

Revenue Wise

Business Development Assessment

Complete this assessment to get an honest appraisal of how you compare to the nation's top rainmakers, learn your strengths and weaknesses, and view a checklist of what you need to do to succeed.



REVENUE WISE

THE SMART WAY TO GROW

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Overview

Congratulations On Joining Your New Firm

Attorneys move to new firms for a variety of reasons, but at the end of the day, everyone moves because they feel their new firm offers them a better opportunity to succeed both personally and professionally.

My Job Is to Help You Succeed

Based on years of experience coaching and training attorneys nationwide, the lateral attorneys I work with fall into three broad categories: New Performers, Core Performers, and High Performers. While each group has unique needs and faces distinct challenges, everyone wants to grow their books of business.

My job is to provide you with the roadmap, support, training, and skill development to help you succeed as efficiently and effectively as possible.

Preparing for Your Biz Dev Journey

To strategically grow your book of business and develop the skills needed for long-term success, you need to evaluate yourself in core areas, namely:

- How does your performance compare to the best rainmakers in the country?
- What business development skills are you good at now, and which ones do you need to develop?
- What business development activities are you currently doing that are effective, and which do you need to begin doing to accelerate your success?

Your Completed Assessment Becomes Your Success Checklist

Checklists are used in many contexts to ensure nothing is missed, and you follow best practices. Your completed assessment becomes a very useful checklist you can use to guide you to greater success, more biz dev mastery, and a larger book of business.

Firm Integration

Your Preparation	✓ Yes
PGL Meeting. If I have a new practice group leader, I have had a formal meeting to learn what he/she expects of me and to share my goals, aspirations, and expectations. The two of us are "on the same page."	
PG Objectives. I know my practice group's business development objectives and what role I will play in advancing them.	
Marketing Materials. I have met with the marketing department to help me prepare the essential materials I need to "go-to-market" (e.g., bio, firm industry groups, website PG listings, LinkedIn, etc.).	
Marketing Resources. I have met with the marketing department to learn how to make use of all the firm's marketing resources.	
Firm Announcements. I have met with the marketing department to craft my internal and external announcements that will maximize my exposure inside and outside the firm.	
Score	

Your Clients and Partners	✓ Yes
Existing Clients. I have defined the necessary steps to retain each of my key clients and have begun executing these plans.	
Cross-Selling My Clients. I have identified what legal needs my clients have that my new partners can service.	
List of Top Partners. I have developed a list of the top partners in the firm with whom I want to build mutually beneficial (cross-selling) relationships.	
Partner Cultivation. I have defined the necessary steps to cultivate these cross-selling relationships and begun executing them.	
Dream Team. If needed, I have identified the ideal attorneys who can staff my matters.	
Score	

Your Results & Activities

For the Financial Results section, you may need to answer these questions based on your last firm.

Your Financial Results	✓ Yes
Relative Performance. In my "class" (e.g., equity partner, income partner, counsel), to the extent it is possible at my firm, I know that my originations are in the top 50%.	
My Own Clients. Over 75% of my work comes from my own clients, that I originated.	
Hit Originations. For each of the last two years, I set and achieved origination goals that were higher than my previous year's results.	
Make Hours. I have met or exceeded my billable hours target in each of the last two years.	
Score	

Your Performance	✓ Yes
Win Pitches. On average, I win at least half of my pitches/proposals/RFPs.	
Visibility & Credibility. I have built a "personal brand" that distinguishes me from the other attorneys in my chosen field. This brand awareness generates regular referrals.	
Ideal Clients. The majority of my clients are of the type and size I like, give me good and stimulating work, and are enjoyable to work with.	
Happy Clients. The majority of my clients would say I do excellent legal work, deliver great results, and they would be happy to refer me to their friends and colleagues.	
Score	

Your Activities	✓ Yes
A Bias for Action. No matter how busy I am, I make time to do business development.	
Meet New Contacts. I participate in activities where I meet at least two to four new prospective clients or referral sources per month.	
Nurture Contacts. I conduct at least two "high-value" business development activities each week. (e.g., speak, share a meal, have an in-depth phone call, attend an event, send content, etc.)	
Nurture Best Clients. At least monthly, I contact my best clients and do something of "extra value" for them at no charge. These contacts are outside of my ongoing/typical work communications.	
Maintain Contact List. I maintain a list of my best clients and contacts, noting what has transpired, what I need to do next, and when.	
Make LinkedIn Connections. I make at least two LinkedIn connections per week.	
Post Online Content. I post at least one piece of content on LinkedIn or some other online platform each month.	
Give Presentations. I give at least two presentations a year (either in-house or at a conference or event).	
Score	

Your Practice & Skills

Your Practice	✓ Yes
Practice Focus. I have defined a clear practice focus. I have selected a target client/industry, determined their true needs and problems, and defined a service that solves these needs in a way that is superior to my competitors.	
Business Development Plan. Each year, I develop a biz dev plan that details my goals, financial targets, and the tactics that will help me achieve them.	
Verbal Business Card. I have developed an authentic and memorable response to the question, "What do you do?"	
LinkedIn Profile. I have a comprehensive LinkedIn profile that showcases my practice focus and most significant skills.	
LinkedIn Connections. I have invited all my appropriate contacts to connect with me on LinkedIn.	
Score	

Your Skills	✓ Yes
Sales/Pitch Process. I have learned a formal, consultative sales process that I use for one-on-one sales meetings and formal pitch meetings. I am effective at leading these meetings.	
Verbal Business Card Delivery. When I deliver my Verbal Business Card to prospective clients, I make a good impression and often end up exchanging contact information.	
Attend Conferences. I get the most from conferences and events. I know what to do before, during, and after to get the most value from attending.	
Networking Events. I learned how to effectively participate in networking events. While I may not like attending, I have learned how to cultivate new relationships and advance existing ones.	
Presentation Marketing. I have developed a "Signature Talk" (presentation) that showcases my unique expertise and skills. I know how to use this talk to generate new prospects, convert existing ones, and grow clients.	
Score	

Understanding Your Score

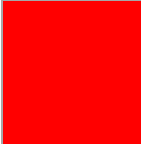
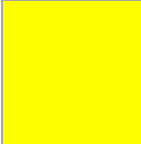

Ratings by Section

Your Financial Results	
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Section	Section Rating
Your Preparation	
Your Clients and Partners	
Your Performance	
Your Activities	
Your Practice	
Your Skills	
Business Development Rating	

Interpreting Your Score

The table above will give a snapshot of how you are doing in each area and where you need to improve.

Level	Explanation
	A red score indicates you are deficient in this area and need to improve.
	A yellow score indicates you are doing okay, but there is room for improvement.
	A green score indicates you are doing well in this area.

What is Your Next Best Step?

Congratulations. You have taken the first step in assessing what it will take to succeed at your new firm. The results of the assessment should clearly point out what's working, what's missing, and where you most need to focus your efforts.

Assuming there is room for improvement, you have three choices.



Do Nothing Now

You may be slammed with client work or unable to devote the time required to make the necessary changes.



Do-It-Yourself

You may prefer to do it yourself. In this case, reach out to your in-house marketing team and look for self-study resources.



Get Professional Support

If you want to explore working with a proven business development coach, feel free to reach out to me. We can schedule a quick meeting where I can tell you more about the program, and we can see if we're a fit.

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Lateral Success Stories

From \$0 to \$7,600,000 In Three Years

I just wanted to say — thank you again for helping me put everything together and be successful with this. **It's really amazing that when I started at the firm, I had \$0 book and was able to hit \$7,600,000 in three years.** I am in awe when I think about what I have been able to accomplish. What's more special is that I am doing it just by being my authentic self, and you taught me that my personality, etc., could be an asset in business development. Thanks so much.

— Mike B., Corporate Partner AMLAW 50 firm

From \$0 to \$5,000,000 in originations in 3 years

"Without all your support over the years, I would not have kept at it. You gave me a concrete plan, ideas on how to pitch the business, and a structured model to ensure that I followed up and brought in the business. I went from \$0 dollars to over \$1 million in my first year. I can't believe I hit \$5 million in year three. And now, six years later, at my new firm, I bring in over \$10 million. Thanks for all your help!"

Started as a 3rd-year litigation partner at a 90-person boutique; now a top partner at AMLAW 50 firm.

From \$300,000 to \$5,250,000 in originations in 5 years

"All the hard work and coaching is paying off; it seems like I'm getting a new case every week. I am on pace to hit \$5 million this year. Hard to believe.

On another note, I wish you had heard me on this board call. After an hour, the Board asked me to take the lead on this new case and fired the existing counsel. This could be thousands of hours and millions of dollars over the next couple of years. You are the man! I never would have pushed the envelope without your coaching. Thanks for all your help!"

Started as a junior partner; after 10 years is now Managing Partner of AMLAW 100 firm

From \$400,000 to \$1,000,000 in originations in 2 years

"I want to thank you for your help over the past two years. While it seemed at times that I wasn't making much progress, working with you helped keep me on the right path. Actually, I was surprised to see my year-end billing numbers were over \$1 million, so I think something is going right!"

Trademark Prosecution Partner, AMLAW 100 firm

From \$200,000 to \$1,500,000 in 2 years

"I remember when we talked about my focusing on the trucking industry, and we joked about my wearing plaid flannel shirts. This was before I had even heard of the American Trucking Association. I have since been giving talks at various ATA conferences (I have been working with the General Counsel of the ATA), and I am a regular speaker for the California Trucking Association and got the CTA to designate our firm as a "partner" of the CTA for purposes of providing trucking information. My practice is now 99% trucking class actions, and this year I collected about \$1.5M in origination fees from that practice. Count me as another David Adams success story!"

Employment Litigation Partner, AMLAW 50 firm

David Adams Biography



David Adams is a seasoned coach, author, and speaker. He has more than 20 years of experience helping attorneys and firm leaders improve their business development and leadership skills. David is an expert at helping lawyers and practice groups develop the attitudes, behaviors, and capabilities necessary for success.

He helps attorneys achieve the ideal combination of professional success and personal fulfillment.

As the founder of Revenue Wise, David has worked with hundreds of lawyers, many of them laterals, at such firms as Davis Polk, Cleary Gottlieb, Gibson Dunn, King & Spaulding, Morgan Lewis, Orrick, Seyfarth Shaw, Cadwalader, Fenwick & West, Latham & Watkins, Locke Lord, Kilpatrick Townsend, Littler Mendelson, Polsinelli, Holland & Hart, and many more.

As a coach, consultant, and trainer, David is focused on producing measurable results and helping lawyers overcome the internal and external obstacles to success in business development. Many firms have adopted the Revenue Wise approach to business development.

David works with practice groups to refocus their efforts, reposition them in the marketplace, formulate effective plans, promote teamwork among leaders and members, and create systems of accountability that help them achieve their objectives.








David also works with firm management and leaders to develop effective growth strategies and plans, implement cross-selling programs, develop the next generation of leaders, help the management committee work more effectively together, and facilitate effective retreats and meetings.

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Revenue Wise Services

Revenue Wise is a full-service firm that specializes in helping law firms grow revenue. We use a combination of coaching, training, and consulting to help lawyers, practice groups, and law firms become more successful.

Program	Description
 PartnerWise Program	Individual Business Development Coaching. This program is typically delivered over nine months and includes thirteen coaching sessions. Participants also get access to all the biz dev training content in our cloud-based learning center.
 Business Development Training	Live webinar-based Business Development Training. Includes access to the ten training modules on our cloud-based learning center. All webinars are recorded and posted on the learning center for later viewing.
 AudienceFIRST Presentations	The AudienceFIRST Presentations program is the only presentation development program designed exclusively to help attorneys generate new contacts and clients from their talks. It also helps them develop more engaging and memorable presentations and improve their presentation skills. It can be delivered onsite or via webinar.
 Cross-Selling Program	Our Cross-Selling Program is based on a proven methodology that delivers real revenue growth and overcomes the problems that plague these types of initiatives. It is designed to help both individual attorneys and practice groups improve their cross-selling ability and success rate.
 Practice & Industry Groups Program	Our PracticeLaunch Program does for groups what our business development programs do for individuals — it helps them define a market-winning focus, develop the necessary materials, write a Go-To-Market Biz Dev Plan, and provide the support needed to successfully execute their plan.
 Leadership Program	Our Leadership Program helps leaders develop their leadership skills and grow their group's revenue. More than almost any type of leader, a law firm leader must maintain a "triple-focus" — simultaneously achieving objectives in three key areas: revenue growth, client service, and team development. We offer this program in both group training and one-on-one coaching formats.
 Firm and Group Retreats	We help law firms and practice groups of all sizes deliver successful retreats. Our participation has ranged from designing, developing, and facilitating entire retreats, helping firms develop Superior Service Offerings, conducting strategic planning activities, resolving thorny issues, and speaking on specific subjects, like business development, leadership, and law firm innovation.