

So, You're In Transition ... Now What???

*A Practical Guide
for In-House Counsel
2nd Edition*



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Editors*

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FOREWORD FROM THE ACC DALLAS-FORT WORTH PROFESSIONAL DEVELOPMENT COMMITTEE CHAIR

So, you find yourself in transition between employment and you ask: ***Now what do I need to do and how do I get started???*** The Professional Development Committee of the ACC Dallas-Fort Worth Chapter has assembled this Guide to assist you and other in-house attorneys with addressing this question and many others. Although the Guide focuses on those who are in transition, we hope that all readers find it informative of the resources that are available for professional development.

Being in transition can be a very stressful experience that can lead to many restless days and sleepless nights. It is understandable that you may want to immediately dive into job hunting. However, it is also important that you stay mentally focused during this time. So, rather than start immediately with job hunting tips, our first chapter discusses your mental health and how to move through the five stages of grief that many face when confronted with a major disappointment such as a job loss. Also, while in transition, you may wonder how you are going to take care of your financial responsibilities. And so, our second chapter reminds you of some of the important financial considerations that you will need to address to handle those responsibilities.

Now, on to job hunting! Chapters three through eight offer job hunting tips to help you get started with your search. Chapter three offers guidance on building an effective resume. Chapter four provides, among other useful information, a list of websites that provides in-house attorney job postings and information regarding networking groups where you may forge contacts that could possibly assist you in finding job openings or in identifying resources at companies where you may be interested in working. Next, chapter five discusses some important rules that you need to keep in mind when working with outside recruiters who can be valuable tools in finding a job that is the right fit for you. Chapter six shares insights on how to master the three secrets of marketing yourself, followed by chapter seven which discusses the importance of social media in professional development and focuses specifically on marketing yourself with LinkedIn. Finally, chapters eight and nine are the culmination of all of your hard work — preparing to ace the interview and understanding the different components of compensation.

Now that you are armed with the right tools, we encourage you to stay positive and wish you all the best in your career endeavors.

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Chapter 1

STAYING MENTALLY HEALTHY AND FOCUSED

Cindy Pladziewicz, J.D., Ph.D.

Losing a job can be an emotional experience for you and for the people who care about you. For corporate counsel, a job loss can mean not only financial loss, but also loss of professional identity, social relationships, structure, status, and self-confidence. Your family can experience loss as well, as they make adjustments during your transition.

In my work with attorneys who have lost a job, I have been struck by how their process of grieving job loss often resembled that of the patients who faced life threatening illnesses where I had previously worked as a Psychologist at a major medical center. At times, the pain the attorneys experienced seemed every bit as acute.

Job Loss and the Five Stages of Grief

Elizabeth Kubler-Ross first articulated a series of five stages that people go through when confronted with a loss, such as death, major disappointment, disability, and divorce. Grieving and moving through these stages is a normal part of the process of healing from a job loss.

The stages, which may or may not occur in this order and may or may not repeat, are:

Stage 1. Denial: *"This isn't happening to me. There has been a mistake. This decision will be reversed."*

In the denial stage, the reality of losing a job has not yet sunk in. It is evidenced by inaction, lack of a sense of urgency proportionate to the situation, and/or an expectation that the decision will be reversed. For example, in the denial state you might continue to spend money, dine out, and go on vacations as if nothing has happened — even though you may need to be building a nest egg. Denial often extends throughout time periods after an employer gives notice, but before the job has actually ended. More than one of my clients in transition has felt little urgency to find the next job until the last paycheck has arrived from his or her current position.

Stage 2. Anger: *"This is wrong, unfair, and unethical!"*

In the anger stage, there is a pervasive feeling of anger directed at one or all of the following: the employer, people within the company, self, friends, family, and generally anyone who might cross your path. The anger may or may not be "rational." During the anger stage, it can be difficult to move forward, to concentrate on building your future, and to interview for other jobs without being critical of your last employer.

Stage 3. Bargaining: *"Maybe if I just get in front of the new management and offer to work for less money, they will change course on this decision."* Or, *"Dear God, just make this go away and I will dedicate my life to mentoring youth at the church."*

Bargaining shows up in many forms. The bargain can be with a higher power, with an employer, or with a support network. Like anger, bargaining keeps you in the past and hinders your ability to focus on building a future.

Stage 4. Depression: “I’m worthless. Nothing will ever get better. It’s hopeless.”

The depression experienced in grief may or may not rise to the level of symptoms that are experienced by a person diagnosed with a depressive disorder (discussed below). However, there is typically an experience of feeling worthless, sad, lethargic, and perhaps immobilized for a time or for intermittent periods of time during transition from one job to the next. I have worked with attorneys at this state who felt that life was not worth living and whose friends and family became quite worried. Suggestions for working through this stage are discussed below.

Stage 5. Acceptance: “I don’t like this, but it’s time to move on to the next chapter of my life and I know that it may well be for the best.”

Acceptance occurs when reality “settles in” and often may be accompanied by the heartfelt feeling that this job transition is for the best, that it will ultimately bring something better. Your goal is to get to this place of acceptance and yet, you cannot rush the process.

Processing Grief

Below are my recommendations for processing normal grief associated with job loss:

1. Write about your feelings. Write about your feelings in a journal or on your computer. Do this daily. In one research study, laid-off men who wrote daily in a journal for 30 minutes found jobs more quickly than those who did not. For more information on journaling, see James Pennebaker’s book referenced toward the end of this chapter.
2. Attend a support group for job seekers. Below are links to a couple of Career Transition Support Groups in the Dallas-Fort Worth area:
 - www.careerconnection.org
 - www.reachcils.org/home/job-info/DallasSupportGroup.pdf
3. Talk about your feelings with a friend, family member, clergy, or counselor who is able to listen with minimal commentary. Tell them, *“I just need to talk about how I’m feeling. You will be most helpful if you just listen. There is no need to do anything more.”*
4. Take care of yourself physically. Get good rest, nutrition, and exercise.
5. Be alert to signs of clinical depression and anxiety and seek help immediately if these feelings arise.

When to Seek Professional Help

At the end of this section, I have provided resources for mental health assistance, some available 24 hours a day/7 days per week. But first, you may wonder *“when should I use these resources?”*

1. If in doubt, reach out. Your family doctor or the folks at the Texas Lawyers’ Assistance Program will welcome your inquiry and will keep your confidences. If you are unsure of whether you need help, pick up the phone and let them help you decide.

2. Be aware of the warning signs. In general, be alert for the following symptoms and seek help if you experience one or more of these symptoms for more than a week:
 - You feel sad, empty, or unhappy
 - You become angry, irritated, or frustrated — even over small things
 - You lose interest in activities that normally give you pleasure, such as sex
 - You can't get to sleep or stay asleep or you sleep too much
 - You feel tired and lack energy
 - You are more or less hungry than usual and/or you gain/lose weight
 - You feel anxious, agitated, restless, and worried
 - You think, speak, and/or move more slowly than usual
 - You have difficulty making up your mind, concentrating, or remembering things
3. Seek help immediately if you have thoughts of death or suicide.

Mental Health Resources

Below are some resources for mental health assistance:

Your Primary Care Physician and Your Health Insurer: These are good sources of mental health referrals.

Dallas Bar Association Peer Assistance Committee Local Resources Listing:
www.dallasbar.org/content/peer-assistance-committee.

Texas Lawyers' Assistance Program ("TLAP"): TLAP provides a 24-hour help line with crisis counseling, referrals, and access to a trust fund for attorneys in crisis who cannot afford treatment. Your call to TLAP is confidential. Call the 24-Hour Help Line at 800-343-8527 or access the website at <https://www.tlaphelps.org/>.

Transition As a Time to Pursue Your Dreams

Many attorneys who come to me in the wake of a job transition that is not of their choosing view this event as an opportunity to explore unfulfilled career aspirations. If you believe that your ideal next job will be different from your last, I recommend making the effort to understand yourself better and to include your dreams and aspirations as a part of your search. Even if your financial and life circumstances do not allow the kind of changes required to obtain your ideal job, being able to understand and articulate what ultimately will be the best fit for you, will help you direct your search more wisely — focusing your search on jobs that take you a step closer to where you ultimately want to be.

Career Counseling: There are many good career counselors and coaches who specialize in working with attorneys. Your current or soon-to-be-former employer may provide you with this service if you ask. If your budget allows, you may find it worthwhile to invest in this service.

Career Books for Attorneys: You can do much good work towards exploring career aspirations on your own. I recommend the following books:

- *Life After Law: Finding Work You Love with the J.D.* You Have, by Liz Brown
- *Opening Up: The Healing Power of Expressing Emotion*, by James Pennebaker, Ph. D.

- *The New What Can You Do with a Law Degree: A Lawyer's Guide to Career Satisfaction Inside, Outside & Around the Law*, by Larry Richard and Tanya Hanson
- *What Color Is Your Parachute?* by Richard Bolles

Assessments: I recommend dusting off any assessments you have taken over the years and re-reading the results. Use these results, along with your own self-knowledge, to construct a description of yourself. Include a description of your talents, values, and personality.

- *Clifton Strengthsfinder*: This assessment identifies your top five talents from among 34 identified by the scientists at Gallup. A talent is roughly defined as an area in which you excel doing something that you naturally enjoy. The more your work involves using these talents, the more fulfilling it will be. The Strengthsfinder is available online and takes about 30 minutes to complete. The website address is www.gallupstrengthcenter.com.
- *Jungian Type Assessments (Myers-Briggs)*: There are many free versions of this assessment available online (three sources are linked below). You can take a better-validated version through a career professional.
 - www.humanmetrics.com/cgi-win/jtypes2.asp
 - www.mypersonality.info/personality-types/
 - www.16personalities.com/free-personality-test
- *VIA*: The Values in Action Assessment ("VIA") is available free online. It identifies five Signature Strengths. I find this assessment most helpful in articulating what you value most so that you can seek to find work and work environments that best match your own values, or, at a minimum, do not clash with them. The website address is www.viacharacter.org/survey/account/register.

Chapter 2

FINANCIAL CONSIDERATIONS

David McBee

There are certain financial matters that you should consider when in job transition. You can often address many of these on your own, but some will require information or at least input from others. For example, you will often need to contact the Human Resource department of your former employer to get information about your benefits after separation. They will give guidance on what changes you can expect with your benefits, how long you can rely on those resources, and what options you will have to transition those plans.

Making the wrong choice with certain benefits can cause unintended taxes or fees. Your tax professional or financial advisor can be very helpful when you are trying to make these decisions. They can assist with budgeting and give guidance on moving retirement assets. They can also review other benefits, such as pension and stocks options, life insurance, and disability — as all of these benefits will likely be affected by your job change. The list of questions below will help remind you of some of the issues that you will need to consider:

- Did you get an exit package from your former employer explaining your options with benefits?
- Have you considered how long it will take to find a new position?
- Did you know that finding a position can take up to one month for every \$10,000 of income?
- Have you researched industries in your area and decided the best potential source for your job search? Consider which industries are in a growth phase (e.g., at this time, healthcare and energy).
- Have you established a budget, considering all your financial commitments and income?
- Have you reduced expenses everywhere possible while you conduct your search?
- Do you understand how much income you will be able to produce considering savings and investments, spouse's income (if appropriate), severance, and any other sources?
- Have you calculated your monthly "Burn Rate" and figured how long you will be able to produce sufficient income while you search for another position?
- Will you need to access money from investment or retirement accounts? And if so, do you understand the different options and the tax consequences for each?
- Are you aware of certain tax programs that allow access to funds without penalty?
- How will you handle your retirement plan distribution; is it better to roll it over to an IRA or move your money to your new employer?
- Do you have company stock in your plan and do you understand the special tax implications of your decisions for this asset?
- Have you been granted company stock options and do you understand vesting, exercise options, and the tax consequences for your decisions?
- Do you have the option of continuing any of your old benefits (i.e., COBRA, disability, life insurance, etc.)?

- Are your assets allocated properly to meet your short term need and your long-term financial objectives?
- Do you need to create more income immediately?
- Are you considering changing careers all together? Will you need training?
- Will you need to take less risk considering you may be adjusting your short term needs?
- If you are considering retiring, will your investments last through retirement ... perhaps 30 or more years? How will you know?
- Are you accustomed to a multi-manager approach to your retirement plan or are you used to having your assets handled in a discretionary manner by your company?

UPDATE FOR 2017: It is important to note that there have been some important updates to the responsibilities and requirements of financial institutions over the past year. The Department of Labor's adjustments to the Fiduciary Rule require that financial institutions provide more information to you about the choices, options, and impact of those decisions when dealing with retirement assets covered under ERISA based plans. This information might impact your decisions with certain financial assets. You should conduct a full review of the disclosures available to you, have a good understanding of the options for your accounts, and review these options with a qualified financial advisor. Combining good financial guidance with this disclosure information will help you make the most informed decision about those assets.

Chapter 3

RESUME TIPS

Sharon A. McLaughlin, Esq.

The job market for attorneys is highly competitive. Ensuring that you have a well-written and polished resume that is organized and succinct and presents your experience and qualifications in the best possible light is very important. This chapter is intended to give you a basic guide in doing just that, as well as a handful of tips and resume dos and don'ts.

Contact Information

You should always begin a resume with your contact information at the top of the first page, centered. It is important to include your full, legal name (preferably no nicknames), full address (street address, city/state/zip), best number at which you can be readily reached (generally, your personal mobile number), and personal email. This is the information a prospective employer will use to contact you, so it should be up-to-date. Using a work or home number generally isn't ideal.

Length

In law school, we were taught to keep our resumes to one page in length. However, as you gain years of legal experience, your accomplishments, practice, employers, etc., will change and grow. As such, it is expected that your resume will change and grow as well. Thus, it is perfectly acceptable for your resume to spill on to more than one page if you have been practicing for at least three or more years.

Education

When reviewing your resume, one of the first things some employers look for is your education, including all degrees, fields of study, schools, location of schools (city/state), and years of completion. Thus, it is a customary and recommended practice to create a section for education and list your degrees individually on your resume. If you feel that your education is impressive and noteworthy, then you should consider making this the first section on your resume. Alternatively, if you feel that your education is not as noteworthy or impressive as your work experience, then it may make more sense to position your work experience towards the top of the document and have your education follow.

Completed Degrees: It is generally best to list your *completed* degrees (e.g., B.A., M.A., Ph.D., J.D., L.L.M., etc.), the field of study (e.g., major), the full name and location of the school (e.g., Harvard Law School – Harvard University, Cambridge, MA), and the year of completion/graduation. I personally do not recommend that you include partially completed degrees or coursework, as they are often irrelevant and may simply clutter your resume.

School: While the identity of the school from which you earned your degree is necessary, it can often work for you or against you. If your school is not well perceived due to rank, reputation,

non-ABA accreditation, etc., this may be a disadvantage for you. On the other hand, if the person reviewing your resume is an alumnus of your school or there are other alumni within the company/firm, this is definitely helpful. In addition, your school can be a big help if well-respected and highly ranked.

Year of Graduation: Year of graduation is a sticking point with some candidates. Initially, please note that it is one of the most important pieces of information on your resume. Why? It can be a quick and easy gauge of your level of experience.

If an attorney omits the year of completion for their law degree, this may indicate that the candidate is covertly hiding it. This omission is a common trend among candidates that feel that they may be considered “too senior” for a role or an organization. This is a bad practice for multiple reasons: (1) if an employer senses you are not being forthright and honest, they may immediately reject your candidacy for that reason in and of itself; (2) if the year you earned your degree is missing from your resume, your resume may simply be disregarded or not considered by the employer; and (3) if any employer is looking for a candidate with lesser experience, it is better to know that from the outset and not waste anyone’s time — yours or theirs.

Academic Honors and Achievements: Finally, if you graduated with honors or have other academic achievements that you feel may distinguish you, it is a great idea to list them under the applicable degree — example:

BOSTON UNIVERSITY SCHOOL OF LAW, Boston, MA
J.D., *summa cum laude*, 2005

Awards:

- Dr. John Ordronaux Prize
- Edward F. Hennessey Distinguished Scholar
- Paul J. Liacos Distinguished Scholar
- G. Joseph Tauro Distinguished Scholar
- Dean's Awards in Evidence, Corporations, and Contracts

Activities:

- Article Editor, *Boston University Law Review*

UNIVERSITY OF TEXAS, Austin, TX
B.S., *with Highest Honors*, in History 2002

Experience

The best format for listing your legal experience on your resume is listing your employment in chronological order, beginning with your most recent/current experience first (or at the top). It is recommended that you list each employer individually and include the full name of the employer, location (city/state), title, practice area (e.g., Associate, M&A), and dates of employment (month/year to month/year). Not including the month may indicate there is a gap in your employment history that you are trying to conceal; thus, it is not recommended.

Under each employer, you should list your primary duties and responsibilities succinctly, but with sufficient detail to understand the depth of your experience and responsibility. For ease of

reading and an organized presentation, it is a good idea to use bullet points when listing your duties and responsibilities.

A practice that some attorneys utilize is creating a “summary of experience” that lists all of their experience in one section and merely provides dates of employment for employers *versus* individually listing experience (duties/responsibilities) under each employer. **This is not recommended.** Prospective employers want to see exactly what you were doing at each place of employment. If you have been practicing the same area of law for many years and have changed employers one or more times, it is expected that there will be some duplication of duties and responsibilities in your current and past employment.

Again, if you have been practicing for many years, don’t worry that your resume may spill onto two or three pages — it is to be expected.

Licensure

A common mistake among junior attorneys is not including licensure on their resume — maybe because they haven’t updated it since they passed the bar exam. Be sure to include a licensure section on your resume and list all states, courts, or other government bodies (e.g., U.S. Patent and Trademark Office) to which you are admitted and licensed to practice law.

Language Skills

Many employers find other language skills to be valuable. Thus, if you are proficient or fluent in more than the English language, it is recommended that you include a “language” section on your resume and list any other language skills. Please specify whether you are proficient or fluent and if you are able to speak, read, and/or write in that language.

Formatting and Spell Check

It may surprise you how many seasoned and tenured attorneys fail to perform a basic spell-check on their resume or take the time to do some basic aesthetic formatting. Please be sure to review your resume as you would any other work product and ensure that there are no errors in content or spelling. In addition, with respect to formatting, it is a good idea to keep the text succinct, easy to read (e.g., not too small or too large — 11pt font is fairly standard), organized (e.g., bullet points), and in a font that is not only appealing to the eye (such as Cambria, Times New Roman, Arial, etc.), but consistent throughout the document.

While these resume tips are not exhaustive of every way to create a well-written resume, they are definitely a great start to creating a polished and professional resume.

Chapter 4

FINDING JOB OPENINGS

Patricia J. Nobles, Esq.

Whether you are in transition between jobs or just plain curious as to what other opportunities are out there, now is a great time to become familiar with resources that can assist with your job search. There are three popular ways to find job openings for in-house attorney positions: (1) Internet websites; (2) networking; and (3) recruiters. The first two methods are covered in this chapter; the third method is covered in Chapter 5.

Internet Websites

The following are a list of websites that post in-house positions:

1. Association of Corporate Counsel National Website: <https://www.acc.com/jobline/>
2. Association of Corporate Counsel Dallas-Fort Worth Chapter website for openings in the Dallas-Fort Worth area:
<https://www.acc.com/chapters/dallas/jobs.cfm>
3. Dallas Bar Association website: <http://jobs.dallasbar.org/>
4. GetAttorneyJobs.com
5. Glassdoor.com
6. GoInHouse.com
7. Indeed.com
8. International Trademark Association website: www.inta.org/JobBank/Pages/Job-Bank.aspx
9. LinkedIn website: www.linkedin.com/job/home
10. Major, Lindsey and Africa search firm website:
<https://www.mlaglobal.com/legal-jobs>
11. Monster.com
12. SimplyHired.com
13. Texas Bar Association website:
<http://t.tx.bar.associationcareernetwork.com/jobseeker/search/results/>
14. TheLadders.com
15. USAJobs.gov

Networking

A crucial element of your job search should be networking, because many jobs are never advertised. Employers often prefer to interview and hire people referred to them by friends, family, or employees. Here are a few suggestions for building and expanding your network.

Your Social Network: Let everyone in your social network know that you are looking for a job and the kind of job you are looking for. Your social network includes friends, family, members of your church/synagogue/religious community, parents of your children's friends, former teachers, former colleagues, former clients, and vendors.

Your Legal Community: Attend continuing legal education meetings and other events in your legal community, including:

1. Association of Corporate Counsel meetings and events. Please note that if you are an existing member of the ACC, the ACC will waive your dues for up to one year and offer you a reduced membership rate for up to an additional two years if you are a displaced attorney actively seeking an in-house position.
2. Dallas Bar Association meetings and events
3. Texas Bar Association meetings and events
4. Texas Attorney events
5. Women's In-House Network events

Networking Groups: Many networking groups exist in the Dallas-Fort Worth metroplex. Members of the Dallas-Fort Worth Chapter of the Association of Corporate Counsel are familiar with the following networking groups:

1. Attorneys Serving the Community
 - Meeting day and time: Monthly
 - Cost: Must be a member of the organization
 - Contact: ascdallas.com
2. Execunet (for working and in transition executives)
 - Meeting day and time: 7:00 to 9:30 a.m., last Thursday of the month
 - Cost: \$35 in advance; \$45 at the door
 - Contact: Bob Hueglin (hueglingroup@sbcglobal.net)
3. Executive Forum (only for executive and attorneys higher than senior level)
 - Meeting day and time: 8:30 a.m., second and fourth Monday of the month
 - Cost: \$0
 - Contact: Sonia Lowery (Sonia.lowery@lhh.com)
Lee Hecht Harrison
2805 N. Dallas Parkway, Suite 320
Plano, Texas 75093
4. Jewish Family Services Employment Resource Group
 - Day and time: 6:30 p.m., second Tuesday of the month
 - Cost: \$0
 - Contact: Allison Harding (aharding@JFSdallas.org)
5. Stonebriar Community Church Career Frisco Connect
 - Day and time: 9:00 a.m. to noon, first and third Tuesday of each month
 - Cost: \$0
 - Contact: Alan Stein (Alan.Stein@us.pwc.com)

Information regarding other networking groups can be found at careerdfw.org.

Contract Work: Contract jobs are a great way to expand your professional network. Securing a temporary position also provides you with the additional benefits of earning money and keeping yourself busy until you can find your dream job. There are several legal staffing companies in the Dallas-Fort Worth area that represent companies wanting contract attorneys. Some of the staffing companies with which Association of Corporate Counsel members are familiar include:

1. Counsel On Call, www.counseloncall.com
2. Legalpeople, www.legalpeoplegroup.com
3. Robert Half, www.roberthalf.com
4. Special Counsel, www.specialcounsel.com

Volunteer Work: Another way of expanding your network is through volunteer work. Local volunteer work can help you meet people who may have the inside track on a job opening. Volunteering can also provide the additional benefits of providing personal fulfillment, building a sense of self-worth through giving to your community and helping a worthy cause, keeping your professional skills up to date, and reducing the impact of employment history gaps on your resume.

The Dallas-Fort Worth Chapter of the ACC has various pro bono opportunities that have a far-reaching impact in the community. The Chapter has worked with students in the Judge Barefoot Sanders Law Magnet at Townview High School in Dallas to teach the students about various practice areas of law. Additionally, the Chapter partners with the Big Brothers/Big Sisters organization to raise funds in support of their programs. The Chapter also participates in the Dallas Volunteer Attorney Program to provide free legal services to persons of lesser means.

One volunteer organization of which highly experienced attorneys should be aware is Executives in Action ("EIA"). EIA provides "service grants" to improve the productivity, efficiency, and impact of charitable organizations. These service grants are fulfilled by senior executive consultants in transition who bring years of management experience to target projects for EIA partner non-profits. To be accepted into the EIA program, you must meet the following criteria: (1) a minimum of fifteen years' experience in your field and (2) a previous position in senior management. EIA also hosts networking events twice each month.

Other Resources

You do not have to traverse your job search alone. You may be able to procure the services of a personal coach who will guide you through each step of the job search process. There are also various organizations throughout the metroplex that have programs that guide you through the job search process. The members of the Association of Corporate Counsel are aware of the following such organizations, which all have open membership:

1. **Stonebriar Community Church Career Transition Workshop**, 4801 Legendary Drive, Frisco, Texas, www.stonebriar.org/helping-others/community-care/frisco-connect. Stonebriar Community Church provides a free day-long workshop where human resources professionals provide insights on how they do their jobs when looking for the right candidates. At the workshop, you will learn how they review resumes, how to use the Internet and social media in your search, and how to network and brand yourself. If you take your resume, they will review it on-site.

2. **Park Cities Baptist Church Career Transition Workshop**, 3933 Northwest Parkway, Dallas, Texas, www.pcbc.org/helping-people/ctw/. Park Cities Baptist Church hosts a 12-week program for executives, managers, and other professionals where proven tools and methods are provided to help advance your search. Topics covered during the program include, among others: (1) accepting the ax; (2) search management; (3) 2-minute and 2-page resumes; (4) networking strategies; and (5) interviewing tactics. The program costs \$20 and meets Tuesday evenings from 6:00 to 9:00 p.m.
3. **Jewish Family Services**, 5402 Arapaho Road, Dallas, Texas, <https://jfsdallas.org/services/career-employment/>. Jewish Family Services has career management specialists that offer counseling and individualized assistance to help you improve your job search effectiveness and achieve your career goals and, ultimately, reemployment.
4. **St. Andrews United Methodist Church Career Care**, 5901 West Plano Parkway, Plano, Texas, <http://www.standrewumc.org/finance-career-care>. St. Andrews hosts a free, weekly support/coaching group. It provides networking to build job leads/contacts, speakers who teach search skills (e.g., resume writing and interviewing), free volunteer coaches (by appointment) who assist program participants one-to-one with resumes, and free private budget/debt counseling. The program meets Monday evenings from 7:00 to 9:15 p.m.

Chapter 5

WORKING WITH OUTSIDE RECRUITERS

Jane Mallor McBride

Looking for a new job? Recruiters¹ can definitely be helpful allies. After all, 10-15% of jobs are filled by recruiters. On the other hand, ONLY 10-15% of jobs are filled by recruiters, so be careful that recruiters are only one of the tools in your job hunting tool box. And, use that tool sensibly. Here are some easy and very important rules to keep in mind when you are working with recruiters.

Rule 1: Remember that you are not the client. Recruiters do NOT work for you. They work for, and are paid by, the companies that use them. Knowing all the candidates in the world will not make a recruiter a penny if they don't have company clients. It's not that candidates aren't important; it's just that they are way less important than clients.

Rule 2: Don't rely on the recruiter to market you. The recruiter's job is not to market candidates, it is to fill positions. Recruiters may give you the impression they are going to be finding you a job, but unless you are what my former CEO called an "MPC — Most Placeable Candidate," they won't be spending days or even hours making calls on your behalf after you leave their office. They might make an easy call or two if you're lucky, but you can't even rely on that. Are you a Most Placeable Candidate? You are if you're a partner with a multi-million dollar book of business in a thriving practice area and you want to move to a different firm. You are if you are an attorney who is not too senior and has a skill that is in INTENSE demand and in very limited supply. If you don't fall into one of those two categories, then sorry — you're not an MPC and you can't rely on a recruiter to be marketing you around town. (See also Rule 1.)

Rule 3: Work with several recruiters. Every recruiter has different relationships. Especially if you are lucky enough to be an MPC, some recruiters will try to convince you that you should only work with them. Don't. The best company out there for what you want may not be one that particular recruiter has a relationship with. Multiply your chances by working with more than one recruiter. It's not only ethical, it's expected.

Rule 4: Find out if the recruiter has an exclusive. A corollary to Rule 1 is that recruiters DO charge a fee. If a recruiter has an exclusive on a search, then the fact that the recruiter will charge a fee doesn't impact you personally. In fact, with an exclusive or retained search, the only way to get your resume submitted is through the recruiter and there will be a fee paid regardless of who gets hired. But if the recruiter doesn't have an exclusive, and resumes are coming in from multiple sources — let's assume they've posted on the Internet and perhaps asked their outside counsel and others for referrals — then you may have to be 25% better than other candidates to get the job. Be sure you stay on top of the jobs that are out there so that you can honestly say to the recruiter: "*this sounds like something I've already submitted my resume for.*" Then, you should not find yourself in the position of being submitted for something through a recruiter that you could have applied to on your own. That being said, if this is an opportunity you hadn't heard about before the recruiter called and you hadn't applied for it on your own, it's only fair to work with the recruiter who brought it to your attention first.

¹ When we use the terminology "recruiter," we're only talking about dealing with third party recruiters, not internal (salaried) recruiters that many companies now have on staff.

Rule 5: Stay in control of where your resume goes. Be sure that the recruiter will get your consent before sending your resume on for a position. Most recruiters do this as a matter of course, but it is still good to ask. While it's rare, we have seen less knowledgeable recruiters take a resume and send it to everyone in town. This is not a good image for you! Also, many companies, if faced with getting the same resume from two different recruiters, will simply exclude that resume from the possible pile in order to avoid getting into a fee battle. So, know where your resume has been and is going. Keep a good quick reference list for yourself so that you can quickly respond when a recruiter calls you with a possibility.

Rule 6: An interview with a recruiter is still an interview. Treat the interview the same as if you were interviewing for a job. Be professional in your dress and demeanor. The impression you make with the recruiter will determine which jobs you get submitted for.

Rule 7: Be honest; just don't be honest to a fault. Your mother was right: honesty is always the best policy. There is also a very good reason that we have the expression "honest to a fault." The recruiter is not your confessor; they are not even your coach. If there is something you wouldn't mention in a job interview, don't mention it to the recruiter either. Remember Rule 1: you're not the client, the company is. So don't tell the recruiter anything that you wouldn't tell the company yourself.

Rule 8: Recruiters sometimes have very short memories. A recruiter meets a LOT of potential candidates, whether in a formal interview or in an informal situation. You need to stay at the forefront of their mind, not way in the back, so that they will think of you — and not just the person they met with yesterday — for that great opportunity. Find a way to stay in touch with the recruiter without becoming a pain in the you-know-what.

Rule 9: Recruiters sometimes have very long memories. It's a good idea to always be nice to recruiters. If you didn't answer their call, or if you were rude to them, or if you snubbed them when you had a job and didn't need them, then don't expect them to be your knight in shining armor now that you don't have a job and do need them.

Rule 10: Recruiters are people too. Your relationship with a recruiter is still a relationship. And like all relationships, it will work best as a two-way street. Instead of just focusing on what the recruiter can do for you, think about how you can help the recruiter. It will go a long way.

Chapter 6

WHEN THE PRODUCT IS YOU

Jane Mallor McBride

Let's face it: not all of us are intuitively good at marketing. In fact, in many instances, a primary motivation for going in-house is fear of having to market in the law firm environment. But marketing really isn't that hard. In fact, in over ten years of coaching attorneys, I've watched virtually every person I've worked with improve their skills and their careers by mastering the three secrets of marketing that I'm about to share with you.

These three secrets of marketing are key to any marketing endeavor. I call them marketing secrets, but in fact, if you read any book on sales or marketing, you'll find some iteration of these three keys to marketing. And marketing is very important to you when you are job hunting, because when you are job hunting, you are also marketing a product — and the product is YOU.

But first, even before you think about how to market yourself, be sure you know your end goal. What job do you really want? It's important to not only market yourself, but to market yourself in a way that gives you the best chance of being perceived as the right person for the job. Because it's not just about finding "a" job — it's about finding "the" job. The one true gift and blessing of not having a job is that it gives us the time and the opportunity to plan our career and think about what we really want. Be sure that you take advantage of it.

Once you know what you want, it's much easier to market yourself successfully to get it.

MARKETING SECRET NUMBER ONE: Marketing Is Really Pretty Simple — It's Just Having a Consistent Message That You Deliver Consistently

The consistent part of marketing yourself when you are job hunting is all about your personal brand. It is critical that you understand what your personal brand is and then communicate your brand consistently and persistently.

What is a personal brand? Wikipedia tells us that: "Personal Branding is essentially the ongoing process of establishing a prescribed image or impression *in the mind of others* about an individual, group, or organization."²

Your personal brand really boils down to how you are perceived by others. The truth is, you're already branded. Whether you have ever thought about your personal brand or not, everyone who comes into contact with you or interacts with you has their own perception or image of who you are. The key, especially when you are job hunting, is to know how you want to be perceived, and then to communicate that brand to others in a consistent way. Your brand is all about who you are and what you want to be known for. Knowing your brand will help you communicate more effectively and will help you to stand out in the crowded marketplace of job seekers. Your brand is your marketing message, and for that message to be delivered consistently and persistently, everything you do and say has to be in harmony with how you want to be perceived.

² Personal Branding, http://en.wikipedia.org/wiki/Personal_branding (last visited Dec. 22, 2014).

Your brand also has to be authentically and truly you. You won't be able to be consistent and persistent if your brand is a fiction. Your brand should communicate the **best** of who you are and still represent the real you. Your personal brand isn't a costume that you put on before you get to the interview and take off when you leave. Remember: it's all about being consistent and persistent. How you look, how you speak, how you interact, your LinkedIn profile, your resume, and what you say about yourself — all must work together to present your brand consistently.

How do you create an authentic personal brand that works for your audience or audiences? Take the time to determine your values, your strengths, and your skills. Think about how colleagues or business clients would describe the experience of working with you. Consider that your brand and message need to quickly explain who you are, the needs you serve, the benefits you bring, and what makes you different from others.

Once you are aware of your personal brand and your message points — the stories and facts that communicate your brand — it will be easy to weave them into interviews, into lunch meetings, into day to day conversations, into your LinkedIn profile, and into your resume, and to persistently broadcast the message of who you are and the value you can add.

MARKETING SECRET NUMBER TWO: Market the Benefits

When you watch a car commercial on TV, how much time do they spend focusing on the facts about the car? Do they talk about how much the car weighs or how long it is or even the materials that were used in manufacturing the car? Of course not. Successful marketing focuses not on the facts per se, but on the benefits to the target audience. The car commercial for the sports car focuses on how it will get you admiration; the commercial for the minivan focuses on how your kids will be happy and safe in the back seat. It's all about the benefits, not the features.

When you are marketing yourself when you're job hunting, it's easy to focus on the features — the "what" you do. But it's much more helpful to focus on the benefits you bring — how what you do can help/benefit/add value to others.

To successfully market the benefits, you have to think of what you are saying not from your point of view, but from the point of view of the listener. This is key to successful marketing.

MARKETING SECRET NUMBER THREE: People Will Buy From People They Like and Trust

You know this is true from your personal experience: when you go shopping, you will buy more from a salesperson you trust. You will always be more willing to take the time to help someone you like and trust. This is basic human nature, but it's really important to remember this marketing secret when you are job hunting.

Statistically, over 70% of jobs come from networking;³ that is to say that 70% of jobs come as a result of having a personal contact with someone. The more people like you and trust you, the more they will be keeping their eyes open for you, and the more they will be willing to help you.

³ The Department of Labor studies indicate that 70% of jobs are filled as the result of networking, and that approximately 40% of all jobs are in the hidden job market — that is to say that they are not made public and are filled entirely from networking. An additional 10-15% of jobs come from responding to postings or ads; another 10-15% of jobs are filled by recruiters; and the final 5-10% of jobs are the result of targeting efforts.

The more people you have who like you and trust you and are willing to help you, the greater the likelihood of finding a job.

Networking is absolutely key in job hunting. And networking isn't just going to an event and handing out cards. Networking is all about developing, enriching, and maintaining relationships. Networking is all about like and trust.

You know that it's really rare to meet someone for the first time and instantly like and trust them. So follow-up is key when you are job hunting. Be sure to stay in touch with people you already know, and be sure to follow up with your new contacts, getting to know them better and allowing them to get to know you. Don't just think about how they can help you; think about how you can help them.

Stay in touch by inviting them for coffee, by emailing them an article, by making a phone call to them. Be careful that your follow-up doesn't consist of "*I'm still looking for a job.*" That's tantamount to putting a big L on your forehead! Follow-up should be focused on getting to know them better, on growing trust by thinking about how you can help them, and by allowing them to know you and the benefits you would bring to an employer.

It is convenient to have business cards with your personal information when you are job hunting so that you can participate in the traditional exchange of contact information. However, merely exchanging business cards isn't networking. It is important that you actually make that next point of contact.

You can also use social media for networking. You can stay in touch and connect with people via LinkedIn, Facebook, Twitter, and other social media platforms. As will be discussed in the following chapter, LinkedIn has a myriad of groups that may be of value to you in your job hunt. Look for the ones that target your audience. Make sure your profile and all the information you have publicly available is consistent with your personal brand. Also, check and be sure that everything that is public is something you would not mind having a potential employer see. Companies and recruiters WILL be looking at your profiles.

Your attitude is also important. Let's face it: an unhappy, complaining person is not very likeable. As hard as it may be to stay positive while you are job hunting, it's absolutely key to your success.

It's not just that people will buy from people they like and trust, they will also go out of their way to help people they like and trust. With 70% of jobs coming from networking, the more people that like and trust you, the shorter your job search will be.

Master the three marketing secrets and you will become much more effective in your job search.

Chapter 7

MARKETING YOURSELF WITH LINKEDIN⁴

Amanda C. Ellis, Esq.

You learned in Chapter 6 that in-house attorneys searching for new jobs must market themselves to prospective employers. This chapter examines how you can use the social media site LinkedIn in your marketing efforts.

LinkedIn is a critical marketing tool for in-house attorneys because your target audience is using LinkedIn. First, many internal recruiters in companies' talent acquisition departments as well as third-party recruiters (headhunters) use a product that LinkedIn sells specifically to recruiters; this product allows the recruiters to perform more accurate searches and view more search results than they otherwise would be able to view with a basic LinkedIn account. Second, your professional network is using LinkedIn. As noted in Chapter 6, 70% of jobs are obtained by networking with peers and colleagues. With 87% of surveyed in-house counsel using LinkedIn for professional reasons,⁵ you have the opportunity to network with other in-house attorneys through LinkedIn. Finally, over 90% of journalists now use LinkedIn to identify contacts for articles.⁶ While being quoted or mentioned in an article may not directly lead to a new job for you, it could certainly help raise your profile to prospective employers and could be a stepping stone to a new opportunity.

To get started with LinkedIn, follow these steps to effectively market yourself to prospective employers, recruiters, your professional networks, and journalists:

1. Polish your LinkedIn profile;
2. Socialize and share; and
3. Customize your invitations to connect with others.

Step 1: Polish Your LinkedIn Profile

As noted above, internal recruiters who work in the talent acquisition departments at companies as well as many third-party recruiters (or headhunters) and journalists search on LinkedIn to identify candidates for their open positions or contacts for their articles. You can increase your chance of being found by these employers, recruiters, and journalists by polishing your LinkedIn profile as explained below.

1. ***Describe your area of focus or expertise in your title.*** Your LinkedIn title is one area of your LinkedIn profile that is optimized for search, and so you want to use descriptive keywords to be found. For example, describing yourself as an "In-House

⁴ This chapter contains excerpts republished with permission from "The 6Ps of the BIG 3 for Job-Seeking JDs," by Amanda Ellis and Something Different Publishing. Learn more at www.6psbig3.com.

⁵ Greentarget, Zeughauser Group & Inside Counsel, *The 2013 In-House Counsel New Media Engagement Survey*, 21 (Sep. 2013).

⁶ Jeff Bullas, *10 Insights: How to Use LinkedIn to Build Business Success Faster than Your Competitors*, <http://www.jeffbullas.com/2014/05/23/10-insights-how-to-use-linkedin-to-build-business-success/> (last visited Dec. 30, 2014).

Attorney with a focus on technology, employment, and litigation management" is better than describing yourself as just an "*In-House Attorney*." With the descriptive title, you will appear in searches if a recruiter is looking for an in-house attorney with employment experience or technology experience.

2. **Add a profile picture.** An employer or recruiter is more likely to remember you if you have a picture on your LinkedIn profile. Your picture should be a professional headshot; avoid "selfies," pictures of you cropped out of a group, and pictures of you with other people.
3. **Write a descriptive summary section.** Like your title, your summary section is also important in indexing key words for Google searches. When potential employers, recruiters, or journalists perform a search on LinkedIn or Google, the words in the summary section are searched first. Use keyword-rich terms to describe your practice and experience. You can also use the summary section to explain why you are in transition. For example, if you are in a job transition because you recently relocated to a new city, you could state that you "*relocated to the Dallas, Texas area in January 2015*."
4. **Complete the education section.** You want to complete your education section in detail, including the years you attended each school. One way to get started connecting with people on LinkedIn is through LinkedIn's suggestions of your former classmates. LinkedIn recommends former classmates you may know based on the years you attended each institution. You should include information for your law school, college, high school, and any other graduate school you attended.
5. **Complete the experience section.** You want to err on the side of including too many past positions because LinkedIn also recommends former colleagues you may know. The recommendations are based on where you worked in the past and during what time period you worked at each place. Thus, the more positions you list, the more potential contacts LinkedIn will identify for you. When describing your experience in a current or past position, you want to focus on the following:
 - a. **Quantify your experience.** When employers or recruiters search on LinkedIn, they often start with narrow, specific searches to find candidates who are a perfect match. The candidates with on-point experience will be called first, so you want to try to quantify your experience by using numbers, percentages, and dollar amounts. Even if you aren't an exact match, an employer or recruiter will likely remember you because of your unique, differentiating experience rather than a generic job description or no job description.

How can you use numbers, percentages, and dollar amounts to describe your experience or position? See the examples below.

Example 1: Notice how Mark Phariss, Assistant General Counsel at Expert Global Solutions, describes his previous experience by quantifying the size of his deals (over \$2.1 billion of debt and equity financings), the number of properties he managed (approximately 250), and the number of leases he renewed (over 200).

Vice President, Assistant General Counsel & Secretary

Safety-Kleen

2003 – January 2013 (10 years) | Richardson, Texas



As Vice President, Assistant General Counsel and Secretary, responsible for the company's corporate matters, equity and debt financings, Real Estate Department, legislative governmental affairs, M&A activity, intellectual property, day-to-day employment law issues and, most recently, the Contracting Department. During the past two years, served as the acting General Counsel of the company.

Worked on or managed over \$2.1 billion of debt and equity financings, including the company's unsuccessful October 2012 (approximately \$400 million) and October 2008 (approximately \$300 million) initial public offerings; its March 2012 (\$550 million), April 2006 (\$395 million) and April 2005 (\$350 million) refinancings; its April 2006 (\$100 million) equity rights offering; and its December 2003 (\$425 million) exit financing.

Worked on the company's \$1.3 billion sale in 2012, which closed in December 2012. Over a multi-year period, also worked on over \$115 million of acquisitions or sales of assets or businesses.

Managed the company's Real Estate Department with approximately 250 properties across the U.S., Canada, Puerto Rico and Mexico. Over the past six years, the Real Estate Department has renewed more than 200 leases without any net rent increase in five of the six years and in all six years well under budget. Sold over 41 excess properties for \$29.8 million.

Managed the company's governmental affairs, lobbying for incentives for the re-refining of use oil, and in the process became a resource to the company's Marketing Department on re-refining studies and literature.

Served as Secretary or Assistant Secretary and legal counsel to the Board and coordinated Board and shareholder meetings, agenda, materials, proxy statements, minutes and dividend payments.

Example 2: Notice how Kelvin Williams, Director of Business Practices and Development at LG Electronics, describes how much money he saved the company (over \$2 million in legal fees).

General Counsel and Director of General Affairs

Daikin U.S. Corporation

2004 – 2011 (7 years) | New York City, NY and Dallas, TX

- Saved \$2+ million in legal fees and averted millions in losses; negotiated with Wall Street investment advisors and outside counsel on strategic analysis/preliminary due diligence of multibillion-dollar international acquisition targets.
- First US employee recruited; charged with building/launching US division; crafted business/sales plans; set financial goals.
- Defined operating infrastructure/procedures and national account sales policies; selected NY and Dallas marketing firms.
- Hired senior management team; acclimated executive-level Japanese nationals to US corporate environment.
- Identified 1st US location; managed expansion to 4 sites nationwide plus 113,000 sq. ft of warehouse space
- Responsible for back office operations, HR, planning, compliance, insurance and North/Latin American legal matters.

Example 3: Notice how Steve Barry, Deputy General Counsel at Sabre Corporation, describes the size of the legal department he leads. You could also indicate to whom your role reports.

Sr. Vice President and Deputy General Counsel

Sabre Corporation

June 1997 – Present (17 years 7 months)

Lead Sabre's Corporate Law group, consisting of **five (5) attorneys and two (2) paralegals**. The Corporate Law group provides legal support for Sabre and its affiliates in all transactional and commercial matters including IT transactions, mergers and acquisitions, strategic transactions, corporate governance, real estate, procurement, corporate finance and treasury support, new business development, Patents and Trademarks, Data Use and Privacy and other general corporate law matters. The group was critical supporting Sabre's recent IPO and on-going operations as a publicly traded company.

As head of the Corporate Law Group, I strive to ensure the team provides quality legal services in a timely and cost effective manner. As a service group, we focus on finding ways to work collaboratively with our clients to accomplish their business objectives within the confines of appropriate legal requirements and company standards.

- b. **Share other unique, relevant details.** In addition to quantifying your experience when possible, you also want to include other details that could be relevant to an employer's search or details that could explain your unique experience or something about your prior positions (like why you left one position to go to another).

Example 1: For example, any international experience is worth noting because if an employer or recruiter is looking for someone who has experience handling properties in Mexico, they will likely include "Mexico" as a keyword in their LinkedIn search. Notice how Mark Phariss, Assistant General Counsel at Expert Global Solutions, states that he has managed properties in the U.S., Canada, Mexico, and Puerto Rico.

Vice President, Assistant General Counsel & Secretary

Safety-Kleen

2003 – January 2013 (10 years) | Richardson, Texas



As Vice President, Assistant General Counsel and Secretary, responsible for the company's corporate matters, equity and debt financings, Real Estate Department, legislative governmental affairs, M&A activity, intellectual property, day-to-day employment law issues and, most recently, the Contracting Department. During the past two years, served as the acting General Counsel of the company.

Managed the company's Real Estate Department with approximately **250 properties across the U.S., Canada, Puerto Rico and Mexico**. Over the past six years, the Real Estate Department has renewed more than **200 leases** without any net rent increase in five of the six years and in all six years well under budget. Sold over 41 excess properties for \$29.8 million.

Example 2: In order to avoid appearing job "hoppy," you may want to explain why you left one position for another. Mergers of law firms or companies is a common reason that you could explain in the Experience section of your LinkedIn profile, like Jonathan Plotkin, Vice President of Rexel, does below (Atrana was

acquired by Alliance Data in May 2005, and so Jonathan's position and employer switch happened at the same time).

Director and Senior Counsel



Alliance Data

May 2005 – May 2008 (3 years 1 month)

Responsible attorney for ITS department, Alliance Data's prepaid point of sale transaction processing line of business, and overseeing intellectual property portfolio and related issues as they arise; responsible for providing executives and other internal clients with legal analysis regarding risk avoidance and other issues, preparing, negotiating, and approving contracts (including software license agreements, vendor services agreements, client services agreements, supplier agreements, distributor agreements, etc.); oversees litigation relating to intellectual property.

Recommendations (2)

General Counsel

Atrana Solutions, Inc.

October 2003 – May 2005 (1 year 8 months)

General Counsel for technology firm specializing in point of sale transaction processing, prepaid/stored value, and custom software development. Responsible for handling and/or outsourcing all litigation; negotiating, preparing, approving and executing contracts; managing intellectual property portfolio; assisting with all aspects of the business including financial transactions and compliance with laws and regulations; holding position of Corporate Secretary; managing all outside legal fees incurred. Atrana was acquired by Alliance Data in May, 2005. Responsible for coordinating responses to extensive due diligence inquiries related to acquisition, also assisting in preparation of closing documents, and overseeing pre-acquisition reduction in force. Played critical role in transitioning the business following the acquisition.

- c. **Identify your industry.** Industry experience is often relevant in an in-house job search. If a company in the restaurant industry is looking for a new General Counsel, they often want someone who has been in an in-house role in the restaurant industry. Employers and recruiters will first search for candidates who have the relevant industry experience, and so you want to describe the companies where you've worked by stating the industry or what the company does (e.g., "*ABC Company, an online gaming software supplier*").

Step 2: Socialize and Share

All of the tips outlined in Step 1 above help improve the content of your LinkedIn profile so that you are found when employers, recruiters, or journalists search for an in-house attorney with your background and expertise. Most of your professional network, including in-house attorneys and attorneys in private practice, are also using LinkedIn. In order for you to remain on their radar, you need to share content and socialize with others on LinkedIn.

When you share and socialize on LinkedIn, you appear in your connections' news feed. Let's look at some examples.

Example 1: Because I “liked” (gave a thumbs up) the update below by Michael Ende, the update appeared in the news feed of all of my LinkedIn connections. Thus, I’m visible to my professional network. Additionally, Michael received a notification that I “liked” his update, and so I’m connecting with him as well. Try to “like” at least one update by someone in your LinkedIn network each day to interact with your network.

Amanda Ellis likes:

 Michael Ende Looking forward to spending the next three days attending the annual NALP Professional Development Institute in DC! This is the the “must-attend” conference for learning about current trends in lawyer professional development, exploring key issues facing the legal industry, and hearing about proven... more

Like (5) • Comment • Share • 4d ago

 You, Jason Kane and 3 others

Add a comment...

Example 2: Earlier in Example 1, I “liked” someone else’s content. Here, in Example 2, I “shared” content: an article about what’s hot and not in the legal profession. When I shared the content below, the update/article appeared in the news feed of all of my LinkedIn connections. Thus, I’m visible to my professional network. Additionally, three of my contacts “liked” the update and so now I know that someone read it. Try to share an article or update at least three times each week to remain on your network’s radar.

Amanda Ellis

What's Hot & Not in the Legal Profession <http://lnkd.in/e2Fe8wD>

 2014 What's Hot and Not in the Legal Profession - Attorney at Work
attorneyatwork.com • Robert Denney's 26th annual trends report on the legal profession covers hot practice areas and locations, plus law firm management, marketing and staffing.

Like (3) • Comment • Share • 5d ago

 Alejandra Higgins, W. Brenda Tso and 1 other

Add a comment...

Example 3: Finally, if you are currently blogging or curious about blogging, you can use LinkedIn’s publishing platform to create blog posts on the LinkedIn site. Each time you publish a post, your network receives a notification, as shown

below. Thus, publishing blog posts on LinkedIn is another way to stay on your network's radar.

The screenshot shows the LinkedIn Notifications page. It displays three items:

- 4 people viewed your profile (Jeff Fisher, Nate Bartel, Service Engineer / Technician at ...)
- 13 people also congratulated Mark Sullivan on the work anniversary, American Water 2 years this November (Jay Ortman, Vanessa Maddox, Kalina Koinova, Leroy Pe...)
- A post by David Schnurman published 2 new posts: "A Five Step Process for Mentorship" (circled in red)

To get started, click on the pencil icon in the status update box on your LinkedIn home page, as shown below.

The screenshot shows the LinkedIn home page. It features a status update box with a placeholder "Share an update...". To the right of the box is a pencil icon, which is circled in red.

Then, LinkedIn will take you to the publishing platform where you can write your longer post. Your three most recent posts will appear on your LinkedIn profile as shown below.

The screenshot shows the LinkedIn Posts page for a user named Kelly. It displays three recent posts:

- Published by Kelly (See more →) 3,991 followers
- Networks: It's All In The Way That You Use It** December 8, 2014 (image of a person playing guitar)
- Of Cars, Conscience And Convenience** December 1, 2014 (image of yellow taxis)
- The Haunted [Networking] Forest** November 21, 2014 (image of people in a forest)

The publishing platform is an optional tool for more savvy LinkedIn users. If you are a beginner to blogging and want to try using the tool, aim for publishing at least one post per week.

Step 3: Customize Your Invitations to Connect With Others

Finally, as you continue to network in your job search, you'll want to connect with new contacts on LinkedIn. Make sure you customize your invitations to connect with others on LinkedIn. The default LinkedIn invitation ("I'd like to add you to my LinkedIn network") annoys many legal professionals. Instead, try one of the following templates the next time you connect with someone on LinkedIn.

- **Event:** "It was nice meeting you at _____. I'd love to stay in touch." Or, "I enjoyed hearing you speak at _____. I'd love to stay in touch."
- **Group/Organization:** "I am a fellow member of the ___ LinkedIn group and I saw your comments about ___. I'd love to stay in touch so we can talk more about it."
- **Reconnect:** "It's been a long time since we talked. I hope you are doing well. How are the kids? I see you are now working at ___ company. How is that going? Let's be sure to stay in touch."
- **Alumni:** "I noticed that you are also a _____ alumni. Perhaps we'll meet in person at an upcoming alumni event!"
- **Blog/Article:** "I recently enjoyed reading your article/post about ___. I'd love to stay in touch."
- **Congratulations:** "Congratulations on your new position with ___! I'd love to stay in touch."

Chapter 8

ACING THE INTERVIEW

Jane Mallor McBride

Congratulations! You've just landed an interview for a fabulous job. Successful interviewing will be the difference between the interview offer and the job offer. Here are some tips for acing the interview and demonstrating the value you will bring to the table. Follow these suggestions about what you can do before, during, and after the interview, and that job offer is much more likely to come your way.

Before the Interview

1. Do Your Research

Gathering background information on employers is a crucial element in successful interview preparation. You want to come in there as knowledgeable as you can be about the company. You want to be able to answer all of their questions with an eye to what will benefit the company. In a competitive job market, knowing everything you can about the company's past and future plans can help show how you can contribute to its success.

Be prepared to answer questions like: "*what do you know about the company?*" and "*why do you want to work here?*" Doing research in advance will allow you to answer these classic interview questions in a way that will set you apart and demonstrate why you're a good fit and the added value you'll bring.

Visit the company website to identify what the company thinks is important. Review their mission statement, their history, the products and services that they offer, their management, and any information you can glean about their culture.

If they're a public company, check out the securities filings for some additional information about the company and its plans for the future. Public companies generally post links on their website to these filings, or you can search EDGAR on the sec.gov website for public filings.

Use social media. See if the company has a Facebook page or LinkedIn company profile, or if there are company tweets and like or follow them to get updates about the company. And of course, if you know the name of your interviewers, see what you can find out about them in advance via LinkedIn or Facebook.

Use the Internet. Set up news alerts on the company to be sure you have the "latest and greatest" information available when you walk into the company for your interview.

2. Take Advantage of All of Your Connections

To me, this is one of the best aspects of LinkedIn. You can easily tell whether someone you know knows someone at a company via the advanced search function. Then, you can ask the person you know to put in a good word for you or make an appropriate introduction. Be strategic in who you ask and in what you ask for. You can't control what they will say, but you can tell them the job you are applying for and why you think you'd be a great fit versus just asking for them to put in a good word. There's a big difference between getting a call saying "*just wanted you to know that*

Bill's a nice guy" and getting a call saying "*Bill would be a great fit for your team because he ...*"

And yes, you can ask your contact for this favor via LinkedIn or email, but consider asking in person or on the phone instead — you'll find it's far more effective.

3. Review Your Message Points

Your message points are part of your personal brand. If you haven't already done a lot of thinking about what your personal brand is/should be, and how to communicate it to others effectively, this is the time to be sure to do that.

Interviews are great places to deliver your key personal message points. After all, the most common interview questions are "*tell me about yourself*" and "*what do you consider to be your strengths?*" — both of which give you an ideal opportunity to talk about yourself and deliver your message points in a way that makes it easy for them to see why you're a good fit for this job.

The key here is that you have to be SO familiar with your message points that you can weave them into almost any question that comes up in an interview. This is important because there is never a guarantee that you'll get a good interviewer who will make this easy for you by asking the right questions. We've all been there: the interview where the interviewer spends the whole time focused on telling you about the job and the company, and you realize that you never had a chance to tell him or her about you. With a little preparation, you'll be able to weave your points into any conversation, regardless of how good or bad an interviewer you are working with.

4. Practice Makes Perfect (Or, at Least Leads to Improvement)

If you are working with a coach, be sure to ask for a practice interview with either an actual job posting or a hypothetical job posting so that you can get good and very specific feedback on how you did and whether you demonstrated why you'd be a fit for the particular position.

There are a number of ways, however, to prepare for an interview without the help of a professional career counselor or coach.

Start by conducting a Google search for the phrase "interview questions" or "most common interview questions." You'll find a LOT of possible interview questions. As you read through them, think about how you would answer them for THIS particular job, focusing on what you know about the job, the company, and your strengths and message points. If any question makes you uncomfortable, be sure to spend additional time on that one until you are very comfortable with your response.

Give the questions and the job posting to a friend and ask them to practice a mock interview with you. If possible, record or videotape your responses so you can replay the interview and see how well you did.

5. Understand How to Answer Different Types of Interview Questions

Behavioral questions such as "*tell me about a time you...*" or "*have you ever...*" or "*describe a situation in which...*" are still fairly popular, especially with the HR community. These questions assume that past performance predicts future performance and that skill sets can best be viewed in light of past performance. Before the interview, think about positive "stories" you can tell from your past that will illustrate your strengths and your skillset for this job.

During the Interview

1. First Impressions Make a Difference

Relaxed confidence is key.

Dress appropriately for the culture, but stick to professional dress. Avoid all too's: too flashy, too high fashion, too bright. Also avoid too casual or too chaotic. Sixty-five per cent of executives have said clothes have been a deciding factor between two equally qualified candidates.

Be on time.

Walk in confidently.

Smile.

Give a firm but warm handshake. If you don't currently have a decent handshake, be sure to practice it for interviews.

That first impression/perception will impact how your interviewer will hear everything else you have to say.

2. Body Language Counts

Your Mom was right when she said sit up straight. Remember: the message you want to send is relaxed confidence. Don't cross your arms, as that sends out an "*I'm not interested*" message. Don't fidget, don't play with your hair, and don't squirm. That takes away from the positive impression you want to make. Women need to be particularly aware of body language that will be interpreted as lacking self-confidence, such as tilting the head or smiling too much.

3. Be Present

Make eye contact with the interviewer. Smile from time to time. LISTEN — don't be so focused on what you are going to say next that you miss connecting with the interviewer.

4. Answer the Questions

Answer the questions. But don't let the questions control the interview. Remember your message points and look for ways you can weave them into your answer. For example, if one of your message points is that you are very business oriented, and you are asked "*have you done a lot of technology contracts*," you can cleverly convey your message. Instead of just saying "*yes, I've done quite a few*" or "*I did twenty three of them last year alone*," you might say something like: "*yes, I've done quite a few technology contracts and I really enjoy being able to move the business objectives forward by ...*"

Emphasize what you can do to benefit the company rather than what you are interested in. If the job posting is all about doing contracts, don't talk about how much you like employment law work. As basic as this sounds, I have had very qualified candidates not get jobs because they emphasized skill sets they had that weren't needed, leaving the mis-impression that they did not have the skill set needed for the job at hand.

Don't over explain. This is particularly important when you answer why you are looking for a new job or why you are no longer at your company. Present the truth in its most positive light. You do not need to explain or disclose every detail. Keep your answer short and sweet.

5. Ask Good Questions

Prepare a list of questions you want to ask the interviewer. Have some good questions that will indicate you've done your homework and possibly hint at the value you will bring.

Remember: you aren't simply trying to get the job; you are also interviewing the employer to assess whether this company and the position are a good fit for you.

Think of the interview as a first date. There are some things that are better asked AFTER they fall in love with you rather than on that first date. Understand the right timing for questions such as salary, benefits, vacation, expected time in the office, etc.

6. Let Them Know You Want the Job

Be sure you give the impression that you want the job. You want to appear enthusiastic, but not desperate. I have had qualified and very interested candidates not get job offers because the interviewer did not perceive that they wanted the job.

After the Interview

1. Say Thank You

Send a thank you note or email that BRIEFLY reiterates that you are interested and why you are the right candidate. Send one to everyone who interviewed you.

2. Don't Get Too Cocky If You Get Called Back

Relaxed confidence is key, BUT it's all too easy to get OVER confident when you get called back for your second (or third or fifth) round of interviews. DON'T. Treat every interview as important as the first one, and don't assume you have it in the bag until the offer is made and accepted and you know your start date.

3. Follow Up

Even if you don't get the job offer, it may be worthwhile to stay in touch, especially if you feel that you made a personal connection with the interviewer. There may be another position down the road that is a better fit for you.

Don't be afraid to ask for constructive criticism. You might not get it ("it was just not the right chemistry" is a classic response). Or, it might be really helpful to you for the next interview. Be sure to ask.

4. Learn

Think about the interview. Were there any questions that made you feel uncomfortable? Any answers that you provided that didn't seem to have the impact you wanted? Make a note of them and think about how you can improve your responses so that you can do better in the next interview.

Chapter 9

EVERYTHING YOU WANTED TO KNOW ABOUT COMPENSATION, BUT WERE AFRAID TO ASK

Cory Morrow and Craig Rowley, Korn Ferry Hay Group

Almost everyone has a similar question – how can I make more money? This is a concern that not only addresses personal economics, but also includes our need for career growth and being valued by our employer. The good news is that most bosses want to pay their employees well – but must consider a variety of factors, including company and individual performance, contribution, and potential. So, the challenge for you is to understand what your employer's expectations are and how you can structure your performance and capability to support increased pay.

First, it is important to understand the different components of pay or all the areas in which companies spend money to reward their employees. With this foundation, the next step is to understand the factors that impact how your company and your boss determine your value and your pay. Then you can build a case that makes it worth his/her effort to support paying you more. These variables include: the company's pay program, your contribution/performance, what you are capable of doing in the future, and the market pay for your job and skill set.

Pay Is More Than Base Salary

When we think about pay, most of us concentrate on base salary. This is, after all, what we live on. However, pay includes a number of different components that you should think about as you consider what and how you want to earn. Key components of pay include base salary, annual bonus, long-term incentive, benefits, and non-cash offerings that reward you intrinsically. These components are:

1. **Base Salary:** This is your regular pay check – and what you use to pay the bills. Most companies review pay on an annual basis and provide merit raises to recognize job performance. Base salary can also increase with promotions and taking on additional responsibilities.
2. **Bonus:** Also known as annual incentive, this is the additional compensation that companies provide to motivate employees to perform and achieve the company's short-term business goals. Bonus opportunities are generally provided to employees at the manager level and above – and the size of the bonus opportunity generally increases as you progress in the company and take on greater responsibility.
3. **Long-Term Incentives:** In public companies, long-term incentives (LTI) are usually delivered as stock-based compensation where the employee is granted some form of shares in the company. LTI is granted to link employee compensation to longer term company performance. Employees typically use gains earned through LTI for major lifestyle purchases and to fund a better retirement.

Long-term incentives are most commonly found in publicly traded companies and are granted to officers and sometimes director level positions. There are four common types of LTI awards:

- a. **Stock Options** – This is a grant of stock that allows the employee to buy a set number of shares at a fixed price (usually the price on the date of grant) over the next five to 10 years. So the value you can receive is directly tied to the appreciation in the company's stock price. Options are often granted annually and vest over a period of three to five years. You cannot take ownership (by exercising the options) until your shares are vested.
 - b. **Restricted Stock** – This is a grant of actual shares- so they have value immediately (i.e., appreciation in stock price is not required like it is with stock options), but the shares are not delivered to the employee until they vest – typically over 3 to 4 years. Once vested, the shares are owned by the employee, who can to sell or keep them in their investment portfolio.
 - c. **Performance Shares** – These are similar to restricted shares, but in addition to the time vesting, they also have a performance requirement (typically 3 years). These shares are delivered to the employee only when the company achieves a pre-set multi-year performance goal – e.g., growth in profit and/or growth in revenue. If the performance goals are not met, the shares are forfeited.
 - d. **Cash LTIP** – If real equity is not available, a company may utilize a cash-based long-term incentive plan (LTIP). These plans, often found in private companies, deliver compensation over multiple years based on company performance (like performance shares above). A cash LTIP is essentially a longer term bonus program.
4. **Benefits:** Companies' benefits provide for employee income protection, retirement, sick leave, and paid time off. This includes health, life and disability insurance, 401(k) and other retirement plans and vacation/holidays. Many of these benefits are tax free to the employee. These benefits can cost a company up to 30% to 40% of base salary – a significant number that is often unrecognized by employees. Some companies provide very generous benefits as a way to attract and encourage longer term retention.
 5. **Non-Cash Compensation:** There are other factors that aren't traditional compensation – but provide value to the employee. These include office location and environment, cafeteria, on-site child care, training and development, clear career paths, ability to work remotely, etc. While these do not reflect cash or equity compensation, people will trade-off cash for these.

What Impacts How Companies Can Pay

The company's business strategy and operating model drive its HR strategy, which in turn impacts its approach to compensation. Key business factors that influence pay include:

- **Stage of Business** – High growth companies tend to pay more variable compensation, including both bonus and LTI to reward. Mature businesses or slow growth companies focus on base salary and benefits.
- **Profitability** – Highly profitable companies tend to pay more in all aspects of compensation (because they can afford it) and are likely to pay higher bonuses. Less profitable and cash constrained companies will consequently have a more conservative approach to compensating employees.

- **Complexity of the Business** – More complex companies typically require higher skilled employees and therefore pay more in base salary to secure the level of talent they need.
- **Impact People Make on the Success of the Business** – In some jobs, the individual can make a major impact on overall business results. Examples include key designers in retail, engineers in technology, sales people in commercial real estate, etc. These jobs are paid very well in total compensation.
- **Level of Competition for Talent** – The more competition for a particular role, the higher the pay. Some industries are more competitive for talent than others (e.g., high tech) and some markets are more competitive than others (e.g., New York City).
- **Labor Intensiveness** – Companies that are labor intensive, with higher payroll costs as a percent of operating expense, have less money to pay to each employee. Therefore, such companies tend to pay conservatively and are likely to pay more of total compensation in base salary.

So the amount a company can and will pay is a function of all of the above variables. Different industries pay at significantly different levels and with different mixes of compensation. Some examples include:

- The oil industry pays very well – profitability is high, there is a lot of competition for talent, geologists who can find oil are highly valued, field locations are not great and don't have a lot of talent to recruit, and this is not a labor-intensive industry relative to its total spend.
- High tech companies can pay very well if they perform – growth is high, individual impact is high, competition for talent is high, and complexity is high. But pay is largely delivered in long-term incentives that only payout when the company achieves very aggressive growth plans.
- Healthcare pays conservatively – though it varies somewhat by job – because it is labor intensive, not a high profit sector, and service is provided by teams of people, not individuals (with the exception of some medical specialties). In addition, working in the healthcare sector provides a sense of serving the greater good, which many people see as "intrinsic compensation."

How Companies Determine Pay – or What You Need to Know to Get Higher Pay

Every company has some form of a compensation program to guide how it pays its employees. Companies have a compensation philosophy that serves as a framework for how it delivers compensation to employees. This includes targeted position in the market, mix of pay across the components discussed above, how jobs create value for the company, and approach for attracting, retaining, and motivating employees. An understanding of the company's compensation philosophy will guide you in determining what you have to do to earn more money.

Companies build their compensation programs on the following factors:

- Understanding the job and value to the company
- Understanding the market value of the job

- Salary structure and mix of compensation
- Individual capability and performance
- Individual potential

Companies manage pay through established base salary grade structures in which jobs are assigned to a salary range based on the value of the job to the company and in the market. Each salary range has a:

- Minimum level of pay for an employee with basic qualifications
- Midpoint, or target, level of pay for fully qualified employees
- Maximum level of pay for highly tenured employees and/or top performers

Managers are normally told to pay people between the minimum and the midpoint – they can pay above midpoint (up to the maximum) with approvals.

At most companies, bosses can't just decide to raise compensation on their own. They must have the budget to pay for a pay increase, have information that convinces their superiors (often two levels up) that more money is a good business investment, and have supporting information about job responsibilities and market value – and support from the compensation or human resources team.

What can you do to help your boss get the company to increase your pay?

- Understand what the market pays – there are some online sources that can give you directional information or you can speak with recruiters
 - a. Salary.com
 - b. Pay Factors
 - c. Recruiting firms
- Understand the company's pay philosophy
 - a. Via company communications or information on your intranet
 - b. 10-K (public companies) – describes the business
 - c. Proxy (public companies) – describes the company's pay philosophy for the top 5 executives – which you can extrapolate for other roles
- Understand what the company wants and needs from your job
 - a. Define what your capabilities are and how you can do more than they expect
 - b. Describe how you could broaden the role with additional responsibilities
- Assess and describe your performance and contribution
 - a. Business acumen
 - b. Results that impacted the business
 - c. Special capabilities – that make a difference in delivering results
- Assess and describe your potential
 - a. Understand what the company values in leaders
 - b. Describe what you do best and how it positions you for growth
- Explain why your value is greater to the company than your current pay
 - a. Market pay levels

- b. Capabilities that matter
- c. Results
- d. Potential

Increasing your compensation is about more than just asking for a raise. It involves understanding what the company needs from you, demonstrating your contribution and performance, taking on more responsibility, delivering results, and being aware of the market and the company's pay philosophy. With this information, you can help your boss understand your value and build a case to support the right level of pay for you.

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