

# The Changing Role of Law Firm Leadership

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# The Changing Role of Law Firm Leadership



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## Executive Summary

This white paper illustrates how law firm leadership has evolved over the past 50 years, as well as how those changes impact the structure of contemporary firms and the way attorneys practice and lead. What do these changes mean for the future of the industry?

In March and April 2019, JHill's Staffing Services, a Division of Marcum Search LLC, presented a 19-question survey to law firm leaders around the country. They represented firms as small as 4 people to as large as 1,500.

The results of this survey demonstrate that while law school teaches attorneys how to think, argue and become great lawyers, it does not necessarily teach them how to lead or to run a business. In most law firms, there is a significant gap in successful leadership models. In fact, the classic model where one managing partner oversees 3 or 300 lawyers is gradually becoming extinct.

Several law schools and business schools at universities like Harvard, Northwestern, the University of Pennsylvania and George Washington have introduced law firm leadership programs. One such example is Harvard's Leadership in Law Firms program.

Harvard Business School Professor Emeritus John Kotter distinguishes the difference between leadership and management in his book *What Leaders Really Do*.<sup>1</sup> Kotter asserts that "the aim of management is predictability — orderly results. Leadership's function is to produce change." In the mid-1990s, law firms began to shift their business models from merely managing to needing leadership in order to acclimate to changes in the global marketplace.

A 2017 article by Hayes LLC<sup>2</sup>, "The Role of Leadership in Law Firm Success or Failure," included a Dun & Bradstreet (D&B) survey that identified the top three reasons for business failure:

- Poor or lack of leadership (this was the No. 1 response given)
- Lack of access to capital
- Poor or no marketing plan

Law firms incorporating a chief executive officer role was big news. Now, however, they're adding several other positions to help handle the business aspects of running a firm — ranging from chief technology officers to project management jobs to legal pricing-specific functions. They are driving innovation with better legal operations teams staffed by legal practice managers and business development professionals.<sup>3</sup>

The traditional law firm model is shifting to better suit client needs, so leadership in firms needs to shift as well. They will be working to keep up with other multidisciplinary and in-house corporate practices, so they need a business perspective from their leaders.

The proposed solution requires law firms to reflect on their professional services counterparts, such as the Big Four accounting firms, consulting firms and other multidisciplinary practices, for an indication on how to innovate and hire leaders who can help them adapt to the changing marketplace and find new ways to engage future generations of lawyers. As Kotter emphasizes in his book, change requires leadership<sup>1</sup> — and leadership models are changing.

## Introduction

In 1971, the Association of Legal Administrators (ALA) was founded to provide support to professionals involved in the management of law firms, corporate legal departments and government legal agencies.<sup>4</sup>

According to an article published by Barbara Curran<sup>5</sup> in 1986, there were just over 542,000 lawyers practicing at the beginning of 1980. By 1984, there were 649,000 lawyers — an estimated increase of 19%. The Bureau of Labor Statistics reported in 2016<sup>6</sup> that the number of lawyers practicing in the United States was 792,500 — a 19% increase over the course of 32 years. Therefore, one of the greatest explosions of law firm growth was in the early 1980s, shortly after ALA emerged.

This meant that as the number of lawyers increased, the need for law firm managers who do not practice law, herein referred to as legal business executives, increased as well. One Am Law 100 legal business executive interviewed for this white paper shared the following:



One of the changes that has occurred is that law firms finally grew up and realized they needed more sophisticated business professionals running their firms.”

This executive went on to say, “This was not a disparagement. I started as a legal assistant. Many manager roles were promoted up through the ranks [and] may not have had the educational or business background to run a firm. There were natural obstacles for those individuals to overcome. In the last two decades, there has been a significant shift in the educational background that is required from legal management professionals. That has allowed legal managers to overcome a lot of the obstacles.”

Of the legal business executives interviewed, many agreed that the biggest change in law firm leadership over the past two decades — aside from the way that technology has changed the role — is from where leadership is sourced. From the 1970s to the early 2000s, many law firm managers were homegrown. A handful of managers came into the profession with a business or accounting degree, but the majority began their careers as legal secretaries or paralegals or in other related staff roles. In the fall of 1997, ALA introduced the Certified Legal Manager (CLM)<sup>®</sup> test and designation — this at the same time that education became an integral part of being a legal business executive.

## BIGGEST CHANGES IN LAW FIRMS FROM 1971–2019<sup>2</sup>

- Technology is making some people, tasks and jobs obsolete.
- Labor laws are impacting how firms run their businesses.
- The needs of law firm clients are shifting.
- Offices are more intergenerational.
- The number of lawyers practicing law has increased.
- Clients are expecting more for less.
- Law firms are being run as businesses.
- There is a move toward paperless operations.
- Staffing needs have changed.
- There is an increase in alternative models to traditional law firms.
- Global competition has increased.
- Outsourcing is more prevalent.

Teresa Walker, Senior Adviser and Chief Operating Officer, Emeritus, for Waller Lansden Dortch & Davis, LLP, started her career in 1979, in the earliest days of the profession. Asked to describe one of the biggest obstacles of being a manager in a law firm, Walker said, “Growing up.” She explains that at the 16-attorney firm where she began her career, the business manager had never practiced law and had been there for 33 years before she retired. Walker was asked to take on the role at a time when there was no real definition around law firm management.



Now the focus is much more on making the business more agile and efficient. Law firms are much more business principled than before. Most of the administrators came up through legal. Many people were a receptionist or paralegal.”

– April Campbell, JD  
Director of Administration  
McCullough Hill Leary, PS

## Who Is the Law Firm CEO?

In 2018, a California law firm was doing a chief executive officer (CEO) search. They used a search firm to research the history of attorney and legal services professional CEOs in law firms. The firm discovered the first Am Law 100 CEO, Scott Green. He was appointed in 2012 by Pepper Hamilton, which became the first Am Law 100 firm to officially hire a CEO without an attorney background.

In a 2018, Green observed, “Law firms have not made the jump yet like hospitals, where doctors no longer run the business. Anyone who goes into that role as a non-lawyer should have reservations. There are structural and ethical conflicts. You need a lawyer by regulation to deal with ethical conflicts.”

When asked what obstacles he faced when he accepted the role, Green stated, “I knew getting lawyers to move together as one would be difficult. They are skeptical by nature. You have to spend a lot of time explaining what you are doing, and if you cannot do that, you should not take the role of a law firm CEO.”

Angela Hickey, MBA, CPA, is the CEO of the Chicago-based law firm Levenfeld Pearlstein. In a *Law.com* article, she also compared law firms to hospitals. Both feature highly educated and entrepreneurial professionals who run their own practices. Why is it that C-suites and operations departments are the norm in health care systems, she asks, but not law firms?<sup>7</sup>

“Lots of doctors practice medicine and they hate being involved in bureaucracy,” she said. “They got into medicine because they want to help people and practice. Isn’t that why lawyers get into law? Our entire democracy is based on the rule of law. It’s so valuable to everything we do. It’s also a business that we want to run effectively.”<sup>7</sup>

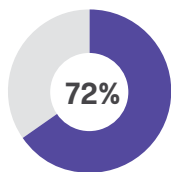


## Why Did Law Firms Think They Needed a CEO in Lieu of, or in Addition to, a Managing Partner?

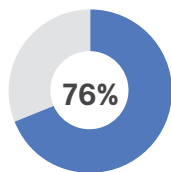
Numerous managing partners are promoted into firm leadership roles due to their ability to generate business, rather than their ability to lead. In a law firm-specific survey conducted by Patrick McKenna and David Parnell for their white paper “The State of Law Firm Leadership 2018,” they stated the following:



Approximately half of the law firm leaders surveyed had been in their position 0–5 years.



had no job description.



had no formal means of evaluating their performance.<sup>8</sup>



D&B shockingly attributes **87.7%** of business failures to leadership.<sup>8</sup>

The lack of formal training for many law firm leaders and the need to balance a book of business while maintaining a leadership role can be a formidable opponent for practicing lawyers. For that reason, there are two potential solutions for law firms who need good leaders:

1. Require your lawyers who want to pursue a leadership role to give up most of or the entirety of their practice to focus on leading the firm or the practice group.  
OR
2. Hire someone with a business background who can focus 100% on running the business strategy.

For attorneys who practice at law firms, the goal in many cases in a firm was for a lawyer to be named partner — meaning capturing longtime clients, better pay and having solid job security. In recent years, this form of partnership and structure for law firms has not existed in the same way. More firms are hiring full-time chief executives without law degrees. These firms more closely resemble corporations, and they are more spread out — some are even international. These firms need to be agile and have different representation and business savvy to compete in the marketplace.<sup>9</sup>

This is why one of the largest law firms in the world, Dentons, which recently hit 10,000 lawyers in 78 countries, looked beyond law firms for a CEO for its Canadian operations. Beth Wilson became CEO of Dentons’ Canada Region after serving as the Greater Toronto Area Managing Partner for KPMG in Canada. Wilson said she was looking for a big change mandate and wanted a job with a lot of disruption in the sector, a job where she could lead an organization through transformation. Typically, a law firm partnership would select someone from the partnership as its leader, she explained, but Dentons wanted change. When Dentons began searching for their next Canada CEO, they opened up their process to find someone with the right business acumen: “The board saw the value in bringing in someone outside of the legal industry, and I felt my experience driving change was a good fit for Dentons,” Wilson said.

When asked about how being a Big Four accounting executive compares to being an executive running a law firm, Wilson replied, “There are a lot of similarities. In both industries, you are leading and influencing because in partnerships, you have to lead through influence ... you are leading smart, bright, professionals. And because you are in a service business, you have to put your clients at the center. In both law and accounting, what you sell is talent. The best talent is critical to both. The difference is that, for many reasons, it is easier for lawyers to move firms, and clients tend to be more mobile as well. That is a big difference. It emphasizes the historic individuality of the professional.”

Levenfeld Pearlstein’s Hickey gave a similar statement. “Business people are trained to incorporate risks. Lawyers are generally trained to minimize risk and see everything that can go wrong, to follow tested and proven tracks,” she said. “But we’re in a new territory and the rules have changed.”<sup>7</sup>



## Survey

In further exploring the idea of the law firm CEO, JHill's Staffing Services, a Division of Marcum Search LLC, administered a survey to hundreds of legal business executives around the country; 72 respondents participated in the survey. Among the questions asked in the survey was "If you have worked with a non-attorney CEO (which 29.58% had), what were the pros of having a non-attorney CEO?"

We found it interesting that several respondents expressed frustration with the term "non-attorney CEO." To clarify that point, we wanted to delineate the difference between all legal business executives and specifically CEOs who had not practiced law, which is why the term "non-attorney CEO" is referenced in several of the survey charts and responses. This is not meant to be offensive; it was simply used to make the roles clear and easy to understand because the term "legal business executive" can represent a variety of titles in a law firm. A more recent term is "nonlicensed attorney legal professionals."

Several of the respondents agreed that having a CEO from outside the legal industry contributed a more "business-minded" perspective. Other survey respondents shared that having this type of CEO allowed the managing partner and executive committee to focus on more strategic matters. One respondent shared that "The overall management of the firm was smoother. Lawyers do not always make good business managers."

**One lawyer-turned-director of administration shared in an interview, "When they find out that you are lawyer, they start to pay more attention to what you say. You get instant credibility with the lawyers."**

When asked what some of the cons to having a CEO who is not an attorney were, multiple respondents were dissatisfied with the U.S. rule prohibiting ownership by a legal business executive. The rule referenced is Rule 5.4 in the *ABA Model Rules of Professional Conduct*.<sup>10</sup> Additionally, a lack of respect from partners for this type of CEO was reported to be an issue.

Respondents expressed a few other concerns about these CEOs: a lack of knowledge of how a law firm works, for example, as well as an emphasis on saving money regardless of efficiency. A bulk of respondents agreed that there were no negatives to having a CEO who was not a practicing attorney.

Of the survey respondents who had worked with a CEO who was not an attorney, a majority said this CEO reported to either a managing partner, a management committee or some variation thereof.

Tim Corcoran, Principal with Corcoran Consulting Group, LLC, discussed law firms' C-suite structures in an interview with Hill. "The senior C-level executives should be members of the board. It is OK if they do not have a vote, but it is ridiculous to have experienced executives who are not in every critical conversation," he said. "As members of the senior leadership team, their job is to inform management decisions. They can't do that from outside the room. The capable ones deserve a seat at the table, and maybe even a vote, because they have a lot to add."

However, some changes are on the horizon for this setup. In a recent *ABA Journal* article, Debra Cassens Weiss noted that the State Bar of California is asking for public comment on proposals that would allow legal technicians to offer legal advice and non-lawyers to hold a financial interest in law firms. These proposals call for:

- ✓ Allowing non-lawyers to provide specified legal advice and services, with appropriate regulation.
- ✓ Allowing entities that provide legal or law-related services to be made up of lawyers, non-lawyers or a combination of the two. Regulation would be required and could differ based on the type of entity.
- ✓ Allowing lawyers to be part of a law firm in which a non-lawyer holds a financial interest.<sup>3</sup>

California is working toward altering the role of lawyers after a state bar task force advanced controversial proposals for new ethics rules that would allow non-lawyers to invest in law firms and permit tech companies to provide limited legal services. They are changing the face of traditional firms and practices.<sup>11</sup>



## Solution

Pursuant to findings, one potential solution is for law firms to emulate the Big Four accounting firms and similar organizations. When Dr. Larry Richard, Principal Consultant with LawyerBrain, was asked whether law firms should emulate corporations, he explained: “The first role model [law firms] should look to is Big Four accounting firms. Those firms have already set up law firm subsidiaries. Both Deloitte and EY have a significant presence in Europe. Those accounting firms have historically been 10–15 years ahead of laws firms in terms of their innovations.”<sup>12</sup>

While law firm structure has remained resolutely steadfast during most of the past 50 or more years, accounting firms have created a variety of new roles to advance their business standing in the marketplace as well as keep their team members engaged.

During the early years, accounting firms had two roles: partner and nonpartner, much like the current structure of partners and associates at law firms. As the years progressed, accounting firms realized that they needed to diversify the titles they were offering to incoming talent to attract the best accountants possible. Paul Sherman, CPA, Regional Managing Partner for Marcum LLP, said, “In the mid-’80s, when business was great, all accounting firms created new titles to help retain people and give them a sense of accomplishment.” In the present day, accounting firms use a wide variety of titles, including associate, senior associate, manager, senior manager, director, etc. This system appeals to all generations and offers upward mobility.

Law firms are facing stiff competition when it comes to holding onto their clients, as nonlaw firm service providers offer more complete solutions — ones that incorporate technology, project management, litigation, contracting, IP and cybersecurity.<sup>13</sup>

Many lawyers entering today’s workforce have different goals than just making partner. Law firms need to take this into serious consideration and develop creative new models to keep their younger generation lawyers engaged for more than two to three years.

One way that law firms can emulate Big Four accounting firms, legal service providers and consulting firms is to consider new roles for newly minted lawyers besides traditional associate roles. Lawyers are highly skilled at writing and thinking. So one potential solution could be to offer different career paths for young lawyers that would still capture their writing skills, knowledge of the law and strategic thinking abilities.

Some suggestions for these new roles could include:

- 1. Leadership Roles:** Having a leadership trajectory could mean a different type of training required for lawyers joining the law firm.
- 2. Business Development:** Some attorneys love to network and leverage their connections to bring in business to a law firm. One way to do this is to specifically train lawyers in business development so that they can use their writing and thinking skills to garner new business for the firm.
- 3. Marketing:** Lawyers often make great marketing professionals due to their exceptional writing skills. Their legal knowledge could be used to develop marketing strategies for the firm.
- 4. Innovation and Technology:** Some lawyers have a creative side that does not get to be fully expressed in their traditional capacity. Having an “innovation team” of lawyers could help law firms compete with other emerging law firm models from the standpoints of business strategy and technology.
- 5. Nonbillable Roles:** These are also known as resident attorney or staff attorney roles. One of the biggest complaints from lawyers who work in law firms is the lack of work-life balance due to high billable-hour requirements. Removing those requirements could incite young lawyers to choose to stay longer in traditional lawyer roles at a law firm as opposed to going in-house or working for themselves. This new position could have a different bonus and reporting structure than billable lawyer roles. Tucker Ellis is one example of a law firm that implemented a nonbillable model that has been hugely successful.<sup>14</sup>
- 6. Practice Manager/Project Manager:** This person is the go-between for the clients and the lawyers. Law firm clients can find themselves frustrated with not understanding “lawyer-speak.” This person would oversee facilitating everything involving that client or that practice area.
- 7. Community Service:** This lawyer would spearhead the firm’s pro bono work. They would focus on helping the law firm and its employees understand how to be good global citizens. Generations Y and Z have stressed the importance of wanting to work for organizations that are giving back and making a difference. In many cases, this element ranks as more important to Generations Y and Z than money.

By creating these new roles, law firms would be able to capture and retain more talent.

## Solution (continued)

In a *Bloomberg Law* article, suggestions for potential new alternative legal jobs included:

- Legal knowledge engineer
- Legal technologist
- Legal hybrid
- Legal process analyst
- Legal project manager
- Legal data scientist
- Research and development worker
- Online dispute resolution (ODR) practitioner
- Legal management consultant
- Legal risk manager

The Cowen Group is a trusted source in the areas of talent acquisition, professional development and thought leadership in e-discovery, legal technology, business transformation and innovation, information security, information governance and compliance. It has identified the top evolving and emerging nontraditional roles in legal as:

- Chief innovation officer
- Director of legal operations
- Legal solutions architect
- Chief data architect/data scientist
- Director of pricing
- Director of strategy
- Director of practice group management<sup>15</sup>

In his 2001 book *Good to Great*, Jim Collins discusses getting the right people “on the bus.” In our case, the law firm is the bus; the challenge is figuring out where the right people should go once they board.<sup>16</sup> Why lose top talent to the competition? Instead, engage the current team in new and meaningful ways to keep them on the bus.

Del Brown, a Regional Manager of Human Resources for an Am Law 100 firm, said in an interview: “When I came out of law school and decided not to practice, I was the anomaly. People saw me as this outlier. People did not understand why I could want a law degree and not want to follow it up with the next logical step. The truth is, a JD can open you up to a lot of possibilities. You get trained on how to think and analyze. There is a discipline that comes with law school and a work ethic that can be applied in different fields.”

Beth Wilson of Dentons described challenges ahead for law firms. “The other necessity for law firms to withstand the test of time will be to work more as a team rather than as individuals,” she said. “One example is lawyers’ rankings. You would not find anything comparable to that in the consulting sector, and it unfortunately underscores the focus on individual contributors, instead of teams. I think lawyers recognize the huge benefits to working in teams, especially as the solutions clients are demanding are becoming more complex. Clients historically would tell you they buy the specific expertise of a particular lawyer, but that is shifting.”

In addition to creating new roles and being more team-oriented, law firms could use technology as another avenue for emulating accounting firms. Technology advances enable in-house departments to disaggregate chunks of “legal” work once handled by law firms.

Peter Scavuzzo, Chief Information and Digital Officer at Marcum LLP, shared that, irrespective of the differences between law firms and accounting firms, technology will be a major factor in business survival. “In the next five years, with the accelerated viability of [artificial intelligence], machine learning, robotic process automation and enhanced data analytics, any professional services organization that even slightly loses focus will be consciously forgoing long-term sustainability in a technology transformation that is unlike any in recent history.”





## Conclusion

As new generations emerge and begin to enter the workplace, employers, including law firms, will need to begin to think proactively. When the Association of Legal Administrators was created in 1971, no one could have anticipated the unprecedented changes that would happen for law firms in the 1990s and early 2000s — what Dr. Larry Richard called “the businessification of law.”

He shared that much of this happened in the mid-'90s. There was the emergence of the internet, which contributed to a globalized economy. Now, any client could find information that was previously only available to lawyers. That, partnered with the fact that the Association of Corporate Counsel was created to support law departments, meant that in-house legal departments began to share information among themselves — almost as though they were a union.<sup>17</sup> They started to dictate their pricing rather than agreeing to whatever rates law firms quoted. It was partly because of these developments that law firms had to start paying attention to leadership.

In the mid-'90s, Richard said, law firms went from being a profession of academics considering legal issues to a business that had to be efficient and accurate, trim the fat and charge more reasonable rates. “It takes leadership to create that,” he explained. “As all of this started to accelerate due to technology, you began to see individual experiments such as virtual law firms; the first of these was Axiom.”

Law firms like Axiom came into existence in response to the changing needs and requirements of corporations and individuals who hire lawyers. The virtual law firm meant that, instead of renting a space at more than \$100 per square foot on Sixth Avenue in New York City, you could have lawyers working from home in their pajamas. These models — and the 16 or so alternative types of legal providers that now exist — have made it essential for traditional law firms to take the leadership needs of their firms more seriously. These changes, and the new leaders that come with them, may also require new laws to be enacted to support the evolution of law firms.

“If you start work as a receptionist in a corporation, you can become the CEO or the owner or a partner. This is not true in a law firm,” said Jean Jewell, CLM, a law firm Chief Financial Officer. “There are barriers to that upward career track in law firms. First, there are laws that prevent it. Second, there is a certain amount of elitism that goes hand in hand with working in law firms. A prevalent thought of seasoned law firm professionals is that everyone else needs to work as hard as [they] did to move up. That is the rite of passage. These workers are not taking into account that life has changed. Work has changed. Predictive coding,

software bots and technology have replaced a lot of the lower-level functions, meaning that it takes less time to move up.”

“And companies’ legal spend is going down. Companies are looking at mediation and other alternate dispute resolution services. Individuals are looking at handling legal issues themselves because legal representation is not affordable nor convenient. That is where ‘legal technicians’ come in.”

The Washington State Bar Association created the Limited License Legal Technician (LLLT). The LLLT is licensed by the Washington Supreme Court to advise people going through various family law matters, and there could be additional practice areas approved in the future. LLLTs, law corporations (a State Bar of California initiative)<sup>18</sup> and other new ideas and models are among the dramatic changes the legal industry is facing, which will incite the need for even more leaders to help law firms continue to adapt and remain relevant.<sup>19</sup>

There is an entire new profession devoted to these new leadership needs: the legal operations professional. There are even organizations, the Corporate Legal Operations Consortium (CLOC)<sup>20</sup> and the Association of Corporate Counsel Legal Operations<sup>17</sup>, devoted to these professionals. They have expertise in applying technological solutions to reduce the cost of high-volume work in a legal department.

Indeed, law firms can learn a lot from other industries to help determine how their leaders should lead. They just need to evaluate the trends and anticipate how technology and new ways of business are attracting customers and changing their behaviors and attitude toward the overall way they receive services. “Leaders also look inward at their own clients and have candid conversations about where their firm, and the industry in general, is falling short of changing expectations.”<sup>21</sup>

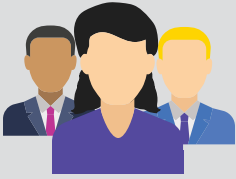
## Conclusion (continued)

In a 2018 *Forbes* article, author Mark Cohen took a deeper look at in-house departments versus law firms. Here is an excerpt from the article:

*The cultural divide separating in-house teams and law firms has widened during the past decade. In-house departments were formerly “law firm annexes,” populated principally by firm alumni/ae. More importantly, the two operated similarly; firms did the “heavy” lifting and in-house teams generally “managed” the work. Each was lawyer-centric. That’s changed. The market void created by law firm reticence to change (notwithstanding all the law firm “innovation” awards) has been filled by the in-house community and law companies. They embrace technological and process adoption, provide an equal seat at the management table for “non-lawyers” (non-licensed attorney legal professionals), and champion diversity. Law firms continue to focus on practice, not delivery; profit-per-partner (PPP) and internal metrics, not net-promoter score (NPS), and input (hours/origination) driven, not output (results/value) driven. In-house teams function in a completely different environment that is corporate, diverse, enterprise-aligned, designed for customer-centricity, fast-paced, business-oriented, digital (or headed that way), and results-driven. In-house counsel function as “business resources with law degrees,” not traditional lawyers operating in legal silos. They have a “home court advantage” over law firms and are far better aligned with the clients they serve. How they function is a glimpse into law’s future.<sup>22</sup>*

Between CLOC, ACC Legal Ops and the introduction of law firm CEOs in the past 10 years, one thing is clear — leadership is not an *option* but an *obligation* for law firms. With global competition, new technologies emerging daily, alternative legal models gaining market share, and younger generations entering the workforce, law firms must change the way they do business and practice law. Implementing C-suite-style leadership structures is only one of many ways that law firms could innovate. Radical changes at the global level must be met with radical changes at law firms of all levels. If they succeed, law firms might just be around in the next 50 years. Otherwise, we will look back at law firms as the dinosaurs that got stuck in the tar pits of technology and couldn’t navigate the tides of change.





## How Are These Competitors Positioning Themselves and Why Are They Winning Work?

### Some Key Advantages of the Big 4:

- Take a multidisciplinary approach and collaborate across service lines; combine law with industry expertise, data analytics and risk management
- Bring diverse skills and experiences to the table; look at legal problems very differently than traditional lawyers do
- Are global in size and scale
- Have globally recognized brands, invest substantially in original research and thought leadership, e.g. surveys, white papers
- Partners are required to rotate off client accounts after several years (regulatory mandate) which creates smooth client transitions and more institutional loyalty across several partners
- Attract top lawyers, many from Magic Circle and top US-based law firms
- Offer a holistic solution
- Are entrepreneurial, used to using and accessing technology and automation
- Have separate business units of their firms dedicated to R&D and innovation, so always thinking of different ways to do bring better solutions

### Some Key Advantages of Nonlaw Firm Service Providers:

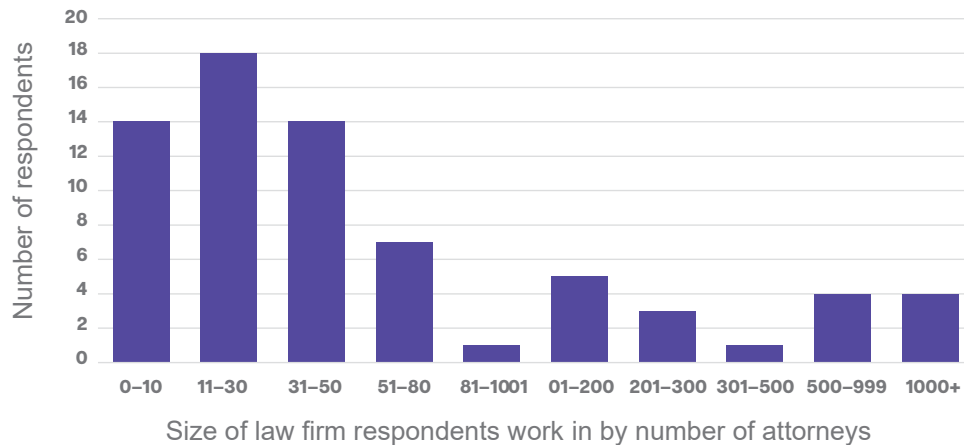
- Entrepreneurial and nimble — faster to respond to market trends and innovations
- From the outset look to develop solutions that combine expertise, content, technology and process engineering
- Deep pockets — usually backed by venture capitalists and other corporate investors
- Invest substantially in marketing, growth, technology
- Bring together multidisciplinary teams of lawyers, project managers, process engineers, technologists
- Run themselves as a business not a partnership

Retrieved from [rainmakingoasis.com/who-are-law-firms-really-competing-with-and-why/](https://rainmakingoasis.com/who-are-law-firms-really-competing-with-and-why/).<sup>13</sup>



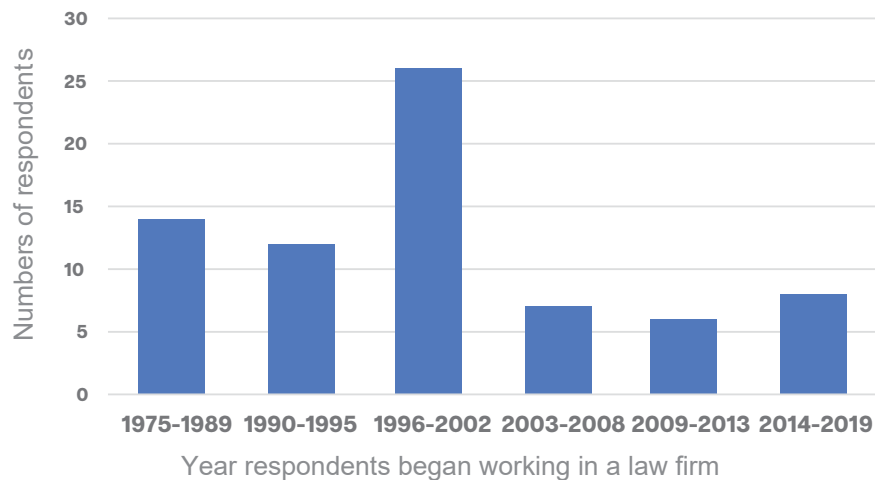
## Data Collected from Hill's 2019 Survey

### Size of the law firm respondents who participated in survey



2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

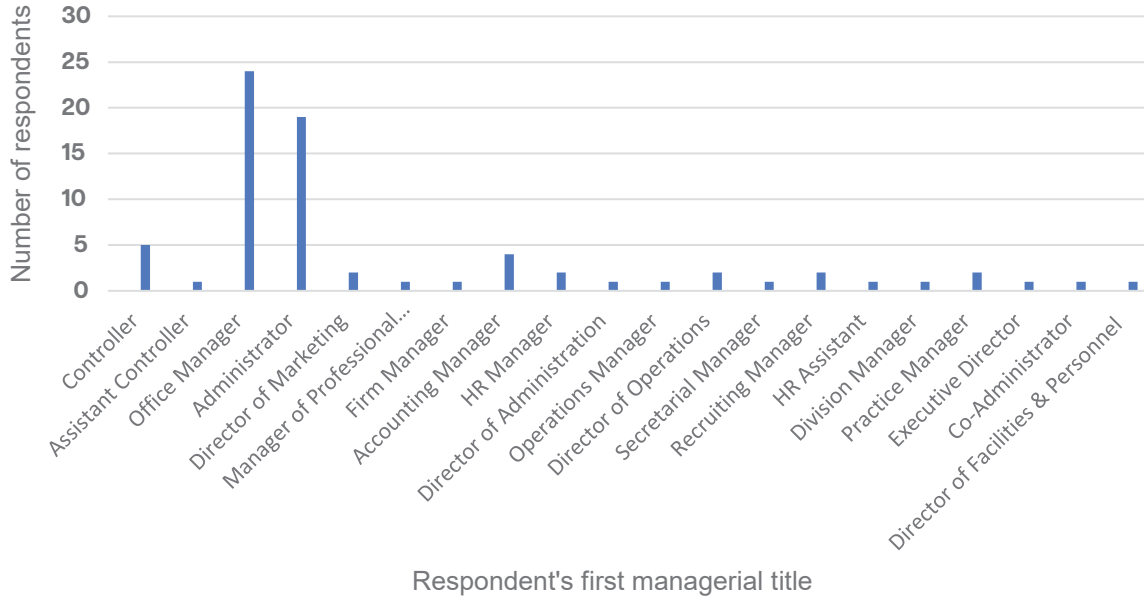
### Year respondents began working in a law firm



2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

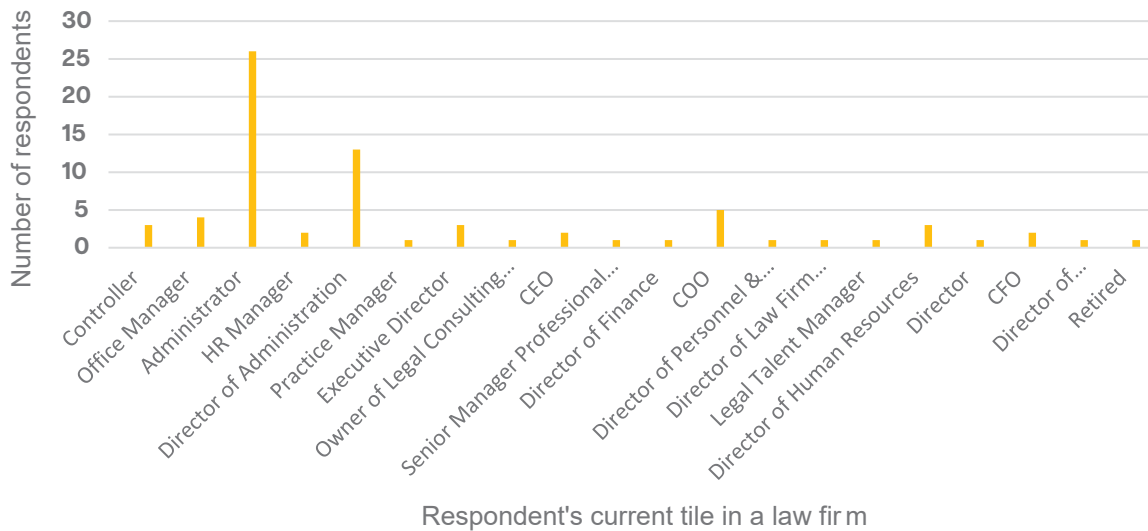
In a 2019 survey sent to ALA members around the world, 72 legal business executives responded. Of the 72 legal business executives who participated, more than half began their careers prior to 2002.

### Survey respondent's first managerial title in a law firm



2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

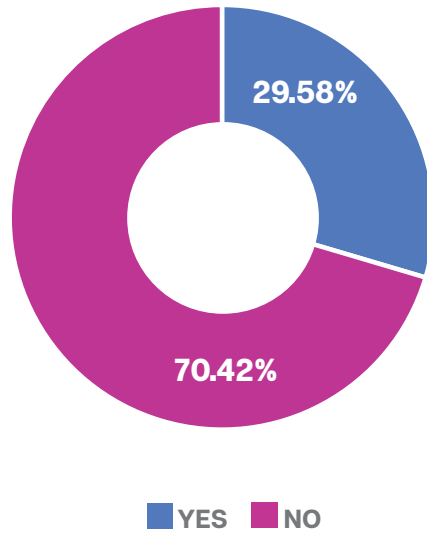
### Survey respondent's current title in a law firm



2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

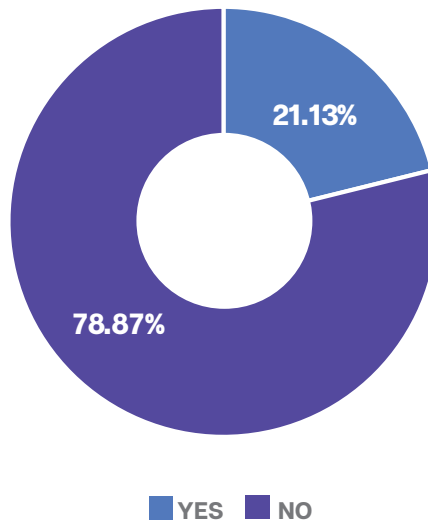


**Percentage of respondents who have worked with a non-attorney CEO**



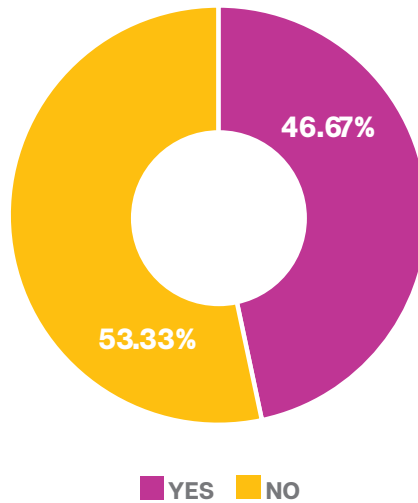
*2019 Changing Role of Law Firm Leadership Survey (Hill 2019)*

**Percentage of respondents who have worked for a law firm with an attorney CEO**



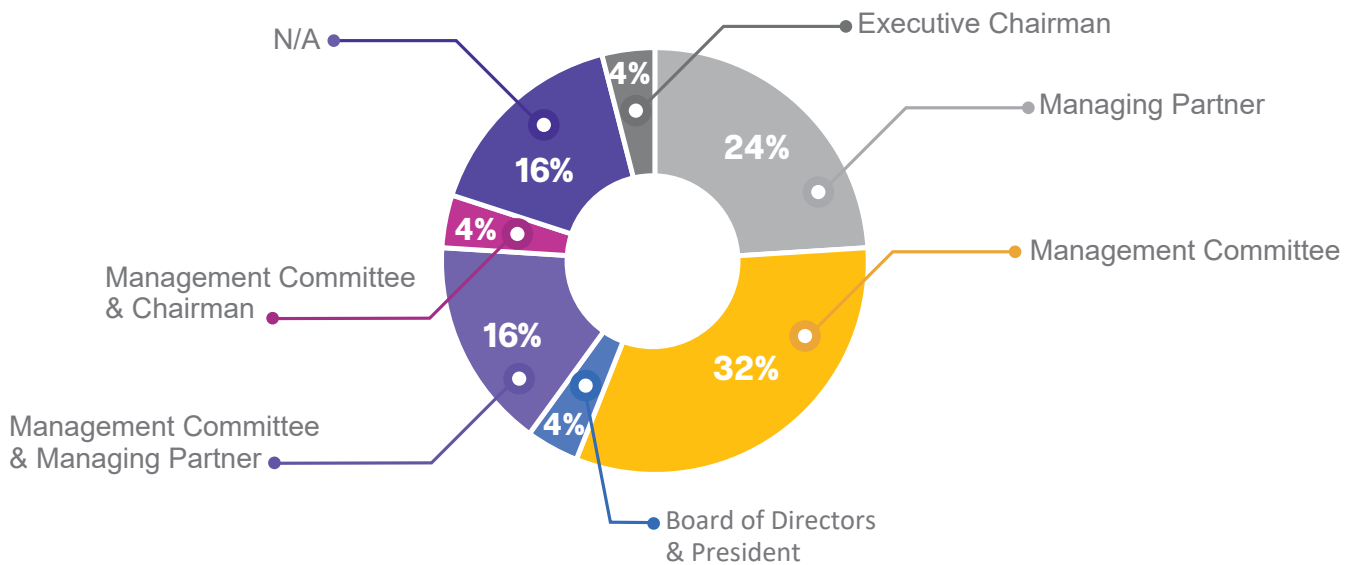
*2019 Changing Role of Law Firm Leadership Survey (Hill 2019)*

**Did the attorney CEO bill their time?**



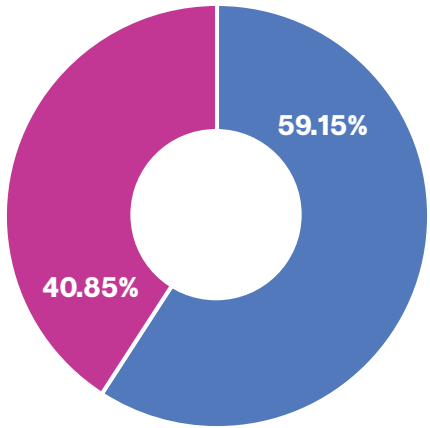
2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

**Whom did the non-attorney CEO report to at the law firm?**



2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

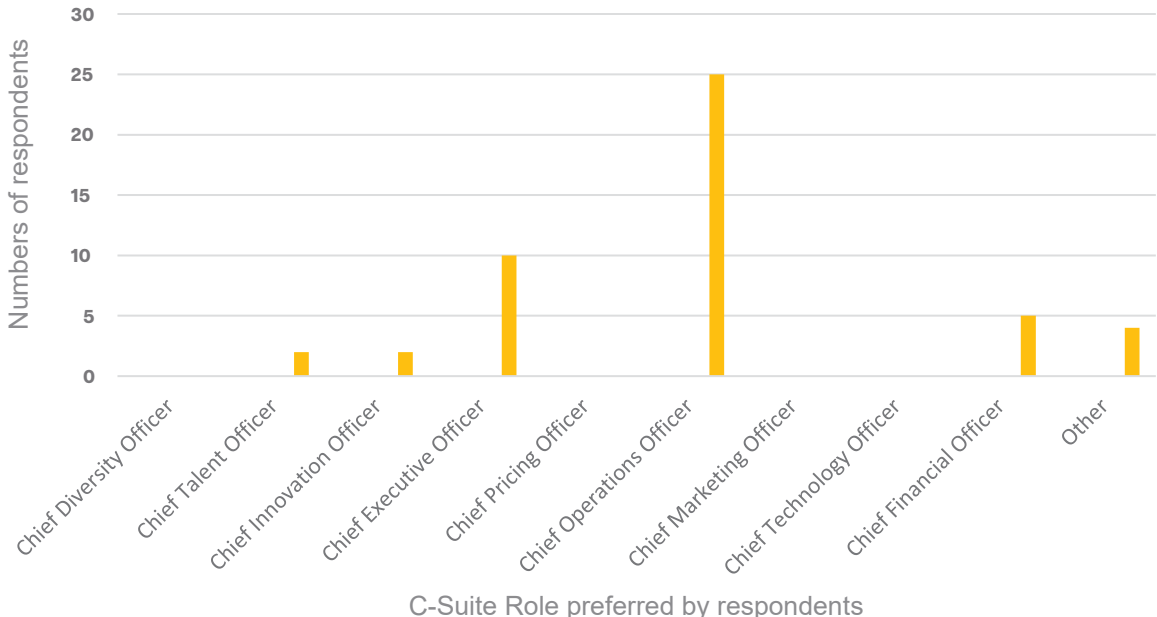
**Would survey respondent consider pursuing a C-Suite role in a law firm?**



■ YES ■ NO

2019 Changing Role of Law Firm Leadership Survey (Hill 2019)

**C-Suite role respondents would most like to pursue**



2019 Changing Role of Law Firm Leadership Survey (Hill 2019)



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