

## Business & Careers

# Business development a necessary skill for success

Taking a targeted, strategic, disciplined approach



**Gary Mitchell**  
The Coach

You might be asking yourself: “Business development. Why me. Why now?”

Here are just a few reasons. The legal services market is flooded with increased competition. The old model — waiting for the work to trickle down from a partner — is dead. The number of law graduates continues to climb. Being a good lawyer is no longer good enough to sustain a successful career. You must be a good lawyer, and be good at business development. The demographics are changing, and that’s putting even more pressure on firms and partners to ensure the rising tide of associates will be ready to take the helm and continue where the legacy partners leave off.

Unless you are in the top of your practice area in your market, you had better learn business development skills, and learn them quickly.

Most of the lawyers I know who are just starting to think about engaging in business development are reluctant because they’re not sure what it is and where to start. Add to that a fear of failure or making a mistake, and they often become paralyzed. Does that sound like you? You can answer that question honestly to yourself; no one else will hear you.

So this column will first serve to get rid of misconceptions about business development and point you in the right direction to get started. And while it’s directed primarily at associates, some partners would do well to follow my advice as well. Keep in mind this is a broad audience. Of course there will be nuances within different practice areas and between solicitors and litigators.

So, what is business development? At its very core, it’s all about building relationships. That takes time.

The sooner you can get started in building quality professional relationships, the better. At this early stage in your career, you are not expected to land “the big one.” However, by building relationships and expanding your network, you’re making it easier for yourself to land them down the road. And it’s fun. This will make the difference between having an average or good



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career, and having a great career. And since average is no longer acceptable for your clients or your firm, you would be wise to take this advice.

I fully understand where the fear of failure or making a mistake comes from. As lawyers, you

can’t make mistakes in the practice of law. However, my personal philosophy about marketing is that the only way you can fail is to do nothing at all.

I am going to show you how to take what we call the “TSD Approach.” This will help you to

become targeted, strategic and disciplined in your approach, cutting down the time you invest in business development, while producing greater results. The three areas I will cover include:

1. Market research basics (Targeted)

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On Trac Coach

2. Effective networking (Strategic)
3. Following up (Disciplined)

If you have ever tried to lose weight or start a workout regime at the gym, this will look like a very similar approach. So first, let’s look at target market research.

Follow these very practical tips and become more familiar with current clients and those future clients you wish to serve.

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## ANNOUNCEMENTS



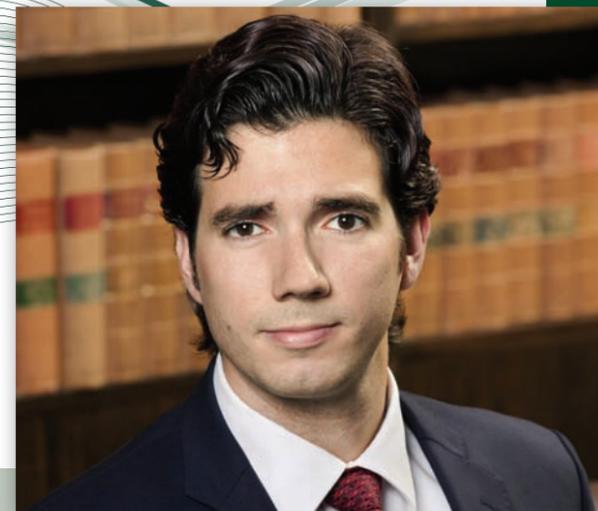
**ADAM C. DELVA**  
FIRM ASSOCIATE

The partners of Thomson, Rogers are pleased to announce that Adam Delva is now an associate with the firm.

Adam will be working with our Family Law Group; namely, Patrick D. Schmidt, George Karahotzitis and Melanie A. Larock.

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**ADAM J. TANEL**  
FIRM ASSOCIATE

The partners of Thomson, Rogers are pleased to announce that Adam Tanel is now an associate with the firm. Adam articulated with Thomson, Rogers and was recently called to the Bar.

Adam will be working with David A. Payne in our personal injury advocacy group.

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## Business & Careers

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### COUNSEL

The **Ministry of the Attorney General, Crown Law Office – Civil**, requires one (1) counsel for its Aboriginal Litigation Group. This role with the Crown Law Office – Civil of the Ministry of the Attorney General's Legal Services Division calls for an experienced professional who can lead on major Aboriginal cases and issues, be involved in complex, high-profile litigation and provide advice in Aboriginal law.

#### What can I expect to do in this role?

Duties will include: Representing the Crown, the Ministry of the Attorney General, other Ministries, agencies, boards and tribunals in various legal proceedings, including actions, applications, appeals and applications for judicial review in various levels of court. Providing legal advice on Aboriginal issues to the Ministry of the Attorney General and other Ministries, working as part of a team to provide expertise and leadership in the area of Aboriginal law.

**Location: 720 Bay Street, Toronto, Ontario**

#### How do I qualify?

Along with membership in the Law Society of Upper Canada, you have experience in civil litigation and substantial experience in Aboriginal law including thorough knowledge and understanding of the law relating to Aboriginal rights claims, title claims, self-government, treaty claims, and Aboriginal consultation. You also have experience in providing written and oral legal opinions to senior government officials and significant experience in conducting legal research in complex and evolving areas of law. Able to handle your own files, you have experience in and the ability to work effectively to strict deadlines in a high volume team environment. Your excellent judgment, analytical, interpersonal and written and oral communication skills are supported by knowledge of the *Courts of Justice Act*, the *Civil Rules of Practice*, the *Judicial Review Procedure Act*, the *Statutory Powers Procedure Act*, the *Proceedings Against the Crown Act*, rules of evidence, mediation and ADR.

#### Salary range: commensurate with legal experience

Please send your resume, quoting **Job ID 47936**, by **November 26, 2012**, to: **Recruitment Coordinator, Ministry of the Attorney General, 720 Bay Street, 3rd Floor, Toronto, Ontario M7A 2S9** e-mail: [CSMD.HR.LegalCompeti@ontario.ca](mailto:CSMD.HR.LegalCompeti@ontario.ca). *Faxes are not being accepted at this time. If you need employment accommodation, please contact us at [www.gojobs.gov.on.ca/ContactUs.aspx](http://www.gojobs.gov.on.ca/ContactUs.aspx) to provide your contact information. Recruitment Services staff will contact you within 48 hours. Only those applicants selected for an interview will be contacted.*

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## Growth: Targeted approach is simple and practical enough for any lawyer

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■ Ask your current clients who fit your ideal client criteria (the types of people and companies you would like to build your practice with). What associations do they belong to and why? What types of events do they attend, and why? What value do they see in attending? What is their primary purpose for attending? Ask them for introductions to people they know within these organizations. The “secret sauce” here is that your clients and future clients will tell you everything you need to know in order to serve them, market to them, and market your practice. All you have to do is ask.

■ Ask partners who serve the types of clients and companies you wish to attract. What associations do they belong to, and why? What events they attend to raise their profile and why? Where have they experienced the greatest results from networking? What are some of their tips? Are there any people they know within the leadership of these organizations they could introduce you to and get you involved?

■ LinkedIn is a great way to look for the people and companies you wish to serve. You can conduct “soft” market research and stay attuned to what those people and companies are doing. You can even “follow” those companies so you are automatically

updated with any new developments.

■ Google the names of people and companies you are targeting. Find out as much background as you can. You can also use Google to search for associations and publications that serve your target markets.

■ For more in-depth research, don't be afraid to ask your assistant, librarian or even your marketing department.

Does that seem daunting? No, it's quite simple and practical. That's why this targeted approach works. By taking the time upfront to do a little research, you will ensure that when you do attend events or conferences, you will be in front of potential new clients.

My next column will show how to use this research to take a strategic approach to networking, and then how to become disciplined in your follow-up approaches. So in the meantime do yourself a favour and follow the instructions I've laid out. Gather your research. Get prepared. Trust me, if you follow my advice, you will be well on your way to becoming effective (or more effective) at business development.

Until then, I wish you great success.

*Gary Mitchell is author of **Raindance, The Business Development Guidebook for Lawyers and the founder of On Trac Coach**. He can be reached at [gary@ontraccoach.com](mailto:gary@ontraccoach.com) or 604-669-5235.*

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These positions will report to the Associate General Counsel and may be accountable to Senior Counsel, on a project by project or assignment by assignment basis.

The roles offer a wide range of responsibilities in support of the business and operations of the Ontario Power Authority, including the development, administration and contracting of electricity conservation programs, the procurement and contracting of electricity generation resources, and diverse matters required for general corporate support (information technology, intellectual property, risk management and regulatory compliance).

You must be a member in good standing of the Law Society of Upper Canada. General experience in corporate/commercial law is required in either a law firm or in-house setting. Experience in electricity or energy law is an asset, as is experience in one or more “specialty areas”: intellectual property law, administrative law, litigation (litigation management), labour and employment law, marketing law, information technology law. You should have excellent legal research, drafting and communication skills and the ability to manage competing priorities.

Interested applicants can apply at via e-mail at [opa.recruiting@powerauthority.on.ca](mailto:opa.recruiting@powerauthority.on.ca)



**Litigation Management Lawyer**

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The Litigation Management Lawyer is responsible for managing oversight of litigation management across Canada. This role will provide litigation management service and general legal advice, guidance and direction provided to internal and external clients while constantly assessing and improving the quality of legal service.

The ideal candidate will have experience in the area of insurance defence litigation, including personal injury and No-Fault claims. We are looking for a minimum of 7 years experience including excellent written and verbal communication skills.

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