

A man in a dark suit, white shirt, and striped tie is standing on a red ladder. He is looking through binoculars. The background is a clear blue sky. The ladder is positioned on the left side of the frame, and the man is leaning against it.

The MPF 2015 Leadership Conference

May 7, 2015 • Atlanta, Georgia

Leadership Required: Now More than Ever





Audience Polling Results

The MPF 2015 Leadership Conference

May 7, 2015 - Atlanta, Georgia

90 managing partners and leaders
of smaller and mid-size law firms



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Thursday, May 7, 2015

Capital City Club – Atlanta, Georgia

Audience Polling Results

A Panel Discussion Featuring Audience Polling Technology

This section contains the polling results created during the panel session featuring Audience Polling Technology (APT). The session featured a panel discussion consisting of four of the country's top law firm management consultants. Approximately ninety (90) managing partners and firm leaders participated, representing firms ranging in size from 6-500 lawyers.

Moderator:

John Remsen, Jr.

President & CEO, The Managing Partner Forum

President, TheRemsenGroup

Panelists:

Sherry Cushman

Executive Managing Director, Cushman & Wakefield

Barb McGivern

Vice President, Large and Medium Law Firms, Thomson Reuters

Gerry Riskin

Founder and Chairman, Edge International

Robert A. Young, Esq.

Chair, ABA Law Practice Division

Past Managing Partner, English Lucas Priest Owsley

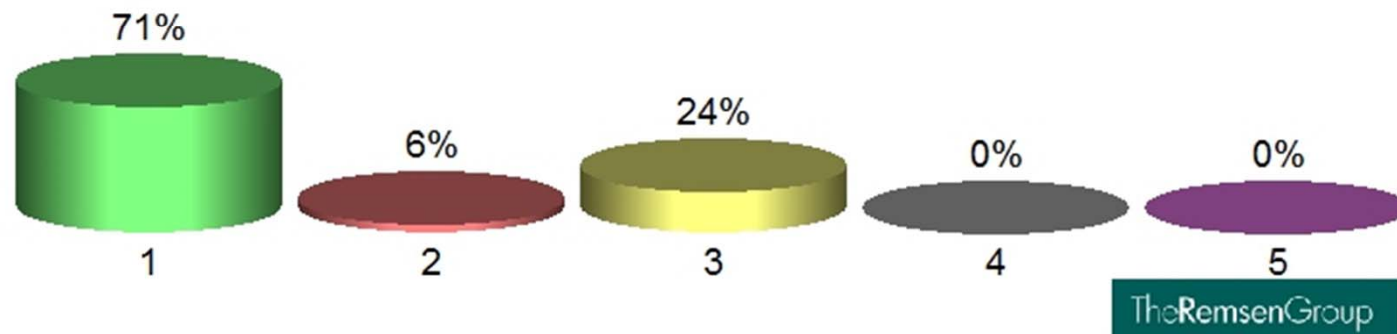
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What is the primary reason you decided to attend The MPF Leadership Conference?

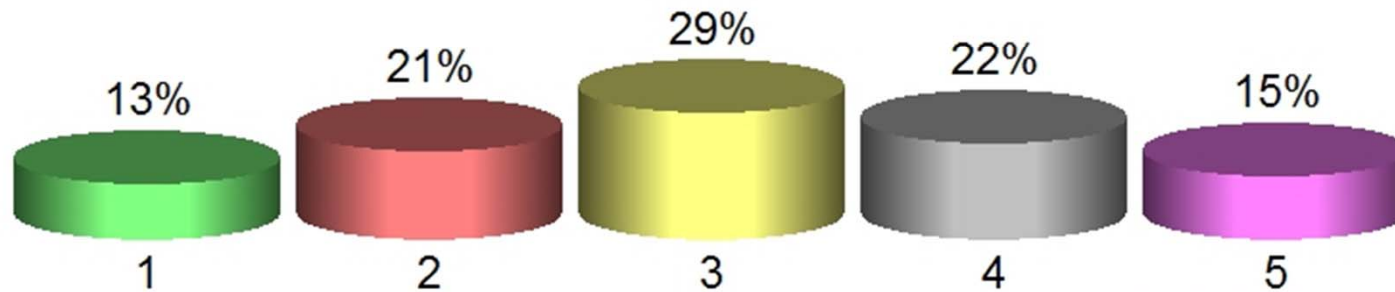
1. To learn how other law firms are dealing with change
2. To meet and develop friendships with other firm leaders
3. To hear recommendations from consultants and faculty experts
4. To earn valuable CLE credit
5. I think I must be at the wrong conference!





How many lawyers do you have at your firm?

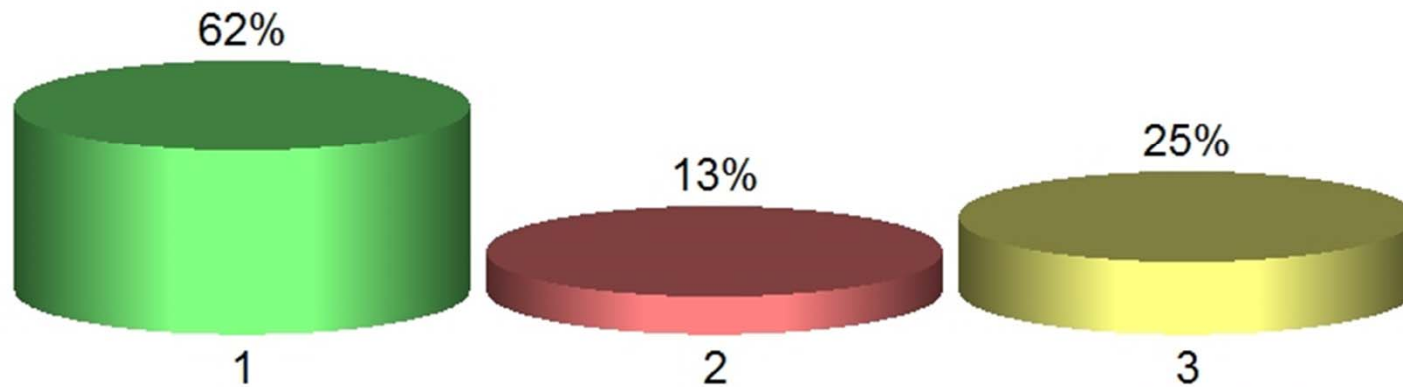
- 1. < 20 lawyers
- 2. 20-34 lawyers
- 3. 35-74 lawyers
- 4. 75-124 lawyers
- 5. > 125 lawyers





Over the past three years, have your partners become...

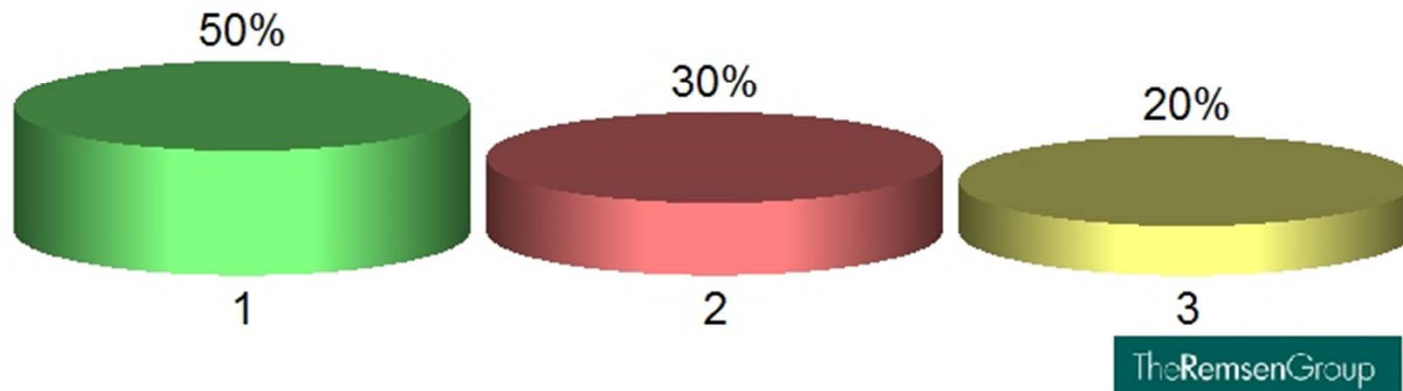
- 1. More collaborative, especially across practices and offices?
- 2. Less collaborative?
- 3. I haven't noticed any change in either direction.





Over the past three years, have your partners' moods been...

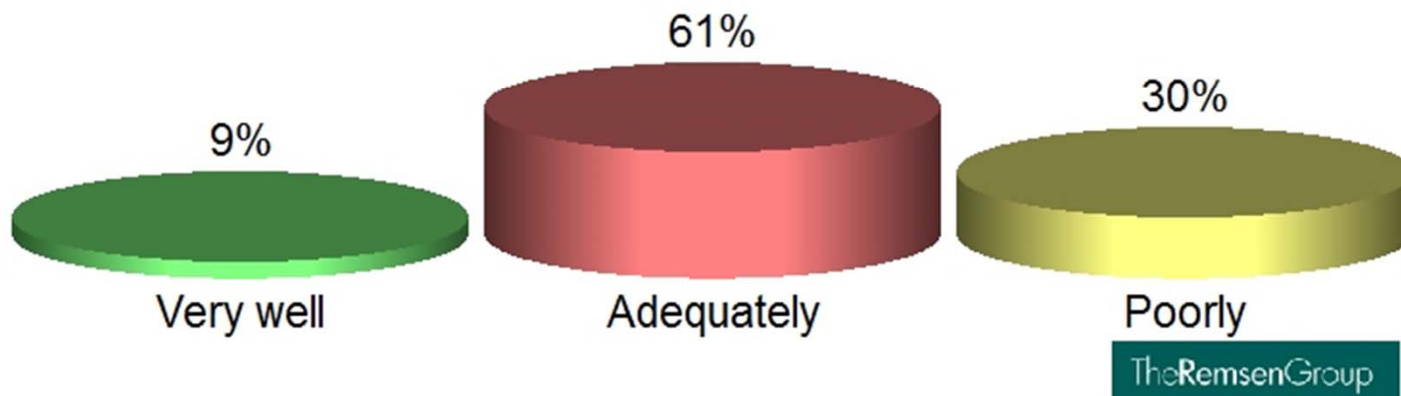
1. More upbeat, positive, friendly, or optimistic?
2. More negative, irritable, isolated or pessimistic?
3. I haven't noticed any change in either direction.





On the whole, the lawyers in our firm are coping with change...

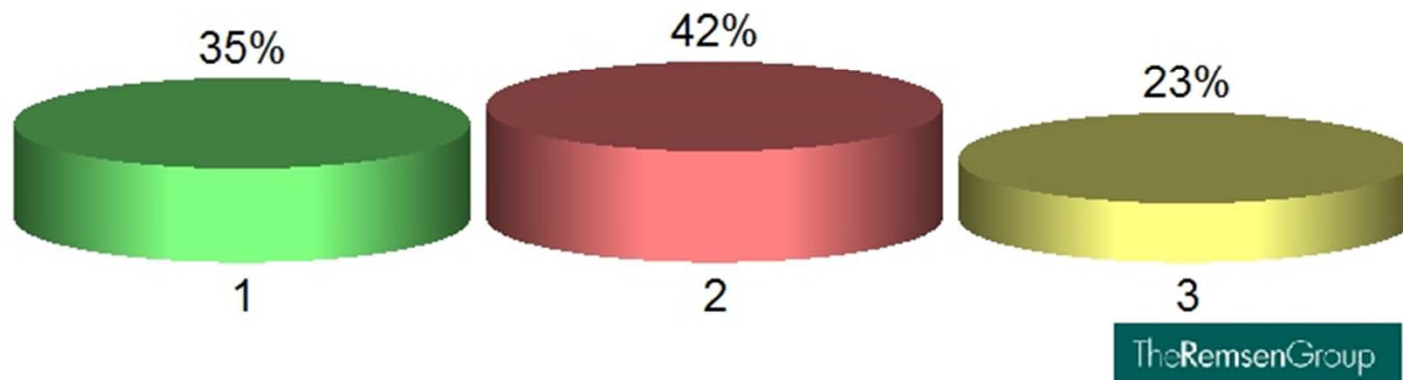
- 1. Very well
- 2. Adequately
- 3. Poorly





Question #1: Does your firm have a written strategic plan?

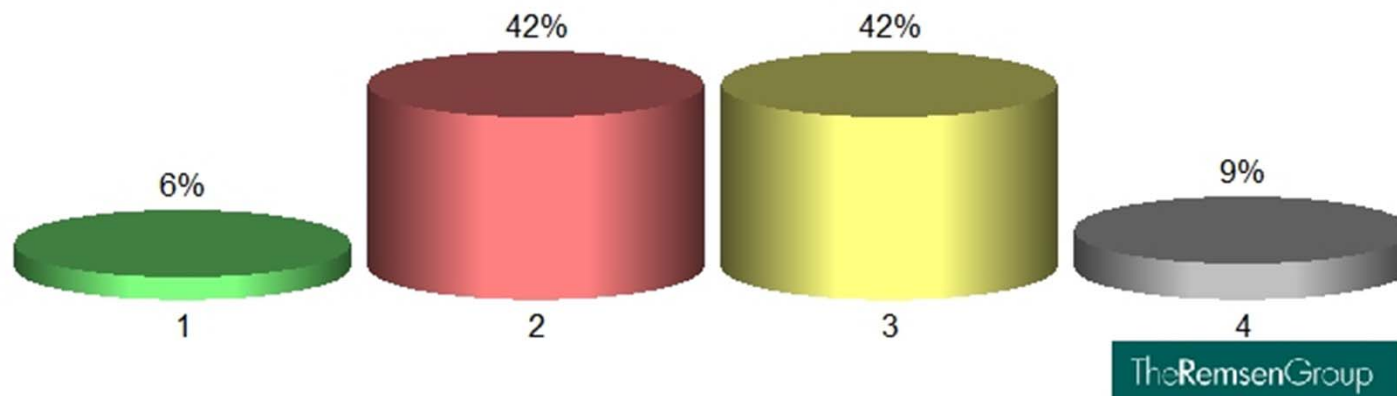
- 1. Yes
- 2. No
- 3. In progress





Of firms with a plan, which statement best describes your success with implementation?

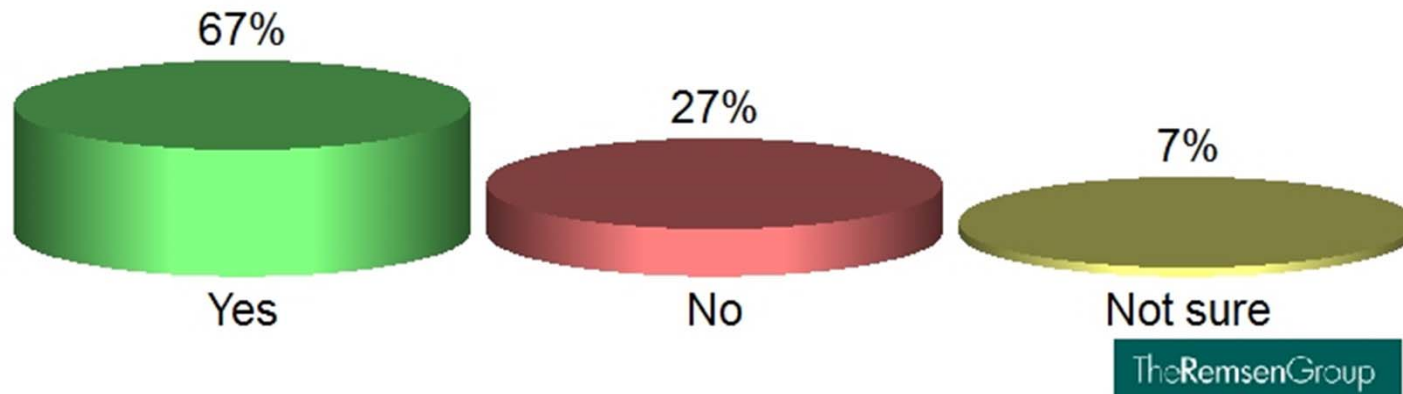
- 1. Very well. We're diligently implementing our goals and objective.
- 2. Pretty well. We've accomplished some things, while others remain elusive.
- 3. Fair. We've made some progress, but could be doing a much better job.
- 4. Poor. We've accomplished little of what we've set out to do.





Of firms with a plan, can you attribute improved team-work and cohesiveness to the plan?

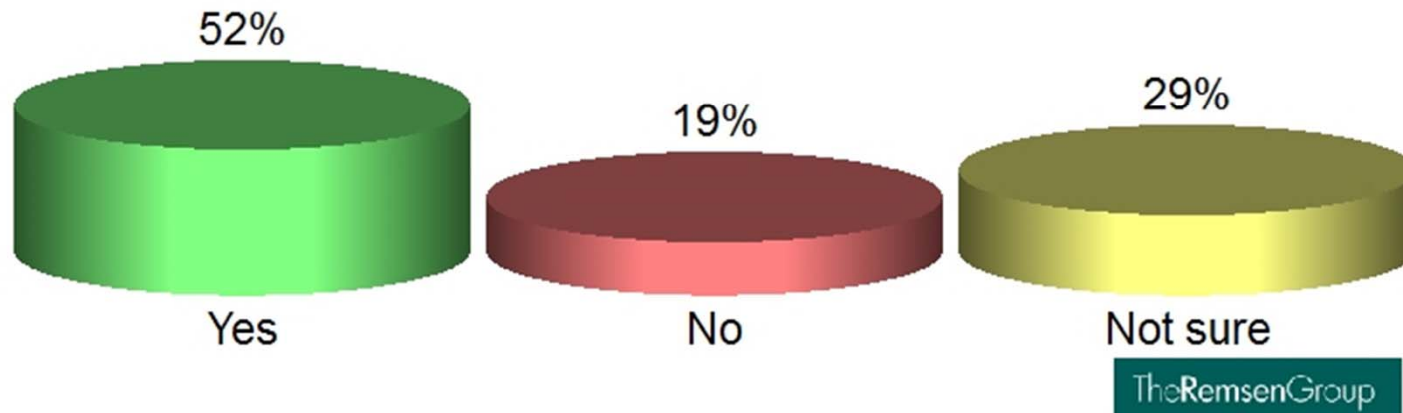
- 1. Yes
- 2. No
- 3. Not sure





Of firms with a plan, can you attribute improved firm profitability to the plan?

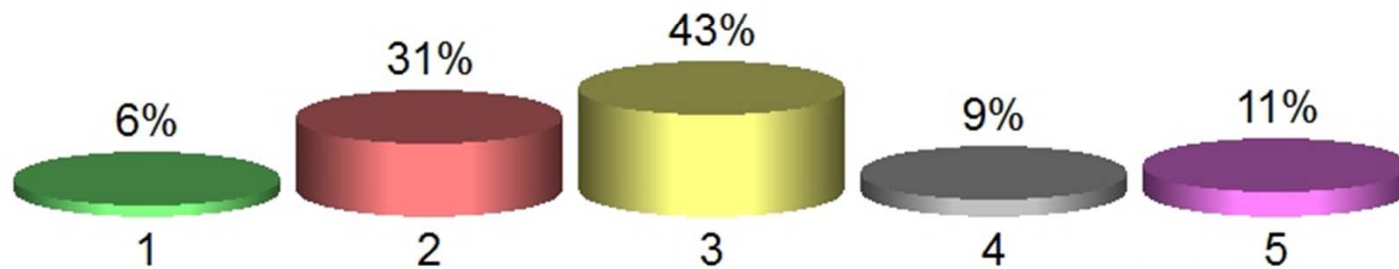
- 1. Yes
- 2. No
- 3. Not sure





Of firms without a plan, which statement best describes the reason why?

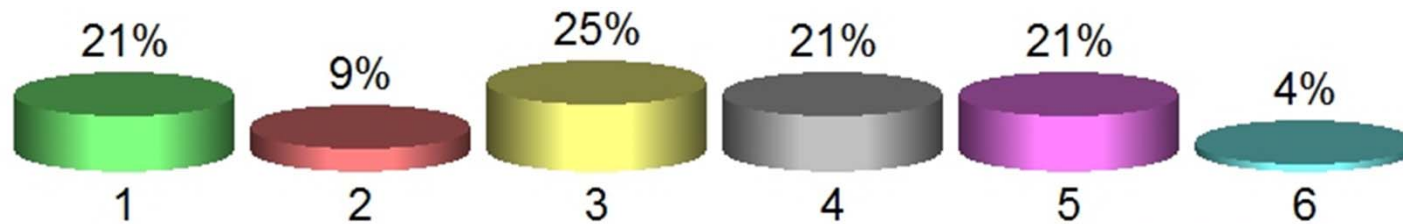
- 1. I don't think we need one and most of my partners agree.
- 2. I'm sold, but not enough of my partners agree.
- 3. We're too busy. Not enough time.
- 4. It's too expensive with little return to show for it.
- 5. Not sure. Never thought about it.





How long have you served as your firm's managing partner?

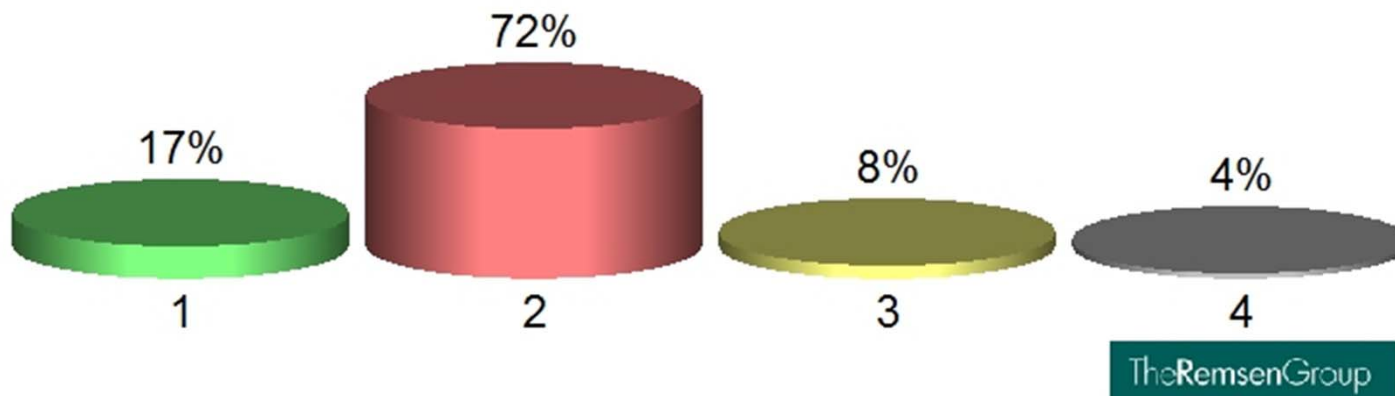
1. < 1 year
2. 1-2 years
3. 3-5 years
4. 6-10 years
5. > 10 years
6. Other





Do you enjoy the leadership role?

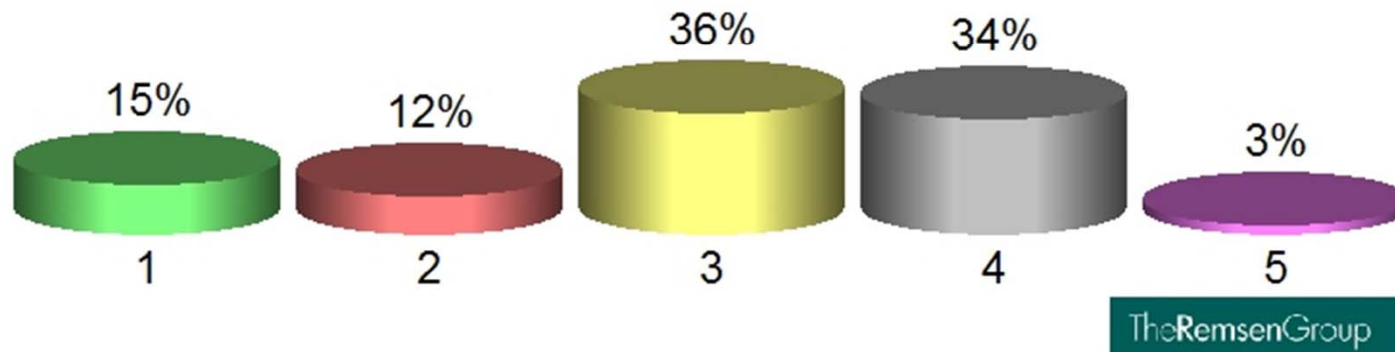
1. Love it....even more than practicing law!
2. I enjoy it. Some days are better than others.
3. It's OK, but I'd rather be practicing law.
4. I don't like it at all, but there's nobody else to do it.





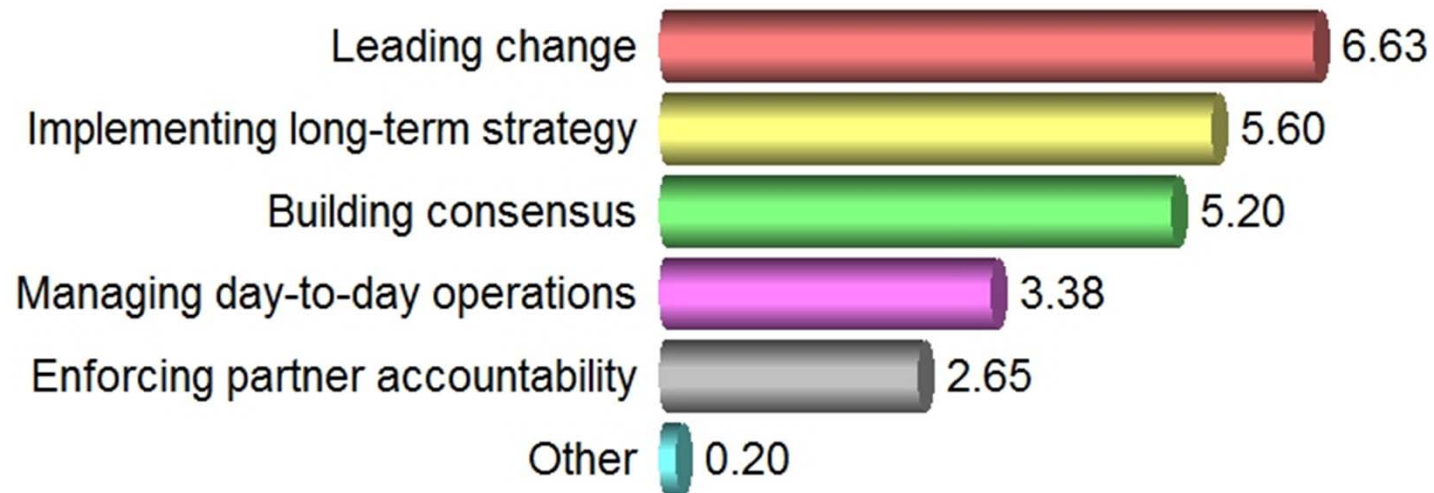
Do you have a formal job description?

1. Yes. It's in writing and we follow it.
2. Yes. It's in writing, but often ignored.
3. No. But I wish I had one.
4. No. And I don't want one.
5. Other





What do you believe to be your most important contribution in your role as managing partner?



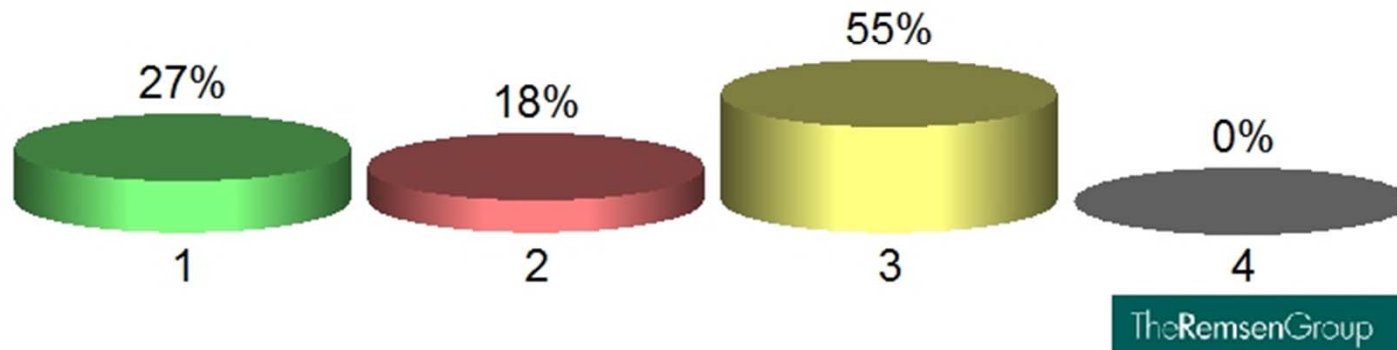
Role 3 - Ranking

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Would you like to have more or less authority to tackle tough issues?

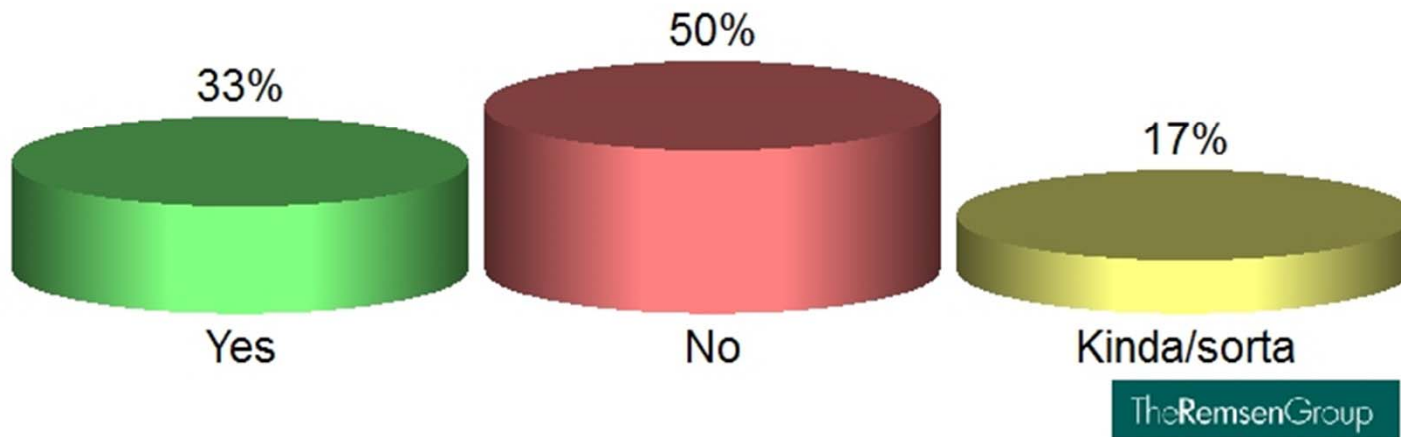
1. Considerably more authority
2. Somewhat more authority
3. About right the way it is
4. Too much authority is given to the position





Are you proactively grooming your successor?

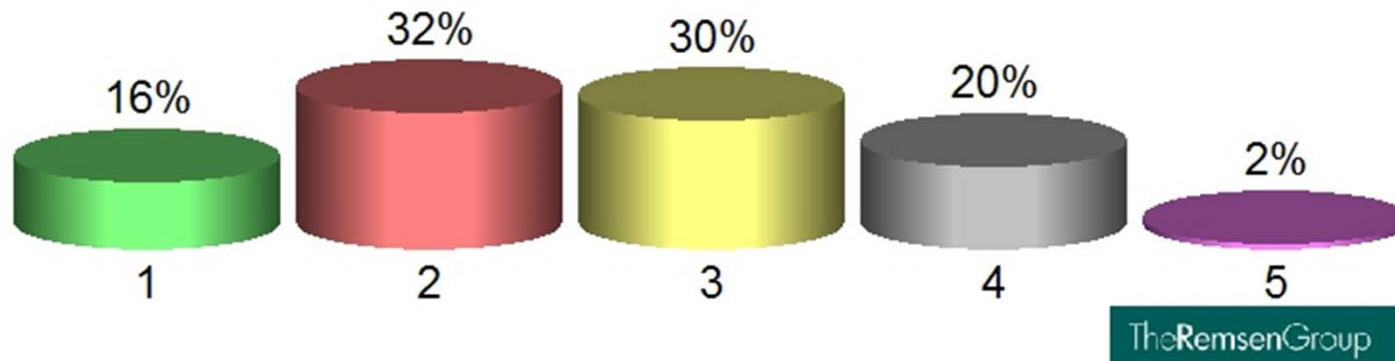
1. Yes
2. No
3. Kinda/sorta





How has your firm performed financially so far in 2015?

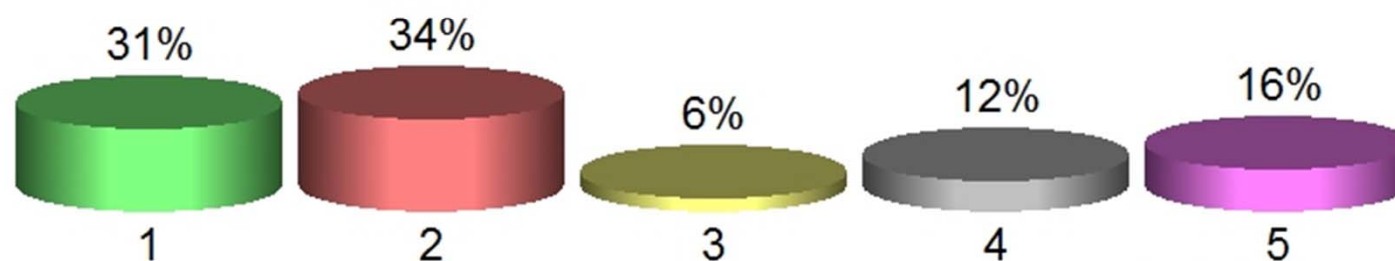
1. Much better than expected. We've had a very good year so far.
2. Somewhat better than expected. A solid, relatively good year,
3. About what we expected. We're doing OK.
4. Somewhat disappointing. Not where we want to be.
5. Very disappointing. Not good at all.





From where has your firm felt the most intense competition over the last three years?

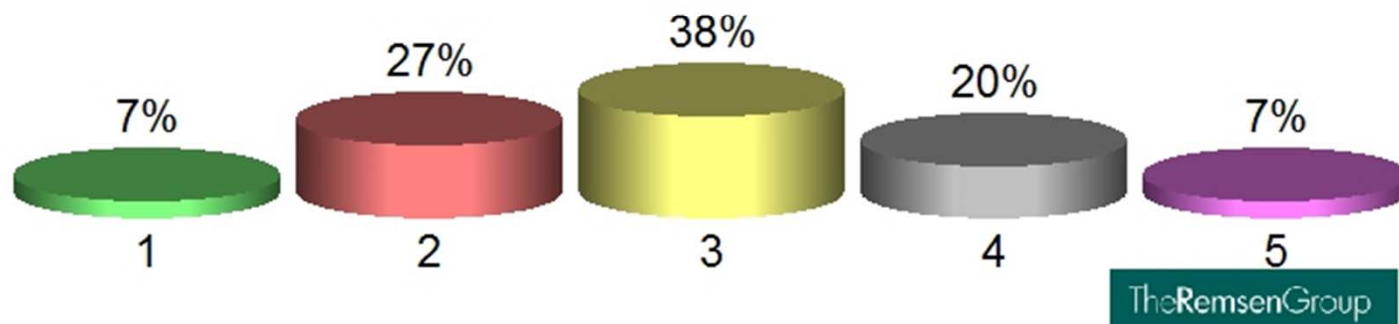
1. Larger (national or international) firms
2. Same size firms with similar practices
3. Boutique firms
4. Disruptors
5. In-house counsel





Is your firm vulnerable to disruptive changes going on within the legal profession?

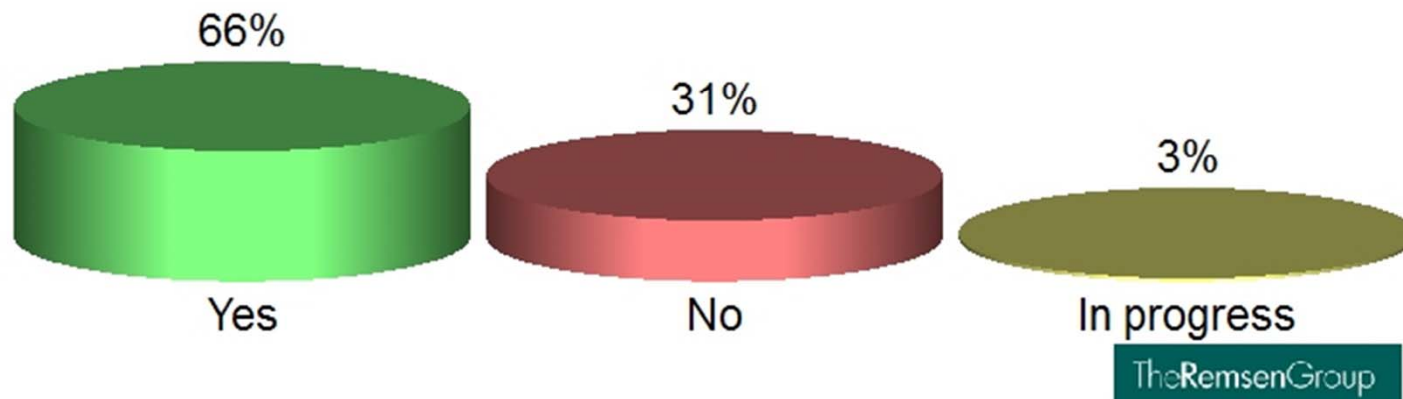
1. We won't be affected much at all into the foreseeable future.
2. We will be modestly affected here and there.
3. We are somewhat vulnerable to these changes.
4. We are extremely vulnerable to these changes.
5. Not sure / don't know.





Has your firm adopted a two (or more) - tiered partnership structure?

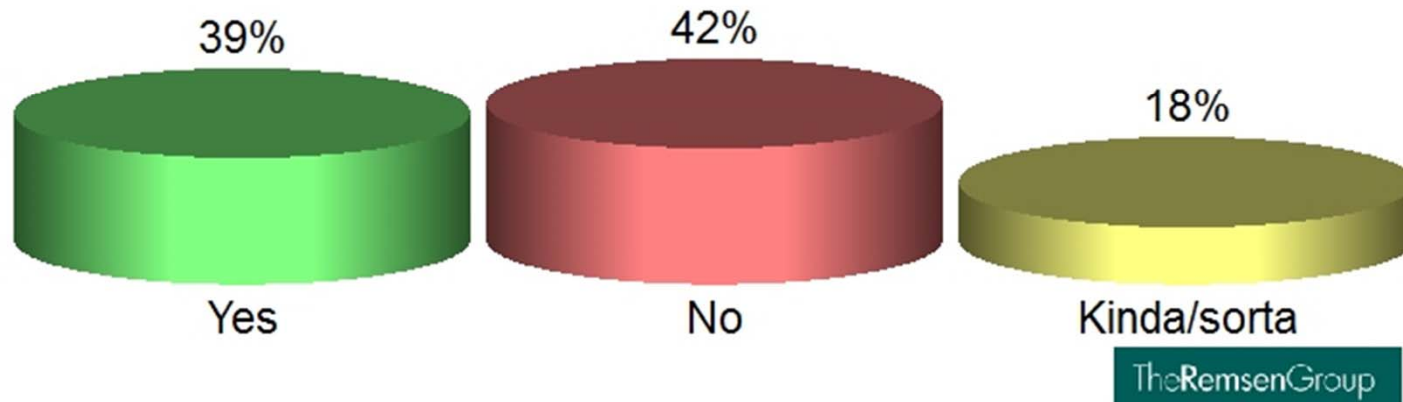
1. Yes
2. No
3. In progress





Does your firm have clearly defined (written) criteria to become an equity partner?

1. Yes
2. No
3. Kinda/sorta





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Questions Provided by Managing Partners

During lunch, we presented several questions provided by the managing partners themselves. We received 28 questions and presented several of them for polling. This section contains the results.

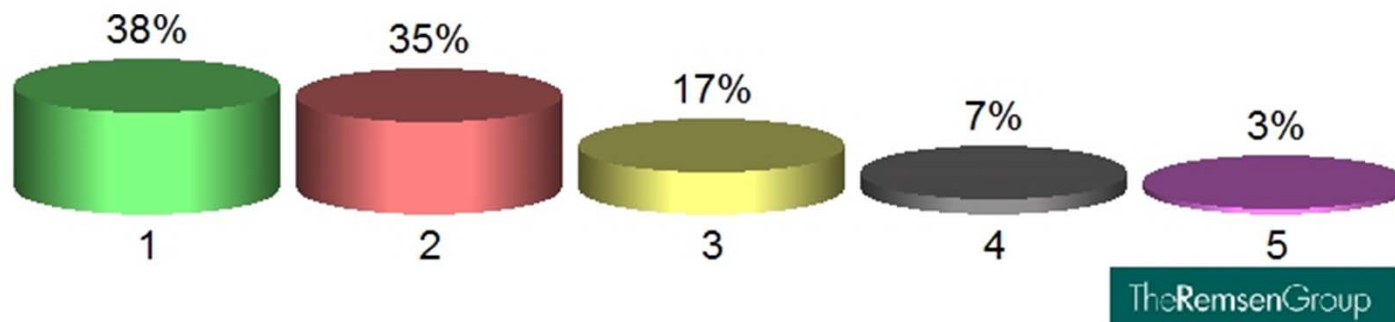
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In your firm, what is the multiple in compensation between the lowest paid and the highest paid equity partner?

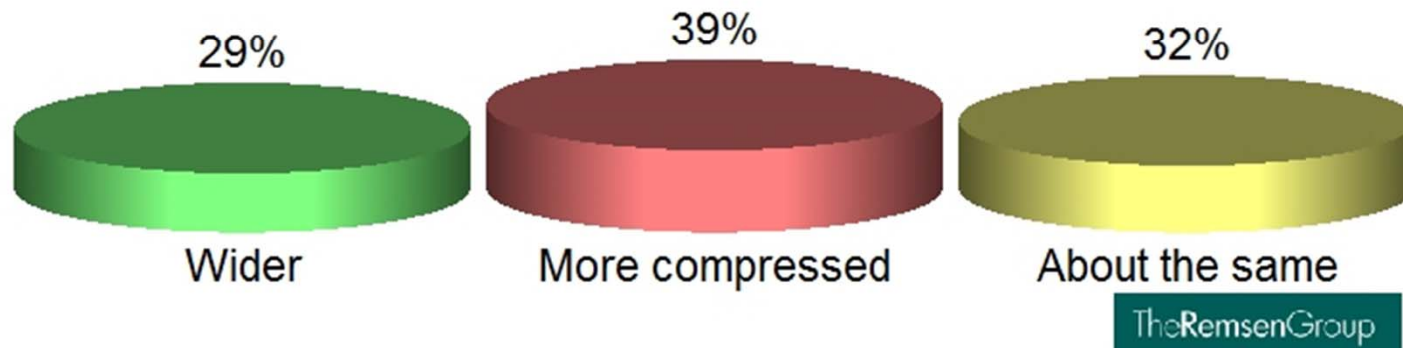
- 1. < 3
- 2. 3-5
- 3. 5-7
- 4. 8-10
- 5. > 10





In which direction has this multiple been trending over the last three years?

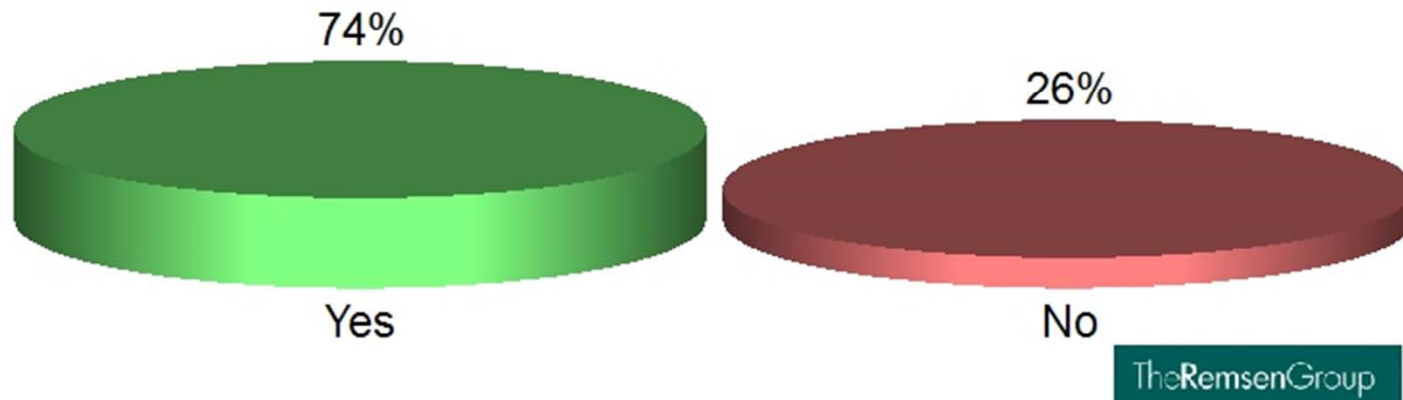
1. Wider
2. More compressed
3. About the same





Does your firm have equity partners who have not developed a book of business?

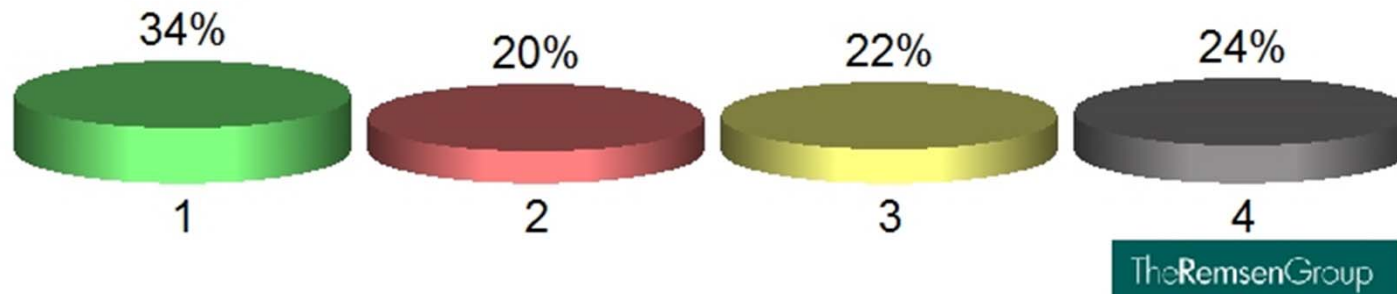
1. Yes
2. No





How does your firm elect members of its Management Committee?

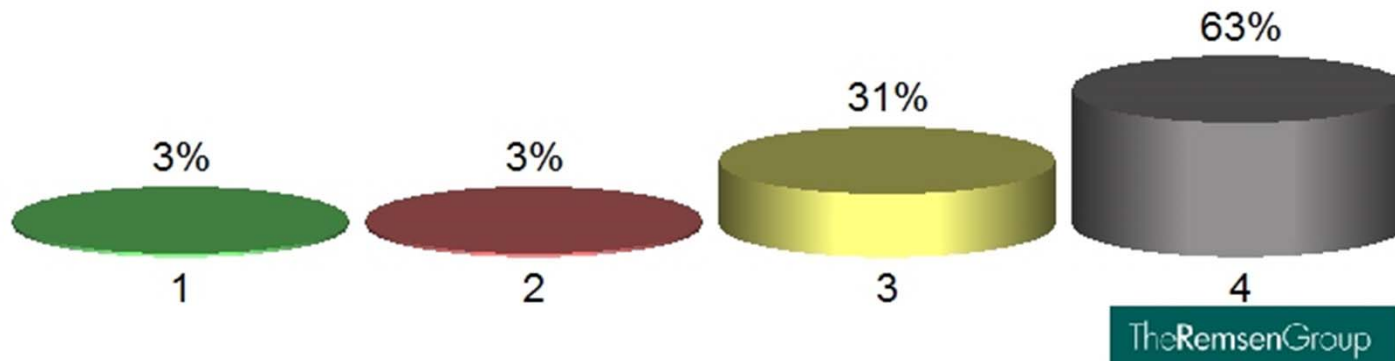
1. Wide open, transparent (e.g., Nominating Committee, “campaigning”)
2. Closed (e.g., no public declaration of candidates, secret ballot, results but no details)
3. Something between these two approaches
4. We do not have a Management Committee.





Does your law firm employ surveys to measure attorney and/or employee satisfaction?

1. We survey attorneys.
2. We survey employees.
3. We survey both.
4. We survey neither.





Does your firm have a formal client feedback program?

- 1. Yes
- 2. No

