

***Finding a Legal Specialty
Appealing to
the Core of Your Personality***

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Finding a Legal Specialty Appealing to the Core of Your Personality

- I. There is a specialty for everyone: what we learned from our research**
Though qualified to pursue (and succeed in) many legal jobs, some are likely to provide greater satisfaction and natural motivation
- II. Why you should start thinking about fit *now* . . .**
Long term payoff
Credibility with employers
- III. The three keys to lawyer satisfaction and making them work for you**
1. Passion for and sincere interest in the subject matter
2. Enjoy the daily rhythms of the job
3. Work appealing to the core of the personality (secrets of functional pairs)
- IV. Four critical things to know about legal specialties**
1. Legal specialties overlap and are constantly developing
2. Career paths aren't linear, but your path should show planning and thought
 Serendipity abounds!
3. Don't feel pressured to choose a specialty
 But *do* know your strengths and talents and how they match up
4. The skills/traits lawyers value the most
- V. Secrets of motivation: Personality Type and Functional Pairs**
Jobs that appeal to the core of the personality (attached pink mouse handout)
The what and why of functional pairs
ST Preference: Facts/details/logic/puzzles
SF Preference: Practical impact on people
NF Preference: Possibilities for the betterment of people
NT Preference: Theoretical analysis and problem solving
Tasks, environment and setting influence motivation
Surprises abound!
- VI. Advice: Where to start in considering a specialty**
Use your functional pair as a starting point
Gain practical experience while in law school
Talk to practicing lawyers: guest speakers, professors, alumni, family contacts
 The two best questions to ask
The magic of informational interviews: build credibility, provide reassurance
- VII. Think broadly as you consider specialties. . .**
Revisit the three keys to lawyer satisfaction and your source of motivation

Skills Most Valued by Lawyers: A Checklist for Law Students

Analytical skills

- | | |
|---|--|
| <input type="checkbox"/> Good judgment | <input type="checkbox"/> Comfortable seeking advice from supervisors |
| <input type="checkbox"/> Problem solving skills | <input type="checkbox"/> Ability to remain objective |
| <input type="checkbox"/> Read and analyze vast amounts of information | |
| <input type="checkbox"/> Ability to think on your feet | |
| <input type="checkbox"/> Reading and understanding complex material, including statutes and legislation | |

Organizational and administrative skills

- | | |
|--|---|
| <input type="checkbox"/> Attention to detail | <input type="checkbox"/> Prioritize projects and tasks |
| <input type="checkbox"/> Time management | <input type="checkbox"/> Organize team efforts |
| <input type="checkbox"/> Project management | <input type="checkbox"/> Organize personal work product |

Interpersonal skills

- | | |
|---|---|
| <input type="checkbox"/> Relationship building | <input type="checkbox"/> Counseling skills |
| <input type="checkbox"/> Effective oral communication | <input type="checkbox"/> Working effectively across cultures |
| <input type="checkbox"/> ___ with individuals | <input type="checkbox"/> Ability to work with wide range of personalities |
| <input type="checkbox"/> ___ in group settings | |
| <input type="checkbox"/> Empathy for clients | |

Research and writing skills

- | | |
|---|---|
| <input type="checkbox"/> Legal research | <input type="checkbox"/> Legal writing |
| <input type="checkbox"/> Factual research and investigation | <input type="checkbox"/> Legal drafting |
| <input type="checkbox"/> Writing to colleagues, clients, and individuals with no legal training | |

Specialized knowledge/interests

- | | |
|---|--|
| <input type="checkbox"/> Business | <input type="checkbox"/> Economics |
| <input type="checkbox"/> Accounting | <input type="checkbox"/> International issues |
| <input type="checkbox"/> Science, medicine, engineering | <input type="checkbox"/> Foreign language skills |

Character traits

- | | |
|---|---|
| <input type="checkbox"/> Flexibility | <input type="checkbox"/> Good team player |
| <input type="checkbox"/> Sense of humor | <input type="checkbox"/> Resourcefulness |
| <input type="checkbox"/> Patience | <input type="checkbox"/> Tenacity |
| <input type="checkbox"/> Ability to work under pressure | <input type="checkbox"/> Sensitivity to organizational politics |
| <input type="checkbox"/> Ability to remain calm during crisis | <input type="checkbox"/> Creativity |
| <input type="checkbox"/> Ability to adjust to change | <input type="checkbox"/> Leadership |
| <input type="checkbox"/> Ability to learn from experience | <input type="checkbox"/> Diplomacy and tact |
| <input type="checkbox"/> High level of energy | |

This information was gathered during interviews with 130 attorneys in 30 different practice areas as part of research for *The Official Guide to Legal Specialties: An Insider's Guide to Every Major Practice Area*, by Lisa L. Abrams, J.D., published by National Association for Law Placement (NALP) and Harcourt Legal Publications, 2000, available at NALP.org, Gilbertlaw.com, or Amazon.com.

THE BIG FIVE:

The Skills Most Valued by Attorneys in Every Practice Area

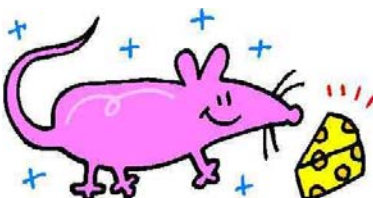
- 1. Sound legal analysis*
- 2. Creative problem solving*
- 3. Excellent communication skills*
- 4. Good judgment*
- 5. Passion/sincere interest*

***Build on these while in law school**

***Use this information in cover letters**

***Provide persuasive examples during interviews**

Finding Satisfaction in The Law: *Careers and Specialty Areas* *Appealing to the Core of the Personality*



ST: Facts/details/logic/puzzles in the present **(30% of U.S. population; 32.9% of lawyers*)**

- * Concrete analysis of problems using facts and rules
- * Expertise with details and technical knowledge
- * Task oriented
- * Enjoy hands-on involvement

SF: Practical impact on people here and now **(43% of U.S. population; 10.6% of lawyers*)**

- * Make a tangible difference in people's lives
- * Use facts and details to make things happen
- * Organize and craft procedures that solve problems
- * Build consensus

NF: Future possibilities for the betterment of people **(17% U.S. population; 19.7% of lawyers*)**

- * Possibilities for people
- * Making a difference in the world
- * Fostering communication
- * Chance for personal growth: self and others

NT: Theoretical analysis and solutions for the future **(10% of U.S. population; 36.9% of lawyers*)**

- * Intellectual challenge
- * Exercise competence and show excellence
- * Theoretical vision
- * Creative problem solving in systems

Guarantee You'll Find the Perfect Specialty:

Informational Interviews

How can you make sure you're exploring the right legal specialties? Take the time to conduct informational interviews. They're the best way to make sure that a specialty is exactly (or close to!) what you're looking for.

Here is the list of questions used to interview attorneys for *The Official Guide to Legal Specialties*. Use these questions as a starting point in your own informational interviews. Use the answers that you acquire to shape your job search strategy, your cover letters and your approach to interviews.

The introduction (pages ix through xvi) of *The Official Guide to Legal Specialties* provides detailed information about how to use the information you gain in informational interviews to market yourself in job interviews.

1. ***Where*** do attorneys in your practice specialty ***work***?
2. ***Who are your clients*** and ***what types of cases/issues*** do you work on?
3. What ***daily activities*** are involved in your practice?
4. What do you ***find rewarding*** about your field of practice?
5. ***How do people generally enter your field*** of practice?
6. What ***skills are most important*** to your area of practice?
7. What ***classes and law school experiences*** (externships, summer work experience) do you recommend to students?

Common Workplace Motivators for the Four Functional Pairs

Reported motivators for those with ST preferences:

- Clear instructions
- Clear goals; orderly plan
- Job security
- Interesting work, intriguing puzzles, measurable results
- Opportunity for self-satisfaction
- Hard work recognized

Reported motivators for those with SF preferences:

- Opportunity to help others
- Seeing tangible results to work efforts
- Feeling needed and important
- Feeling valued by clients and/or colleagues
- Opportunity for increased responsibility

Reported motivators for those with NF preferences:

- Accomplishing something good for everyone; make the world a better place
- Feeling included and valued by a group
- Ideas, opinions and impressions are listened to
- Chance to be creative
- Positive reinforcement; big picture contribution is valued

Reported motivators for those with NT preferences:

- Big intellectual challenge
- Freedom in terms work style, schedule, approach
- Independence
- Encouraged to think outside the box
- Chance to learn new things
- Opportunity to show competence

INTERVIEW SUMMARIES FROM PILOT RESEARCH CONDUCTED IN SPRING 2007

ST Facts/details/logic/puzzles in the present (5)	SF Practical impact on people here and now (1)	NF Future possibilities for the betterment of people (4)	NT Theoretical analysis and solutions for the future (4)
<p>MOST SATISFYING: Solving problems Feeling competent – “mastery” Analysis Intellectual challenge Solving puzzles Mastering new technology</p> <p>LEAST SATISFYING: Intense time demands lower life quality Difficult personalities make litigation inefficient Motivating associates to work Tedious, repetitive work lacking intellectual challenge Explaining unfavorable verdicts</p> <p>WHAT GIVES JOB MEANING: Solving problems Intellectual challenge/satisfaction Earning the trust of clients Bringing law breakers in line Fast pace “Doing good work and supporting my family”</p> <p>ADAPTIVE STRATEGIES: Choose my projects carefully Delegate liberally Tend not to delegate Take on more responsibility – “do it myself” Become an expert on topics The job “is what it is” and “I do what the firm asks me to do</p>	<p>MOST SATISFYING: “Real estate is all about relationships” “Managing the department is all about relationships.”</p> <p>LEAST SATISFYING: Petty administrative issues</p> <p>WHAT GIVES JOB MEANING: Enjoy the relationships Great lifestyle – “I never miss a family event.”</p> <p>ADAPTIVE STRATEGIES: Hire attorneys and staff carefully; “no jerks allowed!”</p>	<p>MOST SATISFYING: Communicating with clients Developing long term relationships Variety of tasks Learning new things Making a difference in society</p> <p>LEAST SATISFYING: A lack of planning by other attorneys and/or staff Drafting documents – requires no people interaction Isolating nature of writing</p> <p>WHAT GIVES JOB MEANING: Learning something new Mentoring I receive from partners Corporation values me as a person Work with a great group of people Making a difference in the world Interesting colleagues I can think about other things than my job, like my family!</p> <p>ADAPTIVE STRATEGIES: Try to get as much variety in assignments as possible Get other attorneys on the team to do the work I don’t enjoy Consciously build in more chances for personal interaction</p>	<p>MOST SATISFYING: Creative problem solving Intellectual challenge Setting up new systems Forming a new firm Creative thinking Developing case strategy</p> <p>LEAST SATISFYING: Litigation schedules make life difficult Nitty gritty, “pain in the ass” issues The drudgery of litigation – “slogging through discovery” Billing Secretarial issues</p> <p>WHAT GIVES JOB MEANING: Solving client problems Intellectual fascination Public policy implications for change Setting up a business and maximizing profits “Doing a good job.”</p> <p>ADAPTIVE STRATEGIES: Taking on a business management role in the firm Getting on cases at an interesting stage and then coming up w/creative ideas Staff cases w/attys. w/complementary skills Seek intellectual engagement in an editorial board/write articles Conduct internal training seminars</p>

The ST Lawyer

ESTJ In-House Corporate Counsel (male)

Senior Counsel for insurance company

Most satisfying:

"I enjoy all three of the main components of my job. I especially enjoy managing outside counsel in litigation matters. I enjoy it, and I'm good at it. I know what to focus on, how to handle the litigation. I also enjoy giving advice regarding pre-litigation claims handling, as this involves ADR or mediation – I like the problem solving involved. The third component of my work, which I also enjoy is providing advisory coverage opinions to claims professionals. This involves developing creative solutions to problems and analyzing what paths to take."

Least satisfying:

"Least enjoyable are time demands by claims clients who want quick answers. I want to focus on quality, and it's hard to do that in a short time span. Bureaucratic reporting can also be a pain. It's necessary, but it takes away from the more interesting parts of the job."

What gives the job meaning:

"I get satisfaction from solving problems. I also get appreciation of a job well done from my in house clients (a claims person) that I didn't get in private practice."

Adaptive strategies:

"I try to get the underwriters who create the policies involved to clarify and change policy language from the beginning. This helps eliminate stupid problems."

ISTJ Patent Litigator (male)

partner, IP department of large firm

Most satisfying:

"I enjoy the intellectual challenge of the analysis and evaluation of the issues. The cases involve complicated problems. The cases are like puzzles."

"I enjoy constantly learning about new technologies. Every case is a new arena – whether the case involves pharmaceuticals, a medical device, software, a product or a process."

Least satisfying:

"The contentiousness of lawyers on the other side is frustrating. There's a tremendous amount of 'we're not going to do that' – an unwillingness to cooperate to move the case forward. They think that being a lawyer means making things difficult for the other side, and think that by doing this they are 'hardball litigators.' This makes litigation inefficient."

"It's difficult to motivate associates to take ownership of tasks and to get them to produce."

What gives the job meaning:

"The intellectual challenge and the intellectual satisfaction."

Adaptive strategies:

"I have choices in terms of the projects I take on, and I select them carefully, and select the team I'm working with carefully. I often take on more responsibilities in cases – rather than delegating, I do it myself. I know I can make a plan and get it done."

The ST Lawyer

ESTJ Insurance Coverage and Licensing Technology Litigator (male) large firm, counsel (post associate, pre-partner)

Most satisfying:

"I enjoy working with clients to find solutions to problems, and it's especially rewarding when you can help clients solve problems so they can avoid litigation. I especially like matters that I can handle independently and figure out the issues rather than getting involved in a huge electronic morass of document production."

Least satisfying:

"Dealing with unreasonable opposing counsel."

"It's frustrating when I'm working on a trial team and information is given out on a need to know basis. It creates a disconnect between the work you're doing and the purpose you're doing it for."

What gives the job meaning:

"I'm especially motivated when working with smaller clients and it's rewarding when they put their trust in me. I would be frustrated to only work for Fortune 100 companies. When I'm working for those clients I'm motivated by doing good work and supporting my family."

Adaptive strategies:

"The job is what it is. I try to get involved in cases where I get to work on new products and new subject matter. I prefer smaller, less document intensive cases, and I have some flexibility in avoiding the big document cases. But in the end you do the job the firm asks you to do."

ISTP Employee Benefits Lawyer (male) partner, large firm

Most satisfying:

"About 50 % of my work is counseling clients, and the other 50% involves working on transactions such as mergers and spinoffs. I like the counseling clients part of the work more because of the challenge of the problem solving it requires and the chance to interact with some really decent people."

Least satisfying:

"The processing part of the transactional work is my least favorite. Some clients are willing to pay for compliance review – the audit of an employee benefits plan – and that's extremely tedious. There's no challenge to it. There's a mindless review of records and you miss that feeling of accomplishment."

What gives the job meaning:

"The problem solving aspect of the job is the most meaningful – finding a solution to a client's problem or a way to avoid the problem."

Adaptive strategies:

"I am attentive to the type of work I take on. Executive compensation, stock options, and employment agreements are especially interesting subjects and more interesting than health insurance privacy protection issues. I work on developing strong relationships with people in the firm to have a chance at the most interesting work. When it comes to the less interesting things, such as compliance review, I delegate it to more junior attorneys."

The ST Lawyer

ISTJ Assistant State's Attorney (female)

Prosecutes sex crimes – adult and child victims

Most satisfying:

"Jury trials. I can present the information in an organized way and present the theory of the case in such a way that the jury can understand it and agree with it. It gives me great satisfaction when I can educate the jury as to the law and how the law applies to the facts."

"I also enjoy the initial phases of the investigation of the cases, in which I review the police reports and do the charging. It's intellectually challenging and requires keeping up with the elements of law and the penalties."

Least satisfying:

"Delivering bad news and explaining a not guilty verdict to crime victims and their families."

What gives the job meaning:

"I hate bullies and people who take advantage of other people, whether it's physically or emotionally. These people need to be brought in line with the rest of the population or separated from the rest of society."

"My job is not boring *ever*. There's a very fast pace that keeps it exciting. As prosecutors, we get to become experts on certain topics, such as DNA or different aspects of engineering, or particular scientific principles or medical issues, so I am always learning something new."

"I do crime prevention seminars in the community, and I greatly enjoy these. I feel a moral commitment to work with law abiding members of the community to make sure that crimes don't occur."

Adaptive strategies:

"I enjoy controlling things. I personally handle the details involved in my cases from the very beginning. I could delegate this, but I type my own documents and do my own paperwork. This helps me remember the details of the case and helps me maintain control. I consider it helpful to work on even the smallest things myself from the beginning of the case to the end."

The SF Lawyer

ESFP In-House Corporate Real Estate Lawyer (male)

Vice-president of large retail corporation

Most satisfying:

"Managing the real estate department of the corporation (15 attorneys and staff of 35) is 100% of my job. It's the relationships – with my attorneys and staff and with outside entities with whom we're doing real estate deals – that I enjoy. Real estate is a verbal business. It's all about comfort level and developing relationships. As we expand the number of the stores, we're the public face of our store, so it's all about relationships."

Least satisfying:

"Discipline aspects of being a manager are my least favorite part of the job. I sign off on those issues. But fortunately most of the administrative issues are petty – like complaints about the office refrigerator."

What gives the job meaning:

"I just enjoy the relationships, and that gives the work meaning. I've done this for 19 years. I'm well respected; there's really no position to advance to but general counsel, but I wouldn't leave the company even if I were not selected for that position. I have a nice place to work, and a good lifestyle – I never miss family events."

Adaptive strategies:

"I hire carefully. I surround myself with outgoing, friendly and nice people who have good values. There are no jerks! I decided to manage my department attorneys as I wanted to be treated. I'm an upbeat person, and so far I haven't yelled at anyone, ever."

The NF Lawyer

INFJ Public Finance Attorney (female)

Associate, large firm

Most satisfying:

"I especially enjoy interacting with clients and municipalities to set up approval schedules for the bonds. Interacting with the municipalities is especially enjoyable – I work with the city clerks and people in a city's administrative offices. These people have a different perspective from lawyers, and they are so appreciative of even the smallest things. As an associate, I can respond more quickly to their questions than a partner can, and they find that helpful."

"I enjoy drafting documents because of the challenge of figuring out what makes each deal different from the last."

Least satisfying:

"It's frustrating when a deal isn't well planned out. Attorneys have different styles and things happen at the last minute, and there is last minute scrambling. This causes lots of stress and sometimes causes you to be up all night."

What gives the job meaning:

"I'm motivated by learning and becoming proficient. It's rewarding when I develop a greater sense of comprehension. When a partner quizzes me at each level, and I can see what I've learned and see what I can do to go even farther, that's meaningful. These mentoring relationships are important to me."

Adaptive strategies:

"I vocalize my interest in a wide range of deals. There's a tendency in the firm to specialize, but I try to work on cross departmental details. I think this will help make me a better attorney, because I like to see the big picture of what everyone is doing and how bond practice fits into the financial practice of the firm."

ENFJ In-House Corporate Real Estate Lawyer (female)

Senior staff attorney, large retail corporation

Most satisfying:

"My favorite parts of my job are coordinating real estate deals – in which I acquire or lease property and work with developers – and negotiating leases. Both aspects involve talking to people, and talking about the development concept. I like creating relationships with the other lawyers and business people involved. Often, I work with same developers repeatedly, and the relationship becomes a long term relationship."

"I have a lot of things on my desk at one time – there's lots of variety. I can work on lots of different things. I'm not bound by billable hours and can manage my time as I need to. I always answer my phone – I like interruptions!"

Least satisfying:

"I hate drafting the documents (generally leases). I hate having to think about each individual word and what it means. The drafting generally involves no contact with people and I have about a ten minute attention span when I'm dealing with just the document and don't have any people interaction!"

What gives the job meaning:

"Knowing that I work with a great group of people keeps me motivated. I like talking to people, and I develop great relationships with people within and outside of the company. I feel like the corporation values me as a person and values me not just for the job I do. I feel like the corporation is loyal to me. And I like that the job doesn't have to be my whole life – I can do this job and still think about other parts of my life."

The NF Lawyer

Adaptive strategies:

"I dislike drafting documents, and I've developed ways to minimize it. I've learned to get the developers' attorneys to do the drafting. Or, I do the first draft and then forward it to the other attorneys involved and ask them to send a redraft and then tell them that then we'll get on the phone and review it. I really like talking with people, and it's helpful to me to talk through the document."

ENFP Judicial Law Clerk (female)

Staff attorney for federal district

Most satisfying:

"I really enjoy the research and writing. I've always loved writing. The research is interesting. I'm constantly learning new things – it's never boring and constantly changing. It's pretty intellectually challenging, too, but not so much that you have to devote your life to it."

"Now I do research and writing on a variety of district cases, and I also work on prisoner civil rights and habeas cases. In the nine years that I've worked for the court, I've been involved in the granting of twenty habeas decisions where the prisoner has been released or granted a new trial, and that's been very rewarding."

Least satisfying:

"Sometimes the work is isolating. When I worked at the firm, I had lots of colleagues, and this job offers few chances for that kind of interaction. A lot of the judges aren't that approachable."

What gives the job meaning:

"Previously I worked for a firm. But I wanted a job with social significance. I wanted to make a difference in someone's life. The habeas work gives me a chance to do that."

"I'm motivated by the fact that I enjoy my work and that it's intellectually interesting. The group of judges I work with are great people – incredibly smart, really interesting people – and I respect their personal work ethic."

Adaptive strategies:

"I try to build more chances for personal contact into my work. The level of security in the courthouse makes that difficult – every chamber and every office is locked. You have to get buzzed in. I've made an effort to try to get to know more people."

"I have very flexible hours and, though I work full time, I telework on Mondays. This gives me more time to be with my son."

The NT Lawyer

ENTP Commercial Litigator (female)

Partner, large firm

Most satisfying:

"My greatest satisfaction comes through my personal interactions with my clients (Fortune 500 companies). I like the problem solving and working through the problems with them. My specialty in insurance coverage means that it's a plaintiff's practice. My clients see our representation as an asset and not a liability, and they appreciate the fact that we provide a service to them. The challenge lies in helping the clients find creative solutions that will allow them to recover more money."

Least satisfying:

"My least favorite thing is billing, having to record every second of time spent and how it's divvied up and then going through the bill with the client."

"I dislike dealing with secretarial issues. As the administrative head for our section, I deal with the secretarial problems, and I hate it. Everyone involved is very emotional and no one is happy. It's just no fun."

What gives the job meaning:

"Solving the client's problems."

Adaptive strategies:

"I've actively managed my own career from the beginning. When I was an associate, I went directly to partners and told them that I wanted to get involved in their cases, and actively sought out work. I only went to the assignment coordinator twice! Now, as a partner, I love it when associates come to me and say, 'I want to work on this.'"

"Actively managing my career means that I've been able to work with people I 'click' with, people that I like. It's given me control over who I work with at the firm and which clients I work with. I try to seek certain people out – when I hear, 'you'll love working with so and so, he's a genius and you'll learn so much from him,' or 'this person is just great to work with,' then I've sought those people out."

"I've been active on firm committees from the beginning, and I'm not afraid to speak out on issues that are important to me. I rally for change when it's something I believe in."

ENTJ Government Trial Attorney (female)

Department of Justice, Torts Division

Most satisfying:

"About 30% of my work is drafting motions and memoranda and another 20% is writing internal memos and reviewing U.S. Attorneys' settlement requests. The writing is what I like best. There's a lot of intellectual challenge involved. It's challenging to write in the most concise way, and I enjoy looking at the way other people write things and analyzing that as well."

"I enjoy being in the courtroom and I like oral arguments, but arguments involve so much detailed preparation. You might prepare three weeks for one twenty minute argument, just to make sure that you're ready for any questions you might face."

Least satisfying:

"Litigation makes scheduling your life difficult. It's very hard to go on vacation. You have a lack of control over your personal schedule because of the litigation schedule, and that makes traveling difficult."

The NT Lawyer

What gives the job meaning:

"The law is intellectually fascinating, and there are profound public policy implications with my cases. The public policy implications give me great passion for the way I'm defending the arguments. There's great intellectual satisfaction in drafting motions and working on jurisdictional issues. I love doing the fact development on my cases."

Adaptive strategies:

"Because I've had two kids in four years, I've scaled back on the extra hours I put in. I'm doing damage control to keep up with the work I have. If not for the kids, I could pick a resource knowledge base to develop and really chart a path of expertise."

ENTP Commercial Litigator (male)

Managing Partner of mid-size firm

Most satisfying:

"A group of us from a large firm formed our own firm in November of 2004. We set out to form our own firm because of the management incompetence we found in running the previous firm. I'm the managing partner. Forming the firm and setting things up has been a great challenge and has been immensely satisfying."

"As far as practicing, I like the good depositions, the good arguments, and preparing briefs and arguments that lead to resolution."

Least satisfying:

"The nitty gritty issues are the least satisfying. Now that the systems at the firm are up and running, I have to be involved more in the 'pain in the ass' management issues, such as disputes with our phone providers, or hearing from our landlord that the bathrooms on one of our floors will be closed for eight weeks due to remodeling."

"In litigation, there's a fair amount of drudgery and document work."

What gives the job meaning:

"It's been exciting to be able to set up a business from the beginning and to grow the financial pot for everyone who works for us. There's been a lot of challenge – both intellectual challenge and practical responsibility. It's been fascinating to develop practical strategies for maximizing firm compensation."

Adaptive strategies:

"I enjoy the management of the firm and the stuff that I have to do in connection with that. I am the most junior partner, and my status at the firm derives from handling the management issues. I'm the person who works with the accountant, who looks for a new lease, etc. I distill the options and provide a range of options to the partnership."

"When it comes to handling litigation, I'm above the associates and can thus cherry-pick the issues that I want to work on. I can handle the better, more exciting depositions, etc."

INTP Commercial Litigator (male)

Partner, large firm

Most satisfying:

"I like developing case strategy because of the creative thinking and proactive nature of it. I also enjoy writing legal briefs because it is very intellectually engaging, and skills and experience matter."

Least satisfying:

"What I like least about litigation is discovery and the development of facts. You get no feedback for years. You have to slog through it all – it's the part of litigation with no feedback and it can go on for an indefinite time."

The NT Lawyer

What gives the job meaning:

"I like to have a task and do it well. Some people like to beat the other side; I prefer to do a good job at the task. Although this type of litigation is not the most socially meaningful, I do feel that I'm on the right side of things. I get personal satisfaction in a job well done."

"Because I'm on the policyholder side in our dealings with insurance companies, we have the attitude of plaintiffs lawyers with the resources of defense lawyers – that's the best of both worlds and allows for great creativity. I like tasks where I can come up with creative results and get feedback for those results."

Adaptive strategies:

"As a partner, I can get on cases at the stage in which I most enjoy them, and if it's my own case, I can staff the case with associates with complementary skills. I enjoy working on cases, but the best part is that I don't have to do it all – I can come up with creative ideas."

"I'm on the editorial board of the Insurance Coverage Law Bulletin and write articles twice a year. I'm also working on updating a treatise on insurance coverage. These opportunities reflect the chance that I've had to seek out intellectual engagement."

"I do internal training seminars for our practice group. I try to take on roles where I get to do things that I enjoy, but things that help out the whole group."

POTENTIAL PRACTICE AREAS TO CONSIDER BASED ON FUNCTIONAL PAIRS*

ST Facts/details/logic/puzzles in the present	SF Practical impact on people here and now	NF Future possibilities for the betterment of people	NT Theoretical analysis and solutions for the future
Admiralty Antitrust Appellate Practice Banking & Commercial Finance Bankruptcy Corporate Derivatives Family Law Government Contracts Immigration Insurance Insurance Defense Intellectual Property JAG Labor & Employment Litigation Mergers & Acquisitions Municipal Finance Personal Injury Real Estate Regulatory Securities Tax Telecommunications	Bankruptcy Criminal Environmental Ethics Family Law Health Care Immigration Labor & Employment Litigation Personal Banking Public Interest Residential Real Estate Solo Practice Tort Law Trusts & Estates Victims' Rights	Appellate Practice Criminal Environmental Family Law Health Care Immigration International Legislative Litigation Public Interest Trusts & Estates	Antitrust Appellate Practice Bankruptcy Entertainment & Sports Environmental Government Practice Intellectual Property International Legislative Policy Public Interest Solo Practice Tax Teaching & Scholarship Telecommunications

* Compiled from responses during an exercise considering practice areas and functional pairs at the *Finding Job Satisfaction Using Personality Type* presentation at the 2006 NALP Annual Education Conference, facilitated by Lisa Abrams and Lois Casaleggi. Many practice areas are suitable for people with different type preferences. This list represents ideas from a brainstorming session and is not intended to “match” people to practice areas without considering numerous other factors related to job satisfaction.