

Preparing Students to Interview Persuasively

Using the Four Functions: S, N, T, F

Sensing: Persuade with facts and details

Sensors want to know: What are the *concrete reasons* we should hire this person?

Academic record
Grades; class rank
School quality
Expertise: e.g., work experience, engineering background, moot court
Why you can hit the ground running; how you can help the organization from your first day on the job
Good follow through; can get the project done (and done right!) and out the door
Strong attention to detail

Intuition: Persuade using possibilities and future implications

Intuitives want to know: What are all the *possible ways* in which this person *can benefit our organization now and in the future?*

Your current value: skill, expertise, willingness to learn
Future value: e.g., client development and client service
Commitment level not just now, but in the future (goals such as partnership)
Can see the big picture while keeping track of the details; provide examples
Creative problem solving skills (can do more than spot the issue, can help solve the problem)

Thinking: Persuade with logical analysis

Thinkers want to know: Why *does it make sense* to hire you?

How summer or clinical experiences sharpened your skills
Skills at legal analysis: provide examples
Good judgment: provide stories, including those from past employment
Legal research and writing
Task oriented
Project management skills
Efficiency; can get the project done on time

Feeling: Persuade with an eye toward human values

Feelers want to know: Is this candidate *a good fit with our organization and its people?*

Good interpersonal and communication skills (provide examples)
Enthusiasm for the practice of law
Enjoy working with others; look forward to being part of the organization
Get along well with co-workers and clients; provide examples
 such as praise from former supervisors
Passion or sincere interest in the subject matter/specialty area
Empathy for and ability to relate to clients
Look forward to receiving feedback and building your skills
Demonstrate, throughout your interview, your authenticity (confidence, not arrogance)

Preparing Interviewers to Conduct Persuasive Interviews

Using the Four Functions: S, N, T, F

Sensing: Persuade with facts and details

Candidates with a preference for sensing want to know: What are the concrete reasons to choose this firm/organization?

Breadth and depth of opportunity: quantify the range of practice areas and types of assignments available as a new and experienced associate
Staffing of cases: adequate staffing and support staff and system for staffing
Training: structured programs and the number of opportunities to participate in them
Favorable numbers: salary statistics, bonuses, billable hour requirements
Qualifications of fellow attorneys and firm reputation
Evaluations: offered at regular intervals; fair and detailed
Tangible evidence of quality of life

Intuition: Persuade using possibilities and future implications

Candidates with a preference for intuition want to know: What are all the possible ways they can benefit from working for the firm/organization now and in the future?

Multitude of opportunities for developing skills and practical experience
Superior supervision from the beginning and feedback for personal/professional growth
Opportunity to work closely with clients from summer associateship onward
Training offered in client development
Well-developed firm business plan
Mentoring for legal skills and the track to partnership
Firm flexibility: changing practice groups, moving from one office to another, part-time schedules, timetable for partnership, etc.
Strong firm leadership and opportunity to become involved in firm life from the beginning
Generous feedback, both formal and informal

Thinking: Persuade with logical analysis

Candidates with a preference for thinking want to know: Why does it make sense to choose this firm/organization?

Intellectually stimulating work and interesting and varied clients
Intellectually sophisticated colleagues
Financial management of the firm
Favorable numbers: salaries, bonuses, billable hour requirements, pro bono included in billable hours
Strong prospects for advancement and partnership
Firm growth and practice area development
Management communicates information and data about the status and the future of the firm/organization to attorneys at all levels
Firm/organization alumni who leave move on to challenging, interesting work

Feeling: Persuade with an eye toward human values

Candidates with preference for feeling want to know: Is this firm/organization a good fit for me both personally and professionally?

Management communicates openly and meaningfully with attorneys
Collegial environment and open door policy
Associates are part of the life of the firm from the beginning
Work product has an impact on clients and society
Commitment to the community/pro bono
Organization values each employee's contributions and demonstrates that through a culture of appreciation
Firm/organization alumni leave on good terms and continue a relationship
Associate development programs
Value and provide training in communication and other "soft" skills
Value and develop support staff