



Getting & Keeping the Best People:

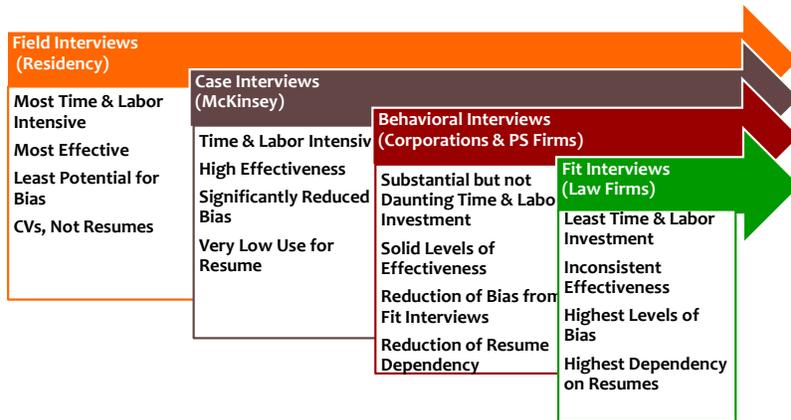
Recognizing & Interrupting Unconscious Bias in Recruiting, Hiring & Onboarding

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INTERVIEWING MODELS & EFFECTIVENESS



TRANSITIONING FROM "FIT" TO "BEHAVIORAL"

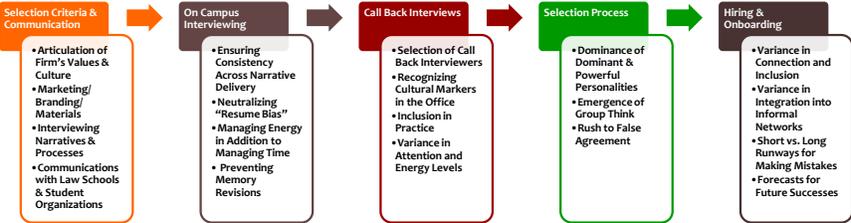
Behavioral Interviews
(Corporations & PS Firms)

Bilateral Selection (Attracting & Selecting)
Competencies & Skills Focused
Search for Demonstrated Skills
Less Subjectivity in Interviewing
Increased Consistency For Interviewers
Increased Consistency Between Interviewers
40% - 45% Predictive (End of 6 Years)

Fit Interviews
(Law Firms)

Recruiting (Selling)
Credentials Focused
Resume Dependent
Social "Fit"
Subjective Interviewing
20% - 25% Predictive (End of 6 Years)

RECRUITING, HIRING & ONBOARDING



THE RESEARCH: TALKING ABOUT DIVERSITY

- **Diversity:** valuing different perspectives, experiences and talents; valuing individuals
- **Diversity:** equal opportunities for all talented lawyers to create successful careers
- **Diversity:** integral part of the firm
- **Diversity:** who we are, not just what we do
- **Diversity:** firm's commitment to the success of each individual lawyer that is hired into the firm
- **Diversity:** better service for clients
- **Diversity:** better work environment
- **Diversity:** future success of the firm

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NEXT ACTIONS

- Take notes on back of resume or blank piece of paper
- Angle seating positions if at all possible.
- Take concrete mini-breaks between interviews.
- Start interviews by asking people to share something about themselves that will surprise you.
- Focus on key characteristics and ask people to tell you about specific demonstrations of those characteristics.
- Keep the key characteristics visible for yourself during interviews and selections conversations.
- Ask "what if" questions and "why" questions to challenge any biases that have crept in.
- Introduce productive conflict by arguing for the opposing point of view to see data points you may have missed.
- Choose words carefully. A lawyer who is a racial/ethnic minority is viewed by your brain differently than a racial/ethnic minority lawyer.

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Q&A
Thank you!



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