

# 2019 LEADERSHIP SURVEY

Current Law Firm leadership Thinking

902.472.3032  
26 Wilewood Drive - RR # 2, Falmouth, Nova Scotia  
B0P 1L0, Canada



# THE MPF 2019 LEADERSHIP SURVEY RESULTS

JUNE 2019



# Survey Objectives, Methodology and Participating Law Firms

**SUREVEY  
OBJECTIVES**

- Create the most comprehensive survey about leadership and governance models of smaller and mid-size US law firms
- Provide important bench-marking data to help firm leaders be more effective in their challenging, often ill-defined, roles
- Determine how firms select their leaders and what firm leaders do in their increasingly important roles
- Understand the strategic priorities of smaller and mid-size US law firms, including their investments in marketing and technology

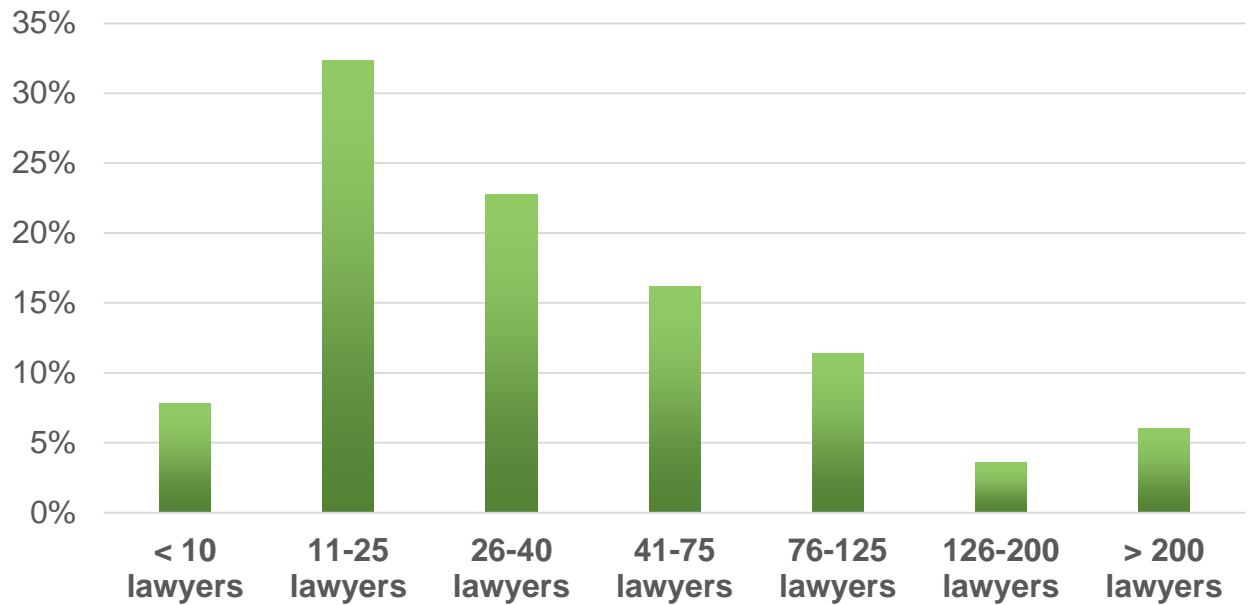


**SURVEY  
METHODOLOGY**

- Confidential, online survey with 40 questions
- 167 law firm leaders participated
- Firms ranging in size from 10-200 lawyers
- Powered by TheRemsenGroup
- Conducted in April 2019

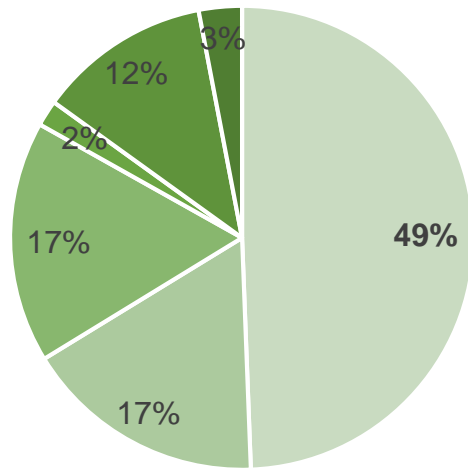


## How many lawyers are currently at your firm?





## Which term best describes your firm's current practice?



- **Full-service commercial firm**
- Recognized for several practice areas, but not full-service
- Boutique firm recognized primarily for one or two practice areas
- Plaintiff's firm
- Insurance defense firm
- Other

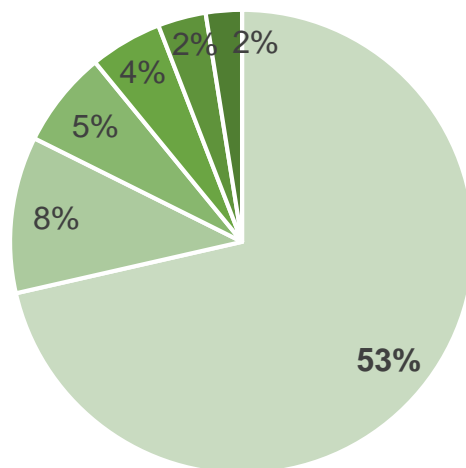


# About You and Your Role as Firm Leader





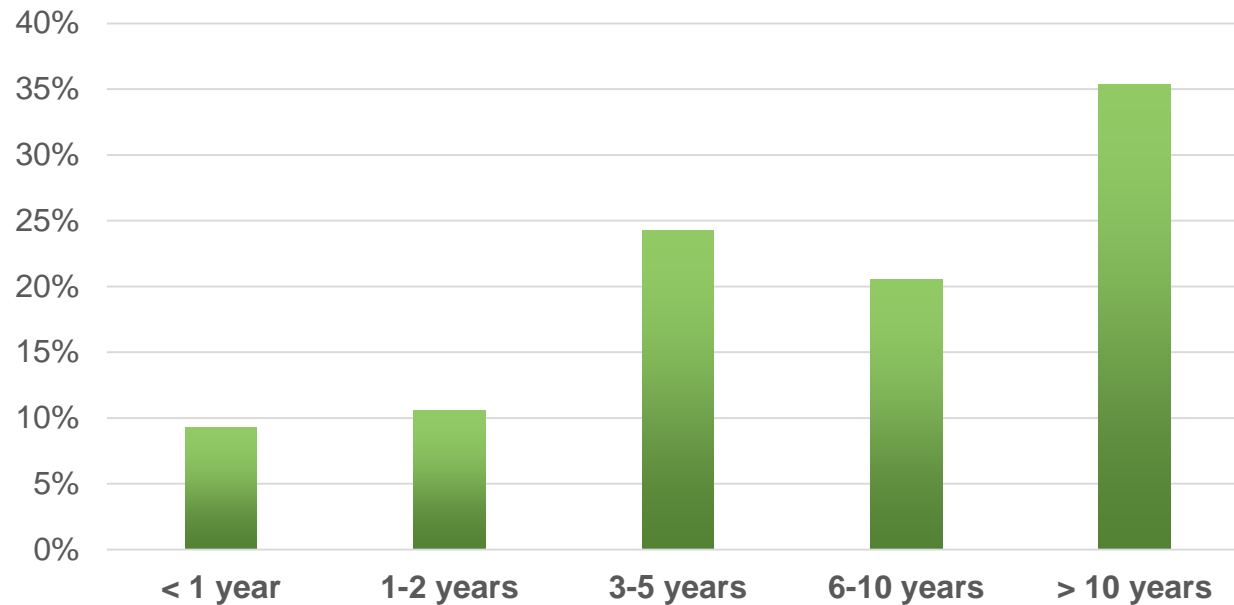
## What is your title?



- **Managing Partner**
- President
- Chief Executive Officer
- Chief Operating Officer
- Director of Administration
- Chairman

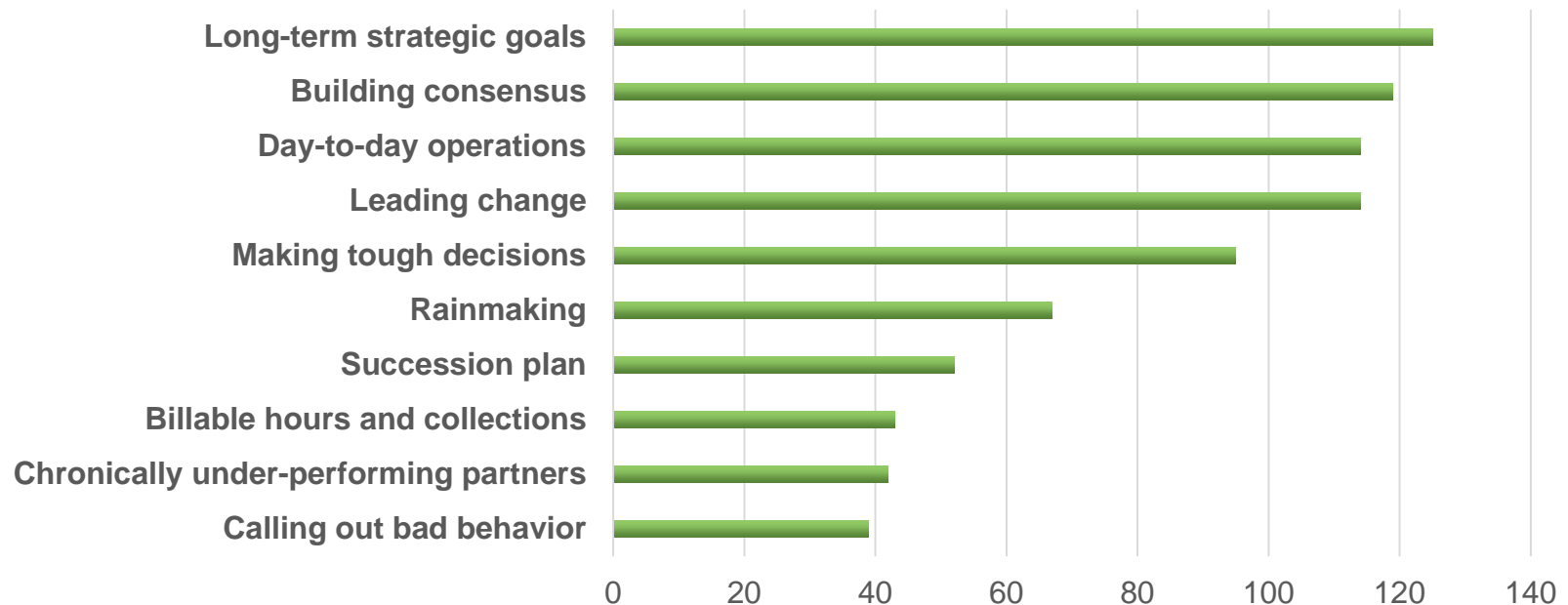


## How long have you served in your current leadership position?



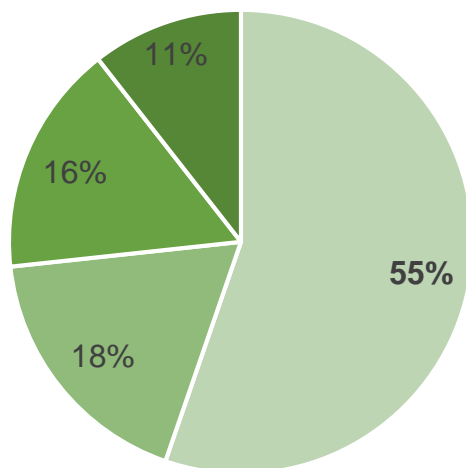


## What do you believe to be your most important contributions in your role as firm leader?





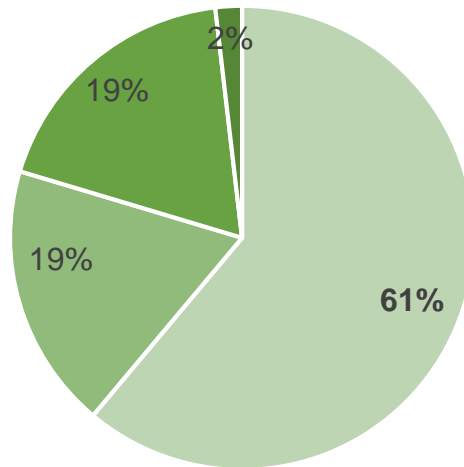
## Do you have a formal job description?



- No
- Yes, but not closely followed
- Yes, closely followed
- Work in progress



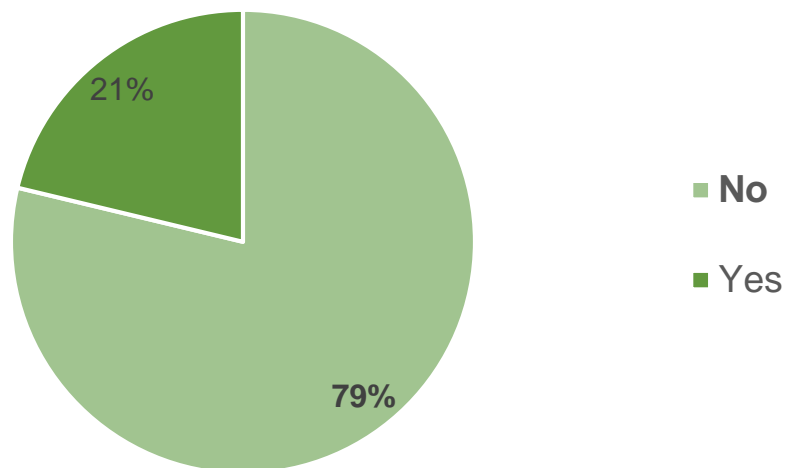
## If yes, which most closely reflects your opinion about your job description?



- I'm glad I have one
- I wish the firm paid more attention to it
- Other
- I'd rather not have one

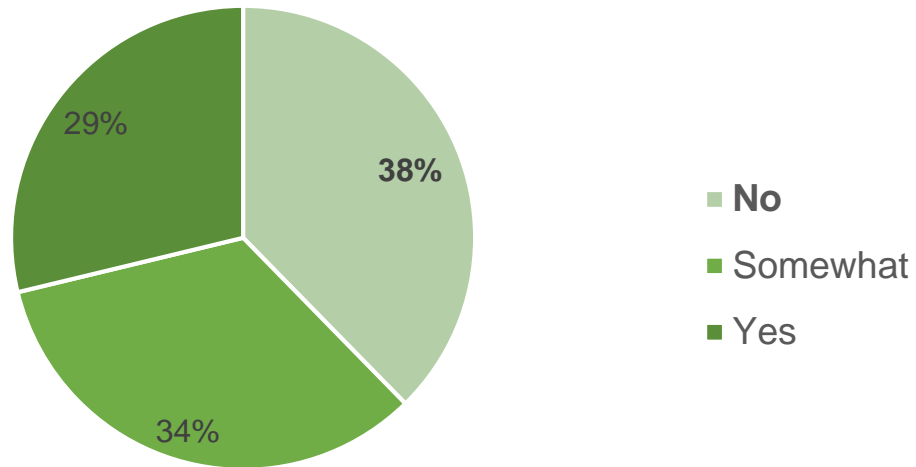


## If no, do you want one?



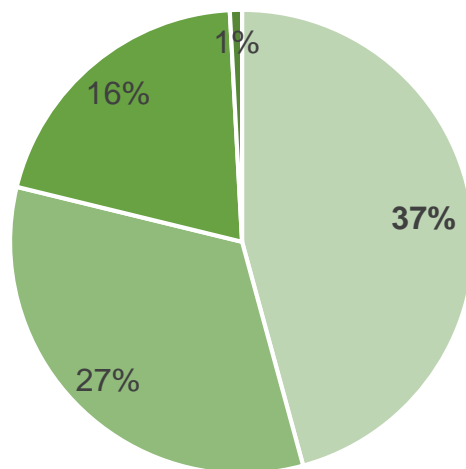


## Are you grooming your successor?





## How does your firm select its managing partner?



- **By consensus, without a formal election process**
- Formal, sometimes contested, election process
- Never had an election. Founding partner runs the show.
- Position is rotated among partners every year or two

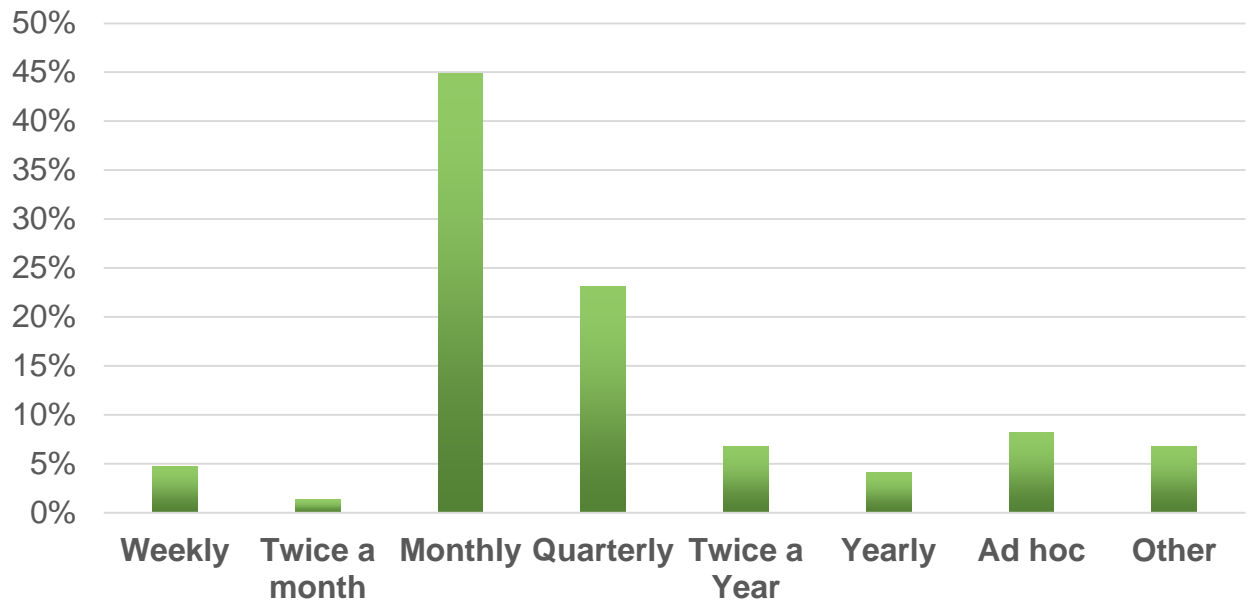




# About Your Firm's Governance Model

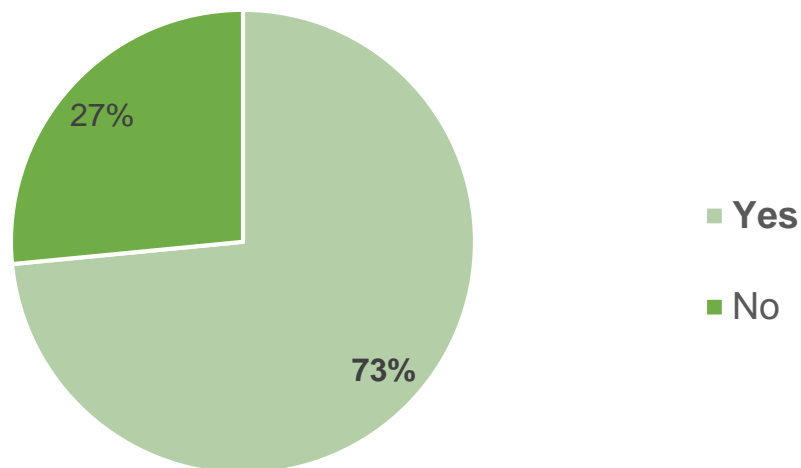


# How frequently do the Partners/Shareholders of your firm meet?



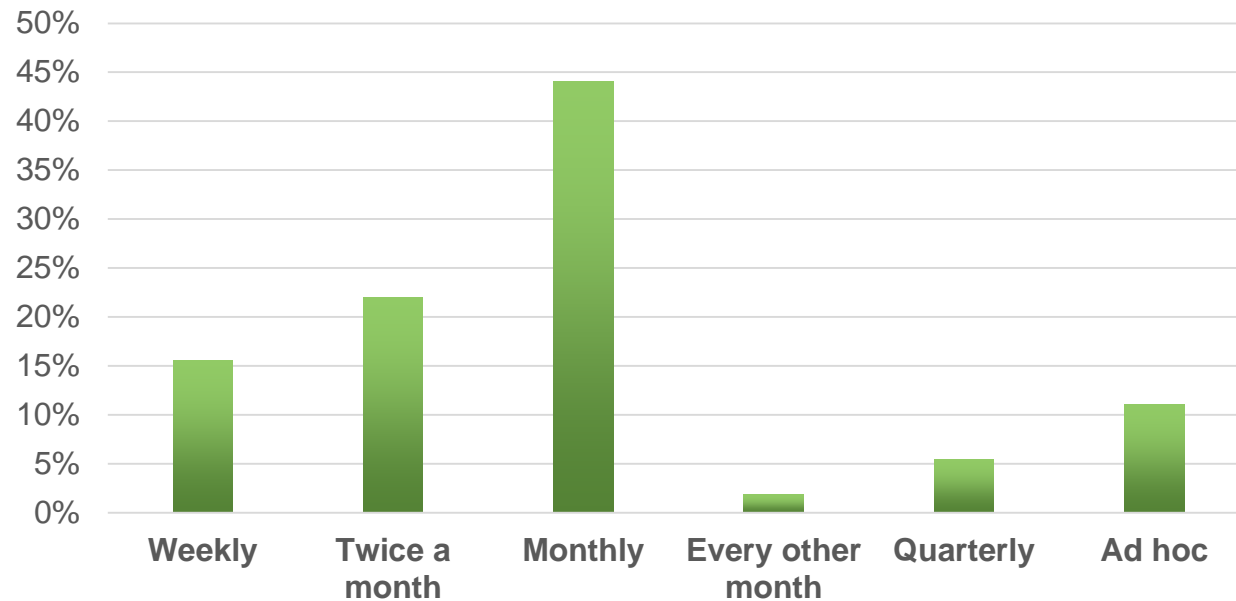


## Does your firm have an Executive/Management Committee?



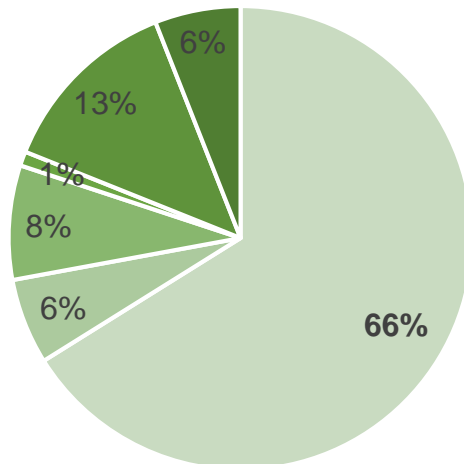


## How often does the Executive/Management Committee meet for decision-making purposes?





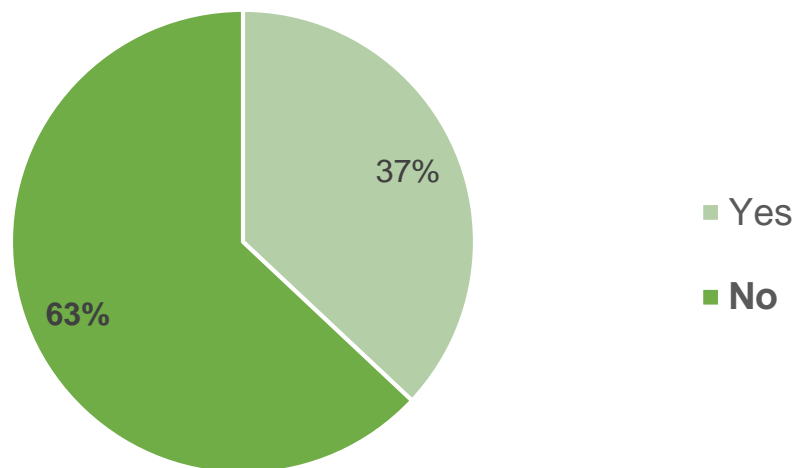
## Is there “forced” representation on the Executive/Management Committee?



- No
- Yes, by practice group
- Yes, by office
- Yes, by seniority
- Yes, by 2+ criteria
- Other

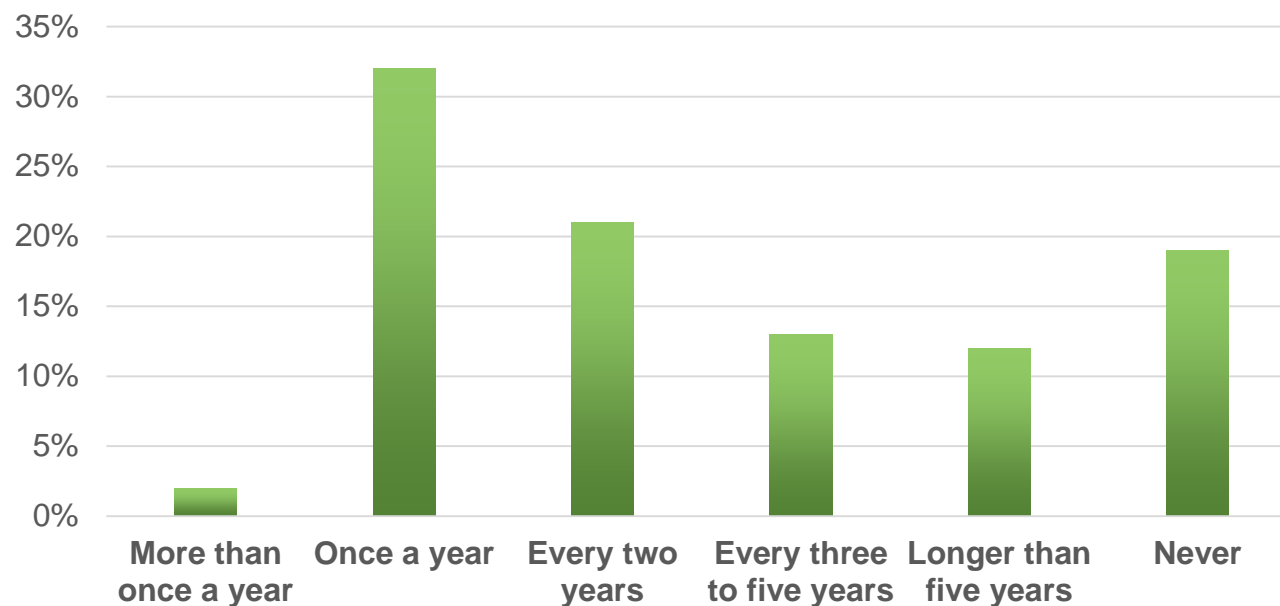


## Does your firm have a separate Compensation Committee?



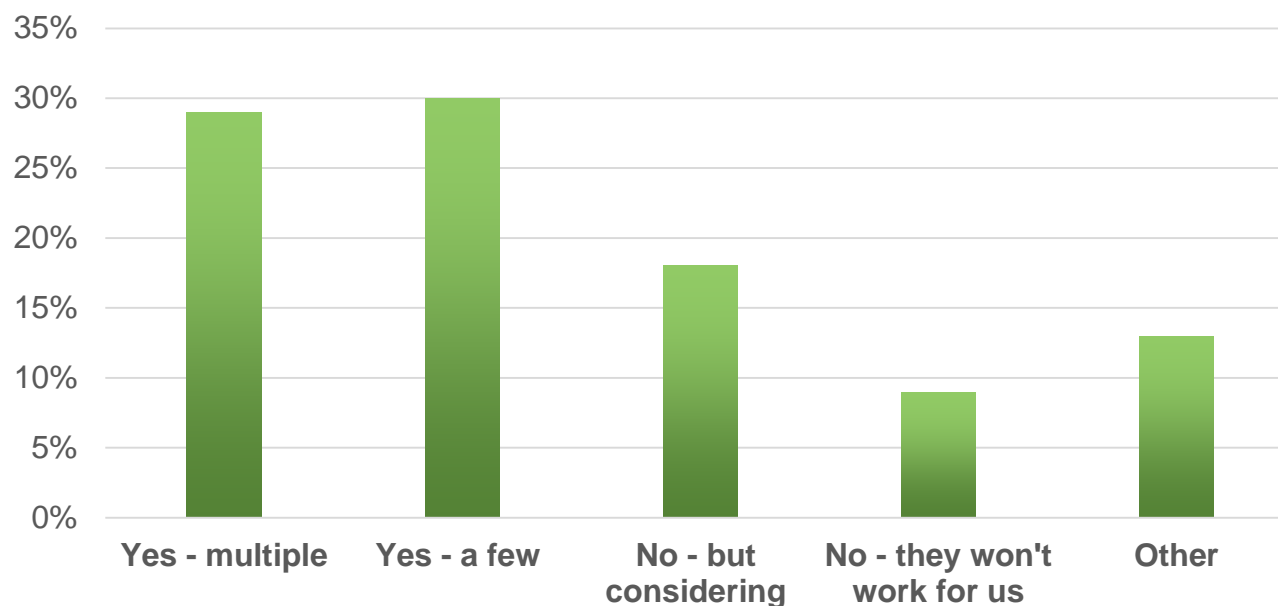


## How often does your firm have Firm Retreats?





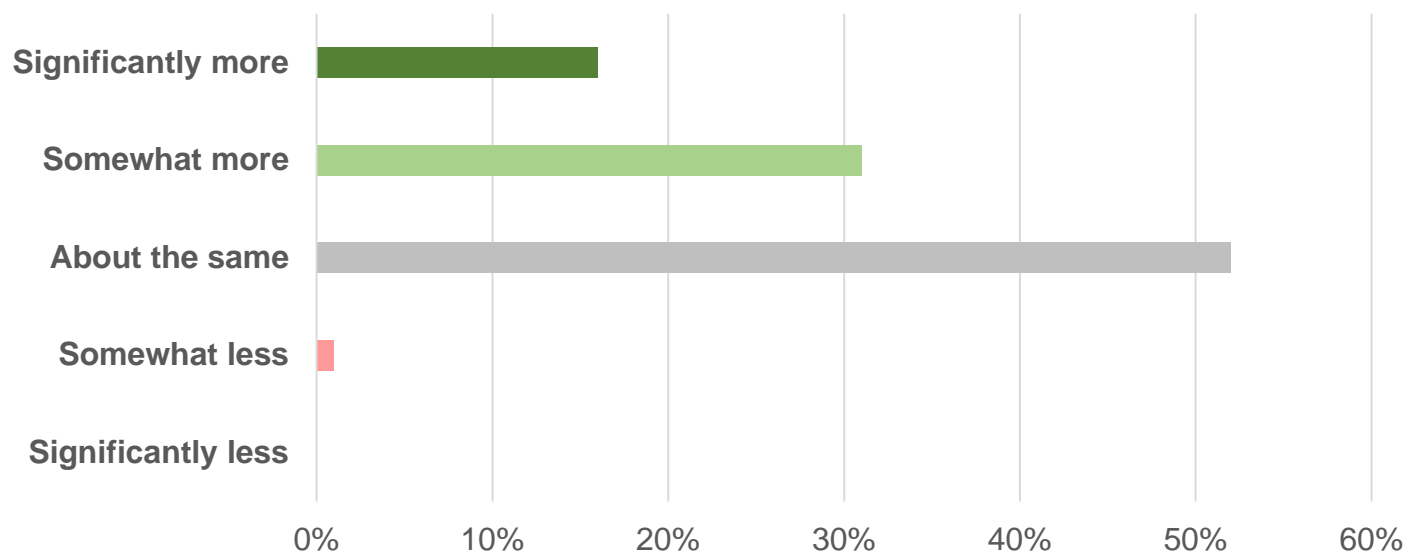
## Has your firm established industry-focused practice groups?





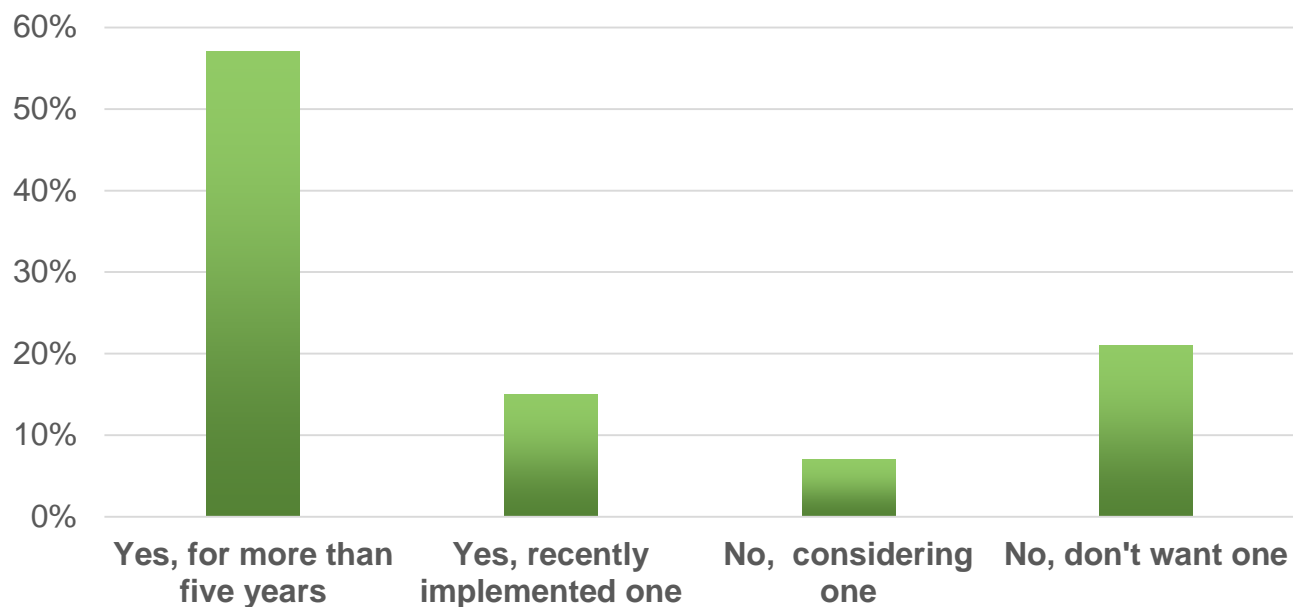


## Has your firm made any significant changes to its governance model in the last five years?





## Does your firm have a multi-tiered partnership structure?

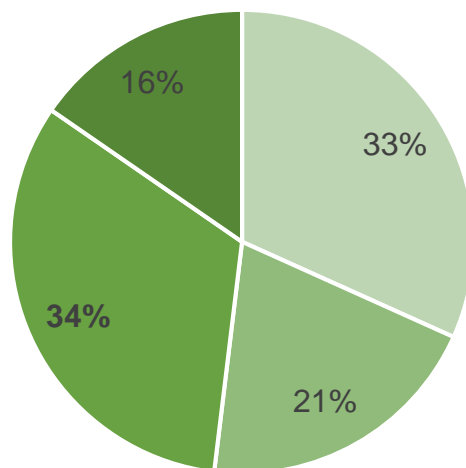




# About Strategic Planning at Your Firm



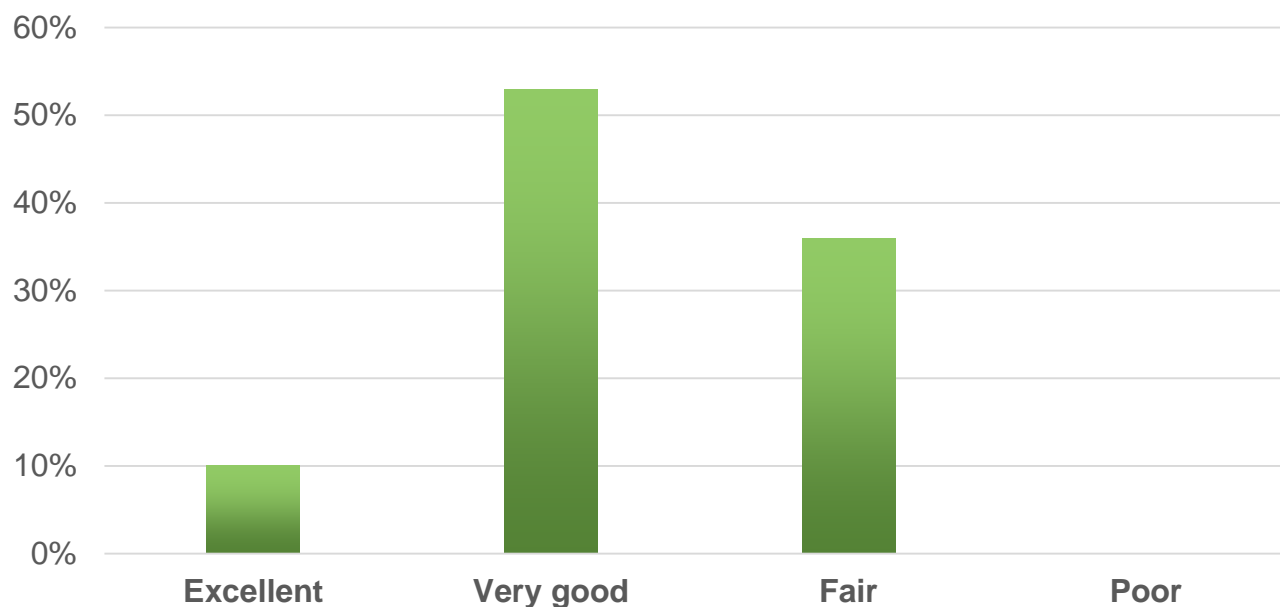
## Does your firm have a written firm-wide strategic plan?



- Yes - more than five years
- Yes - recently
- No - but considering one
- No - OK without one

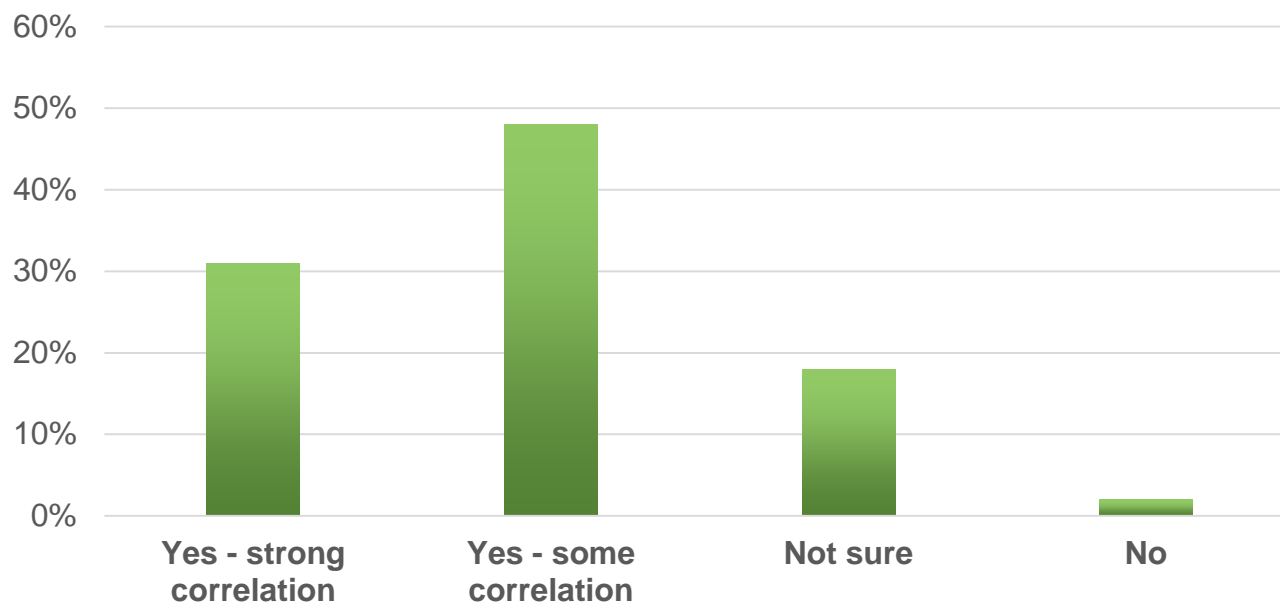


## If yes, how well has your firm implemented its strategic objectives?



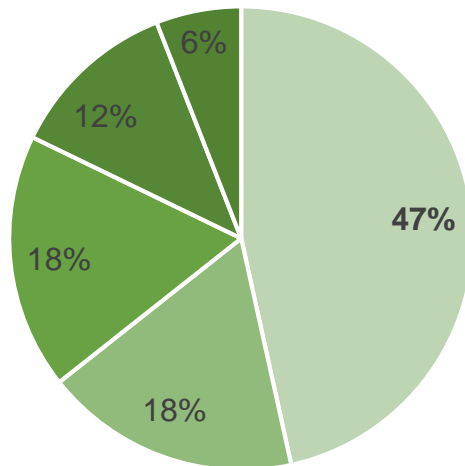


## If yes, can you attribute improved firm performance to your firm's strategic plan?





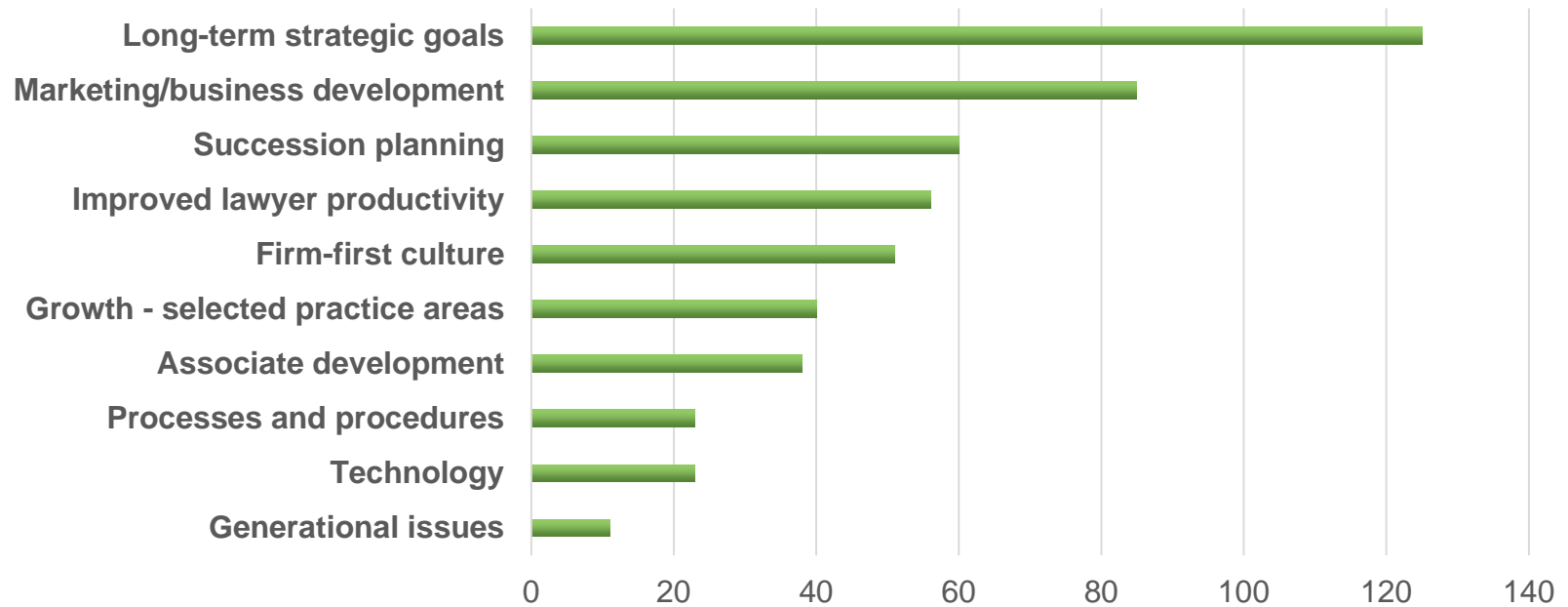
## If no, what is your personal opinion about strategic planning for your firm?



- I'm sold, but not enough of my partners agree.
- We're too busy. Not enough time.
- It's too expensive with little return to show for it.
- I don't think we need one and most of my partners agree.
- Not sure. I've never seriously thought about it.



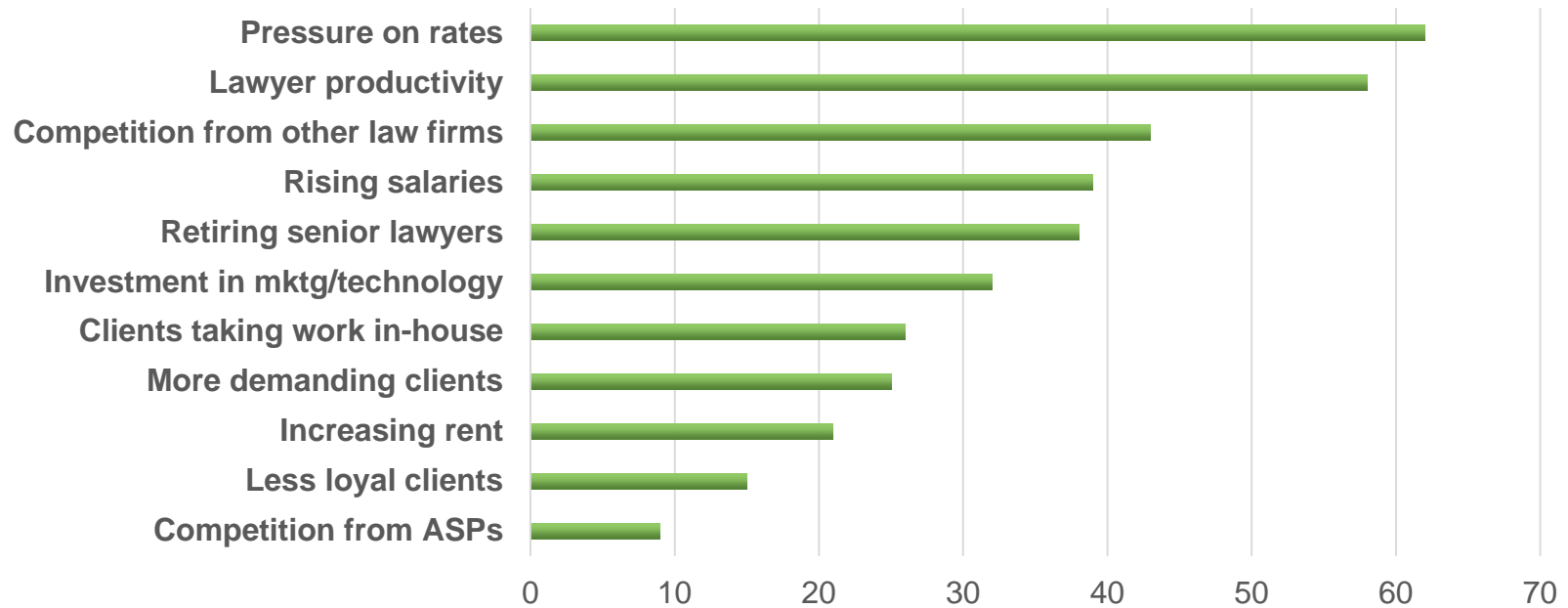
## What are you firm's most important strategic priorities?





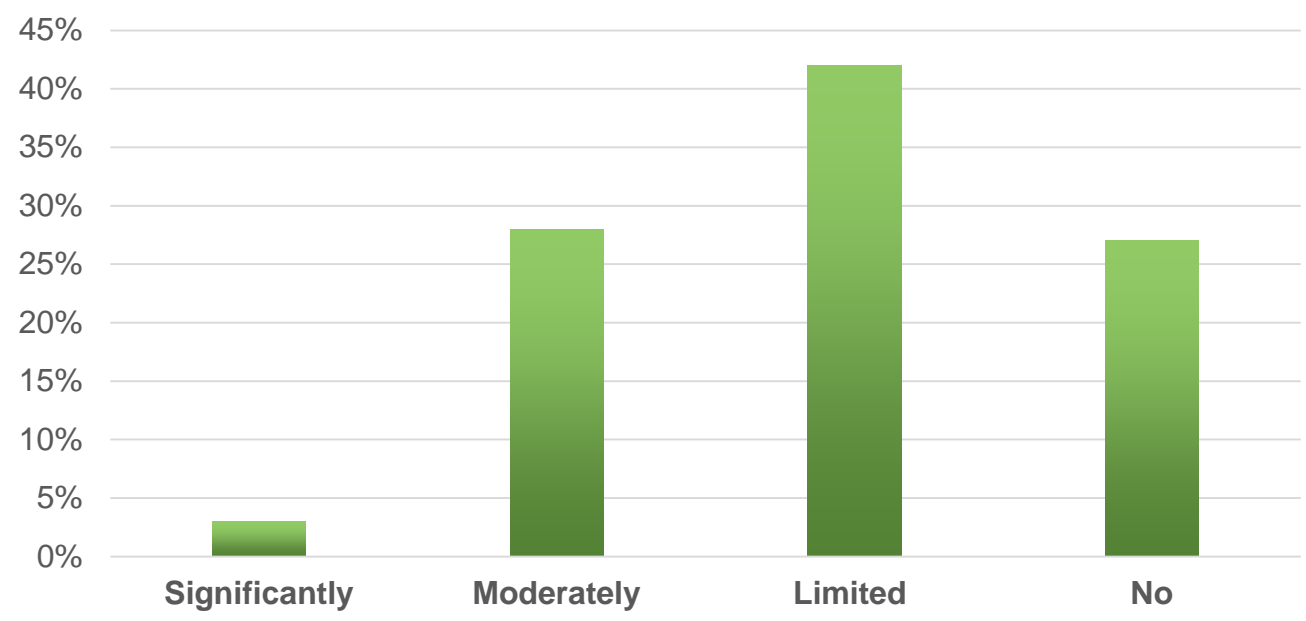


## What have been your firm's biggest challenges to improve profitability?



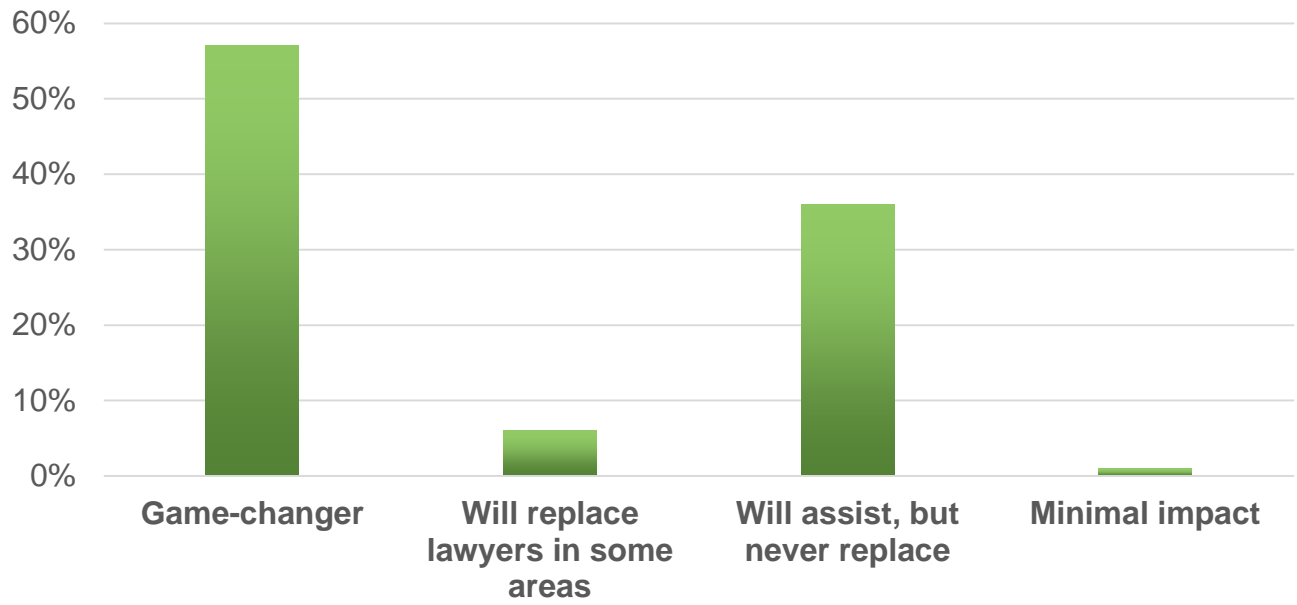


## Has your firm changed how it prices legal services in the last five years?





## Which statement best reflects your opinion about technology and its impact on the future delivery of legal services?

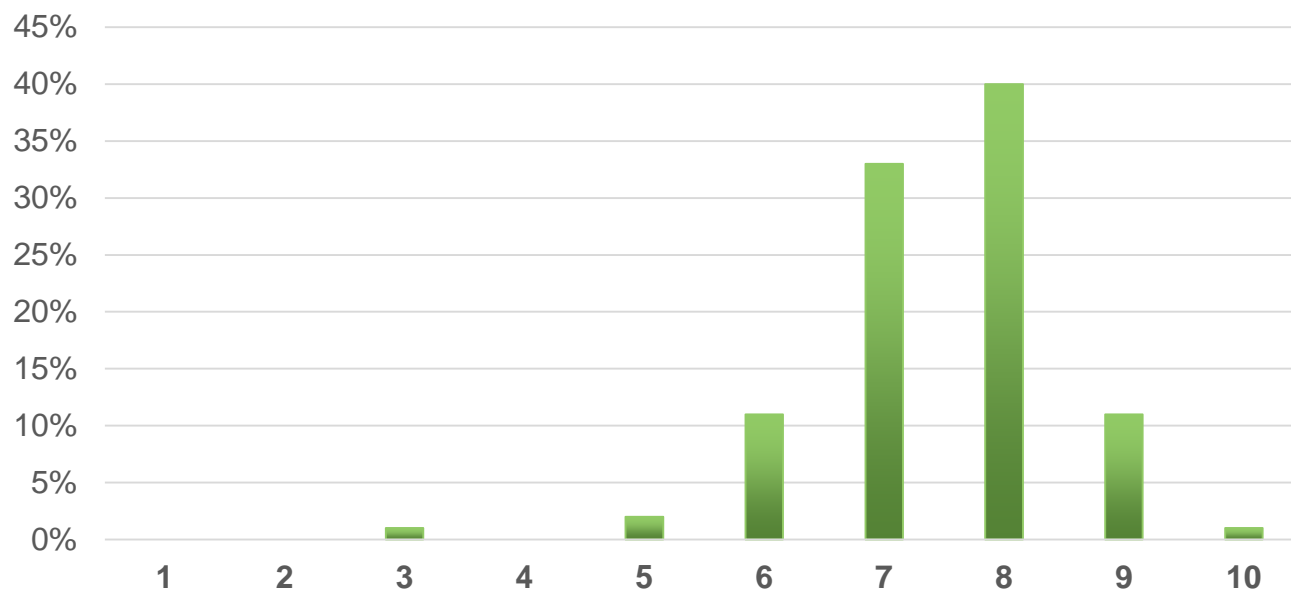




# About Your Firm's Investments in Technology

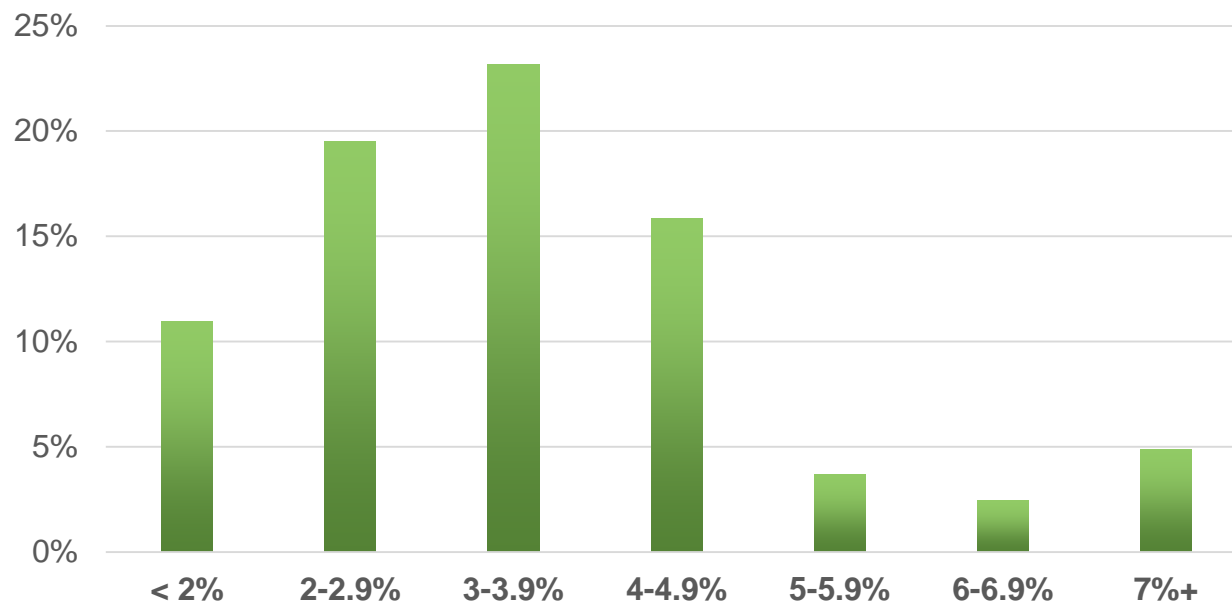


On a 1-10 scale (with 10 as the highest),  
how satisfied are you in your firm's overall IT systems?





## What percentage of revenue did your firm invest in technology in 2018?

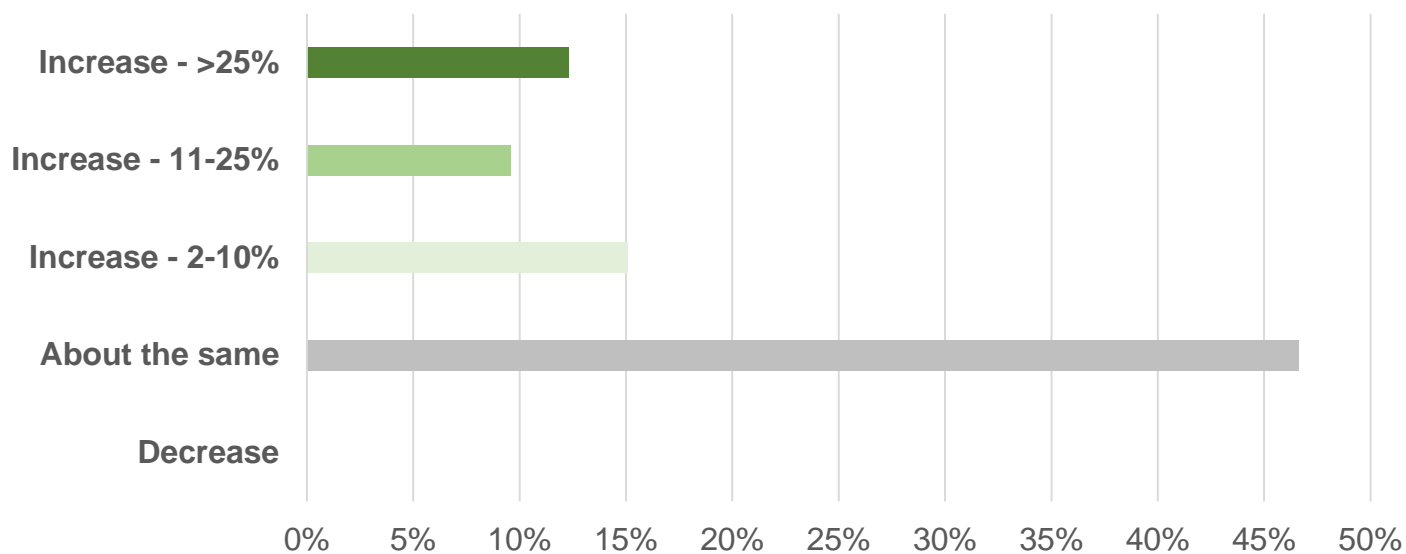


NOTE: 20% were unsure



## Case Management Software

(Change in investment over last three years)

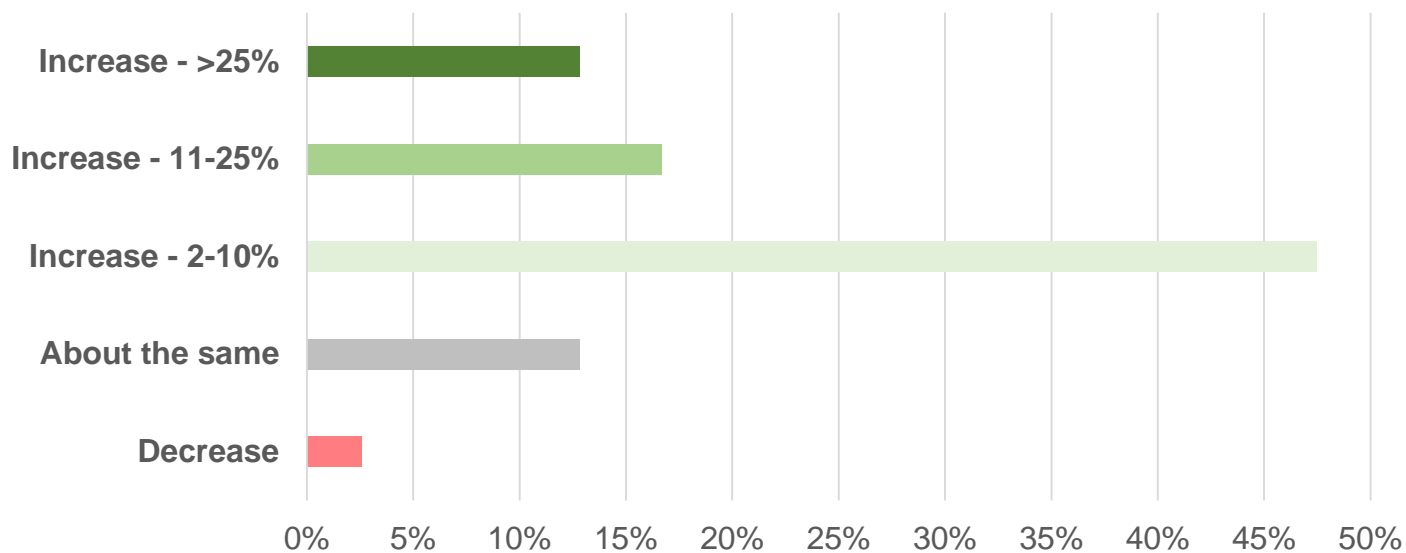


NOTE: 16% were unsure



## Cyber-Security

(Change in investment over last three years)



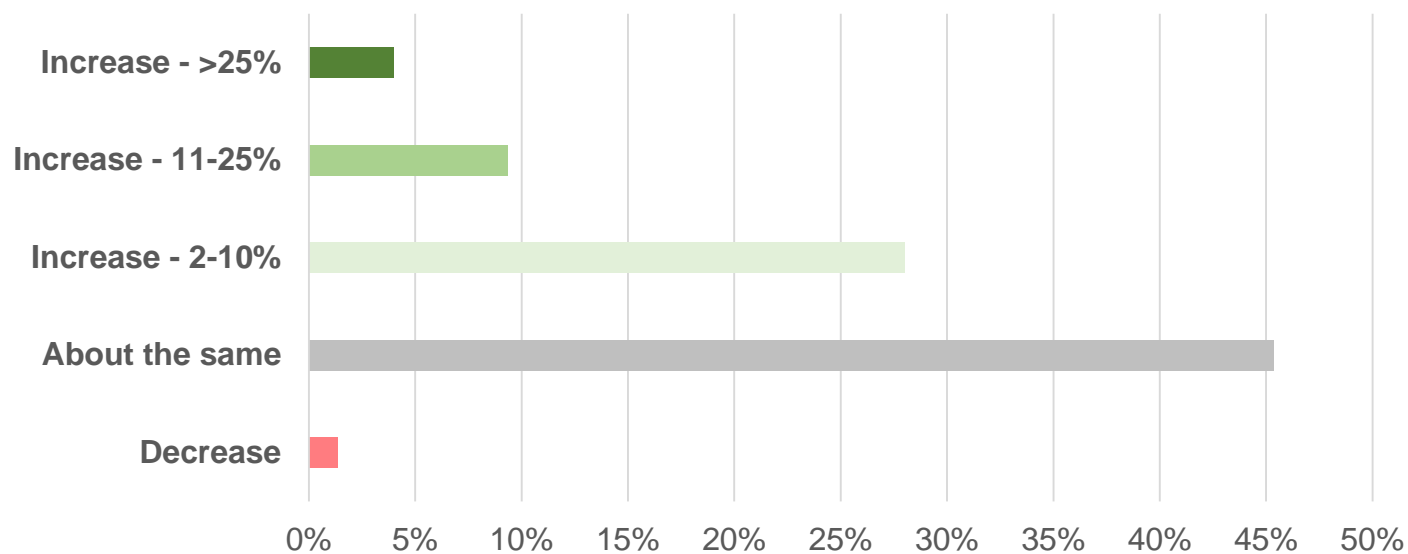
NOTE: 8% were unsure





## E-Discovery

(Change in investment over last three years)

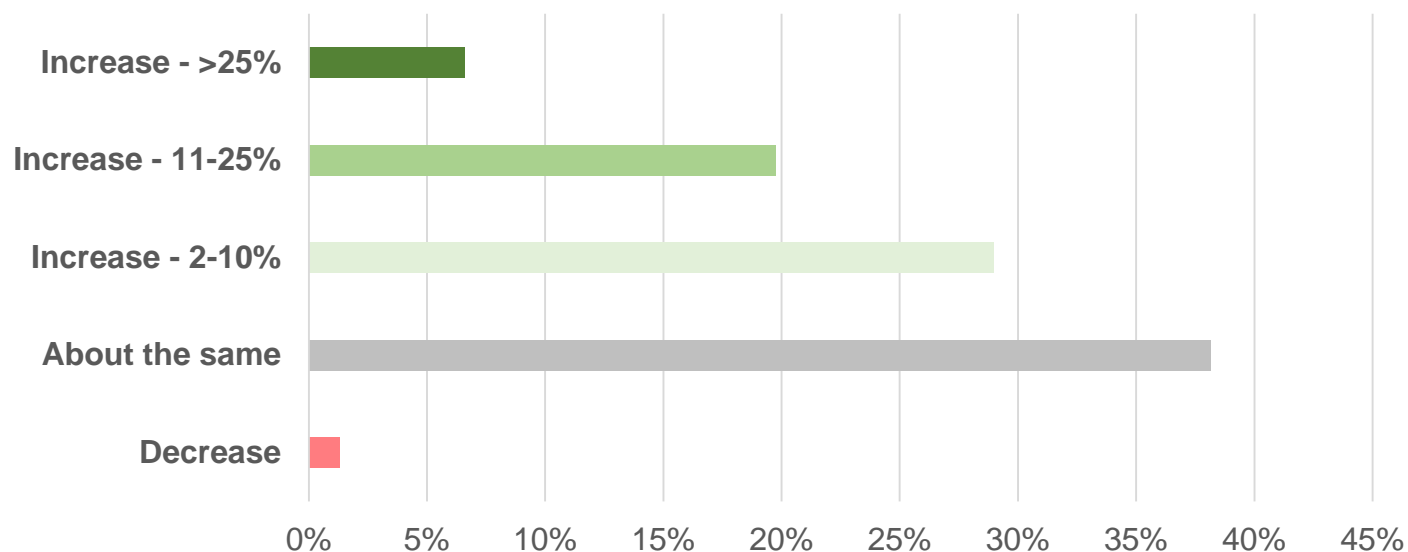


NOTE: 12% were unsure



## Website and Internet Marketing

(Change in investment over last three years)

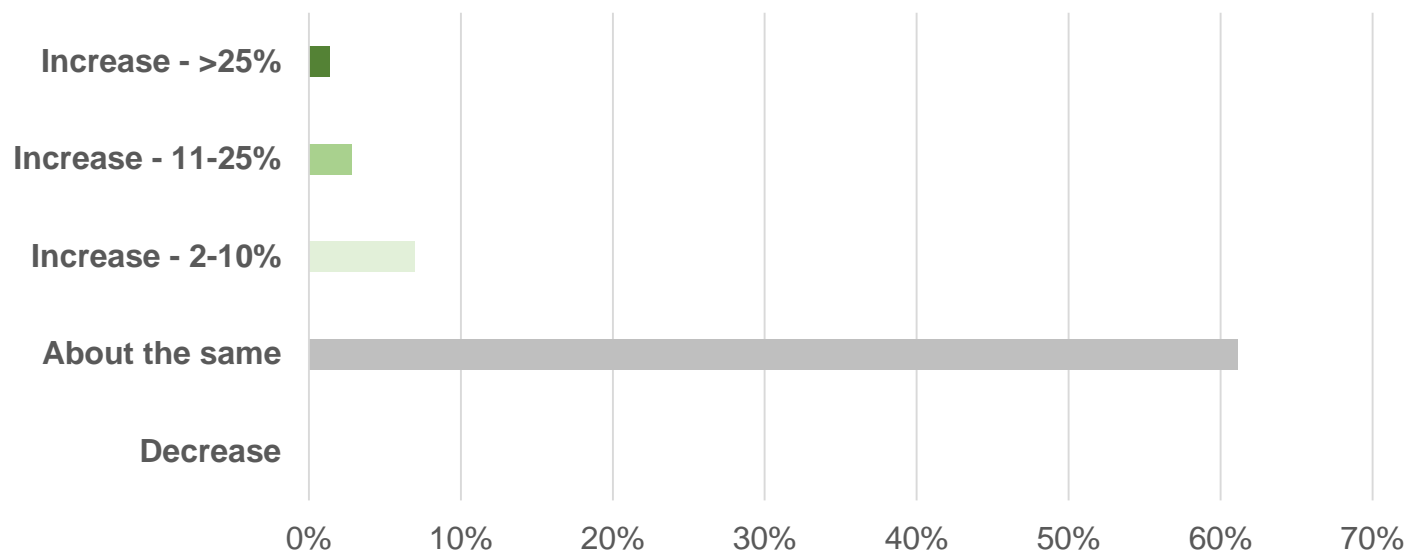


NOTE: 5% were unsure



## Artificial Intelligence

(Change in investment over last three years)

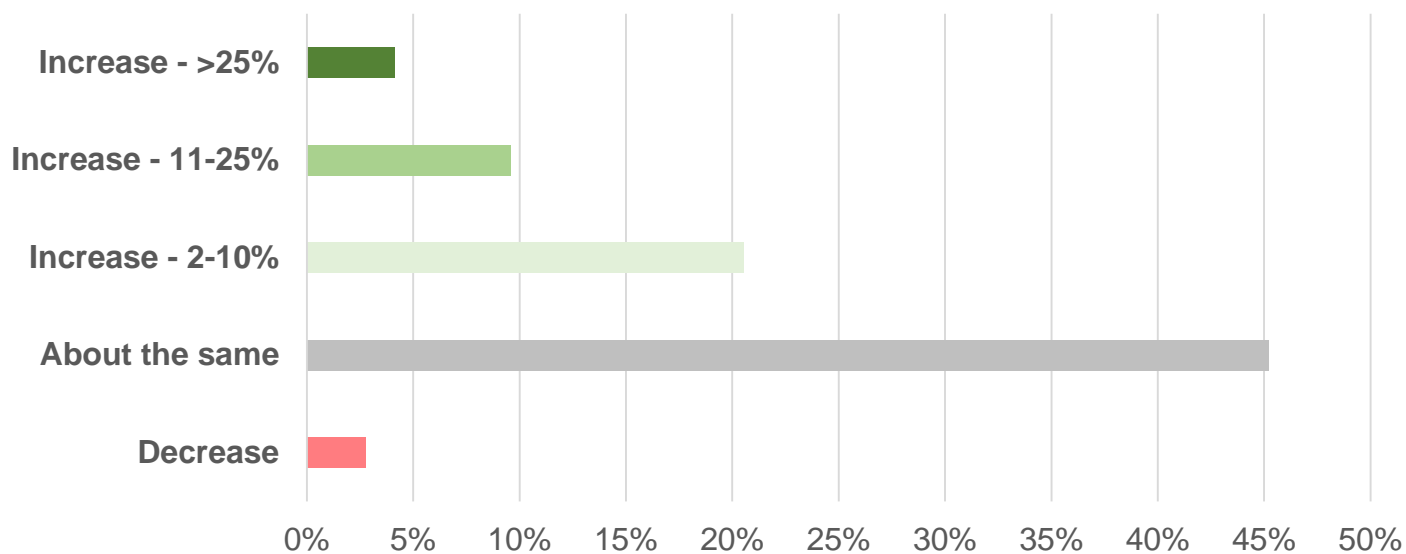


NOTE: 28% were unsure



## CRM / Marketing Database

(Change in investment over last three years)

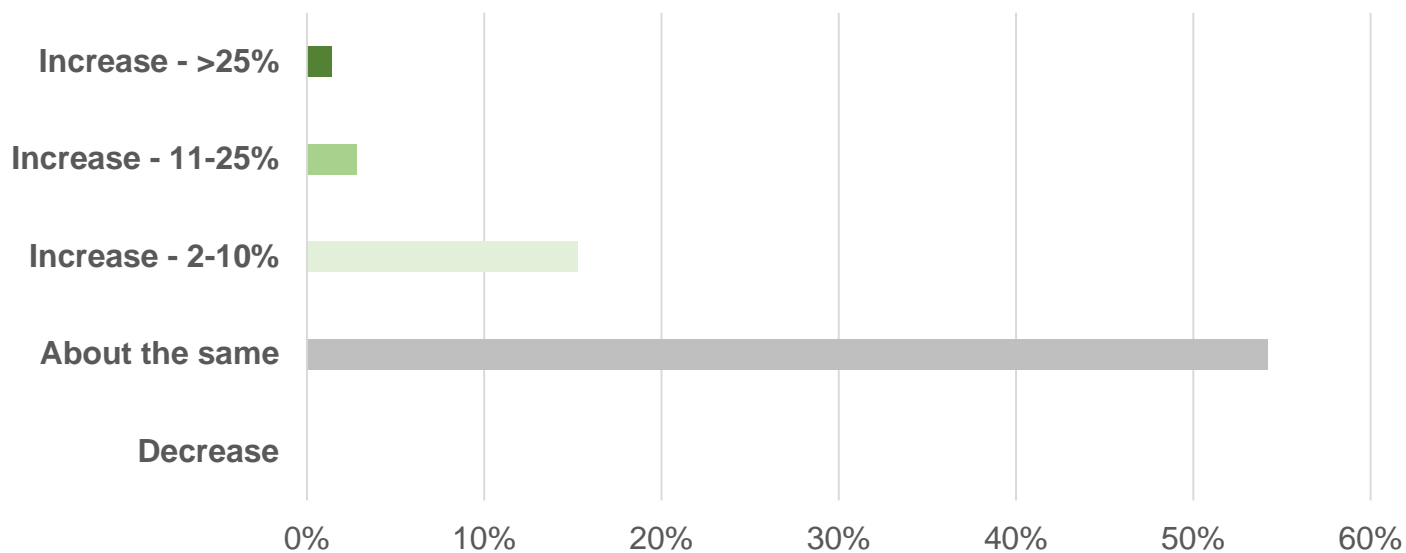


NOTE: 18% were unsure



## Competitive Intelligence

(Change in investment over last three years)

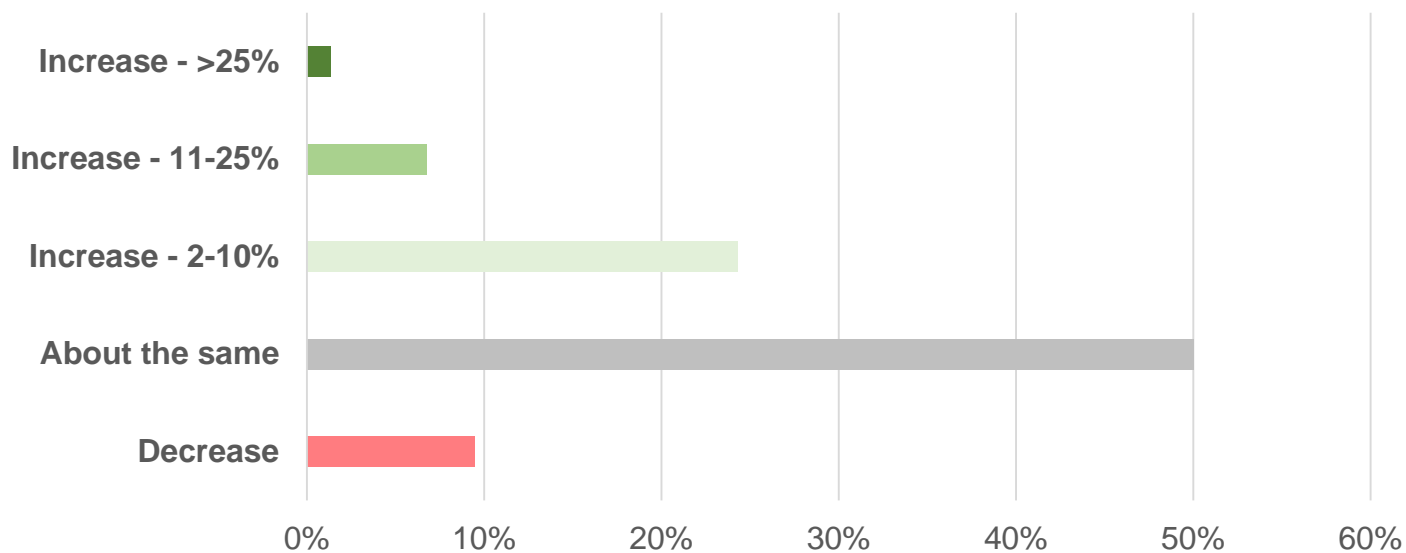


NOTE: 26% were unsure



## Legal Research

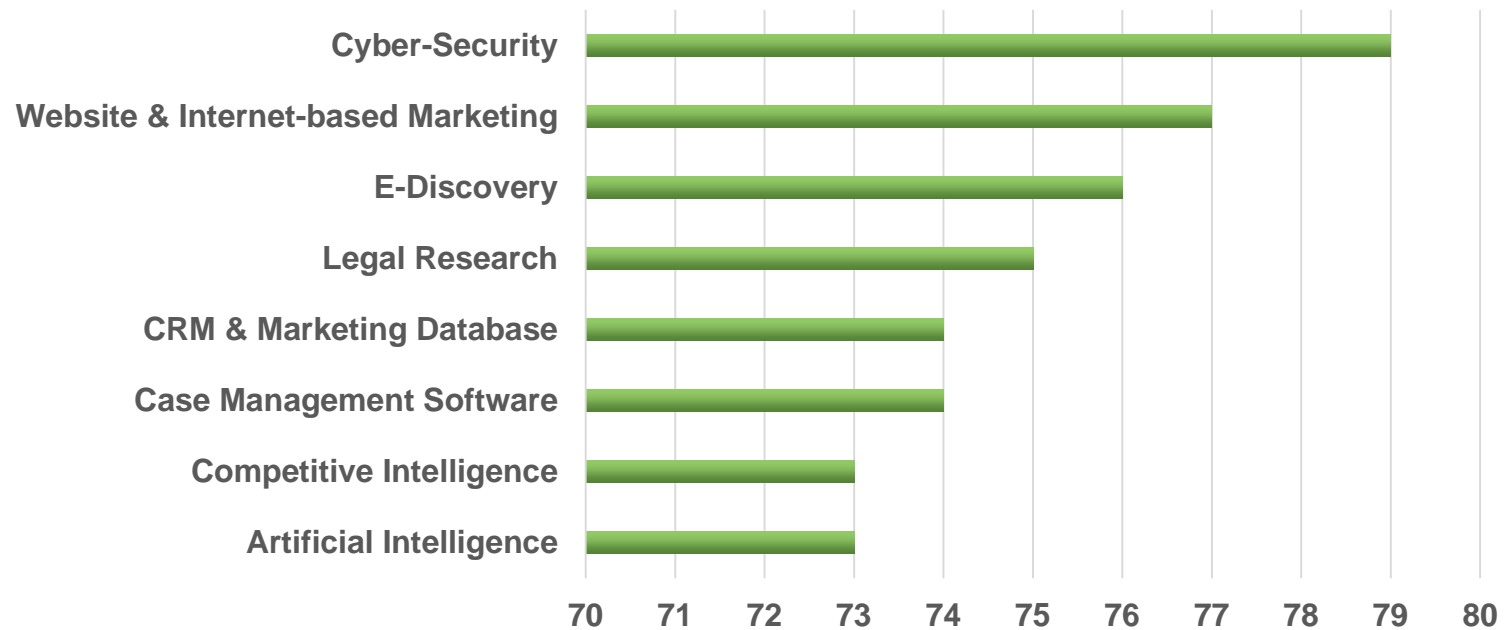
(Change in investment over last three years)



NOTE: 8% were unsure

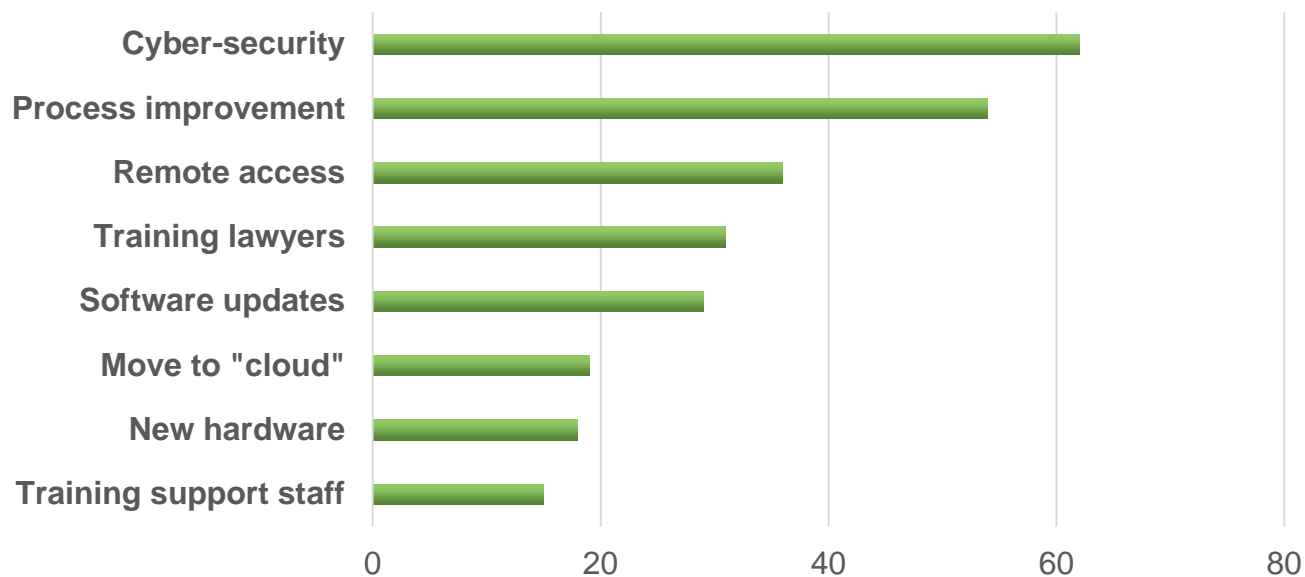


## Over the last 3 years, in which areas of technology has your firm invested the most resources?





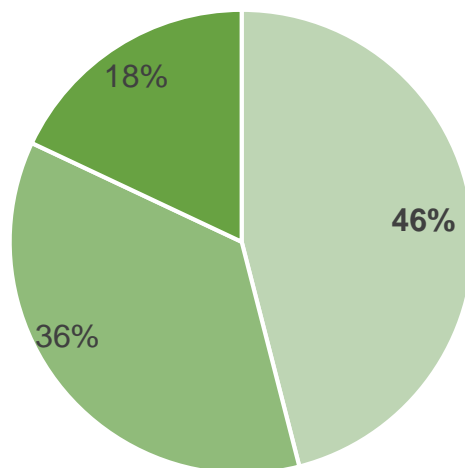
## What are your firm's top technology priorities this year?







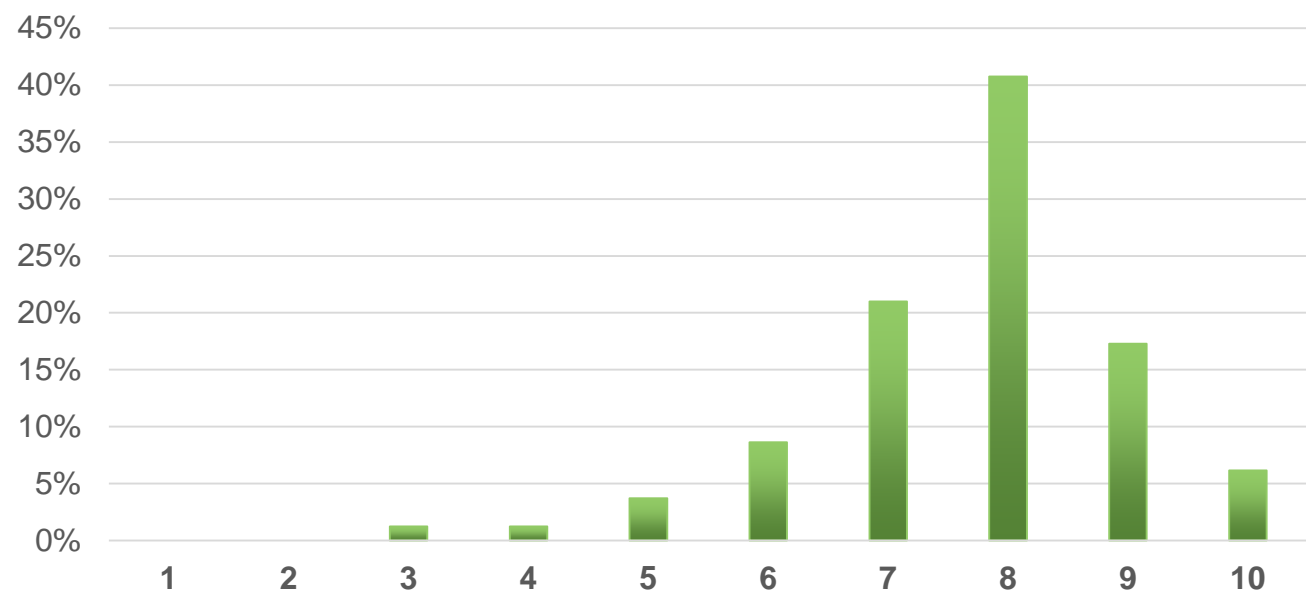
## How does your firm handle its IT management and support?



- All in-house
- Blend - in-house and outsourced
- All outsourced



On a 1-10 scale (with 10 as the highest),  
how confident are you in your IT staff's capabilities?

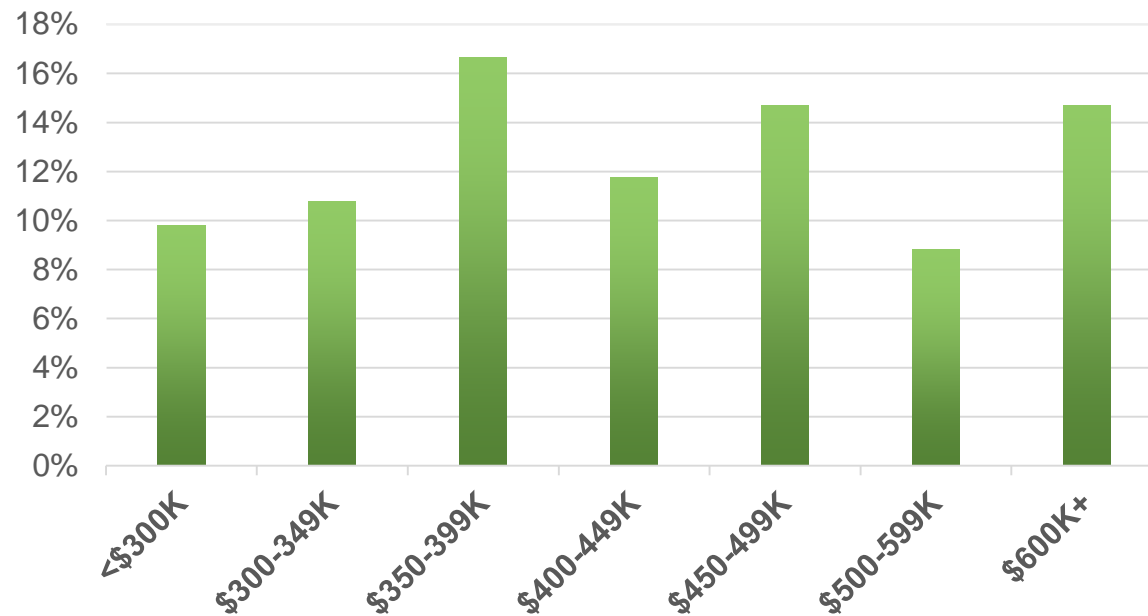




# About Your Firm's Key Performance Indicators (KPIs)



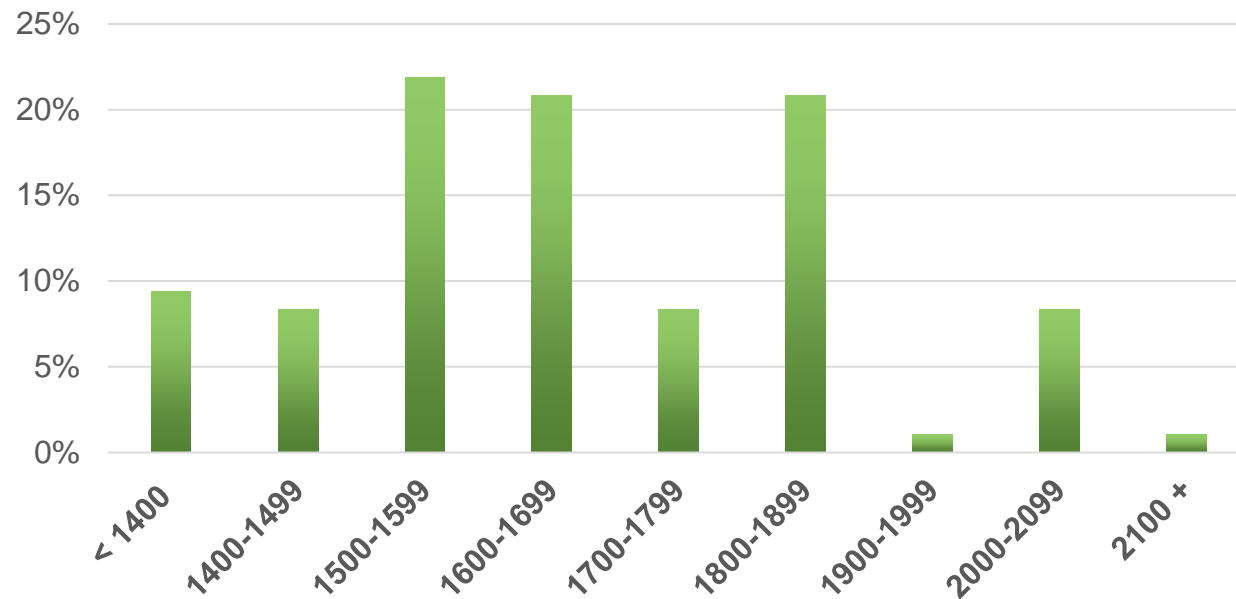
## What was your firm's Revenue per Lawyer (RPL) in 2018?



NOTE: 13% were unsure

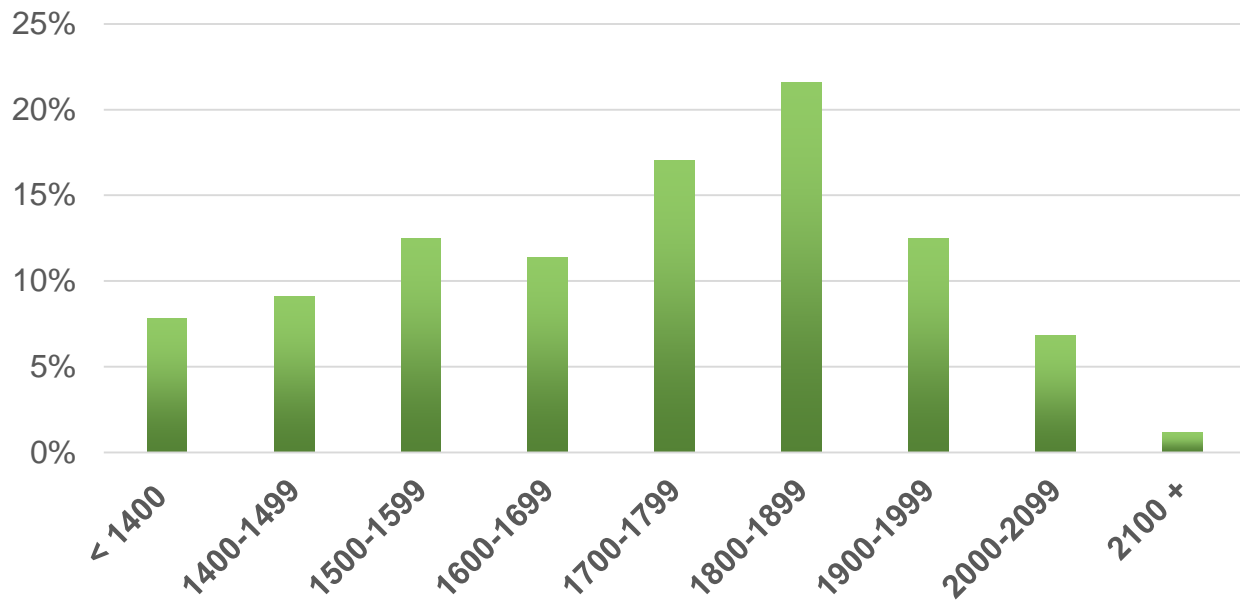


## Billable Hour Expectation – Equity Partner/Shareholder



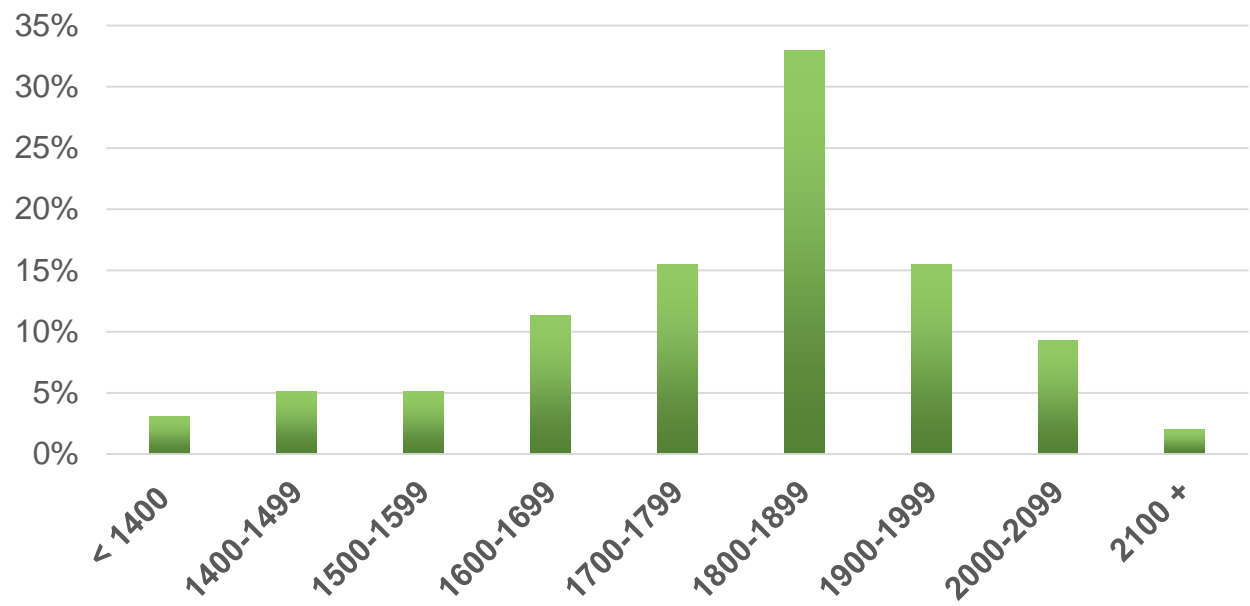


## Billable Hour Expectation – Non-Equity Partner/Shareholder



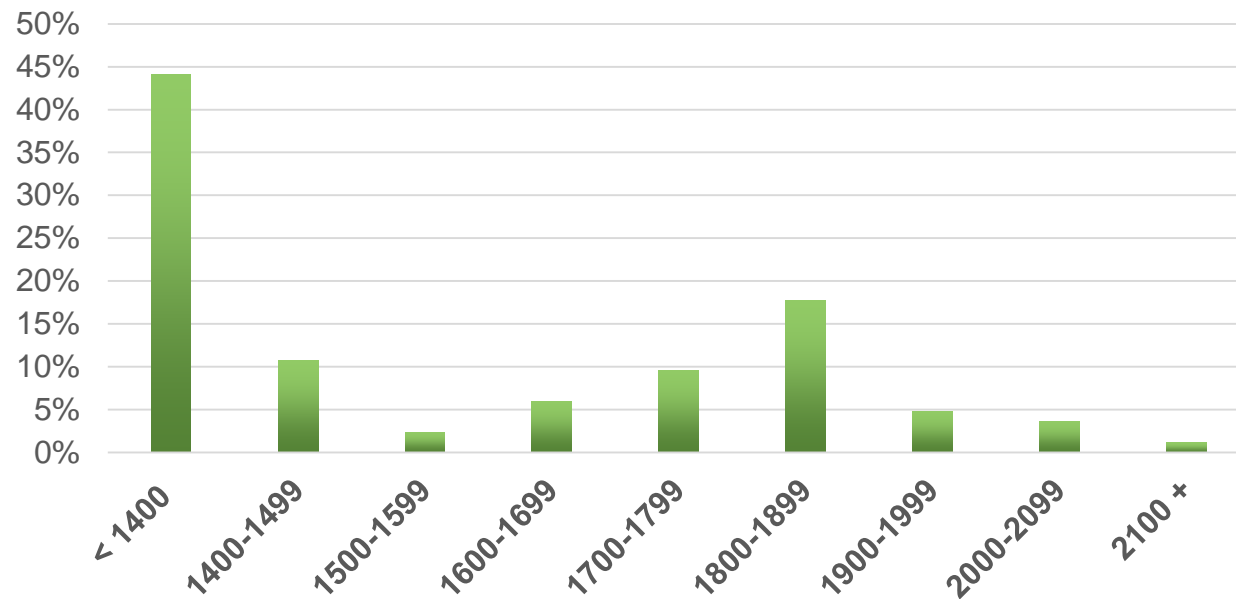


# Billable Hour Expectation – Associate Attorney





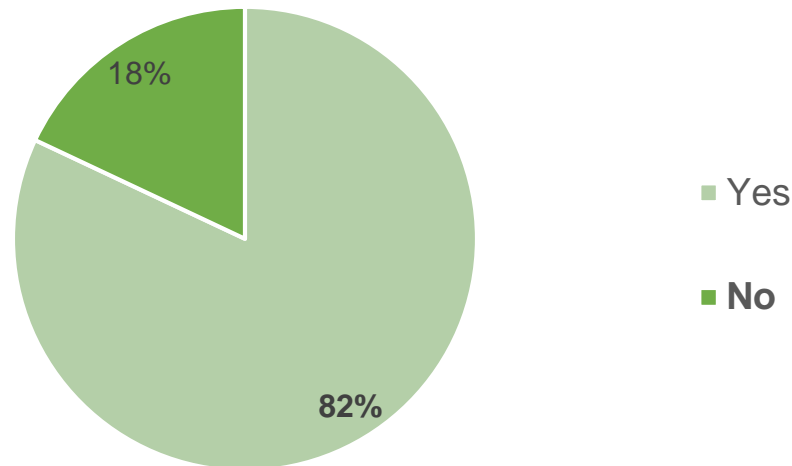
## Billable Hour Expectation – Of Counsel





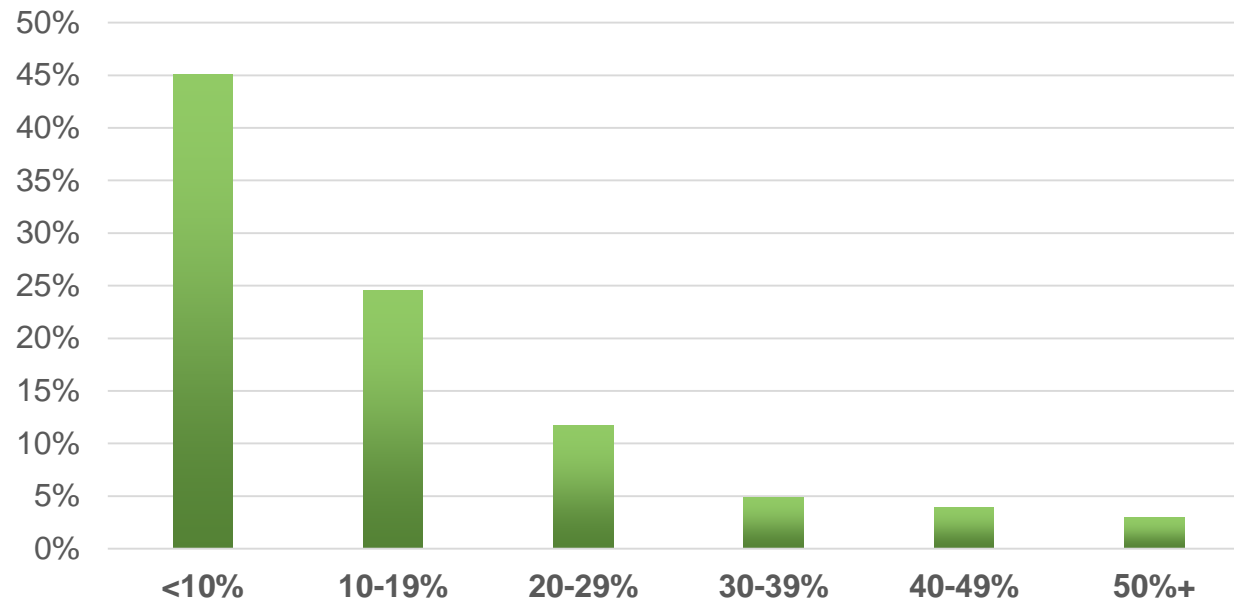


## Does you closely monitor attorney utilization and realization rates at your firm?





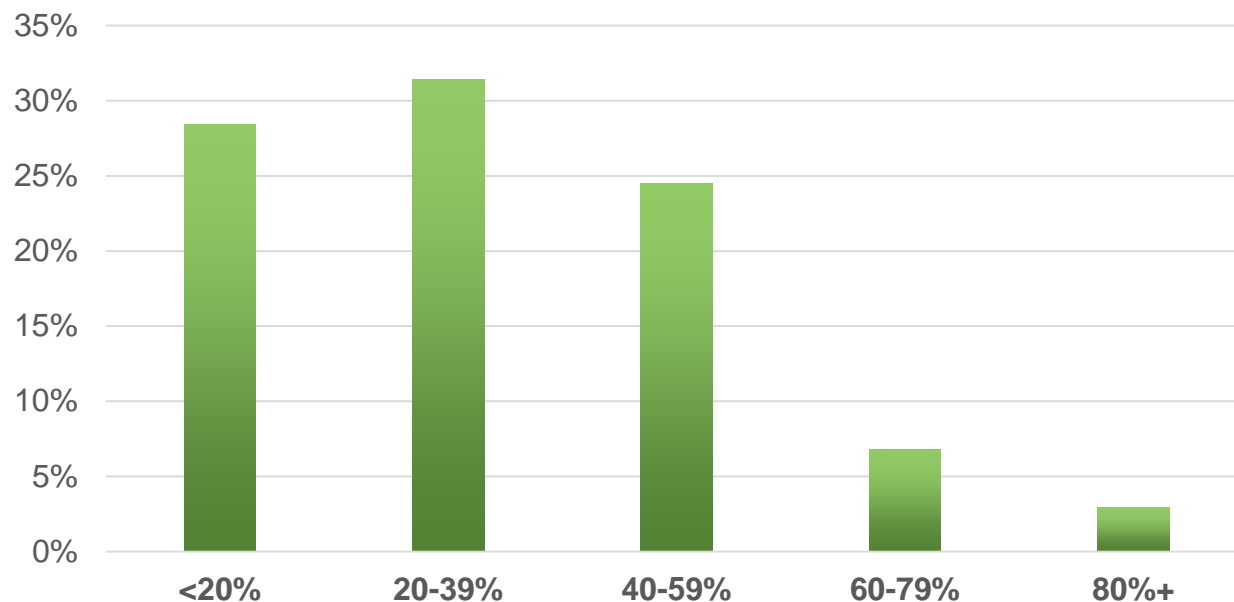
## What percentage of revenue is generated through Alternative Fee Arrangements (AFAs) at your firm?



NOTE: 7% were unsure



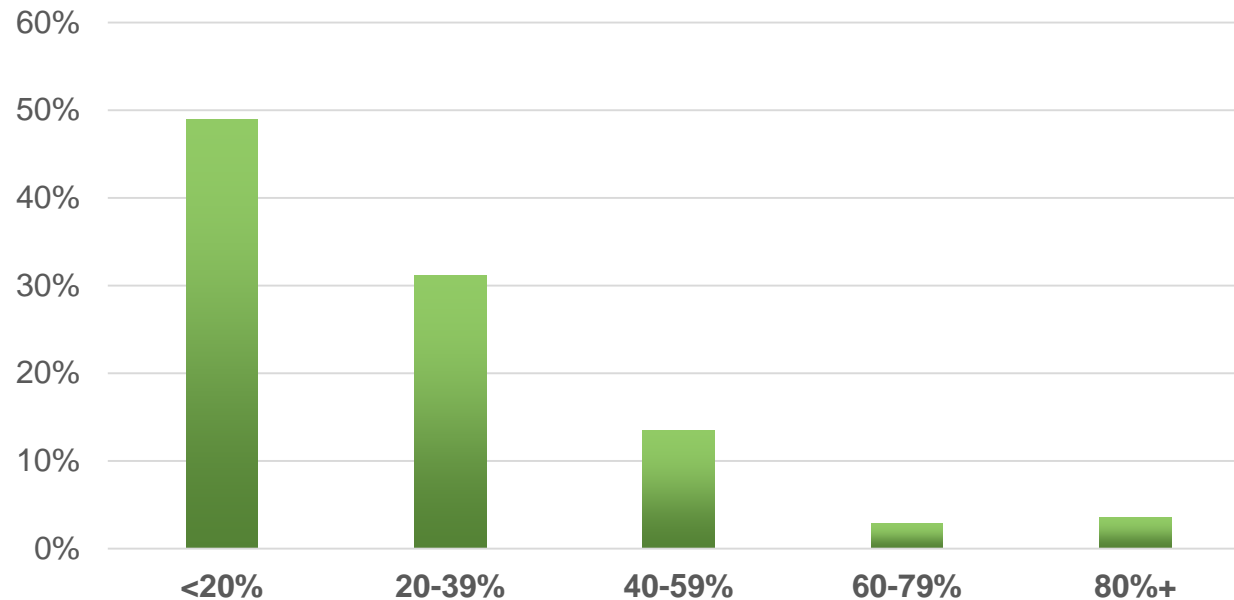
## What percentage of revenue is generated by lawyers 60 years and older at your firm?



NOTE: 6% were unsure



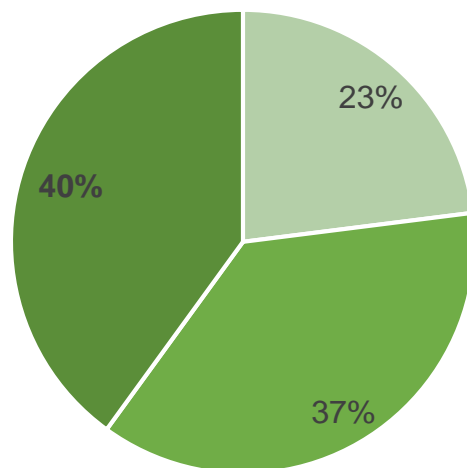
## What percentage of Equity Partners/Shareholders are women and/or minorities at your firm?



NOTE: 0% were unsure



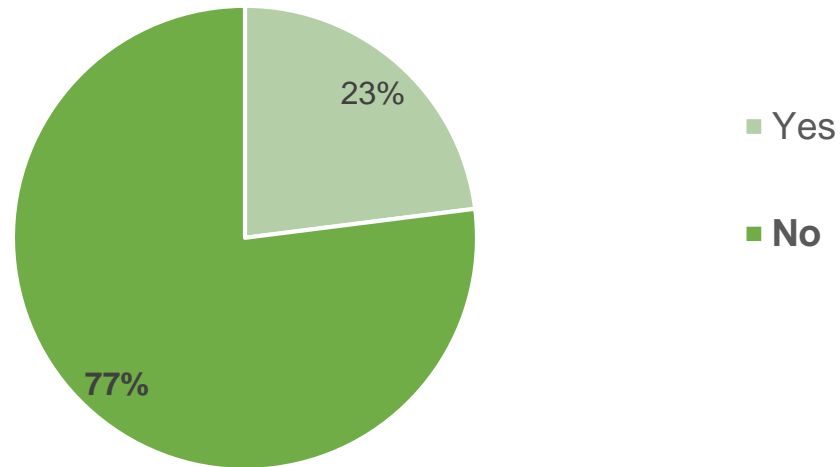
## Does your firm provide leadership training for its current and future firm leaders?



- Yes
- No
- Work in progress

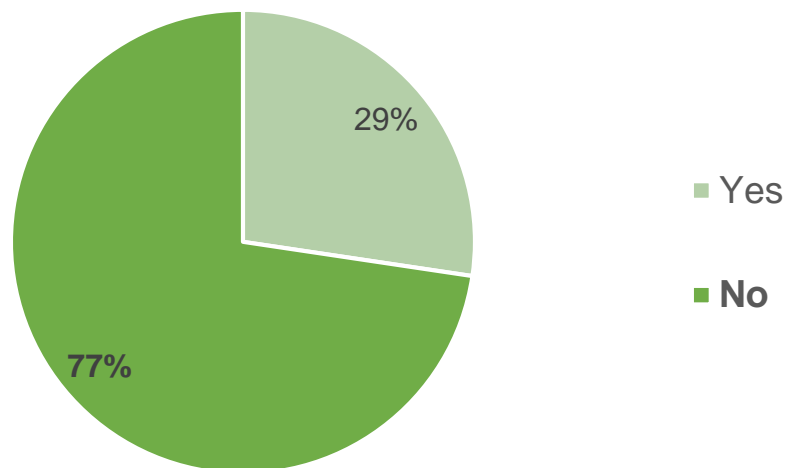


## Does your firm systematically measure client satisfaction in any way?



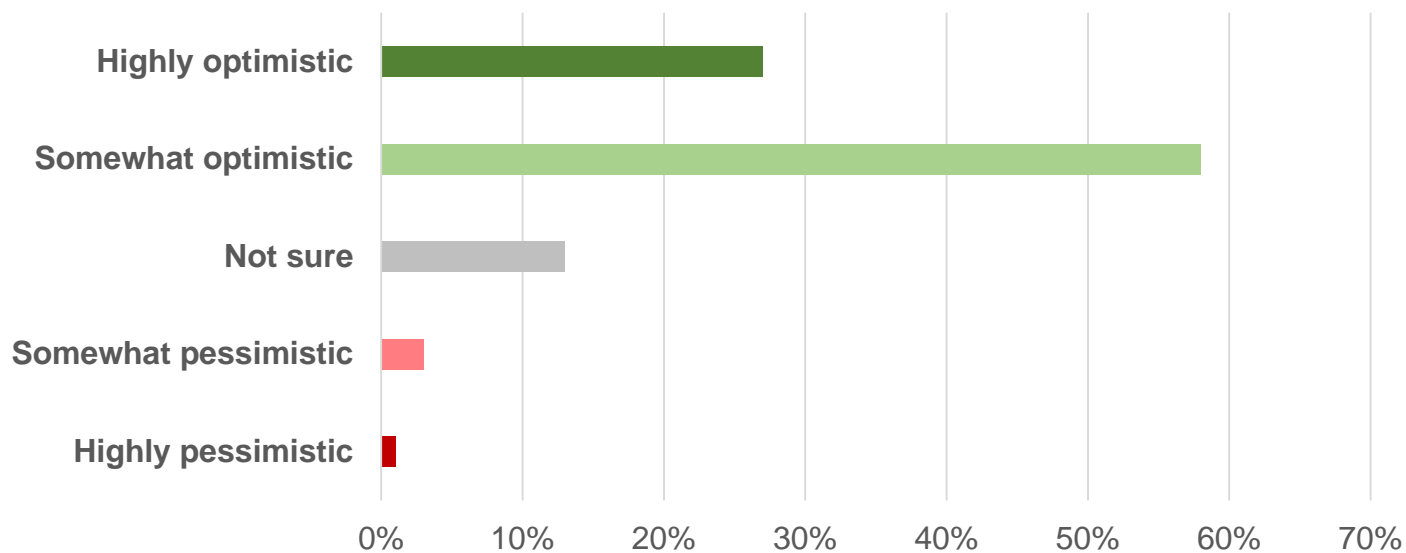


## Does your firm systematically measure employee satisfaction in any way?





## How do you feel about your firm's future?





# SOMETHING TO THINK ABOUT

The cost of not embracing  
AND executing planning and  
innovation can be huge both  
professionally and  
financially!



## CONTACT INFORMATION

Please don't hesitate to contact me with any questions or thoughts (welcome opposing opinions).

**Website:**

[www.applied.strategies.ca](http://www.applied.strategies.ca)

**Email:**

[smabey@appliedstrategies.ca](mailto:smabey@appliedstrategies.ca)

**Office Telephone:**

902.472.3032



