



Thomson Reuters Legal Executive Institute

presents

**The 13th Annual Law Firm COO & CFO Forum:
Fostering Innovation in Law Firms**

October 23-24, 2014

Crowne Plaza Times Square
1605 Broadway
New York, NY 10019

Co-Chairs

LeeAnn Black, *Chief Operating Officer*, Latham & Watkins LLP

Dan DiPietro, *Managing Director & Chairman*, Citi Private Bank Law Firm Group

James Jones, *Senior Fellow*, Center for the Study of the Legal Profession, Georgetown University Law Center

Program (all times local)

Thursday, October 23

8:00am - 9:00am **Registration and Continental Breakfast**

9:00am - 9:15am **Welcome and Opening Remarks**

9:15am - 10:30am **The Market Setting -- Trends Driving New Approaches to Legal Practice**
It is by now axiomatic that the market for legal services has changed dramatically since the onslaught of the recession in 2008. What is perhaps less well understood, however, is how these market changes may now be driving new and significantly different approaches to legal practice itself. In this opening session, three seasoned observers of the legal market will discuss the subtle and not so subtle changes that are now pushing lawyers and law firms to rethink old assumptions and, in at least some cases, to reinvent how legal services are delivered in large segments of the market.

Presenters:

James Jones, *Senior Fellow*, Center for the Study of the Legal Profession, Georgetown University Law Center

Dan DiPietro, *Managing Director & Chairman*, Citi Private Bank Law Firm Group

10:30am - 10:45am **Break**

10:45am - 12:00pm

Is the Legal Market Poised for Disruptive Change?

The list of industries that have undergone disruptive change resulting from shifts in competition and technology is long -- from the steel industry to automobile manufacturers and travel agents to stock brokers. In this presentation, our distinguished panel will discuss the symptoms that signal a fundamental and disruptive change for the legal industry—change that could reorder the competitive landscape and threaten the positions long enjoyed by many market-leading firms.

Moderator:

Carolyn Casey, Esq., *Leader, Legal Product Management & Marketing*, Iron Mountain

Panelists:

Liam Brown, *Founder & Chairman*, Elevate Services, Inc.

Firoz Dattu, *Founder & Chief Executive Officer*, AdvanceLaw

Matthew Faustman, *Co-Founder & Chief Executive Officer*, UpCounsel

Bruce MacEwen, *President*, Adam Smith, Esq.

12:00pm - 1:45pm

Luncheon Roundtable:

Time and Tide: Implementing Innovation Across the Firm

One of the characteristics of disruptive change in any industry is that firms that prospered under the "traditional ways of doing things" are often the last to appreciate the significance or potential impact of the evolving changes in their markets. This is no doubt especially true in the legal market where lawyers and law firms have historically been highly resistant to any changes impacting their practices, no matter how small or slight they may appear. Our discussion focuses on various techniques available to law firms looking to overcome the innate resistance to change in many of their attorneys. What options are available to author a sea change across the firm? What strategies can firm leadership adopt in order to broker unanimous support?

Moderator:

Joe Mendola, *National Segment Manager, Legal Specialty Group*, Wells Fargo Private Bank

Panelists:

Scott Bravi, *Chief Information Officer*, Akin, Gump, Strauss, Hauer & Feld LLP

Pat Cavaney, *Chief Operating Officer*, Morrison & Foerster LLP

Tracie Crook, *Chief Operating Officer*, McCarthy Tétrault LLP

Ron Friedmann, *Senior Consultant*, Fireman & Company

Jeff Grossman, *Senior Director of Banking & Wealth Management, Legal Specialty Group*, Wells Fargo Private Bank

1:45pm - 3:00pm

Facilitated Breakout Sessions

In these facilitated breakout sessions, Forum participants will have the opportunity to discuss practical ideas for encouraging innovative thinking in their own firms. The groups will focus on four specific subjects:

- How firms might use training and structured incentives (compensation and otherwise) to encourage lawyers to approach their practices more creatively;
- How firms might use technology to support and encourage innovation;
- How law firm business professionals can help foster innovation in their firms;
- How hiring practices around diversity can correlate directly with new ideas and approaches

Participants are encouraged to share specific examples of successes and failures in each of these areas and to think broadly about new techniques for triggering creativity.

1. Breaking through Barriers: Training and Incentivizing Lawyers to Approach Their Practices More Creatively

As interpellative forces of economic downturn and client frustration continue to affect the practice of law, many firms have emphasized professional development and in-house training as a means of delivering more efficient and effective client service. Today's attorneys are simultaneously project managers, sales professionals, legal practitioners and business(wo)men held to a rigorous standard of excellence, despite any formal training outside of law school curricula. And while some firms have succeeded in developing their talent, countless others still seek a serviceable solution for best-preparing their attorneys for market change. Join this session and hear how some of the nation's leading firms are maximizing their talent and delivering superior legal service to their clients.

Moderator:

David Gaulin, *Partner; Co-Chair of Law Firm Services practice*,
PricewaterhouseCoopers LLP

Panelists:

Jodie R. Garfinkel, *Director of Professional Personnel and Attorney Development*,
Skadden, Arps, Slate, Meagher & Flom LLP

Susan Osnato, *Director of Legal Personnel and Professional Development*, Simpson
Thacher & Bartlett LLP

Molly Peckman, *Global Director of Legal Talent*, Dechert LLP

2. Using Technology to Encourage Innovation

Technology is often perceived as one of the leading forms of innovation within law firms. Nearly every firm has actively engaged in—or is about to devote—countless hours examining Cloud storage and applications, mobile technology, data security, and more in an effort to improve their overall operational efficiency and client service. This breakout discussion explores specific areas and examples of technological innovation emerging for today's legal service providers. Participants are encouraged to share their experiences surrounding technological innovation and the numerous challenges they've encountered along the way.

Moderator:

Lucas Garlepp, *Director of Sales US East*, Thomson Reuters Elite

Panelists:

Richard J. Anderson, *Principal & Chief Operating Officer*, Fish & Richardson P.C.

Joe Borstein, *Global Director*, Pangea3, Thomson Reuters

Michael Poulshock, *Founder*, Justocity

Erik Schmidt, *Manager*, HBR Consulting LLC

3. Managing 360°: How Business Professionals Can Help Foster Innovation in their Firms

This session addresses innovative partnerships and collaborative efforts between legal and business professionals across the firm. Our faculty will leverage their lengthy professional expertise to explore practical strategies for gaining buy-in across the full constituency of the firm—from partners, lawyers, other executives and staff—by engaging and educating the entire organization on new initiatives or workflow

processes, while building an enterprise culture that encourages and rewards innovation.

Moderator:

Amanda K. Brady, *Global Practice Leader – Law Firm Management*, Major, Lindsey & Africa

Panelists:

James K. Dixon, *Chief Operating Officer*, Wilmer Cutler Pickering Hale and Dorr LLP

Kenneth W. Johnsen, *Chief Operating Officer & Chief Financial Officer*, Shearman & Sterling LLP

Jeffrey C. Schwarz, *Chief Operating Officer*, Polsinelli PC

4. Innovative Strategies in Law Firm Diversity

Hiring practices involving women and minorities have continued to influence the strategic actions of many law firm executives. Whether in promoting minorities to partnership status or appointing key representatives as executive officers, some of the nation's most progressive firms are utilizing workplace diversity as a crucial step in fostering an innovative workplace. This session examines best practices and challenges related to workplace diversity. What are some innovative strategies gaining traction at leading firms? Where – or in what areas – have firms struggled to recruit diverse talent? What are firms doing to gain support from senior leadership and track progress on diversity initiatives?

Moderator:

Deborah Lawrence, *Senior Vice President & Senior Client Manager*, Bank of America Merrill Lynch

Panelists:

M. Carter DeLorme, *Partner & Chair, Firmwide Diversity & Inclusion Task Force*, Jones Day

Stacy J. Kanter, *Partner & Co-Chair, Global Diversity Committee*, Skadden, Arps, Slate, Meagher & Flom LLP

Robert C. McGowan, CPA, *Global Director of Finance & Accounting*, Edwards Wildman Palmer LLP

Natalie A. Pierce, *Shareholder & Co-Chair, Diversity and Inclusion Council*, Littler Mendelson P.C.

Catherine So, *Assistant General Counsel & Director, Global Wealth & Investment Management Litigation*, Bank of America Merrill Lynch

3:00pm - 3:15pm

Break

3:15pm - 4:30pm

Challenging the Law Firm Monopoly: New Entrants in the Market for Legal Services

One of the classic signs of an industry on the brink of disruptive change is the entry into the market of new, non-traditional competitors that begin to capture market share through lower prices, innovative approaches to service delivery or both. In this session, experienced panelists will look at the emergence of non-traditional competitors in a wide variety of areas across the legal market. Our panel will assess how such competitors are cutting into market share previously dominated by traditional law firms, as well as the short- and long-term impact on the market of the continued growth of such non-traditional competitors going forward.

Moderator:
Bret Baccus, *Senior Director*, Huron Legal

Panelists:
Dr. Cornelius Grossmann, *Partner & Global Law Leader*, Ernst & Young LLP
Alex Hamilton, *Chief Executive Officer*, Radiant Law
Marlene E. Laro, *Partner & Chief Operating Officer*, Potomac Law Group, PLLC

4:30pm - 5:30pm **Champagne Roundtables**

5:30pm – 7:00pm **Reception**

Friday, October 24

8:00am **Continental Breakfast**

8:30am - 9:30am **Executive Breakfast Workshop**
Strategic Expense Management and Successful Cost Recovery in Today's Legal Market

In 2014, a growing number of firms faced the challenge of reducing service costs. In order to achieve this goal, firms reduced their workforce, increased their use of technology, and improved their processes and procedures.

This session will explore how firms can further reduce their back-office expenses while improving services to the attorney end-users by taking advantage of the changing legal market landscape. Is cost recovery a key component of strategic expense management and, if so, what do today's successful cost recovery strategies look like? To answer this question, we will also examine the results of the 2014 Mattern & Associates cost recovery study and how to use this data to structure your operation to maximize your firm's recovery.

Presenter:
Rob Mattern, *President & Founder*, Mattern & Associates, LLC

9:30am - 10:45am **A Case Study in Innovation**
This session will offer a case study of how Allen & Overy has responded to the fundamental changes in the legal market by rethinking its own approaches to legal practice. A panel consisting of the top *AmLaw* 100 law firm leaders will comment on the case study and discuss how such innovation might be applied more broadly across the market.

Presenter:
David Morley, *Worldwide Senior Partner*, Allen & Overy LLP

Moderator:
LeeAnn Black, *Chief Operating Officer*, Latham & Watkins LLP

Panelists:

Bob K. Bratt, *Chief Operating Officer & Executive Director, US Operations*, DLA Piper LLP

Mark Whitley, *Chief Operating Officer, EMEA*, Norton Rose Fulbright LLP

10:45am – 11:00am

Break

11:00am - 12:15pm

Changing What We Measure: The Use of New Metrics to Encourage New Thinking about the Business of Law Firms

There is an old saying that "what gets measured gets done." This seems particularly true in law firms, where compensation systems operate as primary drivers of desired behaviors. This session will feature a panel of seasoned law firm leaders and observers who can explore the possibility of developing new performance metrics intended to encourage collaboration and the more creative, efficient, and cost-effective delivery of legal service.

Moderator:

James Jones, *Senior Fellow*, Center for the Study of the Legal Profession, Georgetown University Law Center

Panelists:

James J. Barbaria, *Chief Financial Officer*, Proskauer Rose LLP

Jeffrey Connor, *Chief Financial Officer*, BuckleySandler LLP

Paul Eichelman, *Global Chief Financial Officer*, Baker & McKenzie LLP

Joy E. Spicer, *Founder, President & CEO*, Elegrity, Inc.

Scott Springer, *Director*, HBR Consulting LLC

12:15pm

Closing Remarks