

Trends in law firm management

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1st November 2018, Siem Reap, Cambodia

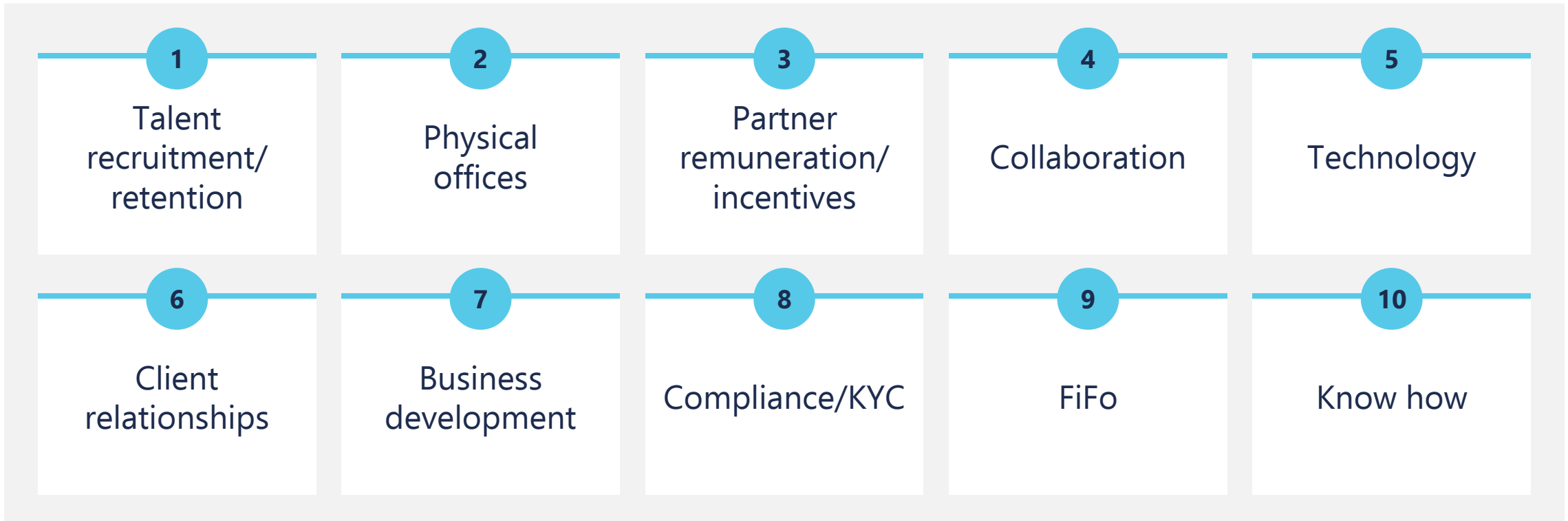


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Trends in law firm management

Ten things any law firm needs to be thinking about



BUT – Don't just think: BRING ABOUT CHANGE!

1

Talent recruitment/retention

- The reality is that in any market the number of lawyers with the right skills is limited
- Many organisations are fighting to attract and retain the best professionals
- The legal market that has become globalised and mobility is the norm
- Diversity and the retention of women

“The ability of law firms to adopt innovative and tailored recruitment and retention strategies for their size, culture and market has become a strategic priority and one of the biggest determinants for a firm’s competitive success”

Rebecca Normand-Hochman, Recruiting and Retaining Lawyers: Innovative Strategies to Attract, Develop and Retain Legal Talent

2

Physical offices

- ‘Young Lawyers Call For Revamping of Law Firm Offices to Meet New Industry Needs’ - consideration of millennial values, including how firms can improve their output by optimizing the physical workspace
- Office design impacts day-to-day lawyers productivity and work product
- Importance of collaboration spaces/technology enabled spaces
- It’s your second biggest cost

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Partner remuneration/incentives

- The answer is.....
- The client's fundamental needs are the same globally – skill set, availability, accessibility, approachability and cost. Which of these are advanced by financial incentives?
- What do clients think?
- Do incentives really work in a law firm? If so, for whom?
- Is it actually possible to structure incentives that benefit the individual lawyer, the firm and the client simultaneously?
- Different cultures view financial incentives differently, some placing greater trust in them and potentially yielding greater utility

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Collaboration

- Collaboration is not cross selling but.....
- Cross-collaboration yields a level of benefit far greater than imagined
- Can you reward collaboration or punish the lack of
- Collaboration mapping

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Technology

- Integrated 'tools' for major processes (eg automated document review in due diligence process)
- Knowhow initiatives (eg AI assisted searching)
- Document automation
- Bespoke software solutions (eg a solution automating queries against a global database of regimes)
- Development of client facing and in-house apps
- Artificial intelligence – the end of lawyers?
- What to do? Second/third mover advantage?

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Client relationships

- Unequal love? The 80:20 rule
- Importance of the 'right' relationship partners and teams
- Communication - listening to and understanding the client's needs
- Understand the clients business
- Proactive – don't wait for your client to reach out to you
- Regular reviews and feedback

7

Business development

- Good BD is central to differentiation and success – ‘viewing the firm as a marketable entity is central to future prosperity’
- Develop and nurture **existing clients** and proactively look for and attract new clients
- Building, managing and leveraging relationships based on trust and respect is fundamental to retaining and developing business
- Teach them young – make BD a central part to your associates career milestones. Being technically good is not enough.

8

Compliance/KYC

- New and increased technology along with the arrival of unprecedented regulations leaves a number of potential risks for law firms.
- Data protection – GDPR
- AML
- Reputation protection
- Misuse of the profession

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FiFo

- Compliance rather than ignorance
- Immigration issues
- Tax implications

Should 'local lawyers' be afraid of temporary foreign lawyers?

10

Know how

- Collection challenge
- Search challenge
- A ‘sharing mentality’
- Training/quality standards

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And another thing.....
Law firm relationships

- Important indirect providers of work
- Have a plan
- Responsiveness
- Regular conversation

Thank you



GLOBALISING YOUR PRACTICE - OPPORTUNITIES AND CHALLENGES

