

**Highlight:**  
Law firm growth options & Five-year outlook

**2012**  
**Law Firms in Transition**  
**An Altman Weil Flash Survey**



**HIGHLIGHT: Firms are committed to growth, but not at all costs.**

Law firms are more expansive in their thinking in 2012, with larger numbers declaring their intentions to hire groups of lawyers, acquire smaller law firms and open new offices. Consistent with previous surveys, nearly all law firms intend to grow by lateral hiring in 2012.

It is unclear whether law firms will re-engage in growth efforts on the same scale as in past years. The growth imperative is really an imperative to keep existing business and acquire new business, and firms will seek to adjust their headcounts according to their circumstances and goals. If firms resume their quest for size, they should also focus on improving overall quality and upgrading their rosters (replacing lower quality with higher quality lawyers) rather than simply adding players.

When it comes to major mergers, the combination should matter to clients, position the combined firm among a demonstrably superior class of peer firms, elevate the firm's competitive capabilities, expand its reach and significantly improve performance.

**About Law Firms in Transition 2012**

Conducted in March and April 2012, the *2012 Law Firms in Transition Survey* polled Managing Partners and Chairs at 792 US law firms with 50 or more lawyers. Completed surveys were received from 238 firms (30%), including 40% of the 250 largest US law firms.

<b>Firm Size</b>	<b>All US Law Firms</b>	<b>Survey Participants</b>	<b>% Response</b>
<b>1,000 +</b>	<b>22</b>	<b>8</b>	<b>36%</b>
<b>500 – 999</b>	<b>57</b>	<b>23</b>	<b>40%</b>
<b>250 – 499</b>	<b>85</b>	<b>42</b>	<b>49%</b>
<b>100 – 249</b>	<b>250</b>	<b>90</b>	<b>36%</b>
<b>50 – 99</b>	<b>378</b>	<b>75</b>	<b>20%</b>
<b>All</b>	<b>792</b>	<b>238</b>	<b>30%</b>

## Download the Survey

The full 51-page survey report is available online to download at:

[www.altmanweil.com/LFiT2012](http://www.altmanweil.com/LFiT2012).

A series of *Highlights* with added features will be published throughout the year. Continue to check our website for more from the *2012 Law Firms in Transition Survey*.

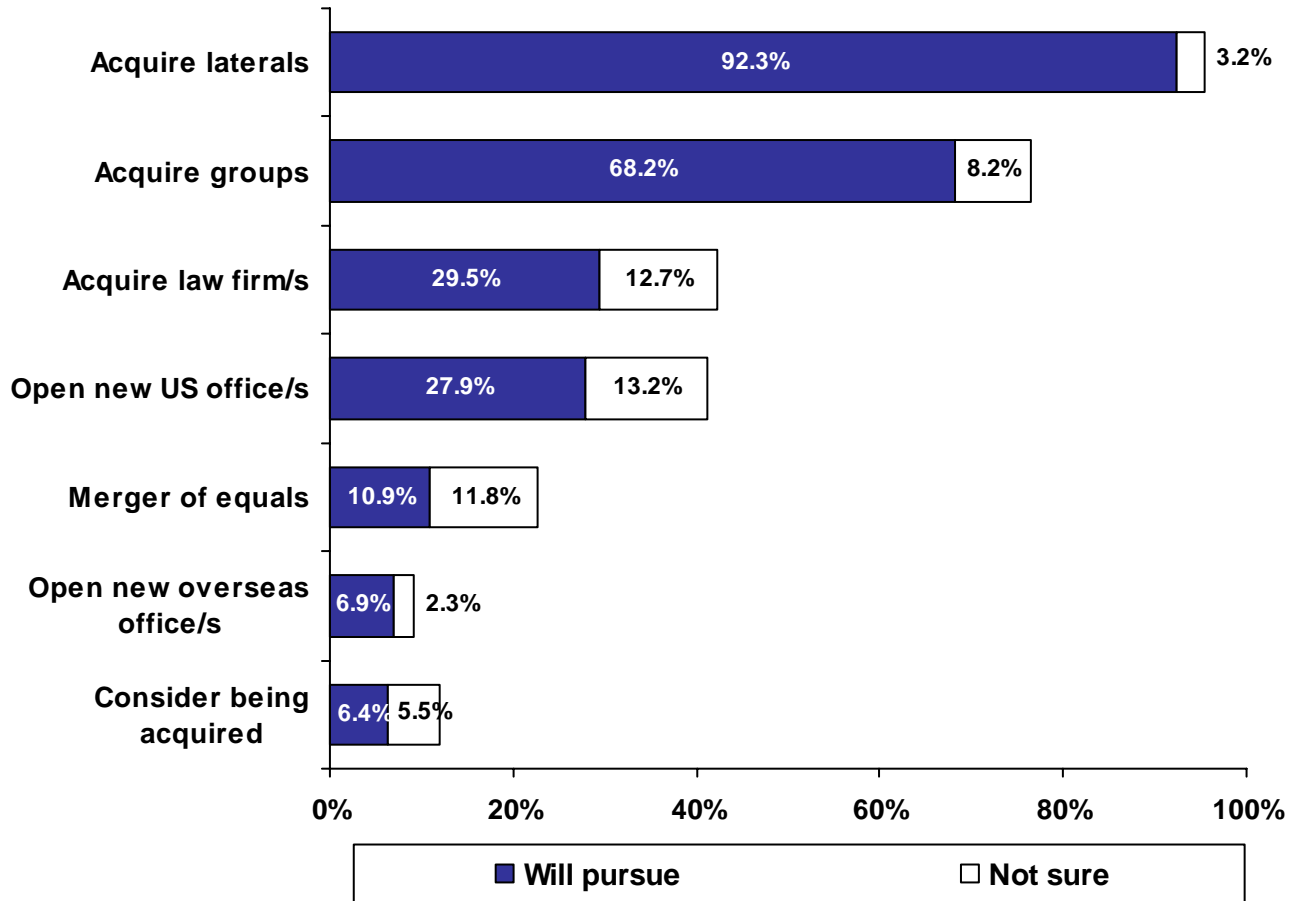
## About Altman Weil, Inc.

Founded in 1970, Altman Weil, Inc. is dedicated exclusively to the legal profession. It provides management consulting services to law firms, law departments and legal vendors worldwide. The firm is independently owned by its professional consultants, who have backgrounds in law, industry, finance, marketing, administration and government. More information on Altman Weil can be found at [www.altmanweil.com](http://www.altmanweil.com).



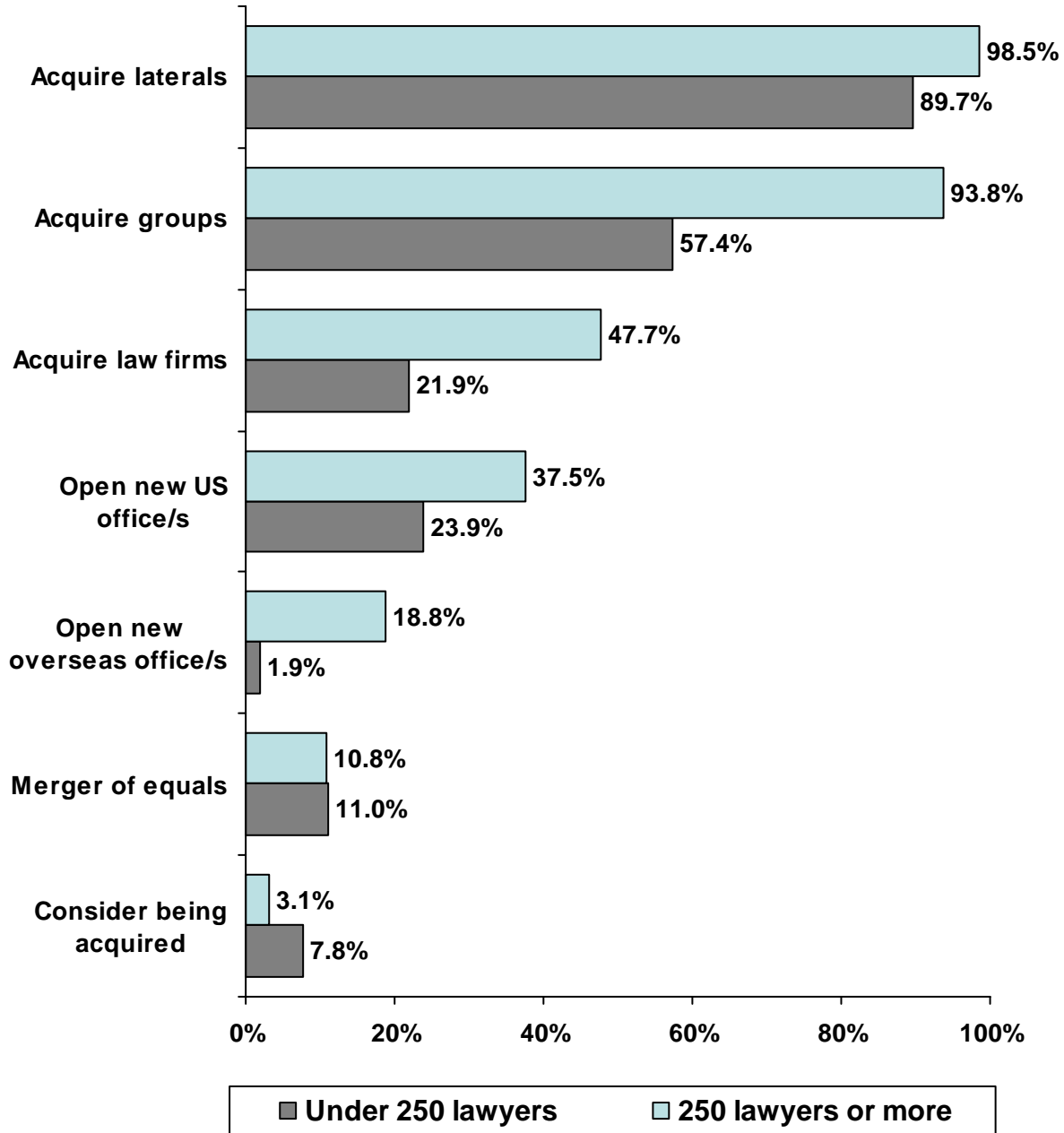
## Law Firm Growth 2012

What growth options, if any, will your law firm pursue in 2012?



## Law Firm Growth 2012 – By Firm Size

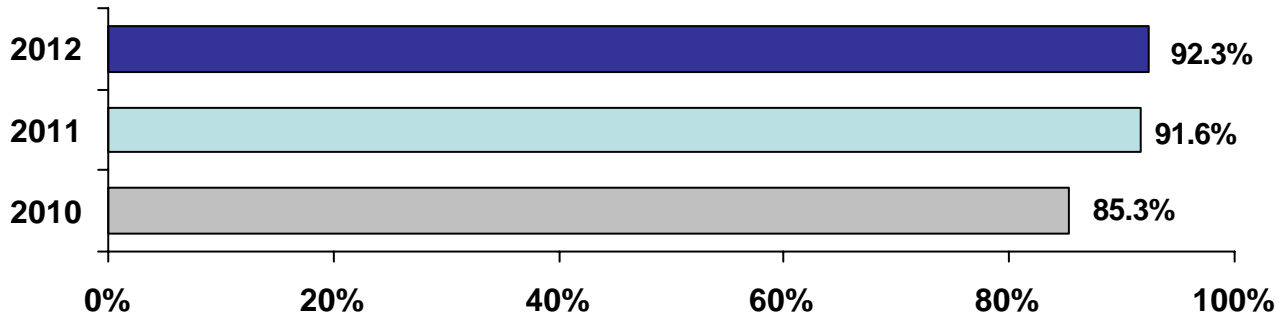
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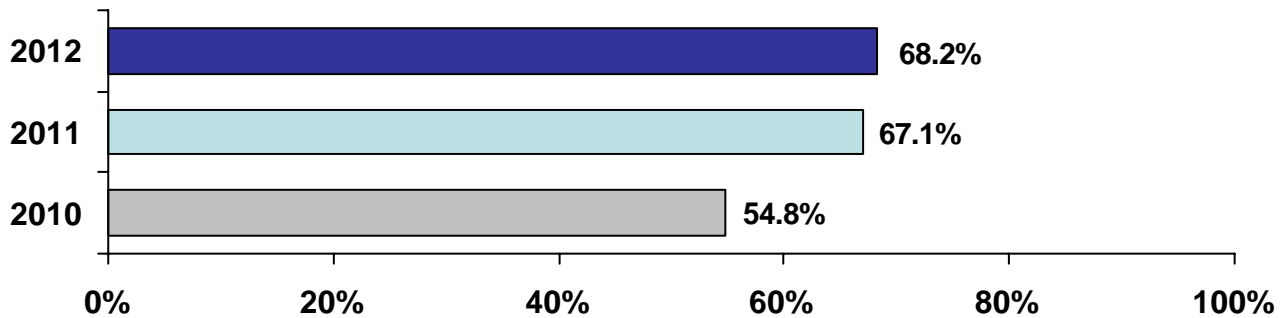
## Law Firm Growth Trends: 2010 - 2012

What growth options, if any, will your law firm pursue? (asked in 2010, 2011 and 2012)

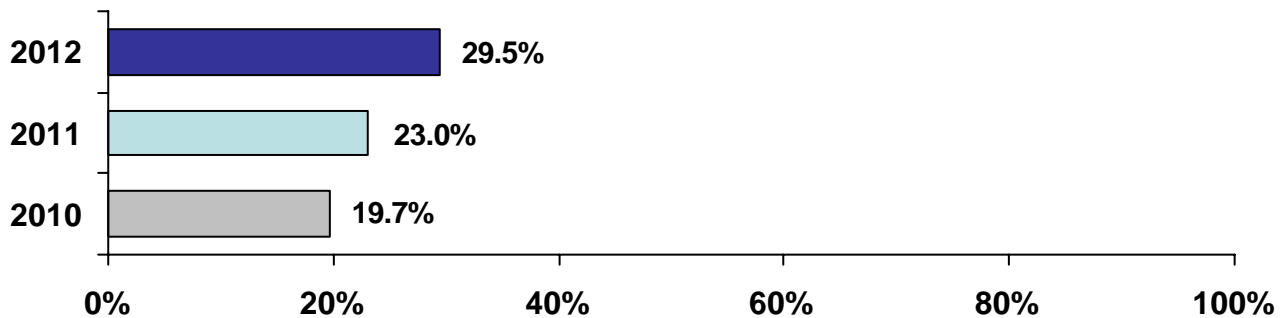
### Acquire Laterals



### Acquire Groups



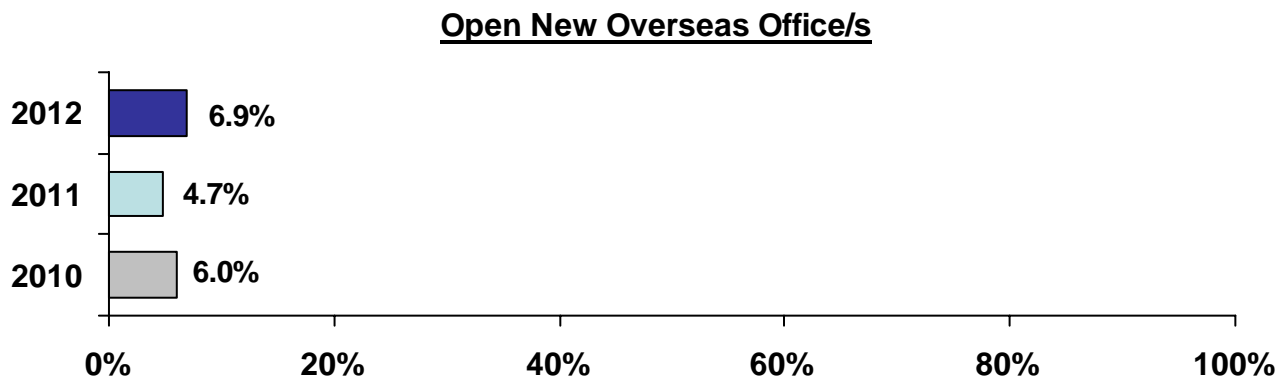
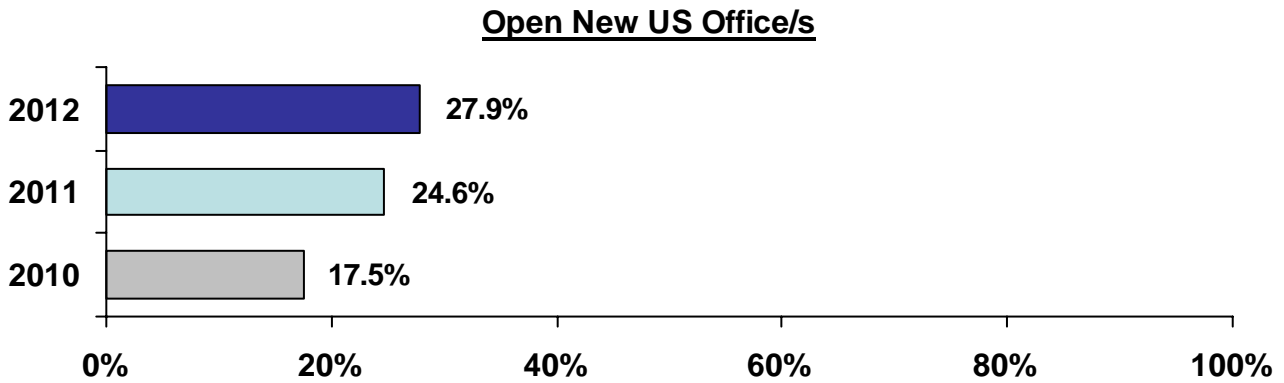
### Acquire Law Firms



## Law Firm Growth Trends: 2010 - 2012

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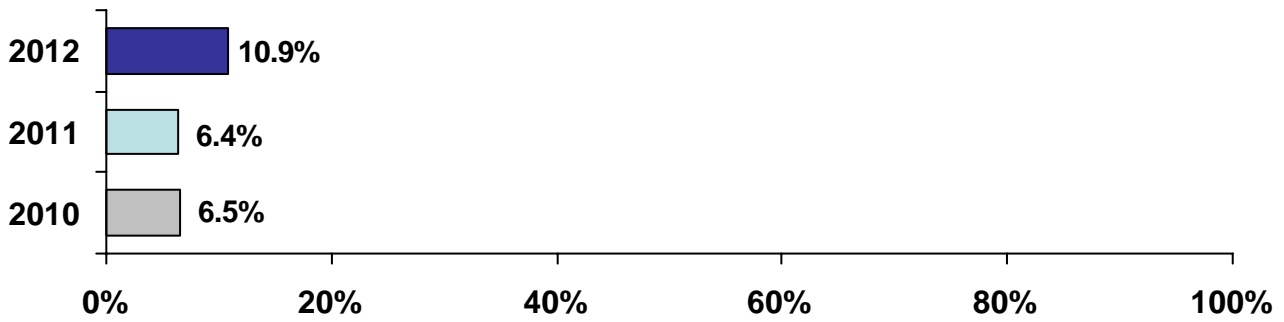


## Law Firm Growth Trends: 2010 - 2012

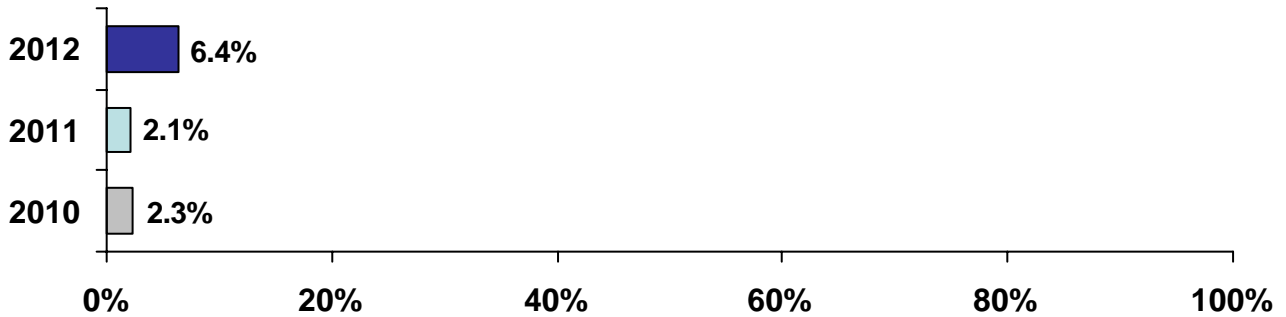
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### Merger of Equals



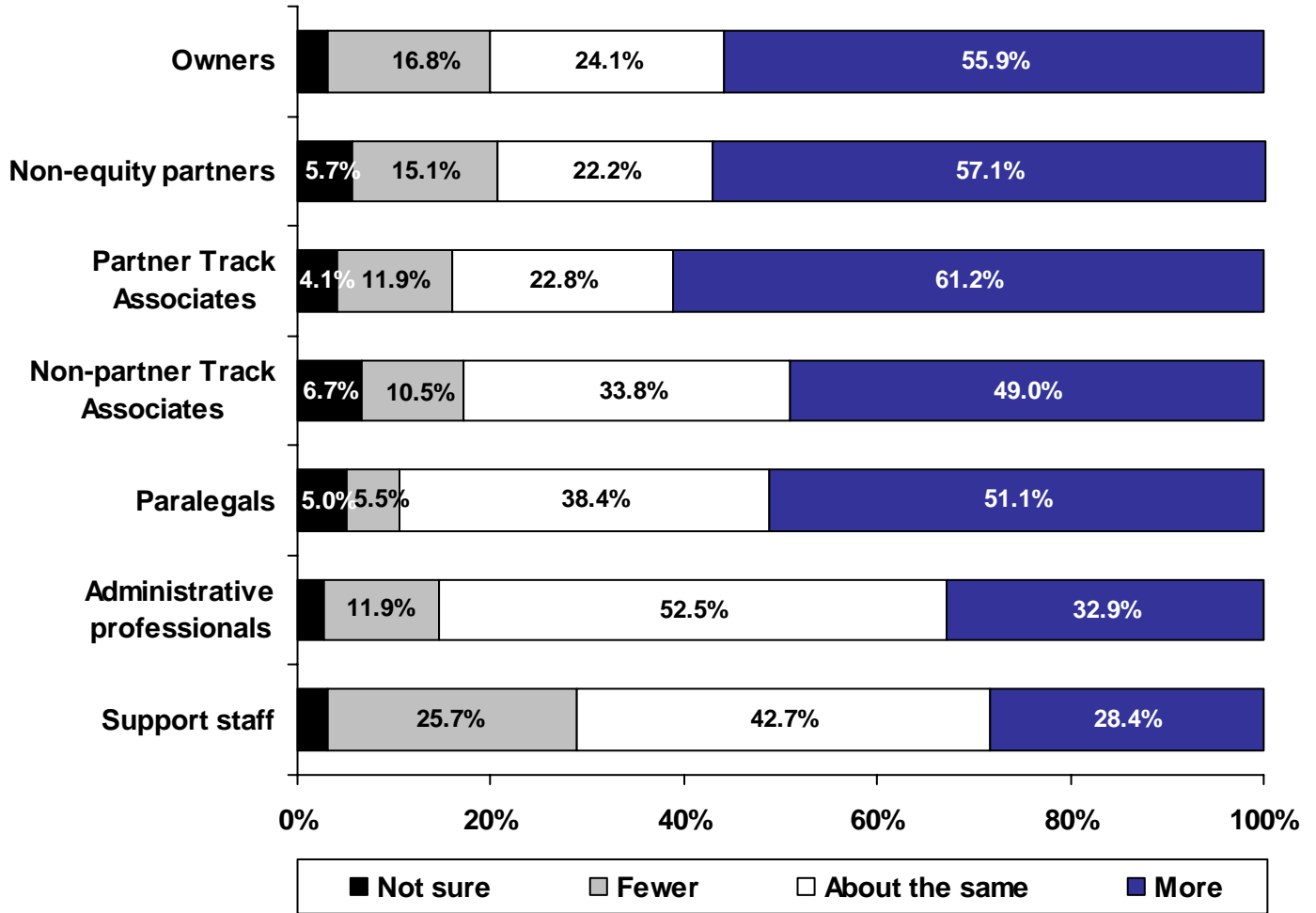
### Consider Being Acquired





## Law Firm Growth – Long Term Outlook

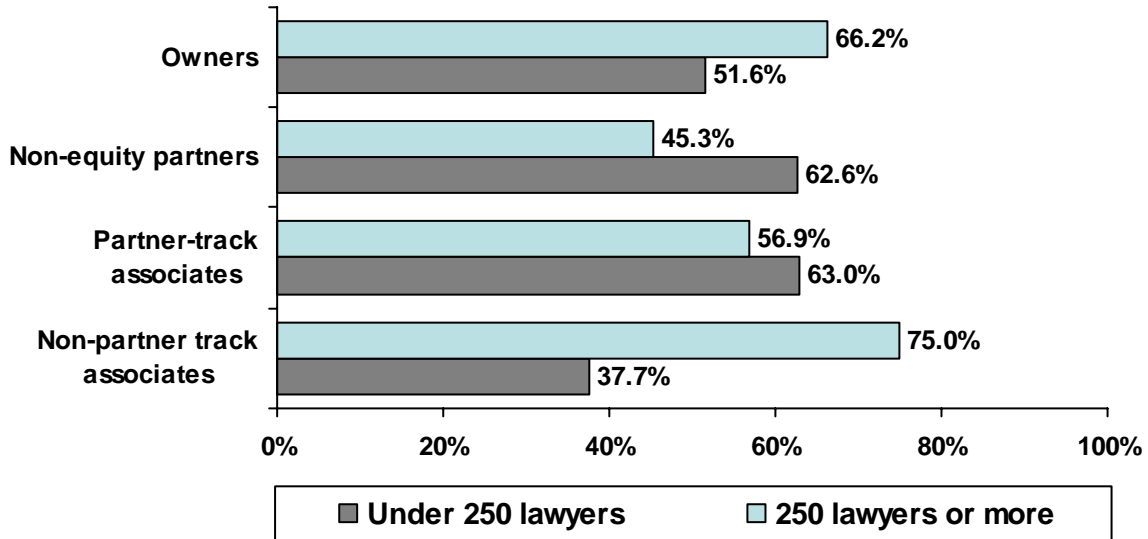
Five years from now, how do you think the core components of your law firm will have changed in size?



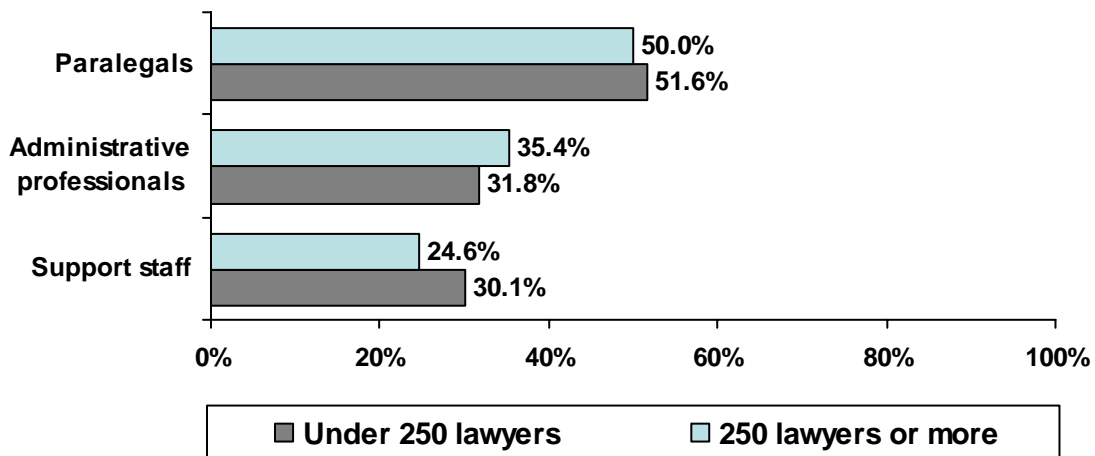
## Law Firm Growth – Long Term Outlook by Firm Size

Five years from now, how do you think the core components of your law firm will have changed in size?

### Firms Expecting to Have More Lawyer Positions in Five Years



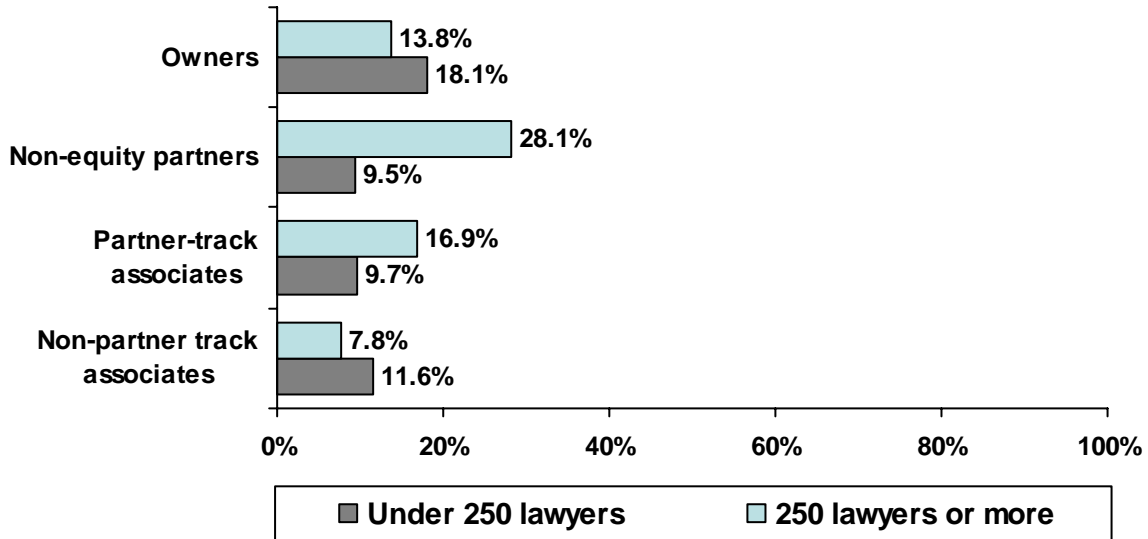
### Firms Expecting to Have More Non-Lawyer Positions in Five Years



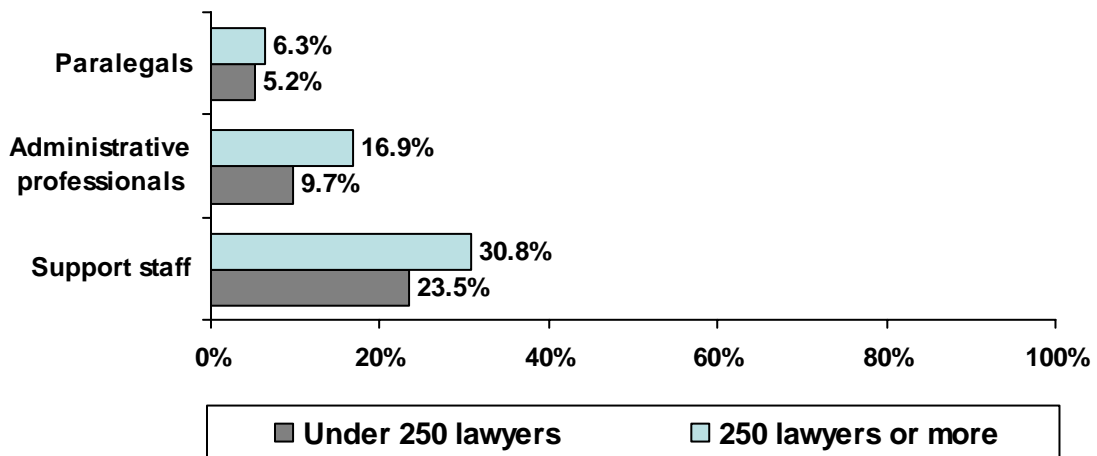
## Law Firm Growth – Long Term Outlook by Firm Size

Five years from now, how do you think the core components of your law firm will have changed in size?

### Firms Expecting to Have Fewer Lawyer Positions in Five Years



### Firms Expecting to Have Fewer Non-Lawyer Positions in Five Years



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