

THE LAW FIRM OF THE FUTURE

PREVIEW OF THE MPF 2022 LEADERSHIP CONFERENCE

April 20, 2022

by

Debbie Foster

Managing Partner, Affinity Consulting Group

Uri Gutfreund

SVP, Managing Principal, Ames & Gough

John Remsen, Jr.

President, TheRemsenGroup

Gerry Riskin

Founding Principal and Chairman, Edge International

MPF WEBINAR

POWERED BY

TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm

TheRemsenGroup.com

BIOGRAPHICAL PROFILE

Debbie Foster

Managing Partner
Affinity Consulting Group
Seminole, Florida
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Debbie is a nationally recognized thought leader on efficiency and innovation in professional legal organizations. Her 20+ years of experience, combined with a mix of strategic management and strong leadership skills, has enabled Debbie to develop a unique ability to work with law firms and legal departments to help them navigate the ever-changing legal services delivery landscape.

Debbie has been working with law firms and legal departments since 1995, originally implementing software solutions ranging from practice management and time/billing/accounting to document management. This quickly led to her helping solve general law office management issues. It became abundantly clear that in addition to helping clients with their software and technology, what was really needed was help thinking about one's firms and departments like a business and running them accordingly.

Debbie earned her Lean Six Sigma Certification and is relied on by firms all over the country as a management consultant. She has been working with legal professionals to understand the importance of accuracy and efficiency in their processes, along with inspiring them to focus on innovation – or simply put, finding the better way. If a bigger picture focus is needed, Debbie is also a trusted advisor for many when it comes to assisting law firms with strategic management problems and their resolutions.

Debbie is very active in the Law Practice Division of the American Bar Association, and is currently serving on the Publication Board. She was the Chair of ABA TECHSHOW 2010 the Co-Chair of ABA TECHSHOW 2018. Debbie is also very active in Local and State Bar Associations as well as the Association of Legal Administrators, serves as the Chair of the Associate Member Advisory Board for the American Legal and Financial Network, and she regularly speaks on topics relating to technology, management, finance and marketing of a law firm.

Debbie lives in Seminole, Florida with her husband Dan and has 2 grown children.

April 2022

BIOGRAPHICAL PROFILE

Gerry Riskin

Founding Principal and Chairman
Edge International
Anguilla, British West Indies
202.957.6717 – riskin@edge-international.com

Gerry is an internationally recognized lawyer, author and management consultant and founder of 39-year-old Edge International. A graduate of commerce as well as law, he practiced since 1973 and was Managing Partner of a firm in Canada and Hong Kong. Gerry is author of *The Successful Lawyer* (published by the ABA). His other books include: *Practice Development: Creating The Marketing Mindset*, *Herding Cats* and *beyond KNOWING*. He is co-creator of the acclaimed programs *PracticeCoach®* and *Rainmaking®*, has served the Conference Board of Canada and is a Visiting Fellow of The College of Law in London, a visiting lecturer at Fordham Law School in New York, a Fellow of the College of Law Practice Management and a Visiting Professor at the University of Pretoria in South Africa.

Gerry specializes in counseling law firm leaders and partners on issues ranging from leadership, management, business development to client satisfaction.

Gerry has advised many firms as they move from a traditional Practice group Structure to an Industry Group and Client Team orientation.

Gerry has served clients in Canada, the USA, the UK, Europe, South Africa, Latin America, Australia, New Zealand and India. Gerry has resided in Anguilla, BWI for nearly 27 years. He has clients which include the most prominent professional service firms in the world, has led numerous workshops, retreats and seminars and has been engaged to assist firms requiring marketing, strategic planning, one-on-one coaching, merging, multi-office management, practice group and industry group management, client relations skills training and management training.

April 2022

MPF Webinar Series: The Law Firm of the Future



The MPF Webinar Series: Building the Law Firm of the Future
Preview of The MPF Leadership Conference
An MPF Webinar with **Debbie Foster and Gerry Riskin**
April 20, 2022 – 2:00-3:00pm ET



Welcome



Uri Gutfreund

Senior Vice President and Managing Principal, Ames & Gough
Founder, MP Summit and MP Roundtable





John Remsen, Jr.


President and CEO, Managing Partner Forum
President, TheRemsenGroup








 **Managing Partner Forum**
ADVANCING THE BUSINESS OF LAW

 **Our Guest Speakers**


Debbie Foster
Managing Partner, Affinity Consulting Group


Gerry Riskin
Founding Principal and Chairman, Edge International

 **TheRemsenGroup**
Smart Strategies for the Forward Thinking Law Firm

 **AMES & GOUGH**

MPF Webinar Series: The Law Firm of the Future



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MPF PROGRAMS IN 2022


- MPF Webinar Series – Third Wednesday @ 2pm ET
- The Virtual MPF Conferences – June 23 and December 8
- The MPF 2022 Leadership Conference – May 4-5 *
- The MPF 2022 Fall Symposium – October 6 *
- *The MPF Weekly* – Friday mornings
- MPF Website – www.ManagingPartnerForum.org
- MPF Listserv and Conference Calls




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TODAY'S WEBINAR

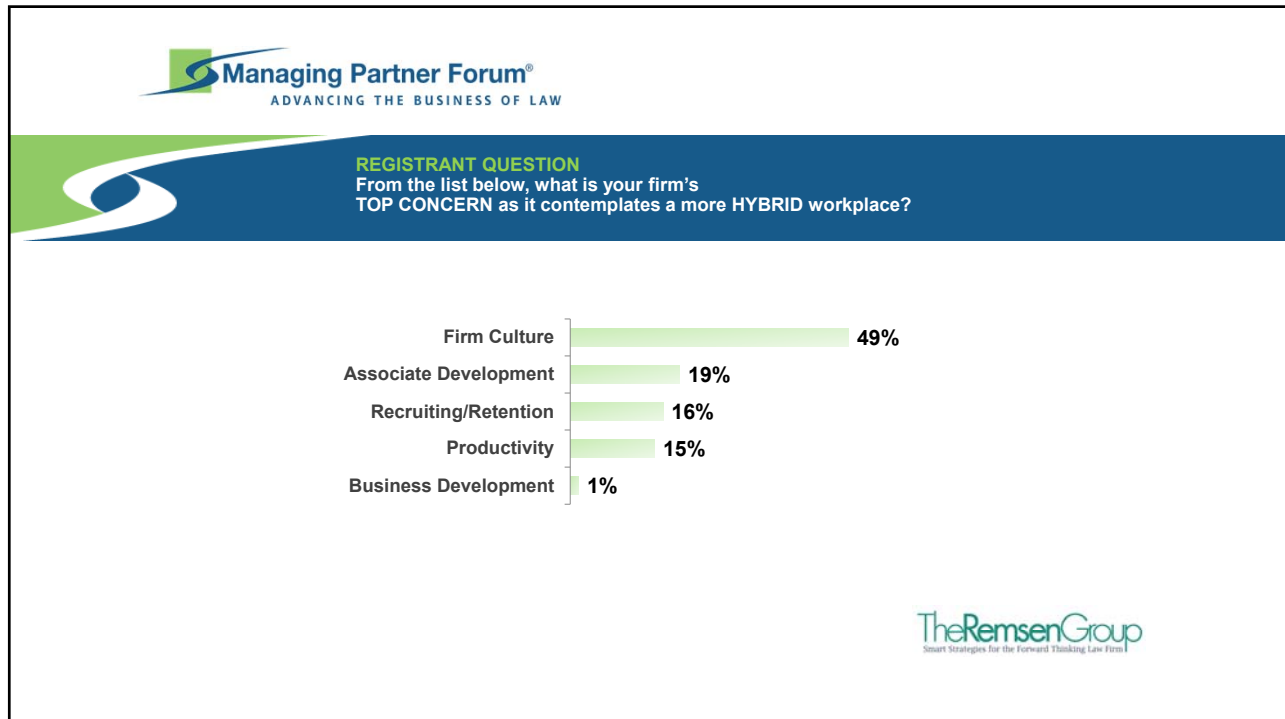
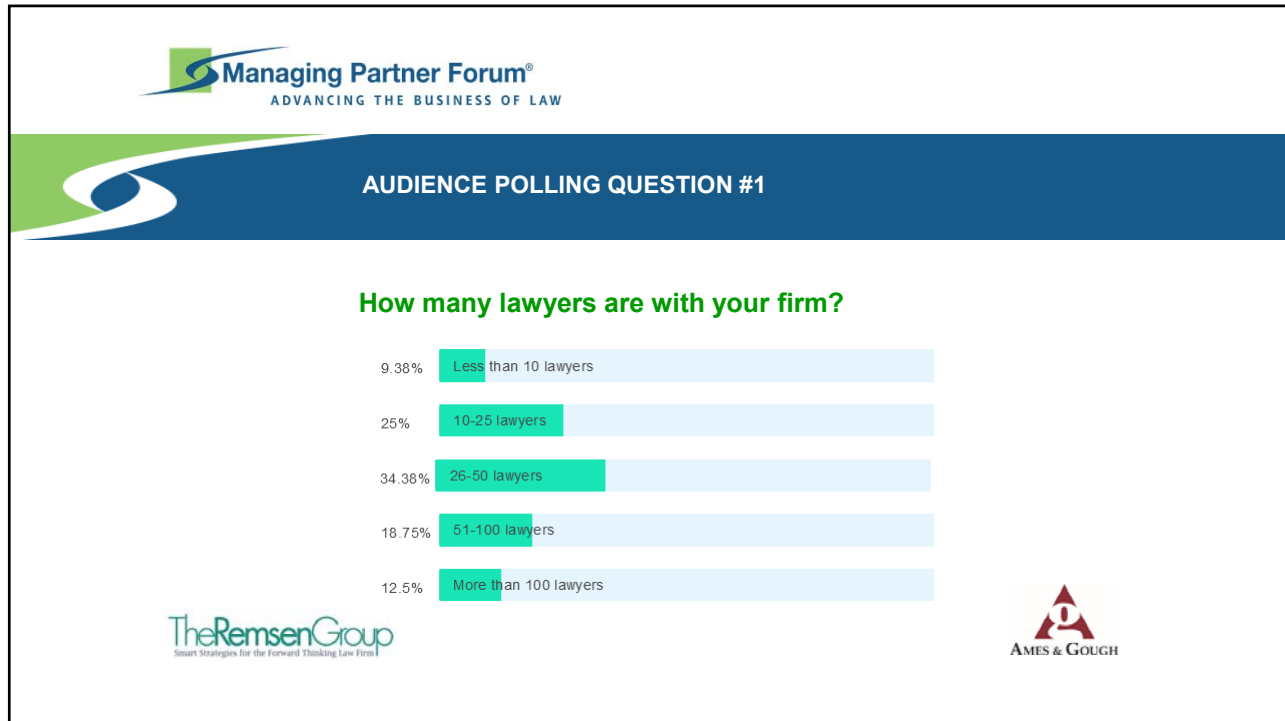
- Registrant Survey Results – 82 managing partners and law firm leaders
- Today's Topic – **Preview of The MPF 2022 Leadership Conference**
- Audience Polling Questions, Question Box
- Next MPF Webinar – May 18, 2022



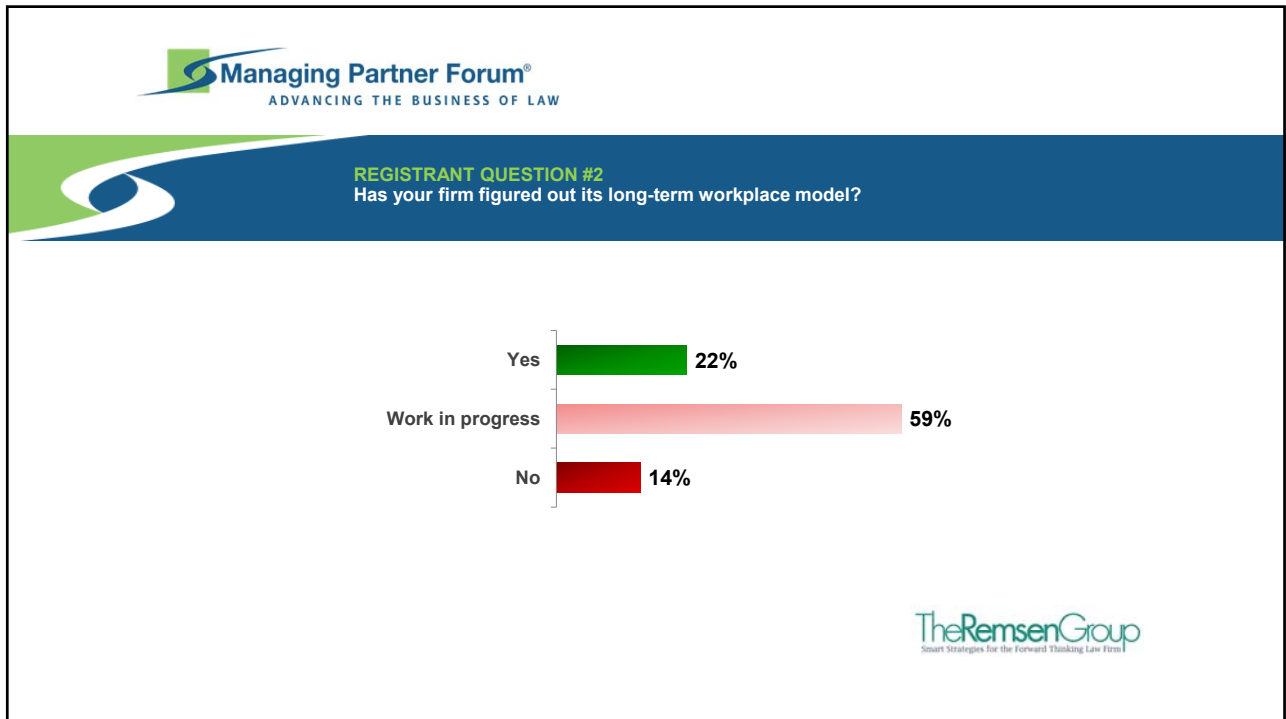
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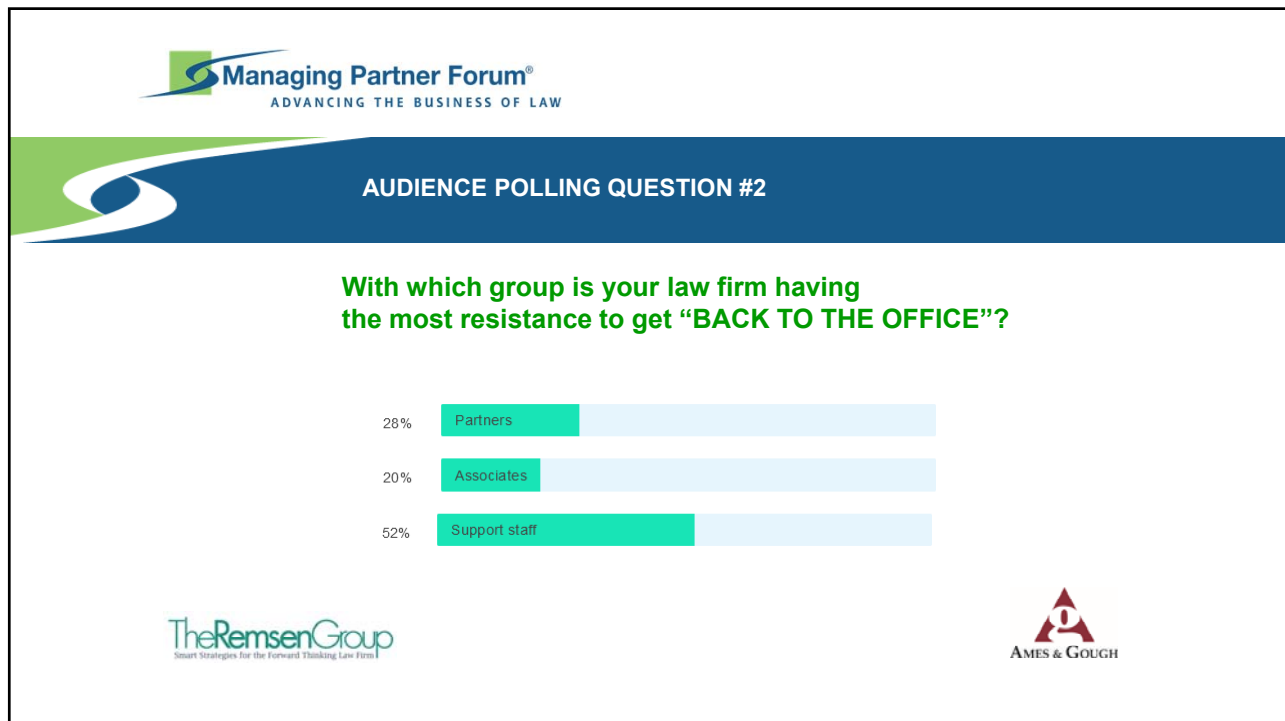
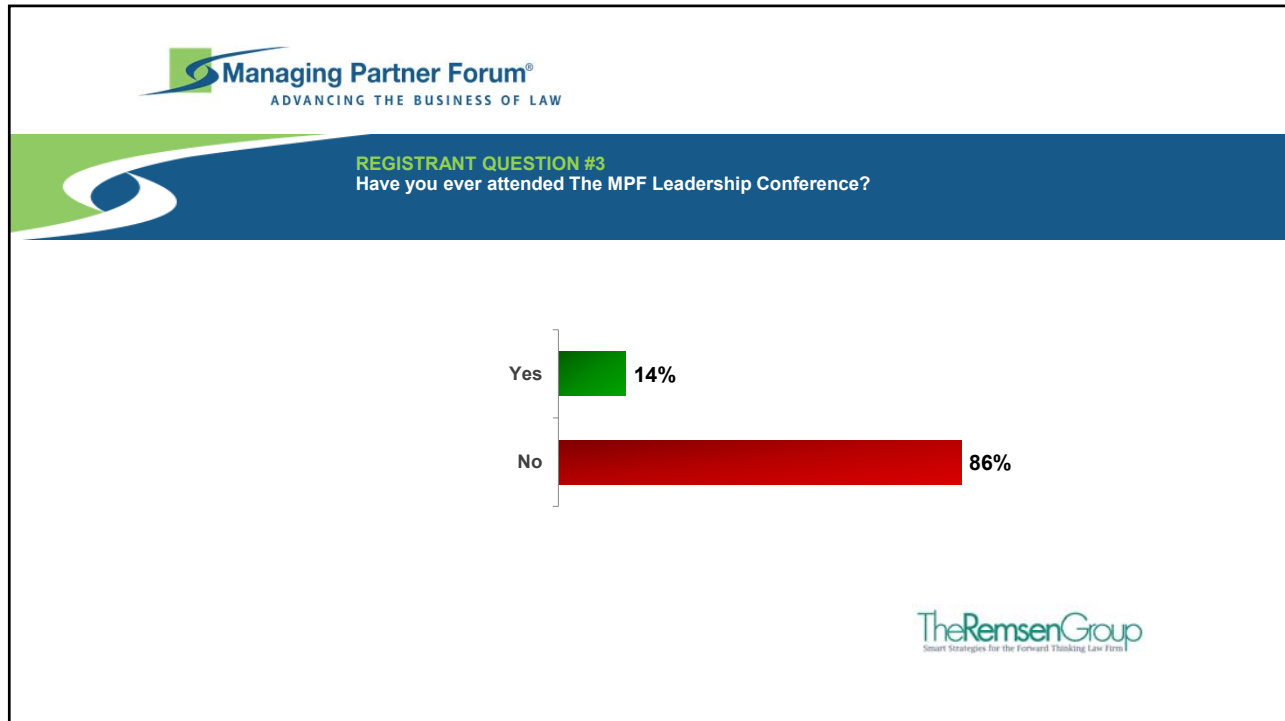
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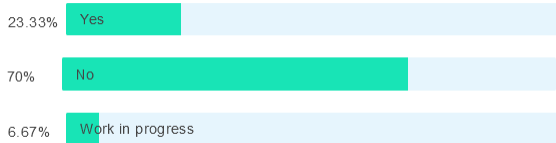
MPF Webinar Series: The Law Firm of the Future




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AUDIENCE POLLING QUESTION #3


Does your firm have a formal “WELLNESS” program in place?



Response	Percentage
Yes	23.33%
No	70%
Work in progress	6.67%


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AUDIENCE POLLING QUESTION #4

Does your firm measure EMPLOYEE SATISFACTION in an ongoing and systematic way?




Response	Percentage
Yes - both lawyers and staff	17.24%
Yes - lawyers only	3.45%
Yes - staff only	3.45%
No	75.86%


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The MPF Webinar Series: Building the Law Firm of the Future
Preview of The MPF Leadership Conference
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April 20, 2022 – 2:00-3:00pm ET



Executive Summary

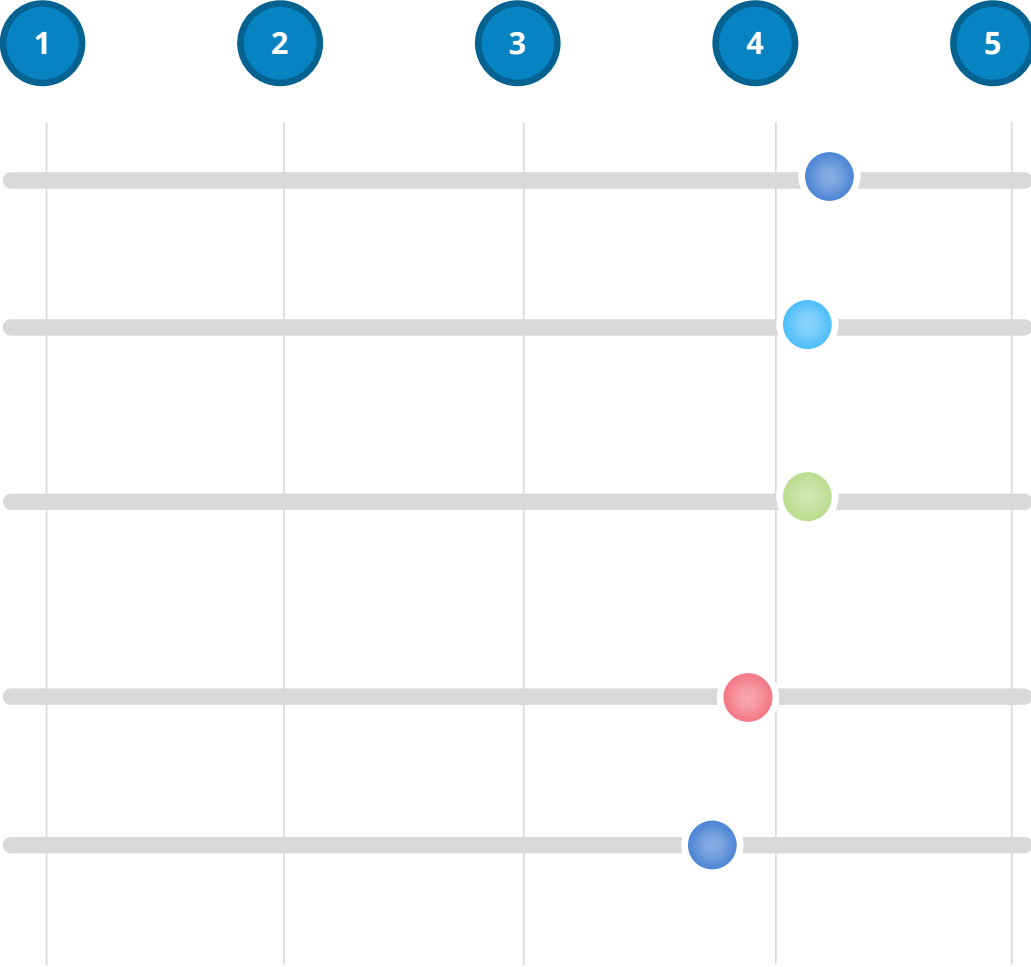
I would recommend LAW FIRM to a friend looking for a job.

LAW FIRM's culture fosters a comfortable, supportive work environment.

LAW FIRM supports my professional development.

I feel recognized for my hard work and success.

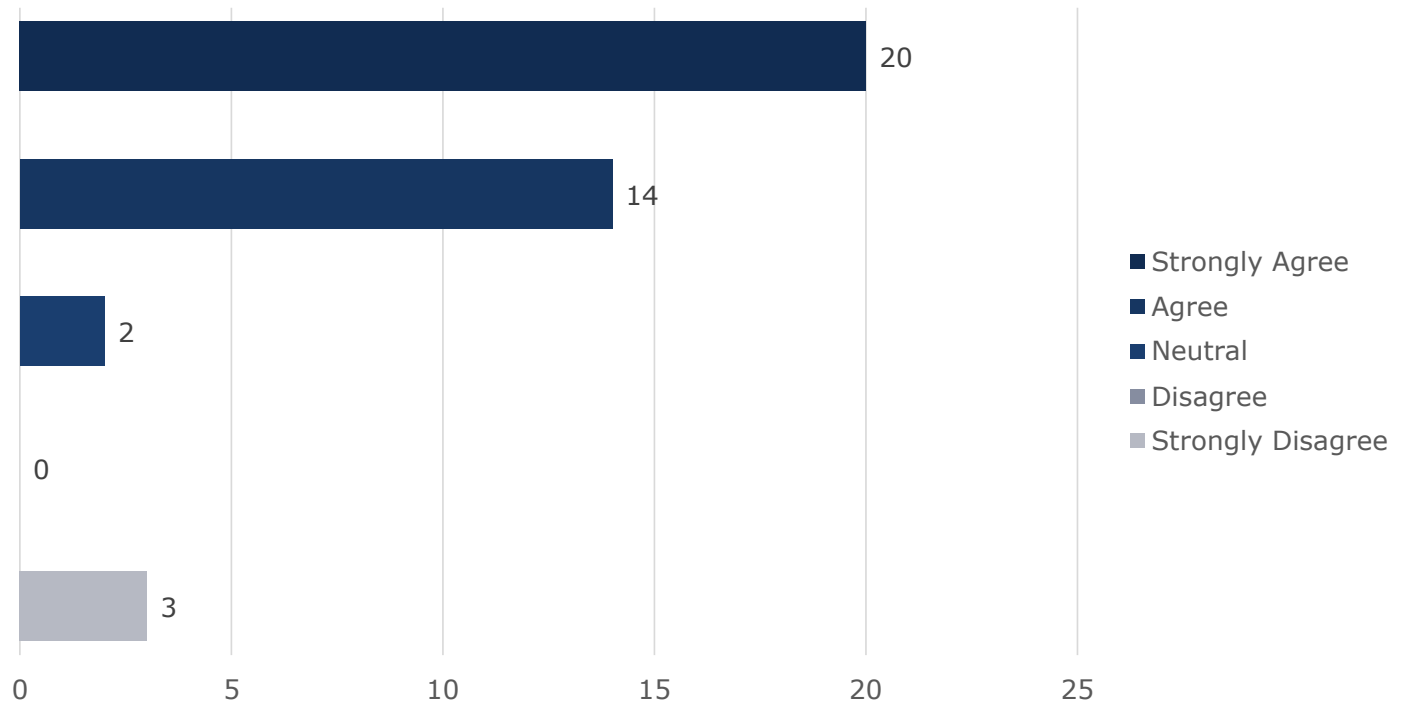
LAW FIRMS users are well trained on the software we have and use technology to work more efficiently.





I would recommend LAW FIRM to a friend looking for a job.

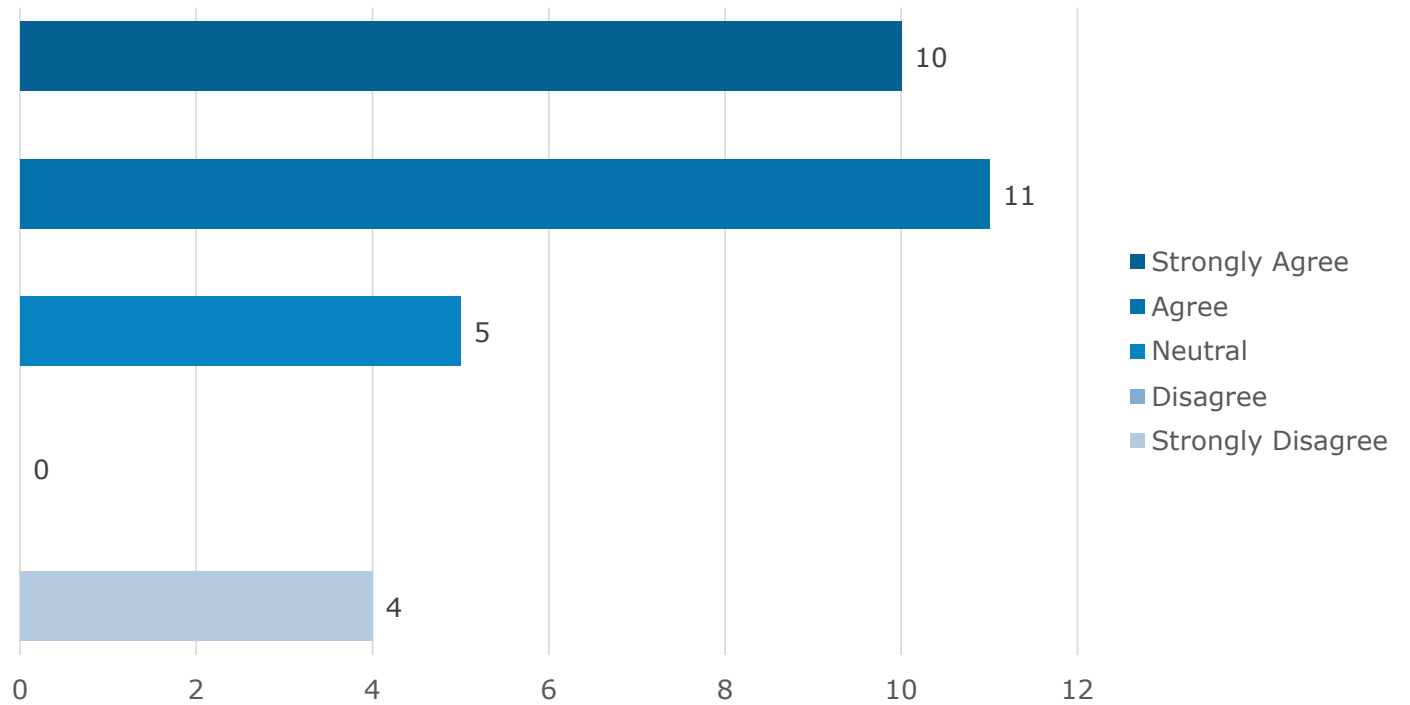
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Average Rating





LAW FIRM's culture fosters a comfortable, supportive work environment.

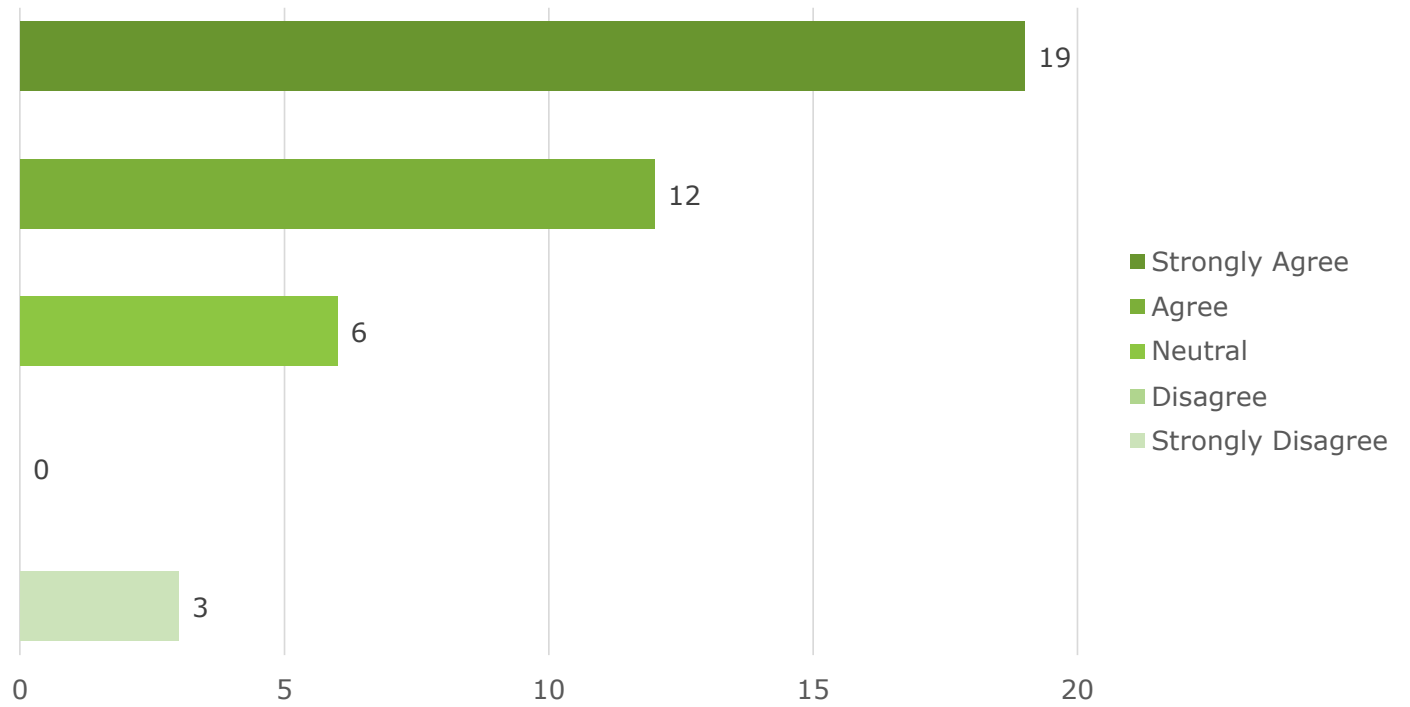
4.1
Average Rating





LAW FIRM supports my professional development.

4.1
Average Rating

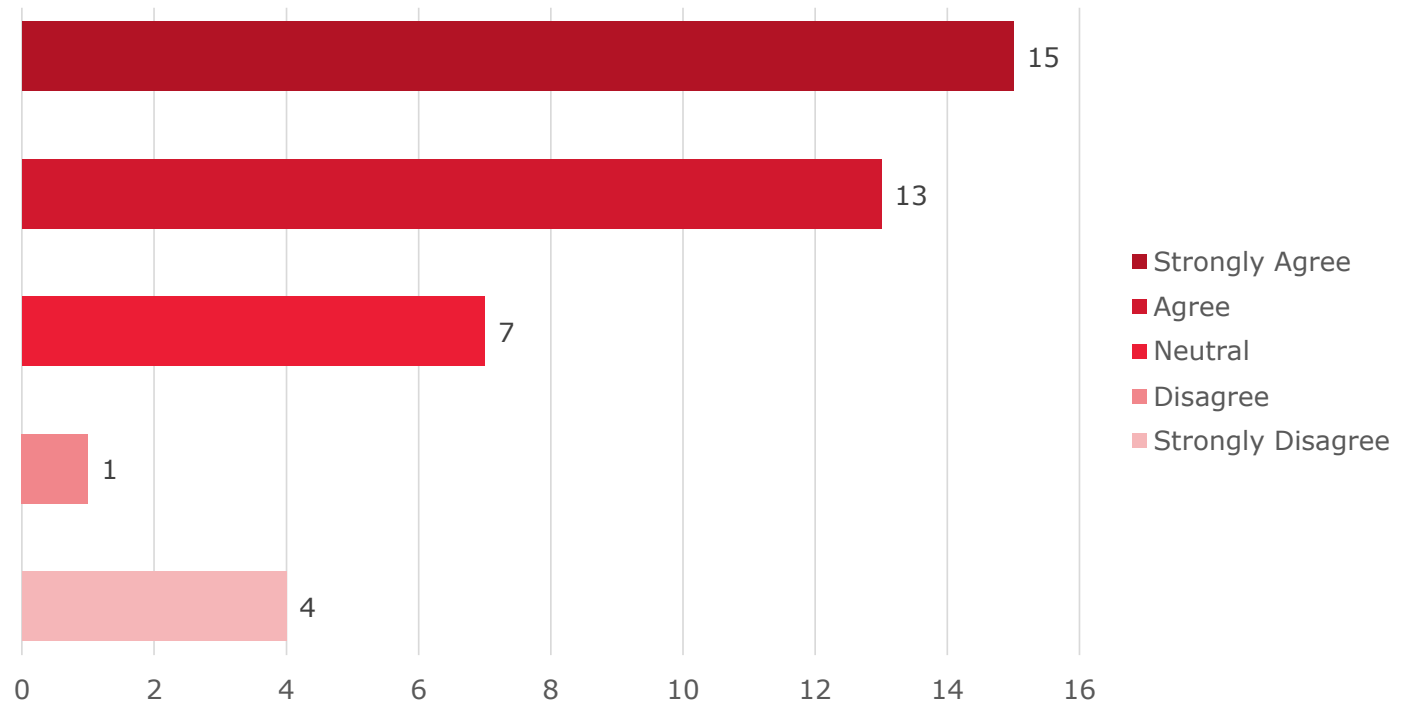




I feel recognized for my hard work and success.

3.9

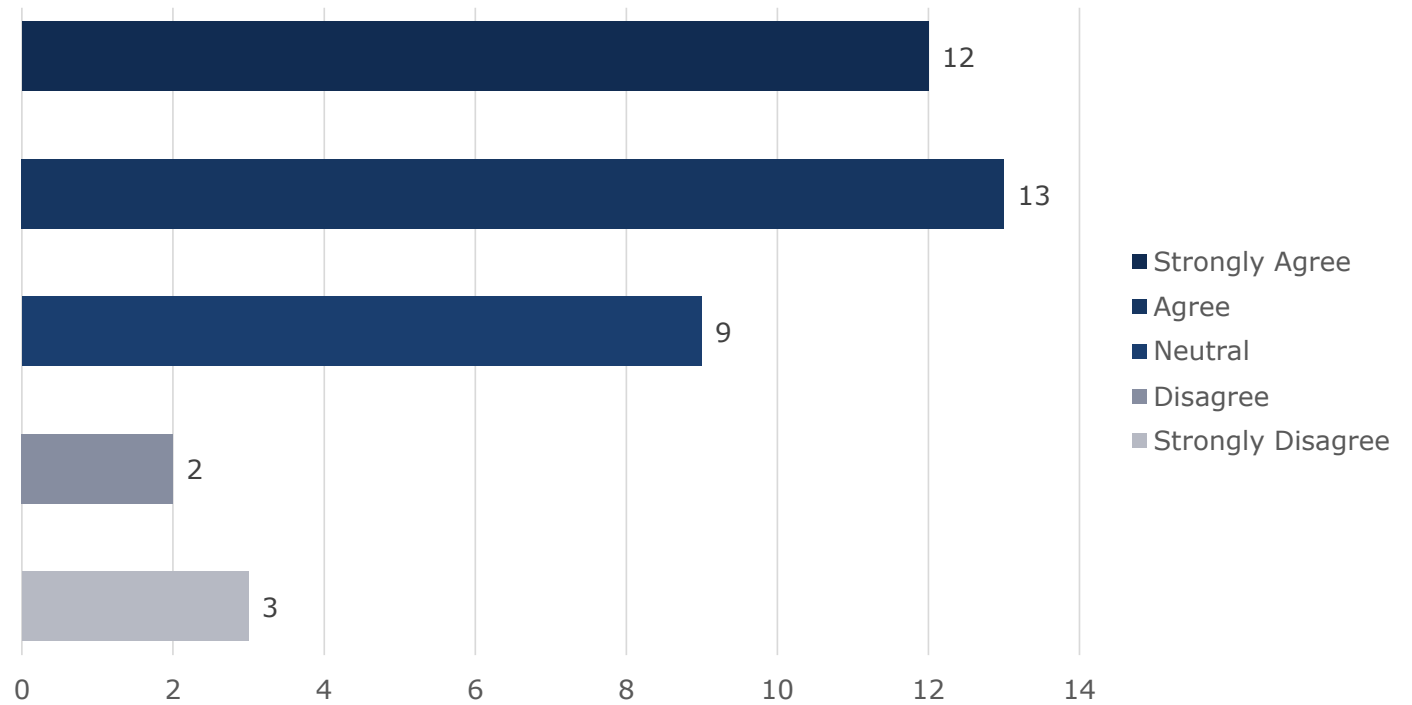
Average Rating





LAW FIRM users are well trained on the software we have and use technology to work more efficiently.

3.7
Average Rating



The Edge International Law Firm Cultural Assessment

As in all professional service businesses, the interrelationships among people working together in a law firm and the nature of how those people relate to their firm as an institution, differs dramatically among firms. These differences define and influence every aspect of law firms' operations, reputations and financial success. The details of these interrelationships represent the organization's culture.

Describing a law firm's culture is difficult, even for people who know the organization intimately. When asked to describe a culture, people typically resort to words like "collegial" or "democratic." While terms like this may convey a general sense of a culture, greater definition is necessary to begin to clearly differentiate various law firms' cultures and use knowledge of those cultures to contribute to the management of the firms.

The Edge International Law Firm Cultural Assessment, is designed to recognize discrete differences among individual law firms and provide a more precise vocabulary to describe what those differences represent. Those differences can be categorized into four specific areas:

- **Collegiality:** *The manner in which people within a law firm deal with each other.*
- **Strategic Focus:** *The degree to which the firm has a clear identity, both to itself and in relation to other firms.*
- **Governance:** *The manner in which the firm deals with it's people, and the way that it's lawyers and staff deal with the firm.*
- **Values:** *The belief systems that represent the collective aspirations of the members of the firm.*



The cultural inventory is designed to identify specific characteristics of a law firm's culture. By doing this, it is possible to anticipate the impact of those characteristics on the firm, its success and potential concerns related to certain types of activities including the integration of laterals and the ability to successfully merge.

The Law Firm Cultural Inventory involves an on-line questionnaire that takes approximately 20 minutes to complete. The survey may be taken by

an entire firm or a representative sample, recognizing that the number of participants impacts on the accuracy of the inventory. The results of the inventory are then tested in a series of focus

groups with a cross section of members of the firm. The objective of these discussions is to both test the veracity of the survey data and to place it in a context of experience and examples within the firm.

The results of the Inventory are provided in a written report that includes a normative report and diagrams depicting the level of deviation of the firm from normative standards for similar law firms. Typically a presentation is made at either a live meeting or a recorded webinar for dissemination to the partnership and, often, the entire firm.

Details about law firm culture

Each of the factors involved in law firm culture is made up of a number of components, some of which are more complex than others. In fact, the comparative weight of these factors in the make-up of a culture becomes a feature of that culture. To measure this differentiation, we survey between five and seven of these manifestations for each factor as shown below. The mix of this data provides a valid image of a law firm's culture.

1. Collegiality

- a. Group collaboration - the ability and willingness of groups (practice groups, offices, client service teams, etc.) to work together.
- b. Individual collaboration - the ability and willingness of individual lawyers to voluntarily work together on client matters.
- c. Egalitarianism - the willingness of lawyers to support actions of others that are in the best interest of a client or the firm but may not be in the lawyer's immediate best interests.
- d. Social interaction - the degree to which firm lawyers seek out opportunities to participate together in social situations.
- e. Deviation - the degree to which behavior in violation of firm mores is accepted.
- f. Generationalism - the degree to which the firm's value systems, approaches and vision differ according to age.

2. Strategic Focus

- a. Vision - the importance placed on conveying a clear picture of the future.
- b. Horizon - the relative importance of short and long term implications in decision making.
- c. Ambition - the importance placed on maintaining and improving the firm's reputation and recognition.
- d. Execution - the importance placed on meeting goals and fulfilling expectations.
- e. Self-image - the importance placed on having an accurate and positive perception of the way the firm is viewed by outsiders.
- f. Confidence - the confidence that members of the firm express as an institution in the accuracy of their vision and the correctness of their decisions.
- g.

3. Governance

- a. Decision making - the methods employed by the firm in reaching decisions.
- b. Structure - the degree of institutional involvement in the management of individual lawyers' practices.
- c. Risk aversion - the firm's willingness to accept risk in return for appropriate reward.
- d. Communications - the degree to which lawyers are informed about the firm's activities and issues.
- e. Expectations - the degree to which lawyers and staff members have a clear understanding of what the firm expects from them.
- f. Motivation - the firm's ability to influence behavior.

4. Values

- a. Work ethic - the importance placed on how hard lawyers work in terms of time spent and hours produced.
- b. Meritocracy - the degree to which personal performance is rewarded in relation to overall firm performance.
- c. Responsibility - the level of control lawyers have over their client relationships.
- d. Client focus - the balance of the firm's interests compared to client's interests.
- e. Continuous improvement - the importance placed on the growth of lawyers' knowledge and capabilities.
- f. Trust - the degree of confidence by an individual that peers will not take actions adverse to that individual's interests.

Reach out any time for details on how you can get a culture assessment for your firm.



Gerald (Gerry) Riskin, B. Com, LLB, P. Admin
Founder, Edge International