



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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Rainmaking Success: Getting the Credit When Credit is Due. When you finally clear all the hurdles—cultivating prospective clients, navigating conflicts issues, winning beauty contests, negotiating alternative fees, creating a team to do the work, do you insure that you get the credit due to you in your firm? Do you assume that other people know your rainmaking accomplishments? Are you holding back out of fear that some people will be offended if you appear boastful? If you do all the hard work of generating new business, but drop the ball on the final step of getting credit for your success, you are losing the opportunity to leverage your success. Consider these strategies:

- Thank everyone involved in an email blast: the marketing staff; lawyers who cleared conflicts; lawyers who helped strategize; the accounting staff who provided data for the bid or alternative fee model; the firm management who authorized the winning bid; and the whole pitch team. Distribute the email as broadly as is appropriate, whether practice group, office or whole firm.
- Announce your success in the firm's public forums, like practice group meetings, partnership meetings, intranets, newsletters, or marketing committee meetings, always giving credit to everyone involved in making it happen.
- Ask others to publicize your success like practice group leaders, chief marketing officers or managing partners.
- If your firm permits allocation of origination credit, be fair to yourself and others in the allocation; explain your rationale and your role in winning the work.
- Continue to report to the whole team on the growth of the relationship, continuing to acknowledge your gratitude—and success.
- When feasible, introduce the clients to the inside “team.”

Example: Email to the Team: We Did It!

I am delighted to report that the general counsel just called to say that we landed the new project! Please join us in the big conference room at 5 pm for a champagne toast to the incredible firm team that made this possible. This was a group effort. First, thanks to the lawyers [naming names] who represent our new client's arch rival for using some of their own capital to get conflicts waived. Thanks to the marketing staff [by name] for organizing our materials and creating a dynamite power point. Thanks to our COO and her staff [by name] for analyzing all the relevant profitability data and helping to formulate our winning alternative fee model. Thanks to our executive committee for approving the RFP bid in record time. Finally, thanks to a great pitch team [by name] which reflected our firm's diversity, strength in multiple practice groups, and presence on several continents. I invited the general counsel to stop by this afternoon too. Hope to see you then and thank you in person.

Blind PS to Managing Partner: I am taking the general counsel out for dinner afterwards. Can you join us?

Are you acting in a timely way to get—and give—the credit that is due when you and your team succeed at generating significant new business so you can start to reap the benefits long before year end numbers are distributed?

1 Woodside Lane | New Hope, PA 18938 | 888.890.4240 | NewEllis.com

Please send comments to mondaymonday@newellis.com