



The Belonging Project: Soliciting Feedback During a Crisis

Part I

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Seyfarth Shaw LLP

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Our national inclusion and diversity collective **The Belonging Project** will help our profession double down on our diversity commitments.

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Recognize when you aren't getting effective feedback:

- Soft evaluations
- Vague and broad feedback
- No feedback
- Feedback first learned in a formal evaluation





Meet Michelle

7 Takeaways

- 1** Ask for Feedback
- 2** Comparison Analysis
- 3** Be an Investigator
- 4** Make Supervisor a “Strategic Advisor”
- 5** Clarify, Clarify, Clarify
- 6** Find Translators
- 7** It Starts with You



Ask for Feedback

- Michelle is a 1st Year Associate
- Receives no feedback from the partner she works with the most
- Focus on:
 - Relationship Building
 - Visibility
 - Honing Your Emotional Intelligence



Comparison Analysis

- Michelle's partner doesn't give work product back to her but finalizes them with an administrative assistant
- Substantive vs Stylistic Changes
- Think through changes
- Follow up with a discussion and a growth mindset



Be an Investigator

- Michelle is now a 3rd Year Associate working on a high profile matter, with a high profile partner she has never worked with before
- Who else have they worked with?
- Who are their star associates?
- Dig deeper



Make Supervisor a “Strategic Advisor.”

- Level I – What would you do?
- Level II – You have a plan. They can help you.



Clarify, Clarify, Clarify

- Michelle is now a well regarded 5th year associate and knows she has key accomplishments she needs under her belt to be partner-ready in 2-3 years.
- A partner she works with has given feedback with no examples in her formal evaluation and she has no idea what he is talking about.



Use Translators

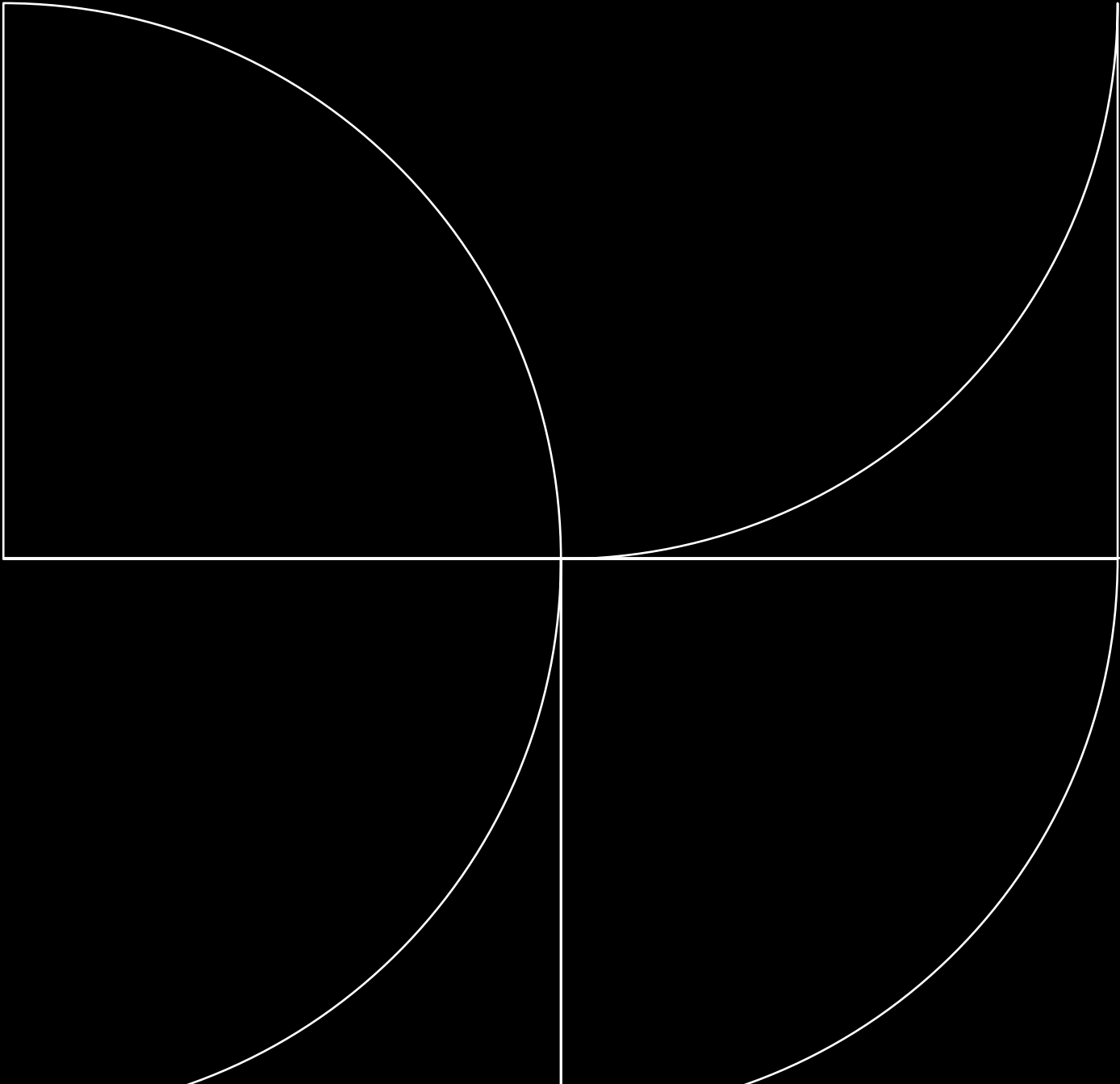
- “It is different. And what I mean is I don’t like it.”
- “She is intimidating.”
- “She is not confident when interacting with clients.”
- “He is excellent with business development but is arrogant.”



It Starts with You

- You are responsible for the energy you bring into the room
- Generosity
- Grace

What are the stories you are telling yourself?



Questions



Thank you