



The Feedback Imperative: Encouraging Growth, Diversity, and Accountability in Law Firms

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Mastering the nuanced art of feedback is not just beneficial — it is essential for both personal and professional growth. In law firms, effective feedback is necessary to empower associates and partners alike, however recent headlines and public discourse surrounding feedback practices within firms highlight a critical need for reevaluation and improvement.

Understanding the Dual Nature of Feedback

At its core, feedback fulfills a twofold purpose: it is both a catalyst for ongoing improvement and a gauge for performance evaluation. For associates, particularly those from diverse backgrounds, the ability to decode the multifaceted nature of feedback is crucial.

Constructive feedback, approached with an open mind and given with care, can significantly refine skills, deepen knowledge, and enhance professional development.

For partners, the real test emerges when providing feedback requires navigating various dimensions of diversity and addressing potential bias. This intersection calls for sophisticated strategies combined with inclusive communication to effectively foster and maintain a feedback culture that develops associates and partners and holds them mutually accountable.

Navigating Feedback: Advice for Associates and Partners

Below are tailored pieces of advice for both associates and partners, designed to maximize the benefits of feedback interactions and promote a growth-oriented and inclusive workplace.

For Associates:

- **Develop a Growth Mindset:** See feedback as an opportunity to learn and grow professionally, rather than as a personal critique.
- **Proactively Seek Feedback:** Proactively seeking feedback demonstrates commitment towards personal and professional development, signaling to the law firm a willingness to learn, adapt, and excel within the organization.
- **Hone Your Feedback Reception Skills:** Boost your ability to listen actively; and pose clarifying questions. For instance, ask for examples to better understand expectations and how to meet them.
- **Decipher the Context:** Understand that feedback is often tinged with the giver's personal experiences and communication styles.
- **Understand Bias May be a Part of Feedback Interactions:** How you get feedback, if you get feedback, and the effectiveness of the feedback given can be

impacted by bias (unconscious and conscious). Utilize resources like mentors and firm administrators to get support.

For Partners:

- **Strive to Provide Real-Time Feedback:** Offer consistent, constructive feedback to recognize areas of strength, address any performance issues, and encourage continuous improvement.
- **Frame Feedback as a Growth Opportunity:** Position feedback within the context of professional development, discussing goals and actionable steps for growth.
- **Cultivate Open Communication:** Encourage associates to seek feedback proactively and engage in transparent dialogues about their performance.
- **Recognize and Mitigate Bias:** Reflect on personal biases and continuously learn about unconscious bias. Champion anti-bias training at the firm and include diverse perspectives in the feedback process to mitigate unconscious bias.
- **Foster a Continuous Feedback Culture:** Commit to a culture where frequent, constructive feedback is an integral part of the firm's ethos. This means holding everyone accountable.

Accountability Imperative

Associates rely on feedback as a catalyst for growth, while partners must be equipped to provide it consistently and effectively. Both parties require support in navigating the feedback process, whether it involves soliciting feedback, acting upon it, or receiving it gracefully.

Cultivating a culture of accountability requires a collective effort from all members of the firm. Feedback is not just about individual development; it directly impacts the business of the firm, underscoring the need for accountability and understanding the potential ramifications when effective feedback processes are neglected. Some of these consequences include:

Associate Perspective:

- **Stagnation of Professional Growth:** Without effective feedback, associates may struggle to identify areas for improvement and experience limited career progression.
- **Decreased Career Satisfaction:** Associates may feel undervalued and unsupported without effective feedback, resulting in decreased motivation and job satisfaction.
- **Attrition:** A lack of meaningful feedback can lead to disengagement and dissatisfaction among associates, resulting in

voluntary and involuntary departures. This can also damage the firm's reputation in informal professional circles.

Partner Perspective:

- **Erosion of Trust and Respect:** Partners who neglect to provide feedback may impact trust and respect among their colleagues and may negatively affect their professional brand and perceived leadership potential.
- **Damaged Firm Reputation:** A lack of feedback culture can tarnish the firm's reputation and credibility in the legal industry.
- **Reduced Client Satisfaction:** Partners who do not prioritize feedback may also impact client service, resulting in decreased client satisfaction and business development opportunities.

Conclusion

In closing, the importance of prioritizing feedback within law firms cannot be overstated, as it serves as a cornerstone for both personal and professional growth. Recent public discourse underscores the imperative for firms to enhance their feedback practices, recognizing it as a pivotal component of law firm culture.

By fostering accountability and collaboration, law firms can cultivate an environment where feedback is not merely acknowledged



but embraced as a catalyst for improvement. Associates and partners alike stand to benefit from this paradigm shift, as it encourages active engagement with feedback, facilitates open dialogue, and promotes continuous learning and development. By prioritizing accountability and collaboration, firms can harness the transformative power of feedback.✚



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