



THE CATALYST

The newsletter of the Illinois State Bar Association's Standing Committee on Women and the Law

A view from the Chair

By Letitia Spunar-Sheats

Becoming the chair of the Women In The Law Committee is quite an honor. Thank you President Richard Felice.

It is amazing to be surrounded by such intelligent, hard-working, and energetic women. Many are wearing the hats of mother, wife, best friend, social planner, chief cook and bottle washer, and of course, attorney. To see the women on our committee balance all of these activities—and do it with such panache and confidence is something to be enjoyed.

This year we are going to continue to work together to:

- A. Review legislation and give our collective input, especially as to the Newly Proposed Illinois Marriage and Dissolution of Marriage Act (MDMA) and the Parentage Act - HB1452 Part 1 and 2, by our Legislative Committee chaired

by Julie Neubauer and Tracy Douglas.

- B. Produce some more excellent CLE programs - both live and in the studio. One of which is coming up on October 10, 2014, "Human Trafficking and the Commercial Sexual Exploitation of Children." This committee is co-chaired by Angela Baker Evans and Lori Levin (along with the able input of Patrice Ball-Reed, Mary Petrucci, Amy Schellekens, Kelly Thames, and Jennifer Wagner).
- C. Go on YouTube with Website Videos co-chaired by Alice Henrikson and Margaret O'Sullivan. If you want to do a video on any subject, please contact me, Alice Henrikson, or Margaret O'Sullivan with your ideas. Some of the suggestions that we presently have,

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Update on the 50 best law firms for women (and the 10 best in Chicago)

By Cindy Galway Buys

In 2011, I reported on the 50 Best Law Firms for Women as determined by *Working Mother* and *Flex-Time Lawyers*. The 2014 results were recently published, so it seemed a good time to check in again to see what changes have or have not occurred.

According to a press release, these 50 firms are singled out for their "family friendly policies, and business and career development initiatives that help women attorneys succeed and advance in the leadership pipeline."² The 50 best firms demonstrate the following characteristics:

- 20% of their lawyers used full-time, flex-time arrangements
- 40% of these firms have two or more women among their top ten rainmakers
- 19% of equity partners at these firms are women (as compared to 17% nationally)
- 24-26% of the seats on important firm committees, such as the executive committee and the compensation committee, are filled by women
- 100% of the firms offer networking groups

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A word from the Editor

By Cindy Buys

"There is a special place in hell for women who don't help other women."

– Madeleine Albright

This quote was the theme of Mary Petruchius' year as Chair of the Women and the Law Committee and we were reminded of it again at the Annual Meeting in June. Both Mary Petruchius and Paula Hudson Holderman were presented with awards and gifts in recognition of their work in the ISBA, especially with respect to their

promotion of women and women's issues. Mary Petruchius also received the Board of Governor's Award for her work. Many thanks to both of them for their hard work and dedication!

Pictured at right, from left: Tish Spunar-Sheats, Paula Hudson Holderman, and Mary Petruchius.

We look forward to an equally great year with Tish Spunar-Sheats in charge, along with her fantastic new team including Julie Neubauer and Emily Masalski (below right). ■



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Published at least four times per year.

To subscribe, visit www.isba.org or call 217-525-1760

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A view from the Chair

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- which need to be developed are: Mental Health and Employment Protection, Do I Need a Prenup?, How Can I Get Custody?, and Things to do After Your Divorce is Final.
- D. Have some outreach and partnering events co-chaired by Erin Wilson and Kristen Prinz. We will participate in “Women Everywhere” and an outreach event possibly to the Abraham Lincoln Presidential Library and Museum, and/or a reception at the Governor’s Mansion. All women professionals and law students around the state are invited.
- E. Promote Leadership Opportunities For and Recognition of Women, co-chaired by Melissa Olivero and Dixie Peterson.
- F. Do an “ABA Gender Equality in Partnership Compensation Program”, co-chaired by Julie Neubauer and Emily Masalski.

With the help and support of all of the attorneys on our committee, I look forward to a successful and fun year. ■

Update on the 50 best law firms for women (and the 10 best in Chicago)

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and events for women

There have been some improvements in these numbers as compared to 2011 when I last wrote about this topic. For example, the number of lawyers using full-time flex-time arrangements has doubled and there are more female attorneys in law firm governance. However, the number of female equity partners in these top 50 firms has remained flat at 19% (although it has increased from 16% when the study was first conducted in 2007). In addition, there has actually been a 1% drop in the number of female associates from 47% at the start of the study in 2007 to 46% in 2014. Also of concern is the lack of retention of women of color, who start out at 12% at the associate level, but drop to 2% at the equity partner level.³

Listed below are the ten Illinois-based firms that made the list (up from seven in 2011), as well as some of their best practices that got them on the list:

Baker & McKenzie, where female partners have access to customized coaching, global leadership training and a major women’s initiative. Moms may take advantage of 18 fully paid weeks of maternity leave, access to flex-time schedules, and \$10,000 in adoption assistance.

- Female Equity Partners 18% (down from 19% in 2011)
- Female Nonequity Partners 34% (up from 31% in 2011)
- Lawyers Working Reduced Hours 8%

Chapman & Cutler, which replaced its strict billable-hours tracks with “flexible hours expectations” that more directly emphasize professional development. Attorneys have access to free concierge services, wellness fairs, on-site yoga classes and fresh fruit deliveries.

- Female Equity Partners 19% (up from 18% in 2011)
- Female Nonequity Partners 28% (up from 23% in 2011)
- Lawyers Working Reduced Hours 5% (down from 8% in 2011)

Jenner & Block, which boasts female attorneys as the managing partner, the COO, CFO, CTO and CMO. It offers new business development workshops and a women’s forum to engage partners.

- Female Equity Partners 15% (down from 17% in 2011)
- Female Nonequity Partners 31%
- Lawyers Working Reduced Hours 6% (down from 10% in 2011)

Katten Muchin Rosenman, which allows expecting moms to take up to six months off after giving birth (with their billable-hours targets adjusted accordingly). The firm’s Work Life/Development Task Force carefully evaluates its flex programs, leave policies and training, upgrading wherever needed.

- Female Equity Partners 17% (down from 18% in 2011)
- Female Nonequity Partners 31%
- Lawyers Working Reduced Hours 9% (up

from 5% in 2011)

Kirkland & Ellis (new to the list since 2011), which revised its flexible scheduling policy in 2013, outlining all available alternative work options and addressing the needs of parents returning from leave.

- Female Equity Partners 14%
- Female Nonequity Partners 31%
- Lawyers Working Reduced Hours 3%

McDermott Will & Emery (another newcomer to the list) where female attorneys earned 29% of all equity partner promotions in 2013 (up from 13% in 2012); and among those women promoted, 38% worked reduced hours. These women may take part in dedicated mentoring groups and coaching programs.

- Female Equity Partners 18%
- Female Nonequity Partners 37%
- Lawyers Working Reduced Hours 6%

Neal, Gerber & Eisenberg hosts quarterly meetings of the firm’s female attorneys at all levels to share goals and forge alliances. A formal counsel track (with fewer hours) presents an alternative to the partnership route. In 2013, 40% of women worked reduced schedules.

- Female Equity Partners 14% (down from 15% in 2011)
- Female Nonequity Partners 33% (down from 44% in 2011)
- Lawyers Working Reduced Hours 15% (up from 13% in 2011)

Schiff Hardin, (also new to the list since 2011), has its leaders here assess all client teams (as well as all pitches, proposals and presentations) to make sure that diverse attorneys are well represented. An affinity group and new leadership academy accelerate the rise of women. Paid parental leave was increased to 18 weeks from 12.

- Female Equity Partners 22%
- Female Nonequity Partners 33%
- Lawyers Working Reduced Hours 6%

Seyfarth Shaw endorses alternative schedules, unlimited vacation days and a nonpartnership track. Work life liaisons at all sites provide guidance, and an upcoming program for new hires will address finding balance.

- Female Equity Partners 16% (up from 13%

- in 2011)
- Female Nonequity Partners 22% (down from 29% in 2011)
- Lawyers Working Reduced Hours 8%

Sidley Austin monitored women associates on reduced schedules to ensure they kept progressing toward partnership, stepped up lateral recruiting of female partners (and tracked their participation in business opportunities) and held 135+ key networking events.

- Female Equity Partners 21% (down from 22% in 2011)
- Female Nonequity Partners NA
- Lawyers Working Reduced Hours 7%

The big picture painted by these numbers shows that while there have been some gains, most of those gains are fairly

minor and some of the categories remain flat. Hence, while we celebrate the gains, we must remember there is more work to be done to ensure women have good working environments and equal opportunities for advancement. ■

Cindy G. Buys is a Professor of Law at the Southern Illinois University School of Law and a member of the ISBA Women and the Law Committee and the International and Immigration Law Section Council.

1. "50 Best Law Firms for Women" Named by Working Mother & Flex-Time Lawyers, Honoring Best Practices for Retaining, Promoting Women Lawyers, <<http://www.fleximelawyers.com/best/PressReleaseBestLawFirms2014.pdf>>. Only firms with more than 50 lawyers were included in the survey.

2. The full study may be found here: <<http://www.fleximelawyers.com/best/exsum14.pdf>>.

Illinois Pregnancy Accommodation Act

By Jennifer B. Wagner

While writing this article from my corner coffee shop, I saw a very, very pregnant woman standing in a long line of the bleary-eyed and caffeine deprived. She was sweating (glowing) and smiling sweetly, tiredly. She appeared a perfect balance of contentment and discomfort, and people noticed her. When they did, they put her ahead in line. A man offered to give up his nearby seat and order for her. Not necessary, she got moved to the front. Then, clutching her steamy prize in tiny hands, she and her bun in the oven wandered out to face the world as an empathic patron held the door.

Now it seems Illinois law may be on board with what most people already do naturally – recognize and make accommodations for pregnant women.

This past May, HB0008, the Pregnancy Accommodation Act (also referred to as "The Pregnancy Fairness Bill") passed both the Illinois House and Senate. In June it was sent to the Governor¹ and we now await word of Gov. Quinn's signing it into Illinois law. The Bill purports to amend the Illinois Human Rights Act by including pregnancy among currently protected classes. Under the modified Act, individuals will be protected from unlawful discrimination based on race, color, religion, sex, national origin, ancestry, age, order of protection status, marital status,

physical or mental disability, military status, sexual orientation, pregnancy, or unfavorable discharge from military service.²

The Bill protects women who are pregnant or have recently given birth from violations in the workplace in six general areas:

1. Failing to make requested reasonable accommodations that pose no undue hardship to the employer;
2. Denying employment to pregnant applicants;
3. Taking adverse action based on the need to create reasonable accommodations;
4. Forcing pregnant women to accept unrequested accommodations;
5. Forcing leave if reasonable accommodations can be provided for; and
6. Failing to reinstate the employee to an original or equivalent position, pay, seniority, and benefits.³

A few definitions are in order at this point. For the purposes of the Act and this article, "pregnancy" is defined as "pregnancy, childbirth, or medical or common conditions related to pregnancy or childbirth."⁴

The Act defines "reasonable accommodations" as "actions which would permit such an employee to perform in a reasonable manner the activities involved in the job or occupation including an accessible worksite,

acquisition or modification of equipment, job restructuring, and modified work schedule."⁵ The most frequent accommodations will likely involve more/longer bathroom breaks, access to places to sit, limits on lifting, and access to private non-restroom areas for breastfeeding.

"Undue hardship" comes down to "an action that is prohibitively expensive or disruptive" in consideration of factors such as the nature and cost of the accommodation needed, the impact, financially and otherwise, of the accommodation upon the operation of the facility or facilities involved in the provision of the reasonable accommodation, overall financial resources of the employer, size of business with respect to the number of employees, the number, type, and location of facilities, and the type of operation of the employer.

Although employers are already familiar with the reasonable accommodation framework for people with disabilities, sadly, many refuse to accommodate pregnant women. Encouraging women to work during pregnancy allows for them to take longer post-childbirth leaves of absence, which is good for parental bonding and postnatal recovery. From here one can take the reasonable stance that this quality bonding time can aid in the development of healthy, productive in-

dividuals who later in life may provide a positive contribution to the Illinois workforce.

Allowing women to work during pregnancy with reasonable accommodations may be great for businesses as well: adequate support for pregnant employees could bolster morale, productivity, even company loyalty. Keeping employees who know their jobs well is more efficient than hiring and training new ones. The cost of providing reasonable accommodations to trained, skilled existing employees rings in as the more favorable alternative to the time and productivity cost of interviewing, hiring, and training new ones.

Nearly half of the workforce in Illinois is composed of women, and of those, the majority are of child-bearing age.⁶ Most women work during pregnancy.⁷ Many pregnant women are single mothers and the sole breadwinners of their families. When temporarily limited in their ability to perform certain functions required by their jobs, these women are often fired, even though reasonable accommodations may be available to allow them to continue work through pregnancy. When these women lose their jobs, their families suffer. Arguably, the entire state of Illinois suffers, detrimentally affecting the very employers who terminated these women.

In essence, to determine whether requested accommodations must be provided by law comes down to a balancing test between the best interests of both the requesting employee and the resources, financial and otherwise, of the employer.

Who would be eligible to request? Applicants, probationary, part-time and full-time employees who are pregnant or returning to the workforce after childbirth.

The industries likely to be most affected by the Act are those that involve standing, lifting, and manual labor such as retail sales, food service, and delivery.

An important aspect of the Act is that if an employee does not ask for or does not accept accommodations, employers cannot treat her any differently than other employees or they risk triggering the Pregnancy Discrimination Act of 1978, 42 U.S.C. § 2000e(k).⁸

The employer has the burden of proving prohibitive undue hardship. If the employer provides or is required to provide reasonable accommodations to a similarly situated employee, it creates a rebuttable presumption that the accommodation does not impose an undue hardship. Employers would not be required to discharge, transfer, or promote any unqualified employee to make the accommodation, unless they would be required to

do so for other classes of individuals in need of the accommodation. All of these requirements and the procedure for filing a violation claim must be posted by the employer and/or incorporated in the employee handbook or they face a civil rights violation charge. Additionally, it will be a civil rights violation for an employer to retaliate against an employee for using, attempting to use, requesting, or attempting to request a reasonable accommodation under the Act.

Pregnancy Accommodation is not currently required by Federal law under the Americans with Disabilities Act of 1990, 42 U.S.C. § 12101, et seq.,⁹ and Illinois is among the few states that are ahead of the curve in proposing these changes in legislation.

Angelina M., a married Chicago mother and working professional, is contemplating another child but the maternity leave policies in place at her current job give her pause. She would rather work during pregnancy and take leave after childbirth, but she intends to breastfeed and the infrastructure at her current workplace does not allow for any privacy for pumping breast milk aside from the women's restroom, which is not at all an attractive option to her.

Angelina is seriously concerned about post childbirth accommodations. "I'm fortunate to have an office job, and no one monitors my bathroom breaks. [But] there's no separate breastfeeding room or breast pumping room. There's just a lot to work around." If reasonable pregnancy accommodations were provided, "I'd be prone to not second-guessing having another kid based on work. It would make it so much easier, honestly. There would be things you just don't have to think about because they'd already be there for you."

Angelina continues: "A lot of the fear with women is that if you get pregnant and go on leave, you're not going to come back. That's always a big fear with employers. But, part of the reason they don't come back is that the work doesn't accommodate for the family situation. Flexibility is key once that baby arrives. Hands down. The more work accommodates families, the more women will return to work. It's hard to raise healthy families without flexibility. I was laid off last year and...there's potential I might get laid off again. In terms of trying to have another child, I might as well not even bother trying to interview for other jobs. There's no way on Earth someone's going to hire a pregnant

lady. The assumption is that you're not going to be fully engaged, that you're just going to turn around and leave. I can guarantee you, if a woman is interviewing for a job while she's pregnant, she wants to work after pregnancy. Otherwise there would be no point. I also know a lot of women who wait to tell their boss that they're pregnant for fear of some kind of retribution, fear of maybe losing their jobs, of being treated differently because now they're pregnant, and I don't mean 'differently' in a 'Here, let me help you,' sort of way."

Seems like a "no-brainer" to understand that if a woman is deterred from working, applying for a job, telling her boss of her pregnancy, or making a positive upward move to advance her own career, it would be detrimental not just to that individual and her family, but potentially to the community and the state at large.

I wonder about that pregnant woman in the coffee shop line. I wonder if she's working during her pregnancy like so many Illinois women do, and if so, what if anything her employer is doing to support her in the workplace. It seems that soon in Illinois, people like her will not have to worry so much about employers doing what we as a society generally already do on a social level—switch your spot in line, give up your seat, hold a door—offer easy, reasonable accommodations that don't pose an undue hardship. Now for the Feds to catch up. ■

Jennifer B. Wagner is a Chicago-based criminal, traffic/DUI, and expungement attorney. She is a member of the Illinois State Bar Association's Standing Committee on Women & the Law, an ISBA Traffic Laws and Courts Section Member, and a current nominee for the Illinois Association of Criminal Defense Lawyers' Young Lawyer Award. She can be reached by phone at (312) 577-7608.

1. Status of HB0008 Illinois General Assembly: <http://www.ilga.gov/legislation/BillStatus.asp?DocNum=8&GAID=12&DocTypeID=HB&SessionID=85&GA=98>

2. Full text of HB0008: <http://www.ilga.gov/legislation/fulltext.asp?DocName=09800HB0008s01&GA=98&LegID=68233&SessionID=85&SpecSess=0&DocTypeID=HB&DocNum=0008&GAID=12&Session=>

3. Id.

4. Id.

5. Id.

6. Id.

7. Id.

8. *Serednyj v. Beverly Healthcare, LLC*, 656 F.3d 540, 548 (7th Cir. Ind. 2011).

9. Americans with Disabilities Act of 1990, 42 U.S.C. § 12101, et seq.

Spotlight on Jessica Natkin

As one of the newest members of the Women and the Law Committee, I wanted to take the opportunity to introduce myself. My name is Jessica C. Natkin and I am an Associate Attorney with Anderson & Boback, where I primarily practice family law. I also enjoy dabbling in appellate work from time to time.

Prior to joining Anderson & Boback in 2010, I worked at a boutique family law firm as a law clerk, where I gained substantial experience in client relations, negotiation, and financial analysis. I earned my law degree from The John Marshall Law School in Chicago, Illinois. During law school, I completed a Judicial Externship for the Honorable Judge Mark Lopez in the Domestic Relations Division of the Circuit Court of Cook County. I found that my experience as an extern for Judge Lopez as well as my clerk experience really helped me digest the area of family law. I was very fortunate to be able to approach a very difficult area of law with certainty that it was where I wanted to work.

I earned my bachelor's degree in Public Affairs and Legal Studies at Indiana University in Bloomington, Indiana. Although I don't often tell people, I also minored in music, with an emphasis in voice. I secretly love to sing, but there aren't many employment opportunities for a "singing lawyer," so I stick to practicing law, for the most part. During college, I completed a prestigious summer program with a legal emphasis at the University of Oxford in England. Throughout college, I was a member of Sigma Delta Tau, and I assisted in planning and coordinating philanthropy events benefitting Prevent Child Abuse America. I also helped make a LOT of t-shirts. (Those of you that don't yet know me will come to find I also have a very dry, sarcastic sense of humor!)

In 2012, I was interviewed on the Mike McConnell morning radio show on the topic of child custody. Some of the questions that he asked me were in no way relevant to anything I practiced, but nonetheless, it was great experience and very entertaining.

This is not my first time writing for the Catalyst. In fact, in September of 2011, my article entitled "Getting your first legal job: the necessity of networking" was published in The Catalyst. Now that I am actually a member of Women and the Law Committee, I am the co-chair of the newsletter committee.

In addition to being a member of the Illinois State Bar Association, I also belong to the Small Business Advocacy Council. I am admitted to practice law in the state of Illinois, as well as the United States Court of Appeals for the Federal Circuit in Washington, D.C. Although I am not yet sworn in, I recently did work on a brief opposing Writ of Certiorari in the Supreme Court of the United States. I hope to be sworn in to practice there, soon.

In my free time, I enjoy cooking, yoga, concerts, reading, karaoke, traveling, and spending time with family and friends. I am very much looking forward to getting to know all of you! ■

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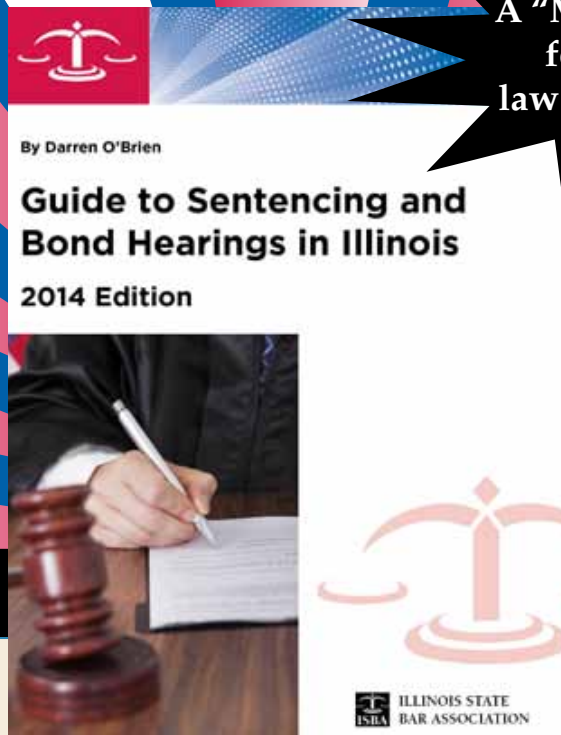
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Illinois has a history of
some pretty good lawyers.
We're out to keep it that way.

Book review

By Sue Liemer

There are lots of advice books out there for working women. Negotiate more, they tell you. Be nicer, they tell you. Wear pants suits; don't wear pants suits. A new book for women in the professional workplace, however, takes a different approach. *What Works for Women at Work*, by Joan Williams and Rachel Dempsey, explains the gendered behavior patterns and gendered political dynamics of the American workplace and offers a range of strategies for handling them.

The subtitle of the book is *Four Patterns Working Women Need to Know*. The authors interviewed 127 successful women leaders in the American work force, over half of whom are women of color. The authors also reviewed hundreds of relevant social science studies. They boiled down their findings to four major patterns that women encounter in today's workplace.

First, there's the "Prove-It-Again!" dynamic. While men are often hired and promoted based on their potential, women more often are hired and promoted based on their performance. Thus, to get ahead in their careers, many women have to prove themselves over and over and over again.

Second, many women encounter "The Tightrope," a narrow range of acceptable behaviors in the workplace. Be too nice, and you might not be respected. Be too aggressive, and you might not be liked. Yet women especially often need to be both liked and respected to succeed in their careers.

The third pattern the authors identify is "The Maternal Wall." We live in a society that expects mothers to be available to their children 24/7 and expects professionals to be available for work 24/7. The impossibility of doing both creates workplace dynamics that impact all women, both mothers and non-mothers.

Finally, "The Tug of War" describes negative behaviors between women that may arise as we deal with the other three patterns. This pattern apparently is the least prevalent of the four.

For each of these patterns, the authors first explain clearly the behaviors involved. Then they provide action plans for handling each pattern. Lawyers will appreciate that this book does not recommend one right

answer for a problem. Instead the book provides a range of possible approaches, laying out various factors to take into account. Along with these more detailed explanations, helpful side bars highlight key information or outline specific steps to take. Some side bars list quick comeback lines.

Women who have worked in the legal field for some time will recognize easily the four workplace patterns. It is affirming to read about the many scientific studies that explain our experiences. (The craziness? It's not us.) Older lawyers may have figured out the hard way many of the strategies presented. Yet the book is still full of interesting information and helpful tips, including suggestions for working with the newest generation of women lawyers.

Women who are newer to the legal workplace will have their eyes wide open that much sooner if they read this book. They will gain insights into working successfully with both their male colleagues and the more se-

nior women in the office.

The inter-generational aspect of this book is no accident. Author Joan Williams is a Distinguished Professor and the Director of WorkLife Law at the University of California, Hastings College of Law. Author Rachel Dempsey is a Yale law student with some background in journalism. They are mother and daughter, and they purposely brought the voices of two generations to this book.

The liberal use of interview quotes brings out many other, diverse voices. Thus the tone of the book is conversational and informal, even while it summarizes a lot of social science studies. Perhaps its best feature is that it does not try to tell any one how they should behave. It simply gives us information we can use to make conscious choices about how to be effective and successful in the workplace. This book is a very helpful read for all women lawyers, especially those who aspire to leadership positions. ■



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Friday, 9/5/14- Teleseminar—Employment Agreements- Part 2. Presented by the Illinois State Bar Association. 12-1.

Monday, 9/8/14- Webinar—Introduction to Fastcase Legal Research. Presented by the Illinois State Bar Association – Complimentary to ISBA Members Only. 1:00.

Tuesdays, 9/9/14- Tuesday, 1/20/15- Chicago, ISBA Regional Office—Trial Technique Institute. Presented by the Illinois State Bar Association. Tuesdays 5:15-6:45.

Tuesday, 9/9/14- Teleseminar—UCC Toolkit: Promissory Notes. Presented by the Illinois State Bar Association. 12-1.

Wednesday, 9/10/14- Teleseminar—UCC Toolkit: Letters of Credit. Presented by the Illinois State Bar Association. 12-1.

Wednesday, 9/10/14- Chicago, ISBA Regional Office—Foundations, Evidence & Objections: Before Trial, During Trial, On Appeal or After a Settlement. Presented by the ISBA Tort Law Section. 8:30-12:45.

Wednesday, 9/10/14- Live Webcast—Foundations, Evidence & Objections: Before Trial, During Trial, On Appeal or After a Settlement. Presented by the ISBA Tort Law Section. 8:30-12:45.

Wednesday, 9/10/14- Live Studio Webcast—Guns in the Workplace: Workers, Unions and Employers. Presented by the ISBA Labor and Employment Section. 1:30-3.

Thursday, 9/11/14- Teleseminar—UCC Toolkit: Equipment Leases. Presented by the Illinois State Bar Association 12-1.

Thursday, 9/11/14- Live Studio Webcast—Veterinary Malpractice. Presented by the ISBA Animal Law Section. 9:30-11:30.

Friday, 9/12/14- Webinar—Advanced Tips to Fastcase Legal Research. Presented

by the Illinois State Bar Association – Complimentary to ISBA Members Only. 1:00.

Friday, 9/12/14- Chicago, ISBA Regional Office—Understanding the Challenges of Implementing the Affordable Care Act. Presented by the ISBA Health Care Section. 2-4pm.

Friday, 9/12/14- Live Webcast—Understanding the Challenges of Implementing the Affordable Care Act. Presented by the ISBA Health Care Section. 2-4pm.

Tuesday, 9/16/14- Webinar—Boolean (Keyword) Searches on Fastcase. Presented by the Illinois State Bar Association – Complimentary to ISBA Members Only. 1:00.

Tuesday, 9/16/14- Teleseminar—Restructuring Failed Real Estate Deals- Part 1. Presented by the Illinois State Bar Association. 12-1.

Wednesday, 9/17/14- Teleseminar—Restructuring Failed Real Estate Deals- Part 2. Presented by the Illinois State Bar Association. 12-1.

Wednesday, 9/17/14- Live Studio Webcast—Animal Valuation. Presented by the ISBA Animal Law Section. 10-11:30.

Friday, 9/19/14- Fairview Heights, Four Points Sheraton—ISBA Solo & Small Firm Practice Institute. Presented by the Illinois State Bar Association. 8:30-5:30.

Tuesday, 9/23/14- Teleseminar—Understanding and Modifying Fiduciary Duties in LLCs. Presented by the Illinois State Bar Association. 12-1.

Wednesday, 9/24/14- Chicago, ISBA Regional Office—After *Shelby County v. Holder*: The Impact on Voting Access. Presented by the ISBA Racial and Ethnic Minorities and the Law Standing Committee. 10-noon.

Wednesday, 9/24/14- Live Webcast—After *Shelby County v. Holder*: The Impact on Voting Access. Presented by the ISBA Racial and Ethnic Minorities and the Law Standing Committee. 10-noon.

Wednesday, 9/24/14- Live Studio Webcast—Persons with Disabilities vs. Municipal Zoning: Can Both Win? Presented by the ISBA Local Government Law Section; co-sponsored by the ISBA Elder Law Section and the ISBA Committee on Mental Health Law. 1-2.

Wednesday, 9/24/14- Teleseminar—Drafting Escrow Agreements in Business and Real Estate. Presented by the Illinois State Bar Association. 12-1.

Monday, 9/29-Friday, 10/3/14 - Chicago, ISBA Regional Office—40 Hour Mediation/Arbitration Training. Master Series Presented by the Illinois State Bar Association. 8:30-5:45 daily.

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Wednesday, 10/1/14- Teleseminar—The Perils of Using “Units” in LLC Planning. Presented by the Illinois State Bar Association. 12-1.

Thursday, 10/2/14- Teleseminar—Asset Protection for Real Estate. Presented by the Illinois State Bar Association. 12-1.

Tuesday, 10/7/14- Teleseminar—Inter-species Conversions and Mergers-Part 1. Presented by the Illinois State Bar Association. 12-1.

Tuesday, 10/7/14- Webinar—Introduction to Fastcase Legal Research. Presented by the Illinois State Bar Association – Complimentary to ISBA Members Only. 3:00.

Wednesday, 10/8/14- Teleseminar—Inter-species Conversions and Mergers-Part 2. Presented by the Illinois State Bar Association. 12-1.

Thursday, 10/9/14- Webinar—Advanced Tips to Fastcase Legal Research. Presented by the Illinois State Bar Association – Complimentary to ISBA Members Only. 3:00.

Friday, 10/10/14- Palatine, Harper College: Wojcik Conference Center—Fall 2014 DUI & Traffic Law Conference. Presented by the ISBA Traffic Law Section. All Day. ■