

The Oregon Attorney Assistance Program

presents

***Finding Long-Term Career
Satisfaction with a Law Degree***

Qualifies for 5 Personal Management Assistance MCLE Credits

Friday, March 1, 2013

8:45 a.m. – 4:30 p.m.

Oregon State Bar Center



OAAP

*helping lawyers and judges
for over 30 years*

520 SW Yamhill Street, Suite 1050
Portland, Oregon 97204
503-226-1057 or 1-800-321-6227

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Agenda

8:00 a.m. – 8:45 a.m.	Registration
8:45 a.m. – 9:00 a.m.	Introduction
9:00 a.m. – 12:15 p.m. (includes a 15 min. break)	Attaining Career Satisfaction Using the Lawyer Career Satisfaction Model SM — Dr. Larry Richard & Tanya Hanson
12:15 p.m. – 1:00 p.m.	Boxed Lunch
1:00 p.m. – 2:00 p.m.	Navigating the Current Job Market – Mike Long & Shari Gregory
2:00 p.m. – 2:10 p.m.	Break
2:10 p.m. – 3:00 p.m.	Overcoming Career Setbacks and Disruptions – Dr. Larry Richard
3:00 p.m. – 3:15 p.m.	Break
3:15 p.m. – 4:15 p.m.	Lawyer Panel: Job Search Success Stories – Tanya Hanson, Moderator
4:15 p.m. – 4:30 p.m.	Conclusion and evaluations

MCLE FORM 1: Recordkeeping Form (Do Not Return This Form to the Bar)

Instructions:

Pursuant to MCLE Rule 7.2, every active member shall maintain records of participation in **accredited** CLE activities. You may wish to use this form to record your CLE activities, attaching it to a copy of the program brochure or other information regarding the CLE activity.

Do not return this form to the Oregon State Bar. This is to be retained in your own MCLE file.

Name:		Bar Number:	
Sponsor of CLE Activity:			
Title of CLE Activity:			
Date:	Location:		
<input type="checkbox"/> <i>Activity has been accredited by the Oregon State Bar for the following credit:</i> <div style="text-align: center;"> <p>___ General</p> <p>___ Prof Resp-Ethics</p> <p>___ Access to Justice</p> <p>___ Child Abuse Rep.</p> <p>___ Practical Skills</p> <p>___ Pers. Management Assistance **</p> </div>	<input type="checkbox"/> Full Credit. <i>I attended the entire program and the total of authorized credits are:</i> <div style="text-align: center;"> <p>___ General</p> <p>___ Prof Resp-Ethics</p> <p>___ Access to Justice</p> <p>___ Child Abuse Rep.</p> <p>___ Practical Skills</p> <p>___ Pers. Management Assistance **</p> </div>	<input type="checkbox"/> Partial Credit. <i>I attended _____ hours of the program and am entitled to the following credits*:</i> <div style="text-align: center;"> <p>___ General</p> <p>___ Prof Resp-Ethics</p> <p>___ Access to Justice</p> <p>___ Child Abuse Rep.</p> <p>___ Practical Skills</p> <p>___ Pers. Management Assistance **</p> </div>	

***Credit Calculation:**

One (1) MCLE credit may be claimed for each sixty (60) minutes of actual participation. Do not include registration, introductions, business meetings and programs less than 30 minutes. MCLE credits may not be claimed for any activity that has not been accredited by the MCLE Administrator. If the program has not been accredited by the MCLE Administrator, you must submit a Group CLE Activity Accreditation application (See MCLE Form 2.)

Caveat:

If the actual program length is less than the credit hours approved, Bar members are responsible for making the appropriate adjustments in their compliance reports. Adjustments must also be made for late arrival, early departure or other periods of absence or non-participation.

** Oregon State Bar MCLE Rule 6.3 limits the number of personal management assistance credits that can be claimed in one three-year reporting period to 6 credits. For shorter reporting periods, the limitation is 3 hours.

Biographies

DR. Larry Richard, JD, PhD is a former practicing lawyer as well as an organizational psychologist who specializes in helping lawyers and law firms improve their performance and satisfaction. He holds a J.D. from the University of Pennsylvania, and Ph.D. in Psychology from Temple University. He spent the first 15 years of his practice counseling lawyers on career change and career planning. Formerly a consultant with Hildebrandt, he now heads his own firm, LawyerBrain LLC, which helps law firms with leadership and change management issues. Along with his colleague Tanya Hanson, Dr. Richard is coauthor of *The New What Can You Do with a Law Degree?* (Decision Books, Seattle: 2012). You can follow him on his website, at www.lawyerbrain.com, and on his blog, *What Makes Lawyers Tick?*, at www.lawyerbrainblog.com.

Tanya Hanson, JD is an attorney with the Oregon State Bar Professional Liability Fund, where she edits publications and helps coordinate seminars that assist lawyers in their personal and professional lives. Ms. Hanson is also a career coach who works with lawyers and other professionals to discover their unique career identity and find satisfying work. She is a graduate of the University of Oregon (JD 1994, BS 1991), and Accomplishment Coaching, Coach Training Program (2009). Ms. Hanson is coauthor of *The New What Can You Do with a Law Degree?* (Decision Books, Seattle: 2012).

Finding Long-Term Career Satisfaction with a Law Degree

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Finding Long-Term Career Satisfaction with a Law Degree:

A Field-Tested Psychological Model + Practical Advice

Presented by **Larry Richard, J.D., Ph.D.**
Principal Consultant, LawyerBrain LLC, and
Tanya Hanson, J.D., Career Coach

Oregon Attorney Assistance Program
Oregon State Bar Center
Tigard, Oregon • March 1, 2013

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Agenda

- **The Inner-Directed Approach**
- **Personality: How your personality style affects your career satisfaction**
- **The Lawyer Career Satisfaction Model**

Inner-Directed Approach to Career Satisfaction



- Most lawyers approach the career change process backwards.
- Tempting to first ask, “What’s out there?”
- Why it doesn’t work.

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Benefits of Inner-Directed Approach



- You may only need to make a small adjustment, rather than a major career change.
- People you network with will find it easier to remember you and help you.
- You will be more attractive to potential employers.
- You are more likely to find a position before the job requirements are fixed.
- You are more likely to find a job that fits you and is satisfying.

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Agenda

- The Inner-Directed Approach
- **Personality: How your personality style affects your career satisfaction**
- The Lawyer Career Satisfaction Model

The “Normal” Lawyer Personality

The Lawyer Personality

- More intense
- Atypical traits are modal
- Helps lawyers be more effective . . . as *lawyers*
- . . . but *less* effective in “people” roles
e.g., leader, manager, supervisor, rainmaker, etc.
- Data on 42,000 lawyers over 30 years

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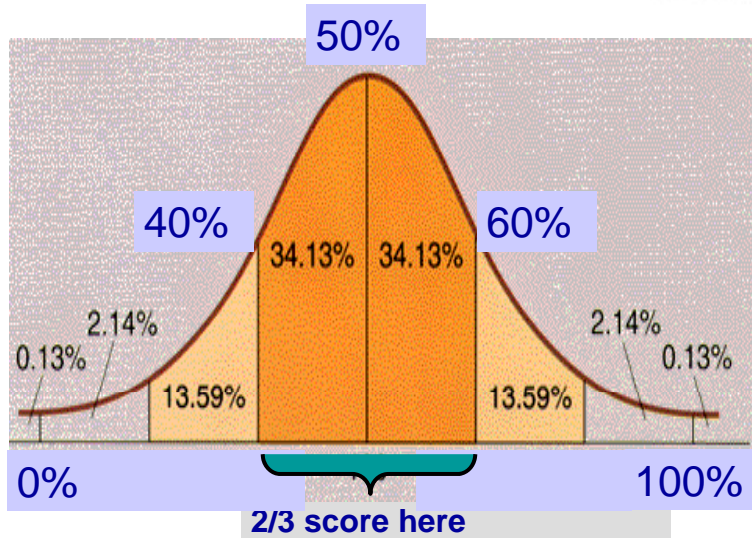
The normal lawyer personality

- People who become lawyers are outliers
- Let’s look at data
- Caliper Profile
- 48 years
- 4 million+ college-educated subjects
- Over 5000 lawyers, including 125 MP’s
- 6 of 18 traits!

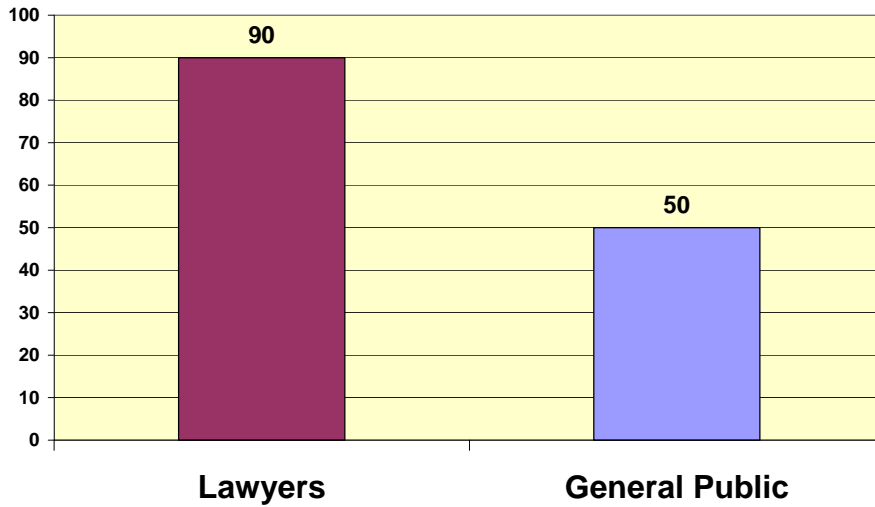
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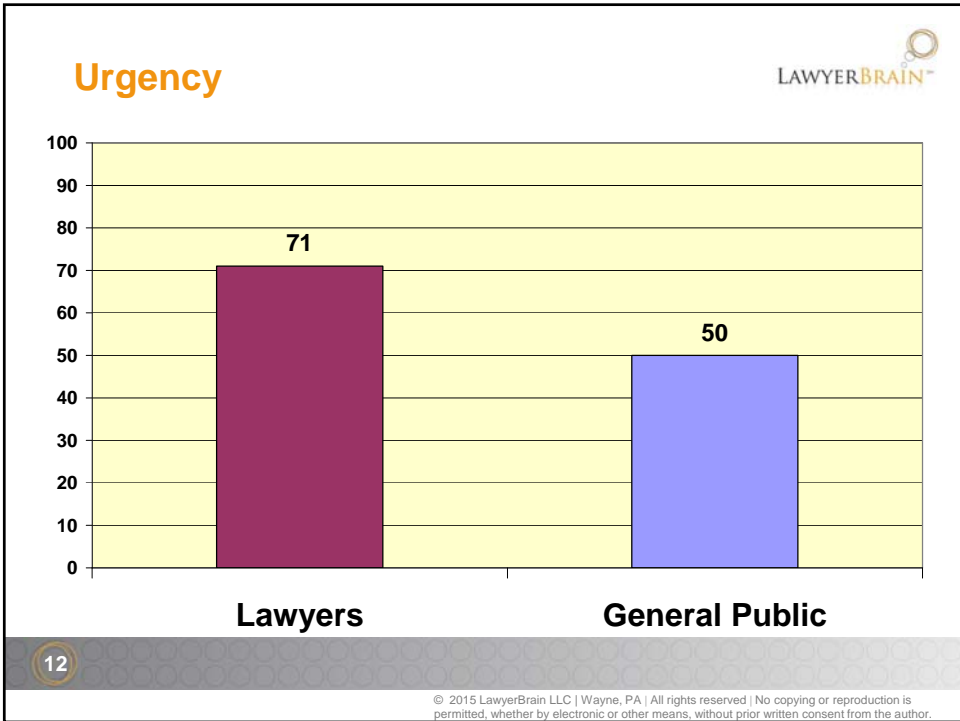
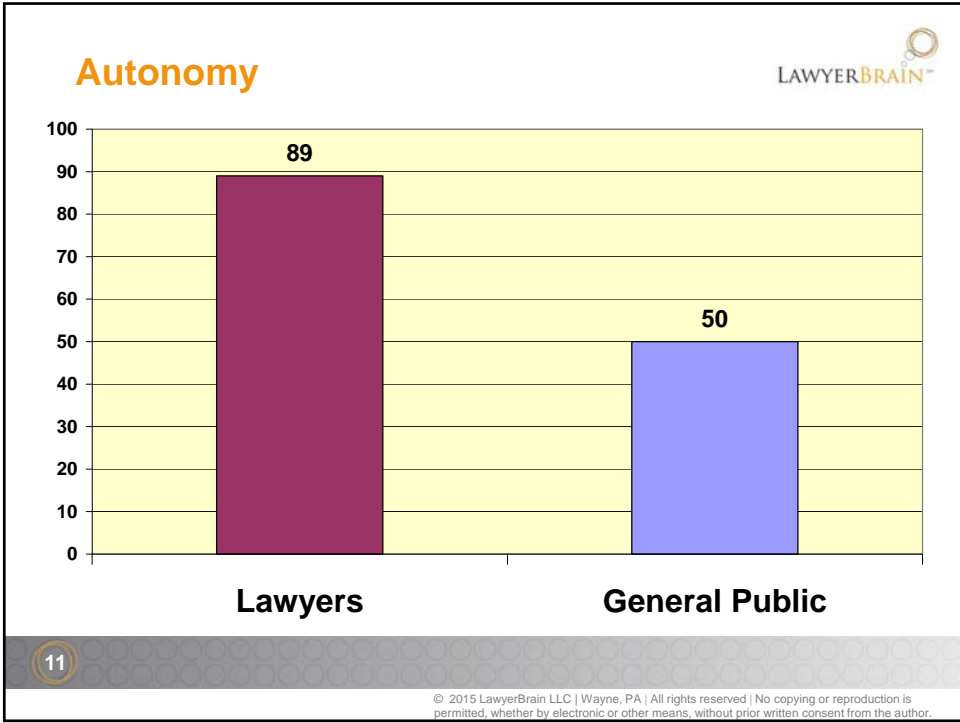
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The Percentile Curve

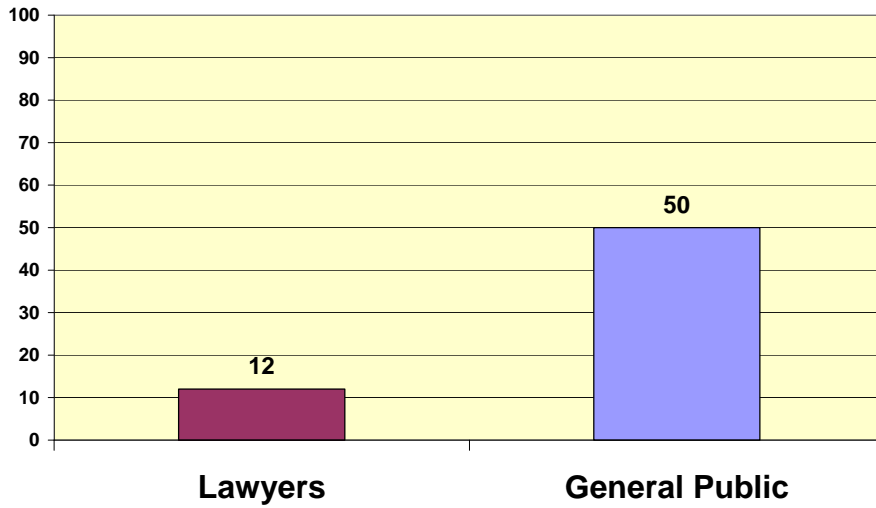


Skepticism





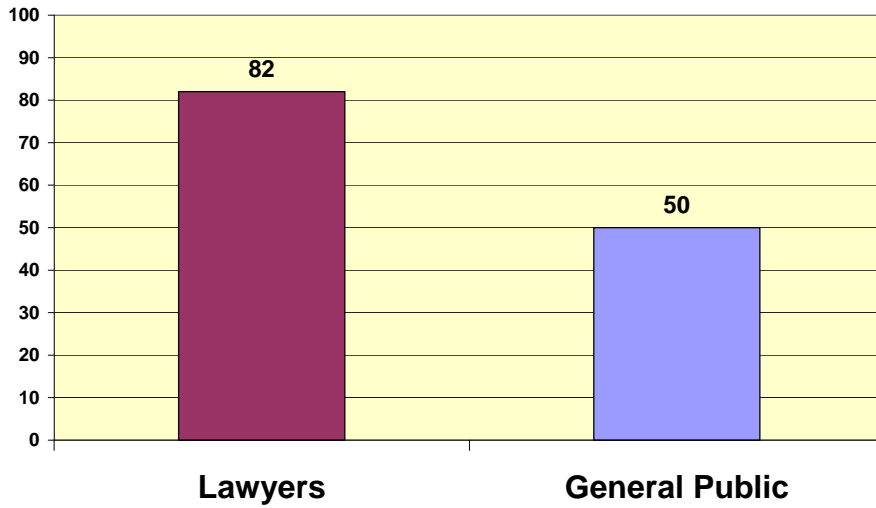
Sociability



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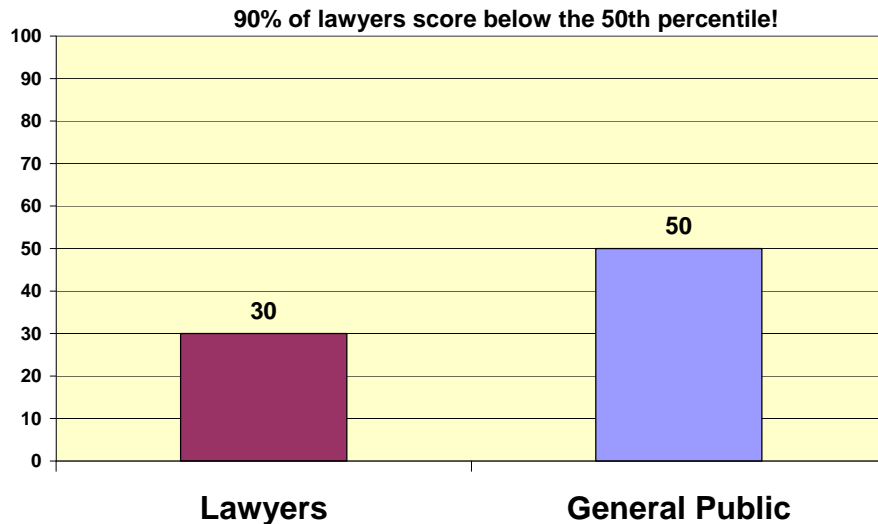
Abstract Reasoning



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Resilience



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Low Resilience: A Special Case

- Possibly the greatest hidden source of “personality risk” for lawyers
- 90% of all lawyers score in the bottom half
- Explains a lot
- Under stress, all 6 traits get intensified
- But Low Resilience is by definition a poor response to stress
- We’ll be covering this later this afternoon

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Agenda

- The Inner-Directed Approach
- Personality: How your personality style affects your career satisfaction
- **The Lawyer Career Satisfaction Model**

Steps to Achieve Career Satisfaction

1. Discover your career identity.
2. Develop your job criteria.
3. Consider your circumstances. Take action.

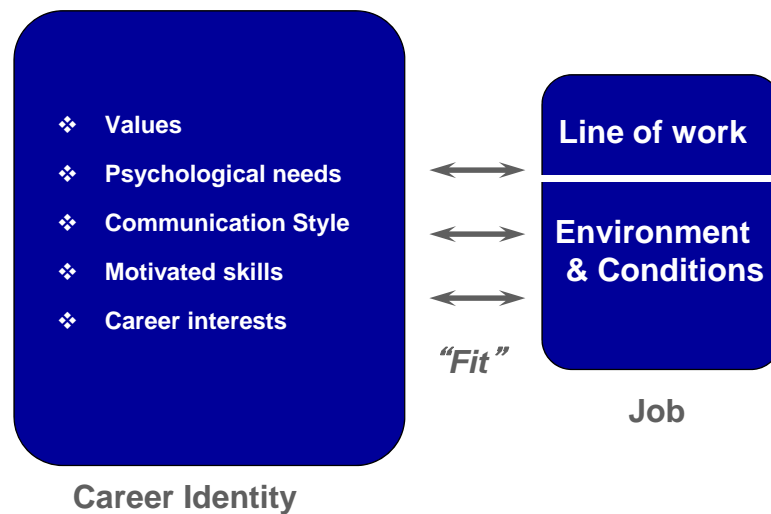
Who Can Benefit from this Model?

- Out-of-work lawyers
- Dissatisfied or burned-out lawyers
- Law students or recent graduates
- Retiring or senior lawyers

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Model for Long Term Career Satisfaction



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Diagnostic Emotions

Values:	Disappointment, Anger
Psychological needs:	Frustration
Communication Style:	Confusion
Motivated skills:	Emptiness, Tedium
Career interests:	Boredom

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Career Identity Element #1: Your Values

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Values: Diagnostic Emotions

- When personal values are not met in a job, the emotion most people feel is **disappointment**.
- When a value not only goes unmet but is actively violated, the emotion experienced is **anger**.
- When values are fulfilled through a job, the emotions most people feel are **satisfaction** or **fulfillment**.

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Your Values

- What are values?
- Analog quality – continuum
- Most important part of your career identity
- “And what’s important about that?”

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Values: Worldview Model

- Clare Graves, psychologist
- Six common values systems – beliefs about how the world works
- Act as filters, coloring how you experience the world
- Invisible to the person holding the view

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Values: Worldview Model

1. Safety Driven (Dependent)
2. Power Driven (Autocratic)
3. Order Driven (Traditionalist)
4. Success Driven (Achiever)
5. People Driven (Humanist)
6. Process Driven (Pragmatist)

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Values: Worldview Model

- **Safety-Driven Belief System (Dependent):** The world is mysterious and threatening, and safety and security are all-important.
- It is unusual to find lawyers who hold a Safety Driven values system as their primary belief system.
- Many lawyers have a stronger-than-average rejection of this values system.
- Some lawyers, especially earlier in their careers, identify secondarily with this values system.

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Values: Worldview Model

- **Power-Driven Belief System (Autocrat):** The world is a hostile, dog-eat-dog place, and strength is the key to staying alive and on top of things.
- This is rarely the prevailing values system in a law firm as a whole.
- However, it is not uncommon to find individual lawyers for whom this values system is most dominant.
- This values system is often found among fiercely competitive litigators.

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Values: Worldview Model

- **Order-Driven Belief System (Traditionalist):** Life has a purpose and an order, and there is generally one right way to be.
- This values system is the most widely held in the United States.
- It is easily the primary values system for many lawyers.
- It is also the primary values system for many law firm administrative staff, including paralegals.

Values: Worldview Model

- **Success-Driven Belief System (Achiever):** It is possible to do better than others and to win, to set goals and achieve them, and people should be rewarded for performance rather than for seniority.
- This is the central values system of many U.S. businesses and, more and more, many law firms.
- Conflict between Traditionalists and Achievers is common because so many lawyers believe in one of these two values systems.
- A handful of individuals values both systems highly.

Values: Worldview Model

- **People-Driven Belief System (Humanist):** Life is about living in harmony with others and experiencing the subjective feelings of being human, and collective actions are the way to reach both societal goals and meet individual needs.
- Some lawyers have this as a secondary values system. It is less frequently found as a primary values system.
- There are many more Traditionalists and Achievers in law firms.
- A small number of lawyers reject this values system, seeing it as inefficient and overly sentimental.

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Values: Worldview Model

- **Process-Driven Belief System (Pragmatist):** The world is a complex place, and chaos and change are natural states that humans can adapt to. Getting done what needs to be done – efficiently and competently – matter more than rules, red tape, or interpersonal pleasantries.
- Many lawyers are Pragmatists.
- It is not uncommon to find this values system in combination with Humanist or with Achiever, and occasionally with Traditionalist.

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Your Values: Worldview Model

Determining your worldview values system:


What is your “end value”?

- Dependent – to feel safe and protected
- Autocrat – to feel in control and not taken advantage of
- Traditionalist – to achieve security and stability
- Achiever – to feel a sense of accomplishment
- Humanist – to serve humanity
- Pragmatist – to be and feel effective and get results


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The “Career Anchors” Model

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 **Values: Career Anchors Model** 



- ❖ Security
- ❖ Autonomy
- ❖ Entrepreneurial
- ❖ General Manager
- ❖ Craft or Technical-Functional Competence
- ❖ Principle
- ❖ Pure Challenge
- ❖ Lifestyle

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 **Values: Career Anchors Model** 


- **Security:** Your identity includes a need for security, predictability, or certainty.
- Geographic security
- Tenure security



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Values: Career Anchors Model


- **Autonomy:** Your identity includes a need for autonomy. You want freedom from being controlled by other people.

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Values: Career Anchors Model

- **Entrepreneurial:** You are driven by “building something creative.” Your identity is connected to the concept of taking an idea and developing it into a reality.

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Values: Career Anchors Model

- **General Manager:** You like climbing the hierarchical ladder, making tough decisions, and managing people, capital, and information.



Values: Career Anchors Model

- **Craft or Technical-Functional Competence:** You already have identified with a particular skill, craft, or competency that you are good at and that you want to be better at.



Values: Career Anchors Model

- **Principle:** You identify with a particular cause or principle, and it must be part of your work experience.



Values: Career Anchors Model

- **Pure Challenge:** You are driven to be “the best,” to compete (either against yourself or others), to be constantly challenged.



Values: Career Anchors Model

- **Lifestyle:** Work, for you, is just one way to balance all the elements of your life. You want a job that allows you enough time and money to enjoy your family, your friends, your hobbies, and your life.

Your Values: Career Anchors Model

- Which is your primary career anchor?
- Audience example

Your Values: Sample Values Card Sort

Change and Variety	Autonomy	Help Others	High Earnings
Exercise Competence	Influence People	Make Decisions	Precision Work
Meaningful Work	Power	Time Freedom	Security

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Character Strengths as Values

- VIA Inventory of Strengths
<http://www.authentic happiness.sas.upenn.edu/Default.aspx>
- 6 Virtues, 24 Character Strengths
- People who use their primary strengths at work are more satisfied

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Career Identity Element #2: Your Psychological Needs

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Psychological Needs: Diagnostic Emotions

- When a psychological need is not met, you usually feel **frustration** and a **sense of urgency**.
- When a psychological need is met, you usually feel **nothing** at all.
- It is the only career identity element where no positive emotion is experienced when it is met.
- The failure to identify psychological needs can result in an unsatisfactory job change for this reason.

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Psychological Needs

- What are psychological needs?
- Digital quality (vs. analog) – on-off switch
- Basic psychological needs:
 - **Affiliation or inclusion**
 - **Power or control**
 - **Openness**
- Other common psychological needs

BREAK

Career Identity Element #3: Your Communication Style

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Communication Style: Diagnostic Emotions

- When your communication style doesn't fit the work you do, it creates the emotion of **confusion**.
- When your communication style doesn't fit the people you work with, the common emotion is **alienation**.
- When your communication style does fit your work, the emotion most often experienced is **congruence**.
- When your communication style fits the people you work with, the emotion experienced is **camaraderie**.

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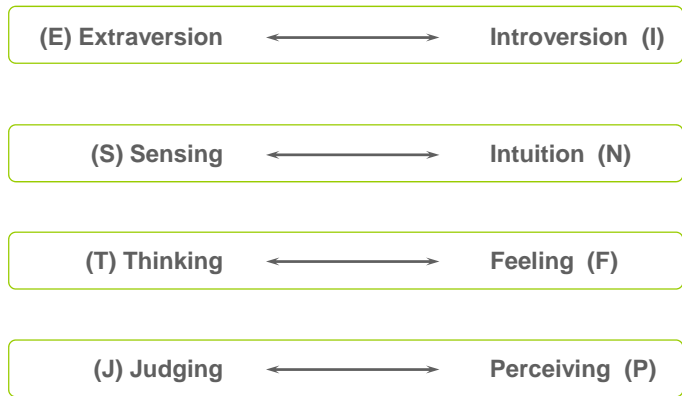
Communication Style

- Patterns in the way we interact with people, deal with data, make decisions, and schedule events
- Based on Carl Jung's Theory of Psychological Types
- Different tools that measure personality preferences identified by Jung
- Best-known and most widely used is Myers-Briggs Type Indicator (MBTI)

Myers-Briggs Type Indicator

MBTI

The MBTI—4 Basic Dimensions



Extraversion vs. Introversion

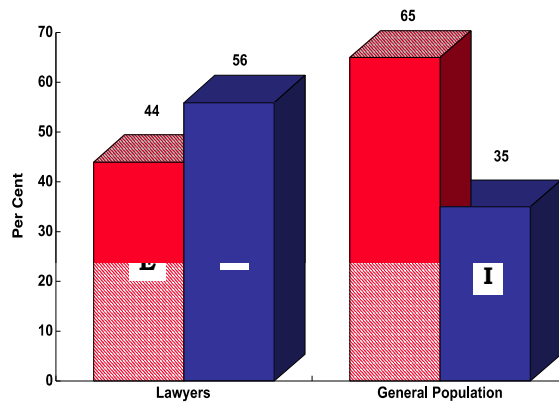
MBTI: Extraversion vs. Introversion

- Where do you prefer to focus your energy: externally or internally?
- Extraverts pay more attention to the world outside their psyche.
- Introverts pay more attention to their inner world of thoughts, feelings, and sense impressions.

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Extraverts vs. Introverts Lawyers vs. General Population



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Sensing vs. Intuition

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Sensing vs. Intuiting Activity

- Write down whatever comes to mind when you think of the season “Spring”. No talking—do it on your own.
- De-Brief

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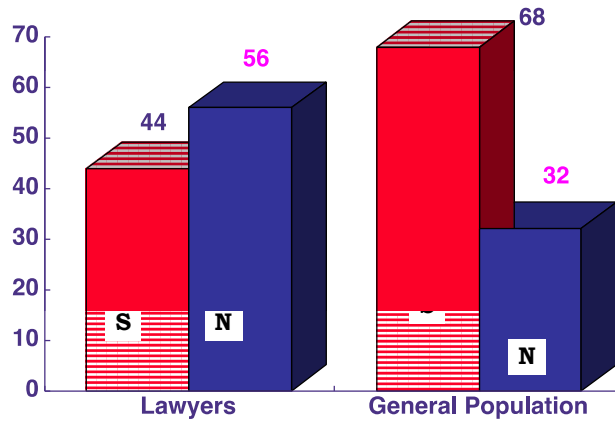
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MBTI: Sensing vs. Intuition

- What type of data do you prefer to gather: factual, certain data, or global, impressionistic data?
- Sensors prefer to gather their information from the observable world around them – things that can be seen, heard, touched, and verified by experience.
- Intuitives prefer to gather their information from hunches, and by paying attention to concepts and abstractions.

Most related to occupational choice

Sensors vs. Intuitives Lawyers vs. General Population



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Thinking vs. Feeling

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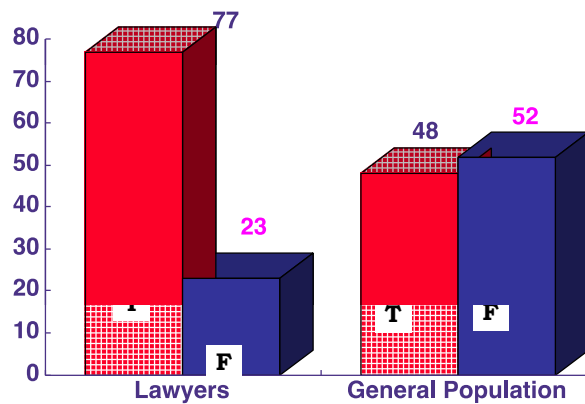
MBTI: Thinking vs. Feeling

- How do you prefer to make decisions: based on objective logic or on subjective likes and wants?
- Thinkers rely on logical and objective analysis to reach a conclusion.
- Feelers use a more personal, subjective strategy to reach a conclusion and consider their own personal values when making a decision.

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Thinkers vs. Feelers Lawyers vs. General Population



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The T-F Scale is Different

- ❖ Most egocentric
- ❖ Gender sensitive
- ❖ Most changeable over time
- ❖ Most skewed for lawyers
- ❖ About decision-making
- ❖ Most complex

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Most lawyers are Thinkers.

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**In fact, 77% of all lawyers
prefer Thinking over Feeling.**

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Over 80% of male lawyers prefer Thinking

***Over 2/3 of female lawyers prefer
Thinking***

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Judging vs. Perceiving

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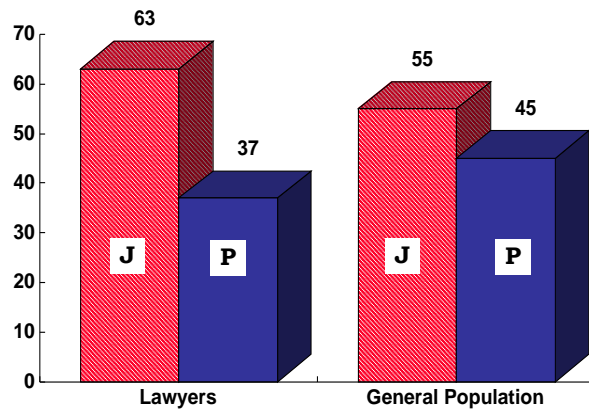
MBTI: Judging vs. Perceiving

- How do you relate to people and data: in an organized, meticulous, and scheduled way, or in a spontaneous, flexible, and informal way?
- Judgers approach the world in a planned, orderly, and decisive way.
- Perceivers approach the world in an open, spontaneous, and flexible manner.

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Judgers vs. Perceivers Lawyers vs. General Population



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16 MBTI "Types"

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

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Lawyers' Types Compared to General Population

(Lawyers in boldface; GP = General Population)

ISTJ 18% GP: 7%	ISFJ 4% GP: 7%	INFJ 3% GP: 2%	INTJ 13% GP: 3%
ISTP 4% GP: 4%	ISFP 1% GP: 5%	INFP 4% GP: 4%	INTP 9% GP: 4%
ESTP 3% GP: 7%	ESFP 1% GP: 9%	ENFP 5% GP: 8%	ENTP 10% GP: 5%
ESTJ 10% GP: 15%	ESFJ 3% GP: 14%	ENFJ 3% GP: 4%	ENTJ 9% GP: 4%

Career Identity Element #4: Your Motivated Skills

Motivated Skills: Diagnostic Emotions

- When a motivated skill is not met in your work, the emotion experienced is **emptiness**, or a feeling that something is missing.
- When your work requires you to use a skill that you do not enjoy and are not motivated to use, the emotion experienced is **tedium**.
- When you get to use a skill that you are good at and enjoy using – a motivated skill – the emotion experienced is **effectiveness**.

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Motivated Skills

- Special trap for lawyers
- Why did you go to law school?
- Motivated skills card sort
www.careertrainer.com
- Gallup StrengthsFinder
www.gallupstrengthscenter.com

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Career Identity Element #5: Your Career Interests

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Career Interests: Diagnostic Emotions

- When your career interests are met in your work, you feel **interested**.
- When your career interests are not met in your work, you feel **bored**.

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Career Interests

- Least influential of the five elements
- Least consistent over time
- Difficult to combine all interests in one job or career
- Can be misleading (example: law school classes)
- Interests alone not sufficient
- Interests card sort – www.careertrainer.com
- *The New What Can You Do with a Law Degree*
- *What Color is Your Parachute?*

Steps to Achieve Career Satisfaction

1. Discover your career identity.
2. **Develop your job criteria.**
3. Consider your circumstances. Take action.

Job Criteria

- Must Have
- Would Like
- Must Avoid

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Ideal Job

- Job Environment and Conditions
- Type of Job (Line of Work)
 - Law Jobs
 - Law-Related Jobs
 - Non-Law Jobs

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Law Jobs: Potential Adjustments

- Firm (size, client base, work culture)
- Geographic setting (urban vs. suburban vs. rural; different town, city, state)
- Practice area
- Working conditions (reduced hours, telecommuting)
- Work setting (government, business, law school, etc.)

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Law-Related Jobs: What You Can Transfer

- Legal skills
- Substantive expertise
- General knowledge or understanding of the legal profession
- Contacts in the legal profession

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Non-Law Jobs: How to Make the Transition

- Longest transition
- Repackaging yourself
- Multi-step transitions

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Steps to Achieve Career Satisfaction

1. Discover your career identity.
2. Develop your job criteria.
- 3. Consider your circumstances. Take Action.**

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Conclusion

- Invest in the self-assessment process – you will get out of it what you put into it.
- Create a support network – don't try to do this all by yourself.
- Many lawyers have made job and career transitions – you can do it, too.

Questions?

The End

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Improving Lawyer Performance Through Personality Science

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Improving Lawyer Performance Through Personality Science

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- **Facilitating important conversations**
- **Repairing dysfunctional behavior**
- **Selecting talent**
- **Building teamwork**

Biographies

Mike Long is a graduate of Hastings College of Law, San Francisco, California (JD 1983) and Portland State University (MSW 1991). He was in the private practice of law in Portland between 1985 and 1990. He worked in alcohol and drug residential treatment from 1990 to 1991 and as a therapist and crisis counselor from 1991 to 1993 before joining the OAAP staff in 1994. Mr. Long is a Certified Employee Assistance Professional (CEAP) and coauthor of *Lawyers at Midlife: Laying the Groundwork for the Road Ahead* (DecisionBooks, Seattle: 2008).

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Shari R. Gregory is a graduate of Wurzweiler School of Social Work (MSW 1987) and Rutgers School of Law (JD 1992) and received her Certificate of Business Management from Portland State University (2003) and her license in clinical social work (2010). She is experienced in career and life transition counseling, mental health counseling, crisis intervention, and alcohol/drug and addiction counseling. She was in private practice specializing in criminal defense law for four years before joining the OAAP staff in 1999, served on the board of the Oregon Women Lawyers, served on the OSB Diversity Section Executive Board and as Liaison to the OSB Advisory Committee on Diversity and Inclusion. She is the assistant director of the OAAP.

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Navigating the Current Job Market

Mike Long, OAAP Attorney Counselor

&

Shari Gregory, OAAP Assistant Director

Stages of Job/Career Transition

STAGE 1	STAGE 2	STAGE 3	STAGE 4
SELF-ASSESSMENT	RESEARCH & EXPLORATION OF OPTIONS	FOCUS & GOAL SETTING	JOB SEARCH/SELF-MARKETING
<p>Introspective assessments of personal preferences, skills, values, and interests.</p>	<p>Research, investigate and evaluate Job/career options and opportunities in the external world of work.</p>	<p>Identify job/career goal.</p> <p>Prepare for entry into targeted job/career training and relevant work experience.</p>	<p>Implement job/career plan: networking, resume, interviewing.</p>

Stages of Job/Career Transition

Each year many lawyers rethink their job and career decisions. These lawyers reflect the broad spectrum of the legal profession:

- New admittees, uncertain where they fit in the profession, searching for their first law job
- Experienced lawyers evaluating whether to switch practice areas or work settings
- Lawyers who want to better balance work, family and personal life
- Lawyers who have lost their jobs or closed their practices
- Lawyers who are looking for work which is more suited to their skills, interests, values or personal preferences
- Older, experienced lawyers who are evaluating how they want to spend the remainder of their working years.

Most individuals who experience changes in job or career, hope for a quick and painless transition. What they find is that achieving job/career satisfaction takes significant commitment, effort and perseverance. The process of making a satisfying job/career transition generally involves four steps:

- (1) Self-assessment
- (2) Research & exploration of options
- (3) Focusing/targeting a specific practice area, job or career path, and
- (4) Job search/self-marketing

The self-assessment stage of this process entails taking personal inventory of one's preferences, skills, values and interests. Are you drawn to the big picture or to the details? Do you prefer intensive interaction with people, or solitary investigation and contemplation? Do you enjoy being an entrepreneur or do you prefer public service? Would you rather work independently or collaboratively? Taking the time to assess your own preferences is one of the keys to career satisfaction. Knowing yourself and finding or creating work opportunities that are consistent with whom you are is much more effective than molding yourself to available job opportunities.

The research stage involves investigating, informational-interviewing, and networking to explore opportunities in the areas you targeted. This process also allows you to eliminate some potential alternatives or options and to discover other opportunities.

In the third stage, you distill the results of your self-assessment, research and exploration of the market to focus on a specific job or career goal/target. This may be a law job in a specific practice area or a work setting such as private, public, nonprofit, or corporate law. This might also be a non-lawyer role or position in a non-legal setting. During this part of the process, you prepare for entry into your targeted job or career by obtaining any additional training or work experience that would be required.

Your last step is to develop and implement your self-marketing plan, which may include: developing and researching a list of prospective employers, or a business plan to start your own practice or business; revising or updating your resume, which should then be tailored to each opportunity you wish to pursue; networking and building relationships with individuals in your targeted field; interviewing; and determining whether an offer or opportunity is consistent with the preferences, interests, values and skills you identified in the first stage of the process. Remember that the goal isn't just getting a job. Many of us have had jobs we hated. The goal is getting or developing a job that fits so that you enjoy it and you achieve job satisfaction. With satisfaction comes success.

Networking Appointments

- **Classic Informational Interview**- you are meeting with someone as a seeker of information to learn a field, career path, niche. You will come prepared with a question list and not talk a lot about yourself.

Remember: do not bring your resume; you are a peer and potential colleague or opposing counsel; get at least one name of someone else to talk to.

- **Mentoring Interview/Meeting** - you are meeting with someone who you see as an advisor or someone who you view as an expert that can help you. You will come prepared with a question list and ask advice about yourself and how you should proceed, who you should talk to and ideas for jobs or careers or niches.

Remember: make sure this is a person you can trust and feel free to be candid with; bring your resume and ideas; get at least one name of someone else to talk to.

- **Marketing Interview/Meeting**- You are meeting with someone for whom you want to work or who you know is connected to a job opportunity that you want. You will come dressed for success and prepared to talk about yourself and ask questions.

Remember: You are trying to impress this person because they hold a key to a potential job but you are NOT desperate to get that job; bring your resume; get another contact to talk to.

A Systematic Approach to Informational Interviewing and Networking

I. Objectives of Informational Interviews.

- A. Establish a professional to professional relationship versus the subordinate or responsive posture one assumes in a traditional interview.
- B. Establish positive rapport with the person you are interviewing.
- C. Obtain specific information about the practice area, field or career path of the interviewee.
- D. Obtain specific information about the firm/company/non-profit agency/opportunity versus presenting yourself as a job hunter.
 - 1. Is this the kind of firm or company that fits you (appropriate organizational structure, ethical stance, people you feel comfortable with....)?
 - 2. What does the firm/company need?
 - 3. Are you capable of filling the identified need, and do you want to?
- E. Build a foundation for meeting a second or third time so the person becomes part of your support network.
- F. Obtain additional referrals from each person interviewed.

II. Requesting An Informational Interview

- A. Before beginning to schedule informational interviews, research the practice or career area, firms, companies.
- B. If you have been given the name of someone and obtained permission to use the referral source's name, call or email the new referral directly and ask to meet with him/her. "...recommended/suggested that I contact you."

Explain to the person that you are currently considering a career transition to the practice area or field they are working in and are hoping to meet with them for 30 minutes so that you can learn about their career path and the kind of work that they do.
- C. If you have a current application in with the organization, let your contact know immediately prior to setting up the meeting. This will allow the person to decline meeting with you if they are somehow involved in the application process.

- D. If cold call/contact:
1. Send a brief handwritten note or Email.
 - a. Succinctly clarify that you are considering transitioning into their practice area/career field and are interested in learning about their career path and the work they are currently doing.
 - b. Indicate that you will call them the following week to schedule a time to meet and then follow through.
 - c. Do not send your resume or summarize your work history. Remember you want to keep the focus on them and your interest in their professional niche.
 - d. If sending an email use a heading that will distinguish you from SPAM mail.
 - Do not use an exclamation point in heading.
 - State concisely, “ Learning about” or “Informational Interview” or some variation.
 2. Follow-up telephone call or email.
 - a. When following up by telephone:
 - Avoid being screened out by an intermediary by explaining the general purpose of your call so that the intermediary/assistant will not think you are a solicitor.
 - Remember the person’s assistant deserves your respect and can be very helpful in helping you connect with the interviewee and setting up the informational interview.
 - If you receive voicemail, leave a brief message with a general explanation and your phone number and let them know you will attempt to call them back.
 - b. When you make telephone contact with or receive a responding email from the person you hope to meet with:
 - Ask if he/she received your letter.
 - Explain that you are seeking advice/feedback.
 - Try to schedule a time and place to meet a week or so down the road that is most convenient for the person you hope to meet with:
 - Coming to his/her office;
 - Meeting for coffee;
 - Meeting for lunch (be prepared to pay).
 3. The goal is to schedule a face to face meeting vs. conducting the interview by telephone.

III. Conducting the Informational Interview / Mentoring Meeting

- A. Eye Contact & Posture: make eye contact, but don't overdo it; lean forward vs. sitting back.
- B. Opening statement: A clear and concise statement of your purpose for meeting with the interviewee:
 - 1. Identifies your career target/goal.
 - 2. Reflects your systematic approach to exploring this specific area of practice/professional niche.
 - 3. Confirms / highlights that the person you're interviewing has established him/herself in the practice area/professional niche you are interested in and that you appreciate the opportunity to meet with them, hear how they got into this niche and obtain their advice and suggestions.
 - 4. Provides an easy transition to the question phase of interview.
- C. Question Phase of Interview:
 - 1. Take the initiative to transition to the questions you have for the person you are interviewing (see Appendix A for Sample Informational Interview Questions).
 - 2. Remember your goal is to keep the focus on them and their professional experiences, not your background and employment history.
 - 3. Ask some open-ended questions which stimulate / invite open communication to get started .
 - 4. Informational Questions elicit specific information about the professional niche you are researching or have targeted. For example, "What bar sections / professional associations / journals should I become familiar with?"
 - 5. Learn to listen to body language and nonverbal communication.
 - 6. Conduct the interview from the position of professional to professional.
 - You are there to gather information and advice and not just looking for a job.
 - You are there with the mind set that you won't accept a job offer if one is made, so there is no power differential.

- D. Ask/Obtain Additional Names/Referrals:
1. At the end of your informational interview explain that you would like to speak with more people in the field/niche and ask for names of others you can contact.
 2. Make sure you ask if you can use their name when calling those contacts.
- E. Get commitment for a second meeting if you have a good rapport:
- “This has been very helpful. In case I need any further advice, may I contact you?”
 - Alternatively: “This has been particularly helpful; I would like to pursue it further. Would you have some additional time you could give me at some future point?” Or “I have several additional questions that would take too much time today, could we meet again in a week or so?”
- F. Take the initiative/responsibility for ending interview/meeting. For a first interview, don’t take more time than requested and no more than 30-60 minutes.
- G. Write a follow-up “Thank You” within 24-48 hours.
- H. When names/referrals provided by contact prove helpful or lead to a job opportunity, reconnect with the person that provided you with these and let them know, and again, thank them. Expressing your gratitude for the networking help you receive is absolutely essential to your long-term success.
- I. Regarding resumes and applications:
1. Don’t send or provide a copy of your resume before the informational interview if asked.
 2. Don’t bring a copy of your resume to the informational interview.
 3. A polite way to deal with a question regarding your resume is “I am not ready to submit an application or resume at this time.”

IV. Getting Started

A. Initial Interview Program

1. Start right away, the earlier the better.
2. Informational interviewing is a learned skill that requires practice to become proficient. It can be helpful to start with people you know who are not in your target field (See **Appendix B: Who Are Your Contacts?**).
3. Follow interview approach outlined in Section III.
4. Start your informational interview process with friends.
 - a. Assure them that you are working on your informational interview skills or that you are interested in the work they do and not seeking a job from them.
 - b. Let them know you are interested in brainstorming with them and possibly obtaining referrals to people they know in the practice area / field you have targeted.

B. Implementing Interview Plan

1. List the names of potential contacts that you plan to call and schedule meetings with.
2. Establish a Scheduling System. For example:
 - Week 1 - letters/initial phone calls/emails
 - Week 2 - follow-up letters/emails with phone calls; follow-up phone call with appointments
 - Week 3 - follow-up phone calls with appointments; follow-up appointments with thank-you note
3. The number of informational interviews and networking meetings you are able to schedule weekly will depend on the amount of time you have available to devote to it. If you are working while you are conducting a job search, set a goal of scheduling two meetings with contacts per week. If you are not working, try to schedule more.
4. Keep a record of who you are meeting with and who referred you to them. See Appendix C for an example of a form that could be used to maintain a record of your contacts and meetings.

C. Interviewing progression:

- Start with friends;
- Move out to interviews with more distant acquaintances;
- Move out to firms/companies outside of your targeted practice area/field;
- Finally, approach firms/companies/positions you are really interested in.

Sample Informational Interview Questions

- What initially attracted you to (current practice area / field)?
- How did you get started in your current practice / career field?
- What do you like most and find most satisfying about your work?
- How do you typically spend your time on a daily / weekly basis?
- What would you like to change about your job / practice?
- What types of skills and / or experience are necessary to be effective in this area of practice / field?
- What are the most important things I could do to prepare to enter this field?
- What advice would you give to a newcomer in this practice area / field?
- What changes do you see taking place in this area of practice / field in the next five years?
- If you were entering this field / profession / practice area today, how would you do it?
- What bar sections / professional associations or journals should I become familiar with?
- What are the greatest challenges or problems in this practice area / field?
- When you are looking for an associate, what are some of the characteristics that you look for?
- How does one hear about new openings in your area of practice / field?
- Why do people tend to choose this field, and what reasons cause them to leave?
- If you had it to do over, would you enter this area of practice / field?
- Can you suggest others in this field / practice area that I might talk with? May I use your name when I contact them?

Appendix A

Who Are Your Contacts?	
Family	
Prior Jobs	
Current Job	
Judges/Lawyers	
Law School Professors	
Law School Students	
Law School Placement Office	
College Acquaintances	
Sorority/Fraternity	
Alumni Association	
Church/Synagogue	
Hobbies	
Professional Associations	
Volunteer Affiliations	
Children	
Neighbors	
Customers or Clients	
Armed Forces	
Doctors	
Dentists	
Accountants	
Bankers	
Insurance Agents	
Sports Teams	
Athletic Club	
Counselors	

Appendix B

Contact Sheet

Date: _____

Name: _____

Firm/employer: _____

Phone (O): _____

E-mail (O): _____

Address (O): _____

Phone (H): _____

E-mail (H): _____

Address (H): _____

Referral Source: _____

Outstanding Feature: _____

Notes: _____

Referrals Received: _____

Types of Networking Opportunities:

- Pro bono work
- Volunteering on a bar or legal organization committee
- Volunteering in the community- non legal
- Volunteering on a board either law or non law related
- Attending/volunteering at CLEs
- Attending/volunteering at Bar Functions and socials
- Taking classes in the community/workshops
- Participating in Professional Networking Groups
- Linked in/Facebook, other social media?

Branching Out from Your Core:

- Looking for jobs:
- Find an area of law that you would like to practice - branching out to related or complimentary areas make sense so that your search is not too narrow.
- Find some skills that you like using and/or want to develop-branch out to jobs where you can utilize skills and/or develop the new skills.
- Find an organization/company/agency that you want to work for-branch out to jobs that might be stepping stones. Sometimes getting your foot in the door can help.
- Starting your own practice:
- Find an area of law that you like and do contract work, office share overflow, in that area. Develop mentors and join groups, committees or associations. Develop mentors and peers.
- Branch out into areas of law that compliment your practice area and/or correlate well.
- As tempting as it is, don't practice "door law".

Biographies

Stephanie Schilling, JD is currently an associate attorney for Routh Crabtree Olsen, P.C. She specializes in judicial foreclosures. Prior to her current position she was the Washington County Probate Commissioner handling cases from adoptions to name changes and estates and trusts. Stephanie went to the University of Minnesota for her undergraduate degree in Speech Communications, French, and Religious Studies. Stephanie also has a Juris Doctorate from Thomas M. Cooley Law School and has worked in the legal profession for nearly ten years.

Yumi M. O'Neil, JD is Associate Counsel at ODS Companies where she provides legal and regulatory advice to internal business departments and counsels senior management on strategic business initiatives. Prior to working for ODS, she supervised Multnomah County Court judicial clerks and managed their training. She has also been an associate attorney in private practice and has clerked for Hon. Marilyn E. Litzenberger and Hon. Dale R. Koch. She is Vice President/President-Elect of Oregon Women Lawyers Foundation, a member of the Oregon Women Lawyers Leadership Committee, and a member of the OSB Advisory Committee on Diversity and Inclusion. In the past, she has served as Chair of the OSB Judicial Administration Committee, a Board member of the Multnomah Bar Association Young Lawyers Section (MBA YLS), Chair of the MBA YLS Professional Development and Education Committee, and a Board member of the Oregon State Bar Leadership College. Yumi received her Juris Doctorate from Lewis and Clark Law School and her Master's Degree from the London School of Economics and Political Science. She graduated *cum laude* with a Bachelor's Degree in International Relations from Wellesley College.

Amy Grant, JD has practiced law specializing in technology transactions for over 20 years in California and Oregon, in a law firm, as in-house counsel, as a sole practitioner, and as an instructor. As a member of the sandwich generation, she took a hiatus from practicing law for 8 years to focus on children and aging parents. Her favorite law-related activities are negotiating, problem-solving and teaching, all of which she has an opportunity to do in her current position at Cascade Microtech. During her last job transition she gratefully took full advantage of the support offered at the Lawyers In Transition program.

