Evoke the Secret Sauce © to Help New Lawyers Get Off To a Strong Start (CM13)

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About Kimberly Rice

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- Certified Woman-Owned Business (WBEC)
- Founder, Women in Law Rainmaker Forum
- Founder, Winning Wisdom for Women Lawyers
- Keynote speaker
- Author, How Women Can Create the Career of their Dreams by Charting their own Course
- Podcast host, Secret Sauce Marketing Tastings
- Mommy to three furry rescue cats
The Secret Sauce

Consistent, persistent massive amounts of action over a prolonged period of time

Three Pillars of a Prosperous Business

• Relationship building
• Reputation enhancing
• Contact management

Nothing works unless we do – Dr. Maya Angelou
Relationship Building

- In person mtgs
- Targeted networking
- On-site visits
- Org. involvement
- Client surveys
- Contact mgmt

Reputation Enhancing

- Brand development
- Web development
- Digital/social media mtg
- Public/media relations
- Reputation mgmt
- Adv/promotions
Contact Mgmt

- Proactively recognize opps – for you and your network
  ✓ Keep antennae up in every aspect of life
- Marketing is not an event – it’s a mindset and a lifestyle!
- Access every resource available to you
  ✓ Internal/External/Memberships/Friends/Family/Colleagues

Develop Marketing Mindset
Build Personal Brand

Expression of your identity to answer question of why others want to work with you.

• Communicate personal brand across all platforms; in front of all audiences

• Strive to distinguish unique personal brand

Invest in Yourself

• Professional presence – dress the part
• Stand CONFIDENT in your worth – surround yourself with staunch supporters
• Seek out requisite resources – ask for what you need, and need to know
First Impressions: You Had Me at Hello

- Power of professional presence
- Non-verbal communication – what are you really saying
- One opportunity to make it ‘the best’

Leverage Relationship Builder

- Continuously connect with AND for others
  - Get and stay in touch *(calendar it in)*
  - Be interested more than ‘interesting’
  - Initiate face-to-face “meet and greets”
  - Be seen and get known
  - Blog and social media posts
Networking, Really?

• Developing productive networking mindset
• Give to get – engage Law of Attraction
• Continuously connect with AND for others

Networking Best Practices

• Engage with open-ended questions
• Turn off channel “What’s In It For Me”
• Sharpen active listening skills
Mind and Grow Your Network

- Consistently expand network
  - In-person meet and greets
  - Social media networking/relationship building
  - Pre and post-event follow up strategies

Now, the Heavy Lifting

- Create easy Follow-Up Plan
- Send follow-up email w/i 48 hours of event
- Draft typical f/u email and keep close by for customizing
Rinse and Repeat

- Stay focused
- Embrace your uniqueness
- Develop systems and processes
- NEVER, ever quit!!!

How We Can Help

- Rainmaker Roadmap: A Step-by-Step Guide to Building a Prosperous Business
- Women in Law Rainmaker Forum
- Website resources – blogs, free downloads
- Complimentary consult – reach out – 609.458.0415
THANK YOU

Q&A

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New Lawyer Marketing Checklist
Adapted from Larry Bodine’s Marketing Checklist

First-Year Associates

Above all, new lawyers must master their craft. Along with this short-term goal, they should focus on building a robust network.

Internal activities:

☐ Ask the firm’s rainmakers (highest producing lawyers) for assignments. Your eagerness will help you build a reputation as a dedicated lawyer. Become known as the “go-to” associate of the first-year associates. Make sure to deliver your work product on time, accurate and error free.

☐ Volunteer for committee assignments (such as Summer Associate, Hiring Committee interview team and holiday party planning). Demonstrate your eagerness to integrate into the fabric of the firm.

☐ Go out of your way to be kind, considerate and grateful to all staff, especially your assistant. This will pay dividends when you need cover, kindness and “inside’ info.

☐ If your firm has a marketing department, take proactive steps to foster relationships with these professionals. They can be instrumental in your development as a prosperous lawyer.

☐ Dress as the professional lawyer that you now are. Take your dress cues from firm partners.

Relationship building:

☐ Develop the habit of visiting the people you work with at client companies. Consider dropping off work product in person.

☐ Participate in firm functions where clients are present. Encourage senior attorneys to introduce you to clients or introduce yourself and thank them for being your firm’s guest. Ask questions about their work. Request their business card so you can follow up with them afterwards.

☐ Join a local bar association to cultivate peer attorney relationships, learn about different aspects of the law and to build a strong personal brand among referral sources.

☐ Ask open-ended questions to become better acquainted with your contacts. Be sure to request their business card.

☐ When you receive a business card, jot down three things on the back: the date, event name and what you talked about.

☐ Upon returning to the office, immediately create a contact record for the person in your e-mail or firm CRM system. Record key points about the conversation.

Communications initiatives:

☐ Create and maintain an e-mail list. Include law school classmates (who will become referral sources, judges and in-house lawyers), your fraternity/sorority contacts, college friends, etc. You want to stay connected to these individuals as you progress professionally.

☐ Add each new contact name to firm and other distribution lists that are relevant to the contact’s business/interests.

☐ Scrub your Facebook page so there is not anything you wouldn’t want a client or managing partner to see. Use the privacy settings to control what’s visible.

☐ Create a complete LinkedIn profile with a professional headshot. Invite contacts (refer to list above) to connect with you on LinkedIn.
Second-Year Associates

This is the year to begin building your personal brand. Your goal is to deliver superior work product. It’s important to develop the marketing mindset of cultivating purposeful relationships, which will bloom into new client retentions.

- **Continue all the activities above.** Avoid eating meals at your desk every day. Develop the habit of scheduling lunches to grow your network. Cannot over-emphasize how important this is to your future.
- **Continue to build your email contact list.** Focus on expanding your network beyond lawyers.
- **Identify a mentor.** Success comes much easier with the support of someone who has gone before you (it does not need to be a senior lawyer). Select your mentor based on good chemistry. Meet regularly to develop career goals. You need someone who is invested in your success.
- **When you receive an assignment, ask how the business came to the firm.** You need to know which lawyer originated the work and who the key contact person is. Visit your firm’s rainmakers and inquire about what they did to open the new file.
- **Get to know your firm colleagues.** Your best business development ally may be down the hall. Seek out lawyers outside your practice area and learn about cross-selling opportunities.
- **Join a bar association committee** (such as the Young Lawyers). Your short-term goal is to become involved. Your long-term goal is to be committee chair.
- **Keep a box of all occasion cards (better if they are firm branded) and a roll of stamps on hand.** Develop the habit of writing short notes or email clippings to new contacts. Your personal note does not go through a printer, into a firm envelope or through a postage machine. Sending a personal message is designed to foster a relationship.
- **Ghost write an article/blog for a partner or practice group.** Demonstrate your willingness to engage in marketing initiatives to other lawyers in the firm.
- **Increase lunches and events with your peers.** Your goal is to be the hub of the wheel of all your contacts. Become known as the person to call for people’s contact information.
- **Create a local listing for yourself on Google.** Simply visit www.google.com/local/add and complete the form. Most people find lawyers by Googling “lawyer and [my city]”.
- **Access your marketing team for article suggestions on legal marketing and business development.** Alternatively, email kimberly@klamarketing.com and I’ll pass along an illuminating reading list.

Third, Fourth and Fifth Year Associates

- **It’s time to declare your major.** Envision the type of individual you’d most like to have as a client – an entrepreneur? Corporate executive? Surgeon? Reflect on the legal work you enjoy the most. Your goal is to identify these ideal clients and solve their problems with the legal work you like to do. This is the formula for a happy and prosperous law practice.
- **Mindset shift: Think of yourself as a business owner,** whose job is to originate business. Opening new client matters is parallel to building your own business.
- **Consider what industry interests you.** Select an industry (such as cyber security/data privacy) that you will study and learn in depth. Develop a niche expertise. Hone your personal brand as the “go-to” lawyer for a specific industry focus.
- **Develop a 30-second commercial.** When someone asks you what you do, do **not** say “I’m a lawyer.” This is a conversation stopper. Instead, develop a concise description that responds to these points: (a) what you do – like “I’m a dealmaker” or “I settle disputes” (b) what kind of clients you work for (c) what kind of problems you solve. Make it very short and rehearse it often so it flows naturally.
☐ Ask your clients what professional/industry/trade associations they belong to. Propose to accompany them to a meeting and have your client introduce you their colleagues who may be potential clients.

☐ Join a trade association that your clients belong to. Your goal is to attend a meeting where you are the only lawyer in the room. Initiate conversations with executives. Employ the “ask open-ended questions” approach.

☐ Present a custom CLE program for a client. When you discover a client need for education on a particular topic, team up with a partner and present a breakfast or lunch-and-learn session – at no fee. Request your marketing team help in securing CLE approval.

☐ Identify a hot topic and present a webinar with a partner. Volunteer to do the research and create the slide deck. Your marketing professional will help you create an invite list.

☐ Re-evaluate your activity in the bar association. At some point, you may find that your CLE programs are only educating your competitors. Instead, consider the bar as a source of referrals and professional colleagues.

☐ Become visible in your select industry/trade organization. Chairing a committee such the program or membership will provide the greatest visibility. Offer to host a committee meeting at your firm.

☐ Increase coffee meetings, sports or cultural events.

☐ Make presentations to clients, potential clients and referral sources. Develop one core presentation, become comfortable delivering it and identify multiple venues to deliver it. Learn to become an effective speaker by joining organizations such as Toastmasters, or study the techniques of professional speakers and incorporate them. The more you practice, the better you will become.

☐ Publish articles in industry publications or website on topics that interest your ideal clients if you are not comfortable with public appearances. Contact the publication editor to learn whether she accepts bylined articles. Once published, share on your and the firm’s social media channels and website.

☐ Use LinkedIn to request connections and request recommendations (check your state’s ethics rules regarding testimonials.) Consider joining lawyer-only online networks such as Legal OnRamp, Martindale Connected and JD Supra.

☐ Request a speaking role at a firm seminar. Volunteer to be part of the event planning team. Once you become familiar with planning a seminar, volunteer to speak on a topic.

☐ Offer to be contribute to your practice area’s blog. Cross post all content to your LinkedIn and Twitter pages. Send an eblast to select contacts/clients.

☐ Ask your marketing professional for direction on firm marketing and business development activities in which you can become active.
Sixth-Tenth Year Associates

These years are golden for partnership consideration. Now is the time to demonstrate that you can originate business. The easiest way is to open new client matters.

**Develop a business development plan.**

- **Fill in the appropriate number in the following statement:** “I want to be responsible for generating $\_\_\_\_\_\_\_\_ thousands of new business this year.”
- **List clients for which you are the responsible or billing attorney.** Enter dates in your calendar when you will visit them, at least quarterly. Your primary objective is to see beyond the existing files they are sending you, and explore upcoming and foreseeable business issues. Among other things, ask if they will recommend you to others.
- **List anyone outside the firm who has referred you matters.** Meet with them in person to propose a referral arrangement. Identify other lawyers, accountants and business executives who can refer business to you and ask them to recommend you.
- **Evaluate your trade association involvement.** Does it make sense for the qualified targeted clients you are seeking? Attend all the meetings – even the boring holiday parties and election of officers. Before you go, review the membership directory and yellow-highlight the people you plan to meet. If the meeting is out-of-town, schedule dinners with your targets in advance.
- **Develop a list of businesses you would like to represent.** Ask your firm marketing professional to help identify the decision-makers. Take proactive steps to meet these targets and foster a relationship.
- **Have lunches or coffee meetings with prospects, clients and referral sources often as possible.**
- **Stay active in community involvement—**run for board positions in organizations you’ve joined. Make certain the firm is financially supporting at least one fund raiser/event in which you are directly involved.

**Lasting thoughts:** There is no ‘one size fits all’ way to build a prosperous business. What may ‘work’ for your most trusted colleague or the firm’s managing partner, may not ‘work’ for you. Different targets, different areas of practice require different business development approaches. And, building a prosperous business is a long-term investment. That said, there is one proven methodology, which is the Marketing Secret Sauce:

**Consistent, persistent massive amounts of action over a prolonged period of time**

* see https://bit.ly/2GLMxd0 for greater explanation.
FACT: There are two types of lawyers — those who have their own business and those who work for those who do. How do your lawyers size up? As a result of our work and personal lives melding together, we are challenged to create boundaries that protect our health and well-being.

FACT: Your lawyers are business owners. They never heard that from any law school professor or, likely, any law firm leadership. Yet, the fact remains. Whether or not they have clients, is a very different topic.

In our view, it is a disgrace that lawyers set aside three years of their lives to attend and graduate law school, studied their eye balls out for the bar exam (and perhaps put their social life on hold during the process), were admitted to a state bar(s), ready to do whatever it took to advance their legal career and yet heard not a peep about how they must generate business for themselves. How can that be?

Now that they have been enlightened to the reality of the business of law, how does this impact their daily legal practice?

Below are a few boxes to check off for advancing their business owner mindset (and daily behavior) to view their legal practice as the business to be grown that it is.

• Do they purposefully devote at least 10-15 hours a month on relationship building activities with “targeted” audiences? [Note: To respond to this question appropriately, they must know specifically whom their ideal client(s) is ... what is the job title of the individual whom can retain their legal services and/or refer them to those who can? This is critical.]

• Instead of focusing on what work they can “get” from someone, they are more focused on how they can help others in connection with solving a problem, protecting a client, preserving a tangible and/or capitalizing on an opportunity. These considerations are a mark of a savvy business owner.

• They constantly consider ways to help existing clients/referral sources/prospects by keeping them abreast of on-going changes (such as legislative and/or economic) that may affect their business (positively or adversely).

• They go wherever their clients go, i.e., professional/industry associations where they can learn more about their clients’ (and/or prospects’) business and interests so they can rise to the “trusted advisor” role, which garners an enviable “bet-the-company” (high) billing rate.

• They know who their clients’ top competitors are. Further, they’ve commissioned their in-house knowledge manager to gather competitive intelligence on the competition so they can advise their clients on ways to stay a step ahead of them.

• They have created an internal process to get and stay connected with their existing clients, reliable referral sources and targeted qualified prospects. Since they are “chasing relationships, not work,” regular and frequent communication is essential.
Clients often ask: “I don’t want to bug anyone, what am I supposed to say to them?”

Great question.

**THE ANSWER:** As a business-building lawyer, they know what their clients and qualified targeted prospects read to stay abreast of industry news and for professional development. Because they have created at least one Google alert to gather this same or similar information, they reach out on a regular basis to pass along a nugget of information which is relevant, timely and topical to their clients and prospects.

First, they must stop thinking and analyzing like a lawyer and, instead, consider how helpful they are being to alert their client/referral source/prospect of information that will be valuable to them.

A quick email such as, “Hi Bob, I came across this news clip in the xxx Journal and thought it may be useful for your next leadership meeting. I’m happy to discuss ways we can capitalize on this potential opportunity. Best regards, Joe.”

Second, keeping in mind that getting on a prospect’s radar requires seven to 10 “touchpoints” in a 12-month period, there are numerous ways to “get and stay connected.” These may include:

- In-person meetings (could include coffee, meals, sporting events and/or other face-to-face events).
- Regular e-blasts with information that prospects/clients will find timely, topic and relevant to their business and/or personal interests.
- Reinforce these modes of communications with regular social media posts (such as blogs and/or news of their professional activities/accomplishments).
- Include clients/referral sources/prospects on firm email distribution lists for timely, topic and relevant topics (no one enjoys receiving spam that is of no material use to them).
- Offer to present to and/or speak with their client’s leadership team (off the clock) on a potentially damaging (or novel) legal development and strategize ways to get ahead of the development.
- Understand that a large percentage of new matters originate from satisfied clients and referrals (some say as much as 50% per year), and invest in meaningful, continual relationship building to bring value to these growing relationships.

Beyond knowing a birthday, their children’s names and activities or their favorite vacation spot, they build business relationships with the knowledge of their prospects’ business because it is key to them. That is thinking as a savvy business owner.

Yes, it requires time — a lot of it and a measurable marketing action plan (to help them to stay focused, organized and to provide the need-ed structure) that is dynamic and of-ten changing.

Despite newer lawyers often be-ing in a position in which they do not control their own schedule (as a result of working on other lawyers’ matters), they are motivated to “make it happen” and find a way through well-defined systems and automation to remain steadfast in the goal of developing their own book of prosperous clients.

**DANGER, DANGER**

As a newer lawyer (less than 10-15 years of experience), it can be discouraging to invest what little time they have into relationships, without knowing for sure if they may convert to paying clients.

Yes, that is why they must be very methodical and considerate when defining their “targeted, qualified prospect” — to ensure they are “fishing where the fish are.” There may be, in fact, more than one target, such as an industry-based client profile, a different referral source profile (likely a professional which serves the same industry-based client as them such as a supplier and/or vendor), and yet a different type of referral source profile (such as lawyers who may be a natural referring source, given their area of legal focus).

Out of confusion or lack of clarity of their “ideal client,” they allow themselves to be influenced unnecessarily by others who appear to have it altogether with respect to their business-building direction.
We see this all the time. I empathize. Because each area of legal focus has different target clients, they cannot fairly compare, or even view through the same lens, their legal practice the same way as their fellow lawyer. There is no “one size fits all” approach to building a prosperous business. They are likely in the problem solving business, which involves human beings. When they deal with individuals in any capacity, there is always unanticipated variables.

“Don’t judge each day by the harvest they reap but by the seeds that they plant.”

As a savvy business owner, your lawyer clients take the long view. I love the quote from Robert Louis Stevenson: “Don’t judge each day by the harvest they reap but by the seeds that they plant.” Think about that when considering building a prosperous book of business.

Hopefully, they now understand the required mindset shift to think and treat their legal career as a business-building journey, which will have plenty of twists and turns. It is not a linear process, which often throws lawyers off kilter.

As a well-informed business owner, they know:

1. The profile of their ideal client(s);
2. Where clients go and what they read; and
3. Their business or greatest concerns (SWOT — strengths, weaknesses, threats and opportunities).

They are well on their way to building the career of their dreams by helping others in a way only they can. Isn’t that why they became a lawyer in the first place?