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About Globe Law and Business

Executive summary

Rainmakers: Born or Bred, second edition, is about changing the business development conversation and focusing on how remote working has impacted the way business opportunities can be cultivated and developed. Unlike other approaches to business development, this book uses actual data from practicing lawyers, gathered by the highly acclaimed Rainmaker Study, to highlight the personal characteristics that are common in successful rainmakers – and what holds others back from achieving their true potential. While acknowledging the negative associations many lawyers have with the “S” word – selling – this book encourages lawyers to embrace the reality that this is exactly what business development is and in doing so redefines and refocuses the traditional approach to business development.

It explores the benefits to stepping out of the safety net of simply being a great lawyer – which is vital in today’s competitive market – noting that successful rainmakers have great reputations plus something else: they know how to build relationships by truly engaging with clients, understanding their business needs and challenges, and putting the interests of the client front and center. It is these two “Rs” – Reputation and Relationships – that are the keys to building sustainable, rewarding client relationships.

This second edition of *Rainmakers: Born or Bred* helps you access and enhance the characteristics that make rainmakers successful and provides you with practical ideas to implement immediately as you set out on your journey to improve your business development skills. Fully updated with an in-depth focus on digital and social media, this book is packed with opinions and advice from actual clients and rainmakers alike. It will help you make the most of the business development opportunities that present themselves every day – while staying true to your own personality.

Chapter one considers the common opinion that lawyers are fundamentally different from “non-lawyers” – that is, everyone else. This attitude artificially elevates the legal profession above that of other professions, and

therefore above the clients for whom we work. It has been used to justify the position that “selling” is beneath our profession, should be done by someone else, or is simply not necessary. In chapter two we propose that, in the modern legal market, this is a view that very few of us can afford to have. So, how do we develop business without feeling as though we are “selling out”?

Chapter three answers that question by introducing the two “Rs” that make a successful rainmaker: the ability to build reputations and relationships, whilst exploring the techniques and behaviors that will allow you to effectively build your reputation and visibility, both within your firm and externally.

In chapter four we rely on data gathered from lawyers across the country in the original rainmaking study to identify the personal characteristics that make a successful rainmaker, and how these characteristics can be used to help us build relationships with internal and external clients alike. Chapters five to eight consider how these characteristics – Engagement, Dominance, Motivation, and Risk-taking – can act as a framework on which to build our own skills and strengths, to become more effective rainmakers.

The same listening skills that are so effective in formal pitches can also be applied to everyday interactions and chapter five equips the reader with practical steps to make the most of these opportunities. Dominance – that is, the ability to communicate our advice in a manner that persuades others and engenders trust – is covered in chapter six. This skill requires us to understand the business context in which our advice is given, to tailor it accordingly, and to deliver it in a way that is oriented toward business solutions for our clients. Motivation is the focus of chapter seven. While we know that the skills and techniques of rainmaking can be leveraged by any lawyer to build stronger relationships, serve clients better, and win more work, rainmakers motivate others by delegating responsibility and empowering team members. Rainmakers also treat their clients as an integral part of their team. Building on what we have learned about dominance and motivation, chapter eight highlights the importance of taking risks, a characteristic that is critical to a rainmaker’s success. Here, we outline ways in which we can improve our risk tolerance level so that we can turn perceived risks into constructive opportunities.

With the characteristics identified and the strategies for enhancing and building upon those characteristics laid out, chapter nine then looks at the various sources of business that are available, from existing clients to industry-specific networking opportunities.

Chapter ten, written by Rebecca Harding, brings the skills of the rainmaker into the modern age by introducing the inevitability of digital media, and what it means for business development.

Finally, chapter 11 captures practical advice from actual clients who hire lawyers every day. Their comments are filled with valuable information that confirms the importance of building reputation as well as relationships. These insights provide further information that will be helpful to you as you develop and hone your business development skills.

About the authors

Patricia K. Gillette is one of the leading experts and most sought-after speakers on gender diversity and equality. Rated as a top employment litigator and trial lawyer by *Chambers* and other organizations for 40 years and as a leader and rainmaker in her firms, Patricia's legal career focused on solving the most critical business issues of Fortune 500 clients. At the end of 2015, she resigned from her firm to pursue her passion for empowering women through keynote speaking and writing.

She was also invited to join the Judicial Arbitration and Mediation Services organization in San Francisco and has become one of the most popular mediators for employment cases.

Patricia is a frequent speaker in the United States and abroad at conferences, retreats, and professional association meetings. The bestselling first edition of *Rainmakers: Born or Bred* was widely acclaimed for the practical tactics and strategies she identifies that can be easily implemented to enhance business development skills and books of business.

Patricia has been widely recognized for her work to advance women in the profession. Most recently, she was chosen as the 2018 recipient of the ABA Margaret Brent Award, the highest honor given to women lawyers for professional achievements and advancing the interests of women lawyers. She has also received the ABA Golden Hammer Award, the California Women Lawyers Association's Fay Stender Award, the Transformational Leadership Award as one of the Top Women Rainmakers, and the Barristers Association of San Francisco Award of Merit.

Patricia is the co-founder of the Opt-In Project, a nationwide initiative focused on changing the structure of law firms to increase the retention and advancement of women. Her team at the 2016 Diversity Lab Hackathon created the Mansfield Rule, requiring that 30 percent of all candidates for leadership positions be women or minorities. The Mansfield Rule has been adopted by over 60 firms nationwide and is increasing the visibility and pipeline of women and minorities for leadership positions in firms and organizations.

Patricia has been a commissioner on the ABA Commission on Women in the Profession, a member of ABA's Gender Equity Task Force, co-chair of the BASF No Glass Ceiling Initiative, and she has served on several non-profit boards dedicated to protecting and promoting women and girls, including Equal Rights Advocates, Girls Leadership, Legal Momentum, and DirectWomen.

Rebecca Harding is a communications, marketing, and business development specialist. She is the worldwide chairman of the Society of Women Writers and Journalists, and was recently awarded Highly Commended Finalist in the UK Institute of Directors' Non-executive Director of the Year award. She is a professional member of the Chartered Institute of Public Relations and is a retired vice chairman of the Chartered Institute of Marketing. Rebecca founded Saltwhistle Communications in 2000 and has developed a portfolio of clients within the professional services industry. Clients range from multinational firms such as accountants Deloitte, PwC, and EY to law firms such as Stephenson Harwood, Norton Rose Fulbright, and Weightmans, as well as international businesses such as WPP's Mediacom, J Walter Thompson (now Wunderman Thompson), and Mindshare. Each client benefits from a range of services, including partner and board advisory services, digital and classic communications and marketing solutions, pitching and business development, and courses for professionals. Much of Rebecca's current work is international and she works with firms to increase their international effectiveness, as well as helping to draw together their international tenders/pitches. Prior to establishing Saltwhistle Communications, Rebecca was responsible for communications at Andersens. She also worked in marketing within the energy industry, with corporations such as BNFL, BP, ESSO, and Shell.