

Mentoring Discussion Topics

Below is a list of suggested discussion topics for mentors and associates. This is not an all-inclusive list of topics to discuss when meeting, but provides a starting point to get the conversation going.

- **The Billable Hour:**
 - Meeting your hours
 - Workload issues (too much or too little work)
 - How to find more of the work you're interested in
 - Navigating the ups and downs of hours/assignments
 - For new or lateral associates:
 - How to track time and what to track
 - Importance of recording all time

- **Feedback:**
 - Evaluation process
 - Soliciting evaluators
 - Drafting self-evaluations
 - Preparing for and debriefing from in-person review meetings
 - Asking for more real-time feedback
 - Implementing feedback effectively
 - Giving feedback to junior associates

- **Goal Setting:**
 - Brainstorming ideas for yearly goals and revisiting them throughout the year
 - Discussing already established goals
 - Setting goals for the CDA/advisee relationship
 - How to build XYZ skill or get XYZ experience
 - Going through the firm's competencies

- **Firm Citizenship:**
 - Firm committee involvement
 - Getting involved with pro bono work
 - Discussing other ways to get involved outside of committees (professional development, recruiting, diversity, etc.)

- **Networking and Relationship Building**
 - Building internal relationships and the importance of cross-selling (inside the firm and outside the firm)
 - Interacting with contacts and potential clients
 - How to navigate firm operations
 - Business development activities and strategy
 - Board services and external committees

- **Wellness and Self-Care:**
 - How to deal with the stress that comes with being an attorney
 - Tips for how to maintain overall wellbeing
 - Time management/productivity
 - Work/life integration tips

- **Mistakes and Resiliency:**
 - What to do/how to communicate when you make a mistake
 - How to effectively move forward after a setback
 - How to handle when someone more junior on your team makes a mistake

- **Practice Group Priorities:**
 - Communicating strategic goals (i.e., the practice group expects associates to publish or attend/present at conferences, the practice group wants to grow in certain areas so associates should become familiar)

- **Management Advice:**
 - Working effectively with junior associates (or summer associates)
 - Delegating tips
 - Management up to senior associates, partners/counsel, supervising attorneys, etc.

- **Path to Partnership:**
 - General advice
 - Drafting promotion memos for senior associates ready for promotion
 - Career progression advice (i.e., how things change as you become more senior)

- **General Topics:**

- Getting to know one another and building rapport
- Professional stories (i.e., what is the most important leadership lesson you have learned and how has it proven invaluable?)
- Troubleshooting general issues
- Current events in the legal industry
- Hybrid work tips
- Diversity & inclusion
- Imposter syndrome
- Importance of having different mentors for different purposes (building a personal board of directors)

Integration Advisor Tips and Topics

Thank you for serving as an Integration Advisor for a lateral or first year associate. New associates may not know the questions to ask, so please take the initiative and reach out. The topics below are meant to provide ideas on how to get the conversation started.

- **Firm/Office/Hybrid Culture**
 - Introduce (in-person, remotely, over email, etc.) your advisee to anyone you think they should meet (i.e., paralegals, support staff, office services, etc.).
 - Relay any tips about local office or practice group culture (dress code, attorney meetings, practice group meetings, associate events, etc.).
 - Share insight you have about how to communicate effectively with partners in your group.

- **Firm Organizational Structure**
 - Show them where this information can be found.
 - Talk about the role department heads, practice group leaders, and assigning partners play.
 - Tell them about communications they should be on the lookout for (i.e., Monday Messages, Town Halls, practice-specific, or office-specific communications).

- **Evaluation/Review Process:**
 - Inform your advisee about the timing of the review process.
 - Explain what is involved in the process (self-evaluations, matter matching, etc.).
 - Show them where the competencies are located.

- **Career Development Advisor (CDA) Program**
 - Explain what a CDA is and how the program works.

- **Training**
 - Show your advisee where they can find the Associate Professional Development Curriculum.
 - Explain what programming is available within your practice group.

- **Miscellaneous**
 - Discuss their orientation and ask if anything is still unclear.
 - Direct them to the firm Non-Billable Matter Reference Guide

- **Administrative**
 - Bill your time spent together to Mentoring (912000-01001)
 - The firm will reimburse up to \$10 per person to meet in-person or virtually for a coffee/beverage. Submit this expense to the Attorney PD code (56415) in Chrome River and note that is for an Integration Advisor outing.

Mentoring Minute

Mentoring Minute: Only have a few minutes to meet? Don't let that be an excuse to skip your mentoring meeting! Select one of the prompts below to discuss or go through one of the associate competencies for your level and discuss how you can get there in the next year.

The below are examples of prompts, included three or four at a time, in our monthly Professional Development Newsletter.

- An obstacle you are facing this week/month/quarter.
- Is there anything you are not currently involved in, but want to learn more about?
- Check-in on the status of one of the goals you set for yourself this year.
- Which professional development resources do you recommend I take advantage of?
- What are the top three things that helped you build your professional network?
- What is your favorite time management tip?
- What books, articles, or resources can you recommend that would be helpful for my career growth?
- What do you see as a top future trend in [PG] and how can I prepare for it?
- What professional organizations do you recommend joining?
- How do you handle high-pressure situations?
- What suggestions do you have for networking besides attending big events?
- Discuss a goal you can set for yourself in 2024.
- Ask your mentor to discuss a challenge they faced when they were at your seniority level and how they overcame it.
- Discuss how to be a good mentor for junior associates.
- Discuss how to continuously improve your legal skills.
- What is your biggest fear at work and how do you overcome it?
- What leadership skills do you find to be most important as a partner?
- What is your proudest business development moment?

Making the Most of Mentoring



What role does a mentor play for you?





Multiple Hats

Teacher

Role Model

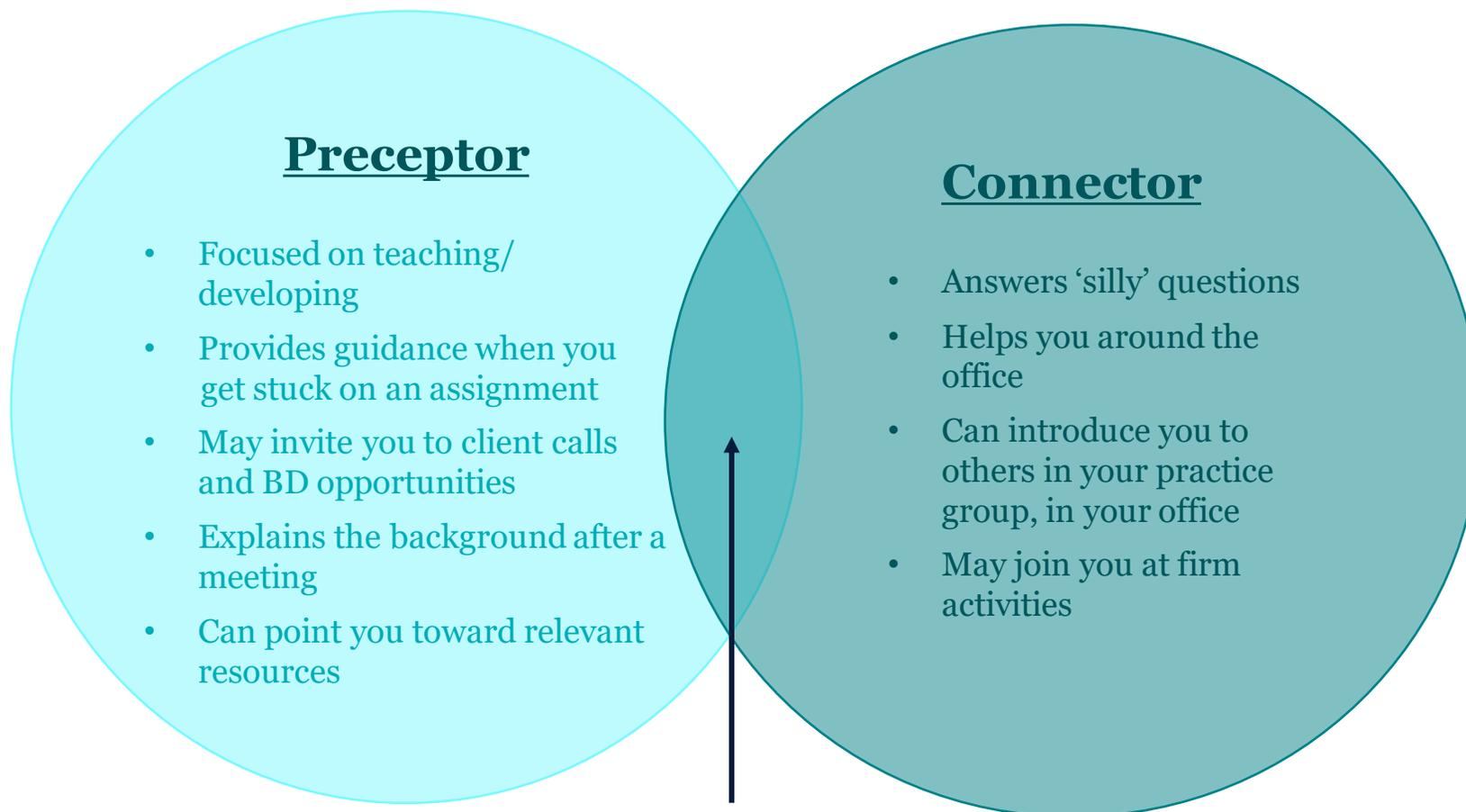
Sounding Board

Trusted Advisor

Advocate

Coach

What is a Preceptor? What is a Connector?



There may be some overlap

Six Steps to Effective Mentoring Relationships



MENTEES

1. Take a Personal Inventory - determine what you're looking for.
2. Get to know each other!
3. Agree on goals (short- and long-term) and frequency.
4. Come prepared. Outline an agenda.
5. Be receptive. Reflect with your mentor on your experiences.
6. Inform your mentors about how you use their guidance.

MENTORS

1. Take a Personal Inventory - determine what you have to offer.
2. Get to know each other!
3. Agree on goals (short- and long-term) and frequency.
4. Come prepared. Help outline a plan.
5. Be candid. Reflect with your mentee on your experiences.
6. Guide your mentee through critical thinking, coaching, discussion.

Housekeeping

- F942 – Mentoring work code. For both mentors and mentees.
- F921 – New Associate Training work code. Mainly for mentees.
- Associate hours expectation for first year associates: 1800 billable hours, 2200 total hours (full-time equivalent).
- Small budget for coffee and lunch (8971)
- Additional support from PDT

'Organic' Mentoring





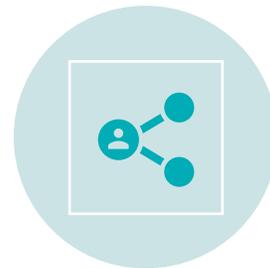
What are your career goals and how would you describe them to someone else?



What are your specific goals for your mentorship?



What experiences or skills does your mentor have that can help you meet those goals?



What can you share to help your mentor get to know you better?

Making the Most of Mentoring



Mentee Intake Form

Please indicate your interest in participating in Venable's mentoring program

* Indicates required question

1. First and Last Name *

2. Office *

Mark only one oval.

- Baltimore
- Chicago
- Ft. Lauderdale
- Los Angeles
- Miami
- New York
- San Francisco
- Tampa
- Towson
- Tysons
- Washington, DC

3. Division *

Mark only one oval.

- Business
- Government
- Intellectual Property
- Litigation

4. Do you currently have a mentor?

Mark only one oval.

- Yes, at the firm
- Yes, not at the firm
- No

5. Are you interested in being assigned a mentor? *

Mark only one oval.

- Yes
- No
- Maybe in the Future

6. What topics or areas are you interested in discussing with a mentor? (You may select more than one preferred and secondary topic)

Check all that apply.

	Preferred Topic	Secondary Interest
Business Development	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Relationship Building	<input type="checkbox"/>	<input type="checkbox"/>
Time Management/Workload Management	<input type="checkbox"/>	<input type="checkbox"/>
Writing	<input type="checkbox"/>	<input type="checkbox"/>
Venable Culture	<input type="checkbox"/>	<input type="checkbox"/>
Local Community Involvement	<input type="checkbox"/>	<input type="checkbox"/>
Parent (or Soon to Be)	<input type="checkbox"/>	<input type="checkbox"/>
Practice Group Knowledge - someone in your group /division (e.g. a Tax lawyer interested in learning more about the different Tax practices, skills needed, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Practice Group Knowledge - someone outside your group/division (e.g. a Real Estate lawyer who wants to learn more about litigation)	<input type="checkbox"/>	<input type="checkbox"/>
First Generation Lawyer	<input type="checkbox"/>	<input type="checkbox"/>

Woman Lawyer	<input type="checkbox"/>	<input type="checkbox"/>
Woman Lawyer	<input type="checkbox"/>	<input type="checkbox"/>
Lawyer of Color	<input type="checkbox"/>	<input type="checkbox"/>
Lawyer of Color	<input type="checkbox"/>	<input type="checkbox"/>
LGBT+ Lawyer	<input type="checkbox"/>	<input type="checkbox"/>
LGBT+ Lawyer	<input type="checkbox"/>	<input type="checkbox"/>
Lawyer with Disability	<input type="checkbox"/>	<input type="checkbox"/>
Lawyer with Disability	<input type="checkbox"/>	<input type="checkbox"/>
Military Veteran Lawyer	<input type="checkbox"/>	<input type="checkbox"/>
Military Veteran Lawyer	<input type="checkbox"/>	<input type="checkbox"/>

7. Other topic/area of interest not listed above:

8. Interests and hobbies outside of work (another data point we may use to make connections):

9. Other comments:

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Mark only one oval.

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- Chicago
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- Miami
- New York
- San Francisco
- Tampa
- Towson
- Tysons
- Washington, DC

3. Practice Group *

Mark only one oval.

- BUS - Bankruptcy
- BUS - Corporate
- BUS - Employee Benefits
- BUS - Private Wealth Planning
- BUS - Real Estate
- BUS - Transactional Tax
- GOV - Advertising
- GOV - Antitrust
- GOV - Construction Law
- GOV - Energy
- GOV - Environmental
- GOV - FDA
- GOV - Financial Services
- GOV - Gov Contracts
- GOV - International Trade
- GOV - Legislative
- GOV - Nonprofit
- GOV - Political Law
- GOV - State & Local Government
- GOV - Technology & Innovation
- IP - IP Litigation
- IP - IP Transactions
- IP - Patent Prosecution
- IP - Trademark Prosecution
- LIT - Commercial Litigation
- LIT - Investigations
- LIT - Labor & Employment
- LIT - Products

4. For what topics or areas could you be a resource?

Check all that apply.

	Preferred Topic	Secondary Interest	Not a Strength but Willing to Chat
Business Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Relationship Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time Management/Workload Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Venable Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Community Involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parent (or Soon to Be)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practice Group Knowledge - someone in your group/division (e.g. a Tax lawyer interested in learning more about the different Tax practices, skills needed, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practice Group Knowledge - someone outside your group/division (e.g. a Real Estate lawyer who wants to learn more about litigation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

First Generation Lawyer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Woman Lawyer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lawyer of Color	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LGBT Lawyer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lawyer with Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military Veteran Lawyer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Other topic/area of expertise not listed above:

6. Interests and hobbies outside of work (another data point we may use to make connections):

7. Other comments:

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Mentor Program Kickoff

October 20, 2023

Part 1: Housekeeping Items

- I. Types of Mentoring
 - a. Organic mentoring is best, but some find that intimidating or challenging, or they don't know who to ask.
 - b. Arbitrary matching is easier but hit or miss on effectiveness
 - c. Mentor matching based on interests
 - d. Surveyed partners and counsel; surveyed associates; made pairings
 - i. Often not in your group or even your office and that's OK. In fact, there's some benefit to that.
 - e. Try to facilitate organic mentoring; OK for you to facilitate organic mentoring too
- II. Housekeeping items
 - f. Try to meet 5 times over the next 6 months
 - g. Work code F-942
 - h. Small budget for coffee or lunch
 - i. Support from PDT on topics to discuss, unusual situations

Part II: Best Practices for Mentoring

- I. Multiple hats
 - a. Mentees have their own perception of what a mentor is...
 - b. Role model, sounding board, teacher, trusted advisor, advocate, coach
- II. Take a Personal Inventory – think about what you have to offer on this topic
- III. First meeting, get acquainted.
 - a. Build rapport.
 - b. Take time to get to know each other personally; background and history
 - i. What drew them to the practice of law? What practice area are you in?
- IV. Then, agree on mutual expectations
 - a. How often will you meet?
 - b. Who will be responsible for scheduling and planning?
 - i. We are advising mentees to take the lead on scheduling and coming prepared with an agenda
 - ii. How much time can you reasonably commit and types of actions you can reasonably commit to?
 - c. What will you discuss?
 - d. Acceptable ways to communicate between meetings? Jabber? Text message?
- V. Recognize this is a commitment; agree on commitment and keep it; try not to cancel
- VI. Take an active listening and active learning approach.
 - a. Show interest
 - b. Use open-ended questions in conversations
 - i. Where are they now on this goal?
 - ii. What have you considered? What have you tried?
 - iii. How can you be helpful?
 - c. Be candid; reflect with your mentee on your experiences

- i. People learn just as much if not more through people's failures as the do through successes
 - d. Who else do you know who can be helpful?
- VII. Guide your mentee through critical thinking, coaching, discussion
 - a. Mentees own their careers; the decisions they make and the actions they take
 - b. Your role is to make yourself available and allow them to learn from your own experiences and knowledge
 - c. You don't have to have all the answers or provide definitive advice
 - d. Do not do all the talking; ask open-ended questions
 - e. Advice is good, but again encourage mentee to do some critical thinking and make their own options and choices
 - f. What actions could they take? What action will they take? How can you help?
 - g. If appropriate, help them set goals; SMART Goals (Specific, Measurable, Attainable, Relevant, Timebound)
 - h. Outline a plan of action
- VIII. Tips for mentoring remotely
 - a. Be visible on camera.
 - b. Find ways to check-in between meetings. Not bumping in at coffee machine.
 - i. Send them an article; training recommendations; thoughts as you have them

Mentor Pairing Prompts

Mentee Intro

Hi {{Mentee First Name}},

We are so glad that you are participating in Ice Miller's 2023-24 mentorship program. You have been paired with {{Mentor Full Name}}. You should be hearing from {{Mentor First Name}} soon to set up a time for your first meeting. However, assume good intentions and if you do not hear from them within a week of receiving this email, consider emailing {{Mentor First Name}} to say hello!

The expectation of the mentoring program is that you will meet with your mentor at least quarterly from October 2023 to September 2024, although if you are both open to meeting more frequently, that would be great!

You and your mentor will both receive reminders for future meetings, along with some ideas and materials to support your mentoring relationship. We also recommend reviewing the linked documents:

- Ice Miller Mentee Guide:

(http://iceconnect/sites/attorney_mentorship/Documents/Ice%20Miller%20Mentee%20Guide.pdf); and

- Working with a Mentor:

(http://iceconnect/sites/attorney_mentorship/Documents/Working%20with%20a%20Mentor.pdf)

- Other mentoring materials: http://iceconnect/sites/attorney_mentorship/strategies-for-effective-mentorships

Mentor Intro

Hi {{Mentor First Name}},

Thank you for volunteering to be a mentor in Ice Miller's 2023-24 mentorship program. You have been paired with {{Mentee Full Name}}. Please reach out to {{Mentee First Name}} this week to introduce yourself - if you don't already know each other - and to set a time for your first meeting.

You should be engaging with your mentee at least on a quarterly basis from October 2023 to September 2024, although additional meetings are encouraged. You will receive reminders for future meetings, along with some materials to aid in discussion.

As a starting point, consider reviewing the linked documents:

- What Makes a Great Mentor

(http://iceconnect/sites/attorney_mentorship/Documents/Ice%20Miller%20Mentorship%20Guide.pdf); and

- Being an Effective Mentor

(http://iceconnect/sites/attorney_mentorship/Documents/Being%20an%20Effective%20Mentor.pdf)

- Other mentoring materials: http://iceconnect/sites/attorney_mentorship/strategies-for-effective-mentorships

October:

TEAM Mentor Program - First Meeting

Hi {{Mentor First Name}} and {{Mentee First Name}},

The Ice Miller 2023-24 Mentoring Program has officially begun! For the first meeting, we are asking that the mentors reach out to the mentees and set a time and place. If you are in the same office, try to meet in person if possible and consider getting out of the office to grab lunch or a cup of coffee or tea.

The priority for this first meeting is to set goals for the program for this year. The mentee will choose the goals, but using the list linked below may help both of you to brainstorm as to possible focuses for the year. As a reminder, the firm-wide mentor program is based on (at a minimum) quarterly meetings, but you are welcome (and encouraged) to meet more frequently.

November:

Hi {{Mentor First Name}} and {{Mentee First Name}},

If you didn't have a chance to meet in October, consider meeting sometime this month! In November, our thoughts turn to gratitude – consider sharing stories with each other of people who have made an impact on your career, your education, or your life in a bigger sense. Alternatively, make a gratitude list and share with each other.

Ice Miller is thankful for you!

December

Hi {{Mentor First Name}} and {{Mentee First Name}},

Happy December! We are in Month 3 of the Ice Miller mentoring program, and if you haven't already met to chat, the time is now!

The end of the year is a good time for reflection. What goals have you met in 2023? What challenges did you overcome? Maybe look back at your time entries or emails from January or February of 2023 – what surprises you about where you were in your development and what you were working on then? Share both the accomplishments and the challenges with your mentor/mentee!

We wish you a lovely time with friends and family and will reach out again in the New Year.

January

Hi {{Mentor First Name}} and {{Mentee First Name}},

Happy New Year! It's time to set up your second quarterly meeting of the year (or third or fourth for those really engaging with their mentor/mentee).

January is a great time for a refresh in our habits and our goals. Consider sharing with each other what firm or external resources have made life better or easier for you. Did you take a class with our Training department or ask Knowledge and Research Services for assistance with a tricky question? What has been on your to do list that you can check off to start 2024?

February

Hi {{Mentor First Name}} and {{Mentee First Name}},

Hopefully you had a chance to meet in January, but if not, consider it a great reason to get out of the office despite the cold weather! A chill in the air is the perfect excuse for a hot lunch or a hot beverage outside of your workspace.

February is also the month of Groundhog Day! What aspects of your job feel repetitive? Is there any way to make them more engaging? What tactics work best for getting out of a work rut and into patterns that serve you better?

March

Hi {{Mentor First Name}} and {{Mentee First Name}},

We are almost through the winter, and longer days are coming! Both of which are wonderful reasons to set a meeting with your mentor/mentee.

Some ideas:

1. {{Mentor First Name}} could introduce {{Mentee First Name}} to their past mentor or mentee;
2. {{Mentor First Name}} invite {{Mentee First Name}} on an observational opportunity sometime this month;
3. Have either of you engaged with pro bono at Ice Miller? If so, consider teaming up on a matter or case!;
4. Collaborate on an article or a presentation; or
5. Attend a client event or bar association program together!

April

Hi {{Mentor First Name}} and {{Mentee First Name}},

We are halfway through the mentoring year – how is that possible?! For your third quarterly meeting, it's time to reassess and redirect.

- Have your goals shifted since you first set them in October?
- If they are the same, have you made progress?
- If your progress has not been as robust as you'd hoped, can you identify the obstacles?
- If you have completed or made substantial progress on your initial goals, add a few more!

May

Hi {{Mentor First Name}} and {{Mentee First Name}},

It's May and we suspect that you are both planning some vacation time! Share your favorite summer activities. Do any overlap? Maybe a hike or a trip to an outdoor sporting event could be a great mentoring meeting idea! (Don't forget to spend your mentoring budget.)

Turning to development topics, have a frank chat about the challenging nature of a job without a traditional hierarchy. What are the best ways to make sure you are communicating to everyone you work with as needed? What if a mistake has created a strained relationship with someone that you work with – how can you remedy the impact? How can someone avoid overloading their work plate when their inclination is to say “yes” to everything and everyone?

Don't forget that if you are in different offices or just in on different days, that a Teams meeting still has impact!

June

Hi {{Mentor First Name}} and {{Mentee First Name}},

Have you exhausted your mentoring budget? Good news! The summer associates have arrived, and you can invite them to lunch as part of the summer program. It's a win-win for mentoring!

Summer associates are always looking for good advice on how to succeed, so this month, why don't you both take on the role of “mentor” for someone very new to the profession. Consider talking ahead of time about what top tips you each have to share with the summer associates(s).

July

Hi {{Mentor First Name}} and {{Mentee First Name}},

We have reached the home stretch of the mentoring year – the fourth quarter. Keep the momentum going by agreeing to both attend a summer associate or other firm summer event together!

Another big event in July is the kickoff of Feedback and Development season. Before writing your self-evaluation, {{Mentee First Name}}, consider asking {{Mentor First Name}} to have a candid conversation with you about your strengths and areas of growth. Maybe even bring along the core competencies for your Level and Practice Group to see what the goals are for promotion.

{{Mentor First Name}}, you may also want to share some stories about your own path so far – what did you struggle with? What mistakes did you make along the way? Your honesty will help {{Mentee First Name}} feel comfortable being forthright in their self-evaluation too!

August:

Hi {{Mentor First Name}} and {{Mentee First Name}},

With only two months of the 2023-24 mentoring program left to go, it's time for a little self-reflection. How has the program gone for you?

{{Mentor First Name}}, ask your mentee questions like:

- What have I done well as a mentor?
- What could I have done differently that would have been helpful?
- Do you feel that my advice or feedback met you at the level you needed given your role and experience?
- In the remaining few months of the program, how can I best provide mentoring for you?

{{Mentee First Name}}, consider asking:

- How would you rate my responsiveness and openness as a mentee?
- Are the goals I chose putting me on track to progress at the firm?
- If you were to set a goal for me for next year, what would it be?
- Can we keep talking/meeting after the mentorship program ends?

September:

You did it! You participated in a full year of engaged and generous conversations with each other. Thank you for taking the time and putting in the effort!

We hope that you will continue to meet and to learn from each other in the months and years ahead. In fact, maybe plan one more get-together before the program formally ends!

For this last meeting, focus on the theme of self-care and balance. Share how you carve time out of your busy schedule for important things like exercise, sleep, downtime, and time with friends and family. What methods do you use to turn a stressful, out-of-your-control day into a calmer, manageable day? What supports do you have – inside and outside of the firm – to help you both enjoy your career and your life outside of the office?

We are grateful for you, individually and as a mentoring team. Thank you for taking part in the program this year!

Mentor Program Pre-Survey

Fall 2023

* Indicates required question

1. First and Last Name *

2. How connected to the firm do you feel? *

Mark only one oval.

1 2 3 4 5

Disc Fully Engaged

3. Please select a topic that you and your mentor were paired on. *

Mark only one oval.

- Business Development
- Interpersonal Relationship Building
- Time Management/Workload Management
- Writing
- Venable Culture
- Local Community Involvement
- Parent (or Soon to Be)
- Practice Group Knowledge
- Knowledge about other Practice Groups
- First Generation Lawyer
- Woman Lawyer
- Lawyer of Color
- LGBT+ Lawyer
- Military Veteran Lawyer

4. On a scale of 1 - 5, how comfortable or confident do you feel about the topic selected above? *

Mark only one oval.

1 2 3 4 5

Not Very Comfortable/Confident

5. If you were paired on two topics, please select another topic you were paired on. (or skip)

Mark only one oval.

- Business Development
- Interpersonal Relationship Building
- Time Management/Workload Management
- Writing
- Venable Culture
- Local Community Involvement
- Parent (or Soon to Be)
- Practice Group Knowledge
- Knowledge about other Practice Groups
- First Generation Lawyer
- Woman Lawyer
- Lawyer of Color
- LGBT+ Lawyer
- Military Veteran Lawyer

6. On a scale of 1 - 5, how comfortable or confident do you feel about the topic selected above?

Mark only one oval.

1 2 3 4 5

Not Very Comfortable/Confident

7. If you were paired on three topics, please select another topic you were paired on. (or skip)

Mark only one oval.

- Business Development
- Interpersonal Relationship Building
- Time Management/Workload Management
- Writing
- Venable Culture
- Local Community Involvement
- Parent (or Soon to Be)
- Practice Group Knowledge
- Knowledge about other Practice Groups
- First Generation Lawyer
- Woman Lawyer
- Lawyer of Color
- LGBT+ Lawyer
- Military Veteran Lawyer

8. On a scale of 1 - 5, how comfortable or confident do you feel about the topic selected above?

Mark only one oval.

1 2 3 4 5

Not Very Comfortable/Confident

9. How often to you practice self-reflection? *

Mark only one oval.

- Rarely
- A few times a year
- A few times a month
- Weekly
- Daily

10. At the end of the program, what do you hope to have achieved? *

11. Have you had the chance to meet with your mentor yet?

Mark only one oval.

- Yes
- Not yet but it's on the calendar
- Not yet, still planning

12. Other Comments:

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