

ALA
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Re-Imagining the Post-COVID Law Firm


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Who am I?



Over 25 years of experience in law firm and law department management, compensation, marketing, business development, strategy, product management, legal technology, and sales

Former CEO and senior executive of several multinational corporations

Trustee & Fellow, College of Law Practice Management

Former President, Hall of Fame Member, Legal Marketing Association

Former Chair, ALA Membership Development Committee

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Why reimagine?



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Discussion topics

- Office Space
- Job Design
- Back office
- Management & leadership
- Communication

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Office Space

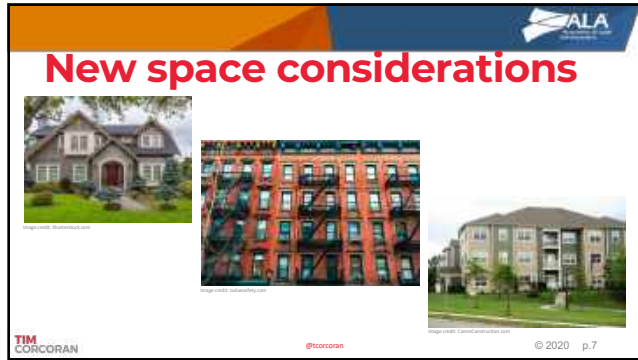
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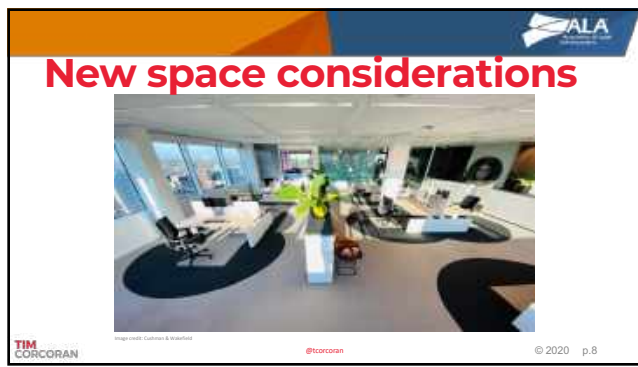
Traditional law office

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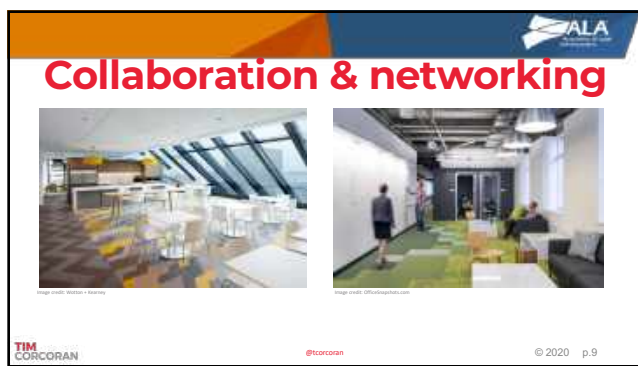
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Takeaways

- **Office Space**
 - Space costs are a choice, not a requirement
 - Remote workforces and office hoteling have been in place at client organizations for decades
 - There is a definable cost to partner preference – transparency and allocations are your friends

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Job Design

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Preference vs. Effectiveness

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Ratios ≠ Job Design

It's presumptuous to believe that much value can be derived by examining staffing ratios compiled by surveying dissimilar firms in dissimilar markets comprised of dissimilar practices and targeting dissimilar clients.

"Benchmarking as a Proxy for Intelligence" Corcoran's Business of Law blog, BringinTim.com

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Process or Heroes?

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What's your process?

The W. Edwards Deming Institute

W. Edwards Deming

A bad system will beat a good person every time.

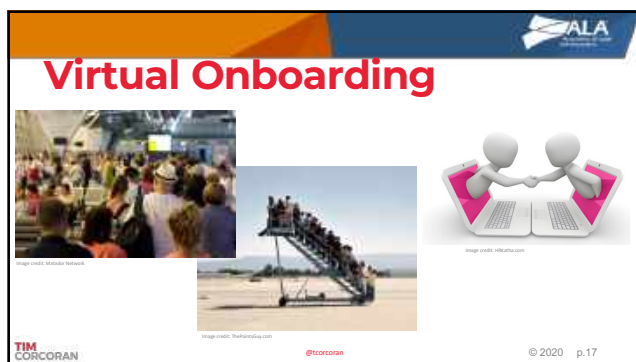
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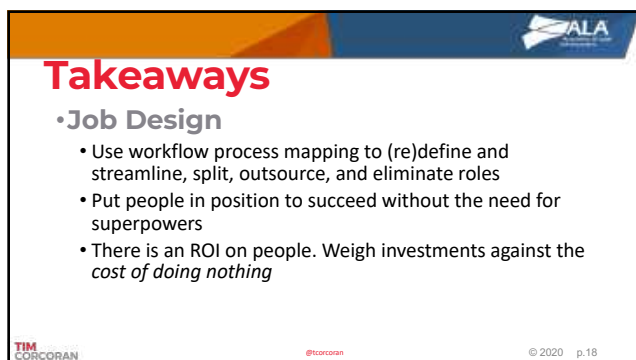
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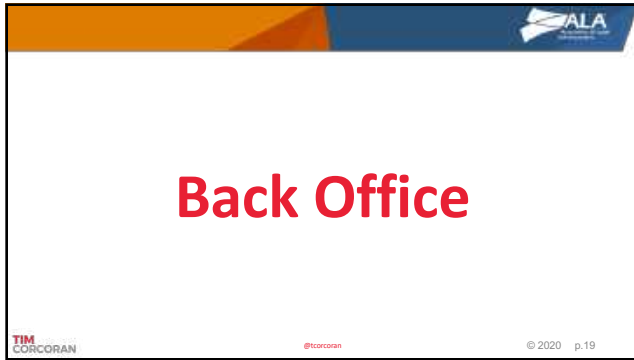
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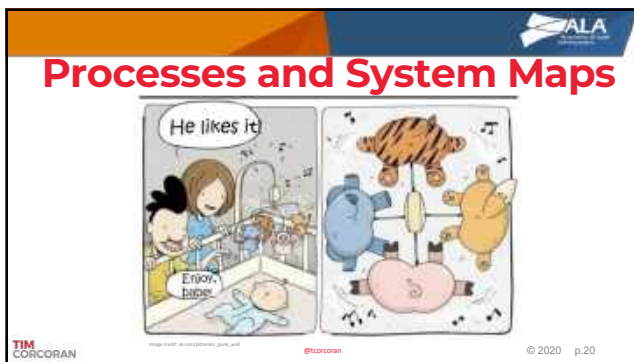
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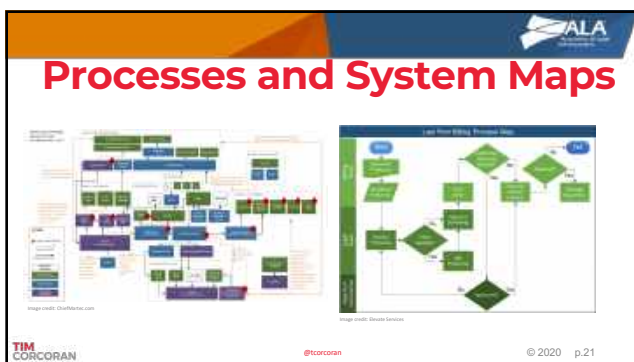
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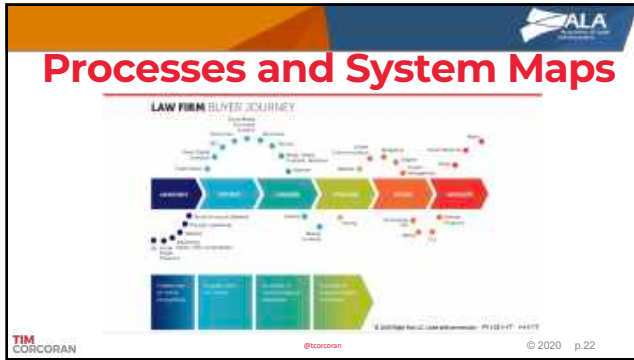
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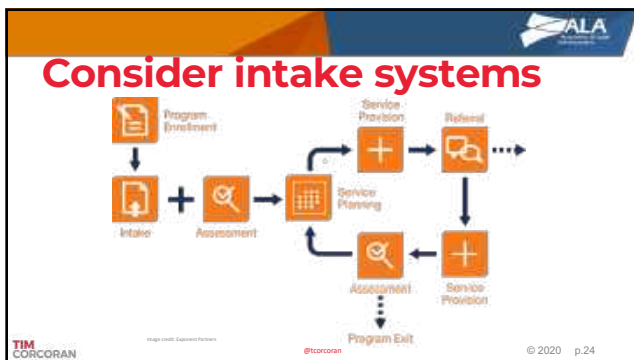
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Benefits of intake systems

- Clearer understanding of volume
- Manage “client” expectations
- Assign based on availability and expertise
- Escalation protocol
- Informs FTE business case

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Takeaways

- **Back Office**
 - Establish a checklist/SOP for everything. For *everything!* Yes, even that. And that too
 - Good time to (re)examine vendor sourcing. Low price isn't always the objective! Calculate the total cost of ownership (TCO)
 - Managing expectations > hero culture

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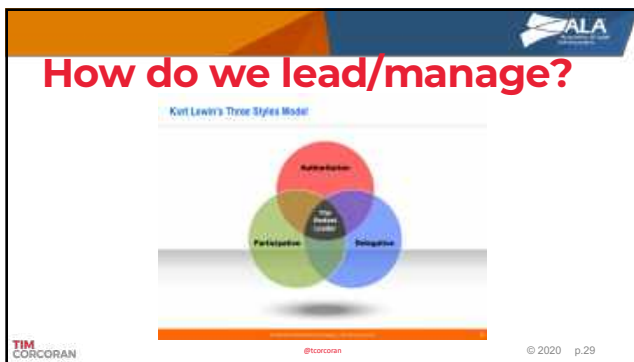
Management & Leadership

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Takeaways

- **Management & Leadership**
 - Clarify roles and responsibilities
 - Establish goals and accountabilities (lawyers too!)
 - Provide training for managers uncomfortable with adapting, e.g., managing remote workers
 - Think now about succession/future leaders

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Communication

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Communications

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Communications



- Information is currency
- All hands vs. need to know
- FYI / cc: / bcc:
- Can't replace the watercooler; okay to try
- Manage expectations
- Frequency > depth

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Takeaways

- **Communication**
 - Over-communicating is the lesser evil
 - Improve adaptability and buy-in by involving *all* stakeholders in change initiatives
 - Celebrate successes
 - Develop a "voice"

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Break the rules! Break free!



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Thank you!



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- "Adapt and Thrive" keynote for law firm partner retreats
- The Reckoning™ Partner Compensation Assessment & Compensation Redesign
- FreeStyle™ Executive Committee Business mini MBA workshop
- Future leader training & development
- Building a profit culture
- Strategic Pricing
- Clarity MarketingBD™ Organizational & Strategic Assessment
- Building a continuous improvement culture
- Succession Planning
- Governance
- Leadership coaching



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