



Legal Sales and Service Organization
Women Lawyers Study
2008

LSSO

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The LSSO 2008 Women Lawyers Study is scheduled to launch in late August. It focuses on the *work lives of women lawyers* and is intended to assess the professional experiences and working lives of female attorneys, with specific focus on their business development practices and performance.

LSSO pays attention to important issues faced by women lawyers. Our prior study, conducted in 2003, was the first to explore sales and business development issues for women lawyers and allowed LSSO to identify keys to business development success for them. LSSO's current study will produce new and valuable insights.

Key findings from this study will include which business development activities work best and how women are supported by their firms, along with how much time is dedicated to business development, what type of activities contribute to results, who are their strong supporters and other key findings of significance. The study also examines areas for improvement, potential roadblocks to success, and ways in which the most successful women lawyers overcome the obstacles and succeed. These are important data points for the legal industry to study and understand to better anticipate the needs of women lawyers and to support their success.

We are excited to announce the study results will be compiled and analyzed by Marla Baskerville Watkins, PhD., and Alexis N. Smith, both of Organizational Behavior, A. B. Freeman School of Business, and Tulane University. We are pleased to have Marla and Lex, who work on our team. Marla's and Lex's work is on gender issues in the workplace. Dr. Baskerville Watkins was referred to us by LSSO Advisory Board member, Dr. David Godes from Harvard Business School.

LSSO President and Co-Founder, Catherine Alman MacDonagh, Esq., is directing this important industry study, assisted by Silvia Coulter, Vice President and Chair, Client Development and Growth Practice, Hildebrandt International and author, *The Woman Lawyer's Rainmaking Game*. Both Catherine and Silvia have significant experience helping women lawyers with their business development success and growth. LSSO is particularly proud of the fact that Catherine has been invited – for the second year in a row – to present the new survey results at the annual ABA Women Rainmaker's Workshop in October 2008.



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Sponsorship Opportunities

As a sponsor or supporting organization, your contribution to our work in understanding the experiences of women lawyers today is invaluable. To support this important legal industry study and to promote sponsors' successful initiatives and support of women in their firms and businesses, LSSO invites sponsorship for the following levels and opportunities:

Platinum

\$25,000

- Business name on all study materials including:
 - Survey instrument (if by 9/1/08)
 - LSSO web site
 - LSSO News
 - Email invitations to participate in the study
 - Study Executive Summary
 - Co-branding and opportunities to invite women lawyer clients to provide comments on legal industry women lawyers white paper
- Opportunity for one partner/senior executive to participate as a presenter on web cast featuring the LSSO Women Lawyers Study results
- Panelist at annual LSSO RainDance® Conference (on women lawyers' panel)
- Provide commentary on press release
- Resource opportunity for web and print media comment
- LSSO membership and membership benefits for two members of organization
- One article opportunity for LSSO Member-only Library on web site
- One article opportunity for LSSO News, LSSO's bi-monthly e-publication
- Permission to use LSSO Women Lawyers Study sponsor logo in company/firm branding materials and events

Gold

\$15,000

- Business name on study materials including:
 - Survey instrument
 - LSSO web site
 - LSSO News
 - Study Executive Summary
 - Legal industry white paper—choice of inside front or inside back pages
- LSSO annual membership and membership benefits for one member of organization
- One article opportunity for LSSO Member-only Library on web site
- One article opportunity for LSSO News, LSSO's bi-monthly e-publication
- Opportunity for one partner/senior executive to participate as a presenter on two web casts featuring the LSSO Women Rainmaker Study results
- Permission to use LSSO Women Rainmaker sponsor logo in company/firm branding materials and events

Silver

\$ 7,500

- Business name on study materials including:
 - Survey instrument
 - LSSO web site;
 - Study summary
- Permission to present results to sponsor private audiences
- LSSO annual membership and membership benefits for one member of organization
- One article opportunity for LSSO Member-only Library on web site
- Permission to use LSSO Women Rainmaker sponsor logo in company/firm branding materials and events

Supporting Organization

- Email campaigns and website link
- Logo on LSSO website
- Acknowledgement in presentations, Executive Summary and white paper



Catherine Alman MacDonagh, Alexis N. Smith, and Marla Baskerville Watkins

Catherine Alman MacDonagh, J.D. is a former corporate counsel who now speaks professionally and provides consulting to law firms and legal departments. She produces innovative business development training and coaching programs as well as retreats for lawyers and the professionals who work with them. She is known for her pioneering initiatives, particularly in the areas of client development, women lawyers, training and coaching, and process improvement. Catherine is an effective change agent with twenty years of successful professional services strategic planning, marketing, sales and service excellence experience with small and large law firms as well as legal departments

Catherine is the President and Co-Founder of the Legal Sales and Service Organization. LSSO is exclusively focused on sales, service excellence, and process improvement in the legal profession and presents the annual Rain Dance Conference™. Catherine directed and presents results of LSSO's groundbreaking studies, Women Lawyers: Sales and Business Development Issues in 2004, a women lawyers benchmarking survey for law firms and LSSO's 2008 Women Lawyers Study.

She is the co-author of the best-selling book, *The Law Firm Associate's Guide to Personal Marketing and Selling Skills*, and accompanying training manual, which were published by the ABA's Law Practice Management Section in 2007. She is a contributing author to Silvia Coulter's *The Women Lawyer's Rainmaking Game: How to Build a Successful Law Practice* and has published many articles on sales, service and business issues affecting the legal industry.

A certified Six Sigma green belt and a Lean Sigma green belt in process improvement for professional services, Catherine is also a developer and lead instructor of LSSO's Process Improvement Certification courses. Those programs are the first process improvement programs conceived and designed specifically for the legal profession. They provide practical methodologies, tools, and skills in the leading-edge area of Process Improvement as applied to law firms and legal departments.

A self-described “recovering lawyer,” Catherine remains a member of the New Jersey and New York bars; the American Bar Association (Law Practice Management Section, ABA Women Rainmakers, Strategic Marketing Group). She is a recognized thought leader in legal marketing and sales. Some of the honors and awards Catherine has received include: *Boston Business Journal's* 40 Under 40, two years on the prestigious MLF 50 (*Marketing the Law Firm* Top 50) List, and several Legal Marketing Association Your Honor Awards. Catherine served two consecutive terms as President of Legal Marketing Association New England, many years on that board, and in several national committee positions, including the Sponsor Relations Committee, for which she was an inaugural co-Chair.

Catherine is a dedicated volunteer with the American Foundation for Suicide Prevention, Self Esteem Boston, her children’s school and athletic activities, and in her community, where she serves on the town’s Re-Engineering Committee.

Alexis N. Smith is currently pursuing her doctorate in Organizational Behavior at the Freeman School of Business, Tulane University.

Lex received her bachelor’s degree in psychology and sociology from Rice University in Houston, Texas. Her focal area of research involves status and power in organizations. More specifically, Lex’s research and dissertation investigates how power derived from societal and organizational status plays out in individual experiences and the interpersonal dynamics of the workplace.

In addition, she studies discrimination in and around the organization. This research examines how the attitudes of employers, employees, and community members influence the experiences and advancement rates of minority and female workers. The final branch of research focuses on worker health and safety. This stream of research generally examines the effects of management actions (e.g., safety training) and organizational factors (e.g., climate for safety and severity of environmental hazards) on worker safety knowledge, behaviors, and attitudes, in addition to the utility of various safety interventions.

Lex has published research in the *European Journal of Work and Organizational Psychology* and contributed to edited books such as the *Handbook of prejudice and discrimination* and the *International encyclopedia of organizational Studies*.

In addition to scholarly research interests, Lex teaches the core Organizational Behavior course for juniors and seniors enrolled in Tulane’s undergraduate program, which focuses on the effects of culture and climate on behavior and motivation in organizations.

Dr. Marla Baskerville Watkins recently completed her doctorate in Organizational Behavior at the A. B. Freeman School of Business at Tulane University. Prior to attending Tulane, Marla received a Master’s in Counseling from the University of Georgia and a BS in Psychology from

Howard University. She has also worked as a marketing manager at an affinity marketing company in New York City.

Marla's current research interests center around the experiences of women and racial minorities in the workplace. Specifically, her interests include sexuality in the workplace, minority recruitment, social dominance orientation, and modern sexism. Marla's active program of research has garnered publications in the *Journal of Applied Psychology* and the *Journal of Vocational Behavior* as well as conference presentations at the *Annual Meeting of the Academy of Management*, the *Southern Management Association*, and the *Society for Industrial and Organizational Psychology*.

In her dissertation, Marla examined whether expressions of sexuality at work are harmful or beneficial to women. She contends that such expressions may impact objective (e.g., promotions) and interpersonal (e.g., relationships with others) outcomes differently, depending on the context.

Beyond her research, Marla serves as an instructor for organizational behavior undergraduate classes at the A. B. Freeman School of Business. Further, she has developed and delivered two online courses. One course is a part of Tulane's Human Resources Online Certificate Program which is geared to professionals dealing with HR and OB related issues. The other was designed for Monterrey Tec to be delivered to bankers.

Marla joins the faculty at Northeastern University in Boston in the fall of 2008.



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Sample Survey Questions

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1. Approximately how many equity partners are in your firm?
2. Approximately how many female equity partners are in your firm?
3. Approximately how many partners are at your office?
4. Approximately how many female partners are at your office?
5. Please indicate the gender makeup of the senior management team at your firm or organization.
 - a. All men
 - b. Mostly men
 - c. All women
 - d. Mostly women
 - e. Balanced
6. Does your firm have a stated target or required number of marketing and business development hours per year?
7. Did you meet your firm's minimum requirement for marketing and business development hours?
 - a. Yes, I exceeded the minimum requirement.
 - b. Yes, I achieved the minimum and no more.
 - c. No, I failed to achieve the minimum requirement for marketing and business hours last year.
8. Please indicate the degree to which you agree that the following are personal barriers to your ability to generate new and repeat business for yourself and your firm. (1 = strongly disagree; 2 = disagree; 3 = disagree slightly; 4 = neither agree nor disagree; 5 = agree slightly; 6 = agree; 7 = strongly agree)
 - a. I prefer to spend my time on billing hours rather than business development or marketing activities.
 - b. I do not intend to stay at my current firm.
 - c. Male clients do not respond to my attempts to solicit business.
 - d. Female clients do not respond to my attempts to solicit business.
 - e. Male attorneys do not include me on sales meetings with potential clients.
 - f. Female attorneys do not include me on sales meetings with potential clients.
 - g. Partners at my firm do not refer new clients to me.
 - h. Female attorneys are generally excluded from sales pitch meetings.
 - i. I do not like making cold calls to potential clients.
 - j. My childcare responsibilities do not allow me to spend time after work to meet with potential clients.
 - k. My firm does not recognize rainmaking achievements with incentives.
 - l. I am a new attorney so rainmaking is not very important at my level.
 - m. Potential clients tend not to respond well to me because I am a woman.
9. Please indicate the degree to which you agree that the following are personal advantages to your ability to generate new and repeat business for your firm (1 = strongly disagree; 2 = disagree; 3 = disagree slightly; 4 = neither agree nor disagree; 5 = agree slightly; 6 = agree; 7 = strongly agree)
 - a. My gender has helped me to attract new clients.
 - b. My gender has helped me to represent new clients.
 - c. Women at my firm tend to refer new clients to other female attorneys.
 - d. I am confident about my ability to attract new clients and grow my relationships with existing clients.
 - e. I am confident in my ability to represent new and existing clients.
 - f. I am a skilled marketer, business developer and client relationship manager.