

Predictors of Success: Models for Selecting Legal Talent

2011 NALP Educational Conference

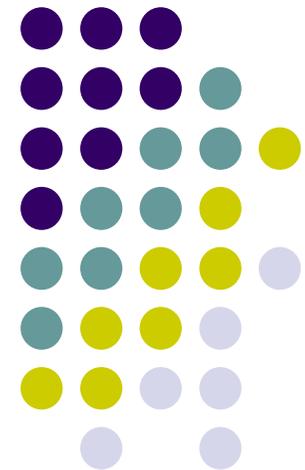
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What Defines a Successful Hire?



- **Redwood Think Tank**
 - **Partner Status**
 - **ROI**
 - **Tenure**
 - **Quality of Work**
 - **Next Career Move**

Zeddeck and Shultz

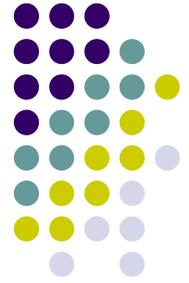
26 Effectiveness Factors



Analysis and Reasoning
Creativity/Innovation
Practical Judgment
Researching the Law
Passion and Engagement
Questioning and Interviewing
Influencing and Advocating
Writing
Speaking
Integrity/Honesty
Able to See the World Through the
Eyes of Others
Self-Development
Organizing and Managing Others
(Staff/Colleagues)
Negotiation Skills

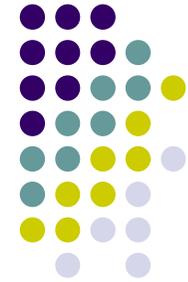
Networking and Business
Development
Building Client Relationship and
Providing Advice and Counsel
Organizing and managing (Own)
Work
Developing Relationships
Evaluation, Development and
Mentoring
Problem Solving
Stress management
Fact Finding
Diligence
Listening
Community Involvement and
Service
Strategic Planning

Common Law Firm Competency Clusters



- Professional/Legal Skills/Knowledge
- Interpersonal Skills/Working with Others
- Client Relations/Client Service
- Firm Citizenship/Activities/Business
- Work Ethic

How Do Effectiveness Factors Align with Law Firm Competencies?



Zedek and Shultz Success Factors

Analysis and Reasoning
Creativity/Innovation
Practical Judgment
Researching the law
Questioning and Interviewing
Influencing and Advocating
Writing
Speaking
Negotiation Skills
Problem Solving
Fact Finding

Common Law Firm Competency Cluster

**Professional/
Legal Skills/
Knowledge**

Sample Competencies within the Cluster

Written Communication
Oral Communication
Research & Analysis
Advocacy/Negotiation
Strategic Thinking
Creative Problem Solving/Innovation
Ethics and Professionalism
Judgment

How Do Effectiveness Factors Align with Law Firm Competencies?



Zedeck and Shultz Success Factors

Integrity/Honesty

Organizing and Managing Others
(Staff/Colleagues)

Listening

Developing Relationships

Able to See the World Through
the Eyes of Others

Stress Management

Common Law Firm Competency Cluster

Interpersonal

Skills/Working

With Others

Sample Competencies within the Cluster

Teamwork, Cooperation,
Delegation

Understanding the Perspective of
Others

Tact and Diplomacy

Project and Case Management

Treating All with Dignity and
Respect

Influence

Ownership and Driving Results

Integrity

How Do Effectiveness Factors Align with Law Firm Competencies?



Zedeck and Shultz Success Factors

Common Law Firm Competency Cluster

Sample Competencies within the Cluster

Networking and Business Development
Building Client Relationships and Providing Advice and Counsel

**Client Relations/
Client Service**

Service Excellence
Relationship Management
Engagement/Communication with Clients
Business Development
Cross Selling
Growing the Business
Billing and Timekeeping

How Do Effectiveness Factors Align with Law Firm Competencies?



Zedeck and Shultz Success Factors

Strategic Planning

Evaluation, Development and Mentoring

Community Involvement and Service

Common Law Firm Competency Cluster

Firm Citizenship,

**Activities,
Business**

Sample Competencies within the Cluster

Coaching and Developing Others

Recruiting

Pro Bono/Community Service

Focusing on the Firm's Strategic Goals

Professional Development

Mentoring

Demonstrating Firm Values

Leading Others/Leadership

How Do Effectiveness Factors Align with Law Firm Competencies?



Zedek and Shultz Success Factors

Common Law Firm Competency Cluster

Sample Competencies within the Cluster

Passion and Engagement

Efficiency and Effectiveness

Diligence

Work Ethic

Initiative/Drive/Ambition

Organizing and Managing (Own Work)

Self-Development

Self-Development

Timeliness

Work Management

The Accounting Industry On Line Enabling



- Candidate Preparation
- Interview tips
- Behavioral Interview Tips
- Case study Interview Tips
- Podcast Coaching

The Accounting Industry On Line Enabling



Interview

Communications

Composure

Interpersonal Skills

Practical Judgment

Professional Demeanor

Interpersonal Skills/

Working with Others

Case Study

Leadership

Working in teams

Project and Case
Management

Treating Others with Dignity
and Respect

Driving Results

The Accounting Industry On Line Enabling



Interview

Case Study

Oral Communication

Industry Knowledge

Oral Presentation

**Professional
Skills/Knowledge**

Problem Solving Skills

Analytical Ability

Strategic and Logical
Thinking

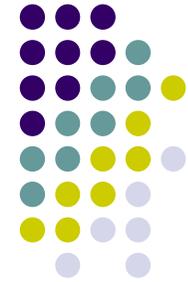
Common Sense

Creativity

Comfort with Ambiguity

Oral/Written Presentation

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Interview

Knowledge of the Firm

Diligence

Passion

Engagement

Work Ethic/

Motivation

Case Study

Efficiency

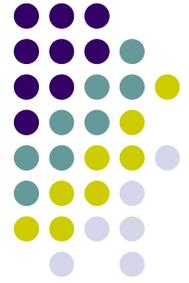
Effectiveness



Corporate Examples

- Psychological interview and assessment
- "On the job" observations
- Live/group presentation on skills
- Group interviews
- Case Studies

Other Methods for Summer Associate Observation/Evaluation



- **Corporate team building exercises**
- **Group presentation/research projects**
- **Client "pitch"**
- **Social events**
- **Specific and/or substantive training exercises**

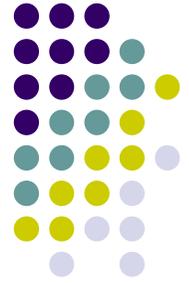


**MACFARLANE, MACFARLANE
& MACFARLANE**

WELL MR MACFARLANE WHAT
MAKES YOU THINK YOU'D BE A GOOD
FIT FOR THIS FIRM?



Process, Tools and Techniques



- Behavioral Interviewing
- Questionnaires/Essays
- Case Study Interviews
- Trained Panel Interviews
- Competencies/Success Factors
- Money Ball Study
- Psychometric Assessments

Additional Resources



- Will You Be Ready When It's Time to Hire Again? Effective Assessment Solutions to Get the Best Talent First, http://www.talentquest.com/corpsite/resources/form?return_url=resources/download/290&Campaign_ID=7013000000XRGj
- Why the Job Marketing is Changing, National Jurist, Bill Henderson, <http://www.nationaljurist.com/content/critical-issues/why-job-market-changing>
- Study Offers New Test for Potential Lawyers, NY Times, <http://www.nytimes.com/2009/03/11/education/11lsat.html>
- Distilling the Wisdom of C.E.O.'s, Adam Bryant, <http://www.nytimes.com/2011/04/17/business/17excerpt.html>
- Defining Success – Associate Lifecycle, Kris Satkunas, http://www.lexisnexis.com/redwood-analytics/pdf/Defining-Success_Associate-Lifecycle.pdf
- What Makes For Good Lawyering?, Linley Erin Hall, <http://www.law.berkeley.edu/beyondlsat/transcript.pdf>
- Lawyering Effectiveness Self Assessment Inventory, M. Campbell & R. Smith, http://www.centerforlegalinclusiveness.org/clientuploads/2011Summit_Speaker%20Handouts/Attorney%20EffectivenessSelf%20PeerAssessment%20ToolDraft.pdf
- Moneyball Indeed!, Kerma Partners, <http://www.kermapartners.com/Default.aspx?id=297>