



## Women in Law Program

Fact: Approximately 52% of the trainees at law firms are women. However, although the percentage of female law students is on the rise, the number of law students (both male and female) who want to work in - or stay at - law firms is nevertheless decreasing. This is especially true for female lawyers.

And yet law firms have a clear interest in using the talent available to them. The fact that many women lawyers leave their firms, and often the Bar altogether, after 5 or 6 years represents a considerable economic loss for law firms. Moreover, many talented female attorneys may not pursue a career in which they would probably excel.

The Women in Law Program is designed to provide encouragement and support for talented women in law firms. From different angles and various fields, the program brings women together in small groups to foster and encourage their professional development. The starting point is the practice of law and the position of women at the Bar. In order to have an optimal connection with the practice of law, both attorneys and professionals who can serve as role models are invited to participate in every session. The program is based on a positive approach: identify your strengths and build on them in order to develop other skills needed to make a successful career in a law firm.

The number of participants is limited to 16 in order to allow as much interaction as possible between the participants themselves and between the participants and workshop leaders. Participants should preferably have 6 to 10 years' experience in a law firm. Most participating law firms are larger international or internationally oriented firms.

The workshops will be conducted in English.

Each workshop will be led by a professional (psychologist, coach, etc.) and a female partner from a participating firm. In this way, it will be tailored, insofar as possible, to meet the needs of participants, i.e., talented women from leading law firms.

Prior to the start of the program, each participant will be invited to a meeting to discuss her personal objectives and the benefits she hopes to derive from the program.

The program will kick off with a one-day workshop in January 2009. Subsequently, six afternoon workshops will be organised from 1.30 p.m. until 6 p.m., followed by a drink. Each workshop will be hosted by a participating law firm. After each workshop, participants will be offered the possibility to dine together. In October 2009, a follow-up session will be held, during which participants will assess what they have learned from the program and how they can continue to implement the lessons they have learned.



1. **Date:** Thursday, 18 December and Friday, 19 December 2008  
**Location:** 18 December 2008: NautaDutilh  
19 December 2008: Eubelius

Each participant will have an individual meeting with Veerle Draulans (KU Leuven) to discuss and evaluate her objectives and expectations in relation to the program.

## One-day workshop

2. **Date:** Tuesday, 13 January 2009  
**Location:** Linklaters  
**Leaders:** Veerle Draulans, KU Leuven  
**Partner:** Françoise Lefèvre

### *Introduction*

Each participant will present herself. Questions will be asked by the workshop leader and other participants to determine each participant's objectives.

### *Differences*

We will discuss the real and perceived differences between men and women (i.e. image creation, culture, nature versus nurture, look-alikes, scientific research, etc.) and their relevance in the workplace, in general, and the legal profession, in particular, as well as how to cope with these differences.

### *Informal partner profile*

Each participant will prepare informal selection criteria for becoming a partner in her firm. Afterwards, the criteria will be discussed in groups. The groups will analyse the criteria and discuss how they can be met or tackled. Each participant will give her views on which criteria she should work on and how she wants to go about doing so.

## Seven afternoon workshops

3. **Leadership Development - Empowerment**  
**Date:** Tuesday, 27 January 2009  
**Location:** NautaDutilh  
**Leader:** Monique van de Griendt  
**Partner:** Yvette Verleisdonk

What kinds of leadership styles exist? Which skills are important for good leadership? By means of an EQ test (completed beforehand) participants will gain insight into their leadership skills: which skills are already developed and which need further work, their personal leadership style, how to deal with emotions, how to influence others, etc.



#### 4. Acquiring Clients and Presenting Yourself

**Date:** Tuesday, 17 February 2009

**Location:** Liedekerke Wolters Waelbroeck Kirkpatrick

**Leader:** Jan Vermeiren

**Partner:** Christel Van den Eynden

All too often, too much of our time is devoted to cultivating people and organisations which could become new clients but in the end don't or turn out not to be the best match. Wouldn't it be much more efficient, effective and enjoyable if someone else brought new clients to us? Wouldn't it be much more fun if we had a network of ambassadors who brought in client after client? One of the most important parts of creating an effective referral strategy is crafting a Sticky Story: the answer to the question "And what do you do?" that sticks in people's minds so that they can tell their network about your professional qualities. This workshop will provide insight into the 7 biggest reasons why most organisations and people, including women lawyers, don't get (spontaneous) referrals and what to do about it. You will also learn how to create Sticky Stories that will trigger your contacts to think about you at the right time: when they need to refer a new client to you.

#### 5. Time Management

**Date:** Tuesday, 24 March 2009

**Location:** Allen & Overy LLP

**Leader:** Ann Moreels

**Partner:** Sylvia Kierszenbaum

Time management is commonly defined as the various means by which people effectively use their time and other related resources in order to make the most of the time they have. Good time management effectively entails learning how to manage oneself (since we can't control the ineluctable passage of time), which is an important skill when it comes to managing others. No matter who you are, there are only 24 hours in a day. Why do we often end up frustrated, and sometimes angry, not to mention behind in our work, at the end of the day? Perhaps it's because we don't know how to use those 24 hours to our advantage.

In this workshop, we will assess how we manage our time. We will look at the traditional stumbling blocks and see how we can overcome them. We will focus on making a feasible daily schedule (keeping in mind the importance of a healthy work-life balance) and discuss tricks to dealing with documents (e-mail or paper), managing e-mail, phone calls, etc. Since we all often feel that meetings are a waste of time, we will discuss what can be done to make meetings more effective and efficient (both for the organizer and the participants). Last but not least, we will focus on how to manage time as a "people manager". This may seem like a lot, but it's really not. At the end of this workshop, everyone will have learned numerous tips and tricks which they can put into practice immediately.



## 6. A Competence Model for Law-Firm Professionals and How Women Match It

**Date:** Tuesday, 28 April 2009

**Location:** Eubelius

**Leaders:** Isabelle Langlois-Loris and Joost Maes

**Partner:** Véronique Pertry

This workshop will present a model structured around the following competences: results orientation, functional competence, strategic leadership, building firm equity, generating new business, client development, entrepreneurship, collaboration and team leadership.

How important is each of these competences in the various stages of a law-firm career?  
How well do men and women demonstrate the behavioural indicators relevant in a law firm for each of these competences at partner level?

## 7. Negotiations for Women

**Date:** Tuesday, 26 May 2009

**Location :** Loyens Loeff

**Leader:** Chris Dullaert

**Partner:** Martine De Roeck

Many successful female executives are able to negotiate with ease when it comes to others, but are not as effective when it comes to their own image. This workshop will highlight negotiating techniques, in general, and for women, in particular, which can be used on behalf of clients and to bolster one's own position.

## 8. Best Practices

**Date:** Tuesday, 23 June 2009

**Location:** DLA Piper

**Leaders:** Ann De Roeck (Dexia) and Saskia Mermans (Belgacom)

**Partners:** Ilse Van de Mierop and Marieke Wyckaert

At this workshop, successful female managers and partners will give a presentation. What do they expect from their attorneys? What can we learn from them?



## 9. Evaluation

**Date:** Tuesday, 6 October 2009

**Location:** White & Case LLP

**Leader:** Veerle Draulans

**Partner:** Gisèle Rosselle

The program having ended in June, the participants will gather in order to evaluate what they have learned from the program, the skills/information they have implemented or not and how they can motivate themselves to continue to develop their skills and talents.

### Participating law firms

Allen & Overy	(Sylvia Kierszenbaum)
Bird & Bird	(Catherine Erkelens)
DLA Piper	(Els Empereur, Ilse Van de Mierop)
Eubelius	(Véronique Pertry, Marieke Wyckaert)
Laga	(Hilde Laga, Ingrid Quinet)
Liedekerke Wolters Waelbroeck Kirkpatrick	(Christel Van den Eynden)
Linklaters	(Françoise Lefèvre)
Loyens & Loeff	(Martine De Roeck)
Marx Van Ranst Vermeersch & Partners	(Nicole Van Ranst)
NautaDutilh	(Yvette Verleisdonk)
White & Case	(Gisèle Rosselle, Jacquelyn MacLennan)



## RESUMES OF THE WORKSHOP LEADERS

- **Ann De Roeck** obtained her law degree and notarial degree from the Rijksuniversiteit Ghent in 1988 and 1989, respectively, followed by a post-graduate degree in tax law from the Université Libre de Bruxelles (ULB). She holds an LL.M from the University of California, Los Angeles. After working for five years with Stibbe, she joined Dexia Bank as legal counsel. In 2001, she was responsible for integrating the Legal Department following the merger of Dexia with Artesia. Ann was named Head of the Legal Department in 2002 and General Secretary in 2004. Since 28 February 2007, she has been General Secretary and a member of the management committee, Head of the Legal and Tax Department, Wealth Analysis & Planning and General Secretariat, Public Affairs & Participations. She also heads the board of directors at Dexia Bank and is a Manager at the Dexia Foundation and the Institute for Company Lawyers (Instituut voor Bedrijfsjuristen).
- **Dr. Veerle Draulans** received her Ph.D from KU Leuven (KUL). She is an assistant professor of ethics at Tilburg University and an associate professor of gender studies at KUL, where she coordinates the interfaculty course on gender studies. Her research focuses on values and religion in Europe, civil society and religion, (health) care and policy, gender and leadership and gender and science. She is a participant in the European Values Study Project and is a member of the Belgian Advisory Committee on Bio-ethics, the Scientific Board of Kadoc, Documentation and Research Center for Religion, Culture and Society (Leuven), and the Board of Directors of Emmaus.
- **Christ'l Dullaert** (LL.M, MA) received a master's in Dutch law from the University of Nijmegen and a master's in philosophy from the University of Amsterdam. Ms Dullaert was formerly a lawyer with De Jonge, Peters and Leppink in Deventer and in-house counsel for the Port Authority of Amsterdam and Vodafone. From 1997 until 2002, she was a director of the Amsterdam ADR Institute, a mediation and negotiations institute for experienced lawyers. Ms Dullaert started her own business in 2002 as a skills trainer and facilitator for lawyers, which she continued during her stay in New York from 2003-2005. Upon returning to the Netherlands in 2005, she was one of the founders of Le Tableau, a temp agency for lawyers and notaries, serving, amongst others, most top-20 law firms in the Netherlands. Her courses deal with HR/negotiations and commercials skills for lawyers. She is the author of several books and regularly writes columns for *Advocatie* and *Novocatie*.
- **Isabelle Langlois-Loris** joined Egon Zehnder International in Brussels in 1999 and was elected Partner in 2005. Isabelle has developed broad expertise in executive search and management appraisal both in Belgium and abroad. She is especially active in the insurance, consumer goods and industry sectors. Furthermore, she leads the firm's Global HR Practice Group and is an active member of its Diversity and Women Initiative. Isabelle started her career as a consultant with Mercer Management Consulting in Paris and later joined McKinsey & Company in Brussels. Isabelle is a commercial engineer who graduated from the Solvay Business School (ULB) and holds a Master's of Business Administration from INSEAD. She is an active member of the Solvay Business School's Alumni Board.



- **Joost Maes** is a Partner with Egon Zehnder International and the worldwide head of the firm's Legal Professionals Practice Group, focusing on searches for general counsel and law-firm partners. Prior to joining Egon Zehnder in 1990, Joost Maes practiced law for six years with De Bandt Van Hecke & Lagae (now Linklaters) in Brussels and New York, primarily in the area of corporate law. During that time, he was also an assistant lecturer in corporate law at the University of Leuven. Joost holds a law degree *magna cum laude* from the University of Leuven and an LL.M from the University of Virginia.
- **Saskia Mermans** is currently Vice President Legal Group at Belgacom. She graduated from KU Leuven in 1989 with high honors and subsequently obtained post-graduate degrees in business law (UCL, 1990) and tax law (EHSAL, 1993). She started her career at the Brussels Bar and moved to Belgacom in 1996, where she has steadily acquired more and more responsibility. In her current position, she is ultimately responsible for all legal matters within the Belgacom group.
- **Ann Moreels** holds a master's in industrial psychology (KU Leuven) and a post-graduate degree in economics. She has worked at KU Leuven as a doctoral assistant, as an HRM management consultant at DIP Consulting and Deloitte, as an editor of HR magazines at Kluwer Uitgevers and as an HR director at t' Groep. She currently runs her own company, M&L Management Services, using her HR experience to work on assignments dealing with competency management, coaching (both individuals and groups), recruitment and selection (for public and private organizations) and training and development (especially social skills, e.g. leadership, communication skills, handling conflicts, mediation, etc.). Ann specialises in time management, outplacement, emotional intelligence, the integration of newcomers and the psychology of "difficult" people. She has published a book on these topics (Kluwer Uitgevers). Ann also teaches on the law faculty of KU Leuven and at the Katholieke Hogeschool Leuven and the Lessius Hogeschool and Ehsal on HR management and people skills.
- **Monique van de Griendt** is the director of Dialogue Coaching & Consultancy. She has extensive experience as an advisor, coach, trainer and facilitator for managers and professionals, in particular lawyers. She obtained her law degree from the University of Utrecht in 1990 and subsequently worked as a lawyer with CMS Derks Star Busmann. After four years as Senior Manager Legal Services with PricewaterhouseCoopers, she became a partner with Top Executive Care in 2000, a consultancy firm specializing in coaching and training top managers and professionals. She founded Dialogue Coaching & Consultancy in 2003.
- **Jan Vermeiren** is an expert in networking and referrals. He is the founder of Networking Coach. Jan regularly gives (key note) presentations, training courses and personal coaching sessions on networking and referrals and advises organisations on how to stimulate networking at their own events and how to integrate networking in their sales and recruitment strategies. He is regularly interviewed and consulted on networking and referrals by Belgian television programs (De Zevende Dag, Lichtpunt) and newspapers, job sites (Vacature.com, Jobat) and several chambers of commerce. Jan is the author of the networking guide *Let's Connect!*, the networking CD "Let's Connect at an Event!" and the "Everlasting Referrals Home Study Course".