



# Diversity + Inclusion in Action

Annual Report 2017

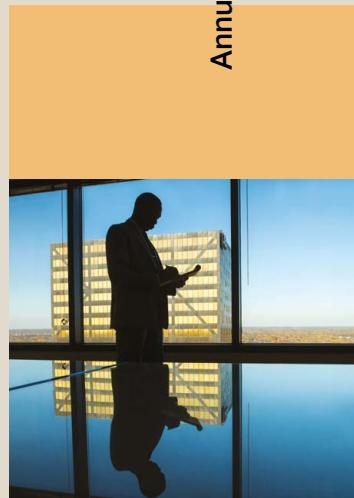
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**Striving to be leaders  
in inclusiveness  
and diversity.**

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Annual Report 2017



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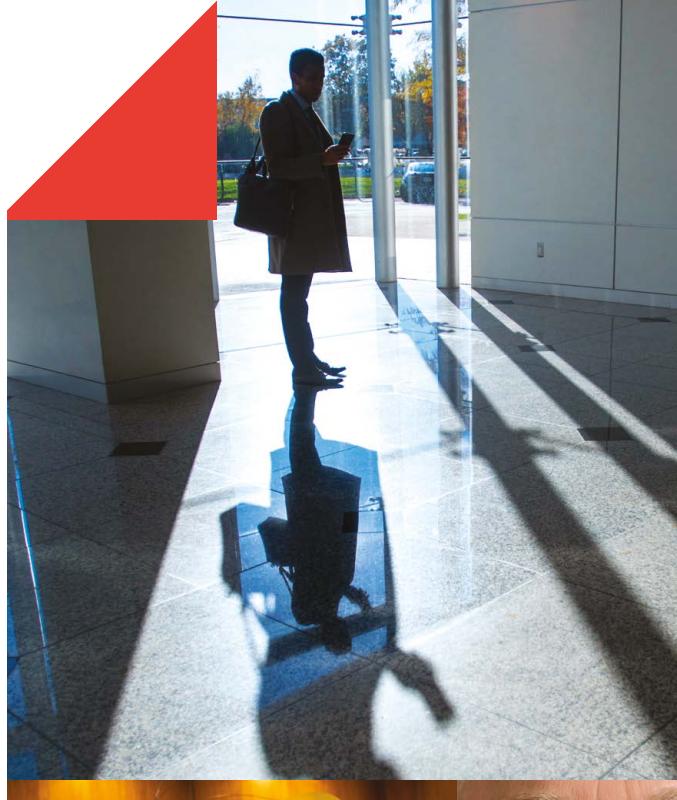
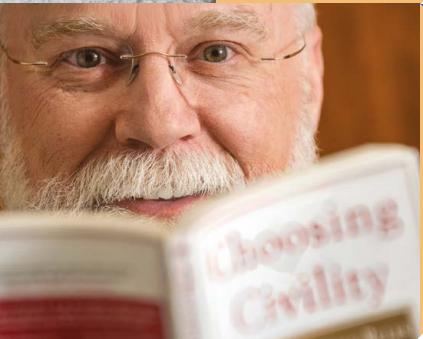
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Warner Norcross + Judd



## Introduction

Dear Friends and Clients,

Warner Norcross + Judd has always prided itself on creating a culture where all can achieve to their highest potential.

Earlier this year, Professor William Henderson of the Maurer School of Law at Indiana University interviewed a cross-section of our attorneys to find out what it is like to practice at the firm and captured the “Warner Way” in the following explanation:

**"The Warner Way is the pervasive belief held by the firm's professionals that the firm operates for the benefit of its clients, lawyers and professional staff; no individual or subgroup is privileged above the welfare of the entire firm. This is not a slogan; it is people's conclusion based on years of experience."**

**"The Warner Way enables people to do outstanding work in an environment that they believe is respectful, ethical, transparent and free of internal competition. It is a safe environment where people can be themselves. This creates a large reservoir of goodwill that enables stakeholders to look past imperfections and problems; it also instills loyalty and a desire to build one's career at Warner."**

A respectful environment where people can be themselves is critical to our goal of being an inclusive organization. To that end, this year's One Book, One Firm program focused on civility (page 18).

In two programs and several email messages, our Diversity Partner Rodney Martin challenged us to think about civility in the workplace and in discussions of public policy, which today seems so laden with acrimony. Rodney encouraged us to break out of our internet bubbles and to find a way to disagree without being disagreeable.

In an organization like ours, people come from a variety of backgrounds and experiences and have a range of views. Those backgrounds, experiences and viewpoints are an asset if we engage each other with mutual respect and a desire to create an understanding community.

In the end, our diversity makes us a stronger organization that is better able to meet the needs of our clients.

In 2017, we enriched the diversity of the firm by adding 13 new attorneys with different backgrounds and life experiences. At the beginning of the year, our Midland office welcomed experienced partners Sue Cook and Rozanne Giunta, who were attracted by the firm's culture and the depth, ability and collegiality of our attorneys.

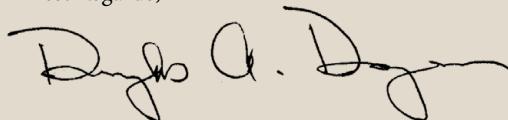
And in December, we welcomed Johnny Pinjuv, an associate newer in his career who was impressed that everyone was genuinely happy in their careers as he joined our Muskegon office. We have featured a number of our new attorneys in the following pages as our ability to attract a diverse workforce is critical to our future success (pages 6-9, 12-13).

As part of our commitment, this year the firm signed the Diversity, Equity & Inclusion Commitment of Talent 2025. Talent 2025 is made up of CEOs from more than 100 leading businesses in West Michigan working to ensure an ongoing supply of world-class talent for West Michigan. Talent 2025 recognizes that to be a top region for employment, West Michigan employers must attract, develop and retain diverse talent.

To be successful in this endeavor, we are restructuring our attorney recruiting process. We have been working with a human resource consultant to develop a behavior-based, structured interview process that will reduce the potential for unconscious bias and will ensure that all candidates are evaluated on the same relevant criteria. This is yet another step in achieving our goal of being a truly inclusive firm.

It is my hope that you will see the Warner Way reflected in the following pages — and in all the interactions you have with our attorneys and staff in the coming year.

Best Regards,



Douglas A. Dozeman  
Managing Partner

Impacting our culture — creating our future

## **NEW ATTORNEYS**





**Peter  
Kulas-Dominguez**

START DATE 4/3/17

Peter is from Tucson, Arizona and comes from a divorced family. A self-proclaimed big kid at heart, he attended law school and started his own firm to work with children in abuse/neglect cases. He ran his private family law office for seven years in Grand Rapids and has been an advocate for victims of domestic violence at the YWCA West Central Michigan. He assists with community relations for Mackenzie's Animal Sanctuary. He is also the current chair for the Alternative Family Committee of the State Bar of Michigan's Family Law Section and serves on the Executive Council as well as the Publications Committee for the State Bar of Michigan's LGBTQA Section.

"I had a successful practice and enjoyed the work I was doing on my own, and I had been approached by other law firms in the past. But when Warner approached me, it was different. There's something about Warner's reputation that makes it stand out from other firms," recalled Peter.

"I knew from my work with the Grand Rapids Bar that the Warner atmosphere was very welcoming and genuine. We produce a very high-caliber work product that showcases the reputation of our firm. And when I leave the office, I'm not working. I transitioned to a large firm and it didn't negatively impact my personal life one bit."

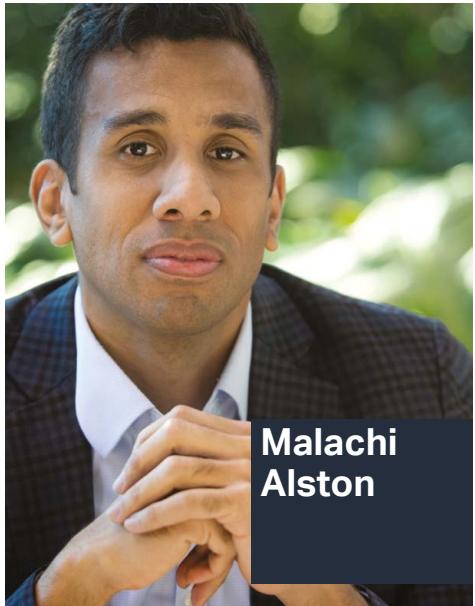


**Laura  
Jeltema**

START DATE 5/1/17

Both of Laura's parents were teachers, and she had considered that path as well. It was important for her to find a career that blended education and problem solving, so becoming an attorney seemed like the best of both worlds. Prior to joining Warner, Laura was a practicing attorney in Washington, D.C., for more than 10 years, but wanted to return to West Michigan where she grew up to be near family.

"I have always known about Warner. My aunt works for the firm and has spoken fondly of her experience as long as I can remember. When I interviewed with Warner, I immediately felt that I shared many of the same values of the people I met that day. People are passionate about the work they're doing, and it's a team environment where a lot of women have leadership roles," shared Laura. "Warner is an excellent fit for me. I am proud to be affiliated with a firm that is known for its legal expertise and culture."



**Malachi  
Alston**

START DATE 5/1/17

Malachi was born in Ohio, but only lived there a few months before settling in West Michigan. He attended Rogers High School in Wyoming and the University of Michigan College of Literature, Science & Arts for undergrad. He earned his law degree from Georgetown University and worked for Alston & Bird LLP in New York City for more than six years.

Although Malachi was on track to make partner, he desired a more balanced life. “I always thought when an attorney made partner, he or she had it made. I envisioned more relaxed hours and a better work-life balance, but I quickly learned that is not the case.”

When Malachi heard about Warner’s culture, he was interested. He had looked at other firms, but the location and culture were a winning combination. “I wanted to be on the east side of the state. My family is here; my alma mater is here. I’m ‘team Detroit.’ From my perspective, the Private Funds Practice Group and the balanced culture stood out. When you consider those two things a priority, the choice to come to Warner was easy.”



**Josie  
Boucher**

START DATE 6/14/17

Josie was a fifth-grade public school teacher in Pontiac and Detroit before attending law school at the University of Michigan. Originally from Kalamazoo, she returned to her hometown in 2006 and worked for Honigman’s Kalamazoo office until 2017.

“I decided to join Warner because I was so impressed by the collegial atmosphere and the positive work environment,” Josie said. “I’m also excited to add to the growth of the Kalamazoo office.” This, combined with her desire for a better work-life balance, prompted Josie to join Warner.

For Josie, Warner is everything she had hoped it would be. The Securities, Emerging Media and Technologies and the Business and Corporate Services practice groups have provided Josie with the support she was looking for. “I really feel like I am part of a great team. I am looking forward to connecting with colleagues across the firm and to growing my practice.”



**Kathryn  
DeVillez**

START DATE 6/19/17

A native of Grand Haven, Katy earned both her undergraduate degree and law degree from the University of Michigan. She started her legal career as an associate at Warner in the Employee Benefits Practice Group, and then went on to pursue specialization in benefits consulting, management and administration in the private sector.

“Although I’ve been away for almost 10 years, I’ve stayed in touch with my friends and former colleagues. I’m thrilled to have the opportunity to work with them again,” Katy shared. “I’ve always missed the work I did as a part of the Employee Benefits Practice Group. Warner truly feels like the place where I belong.”

When asked how her perspective has changed now that she is back at Warner, Katy said: “Warner continues to be a collegial environment where everyone works hard and does their best work for our clients. I’m so glad I’ve returned.”



**Zainab  
Hazimi**

START DATE 9/5/17

Zainab was born and raised in Dearborn in a first-generation Arab-American family. Her parents immigrated to the United States 28 years ago from Beirut to provide a better life for their future family. Her father always emphasized the importance of education, so attending law school at Wayne State University was an easy decision for Zainab.

Before joining Warner, she clerked for U.S. District Court Judge Sean F. Cox in the Eastern District of Michigan for two years. With a checklist in hand, Zainab knew exactly what she wanted from a law firm. “I wanted to join a firm that genuinely cared about my growth and would provide me the support I needed to grow my practice. And most importantly, I wanted a firm I could see myself working for long-term. I work hard, but I’m happy. Warner allows its attorneys to have the best of both worlds: a family and a career. That is very important to me.”

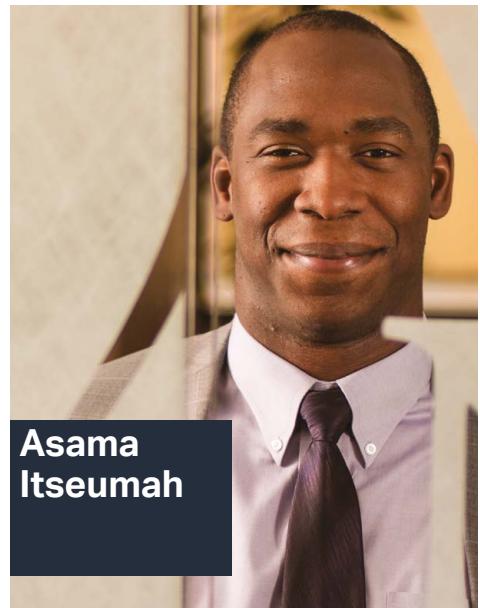


**Kelsey  
Dame**

START DATE 9/5/17

A native of Grandville, Kelsey attended Hope College with a curious mind. She excelled in Spanish and has always appreciated other cultures and people. Majoring in Spanish and psychology, Kelsey’s writing style caught the eye of a criminology professor. He was so impressed that he recommended she pursue a legal career. Following his advice, she became a leader in Hope’s campus law events and interned with the Ottawa County Prosecutor’s office as a victims’ rights advocate.

Kelsey earned her law degree from Michigan State University College of Law and initially considered work as a prosecutor. Her impression of firm life was long hours with little work-life balance. However, this impression quickly faded after she worked as a 2016 summer associate for Warner. “At Warner, people invest in you and your success. They like to know who you are as a person, not just what you can produce for the firm.” She added, “I’m pleased to discover that I can try as many different practice areas as I want and choose an area that fits me best, and I’m grateful to have this opportunity.”



**Asama  
Itseumah**

START DATE 9/5/17

Asama moved from Nigeria to Chicago when he was 13-years-old. He lived with his aunt and uncle in the suburbs and attended Northern Illinois University for undergrad. Asama discovered the analytical side to his personality when debating with a friend who was planning to attend law school. So along with his friend, he decided to take the LSAT and was accepted at Loyola Law School in Chicago.

During law school, he attended the Cook County Minority Job Fair. "I interviewed with Rodney Martin and Scott Carvo. I liked the 'one client, one firm' motto," Asama recalled. He then became a summer associate for Warner in 2016. "I really didn't consider Michigan as a place to live and work. I envisioned returning to Chicago to live in the city and work for a large firm," said Asama.

Asama felt like he made the right choice: "I work in the practice groups of my choosing and the culture is exactly how it was advertised. Warner considers the smallest details, such as placing my office right next to partners in the practice groups I'm most interested in. This alone has made me accessible and visible to partners and other attorneys, and has provided a steady flow of billable work."



**Paul  
Beach**

START DATE 9/5/17

Paul grew up in Freeland, a small rural town between Saginaw and Midland. His entire childhood, he dreamed of leaving his small town. While attending Grand Valley State University, he recalls not knowing exactly what he wanted to study. However, the path became more clear after taking a few political science courses his sophomore year.

Paul became a political campaign intern for the Michigan House of Representatives as a junior, which led him to becoming a legislative aide in Lansing. After being involved in a variety of legal issues, Paul decided on law school and was accepted at Notre Dame.

While in law school, he interned for the U.S. Attorney's office and at Warner. Before joining Warner, Paul clerked for a federal judge in Philadelphia. Paul said he chose Warner over other firms because: "All of the attorneys are accessible, and the variety of the work is interesting and challenging. I've enjoyed trying different practice areas. Everyone is very sincere and invested in my success at the firm."



**Angelyn  
Justian**

START DATE 10/23/17

With an attorney for a father and a mother who worked for a judge, Angie always knew she would likely end up in law. She always wanted to be a teacher too though, so she applied for the Teach For America program after college. One of 20,000 applicants, Angie was accepted into the program and taught in New York City for four years. Through this experience, Angie gained the desire to change the educational system, and it was this desire that ultimately fueled her pursuit of law school.

"I always thought I would work in public interest, so when I accepted a summer associate position with Warner, I was surprised that I enjoyed working in a law firm setting," said Angie. Although she accepted another law firm's offer to work in London and New York as an associate, she thought she might still land at Warner in the future. "Because I enjoyed my summer so much at Warner, when I decided to move back to West Michigan to be closer to family, I contacted Warner to see if they had an opening and was happily surprised to hear they did," she shared. When asked about her current experience with Warner, Angie responded: "Warner mentors its associates and allows opportunities to work directly with clients on complex projects. The firm is truly invested in my professional growth and development."

The driving force behind our business today

## **PROFILES OF SUCCESS**

# DAWN GARCIA WARD



**Dawn was co-recipient of the 2017 Minority Business Champion Award from the Michigan West Coast Chamber of Commerce for her efforts to empower the Latina community.**

Dinner and a dream.

That's how Professional Lakeshore Latinas got its start when Warner attorney Dawn Garcia Ward and her friend and colleague, Juanita Bocanegra, began plans to create a Lakeshore community of professional Latinas who gather to celebrate successes and build relationships. This simple vision turned into a dinner with five women who launched PL2, a group now comprising more than 70 attorneys, engineers, executive directors, business owners, teachers and other professional women.

From the early days of those intimate dinners, the group has focused on fostering relationships and empowering Latinas through advocacy, service and professional development. They now meet on a quarterly basis during an event organized by the Michigan West Coast Chamber of Commerce.

"The Lakeshore is fortunate to have a strong group of Latina women who are talented, successful and dedicated to improving the wonderful place we call home," Dawn explains. "At PL2, we provide an avenue for these women to celebrate the collective energy and drive we bring to the community."

For their continued advocacy in the Lakeshore community, Dawn and Juanita received the 2017 Minority Business Champion Award from the Michigan West Coast Chamber of Commerce. This award is given annually to individuals who positively impact the minority business community, value diversity and promote appreciation of differences.

"This year's Minority Business Champion Award recipients have a passion for helping the minority community grow and thrive," said Ed Amaya, who presented the award to Dawn and group co-founder Juanita. "They have taken their own business experiences to mentor others. Together, this dynamic duo brings a spirit of camaraderie and leadership to the professional Latina community and are truly minority business champions."

A proud graduate of Notre Dame, Dawn is a pioneer in the field of data record information management and information governance. A former litigator, she has spent more than a decade advising Fortune 500 corporations and other businesses how to properly manage data — a practice that saves money and helps reduce legal risk. She creates legally defensible document management programs that stand up in court and stand out on the bottom line.

"Seventeen years ago, I was a brand new attorney who was introduced to records retention — an area of the law I had never heard of, and didn't know existed at the time," Dawn recalls. "I was tasked to create a records retention program for a client, essentially from the ground up. If my friend and mentor, Candace Dugan, had not given me this project, I'm not sure I would have found my legal career calling."

The 2017 award is not the first accolade Dawn has received for her professional and community success. Along with her Warner colleague, Pam Enslen, the Grand Rapids Business Journal named Dawn among the "50 Most Influential Women in West Michigan" in 2016.

# MONIQUE FIELD-FOSTER

**Monique serves in the Governmental Affairs Practice Group working on projects for areas as diverse as higher education and agribusiness to infrastructure and government contracting, utilizing the skills she learned in almost two decades in politics.**

Monique Field-Foster had been waiting to exhale her entire career.

The Lansing native skipped from Colorado to Maryland to Alabama before landing in Oak Ridge, Tennessee long enough to call it home. The daughter of academics, she toyed with the idea of veterinary medicine and biomedical engineering before settling on law.

"I'm not sure where the whole lawyer idea came from," Monique explains. "I grew up around engineers and teachers, but I didn't know anything about the law and didn't know any black lawyers."

"I liked to argue and liked to be right, so most people I talked it over with thought that law was a good fit."

After law school, Monique interned for Hugh B. Clarke, Jr. in Lansing before he became a District Judge. She set out her own shingle for awhile before a friend noted that the Democrats in the House of Representatives were looking for a Criminal Policy Advisor, Monique applied — and was hired.

But being in politics meant that her job was "never secure." She was offered the opportunity to work for Gov. Jennifer Granholm in roles of increasing responsibility — and again jumped at the chance.

Monique admits she didn't want to leave the State, but repeated budget cuts and government shutdowns prompted her to accept a position as a multi-client lobbyist in the private sector. A few years later, her alma mater, Michigan State University, reached out and asked her to apply for a position in its Governmental Affairs office.

While she loved the opportunities that MSU brought — including an introduction to her now-husband, Eric — Monique admits she

longed for a faster pace. The stars aligned in 2015 when she cold-called Warner's Troy Cumings and asked him to serve on an alumni panel.

Reluctant at first, Troy agreed to serve — and, as he got to know Monique, began campaigning to get her to join the firm.

"It was one of those things," she recalls. "He kept asking questions about how things were going for me, and I kept giving vague answers. Last summer, we had lunch and started talking about his intent to get me to join the firm — and I finally started listening."

So Monique made the move to Warner — and found she was home.

"Warner is the first time in my career I can see a long-term future," Monique explains. "Every other place was a step to somewhere else. But here? The environment is amazing."

"Typically, the places I have worked, I found during the interview everyone was on their best behavior and you didn't see the true culture — and sometimes the hidden culture — until after you arrived. But at Warner, you get what you first see — and it's a wonderful thing."

"That whole waiting to exhale thing? I think I just did."

Monique joined Troy in the Lansing office, where she now serves as Senior Counsel in the Governmental Affairs Practice Group. She's working on projects for areas as diverse as higher education and agribusiness to infrastructure and government contracting, utilizing the skills she learned and tapping into the relationships she's built in almost two decades in politics.



"There doesn't seem to be anything off limits," Monique says. "People ask me, 'What do you want to do; how do you want to get involved?' I now have the support to jump in and work on some really major projects."

"That's the cool thing. I can finally see where all the puzzle pieces of the different work experiences I have had fit together. If something doesn't fit or a piece doesn't exist, I am now part of a team willing to create a new and better picture."

## CHRIS DUDLEY



**Chris loves being able to use his skills as an artist to assist the firm.**



Chris Dudley hears it all the time: I don't know how you draw like that.

His ability has come with a lot of practice, a lot of study and a lot of patience over the past 40 years. Chris has been drawing for 35 of them — and says the “secret” to his success has come from sticking with it.

“You can be born with potential, but you have to work at fulfilling it,” says Chris, a Business Center Assistant for Warner. “The potential is just that. Many great artists aren’t born with their skill.”

“It’s the time you put into the practice that makes you better. A lot of people don’t want to accept that.”

Art comes easily to most children, Chris notes. But most adults draw like they are 8-year-olds, Chris says, because that’s when they are allowed to “quit” art — even though they have to continue studying reading and math.

The Grand Rapids native kept at his art, though. He’s had the “fire to draw” since first grade at Madison Park Elementary. That’s when his drawing of a weed was accepted into the children’s exhibit at the Grand Rapids Art Museum. He’s been “drawing seriously nonstop” for nearly three dozen years.

Chris dove into the study of art by taking every class he could — computer-assisted design, painting, sculpting, pewter casting — you name it, he tried it. And loved all of it.

After his junior year at Godwin Heights High School in Wyoming, Michigan, Chris moved to Brooklyn where he graduated high school and later accepted a job, all the while toying with the idea of art school. He returned to Grand Rapids the following year, setting up his own business designing T-shirts and fliers. A little barbering on the side while working a job at Kinko’s helped him make ends meet.

He first connected with Warner Norcross in 1997 when he was a supervisor at Kinko’s and a longtime Warner employee suggested he check out a job opening in General Services. He clicked, packed his barbering scissors and graphic design tools, and moved to the firm.

Even though a larger company tried to woo him away two weeks after he landed at the firm, Chris opted to stay. Throughout the years, he’s taken on more responsibility — revamping the leasing program for the firm’s copiers, redesigning the department to improve efficiency, and now working with Amanda Fielder (see story on page 16) and the Design Committee in anticipation of next year’s move.

“I really love Warner,” says Chris, who is celebrating his 20th anniversary with the firm this year. “I don’t think I would have liked that other company any better. The firm is really involved with the arts. That support is really good. You have the ability here to pursue other things you like and that are important to you.”

The flexibility the firm gives staff and attorneys was also important to Chris. When he and his wife, Tawana, started their family, they decided they didn’t want to do daycare. Warner allowed Chris to shorten and flex his schedule so he could stay home with his daughters — now 14, 11 and 10 — on Wednesdays when his wife works.

“That the firm allowed me to do this has meant a lot,” Chris says. “Even though the girls are older now, I am still able to help with them on Wednesday afternoons.”

Over the years, Chris has lent his considerable artistic talents to Warner. He’s designed a logo for the firm’s United Way campaign, drawn illustrations for attorney presentations and illustrated a whiteboard video. He’s even worked on illustration projects and videos for firm clients.

“I love being able to use the skills I’ve developed as an artist to assist the firm,” he notes.

Chris illustrated his first children’s book, Nyrah’s Bully, which hit store shelves in December 2016. Last year, attorneys and staff raised more than \$2,500 to buy and donate copies of his book to National Heritage Academies schools across Michigan. Warner partnered with NHA to celebrate National Reading Awareness Month in March, with Chris and other team members volunteering to read the book to elementary students from Holland to Detroit.

Its strong anti-bullying message resonated with Chris, who said the idea for the book was drawn from a real-life bullying incident with a friend in Georgia. “It hurt my heart,” says the father of three, who immediately agreed to donate a caricature to the book project. That drawing was tapped for the cover — and before he knew it, Chris was illustrating the entire manuscript.

Chris is now writing and illustrating his own children’s book, which he hopes will debut later this year. He works with his daughters to ensure they won’t be like so many others who “give up” on art after a certain point. He jokes that he’s building his illustration team with Alayah, Ah’Nyah and Layla. And he still appreciates the balance that working at Warner allows him to have.

“I always say I love my job,” Chris says. “I come here looking forward to it. Every day is different. I enjoy the challenge of it. I like it when it’s just short of chaos and you have to perform at a high level.”

“Even though my job can be challenging, it feels easy — like drawing is easy, but only because I have done it for so long.”

## AMANDA FIELDER



Amanda is leading design of the new Grand Rapids headquarters as well as shaping the future of the firm.

"I knew when I became a partner that I didn't want to be on the sidelines, I wanted to be an interactive part of the leadership of the firm," said Amanda Fielder, reflecting on her leadership journey at Warner and a once-in-a-career opportunity.

As the Chair of the firm's Design Committee, Amanda is not only leading the effort to design its new Grand Rapids headquarters, but also participating in planning the long-term future of the firm.

"It's not just deciding on the right carpet or paint," Amanda notes. "It is about how we will practice for the next 50 years. The goal is to create a space that will allow us to continue to provide excellent and efficient client service while encouraging further collaboration among all of our team members."

That's both exciting and daunting for Amanda, a partner who concentrates her practice on employment litigation. When Warner began considering building options in 2013, Amanda was still an associate — and the committee was comprised entirely of partners.

When Amanda pointed that out, she was invited to join — and

after the committee transitioned from site selection to space planning, she was asked to lead.

"We were looking for a very smart, driven, focused, works-well-with others individual who can get things done on time and on budget," explained Managing Partner Doug Dozeman. "Amanda is the perfect choice to lead our effort to design the most advanced, efficient and client-welcoming space for the law firm of today — and tomorrow."

"While relatively young in her career for such an important task, her youth, energy and ability to connect to all ages of our attorney and staff family has made the process exciting, positive and energizing for the entire firm."

Amanda continues to manage a very full practice in addition to leading the Design Committee, relishing the challenges of both. Thankful for the challenge, she notes that being involved in the firm's space planning has given her "an opportunity to be introduced to every segment" of the firm.



The two-year planning process has allowed the committee to better understand how practice groups and departments work, how that work is changing or may change in the future, and what the firm can do to deliver better client service.

"Part of our system is that everyone has a voice," Amanda explains. "We are a firm of 400-plus people, and we want to design a space that meets the needs of every one of our team members, all of whom perform different functions on a daily basis."

"We value teamwork. It is important to provide spaces for our people to interact, to sit down and have a cup of coffee together and develop long-lasting relationships."

Construction has already begun on 150 Ottawa Avenue, which is slated to open in 2019. The 15-story office building is located in the heart of downtown Grand Rapids, which has been the home of Warner since its founding in 1931.

Work is now focused on envisioning the changes that will shape the way law is practiced and legal services delivered in the next five decades. Amanda characterizes the space as "more efficient, modern, more open and bolder."

Amanda admits to being a little nervous about the responsibility of leading the effort to create the new Grand Rapids headquarters for the firm — but excited to be a key part of the process.

"I really do value that I am part of the committee that is instrumental in creating a space where people will come to work for the next 50 years," she says. "I am humbled by that. Every time I drive downtown, I will see a space that I helped create."



## One Book, One Firm: *Choosing Civility*

Shortly after the 2016 election, Diversity Partner Rodney Martin knew he wanted the firm's annual One Book, One Firm program to deal with civility.

"Recent research shows that 70 percent of Americans believe incivility has reached crisis levels," Rodney explains. "Yet civility is a fundamental requirement of an inclusive society and an inclusive organization."

Rodney selected *Choosing Civility: The Twenty-Five Rules of Considerate Conduct* by P.M. Forni as the 2017 One Book, One Firm choice. Now in its 10th year, One Book explores issues of diversity and inclusion, bringing attorneys and staff together throughout the firm's eight offices.

*Choosing Civility* confronts society's noticeable lack of respectful behavior by detailing 25 "rules" that Forni finds essential for restoring civility. His commonsense list, delivered in clear and often clever language, touches on a number of admonitions, including:

- Listen
- Be inclusive
- Think the best
- Respect others' opinions

Members of the firm met in small groups to discuss Forni's rules and their importance to Warner's culture of inclusion. Members also heard from a panel of political leaders who discussed civility — or the lack thereof — in our current politics.

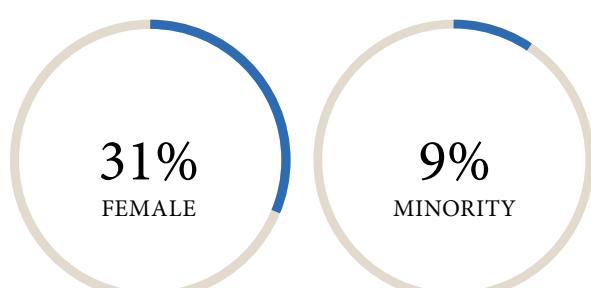
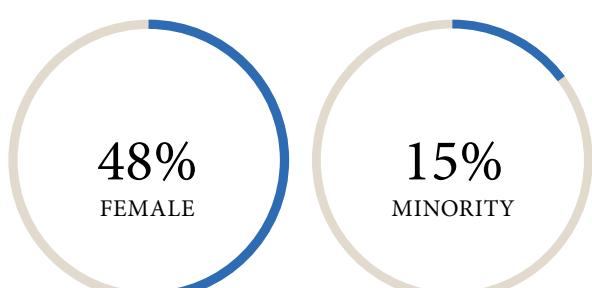
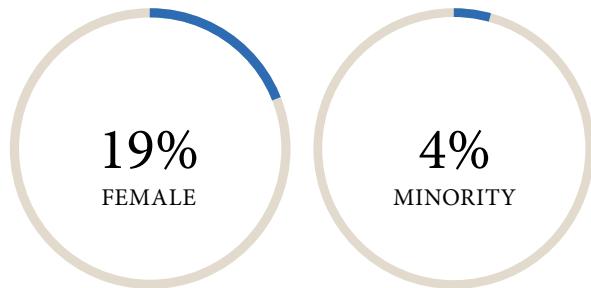
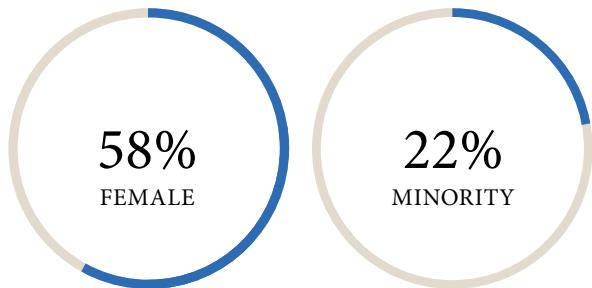
"By choosing this topic," Rodney says, "I was not suggesting that there is a crisis of incivility in our firm. Quite the contrary, I think we are far better than most organizations. But I also think it is important for us to remind ourselves from time to time of the things that hold us together as a firm. It is important that we are mindful of each other and that we treat each other with respect and dignity."

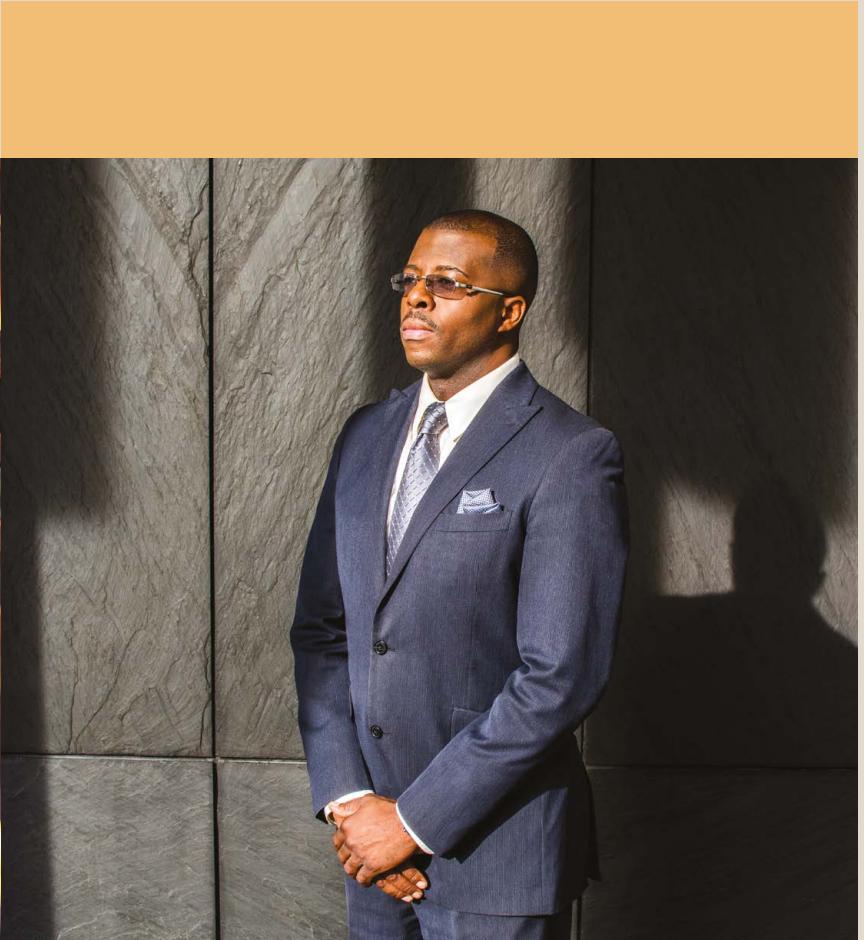


Previous selections for One Book, One Firm have included: *The Arrival*, by Shaun Tan; *Some of My Best Friends Are Black: The Strange History of Integration of America*, by Tanner Colby; *Stealing Buddha's Dinner*, by Bich Minh Nguyen; and *The Female Vision: Women's Real Power at Work* by Sally Helgesen and Julie Johnson.

## Statistics

Here's a look at where we are today.  
We are proud of where we are, but our  
focus is on where we are going.









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