



Making it Work: Management Solutions for a Downsized Era

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Welcome to NALP 2013



Discuss Today:

Strategies:

World Facing

and Shift

Strategies:

Meeting Demands

with Creative Solutions

Personal Strategies

Developing a Plan for Today's Demands

What's Happened to our Staff?

If you Feel like Your Staff is Shrinking, You're not Alone!

- Diminished Staff
- Added Responsibilities
- Shifting Focus

New Pressures and Job Description Changes - Firms

- Client Cost-Cutting Demands
- Immediate Practice Sophistication Required
- E-Discovery Technology
- Bulk Litigation
- Profit Orientation/Mind Set
- Billing Rates vs. Compensation

New Pressures and Job Description Changes - Firms

Taking on Additional Duties

- CLE/PD
- Outplacement/Exit Coaching
- Additional Offices
- Firm Wide Projects
- Add-On Office Projects
- Morale Boosting (for others)



New Pressures and Job Description Changes - Schools

- LST and ABA Scrutiny
- Anemic Jobs Picture
- Slumping Admissions
- Mandate for Professionalism Training
- CSO Restructuring – by Choice or Imposed by Others



New Pressures and Job Description Changes – Law Schools

- Escalated Steps to Track Graduating Class – Threat of Audit
- Diversified Employer Outreach
- Remedial Support for Less-Prepared Students
- Creation of PD Curriculum
- Reimagined CSO's Roles and Goals

Take a Deep Breath ...

Or... Put the Oxygen Mask on Yourself First
Before Assisting Others...



Know Yourself

Knowing your Personal Strengths and Weaknesses gives You the Ability to Adapt:

Meyers Briggs

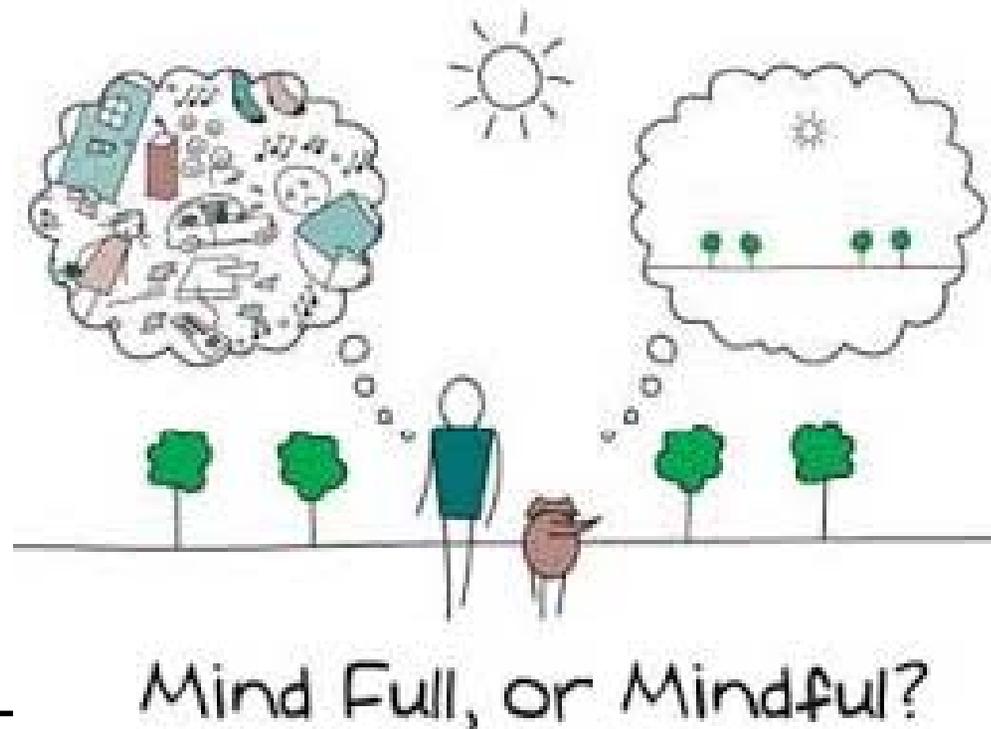
Disc

Strength Finders

Others?

Make Time To:

- Exercise
- Play
- Eat well
- Meditate
- Fill in the _____



What We Do (Betsy and Lynne)



Utilize Your Assets

- Your NALP Community Support Group
 - City Groups
 - Engage the “Other Side”
 - Sections
 - Publications
 - Stay Currently Educated

Constructive Ideas For 2013-2014 – Law Firm

Don't shut Yourself (or Your Department) off
from the Rest of the Admin Team

“How we do things” – Think of Your Own
Strengths when Creating Process – Apply New
Models

Show Up

Get Enough Rest to Maintain your Energy

Constructive Ideas for 2013-14 – Law School

- Bond and Band Together with Your Internal Team
- Garner Support from Your Local and National Colleagues
- Communicate and Message with Stakeholders (Deans, Faculty, Students, Other Administrators)
- Employ Humor
- Take a Vacation or Pursue other “Fueling” Activities

What Works For You?

- Network and Share Ideas for Dealing with Shifting Responsibilities and Increased Demand
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Making it Work

Ideas for Designing and Implementing
Professional Strategies for Law Firms and Law
Schools to Manage the Downsized Era

Post Law School Project Management Lawyer Training Models – Law Firm

What is “Legal Project Management?”

“A disciplined, rational, task management approach to any project, based on clear prioritization, effective communication and systematic implementation... LPM results in the establishment of department-wide processes and standards for handling matters and cases.”*

*Altman Weil, Inc.

New Experimental Models

- Mini MBA
- Orientation – Two Weeks, or
- Integrated into Professional Development Efforts
- Associate “Class” or “Band” Centric
- Client-Driven

Firm Wide Project Management

- Buy-in from the Top
- Inter-Department, Cooperative Creative Team
- On-Going, Layered Programming
- Local Support for Participation and Supplemental Learning
- Technologically AND Personality Driven
- Follow Through Results

Centralized vs. Decentralized Recruitment

- 52 out of 94 Law Firms Surveyed now Centralize their Recruiting Efforts*
- Benefits: Focused Staff – Consistent Hiring Practices – More Control over Office Numbers - Accountability
- Drawbacks: Less Personalized – Diminished Sense of Ownership

*Our appreciation to BCG Legal Search for this 2013 Survey

“Centralized” vs. “Decentralized”

Firm Wide Hiring Team

Interviewers/Offices submit candidates to the
FW Team

Hiring Target Numbers strictly Regulated

Final Hiring Decisions made by FW Team

Making it Work – Law Firms

- Hiring by Department
- Use the Hospitality Suite Effectively
- Firm Wide Hiring Manual – Accurate and Up to Date
- Creative ways to Speed up Referrals
- Video Conference or Skype Call Backs
 - Second Screening Prior to Call Back

Making it Work – Law Schools

- Proactive vs. Reactive
- Innovate – Take Risks and Try new Approaches
- Communicate and Collaborate
 - Faculty and Deans
 - Other Administrative Offices
 - Students and Alumni

Examples of Innovations – Law Schools

- Create PD Curriculum
 - CSO Based
 - For-Credit
- Redesign 3L/Recent Grad Support and Tracking
 - Begin Early
 - Document
 - Repeat!

Examples of Innovations – Law Schools

- Expand use of Technology
 - Resume Builder
 - Interview Stream
 - E-Portfolios
- Reimagine Employer Relations and Outreach
 - JD Advantage Jobs
 - Nontraditional Track Jobs
 - New Landscape of Legal Jobs

Examples of Innovations – Law Schools

- Generate Incubator or Accelerator Programs
 - Solo Practice
 - Under-Served Clients
 - Succession Planning Programs
- Create New Structures
 - 2-Year JD Programs
 - Experiential Learning Outlets
 - New Degree Options

What Works For You?

- Network and Share Ideas for Designing and Implementing Professional Strategies that have Worked for You.
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