The connection between energy and matter is a fascinating subject to explore. While it generally sounds like the stuff of science fiction, I have uncovered the secret to how it applies to our own special universe of law firms. My inquiry began by going to the source. While conducting painstaking research into previously unknown aspects of Albert Einstein’s past, I was astonished to learn that he had been commissioned by a consortium of law firms to come up with a system for generating revenue. Their reasoning for hiring Einstein? Since the physical laws of nature and business do not apply to law firms, they needed an explanation that would work for them. We all know about his Special Theory of Relativity, $E = mc^2$. Little, however, is known about the groundbreaking corollary to this law, known as the “Really Special Theory of Business Development,” which is represented as $M = ec^2$, wherein:

- $M$ = Matter(s)
- $E$ = Energy
- $C$ = Speed of action
- $n^2$ = Number of people working together to generate matter(s)

At the end of the day, all that matters are matters. Brilliant lawyers with few clients are nowhere near as valuable as those who can achieve the alchemy of turning business development energy into physical manifestations like client files and large checks. We will now see how Einstein’s Really Special Theory of Business Development applies in the dimension of law firms.

### $E = ENERGY$

Energy in this formula is generated through the motivation and desire present in those pursuing the matter(s). Engaging the hearts and minds of the lawyers at all levels — individual lawyers, group leaders, and senior leadership — and getting their energy focused in the right direction, is a critical component in the equation. Stimulating desire and motivation takes finesse. If poorly executed, it can place significant drag on the multiplier effect, resulting in lower output of matter(s). Artful law firm scientists know they must mine the personal reservoir of potential energy that is often trapped inside each of our lawyers. The secret is to find the keys that unlock this reserve. For individual lawyers, it starts with discovering what makes them tick. Support them in finding their passion, help them understand what they want to accomplish, and show them the path for getting there. By first uncovering the answers, and then helping them achieve their goals, they can escape the black hole of frustration and unfulfilled dreams. Some energy producing tools include:

- Coaching
- Mentoring
- Personal business development planning
- Business development training
- Aligned compensation systems

### $M = MATTER(S)$

Matter(s) are the net result of the activity levels present on the other side of the equation. If you increase any of the factors of speed, energy, or teamwork, you will generate a larger mass of matter(s).
Einstein’s Little-Known, Really Special, Theory of Business Development

C = SPEED

Speed is a natural, renewable resource that lives in almost all of our lawyers. Our firms are populated with talented, high-octane individuals who operate at very high RPMs. It is therefore the job of the firm to harness and sustain that speed. Often, however, velocity is obstructed or blocked by numerous organizational factors that choke off the fuel that feeds the new matter(s) engine. Stimulating and maintaining speed is a role for highly aware leaders. Often the most important thing they can do is to get obstacles out of the way so that organizational energy can flow freely and efficiently to the right places. In many cases, this involves getting speed bumps out of the way, like long decision-making cycles, misaligned compensation, unresolved conflicts, internal politics, poor communication and un(der)developed systems and processes. Well-trained, revenue-focused leaders can coax even more horsepower from lawyers. By understanding the four horsemen of Culture, Planning, Implementation, and Communication, they can build an organizational petri dish in which our lawyers can thrive.

Methods for increasing speed include:

• Revenue-focused leadership training for group, department, and team leaders
• Retreats and strategic planning sessions that result in defined outcomes
• Business development training focused on laterals
• Tracking and reminder systems

2 = TEAMWORK

It’s all about synergy. It’s about working together, making one plus one more than two. It’s about hunting as a pack, engaging the best of what we have as a group so we can be more effective as a unit than in individual parts. The more we can apply the teamwork coefficient in business development, the greater will be the speed and energy applied to form new matter(s). How do we go about generating this exponential energy? First, we must look at the source of all matter(s); the client. Does the client want an isolated answer that applies to only one part of a complex whole? Or a unified theory that addresses all of its needs? In our world, the unified theory is found in the construct of client teams — a confluence of molecules that fit well into the client’s DNA to form a more solid, cohesive bond. It is the role of leadership to encourage and reward the formation and ongoing existence of teams so that we can symbiotically work with our clients to continue to maintain, and grow future matter(s). Additional techniques for enhancing the level of teamwork are:

• Cross-selling
• CRM systems
• Cross-practice group and office meetings

DO THE MATH

The fancy strategies, initiatives, and special projects we employ in our firms boil down to this: a simple equation. Who can argue with Einstein?

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