

A Haughty Goddess: Business Development Coaching

Presented to



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What is Coaching?

“Coaches help their clients achieve goals and focus on what matters most to them in their work and life.”

- International Coach Federation

Before the Coaching Initiative

- Identify Objectives and Desired Results
 - *Example:* To prepare associates to become successful shareholders in the firm by providing them with training and coaching that guides the development of their practices.
- Identify Key Stakeholders and their Roles in Promoting the Coaching Initiative
- Create and Align Tools with the Objectives *and* the Stakeholders
 - *Example:* BD Checklist by associate year – created and included in associate reviews by Division Chairs
 - Individual Marketing Plans – created

Is Business Development Coaching for You?

Name _____ Date _____

Please respond to these statements using the following ranking:

1 – Doesn't apply to me

2 – Mostly applies to me

3 – Absolutely applies to me

RANKING	
	1. I would like to learn business development strategies to help me develop new business.
	2. I would like to explore my current business development practices to see if there are ways to be more efficient and effective.
	3. I would like to maximize my business development efforts and make sure I'm making the most of my opportunities with clients, contacts and referral sources.
	4. I am interested in improving my business development skills.
	5. I am interesting in learning business development best practices.
	6. I am open to feedback and guidance.

	7. I have a strong desire and am highly motivated to improve and be more successful with my business development efforts.
	8. I will invest at least 15-20 hours/month on business development (includes coaching meetings).
	9. I am committed to working on monthly priorities and strategies to make notable progress each month.
	10. I am willing to commit to meet with a business development coach monthly for a minimum of one year.

Comments:

Test Your Marketing Know-How!

See how your personal marketing efforts stack up. Take a moment to rate yourself on the following characteristics. Be honest!

1. I return my phone calls and emails within four hours during business hours.

Almost Always Usually Sometimes Rarely Never

2. In the past two years, I have conducted at least one client survey to determine my clients' satisfaction with the services I provide.

Almost Always Usually Sometimes Rarely Never

3. I have six to eight strong referral sources who send clients to me on a regular basis.

Almost Always Usually Sometimes Rarely Never

4. I am able to handle 99% of objections to hiring me as a lawyer with an informed, articulate response.

Almost Always Usually Sometimes Rarely Never

5. I actively seek out opportunities to market other lawyers with whom I work or to look for ways I can further serve existing clients.

Almost Always Usually Sometimes Rarely Never

6. I regularly and comfortably ask current clients for referrals.

Almost
Always

Usually Sometimes Rarely Never

7. I regularly ask my clients for feedback on their satisfaction with the type and level of services I am providing.

Almost
Always

Usually Sometimes Rarely Never

8. A significant portion (at least 30%) of my business is the result of people seeking me out, not me seeking them out.

Almost
Always

Usually Sometimes Rarely Never

9. I have targeted three high-potential prospects for a first meeting and am actively working to schedule a meeting.

Almost
Always

Usually Sometimes Rarely Never

10. I have current proposal response materials and am able to respond to a client's Request for Proposal (RFP) without needing to reinvent the wheel each time.

Almost
Always

Usually Sometimes Rarely Never

11. I am investing time into building my professional network, and consistently have two to three marketing meetings with prospective clients or referral sources each week.

Almost
Always

Usually Sometimes Rarely Never

12. I regularly conduct market research prior to meeting with a new prospective client to secure company information if relevant, news, review their website, and gather other background information.

Almost Usually Sometimes Rarely Never

Always

13. I am an active member (attend meetings, volunteer for committees) of my bar association and at least one trade, industry, or professional association attracting prospective clients.

Almost
Always

Usually Sometimes Rarely Never

14. I am establishing brands around my name, approaches, proprietary materials, and/or titles of my concepts.

Almost
Always

Usually Sometimes Rarely Never

15. I only use advertising (TV, Radio, Print) in highly focused and targeted ways.

Almost
Always

Usually Sometimes Rarely Never

16. I keep my finger on the pulse of activities in the industries of my clients and seek to become an expert source for members of the media to consult when developing stories.

Almost
Always

Usually Sometimes Rarely Never

17. I have published articles or pitched editors or reporters on topics of interest to my current and prospective clients for purposes of writing an article.

Almost
Always

Usually Sometimes Rarely Never

18. I have a profile on LinkedIn and actively pursue other social networking opportunities (Twitter, Facebook, Blogging, Web-based Group Involvement) to build my name recognition.

Almost
Always

Usually Sometimes Rarely Never

19. I have exhibited at a trade show or professional association event attracting current or prospective clients or referral sources.

Almost Always	Usually	Sometimes	Rarely	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. I am an active and engaged member of my community and volunteer as a board member or in another role for a number of organizations, non-profits and other community groups.

Almost Always	Usually	Sometimes	Rarely	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. My database of current and prospective clients and referral sources is current and is growing.

Almost Always	Usually	Sometimes	Rarely	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. I send (mail or email) targeted communications to my clients, contacts, and referral sources on a regular basis.

Almost Always	Usually	Sometimes	Rarely	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. My professional biography including representative experience, speaking engagements and published articles is up-to-date; in fact, I may have two or three versions of my biography depending upon the client or contact the bio will be used with.

Almost Always	Usually	Sometimes	Rarely	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. My website and social networking efforts are fully optimized using search engine optimization tools to build my reputation online and to rank highly with the top search engines.

Almost Always	Usually	Sometimes	Rarely	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. I currently have a website I am proud of and actively market to contacts.

Almost
Always

Usually

Sometimes

Rarely

Never

26. I regularly host events for clients, prospects and referral sources.

Almost
Always

Usually

Sometimes

Rarely

Never

130 possible points

Almost Always = 5

Usually = 4

Sometimes = 3

Rarely = 2

Never = 1

117 – 130 – you are consistently earning an “A” in marketing - - Keep up the GREAT work!

104 – 116 – B

91 – 115 – C

78 – 114 – D

Under 75 – if you are in private practice you will need to learn the subtle art of client development - - sooner than later!

During the Coaching Initiative

- Offer a Selection of Coaches
 - To align with your firm’s objectives
 - To offer a personal choice to your lawyers
- Identify a “Deliverable”
 - Examples: Individual marketing plan, career or professional development plan
- Coaching Process – Differs by Coach
 - Keep the initial ‘contract’ in mind and adapt to reach the lawyer’s goals
 - Hold the lawyer accountable – they do the ‘heavy lifting’

Why Should I Care Who You Are?*

Focus your introduction on the problems you solve

When you describe what you do by describing the problems you solve and how it helps your clients, they are more likely to listen. A client-focused description of what you do will push you to view your services in a way that is more closely connected to a potential client's business needs. It is a powerful way to demonstrate your understanding of how you and your services help your clients solve their business problems. Clients want to know they are important to you and that you understand them. Begin demonstrating that by how you describe what you do.

For each verb listed below that most closely applies to the service(s) you provide your clients, describe how your service(s) meets their needs.

NOTE: *You do not need to fill in all the sections. Work with the ones that best fit you and your main area(s) of expertise. Eventually, you may have several introductions depending on the specific services you are describing.*

1. Improve or enhance:
2. Reduce, relieve or eliminate:
3. Protect:
4. Restructure:
5. Identify:
6. Restore, resolve or revitalize:

* Adapted from Marketing Your Consulting and Professional Services by Dick Connor and Jeffrey P. Davidson

Client Focused Introduction Key Words and Phrases

Other key service words and phrases that could be used in filling out the Client Centered Introduction are as follows:

<u>Improve</u>	<u>Enhance</u>	<u>Reduce</u>	<u>Relieve</u>
Decision-making capability	Credibility of client's role in community	Number of internal and external conflicts	Conflict
Profits	Service to particular groups	Costs	Congestion
Cash-flow position	Inherent advantages	Deficits	Public pressure and adverse opinions
Through-put time	Shareholder value	Downtime	Undue workload
Internal operations	Competitive edge	Skills levels requirements	Future cost pressures
Public product image	Utilization of equipment and facilities	Service delays and unreliability	Pressure and tension
Quality, reliability, effectiveness	Existing skills	Excess capacity	Organizational conflicts

Usefulness and relevance of documentation	Employee morale and motivation	Idle equipment time	Recurring problems
Operating efficiency and productivity	Working capital position	Peaking of demands	
Understanding of costs	Organizational image	Risk	<u>Restore, Resolve, or Revitalize</u>
Appearance	Technical understanding of problem	Waste	Profitable operations
Information for decisions	Existing strengths and image	Inefficiency	Role of organization in the community
Credit rating	Status in peer group	Tax liabilities	Standardized development process
Long-term outlook	Multinational marketing opportunities		Deteriorating facilities and equipment
Competitive capabilities		<u>Identify</u>	Long-term outlook
Employee morale and motivation	<u>Protect</u>	Strategies	Cash-flow position
Market position	Client reputation and integrity	Key problem areas	Markets, competitive edge, and profits
Employee safety	Independence	Decision factors	Management structure
	Assets	Unforeseen opportunities	Employee morale and motivation
<u>Eliminate</u>	Market position and market share	Solutions to problem areas	Market penetration
Inefficiencies and waste	Security of product served	Needs	Outdated skills
Bottlenecks	Proprietary information	Available resources	
Misappropriate of resources	Integrity and public image	Alternatives or options	
Conflict	Self-interests	Constraints or limits	
Constraints		Market shifts	
Headache	<u>Restructure</u>	Potential	
Adverse criticism	Organization		
Extra paperwork	Current operations		
Deficits	Work flow		
Cumbersome routines	Planning process		
Pilferage and internal security problems	Compensation and incentive program		
Shortsightedness	Operating mechanisms		

IV. TARGETED AND EFFECTIVE COMMUNICATIONS

Completion Date	Activity (What you will do)	Action Items and Next Steps	Results	Soft Cost	Hard Cost

OTHER MARKETING ACTIVITIES

Completion Date	Activity (What you will do)	Action Items and Next Steps	Results	Soft Cost	Hard Cost

After the Coaching Initiative

- Debriefing Logs
- Collect Feedback from Lawyers
 - “A third-party sounding board that helps me create actions that work for me and my practice.”
 - “Helping me to have a more structured approach to marketing so that I’m more intentional about building the practice I want.”
- Other Results
 - Prospect pitches
 - Associates identify objectives and tactics and are gaining BD skills
 - Associates communicating across practice groups

Personal Coaching Assessment

It has been gratifying and fun to work with you, and see the tremendous progress you've made this year. Now it's time for you to reflect on your own growth and look ahead. Please consider the questions below to help assess your progress. Please put an "X" next to the number and fill in the blanks below to indicate your responses and comments.

1. Business Development (BizDev) Systems

Have you sufficiently organized your BizDev systems (i.e., database, calendar, notes, files, regular contact with key people, etc.) so that they efficiently support and sustain your BizDev efforts?

1	2	3	4	5
I have a good start, but I have a ways to go	Made good progress, but I need to work with it a bit more	It's all in good shape, but need to refine and finalize	Coming along quite well; I'm working it into a routine	It's all working very well

Comments:

2. Business Development Habit

Have you established a BizDev habit where you continue to follow-through with weekly and monthly priorities, and make regular contact with key clients, prospects and referral sources without regular coaching meetings? Have you established the requisite focus and discipline to continue on your own?

1	2	3	4	5
Not quite, I have a good start, but I need more time	Unsure, I would like to solidify what I've learned	Possibly, I've made good progress but I would like more help	Probably, I've got a good start and may be able to continue just fine	Absolutely, I feel confident about going forward on my own

Comments:

3. Skills and Strategies

Do you feel that your BizDev skills and strategies are developed to the point where they will continue to consistently help you retain, grow and expand work with your clients?

1	2	3	4	5
Probably not, I have a good start, but I need more time	Unsure, I would like to solidify what I've learned	Possibly, I've made good progress but I would like more help	Probably, I've got a good start and may be able to continue just fine	Absolutely, I feel confident about going forward on my own

Comments:

4. Coaching ROI

- Please *estimate* fees have you generated that you can attribute to your efforts as a result of coaching.
\$ _____
- Please *estimate* the number of files you've opened that you can attribute some aspect of getting the work you've done through coaching.
_____ Files from existing clients

_____ Files from new clients

Comments:

5. Now What?

Would you like to continue coaching to reinforce and solidify what you've gained so far, and to further reinforce systems, habits, strategies, skills, focus and discipline, and to help achieve your BizDev goals?

1	2	3
I'm ready to launch on my own and sustain my efforts on an on-going basis	I'd like to continue to refine my systems and skills, but would like to meet less frequently (see below)	I'd like to continue on the same or similar coaching schedule to solidify and strengthen what I've already put in place.

Frequency of meetings: <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Every other month <input type="checkbox"/> Quarterly <input type="checkbox"/> Include interim reminders (how often?)	I prefer: <input type="checkbox"/> Face to face meetings <input type="checkbox"/> Conference call <input type="checkbox"/> Combination of the two
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Comments:

Almost Done

- I am willing to have this information shared with others:
_____ Feel free to use my name _____ Anonymously _____ Please keep this confidential
- The benefits and advantages I've gained as a result of coaching are:
- Other comments and suggestions I have about any aspect of coaching and this assessment are:

Panelist Contact Information

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