



# **Improving Hiring Success with Emotional Intelligence Screening**



**Ellen Freedman, CLM**  
**Law Practice Management Coordinator**  
**Pennsylvania Bar Association**

# Improving Hiring Success with Emotional Intelligence Screening

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1. Speaker biography
2. PowerPoint handout

Note: For your convenience, and to save trees, all of the material included in this table of contents may be downloaded directly to your computer from Hightail at <https://tinyurl.com/PBA-EQHiring>

### HOW TO DOWNLOAD THE SEMINAR MATERIALS:

Note that you do NOT have to register or open an account to download. If you are prompted to do so, close your browser, and reopen and try again.

**Your access code is “2023”**

1) Enter the URL in your browser. You will go to the download page on Hightail. You will see the image of the handout Cover Page on the left. Directly above that area on the far right, you will see 5 Options in Circles. 2) Click the 4<sup>th</sup> button with the down-facing arrow for **Download All**. 3) The document will appear to open on the screen. Put your cursor anywhere to once again Select the Download Option on the right. 4) Windows Explorer will open your dialog box. Navigate to the exact folder in which you want to save the document, and then select **SAVE**.]

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## ELLEN FREEDMAN, CLM



Ellen serves as the Law Practice Management Coordinator for the Pennsylvania Bar Association. In that capacity she assists PBA's members with management issues and decisions on the business side of their practice, including areas like technology, financial management and profitability, human resources, marketing, risk management, setting up a practice and so forth. PBA members are encouraged to contact Ellen through the 800 "Hot Line" at PBA headquarters, (800-932-0311 x2228) or through email ([lawpractice@pabar.org](mailto:lawpractice@pabar.org)).

Ellen is founder and President of Freedman Consulting, which assists PA law firms with a full range of issues and projects on the business side of the practice. More information about Ellen and her law practice management services may be

obtained at <http://www.FreedmanLPM.com>. Ellen also publishes the Law Practice Management blog at [www.PA-LawPracticeManagement.com](http://www.PA-LawPracticeManagement.com).

Ellen holds the designation of Certified Legal Manager through the Association of Legal Administrators (ALA), the credentialing body for the CLM degree. Of the 11,000+ members of the ALA, approximately 260 are certified legal managers. Ellen was one of the first 20 in the nation to have achieved this designation. She holds a Certification in Computer Programming from Maxwell Institute, and a Certification in Web Site Design and a B.A. from Temple University.

Ellen was inducted as a Fellow of the College of Law Practice Management in October, 2020. Membership in the College is by invitation only. Eligible nominees include those who have made significant contributions to the field of law practice management for over ten years. Since its establishment over twenty years ago, nearly 300 practitioners from 5 different countries have become Fellows of the College.

Ellen managed inside law firms for twenty years. Most of that time was spent in a mid-size (35+ attorney) firm environment. She launched her consulting practice in 1998, and joined the Pennsylvania Bar Association in 1999.

Ellen is an associate member of the American Bar Association, and its Law Practice Management and General Practice & Small Firm sections. She was a member of the Association of Legal Administrators for over 20 years, and founded the Independence Chapter. She is a frequent author and speaker on law firm management issues on a national level.

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Ellen Freedman, CLM  
Law Practice Management Coordinator  
Pennsylvania Bar Association

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## PBA's Law Practice Management Coordinator Ellen Freedman, CLM



assistance for your firm in:

- Human Resources
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## We're going to cover:

- Understanding emotional intelligence
- Most frequent hiring mistakes
- Best hiring practices
- Training & Orientation
- Retention

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## Understanding Emotional Intelligence



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## What is Emotional Intelligence?

- The ability to effectively understand oneself and others
- The ability to relate well to others
- The ability to adapt to and cope with surroundings
- The ability to master basic emotional competence
  - Self awareness      Awareness of others
  - Self management      Social skills

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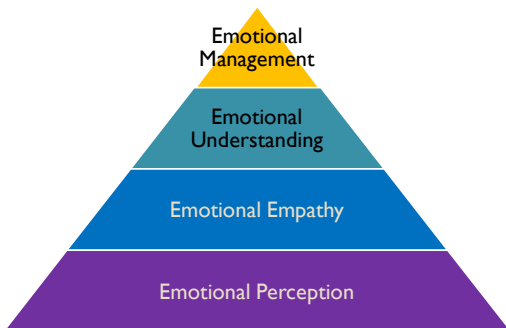
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## Four Components of EQ



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## Other behaviors of high EQ

- Admit to and learn from mistakes
- Keep emotions in check
- Have thoughtful discussions on tough issues
- Listen actively
- Take criticism well
- Show grace under pressure

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## How important is EQ?

- Repeated studies have shown that 80% of success is linked to EQ rather than IQ
- IQ rarely improves
- EQ can be significantly improved with self improvement or outside coaching



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## Emotional Intelligence : a *LEARNED* skill



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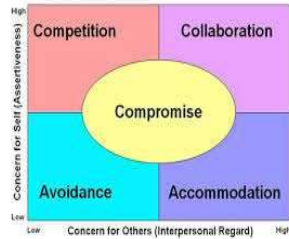
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## 5 Habitual Methods of Addressing Conflict

1. Avoidance
2. Accommodation
3. Compromise
4. Competition
5. Collaboration



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## Communicating: Active Listening



- It's a learned skill
- People are more likely to listen to others, and be less fearful, once they've been heard
- Provide full attention
- Manage your response
- Acknowledgement - playback

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## The worst signs of low EQ

- Temper tantrums
- Devil's Advocate : day is night, night is day
- Difficult communications
- Refusal to be held accountable
- Blame game
- Rules don't apply



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## Most frequent hiring mistakes



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## Poor hiring protocol

- Giving away the answers
- Not asking the right questions
- Not having a 2-way interview
- Not knowing what you're looking for



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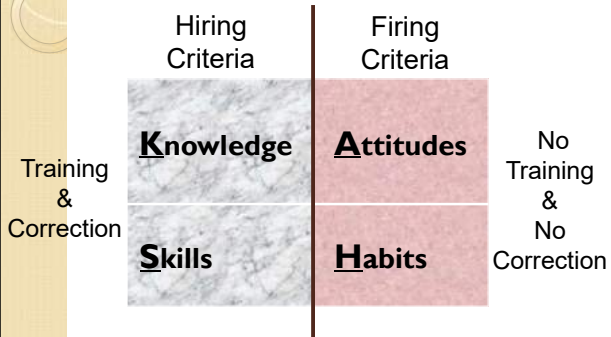
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## The "KASH" Box



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Fact: No one has ever said they fired someone *too* quickly...



...no one likes terminating an employee.

- Admit you made a mistake
- Face it and fix it !!!



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## Best Hiring Practices



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- Clear written job description
- Good hiring protocol
  - Advance prep & training of those who will interview – no “winging it”
  - At least 2 interviews for attorneys
  - Honest info about firm culture & job



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- Challenge / examine job history
- Ask the “objective” questions
- Check references
- Check clients / opposing counsel
- After contingent offer:
  - Confirm current employment details
  - Confirm educational & bar credentials
  - Credit and criminal check for those handling \$\$\$

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### Ask EQ questions

- Subjective
- No right or wrong answer
- Designed to assess
  - Habits
  - Attitudes
  - Teamwork
  - Entitlement
  - Accountability

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### Training & Orientation



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- New employees don't just "absorb" information magically from the office environment – they must be nurtured
- Shows you're vested in their success
- Sets the right tone
- Use checklists for consistency
- Provide reference lists
  - Organizational chart
  - Benefits

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- Keeps productivity and morale high
- Help them make a good first impression
- *Codify responsibilities and procedures*
- Provide samples of completed forms
- Cover all technology
- Follow up with more repeat training

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**Mentoring Attorneys**

- One or more partners provide confidential guidance:
  - ✓ Ethics
  - ✓ Client Development
  - ✓ Office politics
  - ✓ Communicating with partners and staff
  - ✓ Development of practice skills



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## Retention



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## Attorney Retention

- Find out their intentions
- Provide frequent and honest feedback
- Solicit their feedback
- Illuminate the path to partnership
- Provide adequate "face time" to develop the glue that binds



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## Staff Retention

- Equal treatment – no sacred cows
- Handbook
- Eliminate killer bees
- Public praise
- Private criticism
- Honest evaluations
- Clear instructions / answer questions
- Reasonable time off



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## Exit Interviews

- Never lose the opportunity to improve



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## Summary

- Hiring is not a precise science
- Hiring methods can always be improved
- Turnover is costly and disruptive
- Life is too short!
- No one is irreplaceable

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## Progress is a process, not an event

from here →



← to here

one baby step  
after another

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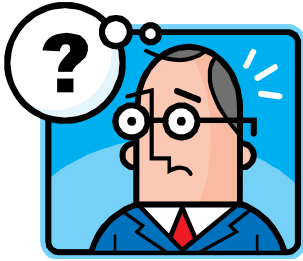
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## Questions



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## Connect with me !

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*LinkedIn:* [www.linkedin.com/in/ellenfreedman](http://www.linkedin.com/in/ellenfreedman)  
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