Message from the Co-chair

By WIP Co-chair Melissa Leininger

Resiliency. One of the poignant terms to describe 2020, and also the PBA and members of WIP. When I first became a member of WIP, I was impressed at the comradery of the commission. Over the years, my first impression has not changed. We band together to help each other through tough times and celebrate the successes. Nothing has been a greater example of that relationship than the year 2020. At the time of our January 2020 full commission meeting, we could not have predicted that it would be our last in person get together for the year. However, during these 11 months, WIP members have stepped up and worked together to continue to reach each other through a virtual format.

The Spring Conference and Annual Conference Committees were able to reschedule and present both programs in a condensed, but no less impactful afternoon virtual program. We had to cancel our beloved Fall Retreat at the Hershey Hotel, but were able to hold a full commission virtual meeting and take the time to honor our wonderful Anne X. Alpern, Lynette Norton and H. Robert Fiebach Promotion of Women in the Law award winners.

This year has brought several other virtual events including diversity discussions, happy hours, cooking demonstrations and health presentations for the benefit of our members. Although we still cannot meet in person, I enjoy seeing all of your faces virtually. I encourage all of you to take advantage of the upcoming events from WIP’s Quality of Life committee as we near the holiday season. Continue to shine bright and resilient as we work through this together!

Melissa Leininger

We band together to help each other through tough times and celebrate the successes.
Message from the Co-editor

It has been a difficult year. Many of us will not be with our families this year due to the COVID-19 pandemic. I personally will be doing a Zoom Thanksgiving, much as I did a Zoom Passover. Meeting via video is not ideal, but it is safe. I also never expected to have to learn so much about facemasks so I could make sure to purchase what is appropriate according to health officials (Cotton with three layers is best).

Not long ago, I wrote a letter from the chair for the Solo and Small Firm Section newsletter about it being ok to grieve, and I would like to share a similar message with this group. We have all suffered many losses this year, and it is ok to be sad about them. It is ok to be sad that your children have not had all the experiences you would have liked. It is ok to be upset that we could not attend WIP and PBA events in person. It is ok to mourn the increasing lack of civility around us. These things may seem small against people standing up in the streets protesting against systemic injustice, or the hundreds of thousands of people lost to us due to the pandemic, but they are still things for which we are entitled to grieve. Allow yourself to feel however you feel about whatever it is you have lost this year. We are all only human, after all.

I encourage you to take advantage of the myriad opportunities for self-care offered by this committee and the PBA. You may find them helpful in managing the stress and grief.

Please stay safe and well and have as enjoyable a holiday season as possible.

With hope for a healthy, happy, and in-person 2021.
Jennifer Ellis, Co-editor

WIP Quality of Life Events

Virtual Walk, Nov. 20

On Nov. 20, PBA President-elect and former WIP Co-chair Kathleen Wilkinson led a virtual mindfulness walk. Virtual walks and runs have become a popular way for people to join each other safely while getting their exercise. Keep your eyes posted for more events from Women in the Profession’s Quality of Life Committee.

Virtual Potluck Holiday Tradition Happy Hour

Wednesday, Dec. 16, 2020 • 5:00 - 6:30 p.m.

Join WIP members via Zoom for a fun and festive happy hour where we share our favorite holiday traditions, recipes and stories celebrating WIP’s rich cultural diversity. Bring along your favorite dish for “show and tell” or show us a craft or holiday project that you enjoy. We hope to have enough “favorites” to share so that we can compile a digital cookbook to distribute to all WIP members.

Click here for more information.
WIP’s Nominating Committee is currently accepting nominations for those who are interested in a leadership position in WIP for the 2021-2022 bar year. The available positions are: co-chairs, co-vice chairs, secretary, assistant secretary and treasurer.

If you are considering applying, and perhaps you are on the fence, we thought we would share the experiences and insights of our current co-chairs and vice chairs — how they became involved in WIP, whether they or someone else submitted their nomination, and how serving as an officer has benefitted them professionally and personally.

**Missy Leininger**

My first WIP event was a spring conference about a decade ago. I enjoyed attending the event, but loved the networking reception afterwards. I realized that WIP contained a great group of women ready welcome a new attorney. From that point on, I worked to become more involved in WIP.

After having served on WIP’s executive council for a few years, I wanted to continue my progress in WIP leadership. In a discussion with then incoming PBA President Sara Austin, she encouraged me to submit my name for treasurer. From there, I moved to assistant secretary, secretary and then on to the co-chair track.

As an officer, I have more opportunities to meet new members and encourage them to become more involved in WIP. I love seeing members that I met as a law student attend events and work their way toward Executive Council. Personally, WIP gives me an outlet from the day-to-day grind with like-minded females who work together to help each other succeed. WIP is my home within the PBA.

**Stephanie Latimore**

I have been involved with WIP for years, almost since the beginning. Every year I looked forward to our annual pilgrimage to State College for the WIP Fall Retreat. I remember shopping for maternity clothes during a retreat there, and that baby is a sophomore at State College. The retreats are still my favorite events. Such a rich time of sharing and professional development.

Jessie Smith submitted my name to the Nominating Committee. I have been honored to serve with such an amazing group of talented women. Serving as an officer has providing me the opportunity to work closely with many of these women and get to know them better than I did as just a member. It has also helped me to realize that I have a lot of bar institutional knowledge to share with newer members.

**Jen Coatsworth**

I first became involved in WIP about 10 years ago when Jane Dalton encouraged me to start attending WIP events. I knew Jane through our local bar association work in Philadelphia, and she talked me into attending the Fall Retreat. I attended my first one at The Hershey Hotel, and I was hooked! I then joined several committees and started to plan many of our signature WIP events, until I was ultimately asked to co-chair the Annual Meeting. I did so with Ellen Bailey, and the event took place about eight days before my younger son was due. I brought my husband and my older son along, just in case he decided to come early, and I figured we were across from Hershey Medical Center if he did. Fortunately, he let me finish the event before he decided to enter the world about five days later.

I was nominated for the position of treasurer by Nancy Conrad and Mary

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Voices & Views Fall 2020 • Pennsylvania Bar Association • Commission on Women in the Profession

Kate Coleman for the 2018-2019 bar year. I was not aware I was being nominated and when they called to ask me if I would serve, I was thrilled and incredibly honored. That is one of my favorite aspects of the WIP – there is a true culture of benevolence, where we are always looking to advance each others’ careers.

Serving as a WIP officer has definitely benefitted me both personally and professionally, particularly, as I’ve become co-vice chair. The women in WIP are some of the smartest, most talented, and kindest women I’ve met in our profession. Everyone is warm and welcoming and I truly believe that I have developed lifelong friends. I also believe that serving as an officer has benefitted me professionally, because I know that so many of my WIP friends think of me when they need speakers on a number of different topics, which helps me develop a reputation as an expert in my particular area of law and also provides my firm exposure and name recognition.

Liz Triscari

My first WIP event was the Fall Retreat in 2015 (or thereabouts). The Fall Retreat has remained my favorite PBA event of the year. I met women that weekend who have become great mentors and friends, and I discovered a community I am so thankful to be a part of. A few years later, I co-chaired the 2017 Fall Retreat and have served on the WIP Executive Council ever since.

I first submitted my nomination to be an officer following co-chairing the Fall Retreat. I knew I wanted to stay active in the WIP and help further its mission in a leadership role.

Serving as an officer of WIP as secretary, treasurer and now co-vice chair, as well as serving on various committees and planning events like the Fall Retreat and Spring Conference, has benefitted me immeasurably, both professionally and personally. I became active with WIP at a time when I was searching for purpose outside of my career and WIP gave me that. WIP also gave me the tools, confidence, network, mentors and champions to make successful career choices and transitions that I might not have otherwise. And finally, WIP led me to personal relationships that I will always cherish.

I hope these personal stories will offer just the inspiration and motivation that you need to become a WIP leader. If you would like to be considered for any of the officer positions, please submit a letter of interest by Dec.31, 2020 to Ursula Marks via email at Ursula.marks@pabar.org. Please include the following information:

- Number of years as PBA WIP member (note: to be eligible to hold a WIP officer position, you must be a PBA member and have been a member of WIP for at least one year.)
- Names of and years served on any WIP committees; identify any leadership roles held
- Names of any projects you have spearheaded for WIP
- Names of and years served on any other PBA committees and any leadership roles you held on those committees
- Activities and roles played in other Bar Associations or other professional activities
- Any other information you want to be considered

Successful candidates will take office at the conclusion of the WIP Annual Conference on May 19, 2021.
After years of slow growth when it comes to adding women and minority attorneys to the notoriously homogenous trial bar, plaintiffs-side civil firms have seen net losses of both women and minority attorneys over the past year, according to The Legal Intelligencer’s annual survey of diversity in the plaintiffs-side civil bar.

Partner Nancy Conrad, Pennsylvania Bar Association’s Woman Governor and chair of the bar’s Diversity Team, said the pandemic also appears to be exacerbating a longstanding trend for women lawyers.

“If you track the numbers there is a definite concern about retaining women in law firm practice,” she said. “Now there is an even greater concern as a result of COVID and the remote working issues.”

According to Conrad, there is a nearly even split between men and women attorneys in the first few years out of law school, but the percentage of women in the profession begins declining several years out. Now, with so many attorneys working remotely, women are increasingly taking on the child care or parental care duties, making retention potentially even more challenging.

“Caring for children, greater monitoring of young students, or caring for aged parents, there simply isn’t enough time in the day for it, and decisions have to be made about whether one person can do it all,” Conrad said.

Conrad also referenced that hiring is a good first step, but what may be more critical are efforts to ensure that women and minority attorneys are supported and retained throughout their careers, “It’s not a one size fits all, in terms of moving from associate to partner. Now, there are many paths. Thinking outside the box and recognizing different paths; firms are going to have to do that in order to retain women and diverse lawyers.”

You can read the entire article on The Legal Intelligencer’s website https://www.law.com/thelegalintelligencer/2020/11/02/pa-trial-bar-diversity-stalls-out-under-pandemic-stress-will-it-stay-stagnant/?slreturn=20201019085457 (subscription required).

Nancy Conrad, a partner with White and Williams LLP, empowers employers to address and resolve workplace issues. For more than 25 years, she has represented businesses, higher educational institutions and non-profit organizations in all aspects of workplace disputes. She has defended all types of employment actions, including the defense of federal, state and local discrimination claims, wrongful discharge claims, whistleblower claims, defamation claims, employment contract matters and restrictive covenant cases. In addition to her practice, Nancy serves as the Woman Governor of the Pennsylvania Bar Association and chair of the Diversity Team. Nancy has received several prestigious awards in recognition for her professional accomplishments and significant impact on women in the law, including, the Anne X. Alpern Award, the Athena Award and the Take the Lead Award.
Ugh. Hiring isn't anyone's favorite task. I get it. As we dive in to develop your rock star law firm team, I acknowledge that hiring is a crapshoot.

This article will improve your odds of hiring the right person at the right time for the right seat – and developing them into a rock star team member. Smart hiring will reduce: ibuprofen purchases, “why me” crying episodes, the rapid outflow of cash better spent on pepperoni rolls in Pittsburgh’s Strip or the Reading Terminal, and wasted time that could be spent watching the 1978 Steeler season with your bubble mates.

Allow yourself a little grace for past mistakes and let’s map out the steps to make good things happen from here on out. The only way to do more of the work you love, have a healthy work-life balance, and make more money is to invest in leverage (i.e. help). There is nothing as beautiful as something getting done when you’re not the one to do it!

1. Service Analysis Best Practices.
   
   Your first step is to determine who you should hire when via your Service Analysis Worksheet.

   I chose a trust-based estate plan to illustrate. This is simply a table inserted in a Word document. If you love Excel, you can program the math.

   **BONUS:** As you use this worksheet, in addition to identifying who to hire when, you’ll also identify whether: you’re billing appropriately, the team’s workload is on target, to invest in additional/less office space, work is being pushed down to the lowest paid competent person, and you’ve documented efficient work flows.

How to Develop a Rock Star Law Firm Team

By Wendy Witt

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<th>Labor Cost/Hr.</th>
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<th>Hourly Billable Fee</th>
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WARNING: Don’t get distracted if your processes, times or type of cases are different than those illustrated. This works for all areas of practice – even litigation, flat fee matters and contingency matters.

• Complete the Service Analysis Worksheet for each of your most common services.
  For example, if you have four common services: trust-based estate plan, simple will-based, probate, trust administration, complete four Service Analysis Worksheets, one for each service.
• List the big picture tasks for each step to fulfill this service.
• Identify the lowest paid competent role to complete each task.
• Jot down how long, on average, it takes the person in this role to fulfill the task. Yes, time tracking needs to be consistent in all firms.
• Add up the hours for the tasks of each role per month for each service.
• Multiply by the number of these same services you provide.
• Observe where you need more support.

To keep it simple and as an example, if your firm does 15 trust-based estate plans on average per month with no other services, the paralegal role has 157.5 hours in one month. This is 39.36 hours per week, which is too high for one person with no room for growth.

Hot Tip: Hire way before you’re desperate and your current team is exhausted and ready to quit. Look to hire at least three months before you anticipate needing that help because it takes time to hire and train for the way you do things.
• Make the decision to hire (because it’s time for another paralegal).

3. Advertising Process Best Practices Checklist
Okay, so you’ve decided to hire a paralegal; let’s announce to the world that you’re ready to hire!

• Advertise your firm’s culture to self-eliminate peeps who aren’t a good fit.
  For example, “Are you an independent Rock Star Paralegal who thrives in a fast-paced team environment with high standards and shifting priorities? Do you care about supporting and protecting immigrant families with comprehensive estate plans?”
• List required credentials.
• Set high standards in your call to action giving specific instructions
  For example, “To apply for this position, do not click the button, instead upload both your resume showing the word “ORANGE” as your middle name on your resume and your video at lawfirmteambuilding.com.”
• Request applicants upload a video explaining why they’re excited to work at your firm.
• Delete any applicants who don’t follow instructions.

How you do anything is how you do everything; if they won’t follow directions now, they won’t follow directions later.

2. Hiring Process Best Practices Checklist
This is cool; you’re on the verge of having the help you need to get you closer to where you want to be. Let’s select the next member of your work family from qualified applicants.

• If you have a leader such as a COO, law firm administrator, or team lead, have them conduct initial interviews of the applicants who meet the required qualifications and followed application instructions. Of course, they need to be first trained on how to do this; conducting effective interviews is a learned skill.
  Hot Tip: A group interview is a great time saver at the first step if there are many applicants.
• Ask questions that let you know whether candidates truly have experience doing what they say they have such as “How would you fund a client’s retirement account?”
  Hint: You don’t. Malpractice alert!
• Ask questions that show whether candidates take responsibility for and learn from mistakes such as “What would the person who liked you best at your previous position say is your worst quality?” and “What would the person who liked you least at your previous position say is your best quality?”
  Hot Tip: If there’s any blaming circumstances or people outside of themselves for failures, it’s a red flag and the interview is over.
• Ask questions that show how they adapt to shifting priorities such as “How do you organize your work day?” followed up with “What do you do when you have to adjust those plans?”
• For the applicants who appear to be a good fit, have them take the KolbeA or Disc work personality tests so you can be sure they’re being authentic about how they work

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as well as strengths and weaknesses. Paralegals and most support staff need to be worker bees who crank the wheel and do the same task over-and-over again.

Hot Tip: For a paralegal, you’d be looking for strong results of red and blue (which represent fact finder and follow through) on the KolbeA.

Hot Tip: If using the Disc test for a paralegal, look for SC (steadiness and compliance) personality types.

- In exchange for a per diem, have the final candidates do the job for a day. Set up tasks checking for specific attributes and knowledge as well as grammar, punctuation, and communication skills. A full day provides an opportunity for the team a chance to interact with them and for the candidate to do the actual job.
- Hiring team members with good judgment and growing that judgment is how your firm prospers. Focus on the four Cs when hiring: character, coachability, chemistry and competency.
  - Consider character to be the most important value. Do the candidate’s ethics, personality and core align with your firm? If no, stop and dismiss that candidate. If yes, move on.
  - Look for people who take in feedback and adjust their behavior; they own their performance with no excuses. These people take self-responsibility and have coachability. If no, stop and dismiss that candidate. If yes, move on.
  - The next most important factor is chemistry. Is this candidate a cultural fit is right for the firm, team and clients? If no, stop and dismiss that candidate. If yes, move on.
  - Is the candidate competent? Keeping in mind that you can train to fit your specific needs, does the candidate have the technical knowledge and does their experience align for good judgment in the role you’re filling? If no, stop and dismiss that candidate. If yes, move on.
- As the CEO, you provide final approval.

Start off on the right foot by being the leader and mentor you always wished for.

- Have a welcome party for each new team member! Signs, coffee and donuts, balloons, flowers, desk gifts, firm t-shirt, and all things fun. You are welcoming a human being into your work family and they will excel when they feel welcome, supported, and part of the team.
- Everything needs to be ready before they walk in the door: onboarding and training schedule, equipment, supplies, desk, onboarding manual with basic firm knowledge and organizational chart with job descriptions, training materials (including video), performance scorecard, and discussions with team members to share the best way to work together.
- 15 demerits if you think of training as sitting down with new employees to show them how to do things.

5. Retaining Process Best Practices Checklist
You’ve got a winner, so give them what they need to be successful.

- Continue training and investing in your employees. Your team needs to know you care about them and their careers.
- Manage your team providing priorities, guidance, feedback, and accountability. If you have trained team leaders, this is their job.
- Set up monthly 1:1 growth coaching sessions with each team member. This is 30 minutes of 1:1 time with you monthly (or quarterly, if you have a large team) to share your vision for your team members’ career arc and to chat about their goals and what they need to be successful. For example, if your paralegal dreams of renting a house on the Outer Banks each summer, show her what she needs to do to make that happen, including, but not limited to hitting benchmarks to earn bonuses to pay for the beach rental.
- Measure and bonus what you want more of. For example, if you want documents turned around in 3 business days? Provide a $$ bonus for every quarter the paralegal meets the three-day turnaround mark with 95% accuracy 95% of the time.
- Be a leader worth following. Focus on and share your blue-sky vision inviting your team to be a part of something bigger than themselves. Dedicate yourself to your own personal development, be specific and consistent, set high standards, and hold people to those standards.

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When you follow these checklists, you’ll have a stronger chance of getting the right person in the right seat with a much lower chance of hiring someone who will only last a few weeks or months. Bad hires cost real money – typically about six months of salary, so your investment in getting it right and keeping it right has a strong return on investment. You can do this.

Setting Boundaries with Clients

By Ritu Goswamy

Women lawyers are the powerful leaders of our time. We get the job done. Our capacity is enormous. But when it comes to actually setting boundaries, we flail a little. Boundaries are how we communicate to others, and ourselves, about what is most important to us. The usual pace of a lawyer’s life means quickly moving from one task to the next, often reacting to the loudest outside force. Whether you are working from home, at the office, or some combination, boundaries with clients need to be set. And you are the only person who can set them. To give you some guidance, here’s how to do it in three steps:

1. Determine what outcomes you want for your clients. Starting generally, what is your philosophy of lawyering? Are you client-centered? Do you want to take a more authoritative role? Make a list of the outcomes you want for your clients. And then make a list of some rules or boundaries you can have in place that will encourage those outcomes. For example, if you want your clients to be informed, what rule can you create to make communication easier?

2. Figure out what is most important for you in your relationship with clients. How does your ideal client behave? What do they do that makes you want to keep working with them? Describe your ideal client’s motivations to help you. What boundaries or rules can you have in place to keep them motivated? For example, if your client values deadlines, what can you create to make sure those deadlines are communicated back and forth?

3. Then you can put it all together. When you have investigated both your clients’ and your own needs, the last step is to see where there is overlap. You may be surprised to see that your clients and you have a lot in common! In the lawyer-client relationship, when we align in our values, the team functions well. By creating your own structure, based on your common values, you can be more creative and responsive – which makes for a better lawyer.

Our relationships with clients, along with our workflow, can function more effectively by intentionally setting boundaries. What is your bandwidth to serve all your clients well? How can you invite clients to focus on their cases? These answers will be different for everyone, but one thing remains true: Setting boundaries will set you (and your clients) free.

Ritu Goswamy, Esq. is a lawyer and productivity strategist for lawyers. She is the best-selling author of The New Billable Hour: Bill More Hours, Be More Productive and Still Have Work Life Balance and The Holistic Lawyer: Use Your Whole Brain to Work Smarter Not Harder. She consults with lawyers individually and in groups and is an active speaker and trainer in the areas of lawyer productivity, competence and mindfulness. For a free copy of her first book and other resources, visit: www.ritugoswamy.com.
Although a handful of law firms have hired nonlawyer sales teams, most still rely on individual attorneys or practice groups to generate new client matters (i.e., to sell), even though the majority of them have never received business development training.

My purpose in writing this article is to describe some of the important characteristics and habits shared by attorneys who have built successful practices. The perspectives are based on my 37 years of experience in the legal field — 30 as the managing partner of my own small firm and seven as a business development leader.

Readers whose job responsibilities include formal or informal coaching of firm lawyers may wish to distribute this article to their protégés or to discuss some of the concepts during the course of future coaching conversations.

**Mindset**

Some lawyers do not pursue business development activities and conversations because they do not think it is their role. Others are simply untrained, uncomfortable with the process, and don’t know where to start. Also, sales can be perceived as a dirty word by professionals whose experience with high-pressure retail salesmen has been less than attractive.

Needless to say, high-pressure tactics have no place in the professional environment. The mindset of successful lawyers is to influence their clients to act in their best legal interest by retaining them to help prevent or solve their problems. Ascending to that position of influence requires an investment in developing a trusted relationship.

When legal stakes are high, relationships usually take longer to ripen, which is why building the client pipeline takes significant discipline. Because the results may not come quickly, the impatient attorney faced with a lengthy relationship-building process may give up out of frustration and lose the opportunity to “ask for business” when the time is right. Given the choice, the immediate gratification realized from working on legal matters that need attention now seems to make more sense.

**Define, Find and Research Prospects**

Because the sales process with a prospective client can be lengthy, a robust pipeline that is constantly replenished is necessary to ensure future financial health. Before taking the actions to fill the pipeline, the attorney must clearly define the characteristics of his or her ideal client. The exercise of determining who the attorney wants to serve can result in further refinement of his or her practice area.

Finding the prospects or referral sources (whether in person or online) requires a consistent investment of time. Not only must a written strategy be devised, but the attorney must remain constantly active in adhering to the process and remaining accountable.

Preparation and follow-up are key elements when networking and when meeting one-on-one.

Attorneys must understand the industry, trends, and common experiences of desired clients. A checklist of sample issues to explore with prospective business clients can be obtained by emailing me at cindy@thesharperlawyer.com. Lawyers with a depth of industry-specific knowledge attract more clients and are more strongly positioned to serve them.

Gathering personal information about the individuals with whom you want to deal will also prove invaluable. Last year, I received an email inquiry from a prospective client who had found me online through a Google search. Before returning the call, I thoroughly reviewed her LinkedIn profile as well as other resources. During our conversation, I commented that I grew up close to her college town. We soon found that we had much more in common and chatted for a few minutes before getting down to business. She retained me before the end of the phone call which may not have happened so quickly without my prior research.

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Awareness of Personal and Professional Image

Attorneys who project confidence and professional gravitas are more likely to be retained than a lawyer with a weak image. The most powerful way for a lawyer to develop confidence is to excel at his or her craft and deliver fabulous client service.

That being said, it is difficult to know how we come across to others unless we receive the gift of feedback. For example, I am acquainted with a prominent attorney who uses the phrase “you know” to the point of distraction. Verbal “tics” detract from an otherwise powerful message.

Likewise, poor physical appearance sends a negative, if subliminal, nonverbal signal to potential clients as well as referral sources. Grooming habits and professional style can be difficult topics to broach; however, a number of lawyers I have met would benefit from such a conversation.

Skilled at Asking Probing Questions

Questions asked throughout the relationship should be designed to engage the client’s thought processes and lead toward a formal relationship.

My favorite go-to question when meeting new prospects is “What is the biggest challenge that you are facing in your industry/business?” Answers to this simple open-ended question are educational and position us to understand the client’s needs so that we can demonstrate that we are the right attorney to prevent or solve their problems.

Respectful Listener

All too often, people are guilty of “self-listening,” which means that they are focusing on their own clever thoughts and constructing their next sentence instead of giving full attention to their conversation partner.

Space limitations prevent me from elaborating on this critical topic. Check out www.listen.org (the website of the International Listening Association) for significant resources and tools.

Empathy

Developing sensitivity to distinctions in communication and personality types can help us in developing rapport and interacting on a deeper level. Reviewing the results of a DISC assessment that I took helped me greatly in understanding how to approach others who are different from me.

The following is an example of how a relationship can be quickly blown with careless words and conversation. Example:

In the course of settling a major medical malpractice matter on behalf of a brain-injured child, the tort attorney recommended that the parents consult with a representative from a structured settlement company and with me in my capacity as a special needs attorney. During the meeting, the claims adjuster told the parents that establishing a special needs trust was a “no brainer.” Insulted at the person’s insensitivity, the mother of the child walked out of the room, and it took close to an hour for her to agree to resume the meeting.

Persistence and Resilience in the Face of Possible Rejection

If the lawyer is not retained at the end of a consultation, the following wrap-up questions can be productive as a means of continuing the conversation: (1) What additional information do you need in order to make the decision as to whether to move forward? (2) How long will it take you to make the decision? (3) Is it all right if I call you in X weeks to see where you stand in your decision making?

By all means, make sure that a system is implemented so that the attorney actually follows up.

Fear of rejection prevents many talented attorneys from pursuing lucrative opportunities. If we don’t ask for business, we don’t run the risk of hearing that ego deflating word: “No.” People with resilient attitudes are able to bounce back quickly in the face of an adverse situation. Fortunately, resilience can be learned through experience along with a healthy dose of self-talk.

Example: When told that an attorney’s services are not needed, the first thought should be: “The potential client doesn’t mean ‘No;’ they just mean ‘Not yet.’” Instead of feeling rejected, the attorney could feel curious as to why the client decided to go a different direction. Three years ago, I was invited to submit a proposal for a matter in the center of my wheelhouse. When someone else was hired, I emailed the GC and requested a conversation to discuss the reasons for my rejection. This led to a strong value conversation that lead to a significant contract within a few months.

Conclusion

Almost every motivated lawyer can build his or her book of business by shifting mindset, improving the qualities outlined above, and taking consistent steps to implement a strategic plan. Sometimes, they simply need guidance along the way.

Cynthia Sharp’s bio is found on page 12.
Law Practice Succession Strategies
By Cynthia Sharp

Lawyers are steeped in the long tradition of simply “winding down” practices, essentially abandoning a valuable asset upon retirement. Indeed, as pointed out by Michael Gerber, “most legal practices are jobs for the attorneys who own them.” This paradigm survives in large part because of continued outdated attitudes, lack of training in business principles and the scarcity of guidance as to the sales process.

As an attorney builds her practice (no matter the size of the law firm setting), she normally enjoys a healthier income stream over time. However, in many practice areas, the attorney also has the opportunity to build an equity interest that can be “cashed in” upon retirement.

When a solo sells their practice, it is normally to someone the retiring principal attorney already knows — often a junior attorney who has been groomed along the way or else someone in the community. From time to time, a business broker is able to connect the seller and the buyer. Those working in a larger firm setting need to review partnership agreements in order to ascertain financial rights upon retirement.

The best time to begin working on your succession plan is the day you start practicing law. The second best time is now. Structuring and running a law practice as an efficient business from the inception will not only enhance its longterm marketplace value but will also contribute to a significant increase in profits along the way.

Keep in mind that your practice will be attractive to a potential successor if only if it has established a sustainable brand, a proven method by which to attract clients and runs like a well-oiled machine. A practice with established infrastructure and systems could be an attractive prospect for an attorney seeking to start a practice or for a larger firm seeking to build a department in your practice area. Consider which of the following management suggestions make sense to you.

1. No matter the size of the practice with which you are affiliated, the most effective way (in most scenarios) to enhance your economic worth is to develop a system that reliably generates profitable client relationships. Instead of the random approach taken by most, set yourself apart by creating and implementing a business development plan.

2. Become familiar with the impact of Key Performance Indicators (KPIs) on your bottom line. For example, develop a method by which to gauge the success of business development initiatives. How many leads were generated? How many made appointments for consultations? How many retained you? How much revenue was generated?

3. Develop golden habits of regular billing as well as reviewing your financial performance on a monthly basis.

4. Create a client-centric brand by delivering top-notch legal service to each and every client.

5. Effective succession planning requires the willingness to share your wisdom, skill set and connections with a junior attorney. Not all senior lawyers are willing to trust another especially when it comes to handing off clients and contacts. That self-protective attitude has its limits.

The Next Phase

Leaving the full time practice of law involves adjustment on many levels because of the multitude of roles an attorney plays in a given day. Be sure to consider strongly your vision of retirement while taking care of the financial aspect. What do you need to do now to prepare yourself for the next stage of life? What do you need to do to create a sense of purpose for yourself? My approach was to leave the practice at the relatively young age of 55 and to pursue a second career that is flexible and fulfills my needs. Others retire fully at some point and pursue or resurrect hobbies and find great joy in spending more time with family or traveling. What does your future hold for you?

Business development leader and veteran attorney Cynthia Sharp, Esq. works with motivated lawyers seeking to generate additional revenue for their law firms. The business development strategies and skill sets that she shares were developed and tested over a period of 30 years in practice and are constantly refined to reflect modern marketing techniques. thesharperlawyer.com
If you do not have a website for your firm, you are missing out on the best and least expensive way to market to potential clients. Today, in the time of COVID-19, lawyers need websites more than ever.

Potential clients are looking for lawyers online

For years now most people in the U.S. have been using the web to identify products and services. This includes choosing attorneys. In addition, if a potential client learns about you through a referral, they are likely to look you up online to learn about you. If you do not have an online presence, or that presence is negative, the potential client may decide to look elsewhere.

Your website needs to be well-designed, work properly and correct

If you have a website but it is outdated, does not work properly on phones and tablets, or has errors on it, people will think poorly of you. Every page should work, there should be no broken links, contact forms should work properly and your office should respond to messages quickly. There should be no typographical errors or grammatical mistakes in the content. Your website should be easy to navigate and follow modern design conventions. In short, you want to put your best foot forward.

Make sure your website explains who you are and what you do

The two most important pages on your website are your home page and your biography. Take the time to craft a biography that is compelling. Tell potential clients who you are, your philosophy of practice and why they should retain you. The credentials that we lawyers think matter rarely mean anything to clients. List your credentials beneath your biography. Consider making a short video to introduce yourself. Always include a recent, high-quality picture.

Write appropriate content

Unless your clients are lawyers, do not write your website for lawyers, write for your potential clients. Explain the practice areas you handle and why you are uniquely qualified to represent the people reading your site. Focus on educating potential clients about you and the law. Do not focus on salesy content but make sure you include calls to action on every page. Ask people to call, email or use the contact form to reach you.

Each page should focus on one major issue. For example, if you practice family law, you should have a general family law page, and then separate pages for each specific area: divorce, custody, child support, and so on. This helps Google for SEO (search engine optimization) purposes. It also helps you organize your site and provides the information potential clients need.

If you have time, consider writing blog posts monthly, or if possible, weekly. Pages tend to have your practice area content blog posts tend to dive more deeply into a topic. For example, this article would not be a very good page, but it would be a good blog post. Blog posts are a good way to show that you are knowledgeable about the law, update your clients and potential clients and develop an online reputation.

Make sure the content is long enough. For pages, consider 700 to 1200 words. Use tools such as Yoast to help you with your SEO. Review Moz.com so you can gain a basic understanding of how SEO works.

Your website must be secure

Your website needs to use correct code and have a properly installed SSL certificate to be secure. Every URL should have a lock on it. The lock shows that you have an SSL.
Your Law Firm Needs a Website
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certificate that is working on the page. You have probably no-
ticed that some sites have a URL that begins http and some
have one that begins https. Think of the S as standing for
security. Essentially, what it means is that the data being sent
to and from the website’s server is encrypted and difficult to
hack.

Secure:  
Not secure:  

Website ranking is directly impacted by the security of
a website. In most cases, when you conduct a search on
Google, the top results will have proper security. This means
if you do not have a secure site, even if you have excellent
content, your site may not rank well in search engine result
pages. (SERPs).

Ethically speaking, failing to have a secure website can be a
violation of Pennsylvania Ethics Rule 1.6 = Confidentiality, if
you are asking clients or potential clients to send confidential
information through your site. Your contact forms should be
secure, and you should have proper disclaimers on your site.
This means a disclaimer at the bottom of every page, a full
disclaimer page, and a disclaimer connected to any forms.

Reviews matter: Seek them out

Studies show that 97% of people use online reviews to
inform their purchasing decisions. Positive online reviews can
make a big difference in your success in obtaining clients.
You also do not want to be playing catch up if someone
decides to be negative about you online.

Consider sending out an email to happy clients ask-
ing them to review you. The email should include links to
sites where they can review you and instructions on how to do so. Google
Business, Yelp, your Facebook page,
these are all good places to ask for
reviews. If you need to choose one,
pick Google Business. Once you
get reviews, you can put them on
your website as well. Make sure your
clients are ok with this. Obviously, it
is critical to follow the ethical rules
when asking for reviews.

If you get a negative review, it is important to respond
appropriately. Getting angry and attacking the client is just
going to make potential clients think poorly of you. Revealing
confidential information is not allowed and is an ethical
violation. Threatening to sue those who write false reviews
rarely goes well. It is best to respond politely by encourag-
ing the person to reach out to you to discuss any concerns
(if they were a client). If you prefer, you may respond that
you are unable to fully discuss the issue due to attorney
ethics rules, but you disagree with the review. See PBA Eth-
ics Opinion 2014-200 for suggestions on how to properly
respond to negative online reviews.

How to get a website

The easiest way to get a website is to hire someone to
make one for you. This may or may not be expensive, de-
pending on your perspective and the complexity of your site.
Make sure the person who writes your content understands
attorney ethics rules and review all content to make sure it is
appropriate. In the end, the company that wrote the content
is not responsible for ethical violations, you are.

I recommend that attorneys have websites created on the
WordPress platform. The platform is free, and it is easy to
work with. This means you can add pictures, add or remove
pages, make small edits, all without needing to pay someone
to keep working on your site. If you want to create your own
website, WordPress is a great choice. You will need a host
to work with your website. My current recommendation is
WP Engine.

Two other (relatively) quick options are Squarespace and
Wix. Both companies are proprietary in nature. By this I
mean that if you decide you no longer want to be with them,
you will need to create a new website. You can take your
content, but that is it. There are many other proprietary drag
and drop website options as well. Some easy to use, some not
so much.

Regardless of what platform you
use to create your website, you will
need a domain name. Stay away
from .law domain names, they were
a swing and a miss. You should try to
get a .com domain name if you can.
Virtually any registrar will work. I
like GoDaddy because it plays well
with other services. I also have used
BlueHost, HostGator, and others. You
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Your Law Firm Needs a Website
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should keep your website host separate from your domain name registrar for security reasons.
You also should not let someone else put your domain name or your hosting in their name. It is very easy for someone to take off with your domain name or website if they have them in their accounts. While you certainly can sue to get domains and hosting accounts back, your website will be down, and your domain name could be redirected during that time. You can lose access to your email as well. It is easy enough to go online and buy what you need. If you need help, the business working with you should be willing to assist you while making sure you maintain ownership of everything. Your contract with your website designer should make clear who owns the site, including the content, the domain name, and everything else.

Conclusion
If you do not have a website, this is the time to create one. Websites are the best way for clients to find you. Whether you hire someone to make your site or create it yourself, make sure it is properly designed, well written, works well on all types of devices, and follows attorney ethics rules. Your website may well be the first impression potential clients and other lawyers have of you. Make sure that impression is a good one.

Co-editor Jennifer Ellis is an attorney and law practice management consultant. Her legal practice focuses on ethics, and her law practice management consulting business focuses on helping lawyers with their law firm technology and online presence. Her website is Jlellis.net.

What Kind of Fool Am I (That Doesn’t Use MFA)?
By Sharon D. Nelson, Esq. and John W. Simek
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Those of you of a certain age will remember the song “What Kind of Fool Am I?” That song was about love, but for Pete’s sake, why is it that some lawyers keep insisting that they won’t use MFA (multi-factor authentication)?

Thanks to our good friend Ben Schorr (who works at Microsoft) for sending us an August 7 Microsoft update on why multi-factor authentication is so critical. It is short, sweet and should be read by anyone who has resisted multi-factor authentication (and there’s a lot of you!).

From the post:
“When you sign into your online accounts — a process we call “authentication” — you’re proving to the service that you are who you say you are. Traditionally that’s been done with a username and a password. Unfortunately that’s not a very good way to do it. Usernames are often easy to discover; sometimes they’re just your email address. Since passwords can be hard to remember, people tend to pick simple ones, or use the same password at many different sites.

That’s why almost all online services - banks, social media, shopping and yes,
Microsoft 365 too - have added a way for your accounts to be more secure. You may hear it called “Two-Step Verification” or “Multifactor Authentication” but the good ones all operate off the same principle. When you sign into the account for the first time on a new device or application (like a web browser) you need more than just the username and password. You need a second thing - what we call a second “factor” — to prove who you are."

Probably the most important point is that you do not need to use the second factor every time. You can make your phone and laptop “trusted devices.” If the bad guys know your ID and password, but try to access your account from another device, they will need that second factor. Statistics show that using MFA stops over 99.9% of all account takeover attacks. It doesn’t get much more persuasive than that.

When will you HAVE to use the second factor? When you get a new device or change the password for your account. But that’s not very often. Sometimes, you may be required to enter the second factor when you are accessing particularly sensitive data – medical sites and financial institutions often require two-factor authentication at every logon for your own protection. But for the most part, it won’t be nearly the inconvenience that most people think it will be.

If you are really interested in security, consider the different kinds of two-factor authentication. SMS texts are infinitely better than not using 2FA, but there are more secure methods that you might consider.

SMS text messages are the least secure of the MFA implementations, primarily because it is vulnerable to SIM-jacking. That’s where someone obtains a SIM card with your phone number and hijacks your phone number to another phone. Those SMS text messages then get sent to the hijacked phone.

A more secure MFA method is to use an authentication app such as Authy, Duo, Google Authenticator, Microsoft Authenticator, etc. The app generates a unique six-digit code every 30 seconds. When prompted for the MFA code, you type in the code that is displayed in the authenticator app. This type of MFA is susceptible to man-in-the-middle (MITM) attacks where the code can be intercepted as you type it in.

An even more secure MFA method is to receive a push notification to your authentication app. When you logon, the system sends a push notification to your registered phone. All you do is tap the notification to allow access. This means there is no code to enter or intercept.

Finally, the most secure of the MFA methods is a physical security key. YubiKey is a very popular security key as is the Titan Security Key from Google.

Recently, we have seen more account takeovers than ever. Read the Microsoft post carefully – it will answer most common MFA questions. And then begin to use MFA for all your online accounts. It’s almost always FREE (your favorite price, right?). Very effective too. Just do it.
You tell me about your nurturing family that raised you not to be biased. You tell me you are not biased and you do not see color. I’ve tried to relate to your words, but I can’t. Each time I reflect, I find more biases my upbringing nurtured, biases my experiences inspire and biases that force me to see color. While we can agree to disagree as intelligent beings, here’s what I think when I hear you say these three lines.

1. “I was raised not to be biased.”
   Blame it on my upbringing but, when I hear that, I wonder when the speaker last examined his upbringing. I was raised in Liberia, West Africa and even in that predominantly Black environment, my well-intentioned parents raised me with biases.
   In my house, my older brother and I were raised as equals, except our parents allowed him to go out more. I think they were sexist; others may argue he was five years older than me. Growing up, I did yard work and my brother cooked. We split and rotated all household chores. My parents were equally educated, worked as professionals outside of our home, and owned small businesses. On most Sundays, my dad cooked our main meal and cleaned the kitchen. My amazing parents meant well, but even they bred in me some implicit biases that I have had to overcome (and am still working to overcome).
   I didn't realize all children didn't grow up with fathers like mine. I didn't know boys were more cherished than girls in other families. I didn't know women didn't work outside the home. I took for granted that my family was the norm, in a developing nation where we were anything but the norm. Having many implicit biases to overcome from my upbringing in Liberia, I question those who tell me they were raised not to be biased in America.

2. “I'm not a biased person.”
   Last time I checked, bias was prejudice and prejudice was a “preconceived opinion not based on reason or experiences.” I have a daughter who has this preconceived idea that every girl is better than every boy at everything. There’s no reasoning with her and no experience that will sway her thinking. No matter how humiliating a loss we suffer, playing games with the neighborhood “boys,” I can count on my daughter to proudly sing them a “Girl Power” song after our defeat.
   I assure you I’ve been reasoning with her for a few years now and I’m not succeeding at breaking this deep prejudice. Admittedly, right now, I’m a bit too preoccupied with ending her prejudice to add others to the list of biased folks I attempt to persuade. Nonetheless, you can’t convince me that you’re not biased any more than I can convince myself I’m not biased. It’s not you; it’s me. Meanwhile, each time I hear that line I will laugh on the inside. I’m not really laughing at the speaker (alone). I’m laughing at my daughter too.

3. “I don’t see color.”
   Where did you get that incredible gift of racial blindness? I’d like to acquire it. Maybe if I didn’t see color, I could pretend every white racist I encounter was a Black person having a bad day or that George Floyd was a white man a Black cop killed. Until I get that gift you profess to have, I do see color and I ask you to see my color too.
   Years ago, when I was a secretary, people had little difficulty seeing my color. The disdain was not hidden when affluent whites (many from our noble profession) made it crystal clear I was beneath them on every level. Then, I was an unnamed young Black girl they kept in “her place.” Recently, except for the rare occasion when a client called me Jemima because Jemima and Samantha are homophones, it is easier for folks to “not see color” when they see me — a Black woman, in a predominantly white profession.
   But, do me a favor: Please see my color. Not seeing my color is turning a blind eye to the challenges I overcame to get here and the ones I must overcome to stay here. Now, by all means, feel free not to see colors when you buy flowers for loved ones. I’m sure the flowers won’t mind.

Samantha Divine Jallah is a lawyer, war survivor and pandemic-inspired teacher.
Welcome New Commission Members!

The PBA Commission on Women in the Profession extends a warm welcome to new commission members who joined April - October 2020. We hope the new members enjoy their membership and experience the many benefits of serving on the Commission on Women in the Profession.

- Teresa Benavides-Sexton, Philadelphia District Attorneys Office, Philadelphia
- Jayne, Blake, PENNVEST, Harrisburg
- Carina Braun, La Crosse
- Michaela Burgess, Carlisle
- Stacia Christman, Murrysville
- Catherine Christopher, Gabell Beaver LLC, Gladwyne
- Evelyn Devine, Devine Timoney Law Group, Blue Bell
- Kendra Eden, Middletown
- Lindsay Eichinger, Pennsylvania Department of Insurance, Harrisburg
- Meghan Fleming, Canon Financial Services Inc, Mount Laurel
- Lauren Gilius, YWCA Domestic Violence Legal Center, Harrisburg
- Carol Loutzenhiser, Bordas Loutzenhiser & Associates LLC, Sewickley
- Jessica Lynch, Lynch Legal Consulting, Aspinwall
- Rhonda Marks, Law Office of Rhonda Anderson Marks, Irwin
- Cristin Mitchell, Pittsburgh
- Allissa Myers, The Law Offices of Jennifer J. Riley, Philadelphia
- Alexandra Nielsen, Chadds Ford

- Ella Ogundare, Baltimore
- Taylor Pacheco, Philadelphia Lawyers for Social Equity, Philadelphia
- Hattie Parent, Burns White LLC, Pittsburgh
- Elizabeth Parker, Frank, Gale, Bails, Murcko & Pocrass PC, Pittsburgh
- Amanda Porter, Law Offices of Amanda L Fitzhugh Porter, Hidden Valley
- Vanda Raszewski, Pittsburgh
- Rogena Rezkalla, Newark
- Jessica Rogers, Post and Schell, Washington
- Cheri Sparacino, Commonwealth Court of Pennsylvania, Mechanicsburg
- Jennifer Spata, Spata Ryan LLC, Philadelphia
- Maria Steinhaus, Suris and Associates PC, Melville
- Rebecca Struwe, Philadelphia
- Katherine Thakray, Alexander & Pelli LLC, Philadelphia
- Heather Townsend, Carlisle
- Noeleen Urmson, Superior Court of New Jersey, Philadelphia
- Emily White, Philadelphia
- Lorrie Whitfield, Law Offices of Lorrie Whitfield PC, Effort
- Danielle Yacono, Law Offices of Peter L. Klenk, Philadelphia

Member in the News

Rose Constantino was one of 13 honorees recognized in May by the American Nurses Association (ANA) with the Hall of Fame Award. The award recognizes nurses for their exceptional leadership in health care, commitment to the nursing field and impact on the health and social history of the United States. Rose is a WIP member and former Executive Council member.
In Memoriam: Amber M. Racine

By Jennifer Coatsworth

PBA member Amber M. Racine tragically passed away on Nov. 11, 2020, at the age of 39. She was a longtime member of the PBA Minority Bar Committee and an active member of the Zone 1 delegation in the House of Delegates.

Amber received her bachelor’s degree in history and politics from Drexel University, where she was an A.J. Drexel Scholar. She entered Temple University’s James E. Beasley School of Law in 2004 and attended classes in the evening while working full-time as a paralegal at a litigation firm. In 2008, she received her law degree and was awarded Distinguished Classroom Performance and Outstanding Oral Advocacy Awards.

Amber dedicated her career to serving catastrophically injured plaintiffs and focused her practice in the area of product liability, premise liability, birth injuries and medical malpractice. She worked for the first decade of her career as a paralegal then an associate at Anapol Schwartz, before moving her practice to Raynes Lawn Hehmeyer for the past eight years. She was a tenacious litigator representing her clients with brilliance, professionalism and understanding. Clients and judges who have witnessed her courtroom skills have described her as prepared, creative, thorough and truly dedicated to her clients. Those attributes helped her achieve several seven- and eight-figure settlements against both foreign and domestic corporations in her relatively short career. Amber was also considered an authority in the area of civil litigation practice, contributing to leading industry practice guides such as Lexis Nexis’ Pennsylvania Civil Pre-Trial Practice and Pennsylvania Civil Trial Practice.

Outside of her practice, she will be remembered for her tireless devotion to diversity and inclusion and for her unwavering support of those who were lucky enough to call her their mentor. Amber was a past president of The Barristers’ Association of Philadelphia Inc. and served on its Executive Board from 2009 through 2016, then transitioning to the Advisory Board from 2017 until the present. During her presidential term, Amber formed “pipeline partnerships” with several local non-profits in order to encourage students to further their education and pursue careers in the law.

She was also an active member of the Philadelphia Bar Association’s Board of Governors and, in 2019, served as chair of the Board. She also served as the Philadelphia Bar Association’s Women in the Profession Committee’s co-chair from 2015-2016, during which time she helped spearhead the Association’s support for Model Rule 8.4g, which makes it an ethical violation to discriminate and harass on the basis of a number of protected classes. She was also an active member of the Philadelphia Trial Lawyers Association’s Board of Directors (Membership Chair) and the Pennsylvania Association for Justice’s Board of Governors. Amber was also an active member of the Brandeis Law Society and the Temple Law Alumni Association, particularly its Women’s Leadership Initiative. In addition, she served on the Board of Directors for two of Philadelphia’s largest pro bono agencies - Community Legal Services and Philadelphia Legal Assistance and leaders in both organizations cannot speak more highly of her tireless devotion to their work.

Amber was an active member of the Pennsylvania Bar Association’s House of Delegates, serving as a delegate in Zone One since 2013. In addition, Amber was an enthusiastic member of the Minority Bar Committee since 2014. She was a frequent presenter for CLEs organized by various committees, including the Minority Bar Committee, Civil and Equal Rights Committee and the Commission on Women in the Profession. She was also selected by Gov. Tom Wolf to serve on his Judicial Advisory Committee at the recommendation of PBA leadership. Most recently, she was appointed by President Schwager to serve on the Joint Task Force on the Continuity of Delivery of Legal Services, which also required approval by Gov. Wolf. The task force is a joint effort of the PBA with the other major statewide legal groups. Its charge is working to address continuity of the delivery of legal services under even the most extreme circumstances and developing recommendations to update processes and technologies to enable the legal system to continue to operate under any similar emergency circumstances.

Amber received many awards in recognition of her remarkable achievements and contributions to the profession and to the community. In 2010, The Barristers’ Association of Philadelphia presented her with the President’s Award for her service to the organization. In 2016, she was awarded the Association’s Outstanding Young Lawyer of the Year. In 2011, The Legal Intelligencer named Amber a “Lawyer on the Fast Track.” Then, in 2013, she was named one of Philadelphia’s Most Influential African-Americans by The Philadelphia Tribune. Annually, since 2012, she has been named a “Super Lawyer – Rising Star” by Philadelphia Magazine. In 2015, The Philadelphia Business Journal recognized Amber as a “future transformer” for the City of Philadelphia and its plaintiffs’ trial bar. Also, in 2015, Amber was listed in Billy Penn’s Who’s Next in the Law. She was awarded the Doris May Harris Image Award in 2018 by the National Bar Association Women Lawyers Division for her work mentoring young women attorneys and law students. Later that year, she was given the F. Sean Peretta Service Award by the Philadelphia Bar Association’s Young Lawyers Division to recognize her deep and abiding commitment to community service.

Amber is survived by her mother, Juliana Cedeno, her brother, Jason Racine, and a niece and nephew and several godchildren. She is also survived by so many friends and colleagues who loved her and will miss her leadership and light. She was truly a shining star in the profession who dazzled everyone she encountered. Her loss will be felt for decades and we all mourn the promise this bright young lawyer showed. She was truly the best among us.
PBA Commission on Women in the Profession Leadership 2020-21

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Quality of Life .............................. Katie Kennedy, Lynn Marks
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* PBI Board Liaison
** PBA Nominating Committee Representative

Pennsylvania Bar Association
Commission on Women in the Profession
Communications Committee

Editorial Policy
Voices & Views is a publication of the Pennsylvania Bar Association (PBA) Commission on Women in the Profession and is published by the Communications Committee three times per year. The purpose of the publication is to facilitate communication among the membership of the commission on topics and events of general interest to women lawyers. The editors of Voices & Views reserve the right to accept or reject any submission and to edit any submission to ensure its suitability for publication, its adherence to the Mission Statement of the Communications Committee and its furtherance of the objectives of the Commission on Women in the Profession.

The articles and reports contained in Voices & Views reflect the views of the writer and do not necessarily represent the position of the commission, the editors of Voices & Views or the Pennsylvania Bar Association.

Mission Statement
It is the mission of the PBA WIP Communications Committee to foster improved communication among its members in the furtherance of the goals of the commission. To this end, the publication, Voices & Views, provides a forum for professional and open exchange among the WIP membership on all issues related to women and the law. Voices & Views shall be utilized for the following purposes:

• To publicize opportunities and events that may be of interest to the WIP membership;
• To provide information to the membership on topics that may be of general interest to women lawyers;
• To reach a wider audience and increase the visibility of the commission;
• To inform the WIP membership of the projects and goals of the commission; and
• To share information with the WIP membership regarding accomplishments of the members, other women lawyers and public figures.

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