ANNUAL CONFERENCE





The Managing Partner Forum for Northeastern Law Firms

Results of Audience Participation Session

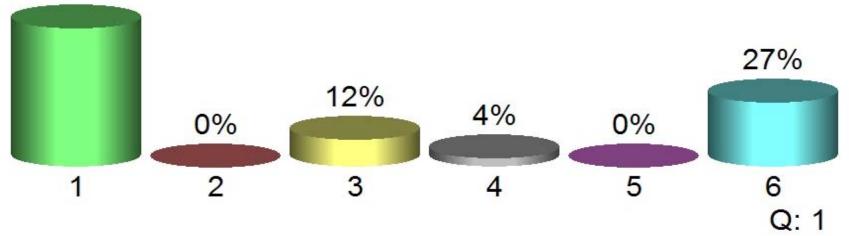
November 4, 2010 - Boston, Massachusetts



Who do you think will win Super Bowl XLV?

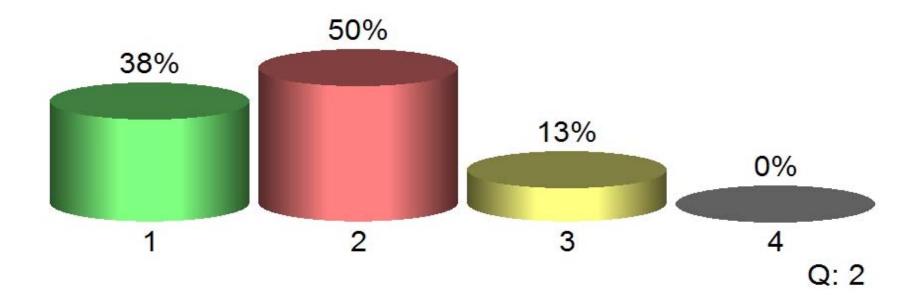
- 1. New England Patriots
- 2. New York Jets
- 3. Pittsburgh Steelers
- 4. Indianapolis Colts
- 5. Baltimore Ravens
- 6. Some team from the woeful NFC will get lucky





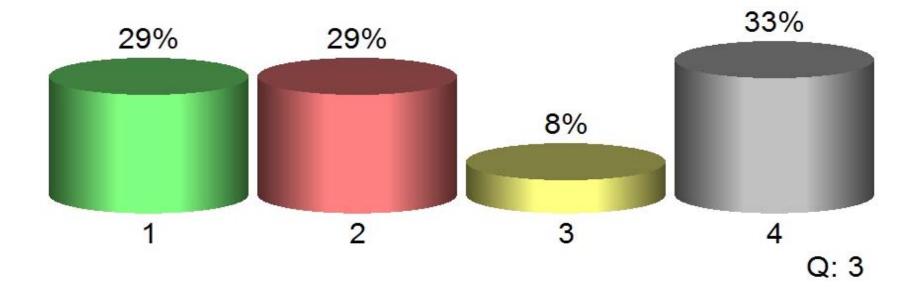
What is the total number of lawyers at your firm?

Less than 20
 20-50 lawyers
 51-100 lawyers
 More than 100 lawyers



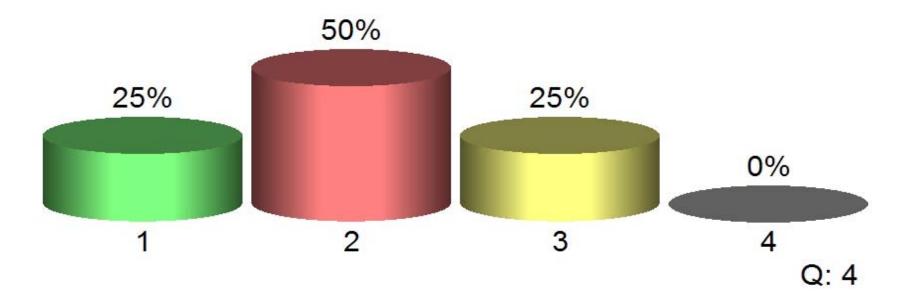
How long have you been your firm's managing partner?

- 1. Less than two years
- 2. 2-5 years
- 3. 6-10 years
- 4. More than 10 years



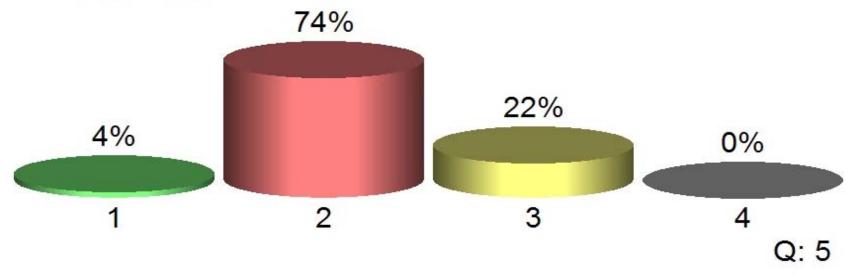
How has your firm performed so far in 2010?

- 1. Much better than expected. We're having a good year.
- 2. About what we expected. A relatively good year.
- 3. OK, but not where we want to be.
- 4. Not good. Looks like a discouraging year.



Looking ahead, how would you describe your expectations for 2011?

- 1. 2011 will be a very good year... a solid improvement from 2010.
- Cautiously optimistic. We expect a slight improvement, but still nervous about the economy.
- 3. Hard to say. Fairly flat.
- We see another difficult year in 2011. Profits will remain disappointing.

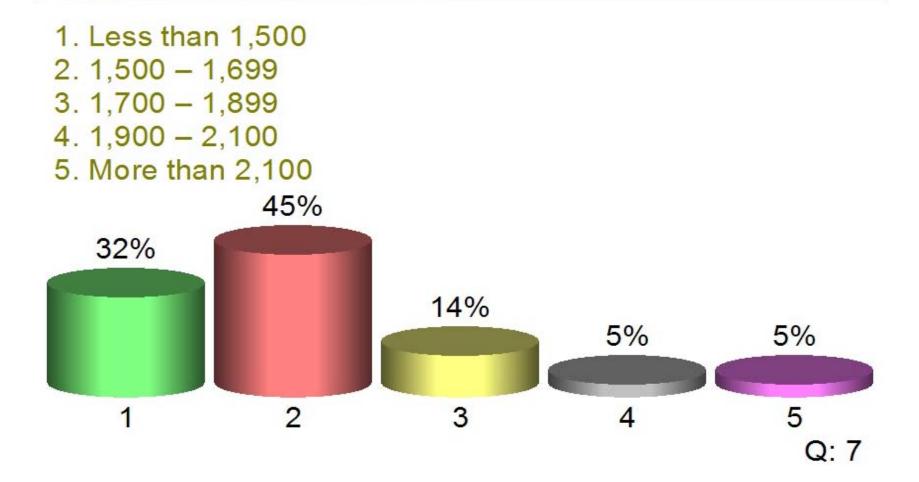


What have been your firm's most effective strategies to improve financial performance over the past 2 or 3 years?

6.25 Marketing and business development 5.46 Improved billing/collection Improved operating efficiencies 4.58 3.79 Increased hourly rates Reducing staff headcount 2.63Strategic planning and implementation 1.75Dealing with underperforming equity partners 1.08 Across the board cuts in operating expenses 0.75 Reducing associates and paralegals 0.00 Other 0.00

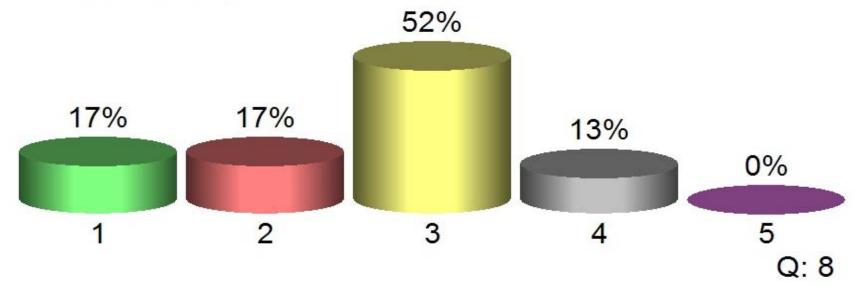
Q: 6

How many billable hours (average) do you anticipate from your partners in 2010?



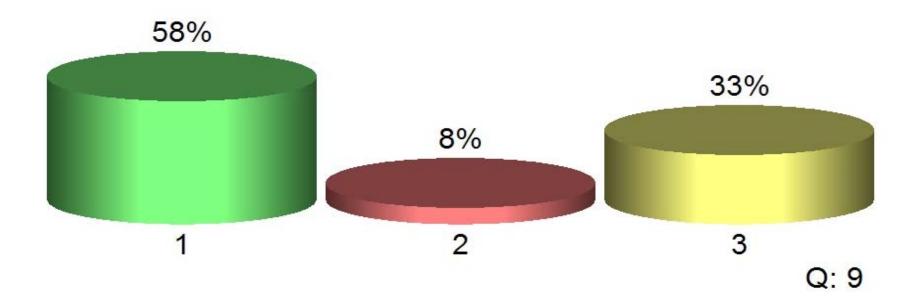
How many billable hours (average) do you anticipate from your associates in 2010?

1. Less than 1,500 2. 1,500 - 1,699 3. 1,700 - 1,899 4. 1,900 - 2,100 5. More than 2,100



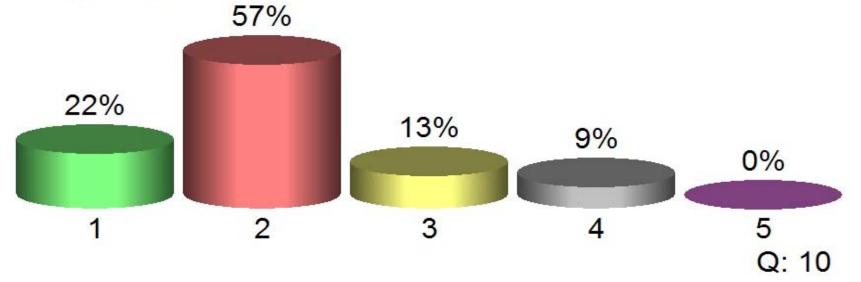
Does your firm offer alternative fee arrangements to its clients?

- 1. Yes
- 2. No
- 3. Work in progress



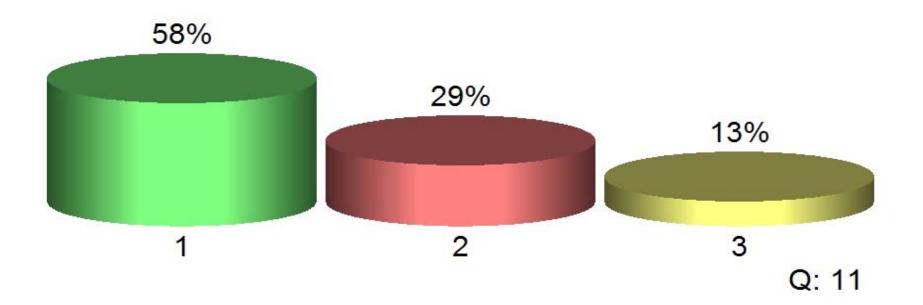
Which term most closely describes your firm's system of governance?

- 1. Very democratic
- 2. Somewhat democratic
- 3. Oligopoly
- 4. Benevolent dictatorship
- 5. Tyranny



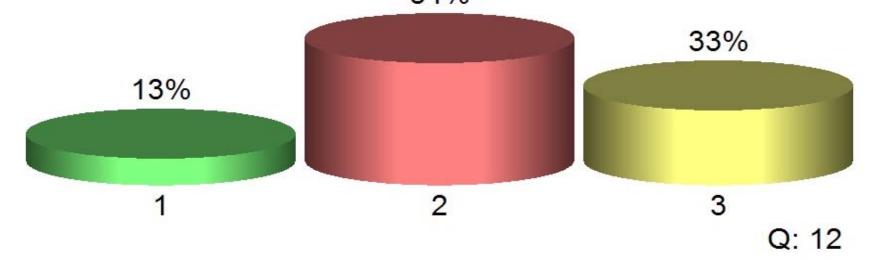
Does your firm have a multi-tiered partnership structure?

Yes
 No
 Work in progress



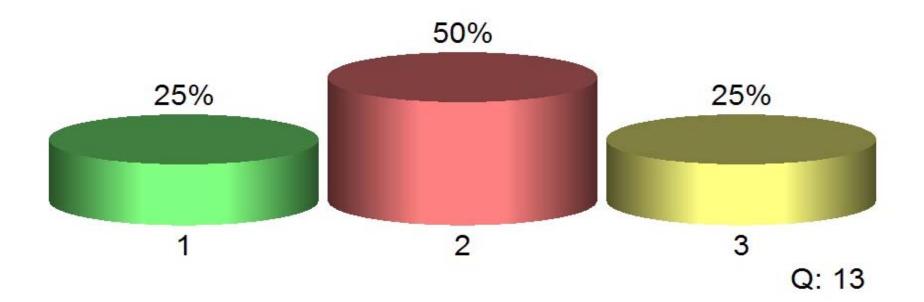
Which terms most closely describe your firm's compensation system?

- Strictly formula driven we look only at the numbers and each partner's contribution to the bottom line
- Mostly formula driven we look at the numbers, but factor non-billable contributions
- Mostly subjective we look at numbers but give significant weight to subjective and non-billable contributions 54%



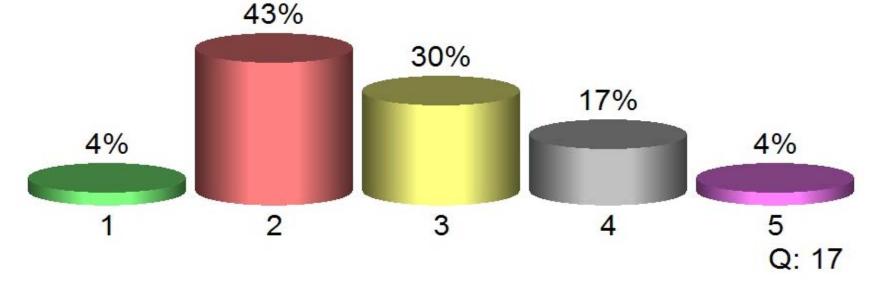
Does your firm have a written strategic plan?

Yes
 No
 Work in progress

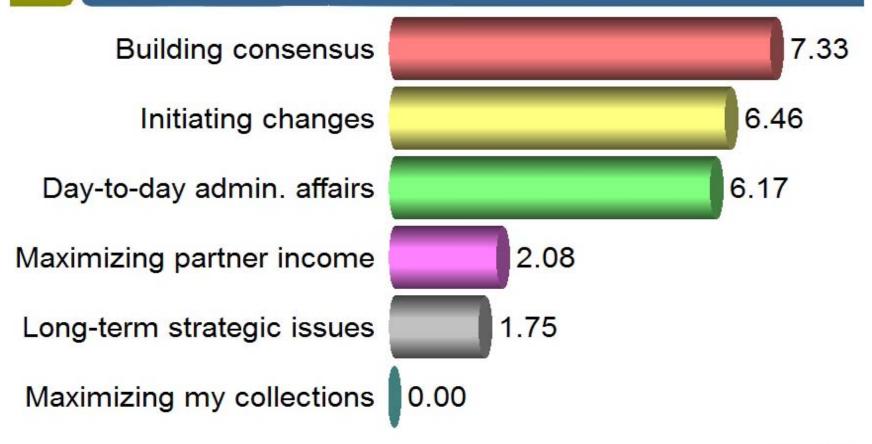


What percentage of your time do you spend in your role as managing partner?

- Less than 10%
 10-25%
 26-50%
 More than 50%
- 5. Full-time

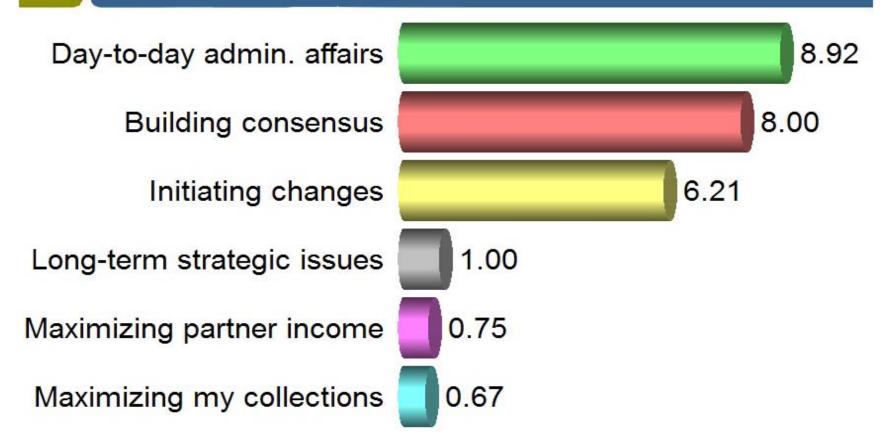


What do you feel are your most important contributions in your role as managing partner?



Q: 18

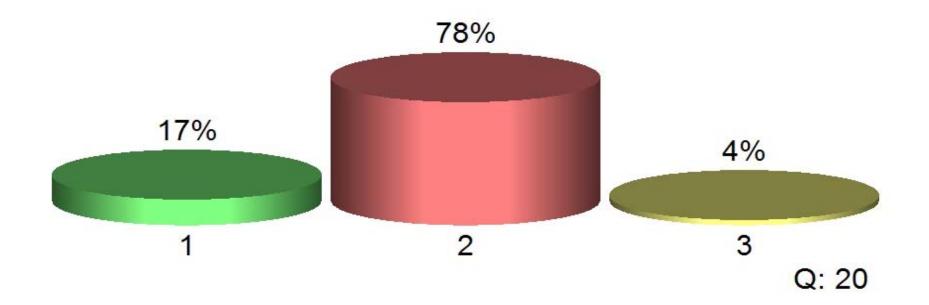
By contrast, where do you spend most of your time?



Q: 19

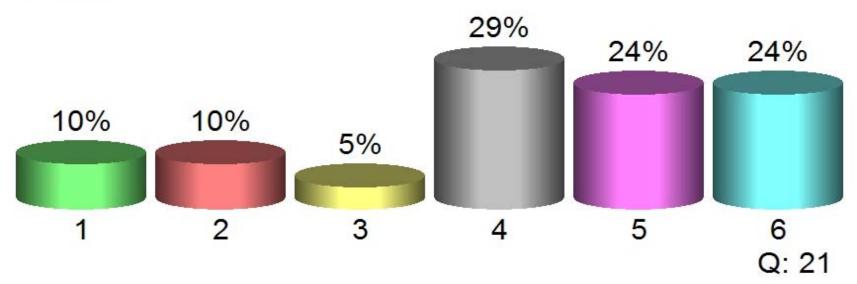
Does your firm have a formal job description for the managing partner?

- 1. Yes
- 2. No
- 3. Work in progress



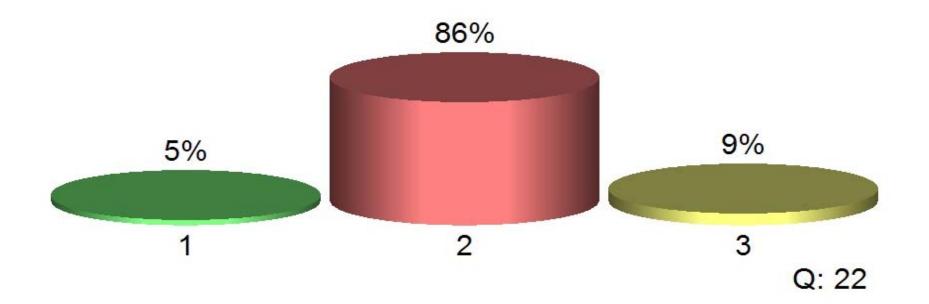
How are you compensated for your contributions as managing partner?

- 1. Fixed amount based on time required
- 2. Compensation based on firm performance
- 3. Combination of fixed amount, plus bonus based on firm performance
- 4. Reduction in billable hour requirements
- 5. No direct reward associated with the position
- 6. Other



Have you established a clearly defined "exit strategy" with your partners?

- 1. Yes 2. No
- 3. Sorta Kinda



What do you plan to do when you step down as managing partner?

- 1. Go back to practicing law on a full-time basis
- 2. Take on a reduced work load, perhaps an "Of Counsel" role
- 3. Go in-house
- 4. Retire from practice of law
- 5. I have no idea

