

Contents

Foreword	xii
Acknowledgments	xiii

Chapter 1

Focus on Clients to Build Your Firm	1
Diagram 1.1: A Client-Centric Firm	1
Recognize the Convergence that Puts Clients in the Driver's Seat	2
Build a Client-Centric Practice Based on "Foundation Clients"	4
Deliver a Stronger Perception of Value to Create Loyal Clients	5
Take an Integrated Approach for Steady Growth	6

Chapter 2

Use Value to Create a Foundation of Loyalty	7
Define Value the Way Your Clients Do	7
Diagram 2.1: The Value Equation	8
Diagram 2.2: The Value Continuum	8
Enumerate the Features of Your Practice	9
Understand the Benefits	10
Identify Your Value	11
<i>Case Study—The ACC Value Challenge</i>	12
Make the Transition from Vendor to Trusted Advisor	15
Diagram 2.3: Evolution of the Client/Advisor Relationship	16
Align Your Perspective Through Client Interviews	17
Select Clients to Interview	19
Determine Who Should Conduct the Interview	20
Structure the Interview	21
Follow Up	22
<i>Leonard, Street and Deinard's "Client Conversations" Initiative</i>	22
Know the Difference Between Satisfaction and Loyalty	23
Diagram 2.4: The Loyalty Equation	24
Diagram 2.5: The Value Equation	25

Forms	26
Form 2.1: Features and Benefits Matrix	26
Form 2.2: Your Value Proposition	27
Form 2.3: Client Interview Preparation	29
Form 2.4: Client Interview Follow-up Guide	34
Chapter 3	
Master Communication Techniques	
to Build a Client-Centric Practice	35
Grasp the Whole Picture: 360° Communication	36
Diagram 3.1: Aspects of 360° Communication	37
Recognize the Characteristics of Effective Communication	38
View Client Complaints as an Opportunity	40
<i>The Art of “Active Listening”</i>	42
Diagram 3.2: An “Active Listening” Conversation	42
Understand Client Communication Preferences	43
Assess Communication Content and Style	46
Create Opportunities for Communication	47
Convey Professionalism in Every Communication	49
<i>Sample Client Service Standards</i>	50
Implement Technology to Facilitate Communication	52
<i>Communicating Progress and Value through Invoices</i>	57
Develop Shared Communication Activities	58
Take Another Look: 360° Revisited	63
<i>Sample Statement of Client’s Rights</i>	
<i>and Statement of Client’s Responsibilities</i>	63
<i>Demonstrating Value in an Invoice</i>	65
Forms	69
Form 3.1: Communication Preferences Checklist	69
Form 3.2: Shared Communication Activities Tracker	70

Chapter 4

Research to Understand Your Current Practice 73

- Gather the Most Relevant Information about Your Firm: “The Five Cs” 73
 - Diagram 4.1: The Five Cs, Firm View 74
 - Relationship at Risk* 83
 - Legal Context and Relationship Development* 86
- Put it Together: The SWOT (Strengths/Weaknesses/Opportunities/Threats) Analysis 87
- Identify Your Foundation Clients 90
- Revisit the Five Cs 92
- Forms 93
 - Form 4.1: Firm Basics 93
 - Form 4.2: Firm-Wide Distribution of Practice Area Resources 95
 - Form 4.3: Lawyer Knowledge Database of Product, Industry, and Geographic Experience 96
 - Form 4.4: Profitability Analysis by Task 96
 - Form 4.5: “80/20” Client Analysis 98
 - 4.5A: Client Analysis by Revenue to the Firm 98
 - 4.5B: Client Analysis by Practice Area Penetration 99
 - 4.5C: Client Analysis by Staffing Patterns 99
 - 4.5D: Client Analysis by Your Firm’s Relationships With Each “80/20” Client 100
 - 4.5E: Client Analysis by Client Characteristics 100
 - Form 4.6: Looking at Segmented Clients by Practice Area 101
 - Form 4.7: Collaborator Relationships 101
 - Form 4.8: Competitor–Practice Area Matrix 102
 - Form 4.9: Context Factors Looking Out Twelve Months 102
 - Form 4.10: SWOT—Strengths/Weaknesses/Opportunities/Threats Matrix 103
 - Form 4.11: Foundation Client Contacts 104

Chapter 5

Research to Understand Your Foundation Clients' Worlds	105
Diagram 5.1: The Five Cs Company View	105
Focus on Clients in the Context of Their Worlds	106
<i>Case in Point: Legal Opportunities after Passage of the Dodd-Frank Wall Street Reform and Consumer Protection Act</i>	113
The Importance of Law as an Action Driver	114
Compile Profiles for Foundation Clients	114
Diagram 5.2: Three Step Process from Research to Analysis to Action	116
Move from Research to Action	116
Create an Action Plan	117
Keep it Fresh and Relevant	117
Form 5.1: Client Knowledge Matrices	117
Forms	118
For Business Entities	118
5.1A: Company Products/Services	118
5.1B: Company Geography: National	119
Company Geography: International	120
5.1C: Company Hierarchy	121
5.1D: Decision-Making Relationships	121
Hierarchical Decision-Making	121
Group Decision-Making	122
For Individuals	122
Form 5.1A-I	123
Forms 5.1B and 5.1C	123
Forms 5.1D-I: Influencers	123
Form 5.2: Characteristics of Customers and Markets	124
Form 5.3: Communication Collaborators and Channels by Market	124
Form 5.4: Client's Competitors	125
Form 5.5: Trends Tracker	125
Form 5.6: Regulatory/Legal Tracker	125
Form 5.7: Foundation Client Profile—Part 1 Client Characteristics and Relationship	126
Working with Individuals Rather Than Businesses:	126

Form 5.8: Opportunities Worksheet	128
Form 5.9: Foundation Client Profile: Part 2 Opportunities and Approaches	129
Form 5.10: New Initiative Selling Points Worksheet	130
Chapter 6	
Build a Client-Centric Firm	131
Examine Client Expectations	131
Reconfigure for Client-Centricity	133
Manage Firm Culture	135
Diagram 6.1: Components of a Client-Centric Firm	135
<i>Case in Point: Transforming a Firm Culture to Meet Client Needs</i>	139
<i>Overview of Legal Project Management</i>	140
Diagram 6.2: Project Constraints	141
Diagram 6.3: Steps in Legal Project Management	142
<i>The Successful Cross-Sale</i>	145
Enter the 21st Century: Legal Project Management	146
Consider Client Teams	148
Deliver a Better Value: Alternative Fee Arrangements	150
Keep Your Foundation Clients Front and Center	154
Expand Client-Centricity in Your Firm	156
Forms	156
Form 6.1: Firm Culture Congruence with Foundation Clients' Cultures	156
Form 6.2: Cross-Selling Opportunities Grid	157
Form 6.3: Client Team Action Grid	158
Form 6.4: Alternative Fee Arrangements Overview	158
Form 6.5: Foundation Client Outreach Form	161
Chapter 7	
Replicate Your Foundation Clients	163
Understand How Prospects Choose	163
Follow the Client Acquisition Process	164
Diagram 7.1: Targeted Sales Pipeline	165

Target Your Ideal Prospects	166
Understand Why Prospects Buy Legal Services	167
Understand What You Sell	171
Engage in Relationship Marketing	171
<i>Marketing Materials Content Suggestions</i>	173
Move From Introduction to New Client	174
Forms	177
Form 7.1: Ideal Prospect Profile	177
Form 7.2: Target Group Worksheet	178
Form 7.3: Target Market SWOT Analysis (SWOT = Strengths, Weaknesses, Opportunities, Threats)	180
Form 7.4: Prospect Checklist	181
Chapter 8	
Pick the Low-Hanging Fruit—Summary	183
Focus on Clients to Build Your Firm	183
Diagram 8.1: Foundation Clients	184
Diagram 8.2: The Value Continuum	184
Diagram 8.3: The Value Equation	184
Use Value to Create a Foundation of Loyalty	184
Diagram 8.4: Evolution of the Client/Advisor Relationship	185
Diagram 8.5: The Loyalty Equation	186
Master Communication Techniques to Build a Client-Centric Practice	186
Diagram 8.6: Aspects of 360° Communication	187
Diagram 8.7: Effective Communication in Attorney/Client Relationships	188
Research to Understand Your Current Practice	189
Diagram 8.8: The Five Cs, Firm View	189
Research to Understand Your Foundation Clients' Worlds	190
Diagram 8.9: The Five Cs Company View	191
Diagram 8.10: Client Basics - Businesses	191
Diagram 8.11: Client Basics - Individuals	192

Build a Client-Centric Firm	193
Diagram 8.12: Three-Step Process from Research to Analysis to Action	193
Diagram 8.13: Anatomy of a Client-Centric Firm	194
Diagram 8.14: Components of a Client-Centric Firm	195
Diagram 8.15: Project Constraints	196
Diagram 8.16: Steps in Legal Project Management	197
Replicate Your Foundation Clients	198
Diagram 8.17: Targeted Sales Pipeline	200
Follow the Process for a More Profitable, Enjoyable Practice	201
<i>Appendix 1</i>	
Model Rules of Professional Responsibility	203
<i>Appendix 2</i>	
Basic Guide to Online Research	225
<i>Appendix 3</i>	
Guide to Client-Centric Initiatives	229
Selected Bibliography	247
About the Authors	251
Index	253