

Persuading from Both Sides of the Interview Desk:

Preparing Students and Employers to Interview Persuasively Using Psychological Type Functions as a Framework

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Using Type Concepts to Persuade

- ▶ Communication: Requires sending *and* receiving the message
- ▶ Persuasion: Goal is that the message results in *action*
- ▶ Strategy: Using the Principles of Psychological Type
 - ▶ *Countless differences* between interviewers and interviewees
 - ▶ Their preferences for taking in information and making decisions
 - ▶ The “language” in which they prefer to be approached
 - ▶ The specifics that will sway them
 - ▶ Type provides a *concrete approach* for adjusting your message
 - ▶ Opportunity to sharply *increase odds message is received*
- ▶ Type principles are widely applicable beyond interviewing:
 - ▶ Interpersonal Relations and Leadership
 - ▶ Marketing
 - ▶ Negotiations
 - ▶ Customer Service

Type Distribution of the U.S. National Representative Sample and of U.S. Lawyers

ISTJ 11.6% 10.9%	ISFJ 13.8% 3.3%	INFJ 1.5% 3.1%	INTJ 2.1% 7.2%
ISTP 5.4% 4.7%	ISFP 8.8% 1.4%	INFP 4.4% 4.8%	INTP 3.3% 8.9%
ESTP 4.3% 5.4%	ESFP 8.5% 1.8%	ENFP 8.1% 6.8%	ENTP 3.2% 11.1%
ESTJ 8.7% 11.9%	ESFJ 12.3% 4.1%	ENFJ 2.5% 5.0%	ENTJ 1.8% 9.7%

Lawyer numbers from MBTI Type Table for Occupations, page 137, Mountain View, CA, CPP, Inc., 2008.

Psychological Type The Myers-Briggs Type Indicator (MBTI)

- ▶ Behavioral Preferences
 - ▶ Katherine Briggs and Isabel Briggs Myers
 - ▶ Based on Jung's Work: *Psychological Types*, 1923
- ▶ Reliable and Valid
 - ▶ Widely used in many applications since the 1970s
- ▶ A Look at a Range of Normal Behaviors
 - ▶ All types are good; all have strengths and weaknesses

Four Preferences: Four Dimensions of Type

- ▶ **E or I Extraversion/Introversion** (attitude)
 - ▶ How you prefer to re-energize
- ▶ **S or N Sensing/Intuition** (function: processing)
 - ▶ How you prefer to take in information
- ▶ **T or F Thinking/Feeling** (function: processing)
 - ▶ How you prefer to make decisions
- ▶ **J or P Judging/Perceiving** (attitude)
 - ▶ How you prefer to organize your life

The Four Functions: S, N, T, F

The two middle letters of our type

The CORE of the personality

S or N

- ▶ Second letter of type (S/N)
- ▶ Sensing or Intuition
- ▶ Preferred way of taking in information

T or F

- ▶ Third letter of type (T/F)
- ▶ Thinking or Feeling
- ▶ Preferred way of making decisions

Four functions:
We use ALL of them to take in and process information

S	N
T	F

Our two *favorite* functions are our Functional Pair
(and reflect the four columns of the type table)

ST, SF, NF, NT

Why Focus on the Functions?

Functions (S, N, T, F) and Functional Pairs (ST, SF, NT, NF)

- ▶ Related to *communication style*
- ▶ Preferred way of *persuading*
- ▶ Reveal what's likely to *motivate* you
- ▶ Indicate where you find *meaning* at work

What are Functional Pairs? Our two most favorite functions

ST

(30% U.S.; 32.9% J.D.)

- ▶ Prefer facts and details
- ▶ Grounded in the here and now
- ▶ How? When? Why?

SF

(43% U.S.; 10.6% J.D.)

- ▶ Prefer facts as they related to people
- ▶ How does this information affect me?
- ▶ How does it affect others?

Functional Pairs, cont'd.

NF

(17% U.S., 19.7% J.D.)

- ▶ Future possibilities—
- ▶ As they apply to the self and the world
- ▶ Interested in personal growth of self and others

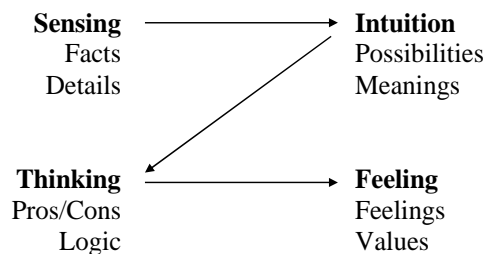
NT

(10% U.S., 36.9% J.D.)

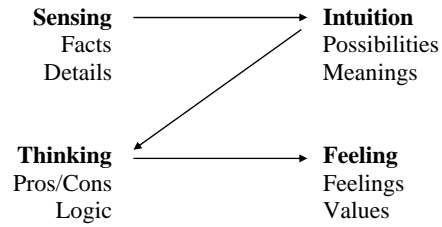
- ▶ Take the logical route to the bottom line
- ▶ "Does this make sense?"
- ▶ Why this makes sense. . .

Communicating Using the Four Functions

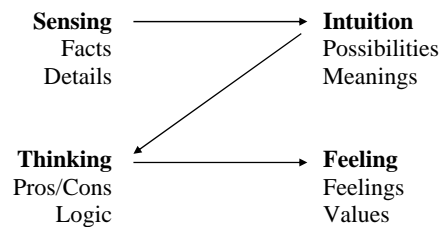
We start persuading with our most favorite (dominant) function. . . .



Then we move to our second most favorite (auxiliary) and tend to stop there. . . .

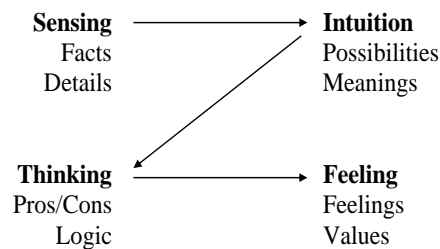


We tend to persuade with our two favorite functions . . .
And frequently neglect the other two.



Prepare for the interview by strategizing using *all four* functions

- ▶ You won't know the type preference of the other party and you don't need to
- ▶ Prepare to appeal to all four functions; the most persuasive case (and the best decision) will be made when all four functions are addressed
- ▶ Practice the zig zag model



Preparing STUDENTS

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, quality of school
 - ▶ Expertise: work experience, engineering background, moot court
 - ▶ Why the student can hit the ground running
 - ▶ Good follow through; can get the project done and out the door ON TIME!
 - ▶ Strong attention to detail
 - ▶ Good time manager

Preparing STUDENTS

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?*
 - ▶ Student's current value: skills, expertise, willingness to learn
 - ▶ Student's future value: client development, client service
 - ▶ Commitment not just now, but in the future (partnership goal, committees, etc.)
 - ▶ Can see the big picture as well as the details (provide specific examples)
 - ▶ Creative problem solving skills (be prepared with examples)

Preparing STUDENTS

Thinking: Persuade with Logical Analysis

- ▶ Thinkers want to know: Why does it *make sense* to hire this person?
 - ▶ How summer/clinical experience has sharpened the student's skills
 - ▶ Strong legal analysis skills: examples (in class, on exams, etc.)
 - ▶ Good judgment: provide stories, especially those involving past employment
 - ▶ Legal research and writing skills
 - ▶ Task oriented, practical problem solver
 - ▶ Project management skills ; systems development
 - ▶ Efficiency: projects done on time, able to work on a budget, etc.

Preparing STUDENTS

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
 - ▶ Enthusiasm for the practice of law
 - ▶ Enjoy working on a team; look forward to being part of the organization
 - ▶ Get along well with co-workers and clients (positive feedback from former supervisors is helpful)
 - ▶ Passion or sincere interest in subject matter/specialty area
 - ▶ Empathy for/ability to relate to clients
 - ▶ Look forward to receiving and incorporating feedback and building skills
 - ▶ Demonstrate authenticity during interview (confidence, not arrogance)

Preparing EMPLOYERS

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: range of practice areas, types of assignments
 - ▶ Staffing of cases: staffing system and support staff
 - ▶ Training: formal and informal programs
 - ▶ Favorable numbers: salaries, bonuses, billable hour requirements
 - ▶ Qualifications of fellow attorneys; firm reputation
 - ▶ Evaluations: fair, detailed, offered at regular intervals
 - ▶ Tangible evidence of quality of life

Preparing EMPLOYERS 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/practical experience
 - ▶ Excellent supervision and guidance and feedback for growth
 - ▶ Opportunity to work closely with clients begins early and increases over time
 - ▶ Training in client development offered
 - ▶ Well-developed firm business plan
 - ▶ Mentoring for legal skills and track to partnership
 - ▶ Firm flexibility: changing practice groups, offices, part-time schedules, etc.
 - ▶ Strong firm leadership and opportunity to become part of firm life
 - ▶ Generous feedback, formal and informal

Preparing EMPLOYERS 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; interesting and varied clients
 - ▶ Intellectually sophisticated colleagues
 - ▶ Financial management of the firm
 - ▶ Favorable numbers: salaries, bonuses, billable hours requirements (pro bono incl.)
 - ▶ Strong prospects for advancement and partnership
 - ▶ Firm growth and practice area development
 - ▶ Management communicates effectively with attorneys at all levels
 - ▶ Firm/organization alumni who leave on move on to challenging, interesting work

Preparing EMPLOYERS Feeling: Persuade with an Eye Toward Human Values

- ▶ Candidates with a preference for feeling want to know: Is this firm/organization a good fit for me both personally and professionally?
 - ▶ Management communicates openly and meaningfully
 - ▶ Collegial environment, open door policy
 - ▶ Associates participate in the life of the firm
 - ▶ Work product has an impact on clients and society
 - ▶ Commitment to the community/pro bono
 - ▶ Culture of appreciation for attorneys' contributions and commitment
 - ▶ Firm/organization alumni leave on good terms and continue a relationship
 - ▶ Associate development programs
 - ▶ Value and provide training in "soft" skills as well as legal skills
 - ▶ Value and develop support staff

Create preparation worksheets for your students or interviewers (see one page handouts for preparing students and preparing interviewers)

STUDENTS

S persuasive points for hiring me
N persuasive points for hiring me
T persuasive points for hiring me
F persuasive points for hiring me

INTERVIEWERS

S persuasive arguments for considering
our firm or organization
N persuasive arguments for
considering our firm or organization
T persuasive arguments for
considering our firm or organization
F persuasive arguments for considering
our firm or organization

Exercises

- ▶ What are your two favorite functions and how do they inform your persuasive strategy?
- ▶ What are the functions in which you're less adept? How can you strengthen your persuasive strategies using those functions?
- ▶ How can you implement these strategies in preparing your students/interviewers?



