

Chapter 1

Learn from the Experts

The American Bar Association Book Division believes this is the most comprehensive and most collaborative “How-To” book on business development techniques for lawyers ever published.

This book was designed for the busy lawyer and law firm business development professional looking for fast and proven answers to their questions. This manual can help you guide and coach very talented attorneys into becoming very successful rainmakers.

If you don’t have time to read a whole book, but just want to read the subject you’re interested in, this is the guide for you.

You need to improve **cross-selling**. No problem. Pick up this book. Go to the C’s in Chapter 2’s A to Z Guide. Look up “Cross-Selling” and find a few cross-selling solutions that have already proven successful in a major way. Presented by people you can trust. People you already know personally or know by reputation.

You’re considering a **mentoring** program. Pick up this book. Go to the M’s. Look up “mentoring” and find out what others have learned so you don’t have to re-invent the wheel.

How do you identify your **ideal client target list**? Pick up this book. Go to the Exhibits section and find six different Exhibits describing techniques to create your perfect target list.

Do you need an effective **business development plan template**? Pick up this book. Go to the Exhibits section and select one of the five plans that have already been time tested.

Go to **Chapter 3’s Disasters To Avoid** to learn from the mistakes of others in order to prevent the loss of a valued client or potential client relationship.

The topics covered in this guide are a **must-read for anyone charged with increasing firm revenue**, whether you are a member of the firm’s management committee, chief marketing officer, business development director, director of sales, practice group chair, professional development

director, client services manager, solo practitioner, consultant, coach, partner, associate on a partner track, or, in any manner responsible for maintaining and growing your law firm's clients and receipts.

This book will help **make sure you are not leaving any stones unturned** in the effort to support your firm's financial stability and growth, and to find out what your colleagues are doing in order to improve your own performance.

Our new market reality requires a new level of business development skills. According to **Jeff Berardi, CMO for K&L Gates**, "Lawyers now are increasingly in situations where a client or potential client is choosing among multiple law firms, each of which is considered extremely competent. This means that the potential client will be making decisions based on trust in the relationship and just how comfortable the client is with you and your law firm. At that point, **business development skills will be the differentiator** that sets you and your firm apart from the other lawyers and law firms.

Now, more than ever, **the onus is on lawyers and on the firms to really deliver that value proposition and the way you do that is through effective business development**, strengthening client relationships, and making sure that the client really understands what the differences are between a particular lawyer or law firm and what you bring to the table beyond just the legal knowledge. If our lawyers are better trained, and feel more comfortable with business development, then they have a better opportunity to actually deliver that win for the client engagement."

What follows is the **combined wisdom of more than 50 professionals** charged with growing firm revenue and building strong sustainable law practices. These contributors represent some of the best and brightest business development professionals in the legal field with more than 700 years of collective experience. Included here are their best practices when it comes to successful rainmaker strategies.

Most of the comments presented are fast, easy to read, **short excerpts** from my conversations with these highly regarded thought leaders. I asked our contributors/interviewees to allow me to preserve their largely unedited words as they were first spoken in order to maintain the fresh feeling as if they are speaking directly to us over a cup of coffee. I requested that they set aside their natural desire for written perfection so that we could share their wisdom in more of a one-to-one personal conversation. Granting us this permission was vital and is a testament to their courage and trust. Flexibility like that is the hallmark of a true leader.

Louise Muldoon, North American Director of Business Development, Marketing and Communications at Baker & McKenzie, shares

how she helps maintain and increase the revenue at one of the largest law firms in the world.

Matt Taylor, Chairman of the Trial Practice Group at Duane Morris, has consistently maintained an eight-digit book of business for many years. In the coming pages, Matt explains how he does it and how you can use those same rainmaker strategies to dramatically increase your firm's revenue.

Jill Weber, Chief Marketing Officer and Business Development Officer for Stinson Leonard Street, explains how she helped 20 attorneys collectively grow their practices by \$7.5 million over a two-year period with just a \$150,000 investment. That's an approximate 5000% return on investment (ROI). A decade later, nine of those 20 initial participants have sustainable seven-figure books of business. In the past decade, the 70 partners who participated in the *Fast Forward* programs at her firm have experienced an average revenue growth rate ten times that of their peer group.

Karen Bell, National Senior Director, Professional & Client Education at McCarthy Tétrault LLP, shares her "client magnets" that keep clients stuck to her firm.

These experts and **more than 50** other successful law firm business development thought leaders answer the question—

"How do you help a skilled lawyer become a skilled rainmaker?"