

# 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 and program quality (legal writing, specialty programs, etc.)  
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 develop strategy/solution)

## **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 in reasonable time *and* 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?***

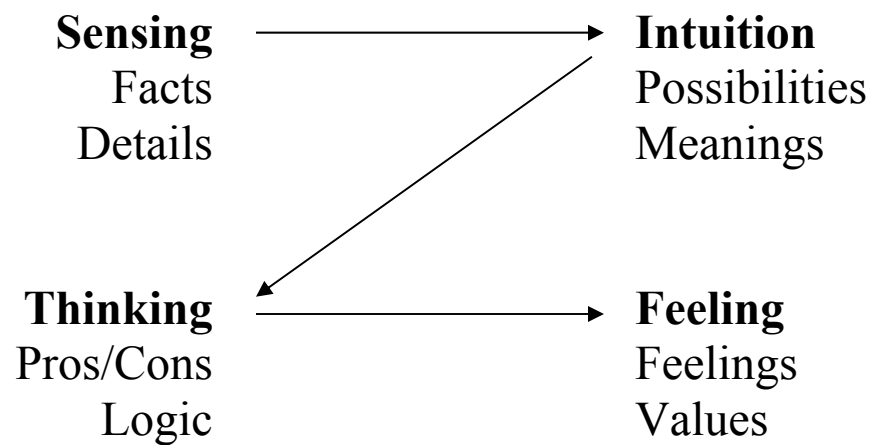
Intellectually stimulating work and interesting and varied clients  
Intellectually sophisticated colleagues  
Financial management of the firm  
Favorable numbers: salaries, bonuses, billable hour requirements, pro bono included in billable hours  
Strong prospects for advancement and partnership  
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

# The Zig-Zag Problem Solving Model



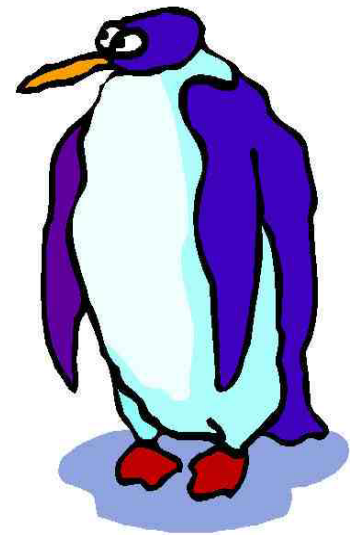
# Improving Communication with Functional Pairs: Feeding People Their Preferred Fish

**ST:**            \*Prefer facts and details  
30% U.S.        \*The here and now!  
32.9% J.D.      \*How, when, why?

**SF:**            \*Prefer facts as they  
43% U.S.        relate to people  
10.6% J.D.      \*How does this information  
                      immediately affect me  
                      and others?

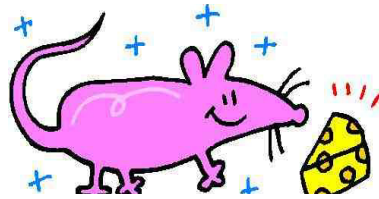
**NF:**            \*Prefer to hear future possibilities as  
17% U.S.        they apply to self and the world at large  
19.7% J.D.      \*Interested in personal growth of  
                      self and others

**NT:**            \*Take the logical route to the bottom line  
10% U.S.        \*"Does this make sense?"  
36.9%J.D.      \*Why this makes sense



# Motivation:

## *Motivation through the Lens of Functional Pairs*



### **ST: Facts/details/logic/puzzles in the present**

**(30% of U.S. population; 32.9% of lawyers\*)**

- \* Concrete analysis of problems using facts and rules
- \* Expertise with details and technical knowledge
- \* Task oriented
- \* Enjoy hands-on involvement

### **SF: Practical impact on people here and now**

**(43% of U.S. population; 10.6% of lawyers\*)**

- \* Make a tangible difference in people's lives
- \* Use facts and details to make things happen
- \* Organize and craft procedures that solve problems
- \* Build consensus

### **NF: Future possibilities for the betterment of people**

**(17% U.S. population; 19.7% of lawyers\*)**

- \* Possibilities for people
- \* Making a difference in the world
- \* Fostering communication
- \* Chance for personal growth: self and others

### **NT: Theoretical analysis and solutions for the future**

**(10% of U.S. population; 36.9% of lawyers\*)**

- \* Intellectual challenge
- \* Exercise competence and show excellence
- \* Theoretical vision
- \* Creative problem solving in systems

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

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

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