



Assessment Tools and Innovative Interview Techniques: What are They? and How are They Used?

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Assessment Tools:

Assessment Tools in the Marketplace

- ▶ McKenna Long & Aldridge (PF 16)
- ▶ Linklaters (Watson Glaser)



Innovative Interview Techniques

- ▶ Behavioral based interviewing
- ▶ Scoring of interviews
- ▶ Scenario based interviewing



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Assessment Tools in the Marketplace

- ▶ **Psychological interview and assessment**
- ▶ **"On the job" observations**
- ▶ **Live/group presentation on skills**
- ▶ **Behavioral Interviewing**
- ▶ **Questionnaires/Essays**
- ▶ **Case Study Interviews**
- ▶ **Trained Panel Interviews**
- ▶ **Competencies/Success Factors**



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### Zedeck and Shultz 26 Effectiveness Factors

Analysis and Reasoning	Networking and Business Development
Creativity/Innovation	Building Client Relationship and Providing Advice and Counsel
Practical Judgment	Organizing and managing (Own) Work
Researching the Law	Developing Relationships
Passion and Engagement	Evaluation, Development and Mentoring
Questioning and Interviewing	Problem Solving
Influencing and Advocating	Stress management
Writing	Fact Finding
Speaking	Diligence
Integrity/Honesty	Listening
Able to See the World Through the Eyes of Others	Community Involvement and Service
Self-Development	Strategic Planning
Organizing and Managing Others (Staff/Colleagues)	
Negotiation Skills	

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### How Do Effectiveness Factors Align with Law Firm Competencies?

Zedeck and Shultz Success Factors	Common Law Firm Competency Cluster	Sample Competencies within the Cluster
Analysis and Reasoning	<b>Professional/ Legal Skills/ Knowledge</b>	Written Communication
Creativity/Innovation		Oral Communication
Practical Judgment		Research & Analysis
Researching the law		Advocacy/Negotiation
Questioning and Interviewing		Strategic Thinking
Influencing and Advocating		Creative Problem Solving/Innovation
Writing		Ethics and Professionalism
Speaking		Judgment
Negotiation Skills		
Problem Solving		
Fact Finding		

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### How Do Effectiveness Factors Align with Law Firm Competencies?

Zedeck and Shultz Success Factors	Common Law Firm Competency Cluster	Sample Competencies within the Cluster
Integrity/Honesty	<b>Interpersonal Skills/Working With Others</b>	Teamwork, Cooperation, Delegation
Organizing and Managing Others (Staff/Colleagues)		Understanding the Perspective of Others
Listening		Tact and Diplomacy
Developing Relationships		Project and Case Management
Able to See the World Through the Eyes of Others		Treating All with Dignity and Respect
Stress Management		Influence
	Ownership and Driving Results	
	Integrity	

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**How Do Effectiveness Factors Align with Law Firm Competencies?**

Zedeck and Shultz Success Factors	Common Law Firm Competency Cluster	Sample Competencies within the Cluster
		Service Excellence
		Relationship Management
Networking and Business Development Building Client Relationships and Providing Advice and Counsel	<b>Client Relations/ Client Service</b>	Engagement/Communication with Clients
		Business Development
		Cross Selling
		Growing the Business
		Billing and Timekeeping

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**How Do Effectiveness Factors Align with Law Firm Competencies?**

Zedeck and Shultz Success Factors	Common Law Firm Competency Cluster	Sample Competencies within the Cluster
		Coaching and Developing Others
		Recruiting
Strategic Planning Evaluation, Development and Mentoring Community Involvement and Service	<b>Firm Citizenship, Activities, Business</b>	Pro Bono/Community Service
		Focusing on the Firm's Strategic Goals
		Professional Development
		Mentoring
		Demonstrating Firm Values
		Leading Others/Leadership

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**How Do Effectiveness Factors Align with Law Firm Competencies?**

Zedeck and Shultz Success Factors	Common Law Firm Competency Cluster	Sample Competencies within the Cluster
		Efficiency and Effectiveness
Passion and Engagement		Initiative/Drive/Ambition
Diligence	<b>Work Ethic</b>	Self-Development
Organizing and Managing (Own Work)		Timeliness
Self-Development		Work Management

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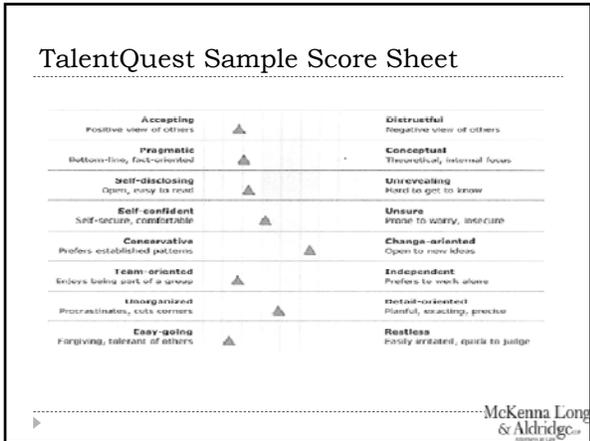
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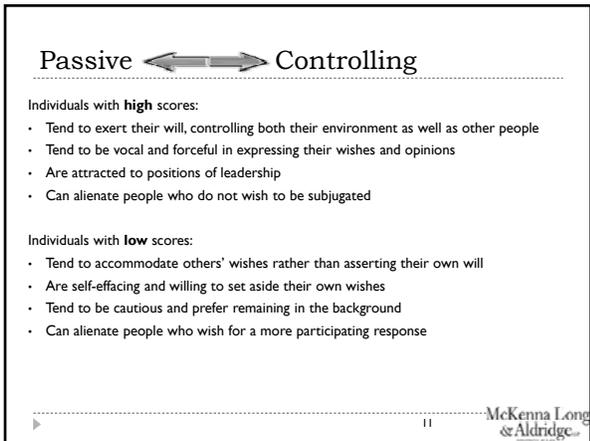
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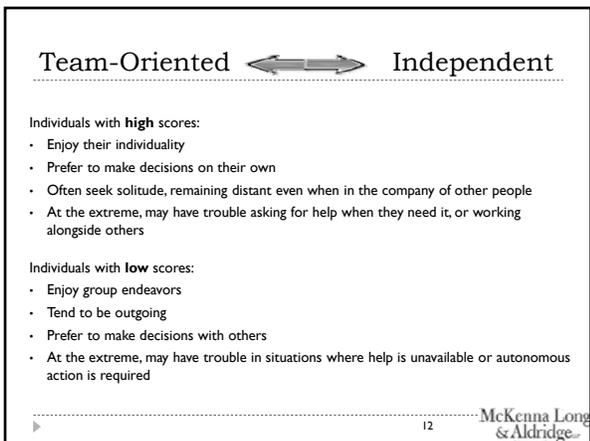
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Online Application Form

Input of resume details

- ▶ Education history and degrees achieved
- ▶ Courses taken, grades received
- ▶ Work experience
- ▶ Language skills

Essay-response questions (three)




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Watson-Glaser Test of Critical Thinking (WGCTA)

Introduced in 2005 for student recruitment

Administered online or by HR during recruitment process

Objective

Robust/rigorous

Specifically relates to intellectual ability

Best way to test intellectual strength

Correlation between test scores and trainees' performance

Launched for lateral recruitment in 2010



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Watson-Glaser Test of Critical Thinking (WGCTA)

Series of five test exercises requiring application of analytical reasoning skills

- Inference
- Recognition of Assumptions
- Deduction
- Interpretation
- Evaluation of Arguments



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Watson-Glaser Test of Critical Thinking (WGCTA)

Sample question - Deduction

Statement:

Some holidays are rainy. All rainy days are boring. Therefore:

Proposed Conclusions:

- 1. No clear days are boring.
- 2. Some holidays are boring.
- 3. Some holidays are not boring.

Conclusion follows

YES	NO
YES	NO
YES	NO

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WGCTA - Answer

Sample question - Deduction

Statement:

Some holidays are rainy. All rainy days are boring. Therefore:

Proposed Conclusions:

- 1. No clear days are boring.
- 2. Some holidays are boring.
- 3. Some holidays are not boring.

YES

Conclusion follows

YES	<b>NO</b>
<b>YES</b>	NO
YES	<b>NO</b>

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Watson-Glaser Test of Critical Thinking (WGCTA)

Raw Score



Performance comparison (percentile)



Linklaters rating assigned: Bandings of 1-5

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### Innovative Interview Techniques

- ▶ Behavioral Interview Questions
- ▶ Panel Interview
- ▶ Motivational Interview
- ▶ Case Study Interviews
- ▶ Situational Interview
- ▶ Essays/written work product




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### Behavioral Questioning Techniques

- ▶ Past performance is best indicator of future performance
- ▶ Questions tailored to target specific competencies
- ▶ Interviewers are assigned particular sets of competencies to focus on in each interview; provided sample questions to use



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### Sample Team Player Question

Tell me about a time when you were part of a team that was not performing effectively. What was the situation? What did you do? What were the results?

Ineffective		Effective		Highly Effective	
1	2	3	4	5	5
Discusses a trivial example or denies ever having been on a team with performance problems.		Discusses a solid example of being part of a team having performance problems.		Discusses an excellent example of being on a team with performance problems.	
Made little or no effort to redirect the team.		Took steps to redirect the team; made 1-2 suggestions to the team about ways they could improve.		Devoted major effort to redirecting the team; tactfully oriented the team to what could be done differently.	
Approached the performance problems from a pessimistic viewpoint and became frustrated quickly.		Remained calm and worked through the performance problems.		Modeled a calm, focused, and upbeat approach to the performance problems throughout the situation.	
Alienated or de-motivated others when trying to redirect the team.		Efforts to redirect led to beneficial results and kept the team reasonably well motivated.		Efforts to redirect led to highly beneficial results and energized the team.	
Blamed other team members for the problems.		Considered own role in causing the performance problems.		Closely examined his or her own actions and how they could be causing the performance problems.	

McKenna Long & Aldridge

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### Sample Behavioral Questions

**Intellect and Analytical Ability**

- ▶ Tell me about a problem you had to solve that was particularly challenging. How did you go about the process?
- ▶ Tell me about an idea you have developed and implemented that was particularly creative or innovative.
- ▶ Give me an example of the strategy you employed in resolving a client's issue.



**Working with Others**

- ▶ Give me an example of when you worked on a team project. What was your role?
- ▶ How do you currently work with your colleagues on the journal? What works? What would you change?
- ▶ Could you give me an example of a work situation where you had to deal with a crisis? How did you handle it?

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### Sample Behavioral Questions, cont'd

**Motivation and Commitment to Excellence**

- ▶ Describe a project where you were responsible for material that was new to you. How did you get yourself up to speed on the subject matter?
- ▶ Could you describe a situation where you had to get results with very little direction or supervision?
- ▶ What was the most useful criticism you received in a work situation? What did you learn from it?
- ▶ What goals have you set for yourself? How are you planning to achieve them?

**Communication Skills**

- ▶ Tell me about a situation where you had to persuade someone to your point of view.
- ▶ Tell me about a time when you had to share some "bad news" with a supervisor. How did you handle that situation?
- ▶ How did you develop your thesis for ...?




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### Sample Behavioral Questions, cont'd

**Commercial Awareness**

- ▶ How do you keep abreast of business and international issues?
- ▶ Could you describe the business of the clients you worked with this summer?
- ▶ Tell me more about how you would like to apply your educational background to the practice of law.
- ▶ What attracts you to our Firm and practice?




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New selection techniques – US

Scenario-based interview

- ▶ Conducted by one partner as part of a student's second-round of interviews
- ▶ Evaluates candidates' ability to problem-solve and think on their feet
  - ▶ Targeting various firm values (e.g. Commercial Judgment, Commitment to Excellence, Teamwork)
  - ▶ Supplements behavioral question-based interviews
- ▶ Provides Firm with more realistic sense of students' instincts and how they might handle a given situation in the workplace

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New selection techniques – US, cont'd

Motivational interview

- ▶ One-on-one interview conducted by HR/Recruitment staff as part of students' second-round of interviews
  - ▶ Drawn from senior associate development center
  - ▶ Assists us to evaluate candidates' motivations and drive and determine fit and suitability for Linklaters
    - Prescribed list of twelve questions asked of all students
    - Provides opportunity for the students to articulate their background and interests more than they might have in their traditional behavioral-based interviews

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New selection techniques – US, cont'd

Motivational interview – sample questions

- ▶ How did you choose to become a lawyer?
- ▶ What achievements are you most proud of in your career to date?
- ▶ Tell me about a time when you came up with an innovative idea.



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e-tray is an advanced assessment tool for the modern business environment

- e-tray is a modern update of the in-tray exercise
- Respondents must read through an 'in-box' of e-mail messages and demonstrate applied, work-related problem solving skills
- They must also communicate their findings, whilst working to a demanding timeframe



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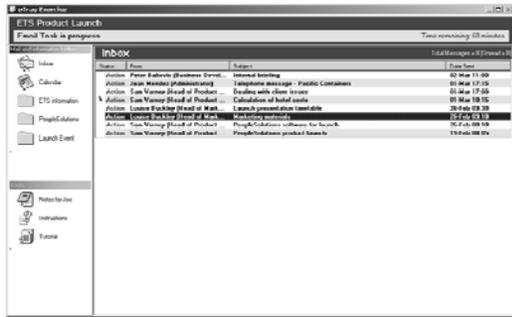
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Example of the main inbox viewed by respondents



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Example of the type of email that respondents have to deal with



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They are also required to respond to emails in the written communication task



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### Use of Assessments in Professional Development

- ▶ Training
- ▶ Career Planning




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### 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/corporate/resources/form/return\\_url?resources/download/290&Campaign\\_ID=7013000000XRG3](http://www.talentquest.com/corporate/resources/form/return_url?resources/download/290&Campaign_ID=7013000000XRG3)
- ▶ 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/11lat.html>
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- ▶ Moneyball Indeed!, Kerma Partners, <http://www.kermapartners.com/Default.aspx?id=297>
- ▶ Our Secret Sauce, The Careerist, <http://thecareerist.typepad.com/thecareerist/2011/04/our-secret-sauce.html>
- ▶ The How's and Why's of Making Scenario-Based Interviews a Part of Your Interview Process, NALP Bulletin, <https://www.nalp.org/viewbulletin/?documentID=2774&bulletinID=366>

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