June 2015

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A publication of The Law Office Management Association

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President's Message

In meeting my daily challenges I am either putting out fires, or trying to meet a deadline. Time is valuable, and there never seems to be enough...READ MORE

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Top 3 Reasons Your Shredding Program Isn't Working

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Enhancing Resilience, Enhancing Wellbeing

On April 27 I had the pleasure of presenting to a room of over 70 participants at Fogler Rubinoff LLP as part of the TLOMA speaker series...READ MORE

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Editor: Janet Baker
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PRESIDENT'S MESSAGE

By: Paul Page

During my last article I talked about leadership and the need to network and the opportunities presented through TLOMA to grow your network. Today I thought I would share with you why networking is so valuable both professionally and personally.

It can feel isolating when we're working towards a change and we feel outside our comfort zone. As a manager in a law firm we do not have too many champions in our corner (if any at all), but it is essential that you make it a point to have at least one champion in your corner who will be supportive when you doubt yourself or want to quit. We are a social species and we all need support at various times in our professional and personal lives.

Having access to TLOMA's Listserve is amazing, whereby I can get answers to questions I know have already been dealt with successfully. And when the question is new to everyone, we band together and bring in an expert and host a Special Interest Group lunch seminar to help our members make the right decisions for their firm.

I also found that the larger my network of TLOMA members became, the more responses I was likely to receive for my questions on Listserve. Similarly, based on this network, I likely already know someone who has dealt with my question and I can email them directly or better yet, pick up the phone and discuss the issue. Over many years my network has grown not only through TLOMA, but also through meetings with vendors, or lawyers and staff that I have kept in touch with at previous firms.

Through TLOMA you become part of a community that shares your goal. It's like taking out an insurance plan for the dark days when that inner saboteur wants you to bail. Pursuing your goal alongside others helps you stay accountable and is a good way to connect with others on the same path. You will find yourself looking forward to seeing your new friends and even a desire to give back and volunteer. Don't wait until you're completely "ready" before deciding to volunteer. Everyone needs to start somewhere and your new friends, just like you, were once beginners too.

Also consider branding as part of networking. TLOMA's brand is unique because we do not have the same faces on the Board for more than three or four years. But we do have our members for many years, and each of us is the face of TLOMA. Branding is about how we want to be perceived, and we do it every day, through our actions. However, as you network, you are further defining your brand, and equally contributing to the TLOMA brand as others meet you and associate you with TLOMA.

In meeting my daily challenges I am either putting out fires, or trying to meet a deadline. Time is valuable, and there never seems to be enough. However, I always have time for my peers, whether they need to vent or offer some friendly advice, I always have some kind of takeaway from the conversation however large or small. And it is this accumulation of takeaways that eventually develop into new ideas.

I have also created a folder where I throw in ideas from PowerPoint presentations from various speakers from TLOMA events or articles that I read in the news or from magazines and books. I even have a document in Word where I write down thoughts and ideas from conversations with people. I always make a point of reviewing the file periodically, and I have even created my own presentations from these collected ideas. I got this idea from another TLOMA member many years ago, and it has served me well.

Growing your network within TLOMA is a valuable resource that you won't regret. Some of my relationships with other TLOMA members have grown to extend beyond our professional realm, and we have become great friends and a source of support I never imagined.

Get involved and attend the networking events and special interest group lunch seminars and the annual conference, and make the most of what TLOMA has to offer. If you need some help with meeting other members, look into our mentoring program, or if you see me at the event, come say hello, and I would be happy to introduce you to other members.

Paul Page
2015 TLOMA President

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OCTOBER 21-24, 2015

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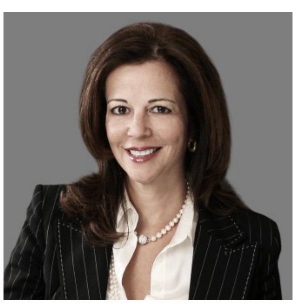

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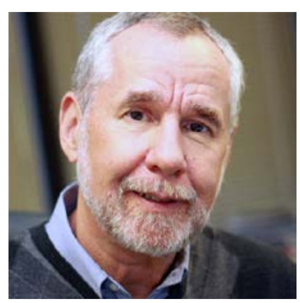

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- Staffing Ratios

Productivity Facts & Ratios

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- Percentage of Partner hours

Revenue Facts & Ratios

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- Average Worked Rates
- Billings
- Revenue per Employee
- Revenue per Square Foot

Financial

- Charge off Percentage
- Lock up
  - Unbilled Days
  - Uncollected Days
- Net Income as % of Revenue
- % of Contingency in WIP

Matter Level KPIs

- Number of Matters opened
- Revenue per Matter
- Cost Recovery Revenue per Matter

Expenses

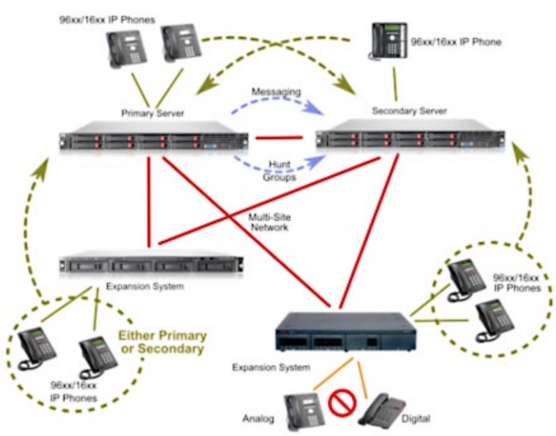
- Expenses as a Percentage of Revenue in 11 categories
- Average Net Overhead

By: Jeff Wiener

BACK-UP, RESILIENCY AND REDUNDANCY IN YOUR OFFICE PHONE SYSTEM: LET'S DISCUSS

From a voice perspective Back-Up, Resiliency and Redundancy are among the most discussed topics we have with our clients, and probably some of the more complex discussions given the options available and technologies involved. I'm going to assume for the purposes of this article that the reader is using a premise-based phone system, because those users who have a hosted PBX don't need to worry about voice redundancy in the same way.

Hosted PBX: In a hosted PBX environment the back-up and phone system is in the cloud, and in the event of a power failure, building catastrophe, or other natural disaster, the calls continue uninterrupted to the cloud phone system. If the company has lost their phones because of fire, for example, they can be up and running as quickly as they can find or buy and power up a new phone. I recall a scenario with one of our hosted PBX clients, when last winter their building's electrical was shut down for almost a week because of an accident outside their building, and the users brought their IP phones home, and the calls continued uninterrupted to the hosted IP Phones.



Premise-Based System: For those companies using a premise-based phone system there are many other considerations and costs involved. One of the considerations is the types of lines that the organization is using, and given that the majority of mid to large firms are still using a PRI circuit, for the purposes of this article I will assume that the reader still has PRI lines terminating to their phone system. One of the problems with PRI is that it is not very elegant in the way it fails. Unlike a SIP trunk, which can fail seamlessly between IP addresses, a PRI circuit cannot easily fail from one building to the next or from one phone system to the next. Further, in a PBX environment if the primary PBX fails we still need to fail the PBX to an alternate PBX.

So, let's address these two issues:
1. Back-up PBX, and 2. Back-up and resiliency in the phone lines.

With regards to a back-up PBX, since there are many different brands of PBX's available in the market, including Cisco, NEC, Mitel and Avaya, I am going to assume for the purposes of this article that the reader has an Avaya phone system, however, the discussion can just as easily be with an NEC, Cisco, or other brand of PBX. With an Avaya solution it is possible to install a second Avaya IP Office cabinet and make the phone systems redundant to one another. Let's imagine a primary phone system at head office, and second phone system at a data center. The Avaya phone system will replicate itself to a second back-up box, in an active / back-up manner, and all applications and programming on the back-up box will reside in the back-up system and remain idle until required. Then when needed, the IP phones can fail from the active system to the back-up system. The IP phones will re-authenticate themselves automatically from the primary to the back-up, the voice

NEW BACK-UP, RESILIENCY AND REDUNDANCY IN YOUR OFFICE PHONE SYSTEM: LET'S DISCUSS Continued..

mail will fail from the active to the back-up, and now full phone set call control has been moved from the primary phone system to the back-up phone system. If the company has two sites, let's say one in Toronto and the other in Montreal, for example, the two systems can act as back-ups to one another, so the IP Phones from Toronto can fail to the phone system in Montreal, and vice versa. The one caveat to the above is that only IP phones will fail, digital phones will not.

Phone Lines: From a phone line perspective, we now need to address how to terminate the calls to either the back-up system, or as in the example, from Toronto to Montreal and vice versa. If the company is using SIP trunks, it is quite easy to fail calls between sites / systems because the lines are addressable via IP address. Unfortunately a PRI circuit isn't quite as elegant in the way it fails. It isn't very straight forward from a carrier perspective to have a PRI fail from Toronto to Montreal. In order to get around this problem we fail the PRI to SIP using extended overflow, a feature enabled on the PRI circuit itself. If the PRI fails, or, there is a D channel failure on the PRI circuit, we fail the PRI to a number of SIP trunks. If the phone lines are down and the phone system itself is fine, the PRI will fail to SIP, and the calls will continue uninterrupted.

I remember a scenario a number of months ago where Digitcom's PRI circuit failed and practically no one noticed because the PRI failed to our SIP trunks, and all calls in and out continued to flow as normal. Now, if the phone system itself has failed, the SIP trunks have nothing to fail to, so it is possible to fail SIP trunks from one IP address to another, or in this case, from Toronto to Montreal. If the IP phones in Toronto are still working but the phone system has failed, it is possible for all IP phones from Toronto to re-authenticate to Montreal, all calls flow to Montreal, and users in Toronto can answer as normal. If the Toronto site has lost complete power, the calls will flow to Montreal and the alternate receptionist, or auto attendant, can answer calls in the interim. The key to the above is using a combination of PRI and SIP to make the solution work.

Hosted PBX Back-Up: The above scenario is somewhat expensive however, so clients who don't want to invest in a second system can fail the PRI to a hosted PBX, enable an auto attendant with a number of extensions that have mobile twinning enabled, and at less cost a company can have a full active back-up solution that is enabled, live and ready to go 24 X 7 X 365. All users can be programmed onto a hosted PBX platform and provide twinning to their cell phones, so if the auto attendant is called, an extension dialed, the call will twin to the users cell phone.

Creating a back-up solution for your office phone system can be complex and expensive, but, doesn't necessarily need to be if you choose the hosted PBX back-up. If you have 2 offices already running a premise based system you might be closer than you think.

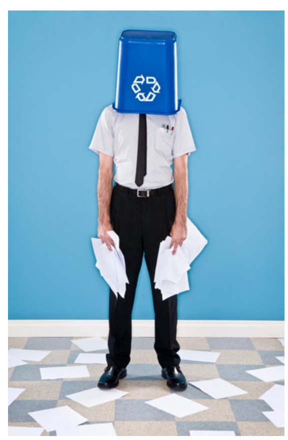
Jeff Wiener is the President of Digitcom Canada. Digitcom has been in business selling and servicing business phone systems since 1991, and has offices throughout Canada. Digitcom has been on the CDN Top 100 solution providers list for 3 years, and Canadian Business Magazine's list of fastest growing companies in 2013. You can get in touch with Jeff Wiener at: 416-783-7890 X 201, or by email at jw@digitcom.ca. You can visit Digitcom's web site at: Digitcom.ca

By: Mario Skopek

TOP 3 REASONS YOUR SHREDDING PROGRAM ISN'T WORKING

I am going to state a scary fact here: You are open to a security breach because your shredding program has flaws. These are flaws you may not be aware of because you have a lengthy list of other competing priorities. Managers rarely audit their shredding procedures until there's a breach. For example, what if sensitive company information accidentally ends up in the blue bins, is mishandled by cleaning staff, and ends up blowing down Bay Street?

Of course you are a dedicated operations manager and have done your best to ensure that your firm handles information securely and is 100% compliant with the Privacy Act and LSUC standards. However, an ongoing audit by the Office of the Privacy Commissioner has found that many organizations are still at risk and noncompliant. Whether you are using office shredders or a shredding service, there is still plenty of room for error.



We live in a time when people don't steal money; they steal information. The following are the main culprits that could be putting your law firm at risk:

1. Those evil and convenient blue bins.

Blue bins and trash bins are major threats to your firm because they are too accessible and convenient for staff to cut corners. "Brad the Associate" may be saving himself some time by eliminating the walk to the office shredder or shredding bin, but he is singlehandedly jeopardizing your firm and clients when he tosses his printed draft pleadings into the blue bin. Brad may have zero bad intent in this feat and is likely just pressed for time while trying to tackle his busy schedule. He may even pat himself on the back for sending his articles to recycling.

Recently, a legal office manager friend of mine (who shall not be named) went digging in the blue bins under her employee's desks and found client information, working notes, as well as pricing schedules. Ouch.

Blue bins and trash bins are often conveniently positioned beside or under each employee's desk. They are open to the review of all staff, the night cleaning crew and anyone who would benefit from being a fly on the wall of your chambers (but may settle for exploring the contents of your firm's waste, if the fly situation isn't an option). Convenience, accessibility and a lack of safekeeping are putting you at risk.

Are you 100% certain that employees are not

TOP 3 REASONS YOUR SHREDDING PROGRAM ISN'T WORKING Continued..

throwing sensitive documents in the trash bins or blue bins? When was the last time you randomly rummaged through one?

2. Lack of protocol and training.

Like with any sports team, your current shredding program is only as good as your weakest player. Perhaps you and your executive team are adequately versed in the importance of proper document destruction. Maybe you have read a few articles about the Privacy Act and LSUC compliance and therefore, a few shredding bins or shredders have been installed in your office. However, do your employees know what needs to be shredded? Have they received formal training? Is there an information destruction policy and procedure manual to guide them? Perhaps "Brad the Associate" wasn't trying to cut corners; maybe he just wasn't aware about proper procedure.

In over 100 document destruction program assessments conducted by an independent security company, it was discovered that **in 90% of cases, confidential information was discarded inappropriately in the blue bin.**

Most organizations that were assessed didn't have a companywide information destruction policy. As a quick F.Y.I.: Any company that collects personal information on employees and/or clients must have an information destruction policy and procedure manual, as well as have a designated Privacy Officer, who will train employees and encourage compliance within the requirements of the Personal Information Protection and Electronic Data Act (PIPEDA). Who's your Privacy Officer? I hope it's not Brad.

3. That frustrating office shredder.

For those readers not using a secure shredding service, not only is your organization being polluted with the noise and dust generated by the shredder, your firm is taking the least cost efficient and most time depleting route. Office shredders can cost anywhere from $90 - $5000, in addition to the cost of maintenance and inevitable repairs as these instruments seem to always overheat and jam up. The actual costs of operating an office shredder are overlooked.

What about time and productivity? Any administrator can testify to the tedious and painstaking task of removing paperclips and staples from clumped documents. With so many competing priorities in operations management, surely there are pressing matters that require your attention and would contribute (rather than subtract) from the firm's productivity. To better break down the labour and wage costs affecting your firm, consult an office shredder cost calculator by **clicking here.**

Alternately, perhaps you tasked someone to handle these monotonous tasks in the office. Maybe it's a lower level position or summer student worker. Consider this: Do you want your low-level employee shredding high-level information? Like payroll information or intellectual property? Office shredders make your organization vulnerable to sensitive information getting in to the wrong hands.

To give yourself peace of mind knowing that your firm's shredding process is secure and compliant, use this Security Self-Assessment by ***clicking here.*** *The assessment is a brief audit of your current shredding program, and also offers resources to improve your document security and compliance.*

Mario Skopek is the President of Blue-Pencil Information Security – a 12 year old company specializing in Records Management, Document Imaging, Online Backup and Secure Document Destruction. Mario served the National Association for Information Destruction Board of Directors for three years and is currently involved with PRISM - the Global Trade Association for Information Management Companies. As a document management enthusiast, Mario's career-mission is to curb identity theft and corporate espionage by educating companies about information security and compliance. If you have any questions or comments, please contact Mario at mario.skopek@blue-pencil.ca or 905-847-2583.

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Marla Warner was our guest speaker at the HR SIG Session held at **Fogler, Rubinoff LLP** on April 28th, 2015

By: Marla Warner, BSc, CWC

ENHANCING RESILIENCE, ENHANCING WELLBEING

On April 27 I had the pleasure of presenting to a room of over 70 participants at Fogler Rubinoff LLP as part of the TLOMA speaker series. This article will provide an overview of that presentation for those who missed it and will serve as a reminder of the discussion for those who attended.

It seems that there is an agreed upon and common understanding that stress and change are here to stay. It is also accepted that we live in a state of overwhelm. Overwhelm is considered to be one of the most potent sources of stress.

We don't need to look far to understand this sense of overwhelm. We live in a society where the pace of life has increased as we all incorporate wired technology into our lives, conduct business internationally, and the idea of a 9-5 workplace is a distant memory as we move to 24/7 workplaces. According to the Canadian Association of Mental Health, employees are reporting feeling stressed at least 4-5 days a week.

Today as stress, change and overwhelm are a constant, it is essential that we find ways to navigate through it. Resilience is the most important defense people have against stress.

The word resilience first came out of an engineering concept and was defined as:

- The ability to return to original form after being bent, compressed or stretched out of shape

A human definition of resilience is:

- The ability to bounce back and to recover from disruptive change, illness or misfortune with minimal wear and tear (physically, mentally and emotionally), to ourselves and to our relationships

Unfortunately we cannot wake up one day and decide to be a more resilient person. Resilience is enhanced through planned daily actions and built and fostered over time. It is the self-nurturing behaviours we carry out that increase our resilience to the "wear and tear" of daily life and the more profound stressors we all face from time to time. Current research also finds that resilient individuals have a particular mindset. A mindset is a set of assumptions or attitudes about oneself that influence one's behaviours and skills.
The good news is that both behaviours to develop resilience and a resilient mindset can be learned and developed.

Before exploring the foundations of resilience it is helpful to step back and discuss how stress impacts us both in the short and long term.

The fight or flight response (FFR) is an automatic physical response which activates our sympathetic nervous system. Under threat, demands or perceived danger, our body responds with this life preserving mechanism and prepares us to 'fight' or 'flee' – to basically get away from the danger at hand.

The FFR is intended to gear up in response to clear, present and immediate danger and to be a short-term response to quickly remove us from the dangerous situation. When the danger or threat is over, our parasympathetic nervous system should come into play and re-establish balance in our nervous system and functioning.

Unfortunately our FFR does not differentiate between what is truly a dangerous or life-threatening situation (think cave man being attacked by saber-toothed tiger) or when our thoughts turn to the next deadline, the traffic jam I'm sitting in, the possibility of being late, the conflicting demands I have...etc. The same nervous system FFR is triggered, though our current-day stressors are generally not life threatening or of a dangerous nature.

When we experience stress over long periods of time, cortisol levels increase, immune function decreases, we no longer focus or problem solve effectively and we experience a range of physical/behavioural and emotional signs and symptoms of stress.

The five foundations of resilience discussed here all allow for balance of the nervous system, enhanced overall energy and wellbeing, increased focus and productivity and a range of positive benefits to one's overall health.

Foundation 1 - Sleep

Leading sleep researchers consider sleep problems to be in epidemic proportions today. As a health coach I often work with clients with sleep challenges. Ideally we should be getting 7-9 hours of sleep most nights. Less than 5 hours per night will result in significant reduction in the necessary sleep for supporting cognitive function.

ENHANCING RESILIENCE, ENHANCING WELLBEING Continued..

The following is a list of tips for enhanced sleep quality and quantity:

Helpful Hints:

Do:

- Take a 20 minute nap during the day if needed
- Exercise regularly
- Limit your use of devices with an LED backlit screen close to bedtime
- Use your bed for sleep and sex – not work
- Limit alcohol and sleeping pills
- Practice deep breathing or other relaxation exercise

Don't:

- Eat a large meal close to bedtime
- Toss and turn in bed for more than 20 minutes
- Smoke
- Drink caffeine late in the day, including OTC drugs
- Sit in a room with bright lights

Foundation 2 – Nutrition for Resilience

During stressful times the tendency is to work faster, harder and for longer periods of time without adequate nutrition breaks. We go for coffee and quick "pick me up" foods full of sugar and fat. It is interesting to reflect on how much we plan in our lives – schedules, meetings, projects etc. How often do we plan on how we want to feel during a particularly hectic or challenging time? Our food is our fuel and only with adequate nutrition are we providing our body and brain with the essential nutrients to think, focus, problem-solve and sustain our energy. Following are some basic yet essential guidelines.

- Eat breakfast within 1-2 hours of waking
- Eat 3 meals a day plus healthy snacks
- Eat a variety of foods; consider a rainbow of colour
- Limit caffeine, Drink water!
    - o **For general fluid needs: 0.5 x weight (in pounds) ÷ 8 = cups of water/day**
- Limit your intake of sugar and sweets
- Cut back on bad fats - good fats

Foundation 3 – Exercise for Resilience

Health Canada states that we should be moving for 1 hour/day or taking 10,000 steps a day. Sedentary Behaviour Research, a newly formed area of science tells us that not moving over the course of a day can result in obesity, increase in heart attacks and decreased life expectancy. Recent studies have revealed that "When we exercise, blood pressure and blood flow increase everywhere in the body, including the brain," Justin Rhodes, associate professor of psychology at the University of Illinois at Urbana-Champaign writes in Scientific American. "More blood means more energy and oxygen, which makes our brain perform better." In addition, exercise is the only activity that supports our long-term memory processes. Worth the sweat!

Foundation 4 – Relaxation and Meditation

Decades of research have found that relaxation training provides a plethora of benefits to mind and body. Meditation is shown to reduce levels of cortisol, a hormone related to stress. When cortisol levels drop, the mind grows calmer and gains the stability to become more focused. Some of the other benefits of practicing relaxation include improved immune function, the ability to recover from negative experiences more quickly, reduced rumination and an increase in overall positive emotions. Research has shown that sitting quietly for 10 minutes/day is one of the most healthful practices we can adapt.

Foundation 5 – The 3 C's of Hardiness

Researchers, Salvadore Maddi and Suzanne Kobassa found that the personality trait of Stress Hardiness was a core characteristic of resilient people. Hardiness is defined as a combination of distinct personality markers or ingredients. The three markers are:

Attitude of Commitment – the ability to engage fully in all aspects of life, no matter how big or how small, with a sense of purpose and meaning. Kobassa found that the most

TOP ENHANCING RESILIENCE, ENHANCING WELLBEING Continued..

important type of commitment is commitment to self.

Attitude of Control – rather than responding to a new stressor with helplessness, hardy people incorporate the stressful events into an ongoing life plan and almost deactivate their jarring effects.

Attitude of Challenge – people who take change as a challenge, are flexible and can look at a situation from all sides.

We cannot bank or store our health and resilience. In small ways each day, we need to be mindful of taking the steps that help us to enhance resilience and flourish. For more information on resilience and the five foundations, please visit www.forhealth.ca.

Marla is a speaker, facilitator, consultant and coach whose focus is workplace wellness and productivity. Over the past 20 years, she has created, developed and delivered webinars and workshops for hundreds of organizations. Marla's offerings include CPD accredited seminars (through the LSUC).

Marla previously worked as a stress management therapist at the Centre for Addiction and Mental Health in Toronto and she is currently a leader at Toronto's Wellspring Cancer Support Centre. Marla has co-authored and produced two relaxation CDs currently used in Toronto hospitals and available at bookstores and on iTunes. Marla's professional qualifications include a B.Sc, kinesiology, she is an Adler trained coach and a certified health coach. She is a certified stress management educator and a Registered Yoga Instructor. Marla is a member of the Canadian Positive Psychology Association.

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MOVING THE PACKAGES THAT MOVE COMMERCE. THE ALL CANADIAN WAY

By: Janet Ellen Raasch

RELATIONSHIP-BASED MARKETING WORKS BEST FOR LAW FIRMS

In his Rhetoric, Aristotle lays out his three tools of persuasion – good sense, shared values and friendliness. If you closely watch any modern-day ad campaign, you will see that these tools are still as valid as the day they were first recorded.

Lawyers, however, often attempt to persuade their potential clients to hire them using just one of these three tools – good sense. They will tell marketers, “It is enough that I do good work.” In doing so, most lawyers and law firms leave two very powerful tools of persuasion on the table – shared values and friendliness.

“For most legal work, there are plenty of lawyers out there who are good at what they do,” said Kimberly MacArthur Graham. “At a certain level, competence is a given. When making a choice among five equally qualified lawyers, how will a potential client decide? Quite simply, the decision-maker will proceed based on which lawyer seems to offer the most-productive long-term relationship.”

Relationships are based on shared values, often defined as trust or trustworthiness, and friendliness, often defined as putting the interests of the client and the community before your own professional or personal interests. There are many ways for a lawyer to demonstrate these qualities.

“One interesting study shows that, when people are asked for their opinion of professional service providers as a class, only 43 percent give a positive response,” said MacArthur Graham. “When these same people are asked for their opinion of a particular service provider, a person they already know, even casually, the approval rating goes up to 87 percent. That is the powerful effect of a relationship.”

MacArthur Graham discussed relationship-based marketing at the June 12 meeting of the Rocky Mountain Chapter of the Legal Marketing Association (www.legalmarketing.org/rockymountain. She is founder and principal of Layer Cake Creative (www.golayercake.com), a Denver-based marketing and public relations firm that specializes in professional services marketing.

“The key,” said MacArthur Graham, “is to create electronic and print marketing collateral, and individual business development plans, that demonstrate the full personality of your firm – not just its capabilities.

“In this way, you can successfully differentiate your practice from other equally qualified providers within a targeted and competitive market segment,” said MacArthur Graham. “You can also acquire clients that are a good

RELATIONSHIP-BASED MARKETING WORKS BEST FOR LAW FIRMS
Continued..

match to begin with and therefore more likely to stay with you for the long term."

Conduct a personality test

In order to enhance and communicate their unique personalities, law firms and lawyers must first define their personalities. There should be a definition for the firm as a whole, and then variations on that definition for the individual lawyers.

"Law firms can hire consultants to help them through this process," said MacArthur Graham, "but there is no need to spend a lot of time and money.

"Sit down as a group and answer a few simple questions," said MacArthur Graham. "What do we do? Is it profitable? Who do we do it for? Who should we do it for? Who will do it? Do we need to add expertise or technology in order to do it better? What level of service do we provide? How can we improve service? With what personality will we do it? How are we human beings in addition to legal experts? How will we convey this message – in words and in graphics? In print, online and face-to-face?

"Having the firm's personality defined, and well-communicated, can prevent lawyers and staff from getting too much 'off-message' in their individual marketing efforts, especially in the new world of social media," said MacArthur Graham. "A written policy or set of standards can address this concern."

Within the larger context of the firm, each lawyer should convey his or her unique personality. Not everyone needs to be the same 'flavour.'

The firm, for example, may be vanilla. One lawyer can be vanilla with chocolate sauce, another with sprinkles and another with a shot of Kahlua. One can be hand-cranked, another store-bought and another soft-serve. One can be in a milkshake, another in a cone and another on a piece of pie. Just as there are many variations on vanilla, there are many variations for individual lawyers within the context of a law firm's basic personality.

"The topping or style that you add should be selected with your unique practice in mind," said MacArthur Graham. "It should also reflect the 'pain points' and interests of your target clients."

Fit the tool to the talent

When developing individual lawyer identity and business development plans, there is no 'one size fits all' method to create and maintain relationships. Each lawyer has a different personality and interests. Some are speakers. Some are writers. Some are networkers. Some enjoy interacting with others face-to-face, others prefer networking virtually.

"The audience, too, must be appropriate," said MacArthur Graham. "A great speech delivered to an audience of people who are in no position to hire you is a waste, as is an article published in a magazine your clients won't see. A posting on LinkedIn or Facebook might have little impact on your target audience unless you have a carefully crafted network of connections or friends, or you are posting to a specific sub -group.

"With so many tools available to the modern marketer, no one person can use them all and still be effective," said MacArthur Graham. "You will be spread too thin. The worst choice of all is to start an effort and then not follow through."

The tools you choose must provide you with direct access to decision-makers in your target market. If you cannot find the best venue for your efforts, you can create one. This could be a seminar series for your clients and their friends. It could be formation of a LinkedIn Group around a newsworthy topic for your clients, potential clients, referral sources and the media.

Use the tools you select to tell stories about your clients, the problems they face and how you help them solve those problems. "Use them to start conversations," said MacArthur Graham. "Over the long run, conversations are a much better way to create and maintain relationships than overt selling.

"If your firm uses events as business development tools, be sure to have 'rules of engagement' for these events," said MacArthur Graham. "Obviously, there should be a code for dress and acceptable behaviour. In addition, lawyers should do

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their homework. Who will be there? Who does the lawyer want to meet? How will the lawyer start the conversation? How will the lawyer follow up? Under no circumstances should you sponsor an event where all of your lawyers in attendance spend the time hanging out together.

"In addition," said MacArthur Graham, "many law firms seem fond of distributing random gifts with their names on them – like stress balls, shopping bags or t-shirts. Instead, think of your firm personality. Think experiential. People value interesting or fun experiences more than objects. Instead, come up with a way to spend time with a potential client, doing something that you both enjoy."

Even the most skilled lawyer will have trouble developing quality work if he or she is unable to develop and maintain the kind of trusted relationships that turn into business.

To be successful, each law firm must have a distinct personality. Each lawyer within that firm should have a personality as well, which is regularly conveyed to members of a carefully targeted audience using the appropriate tools for the topic, the lawyer and the audience. Potential clients who know you and trust you in any capacity will be more likely to hire you when they need legal services.

Janet Ellen Raasch is a writer, ghostwriter and blogger (www.constantcontentblog.com) who works closely with professional services providers – especially lawyers, law firms, legal consultants and legal organizations – to help them achieve name recognition and new business through publication of keyword-rich content for the web and social media sites as well as articles and books for print. She can be reached at (303) 399-5041 or jeraasch@msn.com.

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AD SIZE	WIDTH BY HEIGHT	COST
1 Page	21.6cm W x 27.9cm V / 8.5"W x 11"V	$800
1/2 Page Horizontal	21.6cm W x 13.9cm V / 8.5"W x 5.5"V	$450
1/2 Page Vertical	13.9cm W x 21.6cm V / 5.5"W x 8.5"V	$450
1/3 Page Vertical	5.9cm W x 27.9cm V / 2.33"W x 11"V	$275
1/3 Page Square	12.1cm W x 12.1cm V / 4.75"W x 4.75"V	$275
1/6 Page Vertical	6.3cm W x 12.1cm V / 2.5"W x 4.75"V	$150
1/6 Page Horizontal	12.1cm W x 6.3cm V / 4.75"W x 2.5"V	$150

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Issue	Due Date
September 2015	September 4, 2015
November 2015	November 5, 2015
December 2015	December 8, 2015

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