

[BIAS INTERRUPTERS] *small steps big change* 3

Meeting Protocol: Assignments Typology Meeting

The purpose of the Assignments Typology Meeting is to figure out what is the glamour work and what is the lower profile-work in your organization, and who is doing it. Because this will vary from organization to organization, we've created general tools that will help you figure this out.

1. Convene relevant managers—or anyone who distributes assignments—to answer the following questions for junior associate, senior associates, non-equity partners, equity partners, and any intermediate levels as applicable.
 - a. What is the high-profile work in your organization?
 - b. What's the lower-profile work in your organization?

Use the Assignment Typology Worksheet (Document 4) to help managers identify the glamour work.

- What is the glamour work? Make sure it passes this test: **does it help the employee get promoted?**

What is low-profile work? Work that is necessary to the company and needs to be done well, but doesn't enhance an employee's prospects of promotion.

2. Fill out the left-hand side of the Manager Assignment Worksheet (Document 5) with the results of the Assignment Typology Worksheet (Document 4) and have managers fill out the remainder of the worksheet.
3. Collect the Manager Assignment Worksheets (Document 5) and analyze the results (see Metrics section of the toolkit).
4. Use the managers' responses to the additional questions to get a sense for how each manager currently distributes assignments and to anticipate challenges in giving assignments to a broader range of people.