



**Law Society  
of Ireland**

## **GROWTH IN PRACTICE**



**Building Sustainable Success through  
People, Clients, and Markets**



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## GROWTH IN PRACTICE



# Introduction

## Why This Workbook Exists

The legal market is changing. Technology is reshaping how clients find and choose solicitors. Competition in areas including conveyancing is intensifying. Personal injury work is evolving. You were trained to practice law, not to navigate these shifts. Yet in today's market, technical excellence alone does not guarantee a sustainable practice.

This workbook exists because growth does not have to feel like sales. The most successful practices grow through relationships, reputation and genuine value. They do a few things consistently, not everything sporadically.

There is real demand for this kind of support. The 2025 Law Society Member Survey found that 79% of sole practitioners rate practice supports as very important, yet satisfaction with current resources remains low. A total of 252 Sole Practitioners responded to the survey. This workbook is part of the Law Society's response to that gap.

This guide is designed specifically for small to medium firms. Every recommendation assumes you have 1 to 2 hours weekly for growth activities, not 10 hours

## What Makes This Different

Feature	What This Means for You
<b>Sized for Irish Firms</b>	Written for small to medium firms operating in Ireland. Acknowledges your reality.
<b>Realistic About Time</b>	Assumes 1 to 2 hours weekly, not 10. Every suggestion includes specific time requirements and is manageable alongside full caseloads.
<b>Explains the Why</b>	Understanding principles lets you adapt tactics to your situation. No 'just do this' without context.

## How Professional Services Growth Works

### **RELATIONSHIPS DRIVE EVERYTHING**

Ireland is a small market where reputation travels fast. Your next client is more likely to come from a referral than a Google search. Business is conducted through professional, personal and sectoral connections.

### **SPECIALISATION: A CHOICE, NOT A REQUIREMENT**

Many solicitors successfully run general practices.

Specialisation works for some, but it is not essential. What matters is being known for something, whether that's excellent local service, deep expertise or trusted advice to specific clients.

### **TECHNOLOGY SUPPORTS CONNECTION**

Your online presence confirms or undermines your offline reputation. Case management systems can enhance efficiency, allowing you to allocate more time for growth.

AI tools (including Chat GPT, Claude, etc., document automation and research assistants) increasingly shape how firms compete and serve clients.

The goal is not to master every new tool. It is to ensure technology supports your client relationships rather than replacing them. Start with the basics: a professional online presence and systems that help you stay in touch.

# Quick Start Guide

Short on time? Start here. This 90-day summary captures the essential activities. Read on for the full framework and deeper guidance.

For busy sole practitioners and small firms: Essential activities that deliver maximum impact with minimal time.

## First 3 Months: Foundation

Activity	Action and Time
★ <b>Define Your Direction</b>	Spend 1 hour answering: Who do you enjoy working with? What work would you like more of? <b>Time:</b> 1 hour, once
★ <b>Update LinkedIn</b>	Make it clear who you help and how. Focus on your area of expertise. <b>Time:</b> 30 minutes, once
★ <b>Contact Top 10 Clients</b>	Email or call just to check in. No selling, just genuine interest. <b>Time:</b> 2 hours total (12 minutes each)
★ <b>Improve Enquiry System</b>	Respond within 24 hours. Follow up. Thank people after meetings. <b>Time:</b> 30 minutes setup, then 15 minutes per enquiry

## 3 to 12 Months: Building Momentum

Activity	Action and Time
<b>Build Sector Presence</b>	Join one by sector specific association. Attend 1 event each quarter. <b>Time:</b> 3 hours per quarter
<b>Share Knowledge</b>	Write 1 article of 500 to 800 words each quarter. <b>Time:</b> 1 hour per quarter
<b>Strategic Connections</b>	Coffee with 3 referral sources per quarter. <b>Time:</b> 4.5 hours per quarter

Activity	Action and Time
<b>Stay Visible</b>	Post on LinkedIn monthly about developments. <b>Time:</b> 30 minutes per month

#### KEY PRINCIPLES

- **Focus on 1 thing:** Better to be known for something specific.
- **Consistency over perfection:** Do a little regularly.
- **Relationships matter most:** Reputation trumps advertising.
- **Track what works:** Record where clients come from.

**TOTAL TIME: 1 to 2 hours per week (6 to 8 hours per month)**

**Realistic** and sustainable for even the busiest practices.

# Before You Begin

## Is Your Practice Ready?

### THE CURRENT LANDSCAPE

The 2025 Law Society Member Survey shows that 39% of sole practitioners expect some growth in work over the next 5 years, while 23% anticipate a decrease. The key challenges cited include economic uncertainty, changes to personal injury work, increased competition in conveyancing, and the impact of technology and automation.

This workbook addresses these realities. The strategies here help you build resilience through stronger client relationships, clearer positioning, and sustainable growth habits that work regardless of market conditions.

### Take this 60-second assessment:

Readiness Check	✓
You are willing to commit to growth (or at least 1 partner is)	<input type="checkbox"/>
You can commit to 30 minutes weekly for growth planning	<input type="checkbox"/>
You are willing to say no to work that does not fit your direction	<input type="checkbox"/>
You can identify 10 or more clients you genuinely enjoyed working with	<input type="checkbox"/>
If multi-partner: Partners generally agree that growth matters	<input type="checkbox"/>

**3 or more boxes ticked:** You are ready. Start now. **Fewer than 3:** Get alignment first (multi-partner) or address any blockers if you are on your own.

## What Worked for Real Firms

Example 1: Medical Focus	Example 2: Hospitality Focus	Key Success Factor
4-partner general practice, East 20 years established, flat fees 4 years	3-partner practice, West Established conveyancing, and probate	Both discovered natural client concentrations
Discovered all partners had medical clients but were not known for it	Noticed 12 hospitality businesses over 3 years	Found hidden speciality in existing clients
Focus: 'Go-to firm for medical professionals in the East'	Positioned as hospitality specialists, joined Irish Hospitality Federation	Clear, specific focus statement
Month 6: Irish Medical Organisation Referral Month 11: 3 GP acquisitions Month 14: Known as 'medical solicitors'	Within 9 months: New hospitality instructions Known as hospitality specialists	Consistent content, events, clear positioning
<b>Result:</b> Fee income grew Associate retention improved	<b>Result:</b> Diversified revenue Reduced agent dependence	Focus creates referral pathways

### WHY THESE WORKED

Focus made them visible. Target clients had clear reasons to choose them. Association connections gave credibility. Most importantly, they were consistent.

## Choose Your Track

Track	Best For and Time Frame
<b>The Stretched Practitioner</b>	Follow ★ icons only. Ignore everything else until essentials working. Best for: Already overloaded <b>Time:</b> 3 months for essentials
<b>The Systematic Approach</b>	Work section by section over 6 to 12 months. Build proper foundations. Best for: Someone can champion growth <b>Time:</b> 6 to 12 months
<b>The Early Results Track</b>	Jump to 90-Day Quick Start. Get momentum fast, return for depth. Best for: Need to prove it works <b>Time:</b> 90 days, then ongoing

# Section 1: People

## Building Confidence and Alignment

Growth starts with people. When everyone understands what you are trying to achieve and feels confident contributing, growth becomes natural.

### WHY START WITH PEOPLE

The biggest barrier to growth in most firms is not lack of opportunity. It is internal misalignment. Partners pulling in different directions. Associates unsure of the firm's direction. Fix internal alignment first, external growth follows.

## ★ The Strategic Direction Session (Multi-Partner Firms)

If you are in a multi-partner firm, get this right before anything else matters.

Preparation	Action
<b>Schedule</b>	2 hours minimum. Off-site if possible (hotel, restaurant, away from interruptions).
<b>Attendance</b>	Everyone must attend. If someone cannot make it, reschedule.
<b>Roles</b>	1 facilitates (keeps on track) 1 takes notes (captures decisions) Everyone participates (no observers)

## The 2-Hour Agenda

Part	Focus and Time
<b>1. Where Are We? (30 min)</b>	Each partner honestly answers: <ul style="list-style-type: none"><li>• How do you feel about the firm's current position?</li><li>• What's working well?</li><li>• What's not working?</li><li>• What keeps you up at night? No debating. Just listen.</li></ul>
<b>2. What Do We Want? (45 min)</b>	Key questions: <ul style="list-style-type: none"><li>• In 3 years, if this went well, what would be different?</li><li>• Why does that matter to each of us personally?</li><li>• What are we willing to trade off?</li><li>• What are our genuine constraints? Look for common themes.</li></ul>
<b>3. Our Agreement (30 min)</b>	Complete together: 'Over the next 12 months, we want to _____ because _____.'
<b>4. How Will We Know? (15 min)</b>	Define success metrics: <ul style="list-style-type: none"><li>• What will we measure?</li><li>• How will we track it?</li><li>• Who owns what?</li><li>• How do we stay accountable?</li></ul>

### IF YOU'RE WORKING ALONE

Spend 90 minutes alone answering the same questions.

Write down your answers.

This clarity is your foundation.

## Partner Strengths: Different Roles, Equal Value

Not every partner needs to be a rainmaker. Some win work. Others deliver excellence. Both contribute to growth, just differently.

Relationship Builder	Technical Expert	Internal Leader
<p>Natural Strengths:</p> <ul style="list-style-type: none"> <li>• Networking</li> <li>• Public speaking</li> <li>• Client development</li> </ul>	<p>Natural Strengths:</p> <ul style="list-style-type: none"> <li>• Complex legal work</li> <li>• Technical excellence</li> <li>• Problem solving</li> </ul>	<p>Natural Strengths:</p> <ul style="list-style-type: none"> <li>• Practice management</li> <li>• Systems</li> <li>• Team development</li> </ul>
<p>Growth Contributions:</p> <ul style="list-style-type: none"> <li>• New client relationships</li> <li>• Sector visibility</li> <li>• Referral networks</li> </ul>	<p>Growth Contributions:</p> <ul style="list-style-type: none"> <li>• Exceptional service (retention)</li> <li>• Complex matters (reputation)</li> <li>• Mentoring (capability)</li> </ul>	<p>Growth Contributions:</p> <ul style="list-style-type: none"> <li>• Enquiry handling (conversion)</li> <li>• Efficient processes (profitability)</li> <li>• Strong culture (retention)</li> </ul>
<p>Time: 20 to 30% on business development</p>	<p>Time: 95% or more billable, occasional client entertainment</p>	<p>Time: Mix of legal work and management</p>
<p>Recognition: Credited with origination</p>	<p>Recognition: Client retention, matter complexity</p>	<p>Recognition: Practice efficiency, staff retention</p>

### WHY THIS WORKS

Exceptional technical work keeps clients coming back and generates referrals.

‘They really know their stuff’ is powerful.

Technical partners often generate more business than relationship builders, just through excellence rather than networking.

## ★ Define What Growth Means for YOUR Firm

Block 1 hour. Work through these 4 questions:

Question	Your Answer
<p><b>1. What does growth look like? Pick 1 primary goal:</b></p> <ul style="list-style-type: none"> <li>• More clients in existing areas</li> <li>• Higher value instructions</li> <li>• New practice area</li> <li>• Better margins</li> <li>• Geographic expansion</li> <li>• Sector focus</li> <li>• Succession planning</li> </ul>	
<p><b>2. Why do we want this?</b> Understanding motivation maintains commitment:</p> <ul style="list-style-type: none"> <li>• Financial sustainability?</li> <li>• More interesting work?</li> <li>• Succession planning?</li> <li>• Keeping talented people?</li> <li>• Building something lasting?</li> </ul>	
<p><b>3. What are we willing to trade off?</b></p> <ul style="list-style-type: none"> <li>• Refer out work that does not fit?</li> <li>• Invest time in long-term relationships?</li> <li>• Allocate funds for growth?</li> <li>• Turn away clients who aren't the right fit?</li> </ul>	
<p><b>4. What are our genuine constraints?</b></p> <p>Time constraints:</p> <ul style="list-style-type: none"> <li>• Hours weekly partners can commit?</li> </ul> <p>Financial constraints:</p> <ul style="list-style-type: none"> <li>• Annual investment budget?</li> </ul> <p>Expertise constraints:</p> <ul style="list-style-type: none"> <li>• Do we understand target sector?</li> <li>• Is someone comfortable with content and LinkedIn?</li> </ul>	

**Now write your sentence:** *“Over the next 12 months, we want to \_\_\_\_\_ because \_\_\_\_\_.”*

# Section 2: Clients

## Strengthening Key Relationships

Growth happens through existing clients as much as new ones. The clients you already have are your best source of referrals, repeat work and expanded instructions.

### ★ The Relationship Ladder

Stage	What It Means and Actions
<b>Stage 1: Transaction Client</b>	They used you once. May not remember your name. <b>Action:</b> Thank you note, occasional check-in
<b>Stage 2: Repeat Client</b>	They have used you 2 or 3 times. Remember you. <b>Action:</b> Proactive contact twice yearly, relevant updates
<b>Stage 3: Relationship Client</b>	They see you as 'their solicitor'. Trust established. <b>Action:</b> Quarterly check-ins, share useful information, invite to events
<b>Stage 4: Advocate</b>	They actively refer you. Your biggest advocates. <b>Action:</b> Treat as VIPs, express gratitude, reciprocate referrals

#### **GOAL: Move clients up the ladder**

Most firms have too many Stage 1 clients and too few Stage 3 and 4 clients.

Focus on moving your best Stage 2 clients to Stage 3 through consistent, valuable contact.

## ★ A Simple Client Relationship System

Who	Contact Frequency and Method
<b>Advocates (Top 10)</b>	Monthly: Personal call or email Quarterly: Coffee or lunch Annual: Thank you gift or event invite
<b>Relationship Clients (Next 30)</b>	Quarterly: Valuable update or check-in Annual: Holiday card or relevant article
<b>Repeat Clients (Next 50)</b>	Twice yearly: Relevant legal update Annual: General firm update
<b>Transaction Clients (Everyone else)</b>	Annual: Firm newsletter or seasons greeting

### TIME REQUIRED

Advocates: 30 minutes per month per client (5 hours per month for 10)

Relationship clients: 15 minutes per quarter per client (2 hours per quarter for 30)

Repeat clients: 10 minutes twice yearly (15 hours per year for 50)

Total: About 6 to 7 hours per month

## Building Your Referral Network

Referrals remain the primary source of new work for most Irish solicitors. Unlike advertising or marketing, referrals come with built-in trust and credibility. The key is to cultivate a diverse network of referral sources and maintain those relationships consistently over time.

Referral Source Type	How to Develop
<b>Accountants</b>	<ul style="list-style-type: none"> <li>• Identify accountants serving your target clients</li> <li>• Coffee quarterly</li> <li>• Share updates on tax and legal changes</li> <li>• Reciprocate referrals</li> </ul>
<b>Other Solicitors</b>	<ul style="list-style-type: none"> <li>• Different practice areas mean complementary</li> <li>• Refer work you cannot handle</li> <li>• They'll reciprocate</li> <li>• Stay in touch quarterly</li> </ul>
<b>Financial Advisers</b>	<ul style="list-style-type: none"> <li>• Natural fit for estate planning, business advice</li> <li>• Similar client base</li> <li>• Attend their events</li> <li>• Collaborative approach</li> </ul>
<b>Industry Associations</b>	<ul style="list-style-type: none"> <li>• Join 1 or 2 relevant to your target sector</li> <li>• Attend events regularly</li> <li>• Volunteer for committees</li> <li>• Become a known face</li> </ul>
<b>Bar Associations</b>	<ul style="list-style-type: none"> <li>• Local Bar Associations connect you with solicitors in your area</li> <li>• Regular meetings and CPD events build relationships</li> <li>• Committee involvement increases visibility</li> <li>• Natural source of referrals within the profession</li> </ul>
<b>Past Clients</b>	<ul style="list-style-type: none"> <li>• Your best source</li> <li>• Stay in touch systematically</li> <li>• Make it easy to refer</li> <li>• Thank and recognise referrers</li> </ul>

## Lead Generation and Conversion

### ★ Enquiry Handling Process

Step	Action and Timing
<b>1. Initial Response</b>	<ul style="list-style-type: none"><li>• Respond within 24 hours (4 hours if possible)</li><li>• Acknowledge enquiry, express appreciation</li><li>• Propose next step (call or meeting)</li></ul>
<b>2. First Conversation</b>	<ul style="list-style-type: none"><li>• Within 48 to 72 hours of enquiry</li><li>• Listen more than talk (80/20 rule)</li><li>• Understand their situation fully</li><li>• Explain how you can help</li></ul>
<b>3. Follow-Up</b>	<ul style="list-style-type: none"><li>• Send summary email within 24 hours</li><li>• Clear next steps and timeline</li><li>• Any promised information attached</li><li>• Easy way to proceed</li></ul>
<b>4. If No Response</b>	<ul style="list-style-type: none"><li>• Follow up after 5 to 7 days</li><li>• Keep it friendly and helpful</li><li>• Offer to answer questions</li><li>• Leave door open</li></ul>
<b>5. After Meeting</b>	<ul style="list-style-type: none"><li>• Thank you email same day</li><li>• Summary of discussion</li><li>• Clear next actions Invite questions</li></ul>

#### CONVERSION TIP

The fastest responder often wins the instruction.

Speed signals professionalism and eagerness to help.

Set up systems to ensure rapid response even when you are busy.

#### A NOTE ON COSTS DISCUSSIONS

Early conversations with prospective clients often involve questions about fees. Section 150 of the Legal Services Regulation Act 2015 sets out specific requirements for providing costs information to clients. Clear, upfront communication about fees builds trust and avoids misunderstandings. See [www.lawsociety.ie](http://www.lawsociety.ie) for guidance or [www.lawsociety.ie/precedents](http://www.lawsociety.ie/precedents) to access precedents.

#### SECTION 2 SUMMARY: KEY ACTIONS

- ✓ Identify your Advocate, Relationship and Repeat clients.
- ✓ Set up a systematic contact schedule.
- ✓ Build relationships with 3 to 5 key referral sources.
- ✓ Create enquiry response system (24-hour rule).
- ✓ Track where new instructions come from.

*Time investment: 6 to 8 hours per month maintaining relationships, plus enquiry handling.*

# Section 3: Markets

## Choosing Where to Focus

You do not need to specialise, but being known for something helps. This section helps you identify where to focus your visibility efforts.

### WHERE SOLICITORS SEE GROWTH

The 2025 Law Society Member Survey highlights emerging areas: AI and legal technology (27%), technology and cyber law (21%), and environmental and planning law (20%). These represent opportunities for firms willing to develop expertise ahead of demand.

## ★ Why Focus Helps (Even for General Practices)

Benefit	Why It Matters
<b>Easier to Refer</b>	“Call them, they work with a lot of hotels” is clearer than “Call them, they’re solicitors”
<b>More Credible</b>	“They really understand our business” builds trust faster
<b>Better Conversations</b>	You speak their language, understand their context
<b>Visible Expertise</b>	Content, speaking, association membership show you understand the sector
<b>Stronger Relationships</b>	Clients connect you with others in their industry
<b>Higher Fees</b>	Specialists command premium pricing

### BUT REMEMBER

You can still do other work.

Focus means you are KNOWN for something, not that you ONLY do that thing.

Most successful focused firms still handle other matters.

They just have a speciality that makes them referable.

## Choosing Your Sector: Practical Guidance

Criteria	Questions to Ask
<b>Natural Concentration</b>	<ul style="list-style-type: none"> <li>• Do you already have 5 or more clients in this sector?</li> <li>• Do they represent your best work?</li> <li>• Do you enjoy working with them?</li> </ul>
<b>Market Size</b>	<ul style="list-style-type: none"> <li>• Are there enough potential clients locally or regionally?</li> <li>• Is the sector growing or stable?</li> <li>• Can you reach critical mass (20 to 30 clients)?</li> </ul>
<b>Your Interest</b>	<ul style="list-style-type: none"> <li>• Would you genuinely enjoy focusing here?</li> <li>• Willing to learn sector deeply?</li> <li>• Happy to attend their events?</li> </ul>
<b>Competition</b>	<ul style="list-style-type: none"> <li>• Are other local firms heavily focused here?</li> <li>• Is there room for another specialist?</li> <li>• Can you differentiate?</li> </ul>
<b>Profitability</b>	<ul style="list-style-type: none"> <li>• Do these clients use multiple services?</li> <li>• Do they refer others?</li> <li>• Are fees reasonable for work involved?</li> </ul>

### GROWTH SECTORS THAT WORK WELL IN IRISH MARKET

- Medical professionals (GPs, consultants, dentists)
- Hospitality (hotels, restaurants, pubs)
- Agricultural businesses
- Professional services (accountants, engineers, architects)
- Tech start-ups
- Property developers
- Family businesses

Pick based on your existing clients and local market, not what sounds prestigious.

## Visible Expertise: The Framework

Visibility Channel	What to Do
<b>Association Membership</b>	<ul style="list-style-type: none"> <li>• Join 1 relevant association</li> <li>• Attend 3 to 4 events yearly</li> <li>• Volunteer for committee if opportunity arises</li> <li>• Become recognised face</li> </ul> <p><b>Time:</b> 3 to 4 hours per quarter</p>
<b>Content Creation</b>	<ul style="list-style-type: none"> <li>• Write 1 article quarterly (500 to 800 words)</li> </ul> <p><b>Topic:</b> Practical issue your clients face  <b>Distribute:</b> Email to clients, post on LinkedIn  <b>Goal:</b> Demonstrate expertise  <b>Time:</b> 1 hour per quarter</p>
<b>LinkedIn Presence</b>	<ul style="list-style-type: none"> <li>• Post once monthly about sector developments</li> <li>• Share relevant news with brief insight</li> <li>• Connect with sector contacts</li> <li>• Comment on relevant posts</li> </ul> <p><b>Time:</b> 30 minutes per month</p>
<b>Speaking and Presenting</b>	<ul style="list-style-type: none"> <li>• Offer to speak at association events</li> <li>• Start with panels or Q&amp;A</li> <li>• Build to solo presentations</li> <li>• Reuse same content multiple venues</li> </ul> <p><b>Time:</b> 2 to 3 hours per talk (occasional)</p>
<b>Strategic Networking</b>	<ul style="list-style-type: none"> <li>• Coffee with 3 sector contacts quarterly</li> <li>• Accountants, other professionals serving sector</li> <li>• Genuine relationships, not sales pitches</li> </ul> <p><b>Time:</b> 4 to 5 hours per quarter</p>

### TOTAL TIME FOR VISIBILITY

About 2 to 3 hours per month consistently.

*This is the minimum to build genuine visibility in a sector.*

*Less than this and you are invisible.*

More than this creates diminishing returns for those working alone or in small firms.

## LinkedIn Strategy for Solicitors

Element	Best Practice
<b>Profile Photo</b>	<ul style="list-style-type: none"> <li>• Professional headshot</li> <li>• Friendly expression</li> <li>• Neutral background</li> <li>• Recent (within 2 years)</li> </ul>
<b>Headline</b>	<ul style="list-style-type: none"> <li>• NOT just 'Solicitor at [Firm]'</li> <li>• BETTER: 'Helping [target clients] with [specific issues]'</li> <li>• Example: 'Helping medical professionals with practice acquisitions and partnership agreements'</li> </ul>

Element	Best Practice
<b>About Section</b>	<ul style="list-style-type: none"> <li>• Who you help (target clients)</li> <li>• What you help with (key services)</li> <li>• Why you are credible (experience, successes)</li> <li>• How to reach you (clear call to action) 150 to 200 words maximum. Write in the first person.</li> </ul>
<b>Experience Section</b>	<ul style="list-style-type: none"> <li>• Current role with detail key achievements and specialisms</li> <li>• Past roles if relevant</li> <li>• Keep focused on expertise areas</li> </ul>
<b>Posting Frequency</b>	<ul style="list-style-type: none"> <li>• Once monthly minimum</li> <li>• Once weekly ideal</li> <li>• Consistency matters more than frequency</li> </ul>
<b>Content Topics</b>	<ul style="list-style-type: none"> <li>• Sector developments affecting clients'</li> <li>• Recent legal changes with practical implications</li> <li>• Client success stories (anonymised)</li> <li>• Common questions with brief answers</li> <li>• Event attendance and speaking</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Comment on relevant posts</li> <li>• Share others' content with insight</li> <li>• Respond to all comments on your posts</li> <li>• Connect with sector contacts</li> </ul>

### LINKEDIN POSTING FORMULA

1. Hook (attention-grabbing first line)
2. Context (why this matters)
3. Insight (your professional perspective)
4. Action (what readers should do or know)

Keep posts 100 to 150 words. Break into short paragraphs (2 to 3 lines maximum).

### SECTION 3 SUMMARY: KEY ACTIONS

- ✓ Choose 1 sector focus (or stay in general practice but be known for excellent local service).
- ✓ Join 1 relevant association.
- ✓ Write 1 article quarterly.
- ✓ Post on LinkedIn monthly.
- ✓ Coffee with 3 strategic contacts quarterly.

*Time investment: 2 to 3 hours per month for visibility activities.*

# Section 4: Making It Stick

## Building Sustainable Growth Habits

Growth does not come from sporadic effort. It comes from consistent, manageable habits maintained over months and years.

### ★ The Weekly Growth Hour

Time Block	Activities (Choose Based on Priority)
<b>Monday 8:30 to 9:30am</b>	<ul style="list-style-type: none"><li>• Review new enquiries from previous week</li><li>• Follow up on pending matters</li><li>• Plan week's client contacts</li><li>• Schedule coffee meetings</li></ul>
<b>OR Friday 4:00 to 5:00pm</b>	<ul style="list-style-type: none"><li>• Review week's activities</li><li>• Send follow-up emails</li><li>• Draft next article or LinkedIn post</li><li>• Update tracking spreadsheet</li></ul>
<b>Key Principles</b>	<ul style="list-style-type: none"><li>• Block same time weekly</li><li>• Protect it like client meeting</li><li>• Don't let billable work override</li><li>• Focus only on growth activities</li></ul>

#### ACTIVITIES FOR YOUR WEEKLY HOUR

**Week 1:**

Client relationship contacts

**Week 2:**

Referral source outreach

**Week 3:**

Content creation and LinkedIn

**Week 4:**

Review and planning

Rotate through these 4 types of activities monthly.

## Tracking What Works

Metric	How to Track
<b>New Enquiries</b>	<ul style="list-style-type: none"> <li>• Count per month</li> <li>• Note source (referral, LinkedIn, website, etc.)</li> <li>• Track conversion rate</li> </ul>
<b>Referral Sources</b>	<ul style="list-style-type: none"> <li>• Who referred each new client?</li> <li>• Thank them immediately</li> <li>• Track who refers most</li> </ul>
<b>Client Movement</b>	<ul style="list-style-type: none"> <li>• How many clients moved up relationship ladder?</li> <li>• Stage 1 to 2, Stage 2 to 3, etc.</li> </ul>
<b>Visibility Activities</b>	<ul style="list-style-type: none"> <li>• Articles written</li> <li>• LinkedIn posts</li> <li>• Events attended</li> <li>• Coffee meetings held</li> </ul>
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>• Fee income from target sector</li> <li>• Revenue from referrals</li> <li>• Repeat work percentage</li> </ul>

Keep it simple: A single spreadsheet or note in your practice management system is enough. Track consistently, review quarterly.

## Quarterly Review Process

Question	What to Assess
<b>What worked?</b>	<ul style="list-style-type: none"> <li>• Which activities generated new clients?</li> <li>• Which referral sources were most valuable?</li> <li>• What content resonated?</li> </ul>
<b>What did not work?</b>	<ul style="list-style-type: none"> <li>• Which activities consumed time without results?</li> <li>• What felt forced or unnatural?</li> <li>• What did we abandon?</li> </ul>
<b>What should we change?</b>	<ul style="list-style-type: none"> <li>• Do more of what worked</li> <li>• Stop what did not</li> <li>• Adjust approach where needed</li> </ul>
<b>Next quarter priorities?</b>	<ul style="list-style-type: none"> <li>• 3 to 4 specific commitments</li> <li>• Who owns what?</li> <li>• When will we complete them?</li> </ul>

### QUARTERLY REVIEW TIMING

**Schedule 90 minutes quarterly.**

Multi-partner: All partners together.

Working alone? Block time for self-reflection.

This review is how you improve. Miss it and you will repeat ineffective activities.

## The Consistency Principle (Final Reminder)

### GROWTH = CONSISTENCY × TIME

**1 coffee meeting monthly for 12 months:** 12 new relationships

**1 article quarterly for 2 years:** 8 demonstrations of expertise

**1 LinkedIn post monthly for 1 year:** 12 visibility moments  
Small, consistent actions compound into significant results.

The firms that grow sustainably do a few things consistently, not everything sporadically.

### SECTION 4 SUMMARY: KEY ACTIONS

- ✓ Block weekly growth hour (same time, non-negotiable).
- ✓ Track: new enquiries, referral sources, client movement.
- ✓ Quarterly review: what worked, what did not, what is next.
- ✓ Focus on consistency over perfection.

*Time investment: 1 hour weekly plus 90 minutes quarterly.*

# Your 90-Day Quick Start

If you want results fast, follow this 90-day plan. It focuses the essential activities to generate momentum quickly.

Month 1: Foundation	Month 2: Activation	Month 3: Momentum
<b>Week 1:</b> <ul style="list-style-type: none"> <li>• Define direction (1 hour)</li> <li>• Update LinkedIn</li> <li>• List top 10 clients</li> </ul>	<b>Week 5:</b> <ul style="list-style-type: none"> <li>• Join association</li> <li>• Attend first event</li> <li>• Draft first article</li> </ul>	<b>Week 9:</b> <ul style="list-style-type: none"> <li>• Analyse results</li> <li>• Identify what's working</li> <li>• Adjust approach</li> </ul>
<b>Week 2:</b> <ul style="list-style-type: none"> <li>• Contact 10 clients</li> <li>• Set up enquiry system</li> <li>• Identify referral sources</li> </ul>	<b>Week 6:</b> <ul style="list-style-type: none"> <li>• Publish article</li> <li>• Share on LinkedIn</li> <li>• Email to clients</li> </ul>	<b>Week 10:</b> <ul style="list-style-type: none"> <li>• Coffee with 3 referrals</li> <li>• LinkedIn post</li> <li>• Plan next quarter</li> </ul>
<b>Week 3:</b> <ul style="list-style-type: none"> <li>• Coffee with 2 referrals</li> <li>• First LinkedIn post</li> <li>• Review tracking</li> </ul>	<b>Week 7:</b> <ul style="list-style-type: none"> <li>• Follow up enquiries</li> <li>• Thank referrers</li> <li>• LinkedIn post</li> </ul>	<b>Week 11:</b> <ul style="list-style-type: none"> <li>• Second article</li> <li>• Update systems</li> <li>• Review metrics</li> </ul>
<b>Week 4:</b> <ul style="list-style-type: none"> <li>• LinkedIn post</li> <li>• Plan next month</li> <li>• Review results so far</li> </ul>	<b>Week 8:</b> <ul style="list-style-type: none"> <li>• Association event</li> <li>• Connect new contacts</li> <li>• Mid-review</li> </ul>	<b>Week 12:</b> <ul style="list-style-type: none"> <li>• 90-day review</li> <li>• Celebrate progress</li> <li>• Plan next 90 days</li> </ul>

## EXPECTED RESULTS AFTER 90 DAYS

- ✓ Clear direction statement.
- ✓ 10 client relationships strengthened.
- ✓ 6 to 10 new referral source connections.
- ✓ 2 articles published demonstrating expertise.
- ✓ 8 to 12 LinkedIn posts increasing visibility.
- ✓ 2 to 3 association events attended.
- ✓ Systematic tracking in place.
- ✓ Usually: 2 to 4 new enquiries from these activities.

The first 90 days build foundation and momentum. Results accelerate in months 4 to 12.

## Tools and Templates

The following templates support the activities in this workbook. Editable versions are available from the Law Society Career & Practice Development team or Law Society website [www.lawsociety.ie/practice-essentials](http://www.lawsociety.ie/practice-essentials)

Tool	Purpose
<b>1. Client Relationship Tracker</b>	Track clients by stage, contact frequency and relationship quality
<b>2. Strategic Direction 1-Pager</b>	Document your growth focus and commitments
<b>3. Referral Cultivation Tracker</b>	Track key referral sources and contact frequency
<b>4. Monthly Growth Checklist</b>	Ensure consistent activity each month
<b>5. Quarterly Review Template</b>	Structured review of what worked and what is next
<b>6. Sector Selection Scorecard</b>	Evaluate potential sectors against key criteria
<b>7. Client Contact Scripts</b>	Templates for check-in emails and calls
<b>8. First Meeting Notes Template</b>	Capture key information from prospect meetings
<b>9. Weekly Growth Hour Planner</b>	Structure your weekly growth activities
<b>10. Enquiry Response Templates</b>	Fast, professional responses to new enquiries

***These tools are templates.*** Adapt them to your practice. Simple tools used consistently beat complex systems abandoned after 2 weeks.

## MOVING FORWARD

Growth does not happen through grand gestures or perfect execution. It happens through consistency and focus.

The practices that thrive are not those that try everything, but those that choose their direction and stay with it.

You now have the framework. Start with 1 section. Implement 1 approach. Build 1 habit. Give it 3 months before judging the results.

Remember: you are not starting from zero. You already have clients who trust you, you have expertise in your areas, and you have built relationships in your community. This workbook helps you be more intentional about building on those foundations.

**Focus on what matters. Be consistent. Your practice will grow.**

Good luck with your growth journey.

**COMPANION WORKBOOK:** This workbook focuses on building commercial confidence and sustainable growth habits. For guidance on external visibility, communications and being visible to potential clients, see the companion guide *Marketing in Practice*, also available from the Law Society [www.lawsociety.ie/practice-essentials](http://www.lawsociety.ie/practice-essentials).



**This resource was developed by Mary Cloonan of Marketing Clever in consultation with the Law Society of Ireland.**

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