

LAW STUDENT PROFESSIONAL DEVELOPMENT RESOURCES

Compiled by *Sandra P. Buteau* and *Beth McManus* Vice-Chairs, NALP's Track Programming work group, Law Student Professional Development Section. Sandra is the Director of Graduate Career and Professional Development at Georgetown University Law Center. Beth is the Associate Director of Professional Development at the University of Pennsylvania Law School.

2011 CONFERENCE HANDOUTS

Conference materials are available on the NALP website. Sign-in is required. Program descriptions are from conference brochures, and speaker affiliations are as of the time of the program.

From Classroom to Boardroom: How Career Services and Law Firm Professionals Can Help Students Prepare for Practice

Law firms and law schools have been very successful in advising law students on the finer points of landing a great job, but students need concrete, practical advice about how to excel in the law firm environment. Legal employers see a disconnect between what students learn in law school and the day-to-day challenges of legal practice. This program will arm career services and law firm professionals with practical tips to help bridge that learning gap, and will also provide ideas and strategies for promoting these sorts of programs to law students.

Presenters: Matthew DeGrushe, Assistant Dean, Career Services, USC Gould School of Law Moderator; Ari Blicker, Director, Student & Associate Programs, Aird & Berlis LLP
Pamela Cyr, Director, Career Services, University of British Columbia Faculty of Law
Marketta Jokinen, Director of Recruitment, Borden Ladner Gervais LLP

https://www.nalp.org/uploads/11handouts/ClassroomtoBoardroom_HO1.pdf

https://www.nalp.org/uploads/11handouts/ClassroomtoBoardroom_HO2.pdf

Next Generation Recruiting: Competency-Based Behavioral Interviewing

You are hiring fewer lawyers, looking for better matches, and have or want to adopt a competency model. What represents the best next generation thinking on recruitment? As more firms introduce core competencies as the foundation for their talent management strategy, next generation recruiting is finally moving toward a behavioral focus. Pairing your firm's competencies with strategic behavioral interviewing methods can ensure that the lawyers you hire have the best chance to be successful at your firm. Learn how to get the hiring decisions right from the very beginning and increase the return on your talent investment.

Presenters: Diane Costigan, Managing Director, Shannon & Manch LLP
Susan Manch, Principal, Shannon & Manch LLP

https://www.nalp.org/uploads/11handouts/Next_Generation_Recruiting_HO1.pdf

https://www.nalp.org/uploads/11handouts/Next_Generation_Recruiting_HO2.pdf

Short-Term Opportunities to Achieve Long-Term Goals: Bridging the Gap from Law School to Practice

Nationally, about 25% of all positions reported for the Class of 2009 were "temporary" in nature. Employers and candidates cautiously avoided long-term, permanent, full-time commitments, yet crafted a variety of "stepping stone" positions as new graduates continued their search and employers crystallized their needs. What did these positions look like? What obstacles did employers, new graduates, and schools encounter in these new arrangements? Is this the "new normal"? What programs, initiatives, and best practices can help

schools assist our new graduates in this new hiring landscape? Join our panel as we get a view behind the data to learn more about this trend and how to prepare our students and employers for it.

Presenters: Elizabeth Ellis, Assistant Dean and Director, DePaul University College of Law
Laurel Hajek, Assistant Dean for Career Services, The John Marshall Law School
Amy Schwarzenbach, Career Counselor, Loyola University New Orleans School of Law

https://www.nalp.org/uploads/11handouts/Short_Term_Strategies_HO1.pdf

https://www.nalp.org/uploads/11handouts/Short_Term_Strategies_HO2.pdf

This Is Not the Time to Be Shy: How to Reach Out, Network, and Build the Strategic Relationships Your Legal Career Needs

What does it really take to move ahead in your career? Whether you're starting out or have plenty of experience under your belt, you know that it takes more than good work to get noticed, move up, and be recognized within your firm. Smart professionals know that it's the willingness to network, build relationships, and reach out to people on an ongoing basis that differentiates us and our careers. In this interactive, high-energy program, you'll learn an easy system for reaching out (even if you hate to network), building up your list of contacts (even if you don't have any), and taking simple steps to ensure that your networking "well" never runs dry.

Presenter: Elizabeth Freedman, Principal, Elizabeth Freedman & Company

https://www.nalp.org/uploads/11handouts/not_the_time_to_be_shy.pdf

Teaching Newer Lawyers About the Law Firm as a Business

Trying to convince newer lawyers or law students that billing hours, developing business, and serving clients are critical to personal and firm success? This program examines how Washington University's Introduction to Law Firm Practice course teaches students about law firm operations, management, compensation, and business development, and how these materials anchored *The Law Firm as a Business* program at Hinshaw & Culbertson LLP.

Presenter: Michael Downey, Partner/Adjunct Professor, Hinshaw & Culbertson LLP and Washington University School of Law

<https://www.nalp.org/uploads/11handouts/TeachingNewLawyersHO1.pdf>

<https://www.nalp.org/uploads/11handouts/TeachingNewLawyersHO2.pdf>

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<https://www.nalp.org/uploads/11handouts/TeachingNewLawyersHO4.pdf>

<https://www.nalp.org/uploads/11handouts/TeachingNewLawyersHO5.pdf>

Beyond Grades and Scores: Factors Predicting Lawyer Success and Effectiveness

"Law schools not only choose law students, but they also choose the nation's lawyers," notes Professor Marjorie Shultz, principal investigator with Sheldon Zedeck of a multi-year empirical study to develop predictors of lawyering effectiveness. Law schools and legal employers are increasingly interested in evaluating candidates for admission and employment on factors that will suggest their ability to succeed as lawyers and complement the traditional quantitative measures of grades and test scores. Learn how broadening the factors used in admissions and employment decisions will also help increase diversity in the profession.

Presenters: Marjorie Shultz, Professor of Law Emerita, University of California, Berkeley School of Law; Sheldon Zedeck, Vice Provost, Academic Affairs and Faculty Welfare, Professor of Psychology, University of California, Berkeley

<https://www.nalp.org/uploads/11handouts/BeyondGradesandScores.pdf>

2010 NALP CONFERENCE HANDOUTS

Leadership as an Essential Lawyering Skill

This presentation provides an overview of the Center for Creative Leadership's expanding research relative to the "Changing Nature of Leadership for Lawyers." It also explores best practices and practical approaches in creating development systems that are well received by lawyers and result in positive impact for organizations. The presenter discusses the environment that lawyers operate in and the gap between skills learned in law school and essential competencies required to operate effectively in times of change and complexity. In addition, the session looks at the unique "profile" of lawyers and how some elements of their personality create a culture that is often difficult for individual lawyers to navigate. The speaker also explores the role of those who support lawyers and the lessons of experience in coaching and developing.

Presenter: Roland Smith, Senior Faculty and Lead Researcher, Center for Creative Leadership
<https://www.nalp.org/uploads/10Handouts/LeadershipEssentialLawyeringSkill.pdf>

Partnering Together to Make a Successful Lawyer

As we are faced with an ever-changing legal environment, now is the time to think creatively and collaboratively to ensure the success of our future generations of lawyers. Can law firms and law schools work together to manage expectations and better prepare those coming out of law school for life in law firms? Yes, and this interactive session will continue the dialogue between schools and firms to reach our common goal of collaboratively training the successful lawyer.

Presenters: Michele Bendekovic, Director, Attorney Recruiting & Professional Development, Steptoe & Johnson PLLC; Sandra Magliozzi, Director of Professional Development and Externships, Santa Clara University School of Law; Petal Modeste, Assistant Dean and Dean of Career Services, Columbia University School of Law; Jeanne Picht, Director of Professional Development & Recruitment, Stites & Harbison PLLC

https://www.nalp.org/uploads/10Handouts/PartneringTogether_1.pdf
https://www.nalp.org/uploads/10Handouts/PartneringTogether_2.pdf

Ten Questions You Should Ask Yourself Before Choosing a Practice Area

Job satisfaction can depend upon a lawyer's choice of practice area. Since each practice area offers different rewards and challenges — notwithstanding the dynamic of the current economic climate — it's crucial that the area chosen fits with an individual's personality and preferences. The "Ten Questions" program is designed to help provide law students and associates with an overview of the wide array of law firm practices and provide a framework to use when choosing their practice area.

Presenters: Elizabeth Berner, Recruiting Manager, Southern California, Jones Day;
Matt DeGrushe, Assistant Dean and Dean for Career Services, USC Gould School of Law;
Courtney Goldstein, Partner, Major, Lindsey & Africa

<https://www.nalp.org/uploads/10Handouts/TenQuestions.pdf>

E-Networking, Part 2: Putting Your Best E-Footprint Forward

In Part 2 of E-Networking, learn about the guidelines for e-professionalism and e-diligence. Law school professionals who have seen students' casual — and sometimes careless — use of Web 2.0 can gain tips for coaching students to understand why they need to protect their online presence, and strategies for using online communications effectively to enhance students' professional personas. Employers considering e-

diligence can learn about best practices, guiding NALP principles, and issues that may arise from conducting e-diligence on potential employees.

Presenters: Susanne Aronowitz, Associate Dean for Law Career Services & Alumni Relations, Golden Gate University School of Law; Marina Sarmiento Feehan, Assistant Director, Employer Relations, Office of Career Planning, University of San Francisco School of Law; Brianne O’Leary, Professional Development & Recruitment Manager - Bay Area, Perkins Coie LLP

https://www.nalp.org/uploads/10Handouts/ENetworkingPart2_1.pdf

https://www.nalp.org/uploads/10Handouts/ENetworkingPart2_2.pdf

https://www.nalp.org/uploads/10Handouts/ENetworkingPart2_3.pdf

https://www.nalp.org/uploads/10Handouts/ENetworkingPart2_4.pdf

https://www.nalp.org/uploads/10Handouts/enetworkingpart2_slides.pdf

DIRECTORIES AND PROFESSIONAL REFERENCES

All materials are available for purchase through the NALP website. Sign-in required to receive member rates (where applicable).

Managing Your Legal Career, Richard L. Hermann, ABA, 2010.

To compete today, you need up-to-date, reliable information on how to establish and manage your legal career. This thorough guide is divided into short, specific sections that touch on what you’ll need to do before a job hunt, while you’re looking, as you’re sitting in the interview, once you’ve gotten an offer, and all the steps in between. Hermann addresses both private and public sector and both the publicized and “hidden” job market. His concise yet comprehensive advice addresses discerning what employers really want, understanding the market, expanding your legal career horizons, dissecting and responding to a job ad, identifying hidden skill sets and matching them with opportunities, keeping up with application technology, online networking, and negotiating the terms of employment. Extensive appendices are also featured, with checklists and exercises to ensure you’re ready for your job search or transition.

Maximize Your Lawyer Potential: Professionalism and Business Etiquette for Law Students and Lawyers, Ameer McKim, Thomson West, 2009.

NALP member Ameer McKim, who has extensive experience both within a law firm and in law school career counseling, is the author of this book addressing a wide array of issues including succeeding in law school (including debt issues), networking, business etiquette, technology pitfalls, professionalism in the job search and interview savvy; succeeding in a summer job or internship; succeeding in one’s first legal job; pro bono and community service; and work/life balance.

From Law School to Law Practice, The New Associate’s Guide, 3rd Edition

Suzanne O’Neill, Catherine Gerhauser Sparkman, ALI-ABA, 2008.

This handbook provides an accurate picture of what clients and more experienced attorneys will expect from a new associate in a law firm or corporate legal department. Designed to reduce the culture shock that often occurs during the adjustment from student life to law practice, this book offers tips and suggestions on how to go about relating to clients, managing assignments, handling record-keeping, communicating with supervisors, learning about and adapting to life as a practicing attorney, and working toward long-term career and business opportunities. This book should be very useful for career services personnel, students and attorney development professionals.

Excellence in the Workplace: Legal and Life Skills in a Nutshell, Kay Kavanagh and Paula Nailon, Thomson/West, 2007.

Inspired by a course on “Practices in Professionalism” taught by active NALP member Paula Nailon and her colleague Kay Kavanagh at the University of Arizona James E. Rogers College of Law, this book addresses fundamental lawyering skills in an accessible, quick-read format. Skills addressed include research, analysis, writing, oral communication, managing assignments, supervising, working with support staff, and putting feedback to good use. Just as important, the book emphasizes the importance of emotional intelligence, effective interpersonal relationships, professionalism, conflict and stress management, and the awareness of generational differences in the workplace. Nailon and Kavanagh also offer practical advice for building a successful career (such as maximizing the law school experience, creating a career plan, assessing a job offer, negotiating salaries, money management, and work/life balance). Descriptions of numerous real-life situations keep the book engaging and down to earth.

Every Relationship Matters, Peter E. Rouse, ABA, 2007.

Students and entry-level lawyers often wish for an all-knowing senior mentor to guide their entry into the legal profession. In truth, such guidance must come from multiple sources, but Rouse’s reflections on his legal career will fill some of that need for words of wisdom. Rouse, a British lawyer, focuses not only on lawyering skills but also on being a healthy, fulfilled human being. Relationships are the common thread that lead him to explore issues of integrity, behavior with clients, collaboration, valuing others, responsibility, alignment and coherence of values, conditions for change, and managing one’s own health.

The Modern Rules of Business Etiquette, Donna Gerson, David Gerson, ABAm 2008.

Donna Gerson, a consultant and a former NALP member, and her husband David, a law firm partner, have teamed up to produce a small handbook on *The Modern Rules of Business Etiquette*. This small volume goes beyond etiquette rules to address the type of behavior that builds solid business relationships. The book begins with interview etiquette, including tips on everything from appropriate dress and dinner behavior to handling travel reimbursement issues with professionalism. In a quick-read format, the authors present chapters on: interview etiquette; working with those more senior, with peers, with those more junior, and with staff; clients and client development; opposing counsel; outside advisors; after hours office events; after hours out on your own; the etiquette of changing jobs; and the golden rules of etiquette. This is an ideal pocket handbook for law schools to share with students and for law firms to share with new associates and summer associates.

How to Work a Room: Your Essential Guide to Savvy Socializing

Susan RoAne, Harper Paperbacks, 2007.

This revised edition brings a networking classic up to date -- with changes throughout in response to the impact of technology on networking and also as a result of the author’s continued work in this field. Learn, for example, how to work a “virtual” room and how to work the “techno-toy” room while continuing to polish in-person networking skills. The ability to build relationships has always been key not only to job search success but also to success as a lawyer, but in this market networking has become more important than ever. RoAne identifies the roadblocks that prevent effective networking and offers practical tools and techniques for socializing in any setting, for starting and ending conversations, and more.

What Law School Doesn’t Teach You . . . But You REALLY Need to Know, Kimm Walton
BarBri, 2000.

Walton is popular for her lively writing style, and here she dispenses advice on everything from handling social events gracefully to working with support staff. The book includes a chapter focusing on success as a summer associate (“The 1,640-Hour Interview: What Every Summer Clerk Should Know”).

ARTICLES FROM THE NALP BULLETIN (2010 AND 2011)

NALP Bulletin articles are searchable on NALP website by date, author, and topic. Login required.

June 2011

E-Guides for E-Professionalism: Minding Your Manners and Maintaining Your Reputation

Author: Marina Sarmiento Feehan

If you would like to teach law students and lawyers to stop committing social gaffes on social media (and perhaps learn more about social media yourself), the NALP E-Guides on E-Professionalism, found at www.nalp.org/eguides, can help.

Collaborative Approaches to Developing Law Graduates into Lawyers

Author: Rachel Littman

Pace's unique Legal Writing Skills program offers one possible model for collaboration between schools and employers to provide needed training to new lawyers.

A Lesson in Change: Moving Beyond "Because That's the Way We've Always Done It"

Author: Kathleen Pearson

The Schola2Juris program at Waller Lansden Dortch & Davis reimagines the recruiting process and the transition from law school to law firm.

May 2011

Behavioral Interviews — Preparing Students to Tell Their Stories

Authors: Amanda DiPolvere, Gwen Tolbert

Provides suggestions on how career counselors can prepare students for behavioral interviews.

New from NALP and the NALP Foundation — The 2010 Survey of Law School Experiential Learning Opportunities and Benefits

Author: Judith N. Collins

Recently NALP and the NALP Foundation worked with two NALP sections to create and implement the 2010 Survey of Law School Experiential Learning Opportunities and Benefits. This survey can be found at http://www.nalp.org/may2011research_exp_learning.

April 2011

Business Development for Law Students and Summer Associates: A Free Market Does Not Equal a Free-for-All

Author: Anne Mundy-Markell

Law student programs can provide safe and supportive environments for an authentic practice experience in how a legal professional works to get work.

March 2011

Leveraging Externship Opportunities to Provide Benchmark Experiences and Skills for Practice

Authors: Susan P. Beneville, Sandee Magliozzi

Externships allow students to engage in actual legal work, thus helping them become more practice ready.

Experiential Learning Programs Offer Opportunities for Collaboration

Authors: Dina Billian, Samantha Z. Kasmarek, Teresa Schmiedeler

Collaboration between CSOs and experiential learning programs can provide the practical learning opportunities that are especially important for students planning to pursue public service careers.

Tips from Experienced Professionals: Professionalizing Relationships with Student Bar Associations

Author: Gina D. Rowsam

Law school professional and career development departments are uniquely positioned to complement and support the mission of student bar associations.

February 2011

Exploring Legal Education and Lawyer Training — Hope and Change Emerge Amid a Profoundly Altered Landscape

Author: Amy Sladczyk Hancock

A key take-away from one PDI plenary was that it is going to be more crucial for law firms to change their current recruiting models, and that firms need to collaborate on all aspects of legal education with the law schools from which they recruit.

Newcomer's Corner: Building a Bridge Between Law School and New Associate Development

Author: Dalel Raide

Career services professionals should train law students to understand that their law school efforts translate directly into valuable skills and habits as new associates.

January 2011

Networking Programs for Law Students: Addressing the Disconnect Between Perception and Reality

Author: Denise D. Corin

Law firms answer the question: What else should law schools be doing to prepare students for success?

September 2010

Networking to Get (or Create) a Public Interest Job

Author: Tracy J. Simmons

Networking is critical to getting a job in the tight-knit public interest community where most legal professionals know one another.

August 2010

A Guide to E-Professionalism for Law Students: Five Steps to Create and Maintain a Professional Online Persona

Author: Kristen Uhl Hulse

The NALP Law Student Professional Development Section presents an excerpt from a forthcoming E-Guide entitled “From Law Student to Lawyer: The E-Guide to E-Professionalism,” to be available on NALP’s website this fall. (The e-guides are now available at www.nalp.org/eguides.)

Tips from Experienced Professionals: Business Development Programs for Law Students

Author: Beth A. Hansen

Here’s how one CSO launched a Non-Traditional Careers Track as part of its Professional Development Lecture Series class.

March 2010

In the Public Interest: Molding Public Interest Leaders, Not Just Public Interest Lawyers

Author: Steven L. Grumm

Two of the fundamental leadership development areas critical to public interest lawyers are communication skills and client/community outreach.

February 2010

Connecting Students with the Profession — New Programming Concepts for New Times

Author: Ivana Kadic

The University of Toronto has responded to the new economic reality by adding networking components to most of their student programs. These expanded networking opportunities better equip students for a tougher job market while adding little cost to programs.

NALP AND ALI-ABA VIDEO WEBCASTS

E-Due Diligence in Law Firm Hiring: A Look at the Issues (\$99)

E-due diligence is a term that did not exist 10 years ago. Now it is a concept that both legal employers and career counselors are grappling with each year. Should employers examine on-line information on job candidates? And if they do, what issues do they need to consider and what policies should they adopt? This webcast addresses these cutting-edge issues and explores the point at which e-due diligence could become unlawful, how to determine the accuracy and reliability of information found online, whether the policies concerning internet searches of candidates might be applied to employees, and what law students need to know about legal employers’ e-due diligence practices. Two hours (*Originally recorded on:* April 21, 2009).

Presenters: Nancy Berry, Director of Legal Recruiting, McDermott Will & Emery LLP; Linda M. Doyle, Partner, McDermott Will & Emery LLP; Paula Nailon, Assistant Dean for Professional Development, University of Arizona James E. Rogers College of Law

http://www.ali-aba.org/index.cfm?fuseaction=courses.course&course_code=RWPM04&contenttype=5

NALP WEBINARS

These webinars are free to NALP members, login required.

Core Competencies in Law Firm Interviewing Webinar

https://www.nalp.org/404.cfm?404;http://www.nalp.org:80/core_competencies_webinar

Presenters: Diane Downs and Bruce Elvin, two veteran members of NALP and experts in professional development, discuss core competencies and their application in law firm interviewing and the associate evaluation process.

Leveraging the Power of Facebook and Twitter

https://www.nalp.org/404.cfm?404;http://www.nalp.org:80/facebook_twitter

Social media is undoubtedly here to stay. These days, it seems you can't visit a website without seeing icons inviting you to become a fan on Facebook or to follow them on Twitter. Facebook and Twitter have both exploded from tiny little curiosities to massive players in the ways we communicate and share news and information. How can we as legal career professionals harness these tools to better communicate with and service our students and associates? Or, perhaps the better question for many of us is: how do I even get started using these sites?! This webinar provides the answers! Learn how to set up accounts in Facebook and Twitter, how to generate content, time-saving applications to help you manage your sites ... and exactly what a retweet and hashtag are anyway!

Presenters: Marina Sarmiento Feehan, Esq., University of San Francisco School of Law;
Heather Day DiFranco, Esq., Case Western University School of Law

NALP BOOKS AND PUBLICATIONS

All NALP publications related specifically to Law Student Professional Development are available for purchase from the NALP Bookstore at www.nalp.org.

Some highlights include:

A Successful Transition from Law Student to Lawyer, 2003.

This best-selling brochure provides law students and recent graduates with quick tips for getting off to a good start as a lawyer; developing good management practices; putting client service first; demonstrating professional ethical behavior; and enjoying the experience of being a lawyer. Sized to fit into a business envelope, A Successful Transition is a perfect enclosure for an employer's letter welcoming a future associate or for a law school letter offering advice to a recent graduate. Also an excellent handout at callbacks and career counseling sessions.

Begin with a Successful Summer, NALP Pamphlet, 2002.

This popular NALP tri-fold pamphlet provides 31 bulleted tips — each offering succinct advice to students on getting the most from their summer work experiences — from getting off to the right start to building lasting relationships, doing their best work, taking advantage of growth opportunities, and enjoying their summer. Since the first edition (with the title of “*Legends of the Fall: Begin with a Successful Summer?*”) was introduced in 1995, this pamphlet has been a big hit both with law schools (as a student handout) and with legal employers (as an enclosure with a pre-summer letter or as an orientation handout).

Building Career Connections — Networking Tools for Law Students and New Lawyers

Donna Gerson, 2007.

From a working definition of networking to step-by-step instructions on how to cultivate and maintain relationships and how to engage in informational interviewing, this book can help law students and new lawyers build the connections they need to succeed. They will learn to identify networking sources, initiate contacts, socialize with confidence, develop and nurture networking relationships, continuously broaden their circles of contacts, and arrange and conduct informational interviews. A separate chapter is included on networking and the nontraditional career. Sample “approach” letters and thank you notes are also featured. Quotes and “In Their Own Words” sidebars with advice from lawyers and career professionals are sprinkled throughout the text.

Working with a Mentor: 50 Practical Suggestions for Success, Ida Abbott, Esq. 2006.

Effective mentoring is a two-way process, and this brochure geared to mentees offers tips for success in such areas as forming a mentoring mindset, preparing for the first meeting, setting goals, facilitating one’s own learning and development, showing consideration for a mentor, and concluding the mentoring relationship. Written by Ida Abbott, author of *The Lawyer’s Guide to Mentoring*, this is an ideal handout for new associates or summer associates, either on its own or used in conjunction with the NALP booklet, *Being an Effective Mentor*.