

# **Law Firms in Transition**

## **An Altman Weil Flash Survey**

*- excerpted highlights -*

Contributing Authors

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## About the Authors

**Thomas S. Clay** is a principal of Altman Weil, Inc. With 30 years experience consulting to the legal profession, he is an acknowledged expert on law firm management principles and is a trusted advisor to law firms throughout the United States. Mr. Clay heads complex consulting assignments in strategic planning, law firm management and organization and law firm mergers and acquisitions. He is a thought-leader on the key issue of law firm practice group strategy and leadership.

He is Fellow of the College of Law Practice Management (COLPM) and serves as a Judge for the College's InnovAction Awards which recognize outstanding innovation in the delivery of legal services worldwide. He is a member of the COLPM Futures Committee. In 2008, Mr Clay was named as one of the "100 Legal Consultants You Need to Know."

**Eric A. Seeger** is a Senior Consultant with Altman Weil, Inc. He works with large and small law firms in the areas of strategy formulation, practice group planning, merger search, merger assessment and organizational audit. Mr. Seeger directs Altman Weil's market research department. Over the years he has managed hundreds of strategic research projects for law firms and legal vendors.

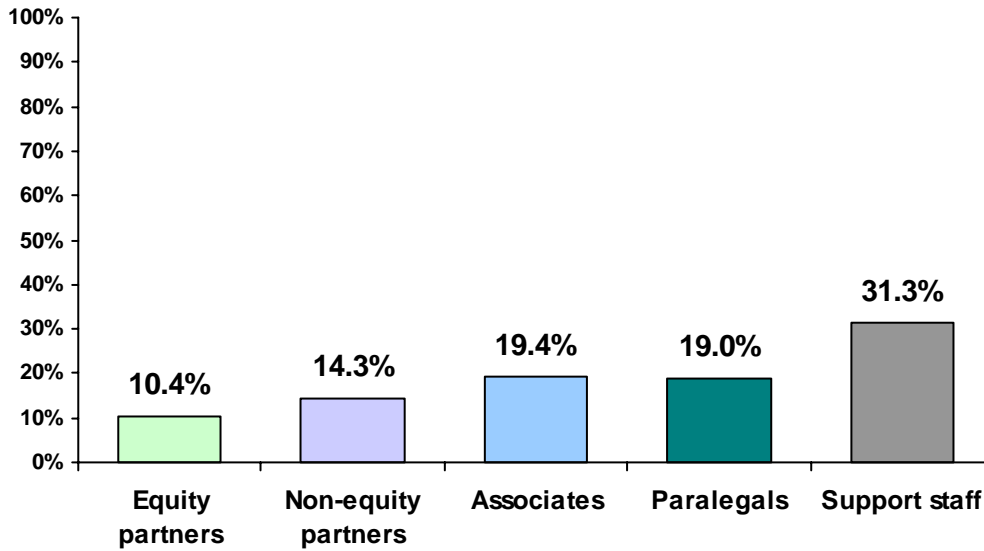
Prior to joining Altman Weil, Mr. Seeger was an independent consultant to law firm and corporate executives. He served as strategic planning officer of an AmLaw 200 law firm for four years. Previously, he performed market analysis for a global manufacturer, holding leadership positions in the industry's trade association, and served in budgeting and planning capacities for a major university.

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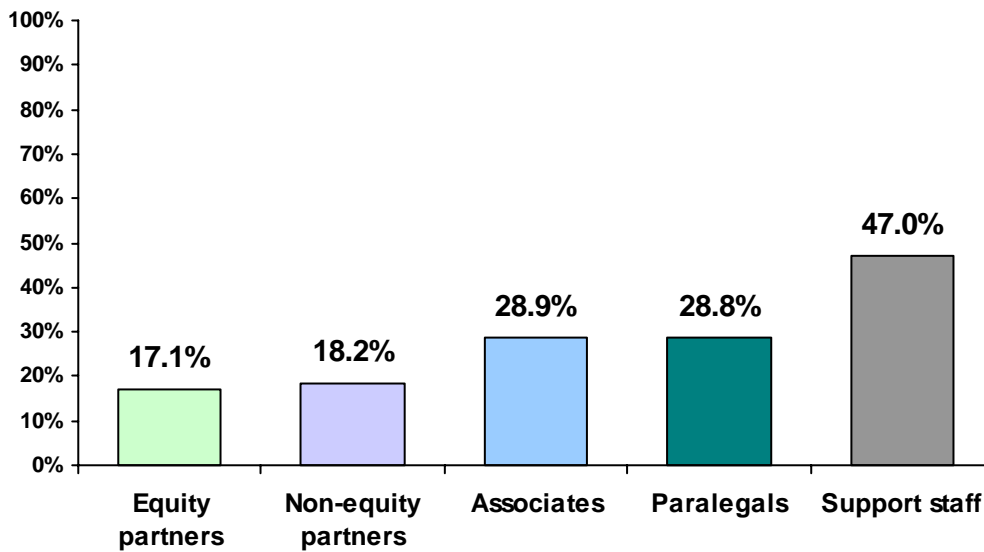
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1. Has your law firm reduced its workforce in the last six months and/or will you be likely to do so in the balance of 2009?

**HAVE ALREADY REDUCED WORKFORCE** – Law firms with under 100 lawyers

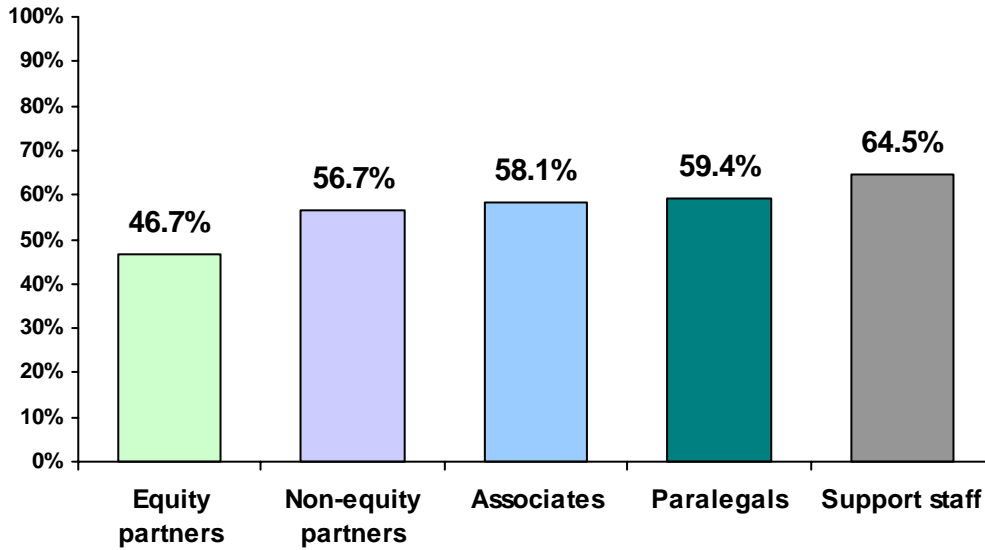


**HAVE ALREADY REDUCED WORKFORCE** – Law firms 100 - 249 lawyers

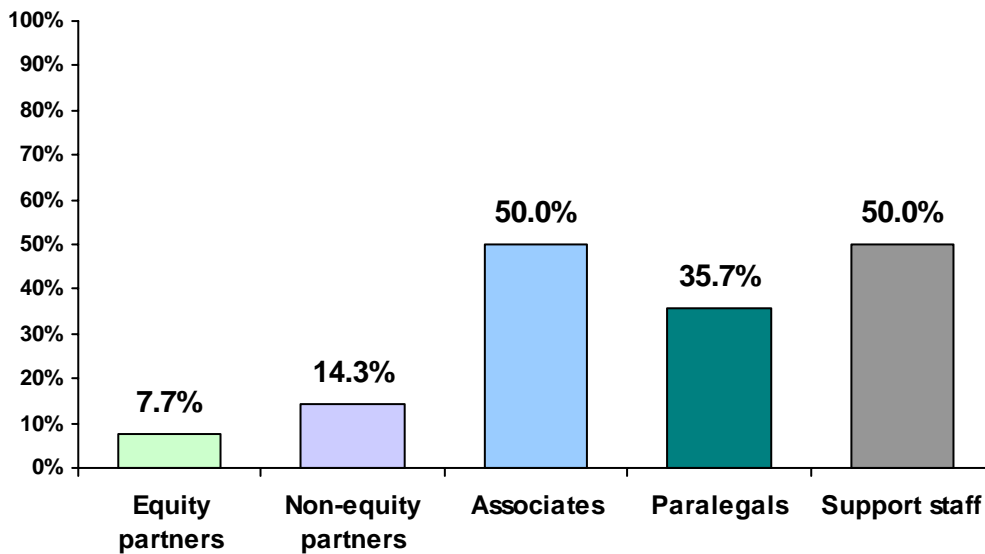


1. Has your law firm reduced its workforce in the last six months and/or will you be likely to do so in the balance of 2009?

**HAVE ALREADY REDUCED WORKFORCE** – Law firms 250 - 499 lawyers

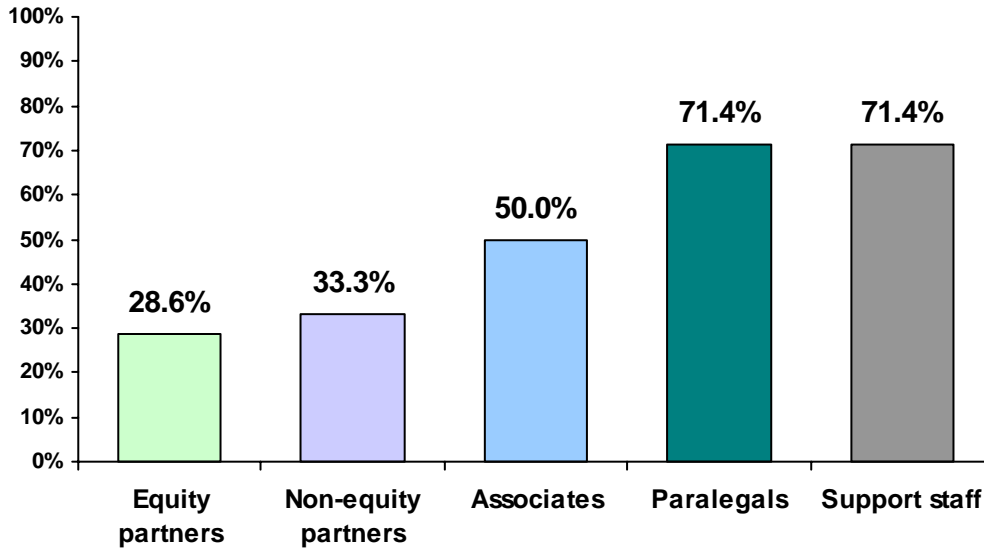


**HAVE ALREADY REDUCED WORKFORCE** – Law firms 500 - 999 lawyers



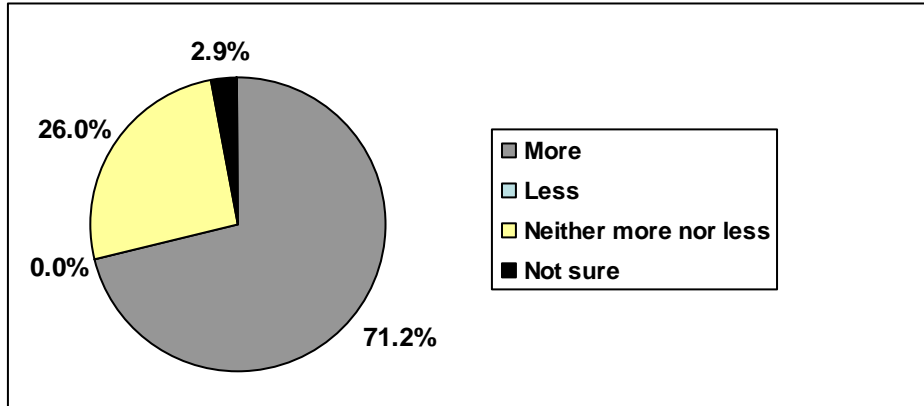
1. Has your law firm reduced its workforce in the last six months and/or will you be likely to do so in the balance of 2009?

**HAVE ALREADY REDUCED WORKFORCE** – Law firms with 1,000 lawyers or more



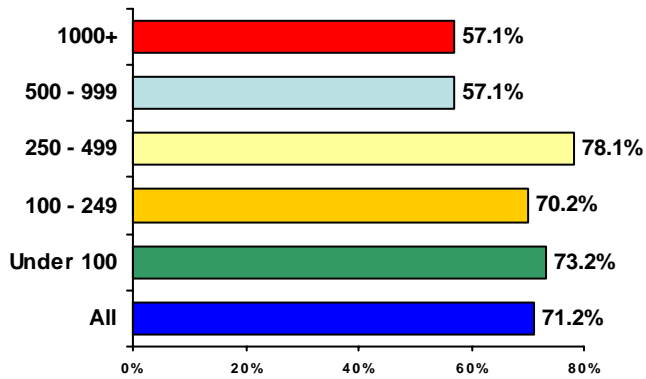
4. In the current economy, do you believe your law firm's size makes it more or less competitive?

**ALL FIRMS**

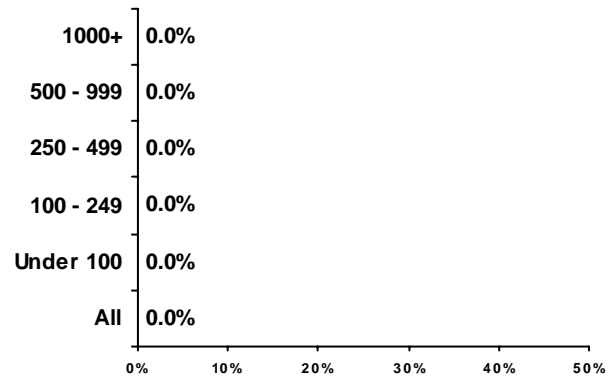


**BY FIRM SIZE**

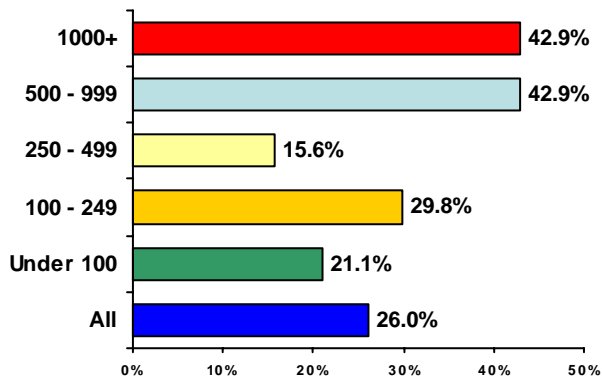
**More competitive**



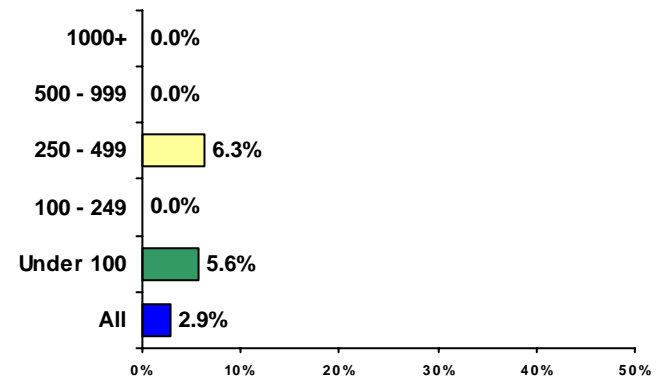
**Less competitive**



**Neither more nor less competitive**



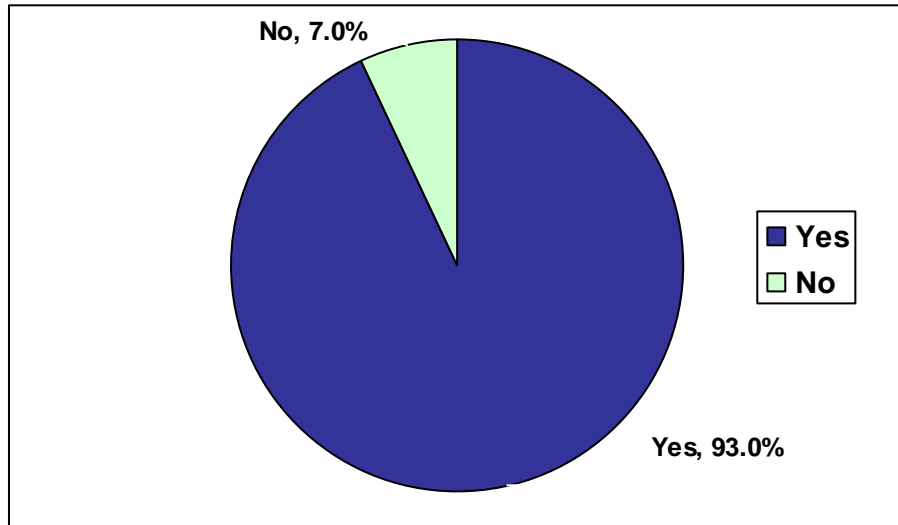
**Not sure**





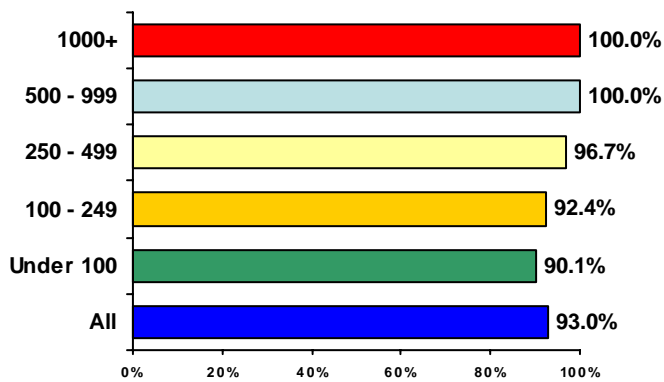
6. Does your firm use any non-hourly based billing?

**ALL FIRMS**

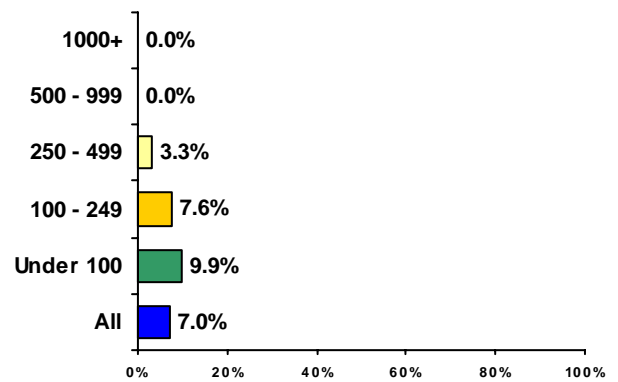


**BY FIRM SIZE**

**Non-hourly billing – YES**

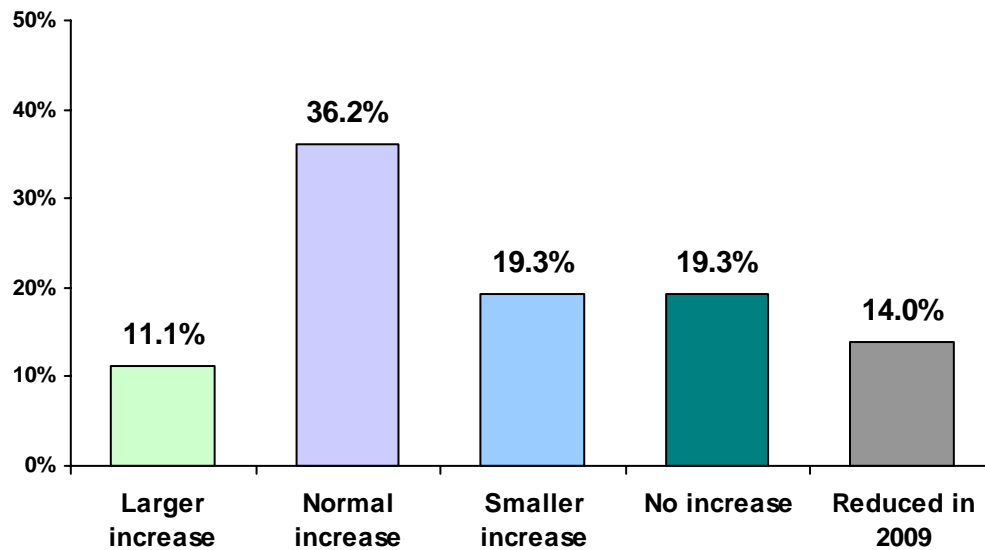


**Non-hourly billing – NO**



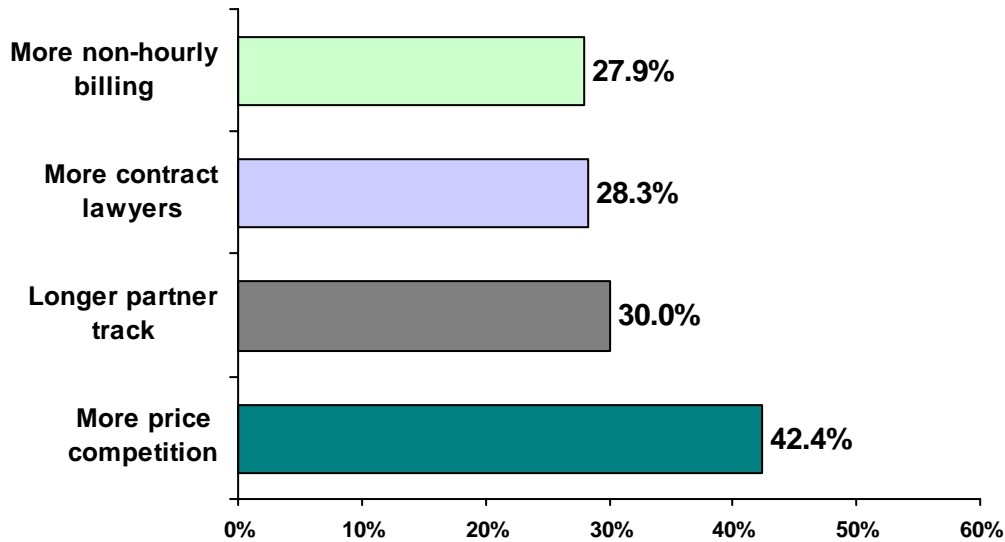
**8. How has your firm adjusted its marketing and business development budget in 2009 compared to prior years?**

**MARKETING BUDGET – All Firms**

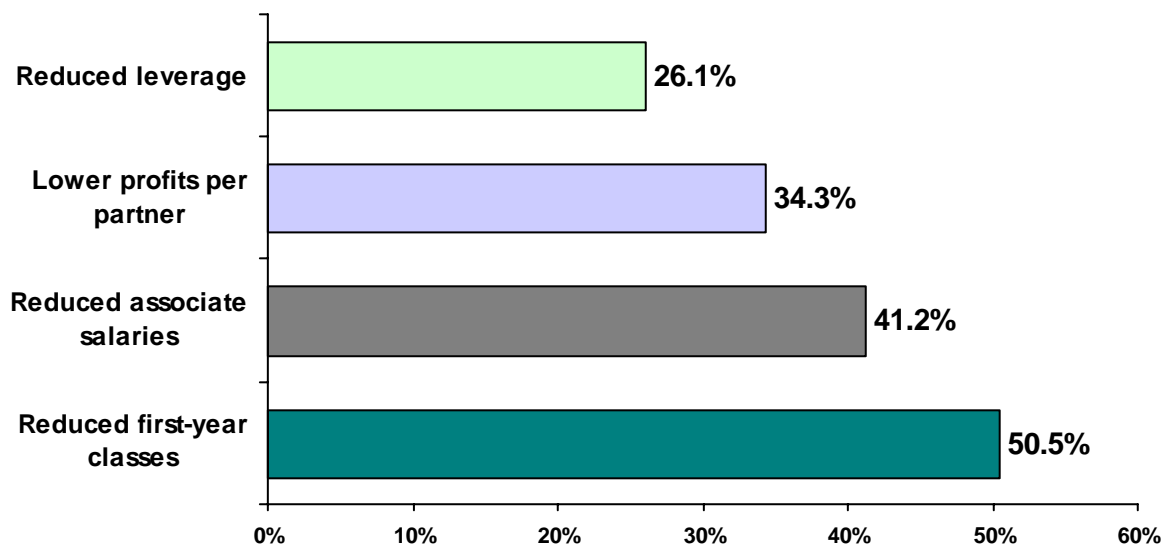


12. Which of the following emerging strategies do you think will be temporary and which will be adopted as standard by most law firms going forward?

**PERMANENT CHANGE** – All firms, Top 4 responses



**TEMPORARY CHANGE** – All firms, Top 4 responses



In March and April 2009, Altman Weil surveyed Managing Partners and Chairs at 687 law firms with 50 or more lawyers<sup>1</sup>. We received responses from 208 firms for a 30.3% response rate.

<b>Firm Size</b>	<b>All US Law Firms</b>	<b>Survey Participants</b>	<b>% Response</b>
<b>1,000 +</b>	<b>20</b>	<b>7</b>	<b>35%</b>
<b>500 – 999</b>	<b>63</b>	<b>14</b>	<b>22%</b>
<b>250 – 499</b>	<b>86</b>	<b>32</b>	<b>37%</b>
<b>100 – 249</b>	<b>251</b>	<b>84</b>	<b>33%</b>
<b>50 – 100</b>	<b>267</b>	<b>71<sup>2</sup></b>	<b>27%</b>
<b>All</b>	<b>687</b>	<b>208</b>	<b>30%</b>

The respondent group includes:

- 32% of 2008 NLJ 250 law firms
- 23% of 2008 AmLaw 200 law firms

<sup>1</sup> The exact number of lawyers in a law firm changes frequently. The universe of law firms surveyed is based on published directories and league tables available in spring 2009. Survey participants reported their own headcounts

<sup>2</sup> Seven firms invited to participate in the 50-100 lawyer category reported their size as under 50 at the time of the survey. We have included their responses in the small law firm category.

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