Client Development for 2014 and Beyond

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CORDELL PARVIN LLC

ABOUT CORDELL PARVIN

Cordell Parvin practiced law for more than 36 years, beginning with a small firm in Roanoke, Virginia and ending with a large firm in Dallas, Texas. He was a Practice Group Leader and developed a highly successful national construction law practice. During his career, Cordell taught, mentored and coached young lawyers on their careers, professionalism, client development, and work-life balance.

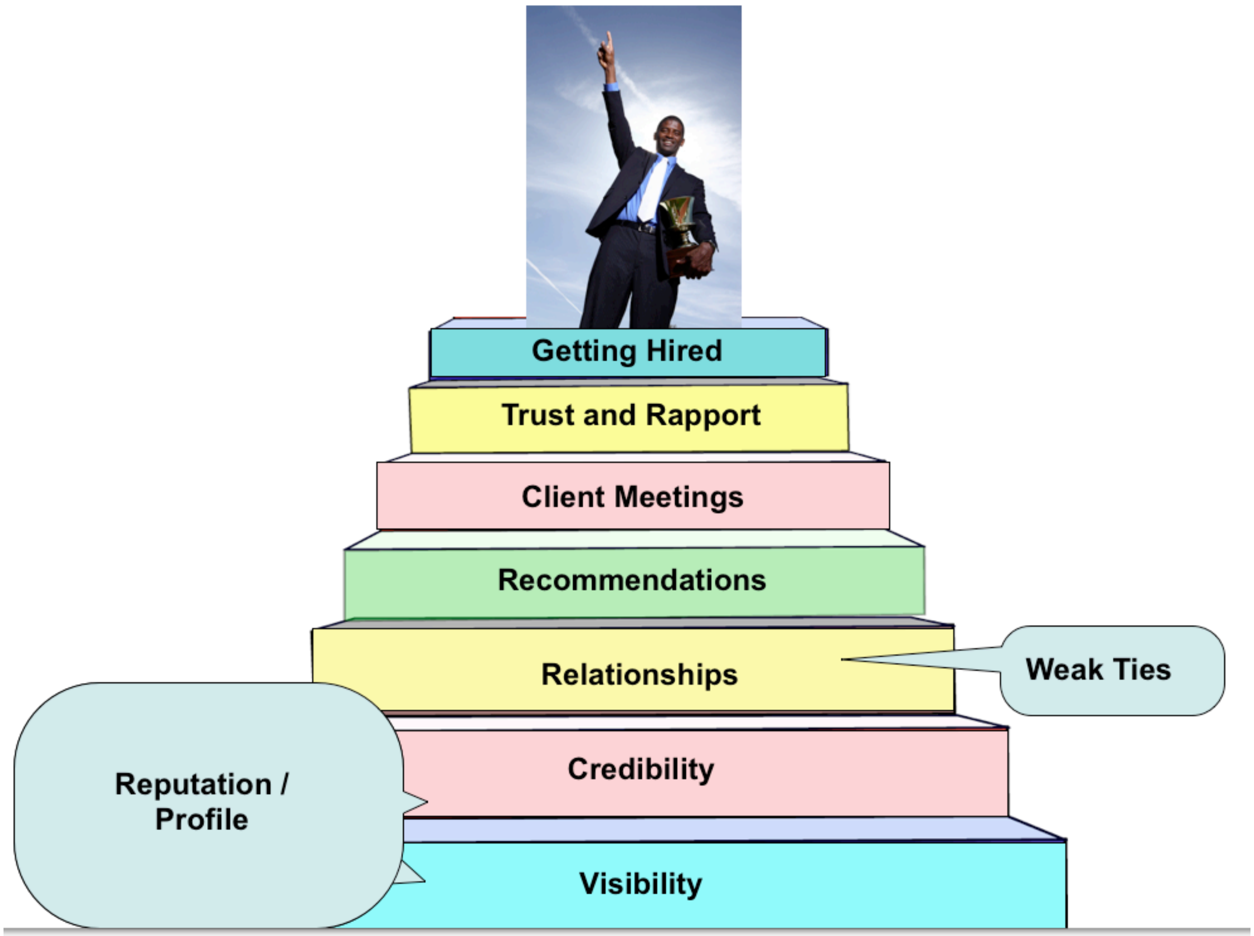
At Jenkens & Gilchrist, PC, Cordell initiated and directed the firm's Attorney Development Program. He created a comprehensive program for associate development focused on skill development, mentoring, shadowing and career planning. Cordell also coached senior associates and junior partners on client development.

In 2005, Cordell left Jenkens & Gilchrist, PC and began teaching and coaching lawyers throughout North America.

On my Blog, http://www.cordellblog.com/, I write about client development five times a week. There is a place on my Blog where you can subscribe to my blog or choose to receive the blog through RSS feeds. .

I am also on LinkedIn, Twitter, and I have a coaching group page on Facebook. I use the coaching page on Facebook to post materials I think you will find helpful. This way there is less in your email in-box. Here are links to my social media pages.
http://www.linkedin.com/in/cordellparvin
http://www.facebook.com/cplawyercoaching
http://twitter.com/cordellparvin

Client Development



Four Eras of Client Development

1. Do Good Work
2. Unsolicited Contact
3. Websites / Branding
4. Being Remarkable, Extraordinary, Memorable

It is not what you know or who you know,
It is who knows what you know.

Client Development: Where to Start

1. Identify clients' problems, opportunities and changes.

2. Draw clients to you by identifying problems and providing creative solutions.

3. Become visible and credible to your target market.

4. Define your target market.

5. Decide what you want your target market to hire you to do?

6. Become visible and credible by adding value.

7. Join, lead, and speak at client organizations.

8. Determine your best referral sources.

Recommendations Come from Weak Ties

I read *The Anatomy of Buzz Revisited* by Emanuel Rosen. In the book, Rosen mentions a study on how people found their jobs done by Mark Granovetter, a graduate student at Harvard. To his surprise, Granovetter found it was rarely from recommendations from a close friend. People more likely found their jobs based on recommendations by acquaintances. This phenomenon he called "the strength of weak ties." Importantly, for lawyers it goes well beyond just the job market.

What should you take away from this study? Strong tie buzz will spread the word through a certain cluster, whereas weak tie buzz spreads the word from one cluster to another. In other words, people with whom you have strong ties likely run into the same people and go to the same places you go. People with whom you have weak ties see people in different groups and go to different places than you go.

You need to consider the possibility and even likelihood that weak ties will recommend you to potential clients they know. I look back and find that most all of my best clients came to me as a result of recommendations by weak ties.

Social Media is a Tool to Spread Valuable Content to More Weak Ties

If you create content that your weak ties find helpful and insightful, those weak ties are likely to pass it on to others. For example, if you or your firm tweets about an article or blog post you have written and those following you on Twitter find it valuable, they will likely re-tweet it to their followers. Thus, more weak ties have the opportunity to view your article.

Social media provides a great opportunity for you to become more visible and credible to your target market and to build relationships with weak ties. Have you considered the value of creating a social media strategy? That is the starting point for using it effectively.

Planning

Step 1

Why have a plan?

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What is an incredibly ambitious goal that will energize you?

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Step 2

Decide how many hours to invest in your client development efforts?

______ Administrative

______ Client Development

______ Your Own Development

Build your reputation and profile

Build relationships

Create a plan with goals.

Plan using your strengths.

Prioritization Matrix

High Return / Low Investment Do first and do often	High Return / High Investment Break down into smaller pieces
Low Return / Low Investment Do when you have time	Low Return / High Investment Say NO graciously!

90 Day Goals (Action Items)

GOAL / ACTION ITEM

What steps can you take to hold yourself accountable?

Become Visible and Credible

Writing

Studies show that business client representatives expect lawyers to understand their industry, their business and them. Writing gives your clients a glimpse of your grasp of their industry. It builds their confidence. It conveys the depth of your understanding of their challenges.

What are the problems, opportunities, internal changes or external changes that your clients are encountering?

Identify at least 4 potential article topics?

What is in it for your clients?

When writing take Trey Ryder's approach:

Identify and explain target's problem
Prove a problem exists
Identify one or more solutions
Prove the solution works
Build yourself into the solution

1. Identify the problem

2. Prove the problem exists

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3. Identify the solution

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4. Prove the solution works

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Blogging

Greentarget Strategic Communications, ALM Legal Intelligence, and Zeughauser Group conducted a survey recently of in-house counsel in which:

> In-house counsel ranked the following activities as “most important” for helping them to research outside counsel for potential hire:
>
> | | |
> |---|---|
> | 1. Recommendations from sources you trust | 73 percent |
> | 2. Articles and speeches the lawyer has authored | 38 percent |
> | 3. Bios on the firm’s Web site | 30 percent |
> | 4. Blogs published by lawyers on relevant topics | 27 percent |
>
> Half of in-house counsel agree or somewhat agree that in the future, high-profile blogs authored by law firm lawyers will influence the process by which clients hire law firms.

The number of lawyers and law firms blogging is growing every day. Therefore, you have to find a way to make your blog unique and valuable to your target market because your clients and potential clients are being inundated with indistinguishable client alerts and blogs written.

Tips for Blogging

- ♦ Make the most of good titles and headlines; think of your target market; what would cause them to read your post?

- Don’t bury the lead, grasp your reader’s attention;
- Anticipate your clients needs before they even have one;
- Don’t write a blog post that looks like the New York Times; keep it to 250-300 words and make one point
- Engage your audience;
- Write down 4 to 5 questions and interview your clients; ask about projects, challenges they face;
- Write in a conversation tone, as you would over coffee; and
- Reference a good article and it’s reporter from NY Times and start a conversation; offer to be source

Guides/Ebooks

You will be considered by a new client based on recommendations or something you have written or presented. Therefore it is important to find ways to reuse your content. In marketing that is called repurposing.

Have you handled a complex matter recently? If so, how can you reuse materials you created to educate other potential clients, referral sources and weak ties? I have always urged lawyers to create content (books, guides, articles and presentations) and find ways to reuse the content. Let me share an example.

In the early 90s, the Federal Highway Administration received permission from Congress to "experiment" with Design-Build construction of complex bridges and highways. I knew the experiment would lead to states wanting to construct more and more projects by design-build contracts. I also knew contractors were unprepared for this change. I decided to do workshops across the country to educate contractors. About 100 contractors attended. I had taken many hours to prepare the detailed handout materials. I offered those materials to 100s of other contractors. When it became possible, I had my marketing department put the materials on my website where they could be easily downloaded. Next, I broke out sections of the handout materials and created several articles that were published. The net effect was I reached a much wider audience by repackaging the materials I had worked so hard to create. In some cases I put materials in front of perspective clients three times.

Later I was hired by a state in New England to help draft their first design-build contact. A couple of years after that, I was hired by the contractor to help put together a proposal to install a very complex electronic toll collection system in the Northeast. Because of the writing and presentations I did on design-build, I was hired by several contractors to handle disputes arising from design-build contracts. All of these opportunities and engagements came as a result of creating content and reusing it.

Think about how you can reuse materials you create.

Speaking

How do you select a topic?

How do you decide which group to speak to?

Suppose you know who is attending the presentation, what do you do in advance?

What do you do when you arrive at the venue where you are to speak?

Practical Success

Cordell M. Parvin

Practical Tips On How To Get Industry Presentation Opportunities

I am frequently asked, "How can I get speaking opportunities at industry association meetings?" The year I was trying to wind down my law practice, I was asked to do presentations and programs for several national and state construction industry associations. At that point I had more opportunities to speak than I wished to fulfill. But it all started long ago, and I think I can help you find opportunities by sharing with you what happened way back then.

Before I get to the story, I want to let you know you will be amazed how many associations there are. Many firms have a copy of the *Directory of Associations.* If your firm does not have a copy, you can frequently find a copy in public libraries. You can learn more about it online. I recently sent the website link to lawyers I am coaching. Here is the link: http://www.marketingsource.com/directories/associations/us/.

In the late '70s, the ABA Public Contract Law Section decided it wanted to expand the membership to include more lawyers who did state and local government contract law. I had been practicing law for nine years and had been out of the Air Force and in private practice in Roanoke, Virginia for five years. Since my practice was at that point focused on state and local government contracts, I was asked to speak at the 1980 ABA Annual Meeting on a state and local government contract issue of my choosing. I remember being on a conference call and when I told the moderator of my panel my topic would be highway construction claims and disputes, he replied, "No one will be very interested in that topic." I knew right then that I had picked a niche industry practice I could develop.

I spoke at the ABA Annual Meeting as planned and quickly realized that it was the wrong forum for me. The clients I hoped would hire me were not attending ABA meetings. They were attending construction industry association meetings.

By 1981, a VP from my largest client at the time became the President of the Virginia Road and Transportation Builders' Association (VRTBA). I knew it was my chance to get an opportunity to speak to the members. But, I couldn't just go to Cliff and say: "Invite me to speak." Instead, I created what would later become my written handout material and I gave it to Cliff. I asked: "Cliff do you think VRTBA members would be interested in learning about this?" They were interested and that

Cordell M. Parvin built a national construction practice during his 35 years of practicing law. In 2005, Mr. Parvin left the firm and started Cordell Parvin LLC. He now works with lawyers and law firms on career development, planning, and client development. You can subscribe to his Blog at http://www.cordellblog.com/, connect with him on LinkedIn at http://www.linkedin.com/in/cordellparvin, join his Facebook Fan Page at http://www.facebook.com/pages/Cordell-Parvin-Lawyer-Coaching/222291473905?ref=ts, and follow him on Twitter at http://twitter.com/cordellparvin.

is how I got my opportunity. I was asked to speak on Saturday morning in between Chuck Robb and Marshall Coleman, the two candidates running for Governor. I didn't think that was a particularly great slot, but at least I knew the members would actually be there.

I cannot begin to tell you how nervous I was the night before my presentation. I could not sleep a wink. I was visualizing my presentation. I could actually see the audience in my half-sleep. I must have given the presentation 10 times to myself that night. I was well prepared and still energized when I finally was introduced the next morning.

After my presentation I discovered something that was very important. I knew that the VRTBA was the Virginia state chapter of the American Road and Transportation Builders' Association (ARTBA). What I didn't know is that one of the ARTBA executives had heard my presentation. Harry approached me after I spoke and asked if I would be willing to give the same presentation for the ARTBA members. I could hardly contain myself. I never dreamed that as a 10-year lawyer from Roanoke, Virginia I would have the opportunity to speak to a national association of contractors — my target market.

During the summer of 1982, I spoke at the ARTBA summer meeting. After that presentation, I was approached by the state executives of other state highway contractor associations who asked if I would be willing to come speak at their industry meetings.

What can you learn from my experience?

- Find out which trade associations your clients belong to. Those are the ones you want to focus on for getting opportunities to speak.
- If one of your clients is a board member, an officer, or otherwise active in the association, approach him or her about speaking to the group. But before you do, figure out a topic that members of the association will want to hear about and create materials to show to your client representative and for him or her to pass on to the board, the association executive, or whoever is tasked to find speakers for their meeting.
- When you get your chance, prepare like it is the most important thing you will ever do in your career. It just might be that important. I actually practiced in front of a mirror and gave my presentation to my wife several times.
- Focus on how you will begin and how you will end your presentation. In the first 90 seconds, your audience will think, "What's in this for me?" If you haven't given them a good answer, they'll pay little or no attention to what follows. End your presentation with a call to action.
- Finally, have a good handout that includes how to reach you. I think I still have my handout from this presentation long ago.

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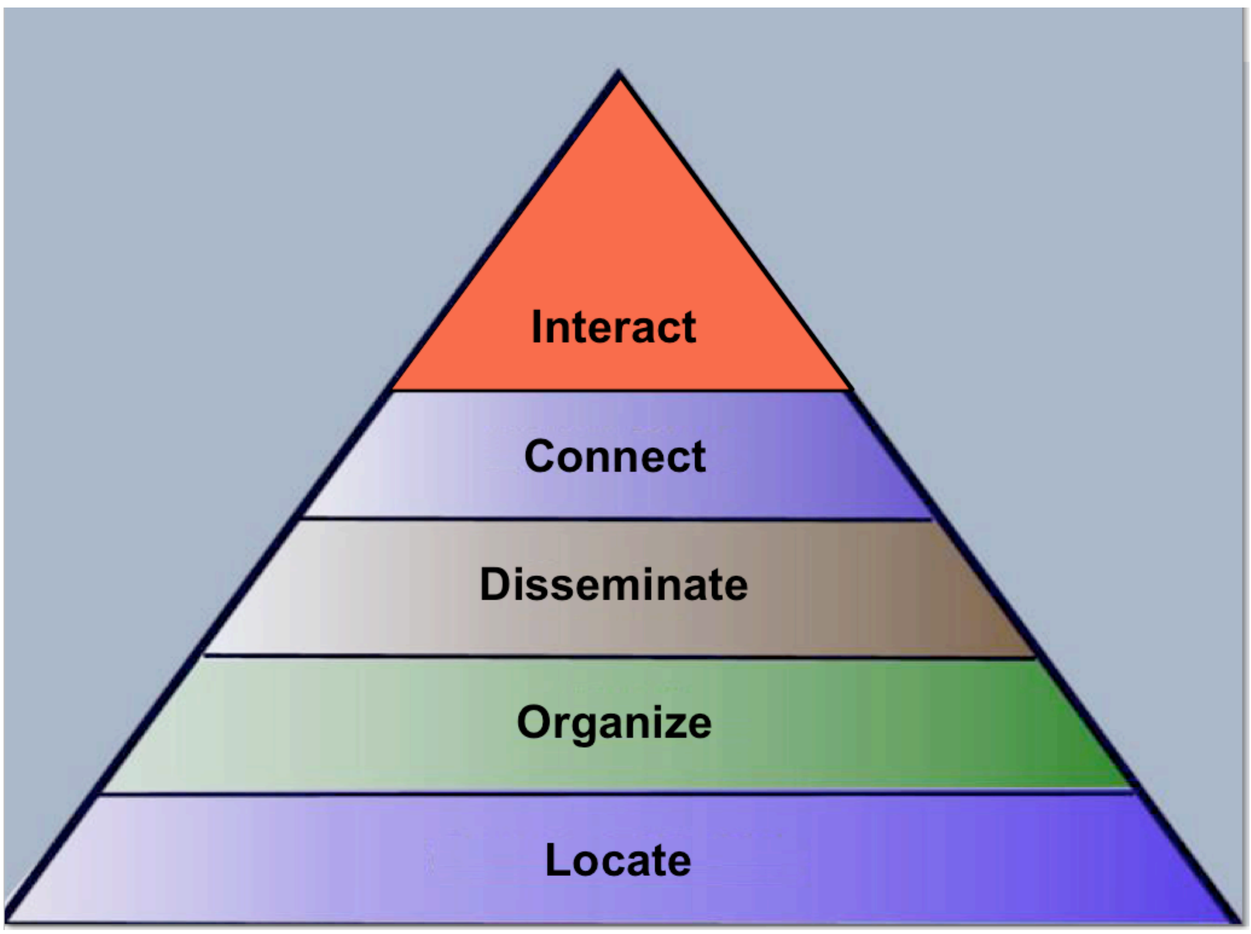
The Internet

How has the Internet changed client development?



RECOMMENDED READING

Business

"Built to Last: Successful Habits of Visionary Companies" by Jim Collins & Jerry Porras
"Good to Great: Why Some Companies Make the Leap….and Others Don't" by Jim Collins
"Gung Ho" by Ken Blanchard & Sheldon Bowles
"The Innovation Secrets of Steve Jobs" by Camine Gallo
"Jack Welch and the GE Way" by Robert Slater
"Raving Fans" by Ken Blanchard & Sheldon Bowles
"The Four Obsessions of an Extraordinary Executive" by Patrick Lencioni

Business Development

"Clients for Life" by Jagdish N. Sheth and Andrew Sobel
"Creating Customer Evangelists" by Jackie Huba and Guy Kawasaki
"Making Rain: The Secrets of Building Lifelong Client Loyalty" by Andrew Sobel
"Power Questions" by Andy Sobel & Jerold Panas
"The Trusted Advisor" by David Maister, Charles Green & Robert M. Galford
"Trust Based Selling" by Charles H. Green
"Who's Got Your Back" by Keith Ferrazzi

Interpersonal Skills

"How to Work a Room: The Ultimate Guide to savvy Socializing in Person and Online" by Susan RoAne
"How to Connect in Business in 90 Seconds or Less" by Nicholas Boothman
"How to Talk to Anyone: 92 Little Tricks for Big Success in Relationships" by Leil Lowades
"Never Eat Alone" by Keith Ferrazzi
"Likeability Factor" by Tim Sanders
"The Speed of Trust" by Stephen M. R. Covey
"The 29% Solution" by Ivan R. Misner, Phd and Michelle R. Donovan

Leadership

"Aligning the Stars" by Jay Lorsch & Thomas Tierney
"Beyond Success" by Brian Biro & John Wooden
"Drive" by David H. Pink
"First Among Equals" by Patrick McKenna & David Maister
"It Takes a Team" by Cordell Parvin & brice Voran
"The Leadership Challenge" by James M. Kouzes and Barry Z. Posner
"The Leadership Engine" by Noel Tichy with Eli Cohen
"Leadership From The Inside Out" by Kevin Cashman
"Leading With the Heart" by Mike Krzyzewski
"Managing the Professional Service Firm" by David Maister
"Principle-Centered Leadership" by Stephen Covey

Life

""A Whole New Mind" by Daniel H. Pink
"The 7 Habits of Highly Effective People" by Stephen Covey
"First Things First" by Stephen Covey, Roger Merrill & Rebecca Merrill
"Getting Things Done" by David Allen
"Goals" by Brian Tracy
"Man's Search for Meaning" by Viktor E. Frankel
"Nine Things Successful People Do Differently" by Heidi Grant Halverson
"Overachievement" by John Eliot, Ph.D.
"The Power of Full Engagement" by Jim Loehr and Tony Schwartz
"The Power of Purpose" by Richard J. Leider
"Succeed: How We Can Reach Our Goals" by Heidi Grant Halverson
"The Ultimate Guide to Mental Toughness" by Daniel Teitelbaum

Emotional Intelligence/Personality Profiles

"Emotional Intelligence" by Daniel Goleman
"Emotional Intelligence at Work" by Hendrie Weisinger, Ph.D.
"Selling with Emotional Intelligence" by Mitch Anthony
"StrengthsFinder 2.0" by Tom Rath

Marketing and Sales

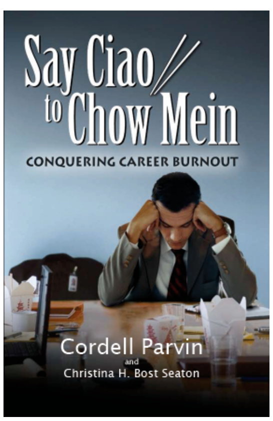
"The Dip" by Seth Godin
"Heavy Hitter Selling" by Steve W. Martin
"High Trust Selling" by Todd Duncan
"Lynchpin: Are You Indispensable?" by Seth Godin
"Made to Stick" by Chip Heath & Dan Heath
"The Sales Bible" by Jeffrey H. Gitomer
"Selling with Emotional Intelligence" by Mitch Anthony
"Spin Selling" by Neil Rackham
"The Tipping Point" by Malcolm Gladwell
"Trust-Based Selling" by Charles H. Green
"Word of Mouth Marketing" by Andy Sernovitz
"You, Inc." by Harry Beckwith and Christine Clifford Beckwith

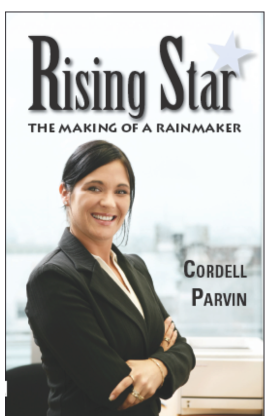
Presentation Skills

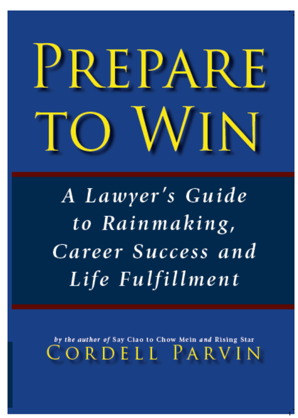
"10 Simple Secrets of the World's Greatest Business Communications" by Carmine Gallo
"Beyond Bullet Points" by Cliff Atkinson
"Presenting to Win: The Art of Telling Your Story" by Jerry Weissman

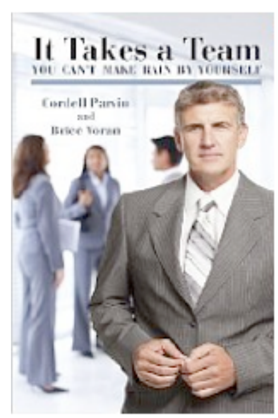
Social Media

"The Anatomy of Buzz Revisited" by Emanuel Rosen
"Crush It" by Gary Vaynerchuk
"Facebook Marketing: Designing Your Next Marketing Campaign" by Justin R. Levy
"Groundswell: Winning in a World Transformed by Social Technologies" by Charlene Li and Josh Bernof
"The New Community Rules: Marketing on the Social Web" by Tamar Weinberg
"The New Rules of Marketing and PR" by David Meerman Scott
"World Wide Rave" by David Meerman Scott









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