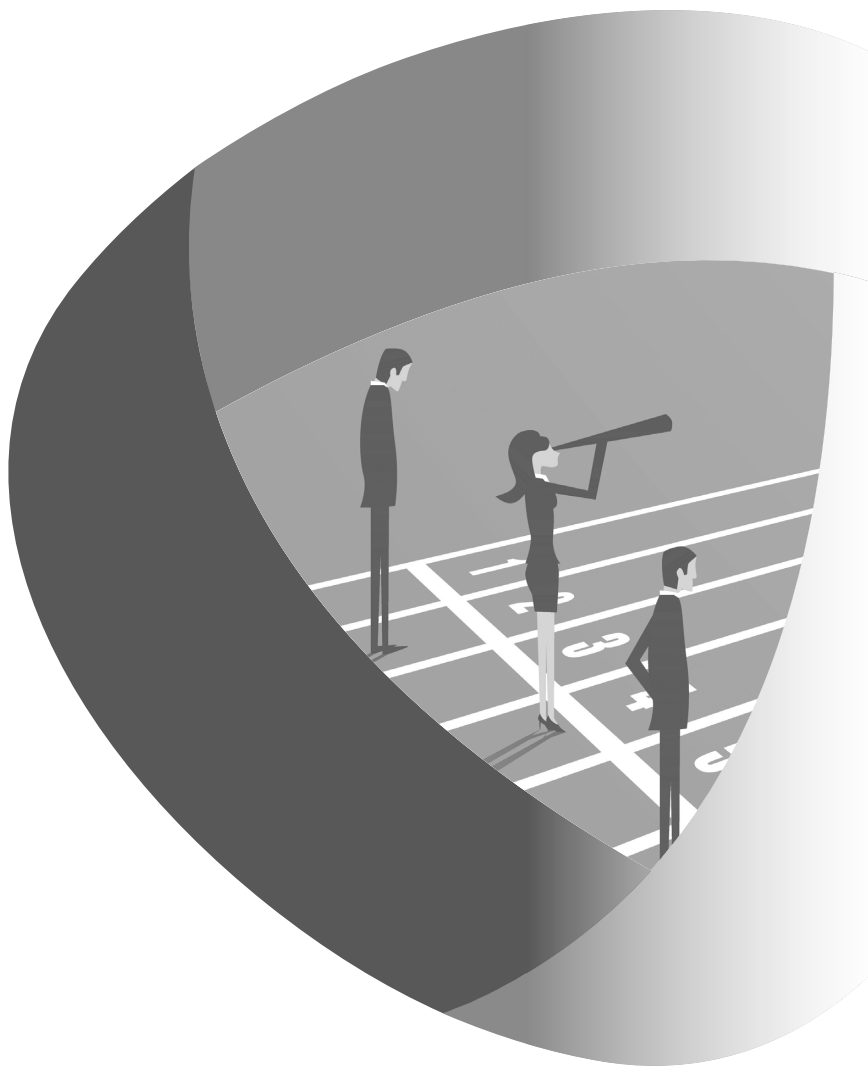


Business Development for Women Lawyers



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Executive summary

Research suggests that there are gender differences in business development. Regardless of industry, women tend to develop relationships for the intrinsic value of those relationships, while men do so for the potential yield those relationships may bring. Men approach prospects with the goal of obtaining business, whilst women's goal is to build ties.

A gross generalization? Maybe. But the fact is, there are still far more men in partnership and leadership roles than women, and business development – the people you know, your order book, and your ranking within an organization – is key to that.

The book features multiple contributions from women across the globe, looking at the skills and techniques, experiences and talents that female lawyers use to develop their practices and grow their order books, acting as both inspiration and motivation to its readers.

The ability to generate profitable revenue for their law firms is something all lawyers are expected to do and are measured accordingly. For younger lawyers, this means doing excellent work, grinding out the hours, being responsive, and putting in time when asked on other non-billable activities such as recruiting, managing matters, and helping with an RFP. As lawyers near partnership, they also are advanced in part on their potential or proven ability to generate new business from existing and new clients. This is true for men and women.

Unfortunately, as chapter 1 attests, women continue to represent a very small percentage of firms' top rainmakers. Some of the challenges include balancing professional and personal obligations with making time for business development, whilst others are systemic barriers within law firms pertaining to who is assigned to important cases, who socializes with key partners, who inherits key client relationships, and so on. In this first chapter, Susan Duncan of Rainmaking Oasis suggests that, if women want to succeed in their firms as rainmakers and leaders, they will have to build their own framework for doing business development in a strategic, intentional, and effective way.

Time for another generalization: it's widely believed that women are more empathetic than men. But what role does empathy play in the practice of law? Is it important, and does it put female lawyers at an advantage? In chapter 2, Nika Kabiri discusses how important empathy is, when it matters, and how practicing attorneys can harness their empathy to best serve their clients as well as grow their business.

Chapter 3, by Natasha Innocenti, then discusses the advancement and empowerment of women lawyers – and how women can more successfully take the credit for what they do at work. About 40 percent of Natasha's practice is representing women partners. Because of her extensive work in the advancement and empowerment of women lawyers, Natasha understands the challenges women partners face and the competitive importance for firms to retain and recruit top women partners. Natasha has written and spoken extensively about the gender gap in law firm partner compensation and related issues.

In chapter 4, Belinda Lester talks about the power of social media, and how certain aspects of it – such as Facebook groups – are under-utilized for business networking. Belinda stresses how female-friendly it is when compared to LinkedIn or Twitter, and explains how she has utilized it to generate literally tens of thousands of pounds worth of business, as well as to attract lawyers to the firm. She also talks about how best to utilize all social media platforms in order to develop a strong, cross-social media brand that creates more noise than just using one platform.

The ability to build reputations and relationships is addressed in chapter 5 by Pat Gillette, in which she explores the techniques and behaviors that allow women to effectively build their reputation and visibility, both within their firms and externally.

Effectively leveraging your network is the topic of chapter 6. In it, Debbie Epstein Henry questions if you worry that your network has gone stale, or you've let it lapse for too many years? Do you think you need to step up your networking but you don't know where to start? Do you feel you've exhausted your networking efforts but you haven't had the success you want or need? Debbie explains how to systematically mine your network and unearth contacts through a web of connections you had no idea you could reach. By getting organized, researching, conducting outreach, following-up, applying discipline and extending yourself generously, you will tap into your network in a way you never could have imagined. She believes you may also surprise yourself by enjoying the process, and finding great reward in reconnecting with old contacts while developing new ones too.

In chapter 7, Rachel Brushfield shares insights about why women lawyers experience blocks about marketing themselves, and the practical strategies they can adopt to overcome them. Insights include neuroscientific differences between men's and women's brains, and solutions for women lawyers. These include how indirect approaches can be a good way of marketing themselves confidently and comfortably, rather than avoiding it, to prevent jeopardizing their own career success, and achieve the recognition in their careers that they deserve.

Chapter 8 takes the form of a case study, charting the journey one successful female lawyer took from setting up a boutique law firm on her own, to becoming the managing director of a group of four successful businesses. Pam Loch of Loch Associates focuses on the techniques and strategies she developed to secure clients when she first started her business over ten years ago and contrasts this with the business development opportunities available to start-ups nowadays in a more digitally connected world. She also reviews the challenges she faced during this journey – from being one of the few women at networking events, with assumptions that a male colleague is your boss, through to managing the reputation of your business when staff attending events on your behalf don't meet the standards you expect. The chapter shares the knowledge that Pam has gained along the way whilst building up the successful business she runs today.

Chapter 9, by Joanne Frears, one of the first women solicitors in the City to specialize in advising technology businesses on IT law, looks at women and technology, and why this is an underrepresented field in law. From the start of the internet explosion there have been brilliant females in the field, giving women in technology a great name, but women solicitors working in technology law has not paralleled this. Joanne debates as to whether it may have been wrongly perceived as a “male” subject, along the cliched lines of engineering and programming, and why there is such disparity amongst female technology clients, and female technology lawyers.

Describing herself as a “technology enthusiast”, rather than a “geek”, Joanne expresses her view on technology law as a discipline, why women in this field are usually good at it, and often have creative insights and work-arounds needed in the sphere of emerging law, before taking a look at how technology as an enabler is a female lawyer's greatest legal ally that can help your business grow exponentially.

Developing successful, authentic, out-of-the-box business development strategies in a largely male-dominated profession is a challenge

for many women lawyers. Where many senior partners have developed business by playing golf or taking their clients for cigars and steaks, women need to find a different way to develop business based upon their own personal interests and strengths. To conclude, Audra A. Dial, managing partner at Kilpatrick Townsend & Stockton LLP, discusses how she has created a variety of thoughtful and distinctive ways to develop business, particularly from women in-house counsel. Hosting book clubs, wine tastings, private dinners and teas with a discussion of the year's most popular business topics, including disruptive technology, handling change and leaning in are some examples of her curated client events. In this final chapter, she shares creative rainmaking tactics from her business development arsenal and presents an alternative to the "way it's always been done".

About the authors

Rachel Brushfield is The Talent Liberator at Energise, a career strategist, coach, marketing mentor and published author with over 30 years' experience. Helping women lawyers to “blow their own trumpet” is a specialism. Rachel's career heritage is in marketing and brand strategy and communications for communication agencies including J Walter Thompson, expertise she now uses to help women lawyers to liberate their talent and market themselves confidently and competently. Services include individual career coaching, executive coaching, events, workshops, and content creation for The Law Society, AWS, LexisNexis and AWLL. Rachel is a published author in talent management, professional development, work-life balance, and gender balance. She is co-founder of PWHub – Inspiring Professional Women, a network exclusively for senior women employed in Oxfordshire companies, and was shortlisted in the entrepreneur category of the We are the city 2018 “Rising star” awards, one of only 200 women in the UK.

Audra A. Dial is the managing partner for Kilpatrick Townsend & Stockton LLP's Atlanta office. She is an experienced litigator practicing in the firm's nationally recognized Patent Litigation Team, in addition to handling complex commercial litigation involving technology. She focuses her practice on complex federal court litigation involving trade secrets, patent disputes, restrictive employment covenants, and complex business disputes involving intellectual property. Audra has obtained favorable verdicts in many high-profile intellectual property disputes, including on behalf of several Fortune 500 companies. She has represented companies whose intellectual property was misused both domestically and abroad.

Audra was recognized by Children's Healthcare of Atlanta as one of 2016's Women of Substance and Style and by the Atlanta Business Chronicle as a Woman Who Means Business in 2015. She received the Tapestry 2015 Legal Team of the Year award for her pro bono efforts on

behalf of a victim of human trafficking. She has also been recognized as a 2011 POW! Award winner by Womenetics, a 2011 IMPACT Leader by Business to Business magazine, 2010 “Up and Comer” by the Atlanta Business Chronicle, Junior League Woman to Watch, a Georgia “Super Lawyer” from 2013-2015 and was recognized as one of the top 50 women attorneys in Georgia in 2016. Audra has been profiled by Chambers and Partners in its Women in Law section.

Susan Duncan is the president of RainMaking Oasis LLC, a consulting firm that provides management, strategic planning, succession planning, client feedback, and development and business development consulting, training and coaching to firms, practice and industry groups, women’s groups, and individual lawyers. She has long been an innovator in the profession having served as one of the first in-house law firm marketers in 1984 and one of the first chief strategy officers of a global law firm in 2011-12. Susan served as a regular columnist for *Law Practice* magazine, authoring the *Rainmaking* and *Fresh Out* columns for five years. She is author of the blog *InFocus* which provides insights on law firm trends and strategies. Susan has presented programs for ALA, ABA, LMA, COLPM, LSSO, PLI, Ark Group, the Managing Partner Forum and local and state bar associations. She is a fellow of the College for Law Practice Management and an LMA Hall of Fame member.

Debbie Epstein Henry is an expert, consultant, bestselling author and public speaker on careers, workplaces, women, and law. For 20 years, hundreds of news outlets have featured Debbie’s work including the *New York Times*, *NBC Nightly News*, the *Wall Street Journal*, National Public Radio, *The American Lawyer* and many more. Her international work includes multiple engagements in The Hague as well as in Paris at the French Senate and in London, Vienna, and other cities abroad. Debbie is the founder of DEH Consulting, Speaking, Writing and she provides consulting, speaking, and training services to companies, law firms, non-profits, and individuals. She is the author of *Law & Reorder*, the #1 bestselling ABA flagship book for 2011 and the co-author of another ABA bestselling flagship book in 2015, *Finding Bliss*. She conceived of the Best Law Firms for Women initiative, a national benchmarking survey and competition she ran with Working Mother for a decade. By 2008, Debbie’s visibility enabled her to build a national network of over 10,000 lawyers. From there, in 2011, she co-founded Bliss Lawyers, a company that employs high caliber attorneys to work

on temporary engagements for in-house legal department and law firm clients.

Debbie has received numerous awards, including being named among the *Philadelphia Business Journal* “Women of Distinction”. She is also the recipient of the Anne X. Alpern Award, presented annually to a female lawyer who demonstrates excellence in the legal profession and who makes a significant professional impact on women in the law. Debbie volunteers her time with a number of non-profits including the Forum of Executive Women where she is a member of the Board and co-chair of the annual Leadership Symposium. She is chair of Brooklyn Law School’s Women Leadership Circle, which runs a national women’s law student and alumnae initiative. Debbie is also a member of the New York City Bar Committee to Enhance Diversity in the Profession. She received a B.A. from Yale and a J.D. *cum laude* from Brooklyn Law School. A native New Yorker, Debbie lives in the Philadelphia suburbs with her husband; they have three sons.

One of the first women solicitors in the City to specialize in advising technology businesses on IT law, **Joanne Frears** is a solicitor who describes herself as a digital nomad. She runs Poise Legal, a blog site considering the future of law and emerging technology and consultancy that helps law firms to think about how they must innovate to face upcoming changes. Joanne also practices as a solicitor at a virtual law firm and has been advising start-ups and technology clients law for well over 20 years. Lately her focus has been on blockchain, AI, and AR.

Joanne is a member of the Accord Project (participating in the IP and Technology Working Groups) and is a visiting professor at Aston University and visiting professional at the Company Goldsmiths Centre. She is a member of the IBA and holds a Masters in comparative EU, UK, and US IP law.

Pat Gillette is one of the US’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, Pat’s legal career has focused on solving the most critical business issues of Fortune 500 clients.

Pat’s presentations and writings focus on helping attorneys succeed in the high powered, fast paced business environment of today. She is able to inspire attorneys to think positively and practically about how they can realize their personal and business goals.

Pat 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. She 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 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.

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.

Natasha Innocenti is a partner of Mlegal Group, Inc. Natasha has over 20 years of experience in placing successful law firm partners across most practice areas and has helped open California offices for nine AmLaw 100 and 200 law firms. While her practice is not restricted to the Bay Area, her extensive experience in the region has enabled her to gain expertise in technology and life sciences related practices. She also regularly represents groups and understands how to advocate for groups practicing together.

Over the years, Natasha has developed a robust practice representing lawyers moving from government service to private practice, including representing high level government attorneys out of the Department of Justice and the United States Attorney's office with expertise in anti-trust, white collar, securities enforcement and privacy / cyber security. Natasha knows that advocating for government attorneys moving to private practice requires a different skill set and an excellent reputation for your best outcome.

About 40 percent of Natasha's practice is representing women partners. Because of her extensive work in the advancement and empowerment of women lawyers, Natasha understands the challenges women partners face and the competitive importance for firms to retain and recruit top women partners. Natasha has written and spoken extensively about the gender gap in law firm partner compensation and related issues.

Nika Kabiri is an expert on consumer research and insights, especially in the legal space. For more than three years, Nika has led a wide range

of strategic studies to better understand legal consumers – who they are, what they need, and how lawyers might be helping or failing them. Nika is currently VP at Lux Insights, a market and consumer insights firm specializing in social and consumer behavior.

Since qualifying as a solicitor in 1999, **Belinda Lester** has worked exclusively in the area of employment law and is a member of the Employment Lawyers' Association. Belinda is frequently commended by her clients for being clear, concise, practical and solution-focused whilst at the same time being empathetic and supportive.

Although Belinda has expertise in all areas of employment law, whether that be in relation to contentious matters or simply advising or drafting, her real passion lies in dispute resolution and her background in psychology, which she studied at university before converting to law, assists in this area.

Belinda is a tough negotiator and a fearsome litigator. However, whether she is representing individuals or companies in litigation or just providing advice or reviewing/drafting a contract or handbook, she always has her client's desired outcome at the forefront of her mind. Client care and excellent service are her top priorities.

When **Pam Loch** first founded Loch Associates Group in 2007, she saw it as an opportunity to support businesses with quality employment law advice and HR support running alongside each other. Leaving behind a successful career, Pam knew that SMEs often struggled to get access to the level of support they needed to effectively manage their staff. Pam wanted to provide this support for them. As the business developed she realized that there were wider opportunities to provide organizations with solutions to help them manage and look after their people. The Loch Associates Group has since grown into a group of four companies, providing not only employment law and HR services, but health and safety, wellbeing and mediation services too. Along the way, Pam has grown the business from a single office in Tunbridge Wells, to three offices across the south east of England, adding Brighton and London offices supporting businesses throughout the UK. Pam has never been slow to respond to the needs of clients, and this continues to drive the growth and commercial success of the business for the future.