



MEDIA & COMMUNICATION

Getting Busy Lawyers to Market

By John Hellerman

Years ago, in the late 90s, after I had had about five years under my belt as a “communications consultant,” I finally achieved both the opportunity to manage my own clients and the staff necessary to achieve their goals. Luckily enough, my very first, “on my own” client happened to be the litigation powerhouse of Bartlit Beck Herman Palenchar & Scott (commonly known as Bartlit Beck).

Fred Bartlit, the firm’s lead partner (but not manager), was a god in legal rainmaking circles: He had left Kirkland & Ellis to experiment with a new business model (*i.e.*, the inverted pyramid structure with lots of partners and a few, stellar associates) and a commitment to technology. His firm very rarely lost a case. (In fact, Fred had a great story he told about losing a case in Texas because the jury — after being polled — mentioned they had less respect for out-of-town lawyers. How did they know Fred was an out-of-towner? He wore the same shoes during the three-week trial. His solution? Always pack a suitcase with several pairs of shoes.)

continued on page 4

Lessons Learned from a Quarter Century in Legal Marketing

By Kimberly Rice

Having stepped away from 18 years as an in-house legal marketing professional in three regional law firms and forming the legal advisory firm KLA Marketing Associates in 2008, I’ve worked with hundreds of lawyers in scores of legal practices across the U.S. What I’ve witnessed and learned bears sharing with the legal community at large, for the benefit of “lessons learned.”

1. Law school does not prepare you for private practice, or much else. Over my 25 years of coaching, advising and working with lawyers, I have made a habit of asking lawyer clients, “On Day One of your private practice, what did you feel prepared to do?” Without exception, the response has always been, “nothing,” or “not much.”

Lesson: Recognize that, as in most areas of higher education, much of your academic training provides plenty of theoretical analysis and little practical information and experience. Understanding this will propel you to seek out practical guidance on how to successfully launch and grow your new legal practice, and how to engage in appropriate business development and marketing tactics, such as getting and staying connected with your law school classmates on Day One. Doing so provides critical relationship-building opportunities throughout the course of your legal career.

2. Your career transcends your present professional position. Dependent upon economic cycles, lawyers can be unable to make an upwardly mobile transition, paralyzed by a fear of failing (a common trait among lawyers). I’ve coached too many lawyers over the years who were willing to stay put in a position that they did not enjoy, had little interest in, and fell victim to unfortunate and unjust employment practices, all out of fear of the unknown.

Lesson: Summon the courage to chart out at least the next three to five years of your legal career. What I know for sure is that you can create the career of

continued on page 2

In This Issue

Lessons Learned..... 1

Media & Communication:

Getting Busy Lawyers
To Market 1

Employee Advocacy...3

Voice of the Client:
Collaborate with
Your Clients 5

How to Get
Attorneys to Write..... 7

PRESORTED
STANDARD
U.S. POSTAGE
PAID
LANGHORNE, PA
PERMIT 114

Lessons Learned

continued from page 1

your dreams by charting your own course. There may be multiple paths, depending upon life choices and family planning concerns. What works for you today may not work in five-seven years. At least sketch out a plan of action, so you are working toward these goals. Doing so can prove empowering while you are clocking the endless billable hours in the interim.

3. Submit to the relationship-building process. Examining your initial motivations for becoming a lawyer may prompt you to reflect upon the approach you take for strengthening and cultivating new working relationships — or not. One of my career surprises has been that the majority of lawyers are actually introverts. To me, this defies logic, particularly with respect to litigators. As I repeatedly explain, if you are a private practicing lawyer, you are a business owner. Whether or not you actually have clients is another question.

Given that professional services, including legal services, are predicated upon consistent relationship-building, it is impossible to build and grow a prosperous practice without engaging in meaningful relationship-building activities such as targeted networking and, to a lesser degree, some sort of professional association involvement.

Lesson: Regardless of whether you are an introvert or extrovert, there is a path uniquely suited to your personality and skill set to develop meaningful relationships that will lead to attracting new clients and strengthening existing relationships for business-generation purposes. What I've come to know for sure, is that if you are focused on building a prosperous practice/

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business, you will take the necessary steps to do so. Similar to experts in other disciplines, savvy lawyers know they must reach out to access requisite resources on the appropriate steps that stand between their present situation and the one they intend to create.

4. Failing to plan is planning to fail. Almost without exception, when we initially work with law firm clients, they do not have a written business marketing plan. Depending upon the stage of business cycle they are in, lawyer clients may have built a practice and are cruising to retirement, have assumed a “grinder” role in their firms and are hanging on by a thread, or are really struggling to string together success from their scattershot marketing approach. We see these as the most common scenarios, across all areas of legal practice.

Lesson: It is astonishing that regardless of firm size and breadth and depth of practice groups, firm management does not seek outside expert marketing resources to guide them to growth and prosperity, institutionally, at the practice group level or with individual lawyers. Further, there are plenty of in-house Chief Marketing Officers (CMOs) and legal marketing professionals who are woefully underutilized for the express reason that law firm management either does not know how to utilize the expertise they have in these capable professionals, and/or they do not know what they do not know, as business owners and firm leadership.

5. Accept that building a prosperous book of business is a journey, not a destination, and a total team effort. I realize that this truism is not limited to lawyers, but this is the world I know intimately. I have rarely encountered a lawyer who understands fundamentally that consistent business development and marketing must be an ongoing, consistent and integral piece of his or her business model.

Conversely, many lawyers prefer for clients to be handed to them, in

continued on page 6

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Employee Advocacy

A Resource for Law Firms

By **Stephan Hovnanian**






Top law firms understand that long-term success comes from building both strong relationships and talented attorneys. Strong relationships generate repeat business and referrals. Talented attorneys generate successful outcomes.

In this article, we explore how an employee advocacy program can leverage these relationships, talent, and outcomes for the benefit of the firm in areas of awareness, recruiting, and sales.

WHAT IS EMPLOYEE ADVOCACY?

Employee advocacy is when an employee talks favorably to others about the company they work for. These conversations can happen in many ways and take different forms, but at its most basic level, it's word-of-mouth marketing.

And much like customer word of mouth, employees will only talk favorably about the company when they feel engaged at work. Recent research from Aberdeen Group supports this claim, citing that employee engagement is a requisite to advocacy. Here are some characteristics of employee advocates:

-  Generate positive exposure and raises awareness for a brand through digital media or offline channels;
-  Recommend a company's products or services to a friend or family member;
-  Represent the best interests of the company, both internally and externally;
-  Help build employee ownership of the organization; and
-  Are experts on your service and can be credible spokespersons for your company.

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Let's assume that your firm either has an entire staff of advocates or can at least identify a healthy number of them across the organization. For the purposes of this exploration into employee advocacy, let's also assume that your staff, associates and partners are protecting client confidentiality in anything being shared among their social networks about the firm or what they do there.

What we've done with these assumptions is set the stage for an engaged, talented employee to act as an employee advocate and bring the benefits of advocacy to the firm.

Now, let's dive into those benefits.

INCREASE BRAND AWARENESS FOR THE FIRM

There is a natural hesitation in the legal industry to share anything on social media due to confidentiality issues. Firm news is typically restricted to press releases about staff, operations (new offices, relocations), and successes. Many firms have also discovered ways to blog, produce video, and publish other types of content that positions them as a top resource and market leader.


At the bare minimum, you should empower your entire firm to share these stories with their social networks. You are already sharing them to media outlets and publishing them on your website, and their purpose is to generate brand awareness for the firm.

By providing your employees with the tools to amplify this content with their own personal networks, you achieve two things:



1. Greater Reach: A brand page on social media cannot expect to reach nearly as large and diverse an audience as the sum of its employees' networks.

2. Authentic Voice: When someone sees an article or video shared by someone they know, it carries a more authentic and trustworthy connection than if that same article or video were to appear in their social feed from a brand page (sponsored or organic).

Tactics for Brand Awareness

-  Pre-write status updates. Providing pre-approved and

compliant status updates means employees can confidently share content with their networks.



-  Commit to publishing. If an employee sees that the firm has a strong social presence, editorial calendar and budget for speaking and conferences, they will see that the firm rewards advocacy and be more inclined to participate.
-  Elevate and celebrate peers. Every firm is comprised of incredibly smart and talented people. Give them the platform to share their expertise. Turn that content into something employees can share with their peers. Hearing from peers is more authentic and trustworthy than reading about the CEO.

RECRUIT TOP TALENT FROM ATTORNEY NETWORKS

As a top law firm, you clearly have stellar talent. You also know that this talent helps you maintain a competitive edge in the marketplace. Chances are good that you have a heavy recruiting program to seek out new talent.

Are you tapping into the networks of your own attorneys to find this talent? You should. According to recruiting software platform Jobvite, employee referrals account for 7% of all applicants, but nearly 40% of all hires. Employees hired through referral are also hired faster and stay longer than employees hired through other channels.


Tactics for Recruiting

-  Job postings. Empower your entire staff to share openings at your firm with their social networks.
-  Employer brand. Showcase what it's like to work at your firm. You can absolutely do this without compromising client confidentiality, by the way. Create content on topics like culture, diversity, growth, or even amenities for your staff to share with their social networks.

continued on page 4

Employee Advocacy

continued from page 3

-  Recruiting events. Create pre-written status updates for your staff to share with their social networks about any recruiting events your firm is participating in.




Empowering your entire firm to participate in recruiting efforts humanizes your firm's brand, and helps create authentic bridges between people that will lead to higher quality recruiting.

GENERATE NEW BUSINESS OPPORTUNITIES THROUGH SOCIAL MEDIA

Employee advocacy is a catalyst for creating new business opportunity through social media. As employees participate in sharing company and industry content, their network will respond and engage. This creates a cycle of reinforcement and participation while building up the employee's authority in his or her social network.

At some point, they become a go-to resource for referrals, press, speaking, and more.

TACTICS FOR 'SOCIAL SELLING'

-  Provide social media training and profile-optimization. If you are going to ask employees to be a valuable resource to their network, they have to look and act like one.
-  Identify PR and thought leadership opportunities. Reward advocates who build up a strong audience with a speaking gig or interview. They will be more likely to share this content, and their network will respond in kind to seeing their colleague's success.
-  Curate subject matter content. Help your advocates insert themselves into conversations about their subject matter expertise. It doesn't have to always be about sharing branded content.

HOW TO GET STARTED WITH EMPLOYEE ADVOCACY

Law firms that understand the power of employee advocacy in brand awareness, recruiting and sales are in an advantageous position to become true market leaders. But you can't just jump right in and expect everyone to participate.

Advocacy comes from engagement. Engagement comes from culture. Culture comes from the top. If the culture of your firm isn't ready for an advocacy program, fix that first, then look at these next steps:

1. Agree to empower your employees to be advocates. Make sure your social media policy accounts for advocacy, and consider training for those who are less established on social media.

2. Identify a "seed group" of employees with established digital and social footprints. Use them to create a "quick win" for the program that can be used to encourage more to participate.

3. Establish a content plan to ensure that your employees can stand out as valuable resources to their networks; it will put more power behind the brand content when they share it.

4. Provide tools to facilitate sharing, publishing, and conversation.

5. Encourage feedback and suggestions; they will help you identify internal influencers and external champions.



Media & Comm

continued from page 1

WORDS OF WISDOM

I mention Fred and his dedication to success because he said something striking to me in our first meeting that has stuck with me ever since, and has, quite frankly, given me purpose throughout my career.

I was seated in a chair in Fred's office, interviewing him for the purposes of collecting information to later integrate into a communications plan. He — no minor figure standing at about 6'2," barrel-chested and with arms bigger than they

should have been for a guy his age — had gotten up from his (messy) desk and was pacing around his office (and me in the chair) clutching a baseball bat, occasionally pounding it into his palm. I can't say I was intimidated, but I knew that I should be. In any case, Fred explained how successful he and the firm had become and, while pointing to his desk with the bat, bragged that he had 30 potential cases but only the time to ever do 10. It was at this point I interrupted to ask him a somewhat challenging question. Our exchange went like this:

Me: "Excuse me, Fred. Pardon me for interrupting, but what do you need me for?"

Fred: "What? What do you mean?"

Me: "I mean that I have a lot of clients that do not have all the work you do, and I often find it difficult to get them to invest in this effort. They indicate they want something,

we deliver it, and then they disappear, wasting it."

Fred: "So? What's your point?"

(He wasn't happy about being interrupted — especially by a question he didn't quite understand — and I started thinking I should have kept my mouth shut.)

Me: (Clearing my throat ...) "Well, you just explained you have more work — 30 cases — than you can possibly handle. With all that work, I wonder if you'll be into this once we get started? Are you going to take my calls or blow me off? I'm just trying to figure out why you need me."

Fred stared at me for a while, then stared at his desk with the stack of 30 files, then back at me, and after about 20 seconds finally said ...

Fred: "I need you because I don't want to choose 10 cases from 30. I want to choose 10 cases from 100."

continued on page 6

Attention, Lawyers! Collaborate with Your Clients

By Beth Marie Cuzzone
and Kelly Harbour

In this column, we bring the views and opinions from the client's perspective into focus on issues involving pricing, service, marketing, strategy, differentiation and more. When it comes to relationship management, many firms fail to consider the value client involvement can bring to key business processes such as succession planning or client team transitioning.

Clients expect to partner closely with their outside counsel on all business matters, including any number of unforeseen events that may affect long-standing relationships. At this year's Marketing Partner Forum, a session titled "The Company We Keep: Mastering Client Collaboration in Relationship Management" examined the underlying business case for inextricable collaboration between law firms and their most valued clients. The panelists included: **Christopher Lenhart**, Senior Vice President & Deputy General Counsel, US Bank; **Lucy Endel Bassli**, Assistant General Counsel, Legal Operations & Contracting, Microsoft Corporation; **Andy Hinton**, Vice President & Chief Compliance Officer, Google Inc.; **Katie Potter**, Vice President & General Counsel, Five Star Quality Care, Inc.; and **Pamela Tracey**, Vice President and General Counsel, Osram Sylvania.

Their outside counsel "spend" ran the gamut of a few million to several




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hundreds of millions of dollars each year. Interestingly, no matter the size or budget of these clients — they were all in agreement: "Collaborate with Your Clients." The session moderator, **Allison Prince**, guided a conversation with the panelists, who shared ways law firms do — or could — establish themselves as business partners to deliver more value.

THREE KEYS TO CLOSER COLLABORATION WITH CLIENTS

1. Understanding the Client's Business. All of the panelists agreed that they place premium value on relationships with lawyers who understand their business. In particular, lawyers should make it a priority to understand both the external marketplace in which clients do business and the nuts and bolts of their internal operations — in other words, how things get done.

There are a number of ways for lawyers to get to know each client's business, including:



-  Monitoring publicly available information on the client. Sign up to receive their press releases, follow them on social media, set up Google alerts, review SEC filings and listen to earnings calls for public companies. Marketing and business development or library and research professionals can provide a valuable service to client teams by curating this information for critical updates and circulating that information to the team.
-  Asking for their reading list. Know which publications, newsletters, or blogs clients read to stay abreast of their industry and subscribe to the same.
-  Meeting with clients at their place of business. While a significant amount of information on most companies is readily available, there is no substitute for face-to-face conversations with clients about their goals, challenges and priorities — both as individuals and

as a company. The added benefit of meeting at the client's place of business is that you can see the culture in action. Is it quiet or loud? Are workspaces decorated or sterile? Are doors open or closed?

Once lawyers understand the client's business, the key is to demonstrate it by tailoring advice and offering ways to add value accordingly. Some clients welcome secondees; others see secondments as more valuable to the law firm. Some clients appreciate regular training sessions for CLE credit; others would rather have outside counsel spend off-the-clock time reviewing and standardizing forms.

2. Minding the invoice process. When lawyers see billing as a tedious administrative task, the panelists say they are missing an opportunity to get closer to their clients. Andy Hinton, vice president and chief compliance officer for Google, said that for him, "conversations and conduct around bills are a litmus test of whether the firm is a true business partner." Katie Potter, vice president and general counsel for Five Star Quality Care, Inc., adds that "firms should view bills as a marketing tool and ask clients what they are looking for on bills at the outset of the relationship."


Many in-house departments have established detailed billing guidelines for outside counsel to ensure that the many bills they receive are consistent in format and content, but for lawyers who take the big-picture, long-term view of the client relationship, ensuring accuracy of the bills and compliance with clients' guidelines are just the beginning. They review bills through the lens of the client, considering the following:

-  Is the total in line with the client's expectations? Is it appropriate for the scope of work that was performed?
-  Is it clear what work was performed and by whom?

continued on page 6

Voice of the Client

continued from page 5

-  Have we billed the client for time spent that benefited the firm more than the client? For example, did we have more attendees in meetings or on conference calls than were necessary, or did we introduce a new team member who spent time getting up to speed? If so, should those costs be written off?

With regard to collections, panelist Pamela Tracey, vice president and general counsel of Osram Sylva, asked that firms must be “be sensitive to clients’ year-end activities as well.” In general, firms would be wise to avoid billing and budget surprises, and especially near a client’s year end.

3. Asking the tough questions — and being prepared to change.

It is clear that law firms have considerable room to improve in connection with soliciting feedback — from how and when they do it, to how they respond to the feedback

they receive. All of the panelists noted that not all firms ask for feedback — and they should.

While asking for feedback any time is better than never asking, firms that do it well stand apart. This starts with knowing how and when the client prefers to give feedback. Chris Lenhart, senior vice president and deputy general counsel for US Bank, for example, encouraged firms to ask for feedback “in real time rather than out of the blue at periodic lunches.”

Whether it is an annual meeting with multiple participants or a short end-of-matter debrief between the lead partner and the lead client contact, firms must take the time to properly prepare for the conversation. They should reach out to the client to confirm who should be included, the availability of each participant, and the agenda for the meeting.

These firms also make sure that the person conducting the meeting — whether the lead partner on the matter, the relationship partner, the managing partner, firm executive or

a consultant — has the information needed to have a productive conversation, from invoices to the client’s goals to industry trends to feedback previously received and the firm’s response.

What happens after the conversation is critically important. Lucy Endel Bassli, assistant general counsel, legal operations, and contracting at Microsoft Corporation, underscored the importance of acting on feedback received, noting that “There is no more heartwarming feeling than being heard.”

MOVING FORWARD

There are many ways to collaborate effectively with clients, including the three covered here, none of which requires anything other than time, and all of which should pay dividends in the firm’s client relationships — namely, in lower rates of defection and increased profitability. The key to success is to know how your clients want to collaborate with you, and then doing so earnestly and consistently — and asking for feedback along the way.



Media & Comm

continued from page 4

His comment hit me like a lightning bolt, but given the obviousness of his answer, I don’t think Fred even paused to gauge my reaction. He continued with how he thought he and his colleagues would be best positioned in the market, and I dutifully took notes to produce a winning plan. But I was still spinning. His comment put everything into perspective, and I have used his line

ever since. I share Fred’s comment with busy lawyers today to explain why investing their time in strategic marketing is critical — even when they are sure it is not.

LESSON LEARNED

The lesson is even broader and ironic than it first appears. When lawyers are “too busy with work” to spend their time marketing, that is usually when they are most worthwhile to market. When lawyers are without work and banging down your door for help, that is when

they are the least marketable and most challenging.

So, if you’re struggling to get a busy partner on board, appeal to his or her sense of freedom and the advantages that come with more choices. Specifically, prestige, interesting assignments, and the ability to name your fee.

Over the years, these are the typical spoils of marketing success that I’ve never seen a lawyer be able to ignore.



Lessons Learned

continued from page 2

a box with a beautiful bow on top. This unfortunate situation highlights the fact that lawyers view marketing as a “catch as catch can” proposition — or, what we typically refer to as “random acts of marketing,” which frequently results in zero clients/new business and 100% frustration.

Lesson: If lawyers would avail themselves of expert marketing

resources, either from in-house marketing departments and/or outside marketing experts who have a broad base of experience, they could take comfort and be empowered to develop a concrete and integrated marketing plan, which is S.M.A.R.T. — Specific, Measurable, Achievable, Realistic and Timely.

6. Effective time management is imperative. While many legal practices grow and die by the billable hour, I have often been

dismayed at the lack of effective time-management discipline lawyers have. Granted, time is money and one must prioritize the most pressing tasks at the top of the list, but engaging in any activity that resembles relationship building, reputation enhancing and meaningful contact management only when everything else is done, is a grave and often fatal misjudgment and waste of resources.

continued on page 8

Get Your Attorneys To Write: Eleven Tips

By Edie Reinhardt

Do you find it difficult to encourage or coerce attorneys to write articles and blog posts? One of the toughest aspects of content marketing is generating content on a reliable basis. The bad news is you cannot take attorneys out of the process completely because they are the subject matter experts. The good news is you can use various tactics to motivate and help them to produce good content.

1. Start with a Good Example. Is there someone in the firm who is interested in being your champion? Start with that person and explain to everyone all the ways his/her content is going to be distributed and promoted by the firm. Then make sure you showcase the results. How many people was it marketed to? Is the content being viewed and shared? Are other sites linking to the content? Has the person or the firm heard from clients, prospects or the media? Are there improvements in search rankings and web traffic? Ideally, your champion will also become an influencer within the firm to help encourage others to participate.

2. Promote the Internal Benefits. It's great to be acknowledged by clients and prospects for your work, but praise and recognition within the firm is important, too. Ensure that articles, speeches and other efforts are recognized by everyone internally. Even if there isn't a tangible reward attached to writing, the internal exposure might be especially valued by those seeking raises, partnerships or other benefits.

3. Let Them Give You Content in Any Format. Maybe some attorneys prefer to be interviewed, or they can record themselves speaking. If they prefer to draft content, then let them provide outlines, bullets, run-on sentences, etc. The point is

that as long as you have the core information needed, you can assemble it into an acceptable format.

4. Remind Them of Their Audience. Lawyers tend to write for other lawyers. But the audience they want to attract may be nonlawyers. In some ways, that can make it harder to write, because it doesn't feel natural. On the other hand, they should be tempted to delve into minutiae or footnotes. They can simplify and speak more generally about a topic, keeping in mind that the purpose of the content is to raise issues readers will then want to discuss with an attorney.

5. Repurpose Existing Content. Review any existing content from attorneys, such as client memos, briefs, presentations, articles and old blog posts, and consider how they can be repurposed. Every piece of content should be repackaged for multiple social media and digital marketing outlets. Longer formats may be shortened and made into one or more blog posts. Lengthen shorter pieces or combine them with related content and create an article or whitepaper. Recreate the content as an outline, checklist or PowerPoint. Turn presentations into webinars or video clips. Develop other visuals like charts and infographics to highlight takeaways or statistics. Update an older piece with any changes in the law.

In each case, you're giving new life to the content without starting from scratch. Plus, you also receive the added benefits of extending the promotional value and reach of your content. As you post these different formats on your website and push them out via social media and email, you'll be attracting more people over a longer period of time.

6. Curate Content. Attorneys can still provide useful content without writing it all themselves. Sharing other people's content can be a great way to stay top-of-mind and provide something of value to an audience. There are content curation and social listening tools, and even Google alerts to help curate information on a particular subject area. LinkedIn is also great for this. Attorneys can follow Pulse channels and companies, and join

relevant groups to find interesting material to share. Of course, attorneys should still provide some commentary and insight on the material they are sharing, but that's a lot easier than writing an article or entire post by themselves. Remember also that these services can help with crafting topics, keeping abreast of new developments and finding out what your target audience is talking about online.

7. Get Other People Involved. Do attorneys need help generating new ideas? With writing? With research? Draw on internal resources and have individuals in the firm work together. For example, pair someone great at brainstorming ideas with a researcher who can fill in the details. A writer can be paired with a speaker who can come up with great presentations. A marketer, paralegal or associate can interview a more senior member and write up the interview. If all else fails, consider outside resources. Freelance writers and editors can transform ideas into great content. They are a worthwhile investment to ensure that your content pipeline is high-quality and consistently maintained.

8. Create a Schedule and Realistic Targets. An editorial calendar with clearly defined dates means everyone is on notice regarding their obligations. Guilt and a sense of responsibility about missing public deadlines can be great motivators. Remember to build in extra time to account for late material, however.

9. Have Them Write About What They Know and Are Genuinely Interested in. Not surprisingly, it's easiest to get content from someone who is enthusiastic and feels very comfortable with the subject matter. But sometimes, firms want to position themselves as experts in new areas or take advantage of media interest in a topic. Realize that you need an exceptionally motivated person who wants to develop that expertise to take on the project. That person needs to be really interested in the subject matter or it will never happen.

10. Make It a Competition. There are endless options — competing

continued on page 8

Writing

continued from page 7

for most articles written in a certain period of time, articles with the most page views or shares, etc. Rewards can include public announcement, gift cards, a day off, etc.

Lessons Learned

continued from page 6

Lesson: It bears an in-depth assessment of how you allocate your time, on a daily basis. Do you really have all the business you can handle? Today, and a year or two from now, should you reallocate some time to cultivating new, targeted relationships with individuals who can directly purchase your legal services or connect you to those individuals who can?

Over two-plus decades, I have witnessed too many lawyers put their proverbial eggs in too few baskets, and the entire apple cart was turned upside down, when that “one big client” went away. Do not be lulled into complacency. Continue 2017 in a stronger, more empowered position for growth and prosperity.

7. Trust thy partners: Cross-selling still has not been institutionalized, in most firms. In my view, it is a sad testament that law firm partners still do not trust one another not to poach each other’s clients and act for the greater good of expanding the services provided to existing clients.

Lesson: While cross-selling still has not made its way into the accepted-marketing mindsets of many lawyers, motivated and service-minded attorneys would find greater prosperity if they took the time to analyze additional service areas their top clients would benefit from, then make introductions. There are certain stopgap measures that can be put into place for the referring lawyer to be kept abreast of matters proceeding without their direct involvement. My mantra has always

11. Tie It to Compensation. For content marketing to succeed, it needs to be valued and treated as a firm-wide initiative. Make it a part of each employee’s evaluation.

CONCLUSION

No one strategy works with everyone, and even the same individual

been, “Do what’s right for the clients and it will be good for the firm and individual lawyers.”

8. Client teams can be an extraordinary selling tool and service solution. If firms and lawyers can move beyond the “go it alone” mentality, they can offer clients a team approach wherein lawyers of different disciplines can effectively work together to deliver extraordinary service. What is required, however, is to check one’s egos at the door, and to have a designated partner to demonstrate strong leadership, for the good of the team.

Lesson: Fortunately, we have seen firms have great success when they have organized as client teams, with one caveat. These arrangements absolutely require a constant and thorough communication process, to ensure that all the “pieces” are kept apprised of developments, successes and losses, regardless of whether a particular team member is directly involved. It is here that we have sadly witnessed considerable and needless client drama and loss of credibility (not to mention steep write-offs) when the team is not unified in its communication strategy and keeping each other abreast. In cases like this, what begins as a top-selling client benefit unravels into a painful mess.

9. Commit to becoming and perfecting a strategist, not technician, role. In these competitive times, it should be no surprise that if there is any security and upward mobility in a legal career, it is at the finder and trusted adviser level. No disrespect, but lawyers are a dime a dozen in some practice areas, as

might react differently at different times. So try these different tactics, mix them up, rinse and repeat.

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we clearly saw during the Great Recession. Regardless of legal acumen and extraordinary trial, negotiation and ADR experience, as long as lawyers are being handed client matters and not generating their own cases, it is merely a matter of time until their professional life as they know it will cease to exist.

Lesson: Learning from Day One how to develop and grow a book of business to ultimately be regarded as a legal strategist and a trusted adviser to one’s growing client base is the only path to prosperity, when lawyers are engaged in private practice. Resist the temptation to believe anyone who says, “Don’t worry about developing business, we have plenty of institutional clients who are not going anywhere.” Do not allow yourself to be lulled into complacency by this assurance. You do so at your own peril.

10. BONUS: Evoke the “Secret Sauce.” To build and grow a prosperous business and law firm, lawyers and law firm management must evoke what we refer to as the “Secret Sauce,” which is quite simple. The secret to prosperity is not some far-fetched random, scattershot approach to marketing. We all know that there are no magic bullets, no “one and done” marketing exercises.

The only path to true growth and prosperity is through strategic and defined consistent, persistent, massive amounts of action over a prolonged period of time.

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