



November 9, 2010

Volume 2 Issue 2

DRI Resources

dritoday[™]

DRI Blog | FTD Archives | Legal News

Join the DRI Community



In Diversity Insider

To Know Them is to Lead Them: Empathy as a Critical Leadership Tool

Collaboration of Diverse Resources Will Drive Economic Growth For the Future

Ways to Advance Diversity and Inclusion in the Legal Profession

Stumbling Blocks to Stepping Stones - Changing the Tone in the Diversity Conversation

Verna Myers to speak at DRI's 2010 Best Practices for Law Firm Profitability

Get Involved!



Committee Chair
Toyja E. Kelley
Tydings and Rosenberg
(410) 752-9747
tkelley@tydingslaw.com



Committee Vice Chair
Douglas K. Burrell
Drew Eckl & Farnham
(404) 885-1400
dburrell@deflaw.com



Publications Chair
Pamela W. Carter
Carter Law Group, LLC
(504) 599-5687
carterlawgrouppllc@yahoo.com
carterlawgrouppllc.com

[Click to view entire Leadership](#)

Seminars



From the Chair

by Toyja Kelley



If you are reading this edition of the *Diversity Insider*, the 2010 DRI Annual Meeting will be in the books. Following in the tradition of our Diversity for Success Seminar and Corporate Expo, our

Committee presented some compelling diversity related programming at the Annual Meeting. On Friday, October 22nd, we sponsored a panel discussion titled "Strategies for Success-Navigating Diversity on Rough Seas." Many in the law firm diversity movement (including yours truly) have been saying for some time that diversity was disproportionately impacted in the aftermath of the country's economic challenges over the past two years. Nevertheless, some law firms and corporate law departments found success in these difficult times. Panelists, including Paul Lancaster Adams of Microsoft, Karen Campbell from Lewis, Brisbois, Bisgaard & Smith, LLP, and David Halm of Pettit Kohn Ingrassia & Lutz PC, reflected on diversity hiring in the aftermath of the recession and offered successful tips and strategies for achieving diversity success from their perspectives as members of a large law firm, a medium size law firm, and a large corporate law department.

At our Committee Business Meeting and CLE held on Thursday October 21st, offered a panel titled "Outside-In: How Diversity Initiatives Differ from Outside Counsel to In-house Counsel." We were very fortunate to have Alan Tse, Assistant General Counsel at LG Corporation, Michael Williams, General Counsel at Sony Electronics, and Sandra Chong, Assistant General Counsel for San Diego Unified School District speak about how they now promote diversity following stints in the private law firm setting. Those of you who attended our Business Meeting were treated to a very thought provoking discussion. We are already thinking about new topics for next year's Annual Meeting. If you have any ideas or suggestions, we would love to hear from you.

But if your schedule did not allow you to take advantage of attendance at the Annual Meeting, I am confident that you will once again enjoy the collection of articles that Publications Chair Pam Carter of the Carter Law Group, LLC and the rest of her committee has assembled for you here. These articles continue in the Diversity Committee's tradition of providing tools to assist your efforts to



Best Practices for Law Firm Profitability

November 18-19,
2010
Sheraton New York
Hotel and Towers,
New York, NY

DRI Publications



Young Lawyer Drug and Medical Device Primer 2008 CD

grow diversity within DRI and the legal profession. I thank each of the authors for their wonderful contributions!

Toyja Kelley, Chair DRI Diversity Committee
Tydings and Rosenberg
tkelley@tydingslaw.com

Featured Articles

To Know Them is to Lead Them: Empathy as a Critical Leadership Tool

by A. Tucker

Mother Knows Best: Equality Doesn't Always Guarantee Fairness

To my mother's chagrin, my sisters and I often play the game of, "who does mom love the most?" Our mother, an only child, and therefore somewhat bewildered referee, consistently shuts the inquiry down by explaining that while we all share the same title of daughter, that is not what drives our needs and wants. Rather, it is our individual personalities and circumstances that dictate what we each seek from her, so that is what she chooses to focus on.

Partners with a number of attorneys clamoring for their time, recognition, and reassurance that they are valued contributors may find themselves in a similar position as my mother. Those partners who create a culture where fairness is a given and where they actively seek to appreciate and enhance the value that each attorney has to offer will be in a better position to control retention, increase productivity, and boost morale.

Hunkering Down or Bouncing Around: Empathy Doesn't Go Out of Style

Law firms operating in this time of fluctuating economic and employment conditions are facing a similarly dynamic set of workforce expectations. Recent surveys suggest that many people are making stability a top priority by staying put even if a current situation is less satisfying than pursuing a new opportunity. However, just as some people are hunkering down, some of the attorneys that firms are most interested in retaining, those with sought after skills or consistently strong performers, are still weighing their options and making moves.

Whether they are staying put or moving on, attitudes about work and career are shifting. As job security dims and long-term employment stability becomes more difficult to achieve, law firms have to find new ways to attract and retain top talent, including a gaining a better understanding of what motivates

each of their attorneys.

To Thine Own Self Be True

Before you get to know your talent, clarify who you are as a leader.

- **Develop an authentic leadership style.**

What works for one partner may not work for another. Figuring out your leadership style will make it easier to motivate others. There are a number of ways you can identify your leadership style including, trial and error, coaching, and leadership assessments. Putting a premium on authenticity sends a powerful message to others that they should also strive to figure out what style will maximize their ability to contribute to the team's efforts.

- **Mind reading should not be a core competency.**

Freeing up your attorneys to be the creative and innovative problem-solvers you expect is critical. It's a waste of time and resources if they have to spin their wheels trying to guess your expectations. From the onset, let everyone who works for you know who you are, what you expect, and any other information that will help them achieve the desired results.

- **You don't have to like everyone.**

We all gravitate to certain kinds of people and this isn't a tendency that goes away just because you're in a leadership role. However, if you are rewarding certain behaviors or traits, think about why that is and if it's for a reason that enhances your organization, make sure everyone has the chance to understand what will be rewarded and when appropriate, provide people with opportunities to cultivate those skills.

- **Lead by example.**

A recent Towers Watson report found that for top performers, high levels of engagement depend in part on whether those individuals can embrace and be guided by an organization's vision, values, and strategy. The report recommends that leaders not only be able to articulate a clear vision, but they should also connect the vision on a personal level to all personnel.

Avoiding Categorization Pitfalls

Once you've sharpened your leadership style, you're ready to tackle the ongoing challenge of making your firm a better place for a diverse group of people. How do you make sure your answer to the question "what

do *they* want" takes into account the fact that no group is monolithic?

- **Identities are multidimensional.** Everyone's identity is composed of many different dimensions, including the more commonly discussed elements such as race, ethnicity, gender, age, disability, and sexual orientation. However, there are a number of other aspects such as working style, thinking style, and personality that can also inform who we are. What these elements mean to us may vary, depending on the context. For example, when I'm assembling furniture, being left-handed is much more important to me than the fact that I'm African-American. Given the multidimensional nature of our identities, to get the best out of everyone, encourage people to bring their best selves to work, whatever combination of dimensions and levels of identification that may entail.

- **Stereotypes can be damaging shortcuts.**
The 1995 study by Claude Steele and Joshua Aronson discussed "stereotype threat," which they described as "the threat of being viewed through the lens of a negative stereotype, or the fear of doing something that would inadvertently confirm that stereotype." They observed that because we are all members of some group about which negative stereotypes exist, everyone can experience stereotype threat. During the course of their research, they also found that when people were in domains that they cared deeply about and were worried that their future within that domain would be compromised by society's perception and treatment of their group, they were even more vulnerable to the threat. Additional research has shown that there are a number of ways to reduce this threat including, encouraging self-affirmation, emphasizing high standards with assurances about capability for meeting them, and providing role models.

- **Extend the benefits accorded by privilege to everyone.** In *White Privilege: Unpacking the Invisible Knapsack*, Peggy McIntosh describes white privilege, "as an invisible package of unearned assets that I can count on cashing in each day..." Based on this description, she identifies a number of instances that are primarily tied to her skin-color privilege (rather than other dimensions such as class or gender) including the following: "I can speak in public to a powerful male group without putting my race on trial;" "I can do well in a challenging situation without being called a credit to my race;" and "I am never asked to speak for all the people of my racial group." Once you understand the

various benefits such as these that are being accorded to some (and likely without any conscious thought), make an effort to extend them beyond the traditionally privileged group.

Hello, my name is...3.0

Once you've cultivated a culture that views people as individuals, how can you create stronger bonds with each of your attorneys to increase their productivity and boost their morale?

- **Be curious.** Partners who commit to spending one-on-one time with their associates on a regular basis will be in a better position to leverage that talent than those who rely solely on the annual evaluation conversation and hallway whisperings. Here are some questions to get you started:
 - Why did you choose to practice law, why here?
 - Who else are you working for and what kind of work are you doing?
 - How can I help you develop as an attorney? (e.g., skills-building, client introductions, shadowing opportunities)
 - Are there other partners to whom you would like to be introduced?

- **Be (strategically) comprehensive.** In his book on managing Generation Y, Bruce Tulgan offers a strategic approach for determining how much time you spend with each individual. First, associates who supervise other people or whose work is particularly high stakes should be a high priority. After you meet with those people, he suggests that you also choose one or two new people each day to spend whatever time you have left. If you have time for two, he advises picking one high-potential person and one person from the lower performing end of the spectrum, working your way to the middle until you have met with everyone on your team.

- **Be creative.** In *Getting Better All the Time: Becoming a Talent-Driven Firm*, the authors report that the opportunity to develop professionally consistently outranks money in surveys of employee satisfaction. As you start getting to know people better, you will likely find that there are a number of alternatives to financial rewards such as additional training opportunities, an introduction to a colleague or client, more frequent feedback, recognition, and thanks, or greater flexibility. The key is to broaden the realm of possibility and then know your attorneys well enough to offer personalized rewards.

Is This Working?

If law firm leaders remain focused on developing authentic leadership styles, cultivating a culture where individuality is seen as a competitive tool rather than a burden, and getting to know their colleagues, over time there will be greater potential for improved retention, increased productivity and engagement, and a more pleasant work environment.

Ara A. Tucker
Morgan Lewis
Philadelphia, PA
atucker@morganlewis.com

Collaboration of Diverse Resources Will Drive Economic Growth For the Future

by Tara L. Mason

If we collectively learned anything from America's recent recession, it is that we cannot continue doing the same thing and expect different results. The mind-set that plunged this country into an economic abyss certainly cannot be the same mind-set that will pull this country out. One way businesses are rebounding and experiencing economic growth is by embracing a new mind-set of collaboration among diverse resources.

"Alternative solutions... come best by way of alternative experiences."

Innovative collaborative thinking among diverse groups is currently driving businesses forward despite the recent recession. Businesses like Microsoft, Apple Inc., Cisco Systems, Inc., and the Nielsen Company, which operate under collaborative business models, experienced revenue growth in 2010 despite the recent recession. John Chambers Chairman and CEO of Cisco Systems, Inc. stated during an interview at the World Economic Forum 2008 Annual Meeting that operating Cisco under a collaborative business model rather than under the old command and control business model was the basis of his company's growth.[1] Chambers explained that his company was able to find solutions to emerging business problems faster, as well as take advantage of more opportunities through collaboration among diverse resources.[2] Chambers further added that under this business model he expected his company to experience sustained growth.[3] Chambers's insight proved correct. Under Chambers's leadership, Cisco grew from \$1.2B in annual revenue in 1995 to \$40B in annual revenue in 2009. [4]

Under a collaborative business model, businesses "

invite" its staff, customers, vendors, and shareholders to contribute information, share knowledge, and participate in finding solutions and opportunities to promote growth.[5] Management personnel operate under the philosophy that alternative solutions for business growth, productivity, efficiency, and marketability come best by way of alternative experiences. This same business model can apply to law firms today to promote sustained economic growth. Collaboration among attorneys with varied backgrounds can help firms find solutions to emerging business problems faster, while also expanding their ability to identify and take advantage of new emerging opportunities.

Firms can effectively apply a collaborative business model and experience sustained economic growth by following the Four "I"s Rule: Invite, Incentivize, Incorporate, and Identify. First, managing partners, practice group leaders, and section heads should "**invite**" discussion among its diverse attorneys regarding the firm's management, marketing, and long-term strategic growth plans. Second, firms should "**incentivize**" collaborative decision-making in its daily operations among teams of diverse attorneys. Third, firms should "**incorporate**" suggestions made by teams of diverse attorneys regarding new emerging opportunities into their strategic growth plans. Fourth, firms should publicly "**identify**" and reward those diverse teams of attorneys whose collaborations contributed to the firms' economic growth. This collaborative process will ultimately increase the value of the firm and the services it offers to its clients. This process will also promote the emergence of a new mind-set, which is needed for sustained growth in today's economy.

"Changing the firm's front line... will improve the firm's bottom line."

Law firms, which will lead the way in economic recovery and experience sustained growth in the coming decades will be those firms that do not just look diverse, but actually think diverse. It will be those firms, which embraced collaboration among diverse resources as a cultural mind-set. It will also be those firms, which fundamentally believe changing the decision-making within the firm's front line business and practice groups will improve the firm's bottom line. These firms will be positioned to think outside of the box and rapidly reach solutions to emerging new problems facing them and their clients.

In recent history, many corporate clients demanded increased diverse representation among the attorneys handling their files. Law firms responded with their own initiatives and increased the diversity of their attorney profiles. However, many firms superficially believed their clients wanted simply a diverse "look" rather than diverse "thought" patterns. In fact, clients wanted their representation to embrace a collaboration of diverse attorneys in

order to achieve positive results to new emerging problems more rapidly and efficiently.

In the short term, many law firms experienced economic growth from the infusion of diverse representation. However, many firms did not experience sustained economic growth from these visual changes, because they failed to change their business models from homogenized command and control centers to collaborative diverse legal teams. Those firms, which failed to invite diverse attorneys to openly participate in the day-to-day management and long-term strategic planning, stagnated. This stagnation revealed that the mind-set of firm management had not fully embraced a collaborative business model. This stagnation also revealed that firms even with access to diverse attorneys failed to tap into the resources available to management in order to promote sustained growth. The homogenized mind-set that stagnated or regressed firm economic growth prior to the infusion of diverse attorneys is not the mind-set that will stimulate future growth in today's economy. Firms can not continue doing business the same way and with the same mind-set and expect different results. Diversity within the cultural mind-set of firm management is essential to promoting sustained economic growth for firms and their clients.

"If you don't provide an avenue for people to help you innovate, you will ultimately create competitors as they will create their own."

Gibran
Burchett
NY
Bus. Model
Examiner[6]

Myopic mind-sets within firms of the past must surrender to collaboration among diverse resources. Firms that fail to adopt a new mind-set and engage their diverse attorneys in collaborative strategic planning, marketing, and governance are downsizing and disappearing. Those firms, which downsized in recent years by removing their diverse attorneys and reverted to homogenized business management, significantly increased their disadvantages to future growth. They have removed valuable resources to new emerging opportunities and created diverse competitors open to collaborative innovation.

In spite of the recent recession, firms have an opportunity to grow economically by tapping into the diverse resources among their attorneys. Firms that follow the collaborative business model within their business and practice groups will find they have not only recovered economically but have also positioned themselves for sustained economic growth in the coming decades.

Tara L. Mason,

Mrs. Mason is a litigation attorney in New Orleans, LA. She offers fourteen years of experience from her practice in the areas of insurance, employment discrimination, premises liability, products liability, asbestos, and Hurricane/Mass Catastrophe litigation, as well as a criminal court clerkship. She currently serves as an Adjunct Instructor at Tulane University, a Board of Directors Member for the Louisiana Association of Defense Counsel, and President-Elect for the Louisiana Association of Black Women Attorneys.

[1] *Collaborative business models: The Key to Sustainable Business Life-Cycles*, by Gibran Burchett, Examiner.com, March 30, 2009.

[2] *Id.*

[3] *Id.*

[4] *Cisco to begin paying dividend in 2011*, by Ritsuko Ando, Reuters, April 9, 2010.

[5] *Collaborative Business*, Industry Canada, August 24, 2010.

[6] *Collaborative business models: The Key to Sustainable Business Life-Cycles*, by Gibran Burchett, Examiner.com, March 30, 2009.

Ways to Advance Diversity and Inclusion in the Legal Profession

by Sharon E. Jones



There are numerous ways that we each can advance the goal of diversity and inclusion within the legal profession. I have identified below a few steps we individually can take within our legal organization.

For In-House Counsel and Outside Counsel Hiring Process

1. Insist that a diverse pool of candidates be obtained before a hiring decision is made;
2. Participate in the resume review process to ensure that diverse candidates are not being subconsciously excluded (or receiving stricter scrutiny);
3. Participate in the interview process to make sure your views are heard and to make sure the process is fair to diverse candidates;
4. Insist that minority search firms be used in the hiring process in order to ensure that diverse candidates are in the pool.

Post-Hiring/Employment

1. Make a concerted effort to assist diverse lawyers in making a smooth transition into the job. (Don't wait for them to come to you—make the first move);
2. Help diverse lawyers avoid a "fatal" mistake;
3. Talk positively to others about diverse lawyers (e.g., "Bob is doing a great job"; "We are lucky to have Sally on our team—she is a great addition");
4. When necessary and appropriate, use your credibility to vouch for diverse lawyers;
5. Tell lawyers about special assignments/training opportunities so they know what to ask for or seek;
6. Insist that all law firm committees have diverse membership;
7. Insist that minorities and women head some practice groups/committees;

8. Mentor minorities and women—both officially and unofficially;
9. If you have the ability to make assignments or other appointments, make sure that minorities get the opportunity to work with the most important clients/best matters.

For In-House Counsel

1. Work to add minority outside counsel to your company's "official list" or "unofficial list" of outside attorneys;
2. Provide opportunities for minority outside counsel to shine (e.g., have them speak to the Legal Department on a topic within their area of expertise and that is important to the company);

1. Promote to other in-house attorneys that the outside minority lawyers are excellent and describe their accomplishments. You will be creating a positive buzz for them within the Legal Department so others may wish to work with him or her;
2. Insist that diverse teams work on your matters. Expressly articulate the reason to the partner involved and the relationship manager;
3. Use diversity considerations, both positively and negatively, in deciding with whom you will work;
4. When firms/lawyers lose out on legal work (when applicable) *expressly* articulate to them that diversity considerations played a role or were the sole reason why they did not get the new assignment;
5. Introduce excellent minority outside counsel to in-house counsel at other companies;
6. Provide opportunities for minority outside counsel to shine at bar association events/panels for which you have input on the selection of speakers;
7. Set up meetings with the major firms with whom you work and the General Counsel/Section Head to discuss diversity issues/efforts and set some measurable objectives for future progress;
8. Change the billing partner/relationship manager for your company to a minority or a woman.

Ms. Jones is a diversity consultant who specializes in providing diversity/inclusion consulting, strategic planning, coaching and training to law firms, corporations and other types of organizations. She is the President of Jones Diversity Group, LLC, 225 West Washington Street, Suite 2200, Chicago, Illinois. She can be reached at sharon@jonesdiversity.com.

Stumbling Blocks to Stepping Stones - Changing the Tone in the Diversity Conversation

by Lauren McKnight



The conversation about diversity and inclusion often focuses on two things – what went wrong and ideas for redress. Surveys and studies are conducted annually to calculate the number of women and minorities in the profession and assemble information on the nature

of their practice. This information is analyzed by corporate legal departments and law firms to measure improvements and fix the "diversity problem" or limited access women and minorities may experience. Because of our training, law firms and corporate legal departments form committees, create discussion groups or hold retreats to devise ways to solve the "diversity problem" or increase overall diversity metrics.

The current conversation about diversity and inclusion fails to acknowledge the incredible changes that occurred in the legal profession in a short time period and positive outcomes resulting from diversity initiatives. Perhaps, we should focus on the historic strides we've made and use these accomplishments as motivation to address the remaining systemic problems we face in achieving greater diversity.

My family offers an example of the changes that occurred in the legal profession during the past fifty years. On October 15, 2004, I became a member of the Louisiana State Bar Association. It was a bittersweet moment for our family because the person who most influenced my decision was unable to share the day with me. My grandfather, Forrest Ford Foppé, died seven years prior to my admission and my entry into the profession continued his legacy.



Forrest Foppé, Daddy Forrest as he was affectionately called, was admitted as a member to the Louisiana State Bar Association on February 21, 1951. He served as one of the first African American attorneys in North Louisiana.

He was a World War II veteran, who was denied admission to the law schools in Louisiana because of his race. His out-of-state legal education was financed by the Louisiana State Legislature. Upon graduation, the Louisiana State Bar Association required an additional year of study at Southern University Law School prior to taking the bar exam. His law partner, Jerome Powell, was a founding member of the Louis A. Martinet Legal Society, the African American bar association in Louisiana. Together, they represented clients in numerous civil rights cases throughout Louisiana and Texas.

My grandfather's legal practice and client base were undoubtedly limited because of the times and climate in which he practiced. He likely suffered countless acts of discrimination. I, however, rarely heard those stories or heard him complain about the problems minority attorneys faced. Instead, he focused on the positive changes he saw in the legal profession. He viewed the obstacles and barriers to the legal profession as stepping stones for improving his character.

Prior to his death in 1997, I remember Daddy Forrest telling me about his life and legal practice. He was amazed and proud that he could no longer list all the minority attorneys in Louisiana. He was also excited to see the increase in opportunities for women and minority attorneys. Finally, he made me promise if I became a lawyer to speak for those without a voice and fully engage in the profession.

As a child, I did not understand the magnitude of his experiences, realize his contribution to changing the profession or grasp the promise I made. Instead, Daddy Forrest was simply my grandfather who loved the law and gardening. I viewed the promise as a

challenge to a teenager to ensure I became a productive adult.

As an adult and member of the profession, I recognize the adversity Daddy Forrest faced and have a greater appreciation for his attitude toward the legal profession. I now grasp the gravity of my promise to fully engage in the profession to improve it.

I believe my grandfather's life and attitude can provide a positive direction for the conversation about diversity and inclusion. His attitude can also move the conversation forward without anger or bitterness by doing three things. First, we should celebrate the positive changes to the profession and recognize the increased opportunities for women and minorities which occurred during the last thirty years. These changes are most evident in the composition of the United States Supreme Court and the enrollment trends for law schools nationally.

Next, we should explore new ways for law firms and legal departments to increase diversity and inclusion in their ranks. Legal departments may demonstrate their commitment by requiring law firms use diverse attorneys on matters and punishing firms that fail to do so. Law firms may change their firm's composition and culture by appointing women and minorities to head firms, practice groups and committees.

Finally, law firms, legal departments and members of the judiciary must continue working to keep the profession open and develop new ways to convince diverse individuals to join the profession. This may be accomplished with formal educational programs, like Law Day, that target school children. It may be accomplished with informal mentoring programs that encourage students to finish high school, attend college and enter law school. Any action that increases access for diverse individuals to enter the profession is a positive step.

The conversation about diversity and inclusion will continue for many more generations. Going forward, law firms and legal departments will continue working to increase diversity in their ranks. They will create new plans and devise intricate strategies for improving metrics. Surveys and studies will document the success or failure of the programs. By celebrating previous accomplishments, we maintain a steady source of motivation to continue promoting diversity within the profession and reach a higher level of inclusion in spite of our differences.

Lauren McKnight
Baker Donelson Bearman
New Orleans, LA
lmcknight@bakerdonelson.com

News & Announcements

Verna Myers to speak at DRI's 2010 Best Practices for Law Firm Profitability

Seminar & Workshops, November 18-19, 2010 in New York City

DRI is excited to announce that Verna Myers, the

principal of Verna Myers Consulting Group, LLC, in Newton, Massachusetts, will speak at DRI's 2010 Best Practices for Law Firm Profitability Seminar & Workshops, November 18-19, 2010 at the Sheraton New York Hotel & Towers, 811 7th Avenue on 53rd Street in New York City. In June 2010 Ms. Myers received rave reviews for her presentations at DRI's Diversity for Success Seminar in Chicago. Ms. Myers is a nationally recognized expert on diversity and inclusion issues within law firms, law departments and law schools. At DRI's 2010 Best Practices for Law Firm Profitability Seminar & Workshops in New York, Ms. Myers will present on why diversity matters to the bottom line of your law firm or in-house law department. For the Seminar Brochure and Registration information, [click here](#).

Get Involved!

DRI membership is the key to growing your practice. Please share this [Young Lawyer Membership Flyer](#) with your colleagues interested in getting more involved in DRI.

Special Offer



Have you visited DRI's new online portal, [DRI Today](#) yet? DRI Today is your one-stop resource to news, market updates, legal commentary and more all designed specifically with the defense attorney in mind. Browse the [DRI Blog](#) for interesting discussions or catch up on past articles from *For The Defense*. [DRI Today](#) provides a convenient resource to find information on any practice area topics with just the click of your mouse. Be sure to make [DRI Today](#) your homepage to keep up with the fast changing world of legal news. Don't forget to like [DRI on Facebook](#) and follow [DRI on Twitter!](#)