

When Being Worker Bee Isn't Enough: Rainmaking for Lawyers Et Al., Presented 3by Jane Genova, President of Genova Writing, Coaching, and More, for ExecSense Webinar, San Rafael, California, July 14, 2010.

Thank you, Laura, for that great introduction. Yes, I have all the paper credentials which Laura cited.

But what really qualifies me to guide you lawyers as well as others in professional services is this. I have been in your shoes.

In 2003, I went through a career upheaval similar to what's happening to you in law or soon enough will happen to you. And the upheaval likely will happen more than once.

See, my cash cow in communications collapsed under me. That was seven years ago. I had to learn how to figure out how to earn a living by doing work in other fields. Not only that. In my former line of work, assignments mostly had come to me through referrals. As I entered new niches, I simultaneously had to become an expert in marketing and actual selling. In short, I had to become a rainmaker.

At the top of the list of Must-Learns is this: Everything has changed. To everyone's surprise, that everything includes worldwide paradigm shifts in the business of law. In June, the Bureau of Labor reports that 3900 legal jobs were lost. In the month before –

May – 600 were lost. Vulnerable are associates and non-equity partners who do not bring in business. If you do not bring in business you can forget making partner and staying partner.

Incidentally in the UK, a recent survey showed that 62% of associates had already factored in they would not make partner. That was not their goal any more. Their new goal was to get an in-house job. After all, in-house you may have to control costs but you do not have to bring in new business.

So, for lawyers and many other professionals, developing new business has been added to our job description. None of us can just be professionals. Not any more. We can't just do our jobs or operate our businesses. There's more to it.

That more is that we have to become players. Players take charge of their career, every aspect of it. Players don't leave their present or future to others. Players realize no one is going to take care of us. Players get it that we only eat what we kill.

Players know that this is the era of the rainmaker. Unless you lawyers bring in business and help retain the business already in the law firm, you won't keep your jobs. Or you won't have a small practice to run. It's that simple.

And it's become just that simple too for premier brand Cravath, Swaine & Moore. Today you might have read in THE AMERICAN LAWYER that Cravath seems to be switching into a marketing mode. Three sources report and I quote:

“Cravath may hire as many as four new members of a marketing team that will do everything from finding work assignments that fit within the firm’s history to pitching its work to magazines, such as THE AMERICAN LAWYER.”

Sign of the times? There's little ambiguity. The once-staid profession of law has become a business. And a tough one it is. You bet, it's a dog fight out there for getting assignments.

Technology, process management, client demands for lower rates, and changes in what practices are in demand – all of these keep downsizing the field of law. Competition for assignments has essentially become a zero sum game.

That means there is greater volatility in client retention. According to Lexis Nexis, about 35 percent of clients which used a firm for one issue will depart after that issue is completed. And having excellent work done by partners doesn't necessarily ensure a loyal client. Lexis Nexis found that even if 100 percent of the work has been done by partners, only 50 percent of the clients will remain with the firm. Overall, client churn is about 12 to 15 percent per year.

You have to figure out how to hunt better than the competition. Yet, many lawyers are not hunters. At least not naturally. By education and personality type, they are geared to be worker bees. Compliant. Expecting the assignments to be handed to them.

Increasingly those assignments aren't being handed to them. So, how do you bring the assignments in?

The musts to rainmaking are these. Let's look at the whole enchilada and then dig down into the nitty gritty.

Item 1 – Mindset

The first step is: Your mindset. You have to have that moment of clarity. And that's the realization that you have to bring in business to survive, never mind get ahead.

On the television series "The Good Wife," that moment of clarity comes to Alicia Florrick via partner Diane. Junior Associate Alicia pleads with Diane for her job. Diane tells Alicia straight off the shoulder. What Diane tells Alicia is that Alicia has to bring in business. Alicia can bring in that business by leveraging her husband's contacts. Alicia gets it. The night before she had been crying at the kitchen table as she did her bills.

Alicia taps into her husband's network. Her job is saved.

Item 2 – Identify the right target markets and the right kinds of clients.

Vernon Jordan comes into Alicia's law firm. He tells them the law firm needs focus. Jordan is a player because he knows that not all business is created equal. You don't just grab what's out there or even what's being brought in.

Also, Jordan the player knows that every client is not created equal. Some won't pay what the firm needs to break even. Some are more trouble than they're worth. Some don't treat the firm with respect.

Item 3 – Strategy, tactics, gimmicks and more

They are all about how you pull together the resources to brand your firm, to make it stand apart, and then to communicate that brand identity to prospects and current clients.

No longer is the legal world a monolith. If your firm looks like every other law firm it won't be business much longer.

Item 4 - Measure.

You measure in two ways. You measure what's important to the prospect and the client. And you show them those numbers. Yeah, it's all in the math.

The other way you measure is the cost of what you're doing subtracted from the revenues what you're doing brings in. That's how you find out what is working well and what isn't. You do more of what is working. You stop doing what's not working.

You are also able to calculate the cost of the sale.

Item 5 - Follow up. Forever.

Experience and research tell us the assignment is given to the vendor the purchaser last met or who's on their radar screen. You can make a brilliant pitch. But if you don't keep following up, you're not likely to close the sale.

In addition, you follow up a win for the client with a smooth pitch for other services.

That's the game of cross-selling.

Okay. Let's look at all this in detail. I know it's a lot. So I will break it down into small bites.

What are those voices inside you telling you. Are they telling you, Bob or Rebecca: hey, you don't have the network Alicia has. You don't have a pedigree with gold-plated family contacts. You are just a nobody who was academically-oriented enough and tenacious enough to get a JD and a job in a law firm or start your own firm. So, how are you going to develop business?

You probably complain to everyone you know: hey, being a rainmaker wasn't in the cards when I signed up for this law career.

Well, being a rainmaker is in the cards now. And the next steps will give you proven strategies and tactics to do what it takes to be a class-A hunter.

To begin with, it just seems common sense that you will align parts of your personal life with your professional one.

You will join the temple or church most useful to your prospecting.

You will open yourself to conversations when you commute or travel, instead of always keeping your nose in your laptop.

You will attend your 12-step meetings in upscale suburbs and neighborhoods.

Incidentally, top brokers in real estate have been doing all this for years. That's how they gain access to the premier properties to list.

Plan to make a difference? Choose to do that in a way that places you in contact with purchasers of legal services. That's why so many lawyers become active in the political party of their choice or fundraise at a high level for major charities.

Once you change everything to align with your need to develop new business, then your mindset will also change. Those voices inside you will say: hey, there's an opportunity there. Go after it, Bob or Rebecca. And you will believe that you can get some of the business out there.

Okay, now you're in the right frame of mind. Then come the next steps.

That's the job of finding the right kinds of business and clients and then go after them. To do that you have to understand how to marshal the resources in the firm and outside the firm to pitch in effective ways. A major piece of that pitch involves the brand you create for your firm, no matter its size. And the other piece is how you position, package and promote that brand.

This is what every rainmaker knows. You too will know it.

First the right kind of business. What was a hot practice yesterday may be cold today. Think real estate as cold. Think alternate energy and compliance as hot. Another growth area is education law. Think the inclusive classroom. Think the for-profit model. Think globalization of higher education.

As for clients: the organization which wants to pay you \$600 an hour may not bring your organization to the break-even point. This is not a good client for you. It may be a good client for some other firm. Also that client may not be the source of continued work. It

may be one of that 35 percent which comes for a specific issue and then leaves. It's not worth investing in that kind of Goodbye-Client.

You and your accountant have to figure what are your good clients for your firm, at this particular period phase of your evolution.

Another example of an inappropriate client is one which doesn't respect your expertise. During the peak of the lead paint public nuisance litigation Sherwin-Williams respected the strategy and tactics of its outside counsel Jones Day. That panned out both for Sherwin-Williams and Jones Day.

Sorting this out, that is finding the right practice and the right kind of client is job number-one for you.

That might mean strengthening a practice already in existence. You may have to bring in more high-profile manpower.

Or, that might mean introducing a new practice to the firm. And that, in itself, may mean that you have to sell your firm on that this is a smart way to go.

You have to explain how the group of you will go about adding a new practice. Will you grow the expertise you need organically or import it? Will the importing be done by buying or leasing talent?

As you do that will the firm have to take a profit hit? How will you justify that?

How long will that progress on the learning curve take before you reach breakeven and then move on to a profit?

And what kinds of clients will this expertise be sold to and, again, how?

Those are issues you have to deal with in selling your firm on going in this fresh direction. Incidentally, you may be selling members of your firm as well as your clients on going in a fresh direction *outside that firm*. You may be like Gregory Evans.

Evans used to be a partner at Milbank Tweed. Then he saw that clients wanted and needed a new model for the outside counsel they used. He created that model in his own law firm Integer. He persuaded client Sherwin-Williams to follow him in his new direction.

Incidentally, the good news is that a new practice can often come from an avocation or passion.

A new law graduate in Connecticut has been involved in animal rescue. As she studies for the bar, she's pitching to firms that they should hire her to set up an animal-rights practice. Business in animal law ranges from custody battles in divorce to estate

planning. If no one bites, no pun intended, she will launch her own firm focused solely on that. She already has the contacts with the state animal organizations, vets, and dog lovers.

Then there are those with a passion for same-sex issues. They are establishing practices dealing with everything from pre-nup agreements to divorce and custody.

As for the clients per se, find target markets that you and your firm are comfortable dealing with. Increasingly, law firms have their own organizational culture.

If you are not the buttoned-up corporate type, it's not likely you will hit homeruns with the Fortune 500. Maybe your segments should be mid-sized businesses, startups, government, and nonprofits.

The acid test here is: can you speak in the prospect's language and connect with its concerns? Here you don't speak the language of law. You speak the language of business or education or animals rights. You dig deep into the nitty gritty of what is on the prospect's mind. Not what the legal issues are per se.

Remember: you are approaching these market segments with solutions, not services. Lawyers who sell services will soon not be practicing law. Prospects buy solutions, discussed in terminology and concepts that are part of their daily dealings.

Unless you're talking with lawyers, you don't talk or act like a lawyer. Winners in today's marketplace have many personas or ways they present themselves. Just think about what a chameleon Hillary Clinton is. She's the woman of a thousand faces and that's how she endures.

More than half a century ago, sociologist Erving Goffman published the classic book **THE PRESENTATION OF SELF IN EVERYDAY LIFE**. In it he pointed out that even the butcher in a rural area knows enough to put on the face to meet each of the faces out there. The butcher has a different persona for the mayor and for the family who is beyond on paying him.

Now you are going to put together your unique outreach for this new business development. It should have your individual imprint.

If you are a seasoned player, maybe you will just go hunting alone. You will do all the right things intuitively. And that's that. Some partners in law firms have a deep bench of contacts. They are solo players when it comes to rainmaking.

But those kinds of rainmakers are in the minority. It's more likely that you are new at this game. So it's likely you will not be starting out alone. You will look within your firm or outside your solo practice for resources. Those resources may be people, access, funding, ideas, and shared knowledge about what works and doesn't work.

You may decide that your law firm should create a practice in alternate energy.

Therefore, it's useful to put on a traveling seminar on "green." You would put that on at professional meetings, at corporations, and at utilities. That requires resources. Those resources are what you have to sell others on giving you.

How do you do that aspect of sales? How do you persuade others to give you the resources you need?

The only way you do that is to guarantee them, in writing, their percentage of the revenue which comes in from that business. Articles in the legal media such as THE NATIONAL LAW JOURNAL are outing that rainmakers are involving colleagues in pitches and then not compensating them when the business rolls in. This has been especially the situation for female equity partners who earn an average of \$66,000 less a year than their peers. One reason why is that they assist in bringing rainmakers but don't participate in the goodies. Not the money. Not the credit. Not the influence within the firm.

You will gain a reputation for fair play when you reward everyone in the loop. That will lead to having a rich store of resources in the firm and outside the firm for identifying new business opportunities and tactics for getting that business.

That's just one part of how you create your unique approach to business development.

Essentially what you do is: everything. You try out just about every marketing, marketing communications, public relations, and actual sales technique that you can master.

You do more of what works and ditch those which don't work, at least not for you, and not in that context.

The emphasis here is on multi-channel marketing. Not just being a one trick pony. Let me tell you a story. I have known some wannabe rainmakers, even in law, who have tried to establish a business development plan solely on one tactic. Sometime that one tactic was social media. They became great masters of social media. And sooner than later they failed.

See, that kind of one-dimensional approach is never smart. You never do just one thing, even if that thing starts out working like magic. That's because everything at some point stops working. It first stops working as well. That it stops working much at all.

Meanwhile you are not building up your deep bench of marketing know-how. And, in this context, use of social media quickly became a way of marketing that was reaching a glut. There was simply too many doing too much social media marketing.

Those with a sixth sense about selling never seek out a magic bullet. They always think through a number of strategies and experiment with a number of tactics.

All this you plow into how your firm stands apart from others. That is, its brand identity. You are constantly figuring out how to keep that identity fresh and are constantly trying out what are the strategies that make your firm occupy unique space.

No one identity is absolutely the best. You find the identity that is best for you. The legal business is just realizing this now. It's seeing that there's no competitive future in the law profession or business being a me-too. Each firm must differentiate itself in terms of its organizational culture, expertise, stars, client responsiveness, and billing practices. Gregory Evans's new firm Integer has its very own way of billing. That can be full contingency, partial contingency, reduced billing rates or performance-based bonuses.

Your strategic planning creates those differences in identity or brands. This is all about: who are you as a law firm.

And, note, identities or brands aren't mutually exclusive. A law firm, even a small one, can operate with several identities. That is, your law firm can be known for several things.

One brand identity can be for you to create a practice which is perceived as one of the tops in a certain area of expertise such as product liability in biotechnology. Or compliance in employee employment issues. Or preventing litigation in securities. The goal is to "own" the territory in that expertise. When companies think they have issues in

those areas, they think your firm. That's the dominant brand strategy. Dominant brands can charge premium fees.

Another brand is built on having stars. Sound like Hollywood? It is. Those stars are the players whose individual messages are heard and are treated like sacred scripture. They are always quoted in the media. They are brought in when there is critical litigation. Stars might exist in large, medium or even small firms.

What counts is the presence of the star, not the size or resources of the firm. Robert Shapiro from the O.J. Simpson Criminal trial Dream Team has been one of those stars. Recently he leveraged that star status to co-founding web business LegalZoom. Having a star allows you to build all kinds of new business.

A third branding option is to become known as the affordable law firm for handling routine sorts of litigation. The brand is built on, for example, the smartness of settling. No client using the firm has ever regretted that. The buzz out there is the firm, for a reasonable fee, makes trouble go away.

A fourth type of branding is to be the Connecticut or Florida law firm with the know-how and contacts to handle DUIs, substance abuse convictions, and criminal acts associated with substance abuse. You control that business. Folks in trouble line up outside your door.

There are as many different ways for your firm to gain a clear identity as there are types of clients. Your branding decision should be a mashup between:

- A) The strengths of your firm or the strengths that can be created and,
- B) What the demand is or will be.

The tactics for positioning, packaging and promoting those kinds of strategies are infinite. Those are the all-important Three Ps.

You might want to take an eight-week seminar on marketing and sales. That's what I did. Or, if you sense you have a feel for the Three Ps, you could simply digest books on marketing and public relations.

Here are some of those tactics.

We already mentioned special events. In legal, special events that are custom-made for a particular target market can be very effective. Those special events could be a simple presentation at the Connecticut or Florida chamber of commerce on preventing lawsuits in employment discrimination or they could introduce information about the legal system in China.

In addition there are:

Social media, which we had discussed. Social media still works. And it works well.

You just don't take the risk of only leveraging social media.

The kinds of social media marketing you can use ranges from blogs and tweets to YouTube to social networking such as Facebook and LinkedIn. Incidentally, the NEW YORK LAW JOURNAL reports that more than 1.3 million lawyers have active LinkedIn profiles. Social media keeps mutating. Therefore, monitor on the web the latest research about what's working and what doesn't work as well as it used to.

Other tactics? There are plenty of them.

For instance, there is also communicating a brand through publishing full-length print books, eBooks, articles in journals and trade media, commentary in mainstream media such as THE WALL STREET JOURNAL, interviews with journalists in print, digital, and broadcast, columns in local media, keynote speeches, and, of course, taking high-profile cases and winning them. After the defense lawyers in the Rhode Island lead paint public nuisance litigation had the case tossed out by the Rhode Island Supreme Court, they were made.

Another tactic is third-party endorsement or support. And that comes in many varieties and flavors. But they are always killer apps. That because it's better for someone else or some organization to speak well of you than for you to try that yourself.

This can take the form of a sort of buddy system. You recommend me. I recommend you. The most influential version of this is to have a known entity with clout sing your praises. That's why the old-time mentor was so desired. That power broker could open doors and keep opening them. Now, that kind of high-level support can be more easily achieved through what is known as The Favor Bank. Deposit enough favors for that person in The Favor Bank and you might wind up with plenty of open doors.

That brings us into the huge area of networking. Your network has to be both broad and targeted. The broad part entails migrating beyond legal circles, business circles, and even all those anointed organizations lawyers are supposed to join such as the country club.

Networking also entails what it now called those "weak links" or networking beyond the usual suspects. Back in the 1970s, Mark Granovetter was an unknown sociologist doing research. After what he discovered, he wasn't unknown any more.

Granovetter found that a significant number of professional successes including jobs came from beyond the homogeneous groupings. That's because in the homogeneous grouping, everyone in the group is going after the same things. Everyone has their eye on snagging IBM or The U.S. Chamber of Commerce as a client.

There's more. Also in those homogeneous groups, the members tend to pigeonhole you. They see you as a trial lawyer not a lawyer who can help with compliance or build an animal law practice. Therefore, those usual networks can be downright

counterproductive. They can prevent you from getting business as well as keep you confined in the kind of business you have always been getting.

Therefore, it's smart to experiment seeking out contacts for new business development outside the parameters that surround most legal prospecting. Joe the security guard in the building might know Company X just fired its law firm or was just visited by the FBI. Jill the waitress at Michael's in Manhattan might be the first to find out that publishing house X needs a contract law firm for a new business it is considering creating.

Another tactic is old-fashioned advertising. Here in Connecticut, plaintiff firms create a dominant brandname for themselves through frequent television commercials. That repetition does the trick. Often they reinforce that with advertising on mass transportation.

Then there is the phone. So many lawyers neglect that old-fashioned medium which has such a high close rate. That's exactly why telemarketers use the phone. Once you can engage a person on the phone, it's easier to move the sales process along.

And older than the phone is the marketing power of visibility. You are there at meetings. You are there in the coffee room. You are there at weddings and funerals.

You get the idea. It helps to read books on how to take power. Power isn't given. It's taken as well as self-created. And remember the perception of power is power.

Now we look at the numbers. Yeah, it's the math. Remember, this is the era of accountability. But what you're accountable for depends on what the client or prospect decides is important. Those are the numbers that you have to calculate and promote.

Increasingly what counts is what has not happened. For example, you can calculate litigation, fines, or negative publicity prevented. In fact, as you know, some law firms get compensated on just that: what they prevent.

What else should you measure and promote that matters to the client? Here are some recommendations:

Any aspect of the litigation process that can be prevented or reduced. That might be fewer motions, limited discovery, or a lesser fine.

There can be settlement on terms favorable to the client.

In the spirit of doing more with less there can be a high percentage of the work outsourced at \$50 per hour versus \$400 an hour.

There can be a proprietary process which reconfigures the process of how the work is done. Come to think of it: if your firm invents such a process, that in itself could be a new profit center.

There can be no summers used. You tell clients that they will not be subsidizing training of law students. You can also note that there were no associates without at least five years experience used on the account.

Most visible to the client can be a de-glamorization of your headquarters and branch offices. Instead of private offices in your facility there can be only cubicles. Instead of original art, there be posters from pro-bono causes. Instead of a large headquarters on Park Avenue in Manhattan there can be only a conference room on Park Avenue in Manhattan and the headquarters in an less expensive part of the metro area.

The next step is finding out what matters in your own business development and tracking it. That's how you determine the cost of the sale. And the cost of the sale determines what you should be doing more of or less of in getting new business and retaining old business.

This measuring piece is idiosyncratic. How you go after business may be very different from how the managing partner, the competition, or the other members of your small firm successfully hunt. That's because some tactics work brilliantly in your hands and not in the hands of others. The tactic may be the time invested in warmed-up phone calls or even cold calls. If you bill at \$600 an hour than the cost of those calls is \$60 a minute. The Return on Investment or ROI on that might be so huge that \$60 a minute is cheap.

But you don't know that unless you measure. And the measuring will lead you to do more phoning.

You may find that you can reduce the cost of a special event if you have the lion's share of the logistics performed by interns training in the hospitality industry. An unintended side effect is that you may get the trade school as your client. You might also get as clients hotels and restaurants they place their students in. There's no telling how one thing can lead to another. Business doesn't happen in a linear fashion.

A big piece of the measuring is the role of feedback. If you don't get the account you are pursuing, ask that organization why. In this volatile time, everyone is aware that everyone else needs to keep improving their game. Others are more willing to share what was behind the "no." In fact, that very act of soliciting input after failure can bring some business. I have witnessed such happening. Mostly that's a result of having a frank, intense conversation. In that conversation, you display your vulnerability. Research is showing that a display of just enough vulnerability can trigger unexpected professional connections.

The next must is the sustained follow-up. Work is often assigned to the most recent service provider who has made a great pitch or the professional who is on the organization's radar screen. That professional might have just called, just sent some snail mail or an article to be read, or delivered a keynote speech at the Detroit Economic Club.

It's a waste of precious resources to do everything right in marketing and even ask for the sale and not continue to follow-up or stay in-touch. That follow-up might be as mundane as making a point to say hello to the company chief executive officer at church, asking how the product launch is going, or providing complimentary advice on implications of a U.S. Supreme Court ruling.

The partners most often let go in law firms are the worker bees. In the past they could get by with excellent performance. At times they have even published books on a point of law which was well-received. However, they had no business-development focus or defined strategy to retain a client. This is an exaggeration but doing the work is just the price of entry. It doesn't give you an edge in the game or get you ahead. In some law firms it might be a defensive move. Those on the offense plow enough resources into new business development or client retention.

The shrewd partner follows up work well done with an inventory of what else that client might need now or in the future. Yes, there would be the attempt, done with skill, at cross-selling. That might take the form of a complimentary briefing on a new law or what could become the law. The latter would help the client with current decision-making, given that such-and-such could likely become a law.

More general follow up can consist of deposits in The Favor Bank. After a seminar is given in the board room to executives, there could be offers of help with this or that.

That this or that could be as mundane as an unpaid internship for the executive's child in your office or your firm's pro bono work on behalf of the company's favorite cause.

Who thrives in follow-up are the most emotionally and socially astute. They figure out how to remain in the minds and hearts of others. And rather than being perceived as a pests, they come across as a source of added value to the client.

Let's be very concrete here. Let's look at three case studies of business development.

One is that of plaintiff law firm Carter Mario. It is based in Connecticut and has branched out into New England. For a number of years Carter Mario was derided for its highly repetitive in-your-face television commercials. They were especially prominent in the late evening.

Then people began to notice: Carter Mario was eating a lot of plaintiff lawyers's lunch. Carter Mario was a strong brand in New England. Carter Mario understood how to market for its type of business model and the kind of clients it was attracting.

Today, Carter Mario continues this repetitive in-your-face television commercials. The business media sing the law firm's praises.

Another model is Marler Clark plaintiff law firm. Its special expertise is food-borne diseases. Back in the early 1990s, the head of the law firm Bill Marler became involved

in the litigation stemming from the Jack-in-the-Box E-Coli fatalities and illnesses. From there he branched out into educating the public, government, and the food industry. He did and continues to do that in a growing number of ways. He delivers testimony on Capitol Hill. He blogs. He sponsors special events. He travels to China and provides seminars on U.S. liability law. He funds his own research for those areas of food contamination not covered by government.

No newsflash, Bill Marler owns the food-borne disease territory.

Another case study is defense firm Jones Day. Its Pittsburgh office headed up the defense of client Sherwin-Williams in the lead paint public nuisance litigation. It did this in court. But it also did this is a smart way through public relations. Instead of focusing in messaging on pushing back on the rhetoric about how bad the former lead paint companies were, it highlighted the points of law. Likely Jones Day got the Rhode Island Supreme Court to toss the litigation in that state by arguing straight point of law.

With each victory, Jones Day used the win to enhance its brand in product liability.

Let's now go through the top ten takeaways in in rainmaking.

Number One: It's a myth that developing business requires anything other than strategy, emotional intelligence, and persistence.

Number Two: Developing business requires cooperation from others. Let them know you're a fair shooter when it comes to the rewards.

Number Three: Business development is a long-term process. You're always doing it. You're always going to do it.

Number Four: When you hit a wall, do an inventory of every aspect of the marketing/sales process.

Number Five: The Favor Bank is everything. Have down cold how to make deposits and withdrawals from that web of reciprocal relationships.

Number Six: Doing the work is the price of entry. In fact, it might be a defensive measure. What counts is selling. Selling puts you on the offense.

Number Seven: Talk the language of the prospect and the client. Don't talk the language of law.

Number Eight: Leverage your wins in rainmaking to demand what you want.

Number Nine: Value learning, even the negative type. Remember that C.S. Lewis said that experience is a brutal teacher but we learn, boy do we learn.

And, Number Ten: Stop being self conscious. Success entails plenty of failure. You will fail more than you succeed. But you won't succeed unless you're ready and willing to fail.

And here are some questions frequently posed.

How does a traditional lawyer type start on becoming a rainmaker? Answer: you start.
End of story.

Another question: How does a lawyer get out of a sales slump? Answer: become detached. Watch the process, not yourself. Top sales representative develop the attitude of non-attachment.

And, how to reduce the cost of the sale? Answer: measure what you're doing. Stop doing what doesn't work. Try out new low-cost tactics. They may work.

Those of you who are Baby Boomers might find it useful to go beyond this talk with my new book **OVER-50: HOW WE KEEP WORKING**.

Thank you for your attention. Now for your questions and comments.