

## FENWICK & WEST



### **Ralph Pais**

A former managing partner of this law firm will discuss Fenwick & West's culture change initiative designed to reduce attrition while improving results.

Recently the firm worked with consultants on a 5-session program on time norms, unexamined gender bias and different aspects of negotiating, working and supervising flexible work arrangements. The firm also has policies and practices allowing reduced schedules, various leaves and work-from-home. Ralph remains responsible for managing the firm's professional development program and leading the firm's international practice activities. He speaks frequently at conferences and meetings and is often quoted in the media.