

**IOANA GOOD AND ADRIEN MAINES**  
 Founders  
 Find A Rainmaker

## How Firms Can Assess Behavioral Tendencies to Drive Training and Revenue

**Your firm spent \$50,000 sending 20 attorneys to a conference with little new business to justify the investment. Sound familiar? That’s probably because only 5 of the 20 attorneys enjoy networking. Others might be natural closers or great analysts, but this doesn’t mean they like attending social events, public speaking, wining and dining prospects, or bringing in leads.**

Law firms often aim to create a culture of business development where client service and revenue generation are top priorities to remain competitive. Attorneys are often financially incentivized to bring in work. Time and resources are committed to networking events, conferences, public relations initiatives and firm retreats — all with the goal of serving as thought leaders, nurturing client relationships and bringing in new clients. Partnership tracks often rely on an attorney’s ability to bring in work; some excel and are promoted early in their careers. Others struggle to find a foothold in a discipline they’re either not cut out for or aren’t adequately trained in.

“The reality is that while the intention is to build a firm where revenue generation is done by many, a great deal of time and money is wasted if people are not in the proper roles or are not provided with the coaching they need,” says Peter Johnson, a former managing partner and Founder of Law Practice Consultants. “[U]sing biodata [helps] inform decision-making surrounding who is best suited to focus on PR, lead generation, creative thinking, analytics to measure success and closing a deal.”

While personality and behavioral assessments have been used for decades, the results traditionally don’t inform clear decision-making about what roles people should be in, what training and coaching they need to become stronger, and which team formations work best to drive dollars and top-line revenue.

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## THE BENCHMARKS

Five behavioral benchmarks have been created using hundreds of individuals who have demonstrated success in varying industries. These five benchmarks — the Media Mogul, Notable Networker, Amazing Analyst, Creative Collaborator and Constant Closer — quickly provide an output report comparing participants' assessments and rating them on a 1 to 10 scale. Firms can create their own custom assessments through a tailored profile that uses the results of firm-selected individuals; every organization has individuals they would clone if they could.

This type of rapid behavioral survey helps firms decide who should attend a conference and speak publicly to large groups of attendees or the press, who is best at creative approaches to bring in business and measure their success, and who should work the final stages to close the deal.

Here is a brief overview of each benchmark.

### 1. The Media Mogul

Media Moguls are poised, quick on their feet, and enjoy using their expertise to provide insights that help others understand and learn. They display behavioral tendencies that indicate they are not easily distracted and like to finish what they started. They are comfortable in group settings and have high confidence.

### 2. Constant Closer

The Constant Closer is proactive and gets the deal done. They are competitive, creative and known to motivate others. Closers like to review all the details to ensure they reach the outcome they strive for, often finding an avenue to win business in ways others had not considered.

### 3. Notable Networker

A Notable Networker enjoys being in groups of people and maintains many relationships with friends and colleagues. They are free-spirited, always up for a new adventure and having fun. Often considered charming and enthusiastic, they value insights from trusted advisers. Notable Networkers are connectors of people who identify and form relationships that solve problems.

### 4. Amazing Analyst

An Amazing Analyst has a strong sense of duty and is extremely focused on getting the job done. They prefer logic and analysis to emotional decision-making. They



like routine and structure and will step into the limelight to present technical information and findings. They tend to be risk averse, value stability and are willing to explore new ideas or methods, but only if they can be proven with data and analysis.

### 5. Creative Collaborator

The Creative Collaborator may be cautious when meeting people, but once a relationship is formed, they are extremely supportive. They are charismatic, energetic and social, often telling stories that draw in others. Never one to shy away from a challenge, they like to push boundaries and spark ideas for the sake of improvement. They are original thinkers, resilient, handle stress well and seek out adventure.

Knowing who to send to a conference to generate revenue versus who to rely on to analyze and come up with creative solutions to business problems is critical. Knowing where to invest in training will also help firms succeed. As firms grow, merge and expand in a hybrid environment, this data becomes extremely valuable. It saves time, focuses effort and helps firms go far!




TUNE IN TO *LEGAL MANAGEMENT TALK* FOR MORE ON  
HARNESSING DATA FOR BUSINESS DEVELOPMENT

Ioana Good, Adrien Maines and Peter Johnson recently joined us on *Legal Management Talk* to discuss how data and benchmarks can help turn your lawyers into rainmakers. Check out the episode at [alanet.org/podcasts](http://alanet.org/podcasts).

#### ABOUT THE AUTHORS

**Ioana Good** and **Adrien Maines** are the Founders of Find A Rainmaker, an online assessment that provides behavioral insights to help companies generate revenue.

 [findarainmaker.com](http://findarainmaker.com)