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Interventions

### Why focus on interventions?

- Real, practical effects
- Leverage your own equity
- Advance a culture of belonging and support "in between the systems"



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Interventions

### Goals

- ✓ Provide effective, customized support
- ✓ Fully realize your potential influence
- ✓ Equal opportunity
- ✓ Help attorneys determine and achieve their "win"



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Intervention Examples

### Addition/Subtraction (aka Puzzle Pieces)

**Challenges/Opportunities:**  
 Souring relationships, traction difficulty, performance issue rumors, lack of visibility, personal or health commitments/crises

**Examples:**

- Get people onto committees
- Develop new sources of work
- Switch practice groups
- Remove from committees and other responsibilities
- Reduced schedule or title/role change



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Intervention Examples

### Tactical Support to Practice Groups

**Challenges/Opportunities:**  
Senior attorneys quick to judge after only limited exposure; supervising attorneys looking to hire "replacements" before opportunity to course correct

**Examples:**

- Provide updates to leaders to take control of framing and next steps
- "Translate" challenges facing juniors to leaders
- Communicate re: staffing, capacity and work allocation
- Break up groupthink in meetings by giving more facts



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Intervention Examples

### Corralling

**Challenges/Opportunities:**  
Leaders and admin working in silos; lack of accountability among leaders/admin for the fate of individual attorneys; attrition model

**Examples:**

- Looping in mentors/practice group leaders
- Meet to discuss development and performance; secure support in advance
- Collaborate across admin verticals (eg PD + HR; PD + Recruiting)



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Intervention Examples

### Advising

**Challenges/Opportunities:**  
Juniors focused on own sense of fairness vs. win for all; senior attorneys sensitive to taking guidance from admin; disconnect between senior and junior attorney on meaning of feedback

**Examples:**

- Assign practice groups conservatively for new associates
- Coach juniors on giving feedback upwards
- Give feedback to supervisors yourself



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Intervention Examples

### Advising (cont'd)

**Challenges/Opportunities:**  
 Juniors focused on own sense of fairness vs. win for all;  
 senior attorneys sensitive to taking guidance from admin; disconnect between senior and junior attorney on meaning of feedback

**Examples (cont'd):**

- Roll reputational information into formal feedback processes for supervisors, if appropriate
- Share reputational info with attorneys so they can course correct
- "Translate" feedback to junior attorneys to help them course-correct effectively



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# Questions



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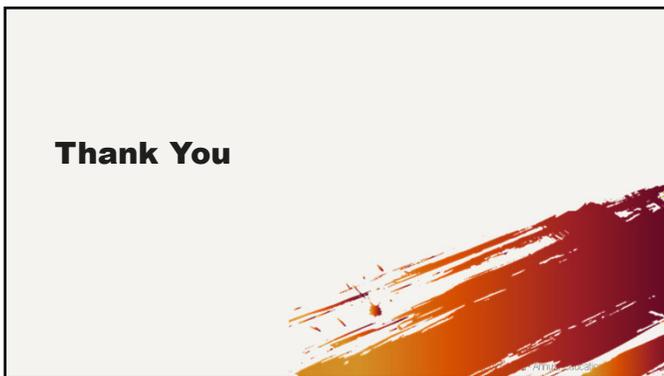
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# Thank You



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