

# Looking for Ways to Boost Productivity and Profits in Your Law Firm?

FOCUS ON THESE  
**7 THINGS**



While the practice of law continues to undergo significant changes, one thing remains the same. Law firms will always need competent and committed attorneys to survive.

Some signs that your firm needs to improve its approach to attorney management:

- Underperforming attorneys,
- Recruiting difficulties,
- Workplace discontent,
- Inconsistent client service

Without a structured attorney management system in place, these issues will only get worse. A systematic approach is critical to attorney and client retention and to a firm's long-term survival.

In order to develop a system for managing and developing attorneys, we have identified **7 key areas** that law firm leaders should focus. In order to excel in each area, a firm should be able to clearly answer the "Questions to Answer" in each of these key areas and also produce all items listed in the "Checklist" for each of the areas.

Learn more about these 7 key areas, along with the "Questions to Answer" and "Checklist" for each area in the following pages.



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# 01 Profitability

## QUESTIONS? TO ANSWER

- Is timekeeper profitability measured?
- Is overhead allocated?
- How does timekeeper profitability compare to compensation?
- Is profitability assessed based on practice area, bar date, tenure, job title and supervisor?



### CHECKLIST

- ☐ Monthly timekeeper profitability analysis
- ☐ Comparative compensation analysis by demographic
- ☐ Outlined action steps for improving profitability if needed

# 02

# Performance Evaluation

## QUESTIONS? TO ANSWER

- Is there a performance evaluation system in place? Is the best method being used? (performance assessment areas, question types, evaluators)
- How is the performance review conducted? (frequency, design, communication, information sharing)
- How are supervisors evaluated? (format, frequency)



### CHECKLIST

- ☐ Clearly defined performance expectations
- ☐ Consistent attorney assessments using comparable comparable model criteria and evaluation methods
- ☐ Insights regarding attorney turnover
- ☐ System for supervisor evaluations/ feedback

# 03

## Training & Career Development

### QUESTIONS? TO ANSWER

- What is the firm's training approach (online, written, personal instruction, external, etc.)
- Is there a mentoring system in place and what are the requirements?
- Are the career progression paths and advancement criteria clearly defined to all attorneys and applied?



#### CHECKLIST

- ☐ Individual training and mentoring plan that are in line with performance expectations
- ☐ Clearly defined progression paths and advancement criteria
- ☐ Career progress/ goal plan for associates

# 04

## Work/Personal Life Blend

### QUESTIONS? TO ANSWER

- What benefits does the firm offer? What additional benefits or programs/ services would be useful to attorneys? (financial advice, health and wellness, etc.)
- Which work/ personal life blend policies are in place? (parental leave, remote work, flex work)
- How manageable is attorney workload?



#### CHECKLIST

- ☐ Comprehensive benefit program that addresses the needs of the employees
- ☐ Career counseling service
- ☐ Self-help and resource options
- ☐ Clearly defined and communicated policies

# 05

# Compensation & Incentives

## QUESTIONS? TO ANSWER

- What factors into the compensation for attorneys?
- How are base salary and bonuses determined and adjusted?
- How is the compensation system for partners structured?
- Are bonuses based on objective and subjective factors?



### CHECKLIST

- ☐ Written compensation structure and guidelines
- ☐ Pay adjustment and bonus pay schedule
- ☐ Economic and strategic contribution bonus payments



# 06

# Employee Experience

## QUESTIONS? TO ANSWER

- Are institutional attributes clearly defined? Can attorneys identify with them?
- What is the intended firm culture? Does the organization live authentically by its values?
- Is the work environment productive and healthy? Do attorneys feel comfortable with their co-workers? What is the communication style?
- Are adequate processes and tools in place for attorneys to work effectively and efficiently?



### CHECKLIST

- ☐ Clear definition and communication of vision, mission and values
- ☐ Consistent feedback system and policy
- ☐ Communication protocol (informal and structured)
- ☐ Recognition and appreciation protocol
- ☐ Exit interview system
- ☐ Consistent and productive operations (effective and efficient work processes and tools)
- ☐ Conflict resolution plan

# 07

# Recruiting & Hiring

## QUESTIONS? TO ANSWER

- Is there a recruiting strategy in place? Are hires done prospectively, need-based or targeted?
- What are the recruiting criteria for law school grads or lateral hires?
- Are diversity and inclusion policies adequate and effective?
- Are there specific interviewing guidelines in place?
- How much time and money is invested in recruiting and hiring?



## CHECKLIST

- ☐ Strategic recruiting plan
- ☐ Comprehensive hiring criteria
- ☐ Diversity and inclusion policy and monitoring
- ☐ Consistent interview guidelines
- ☐ Annual hiring budget



# Start Building a Better Firm Now!

We help our clients build systems to  
ensure talented and hardworking  
lawyers reach their full potential  
with the firm.

*Let us help you manage and boost  
attorney performance at your firm.*

**SCHEDULE A CALL**