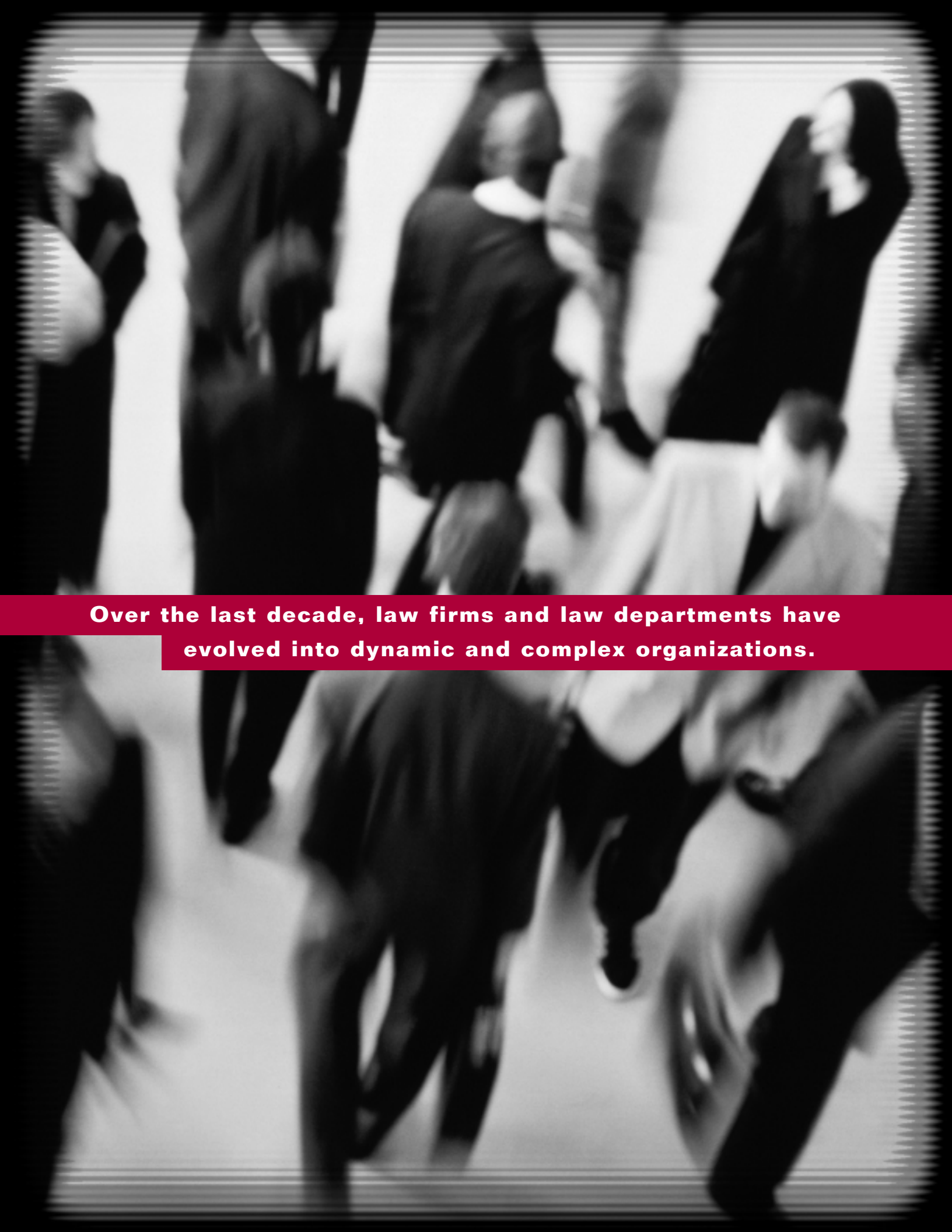




 Altman Weil



**Over the last decade, law firms and law departments have evolved into dynamic and complex organizations.**



**They've had to in order to succeed.**

While the demand for legal services has grown dramatically in recent years, so has the intensity of forces driving competition in the legal market.

Today, legal services clients are more sophisticated than ever. They demand not only consistently high levels of performance, but also higher levels of value from their lawyers. What's more, they are not at all reluctant to indicate when their expectations have not been met. Clients today are far more knowledgeable about the relative merits of their lawyers. As a result, they are more willing to direct work to those who best demonstrate the characteristics and credentials most appropriate — whether it is depth, expertise, location or simply the lowest price.

The forces for change and the levels of competition within the legal market will continue to intensify. The gap between winners and losers will widen. The firms and law departments most likely to prosper are those that can identify the criteria essential to success and then implement actions today to ensure they are best positioned to compete tomorrow.

**We believe any legal organization**

**is likely to be successful when**

**its structures, systems, processes, culture and behavior are aligned with the demands of its market and aspirations of its people.**



To achieve and maintain change in a dynamic environment is not easy. Legal organizations are highly complex networks of interrelationships. Influencing their direction and development requires a deep understanding of the environment in which they compete. It demands a sense of vision and purpose, and empathy for and sensitivity to the needs of intelligent, high-achieving people. The professional organization, if managed effectively, can be powerful and productive. Focusing the organization's energy, creativity and intelligence to realize its full potential is the most important leadership challenge.

Altman Weil facilitates this process. We help address issues from enterprise-wide strategic and organizational matters, to issues within business groups, to issues with individuals. We realize that effective change can occur only by influencing change positively at each of these levels.

If you want to build and maintain a leading position in a chosen market, we can help you. Our expertise will enable you to identify and resolve key issues, ensuring that your legal organization continues to be competitive and to perform in a way that meets the expectations of your clients, the market and the aspirations of your people.

## **Our Philosophy and Approach**

Altman Weil is a specialized management consulting firm. We have over 30 years' experience advising law firms and corporate and governmental law departments on strategic and organizational issues. We have come to recognize and value not only the differences but also the uniqueness of each of our clients. Our success can be attributed to two primary factors:

- 1) our deep understanding of each organization with which we work; and**
- 2) our sensitivity to its dynamics and unique characteristics.**

While there might be an apparent similarity in the issues facing today's lawyers, the solutions to these issues inevitably need to be tailored to the unique conditions within each organization. We do not propose template solutions; nor do we seek to impose our solutions on you.

**Altman Weil is an international consulting firm. We serve law firms and law departments as well as other professional services firms and organizations related to our core focus and where our skills and knowledge add value. We provide an integrated range of consulting services directed at providing long-term value, enhancing competitiveness and performance and facilitating positive change for our clients.**



## The Six Principles of Our Approach

### 1. **Ownership of the issues by the client.**

This is critical to the success of our work. Our role is to help identify and bring to the surface the issues to be addressed.

### 2. **Organizational involvement in developing solutions.**

We have found that there is a much higher likelihood of success if those responsible for implementing solutions have a high involvement in developing them. We've found that, in the long-term, imposition of solutions by a third party rarely works.

### 4. **Solutions must be practical and workable.**

Solutions are more successful when the client is an integral part of the process. We do not take issues away and generate solutions in isolation, nor do we seek to compel solutions that have been applied elsewhere.

### 3. **Building agreement about the issues.**

This usually requires the collection and analysis of data about the organization — for example, its position relative to competitors in the market, its organization and internal environment, and its business economics. These data are assembled and discussed in the context of the organization's history and its aspirations. Our collection and use of data are designed to build a shared perception of the issues among lawyers to help speed resolution.

### 5. **Continued growth and development after our engagement.**

We do not seek to make ourselves indispensable, but rather to reduce the client's reliance on us. We do this by helping to develop the necessary leadership and management capabilities inside the client organization to take the process forward.

**6. "Tough but Sensitive."** This best describes our modus operandi. We have no qualms about identifying and articulating difficult issues, but we are acutely aware of the insecurity this process can create. Our role is to assist the client in working through to conclusions that may be uncomfortable but in a way that is always supportive.

## How Do We Work?

The way we work depends upon the nature of the issue to be resolved and the needs of the client. In some cases, we work as advisors, often on a one-to-one basis with the Managing Partner, General Counsel or with others in a management role. The emphasis in such cases is in providing a sounding board for management and to help them formulate a plan that tackles the issues they face. On consulting engagements, we often become a part of a task force or management team to review an issue. Our role is to provide an external, objective perspective on the issues. In many cases, we even provide expert input as to how the issue might be addressed. For these engagements, we often assemble a small team of expert consultants.

In every case, we observe a strict code of professionalism and confidentiality. We will not indicate to anyone, including the press, our relationship with a client without their prior approval.

## What Do We Do?

Our aim is to help you become a leader in your market or corporation by helping you become a more strategically managed organization. To help you achieve this, we provide the following range of services:

### Strategic Reviews and Business Planning

We assist your organization in reviewing market trends, identifying its competitive position and developing a strategic direction that both addresses key issues and best meets the aspirations of the lawyers.

### Mergers and Acquisitions

In today's fast-changing market, law firms need to develop new service areas and build critical mass quickly. This might preclude organic growth and suggest either consideration of mergers between firms or acquisition of teams or individuals. In every case, these are highly complex, high-risk decisions. We help minimize the risk by ensuring a rigorous decision-making process that selects the partner or team most in line with the firm's strategic aspirations and culture. In addition, we can provide support on implementation and the means of ensuring quick and effective integration. Using similar processes, Altman Weil also helps merging companies integrate and rationalize their law departments.

### Organization and Management Reviews

The organization is the means by which a firm or law department realizes its strategic aspirations. In a period of great change, the need to adapt the behavior of people to support the organization's strategy is paramount. We review the complex range of organizational elements and identify how to best shape them to support the strategy. These elements include management structure and processes, its systems, rewards, skills base and management style and culture.

### Leadership and Management Development

Today, it's critical for law firms and corporate law departments to be able to change and adapt rapidly without disrupting performance. Inevitably, this presents new challenges to those with the responsibility to lead and manage the process. We can assist your organization's growth, and develop its leadership and management capabilities through workshops and follow-up coaching.

### Compensation and Performance Management

The highly competitive nature of the market demands that firms, companies and individuals perform at high levels — and do so consistently. We assist law firms and departments in identifying key areas of performance and in ensuring there are the appropriate management, appraisal and reward systems to support performance expectations.

### Law Firm Marketing and Business Development

The level of competition among firms is fierce. This is no more apparent than in the way firms go about marketing their services, from enhancing client relationships to cross-selling services to win new clients. While the traditional entrepreneurial skills of networking are still important, the level of resources required to make an impression in the market today demands a more structured and rigorous approach. From client surveys to strategic marketing planning to professional sales training, we assist a firm in reviewing market opportunities and help establish the tools and techniques necessary to ensure effective client targeting and business development.

### Law Department Client Relationship Management

Ensuring corporate client needs are met is essential to the success of the corporate law department. We help law departments in conducting written client surveys, client interviews, client focus groups and organizational design — all of which are essential to effective client service.

### Managing Profitability

Ensuring profitability is maintained at a level that enables the firm to attract and retain scarce talent and to make the investments necessary to remain competitive in the future is becoming a more and more complex task. There are constant and

inexorable forces inflating the cost-bases of firms and in-house legal departments. At the other end of the spectrum, clients are resisting pressure to accommodate rate increases, demanding even better value for their money. We have significant experience in helping law firms and law departments better understand the economics of their businesses, evaluating these against similar types of organizations and developing plans directed at achieving meaningful and sustainable improvements.

### Branding

Firms that have built long and enduring success are those that have concentrated on building a strong and distinctive brand image and reputation in the market. This is a highly complex process; inevitably it takes time to get there, and it is a good deal more than simply changing the logo and developing a new brochure. Branding is a process directed at aligning all aspects of the firm — its culture, behavior, characteristics and communications — so that the firm creates an image in the market that supports its strategic aspirations. We have assisted many firms identify the key brand values to support their strategic aspirations and to identify the ways these can best be realized.

**Our expertise lies in working with law firms and corporate law departments, helping them navigate a course through the major issues arising from increased competition.**

**Building mutual trust and respect is the cornerstone of any successful professional relationship. This may take time to achieve. To start the process, we would be happy to meet with you and establish whether we are the people for you. If you are interested in having an exploratory meeting, please contact us by phone, website, fax or e-mail.**



**Altman Weil Inc.**

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