

**High Performance Leadership Tools**

**High Impact Retreats**

Retreats can be the catalyst for uncovering millions of dollars of new business. For ideas on maximizing the effectiveness of retreats, [click here](#) to view a New York Law Journal Article on this subject.

**Outcome Focused Leadership**

Developing effective leaders is one of the most important strategic activities a firm can engage in. The challenge is that firms rarely give this important task sufficient attention, and when they do, it usually is not focused on achieving specific strategic outcomes.

To learn more about David Freeman Consulting Group's approach to developing effective leaders, [click here](#)

**High Revenue Laterals**

Laterals are presented with a unique set of challenges and opportunities when they join a new firm. [Click here](#) to learn more about how David Freeman Consulting Group can help maximize their potential.

**The "Great" Law Firm**

Most firms are good at what they do, but can they become better? Jim Collins, in his book *Good to Great*, showed us how good companies became great companies. To read an article on how these principles can be translated and applied to law firms, [click here](#).

**Best Practices in Leadership: Outcome-Focused Leadership**

by David Freeman, J.D., CEO, David Freeman Consulting Group, LLC

There is no shortage of approaches for becoming a successful leader. A quick search on Amazon.com for books with leadership in the title yields a mind-boggling 16,782 entries! Given the volume of available information, the question our time-starved law firm leaders must ask is, "What approach should we take that would yield the best results in the least amount of time?"

One path is to identify the characteristics that define effective leaders. Authorities like Stephen Covey provide some guidance in *Principle-Centered Leadership*, while Jim Collins show us the value of being a selfless "Level 5" leader in his book, *Good to Great*. Endless other books, articles, tapes and seminars reveal behaviors and values great leaders should possess. Unfortunately, our law firm leaders rarely have time to truly absorb this material. What they need is a methodology that gets straight to the point, one that focuses on very specific goals. Instead of focusing on what they should BECOME, they need to determine what to DO. For that reason, an outcome-focused approach would best serve them.

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**Best Practice in Business Development Strategy: Question: "How have you built relationships with targeted clients?"**

Submitted by Bob Gero, Chief Marketing Officer, ShawPittman LLP

In one situation, one of my former firms was looking to increase our presence and build relationships with potential targeted clients in a specific practice area. Our goal was to establish credibility, to be differentiated from our competitors, and to find a forum where we could meet and interact with decision makers. We found that opportunity in the form of a group that organizes conferences for this particular audience. We became an exclusive sponsor and host for a local event that brought 110 targeted clients into our offices. The real coup, however, was an exclusive breakfast we arranged for 35 top prospects. Based on the relationships formed at this smaller gathering, we sent out several engagement letters.

We learned that we must always look for opportunities to get our lawyers together with targeted clients in more intimate settings. The larger conference was a tool to make this happen, but in itself it cannot be the end game. We also wanted to stay top-of-mind after we established the initial relationship. To that end, we engaged in a follow up email campaign to all attendees, as well as others on the mailing list that did not attend. The program organizer managed the communication, sent to their list (as well as ours) and absorbed the costs. It only cost us a few thousand dollars to sponsor and host each event, and all the players are happy with the outcome.

## Business Development for Individual Lawyers

Effective business development for individual lawyers requires a process, an effective mix of short-term sales activities and longer-term marketing initiatives. Through the use of training, sales and marketing skills-building, personal planning, and ongoing telephone coaching, David Freeman Consulting Group helps lawyers develop the proper habits that will result in a thriving practice. To learn more about David Freeman Consulting Group's approach to business development training for individual lawyers, [click here](#).

## Strategic Planning

Effective strategic planning is a critically important, but delicate process. To understand how to navigate the potential landmines, [click here](#) to read an LMA article on avoiding the pitfalls that face most law firm planning initiatives.

## Upcoming Leadership Conferences

NorthStar Conferences invites you to join today's savviest thought leaders as they share insights on day-to-day firm management and overall firm strategy at the next Law Firm Leadership Institute, to be held in Chicago on May 19-20, 2005 at the Drake Hotel. There will also be a pre-conference workshop on May 18, 2005.

## David Freeman's Upcoming Speaking Engagements

- March 18 - LMA Orlando Chapter
- March 22 - LMA Birmingham Chapter
- March 23 - LMA Nashville Chapter
- March 24 - LMA Atlanta Chapter
- June 13 - RainDance Conference, Boston

## Best Practices in Client Service: General Counsel: How Their Demands Are Changing and How to Prepare

Third Annual Law Firm Chief Marketing Officers' Forum, NorthStar Conferences

**Panelists:** *Timothy B. Corcoran, LexisNexis Martindale-Hubbell*  
*Kathleen Chagnon, Former SVP, General Counsel, Constellation Group*  
*Dawn Haghghi, VP and Illinois Division Counsel, Charter One Bank, NA*  
*Barbara Kolsun, SVP and General Counsel, Kate Spade LLC*

On December 9, 2004, NorthStar Conferences held a two day event for Chief Marketing Officers in Washington DC. The first session was a panel discussion comprised of three general counsel, moderated by Tim Corcoran of LexisNexis Martindale-Hubbard, which yielded the following insights regarding how to build stronger relationships with in-house counsel:

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## Best Practices in Leadership: Stop the Bleeding: How Leaders Can Improve Associate Retention

By Michelle Birnbaum and David Freeman

*This article was adapted from a speech by Michael Greco, President-Elect of the American Bar Association, given at the ABA Women in Law Leadership Conference in March 2004. The authors wish to thank Mr. Greco for his permission to share his insights with our readers.*

## The Attrition Problem

Much has been written about the tremendous costs to law firms caused by associate attrition. Indeed, each year various organizations survey law firms and publish results that carefully detail attrition trends across geographic areas, gender lines and other population categories. For example, one recent study confirms that the overall attrition rate for fifth year associates is almost 60%. For fifth year minority women, that rate jumps to 74%, and after eight years 100% leave the firms they initially joined. Another study found that women attorneys account for over 43% of associates or staff/senior attorneys and yet only 16.81% of partners in law firms are women.

So what is it about law firm employment that turns off so many excellent lawyers? According to both the National Association for Law Placement and "The Lateral Lawyer: Why They Leave And What Will Make Them Stay," some of the most important factors that compel associates to leave their firms are professional development and mentoring; practice areas; financial incentives; workplace environment and work/life balance. Most importantly, the study showed that professional development was the single most important factor to associates.

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**David H. Freeman, J.D.**, founder and CEO of David Freeman Consulting Group LLC, applies over twenty years of experience working with top law firms and corporations to help law firms, practice groups, and individual lawyers maximize their revenues. He is a former attorney from New York who has worked with thousands of lawyers throughout North America as a leadership trainer and consultant, retreat designer and facilitator, and business development trainer and

**David Freeman Consulting  
Group Welcomes Michelle  
Birnbaum**

David Freeman Consulting Group is proud to announce an affiliation with Michelle Birnbaum, former Marketing Director at Caplin & Drysdale in Washington, DC. Michelle provides invaluable marketing and client service support and also contributes to the design of customized new services.

**Feedback**

I wholeheartedly welcome your feedback on this publication, ideas for future content and articles, and best practices that can be shared with our community of leaders. I can be reached via [email](#).

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