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The Topography of a Strong Attorney Biography

Part One of a Two-Part Article

By John Buchanan

Bios. The bane of every law firm marketer's existence. How can something so seemingly simple be so hard to handle? There are probably as many answers to that question as there are types of bios — but the basic issue is that attorneys are generally not great salespeople (caveat: some are *great* salespeople, aka rainmakers) and they are often introverts. While lawyers may like to speak about themselves, many are not effective in *how* to speak about themselves and their work in a way that is appealing to clients.

Survey Says …

So, why are bios *so* important? Survey results and research routinely show that clients check out attorney website bios *a lot*. For example:

- 90% of in-house counsel rely upon attorney bios when researching and retaining outside counsel.
- Attorney bios account for 80% of all law firm website traffic.
- 65% of all law firm website traffic begins with a Google search.
- General counsel rank lawyer bios number two in terms of influence in the retention selection. (The number one spot belongs to personal recommendations.)

With clients so focused on bios, it is critically important that attorney bios be concise, updated and speak to clients.

A Strong Bio

There are many elements that contribute to crafting a robust attorney bio, though there are three over-arching elements that all professional bios include:

1. They present the primary information in a manner that is quick and easy to read.
2. They focus on an attorney's representative matters/cases, for whom he/she has provided these legal services and what the result was.

continued on page 2

COMPETITIVE INTELLIGENCE

CI Is Another Tool In Marketing's Arsenal For Practice Group Planning

By Patricia Ellard

It's the budgeting and planning time of year. And, if the legal industry literature is anything to go by, strategies are *in* for law firms. A well-defined and well-communicated strategy provides a tangible way for law firms to identify their strengths and differentiators. Once firms have determined their identity and how they want to communicate that to the market, practice and industry groups create business development plans around executing that strategy. This usually includes reviewing client targets (existing and potential), evaluating events and sponsorships to determine which ones gain most exposure, and looking for new opportunities to showcase firm expertise. Marketers are well aware of this fact and have been working with practice and industry groups toward this end-goal for a long time. The emergence of competitive intelligence (CI) functions in law firms provides marketers and business development professionals with another arsenal in their toolkit.

continued on page 6

In This Issue

Attorney Bios

continued from page 1

3. They don't include *everything* an attorney has done or achieved.

Get to the point, quickly. If you take nothing else away, remember this: attorneys should not include *everything* about themselves and their experience in their bio. Instead, lawyers should focus on what they do well, what they are experienced with and — almost most important — what they enjoy and want to do.

Stay on point. Leave out laundry lists; if an attorney *must* include a list, bullet it and only include matter details from no more than the last five years — unless the attorney has a Supreme Court win or a multi-billion-dollar deal in her past.

What have you done, for whom and what was the result? One of the most important things that gives a bio a boost is including an attorney's specific legal experience, for whom, and what the result was. This is what clients *really* want to know.

First, when an attorney describes what legal matters she has and does handle, she needs to be as specific as possible and include as many details as she can.

Describing a legal matter or case sometimes requires asking for client approval, to speak about a specific matter. That leads, of course, to asking a client if he can mention them (the "for whom"). Attorneys are often hesitant to ask clients if they can mention them in marketing materials, etc., but clients are asked that *all* the time — competitors do it constantly so you should, too.

There are also a number of firms — some I have worked for — that include verbiage in the engagement letter to approve the use of the client's name for promotional purposes. Clients use their client names in *their* promotional materials, why shouldn't you use theirs? Using client names and results are one of the most powerful forms of third-party endorsements. Prospective clients use this information when selecting a firm — so your attorneys should do their best to gain clients' approval.

Another valuable tool is mini "case studies" included in lawyer bios. Essentially, these case sketches tell the story of a matter in an interesting and compelling way. Lawyers need to ensure that the information has been made public and the client knows it will be made public, via their lawyer's bio.

Always leave them wanting more. Encourage lawyers to resist the temptation to include everything he/she has done since law school. They can always share more later, but on the website, attorneys should share just enough information to pique a client's interest.

Bio Dos

- **Be authentic and unique.** In the interest of full disclosure, as a consultant I worked on a number of Bryan Cave bios and the way they are written make them very authentic and communicate who the attorney is, his or her personality, etc. Bryan Cave also set the bios up with a final section called "The Bottom Line," which was a great opportunity to present a pithy statement about the attorney and allows the attorney to present him- or herself as real and unique. Here's an example of The Bottom Line:

  John masterfully manages his clients' real estate deals, coordinates all the moving parts and efficiently works with all the parties involved to ensure that clients get the best results.

- **Lead with the lede.** Another element of a solid bio is beginning with a good lede (an old journalism term that

continued on page 4

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Marketing

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PROFESSIONAL DEVELOPMENT

Embracing and Improving Your Leadership Style

By Anne Collier

To achieve your highest potential, to be more "actualized", you must embrace your leadership style (see Table 1 at right). What is your style? Are you an Achiever, Affirmer, or Asserter? What are your leadership shadow behaviors? Which of the *Nine Attributes of Actualized Leaders* do you need to focus on to improve your leadership, to be an *Actualized Leader*?

An *Actualized Leader* is someone who more effectively elicits the willing collaboration of others because he or she effectively manages his or her own behavior under stress. Unchecked behavior under stress is a person's "leadership shadow." The more effectively a leader manages this shadow, the less reactive and more resilient, and therefore, more self-actualized the leader is.

The Actualized Leadership framework and concept of self-actualization is based on the seminal work of Viktor Frankl, David McClelland, Carl Jung and Abraham Maslow, from which two key concepts are derived:

1. Our freedom to choose our response, attitude, and approach to anyone or any situation; and
2. The concept of paradoxical intent, which posits that the more one fears something, the more likely one is to experience it.

The latter concept is critical to understanding the connection between a leader's unmitigated shadows to the leader's experience of what he or she fears under stress. Each leadership style's fear stems from the style's motive driver, as set forth in Table 1. The Achiever, for example, is motivated by achievement and fears failure. When stressed, the Achiever leads by doing it him- or herself, micromanaging and being critical and narrow minded, all but

continued on page 4

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Table 1: Leadership Styles

Leadership Style	Strengths	Under Stress (Shadow)	Self-Actualized
Achiever Motivation: Achievement Fear: Failure	Organized Detail-oriented Structured Thorough Analytical	Micromanager Tedious and cautious Perfectionist Critical Narrow-minded	Detailed, yet conceptual Organized, yet flexible
Affirmer Motivation: Affiliation Fear: Rejection	Friendly Helpful Trusting of others and trustworthy Humble Altruistic	Avoids conflict and confrontation Indecisive Devalues own needs and wants Sensitive and emotional	Friendly, yet courageous Empathetic, yet candid
Asserter Motivation: Power Fear: Betrayal	Confident Decisive Competitive Courageous Strategic	Controlling Arrogant Impatient Condescending Manipulative	Confident, yet humble Competitive, yet caring

Table 2: The Nine Attributes of Actualized Leaders

Sequence	Level ->	Cognition	Emotion	Behavior
Confidence		*Objective* Your judgment is based on the facts of a situation and is not influenced by personal feelings or preferences.	*Courage* You are willing to do something frightening and act in accordance with beliefs, judgments, and convictions.	*Candor* You are open, honest, frank, and sincere in your communications, especially when providing feedback.
Performance		*Hyperfocus* You engage in an intense form of mental concentration or visualization focused on a subject or activity, allowing you to be more immersed in the task-at-hand.	*Trust* You are trusting and are thus willing to develop and maintain a confident expectation in the reliability, integrity, and capability of others.	*Flow* You consistently engage in peak performance working on challenging tasks where you become so engaged that you lose track of time. You are "in the zone."
Renewal		*Optimal Time Orientation* You live primarily in the present.	*Acceptance* You totally and completely accept yourself — flaws, limitations, the aging process and all — and fully embrace your reality, not fighting, ignoring, or denying it.	*Solitude* You are comfortable being alone, and cherish rather than avoid this time. You don't passively pass the time; you actively plan, reflect, and renew.

Table 3: Strategies for Improving the Nine Attributes

Sequence	Level ->	Cognition	Emotion	Behavior
Confidence		*Objective* Practice describing situations factually and without judgement. Leave out the adjectives. Notice your assumptions; distinguish both implicit and explicit assumptions from what happened.	*Courage* Consider the worst that might happen; is it so bad? What will happen if you don't take action? Consider how you'd like to be remembered as a leader and which action furthers that vision.	*Candor* Use neutral, factual language when giving what might be perceived as negative feedback; frame such feedback in your commitment to the person's development.
Performance		*Hyperfocus* Stop kidding yourself. You aren't multi-tasking; you're multi-switching. Work for 15 minutes on a project without distraction, then decide if you'll work another 15 minutes on it.	*Trust* Ensure that expectations are clear, set milestones based on the person's experience, and use coaching skills to ensure that your colleague has identified and addressed obstacles to success.	*Flow* Turn off email, your phone, your computer's volume and work on a project until you're out of ideas; switch to the next project and repeat.
Renewal		*Optimal Time Orientation* Listen to others, focusing on the core message and the person's feelings and needs with respect to a situation. When you are distracted by the thought of a task, write it down and then continue working.	*Acceptance* Choose to enjoy your life, flaws and all. Think about all that you have to be grateful for.	*Solitude* Use the time to yourself to actively plan, reflect, and renew. Engage in an enjoyable activity such as exercise, reading, or cooking.

Attorney Bios

continued from page 2

means the opening sentence summarizing the most important aspects of the story). Some attorney bios begin with "Mary Smith is a senior partner in the firm's corporate practice and is the former head of the firm's San Francisco office," or something similar to that. This approach does not articulate a clear picture about Mary's practice or what she does, whereas the lede below begins strongly and describes exactly what Jack does right away (this is also very helpful with SEO, which we will address later.)

In his counsel to public and private companies, Jack Sprat often serves as deal steward and outside corporate counsel, quarterbacking the deal process from pre-sale through closing and positioning clients for expansion, strategic partnerships and changes in ownership.

- **Be Approachable.** Clients seek competent attorneys, but they also want to work with solid individuals. Constructing an inviting bio helps draw in the reader to want to read more. Composing bios in this manner also helps the attorney present him-/herself as a real person — and given the importance of developing solid relationships with clients, having clients know who an attorney is in addition to what she does can make a significant difference in developing those relationships. Below is an example of how an attorney can clearly communicate her essence:

Jane Doe is an attorney who cares about her clients and her community. Her professional and personal philosophy includes giving back in ways that make a meaningful impact to the local and global communities to which she dedicates her practice.

Bio Don'ts

- **Bore/talk down to your reader.** Sometimes, attorneys write their bios considering how they will be perceived and the bios either put the reader to sleep or the lawyer alienates the reader by delivering an often unintended message that the lawyer is smarter/better than the reader. Remember, clients are busy, smart people — don't put them to sleep or insult them. It's best practice to request that a colleague provide candid feedback to a draft bio before it is finalized.
- **Dwell on the past.** Unless it's a U.S. Supreme Court win or a multi-billion-dollar deal, attorneys shouldn't include matters that are older than five years. There are always some exceptions, but they should try hard to keep matter information current. Clients look at that and want to know what an attorney has done recently, not 10 years ago.
- **Use legal jargon.** Save legal jargon for legal briefs. Legal jargon has its place, but not in a lawyer bio. Remember not every client who is reading attorney bios is a general counsel. CEOs, COOs and others routinely review attorney bios. Using legal jargon is a turn off, can be too cumbersome to wade through and is likely to cross an attorney off a short list.
- **Be braggadocios.** Caution your lawyers to go easy on the self-promotion. A little chest-beating is okay, but too much is *too* much. Arrogance is a client repellant. Humility is a much more appealing "voice" that can attract more interest.

In Part Two, we'll look at how to effectively use social media, including search engine optimization (SEO), to make your attorneys' bios attractive to search engines.

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Professional Development

continued from page 3

guaranteeing the team's failure.

Table 1 briefly describes the three leadership styles along with corresponding motive drivers, underlying fears, strengths, shadows and behaviors when self-actualized. Each leader has a dominant style and may have a secondary style.

Leadership Under Stress: The Shadow

Under stress, the strengths of each style can become exaggerated, bringing about the leader's underlying fear. If you're like most people, you've identified your leadership style and, like most, are chagrined by your shadow. Don't be. Everyone has shadows; the key to living to your greatest potential — to *self-actualization* — is to manage your shadow so that you are more resilient and less reactive.

Improving Your Leadership Style: The Nine Attributes Of Actualized Leaders

The answer to the self-actualization question and the ability to mitigate shadow behaviors is found in the *Nine Attributes of Actualized Leaders* (Table 2). Happily, it's not a foregone conclusion that under stress a leader's shadow drives his or her behavior.

The *Nine Attributes* fall into two intertwined patterns: Level and Sequence (Table 2). The Levels are Cognition, Emotion and Behavior. The three levels are organized in this manner because a person's thinking affects his or her emotions, which affects behavior. Typically,

continued on page 8

We Wrote This Article To Share With You

By Mary Margaret Gorman and John Hellerman

We've all been there. We've all witnessed our lawyers waste valuable time and resources nuancing an article, a blog, a newsletter or a presentation only to have it distributed on a wing and a prayer, hoping people will see it … will intrinsically know the effort that went into it … will be instantly inspired to take action through the thought leadership contained within.

That euphoria of releasing the finished product is quickly tampered by a shockingly familiar bout of sadness when posts don't get a lot of likes, snaps don't get a lot of love, tweets don't get a lot of retweets, the phone doesn't ring off the hook, and inboxes stay disappointingly manageable.

But there is a solution that's easy and worthwhile: Develop content with a purpose in mind (*i.e.*, know what you are going to do with it) versus simply creating content for its own sake. Retweets and shares are fine, but they shouldn't be the end goal of a lawyer's effort. Instead, creating content should be about enabling the lawyer to feel comfortable and easily engage with clients.

In other words, content will never lose its usefulness as a demonstration of expertise and driver of awareness, so firms should be more aggressive and use content to drive actual business development behaviors centered on client (and prospect) engagement, interaction and collaboration.

To illustrate this point, consider this article an example: John, as a member of the Editorial Board of *Marketing the Law Firm* (MLF), is invited to write three articles a year for the publication. His next article was due in March for the April issue (before the Legal Marketing Association (LMA) Annual Conference in New Orleans). Rather than publish alone, John used the opportunity to create some goodwill and invite his client, Mary Margaret, to join him as a co-author, and she unsurprisingly jumped at the opportunity.

We hopped on the phone mid-February and talked through the idea and outline for this article. We agreed the purpose of our effort would be to: a) have an excuse to collaborate with each other and boost our personal professional relationship; and b) create something of value to share with and engage people important to us in the market (collectively together, and individually). We focused a lot on the collaboration itself and agreed to a simple production plan that included, as one of our goals, to be in contact on specific dates to finalize the article. (Note: Under different circumstances, as the client in this example, Mary Margaret would likely not know how many interactions John, as the consultant seeking more exposure, might hope to have — the client instead just feels special for having been asked and included.) Finally, we discussed this article's "After Placement Plan" (what John calls his "APP"), which very specifically lists all of the ways we agreed to distribute and promote our published article beyond the outlet's (*i.e.*, MLF's) own reach.

It's Good to Be the King

Bill Gates famously said, "Content is King" and explained how content is an asset both in its ability to showcase expertise and be shared immediately and exponentially, especially in today's always-on news cycle. But for content to be worthy of sharing, it has to have purpose. To gain purpose, content needs perspective; and to gain perspective, content creators need to thoughtfully consider their ultimate objective and ask questions such as:

- Who are we trying to reach?
- How are we going to reach them?
- What do we want from them?
- How will we use this content to build our credibility?
- What other types of content and marketing can we create around our current effort?
- Which clients, prospects, and other VIPs will we share the content with after it appears?
- How can this content be used to secure invitations to produce more?

Asking questions like these upfront will help define your content's purpose, save resources, and increase production efficiency. Strategically, answers to these questions will help you map the content into the sales funnel as an outreach, engagement, and collaboration tool.

Let's Share the Spotlight

Creating content creates opportunities to connect. It offers a reason for contact other than asking for work. Asking a client or prospect to collaborate with you (on a blog post, article or speaking event) is a gift of goodwill that keeps on giving long after "the ask." Even if the person you asked said no, the knowledge that you thought of them remains. The act of asking … of reaching out with him/her in mind … is an ego boost.

And, just think, if you must ask 20 people before you receive a yes, that's 20 people you likely hadn't connected with in a while and were wondering how to do so without

continued on page 6

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Sharing Article

continued from page 5

feeling "sales-y." Now, having been asked, they're feeling flattered and inclined to respond more quickly when you reach out the next time. Asking a colleague to collaborate moves a cold business relationship to a warmer one.

Even better, an invitation to collaborate can quickly become a new matter. Consider the following comment by Nadia de la Houssaye, a partner with Jones Walker who we've been (successfully) working with to become a thought leader and "own" the legal space around telemedicine:

"*The telemedicine industry craves knowledge and expertise. For me, collaborating with others and developing content to feed that insatiable curiosity has fundamentally changed how I interact with my colleagues, clients, and potential clients. Content is a tool to not only credential my knowledge, but also to engage with key people in my industry. It's much easier for me to start a conversation about new business opportunities when I'm calling to invite a client to collaborate on a speaking opportunity or to co-author a featured trade article.*"

Clearly, like it has worked for Nadia, content is a validation and credentialing tool. When lawyers begin to view a piece of content and the opportunity to create it as a reason to engage prospects, clients and other valuable professionals, opportunities will flow.

To prove this isn't all just theory, as the title indicates, we created this article to share our goals and the results of our APP for it openly. So online here, we have posted audio clips from our phone calls together, as well as this article's APP. We'll also have reprints of it available at the LMA Annual Conference in New Orleans (Mary Margaret's hometown) whose attendees we hope will take it back to their firms to reinforce our point to their lawyers. Lastly, to sustain a dialog about content as a client collaboration and engagement tool, we'll use Hellerman Communications blog to track our results.

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Competitive Intelligence

continued from page 1

Below are three ways CI professionals can help advance your strategic initiatives:

1. Include them in key meetings.
2. Practice group plan support.
3. Individual plan implementation.

Include Your CI Professional

We've talked before about the value of relationships. Relationships = visibility. Inviting the CI professional to participate in practice or industry groups helps them get to know the lawyers involved and understand the group's priorities. Include them on group emails, invite them to meetings, introduce them to practice group leadership. By doing this, you will not only provide a united front from the marketing team, but you'll provide the lawyers with a go-to resource for knowledge building.

As the group works more with CI and understands the intelligence outputs available, a level of trust is built and information between the two flows more freely. The intelligence report will be much richer when the CI professional understands the underlying drivers of a request and the purpose of the report. They can respond appropriately within context — is this an initial request, a deeper dive, is it as the result of a client referral, etc. The output of the intelligence can also be adapted, according to the objective.

The High Level Value of Having CI Involved with Practice Plans

The CI professional provides various support to practice groups in the planning stage.

For client targets, existing or new. One of the roles of CI is to collate information and combine it with external market information and provide intelligence reports that help to answer questions such as:

- Is our client relationship growing?
- In which areas do we work with a client?
- Are there gaps in our client relationship that we could fill?
- Are there new relationships that could contribute to client growth?

Mined information collected by Marketing and intelligence gained from talking with practice group members is presented to leadership in a succinct, fact-based document for easier decision making. Internal information can be included: financials, marketing touchpoints, pitch history, etc., as well as pertinent company information from the public domain.

A shortlist of clients can be identified and categorized according to opportunity: Immediate, Short-Term and Long-Term targets. Action-based tasks can be created and executed according to the groups' strategy. Should the group decide to pursue client teams, CI can provide regular updates of client or industry profiles, can proactively circulate articles/reports of relevance, identify conferences to attend.

For those groups wanting to expand their use of multi-disciplinary teams, the combination of Marketing and CI can be extremely useful in identifying which practice areas and which attorneys to bring into the mix. Marketing has rich knowledge about lawyer skill sets. CI has the client knowledge, knowing where clients are moving strategically and, if publicly articulated,

continued on page 8

Patricia Ellard is a competitive intelligence professional, with more than 20 years of experience in a top-three global management consulting firm and in global law firms.

Savvy Salesmanship Is a Hallmark of Successful Business Development

By Ari Kaplan

W. Wilder Knight II is counsel in Pryor Cashman's Media & Entertainment group. An athlete, he wanted to combine his interests and professional pursuits, particularly his regular attendance at film festivals and markets around the world (including the American Film Market, and the Berlin, Cannes, Tribeca, and Toronto Film Festivals).

"I'm a runner and almost everything you do at film festivals is physically unhealthy (*e.g.*, eating and sitting) so I was looking for something to balance that out," says Knight, who created the Freeway-Pryor Cashman 5K Run and now promotes it at every festival and market he attends. "It is a great way to meet and do something fun with clients," he advises.

In addition to building camaraderie, the race series raises money for local charities, such as Samoshel, a Santa Monica homeless shelter, and Heal the Bay, an organization working to restore and preserve the coastal waters in Southern California, which further enhances Pryor Cashman's profile. "And, it has resulted in a lot of business because you bond with and get to know the people you run with," notes Knight.

The complexities of business development are well documented, but the adventure of it is often overlooked. Those who embrace the challenge and follow a few proven practices often find ways to align their personalities with their potential. "There is no magic bullet for marketing success, but the people who fail at business development are the ones who try too hard to do everything," says Michael Mellor, Pryor Cashman's director of marketing and business development.

At its core, business development is about making authentic connections that grow into meaningful relationships. Rainmakers recognize that principle and apply an array of techniques to fuel their careers.

Cultivate Consistency

Dedication to these activities is one of the most important ways to thrive. "You need to develop a process to actively manage your network and carve out time in your calendar each week to build those relationships that are most important to your strategic plan," says Stacey Flynn, the director of business development for Fox Rothschild. The firm's marketing team helps its attorneys prioritize their contact lists and establish processes to actively monitor outreach, with a focus on individuals, who are most likely to give or refer them business."

Maximize the Power Of Touchpoints

That outreach can take many forms, from a personal email to a relevant client alert, or even a more dynamic maneuver such as an invitation to a prominent 5k race that takes place in cities around the world. "The number and quality of touches over a period of about eighteen months creates the opportunity for a sale, particularly in a professional to business environment," says Andrea Stimmel, the director of marketing for Zetlin & De Chiara LLP and president of P2B FirmBuilders LLC in New York City. "Social media is one example of how technology is making business development easier because it produces warm contacts by prompting attorneys with opportunities to respond directly to updates and providing real-time context for personal messages," she adds.

Whether you are more comfortable interacting online or working a room, "there is not one way to reach out to a prospect so you need to tailor your approach to one that works for you and the prospect," says Flynn. "The key is to be able to tie their needs to the solutions you and your firm can offer so it is a win for both sides," she adds.

It is also important to maintain your individuality and tailor your approach as Knight has done. "The essence of success for any tactic is to be forthright and genuine because people respond to sincerity," highlights Andy Narrai, the chief marketing officer for Reinhart Boerner Van Deuren in Milwaukee. "The person you are trying to reach is in business too, so if you can teach them something or give them a resource they don't have, you can build a stronger relationship," offers Stimmel.

Collaborate with an Accountability Colleague

Since many rainmakers work in tandem, it is often helpful to create a shared mission with a trusted ally. "We encourage our attorneys to develop a simple business development plan with clearly defined goals and activities and to meet regularly with an accountability partner, who is typically another attorney or their business development manager, to help them stay on track," advises Flynn. This alliance is as important as the commitment it fosters. Accountability colleagues can be fellow associates, a mentor and a mentee, or cross-selling partners. The objective is to inspire each other to stay focused and on schedule.

Think Small to Make The Biggest Impact

With the ability to compare her experience at Zetlin, a 23-lawyer construction law firm, with prior roles in global AmLaw 100 firms, Stimmel

continued on page 8

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Salesmanship

continued from page 7

notes, "the smaller the firm, the less fear there is of reaching out." In fact, she explains, "the less insulated you are from a model where only a few rainmakers generate most of the work, the less likely you are to avoid it and the more quickly you recognize the value of business development."

Larger firms can create coaching cohorts or client development teams to fuel small group collaboration in a sizable enterprise. Some gamify the process to fuel competition or cooperation. Ultimately, "the place where more people should start honing their skills is internally," says Narrai. "Build these techniques in the firm where you are in a safe environment with allies and peers with whom you will be working for a long time."

Be Yourself

There are so many routes to the same destination. Finding the one that reflects your preferences and passions typically produces the best results. "Regardless of what it is you are selling, you are always your own best product," highlights Narrai. "Don't spend all of your time extolling features and benefits; it's you they want to get to know and trust, so spend more time letting them get to know what you stand for and who you are as a person," he advises. "Everyone has something they are excel at, but you don't need to do what everyone else does; figure out your strength and rock that," recommends Mellor.

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Professional Development

continued from page 4

a leader can improve behavior by changing thoughts and feelings, the former being the root of the latter.

The three sequences are *Confidence*, *Performance* and *Renewal*. If a leader wants to improve a Behavior, he or she will first want to consider the degree to which he or she experiences the attribute at both the *Cognition* and *Emotion* levels within that sequence.

For how to improve your self-actualization and resiliency, while reducing your reactivity, consider the strategies identified in Table 3.

Summary

Embrace your leadership style, including your shadow, and you can improve your leadership. It's as simple as engaging in one or more of strategies to improve one or more of the Nine Attributes (Table 3).

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Competitive Intelligence

continued from page 6

how quickly these plans will take place. The combination of these two pieces of information, coupled with the on-the-ground knowledge that the lawyers have from their direct interactions with the client, provides invaluable insight into who to introduce and why.

Lateral development to support practice group growth. More and more tools are available to help in identifying lateral candidates. Candidates can be identified according to specific skill sets or client representations. Once the practice/industry group strategy is set, CI can work with group leadership to help identify candidates with complimentary or missing skill sets.

Events and sponsorships. With budgets tightening and more emphasis being placed on the value gained from firm investments, spend on events and sponsorships is closely monitored. CI can offer support in evaluating events and organizations, as well as providing intelligence to Marketing in advance. Once lawyers develop specific goals, CI can work with Marketing and the lawyers to prepare briefing books, including information on delegates and their associated companies, detailed profiles on individuals in advance of meetings, etc. Remember that CI is also a resource during the event, updating lawyers on individual, company or industry information to ensure success of impromptu encounters.

How CI Professionals Can Drive Action

Marketing can be tasked with the job of collating individual business plans and working with attorneys during the year on specific marketing initiatives related to the plans. Some lawyers are very active in their business development efforts, some are less so. As described above, joint Marketing and CI efforts can support individual lawyers in achieving their annual goals. Let them know you offer differing levels of service, depending on where they are.

- Some may want you to help them develop a prospect list.
- Some may want you to set up alerts which they can then run alone.
- Some may want a deep dive report followed by monthly or quarterly updates.

They are busy with client work.

The key is to be visible and accessible. And, that comes back to relationships! When lawyers know who you are and that you'll help them, they're more likely to reach out to you. Having the extra support from CI in your arsenal, you can be able to offer a well-rounded service that will keep your lawyers coming back.

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