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Happy New Year! How are those resolutions coming along? I hope everybody had a wonderful holiday season and that you’re looking forward to a great New Year. We had our two-year-old grandson, Edison, over for Christmas. He had great fun. Everything was new and exciting. This is the age where the packaging and opening presents is as much fun as the gift they get. There is nothing more fun than the magic that a young child brings to the occasion. If we could market that energy, that would be a great thing.

Marketing is the theme of our current newsletter. No, I have not figured out how to market Eddie’s energy, but we have some great tips for all. Law firms are marketing in many ways these days. We have great articles that discuss different ways to market your firm. Social Media, community involvement and good old print marketing are just a beginning.

Social Media is a great way to reach the masses. Podcasts are available in many topics and they are easy to listen to. We have an article that discusses this and gives you the pros and cons of podcasts. It is a great read. Then there is LinkedIn. LinkedIn has been referred to as Facebook for Business. It reaches millions. We have a great commentary on how to use LinkedIn as a marketing tool for your firm.

As interesting as Social Media is, when I receive a piece of glossy print advertising I cannot help but take a peek, so I sit down and take a look. Some might think it is a dying breed, but read our piece on the advantages before you make up your mind.

Our associates are another area to develop for marketing your firm. We have the perfect training course for you to use to guide your associates. I hope you enjoy our author’s take on this. Another physical marketing tool is community involvement. More and more firms are looking for ways to give back. Please read how firms that participate in community programs find this a valuable marketing tool.

The CLM test was held in November. We have two new Certified Legal Managers in our chapter now. Congratulations to Suzie Flores and Ken Koehn. They took a moment to share their experience with us. If you think this might be of interest to you, please contact our CLM Director, Mary Ann Rojas. I’ve been to her classes and she is amazing.

Legal Levity is full of lots of fun stuff. Read about trending Podcasts and some interesting tidbits about what St. Patrick’s Day is all about. I hope you enjoy solving the puzzle we’ve included.

In closing, I want to shamelessly market to you, our readers. Our chapter is great! The way to keep it great is to get involved. A great way to get involved is to join a committee. We have seven committees. Please visit our website at www.alachicago.org and check them out. There really is something for everyone.

So sit back and enjoy the read. Our great committee has brought this to you. We welcome any new members that want to see what this is all about. We work hard and have a great time doing it. Just reach out to anybody on the committee to be invited to our next meeting.

As always, we welcome any feedback. Feel free to share your thoughts or opinions about our newsletter. We are always looking for reader input.

Sue Burdett

ALA Mission Statement:
The Association of Legal Administrators’ mission is to promote and enhance the competence and professionalism of all members of the legal management team; improve the quality of management in law firms and other legal service organizations; and represent professional legal management and managers to the legal community and to the community at large.
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UPCOMING EVENTS:

Tuesday, March 7, 2017
From 5:00 to 8:00 p.m.
The Roaring Twenties Charity Event
Where: Untitled Supper Club
111 W. Kinzie Street
Chicago, IL 60654

Thursday, March 16, 2017
From: 12:00 p.m. to 1:00 p.m.
Small/Mid-Size Firm Meeting
Where: Donohue Brown Mathewson & Smyth LLC
140 S. Dearborn Street, Suite 800
Chicago, IL 60603

Tuesday, March 21, 2017
From 11:30 a.m. to 1:30 p.m.
Bi-Monthly Educational Meeting on Diversity
Where: Illini Center
200 S. Wacker Dr., 19th Floor
Chicago, IL 60606

Wednesday, April 12, 2017
12:00 p.m. to 1:00 p.m.
Small Firm Meeting
Where: Hanley Flight & Zimmerman
150 S. Wacker Drive, Suite 2200
Chicago, IL 60606

Thursday, April 20, 2017
From 12:00 p.m. to 1:00 p.m.
Mid-Size Firm Meeting
Where: TBD

Wednesday, April 26, 2017
Large Firm Secretarial Managers/Supervisors Roundtable
From 12:00 p.m. to 1:00 p.m.
Where: TBD

*PLEASE BE SURE TO CHECK THE CHAPTER WEBSITE FOR THE MOST UP-TO-DATE INFORMATION ON UPCOMING EVENTS
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**Website:**
- Algonquin Studios
If you’re like most people, you spend a fair amount of time on various social media platforms like LinkedIn, Facebook and Twitter, or maybe you are on SnapChat, Instagram or Pinterest………so many choices these days. It seems like everyone has an opinion as well. It is important to remember that your posts are going to be viewed by many people. As I get older, I do not care as much about what people think about me, but I am still cognizant of that fact when I think about posting to social media because I am not just representing myself – I am representing my firm and any organizations with which I am associated.

As administrators, we must remember that we are a reflection of our firms. Some of our firms have public relations or marketing departments, but for smaller firms, many times the administrators are actually these departments. When we think about marketing our firms, what are our choices? We can have lawyers write blogs, we can pay for ads or search engine optimization and we can post to all of the social media platforms. It is hard to determine the ROI for these different efforts.

Another way we can help our firms is to invest in ourselves. We can do that in a number of ways. We can participate in organizations that support the jobs we do, such as ALA, LMA, ILTA, IFMA, etc. This helps get our firm’s name out into the community. We can also reap the benefit of relationships we develop within these organizations that provide us with an opportunity to learn how other firms are doing business development and marketing. As they say, two (or more) heads are better than one.

We can also share our knowledge with our colleagues and peers. ALA definitely offers a great opportunity to do this. By participating in different initiatives and on different committees, you can take these ideas back to your firms. You never know what nugget of information you will get out of a meeting, educational program or social event. You are always exposed to many different ideas and suggestions.

My new year’s resolution is to continue to keep my eyes and ears open for new ideas and ways to better myself and my firm. I also resolve to give back as much as I can to my community and colleagues by participating in and attending as many programs and events as possible. I know how busy everyone is, but you always make time for what is important.

We continue to strive to elevate our chapter. There are a number of exciting things in store for the next few months. One especially rewarding event took place on February 23 where a panel discussion was put together by some of our own members at the Chicago Bar Association - THINK TANK: Hiring the Right Person for the Right Job at the Right Price. I was very excited about this panel discussion. One goal of the program was that it would pave the way for future collaborations with the Chicago Bar Association where we will lend our expertise to help educate their attorneys (and also our own members) on different aspects of law firm management.

Next up will be our charity event on Tuesday March 7, the Roaring Twenties, being held at Untitled. You will also have an opportunity to give back to our charity, Chicago Youth Centers, by donating and also participating in various raffles to win some fabulous prizes. The event will include entertainment from the Sam Fazio Quartet as well as our popular gaming tables. We are also offering the option to donate through EventBrite when you make your reservation.

Our chapter will also be presenting its inaugural Diversity and Inclusion event to be held on Tuesday, March 21. Please save the date and check with the chapter website on further details. The presentation will be given by a very dynamic speaker who will educate us on what inclusion means and how to encourage this at our firms.

This year is also the chapter’s 40th Anniversary. The board is working on ways to wish our chapter a very Happy 40th Anniversary. Stay tuned!
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When it comes to business development, there is no better feeling than winning over a new client. After all, the amount of time investment that typically goes into converting a prospect into a customer can be significant, so it is good to know that one’s efforts were not in vain. However, as any firm that tabulates its win/loss ratio knows, losses are statistically more common than successes. That fact is just the nature of doing business, as sales is, in part, a numbers game. Yet even with losses being an inevitability, there are ways you can mitigate your expenses, thereby increasing the overall return on the investment you commit to the pitch process while also increasing the likelihood of a win.

In particular, technology – combined with quality project management – can dramatically increase the efficiency and effectiveness of your pitch and RFP response processes. By leveraging collaborative, digital environments to enhance teamwork and custom experience databases to minimize recreating the wheel, legal marketers and administrators can relieve much of the burden of compiling a pitch.

In this article, we’ll take a look at the pain points of the pitch process and how technology, project management and a repeatable workflow can turn a cumbersome pitch process into a streamlined business development activity.

**The Problem with Pitching**

Historically, law firms were established to provide legal services. While this may sound like a no-brainer, the key here is the word “provide,” as opposed to “sell.” Yes, some lawyers are exceptional at converting prospects into clients through their powers of persuasion. After all, skilled litigators convince people to make certain decisions every day. But many lawyers lack foundational business development skills, a critical area to the practice of law that is still underrepresented in law school education.

This dearth of knowledge often means a deprioritization of business development. Mind you, acquiring new work is still critical to law firms, as hours clocked directly affects lawyers’ compensation. But encountering a firm that understands the importance of investing non-billable time into developing a strategy and process for sales is uncommon. Thus, unequipped with a strategy or process, many law firms sink unnecessary amounts of personnel time into creating ad hoc pitches that perform poorly compared to those of rival, more organized firms.

In addition, many firms make the critical mistake of “telling” and not “showing” in their pitches. Examples of “telling” in a pitch include when firms compile lists of honors and awards,
prestigious titles and other accolades that reflect positively on the firm. Such lists lack actual substance relevant to the prospect’s decision-making process. Instead, “showing” expertise is critical, and this is done through a combination of thought leadership and case studies that actually reflect the knowledge base and experience of the attorneys.

Knowledge management can play a significant role in the pitch process, but very few firms have given much consideration to building a system and process for preserving and accessing firm knowledge. This can negatively affect the pitch process in two significant ways. First, it forces those who are developing a pitch to, in essence, start from scratch rather than pulling from a well-organized system of material that could populate a pitch. Without such a knowledge database, the best a pitch drafter can hope for is the ability to review a collection of similar pitches to identify relevant information that could be inserted into the new pitch. Second, it makes it much more difficult to ensure you do not overlook relevant information that is housed within your organization. Basically, you don’t know what you don’t know, and if you don’t have some sort of central repository of firm-related content to pull from, you might miss that critical matter write-up that could have won over your prospect.

Organizing Your Experiences

One key technology that can help shore up knowledge management deficiencies while also assisting firms in developing pitches that substantively demonstrate their strengths is what is often referred to as an experience database. An experience database – as it relates to the legal industry – refers to a searchable collection of the firm’s representative work history. Such databases can be created through the purchase of off-the-shelf software offerings or through a leaner (though often more time-consuming and technical) DIY approach.

Law firms can customize their experience databases to create multiple fields per entry so that all necessary information is properly captured for future use. This information can include such details as the attorneys involved in the matter, the practices involved, the matter’s location, the courts involved, the value of the matter and the all-important description. Once the database is populated, users can then locate relevant matters through targeted search queries.

It’s pretty easy to see how such a database can play a valuable role in the pitch process. Imagine pursuing a pharmaceutical company seeking IP counsel to represent it in a matter in New York State. A legal administrator can access the experience database and run a combination of queries, such as “pharmaceutical,” “intellectual property” and “New York State,” to identify matters that could enhance the effectiveness of the pitch. This eliminates the need to query a swath of the firm’s attorneys – many of whom are likely too busy to respond in a timely manner – and it helps provide assurance that the pitch contains the best experiences the firm has at its disposal.

Of course, there are some challenges to implementing an experience database. First, legal administrators need to get the buy-in of firm management, as such tools are not cheap. Second, there needs to be a launch strategy and ongoing process to ensure that the database is populated from the start as well as on a rolling basis. Finally, there need to be guidelines so that all entries conform to a uniform style. While overcoming these hurdles may take an investment of time, the reward reaped from getting the initiative up and running will more than make up for the front-end costs.

Collaborating in Real-Time

Pitches usually require the input of multiple parties from disparate departments, including marketing, management and of course, the attorneys who would be assigned to the matter. For many firms, this means circulating a single document to various parties one at a time, allowing one individual to revise and comment and then another and then another. This is a woefully inefficient and outdated process that opens your pitch up to serious errors.

Instead, law firms should consider investing in software that enables users to collaborate on the drafting of a document in real-time, where the pitch draft is stored on a server and accessed by each party independently through a web portal. Such software is often highly affordable and includes such options as Microsoft’s Office 365. These technologies allow users to grant various permissions to other parties, such as read-only and edit permissions, and to review and return to past versions of a document with ease. They also provide real-time chat features for team discussions and maintain chain-of-custody comments that make it easy for authors to make and respond to suggested edits.

The benefits of this method are obvious. There is no concern about accidentally working off of an outdated draft. Contributors can provide their input at the same time, rather than hand-
ing a draft from one party to the next. And because some offer-
ings make it easy to access old versions at any given moment, a
firm can revert a pitch to a prior version should the prospect’s
needs suddenly require a shift in direction.

**Incorporating Project Management**

While not exclusively a technological innovation, project man-
agement is a key function to any smoothly operating pitch pro-
cess. Whether it is a trained administrator or a law firm market-
er, the firm should designate an individual to oversee the entire
pitch process, ensuring that deadlines are met, all necessary in-
formation is captured and all personnel who need to be included
are included.

There are various project management platforms that can help
a project manager maintain organization, but if a firm is look-
ing to bootstrap, there is no reason why time-tested Excel, or
a similar spreadsheet program, can’t do the job. As long as the
project manager is able to remain highly organized and keep tabs
on the progress of the pitches – preferably in a manner that al-


does the job. As long as the project manager is able to remain highly organized and keep tabs on the progress of the pitches – preferably in a manner that allows all parties to access a document or portal that reflects steps completed and steps to be done – then a law firm can reap the benefits.

**Winning the Business**

While these technological innovations won’t necessarily guaran-
tee that you will win your next pitch, they will help you in two
significant ways. First, the efficiencies gained by automatically
populating the pitch with your firm’s experience combined with
the ability to easily collaborate in real-time will drive down the
costs of completing a pitch. Second, your pitches will be more
persuasive thanks to better knowledge management.

Law firms need to start reconsidering their processes and inves-
tigate how technology can revolutionize the old way of doing
things. The world is changing fast, and your clients are expect-
ing you to change with it. The more lawyers can begin wrapping
their hands around these innovations – or empower their firm
marketers and administrators to implement them – the more
they will remain competitive.

Keith Ecker is the Content Strategist at Jaffe, the legal industry’s full-service marketing and PR agency. You can contact him at kecker@jaffepr.com

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**Join the Buddy Program!**

The Greater Chicago Chapter of the ALA offers a tremendous amount of resources available to its members and
having a buddy can help encourage members to take full advantage of all ALA offers. Considering that we all
learn from each other, an active or veteran member can provide a new member with increased knowledge and a
fresh perspective while creating an environment to develop and foster new friendships.

The Membership Committee will help select a buddy for you. After those interested in joining the Buddy Program
complete a short survey, your buddy selection will be based on the following criteria:

- A buddy match of an active member and a new or non-active member
- A buddy is willing and able to be accessible to their buddy
- Buddies have skill sets that are complementary based on questionnaire responses
- They share an interest in attending the same types of events
- A buddy has patience, good communication and interpersonal skills
- Wishes to either become more active or maintain or increase their attendance in GCCALA activities
- Willing to accept calls/emails to answer questions or provide support as needed

Please contact the Membership Committee for a Buddy Program questionnaire by
emailing gccalamembers@gmail.com.
Nicole Clark

I work for: Robbins Schwartz.

The firm & practice is: The firm was founded in 1970 and was primarily focused in the area of education law. Over time, the focus has widened to include representation of other public governmental entities. The firm’s main practice areas are Labor & Employment, Commercial Transactions, and Student & Special Education law. We currently have 40 attorneys and 25 administrative staff.

My title is: Director of Firm Operations.

Before becoming an Administrator: I most recently worked for a healthcare consulting firm in human resources. Prior to that, I worked at a civil litigation firm and a national law firm.

I have been working in the legal field for: Five years.

I have a: Bachelor of Science in Business Administration from The University of Illinois and an MBA from Governors State University.

I joined ALA Chicago Chapter because: I wanted to network with other legal administrators who are facing the same challenges as I was in my day-to-day. I also wanted to learn about other firms and develop new ideas about how to improve the operations of my firm.

To be successful in legal administration:
1) Always continue to learn and grow professionally.
2) Take responsibility for your decisions and learn from your mistakes.
3) Enjoy the work that you do.

The thing I like best about being a Director of Firm Operations is: Every day is different. I am always challenged in my position and never know what to fully expect each day, but it’s enjoyable to learn new things and face different situations.

One of the challenges of being in legal administration is: Managing the expectations and requests of all of the attorneys. It’s difficult when the attorneys do not see eye-to-eye and you have to make the decision of what is best from a firmwide perspective.

The best advice I’ve ever received is: It’s not the mistake, it’s the style of recovery.

The best advice I would give to someone who is just entering the legal management field is: Rely on all of the resources that are available to you. It’s important to take advantage of networking opportunities, legal organizations and online resources.

I try to motivate my staff by: Being positive and even-tempered in all situations.

If I weren’t a Director of Firm Operations I would: be an Attorney.

The last good book I read was: Small Great Things by Jodi Picoult

The last good movie I saw was: I honestly do not even remember, so I guess it’s time to go see a movie!

The last vacation I took was: to Cabo San Lucas, Mexico.

The one appointment I never miss is: Date night with my husband.

In my free time, I enjoy: Spending time with my husband and two yorkies, going out with my friends and family, trying new restaurants and reading.
Our Nominations for the Greater Chicago Chapter Board for 2017-18

Below is the list of Nominations for the 2017-2018 Greater Chicago Chapter Board of Directors. The Board year runs from April 1, 2017 through March 31, 2018.

The Chapter offers many opportunities to become involved, not only as a Board member, but through many committees as well. Involvement gives you an opportunity to meet new people, interact with colleagues, and provide input into the structure and programs offered by the Chapter. Consider joining a committee, attending a meeting, or investigating one of the Board positions for future involvement. Come join us and reap the benefits of working with a great group of people.

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Cyber Liability Insurance: What You Need to Know

By: Susan Burdett

Our webinar presenter, Uri Gutfreund, gave a great presentation on Cyber Liability Insurance. He started with some of our more famous recent breaches. The most readily recognizable were Target, Home Depot and Sony Pictures. He also touched on law firm breaches. 150 law firms acknowledge that they have been breached. The question is obvious. What are we going to do to protect our firms?

The agenda hit four targets—
• What you need to worry about
• Existing Cyber Liability Coverage
• Stand Alone Insurance
• The Integrated Solution

You need to worry about who is your weakest link. In the Target case it was their Mechanical Services Company, Fazio. They monitored the lighting and the safety practices of the stores. Their system was hacked and through them Target got hacked. Fazio Mechanical Services is now out of business.

Cyber Liability Insurance is also referred to as coverage for the “Unauthorized Release of Private Information.” There are several things to worry about including:
• Reputation
• Down Time
• Cost of Repairs
• Breach Costs
• Regulators/Fines
• Theft of Funds

Existing Cyber Liability Coverage has two categories of coverage, broadly speaking. First is third-party coverage and the other is first-party coverage.

Third-party coverage is when your client or somebody who is not you is hurt because of you. This could be somebody hacking your data and getting client information or accessing your client files by other means.

First-party coverage covers the costs of breaches to you. It could include network interruption, cyber extortion, and the cost of data restoration. One example is crypto locker. This means that somebody hacks your database and basically holds it for ransom.

There is a third category of coverage. This involves Event Management Expenses. These include:
• Data Breach Coach Expenses
• Forensic investigation
• Crisis Management Expenses
• Privacy Breach Notification
• Credit Monitoring

Some Professional Liability insurance policies include cyber coverage. This usually has limited coverage, many exclusions, major gaps, limit erosion and is not cost effective. It also has been included in general liability insurance. Again there are many exclusions, a major one being “arising out of … confidential or personal information.”

It is best to get a stand-alone cyber liability policy. Your policy checklist should include data and security policy, media liability, network interruption, forensics, restoration, event management expenses, regulatory defense & penalties, cyber extortion, social engineering and fraud.

The integrated solution is to have an action plan. Create your cyber strategy, do training, have your breach plan, get your insurance and consider if you want to arrange resources in advance.

This is a major marketing opportunity for your firm. New clients more and more are requiring questionnaires, requesting audits and requiring language to “indemnify, defend and hold harmless XXXX from and against any and all damages arising…” if there is a breach.

Most of the risk can be handled by an insurance policy.

Susan Burdett is the Office/Finance Manager of Sugar Felsenthal Grais & Hammer LLP who opened their second office in New York early last year. She is the Newsletter Editor for the GCC of ALA. In her free time she participates in local politics as the elected Clerk of the City of Countryside and loves spending time playing with her 2 year old grandson, Edison.
My decision to pursue my CLM was largely for personal educational purposes. The majority of my career was as a paralegal, while doing office management on the side. When I became a full-time administrator, I wanted the education to back up my role. What better way to do that than going knee-deep in the CLM course? My partnership encouraged it and supported me through the whole process. It was the best decision I made.

The CLM study group provided great materials and study resources. It exposes you to all facets of the job. Every week we met and were able to ask questions and learn and listen to speakers who were expert in specific fields. It was so great to bounce ideas off one another and discuss real-life situations we were experiencing in our firms contemporaneously.

I use the knowledge I gained on a daily basis. I quickly found myself being able to provide opinions and insight into situations that the partners may not have thought of or just didn’t know. I feel like I am able to not only be reactive, but proactive in regards to legal compliance, employee relations, and yes, even finances. In fact, the partners will now come to me and say, “Now that you have all that knowledge, what are your thoughts on….? Or “You’re the expert now, what about…..?” That's a great feeling!

The greatest benefit of all was the friendships that evolved. You meet so many people coming in from all different backgrounds - finance, HR, legal assistant, real estate, and everyone is able to pull from their experience to help each other. The relationships now go far beyond the study group. I would encourage anyone considering this path to go for it. The hard work is rewarded exponentially.

The CLM journey started for me by joining the local CLM study group, led by Mary Ann Rojas. Mary Ann was so welcoming and accommodating that there simply was no good reason not to give things a try. I expected the sessions to be good exam review, but really didn’t think much more would come out of them. Well, they definitely were great in readying me for the exam. I remember leaving the exam thinking about how well prepared we had been. But by that time, and certainly by the time that the results were announced, I began to realize how much bigger the experience had actually been. Passing the exam was great, but the CLM designation is only part of what I acquired along the way. First, the knowledge gathered was and will be invaluable. Much of it was not needed for the questions on my exam, but I am still glad that I studied all of it. I feel so much better equipped to understand whatever may come up today and down the road. But even more important than the facts learned was the introduction to the ALA community and the numerous connections and friendships established. From the people studying with me, to the people giving of their time to enthusiastically teach us, to the people graciously reaching out with words of congratulations after the results were announced, I discovered an amazing group of people. The CLM initials will look nice on the business card, but the network of people in the legal community who I now feel connected to will be just as important, if not more so.
Got CLM

Test Your Knowledge

Sample study questions:

Operating Lease or Capital Lease?

1. The Lessee reports the leased asset on their balance sheet.
2. Ownership of the property passes to the Lessee at the end of the lease term.
3. Depreciation of the leased asset is not reported by the Lessee.
4. The Lessor continues to report the tangible asset covered by the lease on its balance sheet.

CLM<sup>SM</sup>

Certified Legal Manager

Beginning in early April, we will gather for our Spring/Summer study group in preparation for the Fall exam. Please contact:
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312-768-7800 - main
312-768-7801 fax
MRojas@pjjlaw.com

IT’S 8:30 P.M.

Darn it, wasn’t there just one more thing on your to-do list for today?

1. ORDER OFFICE SUPPLIES? CHECK
2. UPDATE SOFTWARE? CHECK
3. SIGN NEW LEASE? CHECK
4. REFRESH WEB SITE? CHECK
5. RESEARCH BILLING SOLUTIONS? CHECK
6. PICK UP JIMMY FROM BASKETBALL OH

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Please contact Sheri Stone, Membership Director, with any questions at sstone@agdglaw.com.
OK, for starters, don’t panic. I know the idea of bringing in clients can be stressful. Daunting. Secretly, most associates seem to feel that long-term success is either unlikely or impossible. Statistically speaking, they’re probably right.

It doesn’t have to be that way, but that’s how it’s always been. Most associates want to have their own clients, but looking ahead at themselves in ten or twenty years, do they see a clear roadmap that makes it likely? Probably not.

The specifics are where it gets complicated. There’s a lot of advice out there. Candidly, much of it is terrible. Some makes sense in theory, but rarely works in practice. Of course, as associates, they’re not in a position to judge which is which.

And by the time they figure it out, they may have invested years of effort, to no real effect. Can you imagine spending a decade doing the wrong things without realizing that they are, in fact, the wrong things? Candidly, that’s the experience of most lawyers. They never figure out the right things, they just do a lot of different wrong things, or just a few wrong things for a very long time, then throw up their hands in frustration, quit marketing, and resign themselves to being a service partner.

They come to believe that they’re not marketers, rather than understanding that they’ve actually spent their careers working hard to implement a flawed plan. Eventually the window of opportunity passes them by. They sigh and settle in for the rest of their careers as Grinders.

What a tragic waste of opportunity.

Developing business isn’t especially complicated. In part, it’s a numbers game. They need to do enough of the things that gradually and systematically build and develop their personal network and reputation.

Plan, prepare, and execute. Steadily, over time. A little bit every week.

Drip, drip, drip.

That’s all marketing is. Just make sure the things they are doing are the right things.

I’ve trained numerous lawyers over the past 25 years, and helped thousands of associates prepare for partnership, or at least for getting clients. What have I learned? That today’s associates know the game.

They’ve heard the gray-haired old guys assure them that “Law is a storied, time-honored profession.” Millennials know better; they know Law is a business. They learned this the hard way, when the generic or fungible associates got fired unceremoniously at the beginning of the recession—when friends had their big-firm job offers withdrawn, because there wasn’t enough business to go around at the firm. No hard feelings; it’s just Business.

Today’s associates are hard-working, smart, and adaptable. They know not to rely on the firm’s loyalty to feed them forever. The rules have changed. They’re industrious and impatient. They want to control their own destiny. Good for them.

It’s not that law firms aren’t trying to help. Many have regular training programs led by their successful rainmaking senior partners. The logic is that they must know how to do it, because they have a lot of business. It makes sense in theory—but it rarely works in practice. The guidance they receive tends toward “Here’s what I did [i.e. 30 years ago, before the Internet].”

I’ve participated in hundreds of law firm marketing-training programs and retreats, many of which included rainmaker presentations, and I’ve only seen a handful who could effectively help the associates.

Candidly, most of them have no idea how they generated the business. They might think they know, but it’s just their gut feeling. They know something worked, but only rarely what it really was. Further, a lot has changed since a 60-year old set out to build their practice.
Back then, it was a seller’s market for legal services. There were no global firms. No legal-outsourcing companies. You could hear the clacking of the secretaries’ typewriters.

It’s hard to credibly offer networking advice to a 30-year-old lawyer when your LinkedIn profile has no text, one connection, and you don’t know your password.

Typical associate laments include:

- “What she really did was inherit a book of business from a dead partner.”
- “[Joe Rainmaker] is charming, funny, and the life of the party; he’s out drinking with prospects every night and has a 6 handicap. I’m introverted - that’s never going to work for me.”
- “I’m already billing 1,800 hours. I don’t have time to market.”
- “She keeps saying, ‘Good work is the best marketing.’ What, our competitors aren’t good lawyers too?”

So without sufficient guidance or an effective roadmap, associates’ business-development activities tend toward accidental, occasional, and opportunistic, rather than planned, proactive, and strategic. The need is painfully clear: they need a plan. And betting their future success on happenstance or providence or hoping someone dies won’t cut it. “Hope” is not a strategy.

So what should they do? Here’s the basic outline of an associate-marketing program, the five basic steps that will help build a sizable network of relationships, and a personal brand for something that clients will want to hire.

1. In the first 2-3 years, they should learn to be great lawyers, emphasizing both technical skills and client service. Help them build the long-term marketing infrastructure, the social media platform and other tools they’ll leverage through partnership. That includes things like a strong, well-written, and regularly updated LinkedIn profile.

2. Encourage them to join a local bar association, to meet their peers, learn the profession, and enhance their resume by getting active and working toward a leadership position on a small, relevant committee. The primary goal is to build their personal and professional networks.

3. Gradually, as they grow into a mid-level associate, they should start adding more external marketing and networking activities. Get them out of the office with people their own age or level who can turn into clients or referral sources some years down the road. Discourage them from eating lunch at their desks. Continue enhancing their social media presence.

4. Around year 4-5 they should start to develop a specialty niche or industry expertise in an area they enjoy. We don’t want them to become one more generic generalist. They must offer more, both to the firm and its clients and prospects. Help them find and focus on something they’re passionate about, something narrower than “commercial real estate” or “complex business litigation.” Not “transportation law” but “interstate transportation of infectious biological material.” Once they have that narrow specialty in mind, they must find a professional or trade association dedicated to that area then work toward a leadership position. The ultimate goal is to become the best-known, most-helpful lawyer in that area. That organization should become the long-term focus of their marketing and networking.

Now they know how to become a market leader and build their personal brand; they finally have a clear answer regarding where and with whom to network, and what to write and speak about. This is critical: *Do not allow them to write an individual marketing plan until they have that industry or specialty in mind*. Without a narrow direction or target audience, they’ll end up marketing something impossibly broad, like “complex litigation” to an equally amorphous national business audience. That is a path to certain frustration.

5. As they get more experienced, they should begin spending more time out of the office with prospects and referral sources. If they’ve accomplished Step 4 above, they’ll be able to sell something more useful and memorable than “I’m a smart, service-oriented lawyer” (precisely like thousands of look-alike lawyers in the Chicago area). They’ll have developed literally hundreds of interested warm prospects. They’ll stand out in a positive, client-oriented way.

There’s more to it, of course, but this is a good place to start. I cover these topics in great detail in my book, “The Ultimate Law Firm Associate’s Marketing Checklist.” It’s a simple, step-by-step, year-by-year guidebook that details precisely how lawyers can prepare themselves to generate the right business at the right time. It’s equally helpful for administrators who want to help them succeed.

That’s the big overview. The niche practice is the silver bullet, the special sauce. Of course, they might develop organic legal business otherwise, rainmakers have done so for 100 years, but I have found that the chances are exponentially greater if they offer a unique specialty.

Ross Fishman is CEO of Fishman Marketing, specializing in strategy, branding, websites, and marketing training for law firms. A former litigator, marketing director, and marketing partner, he has helped 200+ law firms dominate their markets. A Fellow of the College of Law Practice Management and 5x winner of Legal Marketing Association’s “Best in Show” grand prize, Ross was the very first inductee into the LMA’s international “Hall of Fame.” He’s a popular keynoter and ethics CLE and marketing trainer, whose popular book “The Ultimate Law Firm Associate’s Marketing Checklist,” is available on Amazon. Contact him at ross@fishmanmarketing.com or +1.847.432.3546.
With few exceptions, law firms use websites to promote their capabilities and to attract clients. An increasing number of firms make use of blogs, particularly as a way of promoting their expertise in regard to timely topics. So, what is the next channel for marketing communications that law firms are most likely to adopt? One possible answer is “podcasts.”

Many of you may have listened to podcasts; some of you may even subscribe to regularly published podcast series; however, for others, the concept may remain quite foreign.

“Podcast” is a portmanteau word, reflecting the combination of “iPod,” the first mainstream MP3 player launched to the world by Apple more than 15 years ago, and “broadcast.” A podcast is a digital sound file that is broadcast (either downloaded or streamed) to a wide range of devices including an iPod, a smartphone, or even to a desktop computer.

Podcasts are available from iTunes, Apple’s music player, as well as numerous sites and smartphone apps, with names like SoundCloud and Stitcher. Podcasts are available across a wide array of genres and a seemingly infinite range of topics, from commentaries on science and popular culture to radio-style theatrical productions and broadcasts of popular on-air programs. They are typically made available free of charge; they are also highly portable: they can be played practically anywhere, while the listener is doing almost anything, including housework, working out, or driving.

Like so many tools of our digital age, there are many podcasts that are simply inane and not even worthy of consideration. However, there are many others that are highly valued, and that have even had a dramatic impact. Law firms are increasingly deploying podcasts as part of their overall marketing mix, because they are relatively low-cost, and they can be very effective in reaching time-pressed listeners.

A typical podcast recording can be as simple as an individual narrating an existing written piece. (If you are a subscriber to The Economist magazine, you may have chosen to download the narrated version of its written articles.) Other podcasts feature a regular host who leads guests through a set of (often leading) questions. Yet others involve a panel of lawyers who converse about the topic at hand. Like any element of marketing communications, it is vital to match the format, style, and tone of the podcast to the intended audience. To see (or more aptly, hear) some great examples, go to Google and type in the following terms: “Immigration Hour Podcast,” “Courting Liberty Podcast,” or “Legal Marketing Launch Podcast.”

Before you jump head first into this latest vehicle for marketing, I’d like to “sound” five notes of caution, because there are several reasons why podcasting may not be right for you:

• First, while podcasting truly is not particularly demanding from a technical perspective, there are certainly some challenges, not the least of which is generating a good quality audio recording. If you are a technophobe, either don’t do this or find an appropriate helper.

• Second, like a blog, a podcast requires ongoing and persistent effort.

1 Perhaps the best known illustration is the “Serial” podcast, which presented the case of Adnan Syed, a Maryland man whom— it was thought— had been wrongly convicted of murder. The national attention generated by the podcast caused his trial verdict to be overturned; he is currently awaiting a retrial.

Don’t do this if you are not committed and indeed passionate about your chosen topic.

• Third, while podcasts can be created at very low cost, higher production values can involve very real out-of-pocket expenses. ThePodcastHost.com website estimates a professional grade podcast requires an initial investment of $1,000 in high quality microphones and audio processing software, as well as ongoing monthly fees of $45 for hosting the audio files.

• Fourth, for many audiences, a podcast is simply not an appropriate medium. Podcasts are most appropriate for motivated and engaged listeners who may want to hear about a topic in depth. For the buyer that wants to skim content and to get to the point quickly, podcasts lack appeal.

• And fifth, all firms and all lawyers have ultimately limited resources. There may be many other methods of marketing and business development that are much more effective; spending significant time on a podcast expends effort that could be better deployed elsewhere.

However, I don’t wish to discourage you from exploring this technique; in fact, in the right circumstances, podcasts have the potential to contribute significantly to marketing and to the acquisition, development, and retention of clients. Here are five reasons why podcasts may be the best next path for you and/or your firm:

• First, while there are many podcasts available that address the business of law and are intended for lawyers, there are actually relatively few that are intended for buyers of legal services. This is plainly an opening for a motivated podcaster to stake a claim to an audience.

• Second, an alternative explanation for the lack of “end-user” podcasts may be that the best audience for this communications channel is actually other lawyers. Particularly if you or your firm’s practice relies on attorneys as a source of referrals, then using podcasts to provide detailed explanations of complex legal issues may be very compelling.

• Third, it is costly to generate original content, in whatever form it takes, whether a blog post, a white paper, or a webinar presentation. It is a central tenet of good content marketing that you should “create once, and use many times.” A podcast is just one of the ways in which content – once it has been created – can be used again.

• Fourth, like any digital medium, a podcast can be transmitted to a listener and then shared with others at no cost. If a podcast has real appeal, then its impact can be amplified many times over.

• Fifth and finally, podcasts have the capacity to completely engage – and therefore persuade – the listener. Imagine you are listening to a podcast while working out at the gym. You have a pair of buds plugged into your ears, with a podcaster’s voice beaming straight into your consciousness. It is this all-consuming nature of podcasts that can make them extremely powerful and certainly worthy of further exploration.

Sometimes when I’m commuting on the el I have to keep in mind not to look in anyone’s direction so they don’t think the face I’m making is about them (rather than the podcast I’m listening to). Here are some podcasts you might want to react to in public:

• Can He Do That? - Washington Post
• Pod Save America – Crooked Media
• Intercepted with Jeremy Scahill – The Intercept
• The Moth
• TED Radio Hour – NPR
• NPR Politics Podcast – NPR
• This American Life
• Stuff You Should Know – How Stuff Works
• Fresh Air – NPR
• Civics 101 – NHPR
• The Tim Ferriss Show
• How I Built This – NPR
• Indivisible
• Dan Carlin’s Hardcore History
• Radiolab
• Freakonomics Radio
• On The Media
• Hidden Brain
• Make Me Smart with Kai and Molly
• Serial
• Planet Money
• Suspect Convictions
• The Way I Heard It with Mike Rowe
• Seincast: A Seinfeld Podcast
• Wait Wait…Don’t Tell Me!
• Stuff You Missed in History Class

By Kat Dank

Ian is the Chief Marketing Officer of Freeborn & Peters LLP. He is the Treasurer and a member of the Executive Committee of the Legal Marketing Association (LMA). He is the official host of the LMA Podcast Series; go to iTunes to download and subscribe. His wife tells him he has a rather cute English accent.

See https://www.thepodcasthost.com/planning/cost-of-podcasting/
My name is: Bob Dinn.

I work for: Advantage Technologies.

The company’s product or service is: Managed IT Solutions.

The company: Delivers Hassle Free IT to law firms looking to fix their network issues. We specialize in attentive and fast support, local techs and complete solutions.

My title is: Technology Consultant.

Before becoming a business partner to the legal market, I was: Working for a Japanese Telecom company, KDDI. I have over ten years in the IT industry and a wealth of knowledge to help support businesses.

I entered the legal market because: We were approached by numerous law firms looking for IT solutions. Providing email, network and security solutions to the law industry is what we excel at.

I have a degree in: East Asian Studies from DePauw University.

I support ALA because: They are great to work with and provide support for many law firms.

To be successful in the legal market, one has to: Understand the needs and processes of a legal firm. Law firms are different from other businesses and understanding their software, style and overall workflow is key to being a strong partner.

The thing I like best about being a business partner to the legal market is: Helping small and medium sized businesses grow and become more efficient and effective.

The best advice I have received is: Keep a positive attitude.

The best advice I would give to someone just entering the legal market is: Develop lasting relationships.

I try to motivate myself and/or my staff by: Using humor and optimism.

Three things I do well are: Communicate with my clients, address their needs and provide cost effective solutions.

While I love my current job, my dream job would be: Owner/GM of an NFL team.

The last good book I read was: The Girl with the Dragon Tattoo.

The last good movie I saw was: Finding Dory.

The last vacation I took was: To Europe, a week in Prague, Ireland and Amsterdam.

In my free time, I: Play and run around with my 3 and 1-year-old boys. There is not much free time after that! 😆
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Law firm marketing has come a long way. From simple print materials explaining a firm’s practice, to print and television advertising, websites, YouTube videos, blogs and podcasts marketing plans have become more and more elaborate and multi-faceted over the years.

One aspect of marketing plans which has found recent success in local markets is Community Outreach. Volunteerism, sponsorships, pro bono work and other events and community involvement can create a positive image for a law firm. And when shared through a website or through social media such as Facebook, LinkedIn, Twitter and YouTube, such events can become an incredibly successful part of a firm’s marketing strategy.

As Mike Lieberman of Square2 Marketing explained in his blog *Using Community Outreach to Support Your Marketing Strategy*:

Of course, in order to make the most of your marketing strategy…you need to be constantly looking for new methods of engaging customers and prospects. One great way to do that is through community outreach, especially if you are a local business looking for customers. By giving back to the community your business serves, you help those in need while simultaneously supporting your marketing efforts by promoting an increased awareness of your products or services. By performing community outreach, you instantly improve public perception of your company, building prospect awareness and customer loyalty. Why? People do business with people (not businesses) and make purchase decisions emotionally.¹

What, exactly, is Community Outreach, and how can law firms get the word out about their efforts? Involvement can be as simple as a monetary donation or as complex as creating a community fundraiser or educational event. Examples include:

1. Individual or Firm Monetary Contributions to Charitable Organizations
2. Individual or Firm Volunteer Opportunities such as at local schools, food pantries, shelters
3. Service on Local Boards of Directors
4. Sponsorship of Neighborhood Events and Activities
5. Attendance at local Charity Balls
6. Involvement in Coat or Food Drives
7. Partnering with a Local Charity or Business
8. Involvement in a Local Contest or Competition
9. Providing a Work-Study Program for Local Students
10. Providing Pro Bono Work by Firm’s Attorneys
11. Creating Legal Clinics for Local Residents
12. Adopting a Neighborhood
13. Setting up a Scholarship Fund

But becoming involved in the community is only part of the outreach marketing puzzle. The other piece is then getting the word out through as many media and social media outlets as possible. A big enough event might attract local television, radio, or newspaper coverage, but smaller events are perfect for sharing through Facebook, LinkedIn, Twitter, YouTube, Pinterest, and other social media outlets. Husch Blackwell, for example, which includes separate pages for

Community Leadership and Pro Bono activities on its law firm website, posted the following piece on LinkedIn in December:

Husch Blackwell, a law firm with over 700 attorneys in 17 different offices, took advantage of this community event benefitting a local group of needy children by posting a photo and caption on the Firm’s LinkedIn Page, spreading holiday cheer and presenting the Firm in a very human, charitable light. And as you can see in the illustration, such posts can provide very valuable tracking information to shed light on how much of an audience the post is reaching. Impressions reveal the number of times each update is shown to LinkedIn members. Clicks reveal the number of clicks on the post or content, the company name, or the company logo; and Interactions reveal the number of times people have liked, commented on, or shared each update. Engagement shows the rate of user interaction with a Post as a percentage of the number of followers of that company or brand. These statistics provide a wealth of information.

Recognizing community outreach as one of the 17 Top Attorney Marketing Trends For 2017, Black Fin Digital Marketing for Law Firms predicts that more firms will invest in community outreach this year. Not only can such outreach help establish and develop a firm’s brand, but it can also help with a firm’s SEO, or Search Engine Optimization. In its December 5, 2016 on-line Report, Black Fin provides the following “Three Quick Tips for Launching Community Outreach Efforts”:

1. Promote! Your blog and your social media profiles should both be updated with information about your efforts. Here’s a basic plan:
   - When you launch a campaign, create a blog post detailing your involvement. Link to this post via your social media. You could also create unique banners and photos about your participation.
   - If it’s an event, add pictures of the gathering to your social media profiles. You could also create unique banners and photos about your participation.
   - At the conclusion of the event — or when a winner is selected — create a follow-up blog post.

2. Don’t focus on the SEO side of things — but don’t forget about it, either. When you think about the opportunity to get some high-quality backlinks, that can easily become the focus. But don’t neglect the most important part of the campaign, which is the community involvement. Make sure that side of things is 100% thought-out and planned, and then focus on making sure you get that nice backlink.

3. Choose a recurring event, or make your scholarship recurring. If you sponsor a single event or offer a scholarship as a one-time deal, then there’s a very good chance that your backlink will, at some point, be removed. Which takes away all of that top-level authority that came with it. So, when choosing events to get involved in, do your best to find at least annual events; and, if you’re offering a scholarship, make sure that it’s clearly recurring.

Community Outreach is a win-win situation for all involved. It can prove to be valuable to law firms internally, by building camaraderie and firm pride among employees who participate. It can establish and build a firm’s brand within its neighborhoods and communities by adding valuable resources and support. And it can be valuable to a firm’s marketing plan by providing more exposure to both existing and prospective clients, thereby driving up firm business and profits.

Jane Klenck is a Paralegal Administrator with Husch Blackwell LLP. She has been in the legal industry for over 30 years, working previously as a paralegal, a small firm administrator, and an office manager. In her current role she helps manage over 100 paralegals across 16 offices housing over 700 attorneys.

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In 2014, Hinge Marketing produced an expansive report on how modern clients check out providers of professional services, including legal. They found that 70% of those surveyed log into LinkedIn to scout out their service provider.

That’s huge. If 70% of your potential clients are using your LinkedIn page to determine whether or not they want to retain your services, then it should be pretty clear that your LinkedIn page needs to look professional, clean and welcoming.

But don’t stop there. Your LinkedIn page can be much more than nice window dressing for your services. With a little marketing savvy, your page can actively attract and convert new clients.

**Why Use LinkedIn?**

LinkedIn stands out as particularly useful for law firms (and lawyers more generally) because of the referral-heavy nature of many legal practices.

LinkedIn is an enormous network with more than 465 million members. It’s popular with attorneys, too. One recent BTI Consulting survey showed that approximately 70% of corporate attorneys and firms use LinkedIn.

Yet, only a small percentage of those profiles are truly optimized. And optimization, of course, applies to both a law firm’s page and to each of the pages of the firm’s attorneys.

**Identify your Target Audience—and be Specific**

Clearly identify, target, and create content specifically for the clientele that your firm wants to reach. This seems obvious, but it is surprising how many professionals mess this up.

Rather than producing content for prospective clients or employers, most use their LinkedIn page to impress their friends and industry peers. To these professionals, LinkedIn is simply a virtual resume attached to a social media feed. This is not a recipe for success.

LinkedIn is not a high school forum and should not be a vanity project to see how many friends, likes, and shares your posts can get. The goal should always be to convince your readers to take the next step.

Everything else is just a waste.

The best practice is to think of a specific person (or group/organization/company) who would make an ideal client for your firm. Give the person or group a name, make up a believable backstory for the person or group, and only generate content designed to convert them. Everything should speak, explicitly or implicitly, to the target client.

This includes your firm’s profile summary, sharing activity, posts, Slideshare presentations, and professional associations. Don’t write anything or share anything that isn’t going to move the needle with your targets.

**Build Relationships with Potential Clients and Referral Sources**

The crux of this article can be summed up into two sentences:

1. Identify your target clientele.
2. Don’t be passive.

LinkedIn has a lot of features—many of them free—that can help you find and impress potential clients and referral sources.

Once you know the kinds of professionals or companies that are most likely to act as referral sources for you, you can use LinkedIn to generate a list of them.
Optimizing Company Page

A primer on search engine optimization

Search engines, such as Yahoo!, Google, and Bing pull results based on keyword relevance and authority.

Keywords, remember, are just the words that you type into a search box when you are looking for something on the internet.

The relevance of a keyword is based on how well the content of a given web page matches the framework of any given search. For example, someone searching for “best apple pie recipe” is more likely to see returns that include each of those four keywords (best, apple, pie, and recipe), rather than results that only address one or two of the keywords, such as “bobbing for apples” or “best chicken pasta recipes.”

The authority of a keyword return depends on the quality of the website or web page on which the keywords appear. Authority can be built—or harmed—in several ways, but the most common and powerful technique is to accumulate backlinks.

Backlinks exist whenever a different web address links back to your web address. That means a third party inserts a hyperlink into its page that redirects the reader to your web page. Search engines think of backlinks as a form of social proof.

Have Every Attorney in your Firm Create a Profile, Then Coach Them

Each attorney in your firm should have a professional LinkedIn profile. In turn, each attorney should have a link to their LinkedIn profile from the firm’s website (ideally from their individual pages).

At bare minimum, each attorney should put as much effort into their LinkedIn profile as their website profile. Many times, most (if not all) of the details can be directly copied and pasted over.

Every firm should have a personal marketing guide or internal memo that lays out best practices for individual attorneys. Very few attorneys naturally use LinkedIn to its maximum potential, so your firm should be proactive and coach its lawyers on how to best market, communicate and convert leads.

Don’t forget contact information. You want to make it as easy as possible to capitalize on a prospective client’s interest in you or your firm. Make sure to include your email and/or phone number on your LinkedIn profile—don’t make people go through the longer process of trying to connect with you, send a message, and then wait for a response.

Join Groups to Lead, Not Just Follow

Attorneys and law firms should actively pursue LinkedIn groups that include complementary referral sources. A firm specializing in business bankruptcies, for example, should want to connect with respected accountants, business consultants, and restructuring experts.

The natural tendency is for professionals in the same field to group together and keep an eye on each other, but it doesn’t make a ton of sense to join groups just because your competitors are there.

Focus on where the clients are first. Then focus on where the referral sources are.

Don’t Forget About the Media

Media professionals use LinkedIn to find sources, catch wind of potential news stories, and expand their reach. Make your services useful (or at least interesting) to editors, reporters and journalists.

Use LinkedIn Long-Form Posts to Drive Leads

LinkedIn has a handy publishing tool for whenever your firm wants to create and distribute a long-form post. The tool shares content with all of your connections and followers.

Repurpose, Repurpose, Repurpose

More so than any other social network, LinkedIn is fertile ground for thought leadership pieces. New potential clients and referral sources visit LinkedIn expecting to find new products, services and innovative ideas.

Yet, it is difficult for many attorneys to find the time to write thought leadership (i.e. non-billable) pieces. Moreover, when attorneys do have time to write, it is often a better use of that limited time to author something for a popular website or journal. One of the nice things about LinkedIn is that it is the perfect vehicle to re-publish something published previously or to write a summary of an article published previously with a link to the full article. Indeed, that is exactly what most Financial Poise contributors do.

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Sean Ross manages day-to-day editing responsibilities for published content on Financial Poise and sets related policy. He also builds relationships with contributors, their internal business development and PR teams, and outside PR firms. Sean can be reached at sross@financialpoise.com

Financial Poise works with attorneys, accountants, investment bankers, wealth advisors, and other professional service providers to create engaging content marketing efforts and to position them as key thought leaders in their respective areas of expertise.
Print Marketing is Alive and Well

By: Dan Abercrombie

In an age when electronic marketing and general correspondence proliferates, print marketing in its various forms remains the most distinctive method to convey not only professional content, but also, the “image” behind the content. Of the many objectives of marketing, a primary goal is to differentiate the marketer from the many competing marketers and to be attractive to clients both new and existing. This differentiation is nearly impossible amid the din of the multitude of electronic media crossing our monitors each day.

This high volume results in everyone looking alike on the screen. Of course, the quality and expertise of the marketer’s professional message is what ultimately will differentiate, and finally “close the deal.” But a well-designed paper document presents the message with a high level of quality and becomes a permanent record. The image impact of an electronic communication is only momentary while a quality, tangible document “re-markets” each time it is reviewed.

The cost of print marketing often becomes the criteria for minimizing the quality and quantity of print marketing. Of course, an e-mail blast or media advertising can reach masses of possible new business sources, and this dissemination is certainly necessary. However, given the fact that the masses are covered electronically, the remaining smaller number of “A-List” targets should be given special attention. Well-designed letterheads, cards, and brochures enhance that special attention, and the cost thereof, is minimized. The masses are reached electronically while the most important prospects are invited to consider your proposal in the most attractive format.

Specific “rifle shot” marketing clearly can be used as a cost effective method of reaching the “A-list.” Engraved and quality-printed stationery, business cards on distinctive stock, along with well-designed print brochures can help produce new business at the highest and most profitable levels. Such client relationships become the heart of a practice and should be courted in elegant fashion.

Dan Abercrombie’s nearly 50 years’ experience in the graphic arts began with Crane & Co paper mills manufacturers of 100% Cotton Highest Quality writing and document grade papers including United States currency paper. After several years in the financial sector, Dan joined Bowne & Co., at that time, the world’s largest financial printer and producer of documentation for securities transactions worldwide. Dan retired from Bowne in 2008 and shortly thereafter joined Werner Printing & Engraving Co. Dan has extensive hands-on expertise in both production and account management.
## ALA MEMBER SURVEY: PRODUCTIVITY AND PROFITABILITY TOP OF MIND

UPS surveyed 450+ attendees at the 2013 Association of Legal Administrators (ALA) National Conference to uncover the most pressing business and operational challenges and key focus areas of law firms in the future.

### TECHNOLOGY & EFFICIENCY

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Time management</td>
<td>56%</td>
</tr>
<tr>
<td>Managing costs &amp; expenses</td>
<td>46%</td>
</tr>
<tr>
<td>Office inefficiencies &amp; technology issues</td>
<td>30%</td>
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The greatest day-to-day challenges

Nearly half of ALA members surveyed reported that their firms plan to invest in technologies in the next year to increase competitiveness and grow their business.

### CLIENT SERVICE

Key focus areas for law firms in 2013

- 49% Client service
- 47% Business development
- 41% Cost management

87% of respondents identified client service as their top priority.

### MARKETING & BRANDING

- Reported marketing and branding as a key focus in 2013: 31%
- Will invest in marketing and branding in 2014: 46%
- More than half of respondents report that printing a firm’s logo or branding on an express shipping envelope is beneficial: +50%

### DIGITAL VS. PAPER

Following general correspondence items, invoices and court briefings are the most common documents moving to digital formats.

- Invoices
- Court briefings

Overnight shipping is essential for contracts and client proposals, which are the documents least likely to move to digital formats.

Client proposals & contracts

For more information on UPS services and solutions, contact: Anthony Perrino at 630-800-6654, aperrino@ups.com, or visit ups.com/professional.

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Snapshot of 2016
Here are some interesting facts about this famous holiday:

1. **WE SHOULD REALLY WEAR BLUE**
   Saint Patrick did not wear green. His color was “Saint Patrick’s blue,” a light shade of blue. The color green only became associated with the big day after it was linked to the Irish independence movement in the late 18th century.

2. **SAINT PATRICK WAS BRITISH**
   Although he made his mark by introducing Christianity to Ireland in the year 432, Patrick wasn’t Irish himself. He was born to Roman parents in Scotland or Wales in the late fourth century.

3. **THE IRISH TAKE SAINT PATRICK’S DAY SERIOUSLY**
   As you might expect, Saint Patrick’s Day is a huge deal in his old stomping grounds. It’s a national holiday in both Ireland and Northern Ireland.

4. **SO DO NEW YORKERS**
   New York City’s Saint Patrick’s Day Parade is one of the world’s largest parades. Since 1762, 250,000 marchers have traipsed up Fifth Avenue on foot – the parade still doesn’t allow floats, cars, or other modern trappings.

5. **CHICAGO FEELS LUCKY, TOO**
   New York may have more manpower, but Chicago has a spectacle all its own. The city has been celebrating Saint Patrick by dumping green dye into the Chicago River since 1962. It takes 40 tons of dye to get the river to a suitably festive shade!

6. **IT USED TO BE A DRY HOLIDAY**
   For most of the 20th century, Saint Patrick’s Day was considered a strictly religious holiday in Ireland, which meant that the nation’s pubs were closed for business on March 17. In 1970, the day was converted to a national holiday, and the stout resumed flowing.

7. **THERE’S A REASON FOR THE SHAMROCKS**
   How did the shamrock become associated with Saint Patrick? According to Irish legend, the saint used the three-leaved plant as a metaphor for the Holy Trinity when he was first introducing Christianity to Ireland.

8. **COLD WEATHER HELPED SAINT PATRICK’S LEGEND**
   In Irish lore, Saint Patrick gets credit for driving all the snakes out of Ireland. Modern scientists suggest that the job might not have been too hard – according to the fossil record, Ireland has never been home to any snakes. Through the Ice Age, Ireland was too cold to host any reptiles, and the surrounding seas have staved off serpentine invaders ever since. Modern scholars think the “snakes” Saint Patrick drove away were likely metaphorical.

9. **THERE ARE NO FEMALE LEPRECHAUNS**
   Don’t be fooled by any holiday decorations showing lady leprechauns. In traditional Irish folk tales, there are no female leprechauns, only nattily attired little guys.

10. **MARCH 17TH IS WHEN PATRICK DIED**
    Saint Patrick is a saint of the Catholic Church, and his holy day is the day of his death, and subsequent entrance to heaven, rather than the day of his physical birth. After spending most of his adult life converting the pagans of Ireland to Christianity, St. Patrick went to his reward on March 17, 461 AD.

11. **ST. PATRICK’S DAY IN CHICAGO.**
    The city has many different Saint Patrick’s Day celebrations, the most famous being the dyeing of the Chicago River. Each year, the city hosts a parade downtown, which is preceded by the dyeing of the Chicago River. The dyeing of the river involves thousands of people lining the banks of the river and watching as a boat releases dye into the river and turns the river a kelly green color. The Chicago Journeymen Plumbers Union Local 130 has historically sponsored the river dyeing and know the secret to the dye mix.

Chicago’s downtown parade occurs on the Saturday before St. Patrick’s Day, beginning with the dyeing of the Chicago River at 9am and continuing in Grant Park with a parade at noon—starting from Balbo and Columbus.

Another famous celebration is the South Side Irish parade. This is known as more of a celebration by those of Irish heritage rather than a popular activity attended by people of all heritages like the downtown celebration has been known. This parade features traditional Irish dancers, as well as various businesses and organizations from around the city. This parade has been scaled back in recent years as the Saint Patrick’s Day committee announced that it was becoming too large for the community to handle. In 2010, the South Side Parade was suspended. Due in part to pressure from community businesses—particularly pubs and package goods stores—as well as local churches on the city, the parade was reinstated in 2012. Of the various St. Patrick’s Day parades in Chicago, the South Side parade tries to be family friendly and currently has a zero tolerance policy for public alcohol consumption while attending the parade.

So however you choose to show your “Irish” on March 17th, we wish this - May the sun shine all day long, everything go right, and nothing wrong. May those you love bring love back to you, and may all the wishes you wish come true.
Marketing Word Search

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The Business Case for Diversity & Inclusion
A Law Firm Perspective

Did you know?
• Less than 15% of all lawyers in firms are minorities. When limited to only African-Americans and Hispanics, that number decreases to less than 7%.
• Clients are asking firms to provide evidence of their diversity, policies and initiatives, including specific requests about supplier diversity.

In this one hour session, you will:
• Gain a deeper understanding of the business case for Diversity and Inclusion in law firms
• Learn the framework for a successful D&I strategy in a law firm
• Receive the tools and resources to implement or improve a D&I strategy at your firm

Date: Tuesday, March 21, 2017
Time: 11:30 am – 1:30 pm (Lunch begins at 11:30 a.m., Program starts at Noon)
Location: Illini Center, 200 S. Wacker, 19th Floor
Registration: ALA Member Pre-registered $35
(Increase to $40 after 3/17), Guest $50

Doug Harris is the Chief Executive Officer of The Kaleidoscope Group, with over 20 years of experience in the field of diversity consulting. As the leader of The Kaleidoscope Group, Doug’s knowledge and expertise guides organizations through the creation of customized strategies that address the specific diversity needs of the business. Some of Doug’s clients include: Blue Cross Blue Shield, CNA, Gulfstream Aerospace Corporation, John G. Shedd Aquarium, McDonald’s Corporation, Nationwide Insurance, Northwestern Memorial Hospital, Provena Health, The Federal Reserve Banks, and several nonprofit social service/government agencies.

Doug’s extensive experience in managing cultural differences extends into the global arena. He has designed and delivered global strategic consulting solutions and cultural education workshops for Caterpillar, Dana Corporation, and Northrop Grumman. His engaging style and unique ability to give diversity meaning at all levels of the organization has made him a sought after and renowned diversity expert, presenter and facilitator.
ELEVATE YOUR POTENTIAL

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Sign up for conference updates at alanet.org/conf17.
What is Your Board Up To?

This year the Greater Chicago Chapter Board of Directors formed a Strategic Planning Task Force to focus on the Chapter’s direction and to identify the top strategic issues facing the Chapter. One issue the Task Force decided to examine further is Member Engagement. In order to determine whether current and recent Chapter programs are meeting the needs of its members, the Task Force is creating Focus Groups to solicit feedback. The initial groups will be composed of members who have not attended any chapter events in the last couple of years and those who used to be active members, but who have become disengaged. The Board is always looking for feedback on its educational programs and social events in its attempt to keep them relevant to member needs.

If you would like to participate in future focus groups or just provide your feedback on the Chapter’s educational, networking, and social offerings, please feel free to contact any of the Task Force Members:

Mary Lynn Wilson
Betsy Kopczynski
Travis Larson
Michael Motyka
Jane Klenck
Sherry Gini

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Chapter President-Elect
Chapter Vice President-Elect
Chapter Treasurer
Chapter Secretary
Chapter Past President

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