

Business Development and Diversity

A study of the affects of diverse characteristics on the business generation efforts of law firm lawyers (practice specialty, gender, race, ethnicity, and sexual orientation), and the role of organizational support

KESHET CONSULTING

Harry Keshet, Ph.D. • 115 Bray Street, Gloucester, MA 01930 • 978-281-7545 • hkeshet@keshetconsulting.com
Angela A. Meyer, PhD, PE • Exponent, Inc. • Menlo Park, CA • ameyer@exponent.com
Margaret Daisley, Editor and Project Manager • New York, NY • mdaisley@msn.com

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A study of the affects of diverse characteristics on business generation

Study Rationale

There has been a seismic shift in business development within law firms in recent years, from depending solely upon rainmakers, to expecting all lawyers at the firm to generate business. Business development is a major factor in law firm success and attorney advancement, and understanding the business development practices, attitudes and motivations of rainmakers and less successful lawyers is central for organizational and individual attorney success and may be one of the most important factors in successful diversity programs.

Diversity has become a significant requirement by corporate America for law firms serving them, and many law firms make strong efforts to improve diversity within their organizations. Since business development is a very important factor in lawyer advancement, power and prestige within law firms, overcoming the barriers to business development and increasing the opportunities for generating new business is essential for recruitment and retention of successful minority lawyers. Law firms who support the business generation efforts of minority lawyers could significantly increase their diversity success.

Our study will examine how gender, race, ethnicity, and sexual orientation affect all levels of business generation. We will also examine the effect of diversity factors within each legal specialty represented in the study, and how law firms help and hinder business generation.

Experience and Prior Research

The authors of this innovative research bring more than 25 years' experience in legal research, legal marketing, business development, coaching and training. The current study has grown out of the findings of a prior large national study of female lawyers' business development practices (*Women Attorneys Business Development Study*), available for download in PDF from Keshet Consulting.

Research Goals and Needs

The current research project needs a total sample of 1500 law firm attorneys to meet statistical standards. To date, we have over one-third of the responses needed.

Our goal is to gather information regarding the rapidly growing changes in the legal profession concerning business generation, diversity, and legal specialization, and effectively apply the findings for improving business development in each sector studied.

All participants in the survey are guaranteed completely anonymity, as well as a copy of the Executive Summary of the results.

Harry Keshet, Ph. D.
Keshet Consulting
115 Bray Street
Gloucester, MA 01930
978-281-7545 • hkeshet@keshetconsulting.com

Professional and Research Experience

Harry Keshet, Ph.D. is marketing and business development consultant, trainer 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 young 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 social psychology. He began his career on the faculty of the University of Massachusetts where he conducted research and taught 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 prestigious Social Science Center at the University of Michigan. He participated in interviewing respondents 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. His study included a sample of over 500 respondents.

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 research 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 study included a series of interviews with a sample of 30 in-house counsel. 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 large sample of lawyers. The business section of the Massachusetts Bar Association used his report.

A Massachusetts Architect and 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 designed and conducted 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 various forms 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.

Guide to Questionnaire

Goals

This questionnaire is designed to gather information in four areas:

- The relationships between attorney specialty, diversity and business generation.
- How attorneys with different gender, race, ethnicity and sexual orientation perceive whether their firms help or hinder their business development efforts.
- Whether and how attorneys perceive that diversity factors affect the distribution of resources and support for business development activities in law firms.
- How attorneys view the connection between personal factors in their lives and business development.

Question Design

We use close-ended questions on a Likert scale, also known as forced choice questions, for quantitative analysis. We ask respondents to use their own words in answering open-ended questions used for qualitative analysis.

Each question was used in a pre-test to examine if the question evoked variety of responses. Questions were not included where responses showed little variation.

We also used questions from my prior study of women attorneys and business development (Keshet, 2007). In that study we found strong relationships between specific business activities, practices, and attitudes and high origination.

Empirical and Theoretical Guidance for Questions

Each question has a particular empirical or theoretical purpose based on the author's or other researchers past experience or on theoretical findings of business development and social psychological research. For example, we ask about marital status, Question 8, in a particular format based on the author's previous study of women attorneys and business development. The key factor affecting business development was not being married, divorced, remarried or being single but having children under the age of 12.

We also included questions that others researchers found to be predictive of rainmaking. Research has found that rainmakers use persuasion, empathy and resiliency in producing high origination. To capture these factors, we asked questions 26, 27, 38.

As a social psychologist, I included questions concerning attribution theory. Previous research has found that successful sales professionals have a specific combination of internal thoughts and dialogues that attribute success and lack of success to their sales efforts. In my prior research, I found that women attorneys with high origination answered in a predictable manner. They attributed their successes to their own efforts and their lack of success to non-personal factors. Women attorneys who had lower origination attributed their success to "luck" or other outside factors and their lack of success to "personal failure." See Questions 37, 38.

These empirical and theoretical questions are important for understanding what specific factors lead to variations in origination. Attorneys could learn to persuade others, to develop empathy,

and to be resilient. They could learn to be aware of their internal attributions and change them. The author, in his role as a trainer/coach, has trained many attorneys to use these behaviors effectively. This research, using a large sample, will go far in documenting if these empirical and theoretical findings are predictive and useful among a larger and more varied sample.

New Questions

In addition to the business development questions used in our previous study, we used new questions designed to gain information about how attorneys seek business from specific industries. We hope to find specific “effective” activities to target specific industries by attorneys in different practice areas.

Initial Analysis Strategy

In business development, our dependent variable is reported origination and the dependent variables are business development activities, firm position, and specific behaviors.

For diversity, our dependent and independent variables are more varied. We will examine relationships for the sample as a whole and for each diversity measure (men and women, black and white, different ethnic groups and sexual orientation) concerning:

- a. Level of reported origination and level of reported compensation
- b. Level of reported origination, reported billable hours and reported compensation
- c. Level of “perceived equality” and “inequality” of distribution of resources and support and the relationship between reported origination, reported billable hours, and reported compensation
- d. Views of how law firms help and hinder business development
- e. Views of personal factors that help and hinder origination

With a large sample we would also do many forms of very targeted analysis including:

By controlling for law firm size (large, medium and small) and/other firm geographical location, we can analyze:

- How do gender, race, ethnicity and sexual orientation affect key variables?
- How do equity, non-equity and associates vary on key variables such as origination, diversity variables, and business development activities?
- What are the differences on key variables between black men and women compared with men and women who are white, Asian, Hispanic and other ethnic groups and different sexual orientations?
- How do white men and women differ from each other and men and women comparisons men and women of different diversity measures on key variables?
- What are the different characteristics of attorneys of different ethnic, racial, ethnic and sexual orientations regarding key variables?

We plan to use, where appropriate, factor analysis to understand the key factors in high origination and diversity issues for the sample as a whole and for each attorney specialty and diversity factor. We will also use regression analysis and other appropriate statistical tools available with a large sample.

Business Development & Diversity Study (2010)

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Page 1 - Heading

DEMOGRAPHICS

Note the questions with an asterisk (*) require a response.

Page 1 - Question 1 - Open Ended - Comments Box

[Mandatory]

In which area of the law do you most frequently practice?

Page 1 - Question 2 - Choice - One Answer (Bullets)

[Mandatory]

Number of years as a practicing attorney:

- Partner: Less than 10 years
- Partner: 10 - 15 years
- Partner: 16 - 20 years
- Partner: 21 - 25 years
- Partner: 26 - 30 years
- Partner: 31 or more years
- Associate: 1 - 3 years
- Associate: 4 - 6 years
- Associate: 7 or more years

Page 1 - Question 3 - Choice - One Answer (Bullets)

[Mandatory]

Number of years at your firm:

- 1 - 5 years
- 6 - 19 years
- 20 - 25 years
- 26 or more years

Page 1 - Question 4 - Choice - One Answer (Bullets)

[Mandatory]

I am a:

- Senior-level equity partner / shareholder
- Mid-level equity partner / shareholder
- Junior level equity partner / shareholder
- Of Counsel / Nonequity partner
- Beginning associate (1 - 3 years)
- Junior associate (4 - 6 years)
- Senior associate (7 or more years)
- Other, please specify

Which category best fits your firm?

- Boutique firm with fewer than 10 attorneys
- Boutique firm with 11 - 30 attorneys
- Boutique firm with 31 - 100 attorneys
- Boutique firm with more than 100 attorneys
- Small firm with fewer than 5 attorneys
- Small firm with 6 - 10 attorneys
- Small firm with 11 - 20 attorneys
- Midsize firm with 21 - 100 attorneys
- Midsize firm with 101 - 200 attorneys
- Large firm with 201 - 1,000 attorneys
- Large firm with more than 1,000 attorneys

Approximately how many lawyers are in your practice group at your firm?

What is the location of the firm in which you practice (city and state)?

Family status:

- Married, remarried, or divorced with children under the age of 12
- Married, remarried, or divorced with children age 12 or over
- Married, remarried, or divorced with both children under age 12 and children age 12 or over
- Married, remarried, or divorced with no children
- Single
- Other, please specify

Gender:

- Male
- Female

Race / Ethnic Background:

- Asian / Asian American (including South Asian)
- Black, including Caribbean and African / African American
- Caucasian / White (excluding Hispanic)
- Hispanic / Latino
- Arab / Arab American
- Native American / Alaskan Native
- Pacific Islander
- Bi-racial / Multi-racial
- Decline to specify

My sexual orientation is:

- Gay
 - Lesbian
 - Bi-sexual
 - Transexual
 - Heterosexual
 - Other, please specify
-

BUSINESS DEVELOPMENT

Regarding your business development efforts in the last year, please provide your best approximated figures:

- Origination (\$) generated in the last year _____
- Number of new matters generated in the last year _____
- Your total billable hours in the last year _____
- Your total compensation (salary + bonus, and/or profit share, but not capital contribution) _____

Which category best describes your business generation in your firm?

- Rainmaker
 - High originator
 - Average originator
 - Below average originator
 - Other, please specify
-

How many hours, approximately, do you devote to business development each month?

- 1 - 5 hours
- 6 - 10 hours
- 11 - 15 hours
- 16 - 20 hours
- 21 - 25 hours
- 26 hours or more

Please list three ways your firm helps and hinders your business development efforts, and how the firms helps and hinders:

Please list the main industries for which you provide service:

From which of these industries do you have the most success in gaining on-going and / or new work?

I regularly plan my business development activities each month:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable



I follow through on my business development plans each month:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable



I participate in firm pitch teams:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable



I participate in firm client teams:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable



Page 2 - Question 22 - Rating Scale - One Answer (Horizontal)

I have participated in training for acquiring knowledge and skills in business development:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 23 - Rating Scale - One Answer (Horizontal)

I have received coaching in business development activities and skills:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 24 - Rating Scale - One Answer (Horizontal)

I have received mentoring for business development activities and skills:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 25 - Rating Scale - One Answer (Horizontal)

I cross-sell my partners to clients and prospects:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 26 - Rating Scale - One Answer (Horizontal)

I am skillful at persuading clients and prospects that they will benefit from my services:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 27 - Rating Scale - One Answer (Horizontal)

When business development activities don't work out, I go on to my next marketing opportunity without losing much time:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 28 - Rating Scale - One Answer (Horizontal)

I receive the "right" amount of resources to pursue business development activities effectively:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2 - Question 29 - Rating Scale - One Answer (Horizontal)

I receive referrals for new work from other attorneys within the firm:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I give and receive conflict work to and from other attorneys:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I participate in RFPs:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am strongly motivated to generate significant new work for others and myself:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am good at asking my friends for their business and / or help with my business development efforts:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gender of attorneys is a factor in the distribution of business development resources, opportunities and support at the firm:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please comment on your answer to the question above:

Please indicate for each of the following sources, the approximate percentage (%) of revenues generated last year. These should add up to 100%.

- Existing clients _____
- Internal firm referral sources _____
- External referral sources _____
- Prospects _____
- RFPs _____
- Other (please specify) _____

What do you think or say to yourself when your business development activities are successful?

What do you think or say to yourself when your business development activities are unsuccessful?

Page 3 - Heading

Please answer the following questions as they apply to you:

Page 3 - Question 39 - Choice - One Answer (Bullets)

Are you a member of any of the following organizations: legal, industry, business, community, charity, and / or religious?

- Yes
- No

Page 3 - Question 40 - Choice - One Answer (Bullets)

In the organization(s) noted above, do you have a leadership position(s)?

- Yes
- No
- Not a member of any organizations

Page 3 - Question 41 - Rating Scale - One Answer (Horizontal)

I develop referral relations and / or new business as a result of my membership(s):

- | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------------------|
| Frequently | Sometimes | Neutral | Infrequently | Never | Don't know / Not applicable |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Page 3 - Question 42 - Rating Scale - One Answer (Horizontal)

I speak at professional functions:

- | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------------------|
| Frequently | Sometimes | Neutral | Infrequently | Never | Don't know / Not applicable |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Page 3 - Question 43 - Rating Scale - One Answer (Horizontal)

I publish professional articles:

- | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------------------|
| Frequently | Sometimes | Neutral | Infrequently | Never | Don't know / Not applicable |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Page 3 - Question 44 - Rating Scale - One Answer (Horizontal)

I participate in sports, entertainment, or cultural activities with referral sources and / or prospects:

- | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------------------|
| Frequently | Sometimes | Neutral | Infrequently | Never | Don't know / Not applicable |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

I ask other people I know for introductions to prospects:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I hold leadership positions in my firm:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am good at taking the perspective of clients, referral sources, and prospects and I am able to effectively "walk in their shoes."

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please list three of the most important business development activities that contribute the most to generating new work and how these are contribute:

Please list three of the most important personal factors that make business development difficult for you, and how these make it difficult:

Approximately how many people within the firm made referrals to you for new work this past year?

- Fewer than 3
- 4 - 6
- 7 - 10
- 11 - 15
- More than 15

Approximately how many people outside the firm made referrals to you for new work this past year?

- Fewer than 3
- 4 - 6
- 7 - 10
- 11 - 15
- More than 15

Business development activities (continued)

Page 4 - Question 52 - Rating Scale - One Answer (Horizontal)

I participate in sports, entertainment, or cultural activities with clients:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 4 - Question 53 - Rating Scale - One Answer (Horizontal)

I ask clients for new matters:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 4 - Question 54 - Rating Scale - One Answer (Horizontal)

I ask clients for introductions to prospects within their company or outside who might need your services:

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 4 - Question 55 - Rating Scale - One Answer (Horizontal)

Race of attorneys is a factor in the distribution of business development resources, opportunities and support at the firm.

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 4 - Question 56 - Open Ended - Comments Box

Please comment on your response to the question above:

Page 4 - Question 57 - Rating Scale - Matrix

Have you gained assistance from any of the following people in getting new business? Use the scale to rate the frequency of this assistance:

	Frequently	Sometimes	Neutral	Infrequently	Never	Don't know/Not applicable
Firm colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues outside the firm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attorneys in other firms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attorneys in corporations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College and law school friends / alumni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firm alumni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Continue using the "frequency scale" for the following client service activities and relationships:

I keep my promises to clients:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable

I keep myself well-informed about a client's company and industry:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable

My clients are aware of all our team members to call if they cannot reach me:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable

I meet with my clients in person annually or more often:

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable

Final Questions

Please list three of your most important personal traits that have helped increase your effectiveness in business generation and how they have helped:

Ethnicity of attorneys is a factor in the distribution of business development resources, opportunities and support at the firm.

Frequently

Sometimes

Neutral

Infrequently

Never

Don't know / Not applicable

Please comment on your response to the question above:

The sexual orientation of attorneys who are GLBT* is a factor in the distribution of business development resources, opportunities and support at the firm (*gay, lesbian, bi-sexual, or trans-sexual).

Frequently	Sometimes	Neutral	Infrequently	Never	Don't know / Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please comment on your response to the question above:

Do you have any additional comments about business development and originations?

CONCLUSION: As a participant in this survey, you are entitled to receive a copy of the Executive Summary of the results. If you are interested in receiving the Executive Summary, please include your email address below. Note that your email address will not be used for any other purpose than to send you the document.

Email address, for receiving the Executive Summary of this Business Development Survey:

Thank you for taking the time to complete this survey. If you included your email address, you will receive the Executive Summary after the survey closes and results are analyzed. <http://keshetconsulting.com/>

