

Using the media to earn your
reputation and build your practice

what you need to know



Toronto 2019

Federation of Ontario Law Associations

“We think we know someone, but the truth is that we only know the version of them that they have chosen to show us”

Taylor
Swift

TAYLOR SWIFT

Taylor swift taylor swift taylor
swift taylor swift taylor swift

Taylor Swift

Taylor Swift!

I Lay for Swill!

Taylor Swift!

Taylor
taylor sw
Swift
swift taylor
taylor sw
taylor sw
Taylor
taylor
taylor
Taylor
for Swift
orswift
Swift, Tay
swift taylor
taylor sw
taylor sw
Swift taylor
taylor sw
swift - taylor
taylor sw

Taylor

WIFE
ALCOHOLIC
WINO
OR SW

[illegible][illegible]

or swift
ift - T.
or - swi
ift taylor
or swift
ift taylor
or swift
ift taylor
ift taylor
or swift
ift taylor
or swift
ift taylor
Swift -
t, taylor
aylor Swi
or swift
ift T. Sw
ift taylor
or swift
ift - *tayl*
ylor swi
ft.
swift

[illegible]

taylor
orswift
taylor
Swift

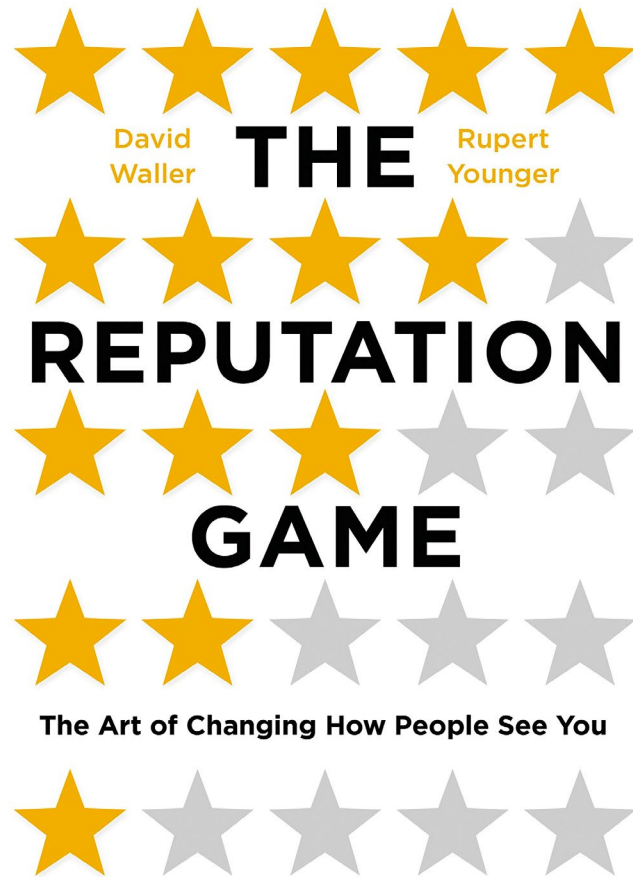
taylor:
taylor
swift
taylor
taylor

swift
taylor T.
taylor
swift

swift
taylor
r swift

sw
lay
sw
sw
sw
lay
sw
lay
lay
sw
lay
sw
lay
sw
lay
sw
lay
sw
lay

The looking glass self



Reputation is what other people are saying about us – and, in this ‘post-fact’ or ‘post-truth’ world, this is not what you really are, but what others perceive you to be.’

Image \neq Reputation

IMAGE

- What you frame
- The picture today
- What people see
- Superficial
- Controlled
- Disposable

REPUTATION

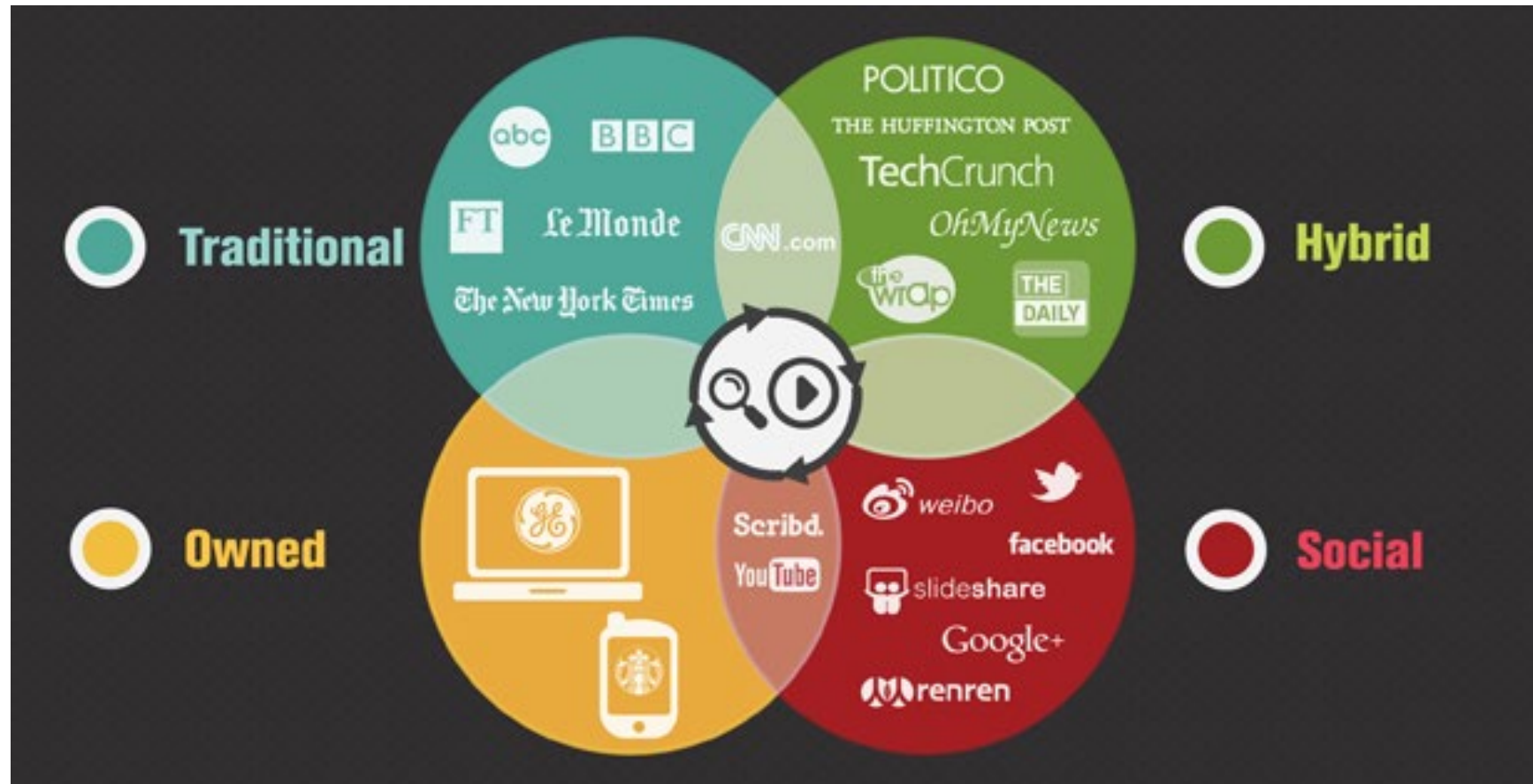
- The public decides
- Builds over time
- How folks feel
- Deeper
- Earned
- Durable

[illegible]

Every organization is becoming a media organization



Different kinds of media with search at the centre



TV frames the media image



The Open

BOB PICKARD

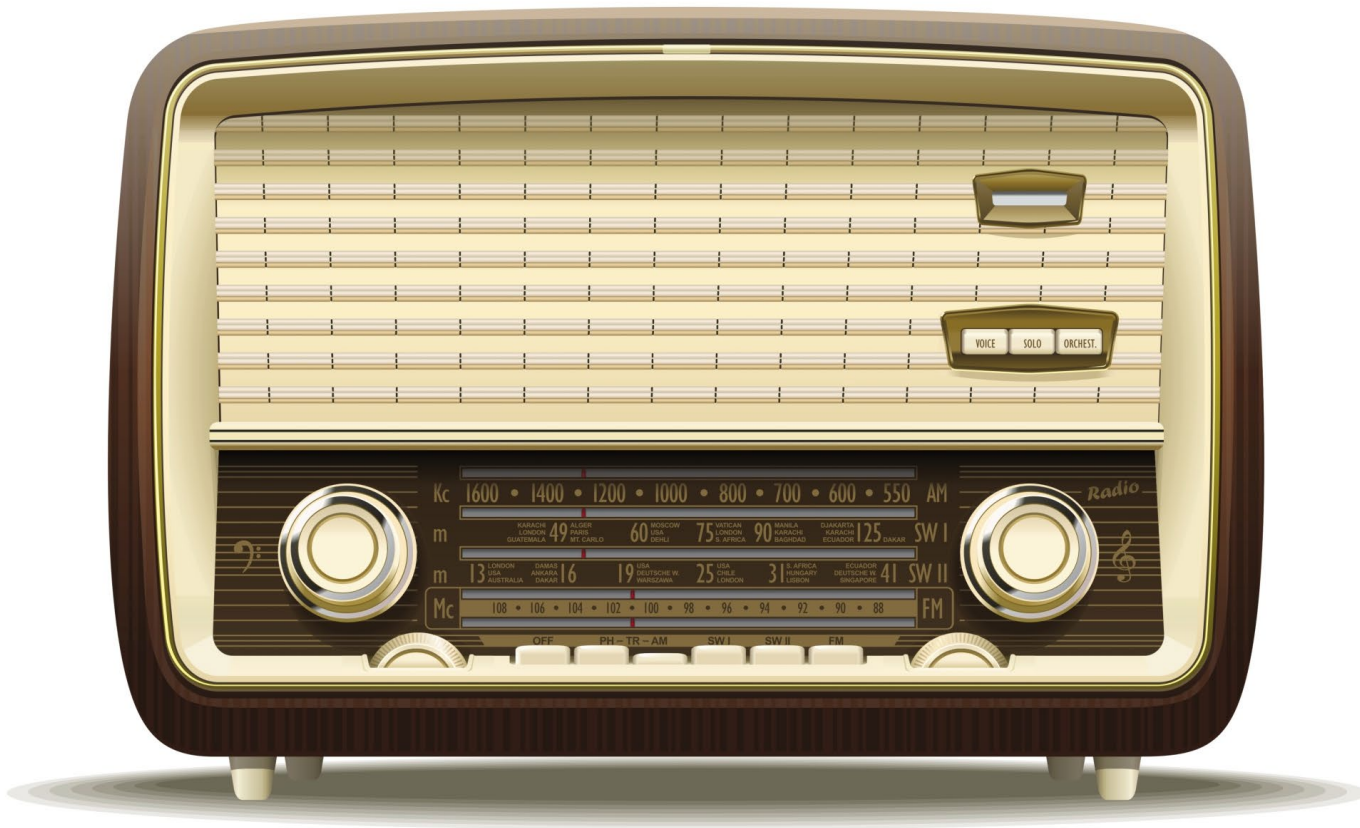
PRINCIPAL, SIGNAL LEADERSHIP COMMUNICATION

Print still the top of the media food chain



But how?

The resilience of radio / rise of audio

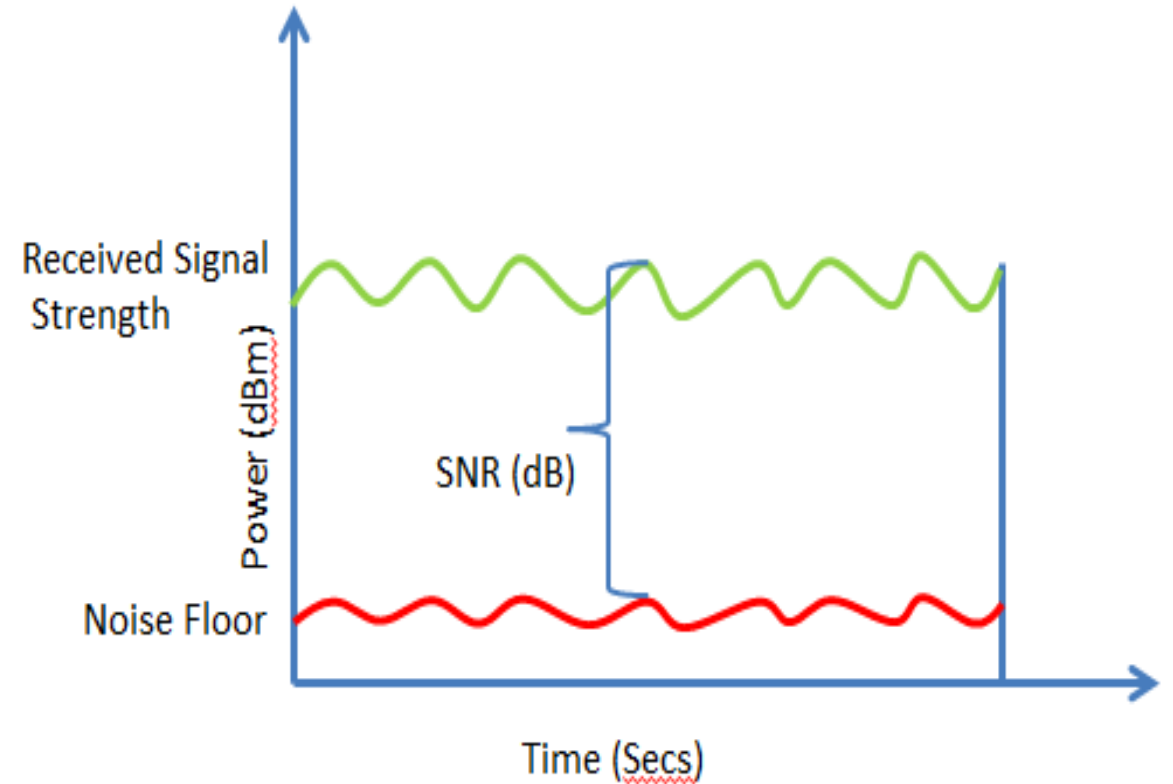




Convincing communication through media relations

Communicate your signal through the noise

- Telling your story...
- To all the people who need to hear it...
- So that those people will do and think...
- What you want them to do or think!
- Know who you are
- Understand what you do
- Think highly of you, agree with you
- Be educated, be persuaded, be motivated to take action



The modern media interview

Is NOT just about answering reporter's questions!

The majority of interviews fail to achieve their objective, because:

Lawyers simply answer the questions

The messages are not delivered

The story is not told!



The modern media interview

IS about...

Delivering your key messages

Using conversation to communicate

Making the right impression:

- *Credible*
- *Sincere*
- *Likeable*
- *'Good'*



- Present the ‘human face’ of your practice
- Be a sincere source of information
- Be a spokes-person, not an answer-person!
- Deliver your core messages...

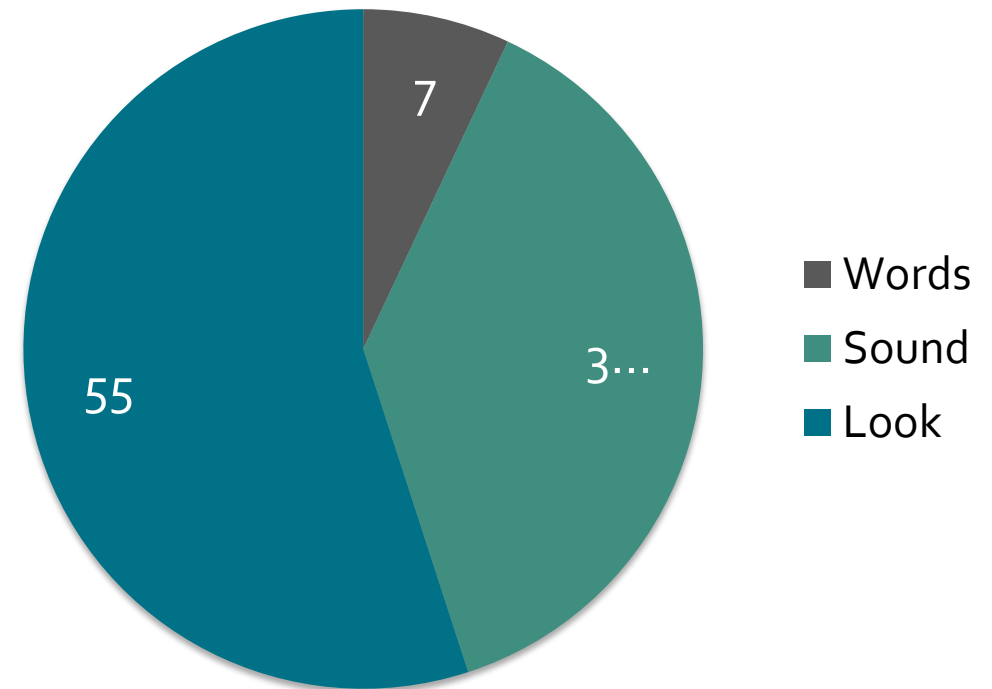
In a way that will be heard by the right stakeholders

In a trustworthy and believable manner!

- Stay ‘on message’ – all the time!!
- Tell the truth – all the time!!!

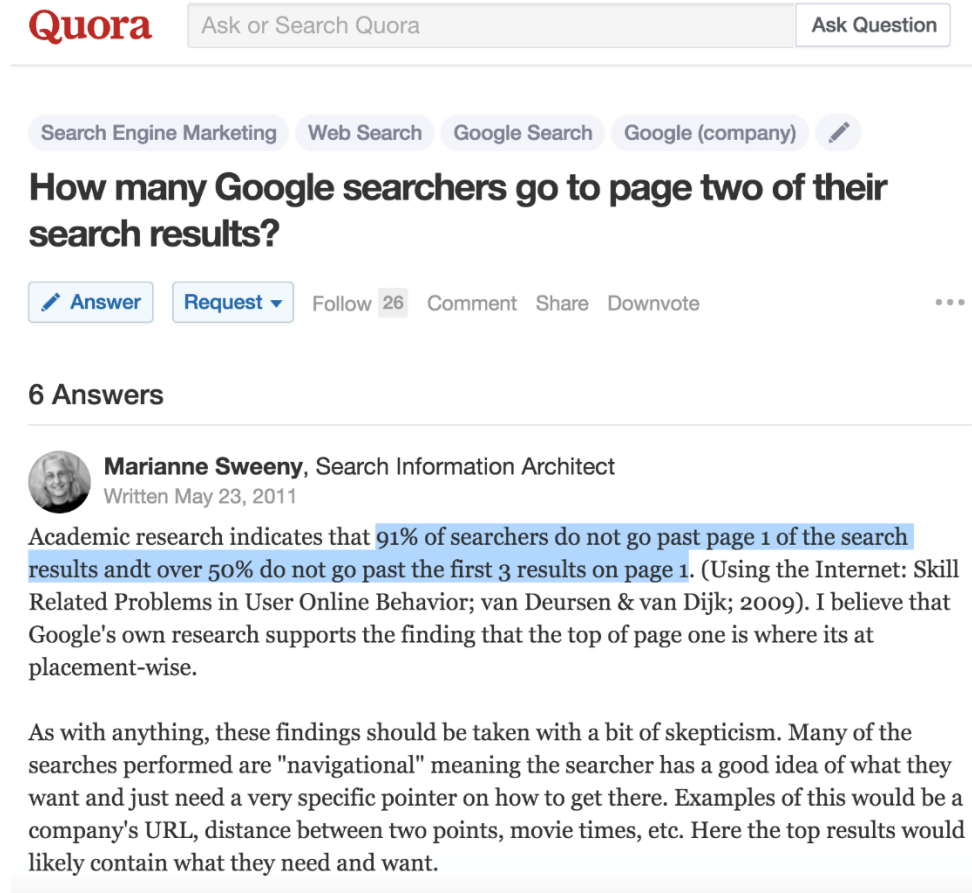
Three levels of spokesperson perception

- Dr. Albert Mehrabian of UCLA has demonstrated that when you say something, 55% of the way your message is interpreted comes from the way you use your body and how you use your face when you say it
- 38% of the interpretation of your message comes from the voice, tone, texture, and level of conviction
- A massive 7% for people to interpret your message based on your words
- When we speak, we have to balance the visual, vocal, and verbal so that we look and sound like we mean what we say and say what we mean



The way PR works has completely changed

- Nowadays people know you and think about you based on what they find through searching on Google
- Mainstream media links massively improve your 'signal' on search
- Amplification via social networks helps improve your SEO clout even more
- Often more people see your 'coverage' via Google and social media than from source
- Studies show that 90% of people only search as far as page 1, so page 1 'above the fold' remains the right place to be
- Much of this occurs during 'micro-moments' on a mobile device



The screenshot shows a Quora page for the question "How many Google searchers go to page two of their search results?". The question has 6 answers. The first answer is by Marianne Sweeny, a Search Information Architect, dated May 23, 2011. The answer text states: "Academic research indicates that 91% of searchers do not go past page 1 of the search results and over 50% do not go past the first 3 results on page 1. (Using the Internet: Skill Related Problems in User Online Behavior; van Deursen & van Dijk; 2009). I believe that Google's own research supports the finding that the top of page one is where its at placement-wise." Below this, a paragraph adds: "As with anything, these findings should be taken with a bit of skepticism. Many of the searches performed are 'navigational' meaning the searcher has a good idea of what they want and just need a very specific pointer on how to get there. Examples of this would be a company's URL, distance between two points, movie times, etc. Here the top results would likely contain what they need and want."


Quora Ask or Search Quora Ask Question

Search Engine Marketing Web Search Google Search Google (company)

How many Google searchers go to page two of their search results?

Answer Request Follow 26 Comment Share Downvote

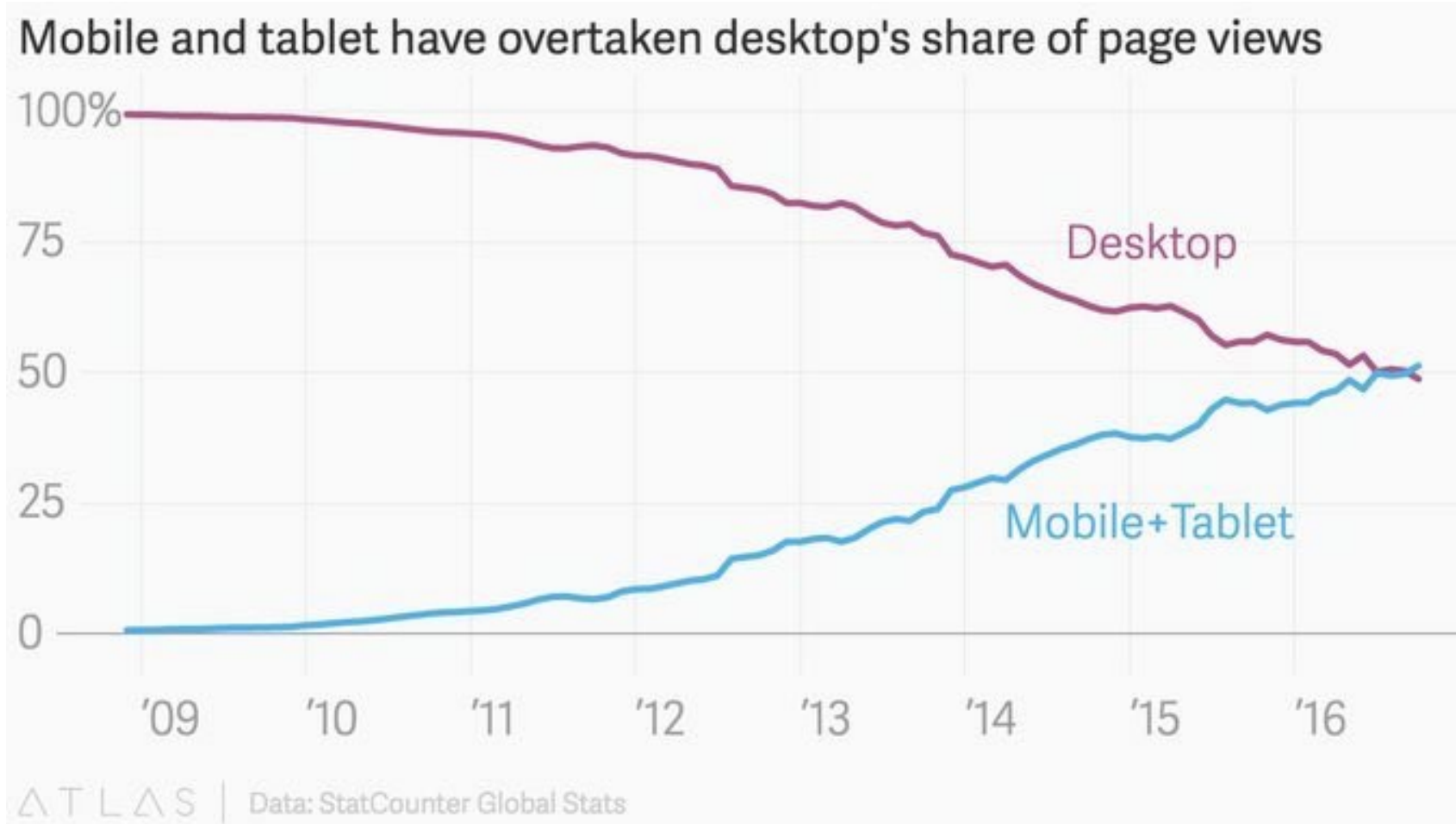
6 Answers

 **Marianne Sweeny**, Search Information Architect
Written May 23, 2011

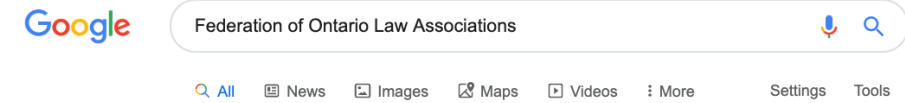
Academic research indicates that 91% of searchers do not go past page 1 of the search results and over 50% do not go past the first 3 results on page 1. (Using the Internet: Skill Related Problems in User Online Behavior; van Deursen & van Dijk; 2009). I believe that Google's own research supports the finding that the top of page one is where its at placement-wise.

As with anything, these findings should be taken with a bit of skepticism. Many of the searches performed are "navigational" meaning the searcher has a good idea of what they want and just need a very specific pointer on how to get there. Examples of this would be a company's URL, distance between two points, movie times, etc. Here the top results would likely contain what they need and want.

These lines will also never cross again

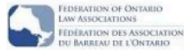


Your Google page one is key



About 2,920,000 results (0.69 seconds)

For more than 30 years, the **Federation of Ontario Law Associations (FOLA)** — previously called The County & District **Law Presidents' Association** — has focused on advocating for competent and professional lawyers in the justice system. ... FOLA focuses on business viability issues that impact private-practice lawyers.



Federation of Ontario Law Associations - AdvocateDaily.com
<https://www.advocatedaily.com/profile/federation-of-ontario-law-associat...>

About Featured Snippets Feedback

Federation of Ontario Law Associations

<https://fola.ca>

About FOLA These local law associations collectively represent nearly 12,000 lawyers who are in private practice in firms across Ontario. ... FOLA is a non-profit organization that advocates for a better justice system that recognizes the crucial role competent and professional lawyers play in that system.

Law Associations

ONTARIO'S LAW ASSOCIATIONS.
image26; image27; image28 ...

FOLA Plenary - NOV 2019

November Plenary – Nov 13-15,
2019 - Toronto Hilton ...

FOLA Executive

NATHAN BAKER Central East
Regional Representative ...

[More results from fola.ca »](#)

Videos

Membership recruitment videos to
help with recruitment to your law ...

In the News

The Halton County Law
Association (in conjunction with ...

Legal Aid

Legal aid coverage for immigration
and refugee services has ...

LawyerRatingz.com

Find, rate and review Lawyers and Attorneys

LOGIN

REGISTER

EMAIL LIST

HOME

SEARCH

BROWSE

RATE

BEST

ARTICLES

HELP / FAQ

FORUM

CONTACT

STATISTICS

Total Ratings

★ 156,469

Total Lawyers

★ 784,651

Ratings Added Yesterday

★ 35

Find a lawyer, or post a review

LawyerRatingz.com is the site where people like you provide real, independent ratings, reviews and recommendations for lawyers and attorneys.

Search

Please search by at least one category.
All fields are OPTIONAL

Lawyer LAST Name:

Enter LAST name or LAST name, first name (include comma)

City:

ON

Zip / Postal Code:

Radius:

10mi (16km)

Practice Area:

All
Antitrust
Appellate
Banking / Privacy
Bankruptcy
Civil Litigation
Class Action

Rated Lawyers Only: ☐

WHAT PEOPLE ARE SAYING

2 hours ago:

"I feel bad that the highest rating is Good ,Linda Toga far exceeds that. She is a true ethical and honest Lawyer with a perfect understandin..."

[See this lawyer's ratings](#)

Family Sponsorship Law Firm

Call Now - Experienced Help

Committed To The Provision Of Quality
Services To Our Clients. Call Today.

bolalawfirm.com

OPEN

Immigration Sponsorship Lawyer

bolalawfirm.com



SIGNAL
LEADERSHIP COMMUNICATION

JAN
2019

CANADA

THE ESSENTIAL HEADLINE DATA YOU NEED TO UNDERSTAND MOBILE, INTERNET, AND SOCIAL MEDIA USE



Clip slide

TOTAL
POPULATION



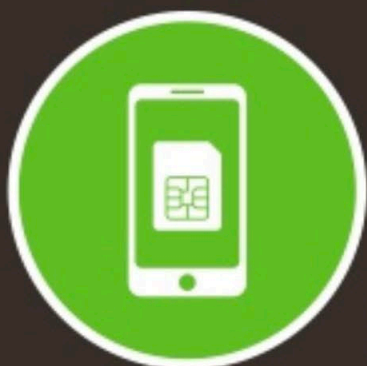
37.12

MILLION

URBANISATION:

81%

MOBILE
SUBSCRIPTIONS



34.56

MILLION

vs. POPULATION:

93%

INTERNET
USERS



33.84

MILLION

PENETRATION:

91%

ACTIVE SOCIAL
MEDIA USERS



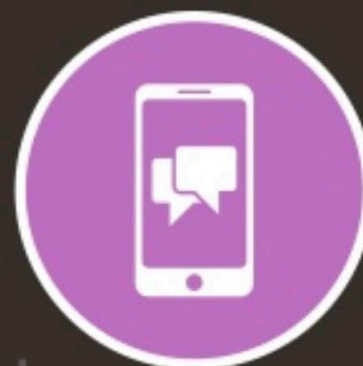
25.00

MILLION

PENETRATION:

67%

MOBILE SOCIAL
MEDIA USERS



22.00

MILLION

PENETRATION:

59%



we
are
social



we
are
social

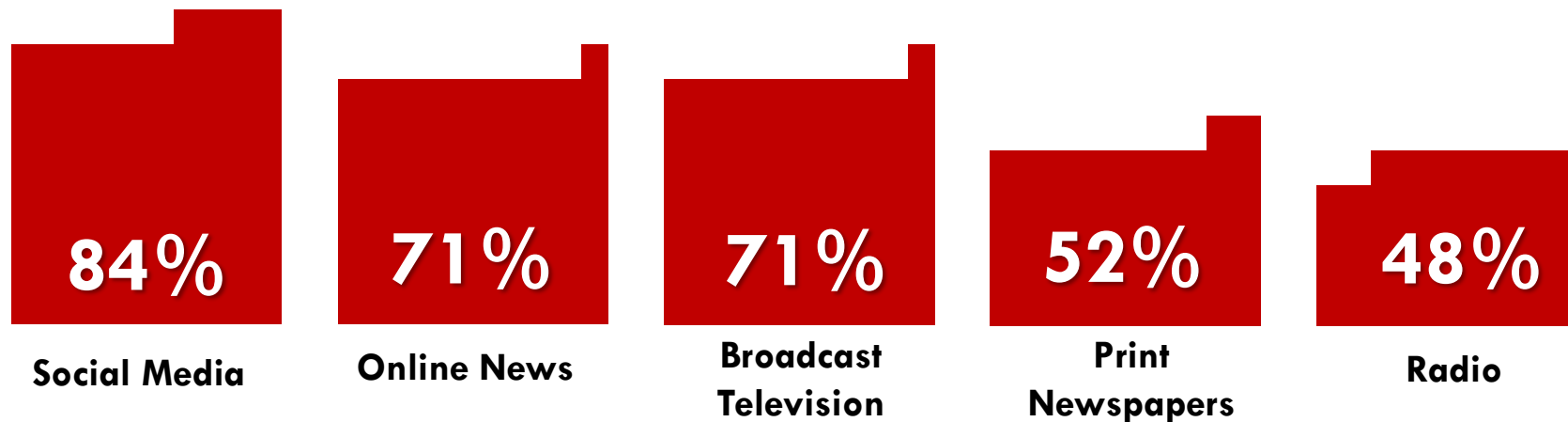


Hootsuite™

we
are
social

Social seen as the most **damaging** media

A large majority believe that social media has the capacity to do the greatest damage to an individual or organization's image.



Nanos Research, RDD dual frame hybrid telephone and online random survey, March 31st to April 4th 2016, n=1000, accurate to 3.1 percentage points plus or minus, 19 times out of 20.

Good things social media can do

- crowd-source ideas
- share experiences
- sign-up volunteers
- channel opinion
- motivate activists
- induce direct action
- alert the public

*Educate the people and
inspire positive change!*

Bad things social media can do

- deny the honest truth
- spread rumours
- traffic vicious gossip
- deflect attention
- smear opponents
- 'rabble rouse'

*Manipulate the masses
and exploit emotions!*

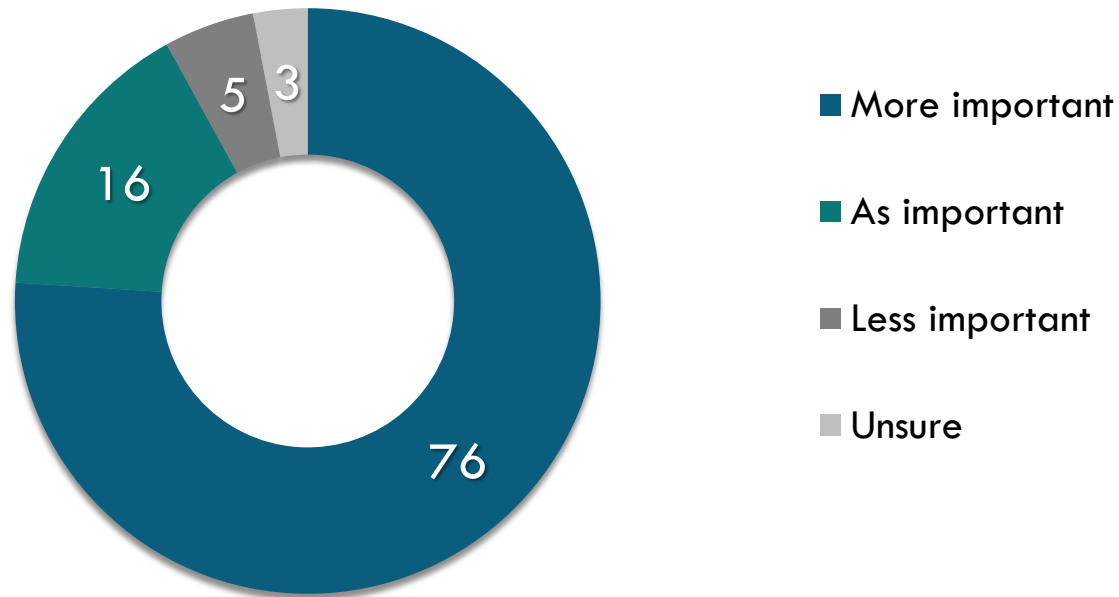
The seven deadly digital sins

1. **Lust** *I want this*
2. **Greed** *I must get it*
3. **Gluttony** *I must have more*
4. **Sloth** *I haven't thought about it*
5. **Wrath** *I am extremely angry about this*
6. **Envy** *I want what s/he's got; I'm worth it*
7. **Pride** *I'm better; I deserve this; look at me*

Social media is making PR more important

Do you think that with the rise of social media, public relations, also known as PR, is becoming more important, less important or as important for organizations today compared to 10 years ago?

When asked about the importance of PR today compared to 10 years ago, more than three-quarters (76%) feel that PR is more important, 16 percent (16%) say that it is as important while five percent (5%) say it is less important and three percent (3%) are unsure.



Nanos Research, RDD dual frame hybrid telephone and online random survey, May 24th to 25th 2017, n=1000, accurate to 3.1 percentage points plus or minus, 19 times out of 20.



**What the news is really
all about nowadays**

The news is a product

What sells

- + FEAR (e.g. disease and death)
- + Pictures and colour
- + Emotion, drama & conflict
- + Controversy
- + Human stories – people
- + Short, concise information
- + Simple concepts
- + New stuff
- + Quirky information
- + Fun and games
- + Humour
- + Proximity – local news

What doesn't sell

- Dry data
- Too many facts
- 'Corporate-speak'
- Consensus
- Jargon and bullshit
- Long-winded messages
- Complex arguments/issues
- Hard sell
- Old news
- Foreign news
- **Anything that doesn't affect the audience**

Causes of media coverage

Colour

- + Eyebrow raising
- + Vivid audio, visual or text imagery
- + Pure novelty

Contrast

- + Contrapuntal: x versus y
- + Black and white, not grey
- + The correction of the past with the present

Content

- + More than brazen assertion
- + Burden of proof and evidence
- + Third party legitimacy

All journalists are on Twitter – and you?

Home

Moments

Notifications

Messages



Search Twitter



Tweet



Tweets
3,483

Following
585

Followers
4,151

Likes
45

Follow



Sean Fine ✓

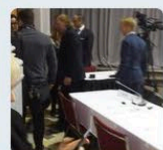
@SeanFineGlobe

Justice writer for @GlobeandMail

Joined November 2013

Tweet to Sean Fine

Photos and videos



Tweets

Tweets & replies

Media

Sean Fine Retweeted



Andrea Woo | 鄔瑞楓 ✓ @AndreaWoo · Jul 31

Replying to @SeanFineGlobe @jana_pruden @GeoffreyLilge

this pocket is a tom waits song



1

3



Sean Fine Retweeted



Jan Wong @WriterWong · Jun 16

Sore losers.



The Globe and Mail ✓ @globeandmail

Alameda County Sheriff's Office sticks to story, will recommend battery charge for Raptors president Masai Ujiri dlvr.it/R6kVFf

Who to follow · Refresh · View all



TheCourt.ca @thecourtdo... ×

Follow



Gib van Ert @gibvanert ×

Follow



Carissima Mathen @cma... ×

Follow

Find people you know

Trends for you · Change

Real-time leadership communication

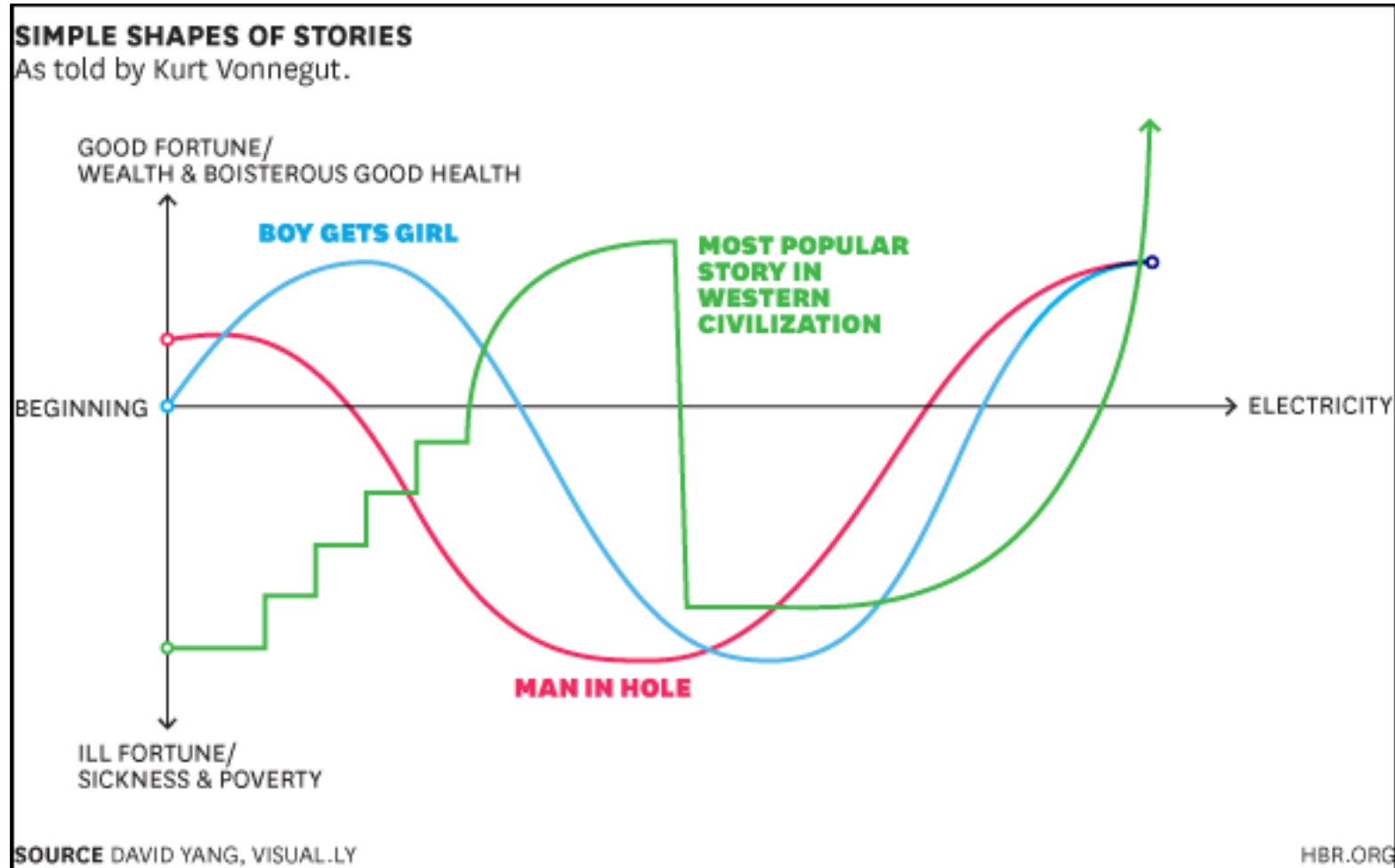
- Only a certain percentage of firms are capable of communicating effectively with **real-time leadership in the present moment of the 'now'**, striking the right emotional chord.
- **Many firms remain asynchronous 'interval' communicators**, about things that have happened vs. are happening.
- **Monochronic** (one thing at a time, a sense of an appropriate time/place for everything) vs. **polychronic** (multiple things at same time, people-oriented & long-term relationship preferences) communication cultures.

Never use hackneyed media jargon

“No comment” “We categorically deny” “We take these allegations very seriously”



Communication should not be flat-line monotone

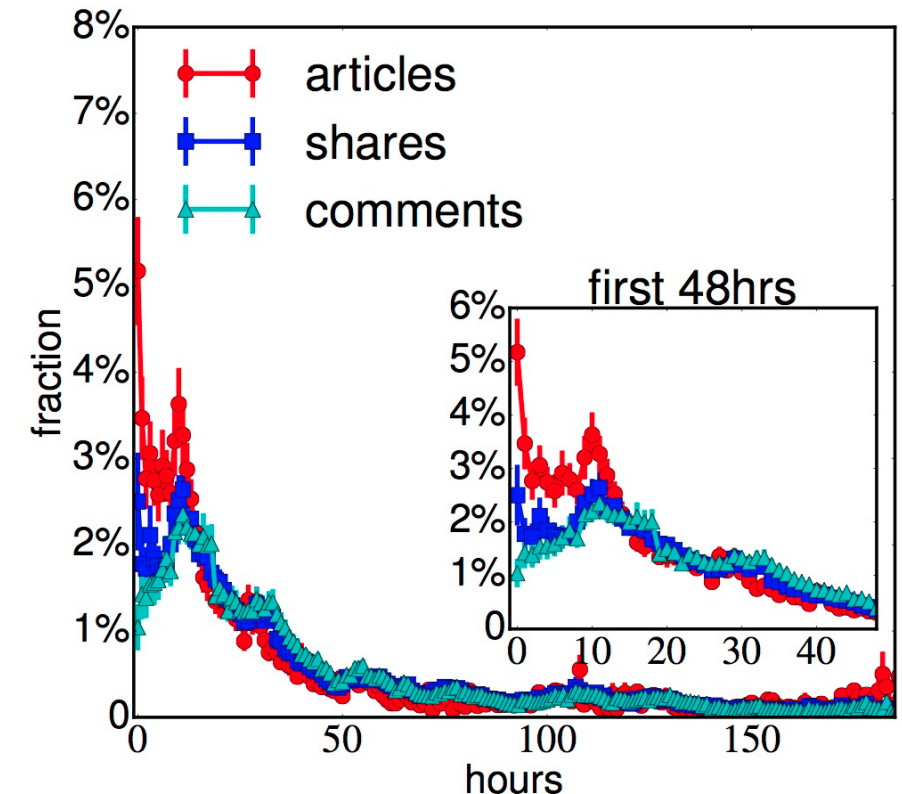


SIGNAL
LEADERSHIP COMMUNICATION

The media 'news cycle' looks way different now



Morgan Stanley: An Update from the Digital World: from Morse Code to blogs, 2004



The Washington Post

Trump says his Doral golf resort will no longer host next year's G-7 summit, bowing to criticism

AXIOS

Trump trashes Mattis: "The world's most overrated general"



REUTERS

Trump blasts 'crazy' Nancy Pelosi and Democrats, defends Syria pullout

THE WALL STREET JOURNAL

Mulvaney Says Holdup of Ukraine Aid Was Tied to Trump's Demand for DNC Server

COMING UP

NEWS CYCLES ARE OUT, SHOCK CYCLES ARE IN

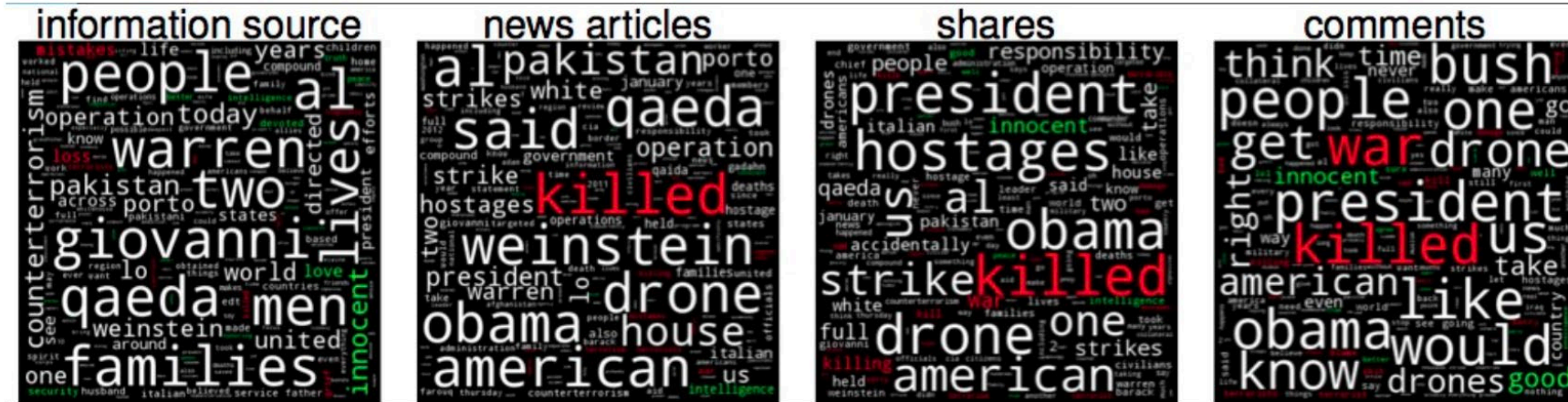
CNN

8:01 AM PT

RELIABLE SOURCES

Messaging propagates differently online

Because the information is propagating in several layers, it is possible for some facts and ideas from the source to be amplified, while others fade. For example, when speaking about a drone strike that killed two American hostages, Warren Weinstein and Giovanni Lo Porto, President Obama emphasized families. However, the news articles and subsequent coverage emphasized that people had been killed.



Caption: An example of word clouds generated from information sources, news articles, shares, comments on President Obama's speech about the deaths of Warren Weinstein and Giovanni Lo Porto. Green words are positive, red words are negative according to the LIWC dictionary. The size of a word represents word frequency.

The algorithm dynamic

- Your posts are successful or not based on what the algorithm thinks will keep eyeballs fixed on their social network to sell more advertising.
- Weaponized AI-enabled social media isn't just for Russian bots.
- Tapping into political polarities puts up big numbers but then you end up fishing in the same pond – moderation and centrism doesn't 'sell.'
- Programming content into SEO strategy for the ideal Google page 1 is key.
- Thought leadership performs well, with long form 'signal' content doing better than short form.
- The storification imperative.

Much of 'classic corporate comms' no longer works

- Endemic 'corporate speak' is fast becoming unfashionable

What I can tell you is...

- Slick plastic messaging and catch-phrase repetition
- You have to 'walk the talk,' not just 'talk the walk'
- Plastic personas are 'out' – the real person is 'in'
- Lead with flaws, communicate 'ups' and 'downs'
- Communication perfection breeds resentment
- Authenticity trumps almost everything



Donald Trump's digital disruption...



2001



2016

“Social media has more power than the money”

DONALD TRUMP: So it's a modern form of communication, between Face-- you know, Facebook and Twitter and I guess Instagram, I have 28 million people. 28 million--

LESLEY STAHL: So you are going to keep it up?

DONALD TRUMP: It's a great form of communication. Now do I say I'll give it up entirely and throw out, that's a tremendous form-- I pick up-- I'm picking up now, I think I picked up yesterday 100,000 people. I'm not saying I love it, but it does get the word out. When you give me a bad story or when you give me an inaccurate story or when somebody other than you and another-- a network, or whatever, because of course, CBS would never do a thing like that right? I have a method of fighting back. That's very tough--

LESLEY STAHL: But you're going to do that as president?

DONALD TRUMP: I'm going to be very restrained, if I use it at all, I'm going to be very restrained. I find it tremendous. It's a modern form of communication. There should be nothing we should be ashamed of. It's-- it's where it's at. I do believe this, I really believe that-- the fact that I have such power in terms of numbers with Facebook, Twitter, Instagram, et cetera, I think it helped me win all of these races where they're spending much more money than I spent. And I won. I think that social media has more power than the money they spent, and I think maybe to a certain extent, I proved that.

The Trump impact on lawyers and social

- Many took note of how he got elected by communicating on Twitter and so for the first time ever, they really felt the power of social.
- Some were repelled and frightened and others were captivated and inspired to imitate him.
- Overall more lawyers think they had better be on social, although not to communicate like Trump.
- For the first time, the risk of being absent on social is seen to be greater than the risk of being present.

THE SOCIAL CEO

How Social Media
Can Make You
a Stronger
Leader

Damian Corbet

BLOOMSBURY

4

How PR disasters are driving CEOs to embrace social media

Bob Pickard

'Public relations' (PR) means different things to different people. Some say that it is about image or looking good in public. Others suggest that it is more about 'spin control' or media manipulation. There are those who think it is synonymous with getting favourable publicity in the press. More than a few folks feel that PR is synonymous with 'propaganda'. Then there are the executives inside the communications consulting trade – and I am one of them – who think PR should be considered a core strategic management function of the corporation, right up there in importance with finance, HR and marketing.

Many industry studies and academic papers have tackled the task of pegging PR, and the trade associations representing PR agencies have periodically engaged in debates about the definition. For the purposes of this book, we will use the PR term as explained by the

Tweets
542Following
3,100Followers
3,359Likes
529

Following



Lynne Golding

@lynne_golding Follows you

Leader of health law group at [@FaskenLaw](#); corporate lawyer + charities and non-profits; author of The Innocent and The Beleaguered, historical fiction novels.

 Toronto, Ontario fasken.com/lynne-golding Joined January 2017

Tweets

Tweets & replies

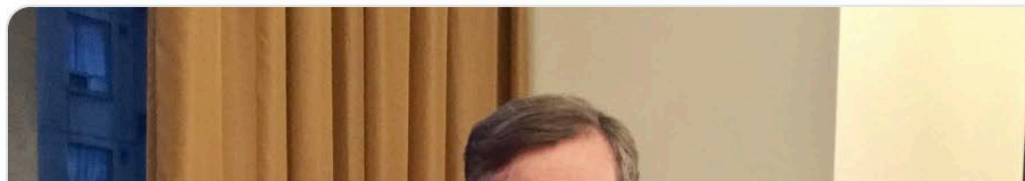
Media



Pinned Tweet

**Lynne Golding** @lynne_golding · Oct 30

Last night was the latest Toronto launch event of [#TheBeleaguered](#), my second novel in the [#BeneathTheAlders](#) historical fiction trilogy published by [@BlueMoonPbh](#). More than 120 joined us at the [@rcmiHQ](#), including elected officials such as my old friend + Toronto's mayor [@JohnTory](#).



Who to follow · Refresh · View all

**Anila Whitney** @ANILAW... ✕

Follow

**Galadriel Grace** @Galadr... ✕

Follow

**Bublish** @BublishMe ✕

Follow



Craig Thorburn

@ThorburnToronto Follows you

Partner, @BlakesLaw. Corporate Law, M&A and PE. Tweets/RTs are (i) not legal advice and (ii) my views alone and not necessarily views of my firm or its clients.

- Toronto, Ontario
- [linkedin.com/in/ThorburnTor...](https://www.linkedin.com/in/ThorburnToronto)
- Joined May 2018

Tweets

310

Following

6,189

Followers

6,569

Likes

224

Lists

1

Following

Tweets

Tweets & replies

Media

Craig Thorburn @ThorburnToronto · Nov 5

Positive news like this needs to become part of the public dialogue about #climatechange.

Noe van Hulst @noevanhulst

A major global flagship project for all of us, highlighting the great & still underrated potential of #cleanhydrogen for decarbonizing industry @HydrogenCouncil . Good news that @CNN is showing this! twitter.com/vattenfallgrou...

Who to follow · Refresh · View all

Gowling WLG Canada ...

[Follow](#)

EUprivacy @EUprivacynet

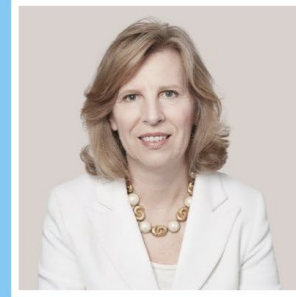
[Follow](#)

Mike de Waal @globaliqx

[Follow](#)

Stay tuned for a special Twitter lawyers' event

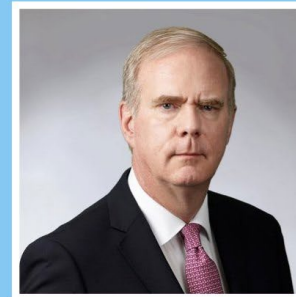
Join Twitter Canada for this informative panel conversation about how legal professionals are using Twitter to interact, inform and engage with communities in Canada and beyond.



Lynne Golding

@lynne_golding

Fasken



Craig Thorburn

@ThorburnToronto

Blake, Cassels & Graydon LLP

Wednesday, December 4, 2019
12:00 to 1:00pm

Twitter Canada HQ
901 King Street West, Suite 401

Lunch will be served





**Lawyers should communicate
like real people, not like
machines or things**



57 TD News Canada
@TDNews_Canada

Follow



TD Comments on Market Reaction to Media Coverage

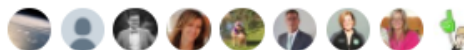


TD Comments on Market Reaction to Media Coverage

TD Bank Group ("TD") does not believe certain recent media coverage is an accurate portrayal of our culture, or that it reflects the experience of most of our colleagues, but we take the td.mediaroom.com

7:39 PM - 12 Mar 2017

75 Retweets 149 Likes



7



75



149



Tweet your reply



20 Irene Ryckman @Born2_Shop · Mar 12



Replying to @TDNews_Canada @TD_Canada

as a present and loyal customer, I have concerns over the recent media coverage and I will be watching carefully.



1



25 AGECEE @agecee · Mar 16



Replying to @TDNews_Canada

TD Canada is s shrewd bank has has no concern for the people. This bank must be eradicated SOON.



1





Be yourself, at your best

Social media communications keys

Personal

- speaks to the experience of the communicator, aligns it to target audience sensibility

Polite

- never hurts feelings of others on purpose

Direct

- cuts to the chase and transmits 'signal'

Clear

- there should be no doubt about the message

Timely

- 'now' is more narrow and fleeting than ever

Careful

- consider the angles and audiences beforehand

Compelling

- persuasive and leading

Framed

- well in advance, there should be a deliberate decision to share within specific content spheres and personality attributes

Image conscious

- but not vain or self-promotional

Other oriented

- not 'me' and 'I' but 'we' and 'us'

Social media communications keys

Visual

- 80% of our 100 billion neurons are for visual processing (University of Rochester 2004)

Fluent

- free-flowing, smooth, seemingly effortless, easy, natural, fluid

Authentic

- perfection = too slick = not credible

Inspiring

- Communication designed to strike a chord, lay down a pattern, show the way

Complementary

- Lawyer communication should build on and not replace the 'corporate' PR of the firm – the two streams should be in concert and well coordinated

THIS IS COPY N° 469143
THE MOST POPULAR WORK OF NON-FICTION OF OUR TIME

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE



BY **DALE CARNEGIE**

1. What are the six ways of making people like you? See pages 75-133.
2. What are the twelve ways of winning people to your way of thinking? See pages 137-217.
3. What are the nine ways to change people without giving offense or arousing resentment? See pages 221-253.

“Make the other person feel important – and do it sincerely”

The PR 'sweet spot' is where offline/online meet

Peak Friends

Even with social media, we max out at 150 real relationships

Rising Internet Use

Percent of Population Using the Internet (each gray line represents a country)

Humans are extremely social creatures. Anthropologists maintain that our hypersocial nature has helped us become a uniquely dominant species. Now social media allows a large percentage of people to communicate effortlessly worldwide (*large graph*), something no other animal can do.

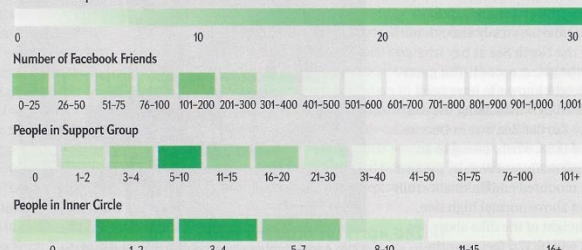
Yet despite running up hundreds of friends on Facebook and thousands of followers on Twitter, we are fooling ourselves, scientists say. We can really only maintain about 150 meaningful relationships at any time. Study after study confirms that most people have about five intimate friends, 15 close friends,

50 general friends and 150 acquaintances (*green bars*). Robin Dunbar, an evolutionary psychologist now at the University of Oxford, who had showed this pattern convincingly in the 1990s, revisited his old conclusions in a recent study of several thousand Facebook users. He found that despite social media's explosion, our network of significant contacts still maxes out at around 150. This threshold is imposed by brain size and chemistry, as well as the time it takes to maintain meaningful relationships, Dunbar says. "The time you spend," he adds, "is crucial."

The Facebook Test

In a 2016 study by Dunbar, 2,000 adults who said they use social media regularly were asked how many Facebook friends they had. They were then asked how many they would consider intimate friends (their inner circle) and how many they would go to for advice or sympathy in times of emotional stress (their support group). The replies mirror surveys from before social media's rise: most individuals have about five intimate friends, 15 people in their support group and 150 acquaintances.

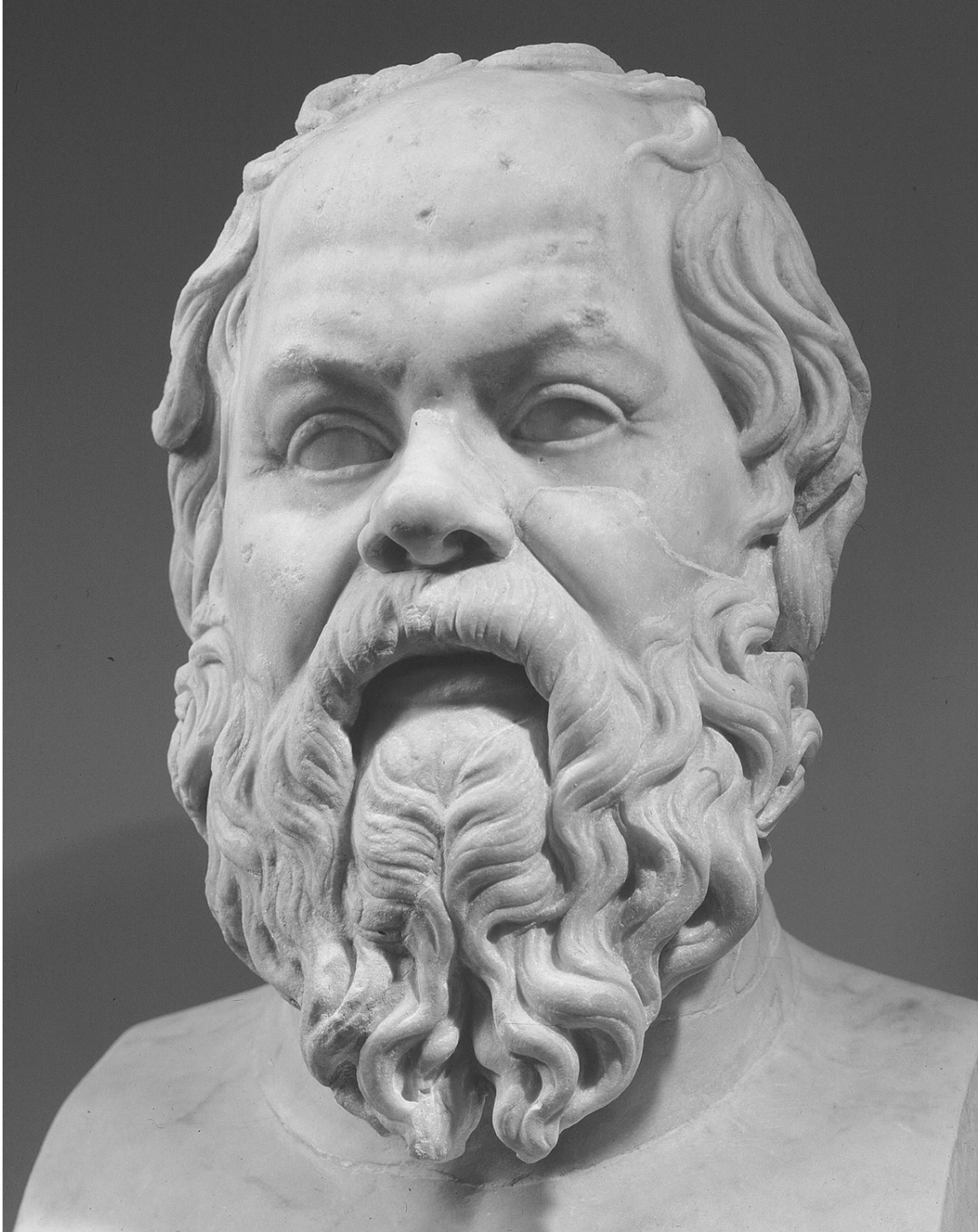
Percent of Respondents



"We can really only maintain about 150 meaningful relationships at any time. Study after study confirms that most people have about five intimate friends, 15 close friends, 50 general friends and 150 acquaintances"

*The way to gain a
good reputation is to
endeavor to be what you
desire to appear*

Socrates



N | A | T | I | O | N | A | L

Trusted Partner. Bold Thinking.™