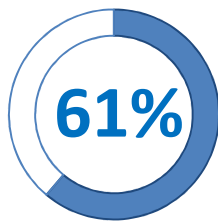
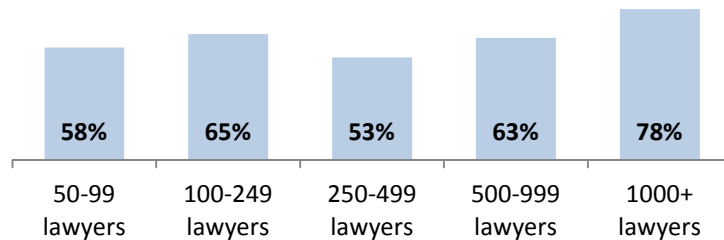


What are law firms doing to increase efficiency of legal service delivery?

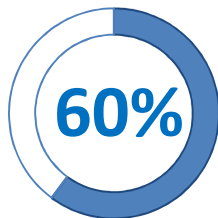
Using technology tools to replace human resources:



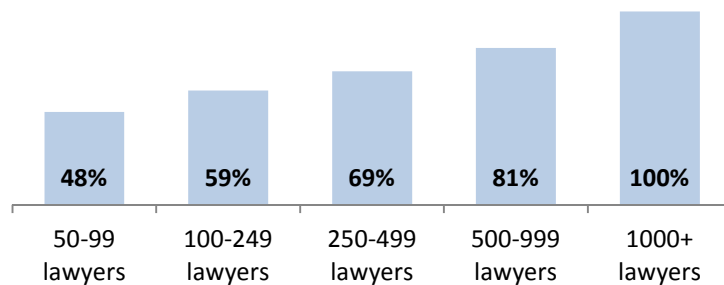
all firm sizes



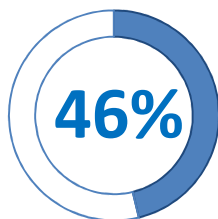
Knowledge management:



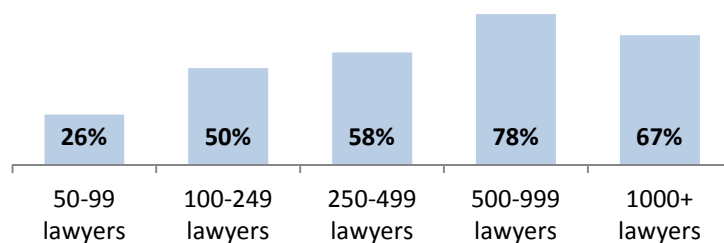
all firm sizes



Shifting work to contract/temporary lawyers:

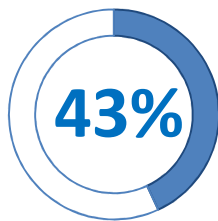


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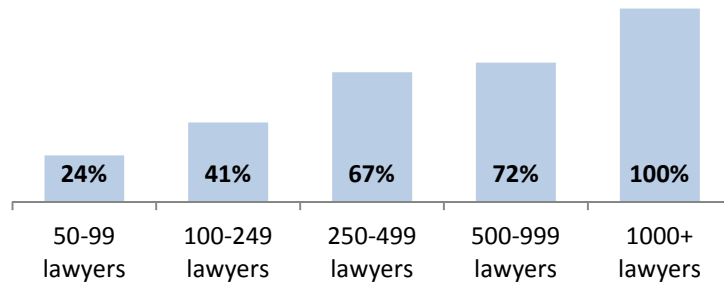


What are law firms doing to increase efficiency of legal service delivery?

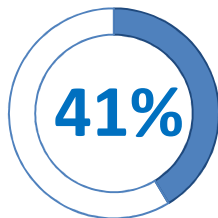
Project management training:



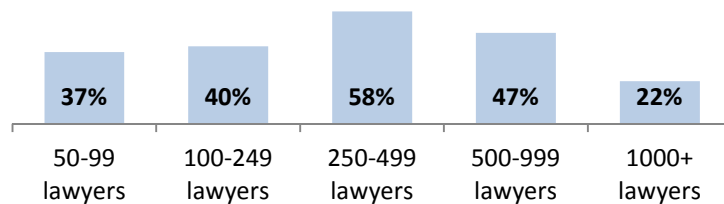
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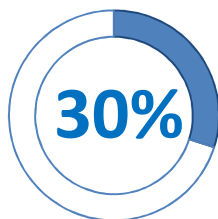
Shifting work from lawyers to paraprofessionals:



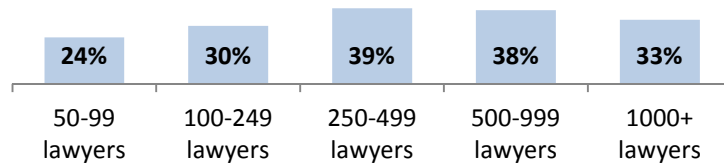
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Reengineering work processes:

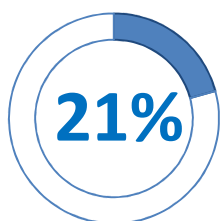


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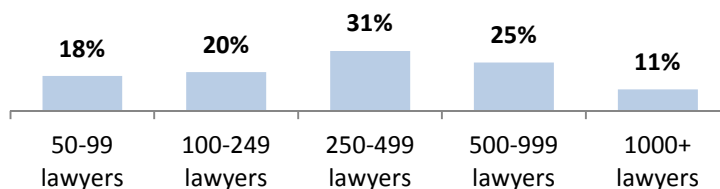


What are law firms doing to increase efficiency of legal service delivery?

Using non-law-firm vendors:



all firm sizes



Practice efficiency 2014

Ninety-four percent of US law firm leaders surveyed in spring 2014 agree that a focus on improved practice efficiency is a permanent change in the legal landscape, according to Altman Weil's *2014 Law Firms in Transition Survey*. The charts featured in this *Survey Highlight* show the level of law firm involvement in specific tactical activities related to efficient service delivery. Results are shown for all firms that participated in the survey, and are then broken out into five law firm size categories.

The top two tactics to increase efficiency in 2014, each undertaken by about 60% of firms overall, are using technology tools to replace human resources, and knowledge management. Some firms employ basic labor arbitrage, trading higher priced human resources for lower priced resources. Forty-six percent of firms reported shifting work to contract or temporary lawyers; and 41% of firms are shifting work from lawyers to paraprofessionals.

Project management training is offered in 43% of all firms, although results ranged from 24% of law firms with 50-99 lawyers to 100% of firms with 1,000 or more lawyers. Just 30% of law firms have taken on the really challenging task of re-engineering work processes.

About the 2014 Law Firms in Transition Survey

Conducted by Altman Weil in March and April 2014, the *Law Firms in Transition Survey* polled Managing Partners and Chairs at 803 US law firms with 50 or more lawyers. Completed surveys were received from 304 firms (38%), including 42% of the 350 largest US law firms. The full survey is available online at: www.altmanweil.com/LFiT2014.