



How Associates Excel in Business Development

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Becoming a Marketing All-Star - for Associates

Gain 90 minutes of insight about 5 Marketing All-Stars and how you can emulate what they did to excel. We profile these Associate Marketing All-Stars, review the lessons learned from their cases, and specify how you and your fellow Associates can achieve similar successes this year.

- How are some top-performing associates contributing to the marketing success of their firm?
- How are these associates taking the initiative to land new clients, sell additional work and build their personal reputation?
- How do they find the time to do marketing and garner the firm support they need to make their marketing programs work?
- What specific marketing programs are working for these associates and how can you emulate them at your firm?
- How have these associates learned the ways to market and sell in the early stages of their legal career?

Learn from those who have already succeeded:

- **Adam August of Holland & Knight (Northern Virginia)**
The Power of The Personal Touch and A Helping Hand
- **Dennis Crouch of McDonnell, Boehnen Hulbert & Berghoff**
Becoming a Nationally Known Cyber Celebrity in Patent Law
- **Robin Lazarow, Mirick O'Connell**
Building a Prominent Professional Reputation That Attracts Clients in Record Time
- **Marc Weintraub, Steptoe & Johnson PLLC**
Combining Business Development with Community Interest
- **Jennifer Zimmerman of Rhoads & Sinon LLP**
Building a Team of Marketing Allies

Becoming an Associate Marketing All-Star

In this recorded seminar, marketing experts *Larry Bodine* and *Michael Cummings* profile five Associate Marketing All-Stars. The seminar highlights young lawyers who have already found a way to bring in business for themselves and their firms.

Prepare yourself! Take your next step forward to building a practice with our Best Practices Web-Seminar for Associates, available for viewing again and again.

Our most popular All-Star Associate Seminar now available at an attractive price, only \$49. Go to: www.sagelawmarketing.com/WebseminarAssociatesA4r

Summary of Lessons from Associate All-Stars on Becoming an Associate Marketing All Star In 2006

By Michael Cummings and Larry Bodine

Co-Author: Best Practices In Building Your Professional Network For Attorneys

http://www.sagelawmarketing.com/networking_book.html

Co-Author: Associate Marketing Mentor Blog

<http://www.pm.typepad.com/associatemarketing>

How would you like to be producing results like the following ones for your firm?

- Land a large European manufacturing company as a new client who looked to you for a wide range of legal assistance in establishing a plant that employs over 150 people in your hometown
- Cross sell the services of a Foreign Corrupt Practices Act expert to one of your top clients and play a role in expanding work with a large public client based on your personal reputation
- Launch a blog focused on patent law that attracts 35,000 potential clients and influential referral sources to read it each week -- including the general counsel of a Fortune 100 company who wanted you to handle an important matter.
- Become the visible leader of an organization that regularly meets with 30 successful women entrepreneurs and attracted several of them as new clients; who hire your firm to help them launch and grow their new businesses
- Become a high-profile expert in employee benefit law, regularly be a featured presenter in front of senior executives and general counsels who are buyers of your services and be appointed to the board of your local Chamber of Commerce

Guess what? ***All of the results above were achieved by associates.*** These Associate Marketing All Stars are already demonstrating an entrepreneurial mindset, relationship-building savvy and personal initiative of seasoned rainmakers. The good news is that you can start to produce similar results if you follow their example.

Meet the Associate Marketing All Stars Of 2005

In November of 2005, we asked more than 1,000 marketing directors of leading North American law firms to identify associates who were doing an exceptional job of marketing. From these nominees, we selected 5 associates who were outstanding—and whose personal marketing practices represented best practices for other associates to emulate (*and also for partners who are looking to improve their marketing approach*). Here is a brief profile of the Associate Marketing All Stars

- **Adam August of Holland & Knight (Northern Virginia)
The Power Of The Personal Touch and A Helping Hand**
Adam's network is already paying dividends for both him and his firm. Following the advice of his mentor, Adam started systematically building his network from his earliest days in the profession. This enabled him to cross market FCPA work to a contact and play a central role in expanding the firm's relationship with a large public client (based on his personal reputation). He also increased the profile of his practice group in the business community

by writing an article published in the Washington Business Journal: *Don't Let Chapters 7, 11 Be Your Unlucky Numbers*. And he ran a CLE program for the annual meeting of the Association of Corporate Counsel that put him front and center with top prospective clients.

- **Dennis Crouch McDonnell, Boehnen Hulbert & Berghoff**
Becoming A Nationally Known Cyber Celebrity In Patent Law
Dennis is a 3rd year associate in an intellectual property firm with 55 attorneys in Chicago. By marketing himself through his blog Patently-O <http://patentlaw.typepad.com/patent> (started in April 2004), he has become a nationally known patent law expert, created a go-to resource for patent law issues and established a serious, broad and devoted community of interest. The blog gets 35,000 visitors a week, is routinely visited by general counsel and landed him a number of new clients in domain name disputes and patent litigation.
- **Robin Lazarow, Mirick O'Connell**
Building A Prominent Professional Reputation That Attracts Clients In Record Time
After practicing law in New Jersey for more than a decade, Robin decided to move to the Boston area in 2000. She joined Mirick O'Connell -- a full-service business law firm with offices in Westborough, Worcester and Boston, Massachusetts (60 attorneys). As you'll see, Robin has quickly established a prominent position in the business community. She is marketing herself and the firm by regularly speaking at events for local business groups, publishing topical articles related to employee benefit law and becoming a visible leader of the right kind of business organizations. She has even appeared on local television discussing the business impact of several employee benefit law related developments in Massachusetts. Recently, Robin was named to the Board of her Regional Chamber of Commerce. And she is the founder and President of the Massachusetts Metrowest Chapter of WEB, Inc. (Worldwide Employee Benefits Network)
- **Marc Weintraub, Steptoe & Johnson PLLC**
Combining Business Development With Community Interest
Marc is a newly promoted partner at Steptoe & Johnson – located in their Charleston West Virginia office (60+ attorneys). He is a member of the Charleston City Council representing the City's historic and revitalized East End. He is the Chairman of the Urban Renewal Committee and Vice-Chairman of the Committee on Planning. Recently, he testified in front of the State legislature on issues related to Economic Development. As a result, he met and pursued a leading real estate developer in the state as a new client. He also took the lead role in landing a large new business client for the firm - Sogefi S.p.A., an Italian auto parts manufacturer that wanted to site a new manufacturing facility in West Virginia
- **Jennifer Zimmerman of Rhoads & Sinon LLP**
Building A Team Of Marketing Allies To Help Women Entrepreneurs Succeed
Jennifer is a 4th year associate specializing in representing creditors in

bankruptcy matters at Rhoads & Sinon LLP (a 50+ attorney firm located in Harrisburg PA.). Through her community and professional activities, she realized that women were starting businesses at a record pace – 11X that of men. She recruited a partner and colleague from her firm and teamed up with motivated women marketers at a financial planning firm to pursue this niche. This group has attracted a select group of top women business owners to attend a series of 6 programs that feature their team – and landed a number of new clients from this joint venture.

How You Can Be An Associate Marketing All Star In 2006

By interviewing these associates and assessing their best practices, we have identified the common mindsets, business development habits and personal marketing methods that drive their success. As an associate, if you emulate these All Stars and adopt their way of thinking and acting, then you can start producing similar results in 2006.

Here are 6 essential lessons common to of the All Stars that should form the basis on your 2006 personal marketing plan

Lesson #1: Get a mentor and recruit a team: A mentor played a central role in the success of each of the All Stars. These mentors provided senior credibility, sponsorship and helped the associate navigate the internal firm politics. And, of course, they act as a business development coach and become personally invested in making you successful.

All Star Advice: *"As a young associate, I knew that I needed a) some veteran professional women who could both mentor me and provide credibility to our joint business development programs; b) colleagues at the firm who were motivated to market and brought additional capabilities and in-depth expertise and c) support from marketing experts."* -- Jennifer Zimmerman

SAGE Resource: Go to our blog and listen to the podcast: **How to Find a Mentor:** <http://www.pm.typepad.com/associatemarketing>

Lesson #2: Be an innovator: Each of the all stars acted like an entrepreneur. Take the initiative. Don't wait for permission. Put your plan in place and do it,

All Star Advice: Dennis Crouch had no idea that his blog would evolve to attract 35,000 visitors a week. He got started, added value to his readers and created a loyal following. Like Dennis, find a way to marry a marketing initiative with new Web-based techniques like CRM, blogs, podcasts, Listservs and Web Seminars. This is the future of marketing and could be a wide open opportunity for you.

SAGE Resource: Go to <http://www.lawmarketing.com>. Type "blogs" in the search box to learn more about how lawyers are using blogs to grow their practice.

Lesson #3: Learn how to attract clients through public speaking: Properly organized and executed, public speaking is like "a one on many" sales call. Your job is not to educate – it is to highlight a business problem, provide outline the solution and entice people to contact you.

All Star Advice: *"I try to find something that is either a current hot issue or an*

impending change/trend that would grab an audience's attention. And I focus on the business implications, the solution to their problem and tradeoffs they face rather than legal minutia. I prepare my speeches so they appeal to senior business executives or human resource directors because they are most likely to be the buyer of my services" – Robin Lazarow

SAGE Resource: Download a free chapter on conducting seminars from our book: How To Market Your Industry and Practice Specialty. Go to the link below and hit preview:
<http://www.sagelawmarketing.com/specialtymarketing>

Lesson #4: Combine business development with your personal interests & motivations:

All of the All Stars stay motivated because they linked business development to a personal passion. Make business development a part of your life. Find a business purpose in the things that interest you.

All Star Advice: *"My role in the community puts me in regular contact with top political and business leaders. I got started in this role simply because we were trying to get grant dollars for our community and build a new ballpark in the neighborhood. I was also working on some matters for the mayor – when our councilman moved away. The mayor appointed me to this vacant position and then I got elected on my own" – Marc Weintraub.*

SAGE Resource: Download a free chapter from our book: Best Practices In Building Your Professional Network – For Attorneys. Go to the link below and hit preview:
http://www.sagelawmarketing.com/networking_book.html

Lesson #5: Emphasize the personal touch and a helping mindset to build a high power network:

Your network is your most precious business development asset. Why? Your network acts as your personal marketing and sales force. And they provide the introductions and word of mouth advertising that wins you business. Stay in touch and find ways that you can help them.

All Star Advice: *"I started by connecting with my peers that I both went to law school with as well as peer-level people at my clients and in the business community. I targeted the people who I thought would be successful – the future movers and shakers. And I got to know what they were doing, what business challenges or problems that they were facing and how I could help them. So, for example, if I run across an article or met somebody who can help them, I immediately send them an e-mail or make a quick call. By being helpful and taking the initiative, I become an important part of their network and they find ways to reciprocate." – Adam August.*

SAGE Resource: Get the DVD of our 90-minute seminar on the Best Practices In Building Your Professional Network For Associates -
<http://www.sagelawmarketing.com/WebseminarAssociatesA1r.htm>

Lesson #6: Make time to do it. Don't let chargeability pressures be an excuse. Carve out a separate section on your daily to do list to do 2-3 network building actions. Treat these to do's just like billable work. Set give up goals to make room for business development. We know it is hard, but do it anyway – because this is exactly what rainmakers do. And they face a lot more demands on their time than you do.

All Star Advice: All of the All Stars chimed in on this point: *"Just do it! Make up your mind and commit to personal marketing. It really is not optional. You will only*

be as valuable as your book of business. If you are going to do more business development, then do less of something else. Prune away other activities. Give up watching TV.”

SAGE Resource: Get a copy of our 2006 Personal Market Planning Toolkit
<http://www.sagelawmarketing.com/personalplantoolkit.html>

Our Vision For You In 2006

At SAGE PDI (*in partnership with Larry Bodine Marketing*), our mission is to help associates realize that business development is now an essential part of being a successful attorney. It is true – being promoted to partner and becoming an asset to your firm will be determined by your book of business as well as by growing of your personal marketing, networking, selling and relationship management capabilities.

Start now – like the Associate Marketing All Stars. Recognize that business development is simply a skill that you can build. But you must adopt an entrepreneurial mindset, take personal initiative and learn how to market. Through our blogs, newsletters and Web Seminars, as well as our speaking and writing – we are committed to providing you help on your journey to produce All Star results in 2006.

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Best Practices in Network Building for Associates

Cultivate the Business Development Habits You Need To Be A True Rainmaker

By Michael Cummings

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Co-Author: *Pro Action Planner* and *Best Practices of Building Your Personal Network For Attorneys*

www.sagelawmarketing.com/networking_book

Over the years, we've done a great deal of intensive business development training with law firms. Recently, we have seen a dramatic surge of interest in business development among associates.

As smart and savvy people, many associates now can see that their future hinges on their ability to rise to the level of rainmaker – and pursuing this course puts them in the control of their future career success.

However, it is still rare to find an associate who takes business development to heart and puts in a daily effort to practice the success principles required.

Misconceptions That De-Rail Associates' Progress

Why does this happen? Mainly because associates allow some misconceptions about business development to hold them back. A few of the more common and crippling misconceptions are:

- *I can wait until later in my career* – the truth is that business development is a skill you can start building today, and can accelerate a career;
- *The firm will market me when it's time* – no, the building of your professional reputation is your responsibility; just ask any business-getting partner;
- *I'm not naturally good at business development* – That's OK. Most of today's rainmakers were also not natural born business generators. Like them, you can become proficient by taking action, leveraging your personal strengths and getting better over time.
- *Being a great attorney is all I need to do* – No, this is just the foundation that you build on. You will need a network of allies, carefully crafted and proactively developed personal reputation and entrepreneurial attitude to be a long term success

Building the Network Of Business Relationships You Need to Thrive

If you ask a top business generator what was most important to their success, they will point to the business relationships they've built over the years – with clients, colleagues, professional allies and influential business leaders. Therefore, to make progress you have to recognize and embrace three core principles:

Lesson #1: You are in the relationship business, not the legal business

Again, you have to be a highly professional and proficient attorney to be a success, but this is just the starting point. It is the people you know that will make you successful. That is why you need to start cultivating a strong base of mutually beneficial and highly valued business relationships.

Lesson #2: Business development is not based on selfish self-promotion and glad-handing

Many attorneys avoid business development because they see it as salesmanship – glad-handing, passing out box-loads of business cards, persuasive bragging and convincing people that you and your firm are superior. Think about it. How do you react when you encounter somebody like that?

Guess what. Business development is not promoting yourself, but rather about uncovering clients in need. Sorry to tell you. But clients and prospective clients don't care about you. Instead, they care about themselves, their aspirations or personal priorities, and making their business successful.

Your real job in business development is finding people that need your help.

Lesson 3: Business development is a skill that you can learn

Here is a quick question: how many of you were born attorneys? A silly question of course. You had to learn.

The good news is that you can learn how to develop business. And, if you do it right, all you have to do is leverage the existing professional skills you already have.

It is undeniable. Your future success will be based on the quality of your business relationships. And the ability to cultivate and transform these "contacts" into a practice-building set of allies. That's what separates the top producers from the rest of the profession.

It's no wonder so many associates are starting early. And, as an associate, you too can start today to build a million dollar network – one that becomes an enduring career asset.

And the way to get going is to review the list of common mistakes associates make that prevent them from making progress. If you think properly about business development, it makes it easier to do more of it, feel comfortable about doing it and get the results that fuel your continued pursuit of these best practices.

But get going NOW!

Avoiding Network Building Mistakes

Mistake # 1 -- Random networking: Wasting time networking in the wrong places and in the wrong way

Problem: Most attorneys think of networking as meeting as many new contacts (i.e. strangers) as possible and trading business cards. All the time, their mindset is on "what can this person do for me" – and this attitude permeates their interaction with potential referral sources. They also do not "qualify" contacts on their ability and willingness to help them.

Solution: Start by networking with people you already know. Consider colleagues, school friends, other professionals serving the same clients you work with, the head of an association that you belong to. Be VERY selective beyond this group. Only invest time and energy in networking with people or groups who can get you the “ideal” clients you desire, and are willing to act together for mutual benefit.

Mistake # 2 -- Networking myopia: A self-limiting view of networking

Problem: Doing “networking” is seen as an activity. For example, I am going to an association meeting or luncheon to “network”.

Solution: The right way to think about networking is as follows: Networking is building relationships with ANYONE who can help you to grow your practice. Using this definition, you are already networking all the time: when you are working with clients, meeting with your colleagues or mentors at your own firm, or attending an alumni event. The key is to recognize that you are constantly network building: inventory & prioritize these business contacts and develop an express action plan to cultivate the most promising relationships.

Mistake #3 -- Practicing selfish self-promotion

Problem: Associates can often act like salespeople when building a network – talking about themselves their work, their firm and their credentials.

Solution: Do the opposite of this. Your job is to determine how you can help other people to succeed. And by interviewing, being empathetic and actively listening, you simply let the other person to most of the selling work. As one successful rainmaker, Abraham Lincoln said, “People don’t care about how much you know, until they know how much you care.”

Mistake #4 Being unprepared and tongue-tied

Problem: Associates often wing it when networking building opportunities arise. And many don’t know how to engage people in a dialogue and effortlessly transition into a business discussion.

Solution: Be prepared and pre-meditated. If you are going to an association meeting, go with the intention of meeting 1-2 people. If possible, target specific people in advance and ask to be introduced to them. Have questions in mind as if you were an interviewer like Larry King. Focus first on the person and their story. Then, move toward questions about their company and function. Don’t ever sell. If asked about yourself, be ready to say how you do help people – and keep it brief.

Mistake #5 -- “Solo” networking: Marketing yourself by yourself:

Problem: Attorneys to build their network on their own and fail to leverage the contact base of others.

Solution: Instead, team up with a few like-minded professionals and build your combined relationships. Look to trade and inter-connect your web of relationships together. Add collective value by introducing people to one another – even if there is no direct business benefit to you. Find people with “power networks” like the head of an association and go to see them as a team.

Mistake #6 -- No allies: Settling for "shallow" networking relationships

Problem: Attorneys look to network with MORE and MORE people.

Solution: Instead, the best business generators look to forge highly committed alliances with FEWER & BETTER referral sources. Build a small, elite team of professionals "business partners". Continually market together on a cooperative basis. See your business contacts as "de-facto" partners in growing each other's business.

Mistake #7 -- Joining the wrong organizations or being a passive participant

Problem: Being a visible leader of the right kind of business organization can be the cornerstone of an associate's network building efforts. But too often associates join organization with few ideal clients as members (such as bar associations) or simply attend meetings passively, remaining a face in the crowd.

Solution: Join associations replete with clients and potential clients such as an industry association. Then become involved and visible. Your goal is to showcase your professional capabilities by becoming an office-holder or program speaker.

Learning To Build Your Network Is Your # 1 Business Development Priority

You will only go as far in your career as your network and alliances take you. Treat your network as an asset, plan to cultivate it daily and learn the skills you need to master network building.

About the authors: Michael Cummings and Barry Schneider have worked with industry leading professional firms as trainers, coaches and business development consultants. They have built the entrepreneurial skills of thousands of professionals at hundreds of firms – including personal marketing, building a network of allies and cultivating relationships with customers. They are award winning instructors, best selling authors and world class public speakers for both associations and in-house. To find out about programs for associates, write mcummings@sageprofessional.com or call 630-572-6798.

Complete Training Resource For Associates!

Successful Business Development for Associates — 5 Seminar Set (Audio CD, transcripts and slides)

INTRODUCTORY OFFER Only \$499.00 (\$150 off individual pricing). You receive audio CDs of four complete seminars on business development for Associates (1 to 1.5 hours each), a 20-plus page transcript of each seminar, plus the full set of slides. PLUS a bonus seminar about Marketing All-Star Associates.

For details and to purchase: www.sagelawmarketing.com/webseminarsat-associates

Developing Your Personal Marketing Plan - for Associates

How does an associate build a business development program that makes a career? Independent experts *Michael G. Cummings* (SAGE Professional/SAGE PDI) and *Larry Bodine* (Law Marketing Portal) highlight the key elements of business development and show you how to create your own personal marketing plan for long term success.

Best Practices in Business Development - for Associates

Few people know more about training lawyers to generate new business than the legendary *Jim Durham*, a lawyer himself and former General Counsel. He has been a practicing marketer for MLB.com, and is now the Chief Marketing Officer of Ropes & Gray. And he has trained attorneys in marketing both as a consultant and as author of *The Essential Little Book of Great Lawyering*.

Associate Case Study: Co-marketing with Professional Allies

Learn from an enterprising associate, *Jennifer Zimmerman* of Rhoads & Sinon LLP, how she made her career breakthrough with a full-scale marketing program, gathering a team of women attorneys from within the firm and financial planners from outside. Together with *Niki Williams*, of Executive Planning Group, she details how they all collaborated on a program aimed at women entrepreneurs, built their professional reputations in the market and their firms, plus landed 1-2 new clients a month. Hear about what they learned, and how to put it to work for you.

Associates – Your Firm's Secret Weapon in Business Development

Smart law firms realize that their associates are "diamonds in your own back yard" and that business development (not just billing time) is a key part of being a good lawyer. Find out what you can gain and how you can do the same. In this seminar, hear the actual experience of one associate *Adam August* who became a rainmaker at Holland Knight. And learn from *Rick Davis* how Hughes & Luce unleashed 70 associates on the marketplace, and gained substantial results like this: \$500,000 - \$600,000 in new revenue in six months.

Becoming an Associate Marketing All-Star

Marketing experts *Larry Bodine* and *Michael Cummings* profile five Associate Marketing All-Stars. They review the lessons learned from these cases, and specify how you can achieve similar successes. This seminar highlights young lawyers who have already found a way to bring in business for themselves and their firms.

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