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Professional and Research Experience

Harry Keshet, Ph.D. is marketing and business development consultant and researcher and the owner of Keshet Consulting. He assists professional service personnel develop and implement marketing and sales initiatives. He has worked with law firms for over 27 years. He leads the training and coaching of partners and associates in developing their marketing skills and learning the basics of business development from effective planning to successful business generation. For senior partners, he teaches effective selling skills to increase origination.

Dr. Keshet received his doctorate degree from the University of Michigan in organizational development and sociology. He began his career on the faculty of the University of Massachusetts where he conducted research and taught sociology and organizational behavior. He continued his research interests at Brandeis University as a research associate and principal investigator on a grant provided by the Rockefeller Brothers Foundation and published a book and many articles on his research findings.

In 2007, he served as the director of the Legal Sales and Service Organization's National Women Attorney's Business Development Sales Study.

Research Training

Dr. Keshet received his training in social research including questionnaire construction and data analysis from the Social Science Center at the University of Michigan. He participated in research through the Detroit Areas Study. During the program, Keshet interviewed large numbers of respondents and analyzed the information gained from these interviews. The Detroit Area Study uses quantitative and qualitative methods. They require careful probing of respondents' answers during interviews to gain a clear understanding and careful analysis to provide sound conclusions.

Research Experience

Dr. Keshet based his doctoral research on the analysis of data from a large number of ongoing interviews. The interviews were qualitative in nature and required effective interviewing skills using open-ended interview questions.

As a faculty member at University of Massachusetts, Harry directed two large sample quantitative survey research studies.

He later received a Rockefeller Brothers grant to support his research at Brandeis University.

Law Firm Research and Client Interviews

For the past 27 years Dr. Keshet has been a law firm consultant. During this period he was hired by law firms to do internal law firm and client intelligence research.

Internal Firm Research

Dr. Keshet has completed 10 internal law firm research projects where partners, law firm administrators and associates were interviewed concerning various issues within their firms. The research data was analyzed and reports presented to management. In numerous projects, he assisted management in implementing programs based on the findings.

Research for Law Firms and Professional Services Firms

Dr. Keshet completed a study of law firm clients, which examined why corporate counsel decides to hire specific law firms. The results were used to help attorneys' better serve clients and increase their ability to attract corporate counsel through informal RFPs. The analysis of this research led to an understanding of the RFP process and the ability to assess the level of legal service needed to gain new work.

The Boston Bar Association engaged Dr. Keshet to do research regarding how law firms offer ancillary services. He interviewed 40 managing partners of law firms throughout the Boston metropolitan area. The Boston Bar Association used these research findings to guide them in making policy decisions regarding ancillary businesses.

The Massachusetts Bar Association recently engaged Dr. Keshet to do research on the effects of the downturn in the economy on law firms and in-house counsel. He designed and conducted survey research of a sample of lawyers. The business section of the Massachusetts Bar Association used his report.

A Massachusetts Engineer Association engaged Dr. Keshet in a study of the contracting and engagement process for major clients of large architectural and engineering firms and Massachusetts government project managers. He interviewed large numbers of clients to understand the processes under review. He prepared a report that was used in reviewing and changing client relationship issues in the construction process.

Dr. Keshet participated in the design of the Women attorney business development study (2007). He served as the research director of this study, which used a large, national sample of 423 women attorneys. The research provided important information regarding the activities, attitudes, and organizational factors leading to high origination among women attorneys. The study was presented in many legal venues throughout the country and has been published in legal journals.

Law Firm Client Interviews

Dr. Keshet has been engaged by law firms across the country to do client interviews. He has completed hundreds of client interviews using questionnaires developed collaboratively with management to gain specific information needed for client intelligence. Client interview questionnaire designs include questions about attorneys serving the client regarding legal expertise, client service, and the ability to follow through on client-defined requirements. Questions focused on the criteria used by clients to hire law firms, the conditions for increased or decreased usage of law firms, and what would be needed to gain more work in the future were also included.

Questionnaires were also designed to gain information about clients' knowledge of the breadth of services provided by law firms, about comparisons of the services of various law firms serving the client, and about the value of the service performed by law firms.

Dr. Keshet was often engaged to translate client research data and findings into recommendations for business development strategies, business development training, and business development coaching.