

Law Firm Leadership—Lessons from a Winning Team

By [Silvia L. Coulter](#) on July 11, 2013

I recently had the pleasure of hearing Boston Celtics President Rich Gotham speak to a group of law firm business development and sales professionals at the June [LSSO RainDance Conference](#) in Boston. Among his many fine tips to the audience were some nuggets that I thought worth sharing:

A **Losing Team** is often attributable to:

- Poor management – you need consistency and strong management
- Poor business decisions – align decisions with core values that align with the overall purpose

A **Winning Team** has these characteristics:

- Invest in the business and key revenue generating functions including:
 - CRM
 - Rainmakers – hire a good sales team
 - Customer service
 - Management consultants
 - Digital strategy – reach your market on a larger scale
 - Engage with clients (your “fan” base)
- Compete to be the best – Hire superstars
- Focus on Yield – How high can you price?
- Really Understand Demand:
 - Collect data from market
 - Know the price point at which below you won’t sell
 - Know when will clients pay higher amounts?
- Retention is key to success:
 - Customer service
 - What’s your risk score? Factors that make the firm most at risk?
- Inspired Employees help you succeed:
 - Let them know you are listening
 - Their contribution will have a direct effect on/off “the court”
 - You are as important as the Operations Team
- Media Relationships to manage messaging and the brand:

- Increase visibility
 - Increase good communications
 - Relate values of the firm/the organization
- It's OK...
1. Some will leave – they don't want the accountability
 2. Culture change is not easy or instantaneous
 3. Most risk is during the first two years of change
 4. After 3+ years stronger opportunity people will stay

Last.....***Metrics drive everything***

Silvia Coulter is a Principal with LawVision Group and helps firms with client retention, growth and new business development strategies, process improvement and client experience initiatives. She may be reached at scoulter@lawvisiongroup.com.