

## LSSO's Women Lawyers Studies *Executive Summary*

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*and our supporters*

**ABA Women Rainmakers**



# Significant Findings

- ▶ Who are successful women rainmakers?
- ▶ How much time is dedicated to business development?
- ▶ What business development activities work best?
- ▶ What are the barriers to advancement, potential road blocks to success and areas for improvement?
- ▶ How are women supported by their firms and others?
- ▶ What are best practices for firms and women lawyers?

# Keys to Success

1. Have the Right Attitude
2. Invest Time Wisely
3. Take the Lead
4. Know the Power of Client Service
5. Successful Women Overcome Barriers



# Overview of LSSO's Studies

# LSSO's Studies on Women Lawyers

## ▶ LSSO's 2003 Survey

- *Women Lawyers: Sales and Business Development Issues*
- First study to focus exclusively on such issues faced by women lawyers
- Second, benchmarking survey in 2007

## ▶ LSSO's 2008 Study

- Developed to further explore the findings of the 2003 study
- Intended to assess the professional experiences and working lives of female attorneys, with specific focus on their business development practices and performance

# LSSO's First Women Lawyers Survey: Sales and Business Development Issues

## ► Overview

- 426 women legal professionals responded to a comprehensive online survey
- Good representation: firm size, practice area and year of practice
- Nearly 100 distinct questions
- More than 20,000 individual data points

## ► Second, benchmarking survey

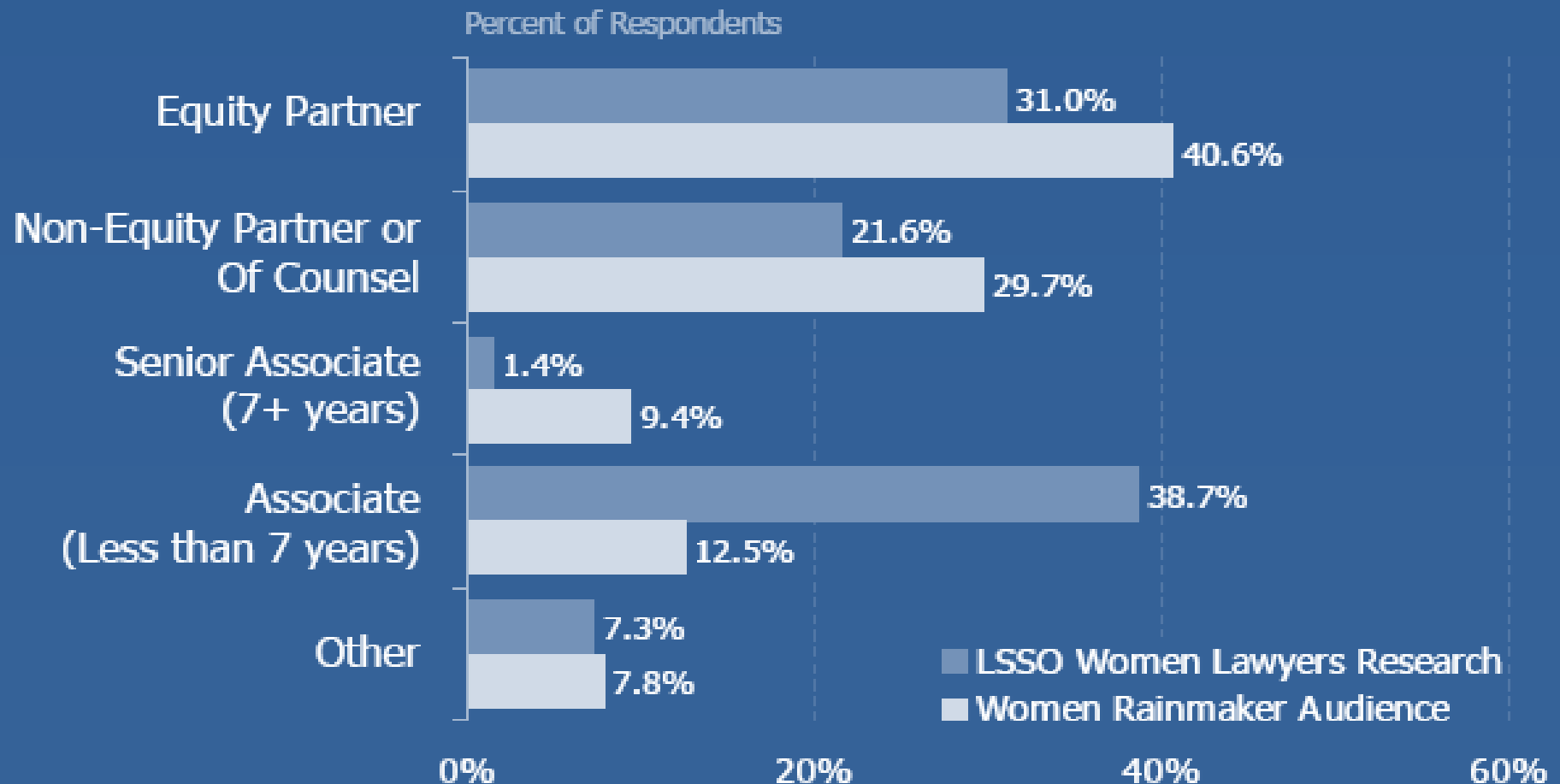
- ABA Women Rainmakers Mid-Career Workshop attendees participated in 2007
- Allowed examination of results from two different groups of participants

# 2003 Survey: Groundbreaking

- ▶ How the most successful women rainmakers get business
- ▶ What practices they used
- ▶ What firms did to support their business development efforts



# 2003 Survey Respondent Positions



# LSSO's 2008 Women Lawyers Study

- ▶ Builds on LSSO's groundbreaking 2003 study: *Women Lawyers: Sales and Business Development Issues*
- ▶ Key Questions
  - How do the most successful women rainmakers get business?
  - What are the best practices of successful women rainmakers?
  - What are firms are doing to support women?

# 2008 Survey Respondents

- ▶ Private law firm 79%
- ▶ More than 90% are full time
- ▶ 16% are on their firm's Management Committee
- ▶ Position:
  - Equity/Senior Partner/Shareholder 34%
  - Junior/Income Partner 10%
  - Counsel 2%
  - Senior Associate (7+) 13%
  - Associate (4-6) 16%
  - Associate (1-3) 11%
  - Other (Of Counsel, Staff, Contract) 7%

**Who are successful  
women rainmakers?**



# Successful Women Rainmakers

- ▶ Women who spend at least 9 hours per week engaged in business development activities, stand to generate as much as \$145k in annual revenue
- ▶ When firms set minimums, 75% of our sample reported having met or *exceeded* business development minimums

# The Successful Female Rainmaker...

- ▶ Is highly committed and identified with her firm
- ▶ Is confident about her ability and personal worth
- ▶ Understands how to use sincerity, sociability and networks to influence others
- ▶ Is extraverted and conscientious
- ▶ Takes advantage of mentoring opportunities
  - With both women and men

# Profile of the Successful Female Lawyer

- ▶ A senior associate or junior partner working at a mid-sized or greater national firm
- ▶ Feels empowered at work
- ▶ Believes she is above average sales performers
- ▶ Work for a firm that recognizes rainmaking accomplishments
- ▶ What does she see as advantages and disadvantages?
  - Does not like to make cold calls
  - Tends to turn token female status into an advantage
    - Sees gender as a slight advantage to attracting and representing clients
    - Shares new opportunities with other women
- ▶ Spends around 1 hour on rainmaking activities per day, but she engages in a wider variety of activities than less successful women rainmakers

# Profile of the less successful female rainmaker

- ▶ A senior associate (7+ years tenure) at a solo or small firm
- ▶ Tend to believe they have above average sales performers, but actually receive less than average rainmaking performance reviews
- ▶ Spends around 1 hour per day on business development activities
  - But only a subset of the specific activities that successful rainmakers do
- ▶ Does not like to make cold calls



# Keys to Success



# Keys to Success

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2. Invest Time Wisely
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# 1. Have the Right Attitude

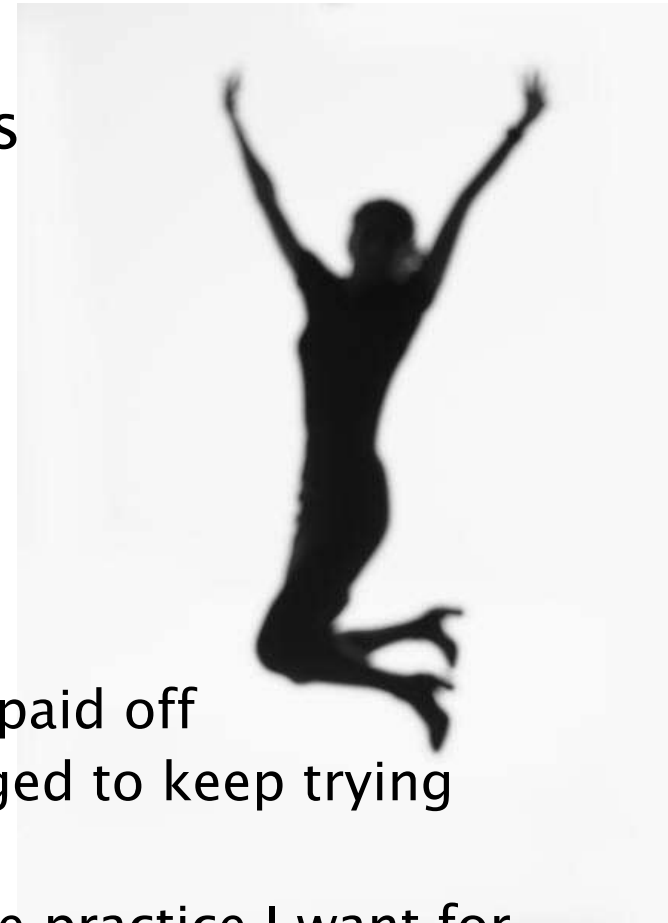
Successful Women  
Leverage Their  
Successes.

And Learn From Their  
Failures.



# The Right Attitude

- ▶ Examples of supportive reflections
  - Yes! Way to go!
  - Woohoo!
  - Exceptional team!
  - Finally, I have a huge sense of relief
  - Yippee!!
  - I'm on a roll.
  - This is exciting; I want more.
  - It's based on hard work – efforts have paid off
  - I am proud of the results and encouraged to keep trying
  - Well done.
  - Another step on the way to creating the practice I want for myself.



# The Right Attitude

- ▶ Examples of Evaluative Reflections
  - I try to figure out what I did not do well – and how NOT to repeat it.
  - Where did things go wrong ...and what can I do better next time?
  - Why were we chosen?” (asked to new client)
  - I should do more of [insert specific activity]
  - I need to spend more time on this and narrow the focus, because I can actually do it when I try

# The Right Attitude

## ▶ Negative

- I'm never to be able to make this happen. It is too hard.
- My head is hitting the glass ceiling...and it hurts.
- I'm not a good lawyer.

# The Right Attitude in the Face of Failure

## ▶ Evaluative

- I need to try harder or change my approach
- What happened here? Review steps and try to evaluate...
- Talk to the client to figure out why we weren't chosen

## ▶ Supportive

- Change your strategy
- Better luck next time
- Try again and be patient
- It's not me, it's them
- #^\$@! Oh well next time, maybe...
- That was yesterday, now move forward

# Getting the Right Attitude

- ▶ Successful rainmakers tended to be
  - Committed to their firm
  - Think and feel positively most of the time
  - Confident and empowered at work
  - Had high self-esteem
  - Politically skilled
- ▶ Getting the right attitude is more likely when you
  - Have access to mentorship experiences
  - Engage in positive mentorship
  - Meet your billable hours



# Attitudes Associated with Success

- ▶ Compensation
- ▶ Self esteem
- ▶ Confidence
- ▶ Personal and professional growth

# *On Average, Women Rainmakers Earn 16%-20% Higher Originations When Taking a Supportive Approach to Success – and Failure*

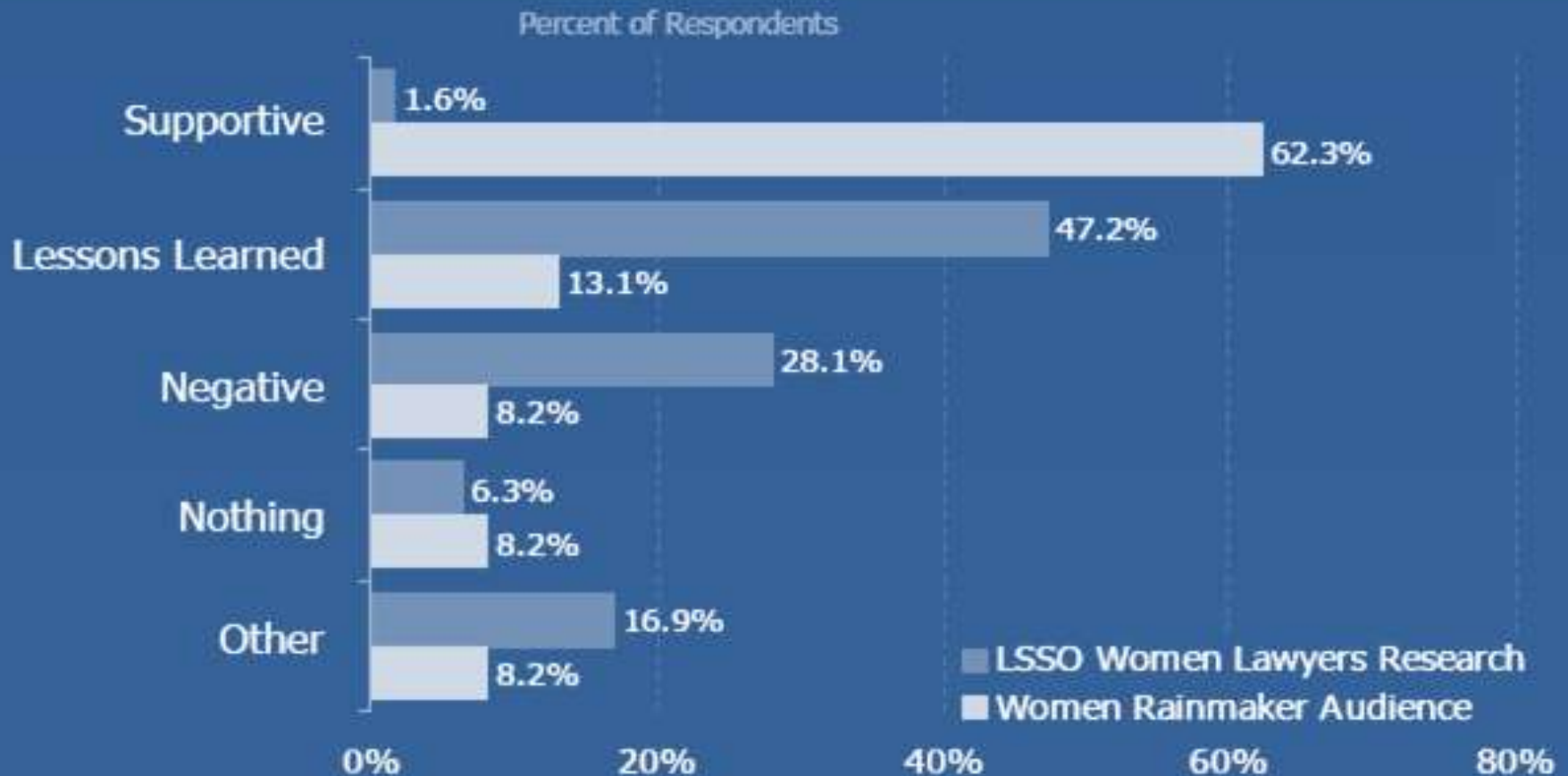
What do you say to yourself when a sale or business development effort was successful?  
What do you say to yourself when your business development efforts do not succeed?



Note: Represents Partner-level responses only.

# *Women Rainmaker Audience 30 Times More Likely to Offer Herself Positive Feedback After a Successful Business Development Effort*

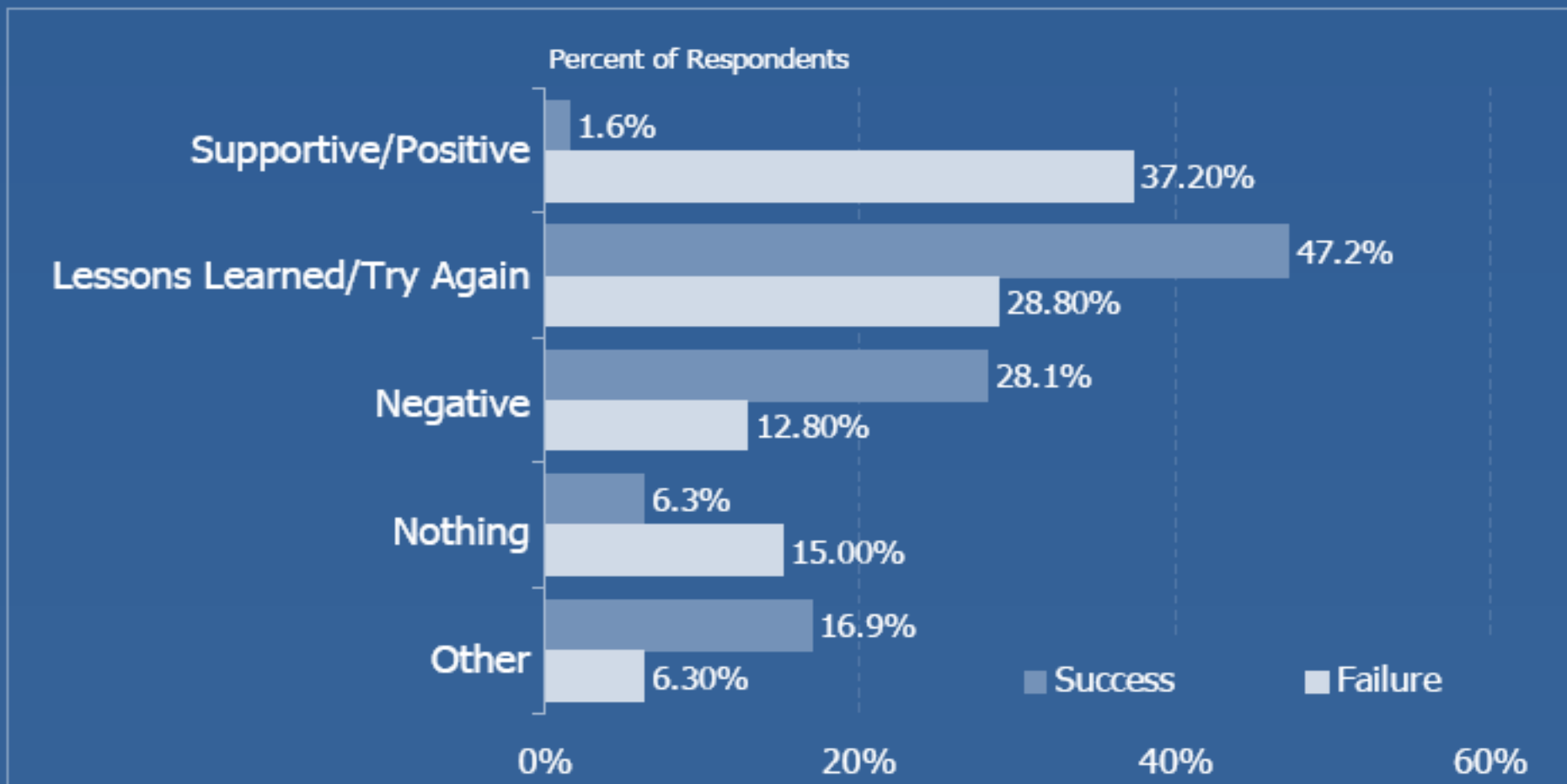
What do you say to yourself when a sale or business development effort was successful?



# *Women Rainmakers Leverage Successful and Failed Business Development Efforts into Opportunities to Grow*

What do you say to yourself when a sale or business development effort was successful?

What do you say to yourself when your business development efforts do not succeed?



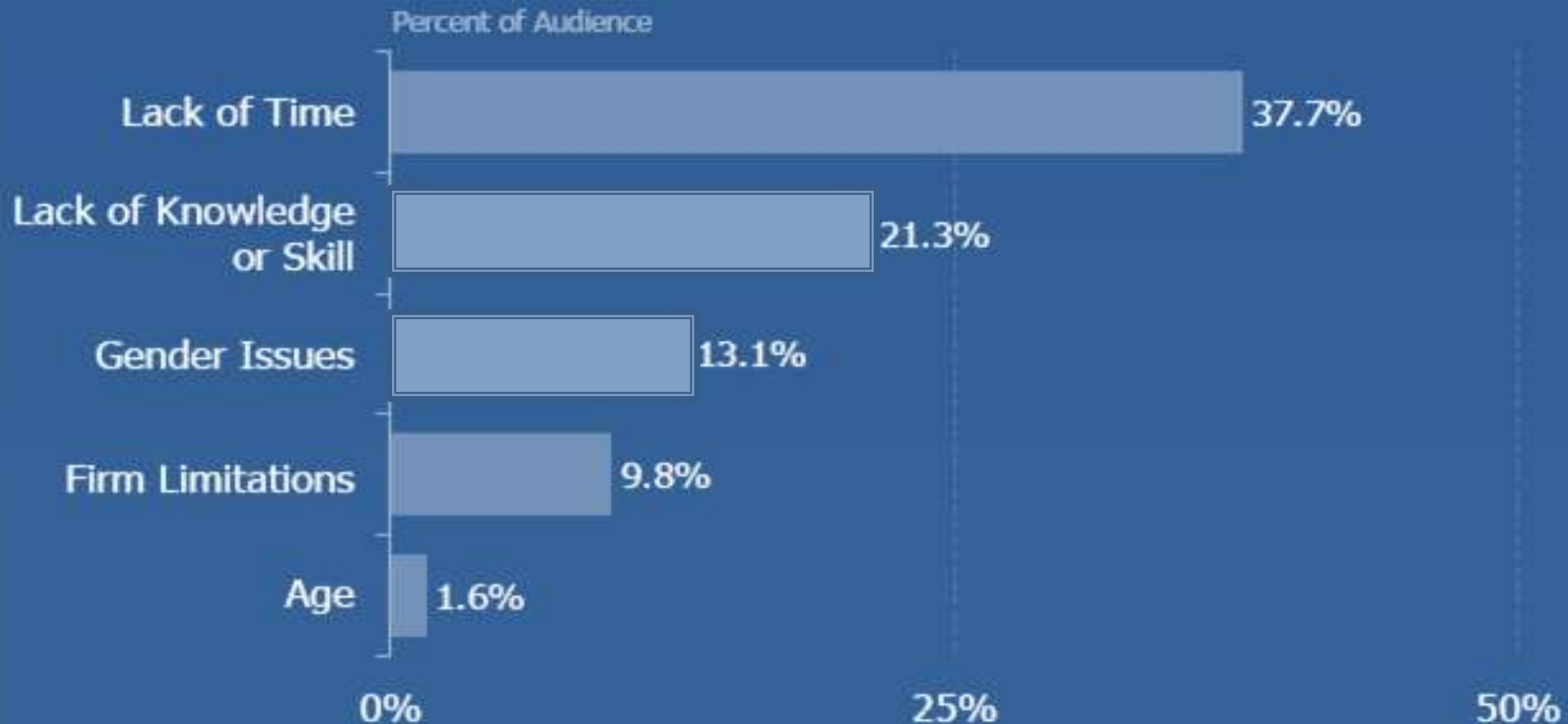
## 2. Invest Time Wisely

Spending more time  
doing the right things  
=  
more success



## *2/3 of Women Rainmakers Do Not See Themselves as Having the Time and Skill to Excel at Business Development*

What do you view as your personal obstacles or challenges for business development?



Source: Women Rainmakers Audience

LSSO's 2003 study indicated women rainmakers who devoted a range of 10–15+ hours per week to business development activities were more successful.



# *Every Hour Dedicated Weekly to Business Development Yields Nearly \$30,000 in Additional Origination Revenue*

How many hours a week do you devote to business development?





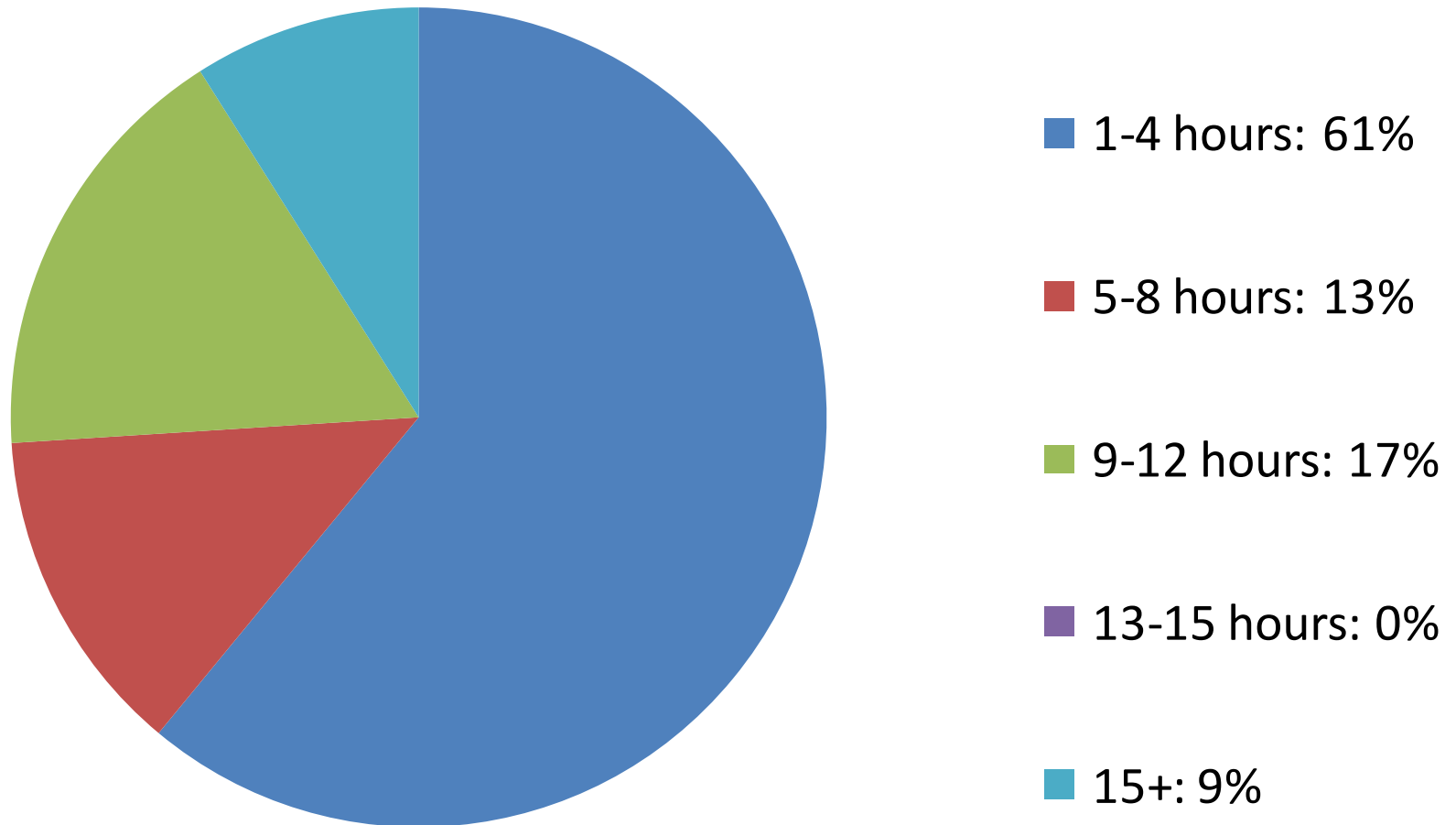
*Every Hour Dedicated Weekly to Business Development Yields  
Nearly \$30,000 in Additional Origination Revenue*

How many hours a week do you devote to business development?

	Equity Partner	Non-Equity Partner or Counsel	Senior Associate
Average number of hours devoted weekly to business development	9.5	8.4	6.1
Average originations	\$635,492	\$330,275	\$125,276

Despite the first study's demonstrated importance of investing time on business development, LSSO's second study indicated that a majority of respondents spent only 1–4 hours weekly on business development activities.

## On average, how much time do you invest each week on business development activities?



# Spend the Right Amount of Time

- ▶ By 2008, survey results show that women lawyers should spend at least 8 hours per week engaged in various business development activities to generate as much as \$145k in annual revenue
- ▶ Every additional hour spent developing business = over \$56k (compared to \$30k in the first study)
- ▶ Spend the right amount of time
  - These hours could be any types of activity you choose
  - It's about persistence: it could take 6–8 communications/touch points before a sale is made

# What Women are Doing Most

*In what activities do you engage to meet and develop relationships with clients, prospects and referral sources?*

- |                           |     |
|---------------------------|-----|
| ▶ Associations / Legal    | 87% |
| ▶ Seminars / Events       | 70% |
| ▶ Networking              | 64% |
| ▶ Associations / business | 56% |
| ▶ Speaking                | 51% |
| ▶ Leadership positions    | 48% |

# Which Activities Produce the Best Results?

	<i>Activity Used</i>	<i>Most Effective Activity</i>
▶ Associations / Legal	87%*	39%
▶ Seminars / Events	70%	10%
▶ Networking	64%	43%*
▶ Associations / business	56%	23%
▶ Speaking	51%	21%
▶ Leadership positions	48%	23%

*\*Highest response percentage*

# Focus

## What Successful Female Rainmakers Do

### The activities they use

- ▶ 31% join legal associations
- ▶ 25.1% attend social events
- ▶ 22.3% network
- ▶ 20.1% join business associations
- ▶ 17.9% participate in speaking engagements

*Note: most of these are networking activities...*

### The activities that work

- ▶ 15.1% say networking works
- ▶ 14% report that legal associations work
- ▶ 8.4% indicate that leadership positions are useful
- ▶ 7.8% believe that business associations and speaking engagements are useful practices
- ▶ 6.7 report that client referrals are effective rainmaking tools

# 3. Take the Lead

Successful Women  
Take On  
Leadership Roles  
Inside and Outside  
The Firm

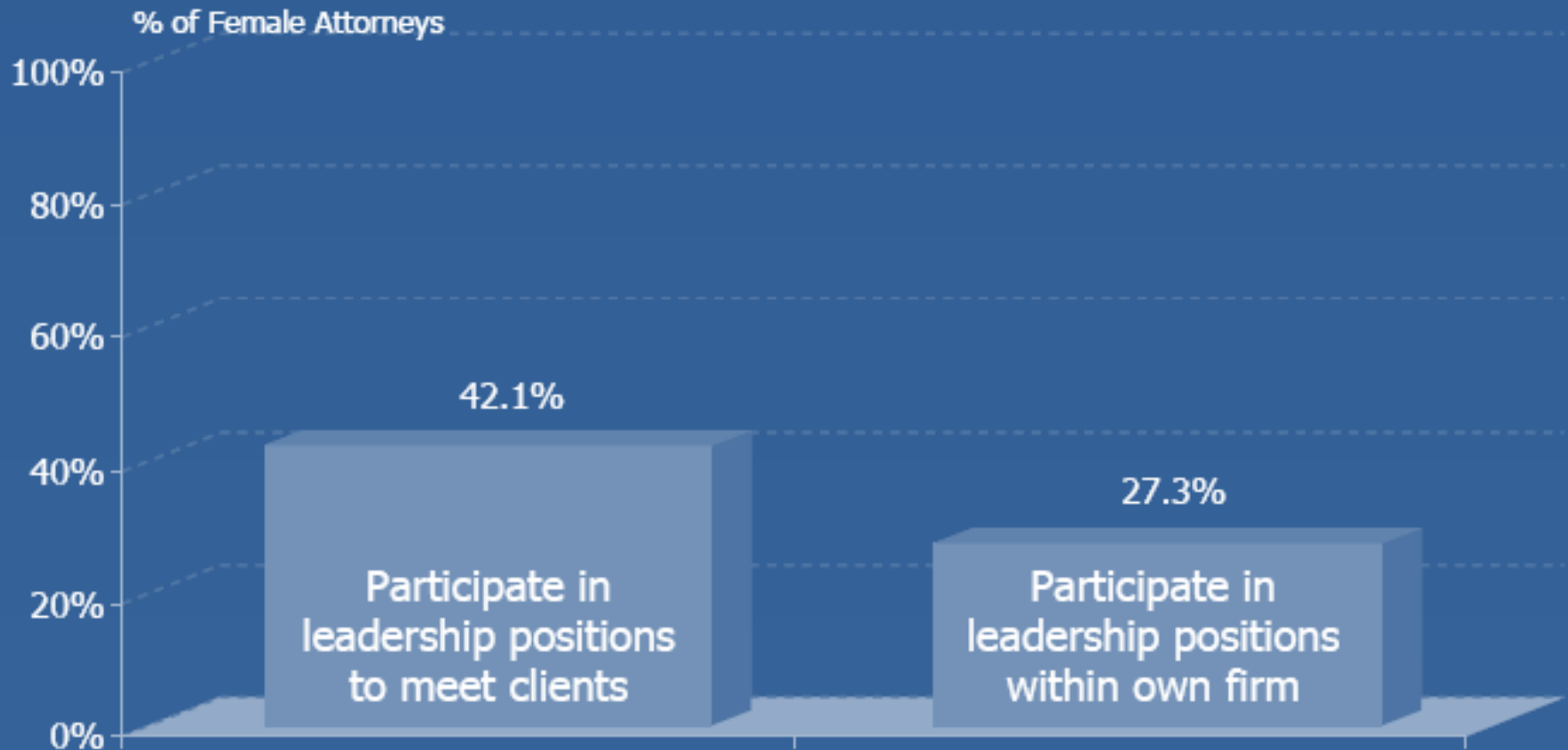




# *Women Rainmakers Take On Leadership Roles*

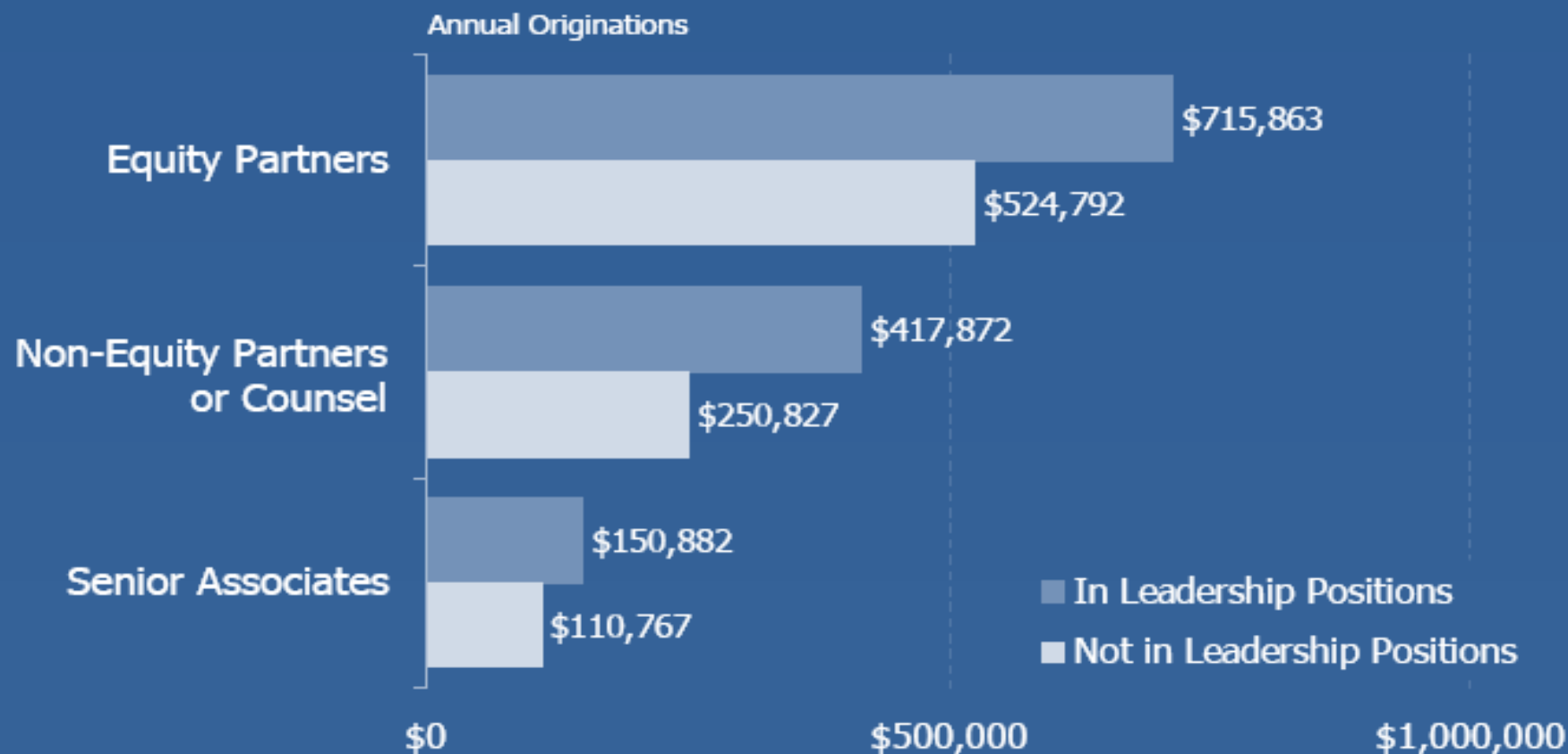
In what activities do you participate to meet potential clients?

In what activities do you engage in order to meet and form relationships with referral sources within your own firm?



# *Leadership Activities Critical to Success of Women of Counsel or Non-Equity Partner Status – 67% Higher Originations*

Do you participate in leadership activities to meet potential clients?



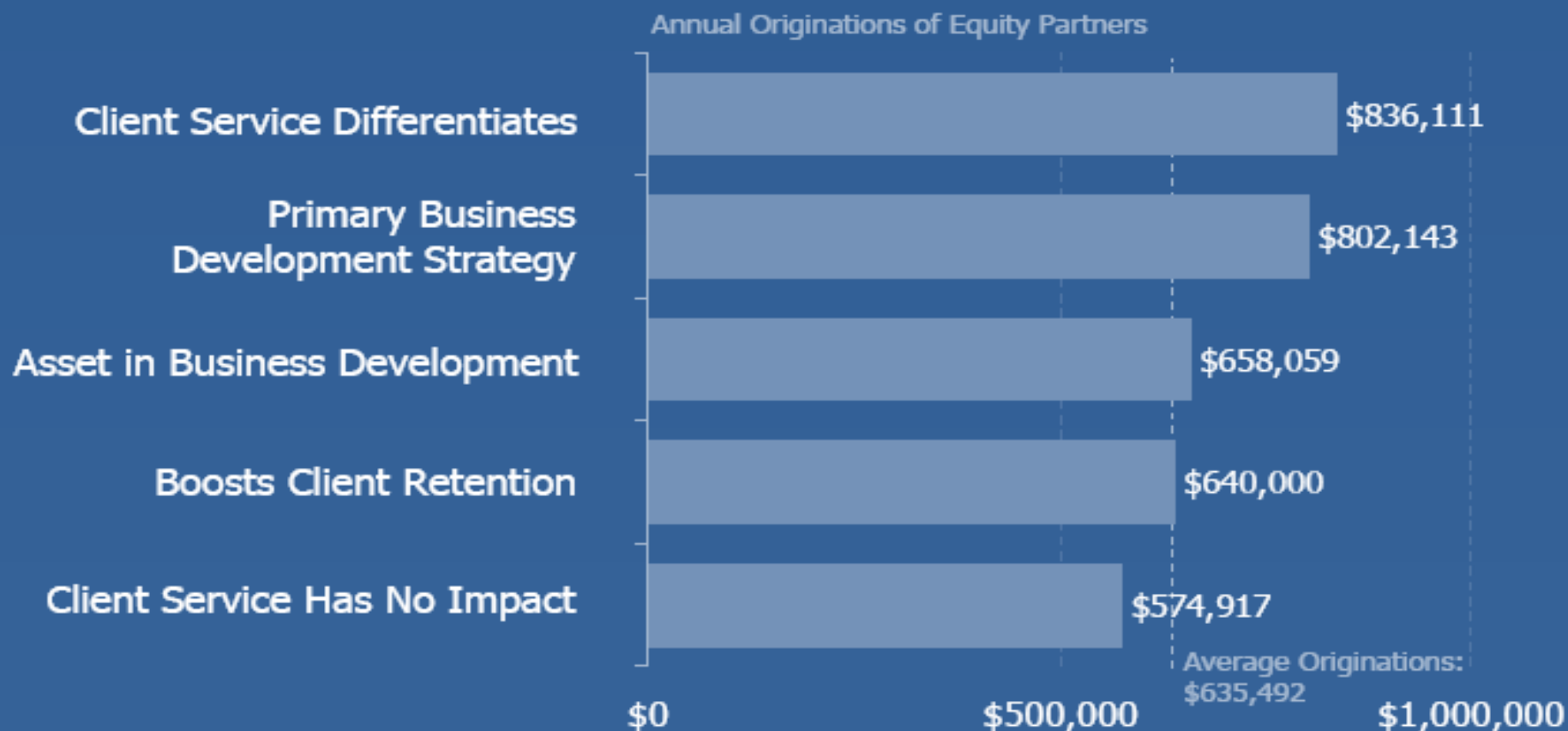
# 4. The Power of Client Service

More work comes to  
those who use  
client service  
as a business  
development strategy



# *Female Partners Who Recognize the Power of Client Service Reported 26.2% to 31.6% Higher Annual Originations*

How has client service been used as a business development strategy?

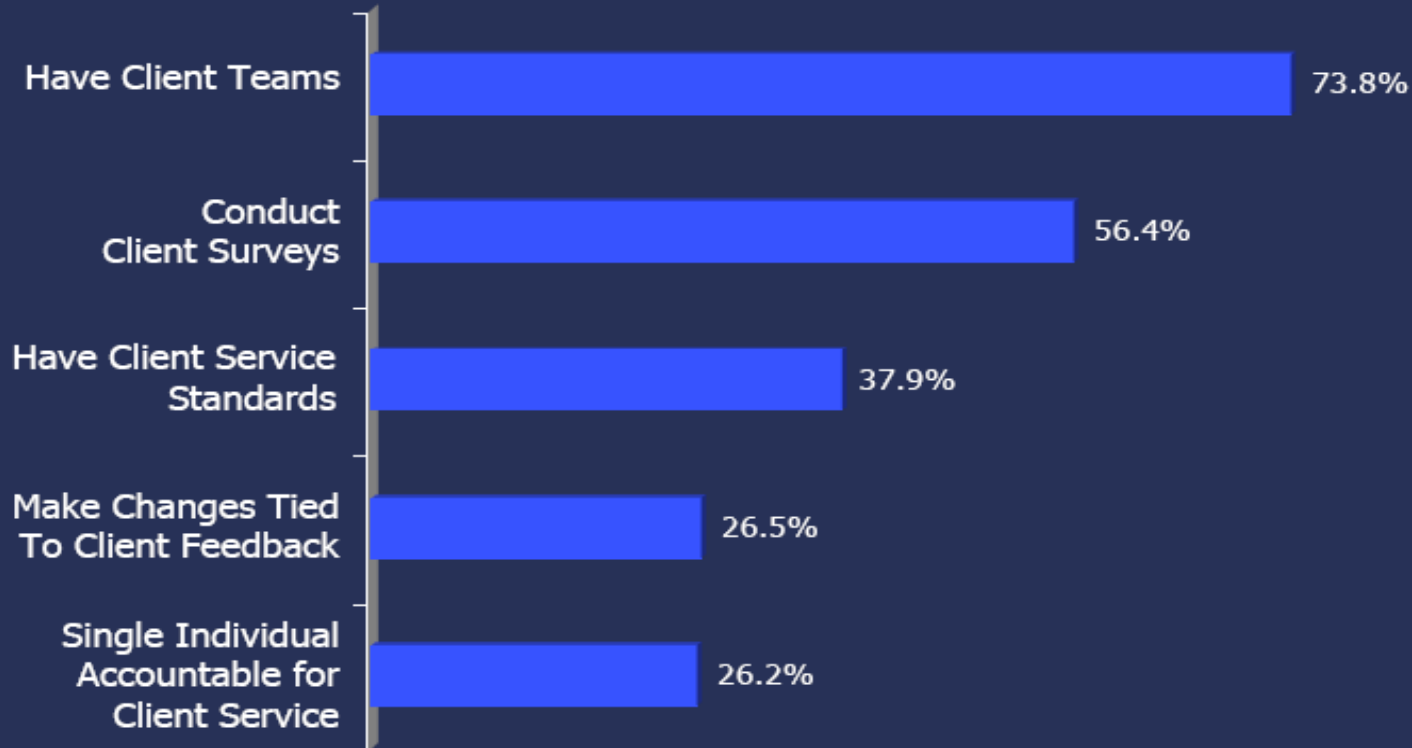


# What is Client Service?



## Law Firms Take Steps to Boost Client Service: Proven Client Service Strategies

**Client Service Strategies in Use at Law Firms**  
Percent of CMOs



# What Firms are Doing



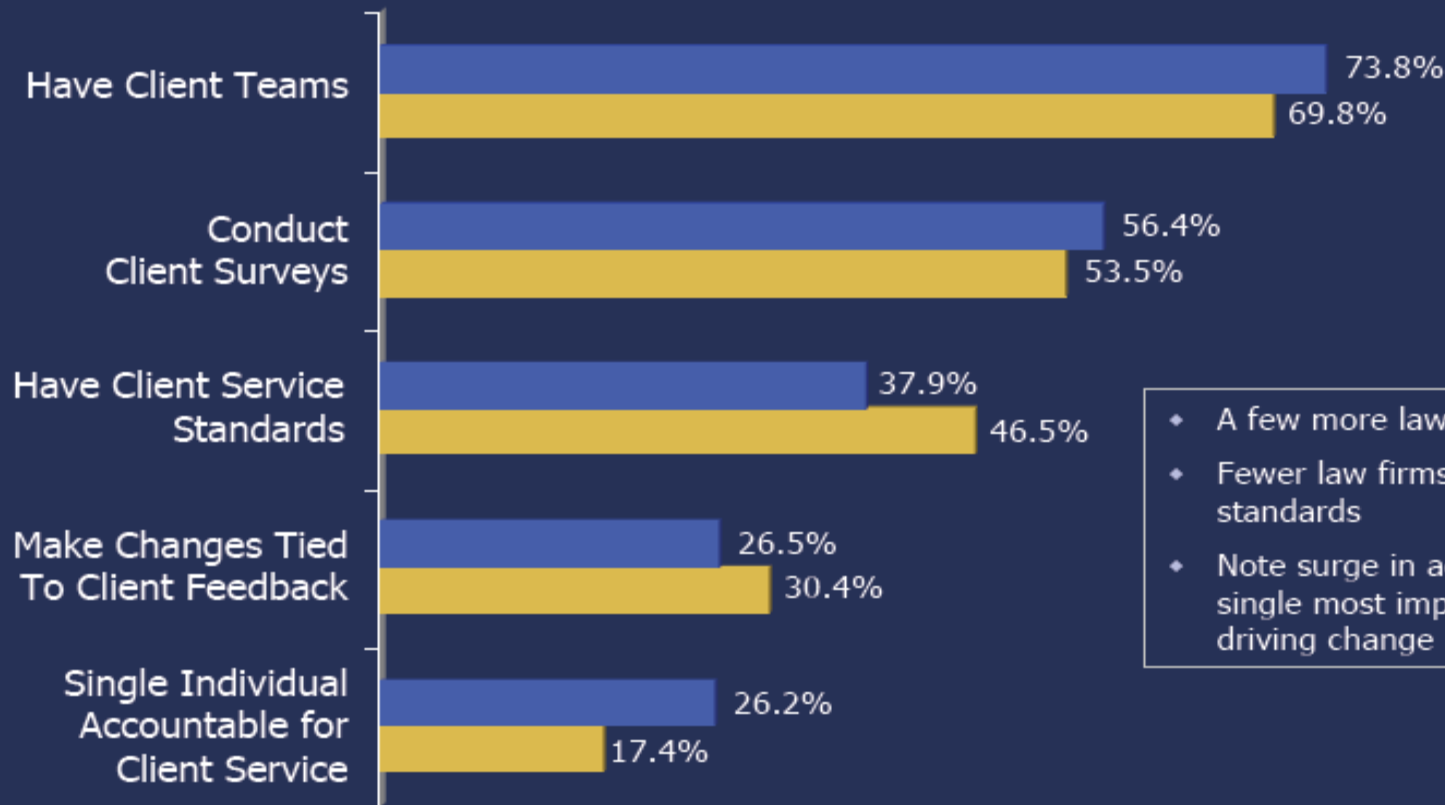
## Law Firms Take Steps to Boost Client Service: Proven Client Service Strategies

### Client Service Strategies in Use at Law Firms

Percent of Firms

■ 2007

■ 2006



- ♦ A few more law firms add client teams
- ♦ Fewer law firms adopt client service standards
- ♦ Note surge in accountability—the single most important factor in driving change

# 5. Successful Women Overcome Barriers



# Typical Barriers

- ▶ Aversion to cold calls
- ▶ Difficulty due to gender
- ▶ Female clients do not respond well
- ▶ Difficulty penetrating old boys clubs
- ▶ Lack of balance between billing and rainmaking
- ▶ Lack of firm incentive for rainmaking achievements
- ▶ Family & work life balance issues
- ▶ I do not intend to stay at my current firm



# Barriers to Women's Advancement

- ▶ Perceptions and Plans
- ▶ External firm issues
  - Reputation
  - Market position
- ▶ Internal firm issues
  - Culture
  - Structure
  - Support
- ▶ Lack of mentors
- ▶ Lack of informal networks (the Boy's Club)
- ▶ Overlooked for challenging assignments
  - International
  - Higher visibility
  - Key clients

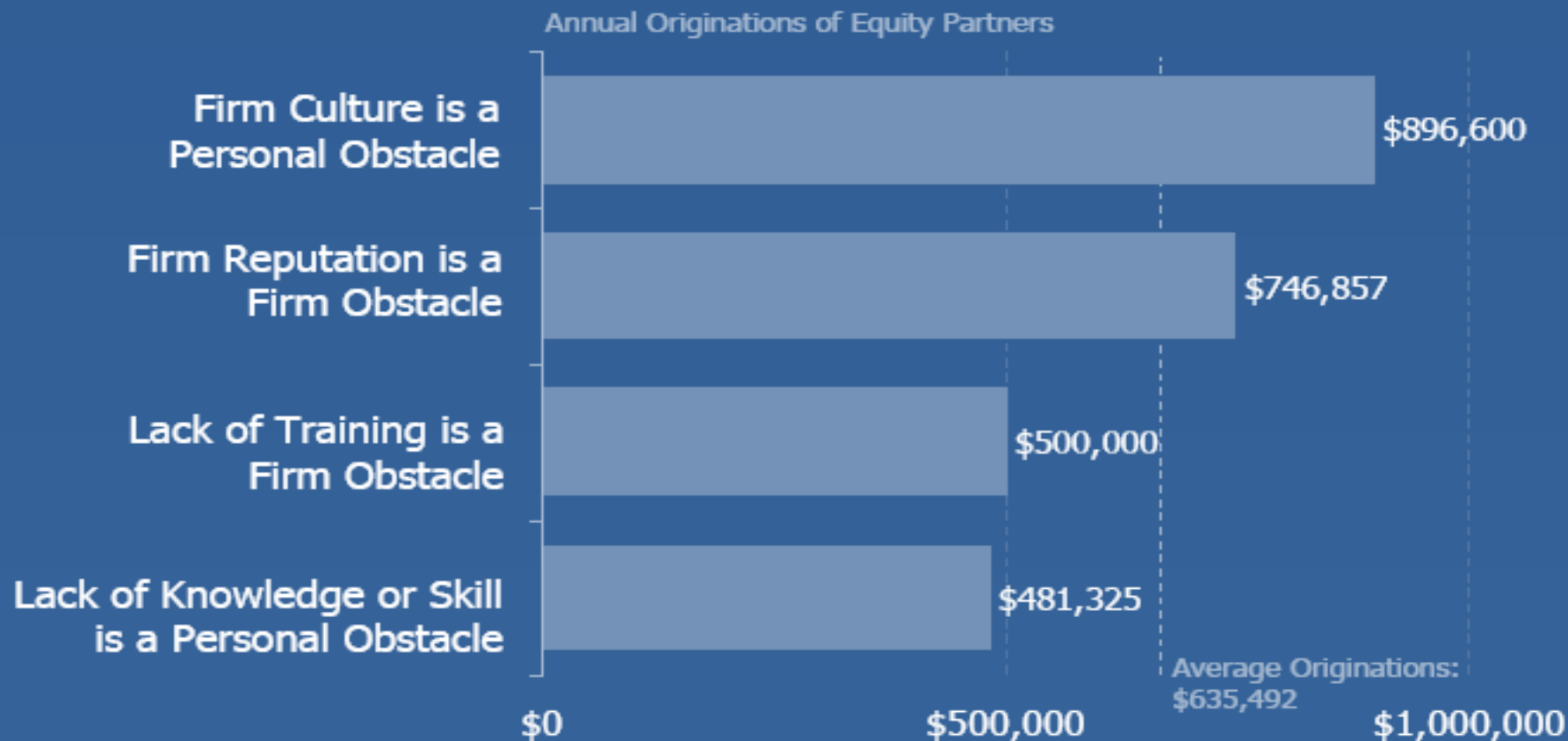
# Women Rainmakers Overcome All Obstacles

- ▶ Lack of time
- ▶ Lack of knowledge, skills or training
- ▶ Firm culture
- ▶ Firm reputation
- ▶ Market pressures
- ▶ Gender



# *Women Rainmakers Overcome Obstacles Firm Culture and Reputation Do Not Deter Success*

What do you view as your personal obstacles or challenges for business development?  
What are the business development obstacles or challenges for your firm?



# Guiding Principle: Overcome Barriers with Your Advantages

- ▶ Confidence in your ability to represent and attract new clients
  - Your belief in your own marketing and sales skills
  - Confident attorneys are more likely to meet business development minimum requirements
- ▶ Gender as a tool for representing new clients
  - Women who believe their gender is an advantage are more likely to have met their firm's minimum business development requirements
  - Use your network of other women for support

# Guiding Principle: Overcome Barriers with Your Advantages

- ▶ Commitment to your firm
  - Committed attorneys are less likely to turnover
  - More likely to meet minimum requirements
  - Spend more time developing business
- ▶ Having experienced a positive mentorship
  - Increased self esteem, commitment, political skill
  - More likely to have met firm rainmaking minimums
  - Increased confidence and empowerment in your position
  - Spend more time engaged in rainmaking activities
  - Improves sales performance and supervisor ratings of overall performance

# Perceptions & Plans

*Please indicate the degree to which you agree that the following are personal barriers to your ability to generate new and repeat business for yourself and your firm:*

- ▶ I am a new attorney so rainmaking is not very important at my level. 51%
- ▶ I do not intend to stay at my current firm 41%

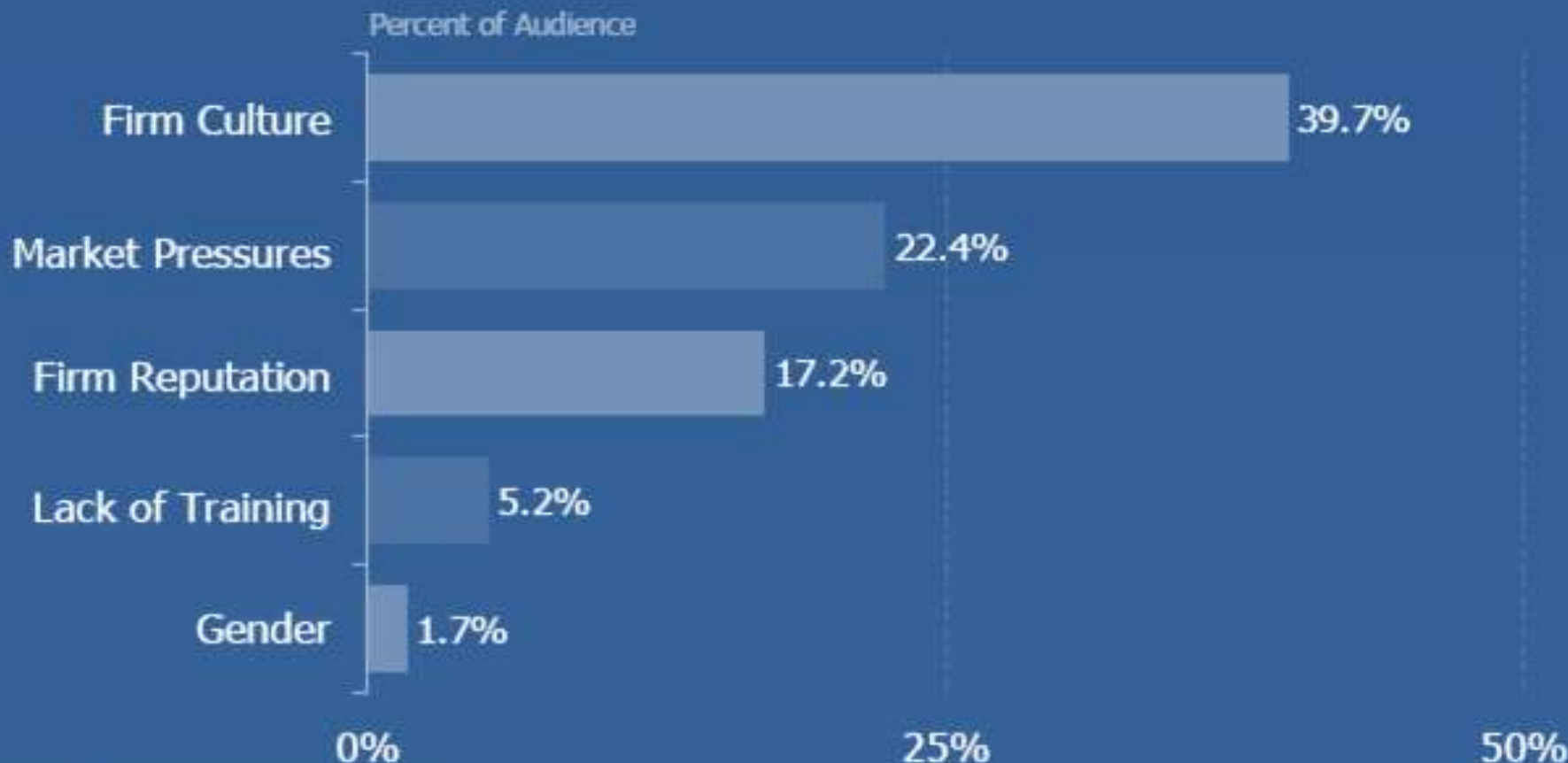
# Factors for Firms to Consider

*If you do not intend to stay, please indicate your reasons for leaving:*

- |   |     |
|---|-----|
| ▶ I no longer want to be at my firm                         | 30% |
| ▶ I am frustrated with advancement opportunities at my firm | 27% |
| ▶ I want to spend more time with family                     | 20% |
| ▶ I want to have more free time                             | 23% |

# *More than Half of Women Rainmakers Point to Firm Culture and Reputation as Their Primary Obstacle to Business Development*

What are the business development obstacles or challenges for your firm?

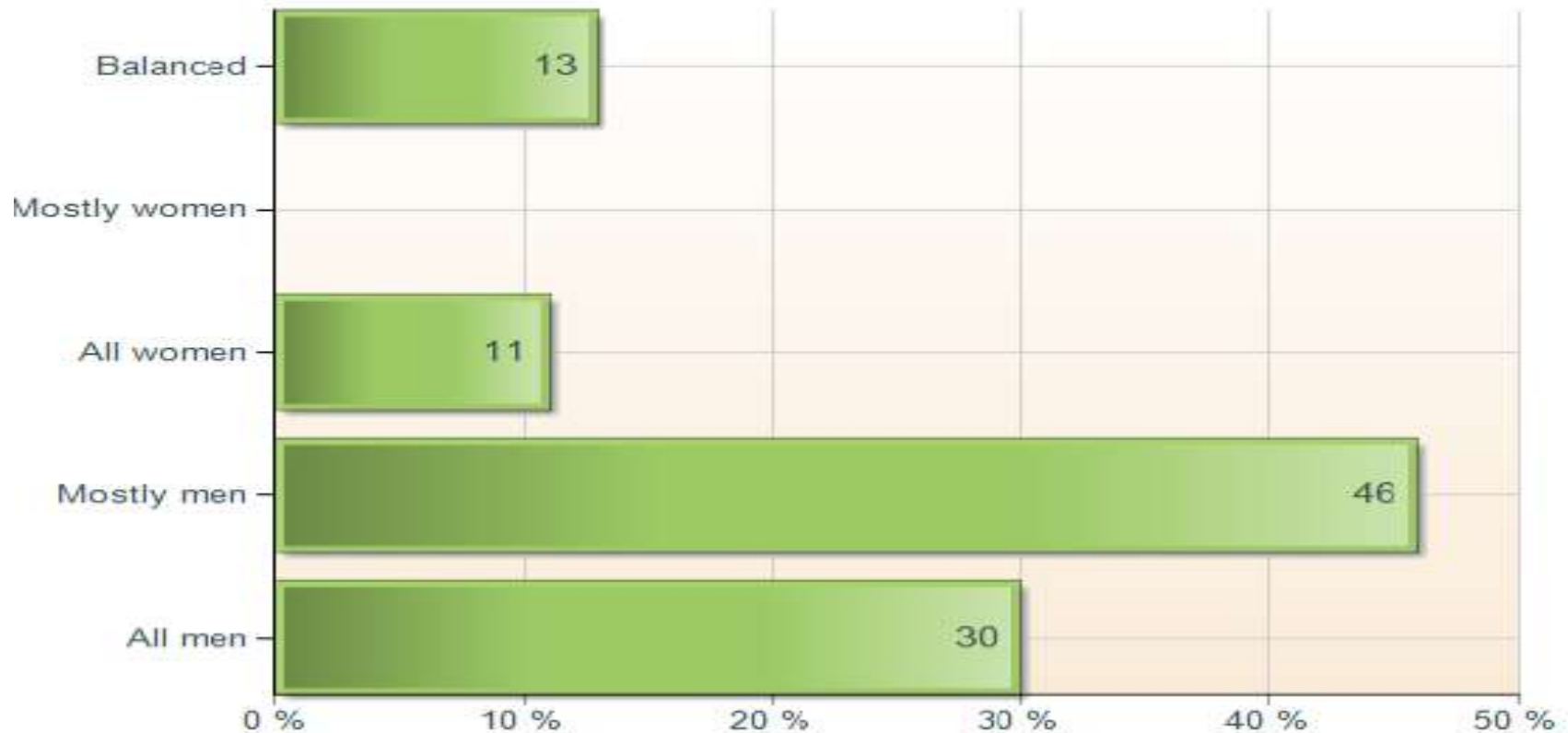


Source: Women Rainmakers Audience



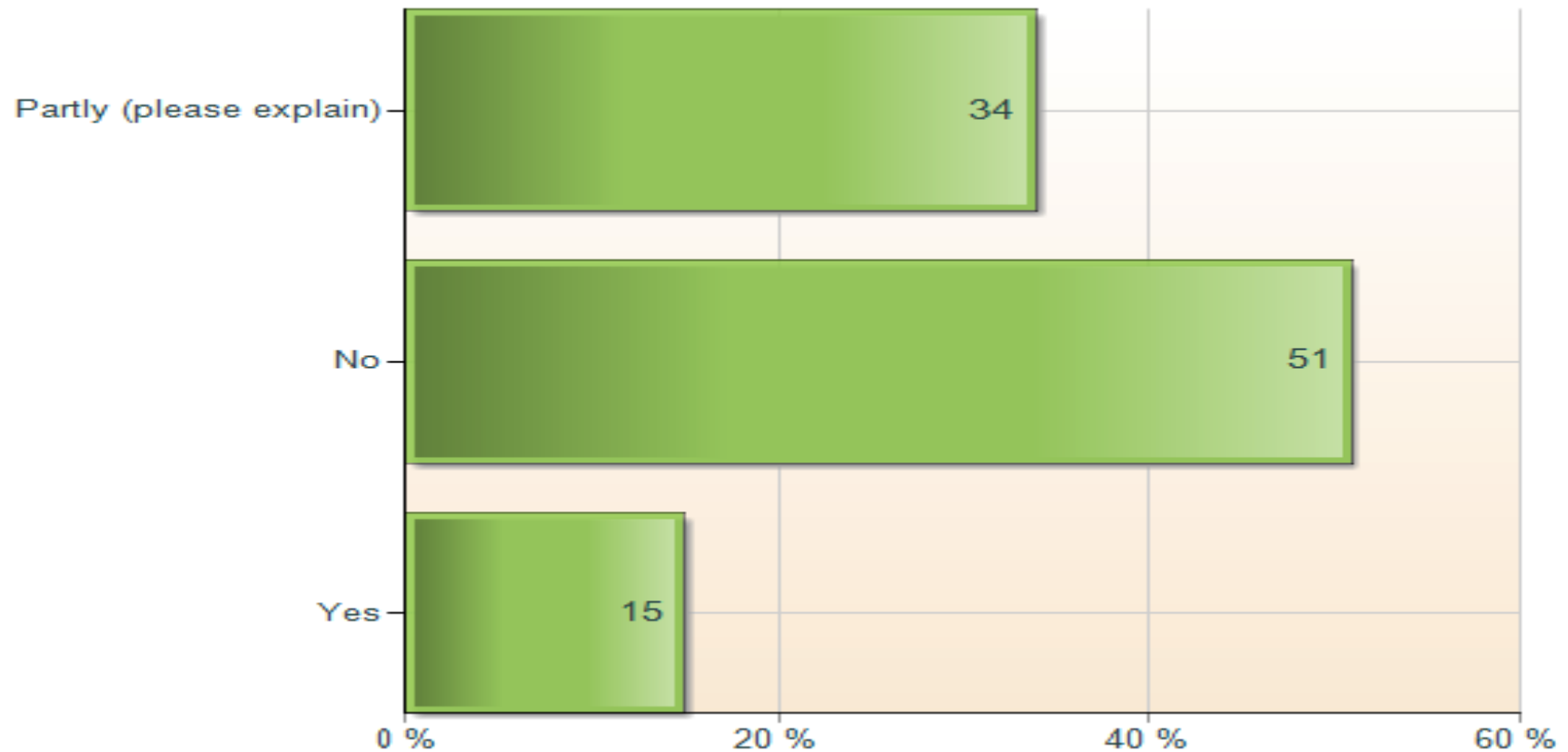
# Gender Diversity at firms

**Please indicate the gender makeup of the senior management team (executive or management committee) at your firm or organization.**















# Rainmaking Incentives in firms

**Is your firm's compensation structure based on origination credits?**



# Women's Initiatives

My firm has no women's initiative		66%
My firm's initiative is for women only		10%
My firm's initiative includes women and men		11%
My firm's initiative is for women partners only		0%
My firm's initiative is for women lawyers only		16%
My firm's initiative is for women and men lawyers only		5%
My firm's initiative is open to all the women in the firm (lawyers and staff)		0%
Internal programs (training, mentoring) are part of this initiative		25%
External programs (client events) are part of this initiative		20%
It is formal/structured		18%
It is informal/unstructured		15%
It is valuable to me		20%
It is not valuable to me		5%
Other, please specify <a href="#">View Responses</a>		11%

# What firms can do to improve women's experiences with rainmaking

- ▶ Support and encouragement provision
- ▶ Retention and advancement
- ▶ Set rainmaking and billing minimums
  - These benchmarks are vital for attorney goal-setting
- ▶ Provide mentoring programs and make them widely available

# What firms can do to enable female rainmaking success

- ▶ To increase women's commitment, confidence and sales performance:
  - Provide mentorship opportunities
    - Improves rainmaking success rates
  - Set business development minimum requirements
    - Particularly when the expected level of performance is high
  - Empower your attorneys
    - Allow opportunities for autonomous work
    - Encourage networking and recognition programs
  - Create & use women's initiatives

# What can women do to improve their business development efforts?

- ▶ Mentorship
  - Help other women
  - Create powerful, development associations with attorneys at different levels (e.g. both senior and junior attorneys and partners)
- ▶ Spend *more time* engaged in *the right* business development activities
  - Individuals must spend at least 8 hours per week on rainmaking activities in order to generate new revenue
  - For every hour spent engaged in activities to develop business, \$56,000 of new revenue is generated

# Best Practices: Women Lawyers

- ▶ How can you become a better rainmaker?
  - Use mentoring programs and other resources inside and outside your firm
  - Spend more time engaged in a variety of activities
  - Focus on those activities that capitalize on your strengths
  - Winning activities among LSSO's 2008 sample were:
    - Network and collaborate with other women
    - Engage in associations and activities that increase visibility
- ▶ What should you say to yourself in the face of challenges or failures?
  - Affirm confidence
  - Reflect on chosen tactics, but move onto the next opportunity
- ▶ How should you present yourself
  - Confident and empowered

# LSSO's Women Lawyers Studies Team



**Catherine Alman MacDonagh, JD**  
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**Alexis N. Smith**



**Marla Baskerville Watkins, Ph.D.**



**Catherine Alman MacDonagh, J.D.** is a self described “recovering lawyer.” She is a former corporate counsel who now speaks professionally and provides business development training and coaching as well as retreats for law firms and legal departments. She is known for her pioneering initiatives, particularly in the areas of client development, women lawyers, and process improvement. Catherine is an effective change agent with twenty years of successful strategic planning, marketing and sales experience.

Catherine is the President and Co-Founder of the Legal Sales and Service Organization. LSSO is exclusively focused on sales, service excellence, and process improvement in the legal profession and presents the annual RainDance Conference™. Catherine directed and presents results of LSSO’s groundbreaking studies, Women Lawyers: Sales and Business Development Issues in 2003, a women lawyers benchmarking survey for law firms, and LSSO’s 2008 Women Lawyers Study.

Along with LSSO Co-Founder Beth Cuzzone, she is the co-author of the best-selling book, *The Law Firm Associate’s Guide to Personal Marketing and Selling Skills*, and accompanying training manual, published by the ABA’s Law Practice Management Section in 2007. She is a contributing author to Silvia Coulter’s *The Women Lawyer’s Rainmaking Game: How to Build a Successful Law Practice* and has published many articles on sales, service and business issues affecting the legal industry.

A certified Six Sigma green belt and a Lean Sigma green belt in process improvement for professional services, Catherine is also a developer and lead instructor of LSSO’s Process Improvement Certification courses. Those programs are the first process improvement programs conceived and designed specifically for the legal profession. They provide practical methodologies, tools, and skills in the leading-edge area of Process Improvement as applied to law firms and legal departments.



**Alexis N. Smith** is currently pursuing her doctorate in Organizational Behavior at the Freeman School of Business of Tulane University.

Lex received her bachelor's degree in psychology and sociology from Rice University in Houston, Texas. Her focal area of research involves status and power in organizations. More specifically, Lex's research and dissertation investigates how power derived from societal and organizational status plays out in individual experiences and the interpersonal dynamics of the workplace.

In addition, she studies discrimination in and around the organization. This research examines how the attitudes of employers, employees, and community members influence the experiences and advancement rates of minority and female workers. The final branch of research focuses on worker health and safety. This stream of research generally examines the effects of management actions (e.g., safety training) and organizational factors (e.g., climate for safety and severity of environmental hazards) on worker safety knowledge, behaviors, and attitudes, in addition to the utility of various safety interventions.

Lex has published research in the *European Journal of Work and Organizational Psychology* and contributed to edited books such as the *Handbook of prejudice and discrimination* and the *International encyclopedia of organizational Studies*.

In addition to scholarly research interests, Lex teaches the core Organizational Behavior course for juniors and seniors enrolled in Tulane's undergraduate program, which focuses on the effects of culture and climate on behavior and motivation in organizations.

**Dr. Marla Baskerville Watkins** joined the faculty at Northeastern University in Boston in the fall of 2008. She completed her doctorate in Organizational Behavior at the A. B. Freeman School of Business at Tulane University.

Prior to attending Tulane, Marla received a Master's in Counseling from the University of Georgia and a BS in Psychology from Howard University. She has also worked as a marketing manager at an affinity marketing company in New York City.

Marla's current research interests center around the experiences of women and racial minorities in the workplace. Specifically, her interests include sexuality in the workplace, minority recruitment, social dominance orientation, and modern sexism. Marla's active program of research has garnered publications in the *Journal of Applied Psychology* and the *Journal of Vocational Behavior* as well as conference presentations at the *Annual Meeting of the Academy of Management*, the *Southern Management Association*, and the *Society for Industrial and Organizational Psychology*.

In her dissertation, Marla examined whether expressions of sexuality at work are harmful or beneficial to women. She contends that such expressions may impact objective (e.g., promotions) and interpersonal (e.g., relationships with others) outcomes differently, depending on the context.

Beyond her research, Marla serves as an instructor for organizational behavior undergraduate classes at the A. B. Freeman School of Business. Further, she has developed and delivered two online courses. One course is a part of Tulane's Human Resources Online Certificate Program which is geared to professionals dealing with HR and OB related issues. The other was designed for Monterrey Tec to be delivered to bankers.

# LSSO's 2003 Women Lawyers Study Team

- ▶ Catherine Alman MacDonagh, JD, LSSO  
*Chief Developer and Director, LSSO Women Lawyers Studies*
- ▶ Marcie Borgal Shunk, BTI Consulting  
*Survey Analysis*
- ▶ Harry Keshet, Ph.D.  
*Director*

Please contact LSSO for more information about our women lawyers studies

- ▶ Programs and presentations
- ▶ Retreats
- ▶ Training and coaching



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