
Client Development Training and Coaching Program for Law Firms Coaching the Coaches

By Cordell Parvin

When I was busy practicing law there came a point when I was so well known in my narrow transportation construction industry niche that I felt that I had reached the peak in my client development efforts. At that point I went to our firm leaders and offered to do three programs, Client Development 101, 102 and 103, to train our young lawyers. Although the programs were well received and excitement was generated, nothing changed.

After much consideration and research, I again approached our firm leaders to suggest that the Client Development 101, 102 and 103 programs be incorporated into a more in-depth coaching program in which our new partners would participate. As you can imagine they were skeptical, as many of them believed that rainmaking is an innate skill – you either have it or you don't.

When we began the new partner coaching program they set a goal of doubling the group's volume of business within two years. After one year the group had exceeded the goal, and I had so much fun working with them that I left my law firm to coach lawyers full time.

I have discovered that many lawyers do not know where to start. Many are interested in developing a book of business but they do not know how. The client development coaching program is designed to give them the skills, confidence and support they need to get started. As important, the client develop coaching program is designed to help the lawyers stick with it and become accountable.

What is Coaching? Why is it Important? And, Why Does it Work for Lawyers?

What is coaching and why does it work more effectively than just teaching and training your lawyers? My friend Dr. Cynthia Pladziewicz, J.D., Ph.D., Consultant and Coach in Dallas says coaching is:

a customized and collaborative relationship between a skilled coach and a lawyer focused on achieving the lawyer's career and client development goals and vision.

There are some important words in that definition. Customized means it is focused on the individual lawyer. If you have 15 lawyers in your group there will be 15 customized coaching relationships. Collaborative means it is a team effort between the coach and the lawyer. It is not one-way communication the way teaching might be. Notice also that it is focused on the lawyer, not on you, the coach and not on your firm. The thought is that if the lawyer achieves his or her goals it will help your firm achieve its goals.

Client development coaching is important in 2012 for a variety of reasons. Clients have changed. Many are no longer local and no longer loyal. They have way more lawyers to choose from and way less time to choose. Practicing law has changed. Lawyers have many more choices of client development activities and have way less time to do any of them. When there are lots of choices and less time to do what is chosen the natural thing to do is nothing. Coaching helps lawyers make the right choices, narrow their focus, and use their time wisely. Coaching also helps lawyers be accountable.

Why does client development coaching work? I believe because it starts with your lawyers owning it. Lawyers do not want to be told what to do. They want to feel in control. In coaching your lawyers will get out of it what they choose to put into it. They get to choose. Coaching works because it is focused on your lawyers achieving their goals and because it provides both assistance and accountability. To make coaching successful the lawyers who will be in your program have to want to make changes and be held accountable.

How Will Your Firm Benefit?

How will your firm benefit from creating a coaching program? If you do it well, your lawyers will bring in more business and will build trust and rapport with clients so that they stay with your firm, provide other opportunities for your firm to help them and will be more likely to recommend your lawyers and your firm to others. If you do your coaching program well, you will be able to create a new energy in your firm and create a client and client development focused culture in your firm. When the word gets out, your coaching program can be a recruiting tool for both new lawyers and young lateral lawyers. Finally, your coaching program will likely be a retention tool because the lawyers who are coached know you invested in them and they have built deeper relationships with their colleagues in the program and with you.

What is Most Important to Get Right?

I am frequently asked what is the most important thing to get right to have a successful coaching program. Based on my years of experience the answer is easy. You have to select the right people. The lawyers who will be most successful in your program are your lawyers whom you might think need coaching the least. They are the most motivated and they get the most out of the program because they put the most into it. If you have practice group leaders, department heads or office managing partners select lawyers in your firm who “need” coaching, those lawyers will not be engaged and they may have an undue influence on your more engaged lawyers.

In my old firm, I instinctively knew who would be the best candidates for the coaching program. If you prefer to be more objective, one approach to select the right lawyers is to have them apply to be in the program. You might ask:

- Why do you want to participate in the coaching program?
- What do you believe you will get out of the coaching program?
- You would consider the coaching program a success if _____.

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- What have you done on client development this past year and how has it worked for you?
 - What do you believe are your major client development strengths?
 - What do you see as the obstacles to you being successful at client development?
 - How do you plan to commit the time necessary to the coaching program and implementing client development activities?

When you get the answers to these questions you should evaluate them to see which lawyers are REALLY committed and which lawyers have just filled out the application.

I like to train and coach lawyers who are at about the same experience level. I have coached senior associates, brand new partners, partners with more than \$500,000 in business per year and even more senior partners. So, if your firm is large enough to be able to put together a group of lawyers near the same level, that is a good approach. If your firm is not large, still put together a group for the team and accountability advantages.

What are the Criteria for Being a Coach?

Some experts hold the view that in executive coaching, the coach does not need to be a subject matter expert. I believe that in client development coaching for lawyers, the coach does need to be a successful lawyer who has developed business. Lawyers are skeptical and they are less likely to listen and pay attention to someone who is not a lawyer or a lawyer who doesn't have a proven track record. So, the coach should be a lawyer in the firm who is well respected by his or her peers and has a proven track record.

Coaches also need to be open minded to more than one approach. What made the coach a rainmaker may not work for some or all of the lawyers in the program. The coach must recognize that one size does not fit all. The coach must work to develop good questions, actively listen and be empathetic to the lawyers he or she is coaching. Coaching is less about giving the right answers and more about asking the right questions.

What Will You Do As a Coach?

As a coach you will help the lawyers you are coaching with:

1. Figuring out what they want to accomplish-their definition of success.
2. Understanding their values.
3. Planning and goal setting.
4. Figuring out their major strengths and offering ideas and best practices on how to use those strengths.
5. Figuring out the best ways to deal with obstacles they encounter.
6. Questions, feedback and suggestions.

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7. Accountability: Pushing each member and the group to attain group and individual goals.

As a trainer and teacher you will help the lawyers with and by:

1. Role playing and experiential learning.
2. Presentation/communication/writing articles and blogs skills coaching.
3. Understanding how clients select lawyers and how to be considered and selected.
4. Networking, developing relationships and converting those relationships into business.
5. Referral to sources on career and client development.
6. Creating opportunities for the team.
7. What clients expect and how to provide it.
8. The role of blogging and social media.

Program Structure: How Many? How Long? How Often?

There is no magic number of lawyers to have in your program. Just to make the point again, the most important thing is to have the right lawyers. If you have the right lawyers and get to pick the number, I would suggest somewhere between eight and twenty depending on the size of your firm and the number of offices in your firm. If your firm is small with only one office, you might have as few as three lawyers in your program. The important thing is to be able to build a team mentality and accountability.

How long should your coaching program be? The majority of lawyers I coach have told me they want to be in the program for 18 months. The idea is to make client development part of your lawyers every day habits and it might take as long as 18 months to do that.

How often you should do training and coaching depends on many things. I like to begin with monthly meetings and coaching calls and then taper off to every other month and sometimes for more experienced lawyers taper further to quarterly meetings and coaching session. I personally conduct training every quarter and I help lawyers in the group who are assigned to lead a meeting with ideas for the monthly training in between. The monthly self-led training is typically done over lunch and typically lasts no more than an hour.

So here are the main points on structure:

- There is a group component with training and accountability and an individual coaching component.
- There is a group goal and group action items and individual goals and action items.
- There is coach led training every quarter. The group should pick the topic and the format (lecture, participatory).

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- There is participant led training in the months between the quarters. Someone should take notes and report to the group after the meeting.
 - There are individual coaching sessions either in person or by telephone every month or every other month depending on how you set up the program.
 - Each month participants should either post to a firm portal page or send an email to the program administrator identifying what client development activities they have undertaken that month.
 - Set up an email distribution list for the members of the group and include the coaches and program administrators. Whenever a participant has any kind of success it should be reported to the other members of the group through email to the group members.

Getting Started

You have selected the coaching participants. Now it is time to get started. Your first objective is to get to know the participants and their practices. You must create trust and rapport to be able to coach the participants and getting to know them is the first step.

I send out coaching questions to the lawyers I will be coaching. I ask participants to tell me about their family and to send me a family photo. I want to know the lawyers on a personal level and you should also.

I also ask participants to provide me with a business plan if they have prepared one. I send a plan template to those lawyers who have not prepared a plan. The template is designed to help participants generate thought for their own plan.

When I get the answers to the coaching questions and the photos and personal information, a coaching sheet for each participant is prepared that we use throughout the program. At the top is the family photo and personal information including college and law school and personal interests. In the body of the coaching sheet is a summary of the answers to the coaching questions.

Throughout the coaching program I use the coaching sheet to take notes of our individual coaching sessions. If you feel your keyboarding skills are not sufficient to type notes then I urge you to take handwritten notes or tape the coaching session and have someone transcribe it, then go back and capture the important parts of the discussion.

The First Group Meeting

I urge you to have your managing partner or another firm leader kick off the meeting. It is important that participants know that the firm leaders support and are behind the program.

During the first meeting discuss the difficulty lawyers have making changes. Then, cover client development 101 for 2012 and beyond. Tell participants how client development is different today and more challenging.

I suggest you consider breaking your participants into two or three groups depending on the size of the group. Tell them to pretend they are a firm within your firm and will be judged by how well they do getting new business and expanding business with existing clients. Have Group 1: Brainstorm and come up with actions that can be implemented now that will produce new business and more business from existing clients in the next 12 months. Have Group 2: Brainstorm and come up with actions that can be implemented now that will produce new business and more business with existing clients within 1-3 years. Have Group 3: Brainstorm and come up with actions that can be implemented now that will produce new business and more business from existing clients 3 years and beyond. Your group will revisit these ideas when they develop their 25 Action Items later in the meeting.

Explain what coaching is all about and what a coach does. Let participants know there is a training and teaching component of the program and a coaching component. I urge you to discuss how you will structure the program.

Your First One-on-One Coaching Session

Your goal in this first session is to get to know the lawyer you are coaching and for the lawyer to get to know you. I suggest that before you meet, you write down questions to ask the lawyer you are coaching. If you think you will have trouble remembering the questions, copy them to your coaching sheet for each lawyer. In the first session I have asked:

- Tell me about you and your family.
- What do you enjoy doing as a family?
- What do you enjoy doing as a hobby or just for fun?
- What is the most enjoyable part of your law practice?
- Describe your ideal client.
- What client development activities do you enjoy the most?
- Describe where you are in your client development efforts now?
- What would be a home run for you in this coaching program? It will be successful if...
- What if anything has been holding you back from achieving your goals?
- What do you want to learn how to do better than you are now?

I always end the first coaching session by asking the lawyer I am coaching what she wants to accomplish over the next 90 days. I call it 90 Day Goals, but more accurately it is 90 Day Actions. I type the 90 Day Goals in the lawyer's coaching sheet and send them in an email as soon as we finish the coaching session. During the next coaching session the status of work on the 90 day goals is one of the agenda items.

Subsequent Coaching Sessions

I ask each lawyer I coach to send me an agenda of items he wants to discuss in our coaching sessions. One lawyer I coached had a similar agenda each month:

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- Report on what he did the last 30 days.
 - Report on what he planned to do the next 30 days.
 - 2-3 items to brainstorm.
 - Cordell's tip of the month.

In the coaching sessions, some lawyers will want you to give them the answers and you will be tempted to do it. When that happens, even if you have an idea to share, I suggest that you first turn the question back to the lawyer you are coaching. You might say: What do you think...? If you actually do want to provide your opinion consider saying it this way: "Have you considered...?" or "Have you given any thought to..." When I actually give an answer I frequently say: If I was in your shoes, and I am not in your shoes, but if I was I would... What do you think of that approach?

After a few months, I ask the lawyers I am coaching for a report card on how they are doing. So, I might begin by asking them to give themselves a grade on a 1-10 scale with 10 being the highest. I let them know I am not asking about successes, but rather asking them to grade their client development actions. Then I ask what they think they are doing well. When they answer that might lead to additional follow up questions about their answer. Then I ask what they want to do (note I do not say need to do) to get their score to a 10. Then I ask how they plan to accomplish what they want to do. Getting the lawyers to tell you what they plan to do makes it far more likely they will actually do it.

Group Monthly or Bi-Monthly Meetings

I suggest that your group meet monthly or bi-monthly without you to brainstorm client development topics on their own.

Quarterly Teaching/Training Meetings

After the first kick-off meeting, consider letting the group decide the topics they want to cover at each quarterly group meeting. Potential topics:

- How Clients Select, What Clients Want and How to Give it to Them
- How to Do a Business Plan, Set Goals, Make Time for Client Development and Hold Yourself Accountable
- Writing and Speaking to Get Hired
- Relationship Building with Clients. Potential Clients and Referral Sources
- Beyond Selling: How to Get Hired Without Coming Across as a Salesman
- Blogging, Webinars and Using Social Media
- Cross-Selling and Expanding Relationships with Clients
- Leadership for Lawyers

Final Coaching Assessment

I believe you should ask each lawyer in your coaching program to do a self-assessment at the end of the program. Here are some questions I have used.

Coaching Self-Assessment

1. Think back about what you wanted to achieve in the coaching program, and on a scale of 1-10 with 10 being the highest, give yourself a grade.
2. What are you most proud of accomplishing?
3. What smaller objectives did you achieve?
4. What improvements and changes have you made?
5. What would you have wanted to do that would have gotten you to a 10?
6. What did you learn about client development?
7. What have you learned about yourself?
8. How will you apply what you have learned about client development and about yourself in the future?
9. What would you like to accomplish on client development over the next year? 90 Days?
10. What is the one piece of advice you would give someone who follows you in the client development coaching program?

WHITE PAPER

THE VALUE OF COACHING IN THE LAW FIRM

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EVEN IN A RECESSION, EXECUTIVE COACHING CONTINUES TO MAKE NEWS IN THE BUSINESS WORLD.

Last month's *Harvard Business Review* research report on "the realities of executive coaching" is evidence that the practice of coaching is growing and, more importantly, working. The coaches who participated in the HBR study relayed that their work had helped executives "become more strategic, navigate tricky political waters and transitions, and increase leadership skills."¹

It's not a stretch of the imagination to transfer the success of executive coaching to the legal field. We already employ continuing legal education (CLE) programs to increase and strengthen attorney knowledge of legal and ethical issues, and many firms employ a professional development director to provide resources and guidance to attorneys, particularly young associates, who aim to build their skill set and advance within the firm.

Coaching offers attorneys the opportunity to realize their own talents, understand their limitations and use the knowledge of both to their advantage.

WHY APPRENTICESHIP ALONE NO LONGER WORKS

The model of professional development from 50, 30 or even 20 years ago, is no longer valid in our hyper-connected world. Young attorneys cannot act as apprentices to the established lawyers at their firms, learning and working alongside veteran counselors for months or years.

New associates now demand higher salaries, and, consequently, are expected to be productive (i.e. billable) at a much earlier point in their careers. Small cases that previously allowed associates to get their feet wet are no longer viable within the larger law-firm business model, so new attorneys are often relegated to a backseat role performing research, due diligence or similar tasks, for which their services can still be billed. At the same time, clients are increasingly sensitive to law firm billing rates and, understandably, are unwilling to pay passed-along costs for professional development.

Partners are also under pressure to perform at a high level and have much less time to shepherd apprentices. If firms don't maintain optimal profits-per-partner, they risk losing key talent who leave to join more profitable firms. This is a shift from 20 or 30 years ago when most lawyers spent their careers at one firm.

Partners have responded to this market pressure by spending more time producing their own billable work and less time mentoring new attorneys. In addition, they may have lost their own mentors to lateral moves along the way.

ENTER COACHING

The diminishing relevance of the apprenticeship model in today's legal arena has led law firms to find alternative ways to develop attorneys. Some firms use the "sheep dip" approach – offering formal group training programs in-house for all attorneys, led by outside consultants who focus on specific topics, such as writing or etiquette.

The sheep dip definitely has a role in career development because it is cheaper and easier to organize than programs aimed at individuals, but it is less effective in the long run. Firms are often tempted to solely rely on these programs, but they're not enough.

Other law firms, such as my firm of Thompson & Knight, offer one-on-one or peer-group coaching to their attorneys. Coaching is more time-consuming and expensive than the one-size-fits-all sheep dip, but researchers are finding that people learn better with this approach for a variety of reasons:

¹ Diane Coutu and Carol Kauffman, "The Realities of Executive Coaching," *Harvard Business Review* (January 2009).

THE MODEL OF PROFESSIONAL DEVELOPMENT FROM 50, 30 OR EVEN 20 YEARS AGO, IS NO LONGER VALID IN OUR HYPER-CONNECTED WORLD.

...IT IS COACHING, RATHER THAN DIDACTIC INSTRUCTION, THAT MAY LEAD ATTORNEYS TO TRULY GROW AND CHANGE.

People don't take advice that is doled out to them en masse

As John Medina notes in his book *Brain Rules*, "people comprehend complex knowledge at different times and different depths."² An all-firm course on improving writing skills, for example, won't necessarily be effective because 1) the members of the group will have widely varying levels of writing competence, 2) each participant has a different preferred method of learning, and 3) each participant has a different knowledge gap. One-on-one or small-group coaching allows the facilitator to adjust the content or format of the coaching session to the specific needs of the individual(s).

Attorney personalities match well with coaching

Dr. Larry Richard has found that attorneys traditionally score high on personality traits such as skepticism and autonomy and low on traits like sociability.³ Coaching requires attorneys to take the lead and find their own solutions to the work challenges that they face by asking in-depth, individualized questions. This approach reduces the skepticism and resistance inherent in one-size-fits-all solutions that have been crafted by others without regard to the individual lawyer's needs.

Furthermore, **scientific studies have shown that self-directed problem solving can help an individual overcome his or her brain's natural resistance to change and effectively adjust his or her behavior.** According to David Rock and Jeffrey Schwartz:

When people solve a problem themselves, the brain releases a rush of neurotransmitters like adrenaline. This phenomenon provides a scientific basis for some of the practices of leadership coaching. Rather than lecturing and providing solutions, effective coaches ask pertinent questions and support their clients in working out solutions on their own.⁴

Rock and Schwartz cite studies conducted by Mark Jung-Beeman of Northwestern University's Institute for Neuroscience and others that used fMRI and EEG technologies to study these "a-ha" moments. One study found that the brain produced sudden bursts of energy, in the form of high-frequency gamma waves, just prior to the a-ha moments, and the gamma waves help several parts of the brain connect with one another.

At the same time, scientists observed activity in the brain's right anterior superior temporal gyrus, which helps an individual process, among other things, spatial and structural relations. Rock and Schwartz note that "the findings suggest that at a moment of insight, a complex set of new connections [in the brain] is being created. These connections have the potential to enhance our mental resources and overcome the brain's resistance to change."⁵ But, Rock and Schwartz caution, people only experience these a-ha moments "If they go through the process of making connections themselves." Therefore, it is coaching, rather than didactic instruction, that may lead attorneys to truly grow and change.

² John Medina, *Brain Rules* (Pear Press 2008).

³ Larry R. Richard, "Herding Cats: The Lawyer Personality Revealed," Hildebrandt International Web site, http://www.hildebrandt.com/Documents.aspx?Doc_ID=2430.

^{4,5} David Rock and Jeffrey Schwartz, "The Neuroscience of Leadership," *strategy+business* (Summer 2006).

CASE STUDY

PEER-GROUP COACHING AT THOMPSON & KNIGHT

At Thompson & Knight, we've adopted peer-group coaching to help guide the professional development of our associate attorneys. While peer-group coaching is not as intense as one-on-one coaching, we have found it to be an effective way to leverage the coach's time, while still providing a more customized experience.

We begin in January by offering the attorneys the opportunity to participate in small peer groups based on their years of experience at the firm: junior (1-2 years out of law school), mid-level (3-5 years) and senior (6-7 years). Coaching sessions are conducted by phone to allow lawyers from different offices to participate together. During the initial call in January, we make introductions, go over housekeeping details, such as the schedule of calls and discussion topics for the year. We also talk about the individual tests, such as the Myers-Briggs Type Indicator and Marcus Buckingham's Strength Finder, that each attorney will complete.

We also schedule individual meetings with each attorney at the beginning of the year to discuss test results and set goals for the year. We use the GAPS grid, found in *Leader As Coach: Strategies for Coaching and Developing Others*,⁶ created by Mary Dee Hicks and David B. Peterson of Personnel Decisions International, to assess each attorney's goals and values, abilities, perceptions, and success factors.⁶

(See table 1 on next page)

⁶ David B. Peterson and Mary Dee Hicks, *Leader As Coach: Strategies for Coaching and Developing Others*, (Personnel Decisions International 1996).

TABLE 1: GAPS GRID WITH REPRESENTATIVE QUESTIONS

	WHERE THE PERSON IS	WHAT MATTERS
THE PERSON'S VIEW	<p>Abilities <i>How They See Themselves</i></p> <ul style="list-style-type: none"> • How does this person see his or her own major strengths? • Where do they see their weaknesses or areas they would like to get better at? • What abilities do they feel will serve them best at accomplishing what matters? • What aspects of their skills or style will get in the way of accomplishing what matters? • What skills do they think have contributed to their success so far? • What additional skills would have been helpful for them? 	<p>Goals and Values <i>What Matters to the Person</i></p> <ul style="list-style-type: none"> • What are the person's most important goals, values, and interests? • What motivates them? • What is most demotivating to them? • What do they find most rewarding? • What really inspires them to do their best? • What kinds of activities do they enjoy? • What would make work more fulfilling for them? • What do they care most about in life? • What gives them the greatest sense of satisfaction?
VIEWS FROM OTHER PERSPECTIVES (e.g., boss, coach, colleagues, senior management, family, friends, social networks)	<p>Perceptions <i>How Others See the Person</i></p> <ul style="list-style-type: none"> • How do others perceive them? • What do other people say about them? • How do others view the person's strengths, weaknesses, style, and impact? • To what do other people attribute this person's successes and failures? 	<p>Success Factors <i>What Matters to Others</i></p> <ul style="list-style-type: none"> • What is necessary for this person to be successful in his or her current role? How are those factors changing? • What types of people and what skills are most valued in this organization? Why? • What does their boss (and other senior managers) expect of someone in this role? • What kinds of people are most successful in this organization? Least successful? • What can be learned from looking at relevant competency models, job descriptions, and performance metrics? • What social norms and organizational values are people expected to follow?

The peer-group conference calls throughout the year cover topics like networking and business development, often with senior partners and, occasionally, clients joining the calls. Individual meetings are held again at the end of the year to help attorneys re-evaluate goals and set new ones for the coming year.

Whether or not they participate in the peer-group coaching, attorneys at all levels can request one-on-one coaching sessions from time to time. Generally these requests can be accommodated in two or three brief (30-60 min.) individual sessions. We refer attorneys to external experts for more extensive coaching if necessary.

The peer-group coaching program has been regarded as a success throughout the firm. The program has received very good year-end evaluations, and attorneys are enthusiastic about participating.

“The coaching groups have been a big hit with the associates. They are very appreciative to have this additional resource to help them think through their long-term career goals. Because it is personal, interactive and specific to them, it is much more valuable than a career development or client development CLE. They are getting specific guidance based on their individual needs, goals, and desires - and they love that the firm has chose to invest in them in this way.”

–Marcie Davis, partner in Thompson & Knight’s Trial Practice Group

“Too often, I think, senior associates become isolated from one another because of increased work and personal demands. I recall as a first-, second- and third-year attorney, I would have lunch with my colleagues at least twice, sometimes three times, a week. That doesn’t happen any more because of additional time constraints. The peer group provided a forum not only for insightful guest speakers, but also for we senior associates to hear and share with one another subjects that are affecting all of us.”

–Senior Associate in Thompson & Knight’s Trial Practice Group

“The most informative coaching sessions for me were those where we had guests offer their perspective on career development. And because as associates, we don't know what questions to ask, it was very important to have Cindy there asking the questions and moderating the interview.”

–Junior Associate in Thompson & Knight’s Tax Practice Group

“It is always helpful to listen to others’ experiences with respect to a certain topic that affects everyone. Each of us had a different reaction to certain situations in the workplace or different approaches to how we plan to control our careers. Hearing the varying viewpoints of the group members helped me appreciate the options that I have with respect to how to manage my career.”

–Junior Associate in Thompson & Knight’s Trial Practice Group

THE ROI FROM COACHING

As in almost all areas of industry these days, the legal field is not immune to the demand for return-on-investment figures (ROI) for its initiatives. While no research specific to the legal industry has been completed, studies from the business world have shown that the ROI from coaching is varied but substantial.

In their report "Driving Change with Internal Coaching Programs," David Rock and Ruth Donde offer a case study of AIG, which in 2004 instituted an internal-coaching program designed to reach 200 "high-potential" employees. By calculating the increase in sales, customer retention, cost control, time savings, individual and team retention and individuals and team engagement, the company discovered its coaching program had an ROI of 17:1.⁷

Rock's firm, Results Coaching Systems, has prepared similar case studies that demonstrate coaching's success. DB Breweries Limited, a major brewer in New Zealand, worked with Rock's firm to create a coach-training initiative. More than 60 managers participated in a series of 3.5-hour coaching workshops in 2005 and 2006, and while no direct studies on ROI were conducted, evaluation measures found that 59 percent of the managers' direct reports felt more valued by their managers, and 68 percent of the direct reports felt more valued by the organization.⁸ Results Coaching Systems also worked with a large Asian bank to study its coaching program and found that the 40 percent of the coachees reported improved work/life balance, 55 percent reported improved productivity and 38 percent reported improved profitability.⁹

INVESTING IN COACHING DURING A RECESSION

The current economic recession has affected all areas of American industry, including the legal field. Many law firms are facing decreases in revenue, which could lead to spending and salary freezes and, if necessary, lay-offs. So why should firms invest in coaching now?

A down economy is actually the best time to embark upon a firm-wide coaching initiative. The true cost of attorney development isn't the money spent on coaching fees, but rather on the participating attorney's lost billable hours. Every hour spent in coaching or in ancillary development activities, such as reading outside material and completing GAPS grids, is an hour in which an attorney is not doing billable client work.

⁷ David Rock and Ruth Donde, "Driving Change with Internal Coaching Programs," Results Coaching Systems white paper available at <http://workplacecoaching.com/resources.html>.

⁸ Linley Rose, Matt Rule and Ruth Donde, "DB Breweries Business Impact Study," Results Coaching Systems case study available at <http://workplacecoaching.com/resources.html>.

⁹ "Business Impact Study – Large Asian Bank," Results Coaching Systems case study (March 2006) available at <http://workplacecoaching.com/resources.html>.

...STUDIES FROM THE BUSINESS WORLD HAVE SHOWN THAT THE ROI FROM COACHING IS VARIED BUT SUBSTANTIAL.

WE CAN'T OVERLOOK THE PSYCHOLOGICAL BENEFITS OF COACHING DURING A DOWN CYCLE.

However, during a downturn, lost opportunity cost isn't nearly as great because attorneys have less billable work on their desks. Lawyers also often find it necessary to skip professional-development activities when their days are full of client work, but more time on the schedule gives attorneys the opportunity to make coaching and other professional-development programs a priority.

A recession also gives attorneys, as well as all business leaders, a chance to step back, assess the current economic climate and figure out where the next business opportunities will be. With a business forecast in mind, lawyers, along with their coaches, can tailor their professional-development goals to meet those challenges. When the economy rebounds, as it always does, these lawyers will be better-trained and well-prepared to face the new legal and business environment, which will help them bring in new clients and additional revenue to the firm.

We can't overlook the psychological benefits of coaching during a down cycle. Using the slower time to strengthen skills and set personal goals is a constructive way to manage negative emotions, such as anxiety and depression, stemming from an economic downturn. Coaching helps attorneys, many of whom are uneasy about the recession's impact on their practice and on their personal financial health, keep a productive and upbeat attitude. During a time when attorney morale is vulnerable to sinking, a firm's investment in coaching reassures attorneys of their value to, and future with, the firm.

CONCLUSION

Though the science of coaching is still in its infancy, early studies have made the case that coaching should be a vital component of law firm attorney development initiatives. Today's legal workplace demands a different approach to developing new attorneys. Coaching, either one on one or in small peer groups, is a time- and cost-effective method to help lawyers increase their productivity, improve their job satisfaction and prepare for taking on new responsibilities and leadership roles within the firm. Even in a time of financial uncertainty, coaching helps law firms boost attorney confidence and ensure the firms' position at the front of the pack when the economy moves in an upward direction once again.

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We are pleased to present you with *The Value of Coaching in the Law Firm*, an insightful white paper written by Cynthia Pladziewicz, J.D., Ph.D., Thompson & Knight LLP, in collaboration with West LegalEdcenter. We hope you find it valuable in your work.

We'd also like to invite you to participate in an exciting project aimed at both advancing the field of legal professional development and positioning you as a thought leader in the industry.

West LegalEdcenter is seeking to partner with individuals like you in creating substantive Webinars and white papers for the legal professional development field.

WE ARE LOOKING FOR AUTHORS ON THESE AND OTHER TOPICS

- Secrets for motivating attorneys to participate in your law firm's professional development training
- Generation-based law firm learning – designing successful professional development processes for Baby Boomers, Millennials, Gen Xers, and Gen Yers
- Tips for integrating online legal training with in-house and site-based professional development
- Winning managing partner support for investments in professional development, performance improvement, and knowledge management
- Keeping talent – the role of professional development in retaining attorneys at a modern law firm

If you would like to join an elite cadre of opinion leaders who share their knowledge and experience through West LegalEdcenter, please contact:

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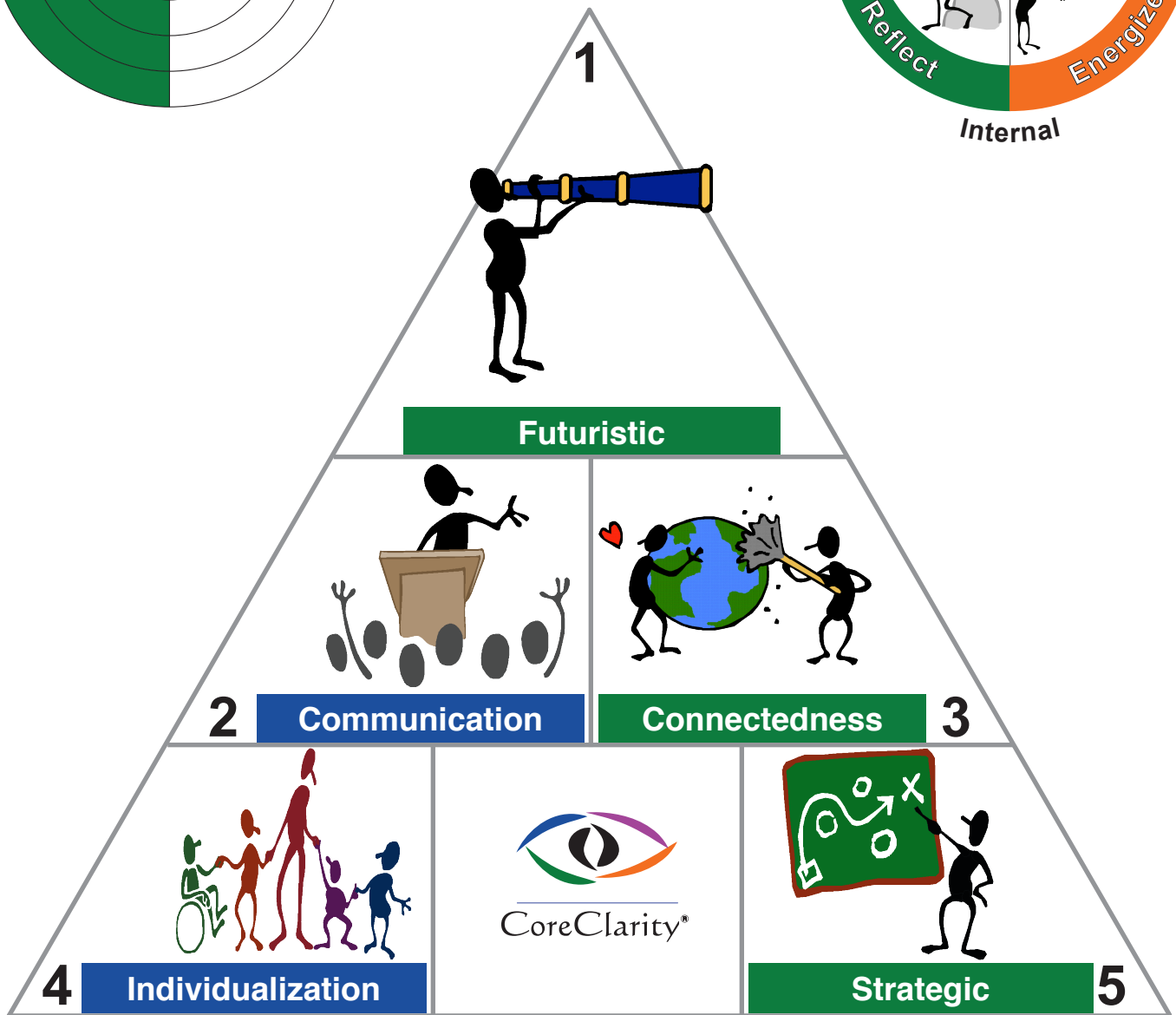
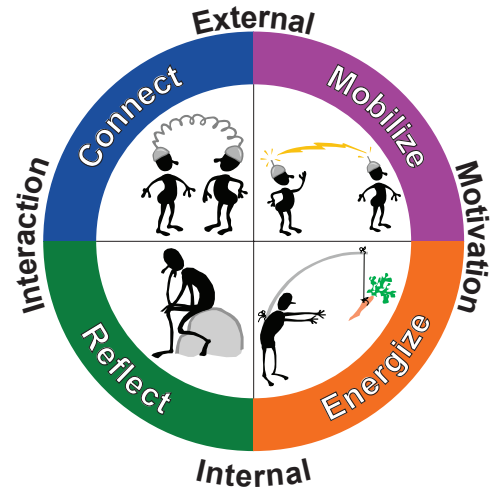
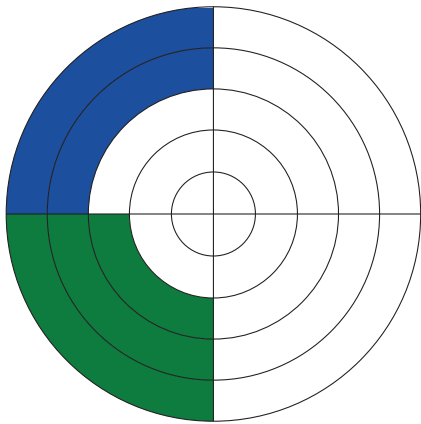
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Begins with end in mind, sees potential obstacles and around corners

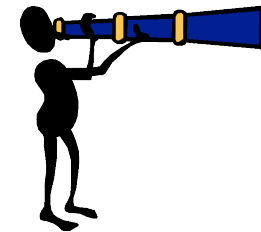
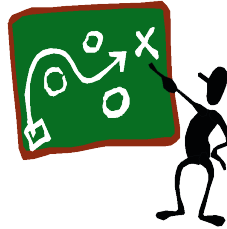
Constantly asking "What if this happened...?"

Discards paths that lead to nowhere or fog

Sees patterns where others see complexity

Sorts through clutter to find best route

Strategic



Futuristic

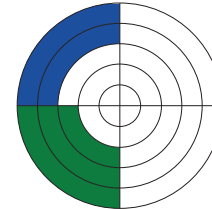
Dreamer who sees what future may hold

Energizes others with visions

Fascinated with potential of the future

Loves to peer over horizon

Paints picture of future - practices - chooses words carefully



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Doesn't like generalizations about people

Draws out the best in others, builds productive teams

Focuses on differences between individuals

Intrigued by unique qualities in others

Picks the right gifts - tailors own style to person



Individualization

Bridge building for people of different cultures

Considerate, caring and accepting

Sees connections between disparate things

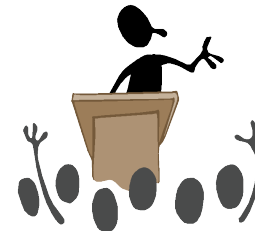
Strong faith - knows we are part of something larger

Things happen for a reason



Connectedness

Communication



Brings ideas and events to life

Likes to explain, host, write, or speak in public

People enjoy listening - messages inspire them to act

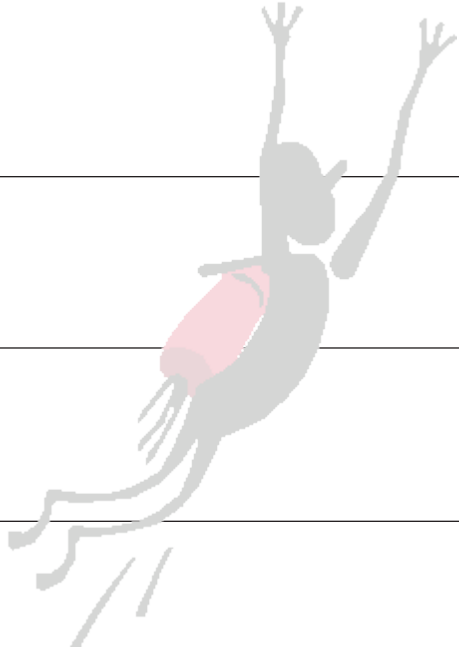
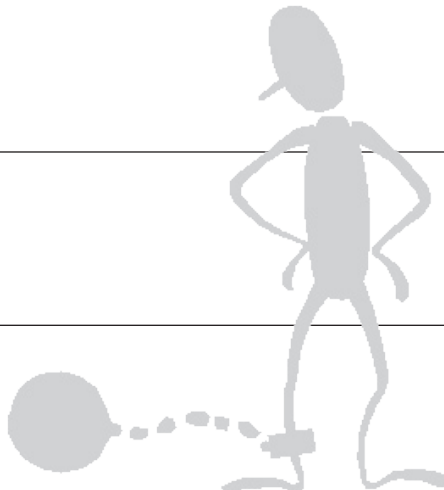

Tells interesting stories - makes things exciting and vivid

Uses dramatic words and powerful word combinations

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Self-Reflection Exercise, Part 1



My Talent	How this talent propels me forward	How this talent can hold me back	One step to make this talent more effective
Futuristic			
Communication			
Connectedness			
Individualization			
Strategic			

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Reveal Your Best Self!



You've taken the assessment and have been given your top five talents. Were you surprised by any of the talents on your report? Have you developed your talents fully? How do your talents work together? What does *your* particular combination look like?

There are over 33 million potential combinations of top five talents when you consider the order in which they occur. In addition, you have a singular family history, skills you have developed over time, knowledge you have gathered along the way and life experiences you have lived. You are unique! Only you can accurately describe who you are at your core.

To do so, first begin with a short sentence or description of how each of these talents look in you:

CoreClarity Key Quadrant	My Talent	How it looks in me...
Reflect	Futuristic	
Connect	Communication	
Reflect	Connectedness	
Connect	Individualization	
Reflect	Strategic	

Now explore how your talents combine with each other to result in your unique combination. Write a paragraph that expresses your statements above and creates a description of your top five talent package.

My Unique Combination:

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The Rest of Your Talents



- Achiever
- Activator
- Adaptability
- Analytical
- Arranger
- Belief
- Command
- Competition
- Consistency
- Context
- Deliberative
- Developer
- Discipline
- Empathy
- Focus
- Harmony
- Ideation
- Includer
- Input
- Intellection
- Learner
- Maximizer
- Positivity
- Relator
- Responsibility
- Restorative
- Self-Assurance
- Significance
- Woo

Complete for yourself and have someone who knows you well complete a separate copy for you, too. Compare your answers. Accept where you agree and discuss where your opinions differ.

My Top Five Talents:

- Futuristic
- Communication
- Connectedness
- Individualization
- Strategic



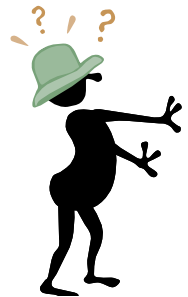
Talents I'm Shocked Were Not in Top Five:



Talents I'm Not Sure About:



Talents I Know Aren't There:



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The Rest of Your Talents



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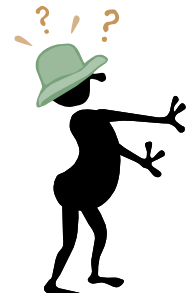
Talents I'm Shocked Were Not in Top Five:



Talents I'm Not Sure About:



Talents I Know Aren't There:





The ability to attract new clients, retain them as clients over time and expand the client relationship is critical for career success. Cordell created this six-module video program and detailed participant guide to enable every highly motivated lawyer the opportunity to develop business using the approaches that worked for him and work for the many lawyers he coaches. The information you will learn in the videos is the most current available and critical to effective client development.

During this program you will learn what, why and how to change your client development efforts to achieve greater success and more enjoyment in your law practice and daily life.

This program will:

- Help you build the foundation to make client development a part of your regular routine;
- Furnish practical examples of client development activities that work;
- Stimulate ideas on how to develop valuable relationships with your clients; and
- Empower you to take the client development actions that will achieve your goals.

By the end of the program you will have:

- Defined your target market and referral sources to broaden opportunities;
- Initiated a client development plan with goals and begun to take actions and be accountable;
- Created a 90 day action plan;
- Reviewed, updated and enhanced your bio;
- Identified trade, industry or client organizations for which you will become the “go-to” person by writing, speaking, and listening; and
- Discovered your learning style and personality type and those of your clients.

Individuals or firms/groups who purchase this video series will receive:

- **access to all six videos for six months**
- **the detailed participant guide**
- **three group telephone coaching sessions**

PROGRAM SPEAKER

Cordell Parvin shares 36-years of expertise in building successful law practices, building enduring client relationships, and establishing a respected professional reputation. His passion is working with lawyers at every stage of their career to help them break out of their routine, actively pursue the most satisfying career, and increase their value to clients. Cordell conducts workshops around the country for law firms of every size.

For more information on individual or firm/group pricing and to gain access to all six modules, email Joyce Flo at jflo@cordellparvin.com or phone 214-866-0550.