



# ALL DIGITAL MEMBERSHIP

## Seven Parts of a Law Firm



July 2018 Coaching Call

**Scott:** Okay. This is Scott Whittaker and RJon Robins. It's July 4th, 2018. It is nine o'clock in the morning.

**RJon:** Eastern Standard Time.

**Scott:** Eastern Standard Time. This is our HTM All-Digital Coaching Call. We're going to be discussing the Seven Parts of a Law Firm and what one thing they can do to get immediate ROI.

Hello, everyone! I want to welcome you to today's coaching call. My name is Scott Whittaker and in just a moment, RJon Robins is going to be joining us. I want to welcome everybody to the call and I want to go ahead and challenge you for a moment. Go ahead and take out a pad of paper and a pen. Get ready to take some great notes. RJon has a ton of immediate next steps that you can take to improve your law firm and to enjoy a better life.

So go ahead, take out a pad of paper and a pen. Shut down your emails. Shut down your Facebook. One of the things RJon and I like to say is treat these next few moments as if you were meeting with a client, a prospective client. You wouldn't be checking email. You wouldn't be checking your Facebook or LinkedIn or anything like that. You would be fully engaged in that moment and that's where we want you to be as we take you through this coaching call. We want you to be fully present so that you can go to work on your law firm instead of you working for your law firm, so it's going to be a great coaching call. Again, if you're just joining us, take out a pad of paper and a pen. Remove all distractions and let's get started.

Without further ado, RJon Robins. You're there, aren't you?

**RJon:** I'm here, Scott. Thank you for that introduction. You're so right. None of us would treat a meeting with an important client or a valuable, proven referral source as casually as we sometimes treat our appointments that we make with ourselves. We make appointments with ourselves and we casually break them without even the courtesy of a reschedule. We show up for our ap-

pointments half focused without a real agenda or a plan of action. We end our appointments with ourselves without holding ourselves in the same standard that we would hold ourselves to if we were meeting with a client or a potential referral source to be sure that everyone in the meeting has a clear understanding of who is supposed to do what by when, which is how you should close every meeting with everyone you ever meet with ever in your life, not just in your business, but I'll just say in your business because I'm not a life coach. I am just here to help you make your law firm wildly more successful and more profitable. If you'll just end every meeting in business with a clear understanding of who is supposed to do what by when, your business will work better just with that one simple little change. The point I'm making, Scott, is I think that's such valuable advice to just make the point to show up for these calls. This is an appointment with one of your most important clients, yourself. You are your longest term clients and you've got to respect that. Anyway, thank you for that introduction.

**Scott:** Yeah, man. Hey, it's going to be a great call. I know you've got a lot packed in for this. Let me give everybody just an overview of what we're going to be talking about here. RJon is going to give you an overview of the seven parts of a law firm. Now, for some of you, this is going to be brand new information, brand new perspective of how to see your law firm. For others, you may have heard of RJon talk before about the different seven parts. Maybe you know a couple of them, but you don't know all seven. So RJon, we're going to kick this off with all seven parts of a law firm and during this time, you're going to get a new perspective of how you can view your law firm and how your law firm should be working for you, so RJon, having teed it up for you, why don't you give us the seven parts?

**RJon:** Right. I want to say that the theme of the day today is clarity. Since 1999, I've been helping lawyers start, market, manage, grow, build very successful law firms and salvage and fix very broken law firms and turn them into very successful law firms. What I'm going to share with you today is what I have learned through observation and study. I am not making this up. In other words, I'm

not saying this is the way it should be. This is not aspirational. I am not prescribing that this is the way it has to be. I am like a scientist reporting on my investigations.

Since 1999, I've been working with thousands and thousands and thousands -- and these are documented facts -- solo and small law firms all over the country, and not thousands, but dozens, maybe less than a hundred midsize and what most of us would consider big law firms and this is just the way it is. A lot of lawyers that I have worked with, great lawyers, brilliant practitioners, they're struggling in their business because of confusion. When you begin to see your law firm through the lens that I hope to share with you today, I know from experience with hundreds and hundreds and hundreds of lawyers, it brings clarity. And with clarity, we can find purpose and direction and find the courage to take decisive action, which is how we get results because we've got to be really clear, everyone. Understanding doesn't put money in your bank. Having ideas, having information, having files full of data about law firm management, you could read every book on the planet on how to manage a small law firm and it's not going to make your law firm more profitable. It's not going to give you more free time. It's not going to make your law firm work for you when you go away for 30 days at a time. The only thing that's going to do that is when you take action, the actions you take.

It's scary to take action when you're unclear about what's really happening. It's almost like when you open a hood of a car. If you're not familiar with mechanics, you open the hood of a car and it just looks like a bunch of wires and hoses and metal parts that have these strange shapes and you don't really know what's going on, but to a trained eye, to a mechanic, they can look under the hood of a car and clearly sort out what's going on because they understand that there are only four things going on that make a combustion engine work -- fire, fuel, air, and exhaust. Fire, fuel, air and exhaust, that's it. Fire meaning spark, the electrical system; fuel meaning the delivery of the fuel to the combustion chamber; air, you need air to make the whole thing work; and exhaust, you've got to have

a way to get all the bad stuff out.

Anytime the engine of an automobile combustion engine is not working, it's because of one or more of these four components. That's it. Once you understand that, when you begin to look under the hood of an automobile, you start to see this isn't just a jumble of stuff. There is a system that is all designed to deliver spark to the combustion chamber, the electrical system, which is wholly different than the system which is designed to deliver fuel to the combustion chamber, which is a completely different and independent system from the system that's designed to bring clean, fresh air to the combustion chamber, which is a completely different system than the system that's designed to remove the exhaust from the combustion chamber and get it out of the way so that more air and more fuel and more spark can be delivered to the combustion chamber. Once you understand that, diagnosing what's wrong with the car -- at least the engine -- becomes much more simple. It becomes a deductive exercise, not a random, complicated, confusing jumble.

Likewise with a law firm, when you understand that there are actually only seven main parts of the law firm, it becomes less confusing. It becomes less intimidating. Then when we open the hood of your law firm, which let's face it, most of us are afraid to open the hood of our law firm. Most of us are afraid to open the hood of our car because it's too confusing. I even have friends who are really, really good mechanics, or were considering they say, "I used to be a great mechanic, but I don't understand computers," and so they don't understand what happens under the hood of a car today. I drive a Tesla right now. I don't understand what makes that thing work. I wouldn't even know where to begin if something went wrong with the Tesla. The only thing I know to do is bring it to the dealer, bring it to the Tesla store and they plug it into some gizmo there or some gadget or something and they do something and all of a sudden, it works. I don't know anything about that because I don't understand the systems that make the Tesla work, but I do understand the systems that used to make my old truck work. I could actually fix things on my old truck.

Law firms are very simple businesses. Some of you have heard me say this over and over again. Some of you, this is the first time you're hearing me say this. If it's the first time you're hearing me say this, before you dismiss it and say, "Like hell they're simple. I'm confused, so I'll just get out," try to keep an open mind. There are a lot of people who are not nearly as smart as you are who understand how to fix a car. I don't know how to fix a car. I don't know how to overhaul an engine. I don't know how to swap out a carburetor or a fuel injector system. I don't mean to be an asshole, but I think I'm probably as smart of maybe even smarter than a lot of the mechanics that have fixed cars for me in the past. It's simply that they understand the systems and I didn't, not that I couldn't learn. I just never learned.

Law firms are very simple. If you have been confused up until now, if you have been intimidated up until now, if you have not known where to start up until now, if you didn't know what all these complicated, confusing tools are for with their levers and their gadgets and their curves and their little knobs and dials, don't worry about it. Focus on just understanding the simplicity of the system first and then the rest of it will begin to make sense, so here we go.

There are only seven main parts of every successful law firm. Every time you've ever seen any law firm having great success, financial success for the owners, personal success, free time, free control of their time, lots of control over their time, enjoyment of their time, being able to be really emotionally present with their kids, not just, "Hey, I'm with my kids. They're watching me scrub the toilet." No, being really present with your kids, if you have kids, of course, not everyone has kids, and professionally successful, meaning it's allowing the owner or owners to have a really good, positive impact on the world that really gives them a thrill. Anytime you've seen a law firm that you would consider to be successful, understand that is an effect. It's an effect and the cause of that effect is that the owner or owners put and keep these seven main parts in alignment. And as you grow your firm, keep in mind that these seven main parts are going to come out of alignment. When I

go through the seven main parts, this will become really clear to you and you're like, duh, obvious, really simple stuff.

Just know that law firms are very simple businesses to run. Compared to almost any other kind of business you can imagine, law firms are more simple than most other kinds of businesses. They really are. Law firms also require significantly less startup capital than almost any other kind of business you can imagine. They require less ongoing working capital, core capital. You have to keep a lot less core capital on hand to operate a law firm that's retained core capital. The profit margins in a law firm for the services that most law firms deliver are much, much higher than the profit margins of most businesses. This is something that really surprises a lot of attorneys until they stop to think about it for five minutes. Most lawyers are very -- because they don't understand the systems that are going on in their business, most lawyers are kind of afraid and they think there's lots of risk and they're afraid of the future and they're afraid of taking chances and they're afraid of making changes and they're afraid of making investments and they're afraid of making any kind of long-term commitment because they don't understand the systems, and so they begin to develop this idea that law firms are these risky, complicated businesses, but compared to most other businesses, law firms are very, very low risk.

Just consider the amount of working capital needed to start a restaurant. Oh my God, you've got to have \$250,000 to start a decent restaurant these days. How much working capital do you need to start a law firm? Once you have your law license, of course, but if you've got your law license, you don't need to come up with new working capital for that, but every time someone wants to start a new restaurant, they've got to come up with another quarter of a million dollars or more. A Subway franchise is \$300,000 to get that thing stood up -- a Subway franchise! And the owner of a Subway franchise hopes that if everything goes right, they're going to make about \$30,000 of profit from it. That's what they say in the franchise documents. Don't take my word for it. Go pull the Subway

franchise document. They'll tell you you need \$300,000 of working capital to start with and you should expect about \$30,000 of profit if you pick a good location and you run the location properly.

**Scott:** I was going to say a law firm compared to a restaurant, just look at the profit margins. In a restaurant, you're lucky to get a 10 percent profit margin after all expenses and everything. The profit margin is 10 percent compared to your law firm, profit margin being extremely higher than that, so that's another comparison there, yeah.

**RJon:** And Scott, in a law firm, you don't have to buy tens of thousands of dollars of perishable goods that the staff is walking out the back door with when you're not looking. The Subway franchise -- the amount of shrinkage that the average restaurant experiences -- shrinkage is when the staff feeds themselves off your inventory, gives your inventory to their friends who come in and wink-wink, nod-nod, get a sandwich for free, or just flat out walk out the back door with a case of turkey. You just don't have that happening in a decently managed, halfway managed, and well managed law firm. You just don't have that. It's so much less risky.

The next thing about risk profile, in a law firm, there's really if you think about it only two things that are going to completely put you out of business to shut you down, both of which are like 1,000 percent under your personal control. The only two things that are ever going to really put you out of business and shut you down as a law firm are number one, if you blow a statute of limitations, which Scott, if everyone wants, we could do a whole lesson on the ins and outs of how to set up and manage a bulletproof statute of limitation system, protection system with the policies and procedures. So if everyone wants to talk about that or wants a lesson on that, get on the forum, let Scott know and we'll crank it up for you. We've got tons of contents around that, but that's not what this call is about today.

The point I'm making is that in a law firm, the only two things that are going to completely put you down on the mat and you're not going to get up

from is if you blow a statute of limitations and number two, you steal from your trust account. I mentioned you steal from your trust account because I used to work for the Florida Bar's Law Office Management Assistance Service, remember, and when someone else steals money from your trust account, most state bars -- obviously, I'm not giving you legal advice here, but most state bars -- and I'm certainly not suggesting that you be lackadaisical about this because of what I'm about to say, but the fact of the matter is most state bars, if one of your employees or your accountant or your bookkeeper or someone else on your staff steals money from your trust account, most state bars will give you the opportunity to repay that money and maybe get a suspension, but they're not going to yank your bar like this from you for real even if you make mistakes and clerical errors in your trust account. Most state bars, you're looking at a 90-day suspension and I'm not trying to make light of only a 90-day suspension, but it's not like you lose your bar license because you make a book-keeping mistake.

By the way, Scott, I don't know if I ever told you this. I challenge anyone to find another human being alive today who has taught more lawyers how to set up, manage, and use their IOLTA Client Property Trust Account as the profitable law firm management tool that it was actually intended and designed to be. I've never found anyone who's taught more lawyers the practical, simple, real world lessons on how to set up, properly set up, manage, and use your trust account as a profitable law firm management tool that's meant to be. I'm happy to do that if there's interest in it.

Anyway, the point is that the only two things that are going to put you out of business in your law firm are blowing a statute of limitations and when you yourself steal money from the trust account. Well, who's got more control over whether or not you borrow or steal money from your trust account? You. Just don't do it. You don't need a lesson. You don't need to go to an ethics course to learn all the reasons why you shouldn't steal money from your trust account. You know that. Don't steal money from your trust account. You've got total control over that.

Statute of limitations are very, very simple. You could be gone from your law firm for a month. The members of our Million Dollar Solo Lawyers Club are required as a condition of being in the club -- one of the conditions, pre-requisites for being a member of the club, is you must take 30 consecutive days off every year and step away from your law firm. You can work on your law firm. You don't have to go on vacation if you don't want to go away for 30 days, but you cannot step foot in the office or communicate with the office for 30 consecutive days unless the office reaches out to you because they defined emergency has taken place. So you're away for 30 consecutive days, which is what we call emergency access only.

You can be gone for a month. You can be gone for three months. You can be gone for six months and have total control over your trust account and have total control over your statute of limitations, and by total control, that does not mean you have to do everything yourself personally. It means you can have real control, not the illusory control that most lawyers settle for thinking they're in control, but they're not really in control.

**Scott:** And RJon, I'm going to transition us because I think that's a great segue when we talk about being able to allow your law firm to operate and you run into work without you having to be physically present for 30 days, 60 days, 90 days, whatever it may be. It's all because of these seven parts. So let's transition and let's give them the seven parts and describe the seven parts.

**RJon:** Here they are. I'm sorry. I've been doing a big preamble, but --

**Scott:** Yeah, that's alright.

**RJon:** I know that the seven parts are so simple. I don't need to spend a lot of time on them, but here they are. I'll just spit them out. Number one, marketing. Marketing is everything that gets done. Notice I did not say everything that you do. It doesn't require your fingerprints, to be honest. It does not require your sweat. It's just everything that gets done to bring the right kind of prospective clients to the right place at the right time in

the right frame of mind, and what I mean by that is the right place. Let's start with that.

The right place may not be directly to a phone call. The right place might be to a free report, which preconditions the prospective new client and answers some of the frequently asked questions that your staff is currently wasting a lot of time answering over and over and over again. The right place could be to a teleseminar or a webinar or a workshop where you can precondition and pre-qualify prospective clients before you allow them to schedule an appointment to meet with your firm, and this obviously varies by practice area. Different practice areas benefit with different strategies. A DUI criminal defense firm, no, you're not going to ask someone to go to a webinar or a workshop before they schedule an appointment. They're in jail or they just got out of jail. They pick up the phone and you've got to have a way to get them quickly into an appointment. I understand that. An estate planning firm, for example, benefits greatly by slowing down that buying process and bringing the prospective client to a different place other than just directly to a phone call.

All right, so marketing is everything that you do to bring the right kind of prospective clients. So number one, you've got to have a clear understanding of the right kind of client. What's an A client? What attributes, qualities, or characteristics do you take away from an A client that causes them to get demoted to a B client? What do you take away from a B client that turns them into a C client? What do you take away from a C client that turns them into a D or an F client? Have a clear understanding of what you're looking for.

A lot of law firms suffer and they waste tens of thousands of dollars every year on marketing and have a lot of churn in their marketing team because the owner of the firm -- and bat on the marketing person for not being smart enough to make sure they're clear about this because it sets themselves up for failure in this way, but you've got to tell your marketing people what's an A client, what's a B client, what's a C client, what's a D client, what's an F client. And part of the job of marketing is to be tuned or dialed in to appeal



powerfully to the A clients and the B clients, and also to be tuned in such a way as to actually repel the F clients and the D clients to keep them away because part of the job of marketing is to protect the sales team and to protect the people who work in the firm from the crazy clients or the people with the wrong kinds of cases or the wrong kind of matters.

By the way, when I say the wrong clients, sometimes they're wrong because of who they are because they're just lunatics or they're assholes. Sometimes, they're perfectly nice people. They just have the wrong kind of case. Either way, you want to protect the firm from the wrong kind of clients because you can't spend all this time and energy and money interviewing with the people who your marketing should've protected you from, so that's what I mean by marketing brings the right kind of prospective new clients.

We talked about to the right place. The right place needs to be determined strategically. Strategically, where's the first stop you want someone to make on the journey to engaging your firm? It might not be just pick up the phone and call us and schedule an appointment. It might be a free report. It might be a webinar. It might be a teleseminar. It might be a workshop. It could be any number of things.

I said at the right time. Every law firm has a capacity, a maximum capacity that it can handle. The factory can only produce 100 widgets at a time, can only handle 100 cases at a time. I'm just saying that as an example. One law firm could be 50; the other law firm could be 300. I'm just using 100 for purposes of this example. So let's say a law firm that we're talking about here can handle 100 cases and every month, it opens 10 cases and every month, it closes 10 cases and it's steady at 100 cases. Well, one of the worst things that we could do to that law firm is bring it 50 new cases when it can only handle 10 new cases because what we're going to end up doing is disappointing a lot of clients who are going to go out and say bad things about the law firm out in the market and maybe file bar grievances for lack of responsiveness or we're going to overwork the team and burn them out. So you've got to have clients coming in at the

right time, at the right pace, at the right speed so it matches the firm's capacity to handle the work. For example, another example, let's say you know you're going to be going on vacation for a month. Well, you probably don't want to be dialing up a ton of marketing two months before you're going to be going on vacation for one month if you're by yourself with no staff to help you because what are you going to do? Say to all your clients, "By the way, I won't be able to start your case for a month"? That doesn't make a lot of sense, so you've got to think in terms of the timing of when the marketing is supposed to be bringing in the right kind of prospective clients.

And then I talked about the right frame of mind. You want to precondition them. You want to prequalify them. You want to pre-educate them. You want the marketing to do a lot of the heavy lifting for you so that when they get to the second part of the firm, which is sales, a lot of the heavy lifting, a lot of the grunt work, if you will, has been done, no fun to answer the same questions for the hundredth time. You don't get better the 101st time you've answered the same exact question. You actually get worse because it becomes boring for you. The edge gets dull and the fun, the sparkle goes away.

**Scott:** If you're taking notes on the marketing, it's having the right place, the right clients, the right time, and the right frame of mind. If you think about the marketing that you've done and whether it'd be successful or a lack of success, it's going to point back to one of these areas under marketing that your marketing piece didn't hit the right clients. Your messaging was off. It wasn't aiming toward the right client. You thought it was, but it wasn't, or maybe it was the wrong place or maybe it was the wrong time, but when you have the right place with the right client hitting at the right time with the right frame of mind then your marketing system or the marketing part of your law firm is going to be functioning at its best in optimal capacity.

**RJon:** The other part, Scott, is this month's call is not about marketing. We could do a whole other call that's about nothing but marketing and we're

going to go deep into marketing. There's obviously more to it than just this, but we're just talking to seven main parts. One part is marketing, which is designed to bring prospective new clients to the door because if we don't bring enough of the right kind of prospective new clients through the door, it doesn't matter if you have the best lawyers in the world and the best technology in the world and the most beautiful offices in the world. Nothing is going to happen without prospective new clients with whom you can have sales conversations with, which brings us to part two.

The second part of every successful law firm is a sales system. Write down the word "system". Underline the word "system". Put a circle and a star around and next to the word "system", sales system. Successful law firms run on systems and sales systems work better than your wonderful, great, big, huge personality. It's like the Legend of John Henry. There's a great song by -- oh my God, I just drew a blank. Who knows The Legend of John Henry?

**Scott:** The Legend of John Henry.

**RJon:** Johnny Cash. Johnny Cash sung a great song. We actually built a whole live quarterly meeting around this and played this song to open up the live quarterly meetings, the Legend of John Henry and Sales Systems. There's a whole ecosystem that happens before the sale, that happens during the sale, and that happens after the sale if the prospective client engages the firm and even if the prospective client chooses not to engage the firm and even if the firm chooses not to accept an engagement from a willing prospective client.

There are five components. There are five main components like a subsystem of the sales part. The first part of every successful law firm is the marketing. The second part of every successful law firm is the sales, sales system. The sales system has five parts. Everything that happens before the prospective new client comes in for the appointment. They schedule the appointment, but they haven't shown up for the appointment yet live or in person or over the phone, everything that happens before that actual sales meeting. The second part of the

sales system is everything that actually happens at the meeting, during the meeting in a systematic, organized, orderly, predictable way in order to produce predictable results that can be run by someone other than you.

About a third of our members who have a CEO or a COO or a CFO in How to MANAGE a Small Law Firm actually have non-attorneys who are meeting with prospective clients day in and day out, day in and day out, and converting those prospective clients into paying clients of the firm day in and day out, day in and day out. It's true that some of the attorneys who are members of How to MANAGE a Small Law Firm, some of them are fantastic salespeople. Some of them can convert at a higher rate than their non-attorney salespeople. You'd be surprised how good a non-attorney salesperson can be at converting, but some of the attorneys are better than their non-attorney salesperson. I, for example, am great at sales, even if I do have to say so myself. I have been studying and practicing and testing and refining and studying and practicing and testing and refining the art and the science of sales for many, many, many years and I am extremely effective when it comes to meeting with prospective new members of How to MANAGE a Small Law Firm and converting them into happy paying members of How to MANAGE a Small Law Firm.

My conversion rate is higher than anyone else in the company, and yet I'm not the one making most of the sales. I don't have most of the sales calls. In fact, it's very rare that I do have a sales call. I have a sales system because as good as I may be -- and this isn't my ego talking. These are metrics of measurements talking -- as good as I may be, I'm not as good as anyone on my sales team when I'm on vacation. I'm not as good as anyone on my sales team when I'm meeting with my marketing team to develop a new marketing structure. I'm not good as anyone on my sales team when my son is having a play date and I want to be there. I'm not as good as anyone on my team when I am sick.

Sales systems depend on predictability and I'd rather have a solid player, a solid base hit player because they'll hit a base then they hit another



base hit then they make another base hit and the next thing you know, all the bases are loaded and you don't need someone to hit a homerun. If you just keep hitting base hit, base hit, base hit, you keep bringing runners in from third base to home base, to home plate, and you keep making points.

Sales system, so the sales system, like I said, have five parts. It's everything that's designed to precondition and prequalify and pre-educate the prospective client from the point when they schedule the appointment until the point where they actually are meeting face to face or by telephone with the salesperson. Second is everything that happens during the sales call itself to help the clients get educated properly, to help the clients identify all their options, to help the clients think through all their choices, and to help the clients make an educated, empowered, intelligent decisions. Again, part of the job of sales is to not sell people who shouldn't be sold. It's not to convince people to hire their firm no matter what. That sets up problems later on. Part of sales is to protect the people who work in the firm from people who should not hire the firm.

And then of course the last three parts are if the prospective client says, "Yes, great! We're going to engage the firm." The firm accepts the engagement. What happens next in the sales experience to prevent buyer's remorse, to prevent miscommunications, to prevent misunderstandings, to keep those good feelings going so that we can begin to cultivate a long-term relationship with this brand new client? Two, what happens if the prospective client declines to engage the firm but the firm would like to represent the client? That's called the win-back campaign. A lot of law firms are leaving a lot of money on the table and I'm talking six figures. The average \$250,000 law firm, Scott, is probably leaving easily \$50,000 to \$100,000 a year on the table because they only focus on bringing more prospective new clients in the door and not making more with the prospective new clients who came in for a sales call, said no, and walked out the door with the same problem they walked in with.

And then the last part of the sales system is what do you do systematically, and your malpractice

insurance carrier wants you to do this. They're desperate for you to do this. A lot of them will even give you a discount on your insurance if you can show them that you're doing this. What do you do when the client wants to engage the firm, but the firm declines the engagement? What do you do systematically to protect the firm and protect your reputation? Just because you're declining the engagement doesn't mean you want the person to walk away empty-handed or with a bad feeling. You can still turn that person into an advocate of your firm, into someone who goes out and speaks positively of your firm. You've invested the money to bring them in. You've invested the time and the money and the energy to interview them, to do a consultation with them, to talk to them about their situation, to get to know them. And just because you've decided that this isn't the right client or the right case for you doesn't mean you should just let all of that time and energy and money go to waste. So sales is the second part of every successful law firm and to the degree that sales is properly attended to, it works, and to the extent that people are lackadaisical or casual about it or they make it all about their ego and their personality, you're going to find that sales suffers.

Scott, do you want to say anything about that before we move on to the next part?

**Scott:** Yeah. Just to recap for everybody taking notes, it's the sales system and this is on the system. It's what happens before the appointment. The second part of the system is what happens during the appointment. After that, if they say "yes", what happens next if they say "yes"? If they decline, what is your win-back campaign? How can you turn them into a referral or maybe generate business through people they know or maybe they have a different issue that they need your help with later on down the road that they come back to you, and then the last part being what do you do as part of your sales system if the firm decides not to work with this potential client, so that's part of the sales system. RJon, take us on to the third part.

**RJon:** Third part of every successful law firm, incidentally these seven main parts that you see in

every successful law firm, they're the same seven main parts of every unsuccessful law firm. The difference is the degree to which these seven main parts are being attended to, are being thought through, are being maintained and managed and kept in alignment with each other. In successful law firms, you see attention being paid to manage and think through and update and keep these seven main parts in alignment, and in unsuccessful law firms, you see one or more of these systems being ignored or not a lot of thought being put into it. When you see a law firm that grows really fast and then starts to decline or maybe even crashes, it's usually because one or more of these seven main parts came out of alignment and no one noticed that the wheel was coming loose and next thing you know, the wheel falls off and the car crashes. You've got to maintain these things once you build them.

All right. The third is production. It's the systematic method for how the work product gets produced. Think about going back to the restaurant analogy. An Italian restaurant does not serve tacos. A Mexican restaurant does not serve pasta with meatballs. It wouldn't make any sense for an Italian restaurant to offer tacos and it would not make any sense for a Mexican restaurant to serve lasagna. Your law firm has a menu of services. It should. A well-run law firm has a menu of services. It's a menu of service that it does offer and a menu of services that it does not offer. Most law firms offer a lot fewer services than they think they do. I've had a conversation with -- now, we're into the thousands of lawyers, this exact conversation, and most law firm owners who have never really taken the time to put this on a whiteboard -- just put this on a whiteboard today and just list out all the different services that your firm actually offers and you'll probably not going to have more than a dozen, maybe 15 at most. It's not 50.

You have a menu of services. Let's use McDonald's as an example that we can all relate to. Most of us have been to McDonald's. There are hamburgers, there are cheeseburgers, there's the fish thing, there's the chicken thing, there are french fries, there's soft drink, and there's a milkshake. Now, you can get your hamburger with or without

pickles, with or without ketchup, with or without mustard. You can get your cheeseburger with or without ketchup, with or without mustard, with or without pickles, but someone at McDonald's made the decision that when we add cheese, it stops being a hamburger with cheese and it starts being a cheeseburger.

Now, I've had this conversation with hundreds of people and no one -- and I have friends in the restaurant industry. I have friends who own very successful restaurants in the restaurant industry and no one can give me any explanation other than someone just decided to call it a cheeseburger. Now, if you think about it, there's no logical reason why we call it a cheeseburger when we add the cheese instead of a lettuce burger when we add lettuce. The hamburger with lettuce is a hamburger with lettuce, and a cheeseburger with lettuce is a cheeseburger with lettuce, but it could just as logically be a lettuce burger with cheese or a lettuce burger without cheese, the point being you've got to get clear on the services that your firm offers, the menu of services that your firm offers, what's on your menu board. And to the extent you can give each of those services a name, it will be easier for you to manage that service and incidentally easier for you to market and sell that service as well, but we're talking about the production right now.

When we build a hamburger -- and I presume everyone here has made a hamburger -- so we all know that you need a bun and you need a meat patty and you need lettuce and you need pickles and you need ketchup and you need mustard. And if you want to make your hamburger really good, you add some relish, but that's a whole other conversation. You have the pieces that go into making the hamburger and then you know the steps for making the hamburger. Everyone knows that the first thing you do is you start cooking the patty because the meat patty takes the longest to cook. While the meat patty is being cooked, you're toasting the bun. And then after the bun gets toasted then you spread the condiments on the bread, and then after you spread the condiments on the bread then you add the meat. And then after you add the meat then you put on the pickles

if you choose pickles and that's the steps for how you make a hamburger.

It could work just as easily, it's just as right and it's not any better to put the condiments directly on the patty. You could put the patty on the bread and then put the condiments on the patty, not put the condiments directly on the bread and then put the bread onto the patty. The point I'm making is there are a lot of things that it really doesn't matter what order you do it in. What matters is that everyone on the team agreed on the order that it's going to be done in, so it can be done in a systematic, organized, consistent, predictable way. The reason why it's important that things get done in a consistent, predictable, organized way is because it makes it a million times easier to spot when mistakes get made. Mistakes are going to get made. That's just the reality of running a business, but if we agree that the mustard only goes on before the ketchup instead of the ketchup always going on before the mustard, when Johnny puts the ketchup on before the mustard, we know Johnny has made a mistake. It's still going to taste the same. The customer is not going to know the difference and the customer is not going to care. It's the same ultimate end result, of course, but what we know is that Johnny isn't following procedures. And if Johnny isn't following procedures when it comes to putting on the mustard before the ketchup and he's just putting on the ketchup before the mustard, we know that there are other places where Johnny probably isn't following procedures also and we need to investigate.

There's a really great movie, Scott, that I recommend everyone watch about this called "The Founder" with Michael Keaton. It's about McDonald's and there are a few scenes at the beginning of the movie that just illustrates this beautifully. It really is worth watching. Anyone, you can pick it up on Netflix. Watch "The Founder" and you'll see how the McDonald Brothers mapped out how their kitchen was going to work and they literally just decided that this is the order that things were going to be done in so that they could have predictability.

Once you have an order for how things get done,

for how you open a file -- every file should be opened the same way, consistently, predictably, reliably. Every file should have these -- I'm just making it up -- 12 parts. Every file should have these 12 parts. Even if one of the parts has a "not applicable" with a note in it, we know that the person who opened the file didn't forget. We know that that part isn't missing. We know that it was not applicable and here's why. And then when the owner of the firm wants to go and spot-check some of the files, you know where to look for everything. The billing portion of the file should always be in the same place. The calendar, the docket of the file should always be in the same place. The evidence that's being collected should always be in the same place.

If there's a part that's just not applicable like a co-defendant file then the co-defendant file is still in the Redweld. It simply has a note "no co-defendants" and now we know that the person who built the file, who's managing the file didn't forget about that part. The point I'm making is that every firm should have a menu of services that it delivers. Each of those menu of services should have a list of ingredients that go into the service and some of those ingredients will be used like relish on a hamburger and some of those services won't be used and you'll say "no relish", "hamburger with no relish" and that's fine.

Each of those services should have a list of instructions for how we build the service in order, in chronological order like a flow chart. When we get together at our workshops to do policies and procedures and systems and to really streamline the operations of firms, we're standing in front of these long whiteboards with these long flow charts with step one, step two, step three, step four, step five, and we just build out the steps for how the thing gets built. If this then that, if that then this, so on and so forth. I think everyone is following this, right, Scott?

**Scott:** Yup. In the way of production, you've got your list of services, you've got the ingredients or the items that go in that particular list of services, then you've got the instructions. And when you have all of this put together, it provides a consistent,

predictable, and reliable process for you to produce and better serve your clients. It's one that can be easily repeatable. It's one that the next part of the system or the next part of your law firm will be able to be easily trained on without giving that away, but you'll be able to have this run like a well oiled machine, and again, it can run without you having to be there, that these expectations are known and you don't constantly have to over-watch the process in which people are making that happen. So having said that, what's the next part of the law firm, the fourth part?

**RJon:** Yeah. Scott, something you said is worth really drilling into for the benefit of everyone listening to this. Guys, I'm not saying that this is the most sexy stuff in the world; it's not. I'm not saying this is as exciting; it's not. There are people on my team and they're called professional legal administrators who love this stuff. They love creating policies and systems and procedures and flow charts. It's not the most exciting thing in the world. I'm not saying it is. Muhammad Ali has a quote. He says, "I hated roadwork. I hated every minute of roadwork." In other words, he hated every minute -- boxers, professional boxers have to condition themselves to be able to be active for 10 rounds, to be able to go the distance, and so there have to be lots and lots of running. They run miles and miles and miles every single day. They call it roadwork. Muhammad Ali was famous for saying how much he hated roadwork, but what he wanted was the glory, and so he did the roadwork.

I hate doing this stuff. I find it boring and tedious and no fun, but I wanted the freedom. I wanted the ability to build a business that helps thousands of people. I wanted the opportunity to give my family the multimillion dollar lifestyle. I wanted the freedom to be able to take off to go and be in my son's life whenever, wherever, more or less whenever I want. There are some commitments that I have to make, but I have tremendous flexibility and freedom in my life and it's because I did the roadwork. I did the work of streamlining how things work. The first time you do it, it's not going to be very pretty. It's not going to be very efficient. It's not going to be very good. The second time you do it, it's going to be a little bit better. The third

time you do it, it's going to get a little bit better.

By the 10th version, you'll look back and if by the 10th time you do it, the first version -- the first version is going to look very, very primitive when you get to Version 10. And then when you get to Version 11, the beauty is now you've got the money and the income to pay people who actually like to do this stuff and they do it better and they do it faster and they do it more efficiently and they do it more cheerfully, but you're not going to get to that point if you don't start somewhere, so you've got to start somewhere.

**Scott:** RJon, I would just add to that. You don't have to do it alone. That's why you have this coaching opportunity. That's why you have this moment right now with RJon and with myself to be able to say hey, you're not going to have to do these things alone even if you're the only employee right now with your law firm or you've got five employees. It doesn't matter. We're here to help guide you along the process and be a part of that team to make that happen.

**RJon:** Yeah. Just start somewhere and the best time to start all this stuff was yesterday. Yesterday would've been much better than today. Actually, the best time to start this stuff would've been a couple of years ago. If someone can please invent a time machine, I'll be the first one into it. I will go back 10 years and I will do a lot of things a lot differently and I will be in a much different place today than I am right now. The second best time to do something is now, today. Go to the whiteboard. Take your notes that you're making right now. Turn off your email. Stop checking your Facebook. None of that stuff is going to help you make more money. Take your notes. Go to the whiteboard as soon as this call ends and just list out top to bottom on the left side of the whiteboard these are the services that we offer, the menu of services. And then next to each of those services, just list out these are the ingredients, these are the pieces that are required to produce this particular service, and then list out and literally just put step one and then to the right step two and then to the right step three and to the right step four and step five and step six and so on and

so forth and just list out the steps that are required. And below each step, you list out this is the ingredient or the tool or the resource that is used to carry out the step and this is the person or the position that is supposed to carry out the step. Is this step supposed to be done by a receptionist or done by a paralegal or done by an associate or done by a legal secretary or done by the firm's administrator? Who is this step supposed to get -- what position is supposed to be doing the step? Is it the cashier? Is it the fry cook? Is it the waiter? Is it the busboy? What is the position that is supposed to do each of these steps?

And then you begin to understand your cost of goods sold, which is a whole longer conversation than we can't get into right now, Scott, but at some point, please make sure that we do a call just on understanding your cost of goods sold so that you make sure that you're actually making a profit, a gross profit because if you don't make gross profit, you're not going to make it up on volume. You can't pull net profit out of a business that doesn't make gross profit.

**Scott:** I've got that note made now.

**RJon:** Sorry?

**Scott:** I said I've got that note made. We'll come back to that one.

**RJon:** Thank you. Listen, everyone who's on the call, we have some flexibility in what we choose to cover each month. We're not covering this stuff for our benefit. We already know this stuff. We already do this stuff. We already run a multimillion dollar business and have all the benefits. We're doing this for you. So to the extent that you get on the forum and you speak up and you say, "I want to learn more about this," "I want to learn more about that," even if you want a special workshop or a special webinar or even a live event on a particular topic, we have the ability to be very responsive to your needs, but if you don't speak up -- it's like speak now or forever hold your peace except you don't have to just speak now. You can speak whenever you want.

Anyway, part number four of every successful law firm is the people. As we've already alluded to, law firms run on systems and people manage those systems. A well-run law firm, a successful law firm is a system-run business. The systems run the business; the people run the systems. In poorly run law firms, in struggling law firms, there's no insulation, there's no buffer, there's no cushion in place between the people and the work. It's like you're driving a car and the brake pads have worn out and it's just metal on metal and it's that horrible screeching sound that sounds terrible. Everyone knows that experience of stepping on the brakes and it's like [screeching sound] because it's metal on metal. The brake pad is gone. The systems are the brake pad. The systems are what insulate and protect your people from the misery.

Anyway, your people, every law firm, your law firm has -- I guarantee you your law firm has the following positions on staff. Each of these people may look just like you, but the following positions are on staff if your law firm is anywhere close to functional. If your law firm is completely dysfunctional then maybe your law firm doesn't have all these positions on staff and maybe you need to do something about that even if you have to be the one who puts on the hat yourself and does the job for a while. The positions are as follows: receptionist, secretary, paralegal, associate, rainmaker, firm administrator or manager, also sometimes referred to as a CEO, a chief operating officer, a chief financial officer or a controller, a bookkeeper, and an owner.

These are the positions that are on your team, and I'll say it again, receptionist, secretary, paralegal, associate, rainmaker, administrator or CEO, chief operating officer, chief financial officer, also sometimes referred to as a controller or sometimes referred to as a management accountant, not to be confused with a financial accountant. Those are two completely different things. The person who files your taxes is a financial accountant, not a management accountant. They're completely different things. Don't confuse those. A bookkeeper and the owner, and the owner's role is very important because the owner's job is to make sure that he or she has established the goals and the direction and the ultimate purpose of the firm.



Every law firm has these positions. You can't imagine a law firm functioning without anyone doing the job of a receptionist. Who would answer the phones when the phones ring? If there's no one doing the job of the receptionist then the phones aren't being answered. If the phones are being answered and there isn't an appointment scheduled to speak to the person who's calling then whoever picks up the phone and says, "Law offices" and read the script that the receptionist is supposed to be using in your firm -- which every law firm receptionist should be following a script, that will make you more money. I promise you. Whoever is picking up the phone and doing that is in that moment. It doesn't matter if you have a JD. It doesn't matter if you have an LLM. It doesn't matter if you're the best lawyer on the planet. In the moment when you pick up the phone and you say, "Law offices" and you read the script, you are being a receptionist because you're doing the job of a receptionist. And in that moment, you should expect to earn the compensation that a receptionist earns and you should expect to enjoy the intellectual and career satisfaction that a receptionist enjoys because you're being a receptionist.

Now, if you be a receptionist for five minutes every once in a while because there's no one else to answer the phone because the receptionist is handling three different lines and the backup is not available and once a week, you pick up the phone and you do the job of a receptionist, it's probably not that big of a deal, but if you're answering the phones as the receptionist 10 times a day and each of those calls last let's just say five minutes, well, holy crap. An hour a day, five hours a week, 20 hours a month, 250 hours a year, you are being a receptionist earning the income that a receptionist earns, enjoying the career satisfaction that a receptionist enjoys. And if you wonder why you're not making more money, if you wonder why you're not having more fun, if you wonder why you don't love owning your law firm more, it might be because 250 hours a year, that's two whole months out of your year you're doing the job of a receptionist. See how simple this is, Scott, when you follow the systems and you look at it in a systematic, organized way?

**Scott:** It is. I know some people are on the call and they're wondering, "Okay. Most of my job right now, I'm doing one of these areas instead of actually being the owner of the law firm." I'm telling you, when we get these seven parts operating together and cohesively, you'll be able to remove some of these other roles and get people actually in place that you don't have to do this. So if you're in that point of frustration of, "I am unfortunately living the life of a receptionist and that's not who I am and that's not my call. I am the owner," we're going to help you get beyond that and get the right people in the right place, but you've got to have the marketing, you've got to have the sales, you've got to have the production all in place so that then we can get those people in their specific roles and get you in your role as well.

So RJon, just to recap this part of the law firm with people, we've got the receptionist, secretary, paralegal, associate, rainmaker. We've got the CEO, the COO --

**RJon:** Or manager or legal administrator.

**Scott:** Okay. You've got the CFO, which would also be your controller. You've got the bookkeeper and then you've got the owner of the law firm, so that's the fourth part. What is the fifth part of the law firm?

**RJon:** I want to say this. Everyone starts off doing everything themselves and that's okay. If you're in a position where you're still doing everything yourself, that's okay, but every time you do something that you no longer want to be doing in the future, every time you find yourself doing a job and you think to yourself, "I cannot wait for the day when I'm no longer the one doing this job," here's what you do. You invest -- and I acknowledge this is going to take a little bit of extra time, but that's why it's called an investment. You invest a few minutes to just document how you want the job done while you're in the moment doing the job. You think to yourself, "Wow. I can't wait until I can get someone else to do this job so I don't have to be the one doing this job."

You know what? While it's fresh in my mind, while

I'm in the moment and doing it, while I'm being motivated by the dislike of having to do it myself, let me take a few minutes and just write down how I want someone else to do this job so that I could begin to create processes and policies and procedures and checklists" so you can start to systematize how you want the job done. That way when you hire the person, you set them up for success. And part of the conversation around people is how you train them and how you set them up for success by giving them job descriptions and processes and procedures so that they do it the way you want it done because you know what? I've been at this for a very long time and I've been involved in hiring hundreds and hundreds and hundreds and hundreds of people and I've not come across a mind-reader yet. If anyone ever hires a mind-reader, please let me know how you did it because I would do it also.

People need training. It is a strategy of failure. It is a strategy of failure, failure, failure. You are setting yourself up for failure. I'm trying to make this as exclusive as I can, Scott. Do not say, "I don't need to train this receptionist. I don't need to train this paralegal. I don't need to train this associate. I don't need to train this person on account of the fact that they worked for someone else and I've got my fingers crossed that someone else trained them for me." Let me tell you, no one else trained them for you. No one else trained them for you and to the extent that anyone trained them, they trained them badly because 99 out of 100 lawyers don't know this stuff and the ones who do don't act on it. Many of the ones who do don't act on it. And just because they worked for a big law firm doesn't mean that you are relieved of your responsibility to train them because they may have been trained in the way that it works for a big law firm, which might be completely inappropriate for the way you want it done in a small law firm.

Ayn Rand said, "We can evade reality, but we cannot avoid the consequences of evading reality." We can evade the reality of the fact that if we want people to be successful and profitable in a given position, we have to train them, but we cannot avoid the consequences of evading that reality. It will come down badly for you. You've got to train

your people. That means you've got to have job descriptions. You've got to give them checklists. You've got to give them samples of what a successful work product is supposed to look like.

You know, Scott, our members, we typically advise them that the first two weeks of a new employee's position, they pay the employee full-time and that employee's job for the first two weeks is to do nothing but training. You literally make a two-week investment in the person and if a person flunks out of the training in the first two weeks and you have to let them go then consider yourself lucky that you just dodged the bullet and only cost you two weeks of their salary.

**Scott:** That's right.

**RJon:** So if you want someone to be a long-term, successful position to make a profit for your firm, invest two weeks in your own future. You are worth it. Your family is worth it. Your future life is worth it. I promise you. I hope you feel the same way and you'll take this to heart. That's people.

Next is physical plant. Physical plant, so it's marketing, sales -- marketing leads to sales. Good marketing causes sales to be required. Sales, if it's done well, converts people into prospective clients, which means now production is necessary. Because production is necessary, people have jobs and people have things to do, and people need stuff. They need tools. They need resources. They need instructions to work with. The tools, the stuff, the instructions, all the things that people need to do their job, that's all part of the fifth part of your business, which is the physical plant.

The physical plant could be the office. The physical plant includes the computers. The physical plant includes the desks and the chairs and the pencils and all the things you can touch. The physical plant also includes the intellectual property that run the business. If it was a restaurant, we would say the menus, I'm sorry, the recipes. The recipes are part of the physical plant. Your documented job descriptions, your menu of services with your flow chart of step one, step two, step three, your business processes for how things are supposed to

get done, that's all part of the intellectual property of your firm. And when the day comes that you sell your law firm, which the day will come that your law firm will be sold, make no mistake about it, it will either be sold by you on your terms, on your schedule voluntarily, or it will be sold by someone else on their schedule, on their terms involuntarily, or it will be sold by your state when you die, but somewhere, somehow, your law firm will be sold.

When it is sold, the person who's going to be advising the buyer, if they know what they're doing -- when we are advising buyers of law firms -- many of our members are buying law firms on a pretty regular basis. It's amazing the kind of bargains you could pick up out there because lawyers don't pay attention to this stuff. The most valuable asset in the firm when we're buying firms, when we're valuing firms is the intellectual property. It's the documented processes and systems and procedures and instructions for how the marketing is supposed to work, for how the systems are supposed to work, for how the work is supposed to get done, for how the people are supposed to do the jobs. This is where the real value in the firm is. It's not in the desks and the chairs and the computers and the worn out carpeting and the lease of the office space. Those are just the decorations. That's just the ornamentation. The real value, the real physical plant is the intellectual property part of the firm and you've got to make sure that that's in alignment with the marketing and the sales and the goals of the firm.

I tell this story. I love this story because it illustrates the point so blatantly. Years and years and years ago when I was a small law practice management adviser with the Florida Bar Law Office Management Assistant Service, part of my job is to go out and fix broken law firms. I became something of an aficionado. I've probably been in some more law firm reception areas than anyone other than the copy salespeople. I've just been to so many law firms and I started to make a study and I started to challenge myself to see what I could predict would be going on in the operational problems. I started to challenge myself to see what I can predict I would discover in the firm based on the reception area and to use that as a predictor. It's

not a perfect predictor. It just became a little hobby of mine. If you go to Las Vegas and you win 51 percent of the time, you will eventually clean up. You will eventually make millions and millions of dollars. The difference between winning 49 percent of the time or 50 percent of the time or 51 percent of the time is huge. I'd say 51 percent of the time or more, I can usually predict with a pretty good degree of accuracy what's wrong in the firm just by sitting in the reception area for 20 or 30 minutes.

One of the examples that I share is there was an elder law firm -- I'll share two examples. One is I went to an elder law firm and I knew it was an elder law firm and I knew they're having major cash flow problems, massive cash flow problems with this elder law firm. They were great attorneys. I knew they had great credentials and a great reputation for doing great work and they were bringing lots of prospective clients to the door. Marketing was working, but it was all falling apart when it came to the sale. They weren't converting prospective clients into paying clients and they were just hemorrhaging money. Do you know what I'm talking about, Scott?

**Scott:** I do.

**RJon:** I got to the reception area. I went to go visit the firm for an on-site consultation. This was when I was with the Florida Bar's Law Office Management Assistance Service. They used to farm me out sometimes to do this. I sit in the reception area and I figured it out. I knew exactly what the problem was just by sitting in the reception area for five minutes. I got in and the owners were like, "We don't know what's going on. We don't know what's wrong." I said, "I could tell you what's wrong." "What's wrong?" "Your couch." "What are you talking about, our couch?" "The couch is all wrong." "What are you talking about?" I said, "Well, that's one of the most comfortable couches I've ever sat in in my life." "Yes, we spared no expense. We hired an interior decorator" and one of the guy's wife is an interior decorator. "Yeah, I know."

The problem is at the time, I was like 28 years old. I was kickboxing every day. I earned a green belt.

I couldn't do a back flip, but I was in really good shape, and I practically couldn't get out of the couch. It was so big and fluffy and I sunk into it. I couldn't get out of the couch. How is a guy who's 90 years old supposed to get out of that couch? He can't get out of the couch without help. And when he has to ask for help, he feels bad and he goes into the meeting with your team and you basically telegraph to him, "We don't understand your needs. We don't understand where you're coming from, or if we do, we clearly don't care because we made you sit in this couch that humiliates you because you have to ask for help to get out of it," and that's the frame of mind that your prospective new clients are in when they're going to your sales calls. "I think that's probably why you're having a hard time converting your prospective clients into paying clients, and there are a lot of other problems also. I'm not saying it was just the couch." They got rid of the couch. They put some different furniture in the reception area that made it easier for really old people to get into and out of and they fixed a lot of other things that we tweaked along the way, but that couch, it was like a big, red, sore thumb of a problem in the firm. Their conversion rate of course got better. This isn't rocket science.

Another example that I had to share is a family law firm. In this particular family law firm that I'm referring to, it's about -- I'll share this story with you because you got kids and I got kids. This particular family law firm spent a fortune promoting themselves as a family law firm for families with young kids, but you go in the reception area -- I went to the reception area and I was afraid to touch anything. It was like a museum. Everything was glass and there were these sharp corners on this chrome table. It was like a chrome table with glass in the middle and Architectural Digest magazines all over the place. It was like you clearly don't have any idea what it's like to work with young kids.

I went in and I said, "Where's the changing station?" "What do you mean changing station?" "Well, you're supposed to be a law firm that works with young kids. That means people are coming in here with babies. Babies have diapers. Diapers need to be changed. Diapers need to be changed on

changing stations. Where's your changing station?" "Oh. You think we should have a changing station in our law firm? But this is a law firm, not a daycare." Asshole. You're supposed to be catering to the unique challenges and needs of families with young kids. They need to change diapers. They need changing stations. You've got to make things -- the physical plant has to make sense for what your message to the marketplace is. That's the point. Everyone here, walk into your firm and look at it through the eyes of a prospective client.

**Scott:** That's exactly what I was going to say. A really easy action step for everybody listening to this is go into your own reception area, wherever it may be. I would even say start in the parking lot. How do the exterior look of where you're bringing clients because they're making a decision before they actually open up that front door. From the parking space to the front door, from the front door into the reception area, from the time they're waiting to the hallway that you're leading them to the office, their whole experience, if you go into your office tomorrow, before you do anything else, put on the lens of a potential client and watch yourself through that process. That is the process where mentally they're engaging you before they ever have a conversation with you inside that office and it'll benefit you, it'll benefit your practice.

**RJon:** It's like you'll never get a second chance to make a good first impression. Make sure your physical plant makes a good first impression and do not cop out and say to yourself, "Oh, I don't have the money" or "Oh, you're just telling me I have to get a fancy office or buy..." No, we're not saying that. You know what we did, Scott, with that family law firm that catered to young kids that literally turned the whole thing around?

**Scott:** What's that?

**RJon:** Do you want to take a guess?

**Scott:** I'll let you say it.

**RJon:** [Inaudible 01:21:55] with less than \$200. It was like Design on a Dime. It was one of those HGTV shows, Design on a Dime.

**Scott:** Yes.

**RJon:** All right. First off, we got rid of the glass coffee table and we bought a not very expensive, by the way, wood coffee table that had round edges. Do you know what I'm talking about? You've got kids. You know those round -- we got one of those and it wasn't very expensive. The second thing we did was we bought chalkboard paint at Home Depot and we painted the reception area, the whole reception area from the floor up to about four feet, we painted with chalkboard paint and we threw some chalk on the floor so that when the kids came in with the parents because people who are coming in for family law services who've got young kids, moms who are getting divorced who had young kids, they often have to bring their kids with them because they don't have any other options. The kids would come in and draw on the walls with chalkboard paint and the moms would be like, "Oh, don't do that" and the receptionist would say, "No, that's what it's there for." All of a sudden, the moms got, "Oh, these people get it. These people understand what I'm going through. These people..." We changed the coffee tables, chalkboard paint on the walls, and we subscribed to a couple of kids magazines and threw some coloring books on the coffee table and bam, their conversion rate turned all around, simple stuff.

**Scott:** That's right. Yeah, it is.

**RJon:** That's physical plant. Number six, so there's marketing which leads to sales, sales which leads to production, production which leads to people, people who needs physical plant, who needs stuff. All of this, if it's done properly, should produce revenue and it will of course require expenses, so we get to number six, which is the financial controls of your business.

The financial controls of a law firm, there are really only six main financial controls. There's the budget, which is a 12-month forward-looking document. A lot of lawyers think that a historical record of what has been earned and what has been spent think that's a budget. That's not a budget. Earlier, we talked about the difference

between a financial accountant versus a management accountant. Your CFO, your controller, if you have an in-house accountant, this person should be coming from the school of Management Accounting, not the school of Financial Accounting. The school of Financial Accounting is focused on taxes and history of what has already happened. The school of Management Accounting is focused on the future, projections, plans, goals, what's going to happen.

A budget is a management tool. A budget is designed to help you anticipate and project and in some cases just make educated guesses about where the revenue is going to come from, how much revenue is going to come in, when the revenue is going to come in, and will that ever be accurate? No, it will never be exactly accurate, but a rocket that goes to the moon is off course about 98 percent of the time. 98 percent of that journey from the Earth to the moon, the rocket is off course and it's making adjustments, making adjustments, making adjustments.

In the beginning when you're doing your financial projections, you're going to be making major course corrections because you're new to it. It's new. You don't know how to do it. You've never done it before, but after you get some practice -- and I'm telling you, it's going to take a few years to get really good at this. I'm not going to lie to you, but you get to the point where you don't have to make these major adjustments anymore and it becomes very predictable and it takes the terror out of planning for your future. It makes planning for your future much more fun and you find that you're able to make much more bold, confident, better decisions because you're making decisions from a place of strength and confidence, not decisions from a place of fear. You're making decisions to win rather than go through your whole life making decisions not to lose and it comes from beginning to do budgeting as a 12-month forward-looking planning tool. That's the first financial control you should be getting from your management accountant or learn to do it yourself. We've got tools and resources all over this membership program, Scott, where they can get lessons on how to do this.



**Scott:** Yeah, that's right.

**RJon:** Budget is number one. Number two is a budget variance report. A budget variance report, if I had only one thing to look at every month, if I had to say -- if I'm on vacation, if I'm away from the firm for 30 consecutive days on vacation, completely cut off from the firm and I can only look at one financial report every week while I'm away to make sure that everything is working the way it's supposed to be working, I'm looking at my budget variance report. It's simply a comparison of what we projected in terms of revenue, projected in terms of expenses category by category, week by week. We have weekly projected revenue. We have weekly projected expenses in each category for the next six to eight weeks at all times. Every week, we're looking at another six to eight weeks ahead. It's like putting on your high beam so you can see what's way out in front so you don't have to slam the brakes and skid out of control when that sharp left turn shows up out of nowhere, so you're always looking six to eight weeks ahead.

The first column in your budget variance report is what you projected, and projected in the beginning is a fancy word for you made your best educated guess and that's okay. The second column is what actually turned out to be true. We projected that we were going to generate \$50,000 during this month. We actually generated \$75,000 this month. That's the second column, what actually turned out to be true. The third column is a percentage of difference, the percentage of difference that you were off. We projected \$50,000 of revenue. We actually generated \$75,000 of revenue. We were 50 percent off. That's not good, that's not bad; it just is. A lot of attorneys, a lot of people who are inexperienced with this stuff, they get real hung up on is that good or bad, and the answer is we don't know. We can't jump to good or bad before we first establish what is like dragnet, just the facts. Just tell me the facts. Tell me facts. The fact is we projected this \$50,000. The fact is what turned out to be real was \$75,000. The fact is it's 50 percent different than we project.

Now, the last column, the fourth column is the most important column of all and the fourth

column is the column that lawyers are uniquely qualified and brilliant at working on much, much better than accountants. We as attorneys are better than accountants at working and using our budget variance report. You see, the bookkeeper can give you columns one, two, and three. That's dumb-dumb work. I'm not saying your bookkeeper is a dumb-dumb, but this is dumb-dumb work. That's just plugging in, "This is what we projected. This is what actually happened," Excel spreadsheet formula, "Here's the percentage of difference." That's real simple stuff.

Our job as owners of the firm is to sit with our CFO or to sit with our management accountant or our controller or just sit by yourself if you don't have anyone else on your team. Just take that report that your bookkeeper should be giving you every month and analyze and figure out and act like you're doing a deposition on a hostile witness. Cross-examine that report and figure out why was it different than we projected and don't put a label of good or bad on it until you figure out why it was different than you projected. This is critical, is to have the emotional entrepreneurial maturity to refrain from and to withhold putting a label on it as good or bad until after you have figured out why it is different than what you projected. It might be good, it might be bad.

So we projected to have \$50,000 of revenue. We actually had \$75,000 of revenue. Is it a good thing or a bad thing? We don't know. It depends on why it was 50 percent more than we project. There are explanations that could be very good for why we had an extra \$25,000 of revenue. There are explanations that could be bad for why we had an extra \$25,000 of revenue. There could be explanations that are neither good or bad and just is. For example, we collected half of next month's revenue on the last day of this month. We collected half of next month's revenue on the last day of this month. Well, that didn't give us any extra spending power this month. It just meant that we booked it on this month instead of booking it next month. And next month, instead of having \$50,000, we're going to have \$25,000 because we got half of the month's revenue on the last day of the previous month. It's neither good or bad. If the last day

of the month happens to be December 31st then maybe that's bad. Why? Because now you have to pay taxes on that \$25,000 this year, but if you had gotten the money a day later, you could've waited a whole extra year before you had to pay taxes on it. The point I'm making is you've got to wait until you figure out why the budget -- why the actual expense or why the actual revenue and why the actual expenses are different than what you projected before you put a label of good or bad. And then once you figure out why then you can start making some intelligent, mature, rational, smart management decisions based on what you figured out and analyzed.

Budget, budget variance report, cash flow projection, every week you sit down and you look at the revenue you're expecting week by week by week for the next six to eight weeks. Look at the expenses that you're likely to have to incur or spend every week on a cash basis week by week by week for the next six to eight weeks. When you get in the habit of doing this, you'll find that there are lots of weeks that the expenses are going to be more than the revenue, but if you look at it six to eight weeks in advance, you can massage this stuff around to even things out and push an expense out a week or take action to bring the revenue in a week early so that the revenue and the expenses match up better and you'll have much, much, much more predictable, much more stable cash flow. This little change can make a huge difference when you repeat it week after week after week after week after week. Your whole year turns out much less like a roller coaster.

Budget, budget variance report, cash flow projections, cash position, every day you should be logging in to your online bank account in the morning and at the end of the day. In the morning and the end of the day, you just make a note how much is in the operating account and how much is in the trust account at the beginning of the day, how much is in the operating account and how much is in the trust account at the end of the day. Just do that and I promise you, you'll begin to feel the pulse of your business and you will begin to feel more in touch with the pulse of your business and you will make better business decisions

throughout the day. If you make better business decisions throughout the day every day, day in and day out, you're going to end up with a more profitable business at the end of a whole bunch of days that stack up together.

Look at the operating account balance at the beginning of the day and the trust account balance at the beginning of the day, and same at the end of the day and you'll start to feel the pulse of the business under your fingers. Everyone can do that. It doesn't cost any money. You don't need an accountant. You don't need a fancy MBA or anything like that. Just log in and do that. If you take your business seriously and you don't do this then I guess you don't really take your business seriously. This is a simple litmus test of how serious are you about making your business more profitable and less like a roller coaster because if you don't do this then don't fool yourself. You don't really want your business to be left like a roller coaster because this is a simple thing you can do that cost no money, that takes less than a minute in the beginning of the day and less than a minute at the end of the day. I promise you, it'll even out your cash flow and make things less scary.

Budget, budget variance report, cash position and operating cash position and trust, accounts receivable, and I said -- did I say budget variance report already?

**Scott:** Yeah, so we've got budget, budget variance report, cash flow projection, your cash position. Accounts receivable is the one you're going into, so that's number five.

**RJon:** Oh, and work in process. The last is work in process. This is the value of the work that's being done that's not yet ready to be built. It's work that's being done that's not yet ready to be built. You look at that every month and you'll have much more predictability. Like I said earlier, there are lots of lessons all over the site that goes into detail about all this stuff. We can do another workshop or we can do another monthly call that's just on -- we could do an entire monthly call on nothing but your work in process as a tool of sanity. It's really valuable. It's really important.

Guys, I don't have an MBA. I don't have an MBA behind my name. I don't have a CPA behind my name. I'm an attorney like everyone else. I don't have a business degree. I've learned this stuff. Scott will tell you I'm not a math guy. Tell them, Scott. Tell them how bad I am at math.

**Scott:** He is not a math guy. Neither one of us are really good at math. We both have to bring out the calculators.

**RJon:** If you understand some relatively simple concepts -- and I promise you, if you went through law school, if you passed the bar exam, you can understand these concepts. And when you understand these concepts, everything becomes more clear. Anyway, those are the financial controls. This is the six main parts of every successful law firm. Marketing brings prospective clients to the door. Sales converts prospective clients into paying clients, which kicks off the need for systematic, organized, profitable work, efficient work to be done, which requires people who have job descriptions and training and you've engineered their positions to be profitable for you, engineered their positions to be profitable for them, and engineered their positions to be profitable for the clients also.

People who work for the firm require things. That's part of the physical plant. If all these five parts are working together, it should produce revenue. You'll of course be incurring expenses, which means you need to have financial controls, which is your budget, your budget variance report, your cash flow projections, your accounts receivables, your cash positions, and your work in process. Those are six main key reports that your accountant should be giving you and you should be looking at every month on a forward-looking basis, not a historical basis to make smart decisions from.

Last and not least are your goals. We could've started with your goals, but I choose to explain this that your goals coming true are an effect and they are an effect of these other parts working together, and these other parts work together as an effect of you giving them the attention that they deserve. The reason why these other parts of your business deserve the attention that they

do is because your goals are worthy, because you are worthy, because your family is worthy. You're worth it. Your goals are worth working for. In order to be successful, your law firm has to give you enough financial income, enough net income to live the way you want to live, not the way you're willing to settle for, not what you're going to put up with, not what you can tolerate, not, "Oh, I could do without this and I don't need that." It's what you really want because you can financially have pretty much whatever you want. If your marketing works, if your sales work, if your production works, if your people work, if you give them the tools and resources, and if you pay attention to the financial controls, that produces whatever income you want to have all by helping people.

You don't generate a million dollars of income by hurting people. You generate a million dollars of income by helping people. A million dollar law firm helps more people than a half a million dollar law firm. A half a million dollar law firm helps more people than a \$250,000 law firm. A \$250,000 law firm helps more people than a \$100,000 law firm. It's just true. It just is the way it is. Now, the million dollar law firm might be helping fewer individuals, but it might be helping them more, or the million dollar law firm might be helping a lot more people a little bit. Those are two different business models, but ultimately the million dollar law firm is doing more good in the world, is creating more value in the world than the half a million dollar law firm.

How else does it become a million dollar law firm? How else does it continue to be year in and year out, year in and year out, year in and year out? How does it continue to be a million dollar law firm if it's not helping a lot of people? It's helping clients. It's helping staff. It's helping vendors, and not the least of all, it's helping the owner and the owner's family. You help yourself by helping other people. You help other people by building a successful law firm. You do this by having financial goals. Your goal is to have a \$100,000 personal income. You need to help a lot less people than if your goal is to have a \$300,000 personal income. If your goal is to have a \$300,000 personal income, you need to help a lot fewer people than if your

goal is to have a million dollar personal income. There's nothing wrong with having a goal to have a higher personal income. It simply obligates you to create a business that helps more people. It's that simple, financial goals.

Personal goals, how many hours do you want to work per week? How many weeks per year do you want to work? What do you want to do with your time? Do you want to spend all your time doing the job of a receptionist or do you want to spend your time doing the job of an associate, or do you want to spend your time doing the job of an owner? That's your choice. Make it. It's your choice to make. Make the choice. Have a meeting with your family and say, "I want to be the owner of a..." whatever you want it to be law firm. "I want us to enjoy this amount of household income so that we can live this way." Start off with the material stuff. The material stuff is the simple stuff. It's not the most important stuff, but it's the simplest stuff, the house you want to live in, the car you want to drive, the domestic services you want to employ, the vacations you want to take, the insurance you want to purchase and provide to protect your family, the charities you want to support, the philanthropic work you want to do, the investments you want to make, the other people in your family. Maybe you've got parents or other people in your family who you want to help financially.

How do you want to live your life? Figure that out first. Have the courage to figure that out first before you put numbers to it. And then once you've made decisions about how you really want to live your life, if money were no object, what house would you really be living in? If money were no object, what car would you really be driving? If money were no object, what school would your children actually go to? If money were no object, what food would you actually be eating on a weekly basis and where would you get that food from? If money were no object, what kind of vacations would you really be taking? This doesn't mean that you need to be living in a multimillion dollar house and driving a fancy car or eating expensive food and wearing expensive, flashy jewelry or anything like that, but you just need to be honest with yourself about how you really want

to live your life because dishonest goals short-circuit everything else we've been talking about. Dishonest goals don't motivate us. Dishonest goals don't resonate with us. Dishonest goals, they just short-circuit everything we're talking about, so you've got to be honest with yourself about how you really want to be living your life.

Some of the things in my life are the most expensive things around. Other things in my life are not. As I'm doing this call for you, Scott, I'm living in my home. You've been to my home. We paid \$2.5 million for the house. It's 7,000 square feet. It's on a golf course in a gated community 10 minutes from arguably the best private school in South Florida. While I'm talking to you, I'm wearing a pair of \$85 Vans sneakers, wearing a pair of shorts from the GAP, and a t-shirt because there are some things that are important to me and there are some things I don't care about. Choosing to live the way you want to live means being honest with yourself about what matters. It doesn't mean putting on airs or showing off or buying the most expensive things because they're the most expensive things.

I have friends who own -- the person we bought this house from owns a high-end jewelry store and he showed me this section of the jewelry store where all of the wristwatches are \$100,000 and up. You know what wristwatch he wears?

**Scott:** Tell me.

**RJon:** He's famous for not wearing a wristwatch at all because he doesn't care. It's like a funny thing between him and his clients that they come in and they spend hundreds of thousands of dollars on wristwatches and he doesn't even wear a wristwatch because he just doesn't care about that stuff. I wear an Apple watch that's like a hundred bucks, whatever an Apple watch is. I could buy an expensive Rolex, but I just don't care about that stuff.

There are things that you care about. There are things that you don't care about. Being honest with yourself about how you want to live means really being honest with yourself and be going

deep into what matters to you and making a commitment to those standards. And part of the reason that people are afraid to be honest with themselves is because they're afraid of what other people are going to think, and part of the reason that people are afraid to be honest with themselves is because of the implication that flows from it of if I'm being being honest with myself and I want to live in a \$2.5 million house, that means I have to take my business more seriously. That means I need to pay more attention to certain things that I might have otherwise been lazy or lackadaisical or just been ignorant about. I need to educate myself.

You're all on this call right now or you're listening to this recording because you have made a commitment to have a better life. In many ways, you are better than most of the other law firm owners in your market who make excuses and tolerate things and then make excuses for why they're tolerating things. In truth, they're not being honest with themselves about how they want to live their lives. They're basing their business, they're basing their life on a fundamental dishonesty and that's going to seep into other parts of their business. It's going to seep into the relationship with their clients. It's going to seep into the relationships with their staff. It's just going to infect their whole business.

You're better than them because you're here on this call making a commitment to be honest with yourself, and don't think that's any small feat. That's a really big deal. That simple thing makes a big difference in life, so your goal is going to be financial goals -- Scott?

**Scott:** Go ahead.

**RJon:** No, you go ahead.

**Scott:** Okay. I know we've got a couple of other things planned for the call, but I'm going to have to push that to our next call because of time constraints.

I want to engage everybody for a moment. I want to invite you to email or just reply to one of the emails that you received from either RJon or

myself and answer this question, "Being honest with myself, I want to live my life..." and then write down how you want to live your life. Share with us some of the goals. The whole goal of us having this coaching network for you is so that we can help guide you to achieving those things, so that we can help you live the life that you want to live, so that we can help you help more people with your practice and your law firm, so that we can help you have a better lifestyle, so that we can help you accomplish all of these goals, and we want you to be very clear on what that is because when you're clear on it, it's going to help you own your law firm better. It's going to help you help more people. It's going to help you have the relationships and the things that you want and it's going to enable us to better help you as well. So if you email us --

**RJon:** Scott, it's more authentic relationships in your business, more authentic relationships with your staff, more authentic relationships with your clients, more authentic relationships with everyone in your life.

**Scott:** That's right. Email us that and --

**RJon:** These are the seven main parts. It's marketing, sales, production, people, physical plant, financial controls, and your goals, your financial goals, your personal goals, and your professional goals. Financial goals, we just beat to death. Personal goals, it's how much control you want to have over your time, what you want to be doing with your time. Sometimes it can just start off with what do I not want to be doing with my time and how do I work my way out of doing the things I don't want to do anymore or I don't want to be doing anymore.

What kind of commitments, what kind of standards do you want to keep in terms of "I have a commitment that I want to be at most of my son's after-school activities"? I don't want to be at all of them. I want to be at most of them. Truth be told, some of them are boring as shit, but I want to be at most of them.

What standards, what goals do you have for what you want to be doing with your free time? Nature



abhors a vacuum. You don't figure out how to make use of that time that you create by building these systems --

**Scott:** You dropped out a little bit. RJon, are you there? There, now you're back. Yeah, we're good.

**RJon:** My Bluetooth battery has died. The point I'm making is you've got to make plans for what are you going to do with that free time that your law firm creates. Don't think you've got to like, "Oh my God, I've got to go lay on a beach." If you want to work on your business because you like to, that's great. There's nothing wrong with that, but the point is be honest with yourself about how you want to be really using your time. This is something that if you're married or if you're in a relationship with a significant other, this is a family conversation. It goes a little bit beyond just law firm management because if you make a goal that you want to tour the south of France for a month and your spouse says, "I hate leaving my hometown," you've got to reconcile that and that's one of the things that prevents a lot of people from taking this stuff seriously, is because they're afraid of what they're going to discover when they have a real honest conversation with their family about how they really want to be using their time, but you can't live in that state of dishonesty. It's just a bad place to exist in and when you're in that state of mind, when you're in that state, it's bad for your business too.

I'm not giving marital advice. I'm not giving family advice. I'm not giving personal advice. I'm giving business advice and I'm saying your business will suffer if you continue to persist in that place without clarity. And then professionally, what do you want your business to stand for? What impact do you want to have on the world? My goal, one of my professional goals when I created *How to MANAGE a Small Law Firm* was I wanted to prove to the legal industry that happy lawyers really do make more money. I wanted to expose and crush the doctrine of sacrifice that we're all taught in law school implicitly, if not explicitly, that even in law school, we're all taught, "Oh, you should take pride in how much you suffer. You should take pride in how much you sacrifice. You should take pride

in how hard you work" and not a word is spoken about how you should take pride and how much value that you actually create for your clients.

And then you graduate from law school and you go get a job in some law firm and they tell you, "You should take pride in how hard you work." Who cares how hard you work if you don't create any value for clients? If you create more value by working less then shouldn't we work less if that helps us create more value for our clients? But no, law firms, too many law firms, they get hooked on the billable hour and they take these people who've been indoctrinated into the doctrine of sacrifice and they say, "Just take pride in how many hours you bill" irrespective of whether those hours actually create real meaningful value for clients.

This is one of the reasons, Scott, by the way, why I'm such a strong proponent of value-based billing and such a detractor of hourly-based billing, which is a whole other conversation we can have. We could do a whole monthly call on how to convert an hourly law firm into a value-based law firm. It doesn't work for every practice area. There's some practice area that the disease has just gone too far into the body and you can't do it, but in most practice areas and in surprising ways, you can convert from hourly to value-based including family law, including criminal defense where most people think it's not possible, but it really is. Anyway, I will now dismount my soapbox, Scott.

**Scott:** No, no. I want to thank you. I want to thank you for sharing the seven parts and identifying those. I said at the beginning of our call and at the beginning of our time together that you were going to see your law firm from a different perspective and I believe we've held true to that. RJon has shared with us that the theme of the call was having clarity, so now you're able to have a clearer picture of how your law firm is currently operating whether at high production or profitable or low profit or producing hardly any. Your law firm is operating on all seven parts of these and our goal is to come alongside you and give you action steps for each of these, so hopefully and I'm confident that we have done that as well just by challenging you to consider your marketing, your sales system,

your production, your people, your physical plant, financial controls, and your goals.

As we go throughout our coaching network, we're going to be focusing in on each of these seven parts so that you'll constantly get better at improving. If we were to take a poll on our coaching call right now, there are some of you who are doing really good in some of these areas and some of these parts and then others where others are excelling, maybe you are behind, but our goal is to bring everybody alongside one another and put these parts together so that you can have the law firm that you desire to have, achieving the goals that you're setting out to achieve, and as a result, also help more people.

So RJon, I want to thank you for your time and taking time out to share with us and to help coach us and guide us. Any closing remarks? Otherwise, I will conclude our time together.

**RJon:** Yeah, two closing remarks, and thank you for everything you just said, Scott. One closing remark is it's like when you leave a dark room and you step out into the sunlight. At first, it hurts. The first time you begin to start to look at your law firm through this perspective, these seven main parts, it's normal. It's natural. Don't feel bad if you feel like it hurts because you might start seeing things like, "Holy crap, I've got so much work to do" or "I'm so uncomfortable" or "I'm so embarrassed that I allow these parts to fall out of alignment." You will adjust. The more you look at it, the more you work on it, it will hurt less. It will eventually become actually pleasurable. Don't run away from the sun just because it shines in your face when you first step into it. Embrace it.

The second part is I want to make the point, Scott, that everyone grows at its own pace. We've got people on this call who I happen to know are in the first stage of growth with revenues under \$250,000. We have people on this call who I happen to know are in the fourth stage of growth with revenues of over \$1 million. Every time you reach a new level in your business, there's a new devil waiting for you; a new level, a new devil. Understand that part of the maturity, part of the

entrepreneurial maturity, building that entrepreneurial muscle is embracing, not just accepting, but actually embracing and enjoying the fact that every time -- if you double your marketing, but you don't improve your sales and your production and your people and your physical plant, it's out of alignment. If you improve your physical plant, but you don't improve your people and give them more training, it's out of alignment.

When you see a lawyer, a law firm owner who has had a long run of success and enjoyment and there are ups and downs and there are zigs and there are zags and it's always like that, but overall a long run of success, I promise you, he or she has been making a consistent practice of reviewing and keeping these things in alignment. Success is a lifestyle, not a destination, so don't feel bad if you find these things out of alignment. Stick with it. It will get better.

**Scott:** That's right and that's why we're here. We want to come alongside you and help guide you in making them better. You've got the monthly coaching calls every month and you've got the membership site where you have an archive of tips and tools and that is continually being built out and added upon. You've got our forum where you can be asking questions either to RJon or myself --

**RJon:** And letting us know a lot more of.

**Scott:** Yes, absolutely.

**RJon:** I've got to give a commercial for the dashboard. Enter your numbers in the dashboard. For the love of your future self who will thank you for it, enter your numbers in the dashboard.

**Scott:** That's right. That's the all-digital dashboard to help you manage your law firm that we've developed, and so be sure to do that. Also be looking out for your Members Only bonus kits where you'll get the recording of the call, the transcripts, Members Only newsletter and other tips and tools that we physically mail that out to you every month. It's all part of your membership. I just want to say thanks for being a member. Thank you, RJon, for taking time out and coaching

us over these past few moments and sharing with us. Be looking for an email for the date and time of our next coaching call. We'll make sure that everybody is able to get that on their calendar, and if you can't make the call, that's okay. It's going to be in your membership site. It'll be in the bonus kit. We understand that sometimes you've got a case. Sometimes you've got a meeting with a potential client. That's why we do these in different ways, so we do the call with you and we put the recording in your membership site, and then we also mail it to you.

I want to thank you for everybody being on the call. Thank you, RJon. Thanks for all that you do. I want to wish everybody a great rest of the day.

**RJon:** Bye, Scott! Thank you.

**Scott:** Thank you.

# HOW TO MANAGE A SMALL LAW FIRM

## “ALL-DIGITAL” MEMBERSHIP BENEFITS:

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- **A Coaching Call Every Month (\$997.00 Value)** I'll coach you on the “Seven Parts of a Law Firm” where I will help you manage your law firm to create greater profitability, increase in clients, managing (or hiring) staff to keep up with your newfound growth, developing your physical plant and get you marketing tools that actually work.
- **What's Working Now Plug and Play Tool Every Month (\$197.00 Value)** Imagine having me give you proven and time-tested tools with the goal of making you more profitable each and every month - well that's exactly what I do for you as a How to Manage Digital Member.
- **How to Manage Digital Dashboard (\$99.00 Value)** “Happy Lawyers Make More Money!” This dashboard will give you a working tool that you can use to track your mindset and see where the money is going in your law firm. This trademark dashboard will equip you to make more money and see how to increase your profitability.
- **Access to me and my team to get your questions answered and my feedback on your law firm (\$297.00 Value).** Every month there is open Q&A where you'll have the opportunity to ask me questions about getting more clients, marketing, staffing, - basically anything I'm qualified to answer.
- **MAILED, Members Only Bonus Kit with paper and ink transcripts (\$97.00 Value)** of each coaching call. This allows for easy reference. Not to mention they'll be part of your leadership library. When you have a challenge you'll actually know where to go to find the solution!
- **Exclusive Member's Only Newsletter (\$47.00 Value)** This PRINTED newsletter centers on everything you need to grow and manage your law firm.
- **Annual Super Conference (\$2997.00 Value)** with guest experts on related quantum business growth strategies including traffic generation, prospecting, retention, staffing, etc. You'll gather with some of the best and fastest growing law firms around the country. Where else will you be able to learn from others who are in the trenches, just like you!



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