

## BUSINESS &amp; CAREERS

## ANNOUNCEMENT



### Thomas G. Conway elected as Treasurer of The Law Society of Upper Canada

Thomas G. Conway has been elected to lead The Law Society of Upper Canada as its 64<sup>th</sup> Treasurer. Treasurer Conway succeeded former Treasurer Laurie H. Pawlitzka on June 28, 2012.



A partner at Cavanagh LLP in Ottawa, where his practice is in civil and commercial litigation, Treasurer Conway was first elected a bencher of the Law Society in 2007 and re-elected in 2011.

He has held several high-profile positions as bencher, including chair of the Professional Development and Competence Committee, co-chair of the Retention of Women in Private Practice Working Group, chair of the Articling Task Force, a member of the Priority Planning Committee, and a council member of the Federation of Law Societies of Canada, representing the Law Society of Upper Canada. For 2011 and 2012, he is a vice president of the Federation of Law Societies of Canada. He has also been a board member of LibraryCo and a member of the Ontario Bar Association Council.

Treasurer Conway has played an active role in the legal community throughout his career. He served as president of the County of Carleton Law Association (CCLA) from 2006 to 2007, and trustee and executive member of the CCLA from 1995 to 2006. He was a member of the Library Committee of the County and District Law Presidents' Association from 2006 to 2007 and an adjunct professor in the Faculty of Law at the University of Ottawa from 2005 to 2009.

*The Law Society of Upper Canada regulates the lawyers and paralegals of Ontario in the public interest. The Law Society ensures that lawyers and licensed paralegals meet standards of learning, professional competence and professional conduct that are appropriate for the legal services provided. The Law Society has a duty to protect the public interest, to maintain and advance the cause of justice and the rule of law, to facilitate access to justice for the people of Ontario, and to act in a timely, open and efficient manner.*

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## Document the new and improved you

I advise my clients to keep a success diary. This is where you record your efforts and what they have produced. Success means much more than just revenue generated. Results include a number of areas where your behavior and new habits have produced different or greater results or will in the very near future.

These include: change in behavior (new habits); impact on clients; impact on co-workers; and, most importantly, how you feel.

Think of them as benchmarks to strive for. When you hit them, regardless of how much new business you are bringing in at this point, you are likely very close to reaching your goals.

### Why measure?

There are many reasons why you should measure your results. In no particular order as I don't want to impose any priorities on you, they include approaching the partner track, talking about compensation, keeping track of what you are doing right, so you can repeat it over and over again, and to use as a reminder of how far you have come and how much you have grown in your business development efforts.

### What to measure?

There are many things you can measure. Let's start with revenue generated. Perhaps this is only important when you are approaching the time to be asked to apply for full partnership, or when discussing compensation, but nonetheless, keep track of all revenue generated as a result of your new approaches.

A less tangible area to measure is the change in your behaviour, or some of the new habits you have created. These may include becoming more focused, more strategic, thinking things through before jumping at every opportunity, working more closely with your marketing team to align your



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efforts with the firm, taking more time to truly understand client needs, fully preparing before submitting RFPs, coming back from a conference or networking opportunity with excellent leads, following through and following up more effectively, and so on. When you can point to some or all of these, it's a good indication you are well on your way. Increased revenue is sure to follow.

One thing that is bound to change as a result of changes in your behavior is the impact on your clients. How are they treating you differently? What kind of feedback are they giving you now? Are they sharing more information with you? Are they giving you more positive feedback about your work? Are they more open to introducing you to others? Are they willing to recommend you and refer you more openly? When these positive signs occur, be sure to make notes.

And measuring the impact on your co-workers is equally important. This is about analyzing the way people you interact and work with day to day are impacted by your new actions and approaches.

How do associates approach you differently? Are they more responsive and positive? Are they talking to each other about how great it is to work with you? Have you noticed them engaging with you more? Do you find them more eager to work with you? How about your assistants? Have you noticed them putting in a little extra effort lately?

If you have noticed any positive changes in the way your co-workers are interacting with you, make notes.

The last point about measuring is not the least important. In fact, while everyone will be looking for the numbers, the very first sign you should look for is how you feel? Are you feeling more focused? Less stressed? Feeling more confident? Feeling better about your efforts and results will almost always lead to more results. I liken this to someone who is on a diet or starting a workout regime at the gym. Before you see the physical results, you will feel the emotional and intellectual results in advance. This is a good indicator you are on the right track.

### How to measure

This is actually very simple: As mentioned at the beginning, it would be wise to create a success diary. It's up to you in how you create this. Some may refer to have a paper, book version where you handwrite your successes. Others may prefer an electronic document. Either way, the method you use to record your success is less important than the actual action of doing it.

In each of the areas that I have identified, create your starting point. Then, as you hit a new benchmark, write it down in your success diary. Perhaps the easiest will be measuring new revenue. You will find, however, that as you begin to notice changes, they will help to remind you of the way things used to be, allowing you to calculate true improvement.

Not sure you are making progress? If you take the time to record your results and measure them, you will have a definitive trail of results to point to where you started and where you are now. ■

*Gary Mitchell is a business development coach working exclusively with lawyers. His first book, *Raindance: The Business Development Guide Book for Lawyers*, will be published in July.*

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