

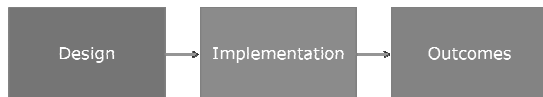
NALP 2009 Annual Educational Conference
Washington, D.C., April 2, 2009

**De-Mystifying
Upward Feedback & 360° Reviews**

Diane Costigan, Tim Leishman
Firm Leader Inc.

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Anatomy of Upward/360° Feedback



- | | | |
|-----------|------------------|-----------|
| • Process | • Communications | • Reports |
| • Survey | • Administration | • Support |

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Design

Process

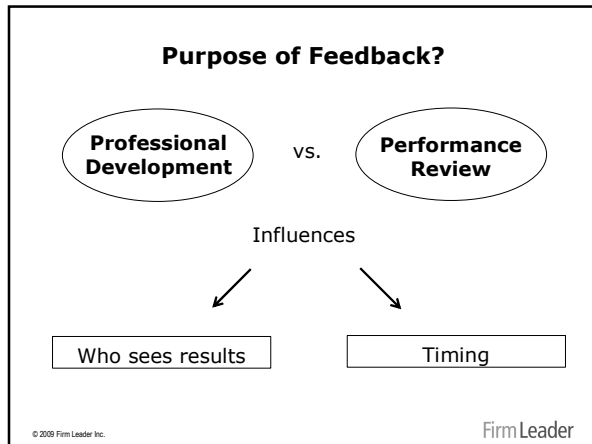
1. Purpose
2. Anonymity
3. Raters
4. Who sees results
5. Timing

Survey Instrument

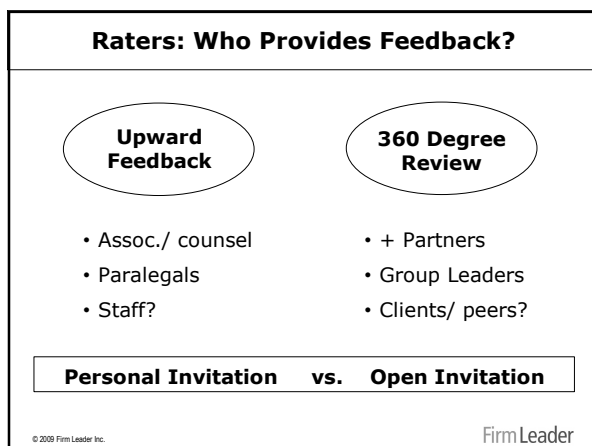
1. Competencies
2. Scale
3. Bottom line
4. Narrative questions
5. Self-Assessment

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- ### Safeguarding Anonymity
1. Third-party administration
 2. Minimum of 3 surveys for report
 3. Training for written comments
 4. Chinese walls between consultant & tech provider
 5. Non-disclosure of number or range of surveys
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Survey Instrument: Competencies

Planning & Organization

Delegation & Supervision

Bringing Out the Best in Others

Training & Development

Self-Management

Leadership

Legal & Practice Skills

Client Skills

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Choice of Scales

Effectiveness

1

2

3

4

5

6

Counter-productive

Ineffective

Somewhat effective

Effective

Very Effective

Exceptional

Agreement

1

2

3

4

5

Strongly Disagree

Disagree

Somewhat Agree

Agree

Strongly Agree

Frequency

1

2

3

4

Never

Sometimes

Usually

Always

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Bottom Line Questions

I would be enthusiastic about working on any matter with this lawyer

This lawyer is committed to my success

I would go out of my way to recommend this lawyer to a client or colleague

Provides perspective for feedback

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Narrative Questions
Strengths / Areas for Improvement / Other Comments
Do more / Do less / Stop doing
What is the one skill in which improvement would have the greatest impact on the lawyer's effectiveness?
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Implementation	
Communications	Administration
1. Leadership involvement	1. E-mail invitations & reminders
2. Explanation: 3 times X 3 ways	2. Participation & incentives
3. Training	3. Scrubbing data
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Outcomes	
Reports	Support
1. Individuals	1. Debriefing
2. Management	2. Coaching
	3. Training
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Reports	
Comparisons	Highlights
1. Peer group average	1. Top & bottom scores
2. Top & bottom percentiles	2. Rank order based on variance to group average - highest to lowest question
3. Self-assessment	
4. Historical data	
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Follow-Up Support		
Coaching	Debriefing	Training
Longer-term Discipline for change	Understanding Action Plans Communications	Team Leadership Project Management Feedback Skills
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What is Most Important?	
1.	
2.	
3.	
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Thank You

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