

High Impact Activities

Learning Guide

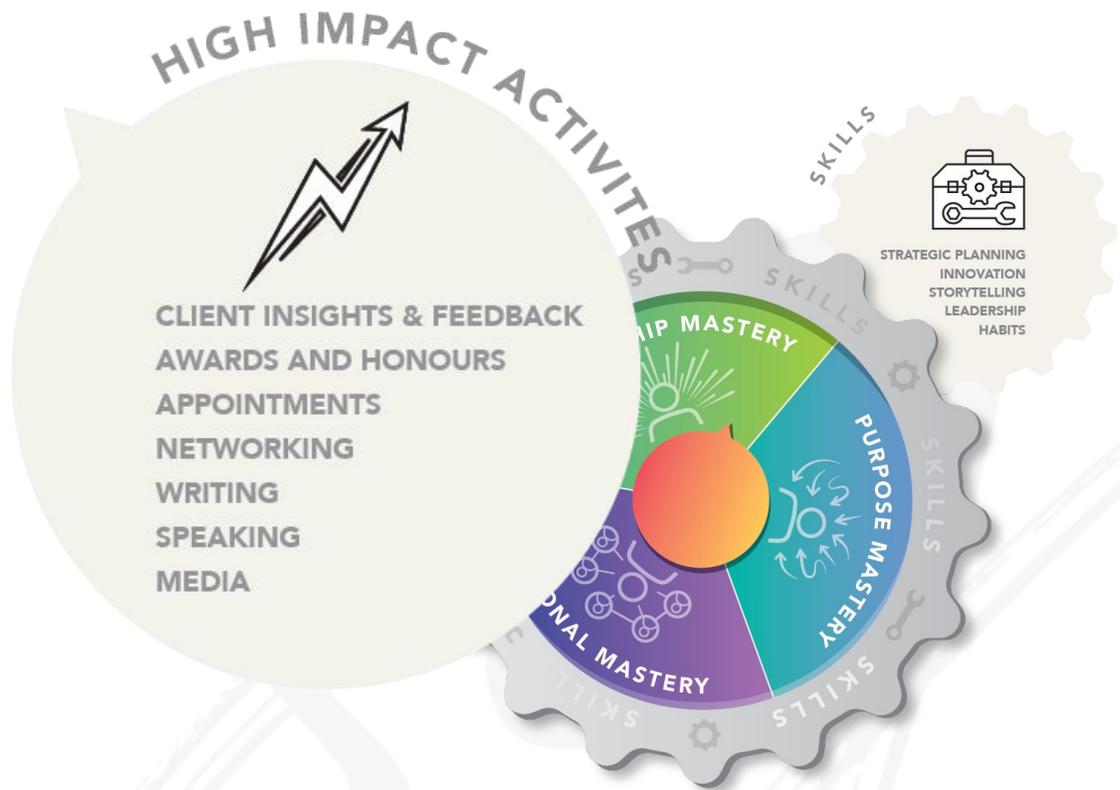
MCMILLAN PATH TO EQUITY 2021

McMillan LLP
September 2021

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Placing High Impact Activities



High Impact Activities in Context ::

- High Impact Activities sit in the center of the Mastery Wheel because they both **necessitate mastery** in each of the three domains AND **build it**.
- Relationship Mastery ::** You need to understand how to build effective relationships in order for your activities to be effective; AND you build strong relationships through effective selection of your activities.
- Purpose Mastery ::** Knowing your purpose and unique value, and defining your personal brand are key to choosing and leveraging activities for impact AND you can come to a stronger understanding of your purpose/value/brand through the activities that really resonate with you and with others.
- Personal Mastery ::** A strong sense of your voice and identity, the ability to habituate your activities, and having grit/resilience/curiosity as cornerstones of your character will significantly improve the impact of your business development activities, AND engaging in these activities effectively builds your voice and identity, strengthens your habits and bolsters your character.

Hallmarks of High Impact Activities

Efficacy + Efficiency

An activity is considered ‘high impact’ if it is **effective** (achieves a desired result) and **efficient** (makes the best use of your time and energy).

There are four main results that make an activity **effective**:

- **Professional Excellence** :: it evolves your own professional excellence and contributes to your becoming outstanding at what *you do*.
- **Profile Building** :: it builds your personal profile and name recognition in the communities that matter *to you*.
- **Relationship Building** :: it contributes to building the ‘right’ kinds of relationships with the ‘right’ kind of people *for you*.
- **Firm Contribution** :: it contributes to your firm’s revenues, brand recognition and/or well-being.

An activity is also high impact if it is **efficient**, and some of the elements of efficiency include:

- **Alignment** :: if an activity is aligned with your purpose, unique value, your natural strengths, talents and interests it will use less of your energy and time.
- **Leverage** :: if an activity, or the content of an activity, can be manifested multiple ways, if it can be repurposed, recycled, reused, it uses less of your energy and time.
- **Maximized Results** :: if an activity yields results in most or all of the 4 categories of efficacy, it makes the best and highest use of your energy and time.

Tip :: you want to choose activities that tick multiple boxes as often as possible.

Evidence Based Activities for High Impact

The specific activities that research shows have the greatest impact on origination and network building are the familiar ‘buckets’ below. Whether someone has experience with you or not, these are the activities that capture attention, interest, and have the strongest potential to drive new business.



These activity ‘buckets’ also map directly to the **Hallmarks of Impact**.

Insights + Feedback	Awards/ Appointments	Networking	Writing	Speaking	Media
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Professional Excellence	Profile Building	Relationship Building	Firm Contribution
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Mapping Activity :: Hallmarks of Impact

Let's take a look at how each of the 'buckets' of **High Impact Activities** map against the Hallmarks of Impact.

Client Insights + Feedback ::

<p>Professional Excellence ::</p> <ul style="list-style-type: none"> ● Evolves your excellence as a service provider. ● Evolves your professionalism in the realm of client service + engagement. ● Evolves your knowledge about your clients' business. ● Evolves your expertise in the industry or sector in which your clients' businesses sit. 	<p>Profile Building ::</p> <ul style="list-style-type: none"> ● Builds your profile as someone with a Service Mindset. ● The knowledge you gain from gathering insights and feedback provides you with content that you can use in other activities (speaking, writing, networking conversations) to continue to build your profile as an expert in subject or sector areas.
<p>Relationship Building ::</p> <ul style="list-style-type: none"> ● Asking for feedback itself builds client relationships, and the information gathered can deepen the relationship through a better understanding of clients wants, needs, opportunities and challenges both within their business and within their sector. ● Research shows that key drivers of acquiring new business, and maintaining client satisfaction, are the ability of the lawyer/firm to anticipate the client's needs (particularly those that are undefined or unmet), and the ability to take an innovative approach to solving issues. Information and insights gathered through client insights and feedback mechanisms and opportunities feed the ability to be a valued partner and creative thinker. 	<p>Firm Contribution ::</p> <ul style="list-style-type: none"> ● Client satisfaction can lead to client retention or acquisition. ● Insights can be shared with firm colleagues to evolve professional excellence, client service + engagement overall. ● Insights can reveal opportunities for more or new work from existing clients (do you clients know all of your capabilities?), or similarly situated clients. ● Insights can provide foresight on client challenges for which you can create a solution. ● The firm can benefit from the reputation of listening to clients, and bringing knowledge of their business and sectors to bear on their files. ● Research shows that clients identify a strong insights program as the reason they send the next file to that firm because of the relationship building benefits of this type of engagement.

Mapping Activity :: Hallmarks of Impact Awards, Recognitions and Appointments ::

<p>Professional Excellence ::</p> <ul style="list-style-type: none"> • Through the community of people you join (see relationship building section below) you will often find myriad opportunities to continue to evolve your excellence in a variety of ways. 	<p>Profile Building ::</p> <ul style="list-style-type: none"> • When people become aware that you have earned a recognition or appointment it is benefits your name recognition and reputation. • Showcasing your professional excellence is a pillar of influence.
<p>Relationship Building ::</p> <ul style="list-style-type: none"> • Opportunity to build relationships with others who have won similar awards, received similar recognition. • Appointments position you within a community of current and past appointees with whom you already share, or will discover, common ground that will facilitate relationship building. 	<p>Firm Contribution ::</p> <ul style="list-style-type: none"> • Halo effect benefits firm. • Firm will often explicitly use news about its members earning awards, recognitions and appointments as evidence of its excellence more broadly.



Mapping Activity :: Hallmarks of Impact Networking

<p>Professional Excellence ::</p> <ul style="list-style-type: none"> You will have many opportunities to learn from the people you are interacting with and from the environments within which you are interacting. 	<p>Profile Building ::</p> <ul style="list-style-type: none"> Anything you do when you're meeting other people who are in a position to be a part of your network is going to increase your name recognition - people get to know you, and talk about you when you're not there to others. You can target your efforts to communities of interest to you. (This is the idea of creating 'hubs' which is spotlighted on page 10).
<p>Relationship Building ::</p> <ul style="list-style-type: none"> Creating and strengthening relationships is the whole point of networking/building a network! 	<p>Contribution to Firm ::</p> <ul style="list-style-type: none"> Everything you do in your interactions with other people reflects on your firm - positive or negative.



Mapping Activity :: Hallmarks of Impact

Networking :: Debunking the Myths

Networking is the activity most associated with business development, and also the most widely misunderstood. Most people associate this activity with large, loud, impersonal social events where people drink too much, exchange business cards, make small talk, and try to meet the “right” people in the room. No wonder so many people think networking is for extroverts only, and is schmoozy and salesy!

We’re all for having a glass of wine while building your network, but we define networking as whatever steps you can effectively take to build mutually supportive relationships. That is, what you can reasonably do to support someone in their aspirations, and how a relationship with that person might also support yours.

Networking can look like:

- Reaching out to a senior person in your firm who does the kind of work you want to do - step in aid of building your internal network.
- Moderating a panel with people you want to collaborate with and inviting people you want to meet.
- Going for a walk with a colleague you like and talking about your respective professional aspirations and how you can work together on them or help each other achieve them.



Spotlight on ‘Hubs’

The idea of hubs is that you want to meet as many people as you can, who are aligned with your purpose/goals, over and over so that you can build relationships with them as well as a reputation among them so that they start circulating your ‘story’ to others, from different directions.

We are all member of various hubs whether we’re aware of it or not, and in fact it’s common for our hubs to happen by default - we’re in school with a group of people, we work with a group of people, our kids go to school/play sports with a community of people; and within these default hubs we will seek out those people with whom we are aligned and build relationships with them.

The idea is to become intentional about the communities you engage with - identifying the people you want to serve/meet and where they are/go (could be associations, could be clubs, could be publications) so that you can put yourself in the same places and give yourself the opportunity to build relationships with people who are aligned with you inside that specific community of interest.

Default Hubs

Intentional Hubs



Mapping Activity :: Hallmarks of Impact

Writing

<p>Professional Excellence ::</p> <ul style="list-style-type: none"> ● Builds your excellence on the topic you're writing on. ● Builds your excellence as a writer. 	<p>Profile Building ::</p> <ul style="list-style-type: none"> ● Positions you as an 'expert' on the topic you are writing about. ● Puts you in community with other writers generally, and/or those who write specifically on that topic. ● Put you in front of desired communities if you choose your publications strategically.
<p>Relationship Building ::</p> <ul style="list-style-type: none"> ● The best way to make writing a relationship building activity is to involve others in the process - you could co-author a piece with a peer or colleague, or make others the subject of your writing - for example, if you're interviewing someone you get to know them better and you're creating a written piece. ● Other than finding ways to involve others, building relationships through your writing involves pushing out your personality through your words so that people get to know you, and this takes time and a sustained presence for others to feel they 'know' you. 	<p>Firm Contribution ::</p> <ul style="list-style-type: none"> ● You can contribute to your firm's publications. ● Your firm can link to pieces you have written for other publications. ● Like networking, there is a 'halo effect' - if your byline has your firm's name it - could be good or bad!



Mapping Activity :: Hallmarks of Impact

Speaking

<p>Professional Excellence ::</p> <ul style="list-style-type: none"> ● Builds your excellence on the topic you're speaking about. ● Builds your excellence in the skill of public speaking. 	<p>Profile Building ::</p> <ul style="list-style-type: none"> ● Positions you as an 'expert' on that topic. ● Puts you in community with others that speak generally and/or on that topic ● Put you in front of desired communities if you choose your stages strategically.
<p>Relationship Building ::</p> <p>Speaking has all the same relationship building benefits as writing, plus a few others, such as:</p> <ul style="list-style-type: none"> ● the opportunity to build the relationship with the faculty - eg. sponsoring/hosting faculty drinks or breakfast; holding the pre-talk conversations in a way that helps you build relationships (zoom or in person; organize the preparation meetings so there's some opportunity for personal connection); reach out one-on-one, connect on LI ● The opportunity to build relationships with audience members and other attendees: <ul style="list-style-type: none"> ● Go early and stay late - engage with audience and other presenters; greet others as they come in the room and you'll meet; connect with audience members you meet through other means ● Coming in right at the moment of your talk wastes the opportunity! 	<p>Firm Contribution ::</p> <ul style="list-style-type: none"> ● Firm can link to your appearances ● Like networking, there is a 'halo effect' - if your talk has your firm's name it - could be good or bad! ● You can use the activity of speaking to conduct bespoke sessions with firm clients, about topics that speak to their particular context. Research shows this is the second most common reason for clients sending the next file to that firm, because the firm is helping them anticipate opportunities and solve problems.

Mapping Activity :: Hallmarks of Impact

Media

When you are thinking about ‘media’ as a ‘bucket’, you need to think about 3 categories of media: owned, earned and paid (POEM).

Owned Media :: social media, podcasts, blog sites and website, and private publications like newsletters are some key examples of owned media. Owned media is your greatest opportunity to put yourself out into the world - your ideas, your content - as you have total agency and dominion.

Earned Media :: media that is owned by somebody else (could be industry or daily media or someone else’s social media) that gives you profile. Earned media has the highest degree of credibility because it is an external source imbuing you with authority. It is perceived as a merit-based validation or endorsement of your knowledge, expertise etc.

Paid Media :: is content you sponsor onto another platform. Key examples include sponsored articles in an industry publication, infomercials, or anywhere that you pay to be profiled by another enterprise. This type of media offers more control than earned media, but lower credibility.



Mapping Activity :: Hallmarks of Impact

Media

Professional Excellence ::

- In the same way the writing and speaking evolve your professional excellence, you have to hone your knowledge before you speak to the media, post on social media, or create any sort of content, so you grow your excellence this way.
- Evolve excellence in your voice as you learn how to create a point of view - a critical skill for media.

Profile Building ::

- Your presence on any media platform gets your name out with some degree of authority and expertise.
- Strategically choosing your appearance can build your profile in specific communities of your choosing.

Relationship Building ::

- **Owned** - The best and highest use of this medium is as a relationship builder. Social media is also a great leveller and one of the easiest ways to meet people and break into communities. With one stop, you can do your research to find people/communities/associations, engage with content, and show interest in an engage with others directly. Generating valued content can be a gateway to relationships with earned media platforms and personnel.
- **Earned** - Opportunities for earned media come through the relationships that you make with the media - you become a source/resource, and those relationships turn into more opportunities for your profile. You also get the benefit of the individual connections and audience relationships of the media personnel and platform. You can refer a connection to your media contact, strengthening both relationships.
- **Paid** - same gateway opportunity to earned media as identified under owned.

Firm Contribution ::

- Firm can link to your appearances/content.
- Like networking, there is a 'halo effect' - if your appearance/content is linked to your firm's name it - could be good or bad!
- You can use media platforms to speak to issues and topics relevant to existing and potential firm clients.

Choosing Your Activity Mix :: Key Principles

When it comes to choosing the mix of activities that is right for you, no one can give you a 'top 10' list of associations or clubs to join, publications to target or people to meet.

However, there are **three key principles** you need to keep in mind:

- 1) The overall goal of engaging in these activities is to build a network that will feed your business and the other aspirations you have for your life.
- 2) Building that network involves INVESTING in an activity mix that is sustainable over time - it's a career-long pursuit, rather than doing these 5 things for the next 5 years until you get to Point B; and,
- 3) Your activity mix needs to be scalable to the goals/needs of your career and your life at any given time.

One of the most effective skills you can develop is the ability to calibrate your activities to your current 'season'. If you can be agile, adaptable, responsive with how you allocate your time you will achieve a level of consistency and persistence that successful business builders have mastered.

There will be times when you have more time to devote to building your network and investing in key activities, or when you intentionally create that time because you have a specific goal in mind and you're willing to put other things on pause while you double down. There will be other times when you're in a long trial, in a big deal, in intense child-raising years, caring for an aging parent, or taking on new responsibilities at the firm like practice group leader - where you'll need to scale back on your network building activities.

The goal is to always be doing something in aid of fostering your network so that your presence isn't linked to an immediate need or objective.



Key Principles :: Macro-Mindsets

Deciding on the specific activities, the specific opportunities, and the specific mix of HIA that is right for you involves engaging your **macro-mindsets** (strategic, service, and owner).

Strategic Mindset ::

You need to know what *your* current network building/business development goals are, so that you can identify the opportunities/activities are right for *your* goals at *this* time. This applies both in terms of the categories of activities you'll choose and the relative time within each bucket (it's likely that you won't resonate strongly with all of the activity types, or at least that you won't choose to engage in them in equal proportion - this is a strategic choice), and also in terms of the specific activities you target within those buckets (eg. which networking opportunity, which speaking engagement is right for your goals).

Once you've identified the specific activities or opportunities that align with your goals, your strategic mindset comes into play in determining how you can make the best use of each engagement - remember, one of the hallmarks of impact is the efficiency you achieve with leverage.

Service Mindset ::

Your activities will have greater impact if you approach each from the mindset of what you can give vs what you stand to get through each activity or opportunity. If you are **networking** you're thinking about how you can contribute your talents, connections or emotional investment to the person/people you are engaging with rather than focusing on what opportunities they represent for you. If you are **writing or speaking** you're thinking about how you can contribute to the conversation, the body of knowledge, or the needs of your audience, rather than on what opportunities this exposure might net you. And, if you're gathering **insights or feedback** from clients, you're thinking about how you can use this information to better serve that particular client and also bring value to others such as contributing insights to others in your network, in your firm, other clients, or other businesses in the same sector.

Key Principles :: Macro-Mindsets

Owner Mindset ::

Initiative is one of the greatest differentiators when it comes to engaging in activities and creating opportunities that yield results. Those who wait to be invited to write or speak, who look to others to include them in conversations and communities, who wait for clients to offer feedback and share insights will not realize their potential. YOU are the one who needs to find or identify the opportunities, approach the person you want to meet or publication you want to write for, pitch your ideas for an article or talk, and YOU are the one who needs to turn that opportunity into action.

B2B sales data shows that 80% of non-routine, service oriented engagements happen after 5 interactions, and some data now is showing that that threshold number is as high as 12 interactions. That number is going up, not down, as time goes on.

But 92% of us give up at some point along the way:

- 44% give up after one interaction with no mandate
- 22% give up after two
- 14% give up after three
- 12% give up after 4

**92% are out of the game before 80% of clients are buying.
 That remaining 8% is winning big.**

You might recognize yourself or your peers in these numbers - anecdotally, these data points reflect the experience of lawyers we've worked with who are trying to build businesses. It definitely takes more consistency and persistence than is comfortable for most of us - both in terms of the time that we need to devote to non-billable work and in terms of the grit and resilience it takes to keep following up or showing up when it seems like it's not paying off. The reality is, it may take even more than 12 interactions before your pipeline starts to deliver a sufficient volume of work on the regular because trust is such an enormous factor in what we do and in our relationships with our clients and we are in such a competitive space.

The other two components of an owner mindset you need to bring to bear regarding your choice of high impact activities. The first is a **long game/big picture perspective** - this involves being consistent (you need the habits to support this career-long endeavour) as well as appreciating that the return on investment is likely farther out than you'd like. And the second is a growth mindset. Most people don't start out being accomplished or comfortable writers, speakers, network builders. This will be an evolution of finding your voice and practicing things you're uncomfortable with, and the key is to be 'willing to suck long enough to get good'.

Activity

Place Yourself on the Behaviour Continuum

Place yourself along the behaviour continuum in relation to your network building activities. If you find yourself skewing towards the **intuitive-opportunistic** end of the continuum, give some thought to how you could apply intention (using your strategic, owner and service mindsets) toward changing that.

If you find yourself in the **intentional/conscious** part of the continuum, give some thought to what’s been working for you and what hasn’t, and how you might continue to bring your curiosity to even more opportunities.

Your Activity Mix

On the table below, make a list of the activities you’re currently engaging in, inside each of the six buckets. Don’t worry if you have more in one area and even none at all in another - this is about capturing where you are, and aiming for growth.

You’ll use this list on the next page, when thinking about how you engage in each one - **accidentally, opportunistically, consciously** and with **intention** or **habitually**.

Insights + Feedback	Awards/ Appointments	Networking	Writing	Speaking	Media

Activity

Place Yourself on the Behaviour Continuum



Habitual

You have identified the weighting of activities that work for you and you have systems, processes and habits in place to make sure you are engaging in them consistently

Intentional + Conscious

You are actively trying things out, getting outside of your comfort zone, showing initiative, and consciously determining what works for you. You start to choose the people, activities and opportunities that are aligned with your goals, and you start to build the habit of making these activities and these choices part of your regular practice. This is still a conscious choice each time you undertake an activity.

Opportunistic

You engage with people, activities and opportunities that are offered to you/demanded of you, without any discernment around whether they are aligned with your goals. You can see activities that are useful when people invite you to them but but you aren't yet showing any real initiative to create or identify opportunities.

Intuitive + Accidental

You engage with people, activities, opportunities that are natural to and easy for you and not really directly related to building business or aligned with your goals

Challenge

Revisit your Annual Business Plan

For your **High Impact Activity Challenge**, please pull out the business planning document provided by your firm. Through the creation of this document you may have been asked to consider how to identify and execute activities against external and internal objectives or goals for growth and contribution.

Looking at the ideas you've included in this document through the lens of what you've learned in this module, please consider:

1. **How you might enhance or elevate your existing ideas**
2. **New ideas you've been inspired to include**
3. **How your plan might be 'even better if ...'**

Bring your ideas and plans to Coach's Corner next week and let the group inspire you even further!





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