



# PLACEMENT AUTOPSIES

HOW TO LEARN FROM  
PLACEMENTS THAT DID NOT  
HAPPEN



# OBJECTIVE:

To help you find solutions to improve your process as it relates to recruiting and hiring associate and partner talent.



# THE SCENARIO:

**Placement does not close.  
Use this information to  
adjust strategy and tactics  
related to recruiting.**



**4500 recruiting  
and staffing  
companies**

**36 countries**



# DEMING MANAGEMENT METHODS





# UNDERSTAND YOUR ROLE:

- Managing the Flow of Information
- Coach and Guide
- Improve the process and improve results.

# THREE APPROACHES

## Self-Analysis of the Placement W5H

**Who: who is involved in the process?**

- Interviewers
  - Best results
  - Worst results
- Influencers
- Decision-makers



# WHAT:

**What was the feedback?**

- From the interviewers
- From the headhunter or candidate

**What was candidate's motive.**

- High motive to move?
- Mild or low motive to move?
- Categorize the move





# WHEN:

- How much time did the meetings take?
- How much time passed in between communication and meetings?
- Date of submission Received
- Date data shared with decision-makers
- Date feedback from decision-makers received
- Date meeting scheduled
- Date meeting occurred
- Date feedback received from decision-makers
- Pay attention to chokepoints in the process



# WHERE:

Zoom



or in person?

# WHY:

- Money
- Work/Life Balance
- Career Opportunities and goals
- Change of focus
- Geography
- More flexibility
- More mentorship and professional development

# HOW?

- How could we have improved?
- How did the placement first begin to derail?



# GROUP ANALYSIS OF THE PLACEMENT

Use the concept of “Team Consulting”. Make big improvements in 17 minutes:



## TWO MINUTES: EXPLAIN THE SITUATION WITH DETAIL:

- Referring source of candidate
- Background of candidate
- Motive of candidate
- Who were interviewers?
- Feedback from interviewers
- Connection points such as friends in the firm
- Feedback from the candidate or headhunter
- Any gaps of time in between steps
- Offer status

Three minutes: The group asks investigative questions, one at a time.

Five minutes: The group gives suggestions and ideas for improvement.

Five minutes: Open discussion of ideas shared, free flow exchange of ideas.

Two minutes: State recommendations and improvements for going forward.



# DATA ANALYSIS: CREATE A PLAN FOR REVIEWING DATA RELATED TO PAST PLACEMENTS

- Obtain data for 2022 and 2021
- Look for patterns, trends, choke points and other areas in which to improve.
- Segment into associates and partners
- Use Measurement Tools



|   | A                  | B            | C                |
|---|--------------------|--------------|------------------|
| 1 | <b>Interviewer</b> | <b>Hired</b> | <b>Not Hired</b> |
| 2 | John Smith         | II           | IIII             |
| 3 | Sally Jones        | IIII         | I                |
| 4 | Michael Stevens    |              | IIII             |
| 5 | Joe Tornado        |              | IIIIIIII         |
| 6 | Ima Goodlawyer     | IIII         |                  |
| 7 | John Hanks         | I            | III              |
| 8 | Brad Bitt          | IIIIII       | I                |
| 9 | Will E. Joinus     | IIIIIIII     |                  |

# CHECK SHEET

# FLOW CHART

## Flow Charts

A **Flow Chart** is a **visual** tool that depicts the **flow or sequence of a process**.  
(information, tasks, people, material or decision)

The video player displays four flowcharts illustrating different perspectives on a process:

- What Management Thinks the Process is:** A simple linear flowchart with a start node, a task node, a decision diamond, and three more task nodes leading to an end node.
- What the SOP Says:** A more complex flowchart with a start node, a task node, a decision diamond, and multiple paths of task nodes leading to an end node.
- What's Actually Happening:** A highly convoluted flowchart with many task nodes, a decision diamond, and multiple paths, representing a messy, non-linear process.
- What the Process COULD be:** A flowchart similar to the first one, but with a different sequence of task nodes and a decision diamond, representing an idealized or alternative process.

The video player interface at the bottom shows a progress bar at 2:24 / 16:03 and various control icons.

The 7 Quality Control (QC) Tools Explained with an Example!



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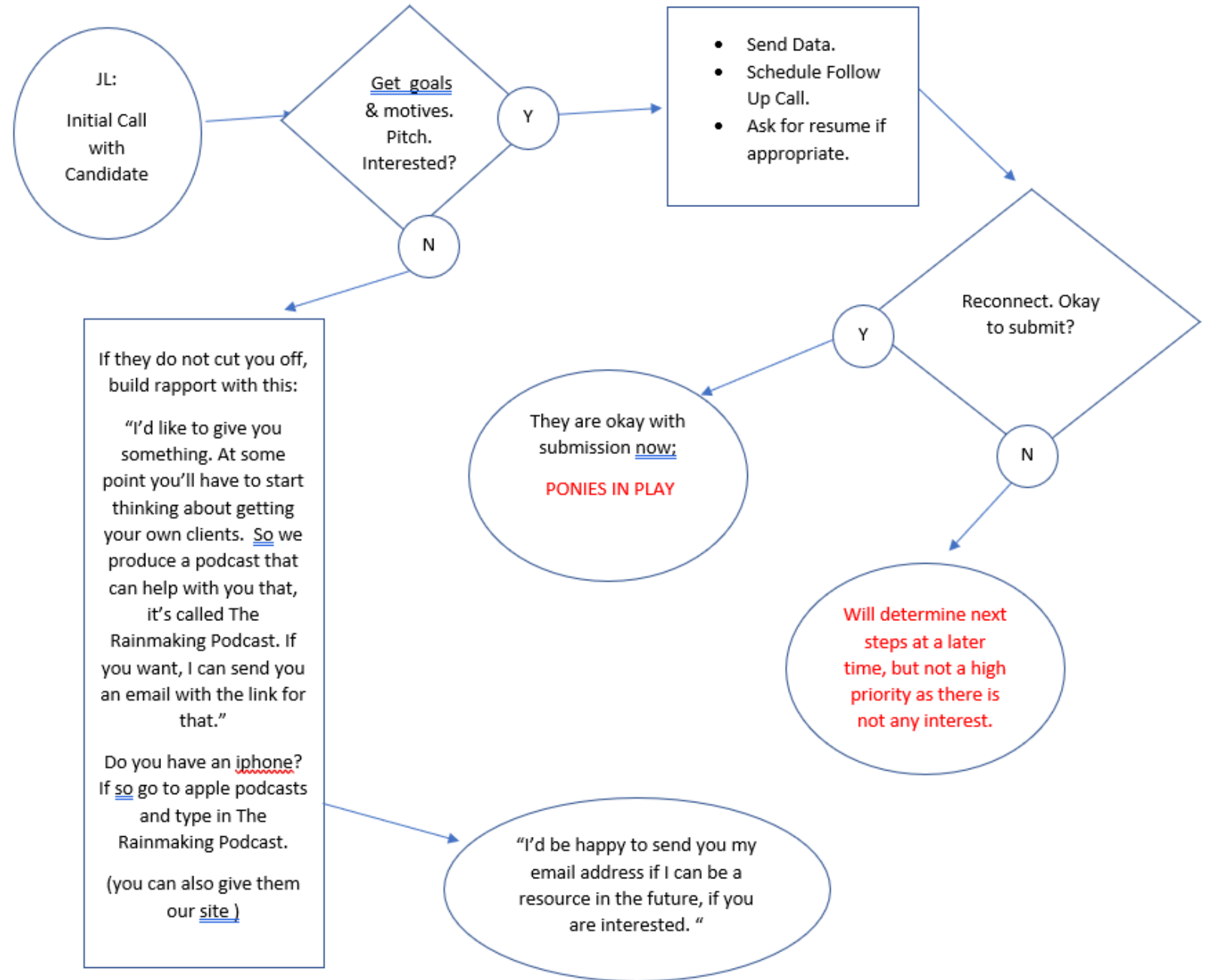
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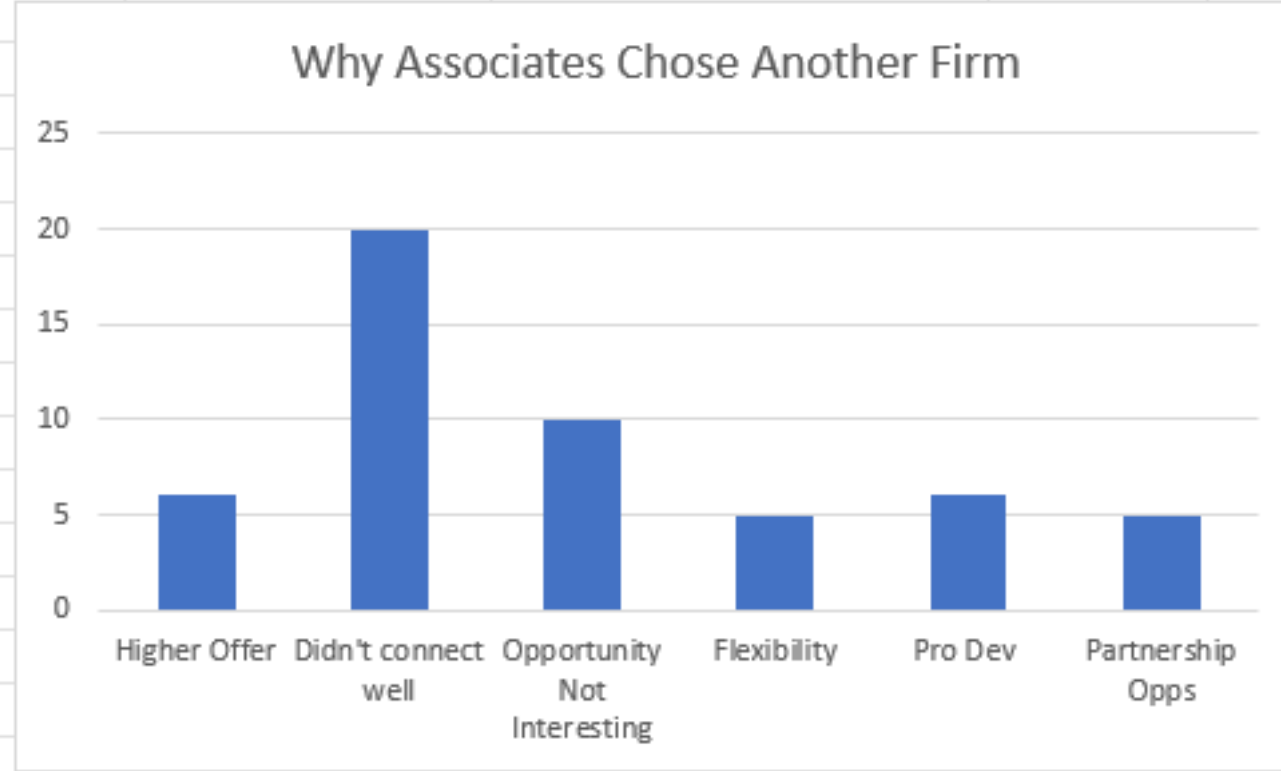
18

# FLOW CHART



# PARETO CHART

|    | A            | B                   | C                           | D           | E       | F                |
|----|--------------|---------------------|-----------------------------|-------------|---------|------------------|
| 1  | Higher Offer | Didn't connect well | Opportunity Not Interesting | Flexibility | Pro Dev | Partnership Opps |
| 2  | 6            | 20                  | 10                          | 5           | 6       | 5                |
| 3  |              |                     |                             |             |         |                  |
| 4  |              |                     |                             |             |         |                  |
| 5  |              |                     |                             |             |         |                  |
| 6  |              |                     |                             |             |         |                  |
| 7  |              |                     |                             |             |         |                  |
| 8  |              |                     |                             |             |         |                  |
| 9  |              |                     |                             |             |         |                  |
| 10 |              |                     |                             |             |         |                  |
| 11 |              |                     |                             |             |         |                  |
| 12 |              |                     |                             |             |         |                  |
| 13 |              |                     |                             |             |         |                  |
| 14 |              |                     |                             |             |         |                  |
| 15 |              |                     |                             |             |         |                  |
| 16 |              |                     |                             |             |         |                  |
| 17 |              |                     |                             |             |         |                  |
| 18 |              |                     |                             |             |         |                  |



19 Out of 52 interviews that did not result in an acceptance, the highest reasons  
20 for not accepting the firm's offer were because the candidates did not connect well  
21 with future colleagues, nor did they find the opportunity interesting.

22  
23 Solutions: Find people they know in the firm to sit on the interview line-up and  
24 train the partners doing the interviewing on how to sell the opportunity.



# FINAL RECOMMENDATIONS:

- You need Leadership support.
- Use other tools such as the Leopard Recruiting Tool to find people the candidates already know in your firm.
- Enlist the help of other partners and practice group leaders.

 Dashboard

 The Leopard List

 Leopard InHouse

 Leopard Job Search

 Firmscape

 Leopard BI

 Leopard Cub

 Law Firm Profiles

 Recruiter Directory

 Hotspot News

 Administration

BETA

### Alumni Tracker

Quickly generate a list of attorneys who have worked at a specified law firm and access their entire professional history, including current contact information

### Benchmarking Tool

Easily benchmark your firm against up to 15 peer firms, utilizing Leopard Solutions' research in 18 critical areas

### Competitor Match Tool

Easily identify statistically probable competitors by practice area or location. Law firms can benchmark their competitors based on our Leopard Law Firm Index Score, attorney ROI (success in attorney retention) and growth/decline metrics

### Connection Reports

The best business development tools for attorneys, allowing you to leverage attorney history to identify meaningful relationships within their networks

#### Attorney Connection Report

A business development tool focused on the individual attorney. This connection report quickly identifies meaningful connections at the attorney level

#### Firmwide Connection Report

Advance your business development efforts. This report uses attorney history to find meaningful, real connections within a targeted industry or company

BETA

#### Recruiting Connection Report

Using talent you've identified from Leopard List, search within a specific law firm to identify the best points of contact to reach out to a potential candidate in a soft, natural way

### Firm Index Report

Dynamic rating system, weighted proportionately to the size of the firm, measuring a number of key indicators of law firm success, updated twice each week

### Merger and Acquisition Tool

Automate the process of locating possible merger and acquisition targets. View possible matches and probability of success based on key factors

### ROI Report

How much money are your recruitment practices costing your firm? See the scores for both laterals and entry-level hires and the calculations of the costs involved

## Recruiting Connection Report

This tool helps you find key people to fetch new business development opportunities

Discover the people you are connected to within your professional and academic circles

Firm



Attorney



----- OR -----

Worksheet <sup>®</sup>



Clear Filters

Explore Connections

# Recruiting Connection Report

Schools

x

Past Experience

White & Case x

King & Spalding LLP x

Connection Strength

Medium x

Clear Filters

Restore Filters

Firm: KING & SPALDING LLP  
Practice Area: LITIGATION

Connections at BAKER MCKENZIE

| Connection Strength | Attorney Name  | Connection Details:  |          |              | Phone                    | Connected By      | Contact Name | Location        | Phone        |
|---------------------|----------------|--|----------|--------------|--------------------------|-------------------|--------------|-----------------|--------------|
| Medium              | John Templeman | <a href="#">Work History</a><br>John Templeman and Mark Mandel had worked in White & Case in New York between 2010 and 2011. |          |              | 212-556-2338             | -- / White & Case | Mark Mandel  | New York        | 212-556-2338 |
| Medium              | John Templeman | COUNSEL  | New York | 212-556-2338 | -- / King & Spalding LLP | Ye Hong           | New York     | 212-556-2338    |              |
| Medium              | John Templeman | COUNSEL  | New York | 212-556-2338 | -- / White & Case        | Ben Williams      | London       | +44 207-91-1234 |              |

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# “Thank you!”      RESOURCES

[www.attorneysearchgroup.com/nalp](http://www.attorneysearchgroup.com/nalp) and you can download them.

Or scan the QR code to the right.



- YouTube videos:
  - <https://www.youtube.com/watch?v=Sljmwulmrdw>
  - <https://www.youtube.com/watch?v=yuH35ottlLU>
- Article
  - <https://www.modernanalyst.com/Careers/InterviewQuestions/tabid/128/ID/2075/Describe-Pareto-Analysis-and-how-is-it-used.aspx>
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