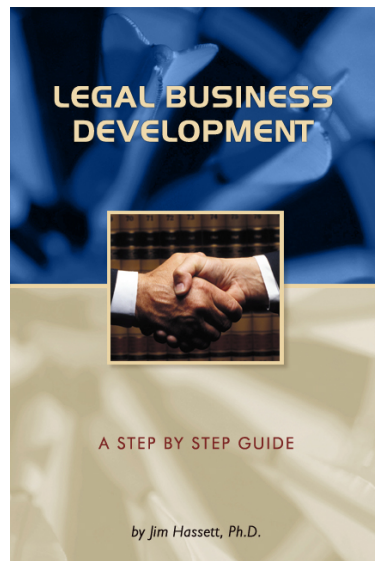


## Six facts about new business

by Jim Hassett, Ph.D.



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Business Development: A  
Step by Step Guide*

*“This is a people business.  
It’s all about relationships and connectedness.”  
– Iris Jones, Akin Gump<sup>51</sup>*

## Chapter 3

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### Six facts about new business

Did you take several courses in law school about how to build stronger relationships with clients, and how to sell legal services?

I didn’t think so.

This chapter introduces the basic concepts that should have been covered in that course. If you are one of the many lawyers who thinks that selling means running ads and trying to force yourself on strangers, you must read this chapter. Those approaches usually don’t work. When they do, it’s after an enormous amount of effort. So if you want to get the most from marketing, it’s important to spend your very limited time on the tactics that will work fastest for you.

#### *Fact 1. You must start with current clients*

When lawyers first think about selling, many immediately start planning how to find new clients. But selling begins at home, and they would have much

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<sup>51</sup> Quoted in Hassett, Jim. “No A plus’s, but lots of new business.” Blog dated June 16, 2005. [www.jimhassett.com](http://www.jimhassett.com).

greater success if they focused first on the clients they already have.

According to Harry Mills,<sup>52</sup> research shows:

The chances of selling to an existing client are better than one in two.

The chances of selling to a lost client are one in three.

The chances of successfully selling to a fresh prospect are one in eight.

The exact numbers will be different for your firm, but experts agree that in every business, it's much easier to sell to people who know you than to sell to strangers.

You might think that as large law firms hire larger business development staffs and increase budgets, they would quickly get to the point where their current clients were taken care of, and not a good source for additional revenue. This seems to be logically inevitable, but it hasn't happened yet. ALM's survey of large law firms found that in 2006:

The largest share of growth by far is from selling more of the same work to existing clients. Selling new work to existing clients and selling work to new clients, each account for much less revenue growth on average.<sup>53</sup>

One way to get started with your current clients is to offer a free meeting to learn more about their business needs. At a minimum, this will help build your relationship and protect you from competitors. With a little luck, it will also lead to new engagements.

For example, when one of my clients used the process in Chapter 1 to prioritize marketing action items, he decided to call a current client and offer a free meeting to discuss

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<sup>52</sup> Mills, Harry. *The Rainmaker's Toolkit*. New York: American Management Association, 2004, p. 95.

<sup>53</sup> Allison and Delaney, "Business Development Practices."

a new program. The client loved the idea that the meeting was free, and provided the name of a new contact he wanted to include. When my client called to schedule the free meeting, the new person mentioned a litigation that was about to be assigned to a competitor. The lawyer immediately arranged a separate meeting about that work, and got that significant engagement. The new business came in before he even conducted the free meeting.

In today's competitive environment, other law firms would like to take your best clients, so you will need to put in more and more effort to protect what you have.

This topic is so important that it has its own chapter. After you've done everything it says in Chapter 4 (Client satisfaction and loyalty), then you can start thinking about new clients. To achieve long-term success, every firm needs a steady stream of new clients.

Unfortunately, as I said in Chapter 1, finding new clients is the hardest work you can do in a suit.

Even among professionals who devote their lives to selling, failure rates are high. In Gallup's data on 250,000 professionals,<sup>54</sup> the bottom twenty-five percent in every sales force sell very little, and actually reduce the team's productivity by distracting valuable management time. That's one reason why turnover is so high in sales positions.

When lawyers try to find new clients, some will succeed and some will fail. Can anyone predict which are which? I have seen claims that some tests can, but I've never seen convincing data. The lawyers who are most successful sometimes surprise me, and even themselves. They are the ones who find the fit between their personal strengths and the firm's business development needs.

The conclusion is obvious: when a law firm first works on increasing sales, much of the initial effort should be

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<sup>54</sup> Smith, Benson, and Tony Rutigliano. *Discover Your Sales Strengths*. New York: Warner Books, 2003, p. 24.

aimed at existing clients. What should you do when you have one hundred percent of a client's legal business? Work even harder to assure that they are raving fans who cannot be tempted to switch to a competitor. For more on this topic, see Chapter 4: Client satisfaction and loyalty.

### ***Fact 2. Selling is a learned skill***

Selling is a skill that anyone can learn, like golf. Not everyone will become a professional, but everyone can play the game.

Also like golf, selling is a lot harder than it looks. The good news is that you do not need to be great to win; you just need to be a little better than your competition.

Frankly, at the moment, you may be able to win quite a bit of new business with fairly basic selling skills. In an article about the difficulties of managing law firms, David Maister wrote:

The greatest advantage lawyers have is that they compete only with other lawyers. If everyone else does things equally poorly...even the most egregious behavior will not lead to a competitive disadvantage.<sup>55</sup>

Until recently, the same could be said about selling. But these days the competitive bar is going up. According to the 2006 ALM survey,<sup>56</sup> sixty-nine percent of large firms (with an average of 489 lawyers) and forty-six percent of mid-sized firms (with an average of 118 lawyers) have implemented sales training programs.

And when one law firm succeeds in training its lawyers to get new business, it usually takes the work away from a second firm. When I interviewed chief marketing officers for an article in June 2006, several mentioned that when they compete with most firms, it's easy to take away

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<sup>55</sup> Maister, David. "Are Law Firms Manageable?" Blog dated March 29, 2006. <http://davidmaister.com/blog>.

<sup>56</sup> Allison and Delaney, "Business Development Practices."

business by providing exceptional service. But when they compete with other firms that also provide exceptional service, getting new business becomes much harder.

How can you expect to keep up, if legal sellers become more sophisticated year after year? It's going to take more time and money, and goes back to the discussion of marketing budgets as an arms race (see Chapter 2). Most lawyers find it is more efficient to hire sales experts as coaches and collaborators, rather than to spend the time to become sales experts themselves. Tiger Woods has a coach, and more and more legal rainmakers do as well.

Can you really expect to compete in this arena if you are not a natural salesperson? Yes. Natural ability is overrated. You may be born with the ability to convince most people that you are good at sales, but that's a different skill from actually being able to bring in new revenue. Which is one of the many reasons it is so hard to hire great salespeople: it's much easier to look great than to be great.

According to traditional stereotypes, "a good salesperson can sell anything." That good salesperson was probably on the football team in high school, is fun at parties, mixes easily at networking events, and can quickly become anyone's new best friend. For all people who do not fit this profile (including most lawyers and me), the logical implication is that we were not born to sell, so we should not waste our time trying.

But when the Gallup organization studied 250,000 sales representatives over forty years, they found that the "salesperson who could sell anything" was a myth. In fact, top producers in one industry often perform poorly in another, because different types of selling require different skills. As Benson Smith and Tony Rutigliano put it in *Discover Your Sales Strengths*, "The strengths that make someone an excellent pharmaceutical salesperson are different from those required to excel in selling real estate, or jet engines, or strategic

consulting.”<sup>57</sup> Just as Michael Jordan found that basketball skills did not help him get to first base, a sales star in one industry may do poorly in another.

Gallup also found that each successful salesperson develops a unique selling style based upon their particular personality strengths. In their surveys, one of the items best correlated to sales success is the statement: “At work I get to do what I do best every day.” High agreement links to job satisfaction, effective performance, profitability, and customer loyalty. And the more strongly you agree with this statement, the more productive you are likely to be.

Think about the top legal rainmakers you know. Chances are, some of them have succeeded through public speaking, some through community involvement, some by becoming active in professional groups, and some by taking clients to football games. Each has found how to apply their personal interests and strengths.

If you buy your own copy of Smith and Rutigliano’s book, you’ll get a code you can use to take a personality test on their website and diagnose your own top strengths. To a psychologist, the quality of the conclusions lies somewhere below what my psychologist colleagues would call validity, but well above the kind of self-test you see in the Sunday newspaper. More importantly, it’s a lot of fun.

When I took the test, my top strength was responsibility. “You take psychological ownership for anything you commit to, and whether it is large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it.”<sup>58</sup> This is not a surprise to anyone who knows me, but I like the way it sounds. If you take the test, you may sound even better, since there are thirty-four “signature strengths” and they cover the range from Activator to Adaptability and Competition to Connectedness. In this test, there are no weaknesses.

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<sup>57</sup> Smith and Rutigliano, *Discover Your Sales Strengths*. p. 12.

<sup>58</sup> *Ibid*, p. 235.

The most important point for lawyers is that selling is a skill. To start learning, you must identify the tactics that fit your clients and your personality, and master a few basic techniques, such as listening.

### ***Fact 3. You must listen***

In *The Seven Habits of Highly Effective People*, Stephen Covey wrote: “If I were to summarize the single most important principle in the field of interpersonal relationships, listening is the key.”<sup>59</sup>

In the book *Primal Leadership*, Daniel Goleman argues that listening skills are also vital for leaders.<sup>60</sup> An effective leader must be able to sense how employees feel, and then channel that energy into the most productive directions.

The skill of listening can even help people get a job. When business leaders were asked to rate the most important characteristics they look for in hiring people, seventy-three percent rated listening as an “extremely important” skill.<sup>61</sup> But when the same group was asked how many high school graduates actually have good listening skills, the answer was nineteen percent.

When Suzanne Lowe and Larry Bodine published a survey of 377 marketing professionals on “Increasing Marketing Effectiveness at Professional Firms,”<sup>62</sup> one of the best metrics for tracking success was whether rainmakers consistently listened to their clients.

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<sup>59</sup> Covey, Stephen. *The Seven Habits of Highly Effective People*. New York: Free Press, 1990.

<sup>60</sup> Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership*. Boston: Harvard Business School Press, 2002.

<sup>61</sup> Purdy, Michael. “The Listener Wins.”

<http://featuredreports.monster.com/listen/overview/>.

<sup>62</sup> Bodine, Larry. “New Research: Professional Firms can Increase Revenues by Measuring Business Development Initiatives.” Blog dated March 7, 2006.

<http://blog.larrybodine.com>.



In the book *Advanced Selling Strategies*, sales guru Brian Tracy explains four reasons why “Active sincere listening leads to easier sales.”<sup>63</sup>

1. Listening builds trust. In a survey of professional purchasers, the single biggest complaint was that salespeople talk too much. If you show that you are interested in understanding what people really need, they are more likely to believe that you will provide it.
2. Listening lowers resistance. It helps to make customers feel relaxed and comfortable instead of tense and defensive.
3. Listening builds self-esteem. Everyone wants their views to be heard. So when you listen to a client, it shows that you respect their opinions.
4. Listening builds character and self-discipline. Hopefully, this fourth point won't come up very often. But from time to time, you may sell to a client who is, shall we say, not overly dynamic. As they keep talking, it's easy to start daydreaming about which type of salad you should order for lunch. But the more boring your client is, the more character you will build by listening. And the better you understand what the client wants, the more likely you are to get a new engagement.

Why is listening so hard for many lawyers? Well, first of all, you have to talk less.

Experts say that when you are building business relationships, you should spend fifty to eighty percent of your time listening. But when lawyers meet potential clients, many think that they need to talk quickly so they

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63. Tracy, Brian. *Advanced Selling Strategies*. New York: Simon & Schuster, 1995, p. 133.

can list all the wonderful things their firm can do. This is a mistake.

The client is a lot more interested in her own problems than in your capabilities. If she did not think you were good, you wouldn't be meeting. So you need to devote most of your time to focusing on what she wants, needs, and feels. As the old saying goes, that's why you have two ears, and one mouth.

Great listeners also don't argue. That's another reason many lawyers find it difficult. To listen effectively, you must give up the need to be right.

As Steve Bell, Director of Sales at Womble Carlyle, summed it up:

When a prospective client agrees to a meeting, the lawyer needs to understand that he or she is already sufficiently credentialed. Forget about the resume, the publications, and the victories. Start asking good questions and listening carefully.<sup>64</sup>

If you want to become a better listener, there are dozens of books to read, and even a professional academic organization you can join (the International Learning Association, [www.listen.org](http://www.listen.org)). Meanwhile, these five steps can get you started:

1. Establish genuine interest by asking questions that you care about.
2. Take notes. Writing down what people say shows that what they say is important, and that you are paying attention. Just put the pen down if the talk turns confidential.
3. Respond to the speaker's nonverbal cues, and monitor your own, including eye contact, smiling, and frowning.
4. Keep people talking. Paraphrase, summarize, and restate what you hear. When you agree

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<sup>64</sup> Steven Bell, personal communication, July 13, 2006.

with people, they will think that you are smart. Especially if you don't interrupt them or argue.

5. Come prepared with good questions.

Lawyers must start by “mastering the art of the easily answered question,” as explained in Kevin Daley’s *Socratic Selling*. The book describes several types of non-directive probes that will help a client think through a situation without trying to push her to a particular conclusion, or distracting her. (See Chapter 7).

For example, “draw probes” keep drawing out information until the client and the lawyer are satisfied that all the important points have been covered, such as

- Tell me more about \_\_\_\_.
- Give me an example of \_\_\_\_.
- What else should I know about \_\_\_\_?

“Access” probes allow you to obtain access to other topics without forcefully changing the subject. These non-threatening questions introduce a new topic, but still leave the client free to take the conversation wherever she wants. For example:

- How does \_\_\_\_ fit the picture?
- Talk to me about your experience with \_\_\_\_.
- How do you handle \_\_\_\_?

It sounds simple, but asking this type of question does not come naturally to me, nor to many lawyers I know, because we like to be in control. Well, clients do too. Professional salespeople have an old saying that “Whoever talks the most, will enjoy the meeting the most.” If you want to build a relationship, you want the client to be the one who enjoys the meeting.

### EXERCISE: ARE YOU LISTENING?

Many lawyers find it hard to listen. Whenever behavior is difficult to change—whether it’s weight loss, exercise, spending, smoking, or even drug use—social scientists encourage people to record their baseline behavior, and their attempts to change.

Rate yourself for a few meetings, or ask someone else to rate you, using a simple format like this:

Met with	Date	% time listened

Obviously, the percent will be a rough approximation. The National Science Foundation is not going to review these results, so a rough estimate is fine. The important thing is to track behavior, before and after you try to change.

When you are trying to influence people, you should listen at least fifty percent of the time. More listening is even better. Keep recording meetings until you can get the number to go up and stay up.

### *Fact 4. You must plan advances*

The fourth fact lawyers should know to develop new business is: you must plan advances. The concept of a sales “advance” comes from Neil Rackham’s book *SPIN Selling*,<sup>65</sup> which is based on the most systematic research ever conducted on the sales process, and one of the most widely accepted approaches. According to Rackham’s website,<sup>66</sup> “More than half the Fortune 500 train their salespeople using sales models derived from his research.”

When Rackham analyzed 35,000 sales calls over twelve years, he found that “In major account sales, fewer than ten percent of calls actually result in an Order or a No-sale.”<sup>67</sup> The other ninety percent of sales calls should be classified as successful only if the salesperson gets an advance: “A specific action taken by either party that moves the sale forward,” such as scheduling another meeting, getting introduced to someone new, or providing a list of references.

One big mistake that novices often make is they try to push for too much, too soon. Successful rainmakers are experts at judging what advance can realistically be achieved at any stage, and getting it. Which creates a natural progression to actually getting new business.

When a client says we should talk again, but does not specify a date or time, that is not an advance, because there is no specific action. Rackham calls this a “continuation” and considers the meeting unsuccessful. It does not mean that the sale is dead, but it does mean that you are not making progress.

Great salespeople succeed because they plan every sales call, and strategize how to get the largest possible advance. Rackham’s book provides examples and

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<sup>65</sup> Rackham, Neil. *SPIN Selling*. USA: McGraw-Hill, 1988.

<sup>66</sup> [www.neilrackham.com](http://www.neilrackham.com).

<sup>67</sup> Rackham, Neil. *The SPIN Selling Fieldbook*. USA: McGraw-Hill, 1996. p. 42.

guidance of how to brainstorm possible advances before a meeting, and then select the one that is likely to lead to the greatest progress (see the Exercise below). This takes effort and practice. But the ability to consistently get advances is often the difference between success and failure.

In *Rainmaking Made Simple*, Mark Maraia provided a slightly different definition of an advance, rewritten for lawyers: “An advance has three elements: (1) a commitment (2) to take action (3) in a definite time period.”<sup>68</sup> For complex legal matters, the advance often involves getting a meeting with others who may be involved in making the decision.

Any lawyer who feels that she has enough meetings with potential clients, but that they are not getting far enough, would be well advised to read Maria’s chapter on how to “Avoid Random Acts of Lunch.” It explains how to prepare for every business development meeting by writing down the needs of the person you will meet, a few questions to ask, and the advance you would like to achieve.

As Rackham summed it up: “If there was just one piece of advice we could give to people to improve their selling, it would be this: Plan your calls...Do you know exactly what outcome you hope to achieve?...Plan what to ask, not what to tell.”<sup>69</sup>

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<sup>68</sup> Maraia, Mark. *Rainmaking Made Simple*. USA: Professional Services Publishing, 2003, p. 100.

<sup>69</sup> Rackham, *SPIN Selling Fieldbook*, p. 171.

## EXERCISE: PLAN YOUR NEXT ADVANCE

Successful salespeople often plan the advance they hope to achieve at each meeting, along with a second option in case the first choice proves too difficult to accomplish. This planning takes time, and it helps to brainstorm options with a coach or a partner. Advice on how to do this appears in *The SPIN Selling Fieldbook*, which suggests creating a table in the format below.<sup>70</sup>

Example: You're an intellectual property lawyer doing about fifty percent of the patent work for a large client, and would like to take the other fifty percent from your competitors.

<i>The advance (specific action that moves the sale forward)</i>	<i>Moves sale forward?</i>	<i>Easy to achieve?</i>	<i>1<sup>st</sup> choice and 2<sup>nd</sup> choice</i>
Get meeting with the new technical person who may be involved with patents.	A little	Easy	
Bring new team associate to next meeting; stress this is strictly to introduce her—no charge for her time.	A little	Very easy	2 <sup>nd</sup> choice
Schedule satisfaction review, to include questions about how your legal services compare to other firms.	A lot	Hard	1 <sup>st</sup> choice
Provide progress review of patent work at the next meeting of the client's board of directors.	A lot	Very hard	

<sup>70</sup> Ibid, p. 173.

### *Fact 5. Selling is a numbers game*

The fifth fact lawyers must know to develop new business is that “selling is a numbers game.”

New life insurance agents are often taught the “100/10/3 formula:” You must approach one hundred people to get ten appointments and three customers. The exact numbers will be different for lawyers, but in any kind of selling you must approach a large number of prospects in order to get a small number of sales.

In his book *101 Marketing Strategies for Accounting, Law, Consulting, and Professional Services Firms*, Troy Waugh talks about the need to “succeed by failing more.” “All advertising, public relations and direct mail programs have failure rates (nonresponse) that exceed ninety-five percent. But the one to five percent success can create excellent leads and pay for all your efforts.”<sup>71</sup>

Fortunately, the numbers are not quite this high for most professional service firms. At McKinsey & Company, one of the most successful consulting firms in the world, every director in the firm is responsible for marketing, using the “2/4/8 rule”: constantly work on two assignments, four proposals, and eight new prospects.<sup>72</sup> McKinsey does not have an internal marketing department, because they recognize that all senior staff are responsible for marketing.

It can take significant time to build relationships with all these people, and the best way to build relationships is with face-to-face meetings. When Don Schrello analyzed data from McGraw-Hill, Cahners, and other sources regarding face-to-face selling for both goods and services, he came up with the percentages in this graph:<sup>73</sup>

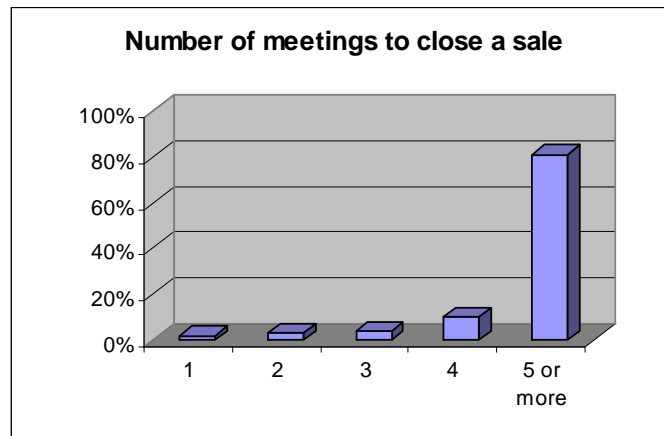
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<sup>71</sup> Waugh, Troy. *101 Marketing Strategies for Accounting, Law, Consulting, and Professional Service Firms*. Hoboken, NJ: John Wiley & Sons, 2004, p. 227.

<sup>72</sup> Riskin, Gerry. “McKinsey & Co ‘2/4/8’ and no Marketing Department” Blog dated August 30, 2005. [www.gerryriskin.com](http://www.gerryriskin.com)

<sup>73</sup> Shrello, Don, *How to market training and information*, p. 4-3.





In other words, eighty-one percent of the time, sales professionals require at least five face-to-face meetings to close a sale.

As noted above, Neil Rackham's data on major account sales are even more daunting: "fewer than ten percent of calls actually result in a [decision of] an Order or No Sale."<sup>74</sup>

Add all these facts together, and it becomes clear that finding new clients takes an enormous amount of persistence, and the ability to shrug off rejection, week after week. As Mike Bosworth put it in *Solution Selling*: "Sales always has been and always will be a numbers game—no matter how good you become, not everyone will buy from you."<sup>75</sup>

The better people know you, the higher your success rate will go, because selling ultimately comes down to relationships.

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<sup>74</sup> Rackham, *SPIN Selling Fieldbook*, p. 42.

<sup>75</sup> Bosworth, Mike. *Solution Selling*. USA: McGraw-Hill, 1994, p. 83.

### ***Fact 6. It's all about relationships***

People hire lawyers they like and trust. That makes it sound like developing new business is easy: you just need to get the right people to like and trust you.

And it can be easy with current clients. David Maister's book *The Trusted Advisor*<sup>76</sup> includes guidance, examples, and anecdotes to help you do the right things, at just the right moment. He also explains many other benefits of this approach, including the more clients trust you, the more they will:

- Be inclined to accept and act on your recommendations
- Treat you as you wish to be treated
- Forgive you when you make a mistake
- Refer you to their friends and business acquaintances
- Pay your bills without question

Building relationships with people who don't know you is much harder. One place to start is Bob Burg's book *Endless Referrals*. Burg notes that, when all things are equal, people prefer to do business with others whom they know, like, and trust. Networking can expand the number of people who know, like, and trust you.

He explains how to network more effectively by always asking what you can do for people, not what they can do for you. If you meet someone new at a business networking event, Burg advises you to: "Invest 99.9 percent of the conversation asking that person questions about herself and her business. Do not talk about you and your business."<sup>77</sup> Ask the person to describe their ideal customer, and then see if you can help them find some new ones.

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<sup>76</sup> Maister, Green, and Galford, *The Trusted Advisor*.

<sup>77</sup> Burg, Bob. *Endless Referrals*. New York: McGraw-Hill, 1999, p. 22.

He sums up his approach this way: “Networking involves giving to others and helping them succeed in their lives and careers. When accomplished in a pragmatic and organized fashion, we find that we get back what we put out tenfold, both personally and professionally.”<sup>78</sup>

Dale Carnegie’s classic, *How to Win Friends and Influence People*, is another great source of information on how to build relationships. For years, I dismissed this book because the title sounded silly and manipulative. For an elitist like me, the fact that it sold fifteen million copies was irrelevant.

Then I read the book, and was surprised by how useful it was.

It’s a hard book to summarize, because the short version sounds folksy and trivial. But all the stories and examples bring home some fundamental truths, which have important implications for the most important skill in selling: getting along with people.

For example, Carnegie’s first fundamental technique for dealing with people is one that some lawyers could work on: “Don’t criticize, condemn, or complain.” There’s no point, Carnegie says, because people won’t listen to you anyway, and you’ll just annoy them. My favorite example was from 1920s Chicago gangster Al Capone, who described his criminal career this way: “I have spent the best years of my life... helping [people] have a good time, and all I get is abuse.”<sup>79</sup>

Carnegie’s second fundamental technique is “Give honest and sincere appreciation.” He quotes John Dewey’s belief that “the deepest urge in human nature is ‘the desire to be important.’” Apparently, even the father of our country was not above this; George Washington asked to be addressed as “His mightiness, the President of the United States.”

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<sup>78</sup> Ibid, p. 7.

<sup>79</sup> Carnegie, Dale. *How to Win Friends and Influence People*. New York: Pocket Books, 1981, pp. 4, 18, 21.

Throughout the book, Carnegie provides example after example, and story after story, to support his fundamental argument: “When dealing with people, let us remember that we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices, and motivated by pride and vanity.”<sup>80</sup>

Carnegie’s list of “how to make people like you” includes these techniques (which I have reworded slightly):

1. Become genuinely interested in people, and show it.
2. Address people by name.
3. Encourage others to talk about themselves.
4. Learn what other people are interested in, and talk about it.
5. Make the other person feel important—and do it sincerely.

Again, this short version of Carnegie’s list may sound almost trivial. But reading all the details gave me some new ideas for how to apply these principles. At one point, I actually put the book down to rewrite a letter, to say less about what I could do, and more about what that person wanted.

So if you want to start applying these ideas immediately, go back to Carnegie’s five techniques, and see if they give you any ideas for strengthening relationships with your own top clients.

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<sup>80</sup> Ibid, p. 14.



Jim Hassett founded LegalBizDev to help lawyers develop new business more quickly by applying best practices from other law firms and from other professions. Before he started working with lawyers, Jim had 20 years of experience as a sales trainer and consultant to companies from American Express to Zurich Financial Services. Jim has published seven books (including *Legal Business Development: A Step by*

*Step Guide* and *The LegalBizDev Desk Reference*<sup>™</sup>) and more than seventy articles in publications ranging from the *New York Times Magazine* to *Legal Management* and *Strategies: The Journal of Legal Marketing*. He frequently speaks at law firms, and at such conferences as the New York, New England, and Southeastern chapters of the Legal Marketing Association. He has a Ph.D. from Harvard University, and is an Adjunct Associate Professor of Psychology at Boston University. His blog *Legal Business Development* was recently selected by *TechnoLawyer* as one of “the most influential legal blogs” and featured in *BlawgWorld*. Jim’s most recent publication is *The LegalBizDev Success Kit*<sup>™</sup>, a multimedia reference tool.

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