



Show Them the Money: Creating Student Buy-in for Self-Assessment

Susan Fine, Director of Professional Development,
The George Washington University Law School

Lorri Olan, Director Career Planning and Professional Development,
Washington and Lee University School of Law

Jennifer Queen, Chief Recruiting and Development Officer,
McKenna Long & Aldridge LLP

2013 Annual Education Conference & Resource Center Exhibition

Tampa, Florida • April 24 - 27

Value of Self Assessment

- Knowledge of personal and work values, skills and abilities
- Teaches ownership of / responsibility for personal fulfillment
- Remember who you are
- Love what you do and the rest will follow
- Authenticity – professional satisfaction
- Self-awareness: required for self-investment

How Schools Help Students with Self Assessment

GW Law Inns of Court Program

- Career ownership in context of self-determination theory: developing intrinsic motivation
- Focus on career satisfaction: determining “fit”

Use of HBDI to teach communication and project management skills in team settings

Develop realistic plan with timelines for achieving them

How Schools Help Students with Self-Assessment

- **Mindfulness exercises**
 - Identifying preferred work environments, assessing strengths and weaknesses, exploring career options
 - Early (and often) exploration – orientation /surveys – encourages contemplation/understanding of self
- **Journaling**
- **Assessment tools**
- **Discussion/counseling**

See M. Nash's Resource Guide, *Student Career & Self-Awareness Strategies: Understanding and Effectively Utilizing Assessment Tools to Facilitate Career Fulfillment*, cited with permission.

Representative Sample of Available Assessment Tools

- MBTI
- HBDI
- VIA Strengths
- PF 16
- StrengthsFinders
- DISC
- ACRL – Assessment of Critical Reasoning for Lawyers by LSAC



MBTI Sample Report



Myers-Briggs Type Indicator®
Profile

JANE SAMPLE / ENFP
August 15, 2011

This profile is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment. Based on your individual responses, the MBTI instrument produces results to identify which of sixteen different personality types best describes you. Your personality type represents your preferences in four separate categories, with each category composed of two opposite poles. The four categories describe key areas that combine to form the basis of a person's personality as follows:

- Where you focus your attention — Extraversion (E) or Introversion (I)
- The way you take in information — Sensing (S) or Intuition (N)
- The way you make decisions — Thinking (T) or Feeling (F)
- How you deal with the outer world — Judging (J) or Perceiving (P)

Your MBTI type is indicated by the four letters representing your preferences. Based on your responses to the assessment, your reported MBTI type is ENFP, also described as Extraverted Intuition with Feeling. Your results are highlighted below.

Reported Type: ENFP

Where you focus your attention	E Extraversion People who prefer Extraversion tend to focus their attention on the outer world of people and things.	I Introversion People who prefer Introversion tend to focus their attention on the inner world of ideas and impressions.
The way you take in information	S Sensing People who prefer Sensing tend to take in information through the five senses and focus on the here and now.	N Intuition People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.
The way you make decisions	T Thinking People who prefer Thinking tend to make decisions based primarily on logic and on objective analysis of cause and effect.	F Feeling People who prefer Feeling tend to make decisions based primarily on values and on subjective evaluation of person-centered concerns.
How you deal with the outer world	J Judging People who prefer Judging tend to like a planned and organized approach to life and prefer to have things settled.	P Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

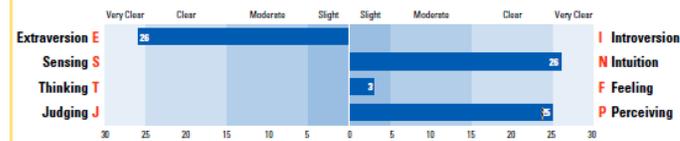
Your responses to the MBTI assessment not only indicate your preferences; they also indicate the relative *clarity* of your preferences—that is, how clear you were in expressing your preference for a particular pole over its opposite. This is known as the *preference clarity index*, or *pci*. The bar graph on the next page charts your pci results. Note that a longer bar suggests you are quite sure about your preference, while a shorter bar suggests you are less sure about that preference.



Myers-Briggs Type Indicator®
Profile

JANE SAMPLE / ENFP
August 15, 2011

Clarity of Reported Preferences: ENFP



PCI Results Extraversion 26 Intuition 26 Feeling 3 Perceiving 25

Your type professional can give you more insight into your Profile results as well as elaborate on the type description provided for you in the chart below. Does the description of your reported type seem to fit you? Many people find that their MBTI results describe them quite well. For others, changing a letter or two may help them discover an MBTI type that more accurately captures their personality. If you feel the characteristics do not fit you quite right, the person who administered the MBTI instrument can help you identify a better-fitting type.

Type Description: ENFP

ISTJ	ISFJ	INFJ	INTJ	<ul style="list-style-type: none"> • Curious, creative, and imaginative • Energetic, enthusiastic, and spontaneous • Keenly perceptive of people and of the world around them • Appreciative of affirmation from others; readily express appreciation and give support to others • Likely to value harmony and goodwill • Likely to make decisions based on personal values and empathy with others • Usually seen by others as personable, perceptive, persuasive, and versatile
ISTP	ISFP	INFP	INTP	
ESTP	ESFP	ENFP	ENTP	
ESTJ	ESFJ	ENFJ	ENTJ	

Each type, or combination of preferences, tends to be characterized by its own interests, values, and unique gifts. Whatever your preferences, you may use some behaviors that are characteristic of contrasting preferences. For a more complete discussion of the sixteen types, see the *Introduction to Type*® booklet by Isabel Briggs Myers. This publication and many others to help you understand your personality type are available from CPP, Inc.



CPP, Inc. | 800-624-1765 | www.cpp.com

Myers-Briggs Type Indicator® Profile Copyright 1998, 2004 by Peter B. Myers and Katherine D. Myers. All rights reserved. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Introduction to Type, and the MBTI logo are trademarks or registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries. The CPP logo is a registered trademark of CPP, Inc.

MBTI “Best Fit” Type Description

JANE SAMPLE

Myers-Briggs Type Indicator®
Type Description



ENFP

Extraversion • Intuition • Feeling • Perceiving

The 16 MBTI® Types			
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

ENFPs represent approximately 8% of the U.S. population.

ENFP Descriptors

- Curious
 - Imaginative
 - Creative
 - Innovative
 - Insightful
- Perceptive
 - Sociable
 - Gregarious
 - Cooperative
 - Supportive
- Warm
 - Caring
 - Friendly
 - Personable
 - Enthusiastic
- Energetic
 - Spontaneous
 - Lively
 - Adaptable
 - Versatile

ENFPs are enthusiastic innovators, always seeing new possibilities in the world around them. Their world is full of possible projects or interests they want to pursue. Imaginative, high-spirited, and ingenious, they are often able to do almost anything that interests them. They are confident, spontaneous, and flexible, and often rely on their ability to improvise.

They value home, family, friendships, creativity, and learning.

JANE SAMPLE

Myers-Briggs Type Indicator®
Type Description



Characteristics of ENFPs

- ENFPs love variety—of ideas, people, and environments.
- They bring a lot of energy and enthusiasm to whatever they turn their attention to.
- They are stimulated by new people, ideas, and experiences.
- ENFPs see connections or relationships between ideas or events.
- They make their decisions based on their personal values.

ENFPs with others

- ENFPs are skillful in dealing with people and often have remarkable insight into the possibilities open to others.
- They look for the potential in others and then help them develop that potential.
- They are good at expressing appreciation and giving support.
- ENFPs enjoy meeting people from different cultures.
- They value harmony and goodwill, they like to please others and will adapt to others' needs and wishes when possible.
- They usually have a large circle of friends or acquaintances and sometimes don't distinguish between the two.
- ENFPs are extremely perceptive about the attitudes of others, aiming to understand rather than judge people.

MBTI “Best Fit” Type Description

JANE SAMPLE

Myers-Briggs Type Indicator®
Type Description



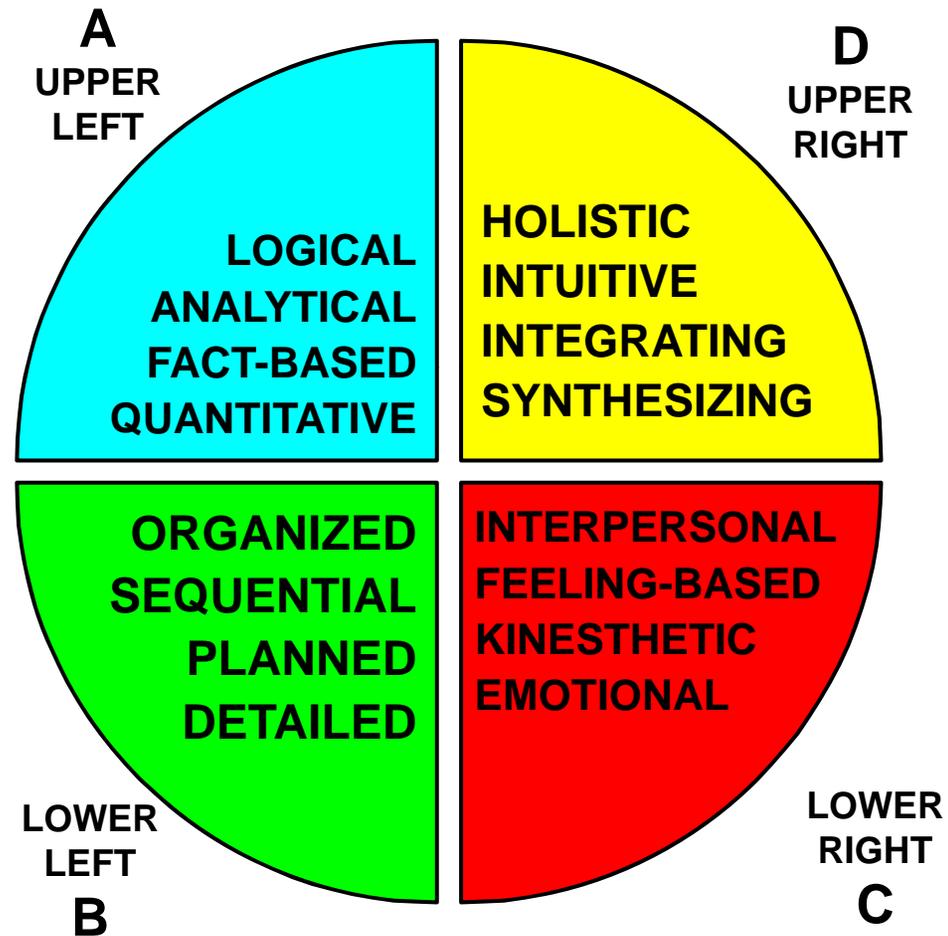
ENFPs at work

- ENFPs are always initiating new projects.
- They bring energy and enthusiasm to the group, team, or organization.
- They can become passionate champions of an idea or a vision.
- With talent, ENFPs can succeed in almost any field that captures their interest.
- They are drawn to counseling and other helping professions, as well as to art, journalism, science, advertising, sales, the ministry, or writing.
- They can be inspired and inspiring teachers or trainers, particularly when they have freedom to innovate.
- They are happiest and most effective in jobs that permit starting one project after another, with someone else taking over as soon as the situation is well in hand.
- They are least satisfied in jobs that require routine or in any environment that limits their natural desire to innovate.

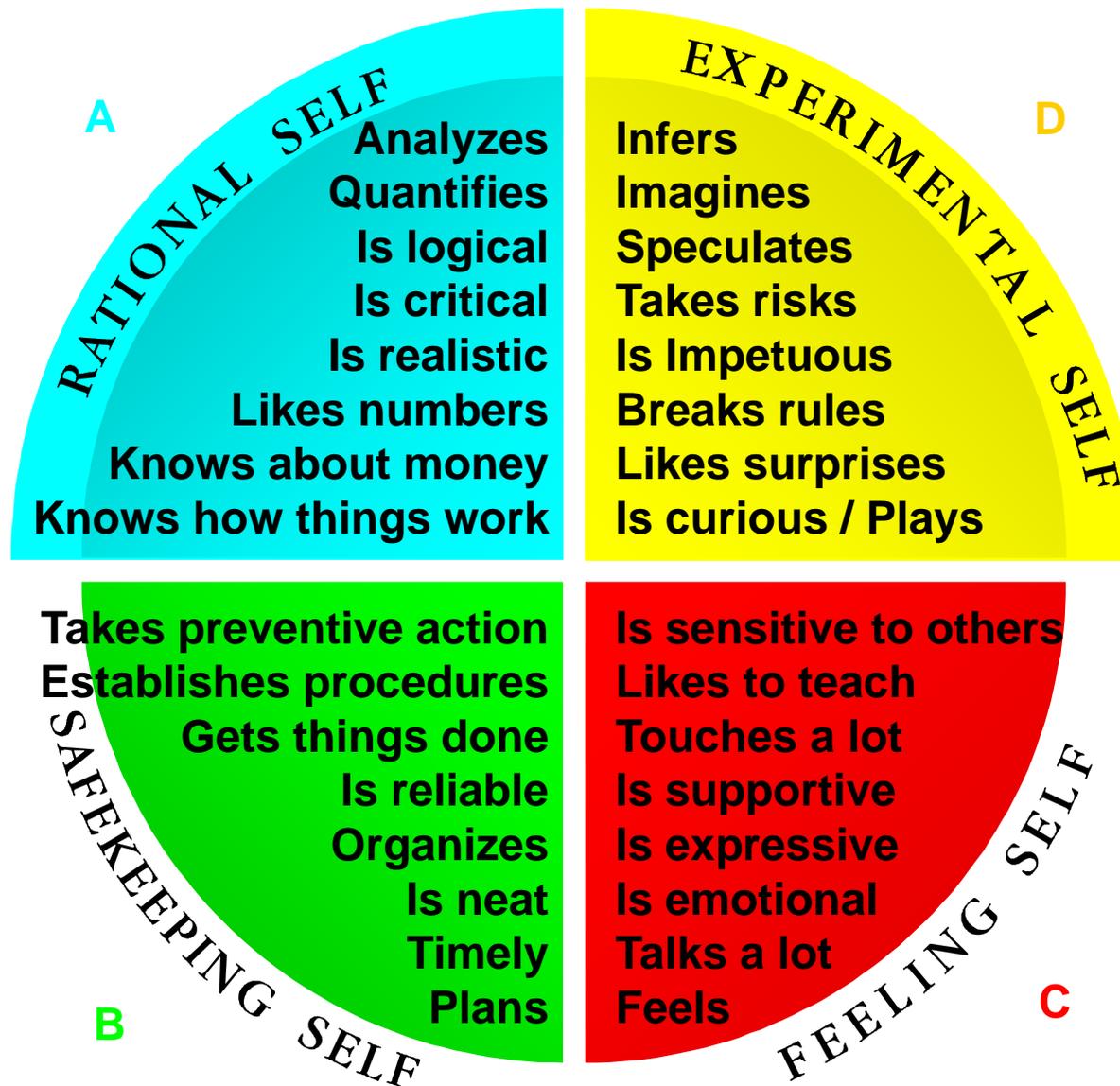
Potential blind spots for ENFPs

- If ENFPs have not developed their Intuition, they may rely too much on personal value judgments and fail to take in enough information. They then will not trust their own insights, will be uncertain, and may accept others' opinions too readily.
- If they have not developed their Feeling preference, they may go from one enthusiasm to another without finishing anything.
- Also, they may have difficulty prioritizing their many possible projects, which can lead to burnout as they try to do it all.
- They may also commit themselves to ill-chosen projects, fail to finish anything, and squander their inspirations by not completing their tasks.
- They tend to hate uninspired routine and find it remarkably hard to apply themselves to the sometimes necessary detail connected with any major interest.
- They may get bored with their projects as soon as the main problems have been solved or the initial challenge has been met and then not follow through.

HBDI



OUR FOUR DIFFERENT SELVES



A

Style

Rational, Thorough, Precise, Logical,
Authoritative

**Can appear (particularly from
diametrically opposed quadrant)**

Rigid, Ruthless, Cold and calculating,
Short term, Limited by the need for
proof/explanation

D

Style

Exploring, Imaginative, Adventurous,
Experimental, Artistic

**Can appear (particularly from
diametrically opposed quadrant)**

Unfocused, Impulsive, Rash, Oblivious
of deadlines, Vague, Given to
tangents.

Style

Careful, Methodical, Procedural,
Reliable, Predictable, Disciplined,
Detailed, "Doer"

**Can appear (particularly from
diametrically opposed quadrant)**

Controlling, Nitpicking, Bossy, Stuck in
a rut, Boring

Style

Caring, Friendly, Sociable,
Empathetic, Humanistic, Emotional

**Can appear (particularly from
diametrically opposed quadrant)**

Overly sensitive, Un-businesslike,
Sentimental, Too talkative

B

C

A

- Inarticulate, 'off the track' communication
- Excessive 'chatter'
- Vague, ambiguous approaches or instructions
- Illogical comments
- Inefficient use of time
- Lack of facts or data
- Inappropriate informality
- Overt sharing of personal feelings
- Impression of not knowing the 'right' answer
- Fear of challenge or debate

D

- Repetition
- Too slow paced
- 'Playing it safe' or 'by the book'
- Overtly structured, predictable
- Absence of humor and fun
- Lack of flexibility, too rigid
- Inability to get concepts or metaphors
- Drowning in detail
- Too many numbers
- Dry, boring topic or style



Frustrations

- Unknown or absence of a clear agenda
- Disorganized
- Hopping around from subject to subject
- Too many ideas at once
- Unpredictable
- Too fast paced
- Unclear instructions or language
- Too much beating around the bush
- Incomplete sentences
- Lack of closure

- Lack of interaction
- No eye contact
- Impersonal approach or examples
- Dry or 'cold' un-enthusiastic interaction
- Insensitive comments
- No time for personal sharing
- All data, no nonsense
- Lack of respect for feelings
- Overly direct or brusque dialogue
- Critical

B**C**

A

“Once again...forensic science, using the undeniable facts of blood type, fingerprints, and spectrographic analysis of paint fragments, proves beyond a doubt...”



Four Reporters' Views Of The Same Accident

“At 3:30 pm, Thursday, April 9th, on Route 9, 15 miles north of Columbus, a black, 1978 Plymouth, 4 door sedan traveling at 75 mph in a 35 mph school zone...”

B

“This accident demonstrates the lethal combination of drunk driving and faulty car design. These two issues are national in scope and deserve urgent Congressional attention if future generations are to be adequately protected...”

D

“A tearful, screaming mother attacks the cowering suspect as police officers hold off an angry mob at the terrifying scene of a tangled school bus and the bloody victims of the accident.”

C

VIA Strengths

- Free and easy to use
- Assesses character strengths and virtues
- Used in science of happiness
- 24 strengths that relate to timeless virtues

Universal Virtues

1. Wisdom
2. Courage
3. Justice
4. Humanity
5. Temperance
6. Transcendence

Wisdom and Knowledge

Cognitive strengths that entail the acquisition and use of knowledge

- Curiosity
- Love of Learning
- Judgment and Critical Thinking
- Ingenuity and Originality
- Perspective

Courage

Emotional strengths that involve the exercise of will to accomplish goals in the face of opposition, external or internal

- Valor and Bravery
- Perseverance and Industry
- Integrity and Honesty
- Zest

Core Strengths for Happiness

- Curiosity
- Gratitude
- Zest/Enthusiasm
- Optimism
- Capacity to Love & Be Loved

Working with Top Strengths

AAA

- **Acknowledge: Story Telling**
- **Anchor: Queries**
- **Amplify: Wheel of Life**

Anchoring Your Strengths

X = strength you are anchoring

How do you feel while you're being/practicing X ?

What is important to you about X?

How do others respond when you are being/practicing X?

What is hard about being/practicing X?

Which emotions do you experience before, during and after being/practicing X?

What do you say to yourself that hinders your willingness to be/practice X?

What do you say to yourself to overcome these beliefs?

What circumstances facilitate your willingness to be/practice X?

What rewards do you get from being/practicing X?

What costs are associated with being/practicing X?

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



Shultz and Zedeck

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

How Do Effectiveness Factors Align with Law Firm Competencies?

Shultz and Zedeck 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?

Shultz and Zedeck 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?

Shultz and Zedek Success Factors

Networking and Business
Development

Building Client Relationships and
Providing Advice and Counsel

Common Law Firm Competency Cluster

Client Relations/
Client Service

Sample Competencies within the Cluster

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?

Shultz and Zedeck Success Factors

Common Law Firm
Competency Cluster

Sample Competencies within the
Cluster

Strategic Planning

Firm Citizenship,

Recruiting

Evaluation, Development and
Mentoring

Activities, Business

Pro Bono/Community Service

Community Involvement and 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?

Shultz and Zedeck 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

TalentQuest PF 16

Sample Score Sheet

Accepting Positive view of others		Distrustful Negative view of others
Pragmatic Bottom-line, fact-oriented		Conceptual Theoretical, internal focus
Self-disclosing Open, easy to read		Unrevealing Hard to get to know
Self-confident Self-secure, comfortable		Unsure Prone to worry, insecure
Conservative Prefers established patterns		Change-oriented Open to new ideas
Team-oriented Enjoys being part of a group		Independent Prefers to work alone
Unorganized Procrastinates, cuts corners		Detail-oriented Planful, exacting, precise
Easy-going Forgiving, tolerant of others		Restless Easily irritated, quick to judge

TalentQuest Score Sheet Description for Passive Controlling

Individuals with **high** scores:

- Tend to exert their will, controlling both their environment as well as other people
- Tend to be vocal and forceful in expressing their wishes and opinions
- Are attracted to positions of leadership
- Can alienate people who do not wish to be subjugated

Individuals with **low** scores:

- Tend to accommodate others' wishes rather than asserting their own will
- Are self-effacing and willing to set aside their own wishes
- Tend to be cautious and prefer remaining in the background
- Can alienate people who wish for a more participating response

TalentQuest Score Sheet Description for Team-Oriented Independent

Individuals with **high** scores:

- Enjoy their individuality
- Prefer to make decisions on their own
- Often seek solitude, remaining distant even when in the company of other people
- At the extreme, may have trouble asking for help when they need it, or working alongside others

Individuals with **low** scores:

- Enjoy group endeavors
- Tend to be outgoing
- Prefer to make decisions with others
- At the extreme, may have trouble in situations where help is unavailable or autonomous action is required

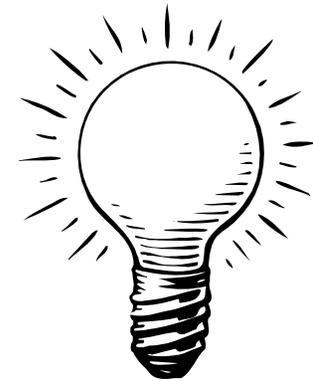
Communicating Self-Awareness

➤ **Direct connection to interview performance**

- What is motivating?
- Why is the position a good fit?
- What skills do you offer?
- What are you still working on?
- **EXAMPLES: SKILLS IN ACTION**

Innovative Interview Techniques

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



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



Preparing Students for Behavioral Questions

- Describe your biggest challenge this summer?
- Tell me about a time when you did something you are proud of/How did that come about?
- Describe a time when you worked in a group on a complex project.
- Give me an example of the kind of writing you do best.
- Describe a time when you were asked to do something at work that you didn't think was appropriate. How did you respond?
- Tell me about a time when you pushed yourself to do more than was necessary.
- Describe what you did to develop productive relationships with members of your team.

Contact Information

Lorri Olan

Director, Career Planning and Professional Development
Washington and Lee University School of Law

olanl@wlu.edu



Susan Fine

Director, Professional Development
The George Washington University Law School

sfine@law.gwu.edu



Jennifer Queen

Chief Recruiting and Development Officer
McKenna Long & Aldridge LLP

jqueen@mckennalong.com

