

# Cultivating the Next Generation of Business Development Leaders – Early Engagement is the Name of the Game



# March/April *Strategies*



*The March/April  
2017 issue of  
Strategies is  
now available.*



**Tammy Mangan**  
**Chief Marketing Officer**  
**Cole Schotz P.C.**

She has more than 20 years of experience leading marketing, business development and communications initiatives in the legal field. At Cole Schotz, Tammy provides leadership and vision to ensure that the firm is strategically positioned to act on opportunities for growth. She leads practice group strategic planning and provides one-on-one coaching for promising business developers. She is the creator of The Breakfast Club, a 30-minute action and results-oriented business development training program which is the recipient of an LMA Your Honor Award.

# Panelists



**Mary Carmel Kaczmarek, Esq.**  
**Skillful Means Marketing, LLC**



**Terra Liddell,**  
**Finnegan, Henderson,**  
**Farabow, Garrett &**  
**Dunner, LLP**



**Amy Spach**  
**Perkins Coie LLP**

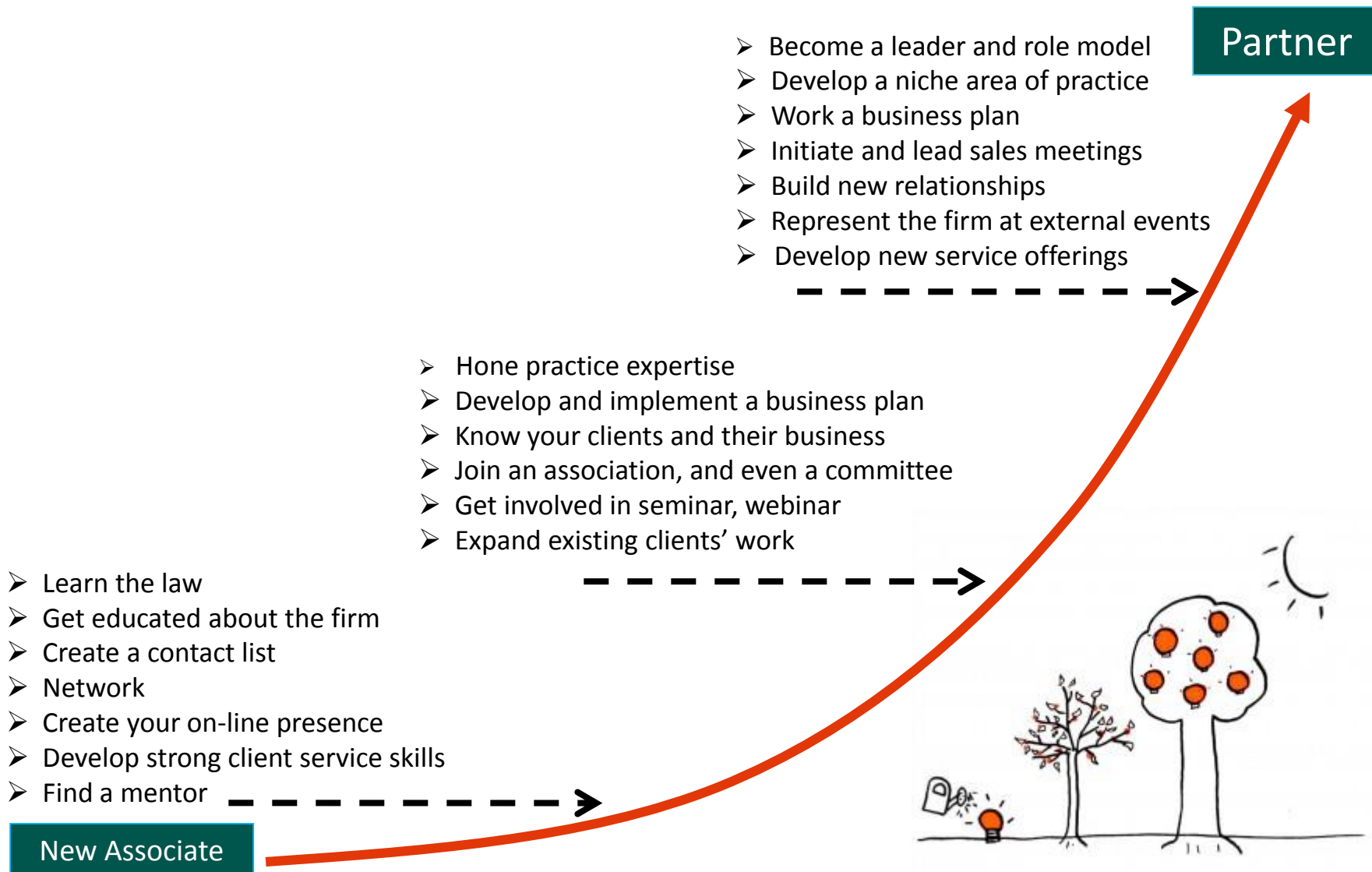
# Learning Outcomes

1. Develop a training program that inspires and prepares your associates for future success
2. Identify where and how your rising stars can be engaged in marketing and business development activities that impact the bottom line
3. Discuss ways to deliver the best results

# Poll Questions

1. Does your firm provide formal training programs for associates that are focused on marketing and business development topics? (Y/N)
2. Are your programs segmented by experience level (programming for junior associates vs other programming for senior associates)? (Y/N)
3. Do you offer individual coaching for associates? (Y/N)
4. If you offer coaching, do you:
  - a) engage an outside coach
  - b) use an internal staff person as coach
  - c) both

# BD & Career Thresholds



## Key to Profitability and Success

According to a survey cited in a Stanford University Law School white paper, “....*the most powerful predictor of large law firm profitability is ‘the quality of partners’ leadership skills.*”

What are best practices for developing the next generation of business development leaders?





# Old vs. New “Best Practices”

- In-person classroom style vs. virtual, on-demand training?

*(Interaction is necessary for effective adult learning)*

- Day-long workshop vs. several shorter programs?

*(Shorter bursts of training at regular intervals work best)*

- Focusing on content vs. focusing on format?

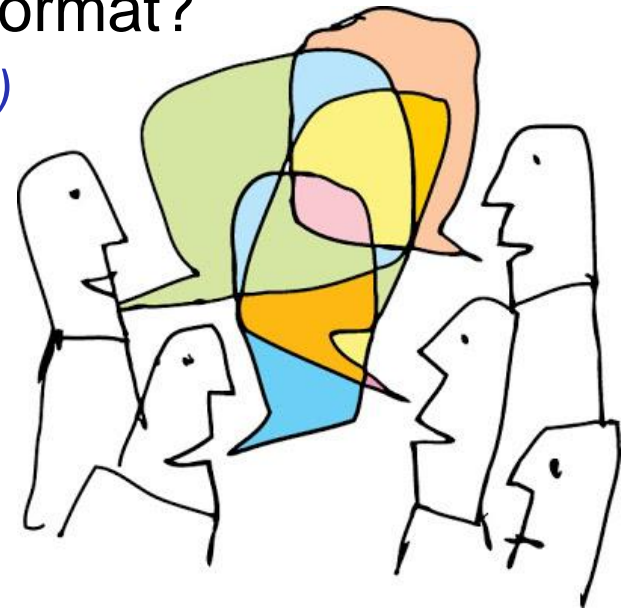
*(Format is more important than ever before)*

- Internal training professional vs. external consultant?

*(Collaboration is key)*

- Standard program or raising the bar?

*(Has to be updated regularly)*



# Tools Engage and Provide Practice

- Case studies
  - Surveys to promote self-awareness (e.g., Mindset of a Business Owner)
  - Small group discussions or pairs' work
    - Articles
    - Role plays



# Mindset of a Business Owner

- Nobody asks any questions about the importance of BD anymore
- Partners are the change agents in this mindset, must support the development of the associates

**Ultimate result =  
BD is part  
of the business  
and the culture**



# Building a Brand with a Bio

- Prompts for Associates
  - Type of work you do?
  - Type of work you want to do?
  - What do partners rely on you for?
  - Why did the firm hire you?
  - Specific skills or technologies?
  - Softer side?
- **Revisit bio every 3 months**

# Fifth Year Associate



## OLIVER M. GOLD ASSOCIATE

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### OVERVIEW

### EXPERIENCE

### PUBLICATIONS & PRESENTATIONS

Commercial litigator Oliver Gold appears in court, at trial and in alternative dispute resolution forums to resolve business, intellectual property and entertainment disputes. His recent client victories include helping to secure a take-nothing judgment for a global technology client following trial in a breach of contract action; helping to resolve claims of trademark infringement and false advertising for a FORTUNE 500 food manufacturer; and obtaining summary judgment in favor of William Morris Endeavor Entertainment on claims of Lanham Act violations and unfair competition.

Based in Los Angeles and handling litigation throughout federal and state courts in California, Oliver strategically contributes to litigation and trial teams through all phases of disputes. He has substantial experience conducting written discovery, taking and defending depositions, dispositive motion practice, obtaining temporary restraining orders and preliminary injunctions, and at trial.

Oliver has defended large and small clients in commercial litigation claims related to breach of contract, rights of publicity, defamation, trademarks, copyrights and false advertising under the Lanham Act, including within the entertainment and media sectors. He has also handled cases involving antitrust and unfair competition issues, including claims brought under California's Unfair Competition Law (§ 17200).

In addition to his vigorous commercial litigation practice, Oliver has a strong commitment to pro bono work. Currently, he focuses his pro bono efforts on a federal capital appeals case in Texas, in which he serves on one of the firm's select post-conviction death penalty defense teams.

## Areas of Focus ▾

### PRACTICES

- Litigation
- Trademark, Copyright, Media & Brand Protection
- Trademark & Copyright Litigation
- Commercial Litigation
- Media & Entertainment Litigation
- Antitrust & Unfair Competition Litigation
- Real Estate Workouts

### INDUSTRIES

- Arts, Entertainment & Sports
- Food Litigation

## Bar and Court Admissions ▾

- California
- U.S. District Court for the Central District of California

# Get Specific with Experience

## OVERVIEW

## EXPERIENCE

## PUBLICATIONS & PRESENTATIONS

### **NSS V. INTEL**

Superior Court of California, San Francisco County

Served as a member of team that defended Intel at trial against claims for breach of contract, promissory estoppel and quantum meruit arising from the formation of a cybersecurity research institute and resulting in a take-nothing judgment in favor of Intel.

### **KIBLER V. HALL, ET AL.**

U.S. District Court for the Eastern District of Michigan

Obtained summary judgment in favor of William Morris Endeavor Entertainment when defending it from claims of violation of the Lanham Act and unfair competition in connection with the use of the name "Logic" by a recording artist.

### **GENERAL MILLS INDIA V. KOSTAS INTERNATIONAL**

U.S. District Court for the Central District of California

Represented General Mills in a trademark infringement action against a distributor of a counterfeit product and helped reach a settlement that included the defendants stipulating to a permanent injunction.

### **WILLIAM MORRIS ENDEAVOR ENTERTAINMENT, LLC V. SCRIPPS NETWORKS INTERACTIVE, INC.**

Superior Court of California, County of Los Angeles

Represented a talent agency in an action seeking package commission fees in connection with the Travel Channel television series "Ghost Adventures."

### **TRULIA V. MOVE SALES**

Superior Court of California, San Francisco County

Served as a member of team representing Trulia in an action seeking specific performance and an injunction to prevent its competitor, Move Sales, from terminating its daily feed of online listings data for residential properties throughout the United States. Oliver helped to obtain a temporary restraining order and the case settled during hearing on Trulia's motion for a preliminary injunction.

### **DENTAL WORKS V. VESTA**

Superior Court of California, Los Angeles County

Defended Vesta against a putative class action in which named plaintiffs alleged they were charged for wireless phone services that they never authorized in violation of the California Legal Remedies Act and the California Unfair Competition Law (§17200).

### **GENERAL MILLS V. CHOBANI**

U.S. District Court for the Northern District of New York

Served as a member of team that represented General Mills in an action for false advertising under the Lanham Act and secured a preliminary injunction for General Mills. This brought to a halt Chobani's advertising campaign that included defamatory claims against the client's competing yogurt product.

### **KEVIN SUN, ET AL. V. HTK HAWAII, INC. ET AL.**

Superior Court of California, Los Angeles County

Obtained a stay of the case, pending resolution of related out-of-state litigation, in the defense of HTK Hawaii, Inc. in an action for breach of contract and related business torts.



Experience



# Use Content to Build Personal Brand

## TEAM SPOTLIGHT: L.A. ATTORNEYS COMMIT TO DEATH PENALTY DEFENSE

TAKING ON POST-CONVICTION DEATH PENALTY WORK requires the commitment of a flexible team of attorneys. In Los Angeles, the team coalesced following a familiar path—friends and colleagues brought them into the cause.

For associate Catherine Grech, an ardent opponent to capital punishment, a law school friend's invitation to an ASA death penalty program in 2014 intrigued her. When she bumped into fellow Perkins Coie lawyer Verna Harris-Solano at the meeting, it felt more like fate than coincidence. They quickly combined forces and parlayed their shared interest in KerSean Ramsey's post-conviction defense (see page 34) into a persuasive argument that convinced partner Ronald McIntire and the firm to take on the case. In turn, they assembled a nine-member team with diverse attorneys and experience spanning litigation, business and criminal law.

Still in the early stage of mounting a defense, the Ramsey team has worked to gain the trust of its client. "The first time we visited, KerSean was withdrawn and aloof. However, on our second visit, he was welcoming and talkative, a changed person. When I asked what caused the transformation, he explained that we were the first lawyers who had ever showed up again for him," said Catherine.

Visiting their 29-year-old client on death row has been a moving and memorable experience for team members. "Many of us are close in age to him, and it was surprisingly easy to connect with him," said Alisha Burgh, whose previous experience clerking for a federal judge and personal commitment to turning around institutional injustice compelled her to get involved with the Ramsey case.

The team views this death penalty litigation as a unique opportunity on many fronts. For first-year associate Mariela Moore, the case gives her the chance to gain complex litigation skills and continue her pro bono commitment, which was one of the reasons she selected Perkins Coie to start her career. For more experienced counsel Jeffrey Goodfield, the Ramsey case presents an attractive legal challenge on the fairness of the justice system. Litigation associate Oliver Gold echoes the team members' enthusiasm and the case's personal impact on them: "I will never forget the first moment I looked into our client's eyes. I knew right then I did not believe in the death penalty. It's rare to work on something with such high stakes," he



While many of the Los Angeles death penalty case team members are young lawyers, they readily recognize the "once-in-a-lifetime opportunity," as associate Kaiser Kokabi noted, that a post-conviction defense case presents. The entire team was attracted to the chance to help turn around a sentence they perceive resulted from a miscarriage of justice. According to associate Christin Kim, "the chance to help is part of the reason we went to law school."

Los Angeles death penalty team members include (left) Jeffrey Goodfield, Verna Harris-Solano, Christin Kim, Oliver Gold, Catherine Grech, Mariela Moore, Alisha Burgh and Kaiser Kokabi.

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## News

A Skid Row Carnival of Love



News Author: Amy K. Spach

Skid Row has been the center of downtown Los Angeles' transient population since the 1800s. Every January for the past three years, one of the city's most impoverished areas is transformed by a Carnival of Love for more than 4,000 homeless people. Founded by actor Justin Baldoni and his Wayfarer Entertainment Foundation, the carnival brings together 1,000 volunteers who offer help—food, medical, dental and mental health services and legal counsel—right on the streets where the homeless live.

Litigation associate Oliver Gold led our participation in the 2017 carnival and organized a drop-in legal clinic with our longtime pro bono partner, Public Counsel. "I was incredibly proud not only of our turnout, but by how well we connected with the clients we served. Looking into their eyes, you could see the struggles they faced, and it was a privilege and very moving to let them know people care and want to help," Oliver said.

Los Angeles office volunteers at the clinic included attorneys Tyler Anthony, Sara Chenetz, Catherine Del Prete, Amir Gamliel, Oliver Gold, Ronald McIntire, Leah Medway, Mariela Moore, Courtney Prochnow, Max Rothman and Katelyn Sullivan; staff Melanie Duncan, Miranda Shaft, Amy Spach and Rod Walt; and Public Counsel attorneys Will Watts and David Daniels.

**Cover Photo:** Attorneys and staff at Perkins Coie's hosted legal clinic at the Carnival of Love, where they advised on access to benefits, tax



Actor Justin Baldoni (center) from the TV show "Jane the Virgin," founded the Carnival of Love and holds it each year on his birthday, to act on his concern for the homeless. He thanked Pro Bono Counsel Leah Medway (left) and Litigation associate Oliver Gold for the firm's contributions to the event.



Associate Max Rothman hosted clinic.

# Thank you!

# Questions

