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Client Service Report ...

BTI Survey Shows Many Firms Delivered Big Amid COVID

As we begin to see the pandemic fading a little in the rear-view mirror—at least in some locations of the country where common sense and vaccinations prevail—some positives from the last year-plus emerge. As in other industries, for example, the legal profession experienced the growth of remote working, which often spawned increased productivity and a decreased need for costly office space. And, it seems, lawyers enhanced their ability to deliver top-notch client service.

“Client service soared. Not just went up, but soared, during the pandemic,” according to the recently released *BTI Client Service A-Team 2021: Survey of Law Firm Client*

Service Performers. “It also turned client service on its head.”

As the world turned upside-down with new twists and turns virtually every day for months on end, businesses didn’t know what to expect or even if they’d stay economically afloat—of course many didn’t and instead went belly up. During these “uncertain times”

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(a term we heard countless times in much of 2020), purchasers of legal service turned to their law firms for stability, responsiveness, creativity, and reliability. Many of those law firms scored high marks for providing businesses the assistance they needed.

“Top legal decision makers changed their expectations each day the pandemic crept in,” according to the highly regarded, insightful survey and analysis that the Boston-area BTI Consulting Group publishes annually, which

it’s done for two decades now. “They relied on a select group of mission-critical client service activities to select the law firms to help. And help they did.”

The report is based on more than 350 in-depth interviews with leading legal decision-makers at organizations across a range of sectors, including technology, pharmaceutical, energy, healthcare, financial services, consumer goods, insurance and telecommunications. It names a couple of dozen-plus overall client service leaders, breaks down high-quality service delivery into several different categories, and uses various definitions to characterize client service. Of the 650 core law partnerships, as identified by BTI, that provide legal service to large and Fortune 1000, clients survey respondents named 282 for delivering excellence in at least one of 17 client service categories.



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Heaping High Praise

Interestingly, the positive feedback that clients heaped on the firms they named seemed more complimentary than usual, likely because they saw their law firms going the extra mile for them during the deepest and darkest days of the crisis. Conversely, fewer firms by far made the list when compared to 2020 and previous years.

“The feedback was more flattering than it was in the past in many cases but 96 firms dropped off the list from last year,” says BTI president and founder Michael Rynowecer. “That means that law firms either really stepped up or, if they didn’t, that means they passively took a step back.”

Rynowecer adds that the firms that had made previous investments in some kind of client-focused programs had set the stage for significant growth in the quality of client service they delivered, allowing them to

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Taylor's Perspective ...

It's Been a Very Good Run: Consultant Steps aside after a Wonderful Career of Helping Others

Some 20 years ago, leaders of a 125-lawyer Washington, DC-based firm were in the midst of serious merger negotiations with a 300-plus-lawyer firm based in the Southeast that had grand designs of growing its ranks and expanding its geographic reach, particularly into the thriving DC market. The partners at the smaller firm needed outside help so they did what so many others have done during the last 40 years or so: They turned to Tom Clay.

It was a smart move. A nationally recognized and respected, seen-and-heard-it-all consultant and highly regarded author at Newton Square, PA-based Altman Weil, Clay knows the ins and outs of law firm mergers as good as—or perhaps better than—anyone in the nation. For each client who hires him for merger advice, he pours over data, talks to the firm's key decisionmakers and some of the rank-and-file attorneys, learns about his client's merger partner (although usually he already knows quite a bit about them), looks down the road, and offers his honest assessment. Always honest. Drawing on his roots, Clay is North Carolina-cordial but also as candid as they come.

"Some of the lawyers weren't sure they wanted to do the merger," Clay recalls, adding that they asked him to attend a partners' meeting and moderate the discussion so they could make a decision. "Now I hadn't been involved in the negotiations; I hadn't been involved in the strategic analysis; I hadn't

been involved in anything. So I said, 'Sure, I can come in but I need to have some facts, rather than just listen to you arguing back and forth.'"

The firm sent him a boatload of information that he digested and analyzed. During the meeting the partners waited eagerly for his insight into what would be a life-changing event if they voted to consolidate with the larger Southeast firm. Clay said he didn't waste any time delivering his advice. He remembers the situation very clearly:

"I said, 'First of all, I'm going to throw something on the table that's an independent assessment. I can't for the life of me figure out why you would do this. I don't see how this merger benefits you or your clients. I really don't.' Well, that was met with stunned silence. But then we spent two hours talking about it, and at the end of the day they took the vote, and they all voted not to go through with it. The managing partner turned to me and said, 'We were about to make a terrible mistake. Thank you for that pointing it out.'"

Clay chuckles a little as he recalls what the managing partner said next. "He asked me, 'Will you be the one to call Jim over at that other firm so I don't have to do this?' I said politely, 'Nope, you don't pay me enough.'"

Several times over the years, lawyers have thanked Clay for helping them make a decision

to seize an opportunity and/or prevent them from making a bad mistake. The operative word there is “helping.” When reflecting on his service to the legal profession, he says, “One of the reasons I’ve enjoyed this career so much is I dearly love helping people. I’ve come to realize that that is a huge driver for me.”

Clay’s been deep in reflection for the last several months, and now in June 2021, he’s hanging up his cleats. But unlike Willie Mays stumbling around the outfield in a New York Mets uniform, Clay’s retiring at the top of his game.

In passing the baton—to use another sports analogy—Clay offers this advice to lawyers and law firm: Keep moving. “The legal profession is still a very good profession economically and intellectually, and most importantly, because of the valuable service lawyers provide,” he says. “But I think the biggest concern I have for my clients and those I’ve not had the pleasure of helping is ... complacency. I agree with what JFK once said, ‘courage—not complacency—is our need today.’ So, I don’t want to become complacent, and I don’t want to see the legal profession become complacent either.”

A Quotable Source, A Good Friend

The profession is going to miss Tom Clay. And I suspect he’ll miss the profession. He acknowledges that the transition into retirement hasn’t been easy for him. As he was wrapping up projects before leaving Altman, he’d get calls from existing clients wanting advice and from potential new ones asking about hiring him. “I had to tell them, ‘I can’t do it.’ I spent 40-plus years saying, ‘Oh yeah, I’ll do that,’” he says, pauses, and then adds. “That’s a bit of a struggle.”

I’ve got to be honest. It’s also a struggle for me to know that he’s stepping aside. I’ve written for *Of Counsel* for 26 years now, and

I’ve relied on his guidance countless times as I grabbed with a topic I was covering for these pages. He’s a journalist’s go-to source for insightful, colorful quotes, and oh yes, of course, for cordial candor.

Tom’s also a good friend. When I’ve called him to help me understand a legal profession trend or any other number of topics, we’d end up talking for quite awhile. Mostly we’d talk about life—college basketball, both his beloved Tar Heels and my Oregon Ducks; our travels and mutual love of the state of Maine, where he and his wife have a home; hiking in nature, one of his many passions; politics, we’re on the same side on most issues; and so many other subjects. And, we’d talk about death—the recent loss of one of his closest friends, also the loss several years ago of his Altman colleague and dear friend Ward Bower, as well as the people in my life who have died.

But mostly we talk about family. He exudes pride about his grown children, and he’s a dedicated husband who dearly loves his wife and their close relationship. And he actively listens as I brag about my grown kids and my wonderful wife.

But you know, I think Tom will take to retirement quite well—and he’s made it a point to say that he intends to keep in touch with me and his many clients who have also become friends. And just because he’s not able to assist clients on their matters and maneuvers, that doesn’t mean he won’t still offer his help to others—and he certainly won’t become complacent. “Some of the things I’m going to do in retirement are exactly that—helping others, for no other reason than simply to help.”

Congratulations, Tom, on an amazing career. While I won’t be quoting you any more, you can bet I’ll be calling you soon and calling you often—to joke and laugh and talk about life. ■

—Steven T. Taylor

Is Your Industry Group Monitoring Trends?

Further to one of my articles on industry groups, wherein I recommended monitoring emerging trends in your chosen industry, I heard back from one reader:

Is there a specific methodology that you might recommend for an industry group to work on monitoring trends and are you aware of any firms where they actually do this?

A short time back, a Fortune 500 GC directed my attention to K&L Gates HUB, which was launched in 2015 as one of the first sites to provide relevant trends *by industry*. In fact, HUB claims to provide instant access to the latest business and industry developments and updates across 34 industry sectors. Content on HUB includes client alerts, articles, events, podcasts, presentations, and more. By way of just one example, you can access “The Energizer” a bi-weekly update that is available to the Energy Industry covering new developments.

As I have been attempting to convey in my articles on the importance of industry focus, clients don’t see the world along your conventional practice group lines. In presenting trends and thought leadership by industry rather than practice, K&L Gates is able to provide content that reflects how clients self-identify. Most importantly, according to one firm partner, the firm has benefited from an increase in client work from those companies who are active and frequent users of HUB. So, how might your group provide this kind of meaningful content?

For our purposes here, one activity that I have learned that only high-performance industry groups do, is they engage their members in a monthly meeting specifically to review the trends impacting their clients. Now, one of the challenges that every industry group leader faces is dealing with busy professionals living in a bubble; head down and consumed in solving client issues such that they are not involved in looking outward



Editor-in-Chief

LARRY SMITH
Phone 201-854-3288
Fax 201-861-6728

Senior Editor

STEVEN T. TAYLOR
Phone 503-245-3209

PATRICK J. MCKENNA
Contributing Editor

Wolters Kluwer

MEGAN ROSEN
Senior Developmental Editor

Editorial Office

2700 Lake Cook Road
Riverwoods, IL 60015
Phone: 847-267-7000
Fax: 847-267-2945

or knowing anything about what developments may be transpiring that could affect their practices and their future prosperity. So, one of the important subjects that your group needs to devote some time to focusing on, is in identifying emergent marketplace changes.

Industry group leaders who do this with their groups will tell you that the benefit of investing the group's time in this kind of meeting activity is that:

- some of your fellow teammates may be exposed to relevant information or be in direct contact with phenomenon that would be of significant benefit to the group as a whole, if it were shared;
- weak signals of some impending trends, if recognized early enough can give your group a head start to prepare for taking advantage of identifying new client needs to exploit or competitive challenges to address;
- for any industry group, having a grasp for what might be around the corner and being able to communicate and share that with your clients (as K&L Gates is doing) would be of immense value and help differentiate the group's services in a very meaningful way; and
- the degree to which the identification of a specific identified trend serves as the catalyst for members of your group to want to initiate some particular change, is far more determinative of the group progressing, than if the idea comes only from the group leader.

Whether you're ready for them or not, emerging trends, new developments and knowing what's coming around the corner can keep your industry group poised to be responsive. The type of research you need to be constantly conducting can give your group not only the knowledge to make decisions and excel in your field, but also move you past the competition. Staying on top of industry-related market information can be achieved, in the following 10 ways:

1. Attend Industry Conferences

Whether in-person or now by virtual attendance, conferences offer several opportunities to learn about clients. Keynotes can show you who they look up to while sessions can help you identify the thought leaders they're following, and the question-and-answer portion can help you learn about those important issues that are on your prospective client's minds. Is there a common pain? And whenever some group member attends a conference consider having them brief the entire group and/or draft a write-up with their biggest takeaways which can then be posted electronically so everyone in your firm might gain valuable insights on the latest industry trends.

2. Read Industry Publications

This may sound trivial or outdated, but trade publications are still one of the best ways to stay in the know about specific issues in any particular industry. Identify, subscribe to, and read (in print or online) the various relevant industry journals, articles and newsletters – but not just in your geographic locale, but internationally. To be in the know about emergent issue often requires looking to identify developments going on in some other part of the country or in some other country that may eventually make their way into your jurisdiction.

3. Monitor Industry Blog Posts

Industry blogs are always a good place to keep an eye on what subjects your clients are currently reading about. To keep all of the industry blogs you're following in order, use a news hub that lets you pull content from specific blogs or containing specific keywords into one platform. Also, set up Google Alerts. One option is to subscribe to key words within your industry and/or specialty area (e.g., "technology driven manufacturing")

“manufacturing trends” “augmented manufacturing” “3D printing”). In addition, set up alerts on your largest client companies and you can also set up an alert on any chosen competitors.

4. Explore Industry Leader Research

Identify and monitor those companies within the industry who are known to engage in producing their own original research and obtain summaries and/or transcripts of the results, as this material is often prescient in identify which directions the industry may be moving in, over the near future. You might also listen to / watch podcasts and video interviews with industry leaders as they will often, especially in response to specific questions, disclose all kinds of information on where and how they see their industry evolving.

5. Analyze Others Serving the Same Industry

There are experts out there who are paid to do market research and deliver it to you. For example, *Kaitongo* is an AI-based platform for law firms that provides industry focused, actionable client and market insights. You might also keep an eye on what large consulting (BCG), accounting (Deloitte) and executive search (Korn Ferry) firms serving the same industry are identifying as key trends and look for the free reports and data released by, or in association with, various industry analysts.

6. Network with People in The Know

Build and maintain a close group of experienced industry advisors to meet with your group on a regular basis. By surrounding yourself with and/or hiring people who are

experts, you'll always be the first to know what the latest hot item or trend is. Don't be afraid to ask questions. Industry experts usually relish sharing their knowledge.

7. Engage with Clients

Do you notice clients and prospects asking specific questions that they never used to ask? Survey your client base to solicit first-hand experiences, concerns, perspectives, to ascertain how they perceive their industry and their markets to be changing, and what it is that is of most concern to the leadership of these companies. Don't ever underestimate the power of your client bases' insights. And discussing the concerns of prospects can be particularly enlightening.

8. Be Active on Social Media

Scour websites, LinkedIn discussion groups, and influencers within the industry (take a look at my earlier article on the Social Media Influencers Micro-Niche). Make sure you customize your business's feeds on Twitter, Facebook, and Instagram so that you can easily scan the relevant and trending industry topics of the day. Scan and engage in forums and discussion boards and get the top industry news delivered straight to your inbox.

9. Keep Tabs on Competitors

Think you spotted a trend but aren't sure if it's anything that will catch on? Looking to see what competitors are doing can sometimes help you figure out if they're responding to what you see as an emerging trend. Sure, staying ahead of the competition is key, but knowing what other firms are up to, is one part of coming out on top. For example, Orrick released its first installment in a series of publications dedicated to exploring macro

trends in Life Sciences intended to focus on exploring the current drivers that define that sector.

10. Leverage Others across Your Firm

Let your fellow Industry and Practice Group Leaders know what you are doing and invite them to share information that they may come across that is pertinent to your desire to monitor these trends. Invite everyone in the firm to send a quick email to share interesting findings or articles. A *Slack* channel for sharing this sort of information can be helpful.

NOW, your next step is to have each “core” member of your industry group voluntarily select one or two of these areas as their personal investment, to commit to actively monitoring industry trends. Then initiate **one formal monthly discussion** amongst your team to organize, codify, share, analyze and determine action plans around those trends they collectively discern as being most important to your group’s clients.

For every practice and industry group there remains a need to look to the horizon to see

how the future will unfold. Behind every new trend and its ensuing ramifications is either a potential marketplace threat or a window of opportunity. Those keen enough to perceive the trends early are in a prime position to pilot their practices and their industry groups into a more promising future.

The obvious challenge is to be the first to see the future and then devise appropriate action plans to take full advantage. ■

—Patrick J. McKenna

Patrick J. McKenna (patrickmckenna.com) is an internationally recognized author, lecturer, strategist and seasoned advisor to the leaders of premier law firms; having had the honor of working with at least one of the largest firms in over a dozen different countries. He is author/co-author of ten books most notably his international business best seller, First Among Equals, currently in its seventh printing and translated into nine languages. His most recent work, The Art of Leadership Succession (Legal Business World Publishing, 2019), provides in-depth guidance on the leadership selection process. Patrick is the recipient of an “Honorary Fellowship” from Leaders Excellence of Harvard Square. Reach him at: patrick@patrickmckenna.com.

Building and Strengthening Client Relationships in Times of Stress

The coronavirus pandemic of 2020 has had a major impact on all aspects of life and the economy. The most radical shift was the mandate to socially distance and work remotely. This profound change seriously impacted lawyers' methods of client interaction, entertainment and relationship-building. Not being able to meet with clients on case specific matters, provide on-site CLEs, see each other at conferences and enjoy social outings together eliminated the in-person opportunities to develop relationships organically and has made it more difficult to find commonalities with clients on a personal and professional level.

How Can You Hold onto Meaningful Relationships Virtually?

Clients really need you to be interested in and care about them, especially in times of stress and disruption. Videoconferencing has become a reasonable substitute for in-person meetings but unfortunately, it is less effective than in-person communication. Don't forget that one of the most effective ways of connecting with clients has always been by phone. Phone calls are a better alternative than email for checking in, deepening rapport and often more quickly conveying questions or concerns.

Nothing can replace the effectiveness and desirability of building relationships face-to-face. Despite the agility and resilience lawyers and their clients have demonstrated in response to a crisis like coronavirus where shelter-in-place became the mandate, it will always be more effective to develop genuine rapport and trust when people can spend some time together, like enjoying a meal, that allows for casual conversation, personal story

sharing and the development on commonalities and connection. Fortunately, there are other ways to nurture and deepen relationships even when one cannot do so in-person.

In our book, we include 14 steps to build rapport and closer relationships remotely. Five of these include:

1. Become comfortable with and proficient in videoconferencing: dress professionally (sweatshirts and t-shirt are not okay even if clients are wearing them), set up a room that resembles a tidy office space, get the right backlighting, invest in a good headset, smile and look into the camera, don't appear distracted.
2. Make sure every video meeting is interactive – consider using the whiteboarding feature to allow collaborative brainstorming.
3. If you have not spoken with a client in while and have not been able to see him or her in person, pick up the phone and if the client is not available, leave a voice message. Clients will appreciate hearing your voice.
4. Get and stay more active on social media, sharing insights, commenting on articles or others' posts, being an active participant in LinkedIn Groups.
5. Stay in touch by phone, text or email more deliberately and frequently on both matter/deal related topics as well as those of general interest. Add ticklers to your calendar if you are not already speaking with your client several times a week.

Even when in-person meetings resume, but certainly when you cannot meet in person, remember to use the telephone and videoconferencing. Clients can at least hear your voice and see you on video. It feels more personal, is more direct and questions or concerns can more easily be addressed in real time. And

make an extra effort to ask clients are their families, how they are doing and reach out on occasions like work anniversaries and birthdays.

Should You Fire or Mollify Difficult Clients?

You will not have deep, trusting and successful relationships with all of your clients. When you think of your “ideal” or favorite clients, you may designate them as such in part because the work is challenging, they are in a growth industry, they are acquisitive and innovative and/or they never argue about your fees. But an important consideration is how well you and your client relate and interact, whether there is chemistry, commonality and mutual respect and likeability.

There are a number of different types of difficult clients that lawyers often encounter:

- Everything is a crisis.
- Rude and disrespectful.
- Demanding and unreasonable.
- “I’m smarter than you are.”
- Constantly push back on rates and fees.
- Defer and procrastinate.

Obviously, many clients may exhibit some aspects of these traits at different times during the relationship or engagement. Some of them will reflect the clients’ own levels of stress and how their managers are placing pressure and expectations on their work product and deliverables. Over time, you and the firm will have to determine whether you want to continue to work with clients that are consistently difficult, perhaps even abusive. Some clients clearly will not be a good fit for you or your firm. Many other clients who may be difficult might deserve some attention and effort to see if the relationship and mode of interaction can be improved.

There are a number of steps you and others on your team can take when dealing with difficult clients.

Let clients vent and stay calm. People need to blow off steam. A client’s anger may be directed at you either correctly or really should be directed at someone else.

Put a little distance between heated exchanges. If you feel defensive and strike out to dispute a client’s criticism, let things sit for an hour or two or even over night before you respond but do be sure to respond quickly.

Apologize even if you didn’t do anything wrong. Apologizing doesn’t mean you have to admit to wrong-doing, it simply may be to let the client know that whatever transpired or whatever the transgression, you are sorry that they feel frustrated or let down.

Don’t throw your colleagues under the bus. A client can be wrong and unreasonable. Your first step is to acknowledge a client’s anger and frustration and assure them you will look into it and get back to them.

Reset relationship expectations. If you have not established expectations up front about deadlines, channels of communication, preferences for how work is completed, and deliverables, it is not surprising that clients may be unhappy with how you or your team is performing. Set aside time once or twice a year to talk to the client about what is working or not working inside the relationship.

Consult with others. In some instances, you will need to bring a firm leader, practice group leader or the client relationship partner into the situation. Rather than go it alone and risk your own emotional well-being or put the client relationship in jeopardy, it is always good to seek “cover” and help from others.

“Pull the plug.” In some instances, difficult clients are harmful to the lawyer’s health, the firm’s reputation and to the firm’s financial bottom line. If you have done all you can to try to address a client’s unhappiness and anger but the pattern of disrespect and unreasonableness continues, the client likely is not a good fit for your firm and you may choose to end the relationship with the client.

Are Key Client Teams Worth It?

Client account management (CAM) is a business strategy that law firms can use to think more holistically about their important clients and to formally monitor and address client needs, satisfaction, service and delivery and opportunities for deepening and expanding the relationship. It is a systematic approach that focuses on building loyal partnerships with a small number of significant clients in order to ensure the strategic development and retention of these key assets over the long-term by achieving mutual goals and value. Many firms achieve this through the formation of client teams.

Client teams must articulate their objectives and develop an action plan to execute on. Objectives often include:

1. Gaining a more thorough understanding of the client's business: its strategy, commercial and operational model, customer base and distribution channels, revenue and profit model, business, risk and legal priorities, current unmet and future needs
2. Increasing knowledge of the client's industry, its competitors, regulatory and legal pressures, economic trends and threats
3. Identifying other law firms and service providers the client uses to both understand how the client differentiates and perceives your firm but also to explore opportunities to collaborate in the client's best interest
4. Improving internal communication, knowledge and coordination so all those serving the client, including administrative personnel, stay current on client contacts, preferences for service delivery, current open matters, recent meetings, CLEs and other meaningful client interactions and future needs and opportunities
5. Proactively identifying and addressing client needs in practice areas the firm has been hired for but also others
6. Enhancing mutual value by improving service efficiencies through automation

- and downward delegation and leverage, better budgeting and process management, meeting client budgets, adding value and managing work profitably
7. Ensuring integration and continuity of lawyers serving client including laterals and new associates
 8. Improving overall coordination and client management
 9. Evaluating and improving consistency in how work is managed, billed, how key personnel interact with clients, the quality of work regardless of which lawyer, support personnel, office or practice group interacts with the client
 10. Instituting continuous feedback and improvement mechanisms both to collect client feedback and to systematically address and institute changes
 11. Engaging internally and with the client to explore cross-functional innovative solutions

While most companies have mature customer account management processes in place, law firms lag behind and are not structured or used to investing "extra" time or resources to help manage client relationships. As firms have come to realize how critical it is to work collaboratively to retain and grow existing clients, many have initiated client team programs and have hired dedicated client managers to oversee major client accounts. Please see our book for detailed steps and considerations in establishing and running effective key client teams.

Will You Keep Your Client Once the Senior Partner Retires?

Transitioning or turning over clients is one of the most challenging hurdles in retirement planning, both for senior partners and their firms. Clients know and often worry that senior partners may be nearing retirement but absent any proactive outreach by firms or senior partners about future transitions, clients may make assumptions and start transitioning work to other firms.

Firms benefit from well-thought out and structured approaches to succession planning so they are prepared when lawyers begin to scale back their practices. The goal is to ensure that both clients and the firm are well served during and at the conclusion of the transition period. There are a number of steps that firms and senior lawyers can and should take to ensure smooth client transitions that hopefully result in clients that are retained long after the original client relationship partners retire.

Assess current senior partners and their corresponding clients and revenue. Do a five year trend analysis of the firm's top 80 percent of client revenue and determine which of those clients are tied to partners aged 60 or older. Do a similar analysis of in-house decision makers nearing retirement.

Devise specific steps for transitioning each senior partner client. Develop a plan for each client well in advance of the time a senior partner will actually leave the firm, looking as many as three to five years in advance. Be thoughtful and strategic when formulating the new team, choosing personalities, experience, skills and diversity that match well with particular clients and their needs.

Client successor(s). In some instances, two partners will have to serve as successors – one who is more of the trusted adviser and the other who might be a top subject matter expert in the client's industry.

Engage with client about the succession plan. Once the successor(s) has been identified and

the internal team has met to discuss the client, the relationship partner should meet with the client to discuss his/her plans and to discuss the proposed successor.

Gauge and enhance successor's progress. The senior partner and the successor should be implementing a previously devised plan for gradual transition of the relationship. The managing partner should also meet with the client several times during the two to three-year transition period to gauge how well the transition is going so that any issues or concerns can be addressed.

Transitioning relationships and skill sets takes time, and for many senior lawyers and their clients, it represents a time of mixed emotions. Planning ahead carefully and thoughtfully is essential if a firm wants to hold onto its clients beyond a rainmaker's retirement. ■

—Susan Saltonstall Duncan

Susan Saltonstall Duncan is a nationally known consultant on law firm business development, strategy, succession planning, and management. She is President of RainMaking Oasis and has been working with law firms since 1980. A founder of the Legal Marketing Association and a Fellow in the College of Law Practice Management, she regularly monitors and writes about trends in legal management in her blog, InFocus, Insights on Legal Practice, Leadership, and Talent (www.rainmakingoasis.com/category/blog). Reach her at sduncan@rainmakingoasis.com.

It's War: The New Dilemma for Corporations and Social Issues

“Our private sector must stop taking cues from the Outrage-Industrial Complex... From election law to environmentalism to radical social agendas to the Second Amendment, parts of the private sector keep dabbling in behaving like a woke parallel government.”

Senator Mitch McConnell (R- KY)

The gauntlet has been thrown.

How do companies maximize shareholder value while minimizing brand risk at a time when a generation demands that brands stand for *something* while at the same time GOP leaders just announced that “woke” companies are *the* issue they can win on in 2022. How do we lead?

Brand neutrality is dead. Since the murder of George Floyd and the insurrection of January 6th, everything is different. There is “no middle ground” as Merck CEO Ken Frazier and former American Express CEO Ken Chenault have forcefully articulated. Companies may not want to be pulled into politics because it’s not a winning proposition—but they also cannot avoid it.

Like Missourians caught between the Union and the Irregulars during the Civil War, we’ve become ensnared by the battle.

The Arc of History

In 2010, after *Citizens United*, we wrote that the unintended consequences of the Supreme Court’s split decision to find First Amendment rights in corporations also meant that companies would have First Amendment *responsibilities*. Going forward, companies would be judged not just for

their brands but for their political activity. The Court majority’s assumption that independent spending would be transparent first proved to be incorrect, but is lately becoming a transparency albatross for companies. Public Citizen just identified the corporations that collectively spent \$50 million funding candidates supporting voter restrictions. Popular Information—with their two-person staff—has been doing such a remarkable job tracing the issue of corporate PAC funding since before January 6th that the traditional media *follows them*. For the past two years, the Center for Political Accountability has been making formerly opaque 527 contributions public. If you fund them, you now own the consequences.

Political contributions have become the new supply chain liability. But so is your DEI, environmental footprint, labor practices and more. Like it or not, corporations may not be the new “woke parallel government” but they are judged by the company they keep and the things they do *outside* of what they sell.

Last winter, when the federal government failed to act to prevent the growing Covid crisis from devastating America, we wrote that crisis abhors a vacuum and that if the federal government would not act at the start of a national crisis then others would. We saw the NBA, state governors and pharmaceutical companies, to name a few, fill the void like so many boats at Dunkirk. While the Covid infection invasion is the most remarkable example, it comes after more than a quarter-century of a largely ineffective federal government. Constituents look to other venues to fill the abyss. Now, it is common practice for Americans to look to the courts, state governments, athletes and corporations for leadership. Government cannot abandon its federal responsibilities—either out of *laissez-faire*

faith or partisan gridlock—or others will fill the chasm.

Historically, power has conveyed back and forth between Washington and Wall Street. When the federal government doesn't act, corporations do. And when the government acts, corporations go back to the business of business. In 1907, J.P. Morgan locked the leading bankers in the library of his Madison Avenue home; overnight they developed the Federal Reserve to get the American economy back on track. On the other hand, during FDR's Administration, Assistant Attorney General for Antitrust, the soon-to-be-great Robert H. Jackson, remade antitrust law in 18 months. He would declare: "We cannot permit private corporations to be private governments. We must keep our economic system under the control of the people who live by and under it."

This country has—understandably—been tussling over the proper role of government since FDR and Jackson's New Deal. But the terms of the debate have been flip-flopped: now, it's the controversy surrounding the proper role of private companies that has been ramped up beyond all recognition.

Milton Friedman's truism, that "a firm's sole responsibility is to its shareholders," may have once been true, but how can you reconcile that to an age when brand neutrality is dead—and younger consumers expect their brands to have purpose?

Georgia On My Mind

The Georgia corporate community's uneven handling of the state's new voter suppression law is instructive—and a cautionary tale about just how complicated the new rules are. Big Atlanta-based companies like Coca-Cola and Delta weighed in against the bill as debate got underway in the statehouse.

Delta's CEO Ed Bastian's memo on the issue went public with a now-famous

(infamous?) quote: "The legislation signed this week improved considerably during the legislative process, and expands weekend voting, codifies Sunday voting and protects a voter's ability to cast an absentee ballot without providing a reason."

All of this is true, but unfortunately, when a company weighs in on a controversial matter, it owns it in the public eye; suddenly, Delta was seen as *supporting* voter suppression efforts, including criminalizing the handing-out of water to someone standing in line to vote. Within days, Major League Baseball—no NBA—would take the 2021 MLB All-Star Game away from Atlanta and make it clear to politicians in Texas, Arizona, Florida and Washington, D.C. that North Carolina's experience in 2016, losing an estimated \$3.6 billion in revenue—after it passed a law limiting legal protections for LGBT people—is the new calculus. At a remarkable speed and despite Minority Leader McConnell's comments to the contrary, we saw the white flag waived by Arkansas' Governor Asa Hutchinson (R) on the first business day thereafter when he vetoed a ban on gender-affirming medical care for transgender youths. He called it a "vast government overreach" but really it was a "nothing to see here" moment. Corporate activism, when unified, is an incredibly powerful form of democracy in action.

The New Rules

How does a company walk the tightrope that looks more like a Gordian knot? Here are a few rules to get you started:

1. ***With apologies to Rod Serling, you have entered the perception zone.*** The first casualty of war is truth; on high-tension issues such as universal suffrage, truth is not going to be a defense. The Georgia law is complex; in some ways, it extends voting hours and access, and in others, clearly targets traditional Democratic strongholds. If your company is going to weigh in on a highly controversial issue, make

sure your team is interdisciplinary. If just your public affairs or legal executives are looking at it, they will miss perception issues the way your brand and communications professionals alone would miss legal issues. Silos are no longer an effective way to make decisions.

2. **As author Simon Sinek writes, “start with the why”.** It is no longer satisfactory to be in business to maximize profits. What is your *raison d’être*? Michelin sells safety, not tires. Starbucks sells a lifestyle. Apple sells creativity. Nike sells the inner athlete. Each company knows precisely why it is in business, which allows them to approach theology, more than just a brand. When you read something in the Bible that you don’t believe, you don’t lose faith. You just carve out that one story, that parable. The same is true for brands which are disciplined enough to have an umbilical connection with their customers. Know they self and to your customers be true.
3. **Track trends like your business life depends on it. It does.** Too many businesses look at big data like an accountant. Instead, look upon it as if you worked at the CIA. A couple of coincidences may portend a trend. Have people who understand business, politics and the cycles of history track the news including, of course, social activity. Lots of screaming can often be ignored while sometimes a single high-authority blogger or lawsuit can mean change is afoot.
4. **There is no Las Vegas—nothing “stays here.”** What happens in Georgia can happen in Texas. What happens to a competitor can happen to you. Plan for it and view what happens to others as your laboratory. Activists look for companies domiciled in battleground states. If you are headquartered there, there is no excuse to be surprised.
5. **Don’t fret calls for boycotts.** The reason the 1965–1970 grape boycott led by Cesar Chavez captured the nation’s attention and changed buying habits is because of the rarity of the strategy. Today, there is a call for a national boycott nearly every hour, one of the most recent, of course, being against Major League Baseball. Calling for a boycott is a click away; acting on them takes both tremendous organizing and a public willing to be impassioned by the cause more than the inconvenience of new purchasing habits. Over the past few years, boycotts and threats of boycotts by more progressive causes seem to be more effective than those by the right. Nike did exceptionally well after calls for boycotts when it embraced Colin Kaepernick. It was no accident. They planned for it.
6. **Be genuine.** Calls for boycotts against Chick-fil-A have never had any momentum, despite their original anti-LGBTQ position. Why? Not because of the politics of it, but because they effectively explained their position as stemming from sincere religious beliefs, not bias or hatred. Audiences can parse issues and intent, given enough time and the integrity of the company.
7. **Nothing is an accident.** In 1971, Saul Alinsky wrote *Rules for Radicals*. While few activists today have read it, they have all stolen pages from its playbook and applied it to the Internet. There are no accidents. Have you wondered why apologies don’t work as well as they used to? It’s because part of the playbook is to leak damaging information *after* the apology. You need to think like activists. Be in their head. “What would I do if I were them?”
8. **Pick your issues carefully.** Companies should not become vocal on many issues. It is just another version of brand extension; the market won’t support it. Be strategic about your ESG and CSR so you have a history of investment before an issue lands at your front door. If you do comment on an issue, be deliberate and highly selective.
9. **Issues about protecting democracy and Civil Rights are sacred.** There is a scale of social issues that the general public cares about—fewer care about tax cuts, more about minimum wage, and more still about the environment. Support for democracy, franchise and diversity are

at the top of the list. Treat them with reverence.

10. ***DEI and PAC contributions are indivisible.*** You cannot support diversity and inclusion while also supporting candidates who perpetuate voter suppression any more than you could support Members of Congress who failed to vote for presidential certification. There is no wiggle room. The murder of George Floyd and the #BLM protests are a movement—not a moment. There is no going back. DEI support and support for universal franchise are inseparable.

The country is split but it is not as divided as you think. Large numbers of Americans support the direction the country has taken over the past few months, including infrastructure, diversity, vaccinations, environmental

stewardship and other issues. Your goal is not to find a place to offend no one, but to understand your corporate “tribe”—and speak to them as your partner to the future. ■

—Richard Levick

Richard Levick, Esq. is Chairman & CEO of LEVICK, representing countries and companies in the highest-stakes global communications matters. He was honored multiple times on the prestigious list of “The 100 Most Influential People in the Boardroom” and has been named to multiple professional Halls of Fame for lifetime achievement. He is the co-author of four books and is a regular commentator on television and in print. Levick speaks all over the world including West Point and The Army War College. He teaches at Fordham Law School.

Client Service Spike

Continued from page 2

best meet the challenges the ever-changing dynamics the pandemic presented.

“The firms that, within the last three or four years, took on large-scale client feedback programs, client service standards and client service training, essentially changing their business protocols, provided a better client experience,” he says. “The net of all those efforts is that a certain group [of firms on the list] had and have more frequent, direct, and ongoing dialogue with clients—and by dialogue, I do mean voice.”

Clients gained an increased appreciation to those lawyers who picked up the phone or set up Zoom meetings to tell them what steps they should be taking to protect themselves legally, and in some cases, seize opportunities.

Many familiar brands made the BTI Client Service 30 list, which names the top 30 partnerships in client service performance, including New York-based DLA Piper. It was the fifth straight year the global powerhouse earned this ranking.

“We continually strive to improve our ability to serve as an invested and collaborative legal partner to our clients, across all of our practices, sectors, and geographies,” says Frank Ryan, DLA Piper’s Americas chair. “It’s very affirming that our clients and the broader legal community relied upon us to deliver excellent service during a year of unprecedented challenges. We are committed to helping our clients navigate times of growth and change.”

Inside the covers of the 142-page *A-Team 2021*, clients offer some of that flattery Rynowecer mentions. Take DLA Piper, for example. Various clients cited the firm’s

international prowess (as the clients put it: “global-scale capabilities with some of the highest levels of client service in the legal market”); its collective innovative thinking (“better thought leadership than most in key areas”); and its ability to move quickly (an “acute need in today’s market”).

Jones Day topped the 30 list, which on one hand is a little surprising, considering the high-profile, negative press the Washington-based international firm has weathered in the last couple of years because of its cozy relationship with the Trump administration (too cozy, some say), various lawsuits waged against the partnership, and other PR problems. But then, it is Jones Day after all, which is often praised by its loyal clients for its results-driven service.

Clearly the firm relishes its clients’ appreciation of the partnership’s efforts. “We’re grateful for the trust our clients place in us to handle their most difficult matters, and proud to have earned their praise and recognition during this most difficult year,” says the firm’s co-client affairs partner Michael Gray.

The firm is one of three that have made the top 30 ranking each year since BTI started publishing the survey in 2001; New York-headquartered Morgan Lewis & Bockius and Chicago-based Sidley Austin are the other two. “The commitment and client focus it takes to navigate the increased change and demands, year after year for such a long time, is something to note and demonstrates the commitment to quality with which these three firms operate,” Rynowecer says. “They anticipate client needs.”

Other Notable Recognitions

But the profession’s giants weren’t the only firms recognized for client service. Wheeler Trig O’Donnell, a mid-sized litigation firm known for its success in high-stakes trials, earned a rank of 32, just outside the top 30 list. It also scored well in 16 of the 17 categories,

including Mobilizes Resources; Fielding the Absolute Best Teams; and Understanding the Clients' Businesses. And, Wheeler ranked in the top tier, or Best of the Best, in Providing Value for the Dollar.

"We're grateful to our clients for their trust and confidence in WTO, even—and especially—through the pandemic," says firm chair Michael O'Donnell. "Trials and litigation are rife with challenges. When things get hard, we run to update our clients and make recommendations—that's often where we can make the biggest impact as advocates. Clients tell us they appreciate our approach, and it is affirming to see that here."

Rynowecer says he's seen WTO make steady progress in ramping up their client service efforts. "They've been slowly moving up the ranks in the last few years so it's not surprising to see them move up higher," he says. "Again, this demonstrates that, when firms really start to invest in clients and the client experience, they launch and then continue to build momentum. This also shows that you don't have to be the biggest firm in the biggest market [to provide stellar client service]."

Another firm that stands out among the field is Faegre Drinker, which scored an overall rank of 11—a remarkable placement considering that the firm came to be after the merger of Philadelphia's Drinker Biddle & Reath and Chicago's Faegre Baker Daniels *in February 2020 on the eve of the pandemic hitting the United States.*

The combined firm "wasted no time bringing the resources of [the two firms] together," according to the survey. "Clients note the firm's responsiveness driving Faegre Drinker to earn Best of the Best commendations for client focus and unprompted communication. The firm's deep bench and ability to bring people together draws praise from top legal decision makers across the board. Both legacy firms were longtime client feedback advocates and as combined firms are able to double down on client service."

When asked about this Rynowecer is quick to add his praise for Faegre Drinker's client service focus and commitment. "In most mergers you've got so many things going on that it's easy for partners to get distracted," he says. "It's the rare law firm that merges and says, 'We've got to message our clients. We have to let them know we're doing this and anticipate what their questions are. We need to let them know what's going to be the same and what's going to be different.' That outreach is something clients just don't get most of time so it's considered a real act of client service."

Here's what clients say, according to the survey. "Faegre Drinker brings people together in a seamless network of support. Where their office is doesn't matter." ... "They are subject matter experts, are very responsive and deliver quality work." ... "Team is incredibly responsive, easygoing, and takes effort to understand our business."

Finally, props go out to Dallas-based Haynes and Boone, which landed on the *A-Team 2021* listing for the 18th consecutive year and was named as a "standout firm"—which means delivering the "client service required to truly differentiate" themselves—in these categories: Commitment to Help; Client Focus; Keeps Clients Informed; and Handles Problems.

"The BTI ranking speaks to Haynes and Boone's ability consistently to provide the highest level of client service," says managing partner Taylor Wilson. "We're thrilled that our clients recognize and appreciate that level of service."

BTI Client Service A-Team 2021: Survey of Law Firm Client Service Performers offers considerably more insight than could be covered in this article and is well worth a thorough examination. To purchase the report, visit: <https://bticonsulting.com/bti-client-service-a-team-2021-survey-of-law-firm-client-service-performance>. ■

—Steven T. Taylor

Of Counsel Profile

Continued from page 24

& Block, the national, Chicago-based law firm. “A seasoned PR professional, particularly in the legal arena, Tania offers a rare combination of responsiveness and results.”

Recently, *Of Counsel* spoke to Zamorsky about the pivotal role she played in the PR opportunities for Kaye Scholer stemming from the bribery case, the genesis of her career in the legal profession, her thoughts about the benefits law firms can reap from good public relations—and some of the PR mistakes firms make—and other topics. What follows is that edited interview.

Merging Law and Literature

Of Counsel: Tania, you earned your BA in English at one of the most prestigious educational institutions in the nation, Barnard College, which of course is part of Columbia University. Then later, you got your law degree at Hofstra University. What sparked your interest in the legal profession?

Tania Zamorsky: I’m one of the many people who went to law school by default. I was a very responsible, rule-following eldest daughter of immigrant parents, and I think we regarded success somewhat narrowly, achieved through a career as a doctor or lawyer. Back then people used to say that a law degree will help you in whatever you want to do in life. It’s a path that a lot of people go down. While I might now suggest to others who are at that decision-making juncture that law school is arguably both too difficult and too expensive to approach as an extension of your BA, I certainly have never regretted getting my law degree. And, I enjoyed my several years of legal practice immensely. I love the

law’s creative and analytical aspects and certainly the law remains a critical component of much of the work I do today.

OC: You served as a staff attorney at The Authors Guild and then you married your two interests in both law and English/literature by becoming a legal writer and journalist. What prompted that move?

TZ: I’ve always felt that pull, both personally and professionally. I don’t remember exactly how that opportunity arose, but I enjoyed my time at the guild. It was there that I learned to craft one hell of a demand letter. This will reveal how old I am, possibly, but I remember once getting a publisher to withdraw its demand for the return of an author’s advance within five minutes of faxing my very stern letter. I’m quite proud of that. It was there that I got my first glimpse into the role that PR can play in advocacy and even litigation where appropriate. Then I moved onto writing for AmLaw [American Lawyer Media].

OC: Let’s talk about your public relations work. What PR missteps do law firms make? What’s frustrating to you that they do or fail to do? And then, on the other side, what do you enjoy about helping firms with PR? What brings you satisfaction?

TZ: One thing that can be bad for law firms is to be too fearful or completely suspicious of public relations. It’s not good for them. I can explain what I mean.

As you know, the world of professional journalism has its own set of rules and procedures and ethics, just like the law does, much as you would find in a courtroom. I think it’s important that lawyers understand that and give it the respect that it demands and deserves.

Law firm partners, often senior partners, are accustomed to a certain level of deference, for example, from associates, which of course they have earned. They may not fully

understand that the reporter doesn't work for them and it's just not the journalist's job to write exactly what the partner wants them to write, that they're not likely to have approval rights over the story or to be able to say, "that's off the record; don't print that," after they've said something on the record, or that they can't rework their quote if they don't like exactly how it came out. So, these are some things that make both my life and their life more difficult, and I'm sure you've seen this behavior as well.

There needs to be a healthy balance between not fearing PR to the extent that they avoid it entirely, but really respecting it and working within its boundaries. Helping lawyers do that, understand that landscape and navigate it safely, is certainly my job as a PR professional.

It's All about Relationships

OC: Very good. Now let's flip it over and talk about some of the good things that law firms do? What do you like about PR and helping law firms through the public relations labyrinth?

TZ: Sure. Probably the best thing that will help them in their PR efforts is an understanding that it's fundamentally about ongoing relationships. It's not something you can set and forget. There is the relationship with me, or whoever their PR person is, but then there's the relationship with the reporter.

I think that to be effective, their relationship with me or their PR person needs to be a partnership, not a vendorship, and I know that isn't a word, but maybe it should be. *[laughter]* Your PR person needs you to collaborate with them, so give them at least a little bit of your time. And, most important, they need raw content to work with. They can certainly help to pull it out of you, and then turn it into something wonderful, but you've got to be a part of that process.

And then there is the relationship with the reporter. It's important that when lawyers engage with reporters that they understand that that is a relationship as well. Sometimes it might only last for the lifespan of the story, but it's a relationship, and for it to succeed, both sides have to benefit. You're benefiting when they're positioning you as an expert, a thought leader in your field. But the reporter needs you to help them shine as well. They're under the same pressures as we are to perform, to get clicks, to tell an interesting story, so they need you to alert them to important developments, help them understand what's happening, and provide compelling quotes or other content.

It's like, if you're invited to a dinner party, you want to be an interesting guest, and if you are, you're likely to be invited again. In other words, they will probably continue to use you as a source. So, to sum that up one very good thing that law firms can do for PR purposes is to help me help reporters help them. So, everyone needs to help each other.

OC: Well put. And yes, I can completely relate to a lot of what you just said, including the relationship part. Maybe you can talk a little bit about what you mean by "it's not something you can set and forget."

TZ: I mean that it's more than just hiring a PR person and then saying, "Okay, let me know when you get something." As a PR professional I'm certainly resourceful and very creative. I can come up with all sorts of ideas. I can write copy for you, and I can write your quotes for you. And, I very often do all of those things but I need you to help me. I need you to talk to me, at the very least I need your sign-off on what I'm doing for you.

But ideally, if I'm going to help you shine, I need you to give me great content. It can be raw. I'll help you. We can go through brainstorming sessions. I'll try to extract it from you as gently as possible, but you, my client, are out there. You're the one out on the front lines and you're in the best position. Although I'm always trying to stay abreast of everything,

you—in your role and given your experience—are in the best position to know what’s happening, what’s in flux. That means, you know what’s potentially newsworthy. So, it really needs to be a collaboration, where you’re giving me something that I can use to help you.

OC: Could you tell me a little bit about the challenges of starting your own PR boutique, Zamo PR? You’re obviously very experienced in this, and, like a lot of very experienced people, you wanted to launch your own business. You did this essentially during the pandemic. What challenges did you have to overcome?

TZ: It’s always scary to go out on your own, but it’s also very exciting. I technically started my business in 2019. But during my first two years I continued my full-time role, except as a consultant, at my now-former employer at CPR Institute [a nonprofit think tank and service provider in the alternative dispute resolution legal industry]. I was heading up the marketing and communications department, and so they became my largest client for my final two years there. Of course, I took on some other projects during that time.

Then in late 2020, I started somewhat anew, a sort of Zamo PR.2. And it’s been interesting. Certainly, as everyone has experienced during the pandemic there have been challenges and many budgets were cut back that affected all small businesses, and large businesses too, But in some ways I feel that the pandemic leveled the playing field a bit, or at least presented some very interesting opportunities for reflection and reinvention. I have certainly tried to look at it that way and to take advantage of that. In terms of challenges, time and bandwidth have been issues for me, as they are for any small business owner.

Working on Sunday Pays Off

OC: What sorts of attributes make you good at what you do and help you serve your clients well?

TZ: Well, I’m not going to demonstrate any false modesty. Perhaps foremost it is my creativity and my love of strategy. Well beyond PR or even law, I really have come to understand that I’m an idea person. I’m an uber brainstormer. There are few things that I enjoy more than talking to friends about their businesses and ideas and directions and what they might explore, well beyond just “here’s how you can promote your business.” I really love that and I bring that to my work. And, I’m a worker.

Also, I think of my background as being slightly quirky and I embrace that. By that I mean that I did a lot of things in reverse order, and looking at it through some lenses it seems one might wonder: Why did you do this and then that? But I think it has created a very rich context for the work that I do now, and it has certainly allowed me to be able to adjust my tone and my content very quickly, for just about any audience, whether I’m speaking to a small child, or a CEO, or anyone in between. [Zamorsky’s also the author of six children’s book adaptations.]

OC: And sometimes a CEO can act like a small child. [laughter] Anyway, you did a lot of work for the law firm Kaye Scholer and you and your team won awards. I want to take you back a little bit in time to your role as the manager of PR and communications. Can you think of a matter that you handled that was particularly satisfying or particularly creative and talk about it?

TZ: Well, this was several years ago on a Sunday. *The New York Times* published an article about a big Mexico bribery case that the *Times* described as, and I am quoting or paraphrasing here, having been hushed up by Walmart. This was breaking news. Even though it was a Sunday, when you’re a PR person and something breaks, you don’t wait until Monday.

I immediately started getting my emails out. I reached out to members of [Kaye Scholer’s] white-collar litigation and investigations practice to see who might be available and

interested in talking about it. In part because our team—and it was certainly not just me—our team had been rehearsing these moves. I almost think of them as dance moves because, when PR is performed effectively, it's choreographed. As you said we'd won an award; I think it was the year earlier. But we had been rehearsing those moves for a while so everyone was able to respond very quickly. We all knew the drill, picked our spokesperson, and cleared conflicts, which is always a critical step. Over the next three days a partner made herself available for all media opportunities. I was able to arrange [media engagements] and help her prepare for them.

We got a couple of bylines published as well. And, when the dust settled, more than 14 newspapers and online outlets had highlighted her insights on FCPA [Foreign Corrupt Practices Act] issues and how they applied to this situation. To this day, that remains one of my favorite case studies. It continues to be one of my favorite examples of how lawyers can take thought leadership, which, I know, is a criminally overused phrase, but to take it and really put it into action.

OC: That's a great story, thank you. I think that's really important. Sunday is a workday sometimes, and you describe yourself as a worker.

TZ: Yes, and what I think is thrilling, and what I very much enjoy, is being able to see a direct connection after such a campaign or any successful placement. You can draw a direct line from that type of effort to increased visits to that lawyer's bio page, and a client may mention it during pitches. So it's great to put PR into action and see it continue to work for you.

OC: It's something that happens maybe more often with PR efforts than with other traditional marketing and advertising, would you agree?

TZ: Yes, I think that there's certainly value in both, but PR and journalism as a tool for this type of thing will always be my first love. And, I agree with you, I think that it's most effective because it brings with it a certain level of trust. You know that you're not looking at an ad. Well, sometimes you do, with advertorial, you may not always know that. But there's something to be said for that objective third-party verification that you're truly a leader in your field. So, whenever a reporter quotes you, or you're featured in an interview somewhere, it lends a certain credibility and trust and comfort level that I think advertising does not similarly do.

OC: You've had other experience that you draw on in your work as a PR specialist. Can you talk about your role at Bookspan [a New York-based online book seller, which began as a joint endeavor by Bertelsmann and Time Warner]?

TZ: Yes, I was staff counsel there for three years, and to this day, it informs my understanding of the needs and the practical challenges that in-house counsel experience, and how their outside counsel can help meet those needs. I have a very clear picture in my mind of the kind of relationship that you want to have with your outside counsel. I have fond memories. We worked with certain outside counsel over and over and I remember those relationships. They were, and I'm sure still are, very important. ■

—Steven T. Taylor

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Of Counsel Interview ...

Zamo PR Pro Brings Diverse Background and Skills to Benefit Clients

One weekend in April 2012, Tania Zamorsky was reading a long investigative piece in the Sunday *New York Times* by David Barstow alleging a case of bribery in a Mexico subsidiary of Walmart and a cover-up of the malfeasance by the giant retailer's brass. While Zamorsky found the article, which later earned Barstow a Pulitzer Prize, to be fascinating, it also prompted her to think about the white-collar litigation and investigations lawyers at Kaye Scholer, the New York-based law firm where she worked as the public relations/communications manager.

She realized this could open up valuable opportunities. So she got to work, alerted her team, and went on to generate a lot of very positive press for her firm in a variety of media outlets, something that paid PR dividends long after the bribery matter fell off the front pages. The experience also demonstrates Zamorsky's seven-day-a-week work ethic and her keen eye and insight into ways

to promote those she served at the firm and in other organizations for which she worked and succeeded, and now those clients she serves through her own New York-based PR boutique, Zamo PR.

Highly regarded for her ability to get the word out—and bringing to her practice a rich and robustly diverse background, including several years as both an in-house attorney and a legal writer—Zamorsky's clients clearly appreciate her stellar PR skills.

“When launching our new business, AcumenADR, Zamo PR helped us spread the word, providing experienced and creative counsel and achieving truly excellent coverage that exceeded our expectations,” says AcumenADR's co-founder Richard Ziegler, who is a former general counsel for the 3M company as well as a former partner at Jenner

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