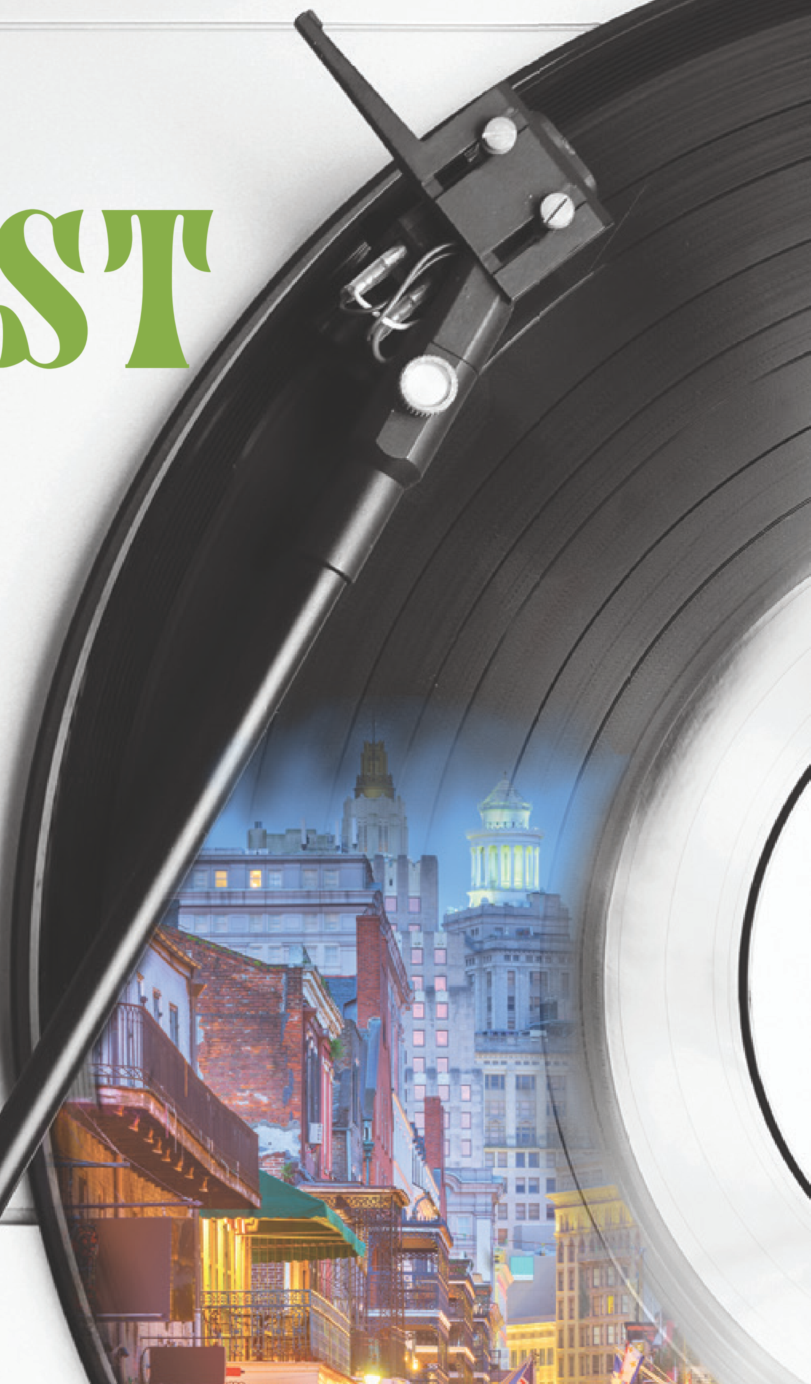
PILMMA INSIDERS' JOURNAL

YOUR BLUEPRINT FOR CREATING AN 8-FIGURE PRACTICE

PILMMA'S

GREATEST HITS

THE TOP STRATEGIES FOR LAW FIRM MARKETING AND MANAGEMENT



AUGUST 2021

Inside the Issue AUGUST 2021

Our Team

Kenneth L. Hardison
PILMMA President

Sherry Myers
Director of Operations

Darlene Hohn
Member Services Representative

Tiana Hinnant Hardison
Content Developer,
Insider Editor-in-Chief

Sierra Sauskojus
Graphic Designer

Emily Tyson
Marketing Team

Mandy Work
Marketing Team

Meghan Sevedge
Marketing Team

Kristiana Hayden
Administrative Assistant

Contact PILMMA

PO Box 678 | Lenoir, NC 28645
Office: 800.497.1890 | Fax: 866.859.8126
Email: info@pilmma.org
Website: www.pilmma.org

PILMMA Vision

To Create THE Preeminent Trusted Resource to Help Lawyers Achieve Their Goals for Success.

PILMMA Mission

PILMMA will provide POWERFUL and INNOVATIVE training and tools that help lawyers achieve their ideal practice.

PILMMA Core Values

1. We are Authentic, Transparent & Honest with our clients and each other.

2. We will be Innovative, always asking “What if...”

3. We will provide excellent client service that Under-promises & Over-delivers.

4. We will take care of our members and each other.

5. We work as a team, for the betterment of our members.

Important Dates

ET » Eastern Standard Time | All Times Are Estimated

EVENTS

PILMMA Super Summit
Sept. 29th- Oct. 2nd 2021
New Orleans, LA

KEN SPEAKING

Watch Your Weekly Digest
Ken will be a guest on upcoming podcasts, please check your members weekly digest for specific dates and times.

PILMMA Super Summit
Sept. 29th- Oct. 2nd 2021
New Orleans, LA

MEMBERS' SCHEDULE FOR AUGUST

MEMBERS SCHEDULE:
(ALL MEMBERS)

NEW PODCAST EPISODE *
Featuring Moe Dewitt
August 6, 2021

MARKETING ROUNDTABLE *
Brookes Law Group/Aaron Barr *with Cassidy Lewis*
August 11, 2021, 2 PM ET

NEW PODCAST EPISODE *
Featuring Mark Bryant
August 13, 2021

MANAGEMENT ROUNDTABLE *
Execution *with Micki Love*
August 18, 2021, 3 pm ET

WEBINAR *
Leading Growth by Asking The Right Questions with Ken Hardison
August 19 2021, 1 pm ET

NEW PODCAST EPISODE *
Featuring Kerri Coby White
August 20, 2021

ZOOM MEETING *
Members Q & A
with Ken Hardison (via Zoom)
August 25, 2021, 1 pm ET

TRAINING *
Monthly Intake Training
with Chris Mullins
August 25, 2021, 3 PM ET

NEW PODCAST EPISODE *
Featuring TBD
August 27, 2021

SAC SCHEDULE:

SAC GROUP 2 ****
Quarterly Meeting
with Ken Hardison (via Zoom)
August 24, 2021, 11 am ET

MASTERMIND SCHEDULE:

RHODIUM 1 **
Mastermind Meeting
with Ken Hardison (In Vail, CO)
August 5-6, 2021

RHODIUM 2 **
Mastermind Meeting
with Ken Hardison (In Vail, CO)
August 9-10, 2021

8-FIGURE ***
Mastermind Meeting
with Ken Hardison (In Vail, CO)
August 2-3, 2021

PLATINUM 1 **
Mastermind Meeting
with Ken Hardison (In Vail, CO)
August 12-13, 2021

*All PILMMA Members
**Rhodium and Platinum Members Only
***8 Figure Members Only
****Strategic Attorney Coach Members Only

LETTER TO OUR MEMBERS
AUGUST 2021

This is an exciting month- We're heading to Vail for the first in-person, live Mastermind Meetings since the pandemic hit. All our Mastermind groups will be there, and it will be our largest Mastermind Meetings ever! There's no substitute for the high-powered exchange of ideas and strategies these meetings produce. It is Iron sharpening Iron, in Action! And of course, we are knee-deep in preparations for next month's **SUPER SUMMIT in New Orleans, September 29-October 2, 2021**. It will be the best Summit we've ever put together. I've got more speakers, more breakout sessions, and more presentations than we've ever put together in one event.

*Once you get there, make sure and check out the all-New Mass Torts Sessions- This year, I've added a whole section devoted to Mass Torts- This is your chance to learn how to Diversify your Law Practice and get in on the lucrative passive income stream these torts can provide-

*Bring Your Key Team Players for Break Out Sessions Designed Specifically for YOUR Staff- After seeing how well-received our Monthly Staff Marketing and Management Roundtables have become- we knew it was time to give you MORE of that kind of Great content – designed specifically for your A-Team players in the critical areas of your firm's Marketing and Management. You know- no Successful business is built on the backs of the Owner alone- You must have a Team of A-players- and giving them the training, strategies, and motivation they need will help them take your firm to the next level. It's a win-win for YOU and for Your TEAM.

What's Inside this ISSUE of The INSIDER:

This is a SPECIAL Issue of the Insider- The Best of the Best- I've gone through the last 2 years of the Magazine and hand-picked some of the Best Articles we've published and compiled them into one big issue. Make sure you read this one cover to cover because I promise you there is some good content here. This issue of the INSIDER is full of the ideas, insights, and strategies that will truly help you take your firm to the next level.

Tell Me What You Think:

Hopefully by now you know that I am committed to helping YOU grow. That's why I'm always on the lookout for the hottest new marketing strategies you can take advantage of and the best management tips to propel your firms forward. I really do want to know what YOU think. If you have questions you want to see us answer, let me know. If you have ideas on how we can improve what we bring to you each month, let me know. If you have subjects you want to see me cover in a webinar or podcast, let me know.

Let's Talk!

Building a successful law firm is challenging- I know, because I've been in your shoes. I'm here to help YOU. So, if you are facing an obstacle you can't seem to overcome or a challenge that is keeping you up at night, call me and let's talk. Your success is my success. And nothing brings me greater joy or satisfaction than watching you grow. ◆

Dedicated to YOUR Success,

Kenneth L. Hardison

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PILMMA
MASTERMIND
GROUPS

MASTERMIND. THIS MONTH. IN VAIL, CO.

This month, from August 2 - 13, our Mastermind groups will experience the POWER of spending time with other successful and motivated lawyers, learning and sharing what's working, what's not, and gaining invaluable Inspiration, Motivation, Fresh Ideas, and Winning Strategies. There's nothing quite like a Mastermind to help YOU take your firm to an all-new level of SUCCESS!

MISSED OUT ON THIS EVENT? MAKE SURE YOU SIGN UP SO YOU CAN BE WITH US IN NASSAU, BAHAMAS

Platinum 1 Nov. 30 & Dec. 1, 2021	8-Figure Dec. 2 & 3, 2021
Rhodium I Dec. 6 & 7, 2021	Rhodium II Dec. 9 & 10, 2021

Call TODAY to see if your market is available or fill out the application online.

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www.pilmma.org/the-mastermind-effect/

Trust-Based Relationship Marketing

by Kenneth L. Hardison

If you have five prospective clients come into your office at the same time 1) a past client, 2) a referral, 3) someone who read or heard about you from the internet, 4) someone who saw you on TV, or 5) someone who responded to your radio ad, which would you choose first? Which lead would have the greatest likelihood of conversion?

Most of us would instinctively pick the prior client.

Why? Because we've already converted them once before. These former clients know us, like us, and trust or, or they wouldn't be coming back to see us. We don't really have to convince them or sell them on the merits of hiring us. They are already standing at the finish line when the door opens. Most of us would choose the referral next- for similar reasons. They are easier to convert because they have powerful social proof from a friend or prior family member. And the truth is, these 2 types of leads usually turn into better cases, too.

So, doesn't it stand to reason that if you want to maximize your profitability, you should do everything you can to get more of these top leads? Unfortunately, most lawyers completely miss the mark when it comes to taking advantage of these two golden lead sources. Instead, they spend more money on the Internet, TV, and radio leads that cost ten times as much and are twice as hard to convert. Not very logical, is it?

The most profitable leads your law firm can get are clients and referrals. Period. However, these great leads don't happen by osmosis! They happen only if there's an effort made to develop, nurture, and protect your existing client and prior client relationships.

Your list is solid gold, so start harvesting it.

Here's an absolute fact: The law firms that get a high percentage of their business from repeat and referrals don't get there by accident, luck, or chance. **They have a system.**

Without a system, you're leaving thousands if not hundreds of thousands of dollars on the table. With each passing month, you are giving your past clients permission to do business and refer their friends to some other lawyer.

I want you to think about this: do you remember the company that last cleaned your carpets? The glass company that replaced your broken windshield? The plumber who last fixed your leaky faucet? The company who last fixed your computers? Probably not.

Most consumers do not remember the company or service provider they hired in the past—even if they received great service!

Why? Because the company made no effort to stay in touch with them. The company gets paid, and then moves on to the next job, without making an effort to keep these prior customers engaged and without actively doing *anything* to create and maintain top of mind awareness.

Which leads me to my big money question.

Are you doing *everything* you can to keep in touch with your past clients so the next time they need your services, they remember who you are, what you do, and where to find you? I want you to ask yourself the following: "Will my past clients call me the next time they have a question or need legal representation, or will they call some other lawyer? Will they refer a friend or relative to me, even though I haven't made the slightest effort to stay in touch with them? From my experience, the short and likely answer is a resounding NO. Oh sure, a few clients might hang around with you, but most will move on. Out of sight, out of mind. End of story.

It's a bad strategy to hope your past clients will automatically come back to you or refer others to you. For every client who does, there are fifteen others out there who will

> Remember this, real profits and wealth are built through "trust-based long-term relationships."

find some other lawyer. Remember this, **real profits and wealth are built through "trust-based long-term relationships."**

It has always been that way, in any business and in any industry. You can think of it this way; it's like a good marriage. A good marriage takes some ongoing work and effort. It requires always being there, always having the other person's back, so they trust your commitment to them, and they know you care about them. The same is true for your former and current clients. However, most lawyers don't think about nurturing these long-term and highly valuable relationships. They're 100 percent focused on income, not equity. They don't think of what a relationship needs to be like for a client to stay with them for life. While it's actually not that difficult to do, the trouble is very few lawyers are willing to take the simple steps necessary to sustain these connections.

The truth is that there are profound links between trust and relationships, and equity and wealth. Trust-based marketing strategies give you four clear advantages:

1) More high-quality leads.

2) Leads that are easier to convert.

3) Prospects that are less price-driven.

4) Clients that are more likely to refer and recommend others to you.

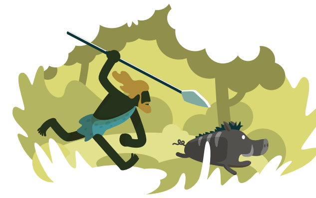
No Marketing Strategy can compete with the speed and effectiveness of "trust-based marketing." When it comes to opening more files, getting more referrals, and having your past clients use you repeatedly, nothing will put more money in your pocket faster than "earned trust". Trust will build huge dividends for your law firm. Trust-based marketing extends the length of relationships you have with your past clients and their lifetime value to your law firm.

Trust-based marketing is a game-changer. The rules are simple. Where there is high trust, there is a high dollar return. Where there is low trust, there will be poor dollar return, affecting almost every part of your law firm.

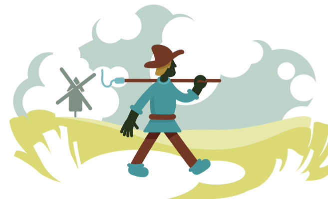
Trust means your client has confidence in you. Where trust is not present, confidence drops, and clients become suspicious.

Are you a Hunter or a Farmer?

This is a critical question to ask yourself and the answer will shed light on the subsequent steps you should take to improve your marketing efforts.



HUNTERS: Law firms have traditionally been dominated by hunters. These are the Lawyers who are primarily focused on what they can kill and eat today. They think in terms of "How many leads did we get today?" "How many conversions today?" and "How much net money did we deposit today?" Hunters are about transactions. They get a client and are happy. They sign, settle, and move on.



FARMERS: A farmer, on the other hand, is not only thinking about eating today but is also thinking about the effect of today's harvest (actions) on tomorrow, next month and next year. A farmer plants a seed, nurtures that seed, and understands that his or her efforts over time, produce a bountiful harvest. Seeds from one harvest will produce future yields. In business, the farmer is the lawyer who nurtures client relationships. Their mindset is a long-term yield. They recognize that today's client is tomorrow's referral source.

The Hunter or Farmer distinction is simple but significant. It can easily be the difference between maintaining or doubling your case load over time. It is a critical mindset.

Lawyers who understand this distinction and shape their marketing efforts accordingly will maximize their profitability long term.

For example, one of my private coaching clients is a hunter. He's good at it. Probably one of the best in our industry. His law firm averages about 750 cases per month. (Yeah, you read that right- 750 per month!) He gets a few referrals and repeat clients, but they make up less than 9 percent of his overall business.

Kenneth L. Hardison

Ken Hardison is the founder & CEO of PILMMA. He has fought for people's rights as a trusted lawyer for over 35 years. His ethics, integrity, and passion for his clients helped to build one of North Carolina's most successful firms.

He knows by not having a better relationship with his clients, he's leaving thousands, or even millions of dollars on the table. But he's okay with it. Why?

Because he's a hunter. It's what he knows. It's what he's done for years. He makes money, and he doesn't want to change. That's fine ...

But as successful as he is – he spends double in advertising/lead generations than most every other law firm does. So, while his revenue numbers are impressive, his Cost per Case is not, and his profit margin shows it. If he has to curtail big spending marketing, he's in trouble. Think about this for a minute. He spends double what most similar law firms do to buy a new client and then does next to nothing to encourage that client to make referrals. To me, this is a risky and expensive way to make a living.

Now let's Compare his business strategy to another one of my private coaching clients. She is one of the best farmers I've ever seen. She understands the importance of repeat and referral clients and takes systematic action to nurture these valuable relationships. She doesn't spend nearly as much in Advertising as our Hunter lawyer above, and 61 percent of her business comes from her repeat clients and referrals.

Her philosophy is simple: "We want our clients to love us." Everything she does is about building a long-term relationship with each and every client. She wants them to be clients for life. She wants to be their trusted legal adviser. Not only does she provide them with an experience that they can confidently brag about to their friends, family, neighbors and coworkers, but she keeps in touch with these past client on a regular basis using a variety of simple systematized steps such as frequent emails, letters, holiday cards, newsletters, client advisory board and an appreciation program. She makes sure her clients know she cares and the reciprocate by returning and referring their friends and family. By nurturing her client relationships, she has built a powerful marketing strategy producing business equity and wealth.

So, which do you want to be; a hunter or a farmer when it comes to your law firm?

I think the answer is clear. The Farmer mentality- based on Trust Based Marketing principles will yield the greater and more sustainable results virtually every time.

If you want to Leverage Trust-Based Marketing in your own firm, try implementing the following 9 Powerful Trust-Based Marketing Strategies:

1) Take time to personally call or check in with as many of your clients as you can or send a letter to all of your current and prior clients letting them know you are thinking of them during this difficult time.

2) Send holiday and birthday cards. Have your case managers send personal or congratulatory cards or notes at milestones such as births, promotions, deaths, etc.

3) Send a regular monthly newsletter to all of your current and former clients and recognize the names of any who have referred cases to you in a special appreciation section of the newsletter.

4) Create a Client Advisory Board. Your PILMMA Member Resources has a step by step guide for how to set this up—and trust me—it WORKS. During Covid you can use Zoom or FB to gather these important clients together—and send treat baskets or grub hub cards ahead of time so you can "share" a meal together.

5) Offer free notary services to your clients.

6) Make sure each and every staff member in your office understands your commitment to excellent client service and to sustaining all client relationships. Help them see the direct correlation between their actions and the increased repeat and referral clients that will make your firm more profitable.

7) Host Client Appreciation days when COVID is over and organize drive-by giveaway of masks or hand sanitizer with your firm's logo until then.

8) Start sending your clients short personal videos via email or fb messenger for case status updates.

9) Create a systemized Client Referral Appreciation program- sending clients special gifts for 1-3 referrals, 4-6 referrals, and so on. (You should be fine from an Ethics standpoint, as you are not providing a quid pro quo exchange)

This kind of marketing truly produces results- and keeps producing results long term- like the ripple effect of throwing a stone in a pond. As I discuss in my book *Under Promise and Over Deliver*, there are 3 distinct phases of successful law firm marketing: 1) Generating New Leads, 2) Providing Exceptional Client Service Once these Leads Become Your Clients, and 3) Nurturing These Clients after Representation so they become Raving and Referring Fans. No great law firm or business can ever be built on just the first phase of marketing creating new leads. You must have the second phase during representation and the third phase after representation if you want to build a great and profitable law firm.

So, if you want to be a Farmer, whose firm grows exponentially with ongoing Repeat and Referral clients, the big question is "what will you DO in the next 90 days to make it happen?" Create Your Strategy and then TAKE ACTION. And as always, if you are feeling stuck, contact me and we can talk about it. ◆

THE Great Vision Great People Matrix

by Kenneth L. Hardison

When I ask Lawyers what their number one metric is for law firm success, they usually tell me Profits or Cases Opened. While these are powerful and essential metrics for any successful law firm, there is one metric that towers above even these for exceptional business growth. What is it? The answer may surprise you.

The Key Metric — The 90 % Principle:

The key metric that catapults good companies to greatness is the percentage of *key* seats on the company's bus that is filled with the *right* people for those seats. Great businesses are not built by the efforts of average employees. According to Jim Collins, creator of the infamous BHAG (Big, Hairy, Audacious Goal concept), 90 % of your key seats should be filled with the right people if you want to achieve great things with your business.

Collins covers this concept in detail in his latest book, BE 2.0- Collins spent the last 25 years researching successful companies from small and medium-sized businesses to mega-companies like Apple, Pixar, HP, Intel, Marriott, and more. After extensive research, Collins concludes that this metric is one that should be tracked obsessively, and that it is the "one metric upon which the greatness of the entire enterprise hinges." (Collins, BE 2.0, 16)

After consulting with law firms of all sizes all across the country and mentoring lawyers both individually and as a Mastermind facilitator, I believe Collins' observations are spot-on and merit serious consideration for any law firm owner who wants to take his or her firm to the next level.

The Key Seats

The first step to achieving this Foundational 90 % metric is to identify "key" seats on your firm's "bus." How do you go about identifying these positions? Collins defines key seats as any seat that meets one of the following three conditions:

1) The person in the seat has the power to make a significant decision, or

2) Failure in the seat could expose the entire company to significant risk or potential catastrophe; or

3) Success in the seat would have a huge impact on the company's success. (Id.)

The Right People

Once you identify your firm's key seats, then you must ask yourself if each of these key positions is currently being filled by the "right" people (what I often call the A + players). These are the employees that fit into and embrace your firm's culture and that are both self-disciplined and self-motivated.

The importance of these A+ players cannot be over-emphasized. Having your firm's bus filled with A+ players is critical because as you grow, the actual seats, even the key seats, may change as your firm's needs and directions change. The A+ players are dedicated to your "team" and its success; They embrace challenges and pull together to accomplish the firm's goals, even as those goals or the means to achieving them must be adjusted.

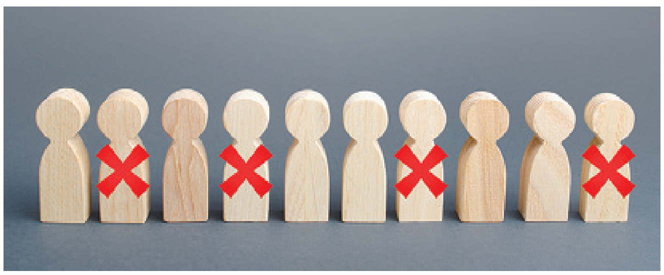
Develop or Replace:

As you examine your firm's key positions, be brutally honest with yourself. Be prepared to recognize any positions that are not currently filled with an A+ player. It is at this point that you, as the leader and firm owner, must decide on your action plan. You basically have two viable choices: You can: 1) Develop the current

> “
> ## Great Vision Without Great People is Irrelevant.
> — Jim Collins

employee into an A+ player, or 2) Replace that employee with someone who is an A+ player. (Replace doesn't necessarily mean fire, it may mean placing them into a different seat)

There is no hard and fast rule here, and either approach can work. As Collins notes: "Looking across the best leaders we've studied, we see about a 50/50 split between those who tilted toward develop and those who tilted toward replacing." Id. Personally, I always try to develop a current employee into an A+ player if it is possible. That method meshes with my personal core values and belief in giving everyone a fair shot when possible.



If you opt to try and Develop a sub-A+ player, how do you know when it's time to "cut bait" and replace them? Collins provides us with 6 questions we can ask ourselves when facing this dilemma:

1. Am I beginning to lose other people by keeping that person in the seat?

Tolerating ongoing sub-performance by one employee brings the whole organization down. Talented and motivated employees want to work with others that are like-minded and similarly talented. It's no surprise that some of your best employees may not stay if they are surrounded by others who are far below them in attitude and performance. Likewise, negative employees or those whose ideologies aren't congruent with your firm's culture can jeopardize the health and stability of the culture you are working so hard to create and maintain.

2. Does this employee have a values problem, a will problem, or a skills problem?

If an employee consistently behaves in a way that is toxic to or contrary to your firm's basic core values, then they need to be replaced. Period. There's not really a way to correct this fatal flaw. On the other hand, if the employee shares the firms' values and has the will to do well but is deficient in the skills area, an opportunity for remediation makes sense. The question of will is the most difficult decision for you. Growth requires a concerted will to improve and to acquire new skills as necessary. If the employee lacks the will to improve, even if they embrace your firm's culture, can you, as the leader, motivate them?

3. What's the person's relationship to the window and the mirror?

When things go well, "Right," people point out the window and give credit to other factors and employees rather than themselves; when things go badly, they don't' blame others. Instead, they look in the mirror and accept responsibilities, asking: "What could I have done better, and what can I do to keep this from happening again?"

4. Does the person see work as a job or a responsibility?

Right people always see it as a responsibility and not a job.

5. Has your confidence in this person gone up or down in the last year?

You should be observing an upward trajectory.

6. How would you feel if that person quit?

Would you be relieved? That's a pretty sure sign you need to cut ties. If you would be distraught, then trying more to develop them into A+ players makes sense. (Id.)

The 90% metric may sound daunting, but remember, it is a goal to work towards with diligence and commitment for the sake of your firm's health and future growth. I challenge each of you to reexamine what your key seats are and whether you have the right people filling these key positions.

Make 2021 the year of "Key People in Key Seats."

And if you'd like to dig deeper into the topics we've covered in this article, then I highly recommend you make time to read Jim Collins's newest book, ***Be 2.0*** ◆

Kenneth L. Hardison

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A Rank-Dominating Backlink Strategy

by Luke W. Russell

Recently, I attended a conference in Seattle, where I asked over a dozen SEO experts about lawyers running scholarship campaigns to get backlinks.

Responses included:

- "The gains are likely to be marginal at best."
- "We've seen lawyers running them, and they experienced a lift in their domain authority."
- "They might work, but there are better things to do."

One SEO expert's immediate response was, "Publish proprietary data, speak at a university, or get a column in your metro's paper. Do something that legitimately shows that you're both an expert on your topic and that you are an authority in your community."

First, I'm not here to say that if your SEO company is helping push a scholarship backlink campaign that they're doing you harm or wasting your resources. It looks like they're still working at this time. However, a scholarship does not indicate that you are an expert in your field. So while they work today, they will not work forever because they simply aren't getting you links that display authority or expertise.

I also don't want you to go out and switch your entire strategy overnight. If you have an SEO agency and you're interested in pursuing my recommendation below, please do this with the advice and oversight of your SEO vendor.

The following suggestions are for firms that do a lot of motor vehicle cases. With a small dose of creativity, you can tailor this to other practice areas.

Proprietary Data Changes the Game

The idea is that if you publish your own, unique data, then you give people legitimate reasons to talk about your firm within the actual context of what you do.

If you conduct a survey and compile it into an easy-to-consume format, then you are now providing genuinely valuable information to the world (rather than more information about car accidents that everyone else has written about thousands of times).

The issue of having quality content is largely why scholarship campaigns have become so popular. They give other websites a reason to talk about you. Let's face it; people don't really care about lawyers. You need to go out of your way to give people reasons to link to your website.

> "The idea is that if you publish your own, unique data, then you give people legitimate reasons to talk abot your firm...

Examples of Proprietary Data

To conduct a survey and provide an analysis, you need to first determine what the topic or scope of the project will be. Start by selecting the practice area for which you most want more cases.

Next, consider ways that you can look for interesting information. Here are some ideas…

DANGEROUS INTERSECTIONS

- Ask people which intersection in your area is the worst.
- Take the responses and put them onto a map.
- Have your team members go out to the most complained about intersections and record a video talking about why it poses safety risks.
- Bring in a traffic safety expert to talk about what should be done to improve the safety of those intersections.
- Compile recommendations for the city on ways to improve road conditions.
- Get an interview with a local city official to discuss how they can use the data you found.

POTHOLE CITY

- Ask people where the worst and/or most dangerous potholes are (this is particularly relevant in northern states in the winter).
- Plot the responses on the map.
- Go out and get pictures/videos of what's needed.
- Get estimates on what it would cost the city to fix.
- Compile recommendations and look for ways to be a part of the conversation.

ROUNDABOUTS—LOVE 'EM OR HATE 'EM

- Survey people about where roundabouts should be and where they shouldn't.
- Follow the same steps as above. In the end, be real and be involved.

You can follow a similar process for any of these. It's all about figuring out what is relevant to both your practice area and to your local community.

Collecting the Data

Don't get too caught up in which method. It's best to pick one and run with it. You can use online survey software. This makes your data collection and storage a lot easier because it's all contained in a database.

If you want to go a really simple route, post on your Facebook page with your question. Then compile all the data from the comments into a spreadsheet.

You can also explore using companies that specialize in polls and surveys. While this can be more expensive, this can really improve the legitimacy of your work, causing more journalists to take your publication seriously.

This is a PR Opportunity

Don't just treat this as an SEO opportunity. Conduct your surveys and then get every bit of benefit you can out of publishing them.

Make sure it is visual.

Don't just report a bunch of numbers or stats or even just a map. Help tell the story of the data you found in a way that people can look at and immediately understand what you're talking about. This is why I recommended above that you visit the locations of your biggest findings. If a certain intersection is particularly bad, go visit it and talk about what makes it so dangerous.

Explain your methods.

This is good for the sake of getting journalists' attention. By outlining the methods you took to acquire the data, you give more credibility to your process.

Coordinate the publication.

Don't just haphazardly publish this data. Coordinate your press releases, blog publication, social media outreach, local news interviews, and more. You can use this study to get your name part of the local conversation. Reach out to journalists in advance so that you land interviews to coincide with your publication.

Take it further with advocacy.

You are advocates for your client. Show your community the type of advocate you are for everyone by taking your findings and looking to create actual change. Involving experts help you make the case that you're not just out for a publicity grab. This can also result in far more mentions online and offline, driving your brand's relationship with your community.

continued on page 50

Luke W. Russell

Luke Russell, founder of Russell Media paid traffic focuses on online campaigns. The Russell Media team is a strong proponent of shouldering risk with clients and offers various options that include performance pay. Connect with Luke via email at

luke@russellmedia.us

STRAIGHT TALK FOR THE TEAM: Identifying THE DYSFUNCTIONS THAT *IMPEDE GROWTH*

by Tiana H. Hardison

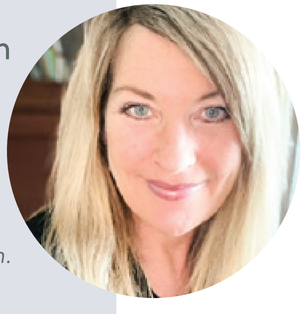
If you know PILMMA's founder, Ken Hardison, very well, or if you've been a loyal PILMMA member for some time, then you know that Ken is a continual learner, and he is never satisfied with the status quo. Consequently, this means the PILMMA "team" must be continual learners, too. Recently, in preparation for our company's quarterly meeting, Ken asked every team member to read Patrick Lencioni's classic Leadership fable, The Five Dysfunctions of a Team. Of course, being the rebel and free thinker in the group, I immediately imagined we were headed for a twisted version of a Dr. Phil show rather than a business meeting. But, in the spirit of team building and cooperation, I opened the book and started reading...

From the very first page, I realized this book was not what I'd expected. This was not a dry dissertation on the merits of cooperation and conflict avoidance. Lencioni is nothing short of a genius! Instead of laying out his observations and beliefs about how strong teams are formed, and the dysfunctions that impede team productivity, he creates an exciting page-turner that takes you into the boardroom of a small startup company. He introduces each of the specific characters (ingeniously representative of the various personality types one might find in any typical company's executive team) and sets up a storyline, which includes bringing in a new CEO to help solve the company's immediate crisis. This small startup company has top-line designers, salesforce, marketing gurus, and plenty of financial backing, but they are not able to produce exceptional results. They are completely overshadowed by their competitors. The big question is, "Why?"

Tiana Hinnant Hardison

Tiana Hinnant Hardison practiced law for 30 years, with an emphasis in personal injury and disability law. With a passion for helping lawyers grow law firms, she is PILMMA's Insider Journal Editor-in Chief, and Content Developer.

You may contact Tiana at tianamhinnant@gmail.com.



Lencioni takes us on a journey along with the newly hired CEO—to unravel the dysfunctions of the team as we observe the interplay between the various characters.

> "Honestly, I couldn't put the book down until I'd reached the end.

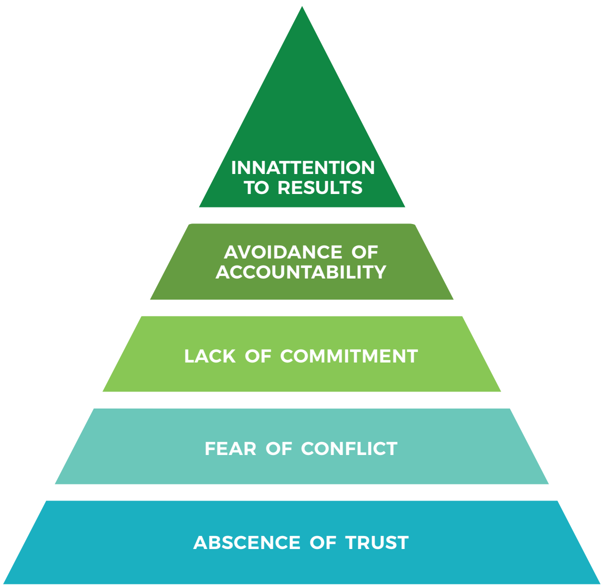
He weaves his ***5 Dysfunctions of a Team*** methodology into the story, as the CEO uses this model to help rehabilitate and reshape the company's executive team. Not everyone survives.

From initial meetings to off-site team-building exercises, the reader gets a bird's eye view of this fictional team's inner workings and begins to see how these characters may resemble the players in one's own team. I was hooked.

Honestly, I couldn't put the book down until I'd reached the end. Like reading as an exciting whodunit mystery, I wanted to know who was going to resign or be fired or have a change of heart and whether this dysfunctional team could or would become functional.

Of course, when it was all said and done (Spoiler alert here!), the team is strengthened and renewed but with the growing pains of change.

Once the fable is told, Lencioni concludes with several chapters offering a succinct and straightforward analysis of the 5 primary dysfunctions that team members must overcome for success and heightened company productivity. He also gives the reader suggestions for how these dysfunctions can be rectify.



The 5 Dysfunction Model Explained:

The initial premise is twofold: 1) teamwork in most organizations "remains as elusive as it has ever been, "and 2) organizations fail to achieve because "they unknowingly fall prey to five natural but dangerous pitfalls."

THE DYSFUNCTIONS OF A TEAM:

1. Absence of Trust: Essentially, this stems from each member's unwillingness to be vulnerable within the group. If members aren't genuinely honest and open about their own mistakes and weaknesses, it's impossible to build a foundation of trust.

2. Fear of Conflict: Without trust, members are "incapable of engaging in an unfiltered and passionate debate of ideas." Consequently, meetings are filled with "veiled discussions and guarded comments."

3. Lack of Commitment: without a healthy conflict, there is an inevitable lack of commitment. Since members haven't honestly shared their opinions in passionate and open debate, they lack the buy-in necessary to embrace team objectives.

4. Avoidance of Accountability: Without real commitment and buy-in, even the most focused or driven members hesitate to call their peers out on actions or behaviors that are counterproductive to the good of the team.

5. Inattention to Results: Without team members holding each other accountable for their ropes in furthering team objectives, members will put their own needs, such as ego, career development, or recognition or the needs of their department above the executive team's collective goals.

As you can read through this list of dysfunctions, you realize that they are all interconnected. A dysfunction in one area left unchecked results in overall teamwork deterioration.

THE FUNCTIONING TEAM:

Exploring the five dysfunctions within most teams also sheds light on the five critical elements of the healthy, cohesive, and productive team: Healthy Teams:

1. Trust One Another.

2. Engage in Unfiltered Conflict Around Ideas.

3. Commit to Decisions and Plans of Actions: even if they initially disagreed with the choice or plan.

4. Hold one another accountable for delivering against those plans.

5. Focus on the Achievement of Collective Results.

While the above-stated concepts are simple, the rub is in the application because self-assessment, honest dialogue, and change all "requires levels of discipline and persistence that few teams can muster." But those that can surely reap the benefits of heightened cohesiveness and productivity that propels an organization forward.

Fortunately, Lencioni doesn't leave you hanging. He provides questionnaires to help your company's team players assess their susceptibility to these five dysfunctions, as well as strategies for overcoming each identified dysfunction.

So, you may be wondering what happened to the PILMMA team when we undertook the dysfunction analysis. Let's just say even strong teams have some areas of dysfunction, and the vulnerability to lay bare and dig deep isn't natural- but the results are highly recommended.

We all want businesses that grow- and team players that are vested, committed, and operating at full potential. We want the sum of our team to be greater than the individual parts. Lencioni's Leadership Fable and Five Dysfunctions Analysis is a book worth diving into if you are prepared for the vulnerability and honesty necessary to apply these principles effectively for your team and firm's betterment. ◆

THE EPIDEMIC of the Poor Follow-Up

by Kenneth L. Hardison

There is an epidemic that's killing law firm growth nationwide. And it's not a flesh-eating bacteria or disease. Instead, it's an epidemic of attorneys failing to follow-up effectively with prospective clients. Most lawyers follow up with their leads once, and if they're unable to convert the prospect into a client, they simply quit. Dropping the ball like this is one of the biggest mistakes an attorney can make.

Most (about 81%) decisions to purchase a service occur after the 5th contact.

That means, in order for you to truly be successful, you must have a system in place that leads the customer through a selling process involving numerous follow-ups, ideally five or more! And remember, follow-ups don't necessarily mean phone calls. There are many creative ways in which you can reach out to prospective clients with valuable content that builds trust and relationships.

You are not pestering or pressuring these prospects. Instead, you are giving them valuable information that helps them at a difficult time in their lives. And, as the old saying goes, "The more you tell, the more you sell." It's the cornerstone of education-based marketing, and it is a golden opportunity that many lawyers miss altogether, even though they are spending huge sums on marketing.

In order to create strong and meaningful follow-up systems, you must obtain a prospect's contact information on the FIRST contact. This will allow you to send follow-up letters, newsletters, emails, direct mail, free reports, etc.

Repetition is the key! A system that entails a strong follow-up sequence should be the priority of your marketing plan. So, before you go out and spend loads of cash on ways to get new clients, remember – it is infinitely more profitable to follow-up with present and existing clients first. You must plug up the holes in your current system before you even think about finding new prospects!

As simple as this all sounds, why don't more attorney's follow-up effectively?

The Challenges of the Follow-up

The Challenge: The number one reason that attorneys don't take advantage of the follow-up is it takes too much time. As attorney's, we are usually strapped for time. And, let's face it, the last thing we want to do with our extra time is call, email, or write and send letters to potential clients. It is all too time-consuming.

The Solution: It is almost impossible to do all of the follow-ups yourself. It's well worth the investment to hire an experienced person with a background in sales to take on the task. Did you know that 65% of all business lost in the U.S. is due to apathy after the initial contact? That said – hire the best! This person must know how to sell your practice with enthusiasm and proficiency. If you are unable to hire someone at the moment, delegate some of the responsibilities to your best staff members.

Set goals for yourself and staff. For example, move all new prospects to the second step in your follow-up system 3 days after the first contact. This could be as simple as

> "[In] order for you to truly be successful, you must have a system in place that leads the customer through a selling process involving numerous follow-ups- ideally five or more!

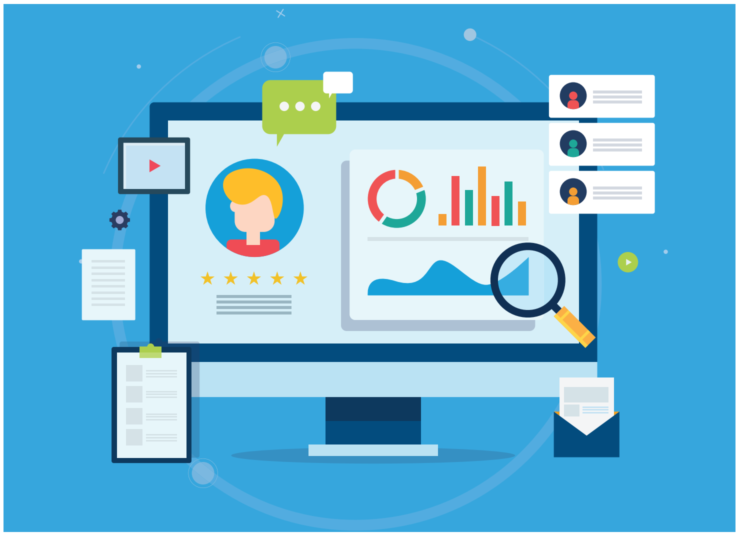
sending a pre-written letter, thanking them for showing interest in your firm.

The Challenge: Many lawyers shy away from creating follow-up systems because they seem too complicated, or the lawyer lacks the organizational skills to create and implement them.

They believe that their law firm service sells itself. Or they believe that heavy advertising will fulfill all of their needs.

Not only is this way of thinking completely wrong – it's wasting your hard-earned money! While advertising may be a way to get that initial call, the follow-up is what truly turns prospects into clients.

The Solution: While there are countless Client Relationship Management programs that will manage and automate the follow-ups for you, the odds are that if you aren't utilizing a follow-up system already, you won't be willing to invest the money into a CRM program. (Even though, programs like Active Campaign, Mail Chimp, and InContact are amazing and well worth the investment.) If you aren't implementing a follow-up sequence, create a simple system that you and a couple of staff members can implement.



Here is a 30-day follow-up sequence that I used with my personal injury firm.

Every new caller who had been involved in an auto-accident was placed into this follow-up sequence. As you look at this sequence, you will see that I am giving these prospects lots of valuable content and information through simple reports that I created. These are easy to put together if you put yourself in your potential client's shoes.

Think about the concerns and questions that most new clients have and address them in short and easy to read reports that you can email to them. And remember, these potential clients need a lawyer immediately, so it's important to follow-up quickly and effectively before they choose to go to a competitor.

Day 1 – The day they call, I sent a letter thanking them for showing interest in my firm. Along with the letter, I include an informational book I wrote about legal matters concerning auto accidents and property damage. I also added the information to my firm's newsletter mailing list.

Day 3 – I sent out a free report, "The 29 Tactics Adjusters Use to Deny Your Claim."

Day 6 – I sent them out another free report, "59 Legal Defenses the Insurance Adjusters Use to Diminish Your Claim."

Day 9 – I sent out a short book I wrote on "How to Handle Property Damage." Remember, you can send hard copies or email them digital copies!

Day 15 – I sent out a report I wrote on "Questions you should ask an adjuster before signing anything."

Day 30 – I sent my firm's calendar magnet. (there's so much great swag available these days, that there's no reason not to leverage it to help you attract clients)

As you can see, it's extremely easy to create and implement a follow-up sequence. Although I spent significant time upfront to create documents designed to display my legal knowledge to my clients in a way that helps them and builds trust, the time was well spent.

This simple follow-up sequence worked! I increased my conversions dramatically and kept those cases from going to my competitors. You can create any kind of materials you want. The idea is to create short and easy to read material that will resonate with your potential client, and answer the kinds of questions or concerns they are likely to have. I also sent swag because who doesn't like getting a gift in the mail, no strings attached? Once you find out what works for your firm, make sure every prospect has a sequence they will go through. Although you may create these sequences for general use, I suggest you design specific sequence materials for each of your practice areas.

Kenneth L. Hardison

Ken Hardison is the founder & CEO of PILMMA. He has fought for people's rights as a trusted lawyer for over 35 years. His ethics, integrity, and passion for his clients helped to build one of North Carolina's most successful firms.

On a side note, books and reports are extremely cost-effective in terms of return on investment. Let's say for every 25 books I handed out, I got one client.

If it cost me $100 to print these books – with one client, I've made well over my initial investment. And with digital eBooks, your cost is virtually nothing!

The Challenge: Many lawyers think that follow-up systems cost too much money. While the cost of supplies and time can add up quickly, the potential return can't be ignored. Think of it this way, without a system in place, you are just wasting a large portion of your marketing dollars. Wouldn't it make sense to move some of those dollars into a follow-up system?

The Solution: Cut back on new marketing expenses. Instead, put the resources into a follow-up system. Then begin following up with your existing prospects. Remember, every prospect must be led through a pre-set sequence of follow-ups. As you begin to convert prospects quicker and more effectively, fine-tune your system.

As your Return on Investment from your marketing dollars increases, then you can begin new ways of marketing.

Tips to Follow-up like a Pro

- **Repetition** – Research shows that it takes anywhere between 7-12 repetitions of a message in a 30-day period for it to get embedded into the unconscious mind. That said, don't give up! The more you remind a prospect about your service, the more likely they will hire you or remember you when they need an attorney.

- **Group Your Follow-ups** – Make sure that there is a separate follow-up sequence for each type of prospect (i.e. SSD, Workers Comp, Auto Accident, Injury, etc.). The needs of each prospect will be different, and it's important that you recognize that.

- Find out what works best for your firm.

- **Multimedia Reinforcement** – Use numerous methods to follow-up with prospects. Along with occasional phone calls, use postcards, emails, newsletters, direct mail, etc. Always have something new to say or say what you have been saying in a new way. This will keep your contacts from becoming monotonous to the prospect.

- **Timing** – While it is likely that some of the people on your list of prospects may not currently need a lawyer, it is important to continue to follow-up with these people in order to easily convert them into clients when they could use you. Always stay in front of your prospect. You've heard the phrase: "top of mind awareness." That's where you want to be. You want to stay at the top of their minds so that when they or their friends or family need a lawyer, your firm is the first name that comes to their minds! And remember, you are leading them to the next step in the follow-up sequence, they're not leading you! Don't wait for them to call you and inquire about your service. With an effective follow-up sequence, they will be ready to hire you by the time they need a lawyer.

> "If you don't utilize a follow-up sequence already, you will be amazed at its impact on your conversion rate and case load.

- **Build a Relationship** – Depending on the prospects' current need for a lawyer, jumping on the telephone and calling right away may be a mistake. If the need for a lawyer isn't urgent, take time to build a relationship first.

- Start out with some informal follow-ups like a postcard, newsletter, email, or some direct mail. This allows prospects to familiarize themselves with your firm.

- **Link Your Follow-up Sequences** – Your follow-ups should always include a next step, which will allow the prospect to move through the follow-up process. In marketing jargon, you are leading them through your "marketing funnel." For example, you can use a piece of direct mail that reaches out to the prospect, and then encourages them to download a free report, once they enter their contact information. Once captured, you can use that information to send a newsletter or other type of direct mail.

Conclusion

If you don't utilize a follow-up sequence already, once you implement one, you will be amazed at its impact on your conversion rate and caseload.

Don't even think about investing in new marketing opportunities. Wait until you're sure that all of your prospects coming from your existing marketing ventures are being led through an efficient follow-up sequence that eventually leads them to hiring you.

Get started on a follow-up system today! Remember, marketing and advertising gets you the prospect – follow-ups turn them into clients! ◆

BIG IDEAS IN

2021

SUPER SUMMIT AGENDA

Day 1: Wednesday September 29

10:00 am - 5:30 pm	Registration	
12:30 - 12:45	Opening Remarks	Ken Hardison
12:45 - 1:20	Thinking Strategically To Grow Your Law Firm	Ken Hardison
1:20 - 2:15	Law firm SEO - Exposing The Google Algorithm to Help You Get More Cases	Jason Hennessey
2:15 - 3:15	The Future of Legal Marketing: What's Changing, What's Working, What's Ahead, & How to be Competitive	Steve Nober
3:15 - 3:30	BREAK	
3:30 - 4:00	Confessions of a Law Firm Secret Shopper - Avoiding The Top 3 Intake & Consultation Mistakes That Cause Ideal Clients To Retain Your Competition	Liz Wendling
4:05 - 4:35	How to Avoid Being Sued by your Ex-Employees	Alan Crone
4:35 - 5:30	Intake Panel	Harlan Schillinger, Ken Hardison, Gary Falkowitz, Kerri Coby White, & Chris Mullins
7:00 - 9:00	Reception	

Day 2: Thursday September 30

7:30 - 8:30	Registration	
8:30 - 8:45	Opening Remarks	Ken Hardison
8:45 - 10:00	Never Give Up	Rudy Ruettiger
10:00 - 10:15	BREAK	
10:15 - 11:30	The Most Human Law Firm Wins	Mark Schafer
11:30 - 12:15	A Blueprint for Local SEO Expansion	Tanner Jones
12:15 - 1:30	LUNCH	
1:30 - 2:45	Top 10 Red Flags to Look Out for While Managing A Law Firm	Eric Sanchez
2:45 - 3:30	*How To Build Back After Covid*	Ken Hardison
3:30 - 4:00	BREAK	
4:00 - 5:00	How Do I Spend My Money?	Eric Morgan
4:45 - 5:30	Fireproof: Taking Your Firm From Unpredictable to Wildly Profitable	Mike Morse

THE BIG EASY

Day 3: Friday October 1

	Management	*Marketing*	*Mass Torts*
8:00 - 8:30	Moderator - Ron Eccles	Moderator - Seth Price	Moderator - Steve Smith
8:30 - 9:15	Accounting Systems for a Contingency Law Firm - David Shuman	Leveraging Videos to Grow Your Law Firm - Nick Veser	Diversifying into Mass Torts - What You Should Know - Steve Smith
9:25 - 10:10	The Power of Tax Planning - Boris Musheyev	How to Effectively Use Social Media in Your Law Firm - Jay Ruane	How to Make a Killing in Mass Torts, Reduce Your Taxes to 4% & Do No Work - Bill Pintas
10:10 - 10:30	BREAK	BREAK	BREAK
10:30 - 11:15	Financing your Law Firms Growth - Ari Kornhaber	How to Bridge the Gap Between Your Firm's SEO Goals & What an SEO Vendor Needs to Do to Get You - Jeff Turner	How to Mine Your Database for Gold - Grace Montealegre-Persist
11:25 - 12:10	How to Avoid A Bad Hire - Jay Henderson	TBA - Dan Smith	How A Lawyer in Paducah Kentucky Built a Substantial Mass Tort Practice to Complement His PI Practice - Mark Bryant
12:10 - 1:30	LUNCH	LUNCH	LUNCH
1:30 - 2:00	PILMMA Membership Q&A Discovery Session	PILMMA Mastermind Q&A Discovery Session	
2:00 - 2:45	Increase Revenue Through Top Line Management - Garry Salomon	The 5 Types of Videos Every Law Firm Should Be Using to Market Their Law Firm - Patrick Anderson	The 3 Top Secrets of Mass Torts - Terry Duncan
2:55 - 3:40	Overcome the Cash Crunch - Chelsea Willias	How to Attract Motorcycle Cases Even if You Don't Ride - Ken Hardison	What's Hot and What's Not - Don Worley
3:40 - 4:00	BREAK	BREAK	BREAK
4:00 - 4:45	From Panic to Profit - Brooke Lively	Google Local Update - Nalini Prasad/Seth Price	How to Get Quality Cases on Facebook - Luke Russell/Eva Grouling Snider
6:00 - 7:00	**MASTERMIND RECEPTION**		

	Staff Break Out-	***Round Tables***
	Marketing	*Management*
8:45 - 10:10	Differentiating Your Firm from Your Competition - Ken Hardison	Using KPI's To Manage Your Law Firm - Micki Love
10:45 - 12:10 am	Video Production Made Simple - Patrick Anderson/Gene Ramos	Hiring Superstars - Greg Abel
2:00 - 3:30 am	Are Your TV Ads Achieving Maximum Penetration? Focus Groups in an AI World - Aaron Itzkowitz	A Hiring @ Onboarding System That Creates High Drive Team Players with an Ownership Mentality - Bill Biggs

Day 4: Saturday October 2

8:30 - 9:15	Video Marketing YouTube Advertising	Cindy Speaker
9:45 - 10:00	Tracking Your Marketing Efforts...New Technologies. They Help but They Don't	Chad Dudley
10:00 - 10:15	BREAK	
10:15 - 10:45	How I Sign Up Over 100 Injury Cases Per Month Using Only Social Media	Ali Awad
10:45 - 11:15	Double Your Referrals with "Your Ambassador Club"	Larry Disparti
11:15 - 12:00	TBA	Carl Solomon
12:00 - 12:15	Closing Remarks	Ken Hardison

Why Do You Want To *Create Video* To Market Your Law Firm?

by Gerry Oginski, Esq.

What's your WHY?

WHY do you want to use video as a media to market yourself and your law firm?

Understanding the answer to that question will help you create marketing messages that attract your ideal clients and consumers. Let me show you how…

Why do you do what you do?

Why are you an attorney who helps injured people?

Why do you have an office, a staff, a partner?

The answers are numerous and varied.

The answers to those questions will help you see WHY your marketing messages are either attracting or repelling your ideal clients. It's either/or. Either they're attracting them and you're getting calls or you're repelling them and you're not.

The choice of media to use to create your marketing message is just as varied as your reasons WHY you do what you do.

I'm writing this article on an overcast cold Sunday afternoon with beautiful piano music playing in the background. I recently celebrated my birthday and was reflecting on my WHY.

Let me share with you **WHY** I created my first lawyer marketing video.

I left my firm in 2002 and took all the cases I was working on with me. My partners were great, but I realized I worked better on my own. I thought my legal superpower was trying cases and generating new cases from referrals. That worked well for about two to three years.

AN UNSETTLING WAKE UP CALL

I'd settle a case and notice that I wasn't replenishing my caseload. It was taking much longer to get referrals I relied on to pay my bills and generate profit. One Friday evening my secretary came to me and said if I don't find another way to bring cases in, I won't be able to afford her salary and the rent.

That was an unsettling wake up call for me.

I was a solo practitioner with a secretary/paralegal who, up until then, thought being a good lawyer was all I needed to generate new business. I was sorely mistaken. That urgency and panic forced me to start looking at different ways to make the phone ring.

I found a 'guaranteed' way being offered by some guy I'd never heard of. It involved sending color coded and time urgent letters to potential clients with sequential form letters warning them that if they didn't sign up NOW, they'd lose their right to sue. That was a waste of a few thousand dollars that I didn't have to spare.

I was getting desperate looking around for answers. I couldn't call my competitors here in New York to ask what was working for them since they wouldn't tell me.

Gerry Oginski, Esq.

Gerry Oginski is a New York medical malpractice and personal injury attorney. He is the author of "Secrets of Lawyer Video Marketing in the Age of Youtube." If you have questions, call him at 516·487·8207.

I decided I had to take out an ad in the Yellow Pages. Everyone else in the New York Community was doing it, therefore it must be working!

Wrong again. I didn't know what I didn't know. I was easily convinced that this was the answer to my question of how to make the phone ring. "Just sign right here and we'll bill you $25,000," is what the rep told me. What did I know about marketing? Nothing.

That money got me a half page color ad on page 8 of a super-competitive attorney section in our Yellow Pages. The only calls the ad generated were from people who had already called the seven attorneys whose ads appeared before mine and been rejected.

At the end of the year, I managed to get one call that generated a PI case and a fee that allowed me to cover the cost of the ad for that year. I didn't have the money to pay for this crap. Lawyers were spending hundreds of thousands of dollars a year for their full-page ads and double truck ads. I couldn't compete with them. I didn't have the money.

Then there were lawyer TV commercials. Every channel. Every day. Every time slots. One after the other. Prime time TV ads. "BEEN INJURED? CALL US..." I had no money to compete with the big PI law firms who were spending a fortune advertising on TV in the New York market. Besides, I reasoned that a consumer could never tell the difference between one lawyer ad and another.

In 2004 I began to learn about a concept called education-based marketing. I realized that I could use my website to teach and educate my potential clients and consumers before they ever came into my office.

I had never heard of anyone else doing this. I thought this might be cool. I started writing articles on my website about how medical malpractice and accident cases worked in New York. I kept searching for other lawyers doing the same thing in New York and nobody else was doing it.

THIS EDUCATION THING WOULD WORK FROM TIME TO TIME

Every now and then I'd get a call from someone who said they were searching online and came across my website. They had questions about their matter which was like what I talked about in my article. Would I be willing to talk to them? "Of course," was my answer.

Since my caseload was dwindling and I didn't have money to compete with the big boys, I kept writing articles for my website. I noticed I had more and more free time to write these articles as I wasn't getting cases using my traditional 'hope and pray' method. Remember, I had not become an avid marketing student yet.

Because of my intermittent success with generating a few calls with my informative articles, and because I had more free time on my hands, I kept writing. I didn't realize it at the time, but I was slowly building a library of useful articles on my website. That started a snowball effect that would help with search engines years later.

My WHY is slowly coming into view. Stick with me here…

Over the next two years I was barely maintaining my practice. I wasn't spending money on advertising or marketing because I didn't have any to spend. I was looking for ways to bootstrap my practice. There were no legal marketing conferences I could go to yet. There was nobody teaching out-of-the box marketing for solo and small law firms at that time. There were no legal mastermind groups I could join. That's because there were none.

FUNKY NEW WEBSITE CHANGES LEGAL MARKETING FOREVER

In 2006 a quirky little website came online. Its' tagline was "Now accepting user generated video content."

"What the heck is that?" I thought.

I explored the website to see if any lawyers had any video content on it. A few lawyer TV commercials and a few CLE lectures were on it. That was it. I found both to be very boring and couldn't understand why anyone would voluntarily want to go to a website to watch a lawyers' TV commercial.

Oh yes, I should tell you the name of that website...YouTube.

At the end of 2006 Google bought YouTube for over **$1 BILLION dollars**. Hmm... Very interesting.

I began to ask WHY would a search engine buy a nascent video website for such an astronomical amount of money. They clearly knew something I didn't.

The more I investigated YouTube the more excited I'd get. I began to think of how I could use this website to help me get new cases online. I'd daydream during depositions wondering how I could use this new media to generate cases. I kept coming back to the articles I was writing for my website.

Educational articles.

Articles that taught my readers something they didn't know. Articles that (hopefully) would prompt a reader to pick up the phone to call me for more information about their legal matter.

I began to wonder if I could somehow do the same thingusing video as the media instead of an article on my website. I reasoned that since people loved watching TV, they might be interested in a video talking about these educational topics. I didn't know. I also didn't know anyone I could talk to about it either.

> "I had no idea HOW to create a video or even HOW to get it online. There was nobody teaching how to do this.

NOBODY KNEW THE ANSWERS

I had more questions than answers.

I had no idea HOW to create a video or even HOW to get it online. There was nobody teaching how to do this.

Was it ethical? Would I need to get permission from my bar association to do this? I couldn't find any lawyer in the country who had done this who I could call to ask.

I needed answers fast. But I couldn't find anyone who had the answers. So, I did what any entrepreneurial attorney would do. I scrounged through the NY advertising ethics rules. There was nothing about video marketing and there wouldn't be for years to come.

That forced me to look closely at what restrictions if any the rules said about what media was acceptable. There were no definitive answers since lawyers typically advertised on TV, radio, magazines, direct mail, client mailings and other traditional methods. There was nothing specific about video.

After much research I concluded that the media didn't matter. What mattered was what I was saying that had to conform to my states' ethics rules. I stuck to what my rules required. No puffing. No boasting. No bragging. No bad-mouthing. Besides, I wanted to use these videos to teach and educate my ideal consumer.

My WHY should be coming into focus now...

1. I had no money to compete with the big boys spending hundreds of thousands of dollars a year on marketing.
2. I knew nothing about advertising or marketing other than my poor attempts at copying other lawyers doing what everyone else was doing.
3. My caseload was way down, and I was desperate to do something that would change my circumstances.
4. I didn't know anyone who had the answers.
5. I could find no other lawyers who were doing what I wanted to do...create an educational message using online video to attract my ideal clients.
6. Since there was nobody who could help me create my educational video, I had to learn how to do it from scratch. That was fine since I had the time and didn't really have the money to pay someone to do it anyway.

Are you beginning to see my WHY?

I was desperate and thought I found a new way to communicate with people who were actively searching for information. As a bonus, it was FREE! It wouldn't cost me a dime to put my video on this new website called YouTube.

As it turns out, it was free. But when I look at the value of my time, that certainly wasn't free. I spent endless hours trying to mechanically figure out how to create video and then put it online. I didn't see it at the time, but this was the beginning of the video marketing revolution for attorneys.

Looking back at that early time, I'm proud to have been one of the pioneers in this field.

Now let's fast forward eleven years and then I'll get back to **WHY your WHY** is so important.

VIDEOS CREATED:	3000
Calls generated from my videos:	Yes.
Cases accepted from my videos:	Yes.
Referral network created across the country:	Yes.
Profit generated:	Yes.
Amount generated for clients:	$12,500,000 (solely attributable to generating cases from my videos)

AS OF 2019:

Lawyers Video Studio was created to help other lawyers create educational video as I had done. Over 4000+ videos created for other attorneys across the country.

Ok, let's get back to **WHY**.

Your WHY should focus on TEACHING your viewers.

· DON'T TEACH THEM ABOUT YOU AND HOW GREAT YOU ARE.

· DON'T TEACH THEM ABOUT HOW LONG YOU'VE BEEN IN PRACTICE.

· DON'T TEACH THEM ABOUT THE GREAT RESULTS YOU'VE GOTTEN.

Instead, teach them about THEIR PROBLEM.

SHOW THEM that you know all about THEIR PROBLEM.

EXPLAIN to them the details of what can go wrong with their problem if not handled correctly.

HELP YOUR IDEAL CLIENT UNDERSTAND other similar cases where you've helped people in their exact situation. The more you teach and explain, the more TRUST you will generate with your viewer. YOUR WHY SHOULD BE TO GENERATE TRUST WITH YOUR VIEWER.

Why?

Because without your viewer trusting you, they won't watch your entire video. Without trust, they won't ever call you. Without trust, they won't watch a related video you created. I figured this out by default.

I didn't have the marketing savvy to understand this when I first started on my video marketing journey. But I knew enough NOT to talk about me and my firm. I knew that my viewers simply wouldn't care how long I was in practice or what prior results I achieved or what awards I had received.

All my competitors however were focused on creating marketing messages that said, "COME TO ME BECAUSE I'M GREAT AND I'VE BEEN IN PRACTICE FOR 25 YEARS." I soon figured out that none of these ads and marketing messages ever talked about WHY a consumer should come to that lawyer or law firm. That was when I realized your WHY is so important and will immediately help you distinguish yourself from all your colleagues and competitors.

By the way, telling your viewers about your WHY will also generate trust. They'll see you as a human being. They'll see you as compassionate. They'll bond with you because you're sharing something of interest to them.

With every marketing message you create, telling your WHY will help you generate trust. The media you use is incidental. I just happen to have gotten very proficient using video to tell my message. Others prefer articles or radio or podcasts. A well-known direct mail marketer Brian Kurtz always said, "Never rely just on one marketing channel to market your business."

Take that knowledge and use it for every marketing channel you can. You may think your WHY doesn't matter much. But to your viewers, it does. Your WHY will help you generate trust that will prompt your viewers and readers to call your office and say "I just saw the attorney on video talking about this problem. I have the same problem. Can I talk to him please?"

What's YOUR why? Till next time, see you on video! ◆

Building Back *Better:*

Pandemic Take-Aways For When We Get "Back to Normal"

by Kenneth L. Hardison

With 2020 behind us (thankfully) and 2021 bringing us much-needed vaccines, we are all hopeful that the great pandemic ordeal will soon be relegated to a dark and defining chapter for the history books.

Throughout this unwanted exercise in Pivoting, I've been tremendously proud of so many of our PILMMA members. Necessity has proven to be the mother of Invention and Adversity, the father of Innovation. Many of you have become more efficient and adept or sophisticated in harnessing digital technology to run your firms.

As we usher in a return to "normalcy" in the coming year, I'm wondering what lasting effects the Pandemic has had on our law firms and us. What are some of the take-aways that will help law firms build back better in the future?

1) Sign-Ups over Text/DocuSign: The early bird gets the worm, as the saying goes. By signing your clients up immediately through digital platforms, you lessen the likelihood that they will have time to change their minds about hiring an attorney. You also decrease the likelihood they will sign with a competitor before you can get them into your office for a traditional sign-up. There's no reason you can't continue this practice long after the pandemic is over.

2) Conferencing with Clients over Zoom: By now, most of us have been forced to become Zoom experts. We've talked with clients, staff, and adjusters via Zoom.

Kenneth L. Hardison

Ken Hardison is the founder & CEO of PILMMA. He has fought for people's rights as a trusted lawyer for over 35 years. His ethics, integrity, and passion for his clients helped to build one of North Carolina's most successful firms.

The speed and efficiency of these kinds of digital interactions present strong arguments for continuing this mode of communication even after the Pandemic is minimized.

As you know, one of the biggest areas of bar complaints is the lack of attorney/client communication. You could be working diligently on a client's case, but they don't know it- and become frustrated, culminating in unnecessary frustration and maybe even bar complaints.

Being able to jump on a Zoom call gives you the ability to communicate quickly and effectively. You can read a client's expressions, you can strengthen the relationship, and come closer to making them a referring and raving fan.

3) Depos on Zoom: While the Pandemic necessitated opting for Zoom depositions, there is a strong argument for continuing the practice long after the Pandemic subsides. It's cheaper, it's quicker, and when time is money, being able to knock out these needed evidentiary exercises without leaving your home or office can prove to be a continued plus for many law firms.

4) The Daily Huddle Meeting: Going remote meant finding ways to maintain continuity, culture, and cohesiveness between you, your attorneys, and staff. You may recall that I began preaching the benefits of the "Daily Huddle" long before the Pandemic.

However, these huddles became even more critical when we were all forced into remote offices.

For those who aren't familiar with the "Daily Huddle" – it's a quick daily meeting- where each member of the team quickly shares 3 important pieces of information: 1) What each person accomplished as a "win" from the day before, 2) What they are "stuck" on today if anything, 3) What they plan to work on today.

This quick daily meeting helps you as the firm owner know what's going on in your firm and allows each participant to know what's going on that day too. It also allows for identifying any collaborative problem solving that might be needed so that work can move forward that day without wasted, dead time.

I know many of you have started implementing a "daily huddle" via zoom or audio conferencing during the Pandemic. It's a business practice that you should certainly continue in 2021 and thereafter if you want to propel your firm forward, strengthen your firm culture, and increase your firm's overall productivity.

5) Employees for Increased Productivity and Decreased Real Estate Overhead.

While we were forced to send many of our employees home to work remotely during the Pandemic, many of you have found that at least some of your employees are more productive when they work from home than when they are in the brick-and-mortar office. For those specific employees, there's no reason you can't continue having them work from home long after the Pandemic is over. Not only does this encourage increased productivity, but it also means you may find you need less office space – thereby potentially cutting down on your firm's overhead and increasing your firm's bottom line.

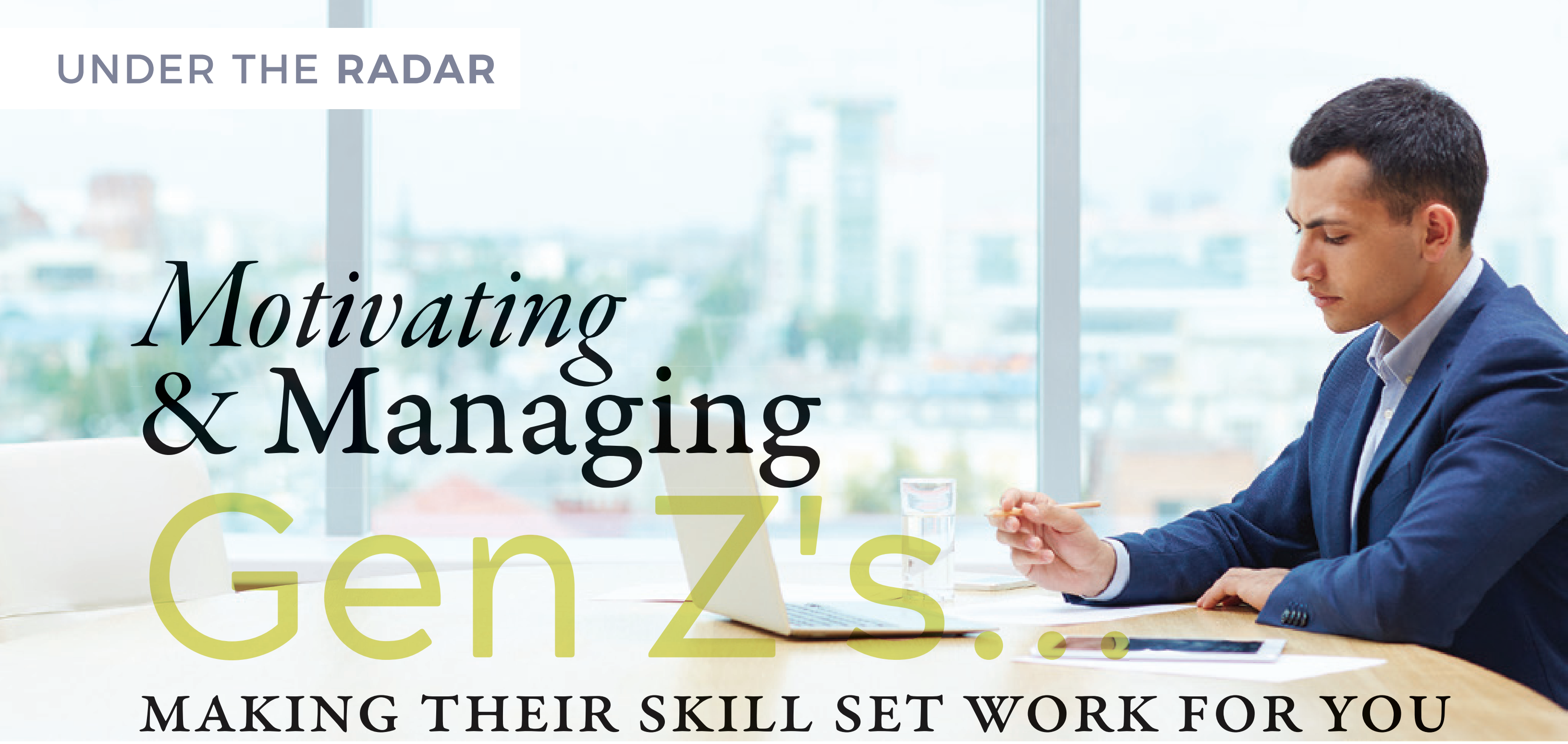
6) Harnessing a Pool of Untapped A-team players from all over the country

Before the Pandemic, many of you complained about the difficulty of finding quality employees.

"Going remote means that you can hire employees from anywhere in the country, thereby expanding the potential talent pool exponentially. While you can't do this for all your hiring needs, where applicable, this is a true bonus that can alleviate some of your hiring headaches.

Going remote means that you can hire employees from anywhere in the country, thereby expanding the potential talent pool exponentially. While you can't do this for all your hiring needs, where applicable, this is a true bonus that can alleviate some of your hiring headaches.

While we aren't yet out of the woods where the Pandemic is concerned, I think we can now begin to see the light at the end of the tunnel. So, ask yourself what business practices you adopted during the Pandemic that merit incorporating into your "normal" business operations in the future. There are some significant benefits to be explored and some practices born out of necessity that may yield significant continual benefits to you and your law firm long after the Pandemic is over. •



Motivating & Managing Gen Z's...

MAKING THEIR SKILL SET WORK FOR YOU

by Tiana H. Hardison

Hopefully you had the opportunity to read my article in last month's Insider Journal, which focused on Marketing to and Resonating with the next frontier of consumers: Gen Z. (If for some reason you missed last month's issue, and it landed in your eco- friendly recycling bin, you can still check it all out in your members-only Toolkit....)

This month I want to continue the topic of Gen Z, but in the context of employees and associates, rather than consumers. In this article we will look at how YOU can prepare to Motivate and Manage your Gen Z employees, maximizing their unique skill sets to your firm's advantage. While you may still have more Millennials and Gen X employees on staff at this moment, that landscape is inevitably going to change.

Technically, Gen Zs were born between 1996 and 2010, making the oldest segment of this emerging generation already in their early 20s! This means that you are probably already employing a few Gen Zs and that number is only going to rise in the very near future. It is estimated that this demographic will make up a whopping 30 Percent of the workforce by 2030 (and 40 % of the consumer base by 2020) From intake to case management, to paralegals and attorney associates, Gen Zs are here and more are coming.

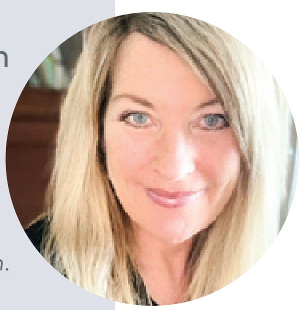
Given these statistics, the wise law firm owner needs to understand how to manage and motivate Gen Zs; Fortunately, it isn't as mysterious or elusive as you might think. For starters, don't make the mistake of assuming that Gen Zs mirror their Millennial comrades. The truth is, Gen Zs have attitudes, characteristics and skill sets that are distinctive and which you can use to your firm's advantage! Bonnie Monych, a Workplace Performance Specialist with Insperity, and author of "Get Your Shift Together: The Secret to Working with Multiple Generations in the Workplace," insightfully describes Gen Z as follows: "Gen Zers are independent, creative and much more entrepreneurial in how they approach work. Watching their parents struggle to make ends meet during the 2008 recession and growing up during the evolution of startup culture and the gig economy (think Uber), likely inspired their initiative." Many are apt to be "less focused on traditional career milestones such as graduating from a four-year college, getting a degree and then going to work."

Surprisingly, Gen Zs are likely to be more motivated by financial incentives such as insurance plans, student loan repayment assistance, and competitive salaries than their Millennial counterparts. They are loners, who prefer to

Tiana Hinnant Hardison

Tiana Hinnant Hardison practiced law for 30 years, with an emphasis in personal injury and disability law. With a passion for helping lawyers grow law firms, she is PILMMA's Insider Journal Editor-in Chief, and Content Developer.

You may contact Tiana at tianamhinnant@gmail.com.



“Like Millennials, Gen Z's also want to feel that their work matters...

work independently rather than in collaborative settings, when it comes to completion of tasks and projects. But, like most of us, they appreciate one-on-one coaching, feedback, affirmation, and the opportunity for career advancement. Since they grew up in a world of High- Speed Internet, and mobile devices at their earliest fingertips, they are incredibly Tech Savvy and are astute multi-taskers. They are quite comfortable, and in fact, thrive, interacting with multiple apps and devices at one time. Like Millennials, they desire work/life balance, and flexibility when it comes to working hours and prefer to be judged on productivity rather than hours logged in an office chair. (a logical concept, since current technology allows us to take our work with us, synced to our phones, lap tops and tablets) It seems, however, that unlike Millennials who are known for wanting the workplace to be a “fun” place, with extra perks, unlimited PTO , etc, Gen Zs are more focused on the financial gains to be had in the process. (*see e.g., How to Inspire and Motivate Your Gen Z Employees, Henly,D., Forbes.com, 7/11/19)*

Like Millennials, Gen Zs also want to feel that their work matters, and that they are advancing core values that they can believe in.

Here are 6 Take-Away Tips for Leveraging the Gen Z skill sets in your Law firm:

1. Entrepreneur Mindset: Gen Zs are apt to have an entrepreneur mindset. Firms can capitalize on this by creating a firm culture of employee ownership, where employees feel they are a vital part of something bigger than themselves. Firm wide quarterly meetings that keep employees in the loop, with an understanding of where you want to take the firm, and how their work fits into this vision will increase motivation and performance. Likewise, give them opportunities for career and educational advancement within the firm. With this entrepreneur mindset, however, the Gen Z associate may be more apt to leave your firm , taking your clients with them, so you will want to make sure that you have safeguards in place to protect your interests as much as possible.

2. Maximize their Multi-tasking Skills: Busy law firms yield major opportunities for multitasking. Think of your intake department, for example, where employees are expected to be talking with clients while simultaneously entering data into the computer/case files. You may find that with clear cut procedures and protocols, Gen Zs will excel in a variety of firm positions.

3. Techies on Steroids: Gen Zs “need” technology; they have grown up surrounded by technology and a host of devices and they know how to use them. Successful law firms also thrive with the use of technology. Thankfully, Gen Zs won’t be the employees balking at new case management systems or policies to increase client google reviews. They innately understand the need for the latest technology in both life and business. Why not take advantage of Gen Zs aptitude? They can help you test out new potential software, and should have little problem helping you incorporate and optimize the use of technology to get more work done effectively and efficiently.

4. Social Media Savvy: Since Gen Zs have grown up with Instagram, Snapchat, YouTube and such, give them opportunities to help promote your firm through Social Media Platforms. They aren’t strangers to selfies, so consider having them showcase your firm through live videos, introducing employees, live walk -throughs of your office, or sharing your firm’s latest community sponsorship programs on social media?

5. Embrace Flexibility: As with Millennials, Gen Zs appreciate the opportunity for flexibility with work hours. They are ready, willing, and able to work off hours and in evenings on their laptops in exchange for the freedom to have some day hours to themselves. Rather than fighting this mindset, reward their productivity and give them the opportunity to shine and you will likely be rewarded with motivated employees who are happier and more productive.

6. Individual Work rather than Collaborative Work: When possible, give Gen Zs opportunities and responsibilities for work they can do on their own. When collaborative work is necessary, you may need to assign specific individualized tasks within the team structure.

Gen Zs are a talented, tech savvy generation that can be a real asset to any law firm. By attempting to understand this emerging demographic, you will be able to utilize their skill sets to help your firm thrive and experience even greater success in the years to come. ◆

8 Leaders Delegate: Tips & the TWO HOUR CHALLENGE

by Kenneth L. Hardison

There's a bridge that every lawyer must cross in order to grow a truly successful law firm- a point where they must transition from "doing" to "leading." For many lawyers, this can be a tall order, but it is essential for the growth of your law firm. You must step back from the day- to- day micromanagement, into a Greater Role as Chief of your law firm- It's a role and responsibility that ONLY you can assume and until you do, it will be difficult for you to achieve the Law Firm Growth and Freedom that could and should be yours. WITHOUT this important shift in mindset and duties, you will remain somewhat like the old Stretch Armstrong toy, pulled in all directions, and less able to be the Visionary Leader your law firm needs. Here's the key: In order to transition into this critical Leadership Role, you must DELEGATE more significant responsibilities to your staff and associate attorneys. Unfortunately, for many lawyers, particularly those who view their firm as their "baby," this shift is much easier said than done.

Think back to when you first formed your law firm; At that point, you were involved in every aspect of the firm's day to day business, out of sheer necessity. However, as your firm began to grow, you inevitably found yourself having to hire help to get things done and keep from committing malpractice! So, even if out of desperation, you started delegating specific tasks and duties to new employees. Hopefully, as they proved themselves to you, you were able to start giving them larger projects and turning over more responsibilities. However, over time, many firm owners stop delegating. Instead, they begin adding more and more new responsibilities that inevitably come with initial growth. They become used to that heavy load of responsibilities and forget how important it is to CONTINUE to look for opportunities, tasks, and responsibilities than can be delegated to others. But, this shift is critical so that you can spend more time in Strategic thought than you are spending in the daily grind. For the successful law firm owner, Delegation is and will remain an ongoing journey.

You may also have noticed that your own interests have shifted since you started your firm. Some of those things you enjoyed doing in the past may have become less exciting, or even mundane and burdensome. Why not look to see which of these responsibilities could also be performed by someone else and DELEGATE accordingly? In so doing, you will be able to free yourself up to focus on more important matters and the Firm Vision that ONLY YOU can craft.

> "For the successful law firm owner, Delegation is and will remain an ongoing journey.

Keys to Delegating Successfully:

1) Hire Good People

In order to Delegate successfully, you must have employees that you feel comfortable delegating to. Hiring good employees could be the subject of a lengthy article all by itself. Suffice it to say that hiring employees with aptitude, potential and who share your firm's core values are more important qualifications than years of experience, in my opinion.

2) Maintain Clearly Defined Expectations:

You must also have relatively infallible work processes in place so that your employees understand what is expected of them in their new role or responsibility. Excellent communication between you and your staff is most important. You need to clearly identify the tasks and the specific responsibilities within the position, and make your expectations known upfront. Give step-by-step processes and clear job descriptions. Be specific and give examples. Don't expect your staff or employees to innately “know” what doing a good job looks like in the new position. As the boss, it is YOUR job to explain this.

3) Educate on Priorities

If employees have a variety of responsibilities, you should assist them in understanding the order of priorities—In small firms, this issue arises quite often, as employees must wear multiple hats. Understanding which tasks should be moved to the front of the line throughout the day is essential to making sure work is done well and that your firm ship is sailing properly. It is YOUR job to make sure your employees understand which tasks should be done first.

4) Onboard your employees in your firm’s culture, mission statement, & core values:

Frequently educating and reminding your employees of your firm’s core values will help them to make the right decisions throughout the day. When they aren’t sure about an issue, or have a question, thinking in terms of which option best reflects your firm’s core values can act as a plumb line that aids in clarity and efficiency. Clearly defined core values can make reams of policies and procedures unnecessary.

5) Give them Authority

Another critical aspect of the successful Delegation process is making sure the new employee understands the parameters of his or her position. It is important that you explain and identify the limits of the employee’s authority within the new position. Give them as much authority, autonomy, and ownership as possible in their position. This may include defined budgets, time frames, available resources, and their areas of latitude.

6) Provide Clear Reporting Mechanisms

Employees will Respect what they know you Inspect. Simply stated: Delegating means things get done, someone else is doing them, and that someone else is *reporting* to you on what they are doing. To make sure you remain “in the loop,” you must decide how often you want to be updated, and what those updates should look like. Do you want reports/summaries in writing or verbal reports? Do you want status updates daily, weekly, etc.?

7) Give Regular Feedback:

Your employees need to know where they stand in terms of job performance. You can’t expect them to make improvements if they don’t’ receive ongoing feedback. If you are a small firm and don’t yet have formal job descriptions and official periodic performance reviews, you can still communicate this information to your staff informally.

8) Train and Shift Seats on the Bus as Necessary; Eject when You Must

Delegating doesn’t always mean hiring new employees. Take stock of existing employees to determine which ones might be able to take on new responsibilities. Provide training if necessary, but be aware that some employees don’t want and may resist the responsibility of thinking independently. These employees may produce solid work, but only when they can remain on auto-pilot. Ideally, you want all your employees to be team players, able to shift responsibilities as needs arise, and ready to adapt accordingly. Leadership at its toughest may require hard decisions like replacing employees who are not willing or able to accept responsibility eagerly.

LEADERSHIP AND THE 2 HOUR CHALLENGE

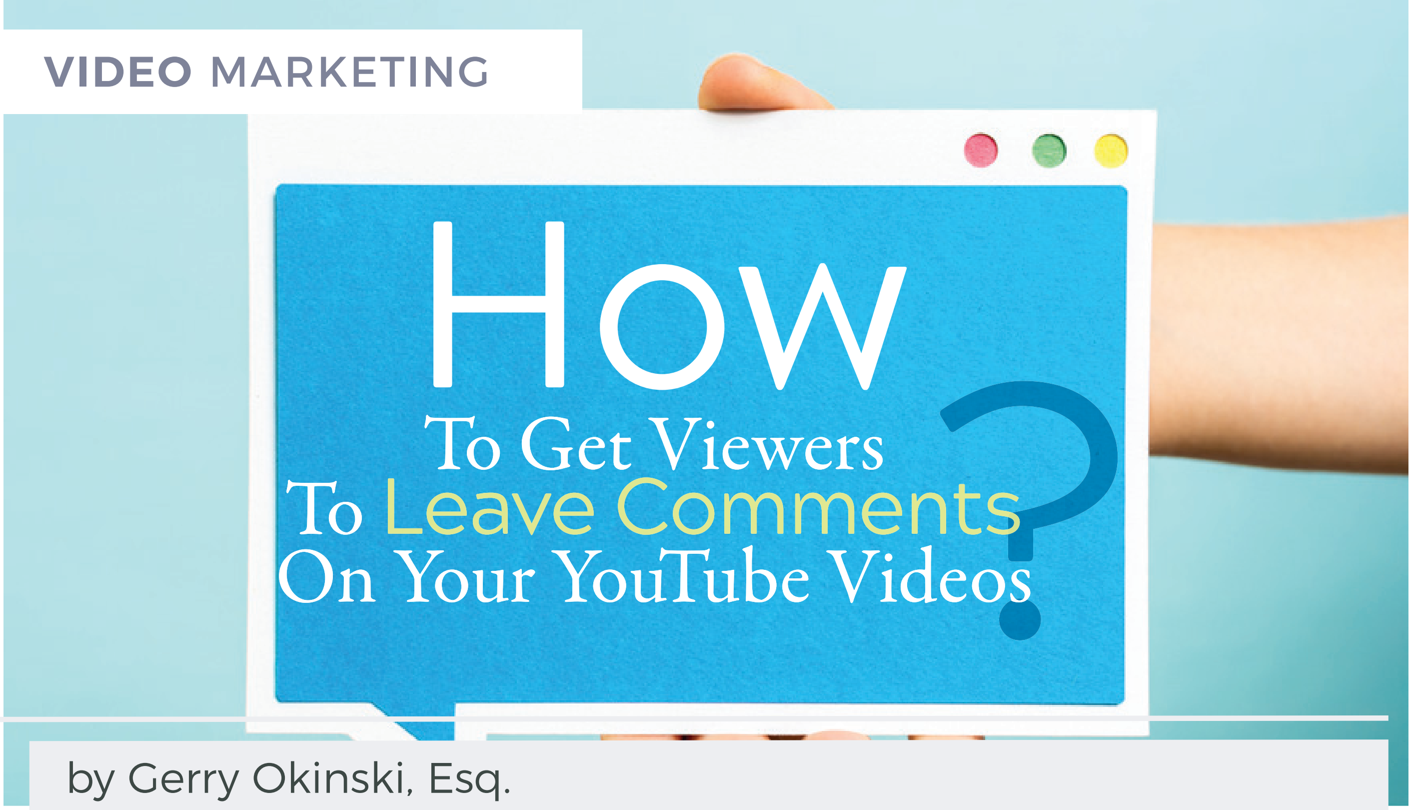
Once you have the right people, programs, and processes in place, your law firm should practically run itself. It is at that point that you can safely disengage long enough to provide Vision essential to your company’s long-term growth. This is the time to learn to work ON your practice rather than IN it; To see your forest and let others analyze the individual trees.

I challenge you to set aside 2-8 hours per week and make an appointment WITH YOURSELF, to work on your firm’s Long- Term Growth. As you have heard me say many times, “Nothing happens until you take ACTION.” Your goal should be to set aside these important hours to think, strategize, and plan on how you can take your firm to the next level. This could be working on systems training, processes, procedures for scaling and efficiency, Major marketing campaigns, Grass Roots Marketing projects, Diversification into new practice areas, etc. Think about your Big Picture and End Goals. Whatever it is that you are planning or exploring should be designed to get you closer to your those goals.

Good Leaders recognize when to get out of their own way. Delegating is the key that allows you to position yourself as your firm’s Chief, Leader, and Visionary. Delegation is NOT Abdication; Working ON your firm systematically, each and every week will allow you to grow in new and exciting ways and bring you and your firm greater success in the long term. ◆

Kenneth L. Hardison

Ken Hardison is the founder & CEO of PILMMA. He has fought for people’s rights as a trusted lawyer for over 35 years. His ethics, integrity, and passion for his clients helped to build one of North Carolina’s most successful firms.



How To Get Viewers To Leave Comments On Your YouTube Videos?

by Gerry Okinski, Esq.

You WANT viewers to leave comments on your videos. You WANT viewers to interact with you and other viewers on YouTube.

You WANT viewers to ask you questions and post their thoughts on your videos.

Don't shut off comments in your control panel. It's annoying when you do that, especially if a viewer wants to leave a flattering comment, and thank you for the information you just talked about. Cutting off a viewers' ability to comment is shutting down one metric that YouTube uses to evaluate your video.

I encourage my viewers to leave comments. I want them to leave comments. I want them to tell me what they liked and what they didn't like. I want them to take a position and tell me whether they agree or disagree. You may not like what they have to say. You may not agree with what a viewer has to say, but it's important that they are INTERACTING with you and your video community.

Face it... If your videos are vanilla, nobody will leave a comment. Nobody will share your video. Nobody will criticize you or your content. Most likely, few viewers will actually watch your video. Why? Because it's vanilla and there's nothing there that's overly interesting to keep their attention.

I am not suggesting that you get controversial or political in your videos just to generate controversy. That would be going to the extreme of what I'm suggesting here. That's not a good direction to head toward.

Instead, I am suggesting that you take a stand. Take a position, even if it's not popular. Make your position known and let your viewer know how you feel. You can even tell them you acknowledge and understand that they may have a different opinion, and that's perfectly Ok.

For example, let's say the highest court in your State just came down with a ruling that said spouses of people who died cannot recover money for a loss of consortium claim in a wrongful death lawsuit. Your video talks about this new ruling. During your video, after explaining what this new ruling means for surviving family members, you turn back to the camera and tell your viewer what you really think about this ruling and why.

Your opinion may not be popular. It may not sit well with viewers, but it shows you're taking a stand. Don't worry about what people will think about the position you take. Why not? Because they will appreciate that you had the guts to take a position.

Let's say you're talking about a ruling that men can now use the women's bathroom, and women can use the men's bathroom. Whether it's right or wrong doesn't matter. The fact is that you're talking about it and then state your own personal opinion. Do you agree? Do you disagree?

Then ask your viewer that question. Invite him to leave a comment below to let you know what he thinks. He will eagerly leave a comment, especially on a controversial topic.

One key warning...

When you invite viewers to leave comments, **YOU MUST MONITOR YOUR COMMENTS THROUGH YOUR YOUTUBE DASHBOARD.** What does that mean? It means that you MUST respond to every single comment. You must look to see if there are comments at the end of each day. If so, respond to each person. Think about it. They've taken time out of their busy day to watch your educational video. Then, you invited them to leave a comment, which they did. You must have to respond to their comment.

Your response doesn't have to be long or get the last word in. But you do need to reply. It can be as simple as "Thank you so much for taking the time to leave a comment." Or it can be a more detailed reply. The choice is up to you.

Here are a few tips when responding to comments on YouTube:

1. If your viewer curses at you or your topic, delete the comment and block the user from your channel. You don't want to tolerate that nonsense.

2. If the comments are racist, follow my advice in #1 above.

3. If your viewer leaves a comment that you disagree with, consider that an opportunity to teach and school your viewer why you have a different opinion. It's the same concept as when you're picking a jury, and one juror just rants about why cases like yours are likely frivolous and nobody should be bringing these kinds of cases. Well, it's time to teach the other jurors (and viewers who read those comments) that this person is entitled to have their opinion, but let me explain why every injured patient is allowed in this State to bring a lawsuit against their careless doctor...

4. If someone compliments you, make sure you thank them for their kind comments!

5. If someone criticizes you, get over it. It's going to happen. Don't delete it. Instead, recognize their criticism and do NOT apologize for your comments or opinions. Instead, point out how and why you have that opinion, and at the end of your 'discussion' make sure to thank your viewer for taking the time to watch and leave a comment.

6. Think of when you read Amazon reviews, and they are all glowing 5-star reviews with not a single negative review. You begin to wonder if these reviews are real. Same with comments. If every single one is glowing, you begin to wonder if just your mom and good friends are the only ones leaving these comments. Leave negative comments up unless they focus on #1 or #2 above.

Getting back to HOW you get viewers to leave comments and interact with you, you start by asking your viewers to leave comments. TELL THEM and encourage them to leave comments. That's first.

Second, talk about legal issues in your area of law and in your State that will affect them. It might be a recent court decision. It might be a new law. It could be anything that will impact them if they have a case involving a topic you handle. Then, state your opinion. Do you agree with the decision? Why? Do you disagree? Why?

Tell your viewer WHY you feel the way you do. Your WHY is critically important. Also, when you explain WHY, make sure you're passionate about WHY. DO NOT BE WISHY-WASHY. That will detract from your opinion, and you'll lose trust and credibility. Remember, take a stand, regardless of what anyone else thinks.

Don't think that by taking a stand you'll lose potential cases because your viewers will not agree with your opinion. You'll find that they will actually flock to you because you've taken a stand even though they don't agree with you personally. Let me share a quick story about a negative comment I received.

One morning I went to check my YouTube video comments. There were a few really nice comments that I responded to. That made me feel great before starting on my day. Then I read the last comment. I had to read it again. That wasn't good. It was a threat. On me. On my life. I read it again.

I debated what to do. I debated whether to reply. I checked the video that the viewer chose to leave a comment on. The video topic was innocuous. It was entirely educational. It was informative. It was just another great helpful video explaining how lawsuits work in New York.

I gathered that this viewer was disgruntled with the legal system and was clearly unhappy with his result. He was ranting about lawyers in general. Then he focused his venom on me personally. I had never had to deal with such a comment like this before. I certainly needed to delete this comment and then block this viewer from my channel. That was the easy part.

I made sure to copy the content along with his YouTube channel name, his name, and a screenshot of what he wrote did. I then deleted his ugly comment and blocked him. His comment made me uncomfortable. To think that some moron took the time to personally threaten me because I was providing great information bothered me.

I contacted the police to continued on page 50

Gerry Oginski, Esq.

Gerry Oginski is a New York medical malpractice and personal injury attorney. He is the author of "Secrets of Lawyer Video Marketing in the Age of Youtube." If you have questions, call him at 516-487-8207.

The MASTERMIND EFFECT

by Kenneth L. Hardison

There's recently been a buzz across the country concerning Mastermind Groups, but you may be surprised to learn that Masterminds have been popular with highly successful business owners since the turn of the century. In fact, great Masterminds of our past have empowered our future. One of history's greatest Mastermind groups included Thomas Edison, Henry Ford, Harvey Firestone, and John R. Rockefeller during the early 1920's. I personally have been a member or facilitated over 200 Mastermind meetings since 1998. Although I started practicing law in 1982 and made a decent living for myself and my family, my law firm grew an astounding 1600% from 1998 to 2003, once I joined a Mastermind group.

You're probably asking yourself:

1. What is a Mastermind?
2. How does it work?
3. What are the specific benefits to a business owner?

WHAT IS A MASTERMIND?

A Mastermind group is a peer-to-peer mentoring group whose purpose is to help each individual member solve his or her problems with input and advice from the other group members. The concept was coined in 1925 by author Napoleon Hill in his book, The Law of Success, and described in more detail in his 1937 book, Think and Grow Rich. As Hill noted, a Mastermind is: "two or more people coming together in harmony to solve problems."

A Mastermind group is really like having your own private board of directors. As my mother used to say, "You are who you hang around." American entrepreneur Jim Rohn stated it this way: "You are the average of the five people you spend the most time with." Success truly breeds success. It is the wise man or woman who recognizes that they do not know it all, and are willing to learn from others. Mastermind groups create an optimal environment for determined attorneys to grow their law practices exponentially, and with less waisted time and resources than shaping your firm alone and with only trial and error to draw upon. As a member of a Mastermind, you find yourself in round-tables with other similarly situated and motivated attorneys or business leaders, hyper-focused on each member's victories and challenges. Ideas are exchanged and motivation is heightened, as each member shares and learns from the other members in a way that sharpens all participants, as iron sharpens iron.

Kenneth L. Hardison

Ken Hardison is the founder & CEO of PILMMA. He has fought for people's rights as a trusted lawyer for over 35 years. His ethics, integrity, and passion for his clients helped to build one of North Carolina's most successful firms.

HOW DOES A MASTERMIND WORK?

Although there are some local masterminds that meet on a monthly or weekly basis, the model that I have been associated with over the last 21 years consists of members joining together in live, 2-day meetings held three times per year, with approximately 10 to 16 people in a group. This sized group is large enough to encourage a wealth of free-flowing ideas to draw upon and small enough that all members are able to participate fully within the 2-day time frame. Meeting once every 4 months or so ensures there is time for each member to implement new strategies they've learned, receive consistent accountability and to generate momentum that is lost when meetings occur online or sporadically, only once or twice each year.

In a traditional Mastermind format, such as those I have facilitated or attended through the years, each member takes turns presenting the marketing and management strategies that they have been working on recently or since the last meeting. They share what has proven successful, including specific strategies, techniques, helpful vendors, etc. Just as importantly, they also share whatever challenges or obstacles they have been facing and gain insight, suggestions and ideas from their fellow members. Invariably there will be round table discussion on a variety of relevant subject matters such as how to pay associates, how to scale a law firm, how to systematize a law firm, etc. Sometimes leading industry experts or thought leaders are brought in to speak to the group, teaching on a critical concept or strategy, and members are allowed and encouraged to pick their brains in this small setting.

After more than 20 years creating and/or participating in Masterminds, I've come to believe that one of the keys to a successful mastermind is having a good facilitator. A facilitator is the person that sets the agenda and keeps the meeting moving. They should engage those members who are less vocal and respectfully but firmly quiet down the members who are too vocal or monopolize the group. It also helps when the facilitator is an expert in the field that he or she is facilitating. In some respects the Mastermind facilitator is like an orchestra leader who helps the various instruments come together effectively to produce the music of the Mastermind.

> "Each member of a Mastermind brings a unique perspective and the sum becomes greater than its individual parts.

It is also important that the facilitator or organizer place members in the specific group that will be most beneficial both for the individual member's growth as well as the mutual edification of the group at large. For example, I have always strived to create the right "fit" within each Mastermind group; Attorneys new to the practice of law or marketing and management concepts, or who have very small practices, do not need to be in the same group with those whose firm's are larger, and who are more adept at navigating the complexities of Digital Marketing, and whose pressure points and challenges are vastly different from novice. While there is much to learn in each group, optimal placement ensures that the members are "equally yoked." Otherwise, members feel dissatisfied and the exchange of ideas is not as successful. I like to think of it as a coach might in selecting the players for a team, and in placing them in either the major or the minor leagues.

PILMMA MASTERMIND GROUPS

In the Masterminds that I've done with PILMMA over the years, we have also found it helpful to create private Facebook groups and a private Listserv email for each Mastermind group so that they can converse privately in between the in-person meetings (which are held every 4 months.) The fostering of these communication lines and networking enriches the relationships within the group as well as the dialogue and exchange of ideas both inside and outside the meetings.

WHY DO MASTERMINDS WORK?

Masterminds work because there's power in numbers. Different people have differing strengths as well as life experiences. Each member of a Mastermind brings a unique perspective and the sum becomes greater than its individual parts. Other members bring fresh insights to the table or share a perspective that sparks ideas within your own mind that you have never thought of or considered before. Masterminds are also gathering places for like-minded individuals. For most of us law firm ownership can feel like being on an island; Our significant others or family members usually don't fully understand where we are coming from or appreciate our pressure points, challenges, stresses or victories as law firm owners. The other members of a Mastermind do understand where you're coming from and where you want to go, because they are in the same or similar place. There is a rich dialogue and flow of fresh ideas, winning strategies, understanding and empathy. By helping each other, common bonds are formed and strengthened within the Mastermind group.

Masterminds also provide much needed built-in accountability. Friendly or good-spirited accountability between the members works to propel each member forward. Members know that they will be asked to share/present

a status/progress report at each meeting, including what has happened in the last few months, both good and bad. Few members want to come empty handed or ill-prepared. There is a strong desire to show the other members what each has accomplished since the last meeting.

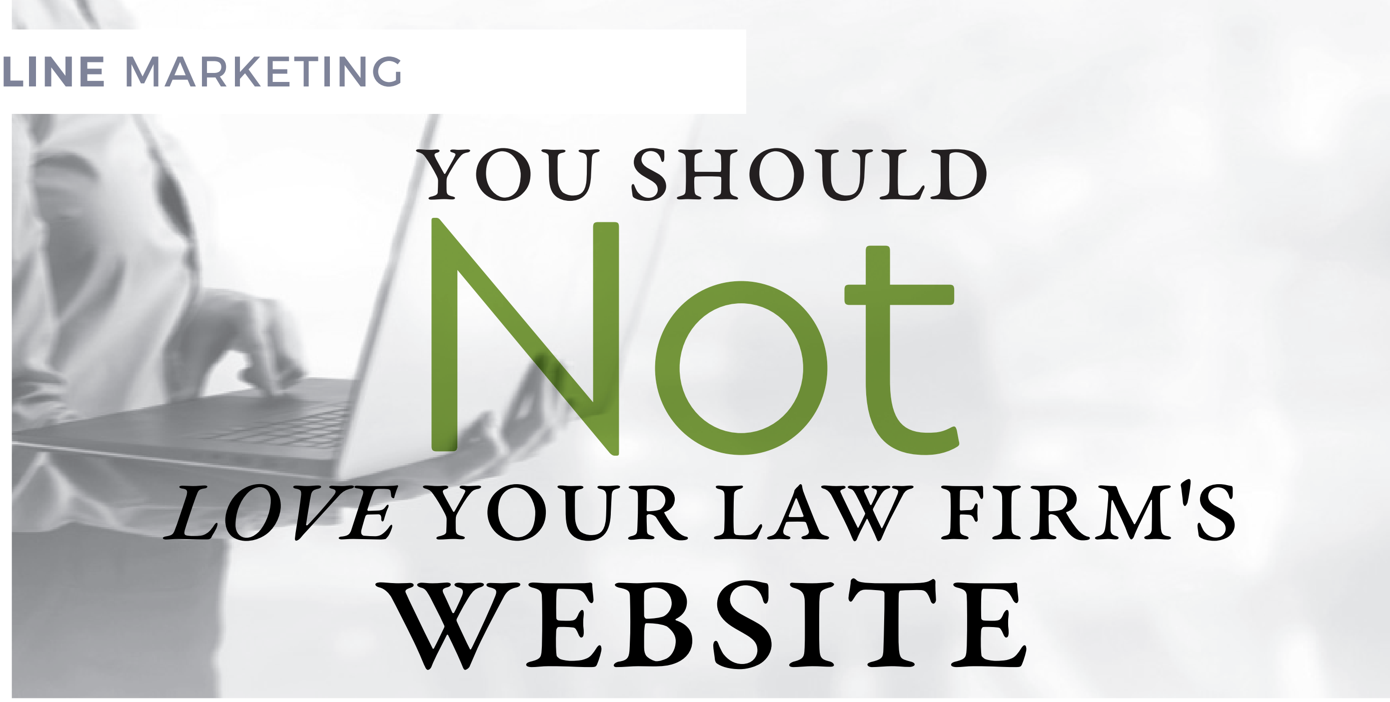
Masterminds are mind opening and game-changing. They open minds through the exchange of ideas and speed implementation as a result of renewed motivation as well as built-in accountability. The fact that each member usually has to pay a significant membership fee means each member is vested and desires to get their money's worth out of the meetings. I found out many, many years ago that if people don't have skin in the game, they don't take it seriously and the achieved results reflect this apathy. In Masterminds, participants are part of a team and the members cheer one another's successes and are also there to help you brainstorm when you experience failures ,or as I like to call them, your "learning experiences."

11 REASONS YOU SHOULD JOIN A MASTERMIND

1. You become part of an exclusive community.
2. You have a genuinely interested & valuable support network.
3. You begin to THINK bigger.
4. You experience synergy with other members, allowing you to get things done that you never thought possible.
5. You gain new perspectives on things that you may have thought about previously but never really got serious about.
6. You receive honest feedback and advice and invaluable brainstorming from similarly situated individuals.
7. You are better able to eliminate blind spots and are able to create shortcuts to success because you are learning from other's mistakes, and not wasting time and money in unnecessary trial and error.
8. You are able to leverage your experience as well as the skills of all the other members in you Mastermind. Imagine having 10x the individual brain power, laser focused on finding solutions to your firm's challenges!
9. You become inspired to tackle projects and goals that you once thought were unattainable.
10. You have clarity in areas that were previously blurry by virtue of the insights and perspective of fresh unbiased minds.
11. You establish new habits for success and experience faster implementation because of the friendly accountability.

SUMMARY

In summary I can tell you that there was no way I would be where I am today if it had not been for the various Masterminds that I've been in since 1998. At present, I facilitate five different lawyer Mastermind groups which each meet three times a year. In addition, I am a personal member in two additional non-lawyer entrepreneur Mastermind groups with business owners from all over the world, including Scotland, England, Guatemala and the Philippines. I recently finished a one-year Mastermind program with bestselling author and entrepreneur, Jay Abraham, in which I paid $50,000.00 for membership. (that alone should tell you how much I believe in the POWER of Masterminds for exponential growth and advancement!) There is no substitute for the Power of a Mastermind and encourage each of you to explore the possibility of joining a Mastermind today. ◆



YOU SHOULD Not *LOVE* YOUR LAW FIRM'S WEBSITE

by Tanner Jones FROM CONSULTWEBS

Imagine that you've invested your money in marketing your law firm. You decide to revamp and launch your website. You pore over the relaunch documents, make sure it looks good. The designs come back, and you choose the one you like; you like this color, don't like that one, and after 4,000 more edits, the website you love is up. Now imagine that the website doesn't draw clients and leads like you were promised. What happened? What was the problem? If I told you it was you... Would you be mad?

Everyone says they like their law firm's website, but for the *wrong* reasons. They should love it because of the results it gets with clients, not based on the reaction it gets from non-clients. I wish the truth was something more palatable, but your love and acceptance is NOT the main ingredient to a successful law firm website. In fact, objective feelings around marketing tend to create more roadblocks than on-ramps. Shareholders don't need to be concerned if they like or don't like their website; they need to be convinced it converts leads into clients. Let's first talk about the Design for Conversion methodology, and then we'll provide you with tips to improve the conversion rate for your law firm's website.

Design for Conversion

The Design for Conversion methodology is based on four simple marketing mandates.

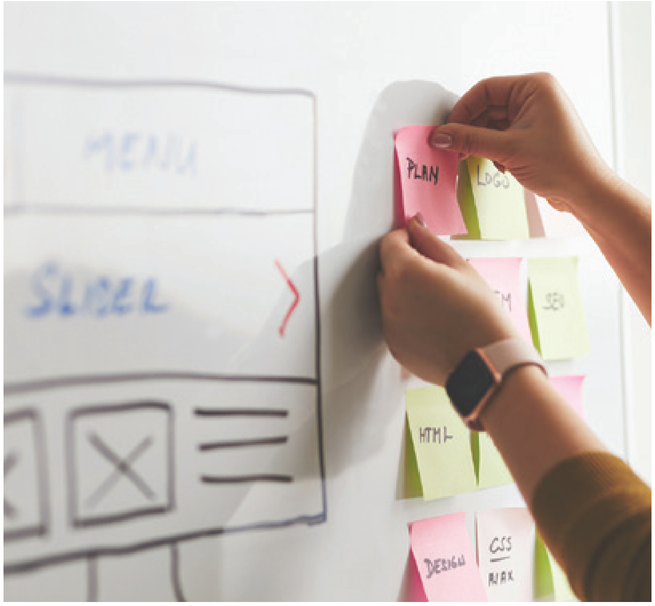
1) MEASURE SUCCESS + UNDERSTAND BUSINESS GOALS:

To achieve any meaningful progress with any marketing endeavor, especially a website, there has to be a clear understanding what the law firm's business goals are and what achieving those goals looks like. A solid law firm marketing strategy will be a big help here.

2) UNWAVERING UX/UI & SITE STRUCTURE STANDARDS:

A user searches a main keyword found on your site, finds your firm at the top of Google and clicks through to your website. You now have just a few seconds to grab that user's attention and keep him or her from clicking back to the search results and

> Shareholders don't need to be concerned if they like or don't like their website; they need to be convinced that it converts leads into clients.



moving on to the next site in the list. If your site looks too cluttered (User Experience, or UX) or is too difficult to navigate (User Interface, or UI), users aren't going to stick around.

It is imperative to have unwavering, and objective, standards when it comes to clean design that functions well and appears user-friendly.

3) ALIGN MARKETING METRICS WITH PERFORMANCE:

We are all too happy to get lost in the latest dashboard or spreadsheet, while the essential tasks we set out to complete remain unfinished. Traffic, likes, shares, client funnels; these are the metrics that define the effects and progress of marketing on a surface level. Clicks, calls, and client journeys; these are the metrics that connect marketing to your business development efforts. Design for Conversion means we align marketing metrics with performance, not perspectives.

4) SCALE-UP WHAT WORKS:

Design for Conversion works smarter, not harder, meaning that Consultwebs uses our extensive knowledge and exclusive legal industry experience to envision the conversion goals while designing your law firm's website.

Since 1999, Consultwebs has worked on thousands of law firm websites, designed thousands of landing pages, and converted well over a million leads into signed cases.

The Design for Conversion methodology is a contributing factor to our client's success. Our data set of web design templates and formulas that have been empirically proven to convert leads for law firms, spans over two decades.

So while we can always forge forward with the latest web design practices, Design for Conversion keeps us grounded on achieving goals, and results, for our legal marketing clients. ◆

Tanner Jones

Tanner Jones serves as Vice President of Business Development for Consultwebs.com, the premier provider of innovative online legal marketing to ethical U.S. law firms seeking growth and profit. Want more law firm marketing content? Sign up for the Consultwebs newsletter, follow us on social media, and subscribe to the LAWsome Podcast.

KEN'S BIG **MANAGEMENT** IDEA

Are You Making These *Fatal* Hiring Mistakes?

by Kenneth L. Hardison

Getting the right people in your law firm is essential to building a successful practice. In building my two practices, the people I surrounded myself with to help me carry out my mission statement and vision for the law firm were paramount to my success. I regularly consult on law firms and I've found that more than 50 percent have no clear system in place to hire the right people. Here, I'm going to share with you what I see as the five biggest mistakes lawyers make when trying to hire people to work in their law firm.

Fatal Mistake No. 1: Hiring Too Fast

Most lawyers take a knee-jerk reaction and try to hire somebody to fill a void as soon as possible. They're so afraid that the work's not going to get done or that their clients are going to be unhappy that they rush through the process and hire the first person that comes along with a halfway decent interview. This is a fatal mistake. Even if it takes longer than you want, it's better to take your time and get the right person who is a good fit for your law firm. In the long run, it's going to be much cheaper because once you get somebody trained and they leave, it costs at least two to two-and-a-half times their salary to replace them. Why not take your time to begin with and get the right person so that you can retain them? They'll do a great job for you and your clients.

> "[Lawyers are] so afraid that the work's not going to get done…that they rush through the process and hire the first person that comes along…This is a fatal mistake.

Fatal Mistake No. 2: Not Properly Vetting Applicants

Far too often, I see firms not properly vetting résumés. One thing you can do to make sure somebody is serious about the job is to require a cover letter and request them to write why they would be a good fit for your law firm. Once you start receiving résumés, dump all the ones that don't have a cover letter. Another way to properly vet applicants is to

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look them up on Facebook and LinkedIn to make sure they are a good fit for you. You can also ask for writing samples if part of their job is going to include writing. If it's concerning marketing, ask to see some of that work also. Have them send this in even before you bring them in for an interview.

Fatal Mistake No. 3: Hiring Based on Experience Alone

Most lawyers get hung up on wanting somebody who already has experience as a paralegal or as a lawyer. While this may be helpful, it could also be a hindrance. These people think they already know how to do it and they're going to do it their way most of the time. The older they are, the harder it is to teach them your way. One of the keys to building a successful law practice is that everybody systematically does things the same way. You should use the same type of letters, the same forms and the same processes and procedures. What I've found over the years is that people who already have a lot of experience with other law firms have picked up very bad habits. This is not to say that people with experience can't learn new things and can't adapt. But, basing your hire solely on their experience is a grave mistake.

> "Remember this: Always hire somebody that's got a great attitude, empathy, and your same core values.

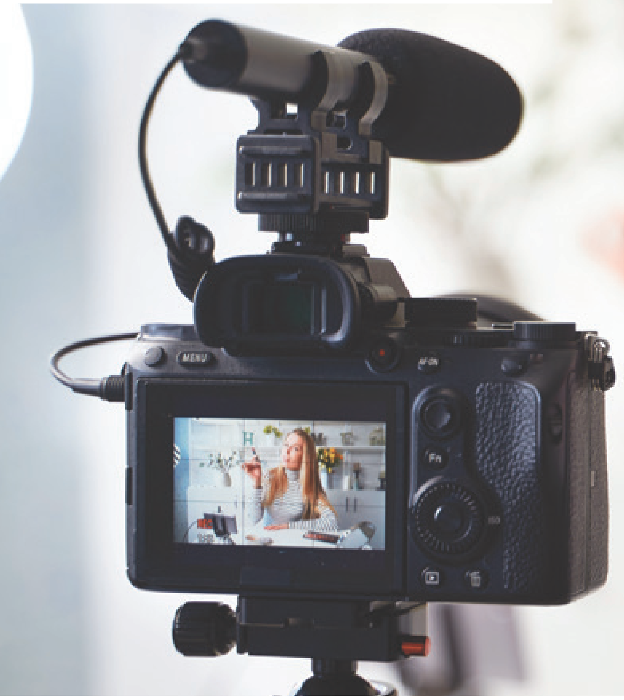
Fatal Mistake No. 4: Not Hiring People with your Same Core Values

It is very important to hire people that share your own and your law firm's same core values. To do any less is a disservice to your other employees and your clients. If you want to build a culture of empathy and great client service because those are your core values, then you must hire people with those same core values. The key is that if people are going to help you reach your vision and carry out your mission statement, they must have the same core values as you and your law firm.

Fatal Mistake No. 5: Not Testing Applicants

Once you get down to two or three people that you're very interested in after interviewing, it is essential to do the proper testing. What I mean by this is, you want to do some kind of personality test along with a grammar test and a typing test. The grammar and typing tests you can get online for free. I've learned over the years that people lie about their ability to write and their ability to type. Before you make this large investment in someone, you should test to make sure that they really can do what they say they can do. Finally, I personally like the Real Talent hiring test. It tells me a lot about a person's core values, whether they're a team player, what's important to them and what motivates them. I've used this test over the past 10 years before I hire anybody in any law firm or at PILMMA. The test is somewhat expensive, but if you look at the cost to replace the employee, it's actually really cheap.

As you can see, the five mistakes I've covered are the ones I most commonly see that can hinder a lawyer or a law firm from getting the superstar staff and lawyers they need to grow their practice. Remember this: Always hire somebody that's got a great attitude, empathy and your same core values. We, as injury lawyers and disability lawyers, must have people who are empathetic and understand what our clients are going through. To do less is a disservice to our clients. I hope that this has been of some help to you and that you will take more time and more care in selecting your next new team member for your law firm.◆



I Guarantee You're Not Doing *This* In Your Marketing Videos

FAILURE TO DO THIS WILL LEAD TO A DISCONNECT WITH YOUR VIEWERS

by Gerry Oginski, Esq.

In almost every lawyer marketing video I see, attorneys simply don't do this, because they don't know they need to.

When a new client walks into your office for the first time, what is the first thing you do? You stick your hand out, smile and say "Hi! I'm Gerry Oginski. Nice to meet you!"

Stop for a second and think about that. You welcomed your guest into your office. How? With a smile, warm handshake or with a welcoming gesture. This made them feel welcome and special.

I'll bet you don't do this on video, I'll bet you don't extend the same welcome to your viewer.

My question to you is…***WHY NOT?***

WELCOME YOUR VIEWER TO YOUR VIDEO

It's because nobody told you that you needed to, instead, somebody said: "Stand in front of your legal bookcase, look lawyerly and be really dry and boring."

This one little strategy makes a ***HUGE*** difference in how a viewer sees you, react to you and spends time watching you. It's a psychological motivating factor that helps create trust between you and your viewer.

The very moment they press play and hear your voice, you ***WANT*** to make them experience the same feeling they would get if they walked into your office and you stuck your hand out with a big smile and said "Hello Mrs. Jones! SO NICE TO MEET YOU.

You want to make them feel special, you want your viewer to think you're talking directly to him and ***ONLY*** to him. You want your viewer to believe that you understand his problem.

The first step starts with the first words and gestures you utter in your attorney marketing videos. Say the words and mean what you say, if you're not genuine, your viewer will see that.

HERE'S ANOTHER KEY STRATEGY TO USE AT THE END OF YOUR VIDEO

Let's say your new client has just finished meeting with you in your office. What do you do? You stand up from your chair, walk over to them, extend your hand and say "Mrs. Jones, thank you so much for coming in today. I'll be in touch with you very soon. Have a great day!" You want to look your new client in the eye and sincerely say "Thank you for taking the time to come in and hire me!"

Are you doing this in your videos?

Gerry Oginski, Esq.

Gerry Oginski is a New York medical malpractice and personal injury attorney. He is the author of "Secrets of Lawyer Video Marketing in the Age of Youtube." If you have questions, call him at 516·487·8207.

Don't you want to make your viewer feel special, to thank them for taking the time to learn from you, to generate even more trust? Then ***THANK YOUR VIEWER*** at the end of your video, smile when you do it, make them feel special for having watched your interesting and engaging video.

It works, it's another psychological motivating factor that helps you stand out from all your competitors who don't do this. Now that I've highlighted these two little strategies, you'll wonder why more attorneys don't do this.

Instead, focus on how you can use these two little strategies for the videos you'll make in the future.

If you do any Facebook live videos, you must make sure you employ these strategies since you want your viewers to immediately begin interacting with you. You want to welcome them with open arms and invite and encourage them to interact with you during your live broadcast.

Likewise, at the end, you must thank your viewer for spending ***THEIR TIME*** to learn from you.

Importantly, give them a compelling call to action now that you've generated trust with your viewer.

> "Don't you want to make your viewer feel special, to thank them for taking the time to learn from you, to generate even more trust?

ALWAYS INCLUDE A CALL TO ACTION IN YOUR VIDEOS

"Want a free copy of my book?", "Have questions about your matter? Call me…"

"Want to learn more about this topic, click here… Your call to action can be anything that provides value to your viewer, it will vary depending on your marketing strategy.

For an example go to one of my recent videos, pay close attention to how I welcome my viewer and how I say goodbye. You'll begin to see some of the many psychological motivating factors I use to make my viewers feel good and special.

HERE'S ANOTHER KEY MICRO-STRATEGY TO USE IN YOUR VIDEOS

Like the strategies above, this one is obvious too, it has to do with your call to action.

You know that you can give a viewer the most useful information ever but if you don't tell them what to do next, they simply won't take action. It's just human nature.

Your viewer has just finished watching your educational video, they've learned great information from you. Now, after ingesting and absorbing your great content, you want your viewer to take action. "CALL ME," "Enter your email below," "Get your free book now."

What you don't do is tell them ***WHY.***

You don't tell your viewer what ***BENEFIT*** they will get if they take that action.

If you don't tell your viewer ***WHY*** you want them to do something, there will be a disconnect between your message and their inertia. Give them a reason why.

With an educational video, you've just taught your viewer something they didn't know. You've used a few minutes to explain something useful. You're now politely encouraging them to take action. Continue building trust by telling them ***WHY*** they should take that action.

The ***WHY*** can be as simple as telling them "Because I handle these cases every day and would love the opportunity to talk to you about your matter."

It can be as simple as "Get my free book to learn the five ways to protect yourself after you've been injured here in New York."

I'm no psychology expert but rather a marketing student who understands how powerful small psychological motivating factors are to get a viewer to take action. If you're going to tell your viewer to take action, you must also tell them why you want them to take that action.

Doing that will confirm you care about them, that they can trust you.

Doing that will get them one step closer to reaching out to you to see if you can help solve their legal problem.

Follow these strategies in every video you create and in every marketing piece you create.

It makes a big difference.

Then, when you read or watch another attorneys' marketing message you'll wonder why they didn't get the memo you just read to help their marketing stand out from the crowd.

Till next time, see you on video! ◆

A New Evaluation System

FOR YOUR TEAM

by Kenneth L. Hardison

I've never been a big fan of traditional Annual Employee Evaluations- They typically go something like this: "Employee A, here's what you've done well this year... and Here's what you've done badly or need to improve on this year...." Three years ago, I did away with these "necessary evils" altogether and decided to take a better and more effective approach to Employee Evaluations. Here is 3 reasons why:

1) People should be praised and affirmed immediately and as often as is warranted throughout the year and not just in an annual review.

2) People should be called out immediately when problems arise, so they can correct or improve their performance as soon as possible, both for their sake as well as the company. Most busy employers only remember well the employee's last 30 to 60 days past performance anyway.

3) And here's the last straw: Employees know ahead of time that the "annual evaluation" is coming up and are more apt to put on their A-game in anticipation of the forthcoming review. So their work product in the approaching weeks and your evaluation is unlikely to be a truly accurate picture of their performance.

A Leadership Mindset Shift

Your job as a leader is to coach your team, and I believe it requires a shift in your Leadership mindset. As a Coach, driving your team forward should include creating opportunities for them to learn and to grow and creating a platform where their opinions and feedback are valued.

In the old Annual Evaluation paradigm, the focus was the employee's performance, period. The emphasis was primarily on what they were doing for you and your company, without any assessment of how they felt about their job or their place in your firm. There was little opportunity for employees to provide insight or feedback. The problem with this traditional mindset is that it didn't result in the increased productivity and improved work quality that you want to see occurring in your firm over time. It also makes creating a robust and effective firm culture more difficult. The old model also gives rise to greater retention headaches, as employees don't feel vested in your organization and are not as likely to embrace your firm's core values or want to stay with you over the long haul.

Successful Law Firm Leadership in 2021 should encompass the furtherance of your firm's goals and objectives but should also include a recognition of the employee's personal growth and development. The more your employees feel you genuinely care about their growth and advancement, the happier they will be. Happy employees work harder, give better client service, and stay with your firm much longer. Although we've discussed these needs before in the context of Millennials, I believe that virtually every employee thrives in this kind of environment. It is a win-win for everyone involved.

BIG PICTURE: Do You Have The Right Employee in The Right Seats on Your Bus?

The Annual Employee Evaluation is also a great opportunity for you to take a step back and

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Kenneth L. Hardison

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EXAMPLE

EMPLOYEE EVALUATION

Date of Hire (month/year): ______________________________

Name: ______________________________ Date: ______________

Wins: Achievements, Accomplishments, Strengths

-
-
-

Stops: Missed Opportunities

-
-
-

Areas for Development

-
-
-

Priorities: Career Development Plan

-
-
-

Goals for Next Evaluation Period

-
-
-

Questions:

(We will discuss these questions at your Evaluation but please type in your answers here)

- Are you doing the best work of your life?
  - o If not, what would enable you to do so?
- Do you feel that your work makes a difference in the company, to the customer and to the world?
  - o Do your colleagues think you make a difference?
- Do you feel fully utilized in your current role?
  - o How else can we take advantage of your talents and interests?

- What frustrates you in your current job? What restricts productivity and innovation?
- What do you like best about your current role?
  - o What would you like more of?
  - o Where would you like to be in the organization two years from now?
- What is a personal goal you want to accomplish in the next 6 to 12 months?
- What are the most challenging but exciting aspects of your current job situation?
  - o How can we further challenge you?
- Have you recently been recognized or praised in a way that increased your commitment to the job?
  - o How can we further acknowledge you?

EVALUATION BY TEAM LEAD

EMPLOYEE SIGNATURE: ____________________	TEAM LEAD SIGNATURE: ____________________
Name: ____________________	Name: ____________________
Date: ____________________	Date: ____________________

*YOU WILL FIND A COPY OF THIS LETTER IN YOUR PILMMA MEMBER RESOURCES.

Ghost Calls
FOR LAWYERS

90% of all Law Firms are losing cases at Intake!

You may be skeptical, but it's TRUE! Intake is a critical part of making your Law Firm profitable, and protecting YOU from losing your hard-earned prospects to your competitors. Even if you have trained your Intake department well, that does NOT mean that they are handling these important calls the way you hope they are! Here's your opportunity to *Inspect your Expectations*!

Ghost Calls can help increase your revenue by another quarter to half a MILLION dollars in just a year!

Ghost Calls lets you know with certainty what is *really* happening when your staff answers your intake calls. We conduct anonymous recorded calls and then provide YOU with the recording in addition to a detailed analysis of each call. Here's the bottom line: if you can add even one more case each week - with an average fee of 5-10 K per case - then Ghost Calls could help you increase your revenue by another quarter to a half a MILLION dollars in just a year!

Get the KNOWLEDGE you NEED to fix the problem!

This quick and inexpensive intake diagnostic is invaluable. If the recordings show the calls are perfect, then you have true piece of mind that you aren't losing valuable cases at Intake. However, if the call analysis reveals glaring mistakes and missed opportunities, NOW you will have the KNOWLEDGE you NEED to fix the problem!

Ready to learn the TRUTH about how your Intake Calls are working?

Check out our website or send an email TODAY:

https://lawyerghostcalls.com | ghostcalls@pilmma.org

IRONCLAD 100% MONEY-BACK GUARANTEE:
IF YOU ARE NOT SATISFIED AFTER THE FIRST 2 GHOST CALL EVALUATIONS
OR YOU AREN'T GLAD YOU SIGNED UP, WE WILL RETURN YOUR COSTS!

SOCIAL MEDIA TIP OF THE MONTH

continued from page 15

This is an ongoing opportunity.

Google loves when you give them fresh content. Unfortunately, it's difficult to really publish a lot of interesting, outstanding, and authoritative fresh content on a regular basis. That's one reason I love this strategy so much. Publish your results as the 2019 results. Then next year, go back and either update the page by adding the 2020 survey results. (Whether you do this on the same page or do a separate page is a discussion to be had with your SEO company. I've seen it done both ways.)

You have to decide to do it and then take action!

If you are thinking, "This makes a lot of sense. I'd like to do this." Then here's what I want you to do:

1. Pick a practice area you want to generate more cases through your website.
2. Pick a question to pursue.
3. Have your staff get the question out to the public. Email your lists, send out mailings, post on social media...

The value of this strategy is that you give people a reason to talk about you, specifically around the topic for which you want more cases. It also cements your relationship to your community. This is one powerful way you demonstrate your expertise and become an authority in Google's eyes. ◆

VIDEO MARKETING

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let them know about this nut job. They promised to look into it. I quickly forgot about it, and I am sure nothing will ever come of this. The point is that you should expect viewers to leave comments that will upset you because they don't agree with you. Don't let it control you or ruin your day.

You Want Viewers to Leave Comments on Your Videos

Don't simply accept accolades. Don't let those go to your head. I get comments every day on my videos. Many are great, thankful, and complimentary comments that make me feel really good. Some are hateful and make you feel like crap. Others are opinionated, and that's Ok with me. Some are averse to my personal opinions, and I enjoy that since I get to school my viewers with my replies.

Oh yes, I forgot to tell you one of the most important parts of HOW to get viewers to leave comments on your videos...

Create great educational content that helps your viewer understand how THEIR type of case works. Do it in an interesting and educational way without talking about you or your law firm. By focusing on your viewer and what THEY need to know, you're providing a great service that gets your viewer to understand that you know your subject well.

Want to Test the Concepts I've Outlined Here?

Now, if you want to test my concepts I discuss above, I invite you to watch a video or two of mine and then leave some comments on my videos. See how long it takes me to reply and what kind of reply I leave. Then use that to model your own comments.

Just type my name GERRY OGINSKI into YouTube search and pick any video that looks interesting to you. You have your choice of over 3,000 videos to choose from. Watch the video, then leave your comment. Watch what happens next.

Till next time, see you on video! ◆

look at the big picture. I've previously written about the importance of having the right people in the right seats on your firm's bus. This is critical to your firm's overall success and your ability to scale your firm for greater growth and productivity.

The Annual Evaluation is also the perfect time to Examine each employees' strengths and weaknesses. Determine if they are A players. If they are, affirm their performance. If they are not, determine if and how you can help them become A players. Do they need more support? Education or training? Do you have them leveraging their weaknesses instead of their strengths? Perhaps they need to be on a different seat in your bus- Perhaps they don't need to have a seat in your bus at all.

Encourage each employee to be brutally honest in their evaluations. Ask them to tell you what they think the firm should stop doing, start doing, and keep doing. Your employees are in the trenches of your firm each day, and many will have ideas and insights that would be valuable to you, but they will not share these thoughts with you unless they feel safe in doing so. Identify the tasks that they hate doing and determine if there is someone else on the team that might be better suited for those tasks. When your employees see that you care about their happiness and job satisfaction, they will work all the harder for you and your firm.

Implementation through Monthly & Yearly Evaluations:

MONTHLY EMPLOYEE FEEDBACK FORM

Employees thrive where they feel seen, heard, and valued, and businesses thrive where there is a positive firm culture and a steady flow of innovative ideas and strategies. By seeking monthly input from your staff, you can continue pushing your firm forward while also identifying potential problems or issues and making necessary adjustments throughout the year. We've included the Monthly Evaluation form (Pg. 11) that we send to all our PILMMA employees each month. Try sending out the same form to your staff, and then take the time to really read and reflect on the feedback you receive.

ANNUAL EMPLOYEE EVALUATION FORM

I've created an Annual Employee Evaluation form that reflects the new Leadership Mindset discussed in this article. I encourage you to take a look at this form and consider using it in your future Employee Evaluations.

You can find both of these forms, as well as many other helpful templates, articles, Strategies, Webinars, etc., in your Members-Only Online Members Resources at the PILMMA website. Make time to check it out! ◆

WHAT YOU WILL **MISS IF YOU SKIP** THIS YEAR'S PILMMA SUPER SUMMIT IN NEW ORLEANS:

The *Hottest* Law Firm Marketing Strategies

- How to know if your marketing is working
- How best to leverage your local google service ads
- Do-It-Yourself Steps to Improve your SEO & Paid Ads
- The 5 Most Important Types of Videos You Must Use to Attract New Clients
- How to Produce a High Performing YouTube Ad
- The Top Strategies for YouTube Channel Growth
- How to Take Advantage of the Most Important Ranking Factor on Google Maps
- How to Stand Out from Your Competition
- How to Build Back Better after Covid, & MORE!

The *Inside Scoop* On Today & Tomorrow's Mass Torts

- How to Create Substantial Passive Income by Diversifying into Mass Torts
- How to Mine Your Database for Hidden Fees
- What's Hot and What's Not in Mass Torts RIGHT NOW
- What Mass Tort Lawyers are Watching for Tomorrow, & MORE!

Breakout Sessions Designed For Your Staff

Bring your Key Team Players to this year's Summit so they can learn how to help you take your firm to the next level - by attending special sessions just for them!

The *Latest* Law Firm Management Strategies

- How to Know Who Is Under-performing in Your Firm
- How to Make Sure You Don't Miss a Great Case at INTAKE
- The 6 Key KPIs a Law Firm Owner Should Track
- How to Increase staff productivity without adding Expense
- How to Reduce Your Income Tax Liability Using Simple but Effective Strategies
- How to Avoid a Bad Hire
- How to Double Your Referrals from Past Clients
- How to Leverage KPIs to Propel Your Firm Forward
- How to Increase Your Firm's Revenue with Top Line Management
- How to Hire and Retain Superstar Employees
- Hot to Sensibly Finance Your Firm's Growth, & MORE!

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