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LETTER FROM SPECIAL CONSULTANT TO THE LAWYER METRIC RAINMAKING STUDY

December 29, 2013

Dear Survey Respondents,

It is my pleasure to advise you that Lawyer Metrics has completed its two year study focused on identifying the characteristics that make rainmakers successful. This groundbreaking study is the product of your ideas and input as well as months of tireless work by the Lawyer Metrics team. As you will see, the study confirms what many of you expressed in our initial meeting: the characteristics of rainmakers are quantifiable and are not bound by gender. Rather the characteristics that make Rainmakers successful are grounded in their backgrounds, their personal experiences, and the way they view themselves.

We believe this research will provide law firms with invaluable information to use in grooming associates and junior partners to become productive members of their firms. It also may be useful in helping firms choose new lawyers and identify existing lawyers who are more likely than not to become rainmakers for the firm. Moving firms away from focusing solely on the tactics of rainmaking to a more targeted focus on lawyers who have or can be trained to have the characteristics to be successful rainmakers, will ensure that firms are using their resources in a cost effective manner.

The contributions each of you made to this study cannot be overstated. You challenged our premises, provided guidance for our study, and gave us the information we needed to make our study meaningful to firms. We thank you for your assistance and support.

Enclosed is a copy of the study. We welcome your comments. Please direct those to Monique Drake or Evan Parker-Stephen.

We will begin to roll out the study and the results in the New Year. In the meantime, we wish you a happy holiday season and thank you again for your support and contributions.
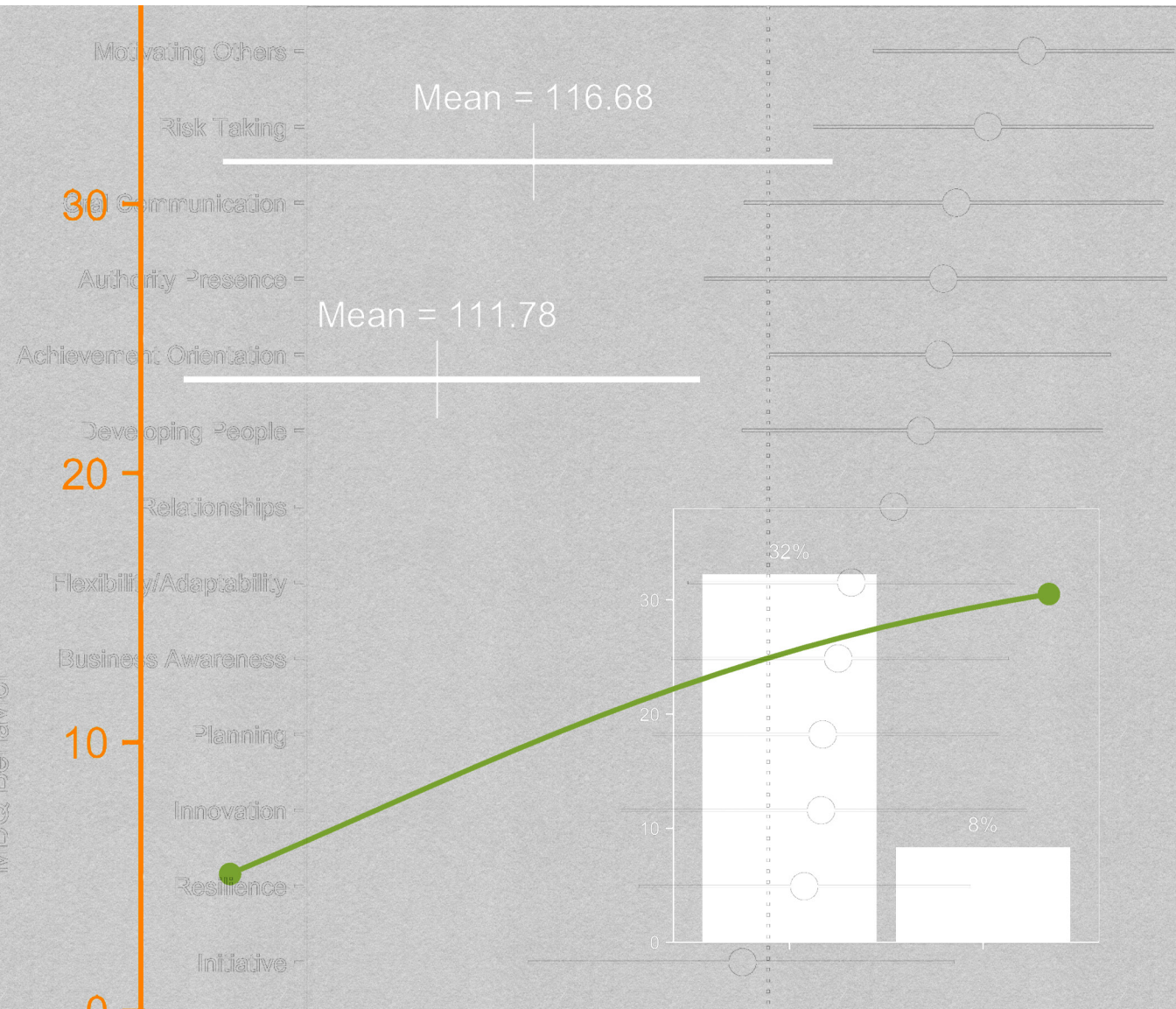
Sincerely yours,

Patricia K. Gillette

The Rainmaking Study

How Lawyers' Personality Traits and Behaviors Drive Successful Client Development

Monique Drake and Evan Parker-Stephen, PhD

Mean = 116.68

Mean = 111.78

32%

8%

Who Is a
Rainmaker?

Rainmakers are a diverse group, and few will conform in every respect to a single, common profile. Nonetheless, this Study allows us to identify several traits and behaviors that tend to predict client development success. Our Study reveals that Rainmakers are more likely than others to have some combination of these qualities:

Rainmakers place a high priority on work and work-related activities. They tend to be confident, active leaders who feel comfortable exercising power, showing leadership, and taking control to influence the results of a team effort in order to reach individual or organizational goals. At the same time, Rainmakers focus on larger issues and do not become overwhelmed by a project's details. They more often have a strong ability to manage a team through delegation and empowerment and are comfortable letting team members take on increasing responsibilities, listening to their views, and encouraging them to act on their own. Rainmakers are more likely than other lawyers to question established methods, to interpret systems with some flexibility, and to cut through red tape in order to achieve high performance. Among biographical tendencies, Rainmakers typically have received less family financial help to pay for college than have non-Rainmakers, and Rainmakers are less likely to have attended an elite college or law school.

Female and male Rainmakers are more alike than different in traits and personality. Among the few variances, female Rainmakers tend more than their male colleagues to enjoy concentrating on something for a long time without being distracted by situational influences. It is possible that solving client problems and building a substantial law practice may help satisfy this preference.

Based on our research, lawyers who possess the traits and attributes described above are more likely, as a statistical matter, to develop a strong client following.

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I. OVERVIEW

Lawyer Metrics is pleased to present findings from its two-year study examining the traits and behaviors of law firm Rainmakers (the "Rainmaking Study"). The Study looks beyond a small group of rainmaking superstars to the broader group of partners who routinely generate new business for their law firms by attracting new clients or expanding the work performed for existing clients ("Rainmakers"). Lawyer Metrics relied largely on management at participating law firms to identify their Rainmakers under this inclusive definition. Working with an advisory board of law firm leaders and corporate counsel, Lawyer Metrics employed qualitative and quantitative methods to identify the personality traits and management behaviors that distinguish Rainmakers from other partners.

While other researchers have identified the personality and behavioral factors that are prominent among lawyers, the Rainmaking Study breaks new ground by analyzing how these factors correlate with client development.[1] Lawyer Metrics draws on performance data and personality assessments of hundreds of law firm partners and over 80 interviews with Rainmakers and non-Rainmakers (or "Client Service Partners") around the country to understand these lawyers' backgrounds, work styles, motivations, and client development behaviors.

Now completed, the Study sheds new light on Rainmakers. At the outset of the Study, Lawyer Metrics asked a group of law firm partners and industry experts to share with us their perceptions of rainmaking traits and behaviors. They theorized, as did we, that Rainmakers tend to be more ambitious and confident than Client Service Partners, with a greater willingness to take risks but a lower aptitude or inclination for teamwork and planning. Those observations find support in the Study data. At the same time, however, they do not capture the specific traits that help to *predict* the likelihood that a lawyer is or will become a Rainmaker.

Toward that end, this Study uses assessments and interview data to identify the skills, traits, and behaviors that truly distinguish Rainmakers. For example, the results show that law firm partners who possess an intense drive to engage in their work, as measured by their assessment scores on this trait, are significantly more likely to be Rainmakers than partners who lack this drive. The Study also finds that Rainmakers have a stronger propensity than their peers to take on leadership roles, to exercise power, and to take control to influence the results of a team effort. These preferences

[1] *See, e.g.*, Marjorie M. Shultz and Sheldon Zedeck. "Final Research Report: Identification, Development, and Validation of Predictors for Successful Lawyering" *Social Science Research Network* (2008); Larry R. Richard, "Herding Cats: The Lawyer Personality Revealed," 7 LAWPRO Mag. 2-5 (2008); Jeff Foster, Larry Richard, Lisa Rohrer, and Mark Sirkin, "Understanding Lawyers: Why We Do The Things We Do," Hildebrandt Baker Robbins (2010).

and behaviors, in turn, appear to influence how Rainmakers interact with other lawyers and their clients. In particular, Rainmakers are significantly more likely than their peers to manage, motivate, and empower a team through delegation and trust. Rainmakers also show a greater willingness to take risks, as indicated by their readiness to "put themselves out there" to develop business and challenge or flexibly interpret rules for the sake of helping their clients.

To a great extent, we found that male and female Rainmakers are more alike than they are different, though one aspect of their home lives often differs significantly: among Rainmakers interviewed who have a spouse or domestic partner and children, the spouses of women Rainmakers far more often work outside the home while the family's children are young.

In the following sections, we elaborate on these and other Study findings. We also discuss the Study methodology, the ways that certain distinguishing Rainmaker traits present themselves in practice, and whether certain biographical factors such as school pedigree may correlate with rainmaking.

Finally, upon reading the following pages, the reader is sure to ask, "What do we do with this?"

First, the evidence suggests that Rainmakers differ from other law firm lawyers in ways that can be recognized even before a lawyer has built a track record of client development. Based on the size and breadth of our sample, we believe that the behavioral traits identified in the Study are likely to correlate with rainmaking success in many law firms. These traits, when interpreted and supplemented by further study of a firm's unique culture, can be identified through structured behavioral interviews.[2]

[2] This study provides some of the selection criteria needed for a structured behavioral interview. For background on this topic from a Nobel Laureate economist, see Daniel Kahneman, *Thinking, Fast and Slow* 209-33 (2011).

Second, many of the rainmaking abilities studied here can be developed. Sensible, focused training can encourage motivated lawyers to understand their own attitudes about work and client development, adapt their behaviors, and improve their results. Drawing upon the results of this Study, firms can deconstruct how their own top performers behave. Behaviors that are described and modeled are behaviors that can be emulated.

II. Research Methodology

The Study incorporated three research tools to identify the distinguishing traits and behaviors of Rainmakers:

1. A survey of law firm partners and industry leaders about their perceptions of Rainmakers.

2. Personality assessments measuring traits and behaviors of Rainmakers and Client Service Partners, along with accompanying performance data.

3. Interviews exploring the backgrounds and behaviors of law firm Rainmakers and Client Service Partners.

A. The Survey: Gauging Perceptions

At the outset, the Study surveyed law firm leaders, successful partners, and legal industry talent experts about what they believe defines and distinguishes Rainmakers from Client Service Partners. The Survey asked respondents to rank individual traits and to describe Rainmaker characteristics. The results provide a broad baseline by which to understand the Study's findings in relation to our perceptions.

B. The Assessments: Measuring Personality Traits

The Study measured the traits and behavioral tendencies of Rainmakers and Client Service Partners using lawyer performance and personality assessment data collected from over 300 law firm partners. The performance data rests on one or more of the following: (1) firm managers' designations of partners as Rainmakers or Client Service Partners; (2) firm managers' designations of partners as high or low-performers using a grading system that emphasizes successful client development; and (3) the partners' firm-identified and self-identified books of business. The personality data derives from two standard assessment tools: the Achievement Motivation Inventory (AMI) and the Management Development Questionnaire (MDQ). These assessments measure the trait and behavioral tendencies that are associated with successful workplace performance.

Specifically, the AMI is a personality-based assessment that measures dimensions of an individual's sources of motivation. It is comprised of 17 separate components that are grouped together under three broad categories of motivation: (1) self-assurance; (2) ambition; and (3) self-control. The MDQ focuses on work-related behaviors and competencies for high-level knowledge workers. The 20 MDQ measures cover five broad behavior categories: (1) managing change; (2) planning and organization; (3) interpersonal skills; (4) results orientation; and (5) leadership.

The two assessments measure different behavioral attributes.[3] MDQ behaviors are developmental; with reflection and focused effort, lawyers can continue to boost their strengths and better manage their areas of improvement. The AMI traits, in contrast, reflect a person's attitudes and mindset and thus how they are likely to allocate their time and energy. Because the AMI traits tend to reflect engrained preferences and habits of thought, they tend to be less readily changeable.

The Study incorporates statistical models that relate lawyers' measured traits and behaviors to the probability of being a Rainmaker. The statistical models are Bayesian multilevel logistic regressions, which generate inferences about how the predictors—in this case, the scores on the assessments factors—affect the likelihood that a lawyer is a Rainmaker. Notably, the regressions also account for firm-specific effects.[4]

Importantly, the models used in the Study take into account how various factors are correlated with one another. Inferences about a particular trait are made while assuming *all else is equal*. The models thereby allow us to see not only whether a particular trait is significantly more prevalent among Rainmakers than Client Service Partners, but also whether, *holding all else equal*, a higher score on a given trait influences the probability that the lawyer is a Rainmaker.

When considered in isolation, 16 AMI and MDQ factors are positively and significantly correlated with rainmaking. The multivariate regression allows us to identify which of these many factors are most important. To understand why this is valuable, consider the AMI trait Confidence in Success, which measures a person's optimism that he or she will succeed even in the face of obstacles. Viewed in isolation, Confidence in Success scores are significantly higher among Rainmakers than Client Service Partners (hence there is a positive and significant correlation). But once the multivariate model rids this factor of its commonality with other AMI factors—such as Dominance, which captures a person's willingness to assume leadership roles—Confidence in Success scores no longer differ significantly between Rainmakers and Client Service Partners. In this way, the models help to focus our interests and prioritize traits and behaviors.

C. The Interviews: Presentation of Traits and Behaviors and Understanding Biographical Factors

To understand how Rainmaker traits and behaviors present them-

[3] At the same time, the two assessments are similar in at least one important respect: they were normed against a sample of business and management professionals. As a result, average scores on the assessment factors do not reflect typical levels in the population generally. Instead, average scores reflect the typical levels within the population of *skilled professionals*.

[4] For the sake of both conceptual clarity and parsimony, we estimated two regressions: a first that included the AMI factors, and a second that included the MDQ factors. That said, we arrive at the same conclusions about what makes Rainmakers distinctive when we estimate a "pooled assessment" regression, which is to say, a single regression that includes all of the AMI *and* MDQ factors.

selves in practice, Lawyer Metrics interviewed 86 partners across 31 law firms. The interviews reveal biographical factors and behavioral tendencies of Rainmakers and enhance what we learn from the assessment data.[5] The interviews explored the lawyers' choices, attitudes, and behaviors relating to work and client development, including their paths to achieving professional success and watershed moments and decisions in their careers and personal lives.

The interview participants included 62 Rainmakers and 24 Client Service Partners. At the time of the interviews, the partners ranged in age from 39 to 70. The Rainmakers included 20 women and 42 men, with about 50% practicing in AmLaw 100 firms and another 25% (a total of 75%) practicing in AmLaw 200 law firms. Their average age was 54.[6] The Client Service Partners included 7 women and 17 men, with about 75% practicing in AmLaw200 law firms. Their average age was 51.

III. A SELECTION OF STUDY FINDINGS

A. The Survey: Top Perceived Rainmaker Traits

The Survey results reveal that law firm leaders and industry experts perceive Rainmakers to be *confident*, *ambitious*, and *charismatic*, and also to be *resilient risk-takers*. Rainmakers are seen as focused closely on their clients' business concerns and issues, not just their legal issues. Rainmakers are thought to outperform Client Service Partners in *relationship-building*, though successful Client Service Partners are thought to be far better *team players*. Client Service Partners are also thought to possess superior attributes in *planning*, *integrity*, and *quality focus*.

B. The Assessments and Interviews: Top Distinguishing Rainmaker Personality Traits and Behaviors

Rainmakers earn higher overall scores on assessments of their personality traits (AMI) and management behaviors (MDQ). Figure 1 reports the means of the overall scores for Rainmakers and Client Service Partners, and for both assessments the mean differences

[5] A majority of the interviewed Rainmakers also completed the AMI and MDQ assessments, allowing us to identify real-world examples of traits and behaviors that bear on those measured using the assessments.

[6] While not all of the interviewees shared with us the value of their books of business, most did; based on that data, the interviewed Rainmakers averaged over $4 million in business per year, nearly six times that of the Client Service Partners.

between the groups are statistically significant.

Looking beneath these summary scores, certain traits and behaviors stand out as especially important for client development. Most central to the Rainmaker profile are those traits and behaviors for which higher scores produce a *significantly greater probability that the partner is a Rainmaker*. Based on the two regressions, which together examine 37 assessment factors, high-scoring partners on the following four factors are significantly more likely than low-scoring partners to be Rainmakers:

- **Engagement (AMI)** (a desire to be regularly engaged in an activity, usually work-related)

- **Dominance (AMI)** (a tendency to exercise power and influence over others)

- **Motivating Others (MDQ)** (an ability to manage a team through delegation and empowerment, while also trusting people to take on increasing responsibilities, listening to their views, and encouraging them to act on their own)

- **Risk Taking (MDQ)** (a willingness to question established methods, supplying a break with the past and being prepared to bend the rules to achieve higher performance)

To illustrate the significance of these four dimensions on the likelihood of being a Rainmaker, if a partner in our sample scored at the 75th percentile on all four of these dimensions—admittedly, this is an atypical partner—he or she was almost 70% more likely to be a Rainmaker than a partner who scored at the 25th percentile on these dimensions, holding all else equal.[7]

We discuss each factor and its importance in detail below.

1. Engagement and Dominance

Among the AMI factors, Engagement and Dominance are the best predictors of rainmaking success.

Engagement refers to the desire to be regularly engaged in an activity, usually work-related. People who are highly engaged place a high priority on work and are uncomfortable when they have nothing to do. They are able to maintain a high activity level for a long period with little rest. In the extreme, people high on this dimension may be "workaholics," neglecting aspects of their per-
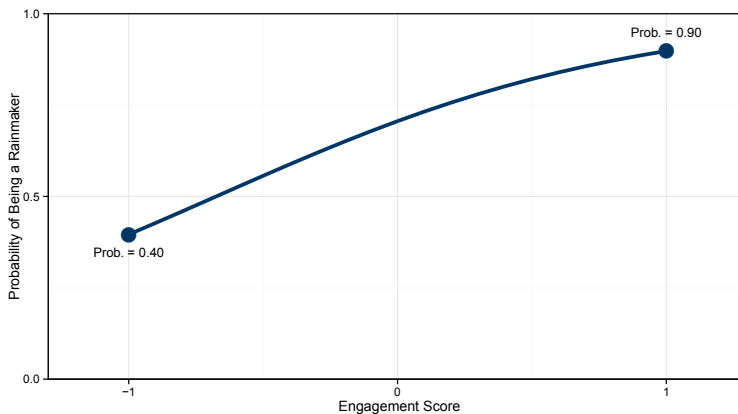
Figure 1. Rainmaker (RM) and Client Service Partner (CSP) Mean Overall Scores on the AMI and MDQ. Left and right endpoints represent the 25th and 75th percentile scores, respectively.
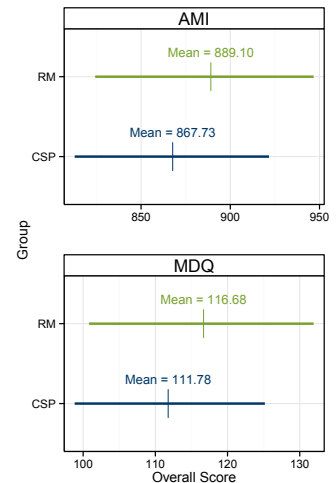
[7] To explore how the four factors matter while holding all else equal, it was necessary to derive this result using the "pooled assessments" regression model.

sonal lives.[8]

Finding that Engagement is a significant trait means that Rainmakers are more likely than Client Service Partners to thrive on work-related activity. Figure 2 illustrates how a higher Engagement Score increases the probability that a lawyer in the sample is a Rainmaker. The blue line summarizes the relationship *assuming average performance for all of the other AMI traits* (what we mean by "all else equal").[9]


All else equal, a low-Engagement partner has a low probability and a high-Engagement partner has a high probability of being a Rainmaker. To make the difference concrete, consider that if one partner in the sample has an Engagement Score that is two standard deviations above the mean, and a second partner has a score that is two standard deviations below this mean (these values are equal to +1 and -1 in Figure 2), the high-scoring partner is 50% more likely than the low-scoring partner to be a Rainmaker. Although at first glance, a difference of 50% might seem small, it is important to consider that it is based on a simulation that assumes the two partners have average scores on all of the remaining 16 AMI traits. In other words, between two partners who are nearly equally skilled, the one who is far more engaged is also far more likely to develop clients successfully.[10]

The second distinctive Rainmaker AMI trait is Dominance. Dominance refers to a person's tendency to exercise power and influence over others. People who score high on this dimension are likely to take initiative and to seek control over activities. They often play a dominant role in influencing the results of a team effort because they enjoy taking a leadership role.

Not surprisingly, lawyers who actively initiate projects and client

Figure 2. Engagement Significantly Increases the Probability of Being a Rainmaker.

matters are significantly more likely to be Rainmakers. Figure 3 shows how an increase in Dominance increases the probability that a lawyer in the sample is a Rainmaker. A high-scoring partner (Dominance Score = +1) is 38% more likely to be a Rainmaker than a low-scoring partner (Dominance Score = -1).
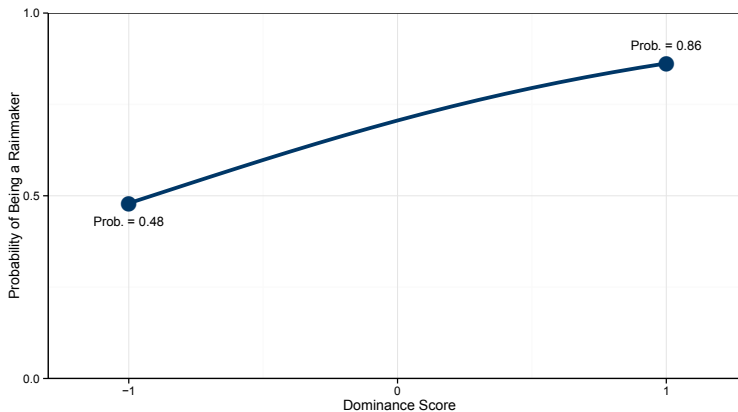
to consider the range of observed values in the data. Because the earlier contrast focused on *four indicators*, it would be rare to find an individual who scores at the extremes on all four of the assessment factors, and a comparison based on two standard deviations in that case would return a statistically valid but practically overstated result.

Figure 3 plot: Probability of Being a Rainmaker vs Dominance Score. At Dominance Score = -1, Prob. = 0.48. At Dominance Score = 1, Prob. = 0.86.

Figure 3. Dominance Significantly Increases the Probability of Being a Rainmaker.

Throughout the interviews, Rainmakers discussed the personality traits and behaviors that they credit most for their client development. Many of these self-identified traits and behaviors relate directly to the assessment measures of Engagement and Dominance. We discuss some of the most revealing examples here.

a) Internal Drive

The interviewed partners all share a strong work ethic, but higher Engagement is not necessarily reflected by higher client billable hours.[11] Rather, Rainmakers truly differ from Client Service Partners in their expression of *what drives them* to work hard, *what motivates them* to develop their own clients, and even what drew them to practice law.

[11] Of the partners interviewed who shared with us their hours, Rainmakers averaged only slightly higher billable hours than Client Service Partners. Rainmakers averaged about 40% higher client development hours than Client Service Partners, however.

These differences reflect two different mindsets about the same practice development challenges. Where Client Service Partners recognize outside expectations to develop client relationships in order to advance, Rainmakers are strongly self-motivated and committed to succeed in winning clients as a way not to be beholden to anyone, including for work. Rainmakers certainly enjoy the financial rewards of their efforts, but mostly Rainmakers strive to develop clients because it is challenging, fun, and satisfying. Rainmakers also expressed a greater willingness to take control in situations where Client Service Partners reflected hesitation and a willingness to point to outside factors that might impede their

progress.

To the extent that these examples reflect relatively engrained AMI traits (Engagement and Dominance), the findings have particular relevance for law firm hiring. If a law firm wants lawyers with higher business development potential, it should explore sources of motivation and career satisfaction during the interview process and ascertain, through concrete examples, how those preferences have influenced the candidate's career goals, time allocation, and professional development.

b) Looking Beyond the Matter at Hand

Rainmakers see beyond the task at hand.   When working on a matter, they recognize that everyone they are in contact with is a potential source for the next matter. The Rainmaker mindset is not about simply getting this current thing done. This thing is connected to the next thing.

Perhaps in light of this, Rainmakers strive to understand their clients' businesses and personal lives and to develop these relationships not only through hard work on the issue the client presents, but also by supporting the client in other matters. Rainmakers push beyond their area of expertise and help clients with all manner of problems, including helping a client's child facing an indelicate legal problem, such as a DUI. Rainmakers solve problems in practical ways, including by introducing clients to other people who can help them. Rainmakers eagerly seize opportunities to help, and they do whatever they have to do, even at great personal sacrifice, to develop opportunities for new business. Rainmakers willingly forego sleep, personal time, and vacations to develop the next business opportunity.

c) Engagement in Personal Relationships

Not surprisingly, Rainmakers are adept at personal relationships, with quite a few noting that they "love people" and are "fascinated" by them. But many shared a particular distaste for cocktail parties and networking events. They focus intently on one-on-one interactions, whether it is sharing a meal with a client, sending personalized birthday gifts to the client's children, selecting a special book as a gift rather than sending mass-produced cards for the holidays, being reachable on the telephone, or visiting a client during the lawyer's vacation in the area. Rainmakers view their own availability and responsiveness as a function of their indispensability to the client *personally*.

d) Solving Practical Business Problems, Not Answering Abstract Intellectual Questions

Where Client Service Partners often focus on intellectual, abstract legal questions, Rainmakers engage with the difficult *practical and business challenges* that their clients confront. When asked about their strengths, Rainmakers tended to describe their decisiveness and business judgment, while Client Service Partners more often reflected on their substantive expertise and the quality of their work. Asked why they chose to practice law, Rainmakers (especially male Rainmakers) frequently described enjoying business challenges, while Client Service Partners more often spoke of enjoying difficult intellectual challenges and academic pursuits.

These preferences are further confirmed by the traits that best distinguish Client Service Partners. On the assessments, lawyers in our sample are *less likely to be Rainmakers* when they received high scores in (1) Eagerness to Learn (an AMI measure of internal drive to expand your knowledge and learn new things), and (2) Learning Orientation (an MDQ measure of commitment to self-improvement through learning). A partner scoring highly (two standard deviations above the mean) in Eagerness to Learn is about 20% less likely to be a Rainmaker than a low-scoring partner; a partner scoring highly in Learning Orientation is about 40% less likely to be a Rainmaker than a low-scoring partner.[12]

[12] The Appendix presents a chart detailing the complete results for the AMI and MDQ regressions.

How do Eagerness to Learn and a strong Learning Orientation inhibit rainmaking? Perhaps some of the Rainmakers already know. When asked what might be preventing Client Service Partners from developing clients, some of the Rainmakers suggested that Client Service Partners can become fixated on a legal issue and fail to relate to the client or make a decision or recommendation. These lawyers may hesitate to show the leadership and decisiveness required to obtain the client's confidence and in turn help a client reach his or her goals.

2. Teamwork vs. Motivating Others

Rainmakers further distinguish themselves in how they work with clients and interact with other lawyers. The Study sheds some light on Rainmakers' approaches to Teamwork and Motivating Others. These reflect different tendencies.

As measured by the MDQ, "Teamwork" measures a subject's enjoyment of working within a group and the extent to which the subject has a democratic, co-operative approach to team members. Survey respondents saw teamwork as a distinguishing *Client Ser-*

vice Partner trait, and to an extent they were right. Client Service Partners tend to score higher in Teamwork than do Rainmakers, but not by very much; and while our model indicates that scoring highly on Teamwork makes it about 20% less likely that a subject is a Rainmaker, there is some statistical uncertainty in this inference.

The uncertainty may be due in part to the different ways that Rainmakers and Client Service Partners think about Teamwork. Rainmakers often identified Teamwork, at least conceptually, as an important element of their client development, but the Rainmakers also tended to focus on Teamwork less in the context of the other lawyers in their firms and more in terms *of working with their clients*. Rainmakers reported over and over again the enjoyment and motivation they feel by listening to and working *with their clients* (*i.e.*, as if on a team with them) to solve their client's larger business problems. They see themselves as pragmatic, "trusted advisors" focused on their clients' big picture needs, not simply as counselors addressing isolated legal issues. The Rainmakers expressed a passion not only for the joy of solving difficult problems, but also for their role in the client relationship itself.

Even more meaningful in distinguishing Rainmakers from Client Service Partners, however, is these lawyers' respective capacities for "Motivating Others." This MDQ behavior captures one's ability to manage a team through delegation and empowerment, while also trusting people to take on increasing responsibilities, listening to their views, and encouraging them to act on their own. Rainmakers are more likely than Client Service Partners to effectively *manage a team* and *motivate others* by offering increasing responsibility.[13]

Figure 4 illustrates how higher scores on Motivating Others increases the probability that a lawyer in the sample is a Rainmaker. A lawyer who scores highly in Motivating Others (score = +1) is 45% more likely to be a Rainmaker than a lawyer who scores low (score = −1).

[13] A tendency to assign increasing responsibility to team members probably benefits the firm in ways that go beyond client development and the obvious improvement in leverage. In a study of employee engagement conducted for an AmLaw 200 firm, we found that Associates who believed they were assigned increasing responsibility when ready had significantly higher job satisfaction.
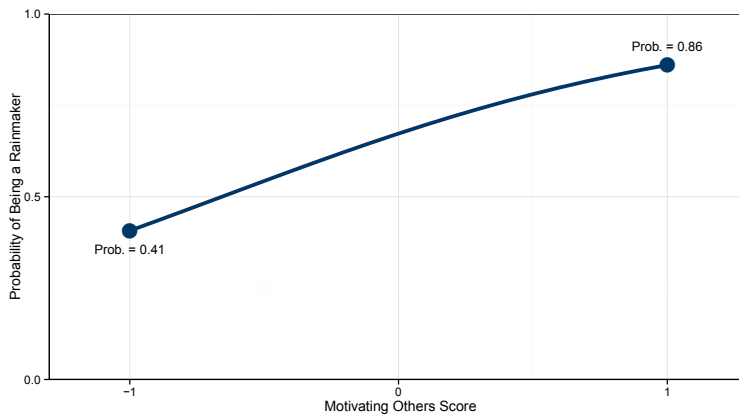
Figure 4. Capacity for Motivating Others Significantly Increases the Probability of Being a Rainmaker.

3. Risk-Taking

In addition to Motivating Others, a second important developmental behavior concerns "Risk Taking." This MDQ measure captures a person's willingness to question established methods, supplying a break with the past and being prepared to challenge the rules to achieve higher performance. A risk taker is relatively more willing to interpret systems with some flexibility. To be sure, lawyers are a risk-averse group, and Rainmakers are no different. Rainmakers do not score highly on Risk Taking, but they score significantly higher than do Client Service Partners.

Illustrating the point, Figure 5 reveals the change in the Rainmaker probability across the Risk Taking scale. Compared to partners who play it safe (score = -1), risk takers (score = +1) are 39% more likely to be Rainmakers. This evidence illustrates the statistical model's ability to evaluate traits and behaviors holistically. The results do not necessarily reveal which traits and behaviors Rainmakers have a lot or a little of, but rather which of these factors make Rainmakers different. Most important, these distinctive traits and behaviors are what explain Rainmaker's heightened client development success.
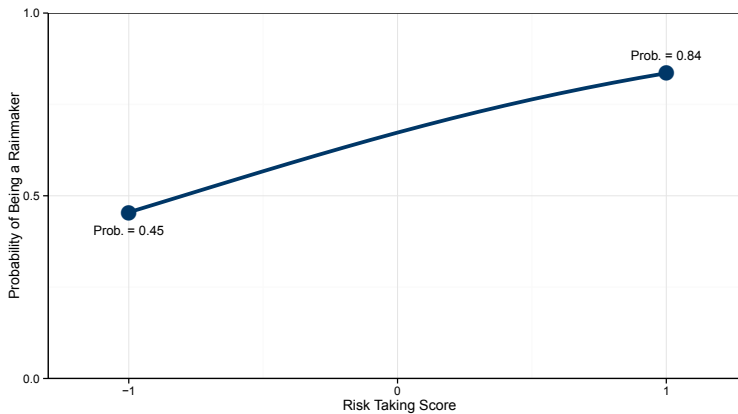
Figure 5. Risk Taking Behavior Significantly Increases the Probability of Being a Rainmaker.

Practically speaking, what does it mean to say that Rainmakers are "risk takers"? In the interviews, Rainmakers described this behavior as it relates to client development. Rainmakers see themselves as "putting themselves out there" and "playing in traffic." They see lawyers who do not generate new business as differing from themselves largely in terms of lower motivation and effort as well as fear of taking risks. Rainmakers hear "no" as "not now," and they demonstrate a far greater willingness than do Client Service Partners go back to a potential client who has rejected earlier overtures and try again at the next opportunity.

4. Differences Between Female and Male Rainmakers

On the assessment results, female and male Rainmakers are much more alike than they are different. Rainmakers score significantly higher than Client Service Partners on both the AMI and MDQ. Although the average scores on both the AMI and MDQ were slightly higher for female versus male Rainmakers (AMI: 896 vs. 887, MDQ: 117 vs. 116), these differences did not rise to the level of statistical significance.

Drilling deeper into the assessment sample, however, female Rainmakers did score higher than their male counterparts at statistically significant levels on the dimension "Flow." This is defined as "an ability to concentrate on something for a long time without being distracted by situational influences." Those who score higher on Flow enjoy being immersed in their work, as they find it intrinsi-

cally interesting and meaningful.[14]

The higher Flow scores for female Rainmakers may be connected to the biographical trends discussed below. Specifically, the intrinsic satisfaction of client work may partially explain how and why female Rainmakers are able to develop a substantial client following despite being much less likely to have the support of a stay-at-home spouse.

C. Biographical Trends

In addition to exploring Rainmaker traits and behaviors, the Study explored whether certain biographical factors might correlate with rainmaking success. Several of these factors, including childhood family background, school pedigree, and adult family situation, are discussed here.[15]

1. Childhood Family Background

Among the childhood experiences thought to affect a person's psychological development, birth order is popularly hypothesized to predict achievement and success in adulthood. But popular empirical research has offered mixed support for those assertions, and the Rainmaking Study revealed no birth-order effect. Rainmakers in the Study were about as likely as Client Service Partners to be an oldest or only child, and the difference is not statistically significant.[16]

On the other hand, the Study suggests that lawyers with less privileged upbringings may have a better grip on the skills that support client development. The Rainmakers interviewed were about four times as likely as Client Service Partners to have paid for college themselves or mostly themselves, whether by work, scholarships, or loans, and this difference between the two groups, which is illustrated in Figure 6, is statistically significant.

Similarly, both Rainmakers and high-performing Client Service Partners were less likely than low-performing Client Service Partners to have had a parent (generally the father) who worked as a professional (whether lawyer, doctor, dentist, engineer, executive, etc.), and more likely to have parents working in blue-collar or other non-professional level jobs.

2. School Pedigree

Further suggesting that prestigious pedigree does not necessarily

[14] Flow is an area of research in cognitive psychology. For additional information on Flow and its relationship to work and creativity, see Csikszentmihalyi, M., Creativity: Flow and the Psychology of Discovery & Invention (1996).

[15] Marital and family status are explored in the Study to shed light on the different, real-world circumstances that many lawyers may face and to offer some context for interpreting the assessment results, and not to suggest that such inquiry is ever appropriate in hiring or promotion.

[16] For all biographical factors, statistical significance tests were conducted using Pearson's Chi-squared Test.

Figure 6. The Percentage of Rainmakers and Client Service Partners Who Paid for College All or Mostly Themselves.
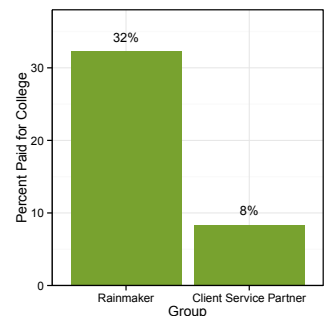
enhance client development success, the Rainmakers interviewed were less than half as likely as the Client Service Partners to have graduated from a currently ranked top-ten law school or under-graduate college or both.

3. Current Family Situation

The interviews explored how the lawyers' family and personal lives might give context to their work-related attitudes and behaviors. Of the interview participants who at any time had had a spouse (including a domestic partner) and children (and the vast majority of participants did), the Study examined whether the spouses of Rainmakers were more or less likely than those of Client Service Partners to have worked outside the home while the family's children were young.   The results depended largely on the gender of the Rainmakers.

Overall, married Rainmakers (including those in domestic partner-ships) were somewhat *less likely* than married Client Service Part-ners to have had a stay-at-home spouse while they also had young children, but it was the women Rainmakers who drove this result.

As illustrated in Figure 7, female Rainmakers were *significantly less likely than female Client Service Partners* and also *significantly less likely than male Rainmakers* to have had a stay-at-home spouse while their children were young. The opposite was true for male Rainmakers, who were more likely than all other groups (male or female Client Service Partners and female Rainmakers) to have had a stay-at-home spouse. In fact, male Rainmakers were *over ten times as likely* as female Rainmakers to have had a stay-at-home spouse (62% vs. 5%), whereas male Client Service Partners were only somewhat more likely than female Client Service Partners to have had a stay-at-home spouse (41% vs. 29%). Many of the in-terviewees across all of the groups acknowledged the support that their spouses provide, but these domestic circumstances reflect the added challenges that many women face in maintaining demand-ing legal careers.
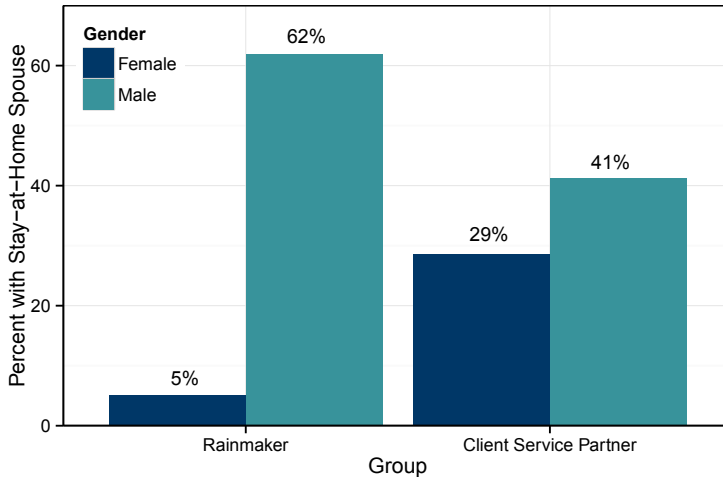
Figure 7. The Prevalence of a Stay-at-Home Spouse or Partner Among Married Rainmakers and Client Service Partners By Gender.

IV. CONCLUSION

Law firms need all types of talented lawyers to make strong partnerships. Among them, healthy firms must continue to attract and develop partners with the skills to sustain and grow client relationships. This study only begins to describe the traits and behaviors that distinguish these partners and the ways that their attributes present themselves in practice.

Meaningful development of these traits requires connecting this general understanding to particular personal considerations and law firm culture. Successful individual development grows out of (1) self-awareness and understanding of the lawyer's own qualities; (2) an appreciation of the lawyer's firm culture and values; and (3) a consideration of how the factors identified in the Rainmaking Study could influence the lawyer's particular practice. The findings in this Study should aid lawyers and law firms in undertaking personalized and individually-focused development that leads to successful client development.

For more information about the Study and how its results might be used to develop individually-guided programs that help to identify and develop successful Rainmakers and that fit your firm's culture, please contact Lawyer Metrics.

Appendix

The results described in the Rainmaking Study highlight the most important findings derived from the analysis. In the Appendix, we elaborate on the traits and behaviors that were tested as potentially important predictors of rainmaking. Specifically, we report all of the results for the two regressions, the first of which tests the significance of the AMI factors, and the second of which tests the significance of the MDQ factors.

In general, when a high score for an AMI trait is associated with a high rainmaking probability, and a low score produces a low rainmaking probability, this trait is considered important to identifying what distinguishes Rainmakers. The statistical models we estimated make it possible to calculate the probability differences, as well as the statistical certainty of these difference estimates. The results demonstrate the relative importance of the AMI traits or MDQ behaviors. Differences (represented by the blue dots) that are large and have an uncertainty estimate (represented by the gray line) that does *not include zero* are statistically significant.

Figure A1 reports, for all 17 AMI traits, the probability differences (dots) along with a measure of uncertainty for each estimate (horizontal lines). In comparing the difference in Rainmaker expectations between a lawyer whose trait score is high (at +1) and one whose trait score is low (-1), it is clear that Engagement and Dominance present the strongest factors separating Rainmakers from Client Service Partners. Furthermore, these are the only two traits for which the uncertainty range does not include zero. In terms of the relatively unchangeable personality traits, only these two cleanly distinguish Rainmakers from Client Service Partners.

Figure A1. The Probability Difference of Being a Rainmaker With a High Versus a Low AMI Trait Score.
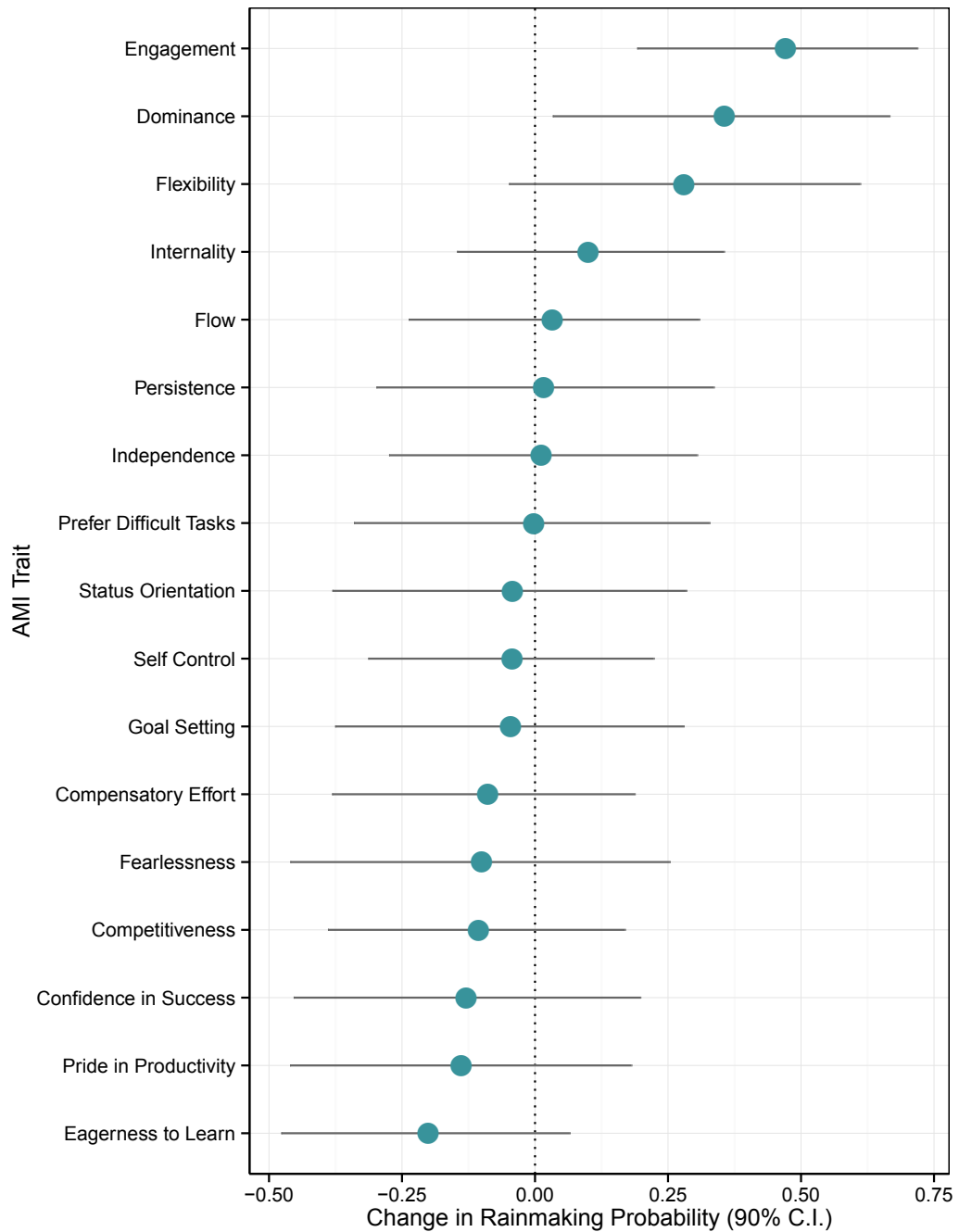
The probability difference analysis can also be applied to the MDQ factors. Figure A2 reports the probability difference between a lawyer whose trait score is high (at +1) and a lawyer whose trait score is low (-1). The figure shows that Motivating Others and Risk Taking are the most distinctive Rainmaker behaviors. Oral Communication, Authority Presence, and Achievement Orientation are also more prominent (though not significantly so) among the Rainmakers.

Figure A2 also illuminates the skills and behaviors found more often among Client Service Partners. For one, Client Service Partners have significantly higher scores than Rainmakers on Learning Orientation. That this is higher among Client Service Partners suggests that Rainmakers are relatively less likely to seek feedback from others for the sake of identifying strengths and weaknesses. Rainmakers' confident personalities and comfort with risk-taking are not necessarily inconsistent with their lower emphasis on continuous learning for its own sake. Quality Focus also produces a statistically significant negative probability difference. This indicates that, although Rainmakers are driven to work long hours, they do not spend a majority of their time focusing on details.

Figure A2. The Probability Difference of Being a Rainmaker
With a High Versus a Low MDQ Behavior Score.
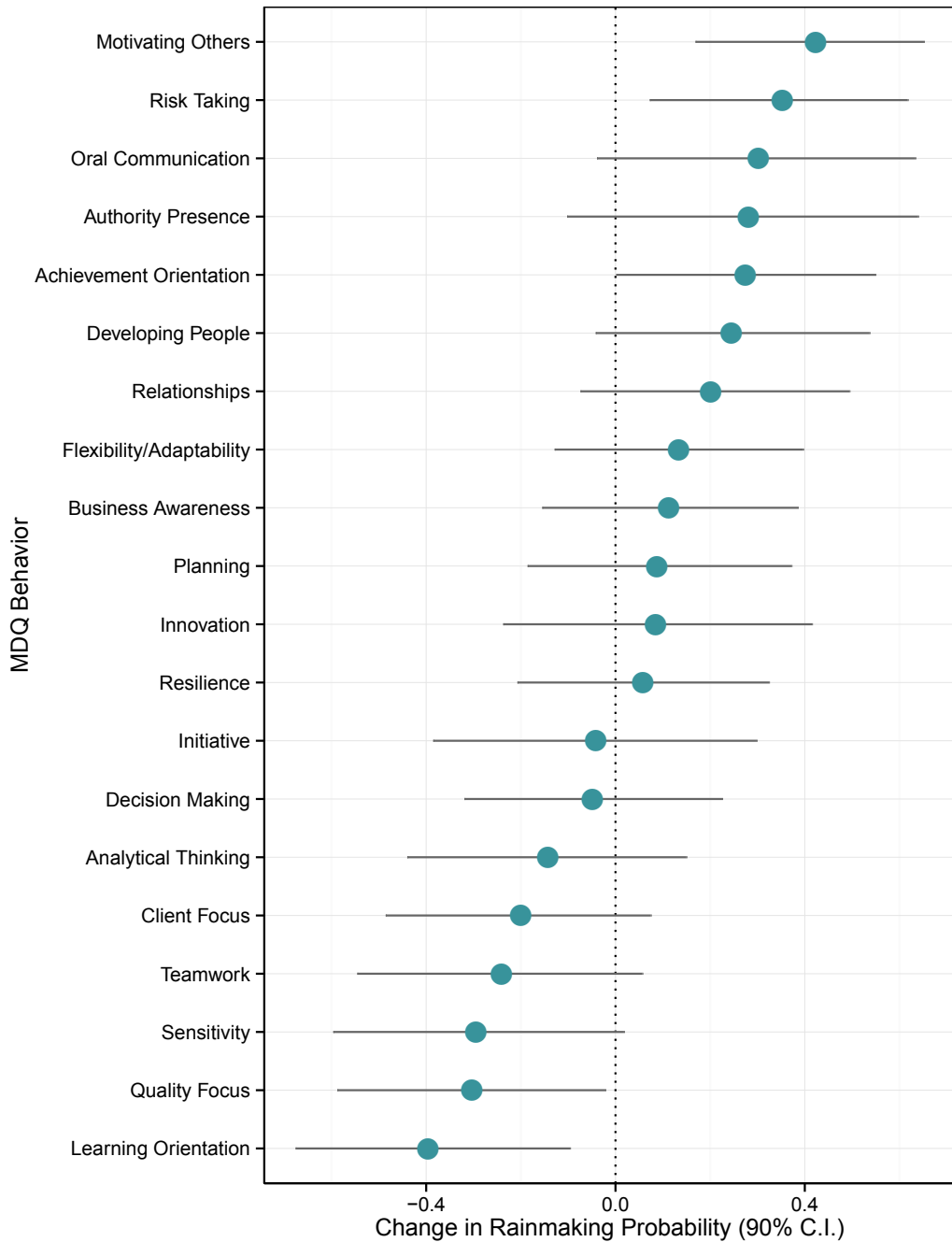
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Monique helps law firm partners and other senior attorneys to develop the traits that, based on Lawyer Metrics' research, are most likely to enhance their practices and lead to success within their organizations.

Before joining Lawyer Metrics, Monique was an equity partner at Gibson, Dunn & Crutcher, LLP, where she litigated and tried complex patent and antitrust cases in the firm's Intellectual Property practice group and worked actively on firm committees focused on attorney retention and advancement. Monique was recognized as a Leading Lawyer in Intellectual Property by Chambers USA and was listed in the Best Lawyers in America. Monique earned her law degree in 1993 from the University of Chicago, where she served as an Editor of the Law Review. She received a Bachelor of Science degree with honors in mechanical engineering from the University of California at Berkeley in 1990.

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Evan Parker-Stephen specializes in designing and implementing statistical analyses for the legal market. While at Lawyer Metrics, Evan created a statistical process for lawyer development that enables lawyers to identify their strengths and weaknesses relative to high-performing lawyers.

Evan routinely interprets complex statistical information for clients, placing particular emphasis on the visual displays of quantitative information.

A political scientist by training, Evan has published articles in the field's leading journals. He is an expert in using large-scale human data to study how beliefs and preferences get translated into consequential behaviors.

Prior to joining Lawyer Metrics, Evan served as an Assistant Professor at Texas A&M University and a Visiting Assistant Professor at Stony Brook University. Evan earned his Master's and Ph.D. from the University of North Carolina at Chapel Hill. He received his Bachelor of Arts with honors in Political Science from the University of Wisconsin at Madison.