



**Monday, May 22**  
**11:00 am–12:30 pm**

## **202 Hiring & Keeping Good People** *Legal Manager Track*

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GTSI Corp.

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CGI-AMS Inc.



# 202 Hiring & Keeping Good People

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ACC's 4th Annual Corporate Counsel University:  
New Challenges/New Solutions

May 21-23, Baltimore Marriott Waterfront

*The in-house bar association.<sup>SM</sup>*



## Session Purpose

### **202 Hiring & Keeping Good People:**

It is a competitive hiring world out there. Once you've hired just the right team, your job isn't over. As a manager you are expected to encourage your employees to excel, allow them opportunity to grow, and maintain an open dialogue to promote sharing of ideas.

Our panel will share practical advice on:

- How to hire the staff you need and
- Insights on how to manage and motivate your most valuable resource, your staff.



# Agenda

- Hiring Process – Building and Selling
- The Managing Process – Directing and Guiding
- Motivating The Team - Lifting and Growing



# I. Hiring Process

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# Hiring Process

- **Step One: Building the Requirement**
  - Building Your Hiring Strategy
    - Understand Corporate Culture
    - Understand level of support
    - Find your supporters, potential opponents
  - Understanding the Hiring Need
    - Open existing position
    - Work load requirement
    - Other requirements



# Hiring Process

- **Step One: Building the Requirement (cont)**
  - What is the Position Type
    - Level of position
    - Generalist or Specialist
    - Permanent or Temporary
  - Identifying the Right Type of Person
    - Corporate Culture
    - Experience Level
    - Diversity Needs
    - Managerial Experience/Skills/Potential



# Hiring Process

- **Step One: Building the Requirement (cont)**
  - The Intangible: Right Chemistry
    - Energy & Drive
    - Bias toward action
    - Compatibility/Chemistry
    - Integrity
    - Business acumen
    - Risk Tolerance





# Hiring Process

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- **Step One: Building the Requirement (cont)**
  - Preparing the Job Description
    - Use Position Descriptions for Career Development
    - Consider New Position along with existing Positions
    - Understanding Your Marketplace
    - Developing the “Incentive” package



# Hiring Process

- **Step One: Building the Requirement (cont)**
  - Consider Hiring Options
    - Full-Time
    - Search Firms
    - Temp staffing
    - Interns
    - Part-time
    - Flex Time options



# Hiring Process

- **Step Two: Selling The Hiring Need**
  - Perception that Legal is Overhead
  - Present Case, Tie to Business
  - Demonstrate Value
  - Two: Selling the Understand Budget Process
  - Build Allies, Make Friends with HR
  - Be Prepared to Negotiate



# Hiring Process

## ● Step Three: Interview Process

- Identify Right People to Interview
  - Staff
  - Support Staff
  - Clients
- Ask Good & Proper Questions
  - Skill Questions
  - Experience Questions
  - Personality Questions
  - Legal-Passing Questions



# Hiring Process

## ● Step Three: Interview Process (cont)

- Interviews are a 2 Way Street
  - Selling Company/Position
  - Buying Skill/Qualifications
  - Intangibles
    - Importance of Team Chemistry
    - Business Acumen
    - Establishing Priorities & Focus



# Hiring Process

- **Step Three: Interview Process (cont)**
  - The Offer/Close
    - Use Market Data
    - Buyer/Seller Market
    - Industry Structure



# Hiring Process

## ● Step Four: The Early Days

- Make an Impression
- Set a Positive Tone
- Start to Build Chemistry
- Give Clear Guidance
- Provide Early and Continual Feedback



## II. In-House Management

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# In-House Management

- **Step One: Understand The Business**
  - What is Company's Strategy/Mission/Goals
  - What are In-House Best Practices
  - What is Department's Current Role/Perception
  - Where does Department want to be in Company Strategy, et al.



# In-House Management

- **Step Two: Setting Department Mission and Goals**
  - Consistent with Company Mission
  - Clear and Measurable
  - Communicate to Staff



# In-House Management

- **Steps Three: Understanding Business/Client**
  - Encourage Meetings & Teach “Listening”
  - Business Focus Tone “How Can We Help”
  - Understand Business Priorities



# In-House Management

- **Step Four: Set Out Individual Performance Goals**
  - Identify Critical Success Factor
  - Set out Individual Goals/Objectives
  - Measurable/Defined
  - Tie to Incentives



# In-House Management

- **Step Five: Performance Reviews/Feedback**
  - Timely Feedback
  - Consistent Feedback
  - Peer & Client Feedback
  - Importance of Documenting
  - Avoiding the Non-Feedback or “Kind” Feedback



# In-House Management

- **Step Six: Deal With Personnel Issues**
  - Personal Issues
  - Career Issues
  - IntraDepartment Issues
  - InterDepartment Issues
  - Corporate Issues



# In-House Management

- **Step Seven: Managing the Intangibles**
  - Avoid the Managing Up Syndrome
  - Developing Emotional Intelligence
    - Appreciate the link between emotions, thought and action.
    - The capacity to read, be sensitive to, and influence other people's emotions.
  - Communicate/Staff Meetings
  - Develop and Challenge People



## III. Motivational Process

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## Motivational Process

- **Step One: Demonstrate Interest in professional development**
  - External Training
  - Internal Training
  - Skill Development Opportunities
  - Challenge your Staff



# Motivational Process

- **Step Two: Creating Opportunities for People to Grow Career**
  - Listening to expectations
  - Ask for ideas
  - Meaningful Career development (title, responsibility, compensation)
  - Dual-ladder career path



# Motivational Process

- **Step Three: Be Engaged with your Staff**
  - Listen to Staff
  - Know your Staff and their “hot” buttons
  - Act Decisively
  - Communicate to your Staff
  - Display Confidence



## Motivational Process

- **Step Four: Creating positive work environment**
  - Team building
  - Staff Meetings to provide information
  - Providing up & down recognition
  - Sensitivity to needs-two way street
  - Be Positive, Have Fun