



# 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*

Volume 17, Issue 20

October 30, 2023

## Start With the Work on Your Desk

“Start with the work on your desk” was the client development advice Marshall B. Grossman routinely gave lawyers during the nearly two decades we were law partners at Alschuler Grossman & Pines. I am sad to report that Marshall Grossman [died](#) in Los Angeles on September 30, 2023, after a long struggle with Parkinson’s disease. His passing generated great [praise](#) from colleagues, friends and even adversaries who acknowledged his legendary career. Marshall was a born salesman. He worked his way through college selling encyclopedias and was so successful that Collier’s offered him serious compensation to remain with the company instead of attending law school: <https://www.superlawyers.com/articles/california/binghams-nuclear-weapon/>. He took a long-term view and became a lawyer instead. He had great powers of persuasion but always emphasized the fundamentals to his team. If you want to build client relationships, start with the work on your desk. If you want to find your niche, start with the work on your desk. If you want to progress in your law firm, start with the work on your desk.

Marshall was an innovator throughout his career. He brought and resolved one of the first consumer class actions in California, a suit over membership fees at the Playboy Club. When he was asked to take on large scale, international litigation, he agreed, but only if the client would allow him to collaborate with a second firm to handle the damages issues so the case would not totally consume our firm of under 50 lawyers. His team building and project management skills were awesome. He was an early adopter of the use of jury consultants to prepare for trial. But he did not just use jury consulting firms in conventional ways. Our firm had a fabulous in-house jury consultant who was available to work on significant matters from their inception, a major strategic advantage.

Marshall was a star who generously shared the limelight — and origination credit and profits. He was strongly committed to building our firm as an institution. He was a great collaborator and friend. Throughout, it was his values as much as his extraordinary skill that set him apart. He often told me that he was initially impressed by me when we first met in 1980 in part because I showed interest in his young son Rodger at lunch who was an unexpected addition to our first meeting. In comments in [People](#) magazine, Marshall’s daughter, the actress Leslie Grossman, eloquently expressed her clarity that as important as his firm and career were, she always knew that for her father, his family came first.

I am very sad to mark the end of an era with the loss of a great partner and friend. He leaves a great legacy. RIP dear Marshall.