

# Quality indicators within the law firm

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# Working at a law firm; the ins and outs



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**"How can I enjoy myself...none of this time is billable."**

## Quality within a law firm through the eyes of:

- An independent third party
- Other lawyers, the branch
- Clients
- The law firm itself



An independent  
third party



# Other lawyers, the branch

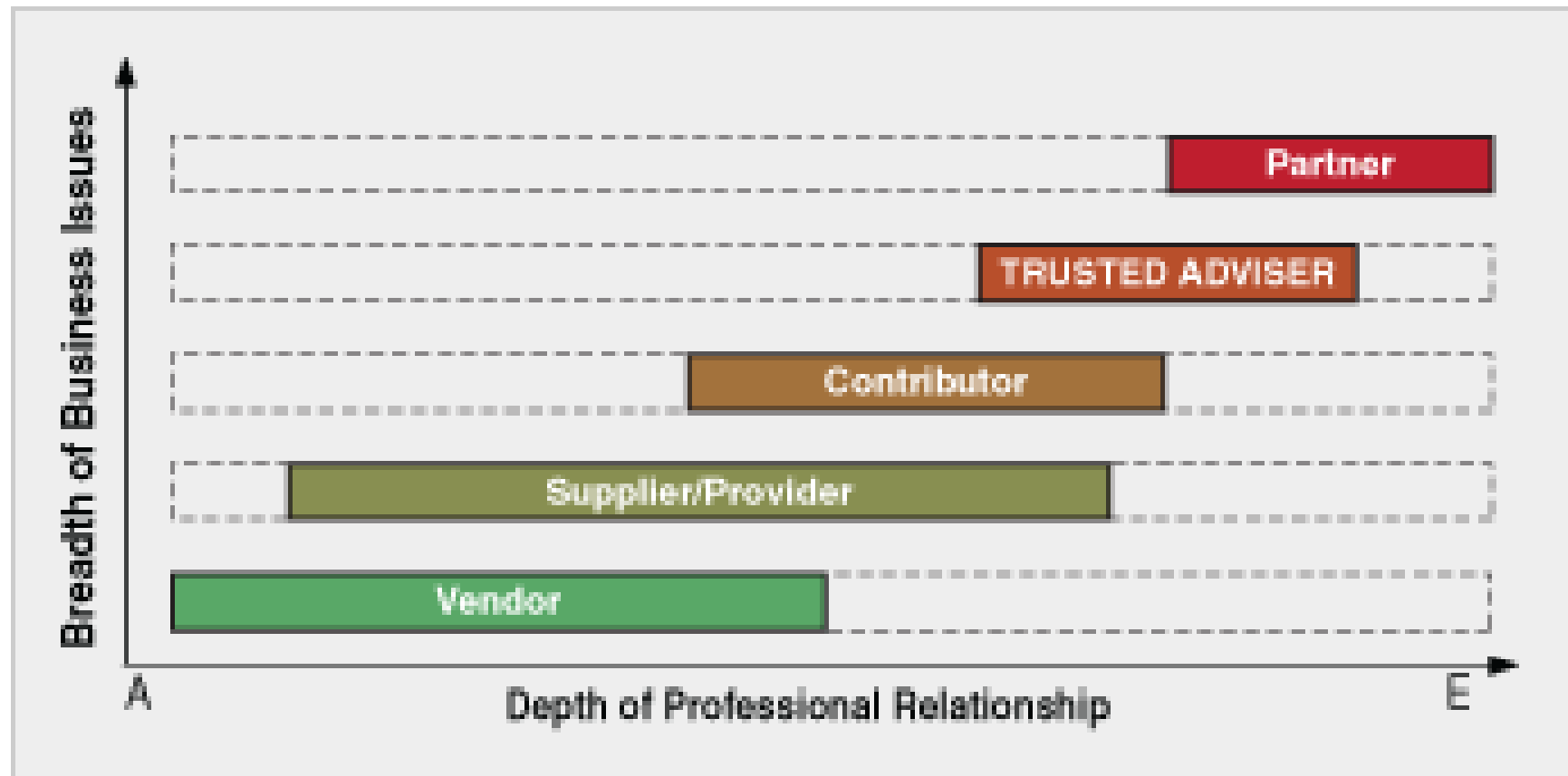


## Client – Advisor Relationship



**"Do you promise to pay the bill,  
the whole bill and nothing but the bill?"**

# Trusted advisor



# Characteristics of Relationship Levels

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	<b>Focus is on</b>	<b>Energy spent on</b>	<b>Client receives</b>	<b>indicators of success</b>
<b>Service based</b>	Answers, expertise, input	Explaining	Information	Timely, high quality
<b>Needs based</b>	Business problem	Problem solving	Solutions	Problems resolved
<b>Relationship based</b>	Client organization	Providing insights	Ideas	Repeat business
<b>Trust based</b>	Client as individual	Understanding the client	Safe haven for hard issues	Varied: e.g.; creative pricing

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Source: The Trusted Advisor, Maister, Green & Galford, FREE PRESS, 2000

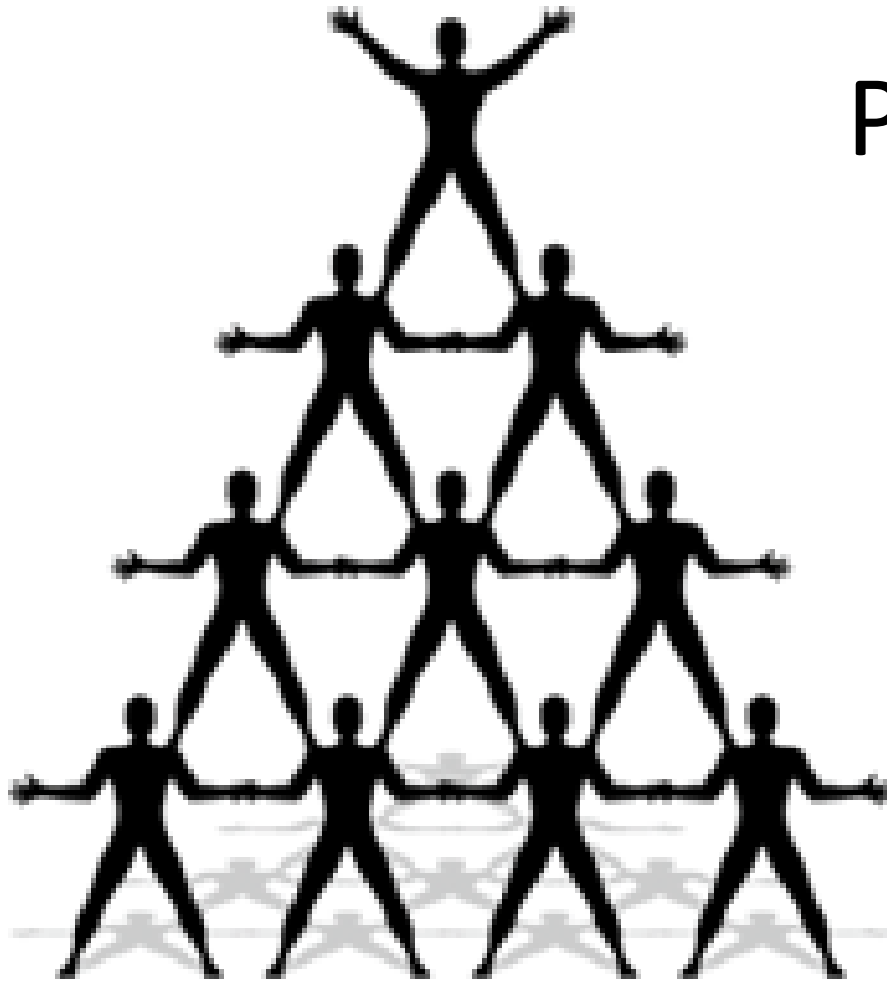
## The law firm itself

- Selection
- Education
- Composition of the team
- Evaluation



The trick to success as a law firm recruiter is one part charm and ninety-nine parts starting salary.

Up or out



Partner

Associate

Trainee



# Global players

- Allen & Overy
- Linklaters
- Freshfields  
Bruckhaus Deringer
- Clifford Chance
- Skadden, Arps,  
Slate, Meagher &  
Flom
- Baker & McKenzie



# Quality as the customer feels it

Numbers of wins vs. numbers of losses: too easy!



# How to measure quality within a law firm?

- Amount of mergers and acquisitions?
- Results of mergers and acquisitions?
- Amount of legal proceedings?
- Amount of new clients?
- The duration of client relation
- Amount of applications?
- Profit distribution partners?



"Don't worry, you've heard of Murphy's Law? I was Murphy's lawyer."

# Quality indicators not common in our field



# Questions?



*"It's finally over -- Frank's lawyer got the apartment  
and my lawyer got the two cars and the beach house"*