The Finer Points of Using LinkedIn

By Nancy Roberts Linder

Editor’s Note: This comprehensive look at LinkedIn takes the place of our Technology in Marketing column for this month.

LinkedIn is very different from Facebook and similar social networking sites. LinkedIn is designed for business people to share professional contacts; there is limited personal information and no photos (other than a headshot should you choose to post one). It works this way: You build a profile (essentially your resume) and then invite people into your online network. You use that online network to tap into the networks of the people you know. And best of all, it is completely free to join.

This site is typically used to find an “in” with a particular person or company. It is also helpful for background and intelligence gathering regarding executives and companies. But to really make LinkedIn work for you, you need to know and use some of the finer features, which are discussed below.

Creating and Updating Your Profile

Your LinkedIn profile is indexed by Google and other search engines, so maintaining a robust profile is key to raising your visibility and opening doors for networking opportunities. Familiarize yourself with the site’s “Accounts & Settings” options. Check to be sure that your “Public Profile” setting is at “Full View.” Making your profile private will keep it from being indexed by search engines, which means your profile will be invisible to any Internet and LinkedIn user, rendering your visibility and networking efforts useless.

Make sure your profile is detailed — one that not only summarizes your experience, but also your professional and community activities. A detailed profile leverages the power of LinkedIn. Ever wonder why LinkedIn features the “People you may know” on your LinkedIn home page? It is because LinkedIn is matching the data on your profile to other LinkedIn users with similar data. Use the

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Pro Bono Networking
For the Good of the Public, And Your Legal Career
By Christy Burke

Pro bono publico, often shortened to “pro bono,” means “for the public good.” Since the start of the legal profession, magnanimous lawyers have engaged in pro bono work to give underprivileged and indigent clients access to equal and fair treatment by the justice system.

In recent years, the pro bono tradition has continued to flourish, a reflection of the true dedication that attorneys have to making a difference in their communities. In spite of the everlasting drive to bill more hours or service more paying clients, many law firms and bar associations enthusiastically support pro bono activities, with some firms even granting credit for the hours spent on such cases.

Benefits
Pro bono work can be very meaningful and rewarding, and it can have other benefits as well, especially when it comes to networking. Certainly, the lawyers doing pro bono work are not thinking, “What’s in it for me?” from a business standpoint. However, there are real returns that result from investing time and energy in pro bono work, and those can have a direct, positive impact on an attorney’s legal career and business as well.

Tripp Greason, Pro Bono Director at Womble Carlyle Sandridge & Rice, PLLC, notes that lawyers can easily fall into the trap of seeing every day as a stack of 240 six-minute increments. Feeling overburdened by client work, these professionals sometimes balk at anything being added, such as pro bono work. Greason seeks to make lawyers look differently at pro bono work, to realize its manifold benefits to society, to the firm, and to the individual attorney.

He says, “We can all agree with our colleagues at Hunton & Williams that the practice of law is not only a service to our clients, it is also a service to society. Our society and democracy depend on the fair and open access to our legal system for all citizens, and lawyers are the only citizens licensed to perform that service. So understood, the time question takes care of itself, and the secondary benefits of pro bono practice such as business development, community relations, earned media, training, recruiting, etc. can flow.”

Pro Bono Activities
Womble Carlyle has engaged in a wide range of pro bono activities, including providing legal services to victims of Hurricane Katrina in New Orleans and ongoing work with veterans with service-connected disabilities. From a networking and business perspective, Greason notes that pro bono work continued on page 10

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Working on a Shoestring

By Shannon Sankstone

Let's face it: Times are tough. Belts are tightening and budgets are being cut. Sadly, professional development and networking expenses seem to be the first on the chopping block when it comes to cost savings. Yet, researchers and analysts must remain on top of new developments in the field so that our firms remain competitive. What's a cash-strapped researcher to do? Luckily, there are many excellent, free or low cost professional development opportunities available. You just have to know where to look.

Blogs, Podcasts and Online Reading

It is essential for CI pros to stay up-to-date on the latest developments in analysis and product development. Given tight budgets, though, trade journals may be out of reach for some. In that instance, or to supplement one's reading, blog, podcasts and articles published online can provide an excellent alternative.

Blogs represent the cutting edge in thought dissemination. SCIP, the Society for Competitive Intelligence Professionals, has the most comprehensive CI blog aggregator available. Blog editors must contact SCIP to be included in the list or have a tag that is picked up by SCIP’s RSS reader, and readers can sign up to be notified by e-mail of new posts. Readers can also go to the News Room section of SCIP’s Web site (www.scip.org) to find new posts.

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Technorati and Newsgator also search blogs, and thus provide two additional options for finding blogs focused on one’s areas of interest. These services are limited, though, to blogs that have been registered with their site. Thus, some of the best blogs might not be found using these search services.

Social Networking

Ning is a social networking site that allows users to create their own networking groups based on user interest. Ning represents “what you can accomplish with unlimited attention span and zero resources,” says Arik Johnson, Founder and Managing Director of the Recon Competitive Intelligence (CI) outsourcing and support bureau at Aurora WDC. According to Johnson, Web 2.0, or the social web, has empowered professionals to collaborate without the necessity of joining an established organization. It can be anything and everything, exactly what members need it to be at any given moment. And, as a platform for such groups, Ning’s functionality is impressive: Members can post upcoming events, videos and Webinars, and post questions on the message boards. Member profiles, too, can be quite robust, showing the member’s groups, posting history, tweets, professional background, and even musical tastes. In fact, there are over 200 applications that can enrich the profile.

There are two excellent CI-specialized Ning groups. The Competitive Intelligence Ning group is comprised of members who are engaged in the “tactical, operational and strategic analysis of markets, competitors and industries,” according to the group’s tag line. The member roster reads like a Who’s Who in the CI field, and ideas and opinions are exchanged freely and passionately across industries and geographic markets.

The second CI-specialized Ning group, The Intelligence Collaborative, was created as a platform for collaboration between all professionals involved in the intelligence fields. It is a sub-group of the Competitive Intelligence group above. “People can have conversations about CI that, frankly, they couldn’t have before,” says Johnson. Indeed, the member roster isn’t limited to CI professionals. Those with backgrounds and positions in all the analytical disciplines are welcome, such as those working in mergers and acquisitions, research and development, market research and intelligence, as well as competitive intelligence professionals. Like all Ning groups, members can be contacted directly with questions, and users are very active in discussing issues affecting intelligence on the message boards.

Formal Training: Seminars and Webinars

Companies and consultants in the information arena have long viewed seminars and Webinars as business development tools. For the researcher and analyst, these events are a goldmine for learning about the latest tools and developments in the field. Global Intelligence Alliance, for example, occasionally hosts free luncheon seminars where major corporations discuss their use...
of CI. The next one will be on Nov. 10 in Chicago, and will feature the Brady Corporation and the Cintas Corporation. The company also has white papers on its Web site (see the list, right, for the link). Westlaw, Lexis, BNA and other information vendors excel at free product training. Vendor representatives are, generally, more than happy to add CI pros to their e-mail lists for training alerts.

Webinars are yet another option for formal training. The simplest way to locate free Webinars is a YouTube search (see the list, right, for the link) or a search for relevant Webcasts on BrightTalk. The latter offers a wealth of learning — all free for users — although it does require a free subscription to its Web site and to “channels” tailored to the interest. Although a search did not locate a CI-only channel, there are several channels and presentations that would further a CI professional’s knowledge. Finally, Webinars can be found on vendor and consultant blogs, as well as on the CI Ning groups mentioned above.

**CONCLUSION**

A tight budget does not mean a stagnant mind. With the advent of Web 2.0, free professional development and networking opportunities are never more than a click away.

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**Check Out These Great Sites**

- **Competitive Intelligence Ning Group**  
  http://competitiveintelligence.ning.com/
- **Competitive Collaboration Ning Group**  
  http://competitiveintelligence.ning.com/group/intelligencecollaborative  
- **Global Intelligence White Papers**  
  http://www.globalintelligence.com/insights-analysis/white-papers/  
- **YouTube CI Search**  
  http://www.youtube.com/results?search_query=competitive+intelligence&search_type=&aq=f  
- **Bright Talk**  
  www.brighttalk.com

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**Law Firm Leadership**

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light to Suzanne Lowe as she conducted research with scores of professional service firm managers, senior business developers and seasoned marketers for her new book, *The Integration Imperative* (Professional Services Books: 2009).

Many of these people remarked about the early days of the professional and business-to-business service arena, where executive committee members and managing partners held almost honorary positions (more akin to figureheads than actual managers). Leaders of professional firms tended to address marketing and business development effectiveness at the individual, geographic, or practice level (and still do).

This organizational model created a troubling legacy for today’s firms. When it comes to growing their revenues and market share, today’s professional firms aren’t effectively integrating their marketing and selling functions. Most firms struggle to overcome numerous organizational structural and cultural silos. Their functional disconnects prevent professional firms from competitive effectiveness, impede their financial success, and hinder them from delivering optimal client service.

Even worse, professional service firms appear to be looking for marketplace effectiveness in all the traditional expansion tactics such as mergers, geographic expansion or star lateral recruiting. The real Holy Grail lies inside the firm: harnessing people differently, ensuring that marketing and business development is integrated into every function, and finding ways to engage attorneys and staff around a common vision and purpose.

Tomorrow’s law firm leaders will be expected to achieve meaningful gains in competitive advantage …
The PPC Trademark Battle Continues

By Peter Kent

Editor's Note: This article recently ran in our sister publication entitled Internet Law & Strategy. We felt it was important to share with our readers.

The Second Circuit’s recent decision in Rescuecom Corp. v. Google, Inc. is but one more step in a long-standing battle that’s likely to continue for some time; it’s been five years already, and the court merely ruled on a technicality that allows the case to run longer still. Most Google users and advertisers are blissfully unaware of what’s going on, and even many involved in Internet commerce don’t understand the implications. One CEO recently told me point blank that the use of trademarks in PPC advertising was a resolved issue: “It’s illegal,” he said.

Well, it’s a little more complicated than that. In fact, few people even seem to realize that there are actually two ways to use keywords in Pay-Per-Click (“PPC”) advertising, though only one is at issue in Rescuecom v. Google.

PPC Basics

But first, a little background information. When you search at almost all search engines these days, you are presented with two types of results: paid and non-paid. (The non-paid results are often known in the business as organic or free results.) In other words, some results appear on the page because someone is paying to put them there — an advertiser said, in effect, “when someone searches for term x, display my ad.” To be a little more specific, the advertisers are not actually paying to display the ads on the search-results page; rather, they only pay if someone clicks on their link, and so these ads have come to be known as PPC ads.

These PPC results are generally identified through the use of a label: “Sponsored Links” the label says on Google, “SPONSOR RESULTS” on Yahoo!, and “Sponsored sites” the case to run longer still. Most Google users and advertisers are blissfully unaware of what's going on, and even many involved in Internet commerce don’t understand the implications. One CEO recently told me point blank that the use of trademarks in PPC advertising was a resolved issue: “It's illegal,” he said.

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advertising ...

on Bing/MSN. PPC ads are also set apart from the organic results, and in some situations displayed with a background of a different color. (Note, however, that Yahoo’s search results sometimes contain PPC results — from Yahoo’s Search Submit service — secretly mixed in with the organic results.)

Here’s how these PPC ads work. An advertiser provides the search engine with a list of keywords of interest. For instance, let’s consider a company selling perfume; it might use keywords such as perfume, discount perfume, fragrance, and so on. It might also include brand names, such as Chanel, Versace, and Eternity. The PPC companies even provide tools to help advertisers pick keywords, based on what search-engine users are actually searching for. In fact Google’s Keyword Suggestion Tool has become the focus of some trademark complaints, because it actually suggests trademarked terms to advertisers (search for perfume and Google will suggest a couple of hundred terms, including many trademarked terms — Joop, Versace, Armani, Hugo Boss, and plenty more).

Now, let’s say someone comes to the search engine and searches on one of those terms; what happens? The advertiser’s ad is displayed, and if the searcher chooses to click the ad, the advertiser pays the search engine, perhaps just a few cents, though in many cases several dollars.

Keyword Disputes

So, when you hear about a PPC dispute related to keywords, what does that mean? Well, there are two ways in which keywords come into play. As I just mentioned, keywords can be used as “triggers”; the searcher enters the keyword and clicks Search, and the ad appears in response to that keyword. But a keyword might be used in another way; the advertiser might place it into the ad itself. In fact the search engines have encouraged advertisers to do this, because it’s been shown to increase the likelihood of the ad being clicked. If the ad contains the keywords for which the searcher looked, the keywords will be displayed in bold text. This bolding, and the fact that the searcher has these keywords in mind already, tends to attract the eye and increase the chance of the searcher clicking on the ad.

It’s important to understand, however, that sometimes advertisers use keywords in their ads accidentally. Because placing the searched keywords into an ad is such an effective way to get people to click on the links, the search engines have provided simple mechanisms to make sure an ad matches the search. For instance, when building an ad using the Google Adwords system, an advertiser might place this into the ad title line: {keyword: }. This means, “place the keyword that the search engine will suggest a couple of hundred terms, including many trademarked terms — Joop, Versace, Armani, Hugo Boss, and plenty more).

Peter Kent is the author of Search Engine Optimization for Dummies, Pay Per Click Search Engine Marketing for Dummies, The Complete Idiot's Guide to the Internet, and numerous other business- and Internet-related books. He provides e-commerce consulting services to businesses, and Internet-related litigation assistance to law firms. For more, go to www.PeterKentConsulting.com.
search engines, only Google makes a distinction between the two. According to the stated trademark policies of the three big ad networks — Google Adwords, Yahoo Search Marketing, Microsoft AdCenter — only Google is unwilling to block the use of trademarked-keyword triggers. Microsoft (on the MSN/Bing search engines) “does not allow you to bid on as a keyword, or use in the content of your ads. . . . Any term whose use would infringe the trademark of any third party or otherwise be unlawful or in violation of the rights of any third party.” Yahoo states something similar: It “requires advertisers to agree that their search terms, their listing titles and descriptions, and the content of their Web sites do not violate the trademark rights of others.” So the stated policy of both Microsoft and Yahoo is, in effect, that if someone complains about trademark use in either the trigger keywords or the ads themselves, they’ll investigate and perhaps block the use.

Google, however, has a very different policy. Of course it understands and accepts that the use of trademarked terms in the ad text can sometimes infringe on another party’s trademarks, and it will investigate trademark use on request. However, it makes a critical distinction between the use of a trademark in the keyword triggers and the use in the ad text. Google’s policy is clearly stated on its site: “We will investigate ad text only. . . . We will not disable keywords in response to a trademark complaint.”

**Keywords Not Inherently Infringing**

Why is that? Well, this brings us to the very heart of the debate about the use of trademarked terms in PPC advertising. “Google is dedicated,” its Web site states, “to providing relevant advertising to our users, advertisers, and publishers alike. Accordingly, our trademark policy not to investigate the use of trademarks as keywords in the regions listed above [most of the world] aims to provide users with choices relevant to their keywords. At the same time, we investigate trademark violations in ad text, both as a courtesy to the trademark owner and to ensure that ads are clear to users.”

Here’s the basic argument that’s made by people who believe the use of trademarks in the keyword triggers is not an infringement (the same argument that Google is making in this statement). When someone’s ad is displayed on the search results page in response to a particular keyword being typed by the searcher, it is not intrinsically an infringement. Sure, if the ad itself is misleading — if a user searches for *chanel perfume* and an ad appears saying “Huge Selection of Chanel Perfume,” yet the site the ad leads to doesn’t sell Chanel, well, clearly that’s misleading and thus an infringement. But that doesn’t mean all ads are misleading. Let’s say, for instance, that in response to a search for *chanel perfume* an ad for a site selling other perfumes is displayed (and doesn’t use the word *chanel* in the ad text). Is that an infringement? Google argues no, and in fact further argues that not only is allowing other advertisers to place ads in response to these keyword triggers not an infringement in and of itself, but that it’s actually a benefit to people searching on Google. That is, Google is “providing users with choices relevant to their needs.” If you’re searching for *chanel perfume*, after all, you may be willing to consider another brand. (As I write this, Walmart is advertising *Halle: Eau De Parfum* in response to the *chanel* keyword, for example.)

Those who oppose the idea that trademarked-keyword triggers are intrinsically infringing argue that placing an ad on a page in response to a keyword is analogous to many other advertising activities. For example:

- Brand A might buy a billboard across the road from Brand B’s store;
- Brand A might buy a Yellow Pages ad close to Brand B’s ad;
- Brand A might buy advertising in a magazine or newspaper in response to an upcoming article about Brand B;
- Brand A might buy an ad close to a long-running Brand B ad in a magazine; and
- Brand A might buy a supermarket placement close to Brand B’s goods.

**Conclusion**

Thus recent PPC disputes are more than run-of-the-mill trademark disputes. The question becomes: is the mere act of displaying an ad an infringement, even if the ad itself is in no way misleading? Some have also positioned this as a free-speech issue; the Electronic Frontier Foundation’s (“EFF”) amicus brief pointed out that giving trademark holders the right to block any and all ads they don’t like would disrupt “Constitutionally-protected [sic] activities” such as campaigns against corporations by labor and environmental groups. Thus many believe that if Rescuecom wins this case it will rewrite trademark law. The EFF’s amicus brief quotes *Prestonettes, Inc. v. Coty* (1924) in pointing out that “[a trademark] does not confer a right to prohibit the use of the word or words. It is not a copyright. A trademark only gives the right to prohibit the use of it insofar as to protect the owner’s good will against the sale of another’s product as his.” Rescuecom argues, in effect, that trademark law should go much further than that.
Creative ‘Capers’ Can Help Build Internal Relationships  
By Lisa S. Kirby

A mysterious package of San Diego Chargers gear arrived at Goodwin Procter’s Boston office (its largest) in January 2008 with a spirited message claiming the Chargers were going to end the New England Patriots’ undefeated 17-0 season in the teams’ upcoming game. Goodwin Procter’s Managing Partner, Regina Pisa, responded in a firmwide e-mail pledging to proudly display the gear in her office if the Patriots lost, but vowing to go to San Diego with a giant vat of clam chowder if New England won. The San Diego office chair pledged that, in turn, his office would don Patriots garb (including face paint) if the Patriots prevailed. On one level, this was a diverting exchange for all, lightening the monotony of January days. But it was also an effort by the San Diego office — the firm’s newest, and smallest location — to raise its collective profile. This sort of outreach helped remind the firm that the San Diego office was there — just an e-mail away — and that they were a likeable group. The follow-up photo of the San Diego employees in Patriots gear (including face paint!) created a memorable impression.

Sarah Solomon, a San Diego senior associate who helped lead the caper, reports that good business results are continuing to flow to their sunny corner of the world because of the efforts of the San Diego attorneys to raise their internal profile. Influential partners from larger offices, charmed by San Diego’s challenge, sent e-mails in response that sparked new friendships and eventual work relationships.

Hatching a Clever Scheme

The Chargers vs. Patriots escapade was a clever business development scheme. When associates think about client development they think of buzzwords — the cliche “elevator speech,” or “pounding the pavement,” which will result in landing a client and a book of business. This may sound appealing to the highly connected and precociously political. To the other 99% of associates, these vaguely defined activities often seem onerous. Data shows that more introverted attorneys, in particular, tend to find traditional external networking techniques a poor fit. Above all, “client development” just does not sound like a pleasant experience to most.

But what most associates don’t realize is that many activities they enjoy could and should form an important part of a business development strategy. Most tend to take a narrow view of firm “work,” thinking of activities as: 1) billable; 2) traditional marketing; or 3) not a meaningful use of time. Law firms, too, need to think more creatively about the overlap between internal community building, traditionally a “professional development” function, and external marketing.

Stringing together diverse practice areas from various areas of the country can feel forced, particularly when newer groups of laterals are stationed in smaller offices. In a weakened economy, however, cross-office and cross-practice strategizing is increasingly important.

Facilitating Internal Relationships

Facilitating internal relationships is a key to integrating firms effectively, and a well-integrated firm represents clients more successfully, according to Goodwin Procter litigation partner Brenda Sharton. She believes that it is “vitally important” for attorneys from different practice areas serving the same clients to know and communicate with one another regularly.

Helping attorneys make connections, trade ideas and get to know one another across offices and practices should be a joint strategic goal of both professional development and marketing leaders. These connections can pay off in increased business and more effective representation. For example, connections Sharton made with corporate attorney counterparts in the firm’s Financial Services Group have led to joint client presentations and more comprehensive representation of that group’s clients. Representation is ultimately more effective and cross-marketing inevitably occurs because the partners advise as a “team” and not as silos.

Woven through all of our professional development efforts at Goodwin Procter is the goal of actively encouraging attorneys to build community in ways that don’t feel like “work,” but are designed to support their career development and ultimately strengthen the firm’s business profile. Consultation with our business development team when planning programs ensures that the approach aligns with the firm’s marketing strategy. For example, recently the Goodwin Procter Women’s Initiative paired women attorneys from different offices and practices to lead roundtable discussions with summer associates, creating a career development opportunity for all involved. Promoting relationships is a goal of our substantive skills training, too: in our annual mock trial, we match attorneys from different offices as opposing counsel, recruit litigation partners from around the country to serve as clerks, and gather all participants for a post-trial celebration.

Lisa Kirby is a Manager of Professional Development & Training at Goodwin Procter LLP, where she is responsible for developing and managing a variety of firm wide training and professional development programs. Prior to joining Goodwin in 2006, she practiced commercial and securities litigation at two large law firms.

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Blogging Checklist
By Jennifer Topper

An integrated blog added to your online presence is certainly a consideration for any lawyer today looking to market his or her practice and/or firm. There are a handful of reasons why — and why not — to launch a blog. Linking to your Web site will increase overall Web traffic through improved search engine visibility. However, experts agree that a blog is at its most effective when separate from the firm’s Web site. It shouldn’t appear promotional and “salesy.” You need to offer real information, analysis, and insight, but not with the citations and footnotes that make so much legal writing look like a brief or pleading. More traffic is directed to a blog through search engines like Google than to a Web site. Journalists will subscribe to a blog and use it as a citation or as a source for a story, whereas all but the most dynamic, portal-like Web sites can serve that function — not your typical law firm Web site.

After accuracy and Web traffic, the networking aspect of a blog is its most crucial. For a law firm, lawyer or practice group to have a blog, the aim should be to network, rather than to gain actionable business immediately. Networking and referral sources gained through blogging will benefit you much more than a lengthy biography on your own law firm Web site. The expectation of return on investment (“ROI”) in increased business is unrealistic. A blog is really to serve the purpose of an educational magazine and a networking tool. You must “leave your office” in order to successfully network, and the same is expected of a blog.

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GETTING BUSINESS FROM A BLOG

The more time a blog has to display your frequent posts, and the more discussion that takes place in referencing it, the more it will enhance the position of the blog among peers. The best way to popularize a blog is to have other peers discuss it (or discuss the poster). Peer discussion should come in the form of inbound links, so it is important to continually attribute and reference other blogs and Web sites. This provides excellent results in legitimizing the postings and enhancing the networking aspect of the blog. The feeling that lawyers don’t view lawyers from other firms as peers, but rather as competitors has no place in this Web 2.0 world.

There are few other instances in which the old adage “know your audience” has more relevance than in blogging. For a law firm, the topic and niche in which you decide to operate has particular significance because the blog is a voluntary, subscriber forum and does not function like other business development or marketing tools. For example, for an Insurance Recovery practice group, one should know if a good portion of the prospective client base of insurance brokers is interested in reading about the topics of insurance loss and recovery or more interested in reading about selling insurance policies and less so in the contingencies of when those policies fail?

Some Stats

• 21% of senior executives read business blogs at least once a week.
• A vast majority (96%) have familiarity with blogs.
• 30% have a thorough understanding of the term blog.

• 15% have someone in their organization writing a blog related to the company or its activities.
• The majority of law practice blogs are by individuals from very small firms (less than 10 lawyers).
(Source: 2006 State of Corporate Blogging Survey, conducted by Harris Interactive and commissioned by Makovsky + Company.)

• 1,367 law-related sites in 214 legal categories, according to Blog.org.

THE PROS AND CONS

Blogging is not for everyone; it takes a significant time commitment to do it right and gain the positive benefits. Here is a list of the pros and cons to help decide if a blog is something you should be doing — or advising your client to do.

The Pros

• Draws traffic to firm’s Web site.
• Enhances a lawyer’s and firm’s reputation in a specialized area.
• Dynamic content, updated and fresh material, in contrast to the relatively static content on a website (enhances search engine visibility to have new content).
• Creates a niche Web destination giving practical advice to clients.
• Journalists frequently use RSS feeds and subscriptions to blogs as source material for articles (whereas they would not use a Web site as a source since the content is promotional).

The Cons

• Must be updated at least twice a week (for adequate search engine visibility and reader interest) and contain lots of content.
• Must market the blog actively by having other blogs and sites linking inward; and actively seek out other peers and blogs to cite in order to get reciprocal treatment.
• If content is not generated regularly, there will be a loss of

Figure 1

Blog Posts ➔ Topical Discussion ➔ Peer Discussion ➔
“Buzz” ➔ Networking ➔ Press Mentions

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Blogging Checklist
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interest and the blog becomes inactive.
• Technology must be updated and monitored for virus-control, obscene postings on comments section so resources must be devoted to that.
• Technology-enabled for RSS feeds for subscribers is a key

Professional Develop.
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CONCLUSION
Face paint may not immediately come to mind to the associate con-

LinkedIn
continued from page 1
“Summary” section of your profile to highlight the types of clients with whom you work, the types of cases or matters you want to be referred, cases you are currently handling, past matters and the like. Additionally, including prior jobs, as well as college and high school information, helps LinkedIn users connect the dots with respect to things you may have in common. Avoid using the “Specialties” category, as this may violate attorney advertising rules. The better option is to put all your experience narrative under the “Summary” section of your profile.

Last, if you ever wondered how some people have added LinkedIn links to their Web site profiles, e-alerts, etc., the site provides buttons to use on your marketing material. Find the buttons under the “Accounts & Settings, Public Profile” option and click on the “customized button” link under the “Public Profile” heading.

YOUR NETWORK AND CONNECTIONS
The people in your LinkedIn network should be those with whom you have a real relationship, most notably, clients, referral sources and other business colleagues. Ideally, these people know you and can say great things about you if contacted offline without your knowledge. Further, they should be able to make an introduction if you need one. Once a link or connection is established, you can see your contacts’ connections and they can see yours. Be strategic in your efforts to link to people and when accepting invitations from others. Keep in mind that this is not a popularity contest. Those whom you do not want in your network would be direct competitors, anyone you don’t know very well and also (be careful about this) vendors who can use your connections for their own sales process.

Features to Avoid
When setting up LinkedIn, do not select the feature that allows it to send invitations to all of your Outlook contacts; there are probably a number of people you do not want to connect with for various reasons. And do not select the option to send an e-mail blast to everyone in your network inviting them to connect. Inviting people into your network is best done one-on-one, with personalized e-mails to each recipient.

What About Clients?
What about clients in your network? There are a lot of advantages, the biggest being that you have access to your clients’ LinkedIn contacts. However, connecting with clients opens the door to other individuals connecting with your clients through your network, and not necessarily with your knowledge. Clients who are arch rivals can also pose problems if they are in your LinkedIn network, so some attorneys opt to make their connections private.

Recommendations
Finally, recommendations are very useful to enhance your credibility and credentials. However, recommendations can create possible liabilities, including having perceived favorites among referral sources, clients or employees; and may present “independence” issues in client development situations, particularly when pursuing competitor companies. Additionally, be mindful that certain states prohibit the use of testimonials by lawyers. So carefully check the advertising and solicitation rules in your state(s) of practice. LinkedIn does let you edit recommendations (the individual will have to approve an initial recommendation submittal, continued on page 10

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considering a business development plan — not everyone is as entrepreneurial as the San Diego group! Nevertheless, firms can make it possible for associates at all levels to make connections closer to their comfort zones, with positive results for their own development, clients, and the strength of the firm.
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as well as edits) and you can withdraw a recommendation at any time and LinkedIn will not notify the individual; it will just disappear from his or her profile. Bottom line, pick those you recommend and who you want to recommend you very carefully — they should be individuals you know and trust.

E-MAIL SETTINGS

The “e-Mail Notifications” controls under “Account & Settings” allows you to manage how you are contacted by LinkedIn users. The “Contact Settings” feature allows you to indicate what type of invitations you are seeking or not seeking. If you are inviting potential client or referral inquiries, make sure you have the “consulting offers,” “new ventures,” “business deals” and “expertise requests” boxes selected. When using LinkedIn to research individuals you would like to connect with or know, pay special attention to this feature. For example, general counsel often are not receptive to receiving invitations to connect, so you need to find another way, such as asking someone you know who is connected to that person to introduce you directly. The “Receiving Messages” feature allows you to control how people contact you, with what frequency and what types of messages you want to receive.

YOUR PRIVACY SETTINGS

If you are annoyed by the daily or weekly e-mails from LinkedIn telling you each time someone in your network updates his/her profile, you do have control as to how your updates are communicated. While you cannot turn off this function for people in your network, if you do not want to send an e-update every time you add or change something on your profile you can turn off this update feature. Go to “Accounts & Settings” and select “Profile and Status Update” under the “Privacy Settings” heading. Another handy tool is the “Profile View” control, which lets you select whether or not a LinkedIn user sees that you looked at their profile. If you are doing some intelligence gathering, you may want to be invisible to those you are checking out.

If you prefer not to share your connections with others you have

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has proven to be an effective way to enhance the firm’s relationships with general counsels.

According to Greason, “From a business development point of view, a robust pro bono practice can be a decided advantage when dealing with clients. For example, when trying to land the client, pro bono says something about the firm — that it has values other than simply making money. That sense of value is likely to pervade the firm and make it more attractive to clients.”

One of Womble Carlyle’s attorneys is Georgiana L. Yonuschot, who works in the firm’s Winston-Salem, NC, office. Yonuschot has her MSW as well as her JD, and she brought her social work roots right into law- yering. In 2008, she was the recipient of the Pro Bono Impact Award from Business Leader Media and the North Carolina Bar Association Young Lawyers Division Pro Bono Award. Between the years of 2006-2008 she provided an average of 450 hours per year of pro bono service while maintaining her demanding commercial practice at the firm.

Yonuschot enjoys her pro bono work immensely, remarking that it reminds her of why she joined the legal profession. “I’ve found pro bono work to be some of the most challenging, interesting and meaningful work I do as a lawyer. It’s creative, it’s optimistic and it matters. Finally and most fundamentally, pro bono work is a professional responsibility that is a joy to fulfill.”

In the past several years, she has helped victims of Hurricane Katrina, worked with the National Center for Missing and Exploited Children on an international child custody claim, and has acted on behalf of North Carolina’s abused and neglected children as a guardian ad litem appellate advocate.

Yonuschot is grateful that her firm supports her pro bono work, and she has also been able to expand her legal skills and experience as a result. For example, her work with the National Center for Missing and Exploited Children allowed her to have her case heard by a federal court judge. “Pro bono activities have been invaluable in enhancing my knowledge of my practice area and other areas of law as well as improving my research, drafting and client interaction skills. Improving my skills benefits my pro

invited into your network, you can turn off the connection view feature, under the “Connection Browse” option. While this may irk fellow LinkedIn users, it does protect client connections from being viewed by competitors and others trying to do business with those organizations and using your network to identify opportunities. Keep in mind that even though you may turn off the connection viewing feature, users of LinkedIn will still be able to see if you are a second or third connection to someone via the “How you are connected” window, so the networking value is not completely lost.

CONCLUSION

Bottom line, only you can decide how best to use LinkedIn for your networking and visibility goals. But as great as online networking can be in playing the “who knows who” game, it cannot take the place of “face time” activities, so integrating interpersonal interaction is essential for building and enhancing your name recognition, networking and client development efforts.

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pro bono clients as well as my paying clients.”

ASSOCIATES AND YOUNG LAWYERS

As Yonushot’s example shows, pro bono work can be especially useful for associates and young lawyers because it catapults them into situations where they need to stretch beyond their level of comfort. Laura Kolesar, Coordinator of the Public Service Network for the New York City Bar Justice Center, observes that pro bono work can be a great career propellant for young associates, in addition to fulfilling a service to society.

Kolesar says, “Many people believe it is part of a lawyer’s ethical obligation as a member of the Bar to engage in some pro bono activity. Beyond that, pro bono work is an excellent way to hone technical skills, learn about new areas of law, and meet people in the legal community. Pro bono often allows young associates the opportunity to do more hands-on work and get more experience, including making court appearances, than they might as one of many working for a client at a large firm.”

She acknowledges that pro bono activity can also be a great networking opportunity. Whether representing a client alongside another volunteer or working with staff at a nonprofit or legal services provider, lawyers doing pro bono are meeting new people and forming professional connections. Kolesar says, “For a new attorney, pro bono is a way to establish professional connections. For more experienced attorneys, it can be an opportunity to practice law in a new area, exposing them to new practitioners in the field.”

BENEFITS TO SOLOS AND SMALLER FIRMS

Solos and small firm attorneys also have much to gain from servicing pro bono clients. Even though they don’t have a big firm standing behind them, they can make a huge difference, person to person. And sometimes, this altruistic service can lead to paid work as well.

Kira Fonteneau runs a solo law practice in Birmingham, AL. She represents children with diabetes in school discrimination cases, and also gives educational seminars for parents to inform them about laws regarding school accommodations. This stream of pro bono work led from Fonteneau’s service on the local board of the American Diabetes Association. She began as a board member and over time, the non-profit started to refer cases from parents who needed legal assistance.

Fonteneau says the pro bono work has definitely impacted her legal business in a positive way. “From my perspective, it provides me an opportunity to meet new people and extend my name recognition while allowing me to help others. Often, the clients I meet in pro bono would never have known I existed. After I help, they call me with all their legal questions because they know, like and trust me.”

Her pro bono work has led to paid client work for Fonteneau. She helped a mother and child draft a 504 plan and a month later, the mother needed help with a labor issue with her employer and Fonteneau was there ready to provide service. Overall, Fonteneau says that pro bono work has the soft benefit of showing that you are someone who cares about helping others, not just about making money, and that’s always good for business.

BUSINESS DEVELOPMENT

Some smart and enterprising attorneys have actually managed to leverage pro bono legal work as a major business stimulant. Though the initial impetus for their efforts is still to provide a service to the public, they have been able to reap big rewards in terms of business development. One such attorney is Sara Hanley, partner at Place and Hanley PLLC in Southern Pines, NC. Hanley primarily practices family and matrimonial law. She teamed up with a few local colleagues to host seminars entitled “Women Take Charge: Your Divorce, Your Money, Your Life.” The sessions were designed to help women who were contemplating or going through a divorce to explore their legal, financial and lifestyle options. Hanley followed up the seminars by providing free consultations to the women that attended.

Hanley says that these pro bono seminars really helped her expand her practice. She notes, “My practice really took off after the first seminar. The networking and publicity helped me establish myself in the community. I was retained by many of the women who attended the seminar. Also, I created strong ties with the other professional women who hosted the event and today we often refer clients to each other. I find that the clients whom you represent pro bono are typically so grateful for your efforts that they gladly tell all their friends and family about your firm. This in turn will result in many paying clients retaining your services.”

She explains that the referral network that resulted from the public seminars was so expansive that she could reduce the amount of paid advertising she had been purchasing. “This was a great financial benefit to my firm because it allowed us to cut our advertising costs while expanding our practice.”

CONCLUSION

Pro bono work has many diverse advantages, running the gamut from personal satisfaction to community improvement, and also bringing networking, skill enhancement and potential business gains as well. In doing right by others, you are actually doing right by yourself and are in a position to realize myriad benefits. In working for the good of the public, you are also working for the good of your own legal career. Ideally, working pro bono publico equals working pro bono you!

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Law Firm Leadership
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In order to do this, they will have to harness their people differently through three “best practice” structural frameworks and three new cultural paradigms that benefit all the firm’s stakeholders.

Three Structural Frameworks

The Process Imperative
Tomorrow’s professional firm executives will manage their organizations’ go-to-market processes. But this focus must be on more than just watching the hand-offs from one functional “silos” to another. The Process Imperative calls for the creation of a broader functional oversight for marketing and business development, and a better prioritization of all marketing and business development initiatives. It includes making the marketing, business development, and client service processes more visible to everyone in the firm. Marketers need to become process engineers — creating and evaluating integrative marketing and business development processes that can be applied throughout the firm. The current recession has forced many firms to “do more with less,” a trend that will not soon end. Law firm managers need to continually reinvent processes to increase efficiency and reduce costs.

The Skills Imperative
Tomorrow’s professional firm executives will need to direct and support each person’s pathway to marketing and business development skills growth. Of course, many professional enterprises have well-recognized career pathways — but these are focused mainly on revenue-generating practitioners. The Skills Imperative calls for managers to reframe advancement pathways for lawyers and staff, and to more clearly direct the steps every professional can take toward competency growth in marketing and business development. Marketers need to take responsibility for their own skill development and create opportunities for their staff.

The Support Imperative
Tomorrow’s professional firm executives will redefine the lateral working relationships between one’s peers in human resources, information technology, finance, legal, and other operational functions. Like lawyers, staff-level directors often act in silos of their own. Many professional service firms already enjoy the results delivered by the friendly, informal working relationships that exist between these support functions and their marketing and business development colleagues.

Three Cultural Models

When directing improvements of their firms’ process, skills and support structures, managers should also direct three cultural models that foster the integration of marketing and business development.

The first cultural imperative is the adoption and communication of common vocabulary and process about marketing and business development. At too many professional firms, people struggle with serious misunderstandings about what marketing and business development actually are, and what attorneys and staff should be doing. Firms benefit from understanding the “company way” of marketing and business development, from the firm brand statement and elevator speech to acceptable processes for business development and client service.

The second cultural imperative is the creation of formal collaboration, shared accountability, and co-leadership standards for marketing and business development. At too many professional firms, people experience problems with boundary confusion, unevenly assigned accountabilities, or feelings of marginalization regarding marketing and business development. It’s hard to drive toward marketplace effectiveness when people aren’t working together as best they could.

The third cultural imperative is making expectations more explicit about how everyone can contribute to marketing and business development. At too many professional firms, job descriptions and performance measures are either nonexistent or outdated when it comes to outlining exactly how every function can help the enterprise achieve greater competitive advantage. This is where the difference between leadership and management is most obvious.

It’s Time

It’s time for law firms to move beyond their legacies of siloed marketing and business development functions. In order to do so, they will need to embrace the best practices of leadership, as well management principles about how to run a professional enterprise. The structures and cultural standards of the Integration Imperative can serve as important guideposts toward competing more effectively, realizing meaningful market share growth and serving clients optimally.

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