

Complimentary Excerpt from

**The Reluctant
Rainmaker:**

**A Guide for Lawyers
Who Hate Selling**

Julie A. Fleming, J.D.

Available on June 25, 2009

<http://www.TheReluctantRainmaker.com>

or

Amazon.com



Julie A. Fleming, J.D., A.C.C. is the founder of Life at the Bar LLC. Julie practiced law (specializing in patent litigation) for over a decade in firms ranging from two to more than 2100 lawyers, before founding Life at the Bar LLC in 2005. She provides attorney development coaching and consulting, focusing on topics such as leadership development, rainmaking, professional development, career strategy, and work/life integration, and is a frequent speaker for law firms, law schools, and bar associations. Julie also publishes the weekly e-mail newsletter *Leadership Matters for Lawyers*. Additional information and resources are available at <http://www.TheReluctantRainmaker.com> and <http://www.LifeAtTheBar.com>. Julie may be contacted by e-mail to jaf@lifeatthebar.com or by telephone to 800.758.6214, ext. 1.

The Reluctant Rainmaker:

A Guide for Lawyers Who Hate Selling

Julie A. Fleming, J.D.



Atlanta

The Reluctant Rainmaker:
A Guide for Lawyers Who Hate Selling
by Julie A. Fleming, J.D.

Copyright © 2009 Julie A. Fleming, J.D.
All rights reserved. No part of this book may be
reproduced in any means, print or electronic,
without consent of:
Julie A. Fleming, J.D.
jaf@lifeatthebar.com
800.758.6214

Published by:
Crow Creek Press
Atlanta GA

Designed and typeset by:
Razor Edge Press
Barnegat NJ

ISBN 978-0-9774018-6-4
Library of Congress Number: 2009927656
Printed in the United States of America by
Lightning Source, LaVergne TN

“The Reluctant Rainmaker will unleash the potential every lawyer has to bring in new business without fear of appearing pushy or desperate.”

—Monica R. Parker, J.D., Author of
*The Unhappy Lawyer: A Roadmap for Finding
Meaningful Work Outside of the Law*

Introduction

Why did you go to law school? I always enjoy asking lawyers this question, because the answers are varied and almost always interesting. Sometimes family history paves the path to law school, either by design or by desire. The latter was true for me: my father is a lawyer, and I grew up listening to stories about his work and meeting his colleagues. I knew by the time I was in high school that I wanted to be a lawyer. I did consider other professions every now and then, but the law kept drawing me back. And I was fortunate to discover that I loved the law when I finally got into practice. Others I meet have a similar story, except some find that law is not what they hoped it would be, and others even know from the start that it is their family's burning desire for them to be a lawyer, while they would prefer something else.

Lawyers often share an experience that they or someone close to them had which propelled them into law. One woman told me that she had spent hours volunteering in a battered women's shelter, which led her to represent these women, to help protect them and their families. Another shared that he was always intrigued by health care, specifically how drug companies invented and marketed

4 *The Reluctant Rainmaker*

their medicines, and how the public benefited (or not) from those drugs. These stories are rich.

Of course, some lawyers tell me that they had no idea what to do when they moved into their senior year of college, so they went to law school by default. Although these lawyers often have an uphill battle—law is simply too demanding to find job satisfaction in practice without a reason for practicing—many do become good lawyers who enjoy their work. Others leave the law, but carry the knowledge and lessons with them into other fields.

Have you noticed it yet, the secret of the reluctant rainmaker? I have never had a single lawyer tell me that he went into law to bring in business. Not one person has told me about the joys of networking, the pleasures of asking for business, or the delights of building a book of business. Make no mistake: clients are often at the heart of a lawyer's reason for being in practice, because lawyers often do want to help others. But getting the clients and having the work to do is always assumed. It is a shadowy, rarely considered aspect of practice for those who are deciding to be lawyers, and not much more for those in law school.

Nor does law school teach client development. Yes, classes are offered (sometimes) on how to work with clients, and some schools even have a class or two on the business of practicing law. Rainmaking 101 is not, however, offered by any law school as a regular part of the curriculum. The law school approach seems to be: we will teach you how to think like a lawyer and perhaps even how to practice law, but you must figure out elsewhere how to get clients on whom to practice. We could debate for hours whether that is an appropriate policy, and those debates are in fact taking place, but the fact remains: for most lawyers today, law school offered no training in business development.

Given that background, perhaps it is unsurprising how often lawyers say things like, "I didn't go to law school to be a salesperson!" We want to be excellent lawyers, and we want to represent our clients to the best of our ability, but we generally do not feel a zeal for recruiting clients. Fear often steps in, as well. Conscious of the public perception of lawyers and of the explicit ethical boundaries in our profession, lawyers often fear that they will come across as pushy, or obnoxious, or desperate if they ask for business. Anyone who has met a lawyer whose approach focuses on herself, her work, and how she could help you knows that such a tactic is arrogant and unattractive. *No, many lawyers shudder, that is not for us.*

Without clients, though, there is no practice. No business. No income. Someone has to be willing to get clients. If a firm has more than a few lawyers, it is possible that one or more rainmakers can lead the crusade, schmoozing their way to client roster success for the firm and bringing in the business to keep the non-rainmaker lawyers afloat. Over recent years, however, those lawyers have realized that they have a skill and a strength that is highly marketable because so many other lawyers lack it. They may demand premium pay, reasoning that no one else would have an income without the rainmaker, and they may be willing to move to another firm when the opportunity presents itself. A firm with just one strong rainmaker will find itself in a tenuous position.

Sole practitioners face a similar but perhaps even more dire challenge. If a solo lawyer cannot bring in business, the practice will soon fail. Some larger firm lawyers may have the luxury of relying on others to bring in billable work (or at least they *think* they have that luxury) but sole practitioners do not. What do you call a solo who cannot make rain? Broke. A job seeker. And possibly unemployable.

6 *The Reluctant Rainmaker*

The reluctant rainmaker is one who understands how important it is to be able to bring in clients... But she does not care for the idea of business development. She may see it as a necessary task, something that is a distasteful part of practicing law. If so, she may struggle to find a way to “do the rainmaking thing,” because her dislike for it will keep her from spending time laying plans and executing them effectively. Perhaps she will get results, but she is unlikely to get the quality or quantity of results that she might if she could find a way to enjoy the process. She likely feels tremendous pressure (from within herself and externally) to bring in business, and she probably resents having to work so hard at something that is not her goal.

Another reluctant rainmaker may decide that he just does not have the skills necessary to bring in new business. He may give up before trying, or he may plan and study and try to learn all about rainmaking so that he will feel more comfortable with the process. These would-be rainmakers are slow to take action, and their steps are rarely coordinated into a consistent overall approach. This type of reluctant rainmaker may have a flawless plan on paper, but he will probably try an activity once or twice, conclude it does not work for him, and move on to another, never realizing that consistent activity is required to yield results.

Other reluctant rainmakers are willing to try their hands at business development, but are at a loss where to start. This aspiring rainmaker sees so many components to client development that she feels overwhelmed and unsure where to begin. Focusing on the fact that she does not yet know everything about business development and thus hesitating for fear of making a misstep, she remains unaware of where her rainmaking strengths lie.

This book is written for the reluctant rainmaker. Inside,

you will find the background information that will help you to understand why business development is so critical, and you will discover a step-by-step guide as you explore the rainmaker's toolkit. You will create your own cohesive business development plan, which will provide the clear direction you need to take action. You may not become a rainmaker extraordinaire, and you may not come to love the process. You will, however, learn to build a solid book of business that will support you in developing a successful, satisfying, and sustainable practice.

I recommend that you skim through the parts of this book that are most interesting to you first. If you consider yourself to be an introvert and wonder how you can be successful in rainmaking, go straight to that chapter. After you have satisfied your curiosity, read the book from beginning to end, with sticky notes and a pen and paper or a computer nearby. Use the book: underline, write in it, turn down corners of pages, and take notes, especially when something I say generates an idea. When you reach Chapter 3, go through the exercises and create your business development plan in writing. Throughout the book, you will see references to additional resources on the website for *The Reluctant Rainmaker*. Use the forms, and study and model the templates. They will make the process easier for you.

You must engage with this material if your goal is to benefit from reading it. If you simply skim through, close the book, and put it on the shelf, you will have wasted your time. If, however, you work through the book, develop your plan, follow your plan, and accept the suggestions for getting additional help and support with your business development activities, you will succeed. Make a clear decision: work the book and keep going until you reach the goals you set, or close it now.

A word about client stories included

Because client confidentiality is paramount in all coaching engagements, the stories included herein represent composite clients, with names and other identifying details changed.

Part I

**Foundations of
Legal Marketing**

Chapter 1

Basic Premises of Business Development

Before setting off on your journey to becoming a rainmaker, it is helpful to pause and look into a few basic premises that underlie everything you will do to bring in new business. Jumping off into the questions of what you should do, when, and how is important, but unless your rainmaking efforts are well-grounded, chances are you will lose motivation, base your plans on a fundamental misconception, or otherwise misstep as you get started.

Legal Skill Is Not Enough

Since you are reading this book, you likely already understand that technical legal skill is not enough in today's economy. Proficiency in practicing law is little more than a minimum requirement and, for a great many clients, not much of a distinguishing characteristic. (Your reputation as a superstar lawyer can set you apart from others in your area of practice, but reputation and actual expertise are not always the same thing.) Make no mistake: a lawyer's or law firm's

reputation and perceived legal expertise will be increasingly critical as the matter at stake increases in importance. Few clients who have an option would hire “just any lawyer” for bet-the-company litigation. Those matters are, however, relatively unusual. In more ordinary matters, perhaps a few clients (mostly lawyers themselves or those who practiced law before moving into another field) may be able to judge an adequate brief from one that is excellent, but most will expect only competency. Even if you are a legal genius, able to produce work product that would make [insert your legal idol here] weep with pride, you must have clients upon whom to visit your extraordinary skill.

*Lawyers who know
how to bring in clients
succeed in practice.*

If you imagine that you can sit in your office and crank out your work product, allowing others to bring in the clients who will benefit from your expertise, please reconsider. Since mid-

2008, thousands of talented lawyers have been laid off from large firms, were stunned to find that their firms dissolved from underneath them, or discovered that despite their best efforts, they did not have sufficient work to keep a sole practice afloat. Many factors culminate in each of those unhappy situations, but the common thread is quite simple: an insufficient client base.

Lawyers who can bring in new business have more professional security and options than those who cannot. Larger firm lawyers who are able to land new clients and new matters are unlikely to be laid off: doing so would be against a firm’s economic interest. Likewise, you might discover that your firm has failed, but chances are good that you would have an easy lateral move before or after the failure. For sole practitioners, rainmaking ability is probably the single most critical skill in launching and maintaining

your practice. Those who do not bring in new business and new clients (and who choose not to learn) may succeed in good economic times, but they are quickly cast aside when the economy becomes difficult, and they typically have trouble finding a new job without any ability to bring in business to support themselves. The arrogance of expecting that legal skill alone will be sufficient to build a lasting practice is too often followed by the anguish of discovering that skill is not enough. Regardless of the size of your firm, you are secure in your practice only to the extent that you can bring in clients to fill it. Lawyers who know how to bring in clients succeed in practice.

One reason that rainmakers succeed in practice is because they deliver more value to their clients than those who simply do the work. A number of business development activities—writing substantive articles, making presentations at CLE meetings or industry groups, for example—require rainmakers to be up-to-date on the latest developments in their field. As a result, these activities enhance rainmakers' expertise as well as the perception of their expertise. Because rainmakers tend to build relationships with their clients and contacts, they are also better positioned to bring new information to these clients and to be more proactive in helping clients respond to the information. While clients do not necessarily associate these advantages with their lawyers' rainmaking activities, it is clear that the business development activities go hand-in-hand with client benefit.

Because rainmakers succeed in practice, they tend to enjoy more influence and higher compensation than their non-rainmaker peers. Why? Because those whose skills are limited to doing the work are easily replaced. Adequate lawyers are, especially in a difficult economy, plentiful and eager to work. Losing a "grinder" may slow down a representation, since any departing lawyer will likely take

knowledge of her clients and matters, leaving a vacuum of knowledge that must be filled by a replacement. That vacuum can be filled easily under all but the most unusual circumstances, and the grinder's departure will be little more than a quick bump in the road. Losing a "finder," however, means a loss of business that lawyer would have delivered, and it probably means the loss of at least some of the clients the finder was responsible for landing. No firm wants to see clients going elsewhere, so a finder is much less replaceable, and the rainmaker is encouraged to stay by being accorded more influence and more money. If you want to be so valuable that you are effectively irreplaceable to your firm, you must be a rainmaker.

Have you heard the old saw that held that law firms need four categories of lawyers: finders, minders, grinders, and binders?

It is still true to some degree, though today's atmosphere requires lawyers to develop their skills in all of these areas, rather than simply selecting the most comfortable skill set and roosting there. *Finders* are those who find the work, better known today as rainmakers. *Minders* are those who perform administrative tasks and coordinate the efforts of the finders, grinders, and binders to be sure that the firm will run as a cohesive whole; examples include managing partners, the executive committee, and team leaders. *Grinders* are those who grind out the client work, and *binders* are those who bring the members of a firm together by (for example) inviting a small group to lunch or recognizing achievements of the firm's lawyers.

Rainmakers also have higher levels of professional satisfaction than those who simply do whatever work is assigned to them. Why? The process of bringing in new clients and new matters requires a lawyer to develop relationships with someone—a current client, someone the lawyer knew in law school, even someone with whom the lawyer has a purely social relationship—and the business that results very often comes through a client with whom the lawyer likes to work. Thanks to the same process, the rainmaker will also be able to decide which cases to accept. He will most likely accept matters in the field of interest that he finds intellectually stimulating, challenging, meaningful, or enjoyable. Is this always true? No, of course not: rainmakers may take on routine matters that are not so exciting, but the great likelihood is that the rainmaker will assign those cases to another lawyer. By being able to pick and choose (to a large degree, at least) which cases to work on, the rainmaker creates high levels of professional satisfaction.

*The rainmaker creates
high levels of
professional satisfaction.*

Finally, partnership decisions tend to rely on some demonstration of rainmaking ability. Although some firms do not require an associate to be a rainmaker at the time of election, it is unlikely that a firm would welcome a new partner without believing that she is capable of bringing in business to help support the firm's growth. Equity partners are almost always rainmakers, for the simple reason that most partnerships would be loathe to share the firm's profits with a lawyer who had no hand in recruiting the clients that yielded the profits—back to the greater influence enjoyed by rainmakers.

You may be wondering whether you need to become a

superstar rainmaker to enjoy the advantages outlined here. Not necessarily. Bringing in a single small matter will not net the same benefits that a rainmaker extraordinaire will experience, but the increased opportunities that flow from increased rainmaking are represented on something like a sliding scale. Not everyone can be (or wants to be) a master rainmaker, but everyone can learn to develop the skills necessary to bring in *some* new work. The more consistently and strategically you engage in the processes that tend to yield new business, the better your results are likely to be and the more benefits will likely flow your way.

Rainmaking Is Not About Selling

One objection that lawyers commonly make when approaching business development is that they want to be legal professionals, not sales professionals. Most reluctant rainmakers dread anything that looks or feels like sales, and painting the process of business development with a sales brush is the kiss of death for many lawyers. But here is the good news: rainmaking is not about selling.

Selling is typically the process (to skeptical lawyers, at least) of convincing unsuspecting buyers that they need to purchase something. It is creating demand for a product or service, or creating demand for a specific purveyor of a product or service. Although most everyone enjoys buying things and services on a regular basis, most people dislike being sold to, which in turn creates resistance to selling. Throw in many lawyers' concept of the practice of law as more of a profession and less of a business (a view that seems somewhat anachronistic today, though, to the delight of those who still see the law as a calling or profession and not merely a vocation, it lingers) and it is easy to see why some

lawyers reject anything that looks or feels like a sales pitch.

Most lawyers are able to identify how their work benefits their clients, whether that work is handling a nitpicky tax issue for a multi-national corporation or a custody dispute for a father who feels that he is losing valuable time with his children. Rainmaking, however, may make a lawyer feel like the stereotypical used car salesman foisting his services on an uninterested public. When I work with clients whose sales repulsion is blocking their business development success, I suggest a simple perspective shift. One-on-one client development is the process of finding a match between lawyer, matter, and client. Instead of casting that process as sales, why not cast it as an opportunity to offer help to a client who will benefit?

*The best time to
begin business
development activity
is several years ago;
the next best time
to begin is now.*

Engaging in a discussion designed to reveal the potential client's needs and to determine whether that lawyer is a good match for those needs and the client's personality is not selling to the client. It is a conversation, a mutual exploration, an offer to guide that client through the legal situation confronting her. The conversation may be quick or protracted, but at its base, it is intended to match the lawyer's skill to the client's needs, in service to the client. Without the need, there is no representation. The "courting," in which lawyer and client are both deciding whether there is a match, is not something that is done *by* the lawyer *to* the potential client: it is a give-and-take. And that is what rainmaking is: a conversation-based process of finding new business.

Strategy and Consistency

Rainmaking is not just *any* conversation, though: it is a strategic conversation, designed with a particular purpose in mind, that results from consistent cultivation of relationships. Strategy is a key component of business development because setting out without a plan rarely succeeds. Each lawyer will have a different approach to growing his practice. All thriving rainmakers, however, have at least one trait in common: consistency in rainmaking activity. As Jay Conrad Levinson, author of the *Guerilla Marketing* series of books, has written, “a mediocre marketing program with [consistency] will always prove more profitable than a brilliant marketing program without [consistency].”

***Strategy + Consistency
= Rainmaking Success***

Why does consistency matter? Suppose you are researching an area of law to get a feel for it, knowing that you are going to need to affiliate with an expert in the area. Would you be likely to contact someone who keeps popping up as an author of articles that address your topic and who has also spoken on the issue at a number of CLE meetings? Would you be more or less likely to contact someone whose name comes up once as an author, or once as a speaker, or perhaps once as a member of a relevant committee? Most of us would be more eager to speak with the first lawyer, expecting that she has developed greater expertise in the area through consistent efforts in writing and speaking on the topic. The same selection and expectations would likely hold for a client searching for a lawyer.

Commitment and consistency in business development activities pays off because it increases the depth of your experience and credentials in a particular area, and it creates

multiple impressions of you as someone knowledgeable in a certain area of the law. Whether it is writing, as in the example above, or in performing *pro bono* work, undertaking some client development activity once is unlikely to make a significant impact. But if you repeat that activity regularly, making it a routine part of your schedule, you will begin to gain some traction, to know people in the relevant area and to be known, and potentially to acquire a reputation as an expert. Sustained effort yields results.

When my clients ask me for recommendations on consistency in business development, I recommend that they use one of the following approaches:

- **Daily activity:** Complete one business development task every single day. These tasks can vary between quick and easy (making a phone call to check in with a client or referral source) to protracted and challenging (setting aside four hours to work on an article related to your practice area). The benefit of daily activity is that you chip away at your task list, and missing a single day does little to compromise your progress.
- **Weekly activity:** Set aside certain blocks of time each week to ensure that you continue moving forward in your business development plan. If you take this approach, I recommend that you set a minimum weekly goal of two hours devoted to rainmaking activity. Beware slippage if you decide to use weekly activity, however: while missing a single day's implementation of your plan will create only a negligible slowdown, missing a full week of activity can cause your progress to grind to a halt.

- **Annual activity:** In Part II of this book, you will find specific recommendations relating to the hours that lawyers in various levels of seniority should expect to spend on business development each year. I strongly recommend that you divide these hours into daily or weekly hours and track them accordingly. An annual push for business will not yield the same results that a consistent chain of activity will.
- **Task-based activity:** If you prefer to operate based on tasks rather than on time, choose three tactics (discussed *infra*) from your business development plan and make sure that you implement each of them monthly. You must, however, be sure that your activities are larger in scope if task-based than if time-based. For example, you might select networking at a certain meeting and following up with three people as one of your tasks to be completed in a month.

Decide which approach to ensuring consistency works best with your schedule, your personal preferences, and your business development plan. Just remember this key formula: Strategy + Consistency = Rainmaking Success.

Why Would-Be Rainmakers Fail

Business development ability is a learned skill, not an inherited trait. Some attitudes and tendencies, however, tend to undermine lawyers' rainmaking goals. We have already discussed failure to implement your business development activities on a consistent basis, which is probably the most common mistake I see lawyers making. It is not, however, the only mistake. Notice whether you recognize any of these errors in your own thinking and behavior.

- **Failure to plan before executing.** Some lawyers strike out into rainmaker activity without first creating a plan to direct their actions. This approach almost guarantees disappointment and burnout.

Eric, a fifth-year litigator in a large firm, decided it was time to begin his rainmaking efforts.

If you allow yourself to become easily discouraged, you will rarely see the results of your effort.

He had attended a business development seminar hosted by his firm for its associates, and he remembered the speaker's comment that writing can be a good tactic for business development. He had just finished working on a brief that focused on some thorny issues of the attorney-client privilege, so he began writing an article summarizing his research and offering recommendations to avoid waiving the privilege. When he had polished the article, having invested about 15 hours into the project, he then searched for journals to which he could submit it.

To his surprise and disappointment, the article seemed to be wrong for just about every publication he contacted—too long, not practical enough, not academic enough, and so on. Fortunately, with some significant rewriting, Eric was able to place the article in his state bar's Young Lawyers Division newsletter. Unfortunately, since Eric's practice area was securities litigation and most financial industry clients are represented by seasoned attorneys (not young lawyers), his effort did little to build his credibility or to appeal to his target clients. While the additional line on his resume was beneficial, was it worth the

nearly 20 hours of effort? Uncertain, Eric decided that writing was not such a good mode for landing clients after all. If he had made a plan before he began writing, Eric might have identified the publications in which he would like to place his article, and he might have discussed the proposed scope of the article with editors to gauge their interest. By taking those preparatory steps, Eric could have adjusted his article to meet the publishers' needs, or he could have decided before investing 20 hours that he was unlikely to realize a benefit sufficient to justify that expenditure of time.

- **Failure to persist.** Occasionally you will strike business development gold, such as quickly turning a new acquaintance into a client or landing a new client in response to an article you wrote or a presentation you made. Much more often, however, you will find that rainmaking is a process that culminates in new business in only a small percentage of instances. It is not a "quick fix;" it requires a willingness to stick with the process. When Beth called me to explore business development coaching, I asked her a few questions about what was and was not going well in her practice and, specifically, in her rainmaking efforts. Beth told me that she had tried a lot of approaches, none of which had worked well, so she needed to find something uniquely suited to her. When I inquired what she had done in the past, she reeled off a variety of activities, including networking. I asked her to describe her networking attempts, and she listed six or seven groups she had visited, all of which were well suited for her practice.

My next question revealed the problem: Beth had

visited most of the groups only once, and none more than twice. As you will learn in Chapter 12, networking requires consistent attendance because some time is required to start making connections with a group. Certainly not all of the groups Beth had visited would be appropriate for her goals, but a single visit almost never yields sufficient information to judge how effective a group might be as a networking forum. Beth and I worked together over a period of several months, during which time she honed in on two groups, attending them regularly, connecting with people and getting to know them, and ultimately generating business. The difference? Persistence.

- **“I don’t have time!”** Except in difficult economic circumstances, lawyers very rarely have hours of spare time just waiting to be filled. Chapter 5 offers specific tactics to maximize your time for business development activities, but to be successful you must adopt the mindset that you can integrate your business development activities into your day-to-day professional hours and your personal life. The more you enjoy the activities you pursue, the more willing you will be to devote time to them. If you hate golf, I would not recommend you pursue it as a client development tactic even though it is the quintessential example. Instead, maybe you and some of your clients would enjoy attending a concert, a cooking class, or a wine tasting. Choose what you enjoy and you will be much happier devoting extra hours to that activity.

- **“But it’s easier for *them*.”** Lawyers who have not yet found their rainmaking stride often tell me how much easier business development is for others. Men tell me it is easier for women, and vice versa. Small firm lawyers tell me it is easier in large firms (and vice versa), and sole practitioners tell me that small and large firm lawyers have all the advantages. The truth is that, while some lawyers do enjoy special advantages—those who really enjoy networking, for instance, or those who benefit from the reputation of their well-known and highly respected families—business development is merely different for those lawyers, not necessarily easier.
- **“I’m too new to bring in business.”** Newer lawyers know that their first priority is learning the law and the skills required for practice. However, junior lawyers have opportunities to maintain relationships with former classmates (law school and undergraduate) and to forge relationships with peers at client organizations. Junior lawyers in law firms also have more experienced colleagues with expertise and reputations that may interest potential clients and contacts. Do not let your status as a new lawyer stop you from doing what you can do now and learning what you can do as you advance. (Chapter 17 offers suggestions especially for you.)

If you recognize that you are experiencing any of these obstacles, you can choose differently from now on. You will find ideas and suggestions in subsequent chapters to help you adjust your outlook and your approach to business development. As you proceed, though, watch for these obstacles to crop up. Simply knowing how common they are

may help you to see an excuse for what it is. The best time to begin business development activity is several years ago; the next best time to begin is *now*.

Get Support for Your Efforts

The best thing you can do to recognize these obstacles for what they are is to affiliate yourself with others who are working on their own rainmaking efforts. Reading books and attending seminars is useful because you will learn basic approaches and perhaps how to modify them to meet your specific needs. But nothing can match the effectiveness of supplementing that education with support from someone who is able to help you tailor what you have learned to your community, your practice, your personality, and more. You can find or create a variety of opportunities to get this kind of specialized attention.

The first, and perhaps the easiest, opportunity is working with a mentor. Find someone who is an established rainmaker (this is not a place for the blind to be leading the blind!) and whom you respect and like. The best mentoring opportunities happen organically, when conversations begin to build on one another and before you know it, you are working with someone who is a real mentor, not someone who has been assigned to you. However, you can recruit a mentor through a more organized search by identifying good candidates, talking with them enough to discover whether your personalities and interests mesh sufficiently, and if so, asking them to mentor you.

The richest mentoring relationships, and the ones that last the longest, benefit both parties.

While a full discussion of mentoring is outside the scope of this book, a few points are critical. The responsibility for the relationship rests primarily on the lawyer being mentored. When someone has agreed to mentor you, however formal or informal the relationship may be, it is your responsibility to request meetings, to ask questions to deepen your learning, and to seek the feedback that you need. Do not make the mistake, though, of believing that mentoring is a one-way relationship. Ideally, a mentor should benefit as much as the lawyer he is mentoring. Perhaps you can bring new perspectives, new technology, or fresh approaches to the mentor's work. The richest mentoring relationships, and the ones that last the longest, benefit both parties. Also consider that you can, and perhaps should, have more than one mentor.

Another option for getting support is to work with a rainmaker group. Meeting regularly with trusted colleagues creates a forum for accountability, venting, and seeking feedback on challenges. Building strong connections with reliable confidants offers an antidote to what may seem like a never-ending stream of bad news and can create ripples of opportunity as information is shared. These professional relationships pay huge dividends professionally and personally.

If you are looking to grow your practice, joining a rainmaker group will create a healthy competition (who wants to be the only member who failed to complete action steps as promised?) and will give you a forum for feedback on your business development progress that you are unlikely to receive otherwise. More than just support, group meetings with lawyers in whose judgment you have confidence can yield remarkable progress as you benefit from your cohort's feedback and suggestions.

How can you get involved with one of these groups? One option is to create your own group by inviting a few trusted friends and colleagues to join you in a discussion group. I recommend that you limit the size to no more than ten lawyers and that you set a six-month commitment. Meet at least twice per month, and assign the leadership role to each member on a rotating basis. The leader will be responsible for running the meeting, for making sure that the conversation remains relevant to the group's purpose, and for introducing new resources.

While such self-selected groups can be effective, very often they dissolve when other commitments take precedence because there is no "skin in the game" beyond the agreement to work in the group. Their structure may crumble without someone who has been granted leadership authority by the group. As a result, many lawyers prefer to join professionally-operated groups. Coaches, consultants, and recruiters offer these groups (often described as "Mastermind Groups") to a limited number of participants. The organizer is responsible for attracting the group members, for leading the group discussions, for ensuring that group members uphold their commitment to the group, and for offering professional feedback to the members' concerns.

Many groups also feature one-on-one time with the organizer, in which members can get objective feedback and coaching on their opportunities and obstacles. To locate a Mastermind Group, ask colleagues for recommendations, check with coaches or recruiters you know, or run a Google search on "attorney mastermind group" or "lawyer mastermind program."

You will advance much more quickly if you get support in your business development activity. Find a mentor, create a rainmaker group, join a professionally-organized

rainmaker mentoring and mastermind group, or hire a coach to work with you one-on-one. Whatever you choose to do, do not rely solely on education. As is true for most aspects of practice, knowledge is good but by itself insufficient to help you meet your business development goals as quickly and efficiently as possible.

The Bottom Line for Reluctant Rainmakers

Being a rainmaker affords benefits that will touch every area of your practice, from the most basic—your ability to remain in practice—to the more advanced, such as the enjoyment you find in your practice. Begin working on your business development training and education immediately, and recognize that everyone faces challenges in developing the skills required. Find the support that will help you to set goals, overcome obstacles, and craft strong approaches to client development opportunities. Above all, be strategic and consistent in your activity. By arming yourself with training and support, and by recognizing the common mistakes that trip up aspiring rainmakers, you can lay the foundation for success.

Table of Contents

Introduction	3
 Part I—Foundations of Legal Marketing	
 Chapter 1:	
Basic Premises of Business Development	11
Legal Skill Is Not Enough	11
Rainmaking Is Not About Selling.....	16
Strategy and Consistency.....	18
Why Would-Be Rainmakers Fail.....	20
Get Support for Your Efforts	25
The Bottom Line for Reluctant Rainmakers	28
 Chapter 2:	
Business Development Priorities.....	29
Relationships	30
Priority # 1: Current Clients.....	30
• Listen to your clients.....	31
• Communicate well	34
• Be responsive	36
• Share bad news appropriately.....	37
• Be reliable with cost estimates and billing.....	39
• Facilitate your work with your clients	42

- Understand your client’s business43
- Spend time with your clients44
- Demonstrate your leadership45
- Deliver extra value to your clients47
- Conduct client satisfaction interviews
or surveys47
- Priority #2: Former Clients and
Referral Sources48
- Priority #3: “Warm” Potential Clients and
Referral Sources48
- Priority #4: Strangers.....49
- The Bottom Line for Reluctant Rainmakers.....49

Chapter 3:

- Create Your Business Development Plan51**
- Pre-Planning Self Assessment.....52
- Define your specialty area(s).....52
- How would you describe yourself
as a lawyer?55
- Who are your ideal clients?56
- Who are your referral sources?57
- What are your communications and
strengths?.....58
- Obstacles and opportunities.....61
- What commitments must you meet?62
- What has worked in the past?.....63
- Planning for Rainmaking Success64
- What are your goals?.....64
- What is your strategy?64
- Determine your tactical approach.....67
- Implement Your Plan.....68
- The Bottom Line for Reluctant Rainmakers.....69

Chapter 4:	
Prepare Your Written Marketing Materials	71
Business Cards.....	71
Biographical Sketch	74
Website	81
• Domain name	82
• Home page	82
• Biographical sketches	83
• Contact information.....	84
• Optional: articles and other content	84
• Optional: links	85
• Optional: newsletter subscription forms.....	86
• A word about keywords	86
Other Written Marketing Materials.....	87
The Bottom Line for Reluctant Rainmakers	88
Part II—The Rainmaker’s Toolkit	
Introduction	91
Chapter 5:	
Invest in High–Yield Activities	95
Estimate the Investment/Payoff Ratio	96
Act According to Your Priorities	101
Create Rainmaking Systems	102
The Bottom Line for Reluctant Rainmakers	103
Chapter 6:	
Writing and Speaking	105
Preliminary Considerations.....	108
Writing and Speaking to Get Results	112
About Article Writing.....	115
Repurposing Material.....	116
Publicize Your Material.....	118
Using Articles for Networking Follow-up	119

Summary and Assignment.....	120
The Bottom Line for Reluctant Rainmakers.....	121
Chapter 7:	
Blogging	123
Chapter 8:	
Teaching.....	131
Chapter 9:	
Organizational Involvement	135
Bar Association Involvement.....	136
Industry Organization Involvement.....	138
Becoming Active in an Organization.....	140
The Bottom Line for Reluctant Rainmakers.....	144
Chapter 10:	
Visiting Your Clients	145
Chapter 11:	
Offering Seminars.....	149
Delivery to Clients.....	149
Delivery to “Warm Contacts”	150
The Bottom Line for Reluctant Rainmakers.....	152
Chapter 12:	
Networking.....	155
With Whom Should You Network?.....	156
How Should You Network with Them?.....	161
Talking About Yourself	165
Then What? The Art of the Follow-up	170
Maintain Prioritized Contact Lists	171
Set Your Follow-up Strategy	174
So You Networked... What Now?	179

The Bottom Line for Reluctant Rainmakers 180

Chapter 13:

Newsletters and Legal Updates..... 183

Chapter 14:

Social Networking 189

General Social Media 190

LinkedIn 190

Facebook..... 192

Twitter 193

Lawyer-Specific Social Media 195

Getting Started with Social Media 195

The Bottom Line for Reluctant Rainmakers 199

Chapter 15:

Internal Networking and Cross-Selling..... 201

Internal Networking 202

Create Cross-Selling Opportunities 205

Handling Client Objections to Cross-Selling 207

Handling Firm Disincentives to Cross-Selling 208

The Bottom Line for Reluctant Rainmakers 209

Chapter 16:

Asking for the Business..... 211

Should You Ask for the Business? 212

How Do You Avoid Running Afoul of
the Ethics Rules?..... 217

Leading the Conversation..... 218

What Language Might You Use to
Make the Offer? 220

The Bottom Line for Reluctant Rainmakers 223

**Part III—Rainmaker Profiles:
Specific Suggestions for Specific Situations**

Chapter 17:

Years 1–15 in Practice: Seniority–based

Rainmaking Tasks for Large Firm Lawyers.....	227
The Junior Associate	230
• Credential– and credibility–enhancing Activity.....	233
• Relationship–building activity.....	234
• Get information you need to succeed	238
The Midlevel or Senior Associate.....	241
The New Partner.....	244

Chapter 18:

Sole and Small Firm Practitioners.....	247
---	------------

Chapter 19:

For Introverts.....	261
----------------------------	------------

Part IV—Rainmaker’s Guide to Time Management

Chapter 20:

Time Management	269
Top Time Mastery Tactics for Rainmakers	271
• Time management vs. time mastery	272
• Start each day with the most important (not necessarily the most urgent) task	273
• Plan for periods of concentrated work	278
• Create weekly and daily action lists	279
• Manage your e-mail—do not allow it to manage you.....	280
• Work with your circadian rhythm, not against it.....	282

- Create systems to check in with your clients
on a regular basis 283
- Create systems to manage your
follow-up contact..... 289
- Automate your outreach efforts..... 291
- Become a master delegator 293
- Keep the personal touch personal..... 295

How Does This Approach to Time Management
Assist a Reluctant Rainmaker? 296

Conclusion 297

