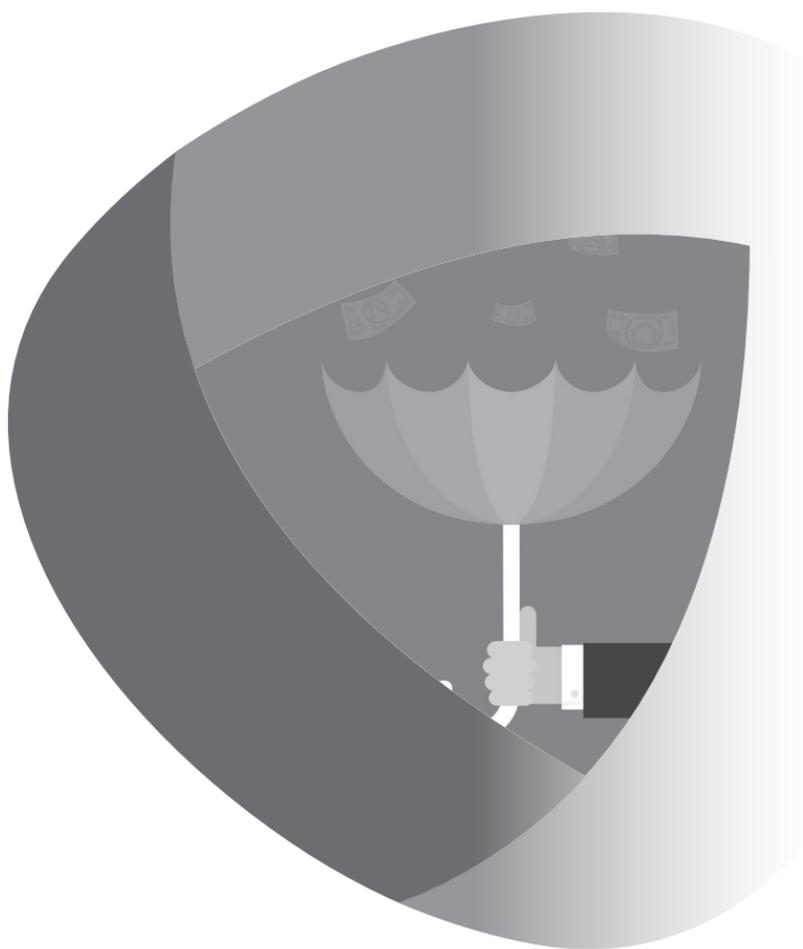


Rainmakers: Born or Bred



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About the author

Patricia K. Gillette is one of the USA's 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, Ms Gillette'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 JAMS in San Francisco and she now spends some of her time mediating employment cases.

Ms Gillette's presentations and writings focus on helping attorneys succeed in the high powered, fast paced business environment of today. Relying on research studies she commissioned, her own experiences, and her charismatic style, M. Gillette is able to inspire attorneys to think positively and practically about how they can realize their personal and business goals.

In recognition of her work to advance women in the profession, she has received several awards, including 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.

Ms Gillette 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. Ms Gillette 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, as well as

About the author

serving on non-profit boards, including DirectWomen, which is dedicated to preparing women attorneys to serve on the boards of public companies and Equal Rights Advocates.

Ms Gillette was a contributing author to the well-regarded book entitled *Beyond Bias: Unleashing the Potential of Women Lawyers*, published by ARK.

Ms Gillette is the proud mother of two successful and enlightened sons and lives in Kensington, California with her husband of 43 years. She has served as an elected official of her town and is active in political and community organizations and activities.

For more information about Ms Gillette, you can visit her website at www.patriciagillette.com or contact her at 510.604.6252.

Executive summary

Rainmakers: Born or Bred is about changing the business development conversation. It is about understanding what makes an engaging, successful rainmaker – and what is holding us back from achieving our own true potential.

Stripping back the negative associations many lawyers have with the ‘S’ word – selling – is a crucial step in redefining our approach to business development. This book explores the benefits to stepping out of the safety net of simply being a great lawyer – which, in today’s market, is a given. Successful rainmakers know how to truly engage with clients, to understand their business needs and challenges, and how to make their lives easier. These are the skills that attract and build sustainable, rewarding client relationships.

Rainmakers: Born or Bred helps you to identify those seemingly intangible aspects of selling that many lawyers think are unachievable, and provides you with practical ideas to implement as you set out on your journey to improve your business development skills. Packed with opinions and advice from actual clients and rainmakers alike, it will help you to make the most of the business development opportunities that present themselves every day – while staying true to your own personality.

Chapter 1 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 the modern legal market,

this is a position that very few of us can afford to have. So, how do we develop business without feeling as though we are ‘selling out’?

Chapter 2 answers that question by introducing the two ‘R’s that make a successful rainmaker: the ability to build reputations and relationships. The former is addressed in Chapter 3, in which we explore the techniques and behaviors that will allow you to effectively build your reputation and visibility, both within your firm and externally.

In Chapter 4 we identify the personal characteristics that make a successful rainmaker, and how these characteristics can help us build relationships with internal and external clients alike. Chapter 5 considers how these characteristics – which many of us do not display naturally – can act as a framework on which to build our own skills and strengths, to become more effective rainmakers in a way that is authentic and honest.

Chapters 5 through 8 take a detailed look at these characteristics in turn, starting with engagement and the art of active listening. The same listening skills that are so effective in formal pitches can also be applied to everyday interactions. Chapter 5 equips the reader with practical steps to make the most of these opportunities, which can be adapted to suit your own circumstances and personality.

Dominance – that is, the ability to communicate our advice in a manner that persuades others and engenders trust – is covered in Chapter 6. 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 7. 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, it is also clear that these behaviors come far more naturally to some – those we might describe as natural rainmakers – than to others. By recognizing that we are all motivated in diverse ways, we can fine-tune our approach to

business development and, of course, to the way we interact with other members of our teams, to play to our own unique strengths and motivations.

Building on what we have learned about dominance and motivation, Chapter 8 outlines ways in which we can overcome our sense of self-doubt to become risk takers and turn perceived risks into constructive opportunities. Chapter 9 then looks at the various sources of business that are available to the proactive lawyer, from existing clients to industry-specific networking opportunities.

Chapter 10 captures practical advice from rainmakers and clients and is filled with valuable information to help you as you develop and hone your business development skills.

Introduction

What makes someone a successful rainmaker?

That is what I was wondering one day as I was listening to yet another lecture about business development. And, as usual, the lecture focused on what I would describe as the ‘tactics’ of business development – building a reputation and having a plan.

And I thought to myself, if business development were this easy, then why isn’t everyone a rainmaker – because any competent attorney can develop a reputation and have a plan for bringing in business.

As a successful rainmaker in my 40 years of practicing law, I suspected there was more to the story. Because I knew the dirty little secret of rainmaking and business development, which is this: business development is just a fancy, lawyer-like way of saying ‘selling’. But that particular ‘S’ word is one that lawyers don’t like to embrace or acknowledge because it seems inconsistent with our lofty profession.

And yet, selling is exactly what we do when we engage in business development: we sell ourselves, our firms, our reputations, our expertise.

Once you accept that premise, the whole approach to business development changes. Why? Because we know that the most successful sales people are those who are not only selling an excellent product (in legal terms, that would be your reputation and expertise) but who also know how to establish relationships so that clients want to ‘buy’ the product. And it is the relationship part of business development that law schools and law firms have ignored for years. We don’t teach it, we don’t talk about it, and many of us don’t know how to do it.

That is what this book is all about. It is about changing the business development conversation. It is about changing the way we train people, the way we interact with our clients, the way we think about how we bring clients into our firms. It is about a new construct that recognizes the power and value of relationships as we sell our legal expertise. It is about making it rain!