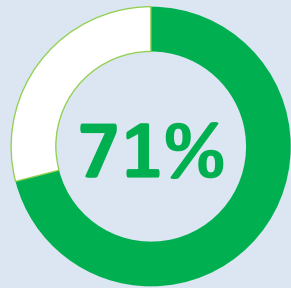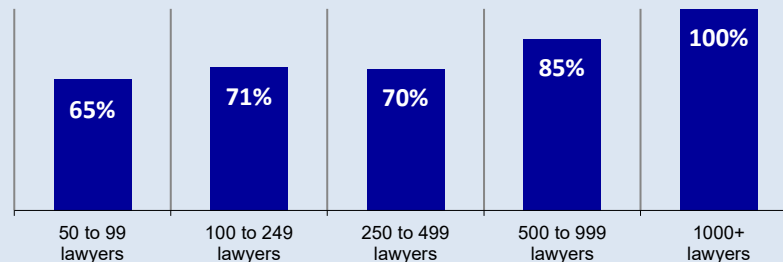# The Law Firm C-Suite 2020 – The Core Team

Is increased use of C-Suite professionals a permanent trend?

71%

'YES' - ALL FIRMS

'YES' - BY FIRM SIZE

50 to 99 lawyers	100 to 249 lawyers	250 to 499 lawyers	500 to 999 lawyers	1000+ lawyers
65%	71%	70%	85%	100%

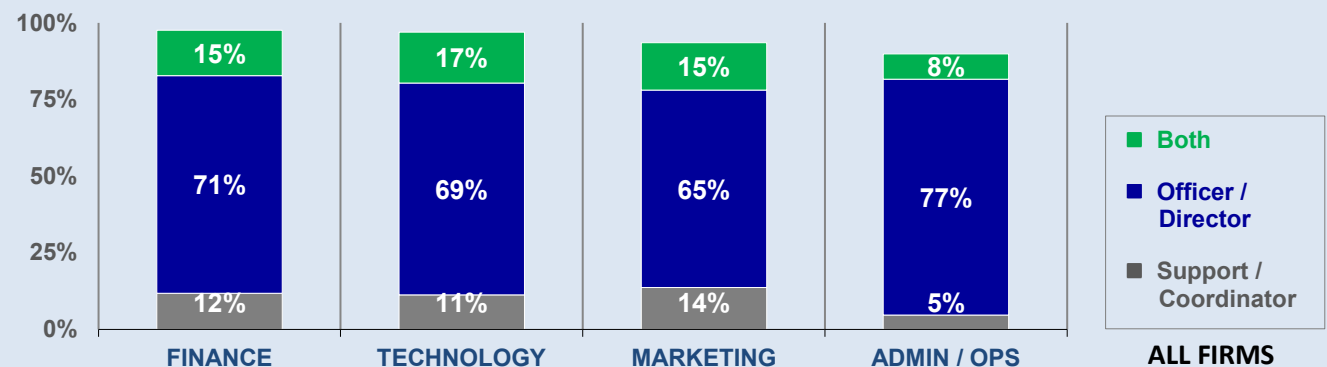*Law firms have gotten much more serious in recent years* ...

about investing in professional staff to manage operations. In addition to their core administrative professionals in finance, IT, marketing and operations, many firms have specialists to manage or support recruiting, professional development, data analysis, pricing, process efficiency, client value, strategy and innovation.

— *2020 Law Firms in Transition Survey*

The vast majority of firms…

with 50 or more lawyers have a full-time officer or director level professional overseeing Finance, IT, Marketing/Business Development and Administrative Operations functions. Some smaller firms have full-time coordinators covering one or more of these roles instead. As firm size increases, the size and depth of law firms' core administrative teams grow.

The Core Team: Finance, Technology, Marketing and Operations

	FINANCE	TECHNOLOGY	MARKETING	ADMIN / OPS
Both	15%	17%	15%	8%
Officer / Director	71%	69%	65%	77%
Support / Coordinator	12%	11%	14%	5%

ALL FIRMS

Legend:
- ■ Both
- ■ Officer / Director
- ■ Support / Coordinator

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The Law Firm C-Suite 2020 – Specialists by Firm Size

Talent Management

RECRUITING

- 6% (50-249 lawyers)
- 34% (50-249 lawyers)
- 30% (50-249 lawyers)
- 18% (250+ lawyers)
- 46% (250+ lawyers)
- 27% (250+ lawyers)

PROFESSIONAL DEVELOPMENT

- 2% (50-249 lawyers)
- 30% (50-249 lawyers)
- 14% (50-249 lawyers)
- 18% (250+ lawyers)
- 43% (250+ lawyers)
- 27% (250+ lawyers)

Planning

STRATEGY

- 10% (50-249 lawyers)
- 6% (50-249 lawyers)
- 9% (250+ lawyers)
- 30% (250+ lawyers)
- 7% (250+ lawyers)
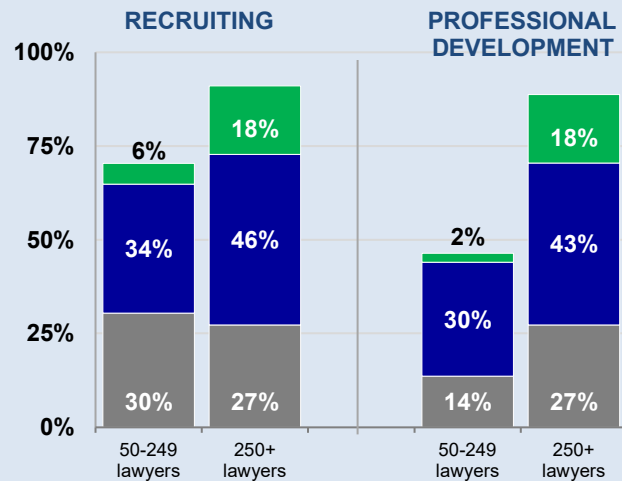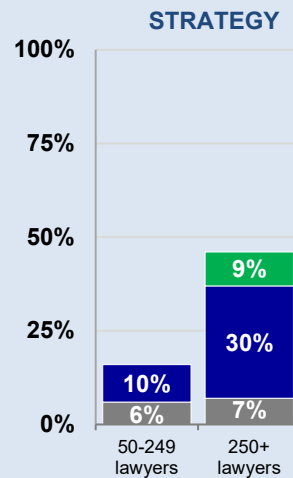
More specialized C-Suite roles…

are more prevalent in larger law firms with greater resources. Recruiting and Professional Development are well-established roles as indicated by the significant number of officer-level positions across firm sizes. Data Analytics, Pricing, Process Improvement, Value and Innovation are all newer functions. These are more likely to be staffed at the coordinator level in smaller firms, while most officer-level jobs are found in firms with over 500 lawyers.

The Change Agents

DATA ANALYTICS

- 1% (50-249 lawyers)
- 8% (50-249 lawyers)
- 26% (50-249 lawyers)
- 14% (250+ lawyers)
- 7% (250+ lawyers)
- 52% (250+ lawyers)

PRICING

- 1% (50-249 lawyers)
- 6% (50-249 lawyers)
- 14% (50-249 lawyers)
- 11% (250+ lawyers)
- 34% (250+ lawyers)
- 25% (250+ lawyers)

PROCESS IMPROVEMENT

- 1% (50-249 lawyers)
- 6% (50-249 lawyers)
- 17% (50-249 lawyers)
- 9% (250+ lawyers)
- 23% (250+ lawyers)
- 30% (250+ lawyers)

CLIENT VALUE

- 2% (50-249 lawyers)
- 10% (50-249 lawyers)
- 15% (50-249 lawyers)
- 11% (250+ lawyers)
- 36% (250+ lawyers)
- 14% (250+ lawyers)

INNOVATION

- 2% (50-249 lawyers)
- 6% (50-249 lawyers)
- 11% (50-249 lawyers)
- 11% (250+ lawyers)
- 18% (250+ lawyers)
- 11% (250+ lawyers)

Legend:
- 🟩 Both
- 🟦 Officer / Director
- ⬜ Support / Coordinator

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