

Contents

Foreword	i
Introduction	1
Chapter 1: At Sea	2
Part I: Establishing Credibility	3
Chapter 2: Am I Credible?	4
Establishing Credibility.....	4
Confidence in Your Skills.....	4
How Others Perceive You.....	5
The Attorney Question: Do I Need To Be One?.....	6
Part II: Establishing Legitimacy	9
Chapter 3: Your Office	10
Identify Your Needs.....	10
Evaluate Your Options.....	11
Leased Office.....	11
Shared Office.....	12
Virtual Office.....	13
Home Office.....	14
Chapter 4: Marketing Collateral	15
Brand.....	15
Business Cards.....	16
Letterhead.....	18
Envelopes.....	19
Web Site.....	19
Qualities of a Professional Web Site.....	20
Developing a Professional Web Site.....	22
Postcards.....	23
Brochures.....	25
Part III: Web Marketing: Getting Found Online	26
Chapter 5: Sponsored Search	27
Search Engines.....	28
The Search Engine Business.....	28
Targeted Advertising.....	29
Sponsored Search versus Natural Search.....	29
Sponsored Search Platforms.....	30
Principles of Sponsored Search.....	31
Pay per Click.....	31
Bid to List.....	31
Match Types.....	31
Plurals and Misspellings.....	31
Negative Keywords.....	32
Spending Limits.....	33

Ad Word Count.....	33
Geotargeting	33
Search/Content Distribution.....	34
Sponsored Search Performance Metrics	36
Choosing Your Search Terms.....	37
Links to the Big Three.....	38
Additional Support.....	38
Chapter 6: Portals and Directories.....	39
Portals and Directories Defined	39
Limitations of Portals and Directories.....	39
A Place for Portals and Directories	40
craigslist.org	41
Part IV: Finding Clients through Traditional Marketing.....	43
Chapter 7: Traditional Media	44
Return on Investment	44
Advertising in Traditional Media.....	45
The Difference between Mediation and Ice Cream.....	45
Track the Effectiveness of Your Advertising	46
Print Media Advertising.....	47
Demographics and Psychographics	47
Publication Selection.....	47
Ad Sales Negotiation.....	48
Ad Development.....	48
Ad Placement.....	49
Radio and Television Advertising.....	49
Working the Media through Content Provision	51
Yellow Pages.....	51
Paper Directories	51
Online Directories.....	52
<i>In Memoriam</i>	52
Part V: Direct and Personal Marketing.....	54
Chapter 8: Direct Mail	55
To Whom?.....	55
Prequalified Prospects	55
Former Clients.....	56
Referral Networks	56
How Often?.....	56
Letters or Postcards?.....	57
First or Standard?	58
Chapter 9: Email Marketing	61
When to Use Email Marketing?.....	61
To Whom?.....	62
Spam.....	62

What Makes Good Content?.....	63
Chapter 10: Personal Referral Marketing	67
Professional Referral Networks.....	67
Personal Referral Networks	67
Making Connections	68
Part VI: Setting Fees, Handling Payments, Getting Paid	70
Chapter 11: Setting Fees	71
How Much Should I Charge to Maximize Revenue?	71
Local Market Conditions	72
Competitive Analysis	72
Cultural Considerations	73
Demographic and Socioeconomic Landscape.....	73
Personal Considerations.....	74
Background and Professional Experience	74
Skills and Self-Confidence	74
Business Expenses	75
Personal Assets and Liabilities.....	75
Risk Tolerance	76
Aspirations	76
Opportunity Cost	76
Fee Schedules.....	77
Additional Revenue Sources.....	78
Chapter 12: Handling Payments.....	79
Pride	79
Fees	79
Complexity.....	80
Chapter 13: Getting Paid.....	83
Making Payment Easy	83
Making Nonpayment Difficult	84
When Clients Don't Pay	84
Part VII: Getting Organized.....	88
Chapter 14: Information Management	89
The Power of Information.....	89
Recording Communications	90
Recording Communications with Prospects	91
Recording Communications with Clients	93
Standardized Communications	93
Chapter 15: Smart Technology.....	95
Telephone Number	95
Home Number (Landline)	95
Home-Office Number (Landline).....	96
Office Number (Landline)	96
Office Number (Mobile)	96

Follow-Me Services	97
Voice-Mail Services	98
Fax Number	98
Legitimacy	98
Receiving Faxes	98
Sending Faxes	99
Computers, Printers, Scanners, and Copiers	99
Software Applications	100
The Open-Source Movement	101
Office Software	101
PDF Software	103
PDF Software	104
Email Software	104
Financial Management Software	105
Miscellaneous Applications	106
Chapter 16: Financial Management	109
Saving and Running MeRET	109
Introduction to MeRET	110
Five Screens	110
Navigation between Screens	110
Color Coding of Screens	110
The ‘Set Up’ Screen	111
Business Expenses and Tax Deductions	112
Using MeRET to Record Expenses	112
Recording Expenses on the ‘Summary’ Screen	112
Recording Expenses on the ‘Expense Log’ Screen	113
Creating New Expense Categories	113
Using MeRET to Record Receivables	114
Using MeRET to Track Revenue	114
Using MeRET to Track Operating Profit and Taxable Income	115
Taxes and Your Business	116
Chapter 17: Liability and Insurance	117
Mediation and the Practice of Law	117
Is Mediation the Practice of Law? — Objective Criteria	117
The “Application of Law to the Facts” Test	117
The “Client Reliance” Test	118
The “Affecting Legal Rights” Test	118
The “Commonly Understood” Test	118
The “Attorney-Client Relationship” Test	119
Is Mediation the Practice of Law? — Opinion	119
Ten Techniques for Risk Mitigation	120
Liability Insurance	121
Chapter 18: Entity Selection	124
Entities for Mediators	124

Sole Proprietorships	125
Other Entities	127
Afterword	129
Appendix A: Mediator Role Play	131
Instructions for Mediators.....	131
Instructions for P1.....	131
Instructions for P2.....	132
Appendix B: Negative Keywords	133
Appendix C: PayPal Electronic Invoice Templates	135
Invoice for Mediation Session	135
Invoice for In-Person Consultation	136
Invoice for Telephone Consultation.....	137
Invoice for Drafting Agreement	138
Invoice for Invitation to Other Party.....	139
Invoice for Cancellation Charge	140
Appendix D: Agreement to Mediate	141
Agreement to Mediate	141
Rules of Mediation	142
Appendix E: Client Communication Templates	145
Appointment Confirmation for First Session (no worksheets).....	145
Appointment Confirmation for First Session (with worksheets).....	145
Subsequent Appointment Confirmation.....	146
Response to Request for In-Person Consultation	146
Consultation Appointment Confirmation.....	147
Invitation to Mediation for Potentially Reluctant Party	147
Appendix F: Mediation and Unauthorized Practice of Law	149
Resolution on Mediation and the Unauthorized Practice of Law.....	149
Comments	150
Appendix G: The Model Standards of Conduct for Mediators.....	154
Preamble	154
Note on Construction	154