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**Case Study: Laterals Business Development Campaign**  
*By Barbara S. Kaplan, Former Director of Marketing, Saul Ewing LLP*

The Situation:

Several laterals had joined my former firm within a 12-18 month period. They were hired individually into a variety of practice areas spread throughout the firm's six regional offices.

Many factors were at play:

- Laterals, as a group, have unique business development situations that needed to be leveraged in a new environment.
- Their business development skills covered a range of experience: some were adept rainmakers; some were in a position to benefit greatly from formal business development training; others needed a refresher.
- The firm had a culture that supported the growth and development of its attorneys.
- Despite the firm's efforts to fully integrate them, many laterals had not had the opportunity for productive conversations about background/experience, existing clients' needs and prospects or target clients.
- The firm had an ongoing relationship with David Freeman for business development coaching on a quarterly basis for groups of higher level associates and early partners, as selected by their practice group chairs.

The Action:

The firm hired David Freeman to create a dedicated business development training and coaching program unique to laterals to marshal opportunities for skill building, cross-selling, integration and retention, and institutionalization of clients.

The Results:

- The environment created during the training workshop engendered sharing, problem-solving and commitment to follow up with clients and each other.
- Relationship-building stimulated business development conversations that had not taken place previously.
- The participants developed new-found trust – a key ingredient to successful cross-selling.
- Participants increased their understanding and mastery of key business development techniques.
- The process delivered new revenue sources and ROI measures for firm management.
- We used the program as a selling point for future recruiting of laterals.