



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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Ring in the New Year

Now that you have rung in the New Year, it is a good time to reflect on what you did in 2017 and what you are committed to doing in 2018 to build your practice. Here are some questions to ask yourself this week:

- Have you reviewed your 2017 business plan to see what worked?
- Were you able to expand the scope of work from existing clients?
- Were you able to secure the new clients you pursued?
- Did you get sufficient support from other people in your firm to execute on your strategies? If not, have you found additional sources of support internally or externally?
- Did your firm's leadership assess your success in a way that seemed fair to you? If not, what internal marketing strategies do you need to build your brand inside the firm?
- If you made a move in 2017, are you fully integrated in your new firm? If you are in a silo, what key relationships in the firm do you need to cultivate?

Once you have identified which business development strategies proved the most effective and the least effective in 2017, this is the time to expand on the most effective strategies and to tweak or eliminate the least effective ones.

Example: A lateral partner who had joined his new firm mid-year with a contractual commitment for 18 months was not asked to submit a year-end self-evaluation. But the lateral partner asked to see the self-evaluation form and filled it out for his own use. He also gave a copy of the form to a senior associate who had made the move with him. Even though they were not obligated to submit the form, he wanted to be sure they were mindful of the firm's criteria. He particularly wanted to help insure that the senior associate would be doing the right things to be on track for partnership.

The self-evaluation form asked each partner to identify the other people in the firm who had supported them and asked each partner to specify what they had done to support other partners. The lateral partner was concerned that he had remained too much in his own silo. He asked the senior associate to make a list of dates in the first quarter of 2018 on which their clients would be in the firm's offices for meetings or depositions. He then considered which other lawyers in the firm might be appropriate to introduce to his clients and arranged to introduce each visiting client to at least one other lawyer in the firm. The other lawyers were pleased that the lateral sought them out for introductions to his clients. The lateral was relieved that he could take advantage of clients' visiting the firm's offices and that he did not have to schedule a special meeting with those clients to meet other lawyers in the firm. The lateral partner got an added benefit; when he introduced other firm lawyers to his clients, his new colleagues all told his clients how pleased they were that he and his senior associate had joined the firm.

Are you ready to launch your new year with keen attention to what worked last year, what needs improvement and to make 2018 your best year yet?