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Hiring The Talent You Need

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A GREAT EMPLOYEE IS LIKE A FOUR LEAF CLOVER, HARD TO FIND & LUCKY TO HAVE.

TAMMY COHEN
The Premise of this Presentation

"Change your paradigms and you will change the way you create results."

-Bob Proctor
Paradigm: Recruiting as Social Dating
Understand the Culture of Your Firm
“Culture”

- Objectively assess the “attractiveness” of your firm
- Will you seek candidates of a similar “attractiveness” or will you seek someone of higher attractiveness?
- If higher, what strategy will you employ?
“Culture”

Do opposites attract?
- Affirmative action
- New practice areas
- New geographic locations
The First Date (In-House Interview)
First Impressions Count

- The premises
  - Fresh flowers in lobby?
  - Welcome sign in lobby?
- Offices and cubicles
  - Clutter
    - More clutter! (office clean up day?)
- Staff and Attorneys (may be a sensitive topic)
The Interview

-A good interview is like a conversation
-Do not dominate the conversation
-Listen as well as talk

-Some people use the Rule of thirds
  -Tell about an aspect of the firm (1/3)
  -Ask questions (1/3)
  -Answer questions (1/3)
Who Will Interview?

- Partners only
- Associates only
- A mix of partners and associates
- Practice group members only or a mix
- Branch office members only or a mix
- Hiring partner (committee) only
What Information Do We Need/Want?

- Verify resume information before the interview to save time
- Ask about off-resume information to augment the resume
- "Mind the gaps" in the resume
What Information Do We Want to Impart?

- Consider a group meeting prior to the interview
- Avoid inconsistent answers by the firm
- This is why self assessment is so important
Small, Personal Gestures Can Make A Difference

- Drive interviewee to or from the airport
- Arrange for a follow-up trip for their spouse/significant other
- Arrange for local magazine or publication
- Arrange for a tour with a local realtor
- Arrange for follow-up calls
- Arrange for follow-up visits
- Invite them to firm events
Do Not Burn Bridges!

- You may want to hire in the future
- They may become a client
- It’s just the right thing to do anyway!
Thank You!