

LADY JUSTICE

April 2019



A PUBLICATION OF
THE PRIMERUS
WOMEN LAWYERS
SECTION

WLS Committee



Amy Howland – CHAIR

Burch & Cracchiolo, P.A.

Phoenix, Arizona

Phone: 602.274.7611

Fax: 602.234.0341

ahowland@bcattorneys.com

www.bcattorneys.com



Kim Sullivan - VICE CHAIR

Horack, Talley, Pharr & Lowndes, P.A.

Charlotte, North Carolina

Office: 704.377 2500

Fax: 704.372.2619

ksullivan@horacktalley.com

www.horacktalley.com



Jessica Klotz

Lewis Johs Avallone Aviles, LLP

New York New York

Office: 631.755.0101

Fax: 631.755.0117

jklotz@lewisjohs.com

www.lewisjohs.com



Karin Klempp Franco

Barcellos Tucunduva Advogados

Sao Paulo, Brazil

Office: +55 11 3069 9080

Fax: +55 11 3069 9066

Skype: Barcellos.tucunduva.a

kklempp@btlaw.com.br

www.btlaw.com.br

Women Lawyers Section Updates

WLS Membership Calls – The membership calls take place on a quarterly basis. Here is the call schedule for the remainder of 2019:

- Tuesday, May 21st at 1:30pm ET
- Tuesday, August 27th at 1:30pm ET
- Tuesday, November 19th at 1:30pm ET

WLS Listserv

- women@primerus.com

Primerus Contact for the WLS:

- Katie Bundyra -
kbundyra@primerus.com

CHAIR COLUMN

Amy D. Howland



Amy D. Howland is the current Chair of the Primerus Women Lawyers Section. She is a shareholder with the law Firm of Burch & Cracchiolo in Phoenix, Arizona. She primarily practices in Real Estate – lending, leasing, buying and selling commercial properties.

As Chair of the Women Lawyers Section (WLS), I would like to welcome you to the first publication of the Women Lawyers Section Newsletter – *The Lady Justice*. This publication will feature member and client interviews, articles written by women members of Primerus, and may also reference outside articles that we believe will be of interest to the membership. We plan to have another issue of *The Lady Justice* Newsletter completed for distribution in September 2019, and we would encourage any member of the Women Lawyers Section to submit articles, or ideas for what we can do to improve the publication. We would like to make this publication something that will encourage participation of the Women Lawyers Section.

As a bit of background about the group, the Women Lawyers Section (WLS) of Primerus was created in 2016 with the goal of promoting the women lawyers within Primerus, and providing a network for supporting women lawyers, to assist in development and expansion of business and to promote and develop their own personal brand. The section hosts quarterly calls which focus on networking, but also have guest speakers who discuss topics which may be of particular importance to women lawyers. The dates for the

2019 calls are listed within this edition of *The Lady Justice*. Please join us on these calls and introduce yourself. We welcome new voices and perspectives to our discussions.

The Women Lawyers Section of Primerus was very busy in 2018, particularly with the Primerus Global conference in Boston, MA in October. The Section hosted a luncheon and social gathering at the members only event for approximately 20 members, which included Rena Cook as a guest speaker – addressing *Overcoming B*tch Perception: Women in the Law*. The Global Conference, however, wasn't the only place the WLS made a footprint this year. In April, the WLS also hosted a social gathering and happy hour at the Primerus Defense Institute Convocation which was held in Scottsdale, Arizona. At these events, we are encouraging men and women who are interested in promoting women in the law to join these meetings and social gatherings.

Furthering our goal of promoting women lawyers in Primerus, the WLS organized and hosted three educational webinars in 2018. In March, fellow WLS member Connie Carrigan of Smith Debnam Narron Drake Saintsing & Myers, LLP in Raleigh, NC presented a webinar on Sexual Harassment. In August, outside speaker Rena Cook of Vocal

Authority presented a webinar on Voicing your Authority. These webinars were well attended and well received. Additionally, in September the Executive Committee for the WLS Amy Howland, Kim Sullivan and Jessica Klotz presented a webinar on Cyber Security issues which was attended by 35 members of Primerus.

As we wrapped up the 2018 year, the Executive Committee added another member. We would like to introduce you to the fourth Member of the Executive Committee – Karin Klempp Franco – from Sao Paulo Brazil. She has been an excellent addition to the group!

In 2019, we will continue to have quarterly meetings based on the schedule included in this newsletter. As mentioned above, we will distribute another issue of *The Lady Justice Newsletter* in September 2019. This is a collaborative endeavor for the entire section, and we welcome your ideas, input, and contributions. We hope that you will enjoy our “meet a member” section of the Newsletter, and that you will use the publication to note dates for upcoming networking calls and conference dates. We look forward to seeing you more in 2019!

MEET A MEMBER

One of the benefits of being a member of a large organization, or even a small group of similar attorneys, is the ability to learn from others' experience. In this section we will be highlighting members by asking them questions about their practice in different areas of the law.

This edition will focus on the different perspectives of both an experienced and a young attorney in membership.

WHAT YEAR DID YOU START PRACTICING LAW?

Mayra C. Artiles: I graduated in 2014 and started practicing in a firm quickly upon taking the bar. I was sworn in 2015 and have continuously practiced law since.

Connie Carrigan: I graduated from law school in 1989 and I was privileged to have the opportunity to serve as a judicial law clerk for North Carolina Supreme Court Justice Louis Meyer for one year. In May of 1990, I accepted a position with a private law firm and began my law practice.

WHERE DO YOU PRACTICE LAW?

Mayra C. Artiles: I currently practice at Estrella, LLC law firm in Old San Juan, Puerto Rico, since 2015.

Connie Carrigan: I have been a partner at Smith Debnam Narron Drake Saintsing & Myers, LLP in Raleigh, North Carolina for over 20 years. Smith Debnam is a full-service law firm which offers a wide range of legal services to both individuals and businesses in a variety of litigation and transactional practice areas.

WHAT IS THE FOCUS OF YOUR PRACTICE?

Mayra C. Artiles: My practice areas are mostly focused in corporate and commercial affairs, including both transactional practice and commercial litigation. I also handle business immigration petitions and trademarks.

Connie Carrigan: I help our business clients resolve disputes and provide advice, solutions, and resources in the field of employment law. I also provide limited representation to management-level employees in the areas of contract negotiation and advice regarding the scope and enforceability of restrictive covenants.

WHY DID YOU BECOME A LAWYER? HAS THE PRACTICE OF LAW MET YOUR EXPECTATIONS?

Mayra C. Artiles: I decided to become a lawyer after studying for my business degree. During my studies, I took mercantile and business law courses. Those courses expanded my curiosity for the law, and its application to future business practices. Particularly, those related to international businesses and the legal implications that it entails.

The practice of law has met my expectations, as I have been able to work in these areas and further learn from these practices in my course of work with the firm. It has also brought the added benefit of being able to help local communities with their particular legal needs, through my work with the University of Puerto Rico School of Law's Pro Bono program.

Connie Carrigan: I am motivated by a strong desire to serve others. When folks contact me, it's generally because they're experiencing an issue with a business relationship. Maybe it's a business owner or employer who seeks advice regarding the scope

and enforceability of a non-compete agreement or the terms of a severance package. Maybe it's a business owner who's in a dispute with a worker over wages, performance issues, or whether the worker is properly classified as an employee or contractor or as exempt from overtime compensation. Maybe it's a business owner who's been accused of discriminatory employment practices. I enjoy helping my clients navigate through these issues and helping them formulate policies, practices and procedures so they can avoid the legal pitfalls that can arise. Ultimately, I have found that successful businesses cultivate mutually beneficial relationships, not only with customers and clients, but also with employees. My role as a lawyer is to guide those relationships to positive outcomes, either as an advocate in court or before a regulatory agency or in helping my clients put together appropriate practices.

DESCRIBE YOUR PHILOSOPHY ON CLIENT CARE.

Mayra C. Artiles: Treat all clients with the uttermost importance. Always strive to provide your best work possible, no matter how big or small the client seems. Clients value great work quality, and every client is a potential referral source. You may end up receiving referrals from those whom you least expect.

Connie Carrigan: The best way to develop strong relationships with business clients is to proactively seek ways to assist them. Ask questions

and actively listen to their issues and concerns. Know what keeps them up at night and offer solutions. Responsiveness and frequent communication are key.

WHAT IS ONE PIECE OF ADVICE YOU WISH SOMEONE WOULD HAVE GIVEN YOU PRIOR TO STARTING THE PRACTICE OF LAW? WHAT IS THE BEST ADVICE YOU HAVE RECEIVED SINCE STARTING PRACTICE?

Mayra C. Artiles: The one piece of advice I would give, is that the first years of law might seem overwhelming, but it is what you make of those years that set the tone for all future endeavors.

The best advice I have received was given by our firm’s founder and mentor, William Estrella, Esq. (RIP). When starting at the firm he always emphasized: “Always treat each case as if your client’s business depends on it. When you realize that you do not care enough to fight, that is when you know it is time to walk away from that practice or from the client.”

Connie Carrigan: Prior to becoming an attorney, I did not appreciate how challenging it is to set priorities and to maintain perspective with so many competing demands. I frequently remind myself of the sage advice offered by noted Presidential

historian Doris Kearns Goodwin, who drew from the teachings of Erik Erikson in reminding us that “the richest and fullest lives attempt to achieve an inner balance between three realms: work, love and play. . . [T]o pursue one realm to the disregard of the other is to open oneself to ultimate sadness in older age; whereas to pursue all three with equal dedication is to make possible a life filled not only with achievement, but with serenity.” This is a goal I am still striving to achieve.

WHAT ADVICE DO YOU HAVE FOR ANYONE ENTERING YOUR PRACTICE AREA OR ADVANCING YOUR CAREER?

Mayra C. Artiles: Use your first years in the practice to explore new areas, even if they are not your obvious cup of tea. Some areas and work within them may surprise you and might end up bringing out your best work yet. It always pays off to know a little bit of everything to be able to understand the issues, and to know where your limits lie. Finally, treat all work for attorneys within your firm as if they are work for your clients. Your colleagues will be the gatekeepers for future work and your best referral sources.

Connie Carrigan: Regardless of your area of practice, your reputation is sacrosanct. It takes years to build a

great reputation and minutes to destroy one. Always treat your clients, colleagues, adversaries, court personnel, and with everyone with whom you come into contact with respect. First and foremost, the practice of law is a profession and being entrusted to provide advice, counsel and advocacy to others is a privilege that one should never take lightly.

WHAT IS YOUR FAVORITE ACTIVITY, SEPARATE FROM THE PRACTICE OF LAW, THAT BRINGS YOU ENJOYMENT?

Mayra C. Artiles: I enjoy traveling to new countries and different places, as well as meeting with friends on different trips. I enjoy doing local travel throughout our Island in Puerto Rico and visiting local beaches. I also enjoy dancing and cultural activities, particularly those related to traditional “Bomba” dances.

Connie Carrigan: Outside of work, I enjoy spending time with family and friends. My husband and I are proud graduates of North Carolina State University and in the fall you will find me tailgating with 20 or 30 of my closest friends and family at football games, both at home and away. Wolfpack fans travel well in support of our team! 🐺



Mayra Artiles joined Estrella LLC, located in San Juan, Puerto Rico, in 2015. Mayra has developed an active litigation practice, where she represents Retail and Energy industry clients. She also counsels in corporate and commercial matters, including Business Immigration. Mayra leads our Business Immigration Practice.

She is also an Adjunct Professor at the University of Puerto Rico, School of Law, where she teaches a practice course in international law litigation, coaching the Phillip C. Jessup Competition Team and co-mentors the Immigration Services and Orientation Pro Bono student program.



Connie Carrigan, a partner at Smith Debnam in Raleigh, North Carolina, joined the firm in 1996. Connie concentrates her practice in Business Law, assisting clients in the areas of employment law, business advice and litigation, construction law, equipment leasing and creditor bankruptcy. Connie’s practice emphasizes prompt and effective client communications, and efficient, assertive, and results-oriented representation of her clients’ interests in both state and federal courts and in matters involving mediation and arbitration.

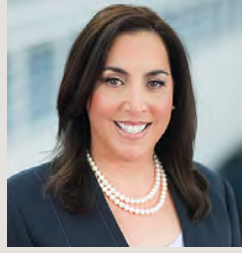
Connie has been practicing in the field of small business representation since 1990, and she holds an AV Preeminent rating from Martindale-Hubbell®. She has lectured on topics ranging from employment law, bankruptcy, and equipment leasing to construction law, and is the author of manuscripts and materials prepared for attorneys and businesses seeking advice and counsel in these matters.

MANAGING YOUR LIFE

By Jessica Klotz & Kimberly Sullivan



Kimberly Sullivan is a member of the law firm Horack Talley in Charlotte, North Carolina. Her litigation career has included multiple practice areas, including professional liability, pharmaceutical litigation, insurance defense, transportation, employment law, appellate litigation, homeowner's association litigation and commercial litigation.



Jessica Klotz's practice concentrates in the defense of individuals, corporations, professional and municipalities in areas of civil litigation, including premises liability, personal injury, property damage, employment law and sexual harassment, intentional torts, and civil rights violations in both state and federal courts. Prior to joining Lewis Johs, Jessica was associated with a large insurance defense firm in Manhattan, where she handled matters involving both civil and commercial litigation.

One day a woman, who is a mother, wife and lawyer, was very stressed out. She expressed some of her frustration to her husband, who promptly replied, "Well, you should have thought of all of that when you decided to be a lawyer and a mom!" True story. Have you ever heard anyone question why a man would be a lawyer and a dad? Probably not. The bad news is, do not expect that to change much. The good news is, as a whole, things are going in a better direction for lady lawyers of justice. With our multi-tasking abilities, we can use our skills and work ethic, in conjunction with growing resources, to manage our lives better and feel fulfilled.

Notice that we did not say "achieve work-life balance." The phrase has become so over-used, and some question what it even means. Sheryl Sandberg, COO of FB, commented "there is no such thing as work-life balance. There is work. There is life. There is no balance." Better terminology describes managing your life, by focusing on what defines success, family, work, spirituality, health and community according to your own standards. Discard notions of "having it all" or trying to be perfect at everything and feeling guilty when you are not.

Define success, happiness and fulfillment on your own terms. Be honest with yourself about your goals

for work, professional success, wealth, relationships, social life, family, emotional health, friends, etc. Developing your own confidence and defining what is important to you and best for your family, rather than what society and norms dictate, is an important step in successfully managing your life. With a clear picture of your own goals, you can build a framework to best manage all of your responsibilities and work toward achieving those goals.

Here are some suggestions to help you prepare an approach that works for you:

PRIORITIZING YOURSELF IS NOT VANITY, BUT SANITY:

- Let go of the idea of perfection
- Let go of guilt
- Take care of yourself
- Take mental wellness seriously
- Use therapists and/or life coaches, as a matter of routine, not just when you hit rock bottom
- Get enough sleep
- Eat healthy and do not skip meals
- Keep healthy snacks in office and in car
- Take breaks from the computer/devices
- Do something for you – manicure; gym etc
- Schedule and attend yearly physicals and tests
- Schedule Me time

- Be nice to yourself. Abandon destructive behaviors and thoughts that are counter-productive.
- Know your strengths and weaknesses and be realistic. Capitalize on the strengths, and get help with areas in which you are not best-equipped to produce. Devote your time to matters that you can achieve/excel at and avoid putting too much time into things that are not realistic, or simply not worth the trouble.

BE PRESENT IN THE MOMENT - WITH YOUR KIDS, PARTNER AND FAMILY:

- Make your children aware that they are important to you.
- Always take calls from kids/caregiver/school
- Let them know in advance if you will be unavailable due to certain meetings or court that day
- If you're going to miss bedtime, call to say good-night
- When traveling, plan in advance when you can call so that it is not missed
- Attend parent/teacher conferences, school functions, games
- Use your commute to decompress
- Create "buffer zone" when you first walk in the door

- Put the phones/devices away
- Make meals “no electronics” zone
- Vent about work with people other than your family
- Schedule separate time with children and your partner, maybe even for a weekend. Getting away rejuvenates and gives you broader perspectives

CREATE BOUNDARIES AND LEARN HOW TO SAY NO:

- At work
- At home

A strong woman creates boundaries and can thereby generate more respect. When a woman is respected, she will usually feel more appreciated and not taken for granted. Ask. Do not assume people do not want to help. You may be surprised at how often kids, partners and families do not help because they simply assume you want to do it. When you act like a superwoman, it becomes the norm and they become comfortable with it.

DELEGATE - AT - HOME

- Chores
- Paid services
- Nanny if possible, or college student helper
- Housecleaner if possible
- Dry clean delivery
- Prepared meals or food delivery

DELEGATE - AT - WORK

- Do you have to do everything?
- Hand off whatever you can to a secretary/paralegal or junior associate
- Use the time you spend waiting
- Multitasking on phone (not while driving)
- Use commute time to touch base by speaker phone with relatives/friends
- Listen to CLE tapes in car
- Listen to online CLEs during chores

MARKETING WHILE MULTI-TASKING

- Prepare your elevator speech
- Get involved with groups not related to lawyers. Interacting with other professionals/groups provides numerous benefits and varied perspectives on life and family
- Get involved with groups connected to your children
- For younger attorneys, get involved with Young Lawyers Groups and become active
- If you are researching something, write on it
- Meet your neighbors and/or be involved in HOA meetings and events

PROFESSIONAL DEVELOPMENT

- Find a mentor. Even identifying a woman who you admire is

helpful, and try to learn how she "does it all"

- Collaborate with like-minded colleagues, perhaps even with a formal committee at work with the support of your firm/employer
- Keep an open mind for opportunities and do not assume you are not "good enough" for something
- Get involved in Women’s Bar groups. This can provide personal and professional development and doubles with being involved in your bar
- Get involved in non-lawyer professional groups. Making connections with other professional women can provide valuable support, personal and professional development and different perspectives.

There is no one recipe for success and you should not be expected to do it alone. Defining your goals and identifying your strengths can help you build a framework to best manage your responsibilities. A key component is not leaving things to chance but planning in advance and giving thought to organizing and structuring your day/week. Do not get overwhelmed with getting everything “structured” overnight. Focus on one area/category at a time. A final thought: think “progress” not “perfection.” 📌



WE'VE COME A LONG WAY, LADIES

By Jessica Klotz



Jessica Klotz's practice concentrates in the defense of individuals, corporations, professional and municipalities in areas of civil litigation, including premises liability, personal injury, property damage, employment law and sexual harassment, intentional torts, and civil rights violations in both state and federal courts. Prior to joining Lewis Johs, Jessica was associated with a large insurance defense firm in Manhattan, where she handled matters involving both civil and commercial litigation.

When I graduated from law school in 1993, female lawyers and women in business dressed, for the most part, in skirt suits in the hues of gray, navy and black that fell to our knees. The colors of the suits mimicked those of our male counterparts. Blouses were in muted and pastel shades, some with bows and some in the “Grace Van Owen” draped style made popular by Susan Dey on [L.A. Law](#). Hairbows and headbands were popular. Stockings were a must, and were either nude, matched the suit or matched a white or beige blouse. Pearls necklaces were often the only adornment.


I recall a trip by train from Manhattan to Washington, D.C. during my internship with the New York Attorney General’s Office in the early 1990’s. I was traveling with a male and two female attorneys and another female intern. When we met at Penn Station early that morning, we looked at each other and started laughing. All five of us were in navy suits with a white shirt or blouse. The four women all had their hair held back in a white or navy bow and were wearing white stockings and navy heels. As we made way through the train station, several bystanders asked us what airline we worked for.

Indeed, the way women dressed in business and the legal profession at that time was a uniform of sorts. There was very little individualism in our attire.

How much things have changed in the last twenty-five years was readily apparent when I read the New York Times Special Section on The Women of the 116th Congress. Elizabeth D. Herman, “*Redefining Power: The Women of the 116th Congress*”, The New York Times, at F1 – F16, <https://www.nytimes.com/interactive/2019/01/14/us/politics/women-of-the-116th-congress.html>, photographs by Elizabeth D. Herman and Celeste Sloman. As the article notes, there are now 131 women serving in Congress. *Id.* at F2. The women shimmer in their portraits in shades of red, pink, purple, blue, yellow, and green and in multi-faceted patterns. While there are still women wearing skirt suits, there are also women wearing pantsuits, dresses and even a leather jacket. Their outfits are accompanied and personalized not just with pearls, but also with statement necklaces, scarves and dangling earrings. The photographs of these officials capture them as women of color – and that is not just limited to skin color. These women of

power dress in a manner that pleases them, and in the colors that please them, and not in a manner dictated by the norms of society. As the article emphasizes:

More women holding elected office is significant not only in that it brings Congress closer to looking like the American population. It also expands the collective imagination about what power can and should look like.

Id. at F2. For me, the increase in women holding positions of power in politics, in the boardroom and in the courtroom means we can define for ourselves the way we want to look when we are professionally dressed. 



Deb Haaland, New Mexico Congresswoman



Krysten Sinema, Arizona Congresswoman



Ilhan Omar, Minnesota Congresswoman

Photos taken from The New York Times Article, "Redefining Representation: The Women of the 116th Congress". Photographs by Elizabeth D. Herman and Celeste Sloman.

THE IMPORTANCE OF VALUES IN MY PROFESSIONAL PATH

By **Bianca Rodrigues Castilho**



Bianca Rodrigues Castilho is a Senior Lawyer in São Paulo, Brazil responsible for the Corporate Affairs area in a large multinational corporation, working with a generalist profile, focused on Corporate, M&A, Corporate Governance, Powers, Intellectual Property, Real Estate and Compliance.

My professional path started over ten years ago, in Law School, when I started working in the first semester of College. Over this period, I had the grateful opportunity to work in companies, bank and law offices that provided me with in-depth knowledge of the Legal world, always acting focused on Business Consulting Law.

In the first year of College, I had the opportunity to experience negative feedback, when I was an Intern. At that time, I felt I was not treated fairly and that I was misunderstood, because I considered myself an intern at the beginning of her career, but my managers could see beyond, they knew I was talented and that I needed to explore it to develop professionally. That was exactly what they sought through that feedback, which proved to be constructive – as every feedback should be. Now, I acknowledge that I started to build my professional profile through such feedback.

As important as the learning during my professional path was the

opportunity to work and learn with women that are role models in what they do and who have certainly inspired me to become the professional I am today.

During my path, I have built my professional profile based on three values that support me like a tripod and have helped me to get here: (i) pride, (ii) courage, and (iii) humbleness.

(i) **Pride:** to be proud of who I am, of what I do and where I am.

Once, during an interview, I was asked what my great differential would be concerning other applications, and I did not hesitate to say, "I like what I do, and I am good at what I do."

It is important to be proud of who we are and what we represent for those who are around us.

We also need to be proud of the activities we develop, seeking to perform them with excellence, obtaining the best results and being proud of the results achieved.

Equally important is to be proud of where we are. During my whole

professional path, I have worked in places of which I was proud and where I could identify myself with the organizational culture, which has always motivated me.

(ii) **Courage:** not being afraid of the unknown, to embrace new opportunities and accept challenges.

Not so recently, I was invited to assume my current position and to work in several areas in the Legal Department. Some of these areas were completely new to me, while I did not relate so much to some others.

Inevitably, situations like the one I experienced are those that give rise to more concern among professionals. But we have to accept challenges and embrace opportunities. In addition to embracing such opportunities, we also need to take advantage of them.

In this concrete case, I accepted the challenge and tried to identify points for improvement and work them out, enhancing my skills in the new areas. To this end, it was essential to know the company's business, values and vision and to know my in-house clients, pursuing for what they really need and expect.



(iii) Humbleness: to have a clear vision in order to identify mistakes, to be humble to admit our mistakes and to have the wisdom to learn with them.

All of us, regardless of the position we hold, are subject to making mistakes, but I realize that for many professionals there is no humbleness to admit their mistakes and to learn with them.

When a mistake has already occurred, we need to transform it into something positive and we must learn with it, either by preventing their repetition in the future or by creating a contingency plan – or even by working in the solution of the damage caused by such mistake.

When you develop the skill to admit your mistakes and to learn with them,

another difficulty arises: not to reproach yourself with it. Have you made a mistake? Admit it, correct it and learn with it. But never crucify yourself for the mistake you have made, because this attitude just maximizes the effects of the mistake and does not contribute in any way to its solution.

I admit I still have a certain resistance in not crucifying myself for mistakes I have made, but I understand that this resistance is related to my values, since I am concerned about the image my workmates have of me and how a possible mistake could affect that image. Being aware of the professional contribution I have received during my path, including to build my values, I have adopted a professional conduct in which we are responsible for the professionals we

train and for the future market. Each conduct we adopt contributes to developing our coworkers, particularly those who are being trained. Just like my path was and is inspired by exceptional women I had the grateful opportunity to work with, in this testimony I seek to inspire other women in their professional paths and I also invite them to inspire other women, since we still have a long road ahead of us. 