



THE NEW ELLIS GROUP

# Monday Monday

*Connecting the Dots with Karen Kaplowitz*



*Helping you create and reinforce the habits of successful career building,  
gleaned from my work as a business development strategist, trainer and coach*

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**Who Is Investing In Your Career?** There is a lot of competition in firms for marketing dollars and frequent complaints over perceived inequities in the allocation of marketing budgets. Before grouching over apparent financial unfairness, consider whether others perceive you to be sufficiently invested in your own success to warrant the firm's investment:

- Do you regularly take advantage of firm marketing events?
- Have you sought out rainmakers in the firm as mentors?
- Are you willing to pay your own way or offer to share marketing costs?
- Have you developed essential business development skills, including speaking, writing, relationship and network building, strategic planning, and project management, through firm resources or on your own?

In weighing the fairness of your treatment, are you also taking into account the ways in which your firm is investing in your success in non-economic ways? Do you regularly take advantage of firm marketing events?

- Has the firm facilitated conflict waivers to enable you to bring in new clients?
- Has the firm been responsive to requests for alternative fees or discounts?
- Has the firm given you latitude to bring in clients who are less than ideal credit risks?
- Has the firm deployed highly sought after firm talent to staff your new matters?
- Have other lawyers helped you become a leader in professional or community organizations?
- Have you been included on pitch teams for significant new clients?

**Example:** At his last review, a partner was told that even though the firm understood that the economy had caused the attrition in his clients and billings, the firm still had to favor the most productive partners, in compensation and marketing budgets. This year, the partner went to his review with a proposal for an enhanced marketing budget for next year. He emphasized that he had the confidence of other partners, as reflected in their support of his requests for conflict waivers and their inviting him to be on pitch teams. He also noted that he had hired his own coach to help develop a strong marketing plan and to help him develop critical skills. He also offered to share the cost of some of his proposed marketing initiatives. He made clear that he had skin in the game and was committed to being successful.

If you are not getting all the resources you feel you need from your firm, are you willing to invest in your own career development to insure your future success and increase the likelihood of getting your fair share of firm resources?

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