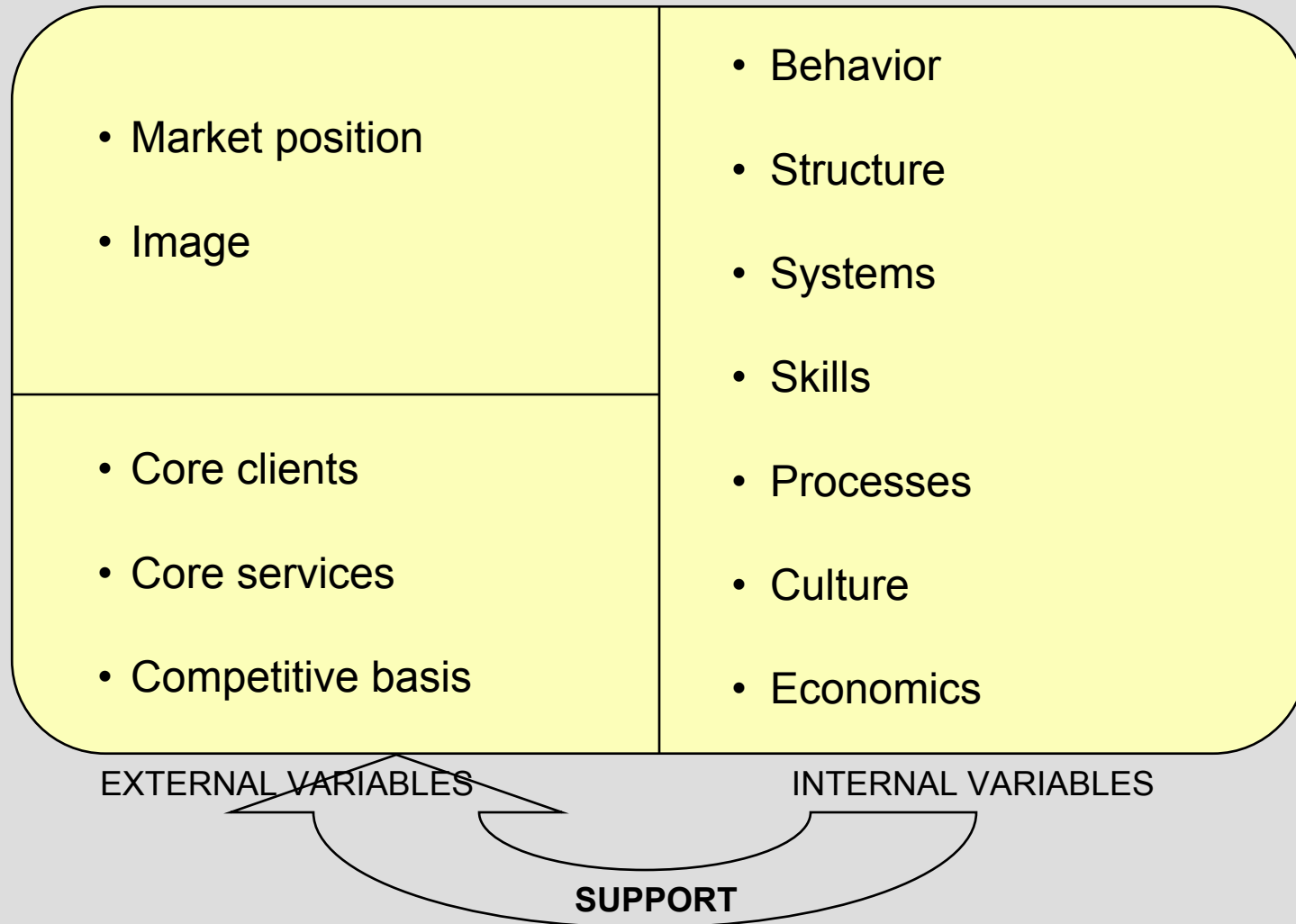


The Case For Practice Groups in Law Firms

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WHERE ARE WE NOW?

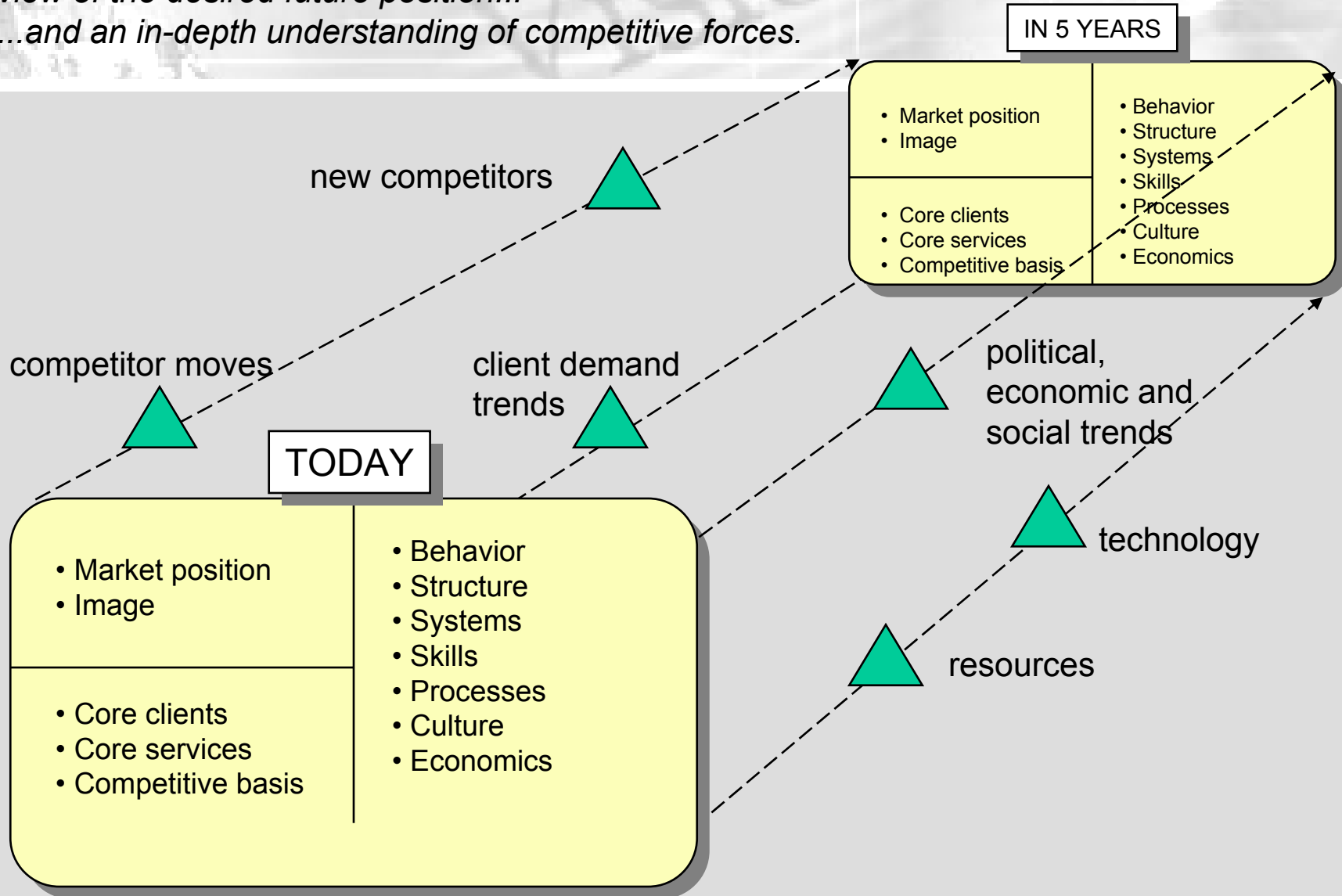
*Success in any market position requires management of key variables...
...and they need to be in alignment with each other.*



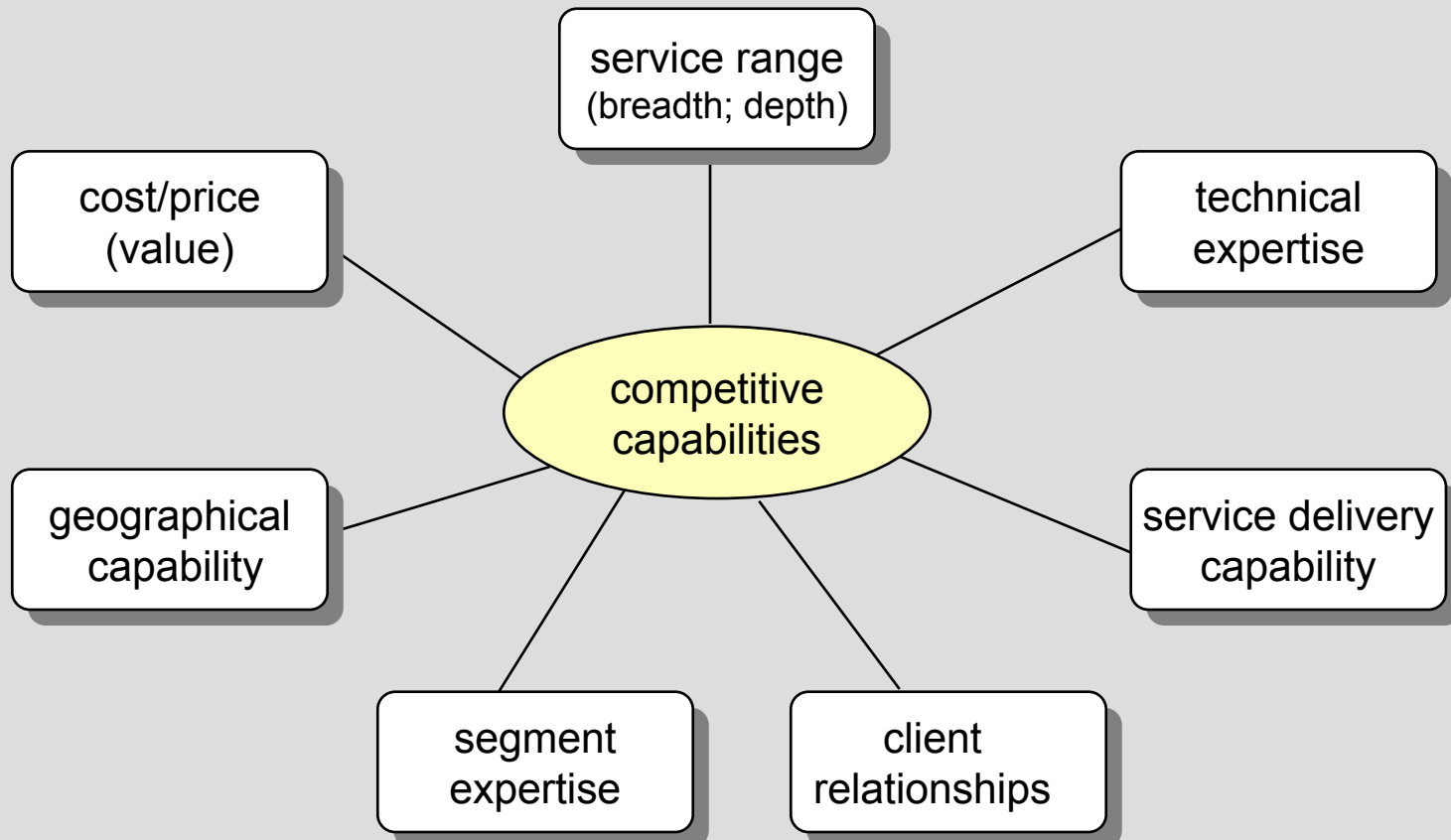
WHERE DO WE WISH TO BE?

Managing these variables over time requires a clear view of the desired future position...

...and an in-depth understanding of competitive forces.



What are our core competitive capabilities? How do we stack up?



History and Role of Practice Groups

- Need for management and organization arises
- Departments evolve
- Marketplace changes occur—
Specialization and segmentation
- Explosive law firm growth
- Pace quickens
- Competitiveness is an issue
- Practice groups evolve

Unique Aspects of Management and Leadership in Law Firms

- Flat organizational structures creates need for leaders to also be managers
- Managing professionals requires constantly addressing WHY
- Traditional command and control does not work well
- Lack of training of leader/managers
- Leader/managers are also producers

Practice Group Structure

- *Remember*—Structure is an important *tool*
- No structure is perfect
 - Dynamic environment
 - Overlap
 - Marketing and practice management

Structures

- Externally driven
- Structure by function
- By industry
- By business type
- Strategic Business Unit

Why Practice Groups?

What are they good for?



Compete Better

- Keep clients and extend relationships
- Gain new and better clients
- Build human capital and skills
- Innovate
- Promote inter-dependency

Keys to High Performance

- Clear role and focus
- Effective leadership
- A business plan
- Client feedback
- Continuous investment
- Superior execution

Role and Focus

- At a minimum, groups are responsible for:
 - Client service quality
 - Innovations
 - Human capital development
 - Marketing

Continuous Investment

- In innovation toward
 - Services
 - Processes and methods
 - Products
 - Knowledge management
- In skill building
- In clients
- In market research

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