

Intro:

This is Michael Cowen and welcome to Trial Lawyer Nation. You've got to have the right case because if you take it up and it's the wrong case, and you can make some really bad law that's going to affect a lot of points. There's always an answer. The joy is in finding. One of the reasons that I love being a lawyer is this exact process. The way we live our life has nothing to do with the presentation secrets at trial. As trial lawyers, we pick up and move on and keep going. You're losing or gaining one out of every 10 jurors, which can really make a huge difference in the ultimate result of the case. Whatever you think about you create. Learn all you can, and never stop, and then have the guts to try case after case after case. Welcome to the award-winning podcast, Trial Lawyer Nation, your source to win make your verdicts, get more cases and manage your law firm. And now here's your host, noteworthy author sought after speaker and renowned trial lawyer, Michael Cowen.

Michael Cowen:

Today on Trial Lawyer Nation, John Fisher is joining us. John is a great trial lawyer out of New York, specializing in medical negligence cases. He also is author of two books that everyone who owns a law firm should get, *The Power of a System*, and then *The Law Firm of your Dreams*. So he's not only built a great law firm, but he's also advising other people on how they can build great law firms and it inspired me enough where I wanted to have him on. So John, how you doing today?

John Fisher:

I'm awesome. Thank you. Privileged to be on your show.

Michael Cowen:

What a privilege to have you. Tell me a little bit about yourself.

John Fisher:

Well, I started out as the son of a real estate lawyer and one day trying I'm figure out what to do with my life after law school. And it turns out about a 30 year old black male comes into my office and he tells me a story about he had been horribly brain-damaged in a bus wreck and no lawyer in town would go near his case. There were all kinds of problems with the case. And as I got talking to him, I said, "Michael, I don't know anything about personal injury law, but it sounds to me like you've got a great case." So I started researching traumatic brain injury, personal injury law. And as I got into it, I'm like, "Wow, this is fascinating." I was totally ensconced by the whole thing.

John Fisher:

So I got more and more into it. And my wife was like, "This is all you do now. You don't actually do anything else." And I'm like, "Yeah," because my weekends and my nights, everything was totally absorbed by it. And that case ended up going to trial. It settled for not a very good amount, honestly, after about a week of trial, but I was sold at that point. This is what I wanted to do with the rest of my life, which was not personal injury law, it was serving the most severely disabled people and having a profound impact to their life.

John Fisher:

So forward, roughly 15 years, I'm representing a trucker from South Carolina who was horribly injured in a two truck collision that happened about a half mile south of the Canadian border. And throughout the

time that I represented this 30 year old guy, his name is Dale, I go visit him in Graniteville, South Carolina, and he would never be able to recognize who I am. He just will stare at the TV all day long. And his wife would guide me through, but I was like, he doesn't even know who I am. He was so profoundly brain damaged.

John Fisher:

So I went through a litigation, we did tons of work and it turns out the result was okay, but not great. And at the end of the case, he flew up to Albany, New York where my office was and just to basically finalize the settlement. And I walked into the conference room just to say goodbye to this nice guy, Dale and he gets up out of his chair, he walks over to me and gives me a huge bear hug and he's squeezing the life out of me. And I'm like, man. And then he whispers in my ear, "I love you." And I'm like, man, that's why I practice law, to have a profound impact on the lives of the severely disabled.

John Fisher:

So I'm not in personal injury law to help people with a broken arm or a twisted ankle or something like that, I want to represent people who are either their estate, if they've died, which is most of our cases, brain damage, paralysis, loss of limb, blindness. So it's really those categories. So it's easy to figure out the number one criteria for accepting the case are those five criteria. And so we have a very small caseload. We have 28 active files. The budget that we have in our firm is small. I absolutely love it though. It's like, I look forward to practicing every day. And to this day, I can't believe that people will pay me money to do what we do. So I love it so much.

Michael Cowen:

That's awesome. I've always had the fantasy of having a docket of just catastrophically injured or death cases. And I've always just had the maybe limiting belief or fear that I've developed these great referral relationships, but the service that I provided the deal I've always had it, if you get one of those cases, you'd give it to me, but I'll also handle your midsize, your \$900,000 case, as well as your seven figure case. And so we still have a small docket per lawyer, but we still have more dockets. How do you get a sustainable business? Because the people I've known that have tried to do this a few of native, but a lot of... they've got three or four cases and then they lose one or one gets continued, they ran out of money. I mean, how do you get a sustainable business model of just big damage cases?

John Fisher:

Well, Michael, it's not that we turn away the small and moderate cases, we just don't handle them. We refer them to attorneys. And I explain to them, "I would do a crappy job with your case." If it's a broken arm, broken leg, something like that, I said, "We would not do a good job for you, but I know this attorney, Michael, who will do a phenomenal job for you." And then what happens is we split the legal fee. So we get a portion of the fee and everything works out great. The truth of the matter is if you do catastrophic injury law, you can't let the little stuff in the door because if you do, every minute is taking away time from your catastrophic cases. And current catastrophic cases means, man, I'm just absorbed in them, I'm staying every single minute on these cases. And we're pushing them all the way through.

John Fisher:

Every single case in our that we in our inventory gets graded A, B, C, D. And that's based upon estimated settlement value. So we're trying to focus on the highest value cases and basically weed out everything.

But on occasion, I think we have won one case where it doesn't really meet any of the criteria. It's just the right thing to do every once in a while.

John Fisher:

So directly behind me on the... that you can see in blue and gold, those are the purpose of values and mission of our law firm. The purpose, stopping medical injustice. And there's four core values and then there's a mission for our law firm. And this guide, this is the Bible or the constitution that guides everything that we do with everyone who works here, and that's basically controls us. And so I know Michael, if you come to me and something horrendous happened, but the money might not be that great, I'm like, "You know what? Our purpose is stopping medical injustice. And this is just the right thing to do regardless of the money." And so sometimes on principle I'll accept cases.

John Fisher:

One thing and our core values speak to this, we never agree to a confidential settlement, period. Never have, never will. That is one of our four core values. And the reason Michael is I believe that what we do in this area of law is not simply compensate people for an injury. That's a small part of what we do. What we do is we improve the quality of care for other people in the future so that the same thing won't happen again.

John Fisher:

So real quick, Michael. For years, I've handled crane litigation, crossing litigation. And there was a crossing in New York State that was the most dangerous crossing in railroads for over 30 years. It was horrendous. People were getting hurt and killed at this crossing all the time. And by all the time, I mean maybe once in... in a three week span, they had three collisions between a train and a tractor trail.

Michael Cowen:

Wow.

John Fisher:

And so I got involved in this case. I handled all of the litigation relating to this very dangerous grade crossing that was involving tractor trailers and trains. And at the end of these cases, I tried one of the cases, the rest of them settled, I became pretty disillusioned about the process. Because I realized, you know what? The crossing still is there. The people are going to get killed. I haven't accomplished anything. So I got money for people, but is that really what the practice of law is about?

John Fisher:

And then around Christmas, somewhere around Christmas, this is years ago, I'm driving past the cross. This is out in the middle of nowhere, the country. No one would even go by this place. I'm just happened to be driving by there and I noticed there's a booth at the crossing that looks like a port-a-potty. And I'm like, "What is that?" So I stopped, I get out. And as I get out, some guy comes running out with a baton he's like... above his head, he's swinging it around and he was like, "What the hell are you doing here?" He's scaring me away. I'm like, "Whoa, who are you?" And it turns out Michael, that was a crossing guard that was put at the crossing to stop traffic whenever a train was coming.

John Fisher:

So that one simple thing would stop collisions, but the story gets a lot better because six months later I'm going by the same crossing and I'm noticing the crossing is shut down. It's absolutely razed all the way to the ground. I keep driving a quarter mile north of the crossing there is a brand new crossing that they installed to replace the other one. It went from being the most dangerous grade crossing in the state of New York to one of the safest grade crossings in the state of New York. And I know in my mind that that is because of the litigation and the impact that we had in forcing them to cough up money. Because if we had not done that, it would have been business as usual. And because of the lawsuits, there are people who are alive and have not been hurt or killed because of our work. And that means everything to me.

Michael Cowen:

Absolutely.

John Fisher:

So when people talk bad about our profession, they need to hear stories like that.

Michael Cowen:

I agree 100%. It does feel good on those times when you do see a change that you helped force someone to make that they could have made on their own but frankly for corporations, money talks, and if it gets too expensive to litigate that we'll eventually do the right thing and protect people.

John Fisher:

Absolutely.

Michael Cowen:

You said you have four core values. Do you mind sharing the other three?

John Fisher:

Yeah. We only represent the injuries of people who have been catastrophic injured. We are brutally honest with our clients, we do not accept cases that have questionable merit and we will never agree to a confidential settlement. So those are the four core values. Our purpose is stopping medical injustice. The mission of our law firm was to get 500 referral partners by October 19th, 2017. We've changed that to get 1000 referral partners by October 19th, 2023. A referral partner is an attorney who refers us at least one case.

Michael Cowen:

That's great. And we actually have and I don't know where you got inspired to do this. I know there's a lot of different books and teachers out there. I got mine from WeWork, some guy named Patrick Lencioni.

John Fisher:

Oh yeah. Love him.

Michael Cowen:

Our law firm exists to provide a special forces level of representation to people who are hurt. He has three core values and under his system. So we constantly seek to learn and improve, we share what we learn and we fight hard without being a-holes. And what we do is litigate personal injury cases for plaintiffs, and we have our strategy success. But I do like your really concrete goal. I want 500 referring lawyers by this day, rather than we want to provide a higher level, we want to... I like that. I need to finish reading your books because I... Where did you get that?

John Fisher:

Where did I get that? Well, this gong that you're looking at behind me, we only strike that gong when we get a new referral partner, that's an attorney who refers us a case. So when we get a case, I give the mallet to one of our team, they strike to gong and it has a beautiful sound. But where I got this was an epiphany that I had as a young attorney was that my clients were not injury victims. My clients are attorneys who can send us a steady stream of cases. And so, because in catastrophic injury law, if somebody has a case, it's not a good chance that they're going to have another one or that they're going to have a family member or friend, because the stuff doesn't happen that often. But if you have a referring attorney who can send you a steady stream of referrals, of these type of cases, then you're in business. Because then instead of sporadically getting referrals, you're getting them every single week, every day.

John Fisher:

And the key Michael is we currently have 461 referral partners at our firm. But the reality is it's really about three or four law firms that send us almost all of our work. But it's steady that work. The rest of it's sporadic, but the three or four it's gold. So what we do is we go right to the top of the food chain. And by that, I mean the biggest, best law firms that don't do the type of law that we do. And those firms, it's a pipeline. They will send us work. We have to go through a lot of low quality, crappy cases to get the good ones, but that's the nature of our business. And we'll take cases that no other law firm will. The case that I mentioned where two tractor trailers collided just south of Canada, no lawyer in the state of New York wanted to go near that case. The liability to them look like sucked, but to me, it looked like this'll be fun.

John Fisher:

So I got into the case, we brought all of our reconstruction people up there. It was a nighttime wreck in the freezing cold near Canada. We reconstructed the accident under simulated conditions, four different times and each time I screwed it up a little bit. It costs a fortune to do all this. And eventually, did we get it exactly right? Not really. Because there's always some little flaw in the reconstruction, that's the problem. But the case settled, client was great. And I'm a young attorney given all these big cases.

John Fisher:

Michael, my first case in court, I'm just two years out of law school. The senior partner of my firm, I worked for a nationally prominent, catastrophic injury law firm. And the senior partner says to me, "You want to try your first case?" I said, "Sure, why not? Let's do it." And so he gave me six days before the trial, a brain damage, cerebral palsy, medical malpractice case.

Michael Cowen:

Wow.

John Fisher:

Now granted, I've got no idea what I'm doing. So I'm going there and the senior partner says, "Don't worry about it. I'll be in the courtroom at counsel table sitting with you. We're going to be fine. You'll be fine. If there's a problem, I'm there for you." This guy never showed up. And so I'm in court, a young kid, the all the attorneys are about 30 or 40 years old and then I'm on the defense side. And I'm like, "What the hell do I do now?" So what I did was there is a recipe for success. I read transcripts of trial by who I consider the master trial attorney in the country, Thomas Moore in New York City.

John Fisher:

And Thomas Moore, what I found out by reading his transcripts, he tries a case exactly the same way every single time. The words are the same, everything about it's the same. So I'm sitting there, I've got his transcripts with me as well. I'm just reading word for word. The judge comes flying off the stand at a break. And he goes, the judge's bench, he goes, "That is the most brilliant questioning I have ever heard." And I'm like, "Yeah, judge, I got it. This is easy for me." But the reality, I was just reading a transcript by another attorney.

John Fisher:

But you know, Michael, the funniest thing is we get done with that trial. The only case in my career where I've recovered more than the insurance coverage was that case. And so I get done and one of the jurors afterwards comes up to me, because I always talked to them afterwards, and they said, "I have to tell you, that one defense attorney was absolutely brilliant." And I'm saying, "oh," because it was a study in contrast. One attorney was brilliant, the other attorney was totally inept. And I said, "Oh, you mean this guy?" And they go, "No, no, no. The other guy." And I'm like, "The other guy was horrible. Are you kidding me?" But see the point of that is the way jurors perceive us is so completely different from the way that we perceive things. And that's the reason why, Michael, early my career, I began doing focus groups to find out not what the result of the trial would be, but what are the questions that I'm not asking that I should be asking? So I've spent a large part of my career helping other lawyers and other law firms do focus groups to help benefit their biggest cases.

Michael Cowen:

That's awesome. I want to just go back for a minute to your core values. I'm going to jump around a little bit, but they fascinate me. How did you come up with your core values? What was the process you did?

John Fisher:

Well, it started at a Mastermind in Chandler, Arizona. I was at Infusionsoft. They exposed me to the idea of purpose, values and mission, and I was completely sold by it. And so I decided there to sit down for three days with the leadership team at Infusionsoft and we tried to put something together. What I found out, Michael, if you read my book, *The Law Firm of Your Dreams*, that the purpose, values and mission that I originally had changed completely over the next two years. Because I realized there's a critical difference between aspirational values, meaning what we think we should be doing and real values, which is what are you currently doing? So for example, Michael, if I put in our original core values where we treat our clients like family, that is total BS, we do not do that. Now, there are some clients who I'm really close with, but there's some clients I can't stand. So it really is a-

Michael Cowen:

That sounds like family to me.

John Fisher:

Well, it is. The reality is-

Michael Cowen:

In real life, but yeah. There's...

John Fisher:

We have some clients who are very difficult and some of them just trust us and love our work. And the reality is, so I said, let's get rid of all that the aspirational values and let's focus on what do we really do? We never agree to confidential settlements. That is true. We are brutally honest with our clients. That's true. I tell our clients in every single case, you could lose this case, I have no guarantees and the reality is I'm going to do my best for you. The other thing is we only handle catastrophic injury. That's true. And then the third thing is we do not accept cases that have questionable merit. And that's true. If there's a questionable case, we let someone else handle it. We don't want to go near that case.

Michael Cowen:

We had to do the same thing when we were coming up with our core values and [Patrick] Lencioni has a really neat thing, which has come up with the employees that are the absolute best golden employees, the ones who are so glad you have, and list all the reasons why they are who they are. Then you list all the people who have made your law firm a better place by leaving in the last two years and all the reasons why they weren't the right fit and start getting it bit... We really had that struggle. There are things we wanted to have as our core values, but if we go back and say that this is who we are, we're not telling the truth and you can't go tell your team this is who we are when they're all going to walk around like that's bullshit. I think that's so important, like you said, that difference between where we want to be at the end of the, as we develop in this process where we want to get to and where we really are today. Because if it's fake, if you said we never agreed a confidential settlement and then every third settlement you did, that wouldn't be true and your employees would start... The whole mission changes. I mean -

John Fisher:

So, Michael, let me give you an example of how this affects our law firm. A couple of years ago we had a settlement. And I went away after the settlement and I come back. And one of our paralegal said, "Oh by the way, the defense asked for confidentiality in that settlement." And I'm like, "You've got to be kidding me. Oh, I can't believe this." And I start to get really upset because they knew the terms of the settlement said, we will not agree to confidentiality. And paralegal said, "No, no, no, no. Don't worry about it. I told that attorney that if they want confidentiality, there's no deal and he quickly backed off." I'm like, "Perfect." So that's how a core value influence how you act. We are brutally honest with our clients. We try to tell it to them straight. If they don't have a case, we tell them that in a very delicate, soft, compassionate way. Because being honest, rather than saying, "Our law firm has a conflict. We can't represent this case." We'll say, "You know what, I'm sorry. It's just not the right case for us. I hate to say this, but it's a business decision, but I'm going to refer you an attorney who will do a great job with this case." And they appreciate the honesty.

John Fisher:

So that's how we use these. I feel Michael, the other failure of most businesses, when it comes to core values, is they make them too long. Like if you've got 10 or 12 core values-

Michael Cowen:

Oh, too many.

John Fisher:

... nobody's going to remember any of it.

Michael Cowen:

I agree.

John Fisher:

But if you have three or four... And Michael, here's the test. When we hire someone, they've got to know those core values. We will ask them at the interview, recite our core values. And during our daily huddle, which is a meeting we have most days we'll ask have you used a core value, demonstrate something? And the reality is if you have a team member who does not remember your core values or struggles with your purpose, that is not a good person for your law firm.

Michael Cowen:

Yeah. What I love about the story you told with the paralegal, who just automatically said, "Well, let me go run it by the attorney." Just I'm like listen, "We don't do that. We don't agree to confidentiality at this firm." As it just shows how, when you run the business right as a business, it allows the law firm to run the way that the law firm... I used to struggle with them. I spent a bunch of time trying to run a business, how I'm going to practice law. And what I finally learned, and part of it was just guilt over running a successful business. I don't know, that's another long story about self-worth and guilt and whether people should make money or not, which I had to get past. But what I've realized is when my business runs well, when I'm not always dealing with a crisis, when things are just happening, without my involvement, I can really dig deep on those cases and I can really become a better lawyer.

John Fisher:

Absolutely. Michael, I once a guy who was one of the leading marketing consultants in the country, a lot of money, like \$10,000 and he said, I'll give you two hours. I say, "Okay. I'll do it." Now, that was really stupid, but I did it anyway. And so he and I met at a diner for about two hours. And he didn't tell me anything that I didn't already know, but for except for one thing, he said, "Those people who are the most successful in the law or any industry spend 50% or more of their time on business development." And it is so true. I've learned that the hard way we don't get to practice what...

John Fisher:

I was at a Trial Lawyers College regional, and a young attorney... I'm sleeping in a bedroom with a stranger, right? He's a young attorney, he's with me and he's like, "I can't wait. I'm just out of law school. I can't wait for my first trial. It's just going to be great." And he's brimming with hope and vigor. And I said to him, "You know what? You don't get to be in the courtroom unless you master the business of law first, and so much more important than mastering trial skills," which is something very few people

actually get to do. It's much more important to master the business of law. How to run a business. Because if you don't do that, you're not going to be able to get to the courtroom.

John Fisher:

And so spending more than 50% of your time on business development, that's what the people do who make the most. It's just a matter of fact. I've learned that. And through the masterminds that I run nationally, I've learned, the most successful lawyers, that's what they do.

John Fisher:

I love the courtroom, so doing business development is not necessarily for everyone. I love being at courtroom. I wouldn't give up the practice of law for anything, but they're not mutually exclusive because you have to do the business of law in order to practice law, you have to do both. And so I've learned that.

John Fisher:

And that was what led to my first book called The Power of a System, was I wanted to master the business of law and how to run marketing and managing a law firm. And what I did, Michael, this was a self-interest. I put this because these are my office policies in The Power of a System. Everything we do, settlements, motions, discovery, pleadings, you name it, right here in The Power of a System.

John Fisher:

And so what I thought, and when I was at a firm, I said, "I'm writing a book about marketing and managing a law firm." They all started laughing hysterically at me. And they said, "That's the dumbest thing I've ever heard. Why on earth would you just give away everything that you know?" And my thought was, well, because no one else is. No one else is just giving away everything that they know. And if I can help other lawyers own and operate their own law firm, we all win.

Michael Cowen:

Absolutely.

John Fisher:

And you know what Michael usually happens is I'll have a lawyer come to me with, let's say a medical malpractice or a trucking wreck or something like that and they'll say, "I don't want to refer this case to you. I just want to pick your mind. So can we have lunch?" I'll say, "Fine. We'll have lunch." We'll be there for about two hours and I'll tell them exactly what to do. No holds bar everything A to Z. And at the end of the meeting, 90% of the time, they'll say, "You know what, why don't you just handle this case and I'll just go recover."

John Fisher:

It happens every single time, because when you give away everything that you know, I know it seems counterintuitive, it comes back to you in spades. That's what I found. And that's what led to my second book, which is called The Law Firm of Your Dreams.

Michael Cowen:

I got it.

John Fisher:

Everything I do with marketing and management is right here. And so rather than hide anything, just give it away. I mean, the reality, think about it, Michael, if I do a speaking event about internet marketing, my wife sat down with me after one of these. And she said, "You don't really give away everything that you know." And I say, "Of course I do. I've tell them everything." Because the reality is a rising tide does lift all boats, I do believe that. But secondly, none of these lawyers are going to do any of this stuff anyway. I mean, the reality is they're not.

John Fisher:

I wrote recently a column about how to increase the number of your Google reviews. I don't know a soul who has taken any of my advice. But if you wanted to have 500 or a 1000 reviews, I know how to get it done, basically. And it can happen in less than a year. But it's not actually a lot of work either, but you have to follow some basic principles. So everything is doable in life. It depends on where you want to dedicate your time.

Michael Cowen:

And you can only implement so many new things at once.

John Fisher:

Exactly.

Michael Cowen:

I learned that the hard way. If you try to do 20 things at once, instead of saying, we're going to do the most important or the best return on investment, and then the second most, and the third most and revisit every quarter, what it should be we may need to re-rank them because what we thought was the third most might not really be the third most when we look at it again.

CRP Commercial:

Each year, the law firm of Cowen Rodriguez Peacock pays millions of dollars in co-counsel fees to attorneys nationwide on trucking and commercial vehicle cases. If you have an entry case involving death or catastrophic injuries and would like to partner with our firm, please contact us. You can reach Delisi Friday by calling 210-941-1301, or send an email to delisi@cowenlaw.com. That's D-E-L-I-S-I@cowenlaw.com. She will coordinate a time for Michael Cowen to speak with you in person or by phone to discuss the case in detail and see where we can add value in a partnership. And now back to the show.

Michael Cowen:

There's so many things we can do, but I found I used to try to do too many things. I tried to implement 20 systems at once and then nothing would ever get followed.

John Fisher:

Well, Michael, one thing I would say is if a young attorney came to me and said, "What's the one thing I should do. If I have a \$1,000, what should I do with that \$1,000?" I'd say, "Look, find a mastermind of high achieving attorneys who are doing things way bigger and better than you could ever imagine. Go to the mastermind, soak in their wisdom, learn from them and find out, leverage all of the mistakes and

failures that they made so you don't have to repeat the same thing." Now, how many people would take my advice? Virtually no one, but... and everything that I do here goes back to that mastermind that I discussed in Chandler, Arizona, back in 2013. I was in this crazy mastermind with high achieving business owners from across the world, Australia, United Kingdom, South Africa. And I'm in there like, man, I'm in the wrong room. I don't belong here. These people are in a different stratosphere than me. And eventually what I realized over a course of three days was this is something that everyone should be doing.

Michael Cowen:

Absolutely.

John Fisher:

Is hanging around people, doing things bigger and better than you are so that you can leverage their wisdom and knowledge. And so few lawyers do that. So Michael, I started in 2014, a national mastermind called Mastermind Experience. And it was to help other lawyers with the business of law. And that morphed into a weekly mastermind that's called Plaintiff's Elite, which is just for personal injury lawyers. And what we do is we try to help people with the business of the law. And so that's really, I think the best thing I'd ever done in my career.

Michael Cowen:

I agree with that 100%, just the... What do they say? You're the average of the five people you spend the most time with. And they're not always formal masterminds, sometimes it's just... I recently had a group of five successful lawyers and we all met in one location just to spend two days sharing ideas. And we got to bring two topics on marketing or management of law firms, and it was awesome. And some of them were about my level, but a couple were way above. I mean, multiple eight figure recoveries every year and to learn from them.

Michael Cowen:

But the other thing I've learned through the podcast and just through networking with more and more successful peoples, I think mindset, and you addressed in your book, mindset has a lot to do with success.

John Fisher:

Yeah. Mindset is very important, and realizing that you can't serve everyone, but you can change the world for those that you do represent. And so the mindset I think of a lot of attorneys is that they've got to take all the small cases and the little stuff to get the big ones. I found out that's just not true. You don't have to do that. And what you do is when you just handle catastrophic injury cases, you develop a reputation as the go-to person for catastrophic injury law, complex litigation is your thing. And the people aren't necessarily going to come to you with the small dog bite cases, but when they've got the really big one of the quadriplegic, they're coming to you, because they know you've got the resources and the team. And they're going to devote a 100% of your time and energy to that case.

John Fisher:

So the mindset really is that understanding that the laws of business, that it's there to serve you, not the other way around. And when you want to go to the Caribbean and spend a week or a week in Maui, that

you do that. You hang out with people who have your back, who are going to help you with your law firm, and that's a mastermind.

John Fisher:

But I agree with you. Mindset really is everything. And I guess a little issue I had, I used to have a great paralegal in our firm who was dynamite, but she was really negative about everything. And every single day at our daily huddles, she would say something negative. And it just wore me down. I said, "Life is too short to be around all this negativity all the time I feed off of people who have positive energy." And so we parted ways, somewhat amicably, but the reality is there certain type of people I want to be around every day and others that I don't, and it doesn't necessarily have to do with the skill level of the person either. Sometimes... You know what it is? It's not just work ethic, skill, and, and things of that nature, you have to like the people that you work with. That's so important. If you can't stand being around someone, that's a problem.

Michael Cowen:

I've seen that with my partner, Malorie, I've watched blossom since she was a one-year lawyer who'd never done a deposition when she came to work for me to. Now she's only 35 and I don't know how many... I know she's only had one eight figure recovery, but I don't know how many seven figure recoveries. I mean, I call her a million dollar Malorie because I've lost count.

John Fisher:

Nice.

Michael Cowen:

And a lot of it, I mean, yes, she's super smart, she works super hard, but it's her positivity. She always just brings a positive mindset, a positive energy to work every day. And it's about how we're going to get things done and doesn't spend time complaining or being negative or dwelling on the negative. And look, we don't... not every case makes. I mean, sometimes we worked really hard for two years. We go try a case and... It's been a long time since a trial with Malorie, we got a red ribbon, but every now and then you'd try a case you come in second place. And so you get paid nothing and for me as a business owner means I got to pay sometimes a significant amount of money for the privilege of having represented somebody for a few years and not recovery.

Michael Cowen:

But you just go, you'll get them next time. You can't dwell on it. You just have to work harder on the next one and work smarter, be pickier of what case you take next time. You just can't let it beat you up. You just got to get right back in there. And you don't say you have a tough client and you just have to, well, I chose to take this client and I can either do my best or I can go on and withdraw from the representation. But I'm not going to sit there and whine about it.

John Fisher:

Well, Michael, when I had my first mastermind back in 2014 in Chicago, the day before I'd had defense verdict in a very rural conservative area of upstate New York. And I was kind of devastated by it. And I was like, "Oh man, this is horrible." A woman was paralyzed and the jury found in favor of the defense after like a 20 minute deliberation. And this was a trial that I felt had gone in my favor, but I was just

really devastated by it. I went to the mastermind and I told the other attorney, I said, "The other side offered high six-figures during the trial and I declined it." And they were like, "Oh, well, that's stupid. You should have just taken whatever they offered." And then one of the attorneys from San Francisco came up to me, he said, "I want to tell you, I really appreciate what you did because attorneys like me we settle cases for big numbers because of attorneys like you, who are willing to try to verdict cases."

John Fisher:

And it's very rare in our profession that we have attorneys who are not only willing to go to court, but go to verdict with the case when there's a high six figure or even a seven figure offer on the table. That doesn't happen that much. But because we're willing to do that, the defense knows that they can't just throw a little bit of money at us and we're just going to take it. They know that we're willing to go to verdict even with a high six figure offer on the table.

John Fisher:

And so I think it's important for us to know that we set settlement values for every case, minimum settlement values, for every single case we have. And that number is realistic. It's not some pie in the sky number. But we said it and we stick with it and we get the clients to sign off on it. And we say, "This is the number that we're recommending. We're going to try to do a lot better than that number, but if it comes down to it, you give us authority for this. But if they don't come up to that number, I need your word that you will never accept anything less than that number." So the day comes to trial and there's an offer that's below that settlement value and the client wants to take it, I say, "Wait a minute, remember we had a conversation about this. I told you, and you agreed that you'd never accept below that number. Now you're not going to go back on your word with me. Are you?" And usually like, "No, no, no, John just do your thing and we'll be fine." And it usually works out.

Michael Cowen:

And the fact on the... it doesn't help for that one case, but even the person that got the victory against you they've been in battle with you. They know that may or may not happen again. They know that you could have easily kick their butt too and they're going to pay you more next time.

John Fisher:

Well, they know that I'm not just going to accept any money that they throw at us. They do know that. And I'll tell people and like, when we go to a mediation, we're not winging it or anything like that, we know exactly what the numbers are, what the goal is and how we're going to get there. And so, and if it doesn't work out, which is very often, fine, no problem. But the reality is we're not winging it. We a strategy for negotiating and we're going to try to get to certain numbers and we know what our authority is.

Michael Cowen:

Yep. And so I give myself one night to mourn a loss. I go, and I typically, I mean, this is probably not the healthiest thing to do, but I buy a very expensive bottle of red wine to show that I can still afford it. It's just a little psychological thing. I don't drink the whole thing by myself, but I'll have a nice meal. I'll drink the red wine and say, it sucks that I lost this case, but I'm still here and the next day I find my next big project to work on and I dive right in. And it sounds weird, but it's just like I say goodbye to that case, I'm going to go to the next one.

John Fisher:

I've never found anything to do that relieves the pain. But I can say is that with lawyers, there's never really a day in our profession that you'd say, "Oh, everything's perfect. Everything's going great. Oh, I'm sailing." And I hear that so much from other attorneys. And I frankly get sick of hearing it. It's like, "Oh, everything's perfect with my law firm." Wait a minute, the courts have been closed for 15 months, how could everything be perfect for your... I mean, if you're a trial lawyer, the pandemic really sucked. That's the reality. I mean, for my law firm, our revenue and income hasn't been nearly the same during the pandemic as what it was before, but the reality is we're still alive and kicking. So that's all good. And that's the reality is. I just don't enjoy the BS that I hear from so many attorneys in our profession about how great it is, because frankly, I just don't view them as really trial attorneys when they say that, because if I don't have a trial date, my cases are not getting resolved. That's just the way it works.

Michael Cowen:

Same here. And I'll oftentimes if I don't have a jury getting selected or about to get selected, I don't get raw offers. I mean-

John Fisher:

Exactly.

Michael Cowen:

... they play games with you. Will you take this, will you take that and make you sit on it and make your client sweat it out and until you're down they're kicking their butt, it's just really hard to get what's fair.

John Fisher:

Well, it's very hard. And if the defense ever says, "Hey, let's put off the trial date so we'll have more time to negotiate a settlement." No, that's not how it works. There's nothing that's going to result in a settlement more than a sitting jury. And so having the trial hanging over the defense, we have one policy in our law firm. We will never agree to an adjournment or any delays of anything, not just trials of depositions. And I triple and double book trial dates. I mean, I have double book trial dates coming up. The reality is that's just the way it is for our practice. And we prepare, and what we use is what's called the 12 Week Plan to Prepare for Trial. And that is in my book, *The Law Firm of Your Dreams*. So as we go 12 weeks before a trial, week by week, we go through what the secretary's going to do, what the paralegal is going to do, what the attorney's going to do. And we put it in week by week into 12 week plan. And so by the time we get to the trial, everything's done.

Michael Cowen:

That's awesome.

John Fisher:

Motions in limine had been served, verdict sheets, the whole thing, it's all done and over with. Because what I found Michael, is in our cases, week by week, we do essentially the same thing with almost every case. There's very little difference. Deposition summaries. We videotape depositions we have to create the excerpts of the video so that they can be played at trial, and things like that. It's all the same. Focus groups. Well, we always do that. So let's get that planned out 12 weeks before trial rather than the week before trial. So that is the best way of relieving anxiety about a trial is to be prepared.

Michael Cowen:

Yeah, I've been... And I have to give Malorie my partner in law a lot of credit for that, because that doesn't come naturally to me, but it comes naturally to her and working together. We're a lot more prepared. I've even started taking a day off the week before trial and going to bed the weekend before trial at a decent hour. Because at some point, if you've prepared, if you're ready, if you're... all your motions and stuff are done, at some point, the sleep and being well rested and being focused is more useful than having burned the midnight oil a couple more nights, if you know it cold weeks in advance.

John Fisher:

Absolutely.

Michael Cowen:

But to do that, you have to start, like you said, the 12 week plan. In fact, I require a meeting with me between 60 and 90 days for trial to plan it out with my lawyers. And so it sounds like we're at a similar place. We have a written report that's due 90 days before trial, where you're listing out what your plan is, but then there's a sit down with Michael whether I'm prying the case with you or not, to go brainstorm. And it's just some things you can get well in a system, some things talking it out, I think helps. And so part of the system is that meeting.

John Fisher:

Yeah. One of the biggest failures of law firms, Michael, that I see is there's no collaborating or brainstorming. I worked for a big firm at one point, but the attorneys didn't collaborate, the staff didn't collaborate. It was like everyone was in their own silo doing their own thing. What an enormous waste of knowledge that is. But what if all get into a big room and we start brainstorming solutions for the case, how do we handle this?

John Fisher:

And so like in our profession, when you have a trial and you stand up in front of the jury for the first time, what is the most important thing that you can do? Well, screw your notes, throw the notes in the garbage can and bond with the jury. But more importantly than that, you need to build credibility with the jury. And how do you do that? Well, it's really hard, but if you share your biggest danger point with them.

John Fisher:

So for example, I represent a guy Curtis, who was a passenger in a tractor trailer. He was seat-belted when he was killed in the wreck. After the crash, they did an autopsy. It turns out the drug screen show this guy, Curtis had cocaine throughout his blood system everywhere. We are not going to have any explanation, we're not going to have any excuse and we have no idea how that happened. And if you, based upon what I've just told you that maybe we should just be done and over with here, that's no problem at all. How do you feel about this? And what they might say is, "Well, wait a minute. What the hell does cocaine in his system have to do with the seat-belted passenger in a truck wreck? The other trucker was at fault. This guy, okay maybe had some issues with drugs, but throughout it, he didn't deserve this happen to him." They will rally to your defense when you reveal early on your most vulnerable danger point.

John Fisher:

And so I'm very big in treating jury selection just like it's a cocktail party. Just you're hanging out, you're just talking to them and you're trying to get them to open up, but what you're really trying to do is not just create a rapport, but you're trying to build credibility by revealing the biggest problem that you have with your case early on. Because if you do that, they're going to be like, "Wait a minute, this guy is honest with us. He's not pulling punches here. So maybe we can open up with him a little bit."

John Fisher:

So that one case I was telling you about that I lost, the defense verdict, it was the second time I tried the case. The first time we were unable to pick a jury because of 55 perspective jurors in the jury pool, all 52 of the 55 got bounced because of favoritism and prejudice for the defense. That's how it is in conservative venues in the state and not just in New York everywhere. And so the reality is how did I get 52 out of 55 jurors bounced? Because I was real with them. I said, "Look, the reality is I see a lot of cases and this is true. I get a lot of cases every day I'm like, you've got to be kidding me. I can't believe they're even calling with this stuff." And it's the truth.

John Fisher:

I mean, so many people... And I have a high degree of cynicism when people call with a new case. And you may be sitting there thinking the same thing like, "Oh man, this is another one of these med mal cases. Aye yi yi." And I have to tell you something, that's how I start out too. What you're really revealing to them is that you're not that much different from them. You have the same vulnerabilities, the same anxieties and fears that they have. And if they don't want to be there, what we have to do is as quickly as we possibly can coach them out of there and find a way that it's a great privilege serving on a jury. It's also a great privilege in not serving when it's not the right case for you. And so giving them permission to say, "Hey, you know what? I'm not really sure about this. My cousin is a doctor and I kind of liked doctors, so..." You're gently walking them out the door. You don't want people on a jury who don't want to be there.

Michael Cowen:

Absolutely not. And one thing I love about that technique of revealing your words or your worst problems first is if you're suggesting reasons why it doesn't matter, it's going to be looked upon skeptically. If you reveal your problem and they come up with your solutions, they're going to hold onto them because they're their ideas, they're their solutions. Are they're at least coming from one of the other jurors is just so much more, not only are you much more credible with the arguments or so much more credible.

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John Fisher:

No, absolutely. And Michael, on one case during jury selection, I mentioned an issue and I probed a bit into a person's background, a little bit, health situation. I felt like I had to on that case. And the person got up and she said, "You're a scum. I hate you and I hope you die."

Michael Cowen:

Wow.

John Fisher:

Well, oh no. So she storms out of there. She's crying with tears all over the place. And then at that point, the court clerk stood up and said, we're adjourned for the day. I'm like, "Oh no." So I went to bed that night thinking with my jury trial consultant, I'm like, "Oh, we're screwed. I just lost the case." So I show up the next day and the other jurors show up and they're like, "That woman was so nasty and rotten to you. I could not believe what she said." What they were doing, Michael, is they were rallying to my defense because what they felt was what I did was not really inappropriate and the person overreacted to what I said. So, that's the nice thing about showing vulnerability, is a lot of times they will respond and rally around you rather than putting a dagger in your back. They're going to try to support you.

Michael Cowen:

And I think it's a mindset thing. When you trust the group, then the group will help you. If you don't trust the group to help you and you think that they're out to screw you, then they won't help you because you don't trust them to do it.

John Fisher:

Absolutely.

Michael Cowen:

If that makes any sense. And even if they're not going to help you, just going in there with a mindset they will make it more pleasant. And at least maximizes the chance that they will.

John Fisher:

The best four words, Michael, in jury selection, please tell me more. Hey, let them talk. Let them have their say. Show compassion. And as they're talking, nod your head, because if you nod your head, they will just keep talking. And when they're done, don't say a word because they will fill the void and they'll just keep talking. And all of a sudden you've got a party atmosphere and jury selection. So really it's like, you're the ringmaster who's just opening the doors, making them feel comfortable and letting them have their say.

Michael Cowen:

And getting over that fear of silence, Silence is a vacuum that someone will fill, but you'll sit there and you'll throw something out there, especially at the beginning, it takes a while to get people talking. So you ask something and then it's silent. And it's probably, if you're an outside observer, it's like seven to 10 seconds of silence. It's not that big of a deal. But when you're waiting for the first juror to start talking to you, it's like an hour. And it is so tempting to fill that void yourself and start and keep talking and then they don't have to. But if you just sit there and trust someone, someone will save you. Someone will start that conversation and once the jurors break the dam, then they feel comfortable talking and you

get it happening. If you don't shut up and just learn to embrace the silence until someone else speaks, it never happens

John Fisher:

Well, that's also a really powerful tool for direct examination opening statements is when you have something that's really powerful to say, the power statement, just try to pause for six seconds. You'll never get there, but just try. Try to pause and it just adds so much power to what you just said when you're able to pause for that long. Or if a witness says something that one of your witnesses make it a really strong statement, let it soak in by the pause. The pause adds so much power, and it's such an underused thing by trial attorneys. So I agree completely with you. It's about creating credibility with jurors and then using the power pause in speech to really emphasize key words.

Michael Cowen:

Absolutely. And I've really worked on slowing down when I talk, even though I usually have a compressed time period, like 15 to 30 minutes to give an opening for example. And what I've learned is if I trust the jury, why did I used to talk so fast? Because I had to get it all in, because I didn't trust them than if I just gave my best points I would win. I had to try to get every little thing in. And now I tell my story in the time that I have, and I trust that they're going to listen and obviously there's some more things you have to get in through the trial sometimes, but I've had a much better win rate since I've done that. And again, this goes to having the mindset of, I trust the jury, I trust my story, I don't have to get every little word in because really when you try to do that, you talk so fast, they don't get any of what you said or only half of it.

John Fisher:

Yeah. They don't understand... No, they don't get any of it actually. So the verbal communication is, I don't think hardly any of it is retained, like 5%, maybe less than that. But what is retained is non verbal communication. So anything that you can do non-verbally to show them something is so much more powerful than the verbal language. So I've seen people, I've seen other attorneys try to do an opening statement, at least in part through nonverbal communication, psychodrama, things like this. And it's so powerful. It's really a cool concept to use your body, your face, and using expressions on your face, the flow of speech and different things to elicit reaction and responses. Because a courtroom is it's drama, it's theater. And you have to harness theater. You have to embrace it much more than anything else because the drama and the nonverbal communication that will be remembered.

Michael Cowen:

Absolutely. Absolutely. And your non-verbal has to be consistent with your verbal. And that's another problem, of not believing or not having the mindset or not trusting the jury. If your words are saying one thing, but your gestures and your tone are saying something different-

John Fisher:

Right. Exactly.

Michael Cowen:

... your gestures and tone will be so much more persuasive than your words.

John Fisher:

No, absolutely. And it's easy to say these things. And if somebody were to say, well, "Hey, great speech, great this," but the reality is they might say, "What course can I take to do this?" So you know what there's a lot of things you can do, but the reality is there is no substitute for experience. You want to learn how to be a trial attorney, the best thing you can do is to try cases. If you want to learn how to give this speech of your life, the best thing you can do is give speeches. Because every single time you do it, you're going to be learning a little bit more and refining what you've done.

John Fisher:

Like for example, if I give a presentation about marketing, what I found is every lawyer at every seminar you go to they'll have a bunch of PowerPoints. And it's like, nobody's reading or retaining any of that. So just screw the PowerPoint. Just go ahead and connect with people. Find out what their biggest fears are. Get into the audience, connect with them, become their friend, let them know that you care, rather than spitting out a bunch of data that nobody's going to remember. And so the reality is just connecting with people so much more important.

Michael Cowen:

Absolutely. Now you also, besides running your own law firm, you've mentioned you do some other work with lawyers who want to better their careers and their practices and their abilities.

John Fisher:

Well, the thing is we run two masterminds, [mastermindexperience.com](#) and [plaintiffselite.com](#). They are masterminds where we have some of the elite attorneys in the country who get together and help each other. But one of the things is there's only so much I can do to help somebody. But if you harness all of these different people from across the country, high achieving attorneys, and they're all coming together. Our last in-person mastermind was in Maui and it was phenomenal. And we had incredible event. John Morgan was a guest for our mastermind at Morgan & Morgan.

Michael Cowen:

Oh wow.

John Fisher:

And we had just great people there. Our next mastermind is September 10th in Washington, DC. And it's hosted by Price Benowitz, Seth Price, good friend. He hosts the mastermind in DC. And then in February 10th of this next year, we have a mastermind in the Dutch Caribbean, Island of Curacao.

Michael Cowen:

Oh wow.

John Fisher:

And then April 10th or 11th, we have a mastermind in New York City. So they're phenomenal. And what happens at a mastermind, Michael, you'd say, I'm coming with the biggest problem that my law firm has in marketing or management. And then you bring your partner, a paralegal, maybe a marketing director and you put your problem out on the table with a group of high-achieving attorneys and they go to bat trying to solve the solutions. They brainstorm, collaborate. They say, what, have you done this? What

about this? And then you leave there and you're like, I've got some real life examples of what to do with this situation that I didn't have before I came in here. And it's so cool.

John Fisher:

And then the real fun begins the day after the mastermind, because that's where you're connecting with all these different lawyers and they're like, "Hey, did you do this? What happened when we talked about this?" And so it's very troubling if you don't do the things that you say you're going to do, so you're held accountable.

Michael Cowen:

That's awesome.

John Fisher:

And that's the power of a mastermind. Napoleon Hill called it, it's a group of people who are collaborating, sharing, and they have nothing in their mind other than trying to help you build a better law firm. It is such a powerful concept.

Michael Cowen:

That's awesome. And we'll have a link in the show notes, how to sign up if you're interested in learning more about the masterminds. How about your books? If someone was interested in getting one or more of your books, where can they get them?

John Fisher:

Well, they could go to Amazon but I would not suggest that.

Michael Cowen:

Why not?

John Fisher:

If they email me, I'll send them free, signed copy as a book, both *The Law Firm of Your Dreams*, which is my new book. It took four and a half years to write. It's about marketing and managing the law firm of your dreams, and *The Power of a System*, which was my first book written in 2013, which has all of the policies and procedures that my law firm has. So if you wanted to know how our firm operates, it's right there. Everything you need to know. And if your staff doesn't know what to do, it's all there. So I'll give you my personal email address. If you request both of these books, I'll mail them free, signed copies. It's the letter J Fisher, F-I-S-H-E-R, lawyer@gmail.com. Or if you call myself, 518-265-9131, I'll be happy to mail the books to you and with my compliments.

John Fisher:

The other thing, Michael that I'm more than happy to give your group and I could send this by email to you is access to all of our policies and procedures in my law firm on online website that's called fisherpidea.com. I can give the login credentials. So everything we do, if you have a new employee that you're signing up today, here's the offer letter. They won't have questions about pay time off. Here, it is. They will know your law firm better than you do.

John Fisher:

We use a company for medical records called ChartSquad. Now you want to know how to get the records, here's the video tutorials in two to three minute segments. Everything we do, we videotape and we put into Fisherpedia and all of it... I mean, there's certain pages that are password protected, but the rest of it is available to anyone with the appropriate login. So I'm happy to share that.

Michael Cowen:

That's great. Now our audience does include some non-personal injury lawyers. I know some of the people I have on the other side of cases like to listen to me. So just think whether that's something you want to share with the whole world, or just, if you want to have some kind of screening. If you'd like to have some kind of screening, we can have where they could contact you to get the login. It's totally up to you.

John Fisher:

No screening. Anyone can have it.

Michael Cowen:

Okay. Well please do. Send it to us and we will, again, we'll put it in the show notes so just either go to the podcast app on iPhone, or go to triallawyernation.com, where we have all our show notes and all that information will be there. You are so generous and I do appreciate it. And he really does send the books. I have them both in front of me on my desk and they are really good. And so I encourage everyone to do that. I'm totally convinced of that abundance mentality. It must pay multiple returns to you because that's just the way I've seen the way the world works.

John Fisher:

Well. It's been great and I appreciate it. And Lin McCraw, who was the outgoing president of the Texas Trial Lawyers, he is in our mastermind and he is phenomenal guy. And he'll do anything for anyone. I mean, you could just call them on a moment's notice and they say, "Hey, what can I do for you? And here's what we're doing." He's just such a humble, good person. And he'd be like, "Hey, this is what's working for me, this is not what's not working for me. What are you doing with this problem?" So Lin is an example of a generous growth minded guy who will do anything. And he understands Michael, it's not just about what happens in a courtroom. It's about the business of law. And the mastermind will expose people to people like Seth Price in DC, Lin McCraw in Texas, and all of these other people who just come together, regular folk who say, "Hey, I need help with the business of law because in law school, no one taught us a thing about how to run and manage a law firm and were thrown into a law firm, we're like, what do I do now? I got no idea."

John Fisher:

I mean, I was fired Michael from my job where I'd spent my whole career at a catastrophic injury law firm. And I'm like, "Okay, I got three little kids and a wife. What do I do now?" I was like, okay, the first thing I'm going to do is document all of the systems and policies and I put it into a book, The Power of a System, because I knew it wasn't enough to have the policies in my mind. I needed to share it with our staff so they knew how we should function and what we should do. And that's why I've done the -

John Fisher:

What I decided was why not just give it to everybody and let them see if they can build the law firm of their dreams using these policies because the law is a wonderful profession and I love it. And I just think it's the greatest thing in the world, but we need to do a better job as lawyers and you're doing it, Michael. But we need to do a better job in general, helping each other, helping each other grow and having the growth mindset where we're not just trying to keep back all the stuff we know, we're trying to share it with everyone. And I think that you do really nice job with that with this podcast and your guests are great too.

Michael Cowen:

It is one of my core values at my firm, that we constantly seek to learn free is one, but two is we share what we learn, and that's not just internally, but I've just found that what I've gained from all these interactions is much greater than anything I've given. I'm just them just by sharing, by collaborating, I've got to learn from awesome people like you, like a lot of other people we've had on here and I hope everyone else listening is getting something good out of this too. I bet they are. So thank you so much for joining us today. And I encourage everyone please email John and get copies of his books because they're really good.

John Fisher:

Well, it's been my privilege and thank you for the work that you're doing for our profession. I really appreciate that.

Outro:

Thank you for joining us on Trial Lawyer Nation. I hope you enjoyed our show. If you'd like to receive updates, insider information, and more from Trial Lawyer Nation, sign up for our mailing list at triallawyernation.com. You could also visit our episodes page on the website for show notes and direct links to any resources in this or any past episode. To help more attorneys find our podcast, please like share and subscribe to our podcast on any of our social media outlets. If you'd like access to exclusive plaintiff lawyer only content in live monthly discussions with me, send a request to join the Trial Lawyer Nation insider circle Facebook group. Thanks again for tuning in. I look forward to having you with us next time on Trial Lawyer Nation.

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Each year, the law firm of Cowen Rodriguez Peacock pays millions of dollars in co-counsel fees to attorneys nationwide on trucking and commercial vehicle cases. If you have an injury case involving death or catastrophic injuries and would like to partner with our firm, please contact us. You can reach to Delisi Friday by calling 210-941-1301, or send an email to delisi@cowenlaw.com. That's D-E-L-I-S-I@cowenlaw.com. She will coordinate a time for Michael Cowen to speak with you in person or by phone to discuss the case in detail and see where we can add value in a partnership.

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