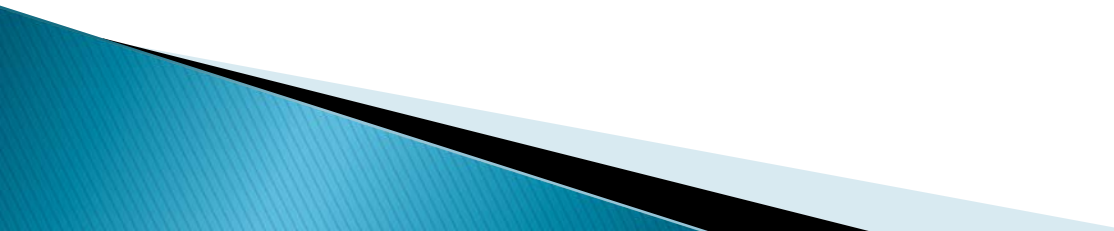


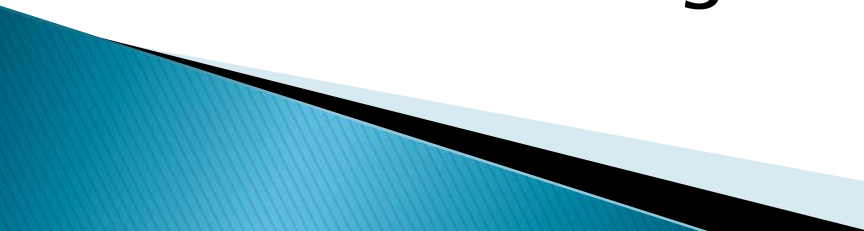
The Insider's Guide To Effective Callbacks

Duke University School of Law
August 31, 2010

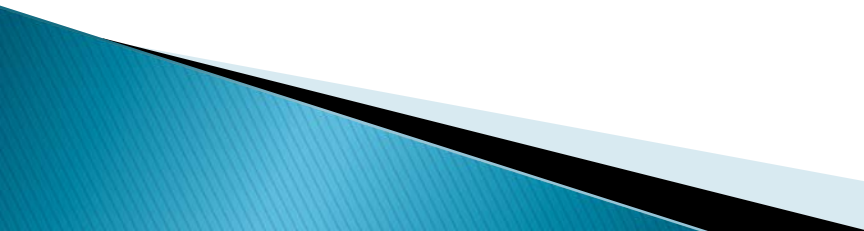
The Landscape

- ▶ Some larger employers have begun their callback process, but many others have not yet moved.
 - ▶ Even those that have begun to extend callbacks maintain “waitlists” with candidates of interest.
 - ▶ *So, if you have not yet heard, don't fret. Instead, regularly follow-up.*
- 

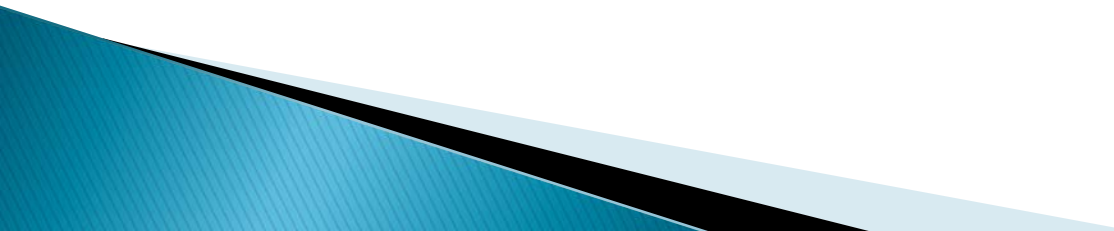
Scheduling Callbacks

- ▶ Acknowledge an invitation the same day, even if you don't yet know when you can go.
 - ▶ Get there quickly, ideally one of the earliest days offered by the employer.
 - If your schedule is tight, ask the recruiting coordinator when you can interview without being disadvantaged.
- 

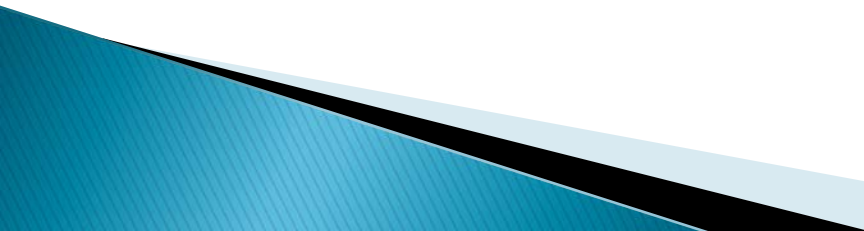
Cancellation Etiquette

- ▶ You may cancel callbacks at any time.
 - ▶ You should cancel as soon as you know the employer is no longer a top choice.
 - Be gracious, and appreciative for their interest.
- 

Reimbursement

- ▶ All employers have different policies regarding callback expenses.
 - ▶ Do NOT make any assumptions about their expense policies.
 - ▶ The first rule in dealing with expenses is to ASK.
 - ▶ Keep ALL receipts.
- 

Reimbursement For Multiple Callbacks In One Trip

- ▶ Select one employer to be your “host” and communicate this to all of the employers with which you are interviewing on the trip.
 - ▶ Send all of your receipts to the “host” employer and they will bill the other employers for their portion of your expenses.
 - ▶ It does not matter which employer you select as your “host.”
- 

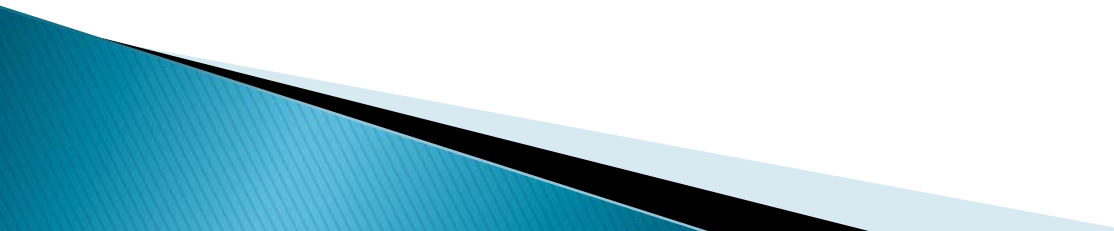
More Than One On Same Day?

- ▶ To the extent you can avoid it, schedule one callback per day.
 - You *want* to leave yourself plenty of flexibility to deal with unanticipated events (i.e., a delayed flight, impromptu social outing).
 - You *don't* want to contradict your outward enthusiasm for Employer X by telling them you've actually got to be at Employer Y next door by 3:00 PM.

To Check or Not To Check

- ▶ Whenever possible, travel without checking a bag, so your business suit and other important items stay with you.

A Typical Callback

- ▶ A series of separate 30-minute interviews back to back.
 - ▶ Interviewers typically do not share information.
 - ▶ Therefore, each 30-minute interview must stand on its own as your complete “sell.”
- 

Time Allocation of 30–Minute Callback Interview

- **Welcome** 1
- **Assess** 5–10
- **Answer Questions / Sell** 15–18
- **Conclude Interview** 1
- **Notes and Transition** 2

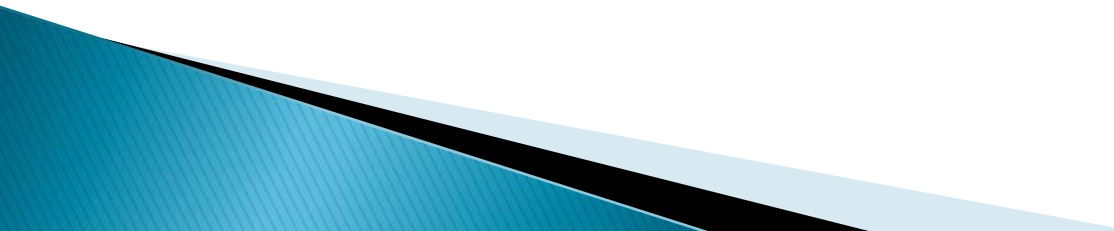
Keys To Any Successful Interview

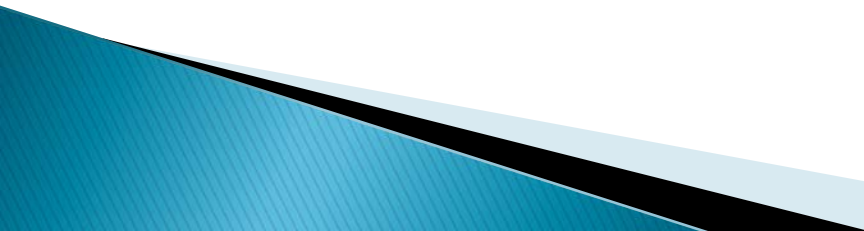
- ▶ The key elements to any successful interview, callbacks included, are:
 - **PREPARATION; and**
 - **PRESENTATION**

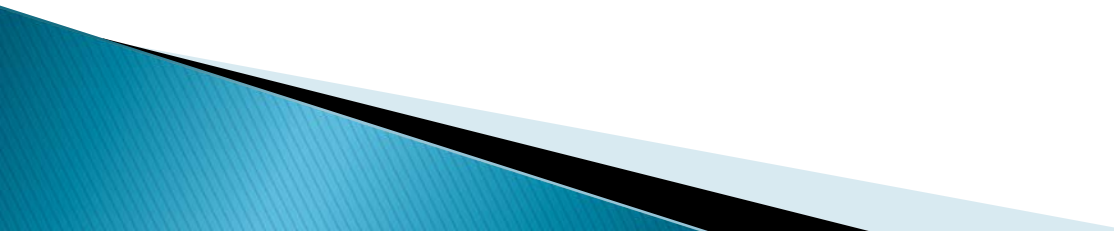


PREPARATION

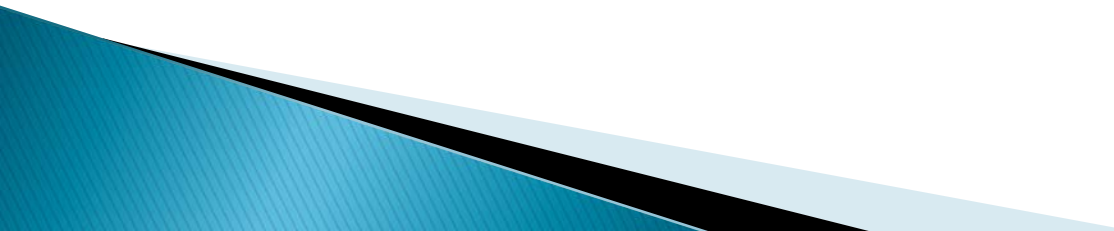
- ▶ **Research. Research. Research.**
- ▶ Find out as much possible about the employer and the interviewer(s) prior to the callback.
- ▶ Employers consistently rank lack of knowledge of the organization as one of the primary reasons for not extending an offer.

- ▶ In addition to the website, a Lexis–Nexis or Westlaw check will provide information on recent matters in which the organization has been involved.
 - ▶ A search of legal news files and periodicals will also direct you to relevant articles.
- 

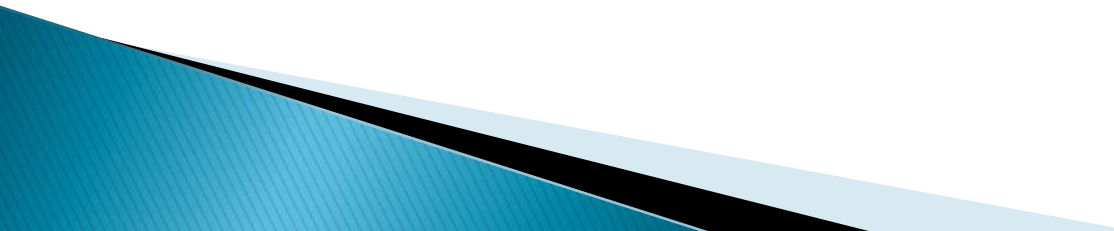
- ▶ Develop a Strategy
 - ▶ The underlying question in every interviewer's mind is...
 - ▶ “Why should we hire this person?”
 - ▶ THEREFORE, tailor the specific experiences, credentials and/or achievements emphasized to the employer you're seeing that day.
- 

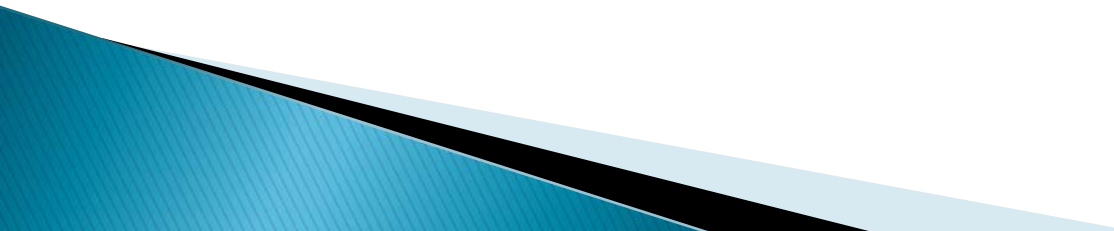
- ▶ **Develop a List of Questions**
 - ▶ Always prepare a list of questions relevant to the employer *and* the interviewer
 - ▶ Be careful not to ask questions that could easily have been found by looking on their website, reading their promotional material or from the media.
 - ▶ At the end of the interview, make sure to follow-up with any questions that have been left unanswered.
- 

PRESENTATION

- ▶ Callbacks allow employers to learn more about your skills and experience than can be explored in a 20-minute screening.
 - ▶ Callbacks are the employer's chance to get to know you as an individual – often *the* critical factor in hiring decisions.
- 

Inside An Interviewer's Mind...

- ▶ Ambitious and hard working?
 - ▶ Leader v. Follower?
 - ▶ Brilliance v. Bad Behavior?
 - ▶ Serious About Us?
- 

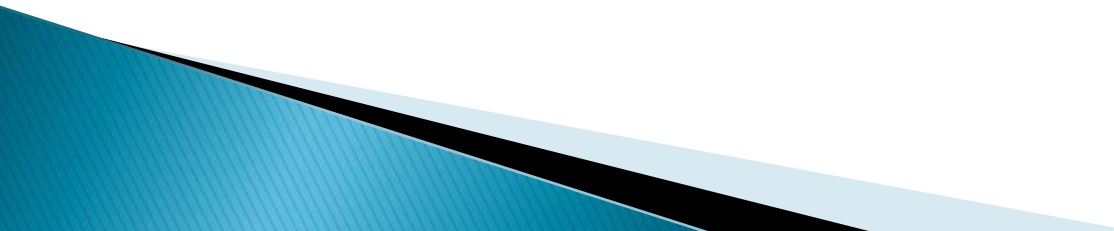
- ▶ Ties to the city?
 - ▶ Pulse – energy?
 - ▶ People Skills?
 - ▶ Focus?
 - ▶ Long-term commitment to private practice / government / cause?
- 

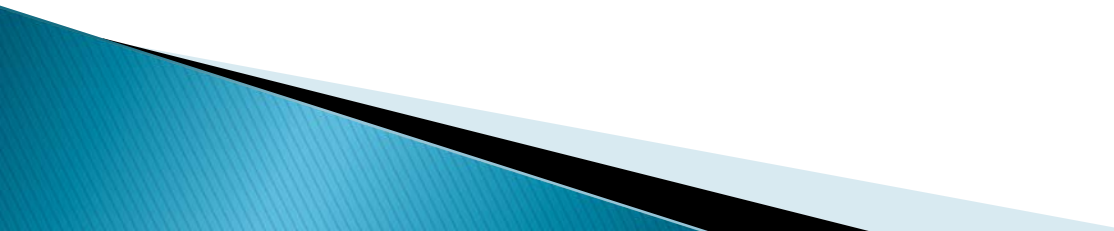
Bottom Line:

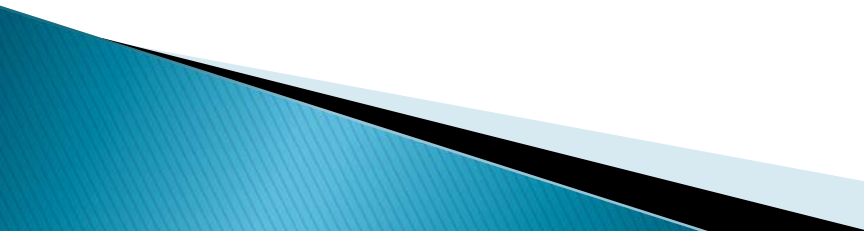
- ▶ Callbacks give the interviewers the opportunity to determine if you will fit in, as a person, with their team.
 - Are you someone with whom they can work those long hours and to whom they can relate on a professional, intellectual and emotional level.

- ▶ The Big Question:

**Do I Want to See and Deal with
This Person Every Day?**

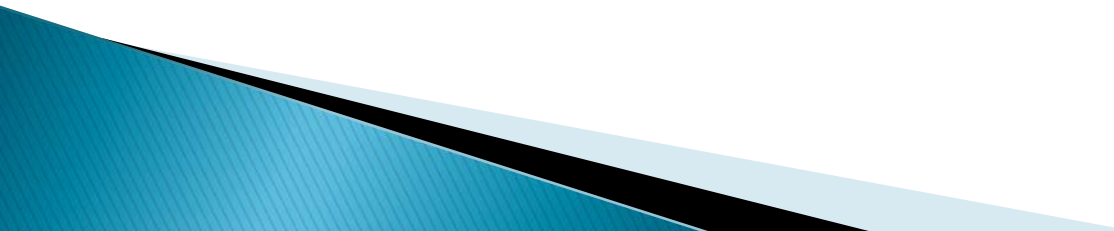
- ▶ Consider Your First Impression
 - ▶ Make sure that you consider all aspects of a first impression. Be early, prepared, well groomed, professionally dressed and personable.
 - ▶ Record a professional voicemail greeting.
 - ▶ Regarding attire, *be conservatively unmemorable.*
 - ▶ And TURN OFF YOUR CELL PHONES!
- 

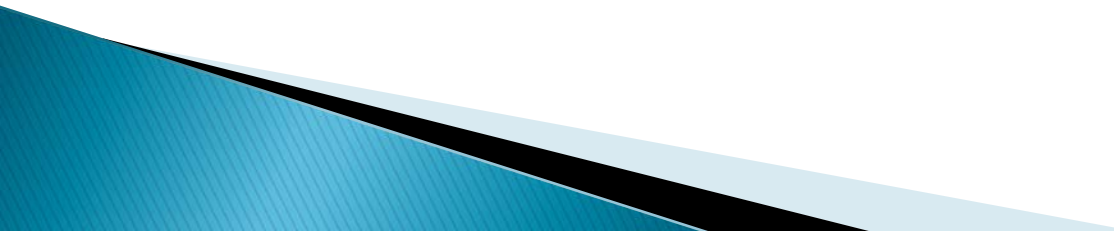
- ▶ **Bring Documentation**
 - ▶ Always take multiple copies of your resume, writing sample, reference list and transcript.
- 

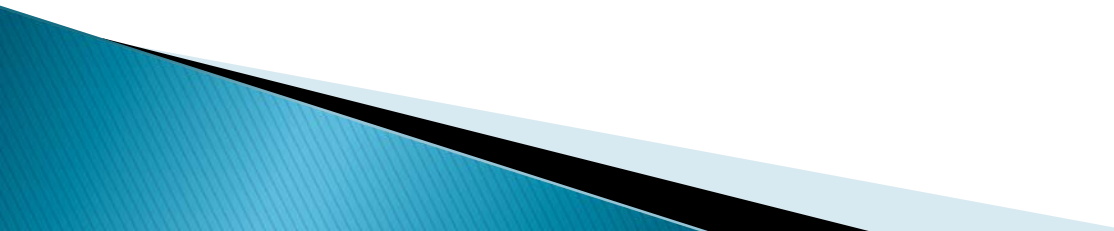
- ▶ **Be Confident, Enthusiastic, and Engaged**
 - ▶ Follow these simple rules:
 - Make good eye contact and play an active role in the conversation;
 - Ask relevant questions and listen attentively;
 - Speak clearly and do not mumble;
 - Show enthusiasm about the employer and the attorney with whom you are interviewing;
 - Do not talk down about yourself or make excuses;
 - Prepare at least one or two specific questions for each interviewer in advance.
- 

Eliminate Potential Surprises

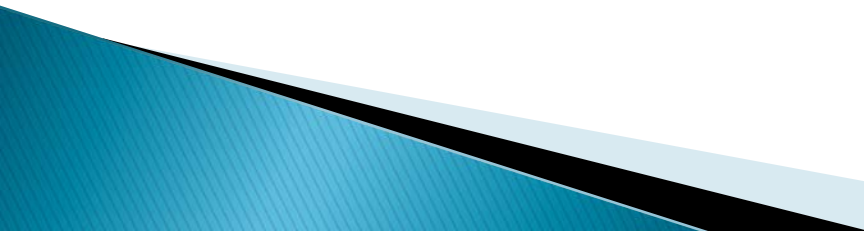
- ▶ You MUST prepare and practice your responses to anticipated questions before the interview.
 - Tell me about yourself.
 - Why do you want to work in X city?
 - Why I should hire you?
 - What do you consider to be your greatest strengths and weaknesses?
 - What attracted you to this firm or organization (as opposed to ABC down the street)?
 - Why do you want to be a X? (litigator, tax lawyer etc.)
 - What are your short-term and long-term career goals?

- ▶ **Anticipate Difficult Questions**
 - ▶ Prepare responses to the most difficult questions
 - ▶ Employers are frequently more interested in ***how*** you respond to such questions than they are in the responses themselves.
 - ▶ The following strategies can help:
 - Answer the question concisely and directly;
 - Do not focus on negative areas by using your time to make excuses for past mistakes; and
 - Use the question to move the conversation into more positive areas.
- 

- ▶ **Be Consistent**
 - ▶ Do not be surprised if you are asked the same questions that were asked during your initial interview. You will likely be meeting with different individuals who may want to elicit similar information.
 - ▶ **Be sure that your answers to the different interviewers remain consistent.**
- 

- ▶ Treat all individuals you meet with equal respect – including the office support staff.
 - They have often been there a long time and are asked for their input.
- 

The Meal

- ▶ The call-back schedule sometimes includes a meal. In this more relaxed environment, the lunch hosts will be determining whether you:
 - Fit into their firm or organization;
 - Have good interpersonal skills;
 - Know how to conduct yourself in a professional or social setting;
 - Can have a relaxed and/or substantive conversation;
 - Present a professional image; and
 - Appear mature and self-confident.
- 



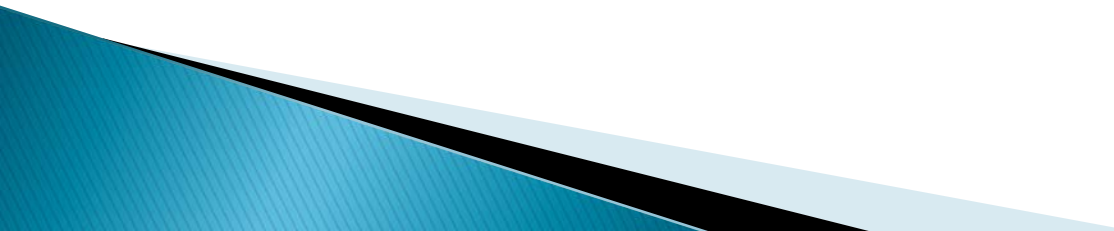
A Few Rules

- ▶ Do NOT drink alcohol even if the associates drink.
- ▶ Keep in mind that they already have a job and you do not.
- ▶ While the lunch may appear on its face to be a casual social event, it is not—it is part of the job interview process.

So...

- Consider avoiding contentious subjects (i.e., religion, politics);
- Be 33% less boisterous than everyone else;
- Order the familiar and the easy;
- Don't let your guard down; and
- Use common sense.
 - In interview world, nothing good happens after midnight.

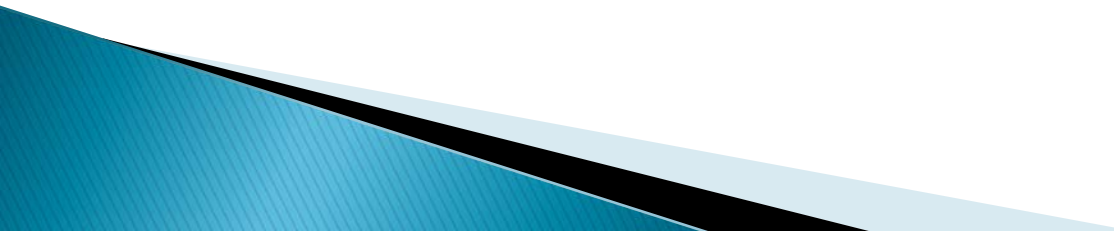
Thank You Letters

- ▶ A thank you letter is a must following a call-back interview, and should be sent 24-hours after your interview.
 - ▶ Letters sent via regular mail or e-mail are both acceptable.
 - ▶ It is recommended that you send a thank you letter to each person that participated in the interview.
- 

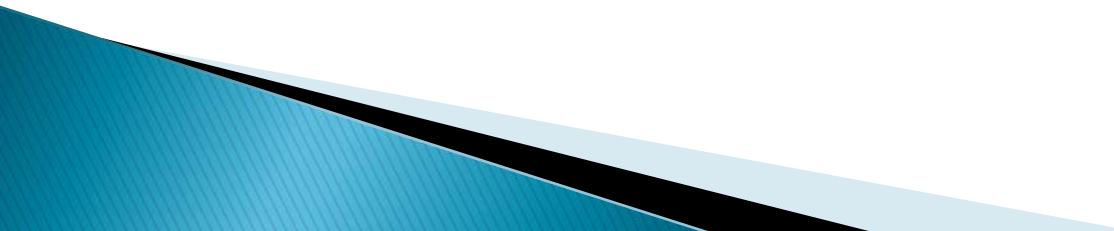


- ▶ When writing your thank you letters:
 - Make sure that you have the proper spelling and title of each person who interviewed you.
 - Personalize them, including specific information that was discussed during the interview.
 - As a general rule, “less is more.”

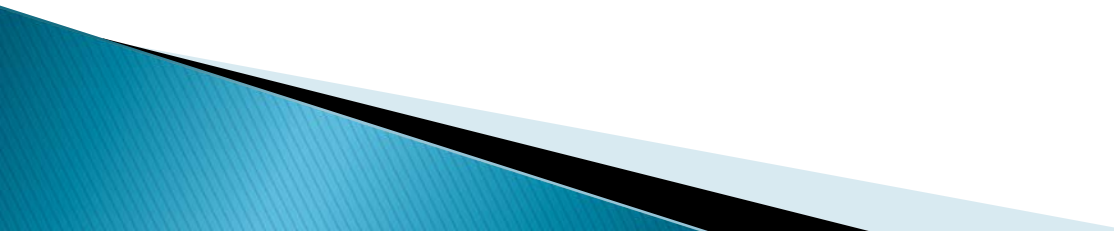
Observe Your Environment

- ▶ Also time for you to assess the employer:
 - How lawyers relate to all in office?
 - Details and knick knacks in office?
 - Open and closed doors?
 - Does the employer (and interviewer) seem prepared?
- 

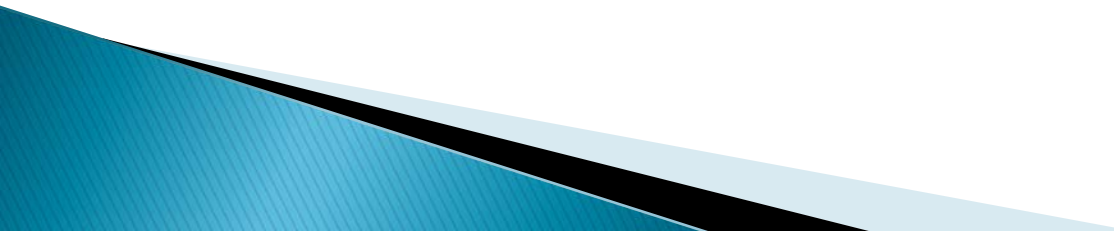
After The Dust Settles...

- ▶ Record your impressions;
 - ▶ Compare/contrast answers;
 - ▶ Identify incomplete responses/inconsistencies; and
 - ▶ Self evaluate: be critical and learn.
- 

Questions For Associates

- ▶ Responsibility
 - ▶ Supervision
 - ▶ Training
 - ▶ Compensation / Reviews
 - ▶ Summer program details
 - ▶ Opinion on growth in their practice area
 - ▶ Most of all – whatever really interests you
- 

Questions For Partners

- ▶ Growth in office or practice area
 - ▶ Promotion and Compensation
 - ▶ Importance of Marketing / Development
 - ▶ Impact / Likelihood of Merger/Expansion
 - ▶ Questions re governance
 - ▶ Use of associates – specific
 - ▶ How they staff their matters – specific
- 

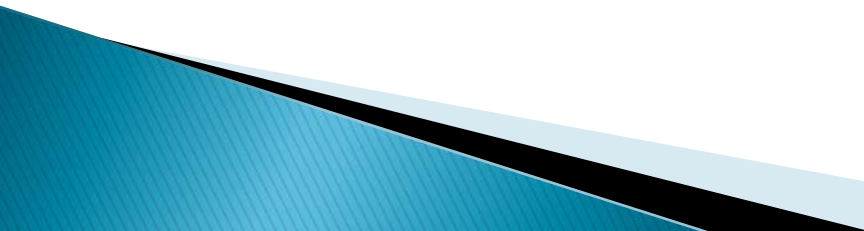
Online Profiles

- ▶ Don't Forget Your Online Profile!
 - Facebook/MySpace/YouTube/Online Photos
 - Scrub content text/photos/video.
 - Blogs
 - Yours and your comments on others
 - Other Commentary
- ▶ Why?
 - If it exists, it will be found
 - If it shows poor judgment, it will be fatal

NALP's 28-Day Rule

- ▶ Unless otherwise specified in the offer letter, students have 28 days to accept or reject an offer from NALP employers.
- ▶ The 28-day offer period begins on the day following the date of the offer letter.
 - For example, if the offer letter is dated September 2, day one of the 28 days is September 3, and the offer will expire at the close of business on September 30
 - If the 28th day falls on a Saturday, Sunday or holiday, the offer is typically extended to the next business day.

Extensions Beyond 28 Days

- ▶ They are granted at the discretion of the employer.
 - ▶ If you are going to ask for one:
 - Give the employer plenty of notice;
 - Tell the employer why you need it.
- 

Questions?

- ▶ Questions About:
 - Maximizing Opportunities Beyond OCI?
 - Best Practices For Employer Follow-Up?
 - Strategies For A Diversified Application Pool?
 - How To Handle A Unique Interview Situation?
 - How To Strengthen Your Record In The Year Ahead?
 - How To Respond To An Offer When Received?
 - Anything Else On Your Mind?

Just Come See Us!

