2,148	36.41	15.32	7.54	12	56	53.57	41.07	26.79
Phoenix	379	37.73	14.78	6.33	9	38	60.53	39.47	15.79
Pittsburgh	363	35.81	8.26	3.58	—	—	—	—	—
Portland, OR	539	37.85	12.06	6.12	9	27	62.96	55.56	33.33

(Continued on page 31)

**Table 11. Women and People of Color at Law Firms: Total Lawyers and Summer Associates, 2023**

	Total Lawyers					Summer Associates			
	Total #	% Women	% People of Color*	% Women of Color*	# of Offices	Total #	% Women	% People of Color*	% Women of Color*
San Diego	455	38.46	29.23	14.29	11	45	44.44	51.11	24.44
San Francisco	2,385	46.79	33.21	19.08	38	206	59.22	49.51	33.50
Seattle area	1,410	41.49	21.91	12.41	20	71	77.46	46.48	36.62
Silicon Valley	1,690	43.08	41.18	22.37	29	179	54.75	57.54	37.43
St. Louis	323	30.65	8.36	3.41	—	—	—	—	—
Washington, DC	9,024	41.53	22.31	11.99	66	623	56.98	46.55	28.41
Wilmington, DE	809	35.11	8.78	4.57	13	49	71.43	32.65	30.61
<b>States:</b>									
Other areas in California	629	41.81	26.07	13.35	9	17	58.82	64.71	35.29
Other areas in Florida	3,061	35.32	18.00	8.62	17	137	59.12	35.77	21.90
Other areas in Michigan	1,033	32.24	9.20	3.97	8	35	51.43	28.57	20.00
Other areas in North Carolina	262	33.21	11.07	8.02	—	—	—	—	—
Other areas in Ohio	1,673	33.11	10.04	4.66	11	96	63.54	35.42	22.92
Tennessee	1,179	37.49	11.37	5.94	—	—	—	—	—
Other areas in Texas	433	32.10	13.39	5.77	—	—	—	—	—
Virginia	2,164	39.00	16.59	7.95	10	118	60.17	38.98	26.27

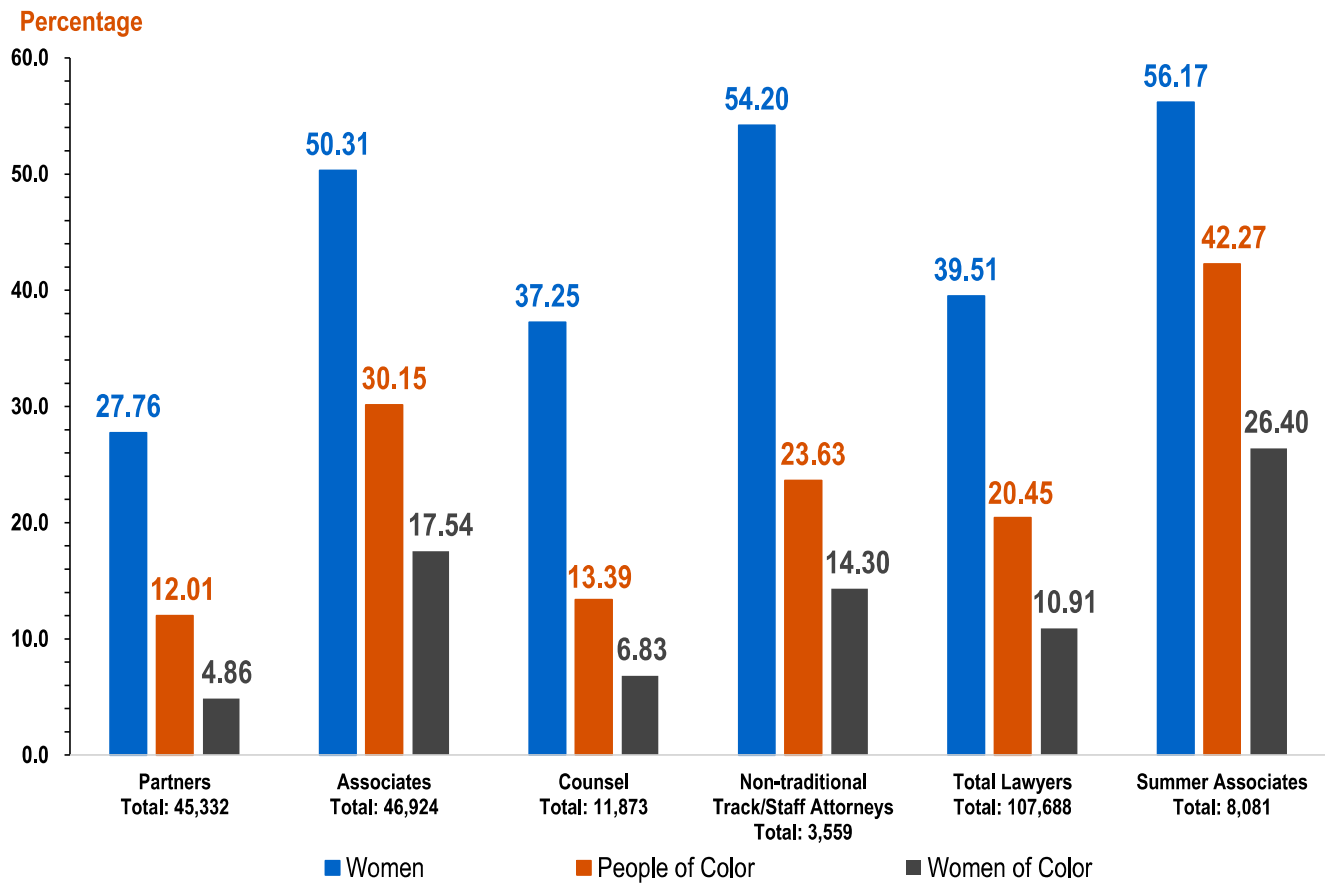
**Source:** The 2023 NALP Directory of Legal Employers.

**Notes:** \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American, Alaska Native, Native Hawaiian, other Pacific Islander, and multiracial lawyers.

Cities and states are included in the table if there are at least five reporting firms and 100 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, and Southfield. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Morristown, and Roseland. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. The Seattle area includes offices in Seattle and Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, and Redwood Shores/Redwood City. With the exception of Tennessee and Virginia, state figures exclude cities reported separately. Other areas in California and Florida each include two firms that reported firm-wide data, but whose offices are predominately located in the state, including in the cities reported earlier in the table. Other areas in Michigan, Ohio, and Texas each include one firm that reported firm-wide data, but whose offices were predominately located in the state, including in the cities reported earlier in the table. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

The number of offices reporting one or more summer associates, including demographic information, was 505. Dashes in the summer associates columns indicate that fewer than five offices in that city reported summer associates and their accompanying demographic information, or the total number of summer associates reported was less than 10.

**Chart 7. Percentage of Women and People of Color at Law Firms, 2023**



**Table 12. Partner Demographics at Law Firms, 2023**

	All Partners			Partners by Race or Ethnicity						# of Offices
				Asian		Black or African American		Latinx		
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	
<b>Total</b>	<b>45,332</b>	<b>12.01%</b>	<b>4.86%</b>	<b>4.87%</b>	<b>2.10%</b>	<b>2.47%</b>	<b>1.03%</b>	<b>3.01%</b>	<b>1.00%</b>	<b>812</b>
<b>By Number of Lawyers Firm-wide:</b>										
100 or fewer lawyers	1,432	9.08	4.26	3.98	1.96	1.61	0.42	2.03	0.91	46
101-250 lawyers	5,620	9.04	3.54	3.72	1.65	1.67	0.59	2.19	0.66	76
251-500 lawyers	8,020	10.10	4.00	3.72	1.55	2.06	0.91	2.68	0.91	109
501-700 lawyers	6,132	11.94	4.71	4.65	1.86	2.38	1.09	2.69	0.86	110
701-1,000 lawyers	10,048	12.69	4.78	5.14	2.17	2.81	1.07	3.13	0.85	212
1,001+ lawyers	14,080	14.14	6.04	5.99	2.68	2.90	1.29	3.67	1.36	259
<b>Offices in:</b>										
Atlanta	621	12.72	4.67	3.54	1.13	6.92	2.90	0.97	0.48	17
Austin	198	15.66	7.07	2.53	1.01	5.05	2.53	6.57	2.53	14
Boston	1,114	8.80	3.77	4.31	2.24	1.35	0.81	1.89	0.36	28
Charlotte	449	6.01	1.56	1.78	0.45	1.78	0.89	1.78	0.22	11
Chicago	1,932	10.66	4.50	4.50	2.12	2.38	0.83	2.12	0.57	37
Cleveland	464	4.09	0.86	1.51	0.22	1.94	0.43	0.43	0.00	7
Columbus	441	9.75	4.08	2.49	1.36	2.72	1.13	1.81	0.23	10
Dallas	833	11.88	4.32	3.00	0.96	1.92	0.84	4.08	1.44	33
Denver	480	9.38	5.21	2.50	1.04	0.83	0.00	2.92	1.04	20
Detroit area	319	10.66	5.02	3.13	1.57	3.76	1.88	1.88	0.63	6
Houston	641	15.13	5.30	4.21	1.56	3.74	1.25	5.15	1.56	28
Indianapolis	303	4.29	1.65	1.32	0.66	1.32	0.00	1.32	0.66	6
Kansas City, MO	458	8.52	3.71	2.62	1.53	2.18	0.66	2.40	0.87	6
Los Angeles area	1,538	20.61	7.61	11.44	4.42	2.28	0.98	3.90	0.98	61
Miami	265	28.30	9.43	0.38	0.38	2.64	0.75	23.77	7.55	14
Milwaukee	518	5.21	1.93	1.35	0.77	0.97	0.00	2.32	0.97	6
Minneapolis	830	6.39	3.37	3.01	2.17	0.72	0.36	1.08	0.36	17
New York City	4,741	12.47	5.00	5.95	2.40	2.36	1.05	3.14	1.05	68
Northern NJ/ Newark area	363	9.37	3.86	3.03	1.93	2.48	0.83	1.93	0.55	7
Orange County, CA	388	19.07	7.73	11.86	5.15	0.52	0.26	4.64	1.80	12

(Continued on page 34)

**Table 12. Partner Demographics at Law Firms, 2023**

	All Partners			Partners by Race or Ethnicity						# of Offices
				Asian		Black or African American		Latinx		
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	
Philadelphia	946	11.31	4.44	4.55	1.69	2.64	0.85	2.43	0.95	12
Phoenix	211	9.95	2.37	3.32	0.95	0.47	0.47	3.32	0.47	9
Pittsburgh	178	2.25	1.12	1.12	1.12	0.56	0.00	0.00	0.00	7
Portland, OR	315	8.57	2.54	1.90	0.95	0.95	0.32	2.54	0.32	9
San Diego	152	23.03	7.89	12.50	3.95	0.00	0.00	5.26	1.32	11
San Francisco	932	22.42	9.55	13.95	6.22	2.47	0.86	3.33	1.61	38
Seattle area	690	14.20	7.10	7.10	4.20	1.59	0.58	2.61	0.72	20
Silicon Valley	605	25.45	9.42	17.52	7.44	1.65	0.17	3.97	0.99	29
St. Louis	197	9.14	3.55	2.03	1.02	5.08	2.03	1.02	0.00	5
Washington, DC	3,479	14.06	5.92	5.98	2.39	3.91	2.04	2.56	0.75	66
Wilmington, DE	411	6.33	2.92	3.65	2.19	0.97	0.49	1.46	0.24	13
<b>States:</b>										
Other areas in California	309	14.89	6.47	5.83	3.56	1.29	0.32	5.83	2.27	9
Other areas in Florida	1,632	13.54	4.11	2.08	0.67	2.94	0.67	7.11	2.21	17
Other areas in Michigan	608	7.07	2.80	2.47	1.64	2.80	0.82	1.64	0.33	8
Other areas in North Carolina	159	6.29	4.40	1.89	1.26	3.77	2.52	0.00	0.00	7
Other areas in Ohio	963	6.96	2.39	1.97	0.83	2.08	0.42	2.08	0.73	11
Tennessee	582	5.33	1.72	0.69	0.52	1.89	0.34	1.55	0.69	6
Other areas in Texas	241	9.54	3.73	1.24	0.83	0.41	0.00	6.22	2.49	7
Virginia	903	12.40	4.32	3.77	1.66	3.99	1.66	2.99	0.44	10

Source: The 2023 NALP Directory of Legal Employers.

Notes: \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial partners are included in the overall percentages for people and women of color but are not reported separately due to the small number of partners reported in 2023. Overall, 0.15% of all partners were Native American or Alaska Native and 0.06% were Native American or Alaska Native women, 0.08% of all partners were Native Hawaiian or other Pacific Islander and 0.04% were Native Hawaiian or other Pacific Islander women, and 1.44% of all partners were multiracial and 0.62% were multiracial women.

Cities and states are included in the table if there are at least five reporting firms and 100 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, and Southfield. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Morristown, and Roseland. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. The Seattle area includes offices in Seattle and Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, and Redwood Shores/Redwood City. With the exception of Tennessee and Virginia, state figures exclude cities reported separately. Other areas in California and Florida each include two firms that reported firm-wide data, but whose offices are predominately located in the state, including in the cities reported earlier in the table. Other areas in Michigan, Ohio, and Texas each include one firm that reported firm-wide data, but whose offices were predominately located in the state, including in the cities reported earlier in the table. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.



**Table 13. Associate Demographics at Law Firms, 2023**

	All Associates			Associates by Race or Ethnicity						# of Offices
				Asian		Black or African American		Latinx		
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	
<b>Total</b>	<b>46,924</b>	<b>30.15%</b>	<b>17.54%</b>	<b>12.84%</b>	<b>7.77%</b>	<b>6.15%</b>	<b>3.68%</b>	<b>7.05%</b>	<b>3.75%</b>	<b>812</b>
<b>By Number of Lawyers Firm-wide:</b>										
100 or fewer lawyers	768	26.17	15.23	11.72	6.25	5.21	3.78	5.21	2.86	46
101-250 lawyers	3,028	23.35	13.24	8.42	4.89	5.18	3.07	6.64	3.67	76
251-500 lawyers	5,962	29.30	16.59	11.36	6.78	6.39	3.40	7.15	3.76	109
501-700 lawyers	5,283	30.02	17.72	11.43	6.89	6.81	4.43	6.36	3.37	110
701-1,000 lawyers	11,625	29.62	17.44	12.77	7.78	5.69	3.45	6.70	3.70	212
1,001+ lawyers	20,258	31.91	18.56	14.39	8.77	6.35	3.78	7.53	3.92	259
<b>Offices in:</b>										
Atlanta	684	27.05	15.79	6.14	3.80	13.89	8.19	4.97	3.07	17
Austin	165	30.91	15.15	7.27	4.24	6.06	3.64	9.09	3.64	14
Boston	1,302	25.27	15.21	11.44	7.07	4.30	2.92	6.30	2.92	28
Charlotte	397	15.87	9.07	4.03	1.76	5.54	3.53	4.28	2.52	11
Chicago	1,674	25.75	14.22	9.14	5.02	6.45	3.52	6.75	3.58	37
Cleveland	329	10.94	4.86	3.34	1.52	4.86	2.43	1.52	0.61	7
Columbus	279	18.28	10.04	2.51	2.51	7.53	2.15	3.94	2.51	10
Dallas	823	27.46	15.07	8.14	4.50	7.17	4.13	8.51	4.62	33
Denver	463	18.79	10.37	4.10	3.02	3.67	2.38	7.34	3.46	20
Detroit area	142	17.61	11.27	2.11	2.11	11.97	7.04	2.82	1.41	6
Houston	664	32.38	17.77	9.34	4.97	7.83	4.67	11.30	5.87	28
Indianapolis	154	13.64	8.44	1.30	1.30	8.44	3.90	1.95	1.95	6
Kansas City, MO	254	24.80	12.99	6.30	3.54	7.48	4.72	7.09	2.76	6
Los Angeles area	1,960	41.94	24.18	18.37	10.92	6.63	3.98	10.31	5.41	61
Miami	238	51.68	31.51	1.68	0.84	9.24	5.88	36.97	22.69	14
Milwaukee	247	15.38	8.10	2.43	1.21	2.43	1.62	4.45	2.83	6
Minneapolis	523	17.40	8.03	6.50	2.29	4.21	1.34	3.82	2.68	17
New York City	9,309	33.22	19.83	16.84	10.41	5.52	3.30	6.82	3.82	68
Northern NJ/ Newark area	273	30.77	16.85	9.16	4.76	7.33	4.03	10.26	6.23	7
Orange County, CA	381	38.06	21.00	21.26	13.39	2.10	1.05	8.14	3.41	12

(Continued on page 36)

**Table 13. Associate Demographics at Law Firms, 2023**

	All Associates			Associates by Race or Ethnicity						# of Offices
				Asian		Black or African American		Latinx		
	Total #	% People of Color*	% Women of Color*	Total %	% Women	Total %	% Women	Total %	% Women	
Philadelphia	782	23.40	13.30	8.70	4.99	6.14	3.71	5.24	2.56	12
Phoenix	132	21.97	10.61	4.55	4.55	3.03	1.52	11.36	3.79	9
Pittsburgh	152	16.45	6.58	5.92	3.29	4.61	1.97	1.97	0.00	7
Portland, OR	169	19.53	13.61	2.96	2.37	1.18	1.18	7.69	4.14	9
San Diego	264	34.47	18.56	21.21	12.12	1.89	1.52	6.82	3.03	11
San Francisco	1,193	44.26	27.33	24.22	15.00	5.11	3.19	7.63	5.03	38
Seattle area	578	32.35	19.55	14.88	10.38	5.19	2.60	4.84	2.08	20
Silicon Valley	899	54.84	33.59	42.27	26.59	2.11	1.11	7.01	3.78	29
St. Louis	86	6.98	3.49	1.16	1.16	1.16	1.16	2.33	1.16	5
Washington, DC	3,958	30.72	18.04	12.25	6.87	9.12	5.89	5.41	2.98	66
Wilmington, DE	330	11.21	6.06	6.06	3.33	1.52	0.91	2.73	1.21	13
<b>States:</b>										
Other areas in California	209	44.02	22.97	17.70	8.13	2.87	2.87	17.70	9.09	9
Other areas in Florida	1,022	27.01	16.34	5.19	3.42	6.75	3.91	11.06	6.16	17
Other areas in Michigan	201	17.91	9.45	2.99	1.99	10.45	5.97	2.49	0.00	8
Other areas in North Carolina	82	23.17	17.07	8.54	6.10	8.54	7.32	2.44	1.22	7
Other areas in Ohio	487	17.04	9.03	3.08	1.85	6.16	3.08	4.11	2.05	11
Tennessee	409	21.27	12.22	4.40	3.67	9.29	5.38	4.89	1.96	6
Other areas in Texas	133	20.30	10.53	2.26	0.75	3.01	2.26	10.53	5.26	7
Virginia	837	24.13	13.14	7.41	4.30	7.05	3.70	5.97	3.23	10

**Source:** The 2023 NALP Directory of Legal Employers.

**Notes:** \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial associates are included in the overall percentages for people and women of color but are not reported separately due to the small number of associates reported in 2023. Overall, 0.17% of all associates were Native American or Alaska Native and 0.08% were Native American or Alaska Native women, 0.10% of all associates were Native Hawaiian or other Pacific Islander and 0.05% were Native Hawaiian or other Pacific Islander women, and 3.84% of all associates were multiracial and 2.22% were multiracial women.

Cities and states are included in the table if there are at least five reporting firms and 100 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, and Southfield. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Morristown, and Roseland. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. The Seattle area includes offices in Seattle and Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, and Redwood Shores/Redwood City. With the exception of Tennessee and Virginia, state figures exclude cities reported separately. Other areas in California and Florida each include two firms that reported firm-wide data, but whose offices are predominately located in the state, including in the cities reported earlier in the table. Other areas in Michigan, Ohio, and Texas each include one firm that reported firm-wide data, but whose offices were predominately located in the state, including in the cities reported earlier in the table. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

**Table 14. Total Lawyer Demographics at Law Firms, 2023**

	Total Lawyers			Total Lawyers by Race or Ethnicity						# of Offices
	Total #	% People of Color*	% Women of Color*	Asian		Black or African American		Latinx		
				Total %	% Women	Total %	% Women	Total %	% Women	
<b>Total</b>	<b>107,688</b>	<b>20.45%</b>	<b>10.91%</b>	<b>8.57%</b>	<b>4.81%</b>	<b>4.18%</b>	<b>2.28%</b>	<b>4.93%</b>	<b>2.34%</b>	<b>812</b>
<b>By Number of Lawyers Firm-wide:</b>										
100 or fewer lawyers	2,553	14.73	8.15	6.38	3.37	3.02	1.80	3.02	1.61	46
101-250 lawyers	10,049	13.57	6.74	5.23	2.72	2.89	1.43	3.57	1.65	76
251-500 lawyers	16,500	17.61	9.12	6.70	3.68	3.81	1.97	4.43	2.05	109
501-700 lawyers	13,457	19.63	10.39	7.48	4.12	4.31	2.53	4.32	1.97	110
701-1,000 lawyers	25,599	20.99	11.08	8.88	4.98	4.14	2.21	4.95	2.29	212
1,001+ lawyers	39,530	23.69	12.97	10.51	6.04	4.73	2.63	5.80	2.84	259
<b>Offices in:</b>										
Atlanta	1,527	19.65	10.41	4.78	2.55	10.22	5.37	2.95	1.83	17
Austin	440	21.82	10.68	5.00	2.50	5.23	2.73	7.05	2.95	14
Boston	2,762	17.02	9.63	8.04	4.82	2.68	1.74	4.06	1.74	28
Charlotte	999	11.51	5.61	2.90	1.10	4.30	2.50	3.00	1.40	11
Chicago	4,118	17.17	8.81	6.51	3.40	4.13	2.02	4.10	1.89	37
Cleveland	920	6.96	2.83	2.17	0.87	2.93	1.20	1.09	0.43	7
Columbus	847	12.40	6.26	2.24	1.65	4.49	1.53	2.60	1.30	10
Dallas	1,911	19.88	9.42	5.49	2.56	4.81	2.51	6.33	2.93	33
Denver	1,130	12.65	7.26	3.10	2.04	1.86	0.97	4.60	2.12	20
Detroit area	529	13.23	7.37	2.84	1.70	6.43	3.59	2.27	1.13	6
Houston	1,527	23.77	11.85	7.07	3.54	5.57	2.88	8.19	3.73	28
Indianapolis	500	10.20	5.60	2.20	1.60	4.80	1.80	1.40	1.00	6
Kansas City, MO	858	14.22	6.99	3.96	2.33	3.96	2.10	4.31	1.63	6
Los Angeles area	4,043	31.68	16.50	15.14	8.04	4.65	2.60	7.17	3.26	61
Miami	572	39.51	19.76	1.40	0.87	5.59	3.32	30.24	14.34	14
Milwaukee	889	7.65	3.49	1.46	0.79	1.35	0.45	2.59	1.35	6
Minneapolis	1,559	10.33	5.07	4.17	2.18	1.99	0.71	2.12	1.22	17
New York City	16,307	25.17	14.19	12.59	7.41	4.18	2.38	5.55	2.81	68
Northern NJ/ Newark area	803	17.93	9.34	6.10	3.36	4.23	2.37	4.98	2.62	7
Orange County, CA	844	28.91	14.81	16.82	9.36	1.30	0.71	6.28	2.73	12

(Continued on page 38)

**Table 14. Total Lawyer Demographics at Law Firms, 2023**

	Total Lawyers			Total Lawyers by Race or Ethnicity						# of Offices
	Total #	% People of Color*	% Women of Color*	Asian		Black or African American		Latinx		
				Total %	% Women	Total %	% Women	Total %	% Women	
Philadelphia	2,148	15.32	7.54	5.77	2.89	3.91	1.91	3.49	1.44	12
Phoenix	379	14.78	6.33	3.69	2.37	1.32	0.79	6.60	2.11	9
Pittsburgh	363	8.26	3.58	3.03	1.93	2.20	0.83	0.83	0.00	7
Portland, OR	539	12.06	6.12	2.23	1.30	1.11	0.56	4.08	1.67	9
San Diego	455	29.23	14.29	16.92	8.57	1.10	0.88	6.15	2.42	11
San Francisco	2,385	33.21	19.08	19.12	11.07	3.73	2.10	5.49	3.35	38
Seattle area	1,410	21.91	12.41	10.28	6.67	3.26	1.42	3.69	1.49	20
Silicon Valley	1,690	41.18	22.37	31.12	17.81	1.78	0.65	5.38	2.37	29
St. Louis	323	8.36	3.41	2.17	1.24	3.41	1.55	1.24	0.31	5
Washington, DC	9,024	22.31	11.99	8.90	4.62	6.54	3.89	4.16	1.98	66
Wilmington, DE	809	8.78	4.57	4.45	2.60	1.73	0.99	2.10	0.74	13
<b>States:</b>										
Other areas in California	629	26.07	13.35	10.33	5.41	2.23	1.59	10.49	5.25	9
Other areas in Florida	3,061	18.00	8.62	3.20	1.73	4.25	1.96	8.27	3.56	17
Other areas in Michigan	1,033	9.20	3.97	2.42	1.36	4.36	1.84	1.84	0.39	8
Other areas in North Carolina	262	11.07	8.02	3.82	2.67	4.96	3.82	0.76	0.38	7
Other areas in Ohio	1,673	10.04	4.66	2.27	1.26	3.47	1.37	2.69	1.14	11
Tennessee	1,179	11.37	5.94	2.29	1.87	4.66	2.37	2.63	1.02	6
Other areas in Texas	433	13.39	5.77	1.85	0.69	2.08	0.92	6.93	3.00	7
Virginia	2,164	16.59	7.95	5.08	2.68	4.85	2.45	4.39	1.80	10

Source: The 2023 NALP Directory of Legal Employers.

Notes: \*Refers to race/ethnicity and includes Asian, Black or African American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers.

Native American or Alaska Native, Native Hawaiian or other Pacific Islander, and multiracial lawyers are included in the overall percentages for people and women of color but are not reported separately due to the small number of associates reported in 2023. Overall, 0.16% of all lawyers were Native American or Alaska Native and 0.07% were Native American or Alaska Native women, 0.09% of all lawyers were Native Hawaiian or other Pacific Islander and 0.04% were Native Hawaiian or other Pacific Islander women, and 2.53% of all lawyers were multiracial and 1.37% were multiracial women.

Cities and states are included in the table if there are at least five reporting firms and 100 total partners or associates. Some city information includes one or more offices in adjacent suburbs. Boston includes one office in Concord. The Detroit area includes offices in Bloomfield Hills, Detroit, and Southfield. The Los Angeles area includes offices in Los Angeles and Santa Monica. The Northern New Jersey/Newark area includes offices in Newark, Cranford, Florham Park, Morristown, and Roseland. Orange County includes offices in Costa Mesa, Irvine, and Newport Beach. The Seattle area includes offices in Seattle and Bellevue. Silicon Valley includes offices in Menlo Park, Palo Alto, and Redwood Shores/Redwood City. With the exception of Tennessee and Virginia, state figures exclude cities reported separately. Other areas in California and Florida each include two firms that reported firm-wide data, but whose offices are predominately located in the state, including in the cities reported earlier in the table. Other areas in Michigan, Ohio, and Texas each include one firm that reported firm-wide data, but whose offices were predominately located in the state, including in the cities reported earlier in the table. For multi-office firms that reported only firmwide figures, the information was attributed to the reporting city if at least 60% of the firm's lawyers are in that city.

**Table 15. Lawyers with Disabilities at Law Firms, 2023**

	All Firms		Firms of 250 or Fewer Lawyers		Firms of 251-500 Lawyers		Firms of 501-700 Lawyers		Firms of 701-1,000 Lawyers		Firms of 1,001+ Lawyers	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
Partners	495	1.41%	67	1.19%	78	1.20%	86	1.74%	182	2.32%	82	0.80%
Associates	840	2.44	72	2.39	97	1.94	116	2.77	313	3.79	242	1.73
Other Lawyers*	281	2.46	24	1.76	31	1.49	47	2.81	135	4.84	44	1.26
All Lawyers	1616	1.99	163	1.63	206	1.52	249	2.31	630	3.33	368	1.32
Summer Associates	145	2.85	—	—	—	—	19	4.01	40	4.49	69	2.74

Source: The 2023 NALP Directory of Legal Employers.

Notes: \*Data for counsel and non-traditional track/staff attorneys are combined.

Figures for lawyers with disabilities are based on 635 offices/firms reporting counts, including zero, in all lawyer categories; figures for summer associates with disabilities are based on 331 offices/firms with a summer program and reporting counts, including zero. Dashes in the summer associates row indicate that the total number of summer associates with disabilities reported was less than 10; therefore, data are not reported in the table. Overall, counts of individuals with disabilities, including zero, cover 81,034 lawyers and 5,090 summer associates. Since reporting is still somewhat limited, trend information on lawyers with disabilities are not presented.

**Table 16. LGBTQ Lawyers at Law Firms, 2023**

	All Firms		Firms of 100 or Fewer Lawyers		Firms of 101-250 Lawyers		Firms of 251-500 Lawyers		Firms of 501-700 Lawyers		Firms of 701-1,000 Lawyers		Firms of 1,001+ Lawyers	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
Partners	1,123	2.57%	35	2.58%	88	1.86%	175	2.29%	168	2.75%	234	2.40%	423	3.01%
Associates	3,124	6.79	41	5.61	153	5.76	319	5.49	357	6.77	733	6.47	1,521	7.52
Other Lawyers*	527	3.56	11	3.30	26	2.32	63	2.66	61	3.00	146	3.86	220	4.25
All Lawyers	4,774	4.57	87	3.59	267	3.14	557	3.52	586	4.36	1,113	4.48	2,164	5.48
Summer Associates	886	11.67	—	—	40	11.49	81	8.54	87	12.97	198	11.60	476	12.69

Source: The 2023 NALP Directory of Legal Employers.

Notes: \*Data for counsel and non-traditional track/staff attorneys are combined.

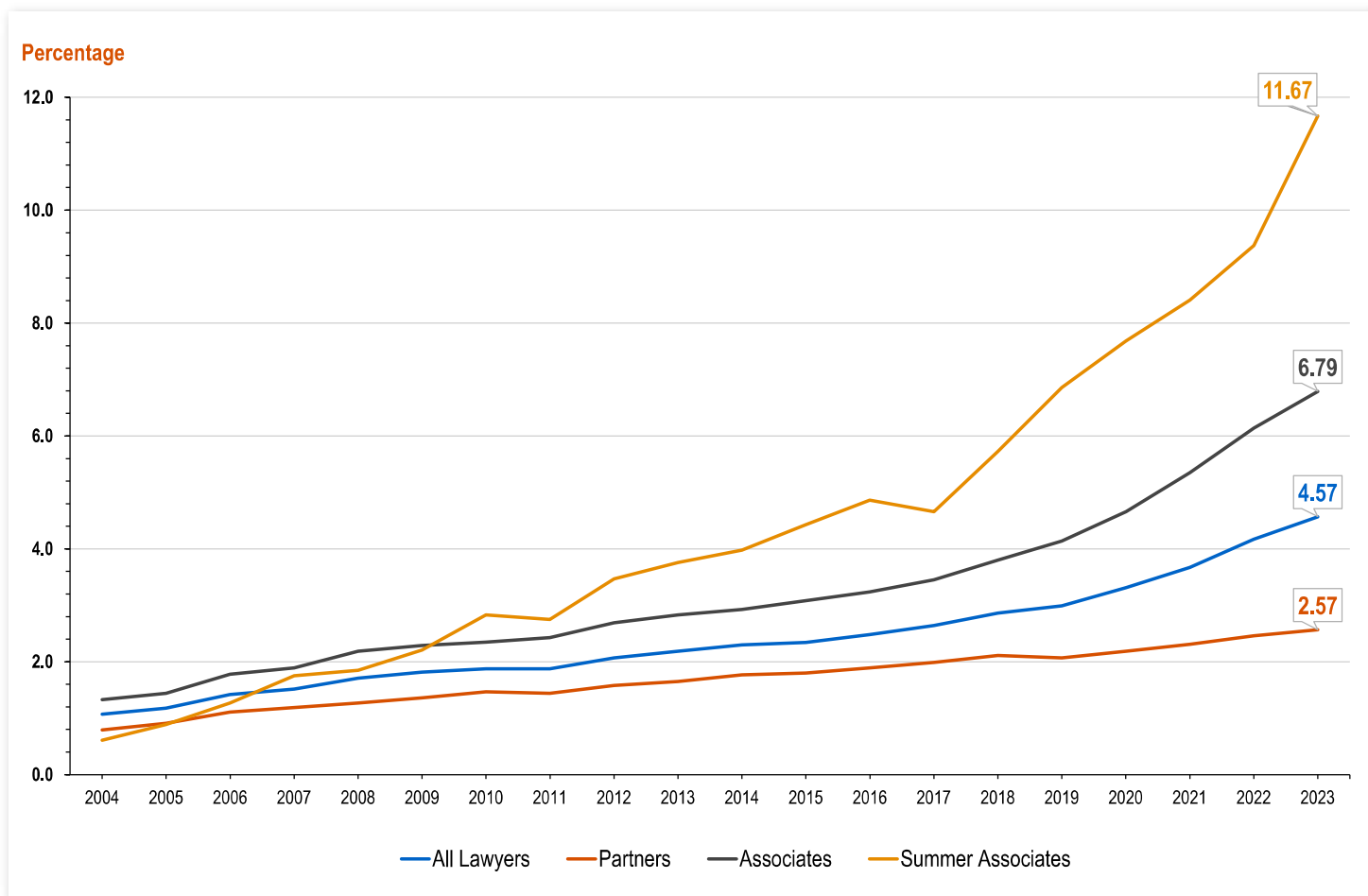
Figures for LGBTQ lawyers are based on 785 offices/firms reporting counts, including zero, in all lawyer categories; figures for LGBTQ summer associates are based on 470 offices/firms with a summer program and reporting counts of LGBTQ summer associates, including zero. Dashes in a row indicate that the total number of LGBTQ summer associates was less than 10; therefore, data are not reported in the table. Overall, LGBTQ counts, including zero, cover 104,485 lawyers and 7,589 summer associates.

**Table 17. LGBTQ Lawyers at Law Firms, 2004-2023**

Year	All Lawyers		Partners		Associates		Summer Associates	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
2023	4,774	4.57%	1,123	2.57%	3,124	6.79%	886	11.67%
2022	4,006	4.17	999	2.46	2,549	6.14	616	9.37
2021	3,653	3.67	976	2.31	2,276	5.35	522	8.41
2020	3,187	3.31	878	2.19	1,936	4.66	456	7.68
2019	3,028	2.99	892	2.07	1,796	4.14	415	6.86
2018	2,827	2.86	900	2.11	1,581	3.80	333	5.73
2017	2,664	2.64	880	1.99	1,438	3.45	287	4.66
2016	2,431	2.48	825	1.89	1,304	3.24	291	4.86
2015	2,297	2.34	785	1.80	1,244	3.08	248	4.43
2014	2,182	2.30	748	1.77	1,172	2.93	210	3.98
2013	2,085	2.19	695	1.65	1,146	2.83	202	3.76
2012	2,105	2.07	718	1.58	1,169	2.69	182	3.47
2011	2,087	1.88	724	1.44	1,166	2.43	128	2.75
2010	2,137	1.88	752	1.47	1,182	2.35	122	2.83
2009	2,200	1.82	723	1.36	1,280	2.29	172	2.21
2008	2,050	1.71	670	1.27	1,209	2.19	184	1.85
2007	1,884	1.52	666	1.19	1,056	1.89	197	1.75
2006	1,733	1.42	618	1.11	979	1.78	129	1.27
2005	1,458	1.18	504	0.91	869	1.44	93	0.89
2004	1,316	1.07	429	0.79	815	1.33	61	0.61

Source: The NALP Directory of Legal Employers, 2004 -2023

**Chart 8. Percentage of LGBTQ Lawyers, 2004-2023**



**Table 18. Lawyers who are Military Veterans, 2023**

	All Firms		Firms of 250 or Fewer Lawyers		Firms of 251-500 Lawyers		Firms of 501-700 Lawyers		Firms of 701-1,000 Lawyers		Firms of 1,001+ Lawyers	
	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total	# Reported	% of Total
Partners	935	2.24%	165	2.65%	161	2.21%	232	4.04%	178	1.87%	199	1.54%
Associates	740	1.75	48	1.40	92	1.66	169	3.51	152	1.43	279	1.57
Other Lawyers*	418	3.00	47	3.03	70	3.11	84	4.35	110	3.03	107	2.33
All Lawyers	2,093	2.14	260	2.32	323	2.14	485	3.89	440	1.85	585	1.66
Summer Associates	150	2.21	—	—	20	2.34	14	2.27	32	2.37	77	2.24

**Source:** The 2023 NALP Directory of Legal Employers.

**Notes:** \*Data for counsel and non-traditional track/staff attorneys are combined.

Figures for military veteran lawyers are based on 742 offices/firms reporting counts, including zero, in all lawyer categories; figures for military veteran summer associates are based on 446 offices/firms with a summer program and reporting counts, including zero. Dashes in the summer associates row indicate that the total number of military veterans reported was less than 10; therefore, data are not reported in the table. Overall, military veteran counts, including zero, cover 97,884 lawyers and 6,786 summer associates. Since reporting is still somewhat limited, trend information on military veterans are not presented.






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# The six signature traits of inclusive leadership

Thriving in a diverse new world



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# Introduction: A new leadership capability

**W**HAT will it take to be a great leader in the future? In five years, ten years, even fifteen years?

Say those numbers slightly differently—2020, 2025, or 2030—and your imagination takes you somewhere else entirely. To the realm of science fiction in which books and films paint vivid pictures of a future that looks vastly different from that which we know today. There is the devastated world and its dystopian societies, the artificial world with synthetic humans, and myriads of other worlds scattered throughout foreign galaxies.

In these books and films, there's always a quest, and there's always a hero. Smart and strong, they carry the weight of the world on their shoulders. They have a sidekick, if lucky, but rarely are the leader and the sidekick equals, and they almost never operate as a team. The decisions these leaders make—the actions they take—culminate in the restoration of humanity.

What's curious is that this iconic image of the heroic leader remains constant despite the vastly changed environment. It seems we can easily imagine different future contexts, but when it comes to thinking about leadership differently, we are on a repeating loop. It makes for great entertainment, but it is not the stuff of reality. Yes, the context will change—it is changing already—and this will demand adaptation by those playing a leading role.

So what is this different context? In a volatile and complex world, predicting the future with precision is a risky business. We can be sure, however, about four global mega-trends that are reshaping the environment and influencing business priorities:<sup>1</sup>

First, *diversity of markets*: Demand is shifting to emerging markets. With their growing middle class, these new markets represent the single biggest growth opportunity in the portfolio of many companies around the world.

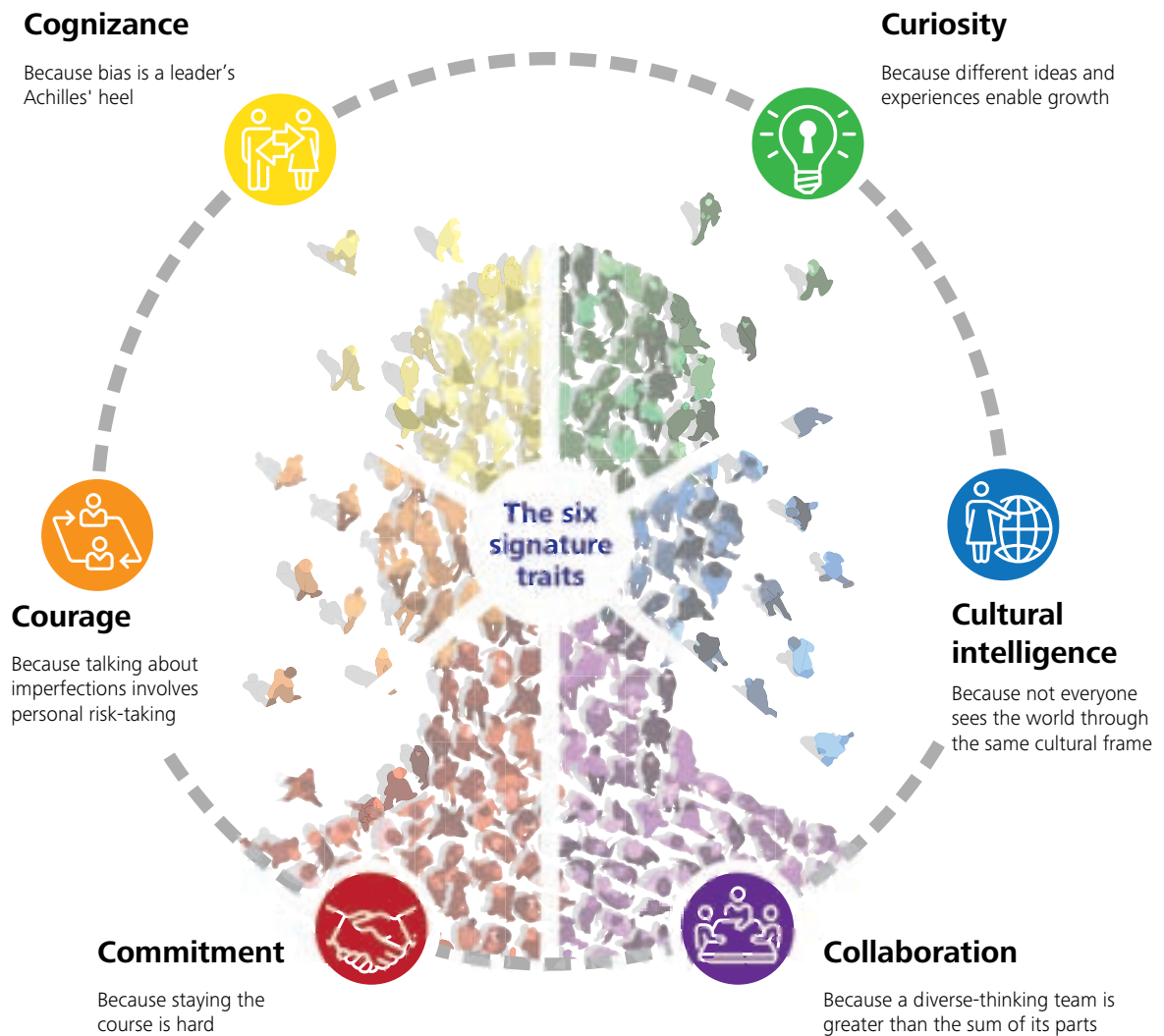
Second, *diversity of customers*: Customer demographics and attitudes are changing. Empowered through technology and with greater choice, an increasingly diverse customer base expects better personalization of products and services.

Third, *diversity of ideas*: Digital technology, hyper-connectivity, and deregulation are disrupting business value chains and the nature of consumption and competition. Few would argue against the need for rapid innovation.

Fourth, *diversity of talent*: Shifts in age profiles, education, and migration flows, along with expectations of equality of opportunity and work/life balance, are all impacting employee populations.

Diversity of markets, customers, ideas, and talent: These simultaneous shifts are the new context. For leaders who have perfected their craft in a more homogenous environment, rapid adjustment is in order. Of course,

Figure 1. The six signature traits of an inclusive leader



Graphic: Deloitte University Press | DUPress.com

the core aspects of leadership, such as setting direction and influencing others, are timeless, but we see a new capability that is vital to the way leadership is executed. We call this *inclusive leadership*, and our research has identified six traits that characterize an inclusive mindset and inclusive behavior.

This report is intended to help leaders think about how traditional notions of leadership must change.<sup>2</sup> We are not suggesting a wholesale replacement of previous leadership theory. Elements of inclusive leadership are echoed in transformational, servant, and authentic leadership, for example, and these concepts are carried forward. However, we have amplified and built on these known attributes to define a powerful new capability uniquely adapted to a diverse environment. Understanding and being adept at inclusive leadership will help leaders thrive in their increasingly diverse environment.

This report is structured in three parts. First, we briefly describe the four shifts

elevating the importance of inclusive leadership—the “Why care?” aspect of the discussion. In the second part, we have identified the six signature traits of an inclusive leader (figure 1). In doing so, we have mined our experiences with more than 1,000 global leaders, deep-diving into the views of 15 leaders and subject matter experts, and surveying over 1,500 employees on their perceptions of inclusion. We have also built on existing thought leadership and applied research and drawn on work with our inclusive leadership assessment tool—on which our six-part framework is based—which has proved both reliable and valid in pilot testing.<sup>3</sup> Sensing that inclusive leadership is a new capability, we have been examining this space since 2011, rather than relying solely on pre-existing leadership assessments and databases, with their historic biases. We conclude with some suggested strategies to help organizations cultivate inclusive capabilities across their leadership population.



# A diverse new world: Markets, customers, ideas, and talent

**F**OUR global mega-trends are creating a business context that is far less homogeneous and much more diverse than has historically been the case. These interrelated shifts are influencing business priorities, and reshaping the capabilities required of leaders to succeed in the future.

## Diversity of markets

The growth in emerging market economies may have slowed—and big challenges abound—but the long-term potential remains significant.<sup>4</sup>

By 2025, the world's middle-class population is expected to reach 3.2 billion, up from 1.8 billion in 2009, with the majority of this growth coming from Asia, Africa, and Latin America.<sup>5</sup> As income levels rise, so does consumer demand. This growing population now represents the single biggest growth opportunity in the portfolio of many companies around the world.<sup>6</sup>

Reaching these consumers profitably, however, is anything but straightforward.<sup>7</sup> Markets are characterized by significant cultural, political, and economic differences. Tension exists between local adaptation and international scale. Home-grown players can provide stiff competition and strong local talent is scarce. Indeed, in a 2015 survey of 362 executives, just 10 percent believed that they have the full suite of capabilities needed to win offshore.<sup>8</sup>

So what does this mean for those with global ambitions? While there is no single formula for success, research shows that having people with a more global mindset and capability is critical.<sup>9</sup> John Lewis, Jr., global chief diversity officer of The Coca-Cola Company, agrees: “Right now, our fastest-growing markets around the world are sub-Saharan Africa, India, and China. How we win in these markets is as much a matter of how we embed ourselves in these cultures [as any other factor]. The question I put to our business leaders is: Even if we get all the tactics and logistics right, can we win if we don't get the people part right?”<sup>10</sup>

## Diversity of customers

Customers have always been able to vote with their feet. Today, this power is even greater. Empowered through their digital devices and with more choice, customers expect greater personalization and a voice in shaping the products and services they consume.<sup>11</sup> Facing millions of individual expectations and experiences across an increasingly diverse customer base, the challenge for companies is to deliver individualized insights and a personal touch with the efficiencies of scale.

To remain competitive in this environment, organizations have realized, customer centrality is paramount. Customer promises are being written into vision statements, operating

models are being redesigned to ensure that customers are at the heart of the business, and the role of the “chief customer officer” has been created and elevated to the executive team.

But more than just changing systems and structures, organizations are increasingly focusing on cultivating more customer-centric mindsets and capabilities. The new buzzwords of “empathy” and “connectedness”—concepts that underpin popular methods such as design thinking—are taking hold as organizations strive to better understand customers’ worlds and future needs. And while development programs of the past may have focused on traditional customer-facing roles, a leader-led approach is increasingly being adopted.

Telstra has embarked on a journey to orient the entire organization around the customer, including the way leaders are developed. “Leaders are central to the connected strategy,” says Rob Brown, director of customer advocacy.<sup>12</sup> “They are the linchpin that sets the pace and culture of our organization. If leaders don’t understand how we need to think differently, if they don’t get that we need to connect with customers’ needs to understand what they want and how best to simplify things for them, then it’s hard, if not impossible, for the teams to get it.”

## Diversity of ideas

Organizations must “innovate or die,” extols Bill Gates.<sup>13</sup> A bold statement, but we need not look far to see its validity. Seemingly overnight, digital disruption has reshaped whole industries and iconic brands and brought forth new players.

For most leaders, it’s an imperative that’s well understood. In a 2014 survey of 1,500 executives, three-quarters said that innovation was among their company’s top three priorities.<sup>14</sup> Despite this, 83 percent perceived their companies’ innovation capabilities to be average (70 percent) or weak (13 percent).<sup>15</sup>

So what sets apart breakthrough innovators from the rest? The survey found that,

compared with others, “breakthrough” innovators “cast a wide net for ideas.”<sup>16</sup> In the race for new ideas, diversity of thinking is gaining prominence as a strategy to protect against groupthink and generate breakthrough insights. However, while many agree intellectually that collective intelligence enhances group performance, few understand how to consistently achieve it with any degree of specificity.<sup>17</sup>

In this context, a leader’s understanding of how diversity of thinking works will be critical to success. As François Hudon, an executive at Bank of Montreal, states: “For leaders, it’s making sure you have little risk of being blindsided by something that a diverse team would have known about and would have identified as an opportunity or a risk. I think it brings far greater confidence to the decision making when you know you are being supported by people who have far more diverse points of view.”

## Diversity of talent

Diversity of talent is at risk of being overshadowed by other shifts. This is because demographic change has a slow-burn effect on workplace profiles. And, of course, diversity of talent is not a new topic. Anti-discrimination laws and the “war for talent” have seen organizations pay attention to historically marginalized groups for some time. Leaders underplay this shift at their peril.

Changes in population age profiles, education, and migration flows, along with expectations of equality of opportunity and work/life balance, are all deeply impacting employee populations. More than ever, future success will depend on a leader’s ability to optimize a diverse talent pool.

By way of example, the world’s population is aging rapidly. In 2050, those aged 65 and over are predicted to reach 22 percent of the global population, up from 10 percent today,<sup>18</sup> with implications for workforce participation. Against that backdrop, the expansion of higher education is creating a group of highly mobile,

educated workers.<sup>19</sup> By 2030, China will have more graduates than the entire US workforce, and India will produce four times as many graduates as the United States by 2020.<sup>20</sup> The Millennials, too, are coming of age. This generation will comprise 50 percent of the global workforce by 2020.<sup>21</sup> With high expectations and different attitudes toward work, they will be integral in shaping organizational cultures into the future.

To date, however, data suggest that many companies have struggled to include diverse

employees. For example, while their number in the workforce is increasing, women hold just 12 percent of corporate board seats worldwide.<sup>22</sup> In the future, demographic shifts will put greater pressure on leaders to be inclusive of diversity. According to one leader interviewed, “Fundamentally, inclusion is a principle that anybody who is good enough to be employed within the team is capable of becoming a leader and developing to the best of their potential. And that is anybody.”



# The six signature traits of an inclusive leader

If inclusive leadership reflects a new way of leading teams, then we need to look beyond traditional leadership assessment tools and frameworks. Since 2011, we have researched this new leadership capability, with our initial exploration leading us to be much more certain about “inclusion” itself—what it means, how it is experienced by others, and how to measure it. More specifically, our research revealed that when people feel that they are treated fairly, that their uniqueness is appreciated and they have a sense of belonging, and that they have a voice in decision making, then they will feel included.<sup>23</sup> (See the appendix for a full description of our research methodology.)

2. Personalizing individuals—that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
3. Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided

To achieve these aims, highly inclusive leaders demonstrate six signature traits—in terms of what they think about and what they do—that are reinforcing and interrelated. Collectively, these six traits represent a powerful capability highly adapted to diversity. Embodiment of these traits enables leaders to

**Table 1. Elements of inclusion**

Fairness and respect	Value and belonging	Confidence and inspiration
Foundational element that is underpinned by ideas about equality of treatment and opportunities	Individuals feeling that their uniqueness is known and appreciated, while also feeling a sense of social connectedness and group membership	Creating the conditions for high team performance through individuals having the confidence to speak up and the motivation to do their best work

Putting this into the context of leaders, inclusive leadership is about:

1. Treating people and groups fairly—that is, based on their unique characteristics, rather than on stereotypes

operate more effectively within diverse markets, better connect with diverse customers, access a more diverse spectrum of ideas, and enable diverse individuals in the workforce to reach their full potential.

**Table 2. The six signature traits of an inclusive leader**

	1	2	3	4	5	6
Six traits	<b>Commitment</b>	<b>Courage</b>	<b>Cognizance of bias</b>	<b>Curiosity</b>	<b>Cultural intelligence</b>	<b>Collaboration</b>
15 elements	Personal values	Humility	Self-regulation	Openess	Drive	Empowerment
	Belief in the business case	Bravery	Fair play	Perspective-taking	Knowledge	Teaming
				Coping with ambiguity	Adaptability	Voice

These six traits and fifteen elements are not a meaningless or aspirational laundry list. As our interviews and formal 180-degree assessment of leaders and peers/followers revealed, they are very tangible and developable.

### Trait 1: Commitment

***Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.***

Being inclusive of diversity is a big challenge. It takes time and energy, two of a leader’s most precious commodities. So what motivates a leader to expend these resources in the pursuit of diversity?

Clearly, an understanding of the commercial imperative is critical, as discussed in the previous section. “It is hard to argue with the diversity argument in a business context,” says Jennifer Reid, head of retail, business, and treasury payments operations at Bank of Montreal. “When you look at the changes in the business environment, it would be very difficult for any business leader to say they don’t need to pay attention.”

Intriguingly, however, many of the leaders interviewed in our research cited the extrinsic reward of enhanced performance as a secondary motivator. Their primary motivation for pursuing diversity and inclusion was

alignment with their own personal values and a deep-seated sense of fairness. “To me, it’s all about fairness and equality of opportunity,” says Belinda Hutchinson, chancellor of the University of Sydney. “It’s about giving people the opportunity to achieve what they should be able to achieve. It doesn’t just relate to gender. It relates to race, religion, sexual preference—whatever else it may be.”

This insight is consistent with research by the US-based think tank Catalyst, which identified “a strong sense of fair play” as the most significant predictor that men would champion gender initiatives in the workplace.<sup>24</sup> Interestingly, Catalyst also observed that individuals’ “commitment to fairness ideals was rooted in very personal experiences.”<sup>25</sup> This finding has particular resonance for one leader we interviewed: “At school . . . it was very much an in-group and out-group dynamic that I experienced. And I have always had sensitivity to any form of exclusion that comes from a person.”

This combination of intellect (that is, belief in the business case) and emotion (that is, a sense of fair play and caring for people as individuals, not “resources”) is consistent with the “head and heart” strategy emphasized by change expert John Kotter. According to Kotter, while engaging the minds of individuals through rational arguments is important,

“people change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings.”<sup>26</sup> The Coca-Cola Company’s Lewis, Jr., agrees: “The business case is compelling. But for this to work, you need to connect to the minds and the hearts.”

We suspect it is this blend that enables leaders to speak about diversity and inclusion in a compelling way. As one leader observes, inclusive leaders have an “authenticity about the agenda and a consistency about it as well. It is in their communications. People look at them and say they are ‘fair dinkum.’” For Dr. Rohini Anand, senior vice president and global chief diversity officer at Sodexo, this contrasts with those who are not committed: “It is not necessarily people saying overt things . . . [but] they are just mouthing words without internalizing it. Therefore it is shallow and not sustainable.”

More than just talking, when leaders prioritize time, energy, and resources to address inclusion, it signals that a verbal commitment is a true priority. As Mike Henry, president of operations for Minerals for Australia at BHP Billiton explains, prioritization includes treating diversity and inclusion as a business imperative: “Like any other organizational priority, or something that is strategically significant to the organization, it needs to be part of the business plan, management conversations, and targets, and you need to have an objective way of assessing whether you are achieving what you want to achieve.” At a personal level, inclusive leaders also believe that creating an inclusive culture starts with them, and they possess a strong sense of personal responsibility for change. “You can’t just come out as a leader and say, ‘This is important; set the targets, and everyone go out and achieve the targets,’” says Henry. “You may achieve the targets, but not the culture you need. The leader needs to invest in people, building shared aspiration and building an aligned understanding of the business case. They need to work with the team on the ‘how.’”

## CATALYST AND INCLUSIVE LEADERSHIP

Founded in 1962, Catalyst is a leading nonprofit organization that seeks to expand opportunities for women and business. A 2014 study by Catalyst identified four leadership behaviors that predicted feelings of uniqueness and belongingness—key elements of inclusion—across employees in Australia, China, Germany, Mexico, and the United States. These were:

- **Empowerment: Enabling direct reports to develop and excel**
- **Humility: Admitting mistakes; learning from criticism and different points of view; acknowledging and seeking contributions of others to overcome one’s limitations**
- **Courage: Putting personal interests aside to achieve what needs to be done; acting on convictions and principles even when it requires personal risk-taking**
- **Accountability: Demonstrating confidence in direct reports by holding them responsible for performance they can control**

The current research has identified similar leadership behaviors (that is, personal risk-taking, humility, and empowerment) as important to inclusive leadership. However, our framework expands on these ideas in the broader context of diversity of markets, ideas, customers, and talent. Most importantly, it identifies the 15 specific elements inclusive leaders think about and do.

**Table 3. Elements of commitment**

Signature trait: Commitment		
Element	What inclusive leaders think about	What inclusive leaders do
Personal values	<ul style="list-style-type: none"> <li>Alignment of personal values to inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Treat all team members with fairness and respect</li> <li>Understand the uniqueness of each team member</li> <li>Take action to ensure each team member feels connected to the group/organization</li> <li>Proactively adapt their work practices to meet the needs of others</li> </ul>
Business case belief	<ul style="list-style-type: none"> <li>Commercial value of diversity and inclusion with respect to talent, innovation, customers, and new market growth</li> </ul>	<ul style="list-style-type: none"> <li>Treat diversity and inclusion as a business priority</li> <li>Take personal responsibility for diversity and inclusion outcomes</li> <li>Clearly and authentically articulate the value of diversity and inclusion</li> <li>Allocate resources toward improving diversity and inclusion within the workplace</li> </ul>

## Trait 2: Courage

***Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.***

“The early adopters of this work have been . . . perceived as mavericks in their environment,” says The Coca-Cola Company’s Lewis, Jr. “Frankly, they need to be a bit courageous, because they buck the trend. For leaders, they need to make a decision as to whether they dig in and entrench as they are, or recognize the world as it will become, and be part of the change.” The courage to speak up—to challenge others and the status quo—is a central behavior of an inclusive leader, and it occurs at three levels: with others, with the system, and with themselves.

Challenging others is perhaps the most expected focus for leaders. For one leader interviewed, courage includes gently challenging followers to see their behaviors and the impact they have on others. “I talk [to my team] about how I came across in that meeting,” this leader says. “But I also give them really regular feedback: ‘Did you know you did that in that meeting, how others may perceive

that?’ It’s really important to make the feedback regular . . . on-the-ground coaching is critical.”

Courage also comes into play in a willingness to challenge entrenched organizational attitudes and practices that promote homogeneity. In the 1980s, for example, McKinsey changed its recruiting practices to promote divergent thinking and meet a demand for consultants. Instead of continuing to recruit from a narrow pool of MBAs from the top business schools, McKinsey’s Advanced Professional Degree (APD) program sought out talent from industry and a broader base of universities.<sup>27</sup> Where courage came in was the preparedness to challenge the status quo and then to address the initial bias toward MBAs as partner-elects. Courageous partners talked with their peers and sought personal promises of commitment to support APD talent; they briefed the evaluation committee on the need to assess performance objectively; and they intervened when necessary to improve APD recruits’ chances of fitting in. Today, 20 to 30 percent of McKinsey’s North American associates are classed as APDs, as opposed to 10 percent in the early 1990s;<sup>28</sup> the

diversity of background, industry experience, and discipline knowledge of APDs are seen as highly valuable.<sup>29</sup>

There’s a vulnerability to being an inclusive leader, because confronting others and the status quo immediately invites the spotlight to turn on the speaker. Being an agent for change can also be met with cynicism and challenges from others. According to University of Sydney chancellor Belinda Hutchinson, “You need to take risks and recognize that you’re going to have some failures along the way, and you will need to get up, shake yourself off, and get on with it. It’s about patience and persistence. You may try this, or that, and it may not work, but if you keep driving towards the end goal, then you will get there. So it is about courage and commitment to stay the course.”

Inclusive leaders have the courage to speak out about themselves and to reveal, in a very personal way, their own limitations. Instead of shying away from the challenge of imperfection, highly inclusive leaders adopt an attitude of humility. In 2014, the US-based think tank Catalyst identified “humility” as one of the four leadership behaviors that predated whether employees felt included (see sidebar above, “Catalyst and inclusive leadership”).<sup>30</sup> Yet, as Catalyst rightly pointed out, humility is the one

attribute that is “most antithetical to common notions of leadership.” It is difficult for leaders in the public spotlight to admit they don’t have all the answers. Courage and humility therefore go hand in hand.

Humility, according to Catalyst, also encompasses learning from criticism and different points of view, as well as seeking contributions from others to overcome one’s limitations.<sup>31</sup> According to Sodexo’s Anand, “Those [leaders] who lack the self-awareness and humility to learn and admit they don’t know everything—these would be leaders who miss an opportunity to learn, and who will be blindsided if they are not careful.”

### Trait 3: Cognizance of bias

***Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”***

“The leaders that are inclusive do a couple of things,” says Sodexo’s Anand. “At the individual level, they are very self-aware, and they act on that self-awareness. And they acknowledge that their organizations, despite best intentions, have unconscious bias, and they put in place policies, processes, and structures in order to mitigate the unconscious bias that exists.”

**Table 4. Elements of courage**

Signature trait: Courage		
Element	What inclusive leaders think about	What inclusive leaders do
Humility	<ul style="list-style-type: none"> <li>Awareness of personal strengths and weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledge personal limitations and weaknesses</li> <li>Seek the contributions of others to overcome personal limitations</li> <li>Admit mistakes when made</li> </ul>
Bravery	<ul style="list-style-type: none"> <li>Being an agent for change and the positive impact diversity and inclusion can have</li> </ul>	<ul style="list-style-type: none"> <li>Approach diversity and inclusion wholeheartedly</li> <li>Challenge entrenched organizational attitudes and practices that promote homogeneity</li> <li>Hold others to account for noninclusive behaviors</li> </ul>



## EXAMPLES OF SUBTLE BIASES THAT CAN NEGATIVELY IMPACT THE WAY WE SEE OTHERS AND THE DECISIONS WE MAKE

### Implicit stereotypes

Occurs when people judge others according to unconscious stereotypes

### Similarity-attraction bias

The tendency to more easily and deeply connect with people who “look and feel” like ourselves

### In-group favoritism

A tendency to favor members of in-groups and neglect members of out-groups

### Attribution error

Occurs when the wrong reason is used to explain someone’s behavior; coupled with in-group favoritism, this results in a positive attribution for in-group members and a negative attribution for out-group members

### Confirmation bias

Seeking or interpreting information that is partial to existing beliefs

### Groupthink

When the desire for group harmony overrides rational decision making

Biases are a leader’s Achilles’ heel, potentially resulting in decisions that are unfair and irrational. Inclusive leaders are deeply aware that biases can narrow their field of vision and prevent them from making objective decisions. In particular, inclusive leaders are highly sensitized to two fundamental phenomena: personal biases, such as homophily and implicit stereotypes and attitudes; and process biases, such as confirmation bias and groupthink.<sup>32</sup> Importantly, they are cognizant of the situations and factors, such as time pressures and fatigue, causing them to be most vulnerable to biases’ pull. Inclusive leaders also exert considerable effort to learn about their own biases, self-regulate, and develop corrective strategies. They understand that their natural state, without these interventions, tends to lean toward self-cloning and self-interest, and that success in a diverse world requires a different approach.

BHP Billiton’s Henry is aware that recruitment is a vulnerable moment for him. “I am very clear about the type of person I gravitate to when hiring. Consciously, I put all sorts of checks and balances in place with respect to the thinkers I gravitate to. There have been times when I have overridden my opinion with others’ advice, and it has worked out spectacularly.”

In the context of diverse talent, inclusive leaders think about three features of fairness with the aim of creating an environment of “fair play”:<sup>33</sup>

1. **Outcome:** Are outcomes such as pay and performance ratings, as well as development and promotion opportunities, allocated on the basis of capability and effort, or does their distribution reflect bias?
2. **Process:** Are the processes applied in deciding these outcomes (a) transparent, (b) applied consistently, (c) based on accurate information, (d) free from bias, and (e) inclusive of the views of individuals affected by the decisions, or are they tinged with bias, thus leading to undeserved success for some and failure for others?

**Table 5. Elements of cognizance of bias**

Signature trait: Cognizance of bias		
Element	What inclusive leaders think about	What inclusive leaders do
Self-regulation	<ul style="list-style-type: none"> <li>• Acceptance of bias and concern for its impact</li> <li>• Moments when they are most vulnerable to bias</li> </ul>	<ul style="list-style-type: none"> <li>• Learn about their personal biases, including through feedback</li> <li>• Follow processes to ensure personal biases do not influence decisions about others</li> <li>• Identify and address organizational processes that are inconsistent with merit</li> </ul>
Fair play	<ul style="list-style-type: none"> <li>• Awareness of the three features of fairness: outcomes, processes, and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations)</li> <li>• Employ transparent, consistent, and informed decision-making processes about talent</li> <li>• Provide those affected with clear explanations of the processes applied and reasons for decisions made</li> </ul>

3. **Communication:** Are the reasons for decisions made, and processes applied, explained to those affected, and are people treated respectfully in the process?

Importantly, as Bank of Montreal’s Reid demonstrates, inclusive leaders are aware that “fairness” does not necessarily equate to “same.” She says, “I grew up with a learning disability and, at certain times, I required different levels of support. My mum would say that fairness didn’t always mean the exact same, but the opportunity to be your best, and this would mean that you need different things at different times.”

In thinking about process, inclusive leaders seek to pinpoint processes that create subtle advantages for some and subtle disadvantages for others, perpetuating homogeneity and undermining inclusion. This understanding led Alan Joyce, CEO of Qantas, to put strategies in place to mitigate the impact of bias in performance conversations. “In the past, people’s opinions and biases were often at the forefront of our talent discussions. We embarked on a strategy to take out bias—using external assessments, global benchmarking, and leadership and “potential” data. Now we have a more objective and collective view of talent. This enables us to confidently discuss

career planning, mobility, and the benefit of getting different critical experiences across diverse business segments.”<sup>34</sup>

## Trait 4: Curiosity

***Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.***

What’s the one attribute CEOs need to succeed in the future? “I would place my bet on curiosity,” responded Michael Dell, chairman and chief executive officer of Dell Inc., in a 2015 interview. “Because with curiosity comes learning and new ideas, and in businesses that are changing very rapidly, if you’re not curious, you’re not learning, and you’re going to have a real problem.”<sup>35</sup>

Inclusive leaders accept their limitations and hunger for the views of others to complete the picture. This thirst for continual learning helps drive attributes associated with curiosity—open-mindedness, inquiry, and empathy. Such behaviors do not come easily. Time and effort are required to engage with diverse others, as is the skill of synthesizing a broader range of perspectives. But the result is loyalty from others who feel valued, along with access

to a richer set of information that enables better decision making.

The openness to different ideas and experiences is a defining characteristic of inclusive leaders, who give weight to the insights of diverse others. As Bank of Montreal’s Hudon describes: “I tend to specifically ask the opinion of someone who will bring a different view from my own. As we discuss an issue, I will often go to people who are likely processing things differently, and purposely ask for their opinion, knowing it will come from a different place than my own.”

For inclusive leaders, asking curious questions and actively listening are core skills that are key to deepening their understanding of perspectives from diverse individuals. Since the 1970s, Oscar-winning producer Brian Grazer has conducted “curiosity conversations” with over 450 diverse strangers—talks that have inspired many of the films and shows he has produced, including *Apollo 13* and *A Beautiful Mind*.<sup>36</sup> “I seek out their perspective and experience and stories, and by doing that, I multiply my own experience a thousand-fold,”

he says. For Grazer, curiosity is a “superhero power.”<sup>37</sup>

Lieutenant General Angus Campbell, Chief of Army, Australia, says about his own efforts: “I try to listen. And I try to understand why someone’s opinion is different from mine. And I think in those two efforts . . . you are both recognizing the individual and respecting them, and you’re giving pause to analyze, compare, complement, and question your own beliefs. In trying to understand the difference of opinion, you are giving the project or the initiative you are dealing with space to become better.” Maaïke Steinebach, chief executive of CBA’s Hong Kong branch, agrees that listening deeply is critical to her success. “I really make an effort to try to learn something new from the people I talk to. As an extrovert it’s very easy to talk, but if you’re quiet, you can hear more about others and what is going on, and it can be a much more valuable experience.”

For inclusive leaders, openness also involves withholding fast judgment, which can stifle the flow of ideas. As Hayden Majajjas, diversity and inclusion director, Asia-Pacific at BP, explains,

**Table 6. Elements of curiosity**

Signature trait: Curiosity		
Element	What inclusive leaders think about	What inclusive leaders do
Openess	<ul style="list-style-type: none"> <li>Their own limitations and the value of new and different ideas and experiences</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a desire for continued learning</li> <li>Actively seek the perspectives of diverse others in ideation and decision making</li> <li>Withhold fast judgment when engaging with diverse others</li> </ul>
Perspective taking	<ul style="list-style-type: none"> <li>Enhancing one’s own understanding of new or different perspectives</li> </ul>	<ul style="list-style-type: none"> <li>Listen attentively when another person is voicing a point of view</li> <li>Engage in respectful and curious questioning to better understand others’ viewpoints</li> <li>Demonstrate the ability to see things from others’ viewpoints</li> </ul>
Coping with uncertainty	<ul style="list-style-type: none"> <li>Acceptance that some ambiguity and uncertainty is inevitable</li> </ul>	<ul style="list-style-type: none"> <li>Cope effectively with change</li> <li>Demonstrate and encourage divergent thinking</li> <li>Seek opportunities to connect with a diverse range of people</li> </ul>

making judgments can also limit personal growth and connections: “I think that religion is a good example at the moment. For example, if we are talking about religion in the workplace, it is one thing to be curious, but another to be able to suspend your own beliefs. Asking a question knowing that you could not change your beliefs under any circumstances—not in terms of taking on someone else’s religion, but in terms of what you think is right and wrong—is pointless. But temporarily suspending your beliefs enables you to learn more and to engage, and often that is the key to overcoming barriers.”

In a virtuous circle, curiosity encourages connections with diverse others, which in turn promotes empathy and perspective-taking. Both have been shown to have a multitude of benefits, including fostering a more constructive exchange of ideas (diversity of ideas),<sup>38</sup> facilitating greater customer insight (diversity of customers), and decreasing one’s susceptibility to bias (diversity of talent).<sup>39</sup>

## Trait 5: Culturally intelligent

***Highly inclusive leaders are confident and effective in cross-cultural interactions.***

For inclusive leaders, the ability to function effectively in different cultural settings is about more than just having a mental map of different cultural frameworks (for example, Hofstede’s cultural dimensions theory). While an understanding of cultural similarities and differences is important, inclusive leaders also recognize how their own culture impacts their personal worldview, as well as how cultural stereotypes—including the misuse of cultural models—can influence their expectations of others.

At a deeper level, inclusive leaders’ thirst for learning means that they are also motivated to deepen their cultural understanding and to learn from the experience of working in an unfamiliar environment. This curiosity leads them to value cultural differences, defying ethnocentric tendencies that cause people to judge

other cultures as inferior to their own, and enabling them to build stronger connections with people from different backgrounds. As Geert Peeters, CFO of CLP Group, comments: “There is no one culture that is smarter than another. In recognizing intelligence in each culture, your culture’s intelligence may not necessarily be used today for today’s problems, but it will be used tomorrow for tomorrow’s problems. There is no point in judging. We just need to bank all of these cultural differences to have a collective intelligence and to be able to use it.”

Inclusive leaders are tolerant of ambiguity, which enables them to manage the stress imposed by new or different cultural environments as well as situations where familiar environmental or behavioral cues are lacking. As BP’s Majajas describes, inclusive leaders are also adept at changing their verbal and nonverbal behaviors according to cultural demands. “It is about when and how you would adapt your forms of expression and communication with other people. And that includes everything—when you use gestures, when you slow down, when you enunciate or pronounce your words better, when you choose your language. This is about being more specific and more deliberate.”

Finally, inclusive leaders understand that the ability to adapt does not mean “going native,” which can cause leaders to lose sight of what they want to achieve by overcompensating for new cultural demands.<sup>40</sup> As Majajas puts it, “It’s about being flexible but authentic. I think a more inclusive leader is someone who knows when to adapt and doesn’t necessarily need to change who they are fundamentally.”

Many of the capabilities discussed above are encapsulated in the model known as “cultural intelligence” (CQ), which comprises four elements:<sup>41</sup>

1. Motivational: The leader’s energy and interest toward learning about, and engaging in, cross-cultural interactions

**Table 7. Elements of cultural intelligence**

Signature trait: Cultural intelligence		
Element	What inclusive leaders think about	What inclusive leaders do
Drive	<ul style="list-style-type: none"> <li>The personal and organizational benefits of learning about, and experiencing, different cultures</li> </ul>	<ul style="list-style-type: none"> <li>Take an active interest in learning about other cultures</li> <li>Seek out opportunities to experience culturally diverse environments</li> <li>Are confident leading cross-cultural teams</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>The differences and similarities between cultures</li> <li>Relevant country-specific knowledge to operate effectively within specific geographies (for example, business and economic knowledge, norms, practices, and conventions)</li> </ul>	<ul style="list-style-type: none"> <li>Seek information on the local context; for example, politics and ways of working</li> </ul>
Adaptability	<ul style="list-style-type: none"> <li>Acceptance that different cultural situations may require behavioral adaptation</li> </ul>	<ul style="list-style-type: none"> <li>Work well with individuals from different cultural backgrounds</li> <li>Change style appropriately when a cross-cultural encounter requires it</li> <li>Use appropriate verbal (for example, speed, tone, use of pause/silence) and nonverbal (for example, gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters</li> </ul>

2. Cognitive: The leader’s knowledge of relevant cultural norms, practices, and conventions
3. Metacognitive: The leader’s level of conscious cultural awareness during interactions
4. Behavioral: The use of appropriate verbal and nonverbal actions in cross-cultural interactions

Research has demonstrated the positive relationship between CQ and a range of important business outcomes, including expatriate job performance, intercultural negotiation effectiveness, and team process effectiveness in multicultural teams.<sup>42</sup>

## Trait 6: Collaborative

***Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.***

“The new IQ is based more on group intelligence,” says Bruce Stewart, acting director, strategic initiatives, US Office of Personnel Management. “The old IQ is about how smart you are; the new IQ is about how smart you make your team. If you take it to heart, it will change the way you lead. Instead of the leader leading from top of the pyramid, they lead from the middle of the circle.”

At its core, collaboration is about individuals working together, building on each other’s ideas to produce something new or solve something complex. But while collaboration among similar people is comfortable and easy, the challenge and opportunity thrown

up by the foundational shifts is collaboration with diverse others: employees, customers, or other stakeholders.

Inclusive leaders understand that, for collaboration to be successful, individuals must first be willing to share their diverse perspectives. For Bank of Montreal’s Reid, this willingness is cultivated by creating an environment where individuals feel valued personally and are empowered to contribute. “It’s about people having the freedom to work from their own perspective . . . [feeling] that their perspective is valued, and that they feel that in a very genuine way. And that empowers them to provide alternative points of view.”

Rather than controlling the flow of ideas, inclusive leaders encourage autonomy, empowering their teams to connect with others in the pursuit of diverse perspectives. “The end state for a good performing team is an autonomous team,” says Deven Billimoria, CEO of Smartgroup Corporation. “I recently visited a company that has a Net Promoter Score

through the roof and a best employer status that is almost unparalleled. I talked to some of the people that are on the phones, and one thing that resonated with me is the sense of autonomy. They have the autonomy to do what they want. Their managers trust them, the company trusts them, and I thought that we could do that better.”

For inclusive leaders, diversity of thinking is a critical ingredient for effective collaboration. Far from being guided by hunches and feelings, or leaving success to chance, inclusive leaders adopt a disciplined approach to diversity of thinking, paying close attention to team composition and the decision-making processes employed.<sup>43</sup> In this way, they understand the demographic factors that cause individuals and groups to think differently, both directly (for example, educational background and mental frameworks) and indirectly (for example, gender and race), and purposely align individuals to teams based on that knowledge.<sup>44</sup>

**Table 8. Elements of collaboration**

Signature trait: Collaboration		
Element	What inclusive leaders think about	What inclusive leaders do
Empowerment	<ul style="list-style-type: none"> <li>Ensuring that others feel able and comfortable to contribute independently</li> </ul>	<ul style="list-style-type: none"> <li>Give team members the freedom to handle difficult situations</li> <li>Empower team members to make decisions about issues that impact their work</li> <li>Hold team members accountable for performance they can control</li> </ul>
Teaming	<ul style="list-style-type: none"> <li>Being disciplined about diversity of thinking in terms of team composition and processes</li> </ul>	<ul style="list-style-type: none"> <li>Assemble teams that are diverse in thinking</li> <li>Work hard to ensure that team members respect each other and that there are no out-groups within the team</li> <li>Anticipate and take appropriate action to address team conflict when it occurs</li> </ul>
Voice	<ul style="list-style-type: none"> <li>Adapting styles and processes to ensure that every team member has a voice</li> </ul>	<ul style="list-style-type: none"> <li>Create a safe environment where people feel comfortable to speak up</li> <li>Explicitly include all team members in discussions</li> <li>Ask follow-up questions</li> </ul>

Inclusive leaders are also deeply aware that—even when a diverse-thinking team has been assembled—process biases can pull a group toward sameness and the status quo. For example, like-minded team members are drawn toward each other when testing ideas; confirmation bias causes individuals to reference only those perspectives that conform to pre-existing views; and in-group favoritism causes some team members to cluster. These leaders therefore work to mitigate the effects of process biases.<sup>45</sup> They are attuned to the propensity for fault lines to fracture the team into subgroups, which can weaken relationships and create conflict. They proactively employ strategies that foster a sense of “one team,” creating a superordinate group identity and shared goals, and working to ensure people understand and value the bank of knowledge and capabilities across the group.

Further, inclusive leaders understand that people are most collaborative when they feel safe to contribute without fear of embarrassment or punishment. They understand that power dynamics, dominating styles, and low tolerance of differences can stop team members from speaking up. They focus on building trust across the group, establishing a set of

guiding principles, for example, that encourage people to contribute without fear. “I think that it is important to assume good intent,” says Rachel Argaman, CEO of TFE Hotels. “If we are talking around the table, I might suggest something, and more than half of my team might say, ‘No, we shouldn’t do that, we should do this!’ I think that’s normal and healthy. It’s certainly normal and healthy for our team.” Finally, inclusive leaders appreciate the importance of understanding team members’ thinking styles (for example, introvert versus extrovert), and they adapt their communication and approach as necessary to elicit valuable perspectives.

In addition to formal processes, inclusive leaders also consider whether the broader organizational culture and infrastructure, including workplace design and technology, promote social connections across the organization. As the US Office of Personnel Management’s Stewart explains, “If leaders want to be inclusive, they [also] need to think about idea spaces. They need to make sure there are places where different ideas and individuals can mix. Folks who generate more ideas in inclusive ways—they are the smarter companies.”

# What can organizations do?

**T**HE six signature traits of an inclusive leader have important implications for how organizations select and develop leaders. Below, we provide some possible actions to help organizations develop inclusive leadership capabilities and build a culture of inclusion.

## Strategic alignment

- Highlight inclusive leadership as a core pillar within the organization's diversity and inclusion strategy.
- Articulate a compelling narrative as to why inclusive leadership is critical to business success. For example, how may inclusive leadership drive innovation and prevent the organization from being blindsided, support greater customer connectivity, optimize talent, and/or enable leaders to operate more effectively in a global marketplace?
- Make symbolic workplace changes to signify the importance of inclusive leadership. For example, incorporate inclusion into an organization's values to guide behaviors, and appoint senior leaders who embody inclusive leadership.

## Recruitment

- Ensure that job advertisements emphasize inclusive leadership capabilities (for example, collaborative, curious) and the organization's commitment to diversity and inclusion.
- Incorporate inclusion into behavioral interview questions. For example, an interviewer could ask, "Describe a situation where others you were working with disagreed with your ideas. How did you respond?"

## Capability and competency management

- Integrate inclusive leadership capabilities into the organization's leadership competency model.

## Performance management

- Link KPIs to inclusive behaviors and diversity and inclusion outcomes. For example, establish a metric around employee perceptions of leadership commitment to diversity and inclusion and their inclusive behaviors.
- Ensure that those appointed to senior-level positions embody inclusive



leadership or demonstrate a genuine commitment to developing the capability for inclusive leadership.

- Hold leaders to account for noninclusive behaviors.

### Rewards and recognition

- Reward leaders who role-model inclusive behaviors.
- Showcase highly inclusive leaders across the organization as well as the benefits derived from their inclusive behavior.

### Leadership development

- Formally assess inclusive leadership capabilities across senior leaders and people managers. Identify individual and organizational developmental gaps and create development plans.
- Encourage leaders to seek informal feedback from others on their capability for inclusive leadership.

- Integrate development of the six signature traits of inclusive leadership into leadership development programs.

### System integration

- Integrate inclusive leadership into the organization's global mobility strategy in order to help assess participant readiness and to develop current and future leaders.
- Consider how inclusive leadership—as well as the broader principles of diversity and inclusion—fit within the organization's innovation strategy and processes. For example, in undertaking ideation or problem-solving activities, ensure that leaders assemble teams that are diverse in their thinking and that individual and group biases are mitigated in group discussions.

Diversity—of markets, customers, ideas, and talent—is an inescapable part of today's business environment. When leaders have clarity about what it means to be highly inclusive—through the six signature traits and fifteen elements—they are positioned for success.

# Appendix: Research methodology

## How was the model of inclusive leadership identified?

The six-factor inclusive leadership model described in this report was developed through a comprehensive review of the literature and refined on the basis of interviews.

### Interviews

Seventeen interviewees were identified across Australia, Canada, Hong Kong, New Zealand, Singapore, and the United States on the basis of one or more of the following criteria: 1) the individual's visible commitment to the creation of an inclusive workplace, 2) the individual's demonstration of inclusive behaviors, and 3) subject-matter expertise. Interviewees were identified by either Deloitte professionals or diversity and inclusion leaders within their organizations.

Interviews were semi-structured and covered a range of topics relating to diversity, inclusion, and leadership style. Three researchers reviewed the transcripts and developed a coding scheme to capture key themes. Any disagreements between researchers with respect to coding were discussed and resolved.

### Scale construction

A 180-degree measure of inclusive leadership was constructed using Hinkin, Tracey, and Enz's (1997) seven-step scale development process.<sup>46</sup>

- **Step 1:** We generated a pool of potential items to assess inclusive leadership. Items were generated deductively, beginning with a theoretical view of the six signature traits and the results of our senior leader interviews. Care was taken to construct items properly; for example, we avoided double-barreled items and ensured that each item was worded simply and directly. Two versions of the survey were created: one for leaders to be completed as a self-assessment, and the second to be completed by their followers/peers.
- **Step 2:** We assessed the content-adequacy of the items with a panel of experts. In particular, this stage focused on ensuring that the items developed for each of the six signature traits captured the full definition of each trait. Following from this, we administered a draft version of the items to non-experts to check whether the items under each trait appeared to be face valid.
- **Step 3:** We administered a refined version of the survey to a sample of 32 senior leaders ("targets") and their followers/peers ("raters") from multiple organizations. Respondents were asked to provide their ratings on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A total of 120 items were included in

the survey. T-tests were conducted to check for differences between self and other ratings. No significant differences were found.

- **Step 4:** The data were subjected to exploratory factor analysis using principal components analysis (PCA). Results indicated that the items all loaded well ( $>.50$ ) on a single factor, which we labeled as inclusive leadership. More detailed examination of the data revealed fifteen elements across six factors. At this stage, the total item pool was reduced by half on the basis of factor loadings and expert discussion. Duplicative items were also removed.
- **Step 5:** The internal consistency of the items was assessed using a scale reliability assessment. An internal consistency score was calculated both for the total score (all 60 items) and the 15 sub-elements. Internal consistency was excellent for both the total scale and the elements ( $\alpha$  values ranged from .82 to .93).
- **Step 6:** We re-engaged with our panel of experts to ensure that the refined version of the tool still aligned to the theoretical definition of inclusive leadership. We also ran a series of standard regressions to check convergent validity.

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*Knowing what makes groups tick is as important as understanding individuals. Successful managers learn to cope with different national, corporate, and vocational cultures.*

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## Cultural Intelligence

by P. Christopher Earley and Elaine Mosakowski

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BEST PRACTICE

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BEST PRACTICE

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You see them at international airports like Heathrow: posters advertising the global bank HSBC that show a grasshopper and the message “USA—Pest. China—Pet. Northern Thailand—Appetizer.”

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how even a lowly insect is perceived. So it should come as no surprise that the human actions, gestures, and speech patterns a person encounters in a foreign business setting are subject to an even wider range of interpretations, including ones that can make misunderstandings likely and cooperation impossible. But occasionally an outsider has a seemingly natural ability to interpret someone's unfamiliar and ambiguous gestures in just the way that person's compatriots and colleagues would, even to mirror them. We call that *cultural intelligence* or *CQ*. In a world where crossing boundaries is routine, CQ becomes a vitally important aptitude and skill, and not just for international bankers and borrowers.

Companies, too, have cultures, often very distinctive; anyone who joins a new company spends the first few weeks deciphering its cultural code. Within any large company there are sparring subcultures as well: The sales force can't talk to the engineers, and the PR people lose patience with the lawyers. Departments, divisions, professions, geographical regions— each has a constellation of manners, meanings, histories, and values that will confuse the interloper and cause him or her to stumble. Unless, that is, he or she has a high CQ.

Cultural intelligence is related to emotional intelligence, but it picks up where emotional intelligence leaves off. A person with high emotional intelligence grasps what makes us human and at the same time what makes each of us different from one another. A person with high cultural intelligence can somehow tease out of a person's or group's behavior those features that would be true of all people and all groups, those peculiar to this person or this group, and those that are neither universal nor idiosyncratic. The vast realm that lies be-

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between those two poles is culture. An American expatriate manager we know had his cultural intelligence tested while serving on a design team that included two German engineers. As other team members floated their ideas, the engineers condemned them repeatedly as stunted or immature or worse. The manager concluded that Germans in general are rude and aggressive.

A modicum of cultural intelligence would have helped the American realize he was mistakenly equating the merit of an idea with the merit of the person presenting it and that the Germans were able to make a sharp distinction between the two. A manager with even subtler powers of discernment might have tried to determine how much of the two Germans' behavior was arguably German and how much was explained by the fact that they were engineers.

An expatriate manager who was merely emotionally intelligent would probably have empathized with the team members whose ideas were being criticized, modulated his or her spontaneous reaction to the engineers' conduct,

and proposed a new style of discussion that preserved candor but spared feelings, if indeed anyone's feelings had been hurt. But without being able to tell how much of the engineers' behavior was idiosyncratic and how much was culturally determined, he or she would not have known how to influence their actions or how easy it would be to do that.

One critical element that cultural intelligence and emotional intelligence do share is, in psychologist Daniel Goleman's words, "a propensity to suspend judgment—to think before acting." For someone richly endowed with CQ, the suspension might take hours or days, while someone with low CQ might have to take weeks or months. In either case, it involves using your senses to register all the ways that the personalities interacting in front of you are different from those in your home culture yet similar to one another. Only when conduct you have actually observed begins to settle into patterns can you safely begin to anticipate how these people will react in the next situation. The inferences you draw in this manner will be free of the hazards of stereotyping.

The people who are socially the most successful among their peers often have the greatest difficulty making sense of, and then being accepted by, cultural strangers. Those who fully embody the habits and norms of their native culture may be the most alien when they enter a culture not their own.

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Sometimes, people who are somewhat detached from their own culture can more easily adopt the mores and even the body language of an unfamiliar host. They're used to being observers and making a conscious effort to fit in.

Although some aspects of cultural intelligence are innate, anyone reasonably alert, motivated, and poised can attain an acceptable level of cultural intelligence, as we have learned from surveying 2,000 managers in 60 countries and training many others. Given the number of cross-functional assignments, job transfers, new employers, and distant postings most corporate managers are likely to experience in the course of a career, low CQ can turn out to be an inherent disadvantage.

### **The Three Sources of Cultural Intelligence**

Can it really be that some managers are socially intelligent in their own settings but ineffective in culturally novel ones? The experience of Peter, a sales manager at a California medical devices group acquired by Eli Lilly Pharmaceuticals, is not unusual. At the devices company, the atmosphere had been mercenary and competitive; the best-performing employees could make as much in performance bonuses as in salary. Senior managers hounded unproductive salespeople to perform better.

At Lilly's Indianapolis headquarters, to which Peter was transferred, the sales staff received bonuses that accounted for only a small percentage of total compensation. Furthermore, criticism was restrained and confrontation kept to a minimum. To motivate people, Lilly management encouraged them. Peter commented, "Back in L.A.,

I knew how to handle myself and how to manage my sales team. I'd push them and confront them if they weren't performing, and they'd respond. If you look at my evaluations, you'll see that I was very successful and people respected me. Here in Indianapolis, they don't like my style, and they seem to avoid the challenges that I put to them. I just can't seem to get things done as well here as I did in California."

Peter's problem was threefold. First, he didn't comprehend how much the landscape had changed. Second, he was unable to make



his behavior consistent with that of everyone around him. And third, when he recognized that the arrangement wasn't working, he became disheartened.

Peter's three difficulties correspond to the three components of cultural intelligence: the cognitive; the physical; and the emotional/ motivational. Cultural intelligence resides in the body and the heart, as well as the head. Although most managers are not equally strong in all three areas, each faculty is seriously hampered without the other two.

**Head.** Rote learning about the beliefs, customs, and taboos of foreign cultures, the approach corporate training programs tend to favor, will never prepare a person for every situation that arises, nor will it prevent terrible gaffes. However, inquiring about the meaning of some custom will often prove unavailing because natives may be reticent about explaining themselves to strangers, or they may have little practice looking at their own culture analytically.

Instead, a newcomer needs to devise what we call learning strategies. Although most people find it difficult to discover a point of entry into alien cultures, whose very coherence can make them seem like separate, parallel worlds, an individual with high cognitive CQ notices clues to a culture's shared understandings. These can appear in any form and any context but somehow indicate a line of interpretation worth pursuing.

An Irish manager at an international advertising firm was working with a new client, a German construction and engineering company. Devin's experience with executives in the German retail clothing industry was that they were reasonably flexible about deadlines and receptive to highly imaginative proposals for an advertising campaign. He had also worked with executives of a British construction and engineering company, whom he found to be strict about deadlines and intent on a media campaign that stressed the firm's technical expertise and the cost savings it offered.

Devin was unsure how to proceed. Should he assume that the German construction company would take after the German clothing retailer or, instead, the British construction company? He resolved to observe the new client's representative closely and draw general conclusions about the firm and its culture from his behavior, just as he had done in the other two

cases. Unfortunately, the client sent a new representative to every meeting. Many came from different business units and had grown up in different countries. Instead of equating the first representative's behavior with the client's corporate culture, Devin looked for consistencies in the various individuals' traits. Eventually he determined that they were all punctual, deadline-oriented, and tolerant of unconventional advertising messages. From that, he was able to infer much about the character of their employer.

**Body.** You will not disarm your foreign hosts, guests, or colleagues simply by showing you understand their culture; your actions and demeanor must prove that you have already to some extent entered their world. Whether it's the way you shake hands or order a coffee, evidence of an ability to mirror the customs and gestures of the people around you will prove that you esteem them well enough to want to be like them. By adopting people's habits and mannerisms, you eventually come to understand in the most elemental way what it is like to be them. They, in turn, become more trusting and open. University of Michigan professor Jeffrey Sanchez-Burks's research on cultural barriers in business found that job candidates who adopted some of the mannerisms of recruiters with cultural backgrounds different from their own were more likely to be made an offer.

This won't happen if a person suffers from a deep-seated reservation about the called-for behavior or lacks the physical poise to pull it off. Henri, a French manager at Aegis, a media corporation, followed the national custom of greeting his female clients with a hug and a kiss on both cheeks. Although Melanie, a British aerospace manager, understood that in France such familiarity was *de rigueur* in a professional setting, she couldn't suppress her discomfort when it happened to her, and she recoiled. Inability to receive and reciprocate gestures that are culturally characteristic reflects a low level of cultural intelligence's physical component.

In another instance, a Hispanic community leader in Los Angeles and an AngloAmerican businessman fell into conversation at a charity event. As the former moved closer, the latter backed away. It took nearly 30 minutes of waltzing around the room for the community leader to realize that "Ang-

Cultural intelligence:  
*an outsider's seemingly  
natural ability to  
interpret someone's  
unfamiliar and  
ambiguous gestures the  
way that person's  
compatriots would.*

## Diagnosing Your Cultural Intelligence

These statements reflect different facets of cultural intelligence. For each set, add up your scores and divide by four to produce an average. Our work with large groups of managers shows that for purposes of your own development, it is most useful to think about your three scores in comparison to one another. Generally, an average of less than 3 would indicate an area calling for improvement, while an average of greater than 4.5 reflects a true CQ strength.

Rate the extent to which you agree with each statement, using the scale:  
**1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.**

\_\_\_\_\_ Before I interact with people from a new culture, I ask myself what I hope to achieve.

\_\_\_\_\_ If I encounter something unexpected while working in a new culture, I use this experience to figure out new ways to approach *other* cultures in the future.

\_\_\_\_\_ I plan how I'm going to relate to people from a different culture before I meet them.

+ \_\_\_\_\_ When I come into a new cultural situation, I can immediately sense whether something is going well or something is wrong.

**Total**       $\div 4 =$   **Cognitive CQ**

\_\_\_\_\_ It's easy for me to change my body language (for example, eye contact or posture) to suit people from a different culture.

\_\_\_\_\_ I can alter my expression when a cultural encounter requires it.

\_\_\_\_\_ I modify my speech style (for example, accent or tone) to suit people from a different culture.

+ \_\_\_\_\_ I easily change the way I act when a cross-cultural encounter seems to require it.

**Total**       $\div 4 =$   **Physical CQ**

\_\_\_\_\_ I have confidence that I can deal well with people from a different culture.

\_\_\_\_\_ I am certain that I can befriend people whose cultural backgrounds are different from mine.

\_\_\_\_\_ I can adapt to the lifestyle of a different culture with relative ease.

+ \_\_\_\_\_ I am confident that I can deal with a cultural situation that's unfamiliar.

**Total**       $\div 4 =$   **Emotional/  
motivational CQ**

los” were not comfortable standing in such close physical proximity.

**Heart.** Adapting to a new culture involves overcoming obstacles and setbacks. People can do that only if they believe in their own efficacy. If they persevered in the face of challenging situations in the past, their confidence grew. Confidence is always rooted in mastery of a particular task or set of circumstances.

A person who doesn't believe herself capable of understanding people from unfamiliar cultures will often give up after her efforts meet with hostility or incomprehension. By contrast, a person with high motivation will, upon confronting obstacles, setbacks, or even failure, reengage with greater vigor. To stay motivated, highly efficacious people do not depend on obtaining rewards, which may be unconventional or long delayed.

Hyong Moon had experience leading racially mixed teams of designers at GM, but when he headed up a product design and development team that included representatives from the sales, production, marketing, R&D, engineering, and finance departments, things did not go smoothly. The sales manager, for example, objected to the safety engineer's attempt to add features such as side-impact air bags because they would boost the car's price excessively. The conflict became so intense and so public that a senior manager had to intervene. Although many managers would have felt chastened after that, Moon struggled even harder to gain control, which he eventually did by convincing the sales manager that the air bags could make the car more marketable. Although he had no experience with cross-functional teams, his successes with single-function teams had given him the confidence to persevere. He commented, "I'd seen these types of disagreements in other teams, and I'd been able to help team members overcome their differences, so I knew I could do it again."

### How Head, Body, and Heart Work Together

At the end of 1997, U.S.-based Merrill Lynch acquired UK-based Mercury Asset Management. At the time of the merger, Mercury was a decorous, understated, hierarchical company known for doing business in the manner of an earlier generation. Merrill, by contrast, was informal, fast-paced, aggressive, and entrepreneurial. Both companies had employees

*People who are somewhat detached from their own culture can more easily adopt the mores*

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*and even the body language of an unfamiliar host.*

of many nationalities. Visiting Mercury about six months after the merger announcement, we were greeted by Chris, a Mercury personnel manager dressed in khakis and a knit shirt. Surprised by the deviation from his usual uniform of gray or navy pinstripes, we asked him what had happened. He told us that Merrill had instituted casual Fridays in its own offices and then extended the policy on a volunteer basis to its UK sites.

Chris understood the policy as Merrill's attempt to reduce hierarchical distinctions both within and between the companies. The intention, he thought, was to draw the two enterprises closer together. Chris also identified a liking for casual dress as probably an American cultural trait.

Not all Mercury managers were receptive to the change, however. Some went along with casual Fridays for a few weeks, then gave up. Others never doffed their more formal attire, viewing the new policy as a victory of carelessness over prudence and an attempt by Merrill to impose its identity on Mercury, whose professional dignity would suffer as a result. In short, the Mercury resisters did not understand the impulse behind the change (head); they could not bring themselves to alter their appearance (body); and they had been in the Mercury environment for so long that they lacked the motivation (heart) to see the experiment through. To put it even more simply, they dreaded being mistaken for Merrill executives.

How would you behave in a similar situation? The exhibit

"Diagnosing Your Cultural Intelligence" allows you to assess the three facets of your own cultural intelligence and learn where your relative strengths and weaknesses lie. Attaining a high absolute score is not the objective.

### Cultural Intelligence Profiles

Most managers fit at least one of the following six profiles. By answering the questions in the exhibit, you can decide which one describes you best.

*The provincial* can be quite effective when working with people of similar background but runs into trouble when venturing farther afield. A young engineer at Chevrolet's truck division received positive evaluations of his technical abilities as well as his interpersonal skills. Soon he was asked to lead a team at Saturn, an autonomous division of GM. He was not able to adjust to Saturn's highly participative approach to teamwork—he mistakenly assumed it would be as orderly and deferential as Chevy's. Eventually, he was sent back to Chevy's truck division.

*The analyst* methodically deciphers a foreign culture's rules and expectations by resorting to a variety of elaborate learning strategies. The most common form of analyst realizes pretty quickly he is in alien territory but then ascertains, usually in stages, the nature of the patterns at work and how he should interact with them. Deirdre, for example, works as a broadcast director for a London-based company. Her principal responsibility is negotiating contracts with broadcast media owners. In June 2002, her company decided that all units should adopt a single negotiating strategy, and it was Deirdre's job to make sure this happened. Instead of forcing a showdown with the managers who resisted, she held one-on-one meetings in which she probed their reasons for resisting, got them together to share ideas, and revised the negotiating strategy to incorporate approaches they had found successful. The revised strategy was more culturally flexible than the original proposal—and the managers chose to cooperate.

*The natural* relies entirely on his intuition rather than on a systematic learning style. He is rarely steered wrong by first impressions. Donald, a brand manager for Unilever, commented, "As part of my job, I need to judge people from a wide variety of cultural backgrounds and understand their needs quickly. When I come into a new situation, I watch everyone for a few minutes and then I get a general sense of what is going on and how I need to act. I'm not really sure how I do it, but it seems to work." When facing ambiguous multicultural situations that he must take control of, the natural may falter because he has never had

to improvise learning strategies or cope with feelings of disorientation.

*The ambassador*, like many political appointees, may not know much about the culture he has just entered, but he convincingly communicates his certainty that he belongs there. Among the managers of multinational companies we have studied, the ambassador is the most common type. His confidence is a very powerful component of his cultural intelligence. Some of it may be derived from watch-

*You will not disarm your foreign hosts simply by showing you understand their culture; your actions must prove that you have entered their world.*

ing how other managers have succeeded in comparable situations. The ambassador must have the humility to know what he doesn't know—that is, to know how to avoid underestimating cultural differences, even though doing so will inflict a degree of discomfort.

*The mimic* has a high degree of control over his actions and behavior, if not a great deal of insight into the significance of the cultural cues he picks up. Mimicry definitely puts hosts and guests at ease, facilitates communication, and builds trust. Mimicry is not, however, the same as pure imitation, which can be interpreted as mocking. Ming, a manager at the Shanghai regional power authority, relates, "When I deal with foreigners, I try to adopt their style of speaking and interacting. I find that simple things like keeping the right distance from the other person or making eye contact or speaking English at a speed that matches the other person's puts them at ease and makes it easier to make a connection. This really makes a difference to newcomers to China because they often are a bit threatened by the place."

*The chameleon* possesses high levels of all three CQ components and is a very uncommon managerial type. He or she even may be mistaken for a native of the country. More important, chameleons don't generate any of the ripples that unassimilated foreigners inevitably do. Some are able to achieve results that natives cannot, due to their insider's skills and outsider's perspective. We found that only about 5% of the managers we surveyed belonged in this remarkable category.



One of them is Nigel, a British entrepreneur who has started businesses in Australia, France, and Germany. The son of diplomats, Nigel grew up all over the world. Most of his childhood, however, was spent in Saudi Arabia. After several successes of his own, some venture capitalists asked him to represent them in dealings with the founder of a moneylosing Pakistani start-up.

To the founder, his company existed chiefly to employ members of his extended family and, secondarily, the citizens of Lahore. The VCs, naturally, had a different idea. They were tired of losses and wanted Nigel to persuade the founder to close down the business.

Upon relocating to Lahore, Nigel realized that the interests of family and community were not aligned. So he called in several community leaders, who agreed to meet with managers and try to convince them that the larger

community of Lahore would be hurt if potential investors came to view it as full of businesspeople unconcerned with a company's solvency. Nigel's Saudi upbringing had made him aware of Islamic principles of personal responsibility to the wider community, while his British origins tempered what in another person's hands might have been the mechanical application of those tenets. Throughout the negotiations, he displayed an authoritative style appropriate to the Pakistani setting. In relatively short order, the managers and the family agreed to terminate operations.

Many managers, of course, are a hybrid of two or more of the types. We discovered in our survey of more than 2,000 managers that even more prevalent than the ambassador was a hybrid of that type and the analyst. One example was a female African-American manager in Cairo named Brenda, who was insulted when a small group of young, well-meaning Egyptian males greeted her with a phrase they'd learned from rap music.

"I turned on my heel, went right up to the group and began upbraiding them as strongly as my Arabic would allow," she said. "When I'd had my say, I stormed off to meet a friend."

### Cultivating Your Cultural Intelligence

Unlike other aspects of personality, cultural intelligence can be developed in psychologically healthy and professionally competent people. In our work with Deutsche Bank, we introduced a program to improve managers' work relationships with outsourcing partners in India. We developed a two-and-a-half day program that first identified a participant's strengths and weaknesses and then provided a series of steps, which we outline below, to en-

"After I had walked about half a block, I registered the shocked look on their faces as they listened to my words. I then realized they must have thought they were greeting me in a friendly way. So I went back to talk to the group. They asked me why I was so angry, I explained, they apologized profusely, and we all sat down and had tea and an interesting talk about how the wrong words can easily cause trouble. During our conversation, I brought up a number of examples of how Arabic expressions uttered in the wrong way or by the wrong person could spark an equivalent reaction in them. After spending about an hour with them, I had some new friends."

Brenda's narrative illustrates the complexities and the perils of cross-cultural interactions. The young men had provoked her by trying, ineptly, to ingratiate themselves by using a bit of current slang from her native land. Forgetting in her anger that she was the stranger, she berated them for what was an act of cultural ignorance, not malice. Culturally uninformed mimicry got the young men in trouble; Brenda's—and the men's—cognitive flexibility and willingness to reengage got them out of it.

northern simple encounters like getting a coffee, Germany and had never worked in shopping, and having a drink with col-southern Germany; his direct reports leagues. So we suggested he might be had been raised in southern Germany ready for more challenging tasks, such and had worked for the local business as providing face-to-face personnel unit for an average of seven years. appraisals. Even though Helmut was

Helmut was good at developing new skilled at analyzing people's behavior, learning strategies, and he wasn't bad he doubted he was equal to this next set at adapting his behavior to his sur- of hurdles. We encouraged him to view roundings. But he had low confidence his analytic skills as giving him an imin his ability to cope with his new col-portant advantage. For example, Helleagues. To him, southern Germans mut had noticed that Bavarians were were essentially foreigners; he found extroverted only with people familiar to them "loud, brash, and cliquish." them. With strangers they could be as

To capitalize on his resourcefulness formal as any Prussian. Realizing this and build his confidence, we placed allowed him to

## Confidence Training

Helmut was a manager at a Berlin- so that some subsequent reversal would based high-tech company who partici- not paralyze him. To enhance his motipated in our cultural-intelligence train- vational CQ, we asked him to list ten ing program at London Business activities he thought would be part of School. Three months earlier, he had his daily or weekly routine when he rebeen assigned to a large manufacturing turned to Munich. facility in southern Germany to super- By the time Helmut returned to Lonvise the completion of a new plant and don for his second training session, he guide the local staff through the had proved to himself he could manage launch. Helmut came from

respond flexibly to eiHelmut in heterogeneous groups of other situation instead of being put off people, whom we encouraged to en- balance. gage in freewheeling discussions. We By the time he was asked to lead a also encouraged him to express his quality-improvement team, he had conemotions more openly, in the manner cluded that his leadership style must of his southern compatriots, and to unfold in two stages—commanding at make more direct eye contact in the the outset, then more personal and incourse of role-playing exercises. clusive. On his third visit to London, Helmut’s resourcefulness might have Helmut reported good relations with impelled him to take on more ambi- the quality improvement team, and the tious tasks than he could quite handle. members corroborated his assessment. It was important he get his footing first, hance their CQ.

**Step 1.** The individual examines his CQ strengths and weaknesses in order to establish a starting point for subsequent development efforts. Our self-assessment instrument is one approach, but there are others, such as an assessment of a person’s behavior in a simulated business encounter and 360-degree feedback on a person’s past behavior in an actual situation. Hughes Electronics, for example, staged a cocktail party to evaluate an expatriate manager’s grasp of South Korean social etiquette. Ideally, a manager will undergo a variety of assessments.

**Step 2.** The person selects training that focuses on her weaknesses. For example, someone lacking physical CQ might enroll in acting classes. Someone lacking cognitive CQ might work on developing his analogical and inductive reasoning—by, for example, reading several business case studies and distilling their common principles.

**Step 3.** The general training set out above is applied. If motivational CQ is low, a person might be given a series of simple exercises to perform, such as finding out where to buy a newspaper or greeting someone who has arrived to be interviewed. Mastering simple activities such as greetings or transactions with local shopkeepers establishes a solid base from which to move into more demanding activities, such as giving an employee a performance appraisal.

**Step 4.** The individual organizes her personal resources to support the approach she has chosen. Are there people at her organization with the skills to conduct this training, and does her work unit provide support for it? A realistic assessment of her workload and the time available for CQ enhancement is important.

**Step 5.** The person enters the cultural setting he needs to master. He coordinates his plans with others, basing them on his CQ strengths and remaining weaknesses. If his strength is mimicry, for example, he would be among the first in his training group to venture forth. If his strength is analysis, he would first want to observe events unfold and then explain to the others why they followed the pattern they did.

**Step 6.** The individual reevaluates her newly developed skills and how effective they have been in the new setting, perhaps after collecting 360-degree feedback from colleagues individually or eavesdropping on a casual focus group that was formed to discuss her progress. She may decide to undergo further training in specific areas.

In the sidebar “Confidence Training,” we describe how we applied these six steps to the case of Helmut, one of five German managers we helped at their employer’s behest as they coped with new assignments within and outside of Germany.

• • •

Why can some people act appropriately and effectively in new cultures or among people with unfamiliar backgrounds while others flounder? Our anecdotal and empirical evidence suggests that the answer doesn’t lie in tacit knowledge or in emotional or social intelligence. But a person with

high CQ, whether cultivated or innate, can understand and master such situations, persevere, and do the right thing when needed.

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