Contents

vii
ix
xi
xv
xix
xxv
1
2
5
7
9
9
12
15
16
19
20
21

Analyze Key Client Relationships	24
Segment the Market	
Target and Prioritize Clients and Prospects	
Research the Client or Prospect	
Success Story: A Client-Focused Team Wins through	
Superior Planning	33
Chapter 4 The Business Development Process: Interview	37
Identifying Communication Styles/Personality Types	39
Identifying Styles of Processing Information	
Some Notes of Caution	46
Preparing the Pre-Interview Plan	47
Twenty Questions You Should Ask in the Interview	49
Understanding the Needs of Clients and Prospects	61
Success Story: Winning Trust through the Initial Interv	iew65
Chapter 5 The Business Development Process: Design	67
The Essential Elements of a Service Plan	68
Differentiating on the Basis of Service	70
Making Service Visible, Tangible, and Measurable	
Examples of Extraordinary Service	
Success Story: Designing Specific Service Initiatives Tail	ored
to the Client's Aspirations	75
Chapter 6 The Business Development Process: Solutions	77
Planning the Presentation	78
A Checklist of Essential Elements	
Weighting the Elements	81
Adapting the Presentation to the Client's Learning Style	
Delivering the Presentation	
Following Up on the Presentation	
Success Story: Winning Business with a Client-Focused	
Presentation	87

Chapter 7	The Business Development Process: Decision	89
When Yo	u Win the Business	89
	e Client Chooses Another Option	
	vith Rejection and Anxiety	
U	Vord	
	tory: Converting a Loss into Victory	
Appendix A	Business Development for Firms of Differing Sizes and Types	97
Solo Prac	titioners, Boutiques, and Small Firms	97
	nd Large Firms	
Corporate	e and Government Lawyers	101
Appendix B	Opinion Surveys Can Help Keep Clients Happy	103
Interview	Blueprint	105
Implemer	nting a Survey	107
Appendix C	Gems, New Normals, and Rules	109
Bibliograph	у	113
The WJF	Institute's New Normal Sources	113
•		
Interview		117
Design		119
Solutions		120
Decision		120
Extraordi	nary, Insightful Reading	121
Index		123