

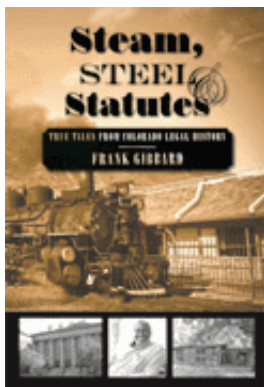


# Scuttle Newsletter

## Inside this issue:

Time to Renew Your Membership	<a href="#">3</a>
RMLSA Scholarship	<a href="#">4</a>
Book Discussion	<a href="#">5</a>
Patron Satisfaction Surveys	<a href="#">7</a>
Cool Tools Cafe	<a href="#">8</a>
Legislative Advocacy Training	<a href="#">9</a>
Copyright Law Websites	<a href="#">10</a>
Attorney Coaching	<a href="#">11</a>

Join us on Thursday, September 22 from 5:30 to 7:30 at the Colorado CBA-CLE for a discussion by a panel of authors of the book *Steam, Steel, and Statutes: True Tales from Colorado History*.



<http://www.cobar.org/cle/item.cfm?productid=ZSSSTT10B>

## CoALL President's Message Summer 2011

As we begin the new year, I'd like to extend thanks to Rachel Compton for presiding over our chapter this past year. I would like also like to thank the various officers and committee chairs who gave so much of their time and talent into making CoALL such a wonderful and valuable chapter.

In particular, I'd like to thank Stacey Bowers, Chris Hudson, Tracy Leming, Anne Lucke, Meg Martin, and Rachel Nelson who have completed their service in their respective role as officer or committee chair.

And I'd like to welcome the new members who have stepped forward into a leadership role this year. This list includes Diane Bauersfeld (Membership chair), Alicia Brillon (Member at Large), Matthew Elisha (Vice-President), Andrea Hamilton (Legal Research Corner chair), Kristin Karr (Member at Large), Amy Levine (Secretary), John Moss (Webmaster chair), Alan Pannell (BRAG chair) and Tawyna Plumb (Public Relations chair). I appreciate their service.

We are a small organization and rely on everyone's efforts to make it run well. If you would like to help out, please let me know. I'd like to encourage you to visit our website at <http://www.aallnet.org/chapter/coall/index.asp> for information about our programs, publications, members, and current job openings.

We have an exciting year planned for CoALL. Our September meeting will feature a discussion by a panel of authors of the book *Steam, Steel, and Statutes: True Tales from Colorado History*. This meeting will be held on Thursday, September 22nd at the Brownstein Hyatt Farber Schreck law firm. I am excited by this gathering of both law librarians and lawyers highlighting how we can collaborate together using our various professional skills.

(Continued on page 2)



*(Continued from page 1)*

## **Officers—2011-2012**

### **President**

[Robert Linz](#)

Assoc. Director & Head of Public Services  
University of Colorado Law Library  
Phone: 303-492-2504  
Fax: 303-492-2707

### **Vice President/President Elect**

[Matthew Elisha](#)

Director of Library Services  
Holme Robers & Owen LLP  
Phone: 303-866-0326  
Fax: 303-866-0200

### **Secretary**

[Amy Levine](#)

Head of Research and Reference  
US Courts Library, 10th Circuit  
Phone: 303.871.6683  
Fax: 303-335-2669

### **Treasurer**

[Tamara Phalen](#)

Catalog Librarian  
Brownstein Hyatt Farber Schreck, LLP  
Phone: 303.223.1413  
Fax: 303.223.8023

### **Member-at-Large**

[Alicia Brillon](#)

Reference Librarian  
William A. Wise Law Library  
Phone: 303-492-2704  
Fax: 303-492-2707

### **Member-at-Large**

[Kristin Karr](#)

Electronic Services Law Librarian  
Wyoming State Law Library  
Phone: 307-777-6487  
Fax: 307-777-7240

### **Immediate Past President**

[Rachel Compton](#)

Research Librarian  
Faegre & Benson LLP  
Phone: 303.607.3648  
Fax: 303.607.3600

In December, we'll again have our holiday party. We're still planning the particulars, but please mark your calendars for another festive and fun event.

We'll hold our third meeting of the year in late March or early April. At this meeting, we are planning on a visit from AALL president Darcy Kirk.

In addition to these meetings, we'll also sponsor another Spotlight and BRAG event. Matthew Elisha will be coordinating Spotlight while Alan Pannell will be developing another educational BRAG event.

Finally, I want to encourage you to consider authoring an article for publication. This year, we have designated the Legal Research Corner as a formal, standing committee of CoALL. Andrea Hamilton and her committee members have done a wonderful job sheparding quality articles into *The Colorado Lawyer*. Each of us has something to share. Whether it is an article for the Legal Research Corner, *Scuttle*, or one of the other professional librarian publications, I encourage you to write. If you have an idea but would like to partner with someone, please let me know. I would like to help pair you with someone who might share your enthusiasm for your publication idea.

I look forward to working with everyone to continue to provide high value services to Rocky Mountain region librarians. If you have any questions or concerns, please feel free to contact me.

Robert Linz, President  
Associate Director & Head of Public Services  
William A. Wise Law Library  
University of Colorado Law School





## **Updated Committee List**

At the annual meeting in June, the list of committees was updated by combining committees whose duties overlapped, eliminating committees that were no longer needed and creating two new committees (Spotlight and Legal Research Corner). CoALL's current active committees and their chairpersons are as follows:

<b>BRAG</b>	<b>Alan Pannell</b>
<b>Brown Bag</b>	<b>Beth Mescall</b>
<b>Government Relations</b>	<b>Madeline Cohen</b>
<b>Grants and Scholarships</b>	<b>Kathy Carlson</b>
<b>Legal Research Corner</b>	<b>Andrea Hamilton</b>
<b>Membership and Placement</b>	<b>Diane Bauersfeld</b>
<b>Newsletter</b>	<b>Amy Levine and Stephanie Noble</b>
<b>Nominations</b>	<b>Rachel Compton</b>
<b>Programs</b>	<b>Matthew Elisha</b>
<b>Public Relations</b>	<b>Vacant</b>
<b>Spotlight</b>	<b>Matthew Elisha</b>
<b>Webmaster</b>	<b>John Moss</b>

If you would be interested in volunteering for one of the committees or even chairing one of the vacant committees, please [Robert Linz](#) know.



## **Renew Your CoALL Membership Now!**

Dear CoALL members,

As the CoALL annual membership drive draws to a close, please take a moment to renew your membership if you have not already done so. Additionally, please review your contact information in the Membership Directory on the CoALL website and make sure that it is correct. If you notice any errors, please let me know. The login information for the Members Only portion of the CoALL website ([www.aallnet.org/chapter/coall](http://www.aallnet.org/chapter/coall)) is:

username: coal3

password: members2

I would also like to take a moment to remind you of some of the benefits of membership in this wonderful organization:

### **Networking**

Membership in CoALL provides you with a network of individuals who are working in the field of law librarianship. The more involved you are with CoALL, the more opportunities you have to meet people who can help you advance your career or get the most out of your current position. Chances are good that you'll find a mentor, become a mentor or even make a new friend.

### **Educational Events**

CoALL provides several opportunities for continuing education events throughout the year. Brown bag sessions are held each month and focus on topics of interest to members. The Spotlight on Your Career event is held each February and offers a dynamic presentation along with opportunities for networking. Colleague Connection is held each spring in partnership with several regional library associations and also offers a presentation and networking opportunities.

### **Social Events**

Monthly happy hours held throughout the metro area and an annual holiday party offer plenty of opportunities for CoALL members to get to know each other in an informal atmosphere.

### **The Listserv and Website**

The listserv is only open to CoALL members and is a great tool for resource and knowledge sharing, job opportunities, interlibrary loans, announcements, AALL information and other items of interest to members. You are automatically signed up for the listserv as soon as you become a CoALL member. To send a message to the list, use the address [coal@aallnet.org](mailto:coal@aallnet.org).

### **The Scuttle Newsletter**

Published electronically, four times per year, The Scuttle offers updates on the association provided by the president and other board members, articles by and about members, book reviews, technology updates, and other information members wish to share with the association.

*(Continued on page 5)*



## Rocky Mountain Chapter (RMSLA) Rebecca Jackson Memorial Scholarship

Each year, RMSLA awards a scholarship to a student currently enrolled in a library/information science master's degree program. Candidates must be a resident of the RMSLA region (Colorado, South Dakota, Utah, and Wyoming) and have an interest in the information profession or special librarianship. A typical scholarship is around \$1000, but the amount awarded depends on the funds raised through donations and the annual scholarship fundraiser.

For scholarship application form, eligibility, and requirements, visit <http://rockymountain.sla.org/scholarship/about-the-scholarship-apply-no/> . **Application deadline is October 1, 2011.** Applications must be postmarked, emailed, or faxed by midnight on October 1, 2011.

Scholarship contributions are accepted throughout the year. To contribute, use the PayPal button on the RMSLA scholarship contribution page <http://rockymountain.sla.org/scholarship/contribute/> .

For questions contact:

Kendra Spahr  
RMSLA Academic Relations Chair  
Campus Box 48  
Greeley, CO 80639  
[Kendra.spahr@unco.edu](mailto:Kendra.spahr@unco.edu)  
Phone: 970-351-1533  
Fax: 970-351-2963

Good Luck!

*(Continued from page 4)*

### **Complimentary Membership to the Colorado Bar Association**

CoALL members are granted access to the CBA's website (including Casemaker, The Colorado Lawyer - online, and court and ethics opinions) and receive C-Brief, the CBA's weekly electronic newsletter. CLE in Colorado offers discounts to all CBA members on their continuing legal education classes and publications. If you have forgotten your CBA login information or if you have additional questions about your CBA membership, please contact the CBA at [membership@cobar.org](mailto:membership@cobar.org)<<mailto:membership@cobar.org>>.

We are always looking for volunteers to continue the work of our association and make it even better in the future. Please contact our new president, Robert Linz ([robert.linz@colorado.edu](mailto:robert.linz@colorado.edu)<<mailto:robert.linz@colorado.edu>>), or any of the board members if you would like to become more involved.

Thank you,  
Diane  
CoALL Membership and Placement Chair



She pointed out that the connections made possible through the Internet help to advance democracy in China. While Lanier asserts that an open digital culture, which encourages the free use of content on the web and the creation of “mash ups” of various content, hurts artists, writers and filmmakers, it is common for new writers (especially of novels, or essays on Chinese literature or history) to publish at least parts of their work online first, in hopes of gaining an audience. If a writer can show a substantial online following, publishers will then consider publishing actual hardcopy books of their work. There is also a “pay to view more chapters” online reading model on some well-known websites in China today.

The discussion topics at the Denver location included the “hive mind,” singularity, and -- extremely relevant to librarians and researchers – how Google search results can be and are manipulated. It appears that Google is now “tailoring” search results based on one’s prior search queries. This “personalization” via “filter bubbles” is a very troubling development for librarians and professional researchers. Margi Heinen provided a link to a recent TED presentation on this topic by Eli Pariser, titled **Beware Online “Filter Bubbles”**:

[http://www.ted.com/talks/eli\\_pariser\\_beware\\_online\\_filter\\_bubbles.html](http://www.ted.com/talks/eli_pariser_beware_online_filter_bubbles.html)

Alan Pannell discovered and shared an interesting discussion guide for **You Are Not a Gadget**:

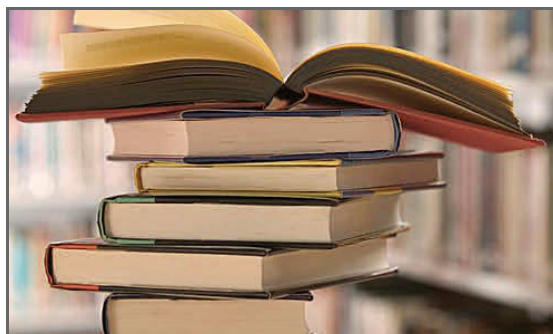
[http://ius.edu/commonexperience/pdf/gadget\\_discussion.pdf](http://ius.edu/commonexperience/pdf/gadget_discussion.pdf)

Thanks to all of those who participated in this interesting and enlightening inaugural book discussion.

The unanimous consensus is to hold another such event in the future, so please keep your eyes open for titles that would be interesting to discuss with your CoALL colleagues.

For those interested in further reading, the other books nominated for this discussion were:

- **Leadership is an Art** by Max De Pree (recommended by Pam Sandlian Smith, Director of the award-winning Anythink Libraries, based in Adams County, Colo., during the 2011 RMSLA Shirley Aldredge lecture)
- **The Shallows: What the Internet is Doing to Our Brains** by Nicholas Carr (recommended by 2011 Spotlight on Your Career speaker Matt Hamilton, IT Manager for the Anythink Libraries)
- **A Whole New Mind: Why Right-Brainers Will Rule the Future** by Daniel Pink
- **Outliers: the Story of Success** by Malcolm Gladwell
- **Getting Organized in the Google Era: How to Get Stuff Out of Your Head, Find It When You Need It, and Get It Done Right** by Douglas C. Merrill and James A. Martin

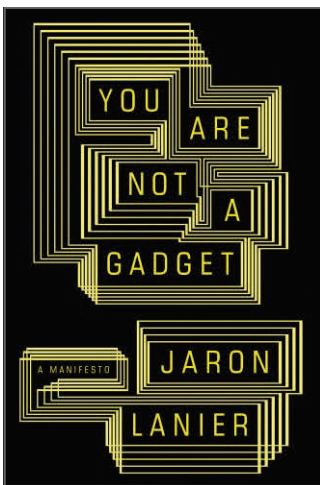




## CoALL Brown Bag Book Discussion: You Are Not a Gadget

*By Karen Selden*

In early 2011, CoALL members were asked to nominate books relating to libraries, management, technology, or any other topic that would be useful for our work lives or work/life balance for the first ever CoALL Brown Bag Book Discussion. In March 2011, CoALL and RMSLA members voted for their favorite titles among six nominees, and in a very close vote, selected **You Are Not a Gadget** by Jaron Lanier. This book was named one of the 10 Best Books of 2010 by the New York Times. According to the publisher's description:



Silicon Valley visionary Jaron Lanier was among the first to predict the revolutionary changes the World Wide Web would bring to commerce and culture. Now, in his first book, Lanier offers this cautionary look at the way the Web is transforming our lives, for better and for worse. The current design and function of the web have become so familiar that it is easy to forget that they grew out of programming decisions made decades ago. The web's first designers made crucial choices with enormous-and often unintended-consequences. What's more, these designs quickly became "locked in," a permanent part of the web's very structure. Lanier warns that our financial markets and sites like Wikipedia, Facebook, and Twitter are elevating the "wisdom" of mobs and computer algorithms over the intelligence and judgment of individuals. This book is a deeply felt defense of the individual, from an author uniquely qualified to comment on the way technology interacts with our culture.

The book discussion was held on May 18 and attracted 12 engaged and eager participants at two locations. Seven people gathered at the University of Colorado Law School's William A. Wise Law Library in Boulder and five met at the Holme, Roberts and Owen library in downtown Denver. Lively and interesting discussions ensued at both locations for the first 40 minutes of the lunch hour, and both groups shared thoughts, comments, and observations during the last 20 minutes via a teleconference.

Although not everyone at the Boulder location was able to finish the book, all attendees contributed to the discussion and offered interesting comments and observations. The Boulder group felt the text was a bit difficult to read and follow; the book is definitely not an "easy read." Portions of the book originally appeared in journal articles and blog posts, which explains some of the disjointed feel of the text. The Boulder group discussed the effects of digital "lock in." Because decisions made years ago in various computer codes and programs could not anticipate future needs and developments, changes are often either slow and difficult or impossible to make. The infamous Y2K coding problems are a general example, while a library-specific example is the slow and difficult process involved in implementing any changes in the MARC coding used to catalog books in many library catalogs. One participant in the Boulder group is a native of China, and she shared very interesting perspectives and observations about Internet usage within that country and culture.



## Developing and Using Patron Satisfaction Surveys

*By Amy Levine*

A program was held about creating and using surveys to discover patron satisfaction at the AALL annual conference. It was sponsored by the Student Services Committee of ALL-SIS. The Student Services Committee began a project to collect student satisfaction surveys created by librarians at academic law libraries. This is an effort to help librarians in various types of libraries with samples of surveys crafted to track patron satisfaction with library services.

Morgan Stoddard, from Georgetown University Law Library moderated the program and Frances Brillantine was the presenter. Ms. Brillantine is Head of Access Services at **Judge Kathryn J. DuFour Law Library** at Catholic University of America Law Library. She has posted an outline addressing "[How to Create an Effective Survey](#)". The outline is available on the [Student Services Committee](#) website. Also available are the results of a survey of ALL-SIS members questioned about how they learn about opinions on library services. A [Model Patron Satisfaction Survey](#) was created based on the results of the ALL-SIS member survey. Each question contains an explanatory note explaining the rationale behind the question.

A list of surveys that have been used by select academic libraries is also available. In addition to Catholic University and Georgetown, the following law school libraries have their surveys posted for viewing: John Marshall, Oklahoma City University, St. Mary's University, University of Georgia, University of Richmond, and the University of Southern California.

Ms. Brillantine stressed that surveys are important tools when seeking patron feedback on library programs and services. Surveys can also be used to advertise programs and services. Drafting survey questions is often a daunting task. You may think that you have written questions that will draw out responses that will contain the information you are interested in only to be surprised by the actual replies. The process of drafting a survey must be done with care in order to gain the information you want.

Ms. Brillantine also said that questions can be used in other ways. She used an example about the library temperature. Some patrons had complained that the library was too hot and some that it was too cold. When questioning about temperature, the temperature variances were part of the question. This illustrated that by asking a question, the question can also be used to explain a concern. Ms. Brillantine also stressed that you should not survey unless you are committed and willing to change.

A bibliography of resources on surveys is available from the Student Services website or at the following URL: [http://www.aallnet.org/sis/allsis/committees/students/StudentSurveysSubcmte/survey\\_bib\\_final.pdf](http://www.aallnet.org/sis/allsis/committees/students/StudentSurveysSubcmte/survey_bib_final.pdf)





## Review of the CS-SIS Program- Cool Tools Café

*By Meg Martin*

Once again – the Cool Tools Café rocked! As they said in their program description: “Emerging technologies are touching all aspects of the law library.” This program was a great way to get an overview of tools and gadgets that help create, organize and deliver information, increase productivity, and connect with users.

There were more presenters than the room had tables! (One intrepid librarian was perched in a corner with her laptop on a ledge.) At times it was standing room only as the presenters rapidly shared their expertise. I visited Uwe Beltz to hear about Android apps such as Flashlight, SkyMap, and a translator program that I could see me using if the economy settles so I can cross the pond. Tawnya Plumb compared video creation tools. She prepared a very useful comparison table which, along with all the handouts from the presenters, was made available by the CS-SIS here: <http://aallcssis.pbworks.com/w/page/42056749/Cool-Tools-Cafe-2011> . The handouts are useful even if you were unable to attend the presentations.

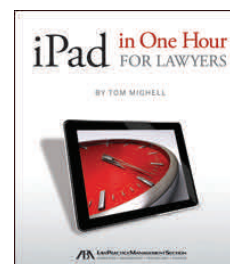
Being at this program...hummmm, being at AALL, gave me iPad envy – they were everywhere! I attended a couple of Cool Tools presentations that focused on iPad apps. One demonstrated the potential of Fastcase and Westlaw Next for legal research on the go. Meg Kribble shared apps that were “just for fun.” She suggested using them as time fillers and as a way to experience different interface styles. I’ve attended a version of the Cool Tools Café before and as usual – it was time well spent!

## iPad in One Hour For Lawyers

*By Stephanie Noble*

Published by the ABA, this book by Tom Mighell lays out six short lessons to help lawyers quickly and efficiently use their iPad as a powerful work tool and not just a cool gadget to carry around. The lessons include:

- Quickly Navigate and Use the iPad User Interface
- Set up mail, calendar and contacts
- Create and use folders to multitask and manage apps
- Add files to your iPad and synch them
- Being productive on the iPad
- Doing Lawyer Things on your iPad - Legal Apps



In addition, one of the beyond the lessons segments includes the “Best Legal Apps for Lawyers.” This book is available in hard copy from the ABA for \$34.95(<http://apps.americanbar.org/abastore/index.cfm?section=main&fm=Product.AddToCart&pid=5110719>). It is also available as an E-Book.



## **AALL Legislative Advocacy Training**

**By Madeline Cohen**

Once again, the Government Relations Office of the American Association of Law Libraries sponsored the Legislative Advocacy Training session on Saturday, 23 July 2011 at the AALL Annual Meeting in Philadelphia, PA. This year's half-day training entitled, "Turning Challenges into Opportunities," provided a unique and beneficial platform for librarians to learn about new research developments, discuss hot policy topics, celebrate member efforts, and promote change within the profession.

The training, with over 50 librarians in attendance, began with a welcome from Stephanie Hess, the outgoing Chair of the 2010-2011 AALL Government Relations Committee, and an introduction to the morning's first discussion of PACER and the new pilot program. This was followed by a session on the PACER research guides and training program created by librarians at the University of North Carolina at Chapel Hill Law Library. We were then introduced to Julie Strandlie, the new Director of AALL's Government Relations Office. Julie took over as Director after the former Director, Mary Alice Baish, left to become the Superintendent of Documents at the Government Printing Office. Julie has great energy and gave us an overview of AALL's current policy and legislative agenda, including lobbying efforts on behalf of the FDLP and the GPO and how librarians can best and most effectively communicate with their Representatives and Senators in Washington.

The remainder of the morning was spent learning about AALL's efforts to promote digital authentication in the states. AALL has been instrumental in assisting and advising the National Conference of Commissioners on Uniform State Laws (NCCUSL) Drafting Committee in its efforts to draft the Authentication and Preservation of State Electronic Legal Materials Act. Part of this effort was the creation of state working groups whose task it was to research the existence of local online legal information and create a national inventory. Those in attendance who had either lead or participated in this effort were congratulated on making significant progress toward this goal. The final session was a general overview and discussion about the Federal Depository Library Program (FDLP) and the future of government documents.

The attendees at this year's AALL Legislative Advocacy Training acknowledged the challenges we all face as librarians in a changing profession. This training set the stage for further discussion about how we can work together to create opportunity out of adversity.



## Websites for Copyright Law and Information

*By Amy Levine*

A program suitably named “Copyright Hell: Sites to Get you out of the Inferno” was held during the AALL conference in Philly. The presenters were George Pike from the University of Pittsburgh School of Law and Steven Melamut from the University Of North Carolina School Of Law. They suggested a number of websites to learn about and research issues in copyright law. Here is a list of the websites they suggested:

### **For general information and review:**

[U.S. Copyright Office](#)

[CopyrightLaws.com](#)

[Copyright Crash Course](#)

[The Copyright Website](#)

[Copyright Advisory Network](#)



### **For information about Fair Use:**

[Stanford Copyright and Fair Use Center](#)

[Columbia University Copyright Advisory Office](#)

[Electronic Frontier Foundation](#)

### **Copyright from particular viewpoints:**

[Association of American Publishers](#)

[Recording Industry Association of America](#)

### **Researching: Who owns the rights?**

[Stanford Copyright Renewal Database](#)

[U.S. Catalog of Copyright Entries \(Renewals\)](#)

[New General Catalog of Old Books and Authors A Companion to Online and Offline](#)

[U.S. Copyright Office Online Records Search](#)

[Copyright Alliance Blog](#)

[Copyright Litigation Blog](#)

### **Licensing**

[Creative Commons](#)

[Copyright Clearance Center](#)

[LibLicense](#)

[Copyright, Intellectual Property Rights, and Licensing Issues, Berkeley Digital Library Sunsite](#)

### **Online Teaching**

[Copyright Information Center](#)



## Just like athletes, Lawyers can benefit from (business development) coaching

*By Janet Ellen Raasch*

*Janet Ellen Raasch is a writer, ghostwriter and blogger ([www.constantcontentblog.com](http://www.constantcontentblog.com)) who works closely with professional services providers – especially lawyers, law firms, legal consultants and legal organizations – to help them achieve name recognition and new business through publication of keyword-rich content for the web and social media sites as well as articles and books for print. She can be reached at (303) 399-5041 or [jeraasch@msn.com](mailto:jeraasch@msn.com).*

Professional athletes rely on their coaches – experienced individuals who help them hone their performance skills, create focused competition strategies and maintain a high level of motivation over the course of a career.

Similarly, a good coach can help any lawyer who is thrown into the competitive arena of business development.

Business development skills are rarely taught in law school. If these do not come naturally to you, a coach can help.

Business development strategy is hard to formulate in the daily scramble to produce quality work for your clients. If such focus does not come naturally to you, a coach can help.

The motivation to engage in business development activities runs hot and cold. It may be sparked by a good article, speaker or training session, but can be difficult to maintain.

If you find it difficult to stay motivated, a coach can help.



A panel consisting of two attorney coaches and one coached attorney discussed business development coaching in a presentation at the monthly meeting of the Rocky Mountain Chapter of the Legal Marketing Association ([www.legalmarketing.org/rockymountain](http://www.legalmarketing.org/rockymountain)), held June 14 at Fogo de Chao restaurant in downtown Denver.

Panelists included Mark Beese, president of Leadership for Lawyers ([www.leadershipforlawyers.com](http://www.leadershipforlawyers.com)); Karen Samuels Jones, a real estate partner in the Denver office of Perkins Coie LLP ([www.perkinscoie.com](http://www.perkinscoie.com)); and Bob Weiss, president of Alyn-Weiss & Associates ([www.themarketinggurus.com](http://www.themarketinggurus.com)).

### ***What is attorney coaching?***

Business development coaching and business development training are often confused. They are quite different. Coaching involves a confidential one-to-one relationship between an attorney and a



coach, and involves scheduled interactions over a course of time (often a year). Training usually takes place in a group setting, with little follow-up.

“When more than one lawyer at a firm is being coached at the same time, there is some benefit in combining coaching with training,” said Beese. “Monthly group sessions can address general concepts and expectations, offer cross-selling opportunities and provide a venue for sharing success stories and asking for advice.



“Individual coaching sessions – either in-person or by phone – can focus on the development of individual business development plans and the skills, strategies and motivation needed to implement those plans,” said Beese.

At the same time, coaches need to understand the realities of legal work. “Even lawyers who develop the best of habits will drop these habits when they get busy,” said Beese. “A coach knows when to step back, and then re-engage when the time is right.”

“Under normal circumstances, I like to handle most of my own business development efforts,” said Jones. “For example, I usually answer all of my own ‘cold’ phone calls. But when I get really busy, it is helpful if our marketing group can screen calls and take good notes. When things calm

down, I pick up right where I left off.”

All too often, lawyers are exposed to a lot of random information about business development – but do not know where to start. “This is where a coach can add value,” said Weiss. “Where does the lawyer want to end up? What is the first step he or she should take to get there? What comes next, and next, and next?”

The coaching function can be provided by an internal expert (in the case of many large law firms) or an outside consultant. There are pros and cons for each.

Inside coaches often are more aware of institutional culture and cross-marketing opportunities. Since they are on-site, inside coaches are more available for casual “drive by” consultations and advice on projects that require a quick response.

On the other hand, inside coaches are more likely to get bogged down in conflicting responsibilities and putting out fires -- and therefore have less time for scheduled appointments. The lawyers at a firm tend to perceive an internal coach as an employee who should take direction from them rather than giving it to them. Lawyers often feel uncomfortable discussing personal issues with an employee.

“Attorneys will always take a paid consultant more seriously than a salaried staff member,” said Weiss. “An outside coach has much more bandwidth and is bound by a confidentiality agreement,” said Beese. “He is focused on just one thing. He schedules time for appointments and also for appoint-



ment preparation.”

### ***Who can benefit from attorney coaching?***

The panelists agreed that the best candidates for coaching are senior associates and junior partners who need to learn how to build and maintain their own books of business, and also new laterals who need help with the transition to a new firm culture. Many firms also hire a coach when their long-time rainmakers near retirement or become ill, leaving the firm suddenly bereft of rainmaking talent and a pipeline of new business.

“Not all good lawyers are good candidates for business development coaching,” said Weiss. “Half of the lawyers at any firm will be ‘below average’ in business development skills and potential, and realistically should be given some other support role to play. A good writer, for example, could write a speech for a rainmaker to deliver.

“In addition, law firms have an unfortunate tendency to select their ‘problem children’ for coaching,” said Weiss. “Even with the best of coaching, it is unlikely that these individuals will ever succeed. Instead, law firms should select attorneys at the right stage of career development, who have innate ability and a true desire to do what it takes under the direction of a coach to develop new business.”

“Coaching candidates must be willing to make a time commitment of 10 to 15 hours per month,” said Beese. “No one should be forced to participate. In fact, it’s a good idea to make your lawyers apply for the ‘privilege’ of business development coaching.”

A good coach will work with each individual attorney to arrive at a customized goal that lies at the intersection of that lawyer’s personal and professional interests and abilities.

With this goal in mind, the coach will help the lawyer determine a plan (the specific tactics and activities that support those goals) and a timeline for each. To be successful, tactics and activities must fall within a particular lawyer’s comfort zone. Finally, the coach will meet regularly with the lawyer to monitor “homework,” offer suggestions and support, amend the plan and timeline as necessary, and set new goals going forward.

Jones has worked with three different business development coaches over the course of her career – including both Beese and Weiss. “Each coach brought something different and valuable to the table,” said Jones. “Also, you sometimes get into a routine. Changing coaches can get you re-energized and keep you up-to-date with strategies that work for marketing.

“When I started with a coach, I was told it would help me find more business – and it did,” said Jones. “What no one told me up front was how much work it would be, and how that hard work would lead to positive changes in not only my practice, but also my life.”

