

## **Law Firm Leaders Spotlight with Jeremy Tiedeman**

### **Leading During Times of Change**

By Wendy Tucker, DLA Piper and Tina Carey, Stoll Berne

As legal marketers, we all know and understand the difficulties with leading our firms during “normal” times. Sprinkle in an unprecedented pandemic that sent many working from home on a short timeframe with little time to prepare, we have had to learn to adapt and lead in ways we may not have before or find new ways to lead outside of our usual routines.

We asked legal marketers from firms large, medium, and small across the United States what and how they are leading change within their firms and professions. We are all in this pandemic together, figuring out how to keep leading in this new environment, an environment without a roadmap. No matter the firm size or the location, it is clear that challenges exist but if you think outside the box, you can find creative, rewarding, and effective ways to lead your firm and attorneys to new heights.

#### **State your name, title and law firm.**

*Jeremy Tiedeman, Marketing Operations & Communications Manager, Tonkon Torp LLP.*

#### **As a legal marketing professional, how are you leading at your law firm?**

*Myself and my department are leading at our firm by promoting paperless work, new and more efficient technologies including automation, and data-driven strategies. Prior to the pandemic, marketing was one of the only departments to work remotely and the firm was very cautious about the process. Now, 90% of staff are working remotely and the firm has seen no significant devaluation of labor.*

#### **How are you using leadership to push the envelope to create change?**

*The COVID-19 pandemic has been very disruptive to our industry and working methods but it has led to a great deal of change and the firm further embracing technology and new ways of working. A lot of this change had been on our department to-do list for several years and the disruption created the perfect opportunity to implement. In response to the pandemic we:*

- Updated our content management on the website to create a pandemic resource center. This will be the first of several client resource centers we have planned for the site. Resources include text articles, webinar recordings, podcasts, video articles, and pdfs for download.*
- Updated our email campaign strategy to create weekly digests updating all clients on pandemic-centered issues and more. This project led us to drastically review our contact universe, more carefully identify our client lists, and create opportunities to cross-market to clients without bombarding them with emails.*
- Dove headfirst into the world of webinars and video recordings. We have pushed webinars for several years but it took the pandemic for the firm to feel ready. These events are important because they are cheaper to produce, can reach a wider audience, and can be archived in the form of video recordings. These videos can then be repurposed for additional content and media outlets. As a result of attorneys growing comfortable with this technology we are now scheduling them for 15 minute recording sessions where they discuss a pertinent topic and we then edit the result into a 3-5 minute video we can share with clients via email or gated content on the firm website.*

#### **What are you doing to execute strategic innovation and transformational change?**

*We launched a new CRM and email campaign service late last year (SalesForce and Pardot) to improve efficiency and give us a more robust system for ROI tracking. This move has proved very prescient in light of the budget restrictions imposed by our pandemic economy. All of our efforts are put through the data grinder to measure the financial results they do or do not bring and this helps us adapt our strategy as we go forward. These efforts have affected our event, paid media, and content strategies. We are training attorneys to reframe how they measure the success of their marketing initiatives and they are becoming more open to change and trying new things as a result.*

**COVID-19 has been a business interrupter which has forced legal marketers to look for innovative ways to lead. What is your biggest challenge surrounding leading during COVID-19 and how have you or how are you overcoming it?**

*Our firm and department has embraced a very significant amount of new technology this year, and during the pandemic. Training can be more laborious in the remote context and remote work can diminish morale as people work in isolation. To overcome these issues, we are promoting and scheduling more frequent meetings for communication and team building as time allows – the meeting are kept short and flexible in their structure.*

*Because it is more important than ever to reach out to our clients via electronic/remote means we are constantly evaluating the best ways to do that. We have found that just as our world is constantly changing so is the world of our clients. We have seen successful campaigns lose steam as a result. We are using data analytics to assess the content our clients are most interested in and that is changing the way and the frequency in which we distribute that content. Our biggest goal is to stay in frequent touch with helpful information without bombarding our clients with unnecessary content or overwhelming them with too much content.*