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Case Study – EQUIPPING A FIRM AND FEE EARNERS TO GROW THE BUSINESS

The Firm

The management of this regional law firm recognised that the future prospects for the firm would be significantly enhanced if the firm as a whole, and individual fee earners, improved the effectiveness of their business development efforts. A particular focus was working better together on extending relationships with clients, or “cross-selling”.

The Business Problem

Both the Executive Partner and Managing Partner had identified that the current focus on developing relationships was fairly limited. The degree to which heads of each practice and other fee earners concentrated on it was very variable. Consequently opportunities were being missed, and the firm was neither gaining the value from its client base nor helping clients across the range of needs they had.

The firm’s management wanted to enable the firm, and individual fee earners, to operate a more “instinctive” and self generated” means of developing relationships, and to have a wider connection of contacts within clients to help this. This was partly about better directing and equipping individual fee earners with approaches and tools that would work for them and for their clients. However it was also important to define and gain consensus on how the firm as a whole would approach this.

The Solution

Two action-oriented and highly interactive half day workshops were held with all heads of specialism and other senior fee earners attending.

The first workshop focused on developing a much more cohesive firm wide approach and enabled the partners to identify gaps in their approach compared to activities undertaken by the most successful firms. It also generated consensus about the way to manage cross-selling and client development across the firm. Fee earners identified the key activities they felt the firm should prioritise.

The second workshop helped reduce the discomfort about, and perceived risk of, marketing and BD activity for fee earners, and enabled them to determine the specific activities they would commit to undertake. The focus was on enabling fee earners create a more open, strategic and business oriented dialogue with clients. All attendees committed to undertake their own 3 specific and individual activities which would improve their ability to identify opportunities, work better with colleagues, and enhance the value they provided clients.

The Benefits

The firm is already seeing an increase in opportunities for more work and additional revenue, as a result of more proactive dialogue with clients, led by senior fee earners. The Executive Partner described the programme as “pitched at exactly the right level”