



Major national Law firm

Mini-Survey Feedback: Round Two

November 2009

for

Merlin Keilty

Merlin is an equity partner in the M & A department of a large national law firm



Mini-Survey Feedback Report for Merlin Keilty

Less Effective *No Perceptible Change* *More Effective*
No Change Needed
Not Enough Information

-3 -2 -1 0 +1 +2 +3

Please rate any change in Merlin's behavior over the past few months:

1. Collaborates more effectively			1			5	3		
2. Is building trust			1			5	3		

Response and Follow-Up

Has Merlin talked with you about his stated goals?	YES = 7	NO = 2
How much follow-up has Merlin done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	He has not asked for Feedback or Feedforward	
	8	He has done SOME Follow-Up
	1	He has done CONSISTENT/PERIODIC Follow-Up

Please provide additional comments/suggestions for Merlin's consideration ...

What specifically has Merlin done in the past few months that you want to reinforce and encourage him to continue?

- as stated before offered potential referral source
- Being less impulsive. Thinking and not always letting his initial emotions get to him before reacting.
- Being more of a team player.
- changed the tone in his emails and other communications
- Communicating on business opportunities
- Continue to bring colleague to participate in business development initiatives.
- discussed and collaborated on various client development strategies
- exhibited awareness of how a particular client executive was reacting to different members of our team and asked someone other than Merlin to deliver a particular communication in light of such dynamics
- exhibited self awareness in stating in a particular situation that he was not adhering to his commitment to provide more advance notice, but had good reason for the exception in the particular case
- hasn't (to my knowledge) engaged in any email wars with anyone



- he collaborated on our approach to communicating a particular situation to a client and came around to agreeing with the suggestions of others, contrary to his initial reaction
- He has been more open and forthright re potential and existing client matters.
- included others in “source credit” at on set of engagements [sic]
- Involve his partners in business opportunities, pitches, etc.
- Just being a no-drama, normal partner.
- made efforts to reach out to others, particularly Gordon, on projects.
- Merlin has done nothing in the past few months I want to encourage him to continue.
- Reach out to other Practice Group leaders to make presentations to Corporate Group about business development opportunities.



What suggestions (feedforward) would you give Merlin so there will be continued improvement in the future?

- be more realistic about shared credit
- Come and talk to your partners openly about your progress and goals. This still has not happened with me.
- Continue being more of a team player.
- Continue thinking first and not always letting his initial emotions get to him before reacting.
- Continue to be open and forthright re potential and existing client matters.
- Continue to listen to colleagues, evaluate importance of issues, and “yield” on those that aren’t important.
- continue to work with other lawyers in substantive fields outside his own in order to try to develop business together outside his core comfort zone
- Don’t get in disputes over source credit—not worth it.
- I am pleased that Merlin will be involved in Firm leadership. I think his service will be extremely important to the Firm and to Merlin’s continued growth/development as a respected partner here. He will need to actively participate and attend meetings, and to act with the Firm’s interests in mind – even when those interests may seem at odds with his personal goals.
- I continue to be dumbfounded that Merlin has never once talked to me (and I believe others) about his stated goals during this entire process.
- I would like feedback from Merlin as to whether he thinks his actions are improving and whether he believes others (specifically me) are helping
- Involve your partners in long range mutual goals.
- Keep up the good work – more of the same.
- More interaction with Merlin in general
- reach out more
- Reach out to colleagues and find out about them and their families.
- Trust colleagues to treat him fairly. Give others control over decisions.

Is there any other information you would like Merlin to be aware of?

- How much we appreciate his consistent focus on client generation and client service
- I have seen little if any progress with Merlin.
- I look forward to having him on the firm’s Board of Directors
- If Merlin can just be confident in himself, everything else will fall into place for him. Being open in the end gets one more than being exclusive.
- Submitting intakes in which he does not disclose the investment banker that was the source of the business appears contrary to achieving Merlin’s goals.