

HOW TO MANAGE A SMALL LAW FIRM

HAPPY LAWYERS MAKE MORE MONEY

GROWING LAW FIRMS IS OUR BUSINESS

IRON SHARPENS IRON

\$79



2018 ISSUE 5

RJon Case Study #2012:

Member: "I have been stagnant for three years without growing my client base."

Because I work out of a home office, I do not feel connected to clients, prospects, and potential clients. Something tells me I need to be "out in the public" and doing "something" to make more connections and get more clients. I do not feel a drive. I make a good living so I have not felt pushed to do more. I am not in control of my fees, my policies and my structure. In fact, I do not feel in control at all.

RJon: I am sure these factors contribute to the problem. I believe these are all the effects of a deeper problem. Your subconscious is scared to death of resolving the problem. Why? Because it's the problem that keeps you stuck where your subconscious is comfortably in control of your fate. This is also why you have not attended any of the live meetings where you would likely make progress regarding these problems you've outlined above.

Member: I need twelve months of planning, saving, preparing, etc. to get to that "mystical" place where I can be in control.

RJon: Believe me when I say you do NOT need 12 months. What you need does not require much time at all. In 12 months, or in 12 years, or in 12 lifetimes from now, you're still going to have the same problem because your subconscious has you distracted by the effects and is mixed-up about the causes. All of this could be resolved in 12 minutes but you must be willing to focus on the causes.

Member: How do I get myself out of this three-year zero-growth rut?

RJon: I KNOW it takes a lot of personal courage to open-up and ask for help. Don't be distracted by what others are talking about doing. Surround yourself with WINNERS. Immerse yourself in the Live Quarterly Meetings. There are no "magic pills". Just about every lawyer you're going to meet who has a highly-successful law firm did it the same way you're going to do it: One step at a time.

Have faith in YOURSELF!

Make the commitment to YOURSELF that you're going to stick with the plan.

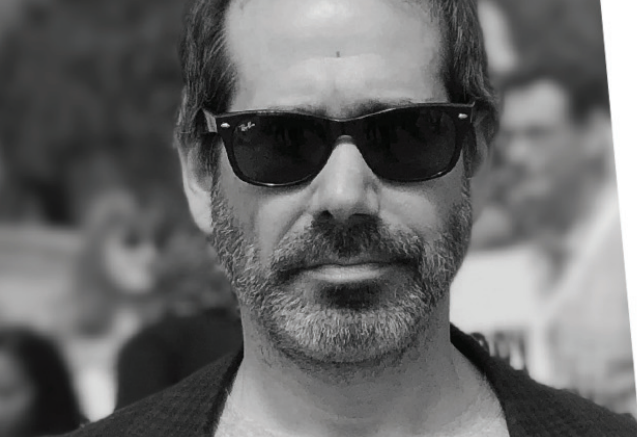
Even if you do decide to accept a position with one of those firms, you STILL need to learn how to manage a law firm. You need to learn how to market & sell your firm's legal services. You need to figure out what's been keeping you stuck.

Seriously, I know this may seem like it's heavy on the "tough" but I promise you there's a ton of "love" in the words I've shared.



ISSUE HIGHLIGHTS

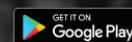
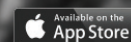
- Pg 1** RJon Case Study #2012
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**DOWNLOAD
LISTEN
MAKE A PROFIT
REPEAT.**



**FIND
HOW TO MANAGE
A SMALL LAW FIRM**



In 2017, there were more than 178 BILLION (That's with a "B") app downloads. More often, people are consuming media and information through apps on devices. In July, How to Manage launched its app and the early adopters cheered!

Who can blame them?

The HTM app is like having RJon in your pocket and Christopher Anderson in your wallet. Anywhere, anytime, waiting for an appointment, sitting in traffic, at the gym, you can be learning powerful information that can transform your firm, make your business more profitable, and teach you how to be the business owner you imagine yourself to become.

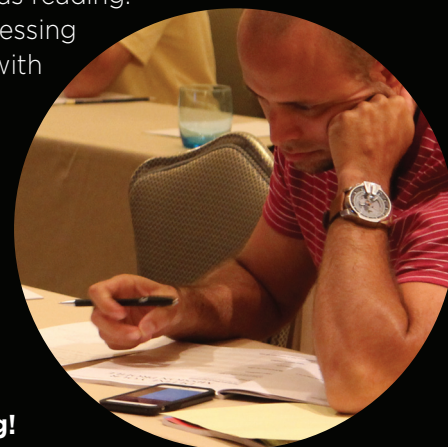
Every single strategy How to Manage experts have taught in Live Quarterly Meetings, in Mindset Calls, at weekend trainings, and on calls is yours for the taking. Categories and topics are easily searchable and you can find those answers to that vexing issue that is gnawing at you. When you make your time work for you, your firm, your staff, and your clients win

Discover fundamental information about putting systems in place that when your staff implements them, will run your firm with smart, duplicatable tools. Not only will your profits rise, but you will know exactly where you are winning in business and where work is needed.

University of Virginia psychology professor and researcher, Dan Willingham, explains that research has broken down how people process language. When you listen to learning, the comprehension is the same as reading. When you listen in to business-changing tactics and mindset learning, your brain is processing the information as if you were spending hours and hours reading. Feeding your brain with the HTM APP makes you a freakin' law firm business owner scholar!

The APP is bursting with hours, literally DAYS of information that you can use to learn:

- To trust and manage your team
- To get more of the clients you want to work with who become your raving fans
- To get more referrals that convert at sky high rates
- To track your marketing investment and determine your ROI
- To become better at managing a business
- To become a happy, more productive lawyer and business owner.



Get it now! It's FREE. Download the APP on your phone or tablet and get to learning!

HTM CONNECT EVENTS

FINANCIAL LITERACY FOR SOLO LAWYERS

September 4th - Raleigh, NC

MILLION DOLLAR SOLO LAWYER'S CLUB MEETING

September 5th & 6th - Raleigh, NC

BUILD & DIRECT A SUPERSTAR CAST

September 21st-23rd, 2018
San Antonio, TX

PROFIT CON (HTM Team Attending) September 27th-29th - New Jersey

2018 NEXT CONFERENCE, State Bar of Michigan - Sponsored by the Million Dollar Prep Academy - Sept 26th-28th

BUSINESS PLAN WORKSHOP

October 17th-18th, 2018 — The Westin Lake Las Vegas Resort & Spa, Henderson, NV 89011

LIVE QUARTERLY MEETING

October 19th-22nd — The Westin Lake Las Vegas Resort & Spa, Henderson, NV 89011

LAW FIRM 500 CONFERENCE

Oct. 18th-20th — Las Vegas, NV

LAW FIRM 500

Want to be one of them?

It is the Law Firm 500 Conference that helps attorneys to shift their thinking. These attorneys come to learn how to build businesses that produce results fast. Imagine, five-year growth plans realized in three years!

For two and half days, you will absorb powerful information that 15 experts will infuse into the room. Each message is loaded with strategies, actual plans, and practical information that will allow you to put to work immediately to transform your firm.

- Grow your firm quickly and efficiently.
- Revel in the beauty and luxury of stunning "Lake" Las Vegas—a fantastic, one-of-a-kind resort nestled in the desert.
- Build relationships with the best of the best in the US.
- Collect many actionable tools to get busy with your plan and get on your way toward reaching huge, hairy goals.
- Hear from celebrated legal advocate and sought-after keynote speaker Erin Brockovich-- the force behind what is still the largest direct-action law suit in US history - \$333 Million.

Get your ticket today. You will leave this event with success in a box for your firm. More profit, more lifestyle, more fun, and more freedom lies in your future. And it all starts at this event.

Be among the firms that are growing by 50%, 100% and even 1000%

Plans are underway for the 3rd Annual Law Firm 500 "FAST AND PROFITABLE GROWTH" Conference at Westin Lake Las Vegas Resort, October 18-20, 2018. Imagine an explosive event that will help you line up your plan to GROW your firm by double digits in less than 72 hours.

Everyday, small and solo law firms from coast to coast are experiencing DOUBLE the growth, consistently, year after year. These law firm owners will arrive at the Law Firm 500 Conference, sweeping the stage to accept their awards at the Saturday night Gala. These peers will be touted all night long and all year long as the Fastest Growing Law Firms in the US.

Register now.

Your General Seating Ticket includes all of this:

- 2 x Receptions
- 2 x Lunches
- 2 x Days / 15 powerful experts covering the critical business building topics of Marketing, Management, Client Services, Staffing, Finance and Technology - (includes workbook)
- 1 x Gala Award Banquet featuring Keynote Speaker Erin Brockovich

Law Firm 500 is the #1 Growth Conference for Small & Solo Law Firm Owners in the US. Don't miss it.

Be there on the Lake for your law firm business breakthrough.



ERIN BROCKOVICH
KEYNOTE SPEAKER

**#1 Legal Conference for
Small and Solo Law Firm
Owners Who Are Serious
About Law Firm Growth**

She's behind the
LARGEST
DIRECT-ACTION
Lawsuit in US history
— \$333 Million

CONSUMER ACTIVIST
BEST SELLING AUTHOR
MEDIA PERSONALITY

THIRD ANNUAL CONFERENCE & AWARDS GALA
**LAW FIRM
500**

OCT 18—20, 2018
LAKE LAS VEGAS, NEVADA

FAST and PROFITABLE GROWTH CONFERENCE

LawFirm500.com

WHAT IT LOOKS LIKE TO WORK ON YOUR BUSINESS, NOT IN YOUR BUSINESS



Kristen David

Law Firm Management
and Marketing Advisor

Kristen hails from Southern Oregon. She graduated as Valedictorian and went on to attend Lewis & Clark College and Northwestern School of Law. Kristen defended lawyers and doctors in malpractice cases in Portland, Oregon for 15 years where she was a partner of a successful law firm before selling her interest to join How to Manage a Small Law Firm full time. She is still "of counsel" to Bowerman Law Group, but now spends the majority of her time helping lawyers learn how to run their law firms like a business. She is an avid fly fisherwoman, geocacher, and gardener and of course, enjoys a glass of wine while cooking wonderful meals.

Law Firm Owners: Read and Heed!

Sometime ago, HTM hosted a staff brunch at a live quarterly meeting. Kristen facilitated the discussion with the group and gleaned wisdom and feedback that most law firm owners can only dream about. Here in this piece, we share the results of the quantified data pulled from that discussion with growing law firm staff members.

The funny thing about business plans is that they are not static. Revisiting and revising your business plan will be a part of your present and your future as a law firm owner. Whether you can carve a full day per week out of your schedule or three to four hours, setting aside time to step away from the lawyering and to dive into your firm is not negotiable. It is critical to your success. What exactly should you be doing during these "Work On Your Business" calendar entries? Naturally, each week, each month will be different based on the cycle of your firm. Here is a list of the activities your firm needs you to tackle:

1. Talk to your CEO/COO/CFO – Schedule your discussions so that you routinely have this time on your calendar. It is where the magic happens.
 2. Review your budget for the current year and make it part of your DNA. Create a doc to keep notes for planning next year's budget as you discover items this year that need to be changed.
Calendar out various projects or goals you want to accomplish with interim milestones to check in.
 4. Review your sales conversion numbers, set new goals for your sales team, tweak and improve on your scripts, refine your pre-engagement glide path and then take a look at your hire/did not hire follow up system.
 5. Spend time thinking about your firm mission, its culture, and the overriding goals of the firm. What can you do better?
 6. Dictate some good content and have it transcribed: What are your FAQs? What awesome way did you help people – tell their stories.
 7. Study your physical plant – What needs do you have in your physical plant? Is your furniture falling apart? Is it time to think about new equipment needs?
- marketing (ideal client, ideal niche, marketing plans, marketing systems, ROI assessment review, new ideas, etc),

Sidebar – Your Staff

A couple of years ago, HTM hosted a staff breakfast during an LQM. We aggregated the results of their feedback and compiled a useful list for all law firm owners to think about, own, remember, and ACT ON! Remember The Breakfast Club? Yeah, you know the 90s file where a variety of high schoolers, all representing differing groups, were forced to interact during a Saturday detention. Their only objective was to write a paper. Instead of writing it individually, they collaborated to produce a letter detailing what they thought they did wrong. With that collaborative tome, we bring you the HTM Staff Breakfast version of THE BREAKFAST CLUB LETTER.

We, your loyal and dedicated staff who are eager to grow and grow with you, appreciate this opportunity to express our thoughts and ideas so that we can make your life easier and become more profitable as a team.

Please, for the love of God, DO THE FOLLOWING: START prioritizing projects.

START delegating. [Ex. basic correspondence. insisting on reading every email, so why don't you write it yourself.]

START investing where you get the highest return

START respecting the calendar & employee time/ \$ lost [Ex. 3 employees x 1.5 = \$ lost]

START creating & adhering to Policies and Procedures.

START using a budget [Ex: discretionary spending and shitty vendors]

START allowing billers/ team to be productive [Ex. owner chatting]

START focusing on meetings [Ex. Talking on Phone During Meetings]

START using planning meetings

START being quick to finish important projects.

START using calendar & resources to Complete Projects/ Matters in advance.

STOP being 1.5 hours late for meetings.

STOP rapid fire delegating

STOP neglecting the physical plant.

STOP taking forever to review documents and bills.

STOP waiting for last minute

STOP distractions during meetings

STOP procrastinating

STOP overspending

STOP micromanaging

STOP being inconsistent

STOP overthinking and trust that you are making good decisions.

STOP throwing things to us without priorities. **and PLEASE CONTINUE doing the following:**

CONTINUE asking staff where they want to go and how they can help.

CONTINUE inviting team to LQMs.

CONTINUE bringing your enthusiasm for your business into the office each day

CONTINUE being an amazing employer that cares so much about your staff that you help them to become their best self every day.

CONTINUE sharing HTM resources with Team.

CONTINUE to support staff in Personal and Professional growth

CONTINUE thinking out of the box

CONTINUE following passion outside the office (so you can be your best self and not stressed out)

CONTINUE committing to growing the firm.

CONTINUE showing staff appreciation.

CONTINUE showing staff you are human and show us your vulnerabilities.



HOW TO FIX YOUR WEBSITE'S SHORTCOMINGS

ARTICLE BY TRAVIS HISE, PRESIDENT, JAMES ATTORNEY MARKETING

Travis Hise has been helping lawyers with their digital marketing and their technology for over 10 years. He has personally created dozens of marketing programs and streamlined the technology of multiple law firms, and now has a team helping him with both efforts.

Travis may be reached at thise@jamespublishing.com, desk 714-918-1848, or cell 714-369-7356.

Problem: “My website doesn’t get many visitors.”

Consequences. Even the highest-converting websites will perform poorly if visitor count is low. Many techniques are available to improve traffic, but time pressures make it imperative that legal websites draw qualified visitors using techniques that require a small number of law firm hours. That is what we focus on below.

Digital Solutions:

- 1.** Sharpen your niche. The single best way to improve the performance of every traffic-enhancing technique is to tighten the focus of your marketing. Find a major client pain point and emphasize it in all your promotional efforts.
- 2.** Optimize smarter. Website optimization is a large and technical topic that is mysterious to most lawyers. But its basics are simple: (1) to rank locally your site needs to steadily add (a) identical citations (profiles in online directories) and (b) positive reviews. To rank organically, your site needs to (a) build backlinks from high-ranking sites and (b) target popular

keywords. Make sure your optimization provider is doing all four.

- 3.** Choose keywords wisely. Whoever creates your website content needs to understand how to select keywords for your practice niche. In a competitive market, use one long-tail keyword per article, placing it in the heading, first paragraph, and last paragraph. In a small and non-competitive market, shorter keywords can be used.

- 4.** Increase blog quality. For regularly-produced blogs, this requires longer articles. For neglected blogs, simply publishing on a regular schedule will have a sizable impact. But the key elements need for both categories of blogs are good article selection, proper keywording, and helpful information.

Employing even a few of these techniques will have a material impact on your marketing results.

James Publishing | ATTORNEY
MARKETING



Connie Kaplan

Immigration Law, Fort Lauderdale, FL

Connie Kaplan helps immigrants who wish to make the United States their permanent home.

MEMBER MUSINGS

NON-ATTORNEY SALESPERSON TRAINING - GETTING OUT OF THE SAUSAGE FACTORY

I joined HTM in July 2017, I didn't know what I didn't know. I enrolled in the HTM non-attorney sales training workshop after being a member for three months and brought my husband, a sales man for many years.

We thought he knew how to do sales.

What I didn't know is that people don't come to see me or hire me. They don't come to me for legal services. They are showing up, with money already in their pocket. They are begging me to take their money. I just needed to help them see it.

At the HTM Non-attorney Sales Workshop, I learned the importance of asking the "Why" questions at all stages.

"Where are you now and where do you want to be?"

"What happens if you don't do anything?"

I was able to break out of what I had been doing and learn to get over the fear of worrying that I don't have all the answers. I stopped worrying that without all of the answers, they won't hire me.

These prospects ask:

"How will I get my work permit?"

"What's going to happen next?"

"How will I get my green card?"

I was afraid, afraid they would not hire me.

I am here to tell you: When you follow the sales process, and have the system in place, and you USE it, it works.

If you are like me, you spend your days in the sausage factory too often. It can be difficult getting away from trying to tell your prospects everything that will be needed and everything that is going happen.

They really don't care.

What they really want to know is: "Are you going to take care of me and solve my problem or aren't you?"

And, of course, they want to know how much it all is going to cost them.

When I follow the process I learned at the Non-Attorney Sales Training, and I stick to the script, my conversion rate is HIGH.

When I sink back into the sausage factory, and I am telling the prospects everything I think they want to know, my conversion rate drops.

I find myself more and more using the process. It is a work in process.

The thing I had to overcome is my mindset and thinking that the client won't hire me if I don't give them every single detail.

Find your sales person. Retrain your sales brain.

HOW TO MANAGE A SMALL LAW FIRM

HAPPY LAWYERS MAKE MORE MONEY

PRIORITIES OF A LAW FIRM OWNER (HINT: IT'S NOT LEGAL WORK)



BY RJON ROBINS

I have, at times, been accused of being a fortune teller. When I am approached with dilemmas of lawyers wringing their hands with what feels like to them, a “problem unique to their firm”, I usually can predict the next few stages of their dilemma. Without fail, often the next communication I receive from them is to say, “Uh, I am amazed that each time you tell me what will happen next, HAPPENS!”

Fortune Teller? Nah. First, lawyers have been starting, growing, buying & selling successful law firms for hundreds of years. Second, lawyers have also been operating the same way--without much success--for just as long. A law firm's business models is pretty well-established. What works, usually works. What doesn't, usually doesn't. And, similarly, what's going to happen next is usually predictable.

Think about the last time a client came to your firm with a case or a matter that was extraordinarily perplexing to them, but straight-forward to you. This scenario does not emerge because you are any smarter than that client. Your perspective develops over time because you have seen the same fact pattern a HUNDRED times before. You know what comes next. Your law firm's timeline is just the same. Be encouraged, your business is not different!

Case Study:

I am in my new office and the business feels like it is exploding. I do not feel like I can focus nor do I feel like I am getting all the necessary work done. I think new business is rolling in faster than I can get the work done. There are more sales calls now, more than I have ever had in the past. I remember one every couple of weeks before. Today, my calendar is booked for five or six sales calls this week, and I already have one scheduled for next week. HELP!

Rather than predict the avalanche that is possible with this scenario, which I can easily do here, let's address the first part of this.

What business are you in? What are YOUR priorities as owner of this law firm? (HINT: *It is not “doing” the legal work.*)

I'm going to make this simple. First, remove your head from between your legs, and pay attention to this. It's no paradox...it is simply your priorities as the owner of the law firm and the entrepreneur of your services.

Your order of priorities as the owner of a law firm are:

1. Be sure legal services are being SOLD
2. Be sure there is always something happening to market the firm to ensure a steady-stream of prospective clients who can BUY the legal services of the firm.
3. Make sure the firm is getting PAID for the services that are being SOLD.
4. Make sure the services the firm has been PAID for are getting DELIVERED.

When you can fully grasp what it means to embrace these, a paradigm shift occurs.

YOU MUST think in these terms: 1. Find systems to assure these things are done. 2. Stop thinking YOU must do all these things yourself.

This case study is precisely why my “How To MANAGE a Small Law Firm” soap box has a hole worn in the top.

At the risk of mixing metaphors, I have to ask: Have you burned your ships?

If these priorities have you sitting with a question mark above your head, it may be that moment that entrepreneurs all face. Is it time for you to burn your boats?

Burning boats traces back to one of history's most inspiring stores. In 1519, Hernán Cortés led 600 Spaniards, 16 horses, and 11 boats to Mexico. His plan was to unearth a treasure legend said was there. When he arrived, he destroyed his ships. His crew, his team, and he had no other option but to throw all they had into the endeavor.

Business offers many lessons but one that is absolutely necessary for continued success and that is: There is no return. When you embrace this, step out of your firm's day to day activities and become a business owner, trust is a key ingredient. Trust in yourself, trust in your team, and a commitment to agreeing to work more on your business, and less IN it.

Many small business owners hold onto their day job while working a side hustle they hope to build into a business. Without the trust in your firm's model and a leap of faith, the life preserver of doing it all yourself will be the very tool that prevents your growth. Safety nets you build for yourself by hanging on to everything, are the same nets that will hang you in the advancement of your firm.