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National Association of Legal Search Consultants

Fall 2015

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President's Message with Symposium Details & Dates for Future Events

by Warren Smith, LL.B.

Dear NALSC® Members,

I hope everyone enjoyed their summer. I am thrilled to report that NALSC® continues to run strong! Our membership continues to thrive, and we continue to grow in 2015, with a steady stream of new members joining the organization this year.

Our NALSC® 2015 Fall Symposium is almost here! It is taking place at the New York office of Chadbourne & Parke LLP on Friday, October 23rd, 2015. The Symposium continues to be a must-attend event for legal recruiters and law firm professionals in the NY metropolitan area and beyond. Our theme this year is "Reset your Compass: Navigate Toward Recruiting Success," and will include a star line-up of dynamic speakers combined with interactive sessions. In response to your feedback of requested topics, the program will focus on the latest trends in recruiting using social media; best practices for recruiting and retaining diverse talent; the wide range of complicated ethical, legal and practical issues surrounding lateral attorney movement; crisis management strategies as they relate to attorneys, law firms and recruiters; and more. This event has sold out every year despite increasing our venue capacity, and we have had to turn away late registrants. Be sure to reserve your seat now before it is too late!

In addition, we are excited to welcome Keynote Speaker Mark A. Konkel, Esq., Partner in the Labor and Employment Practice Group of Kelley Drye & Warren LLP. The Keynote address will cover the latest developments in labor & employment law affecting recruiters & candidates such as ADA, Family Medical Leave Act, employment

discrimination, drug testing, illegal interview questions & more. As always, we continue to offer educational sessions, receptions, and great networking opportunities throughout the event. I continue to be impressed with the caliber of our membership and event attendees—from the numerous speakers, discussion leaders, and individual conversations over food and drink—it is inspiring to spend time with so many leaders in the recruitment industry.

Also, we thank our generous sponsors for their continued support of NALSC®. Our Platinum Sponsors are ALM and lawjobs.com; Gold Sponsor is Kelley Drye & Warren LLP; Silver Sponsor is Leopard Solutions; and Bronze Sponsors are Above The Law, Broadlook Technologies, The Cluen Corporation, Invenias, Kirkland & Ellis LLP, LegallyLooking.com, and TFI Resources. Also, our law firm Honorary Sponsors are Akerman LLP; Bilzin Sumberg Baena Price and Axelrod LLP; Cadwalader, Wickersham & Taft LLP; Chadbourne & Parke LLP; Dechert LLP; Duane Morris LLP; Gibson, Dunn & Crutcher; Greenberg Traurig LLP; Michelman & Robinson LLP; Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.; and Proskauer LLP.

Symposium details and registration material are available on [www.nalsc.org](http://www.nalsc.org).

Finally, regarding the NALSC® 2016 Annual Conference, we are excited to return to Fort Lauderdale, Florida! Escape the winter doldrums for warm weather and sunshine from March 17th-19th at the oceanfront Hilton Ft. Lauderdale Beach Resort, where every room features an ocean-view balcony. In addition, every

reception will be held outdoors in the balmy breezes of your tropical paradise. The hotel, amenities, service and location are second to none. USA Today's 10BEST said, "One of the biggest draws for those visitors looking for the absolute finest in beachside accommodations is the Hilton Fort Lauderdale Beach Resort. Standing like a beacon on this coveted beach, this hotel's world-class amenities and international style await, ready to impress, ready to serve. Sophisticated travelers appreciate the luxurious spa options, heated infinity pool and private poolside cabanas at this 25,000-square-foot tropical enclave." We are looking forward to a terrific event in this fantastic venue! Stay tuned for exciting details...

I wish you all much success for the remainder of the year!

Best regards,  
Warren Smith, LLB- President

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Warren Smith is President of NALSC®. He is a Managing Partner of The Counsel Network-Canada ([www.thecounselnetwork.com](http://www.thecounselnetwork.com)). Warren can be reached at [wsmith@thecounselnetwork.com](mailto:wsmith@thecounselnetwork.com) or you can follow him on twitter @lawheadhunter.



## Counseling Your Corporate Counsel Candidates

by Valerie Fontaine, Esq.

It seems like almost every law firm lawyer wants to go in-house. Even if they successfully make that transition, they may be surprised to find that it isn't necessarily the road to long term career happiness. When conducting senior in-house searches, we've noticed the number of moves on many of the resumes we receive. What's the story?

In-house lawyers face different career path issues than their private law firm counterparts. Rather than finding more job security and opportunity for advancement, they may have less. Corporate counsels' futures are tied to the fortunes of a single entity in a volatile marketplace. Furthermore, corporate law departments are hierarchical with one general counsel, one division counsel, and so on, while – at least theoretically – law firms may elect an unlimited number of partners. Often roadblocked, in-house lawyers may wait quite some time, if ever, to progress within the law department.

You need to counsel your candidates on how to detour these obstacles on the road to success. Their options might include changing departments or corporations, sticking it out and redefining their goals, or returning to the law firm environment.

Advise your candidates to keep their eye on what is going on with their company in the marketplace. The in-house lawyer's job security can be at risk because law departments are at the mercy of upper management's business strategies and economic forces beyond their control. For example, after a merger, sale, acquisition, or reorganization of all or part of the company, the law department may be eliminated or "duplicative" attorneys let go. Even if the legal department isn't disbanded, new management may bring in its own team of senior executives, including legal personnel. Often, companies or divisions relocate, requiring unwanted transfers. If business declines, a division or entire company may downsize. Start-ups may not get their funding and need

to cut back. The law department frequently is among the first to go because it's a cost rather than profit center, and may even be viewed as an impediment to accomplishing business goals. And, of course, entire businesses or divisions simply may shut down, leaving everyone without a job.

Despite the many perks of working in-house, even at a financially stable company, your candidates need to realize that there's still one big negative: very little room at the top. Corporations usually employ fewer lawyers than big law firms do, and in-house law departments tend to be organizationally flat. Advancement depends on a number of factors mostly out of their control, such as the size and structure of the department, the age of its attorneys, the health of the company, trends in the industry, or a combination thereof. If your candidate's boss is competent, healthy, happy, and not close to retirement age, there is nowhere to go. Therefore, even doing prodigious amounts of great work may not move them up the ranks.

If your candidate's career path is blocked either by a lack of job security or a dead-end situation, they might change course by leveraging their business skills and moving from legal to another department such as compliance, general management, human resources, sales, or marketing. For some candidates, their initial goal was to segue out of the practice of law by moving from a law firm to an in-house legal department position and then transitioning to the business side of the corporation. For others, that trajectory occurs as a career necessity.

If your candidates think they might want to pursue the business-side option at some point, advise them to look for companies where lawyers made such moves in the past. Some organizations have track records of transitioning their in-house lawyers into management or executive roles, while others virtually never do so. Once hired,

the lawyers need to network within the company and learn as many aspects of the business as possible, and communicate their desires. They must beware, however, that advancement may be just as limited on the business side as it is in the law department.

We often help roadblocked candidates to springboard to a higher position in another company's legal department, either in the same industry or a different sector where their skills transfer. Some lawyers fear that specializing in one industry may pigeonhole them, resulting in fewer career options. To increase potential future opportunities, counsel your candidates, to choose where possible, an industry poised for growth, such as healthcare, eldercare, high technology, or energy.

Alternatively, if the candidate is in a secure but dead-end position, you can talk to them about seeking other avenues of success without changing jobs. Some candidates achieve personal satisfaction by making speeches and writing articles, or polishing their expertise and becoming their company's go-to authority on an arcane but necessary subject. Other lawyers enjoy mentoring within their companies or through outside organizations, or teaching at a local law school, college, or paralegal program. Perhaps there's a legal cause they can assist on a pro bono basis. Or, they can achieve recognition through bar association or community leadership. If the candidate sets new goals, a rich and rewarding career is possible without leaving their current position. (But, of course, you forego making a placement!)

You might discuss with your candidates the option of (horrors!) returning to the law firm fold. In the past, once a lawyer went in-house, there was virtually going back. That's no longer the case. Law firm employers realize that in-house attorneys often have credentials, sophistication, practice experience,

***“In-house lawyers face different career path issues than their private law firm counterparts... Corporate counsels' futures are tied to the fortunes of a single entity in a volatile marketplace.”***

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and demanding work schedules similar to those the firms require. Corporate counsels often bring valuable connections, and business insight and experience, as well.

Although a stint in-house doesn't make law firm reentry impossible, it's more difficult. Discuss with your candidates the following strategies to ease the transition:

- Working their network of contacts including former law firm colleagues and mentors. Some may have moved to other firms, which increases your candidates' reach. If they burned bridges or left their former firm in the lurch when rushing out the door to join a corporate law department, they shouldn't expect a welcome mat; they will need to look for new opportunities. You can assist them with identifying reasonable possibilities.
- Coach your candidates on how to present their in-house skills as being transferable, making them value-added hires. For example, they can describe to potential employers how they developed the ability to handle multiple tasks, work faster, and take risks. Furthermore, they can argue that they now possess **business judgment**, organizational understanding, and industry knowledge in addition to their legal abilities. In interviews, they should offer tangible proof of these new skills and discuss how they can benefit the law firm and its clients. Help your candidates tout their added perspective, showing how their understanding of what it's like to be a client allows them to more effectively service the firm's clients' real needs.
- Work with your candidates to show how they are better-rounded lawyers due to the requirements of meeting the varied legal requirements of a business enterprise. Help them showcase newly acquired legal abilities, such as the hands-on running of deals, negotiating and documenting agreements, experience with high-tech or intellectual property practice,

employment matters, and the like. There's a concern that **corporate lawyers**, particularly in small or start-up companies, receive little or no training during their tenure in-house, especially if they were relatively junior when they left their law firms. Advise them to discuss their **specific duties and accomplishments** as house counsel. Recommend they offer as references the names of outside or opposing counsel who can vouch for the quality and sophistication of their legal talent.

- Prospective law firm employers expect your more senior candidates to grow a client base in relatively short order, so you will need to assist them in crafting an **effective business development plan**. They should explore whether they can expect to bring work from their current and past in-house gigs, and how much. Help them describe and maximize their increased network of business contacts and potential clients gained during their sojourn in-house. Advise them to keep abreast of former business colleagues as they make career moves to other companies where they might be able to send out legal work, thereby increasing your candidates' marketing potential.
- Use your knowledge of the client and marketplace to help the candidates position themselves to fit the prospective employer's current needs. Encourage the candidates to demonstrate flexibility and assist them in negotiating the terms of their return such as practice area, department, title, and compensation. Furthermore, advise the candidates to be sensitive to the politics of the situation. The law firm may not want to offend or demoralize those who kept their noses to the grindstone while your candidates pursued their in-house dreams.

- Suggest that the candidates emphasize their commitment to traditional law firm practice. They can explain in cover letters and interviews that they've seen both sides and know their preference is the law firm life. They might stress a more mature attitude and appreciation for the traditional practice of law (e.g., relative security, daily interaction with other lawyers, interesting and sophisticated work for a variety of clients, training, and support).
- Point out the need for the candidates to clarify that they didn't leave the law firm for "lifestyle reasons." They should emphasize that they logged long hours in the corporate environment and aren't afraid of hard work and law firm billable hours requirements.
- If approaching their previous law firms, your candidates can sell their "fit". They're a proven commodity, know the players and politics of the firm, thrive in its culture, and need little or no lead time in terms of integration. They can hit the ground running and save the firm hundreds of thousands of dollars in recruiting and training costs. (Once again, if your advice is successful, you most likely will forgo a placement fee, but will earn undying candidate loyalty which can pay off handsomely in the long run.)

While candidates seek the advantages of an in-house law career, remind them that it also can present roadblocks and dead ends along the way. In the role of trusted advisor, you can help them keep these considerations in mind when weighing their career options and planning their next moves.

#### ABOUT THE AUTHOR:

Valerie Fontaine is a Board Member of NALSC®. She is also a Principal of Seltzer Fontaine Beckwith ([www.sfbsearch.com](http://www.sfbsearch.com)). Valerie can be reached at [vfontaine@sfbsearch.com](mailto:vfontaine@sfbsearch.com) or 310-842-6985.



**“Corporate counsels often bring valuable connections, and business insight and experience, as well.”**

**“Although a stint in-house doesn't make law firm reentry impossible, it's more difficult.”**

## Herding Cats– Taking a Cue From Law Firms

by Edwin B. Reeser

We have decided that we are going to give titles to all of our cats the same way law firms have increasingly taken to doing for partners. If it actually works for law firms, where herding lawyers is generally acknowledged as being more difficult than herding cats, then logically it should work with cats too. The law firm cash flow compression problem has led the way to developing a solution where a few can get more, which may work marvelously with the kibble compression that we are experiencing due to rapidly rising cat food prices. Talk is cheap, and so are titles, and here is what we have embraced as part of our new, exciting, visionary and bold strategic plan:

- **Charles** is chairman of the Thai Korat **Steely Eyed Major Ambush** practice.
- **Farnsworth** is chairman of the Tuxedo **Hostile Pillow Takeover** practice.
- **Waldo** is chairman of the Orange Stripe **Constant Perimeter Patrol** practice.
- **Celeste** is chairwoman of the Indoor Siamese **Meal Choir** practice.
- **Isabella** is chairwoman of the Silver Persian **Straw Basket Heating Pad** practice.
- **Robbie** is chairman of the Bermin **High Volume/Low Margin Jingle Bell Ball** practice.
- **Tiger Boy** is chairman of the **Empty Food Bowl Tabby Panic Display** practice.

**Handsome Stranger V** (named after his father) will now be chairman of the Maine Coon **Outdoor Polydactyl Paws** practice. (He was previously chairman of the **Trans-Boundary Roaming Midnight Propagation** practice, but after a complaint and confidential arbitration with a neighbor we entered into a settlement where some of his assets were involuntarily removed and he was reassigned to a new leadership role, subject to a stringent continuing conduct compliance protocol. As the biggest and most successful 'mouser' in the firm, expelling him was not an option).

We are embarking on another aggressive search campaign to lateral in a kitty to head up our **Mouse Catching Vermin Extermination** practice, as to date we have not been as successful as we wanted to be in building up one of the highest demand practices for a cat house. The last three hires for this position were resume inflating self-confident preeners who were only effective as members of our rapidly growing **Sun Chasing Sleepers** practice. It is supposed to be a performance based 'eat what you kill', 'alternative feeds' arrangement, but they just keep defaulting to the Fancy Feast entitlements draw, rapidly declining into the incessantly discussed 'underperforming pouncers' slow-and-sleepy paradigm. Some studies suggest this might be expected from a performance based program that involves over feeding and neutering, but these were not written by cats so they obviously don't know what they are talking about. Besides, our house is different.

We have hired a public relations spin master (the jaguar stalker of the dark art of meow) to show neighbors with imaginative flyers and email distributions why this practice group is one that every house should want to have next door, on a "pay by the can" evergreen retainer arrangement. We can't let other houses know that we have a core group of indolent losers, so we have asserted the growth of this group as the product of leadership driven "investment" with robust long term potential into which house wide consensus supports energized commitment of major resources. To demonstrate their activity and valued skills we have bestowed upon the Sun Chasing Sleepers practice an abundance of....ribbons, balls of string, feathers on fiberglass rods, battery powered mice, and squeaky toys, all of which we will let them take with them should they choose to voluntarily relocate to another house. Our leadership stature has been enhanced by the mystique created from all the other houses

wondering how we could possibly make this work! If we keep this up we may be able to quietly lateral a few out, and "de-equitize" the rest.

Cats, like law many large law firms, can operate pursuant to a fascinating arrangement of self-governance. In our house it is called the "Rancho Cucamonga Free-For-All", the precise terms of which we are unclear about because nobody actually needs to go to Rancho Cucamonga to adopt it, nor is it necessary to understand exactly what it is. They use a different language in Rancho Cucamonga that is partly canine, and translation of the meaning to feline takes too much effort. (Dieu et Mon Droit ... "God and My Right"...was a more accurate reflection of our executive committee intentions with respect to governance, but it has inconveniently been taken for some time by the British Monarchy...excluding Scotland; and "Merde in the Rue Morgue" sounded too much like the career was endless scooping of a litter box, which actually for most lawyers not within the Executive Committee it is. This Americanized alternative with the naming reference to a cool sounding geography whose meaning or relevance is unfathomable, effectively serves the same message and outcome. A locally practical method of communicating the way this works is 'My rules, my way, whatever is situationally expedient. And no sharing of plunder. What is mine is mine, and what is yours is negotiable.' This is something cats in particular are just as quick to understand, accept and apply as lawyers do with their Swiss Vermin structure).

Fortunately as the dispenser of crunchy treats in the role as Head of House ("HOH"), the HOH is permitted to ignore whatever the Rancho Cucamonga Free-For-All charter provides, and just do what I want until somebody stops me. No cats get a copy of the charter to review; or any other information about how it actually works. They are just cats, why should they care? As HOH one holds control over ultimate power, the vacuum cleaner.

*"The law firm cash flow compression problem has led the way to developing a solution where a few can get more, which may work marvelously with the kibble compression that we are experiencing due to rapidly rising cat food prices."*

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This secures the position almost indefinitely, or until such time as special secret allocations of food rations to the HOH's favorite cats becomes more widely known.

The house does have a food allocation system that sort of works, grouping cats in three traditional categories of 'mousers, grousters and rousters'. We aren't quite sure where it came from but we have always done it this way, and justify it as part of 'culture'. The weighting is heavily disproportionate to 'mousers', as there are many grousters and rousters available at lower rations levels. Unfortunately, the model still delivers an enviable distribution of tuna/chicken/beef/shrimp/crab/turkey/beef/lamb/whitefish/salmon in pate/shreds/bits/chunks/slices with a variety of grilled/baked/roasted presentations, in both traditional styles and more recently with gravy/broth/garden greens and touches of rice and vitamin supplements. Even when we carve back on distributions there are plenty of underperforming pouncers that remain content and will not redirect their energies to being effective 'mousers'. It turns out that the 'mousers, grousters and rousters' system is only loosely relevant to what the Executive Committee actually does, so we are still able to dispense treats based on favoritism, which is what the cats have all figured out anyway.

This "structure without structure" is working quite well so far. No cats

keep mouse-sheets, and accountability for outcomes at all levels is lacking. We encounter nothing but success after success when there are no bothersome targets for actual results to achieve. To reinforce our unique 'culture' we have twice a year events where the kitties band together to sing "we want more" and look offended that their contributions are not better appreciated. Fortunately since the organization chart of the Rancho Cucamonga Free-For-All has a gelatinous pliability lacking a core (similar to Jello), and has never been revealed to the cats, our Executive Committee has the ability to unilaterally suspend catnip treatments without any specific member of the committee being identified as responsible for the decision, and the question of "Is this all I get for my effort, where did the food money go?"... has stopped being asked. The occasional very public demonstration of what a withholding of catnip distributions or being placed in the shower stall of a windowless bathroom for a few hours does to an overly curious cat helps as well.

It is important to recognize that none of this does anything to actually improve the human/cat interface or value proposition that is associated with retaining a cat. Same cats. Same results. But it does improve the meal portions for a few of the cats who scrape off extra kibbles to become Fat

Cats...and that's about it.

This should become the new model for suburban communities with cats around the globe because, and trust me on this one, we are already hearing from families everywhere around the world that they want to live next door to something like this. Since we need to present this self-described "brilliant" concept as something other than a reiteration of the mundane and intuitively obvious .....an ingeniously fresh born, innovative and beyond critique by dim witted outsiders..... and it had to be 'beyond seamless', we are calling this the 'Mobia Strategy'. A seamless ribbon that allows us to cover both sides in an endless churn of running and running and covering everything in our path. With the unifying attraction of cats to ribbons as a clincher, it combines the essential qualities of a successful strategy: it is unexplainable, unaccountable, unproven and conceptually unassailable. What could possibly go wrong?

No law firms or lawyers, past or present, were used or harmed for the writing of this satire.

The cats were real, and all of this is the fault of the 98% who give the rest of the cats a bad reputation.

#### ABOUT THE AUTHOR:

Edwin B. Reeser is a business lawyer in Pasadena specializing in structuring, negotiating and documenting complex real estate and business transactions for international and domestic corporations and individuals.

***"It turns out that the 'mousers, grousters and rousters' system is only loosely relevant to what the Executive Committee actually does, so we are still able to dispense treats based on favoritism, which is what the cats have all figured out anyway."***

## Branding a Recruiting Firm

by Ross Fishman, J.D.

**My gavel's better than your gavel.**

If you're reading this, I can almost *guarantee* that your website home page shows a photo of a gavel. Or a city skyline, handshake, columns, striped books, scales of justice, or people in suits (either your actual team or a stock photo of an un-

naturally attractive professional).

If not, then you show empty chairs, a chessboard, or a hand holding a pen.

In fact, I'll wager that you actually have at least 2-3 of these clip-art photos.

Also, if you have a logo, the initials are probably enormous.

In fact, I'll go out on a limb and suggest that you probably selected your website design or developer because they were the cheapest. Or a relative.

Your website is at least 5 years old.

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The text is probably too small to read on a smartphone, but you can't remember the last time you looked to see.

But what's the point? Does any of this matter? Do any clients or prospects really care about your marketing or your website?

### Does branding matter?

Many professionals question whether an organization's advertising, marketing, and other promotional tools can persuade a smart, sophisticated audience to use a particular product or service. After all, what we're selling is different, isn't it? Recruiting isn't cereal, shoes, or a computer. It's a high-value professional service, where what really matters is personal *relationships*.

So does Branding — the automatic linking of a service or product with a particular firm or company — really work?

No. Of course not. We're all too smart to fall for a company's marketing tricks, right?

I buy Nike™ shoes because they really are better than much-cheaper brands. I'm sure Consumer Reports is wrong about that comparative-quality thing.

And Tylenol™? We pay double for Tylenol™-brand acetaminophen because the generic acetaminophen (made with the same ingredients, specifications, and quality standards) is simply not as effective.

And it wasn't the Wilson Sonsini "brand" that made it the go-to firm for high-tech IPOs. It just had smarter, better lawyers than all the other high-tech Silicon Valley firms.

And frankly, given a choice, I'd feel completely comfortable handing my hard-earned money to a banker at an institution I'd never heard of, hiring a CPA from a no-name accounting firm, and entrusting my legal career and professional future to a recruiting firm I've never heard of. Wouldn't you?

No, branding doesn't work — it's not worth the effort, so don't bother. Our audience is too cynical to fall for a company's marketing. *Just ask them.* They'll look you straight in the eye

and swear that they make decisions based purely upon fact and intellect.

And when they tell you that, ignore the \$3 bottles of water they'll be holding. It really does taste better than the H2O that comes free from the faucet.

### So does branding work for recruiting firms?

*It can.*

You'd think it *would*. Your work is important. It's meaningful. You are dealing every day with the careers and futures of smart, successful people and leading law firms. You work with fascinating people and you help make them rich and successful.

Every day, you change lives. You make depressed people happy, taking lawyers who have lost their passion for their practice, or are feeling beaten down in their current environment, and change their fortunes for the better.

You save struggling firms, and help build dynamic organizations, creating synergy with new people and practices. That's work you can be proud of.

But in the recruiting industry's marketing - where's the drama? Where's the passion? The emotion? It simply doesn't exist. The *overwhelming* majority of the recruiting industry's marketing is look-alike, or derivative, or otherwise bland or non-differentiating.

Every recruiting firm says they're "the best." Everyone claims to have the best relationships, candidates, and available placements. And half of those who claim to be the best are in the bottom half. And that muddies the message for everyone. So in your case, if it's actually true, don't just tell me, *show* me. Prove it to me. Make me believe that when *you* say it, I can believe it.

Recruiting firms are like law or accounting firms - they seem to do the same thing, the same way, with the same type of people. The firm names aren't unique or memorable. They're entirely indistinguishable until they decide to step out from the pack with something new or unexpected.

Grab my attention with a powerful visual, something unexpected, and persuade me. Force me to remember you. Convince me that you offer something I can't get from the others who *also* claim the highest-quality expertise -- and then prove it by displaying a headless diverse handshake.

Make me remember you for more than five seconds after I've turned the page or clicked the "Back" button.

Leaders want to work with leaders, so you must look successful. That's rarely accomplished with the cheapest website. Your website is your 24/7 face to the world, and it's surprising how many professionals wearing \$1000 suits behind fabulous furniture will have a website equivalent of an ill-fitted cheap suit.

### Wait, so branding does work for recruiting firms?

Of course it does.

Just like every other type of business in every other industry selling any other product or service. But it works well only when it's done *right*. For example:

Is there a smart, differentiated strategy that sets your firm apart from the other seemingly similar competitors? Or does it simply promise the obvious -- for example, that your recruiters are skilled, smart, and can be trusted?

Here are the general messages nearly every recruiting firm seems to use:

- Trust
- Dedication
- Confidentiality
- Industry expertise
- Years of experience
- Women/Minority owned
- We're lawyers too
- Quality candidates

Are the marketing materials designed to jump off the page with something unique and powerful, or do they show the typical clichés mentioned in the introduction, like gavels, columns, handshakes, and smiling people? (See more at: <http://goo.gl/dnH9eE>)

Is the entire marketing campaign dynamic, innovative, and multifaceted, or is it simply an innocuous 3-word,

**“Are the marketing materials designed to jump off the page with something unique and powerful, or do they show the typical clichés mentioned in the introduction, like gavels, columns, handshakes, and smiling people?”**

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3-sentence tagline? "Experience. Dedication. Results." "Commitment. Integrity. Expertise." "Blah. Blah. Blah."

Branding can work. But no tool, tactic, or strategy is effective when impotently executed.

What messages can a firm use to differentiate itself?

The brand isn't created first and forced onto the organization, it grows from it. Sure the Chicago Cubs and New York Yankees both play baseball, but their brands and reputations are quite different. Yes, big groups of full-service, business-oriented lawyers do pretty much the same thing, but I view Kirkland & Ellis and Sidley & Austin as having entirely different personalities.

There are as many different possibilities as there are firms. What's

your unique style, personality, and culture? What is the one, single trait you'd like to be known for? Look around -- how are you different from other NALSC members or the larger industry? How are you a better option for some audience or market segment? Figure that out, then hit that issue *hard*.

Of course, because many recruiting firms provide similar services to every type of lawyer and firm, it can be difficult.

**If you can't be different, at least look different.**

In the early 2000s, Orrick was seeking to rebrand itself, seeking to turn itself from California's largest public finance firm into a national powerhouse doing the most-sophisticated deals. To facilitate

this, they launched the Big O ads, showing many different things shaped like the O from their logo. The ad campaign didn't detail *how* they were different from their many highly skilled competitors, but their unique "O" design stood out and built Orrick's reputation.

In the early 1990s, Major Wilson Africa built a national reputation simply by being more visible than the other recruiting firms. They advertised nationally in legal publications before their competitors did. As a result, they became the only recruiting firm whose names lawyers could think of. And in most markets, that opportunity remains available.

In a non-differentiated industry like recruiting, that's probably enough.

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## Are In-House Jobs More Stressful Than Firm Work?

by Marlis Silver Sweeney, Reprinted with Permission from *Corporate Counsel*, March 17, 2015

Are in-house legal positions really a respite and sanctuary from big law, as they're often portrayed, asks Felicity Nelson in *Lawyers Weekly*. Sure, working within a company means the end of the billable hour and catering to demanding clients, but some in-house positions are no day at the spa either.

"In-house lawyers may escape some of the stress and challenges of private practice but, according to *Lawyers Weekly's* readers, there are still drawbacks to this line of work," says

Nelson. For one, if there is a poor relationship between counsel and senior management, the job can be extremely difficult.

According to Phillip Hunter, in-house senior legal consultant at Dolman Legal Recruiting, limited resources, tight budgets and lack of support at many corporations can mean *more* stress for in-house lawyers than their firm counterparts. "Every day I hear from my candidates and clients that in-house is just as much—if not

more—hard work than being in a law firm," he tells *Lawyers Weekly*. However, most lawyers interviewed agreed that while working in-house is stressful, it can be more rewarding than private practice because you're helping a business directly and seeing how your advice is implemented.

Read more:

<http://www.corpcounsel.com/id=1202720684648/Are-InHouse-Jobs-More-Stressful-Than-Firm-Work#ixzz3IMiNEdsQ>

## Member Spotlight: Eve Jaffe, Esq.

Interviewed/Written by Dan Binstock, Esq.

Eve Jaffe, a newly elected member of the NALSC® Board of Directors, is the owner of Garb Jaffe & Associates Legal Placement, LLC, based in Los Angeles, California. As you will read below, Eve's professional and personal paths have led her on various journeys until she found her true professional calling with legal recruiting. Like many legal recruiters, Eve began her career as an attorney, started a family, and then switched gears to still work

within the legal field but on the recruiting side.

An only child, Eve was four years old when her parents divorced. She was raised mostly by her mother, and they moved around...a lot. She attended eleven different schools in only nine years. (If you know Eve, one of the things that immediately stands out is her natural ability to connect with

people in a warm and genuine manner; perhaps all of the moving around during her younger years enabled her to develop an unusual proficiency in developing relationships with people.) Eve and her mother ended up settling in the San Francisco Bay Area where she went to both high school and college.

When it came time to selecting a major for college, Eve, reflecting on



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how she often functioned as a de facto therapist to both of her parents growing up, believed she had a calling to pursue a major in Psychology. But she soon found that in Psychology, “there are no ‘right’ answers to questions since everyone has different theories for human behavior and none of them are any more ‘right’ than others.” Eve then turned to law because she thought that law, at least, was a concrete body of knowledge. She worked full-time to put herself through college and did the same for law school. Her hard work and dedication paid off when she was accepted to the University of Southern California Law School with a full scholarship. Three years later, however, Eve had to amend her initial thoughts on law vs. psychology: “Law didn’t offer much more certainty than psychology but at least the pay was good.” Definitely agreed.

Eve very much enjoyed being a lawyer. She started her legal career as a corporate bankruptcy lawyer with a boutique firm (that was later acquired by Kirkland & Ellis) and enjoyed the practice. So why didn’t she continue? Because she ran into a dilemma many working mothers face: continuing to work long hours or stay home with their children. “After having two kids, it became challenging to sustain the long hours without feeling like I was being a bad mother,” Eve confided, so she made the decision to stay home full-time with her girls for three years before feeling ready to go back to work. It was during this time that Eve discovered legal recruiting.

Eve wanted her next career move to reflect her desire for blending life balance with engaging work. She’d always loved recruiting, from serving on her firm’s recruiting committee to helping with their summer program and interviewing law students on

campus. As she was thinking about exploring positions as a recruiting manager in a law firm, in a twist of fate Eve bumped into a friend who was the managing partner of a national firm who convinced her to consider legal recruiting. In the end she gave it a shot.

Not coincidentally, the partner’s wife, Sheila Garb, was the owner of a legal recruiting company. Eve joined the company and, when Sheila retired six months later, Eve took over as owner and President. Today, 13 years later, Garb Jaffe & Associates handles placements throughout California, working with all of the major firms. Of interest, however, is the fact that they have developed a unique niche of working with smaller firms that typically do not work with recruiters. Her company also handles in-house placements.

Legal recruiting has turned out to be a perfect mix of her background in psychology and law. Eve has continued to work with lawyers, but she also finds that “recruiting is a bit like being a psychologist for people’s work lives rather than personal lives.” No day looks the same and recruiting is never boring.

What is most challenging to Eve about being a recruiter? Circumstances that are out of the recruiter’s control, such as other recruiters submitting candidates’ resumes without authorization, interfering with exclusives, or even claiming false entitlement to a fee. And to protect herself from the disappointment that sometimes happens in recruiting, Eve has learned not to “count her chickens before they hatch”, and even after they do, “not until they show up for work on the first day.” After thirteen years of recruiting, she tries her best to remain as objective as

possible but her innately empathic nature is always at play. “It’s tough because part of what makes us good recruiters is that we care about our candidates and our clients. When you care about people it is hard to insulate yourself from disappointments.”

Outside of recruiting, Eve enjoys being active: hiking, going to the beach, and traveling. But she also enjoys the smaller things in life, such as eating, laughing, spending time with friends, and being with her family especially now that her daughters, Rachel and Erica, are 21 and 18 respectively. Eve sums up her vitality of life with her reflection that she’s been married to her husband, Glenn, for 26 years: “I still can’t believe I am actually old enough to have done anything for 26 years.”

Try to see what you have in common with Eve with these random facts:

Favorite music: Pink, Matchbox Twenty/Rob Thomas, Green Day, AC/DC, R.E.M., Queen, Simon & Garfunkel

Favorite TV shows: Homeland, Breaking Bad, Game of Thrones, Transparent, Downton Abbey, House of Cards

Favorite “old school” TV shows: Ally McBeal, LA Law, Seinfeld, Brady Bunch

Advice to her younger self (if she could do things over again): Be more tech and social networking savvy.

Most influential book this year: *Lean In* by Sheryl Sandberg, which she says is a must read for every working woman. She recently bought a recent-graduates edition for her daughter, who graduated from University of Michigan earlier this year.

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## Member Spotlight: Mitch Satalof

Interviewed/Written by Dan Binstock

Mitch Satalof, a newly elected member to the NALSC® Board of Directors, is CEO of Juris Placements in Philadelphia, Pennsylvania. As you will read below, Mitch’s career had many twists and turns in the music industry before he finally landed in recruiting. He’s a man “loyal to all things Philly” who believes that anything is possible and nothing should stand in your way if you stay the course, and he proves it with his current success. Success of course doesn’t come easy, and Mitch’s started with humble beginnings.

Born and raised in Philadelphia, PA, Mitch grew up with three brothers, all three years apart from each other, and parents who worked hard to make ends meet for their four sons, though it often didn’t work out that way. After having his youngest brother, Mitch’s mother suffered a stroke—yet she didn’t let this set her back, even with no ability to pay for the hospital stay. She managed to talk her way into working for the University of Pennsylvania Hospital system and stayed there until she

retired. Mitch reflects that most of his success can be directly related to his mother’s DNA and her belief system which instilled in him that anything is possible.

College for Mitch wasn’t as straightforward as it might’ve been for others. Mitch started as a communications major, but he reflects that those were tough times, and when he eventually found himself in what was then known as the record business, he “left college when the allure of ‘sex,



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drugs and rock n' roll' took hold of me."

Mitch's interest in music coupled with a decent singing voice led him to an early career "ala the Wedding Singer." Still in his mid-teens, he sang for a band leader as the featured rock 'n roll singer at bar and bat mitzvahs and debutante balls, where he usually sang three popular songs over the course of the night. Continuing with this trend, he doubled as a lead singer for a number of bands; Mitch proudly said he "specialized in doing a very solid Jim Morrison." His musical career petered out, however, when it became clear that major success as a performer would never be likely for him.

So what could he do that combined his love for music and his ambition for success? Mitch talked his way into a job at a local music distributor, where he unloaded trucks and eventually worked his way up. This led to working in the sales and distribution side of the music industry, leading to success working in sales and marketing for major companies like RCA, BMG, and Capital Records. Eventually he started his own niche business providing a platform for developing labels into distribution. The model granted him global business, and all was well...until mp3 music came along.

Mitch realized that with the arrival of digital music the end of the music industry as he knew it was fast approaching, and he decided to respectfully close that chapter of his life and open a new one. Having spent the last 10 years developing his own company, Mitch pondered how he could use his business experience for his next career move and was led to recruiting. "As any business owner will tell you," Mitch said, "there are many elements of recruiting in the day to day of running your own business." This new chapter in his career led to a successful stint in recruiting in telecom where he honed his skills moving people. But telecom was heading towards the same shift as the music industry, and Mitch wasn't willing to "stay put while telecom flamed out."

After figuring out that recruiting was his "thing", Mitch found himself recruiting attorneys, an avenue he believed would yield high reward and hopefully solid success. It wasn't easy, as legal recruiters know. "It took me

over a year to make my first placement," Mitch reflected, "and navigating through the ponds, streams, lakes and oceans of the legal landscape in terms of practice areas and understanding of firm cultures was and always will be a challenge." He stuck to legal recruiting despite the steep learning curve because truly making a difference in someone's life mattered to him, and nothing compared to the satisfaction of effectuating a change that altered the course of someone's life in the direction they were hoping to achieve.

Mitch has also developed a focus on IP placements over the years. In the beginning, he started off placing attorneys in all areas, and noted "frankly any placement in any practice area was welcome." But after about 5 years, he found himself enjoying working in fields that were somewhat related to his music industry experience where he spent many hours fleshing out licensing agreements, distribution contracts and the like. He naturally began to migrate towards IP when many in the legal recruiting profession didn't either understand or like the nature of that work. Right now, Juris Placements continues to place in all practice areas, whereas his individual focus is approximately 80% IP.

While legal recruiting has its ups and downs, Mitch feels well prepared (perhaps in light of his prior experience in the challenging music industry). "If you let the disappointments get to you, you're just not built for recruiting. You learn to accept failure – but never expect it – and certainly never give up until it is clear that success is not to be." That said, Mitch recalled one instance when he was feeling particularly frustrated after losing a deal and a friend asked him, "Has anything changed since you started making placements? Have you forgotten how to navigate the process?" Obviously not—and in time he was back up and running.

When asked what he would change about his recruiting career if he could do it differently, Mitch admits that although he has no regrets, he wished he had been more selective with who he had brought into the agency. It took him years, but he's learned to say no to those who aren't a right fit for his practice's assistance; he's come to believe that

resisting the temptation to say yes right away is better for everyone involved.

In terms of Mitch's life outside of recruiting, he loves all types of music and is known to put together "mixes" that frequently cross genres. He's an avid tennis player who plays three times per week all year and, along those lines, he now serves on the Germantown Cricket Club Board of Governors, "the finest racquet sports club in the country." Mitch has been deeply involved in a charity, Ace for a Cure, for over ten years—Ace for a Cure is a tennis event where all the proceeds are dedicated to turning "Type I Diabetes into Type none." He's thrilled to report that this coming year the event will be expanded all over the Northeast, and should be surpassing \$500K in net revenue.

Mitch is also a proud parent to three children, Geoffrey, Lani and Sam, who for his bar mitzvah project this past May was able to use his passion for technology to develop a program that provides refurbished computers and laptops to those in need. And, last but not least, Mitch is a proud husband, stating that "none of what you have read about me would be possible had I not married my wonderful wife, Renee, who puts up with all of my interests and is the center of the world we live in together each day."

See what favorites you have in common with Mitch:

**Favorite music:** Joni Mitchell's "Blue", which Mitch believes is the greatest recording of all time in terms of pure emotions; world music from Alan Stivell to Joe Zawinul; the funk of James Brown; Bruce Hornsby to the Kongos

**Favorite TV show:** Breaking Bad—what he considers the greatest TV show of all time (and the writer of this Profile heartily agrees)

**Favorite movies:** Harold & Maude, Pulp Fiction, Goodfellas

**Most influential book:** *How to Win Friends and Influence People* by Dale Carnegie. Mitch says learning how to listen completely changed his perspective and his life.

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