

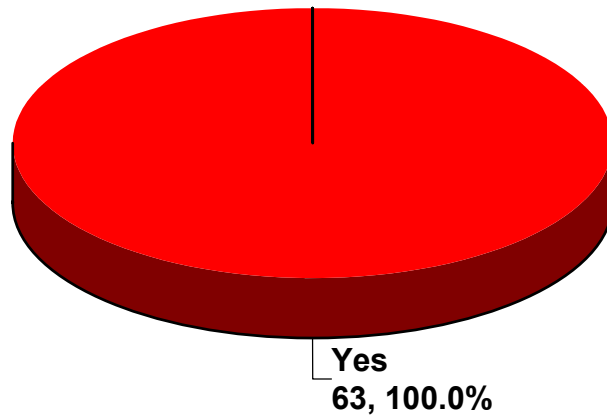
**Results**  
**Altman Weil 2005**  
**Survey of Major Law Firm**  
**Management Techniques**

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Number of Potential Respondents = 200  
Number of Responses = 63  
Percentage Rate of Response = 31.5%

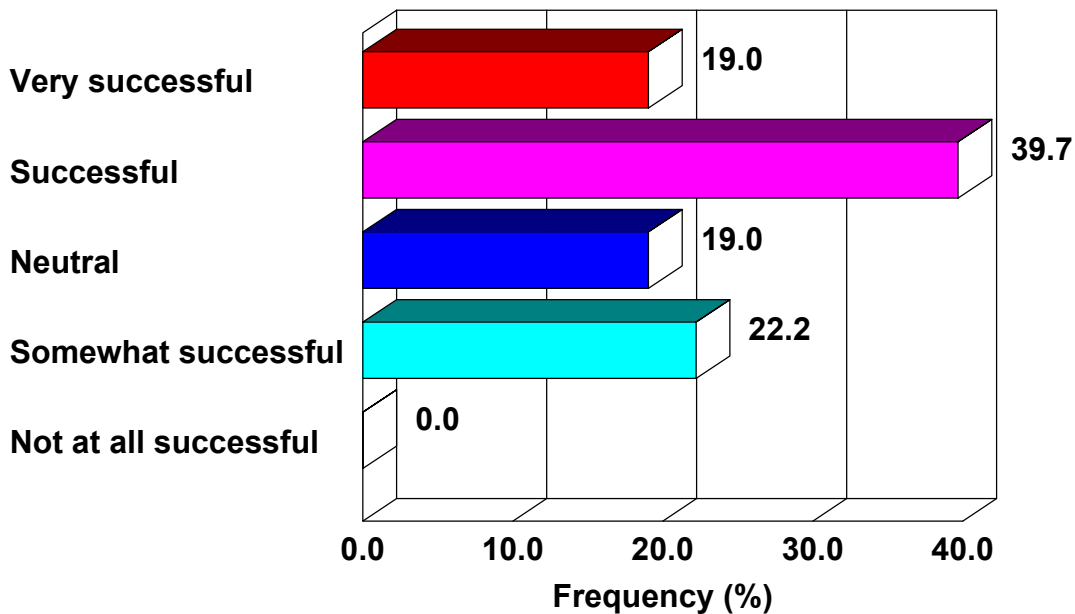
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**Alternative Pricing. Based other than on hours x rates.**

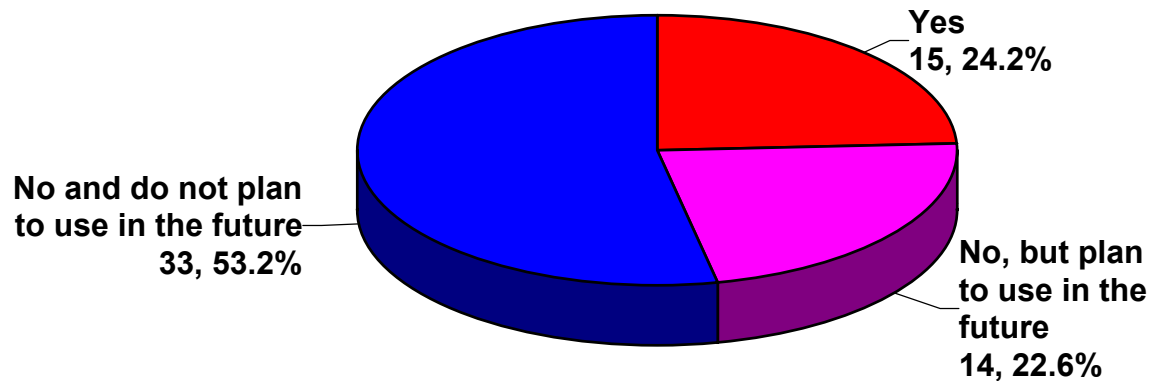


**Utilized Alternative Pricing**

**Was Your Experience With Alternative Pricing**

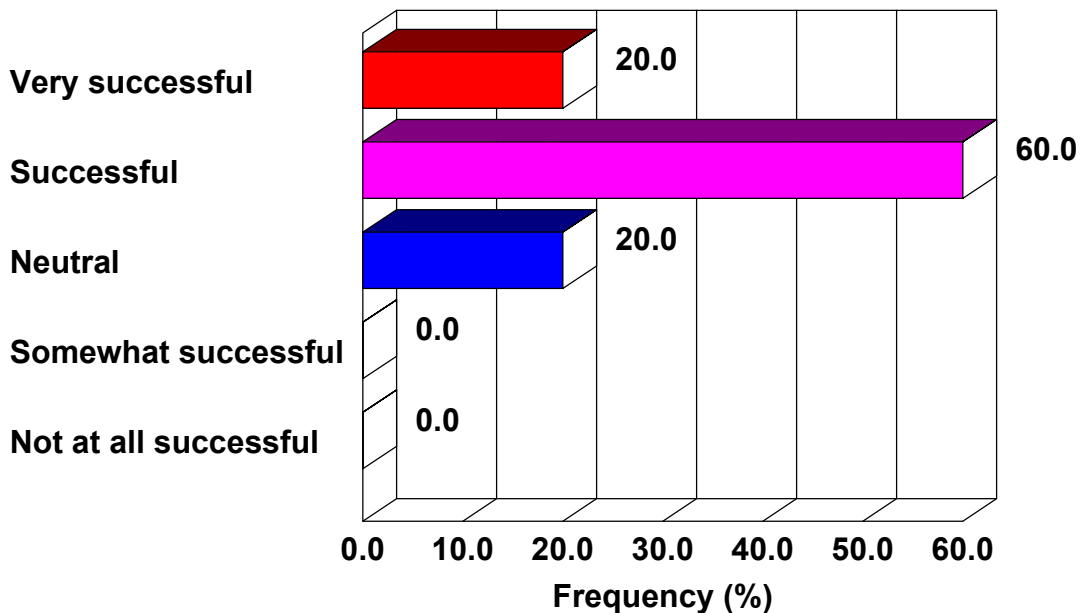


**Balanced Scorecard.** *Measures whether management is meeting objectives--financial, marketing, productivity, etc.*

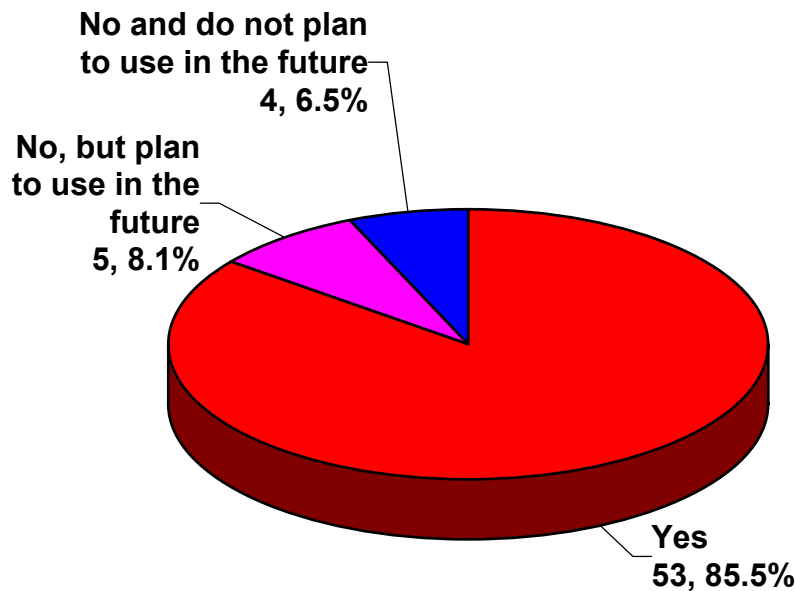


**Utilized Balanced Scorecard**

**Was Your Experience With Balanced Scorecard**

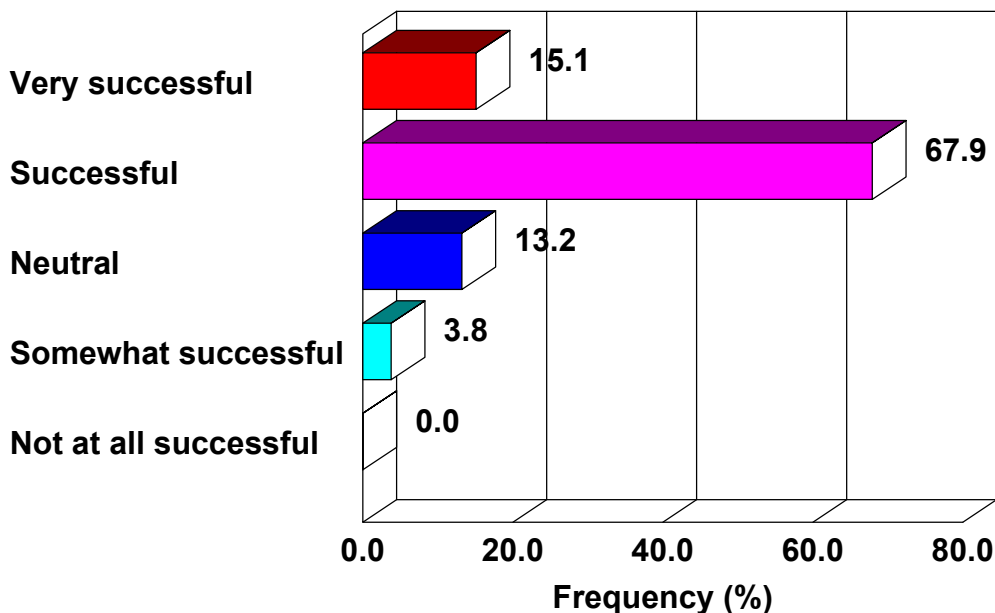


**Benchmarking/Best Practices. Comparing performance to industry standards, copying or innovating based on success of others.**

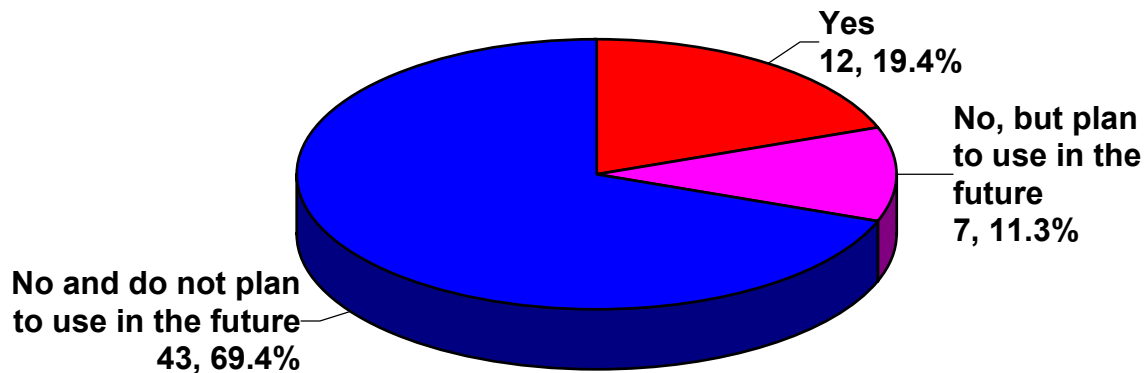


Utilized Benchmarking/Best Practices

Was Your Experience With Benchmarking/Best Practices

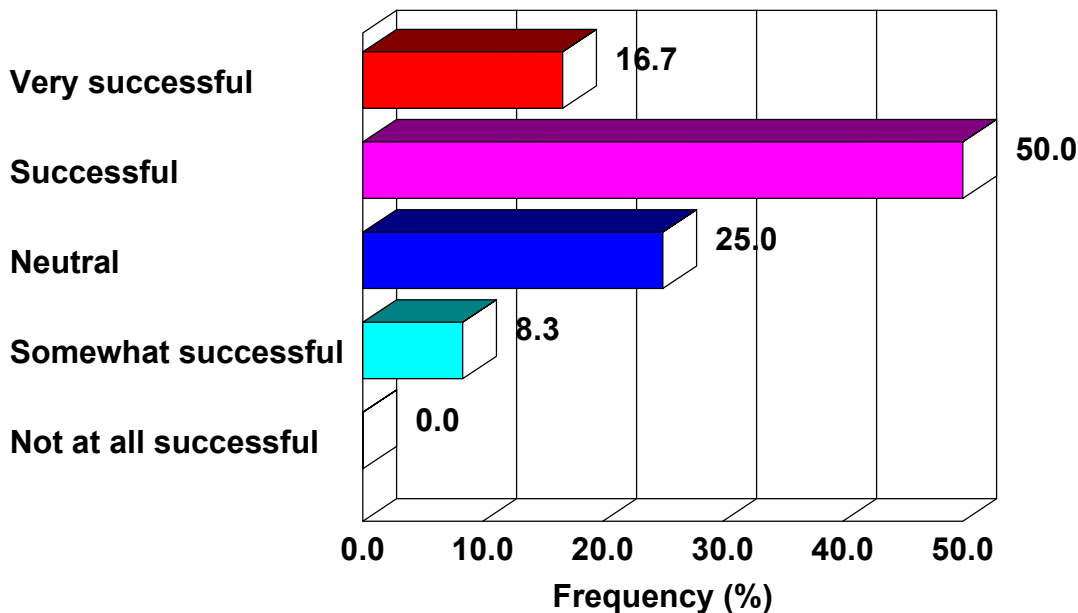


**Business Process Reengineering. Radical reorganization of systems or processes, slashing costs, doing only what clients need.**

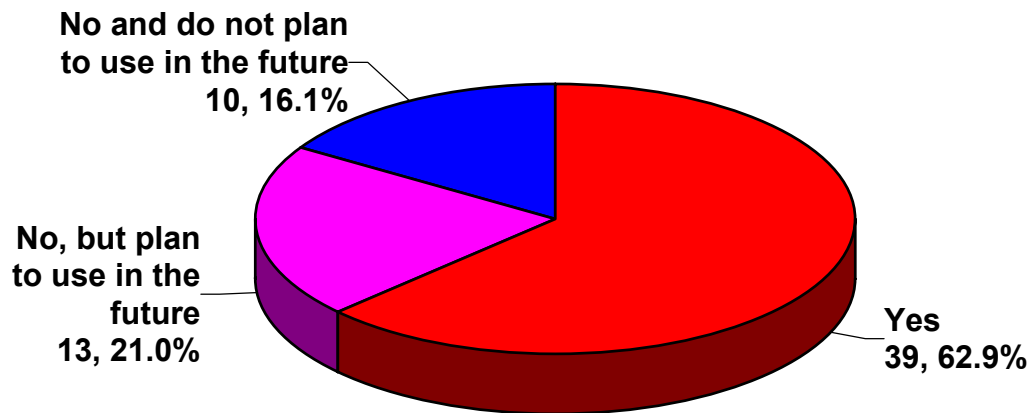


**Utilized Business Process Reengineering**

**Was Your Experience With Business Process Reengineering**

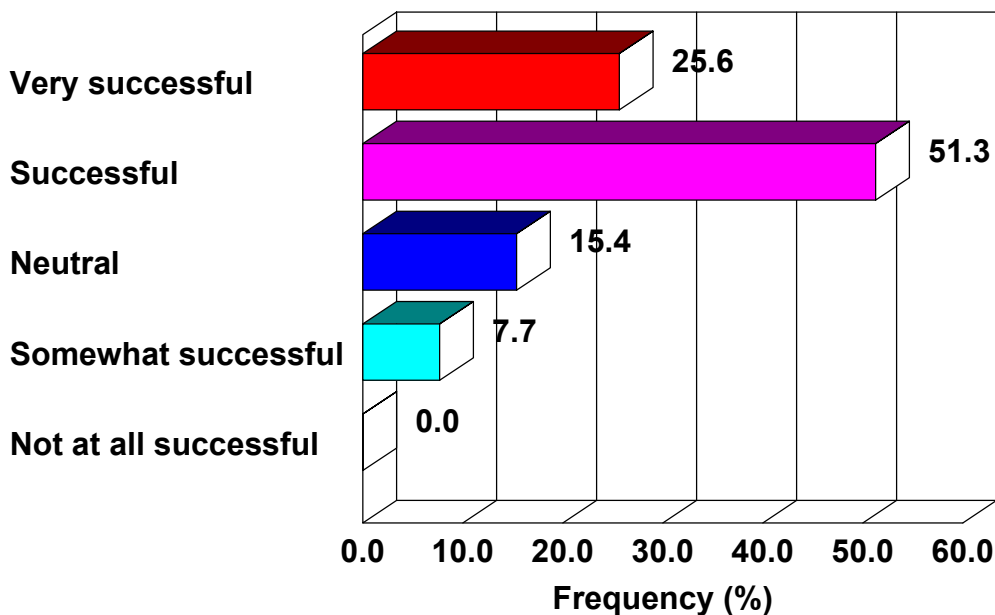


**Change Management. Actively preparing lawyers/employees for new strategic or economic models.**

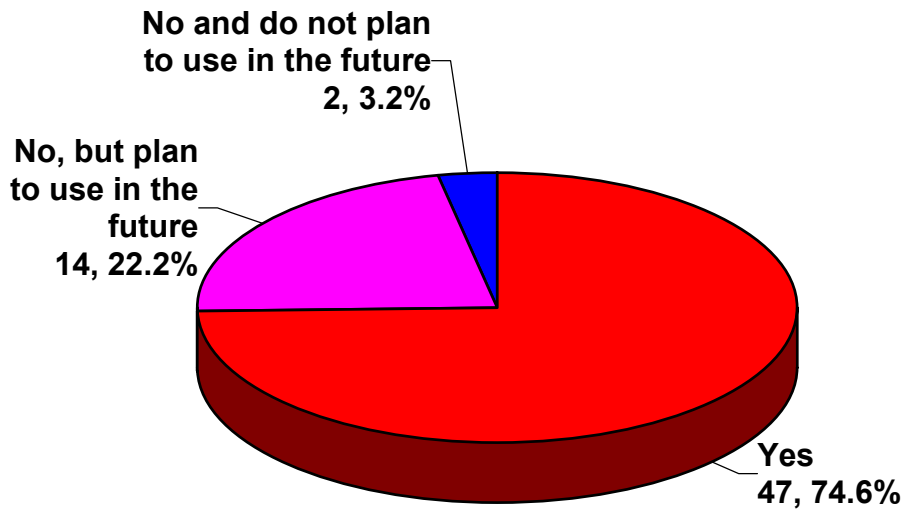


Utilized Change Management

Was Your Experience With Change Management

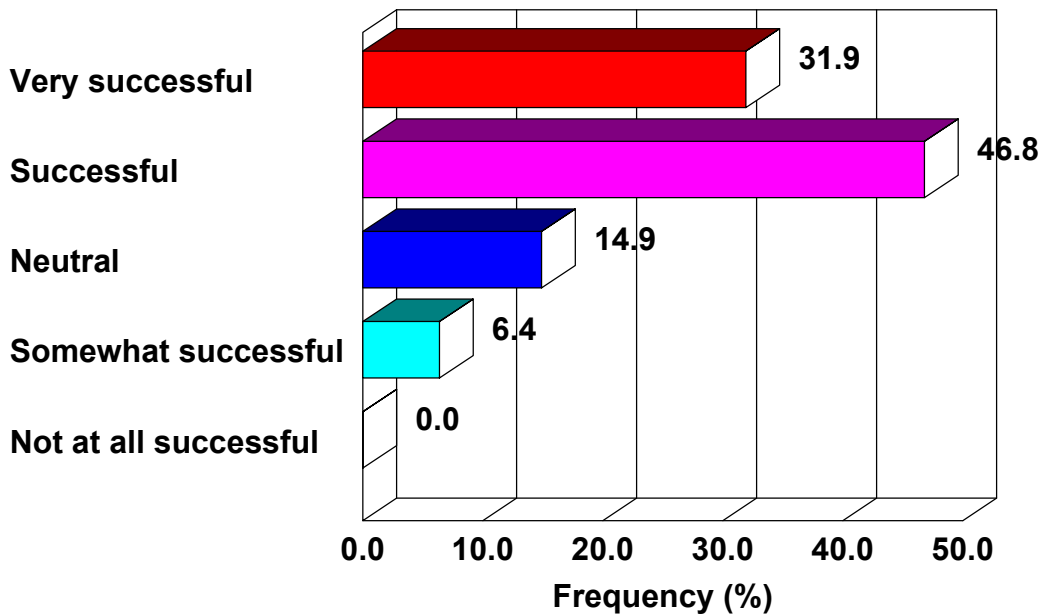


**Client Surveys/Feedback. Written or electronic surveys, client interviews or focus groups.**

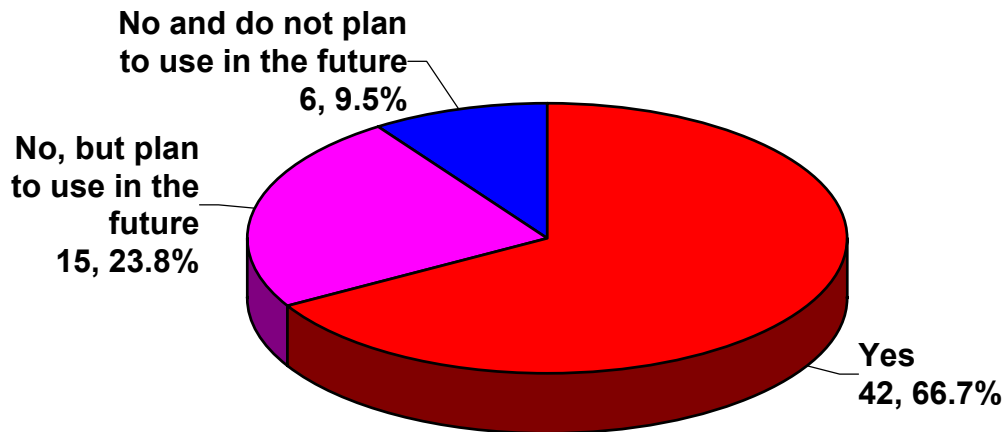


Utilized Client Surveys/Feedback

**Was Your Experience With Client Surveys/Feedback**

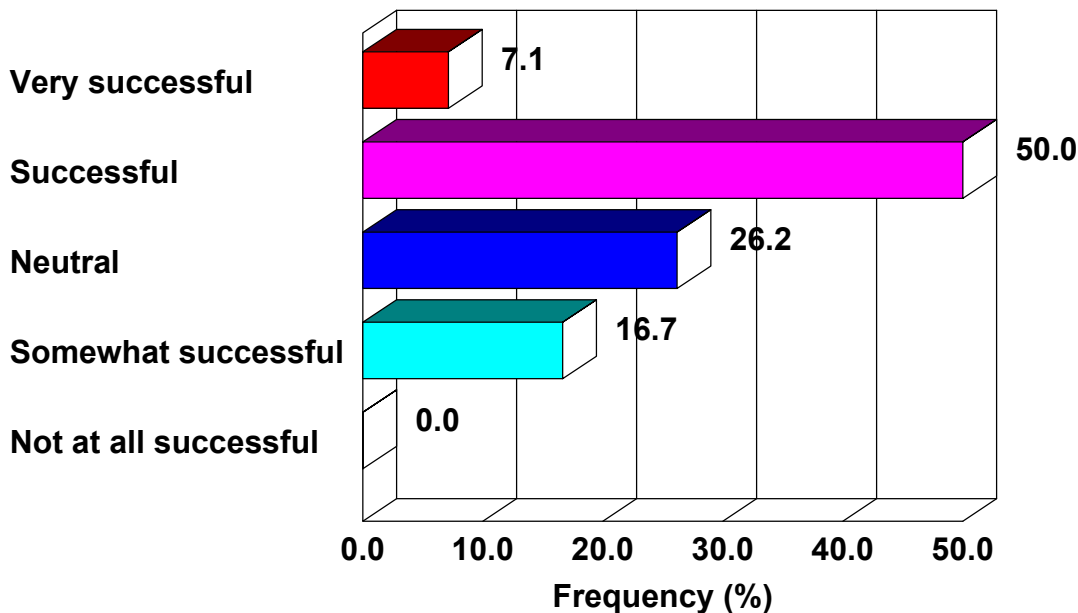


**Client Relationship Management (CRM). Systematic identification of client needs/opportunities for expansion of services, retention, growth of relationships.**

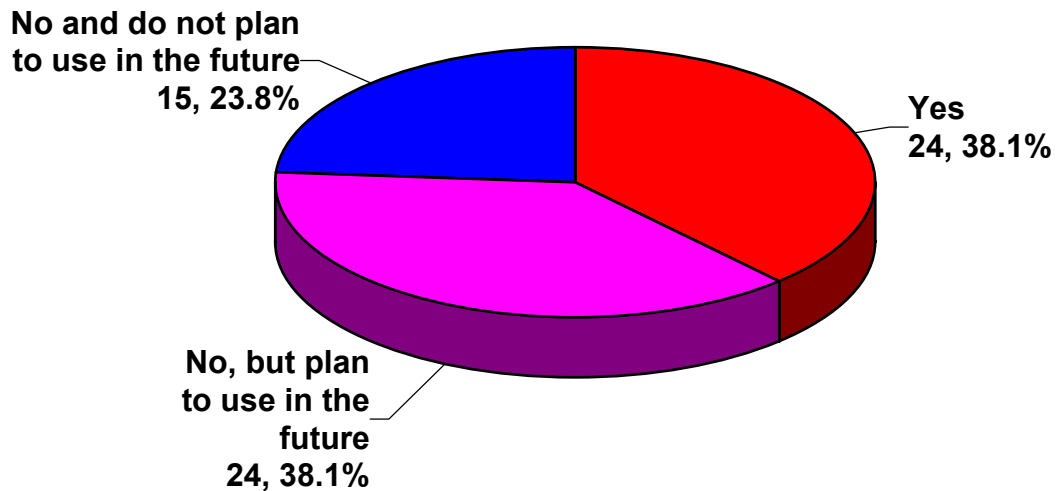


Utilized Client Relationship Management (CRM)

Was Your Experience With Client Relationship Management

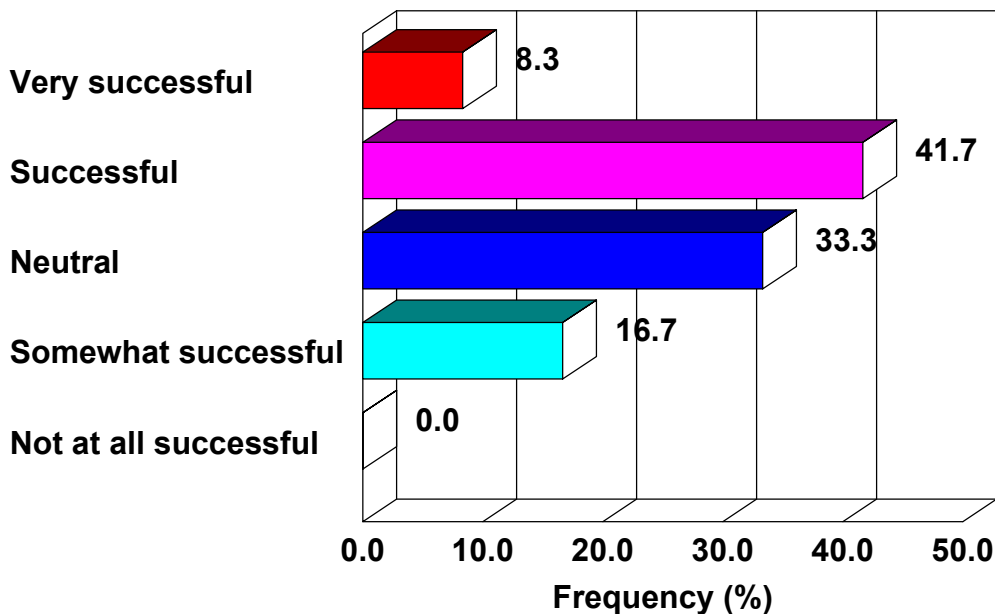


**Competitive Intelligence. Systematic identification of competitor strengths, weaknesses to identify and exploit competitive advantage.**



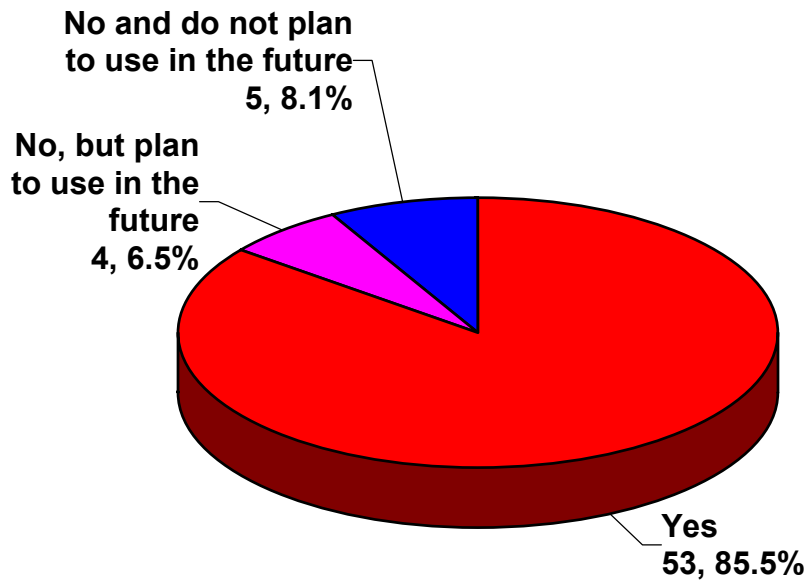
**Utilized Competitive Intelligence**

**Was Your Experience With Competitive Intelligence**



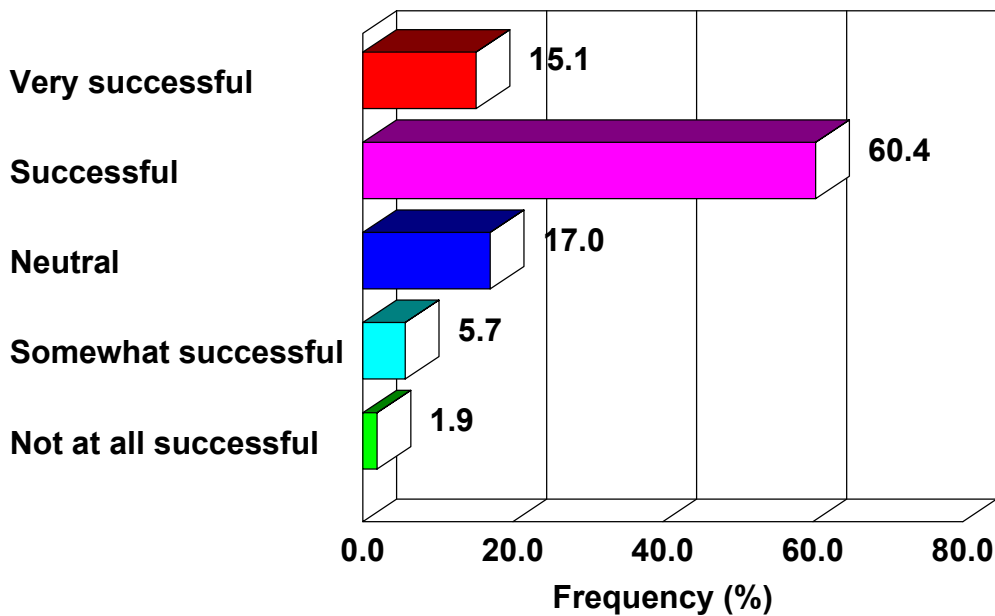


**Core Competencies.** *Focus on deep proficiencies where firm is a leader in the marketplace; de-emphasis/divestiture of unrelated, less competitive areas or areas of lesser profitability.*

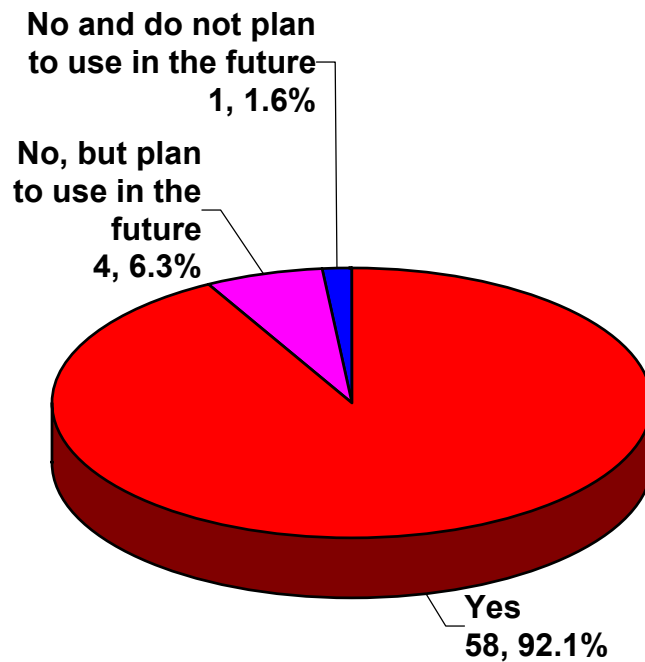


**Utilized Core Competencies**

**Was Your Experience With Core Competencies**

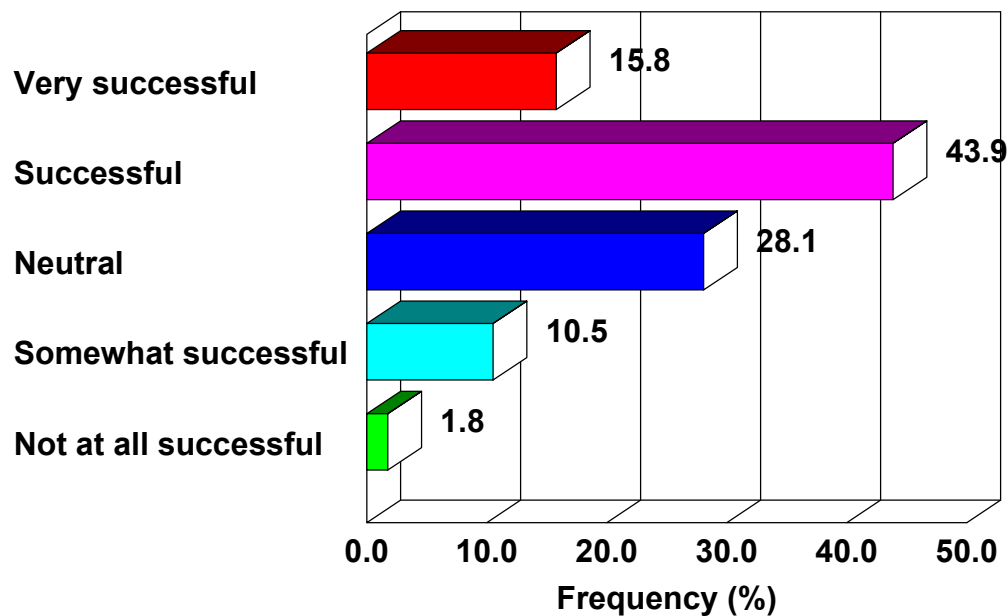


**Diversity Initiative.** *Active implementation of strategy to improve diversity profile with specific targets/objectives.*

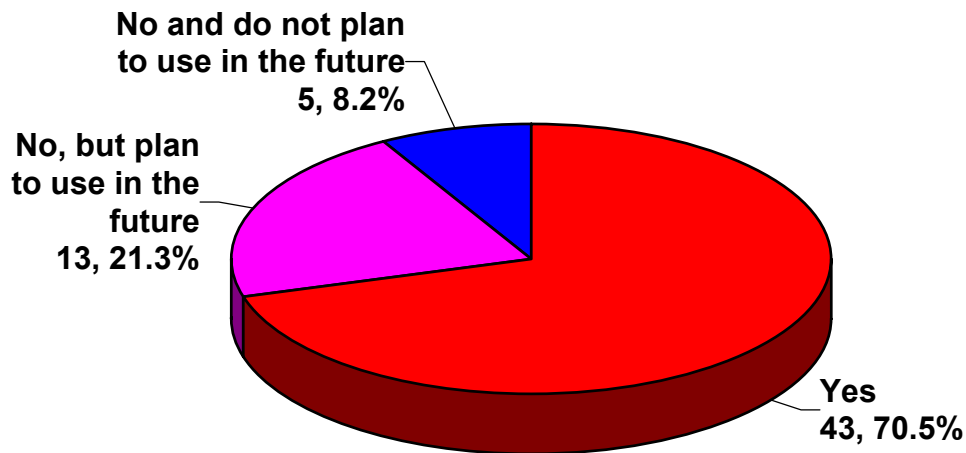


Utilized Diversity Initiative

Was Your Experience With Diversity Initiative

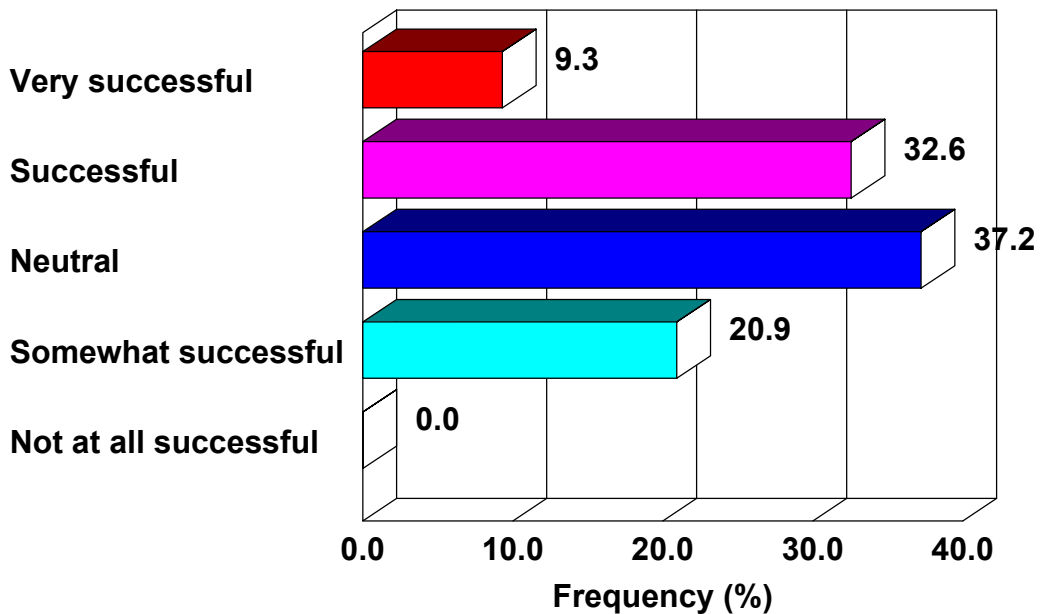


**Knowledge Management. Systematic acquisition and sharing of information to create learning organization.**

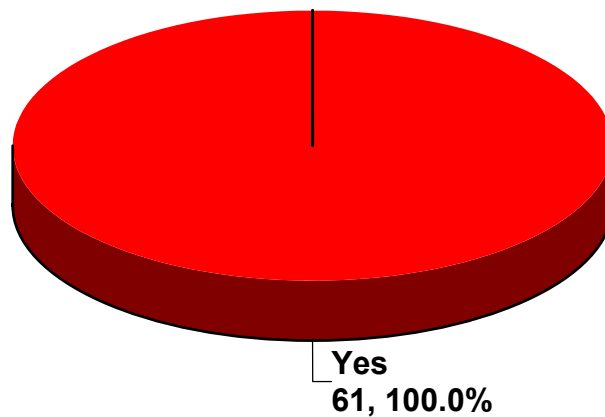


Utilized Knowledge Management

**Was Your Experience With Knowledge Management**

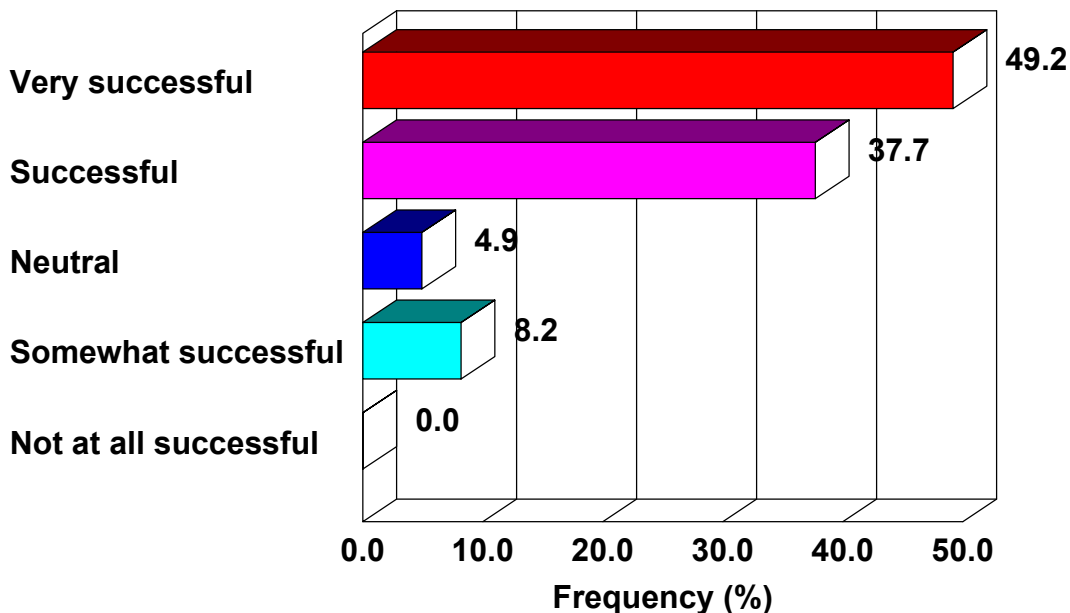


**Lateral Growth.** *Through recruiting of experienced lawyers at practice group, partner or associate level.*

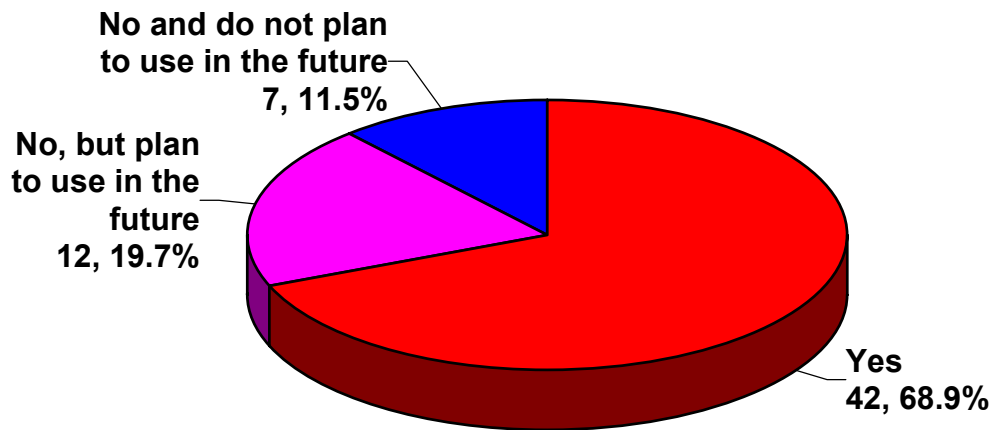


Utilized Lateral Growth

**Was Your Experience With Lateral Growth**

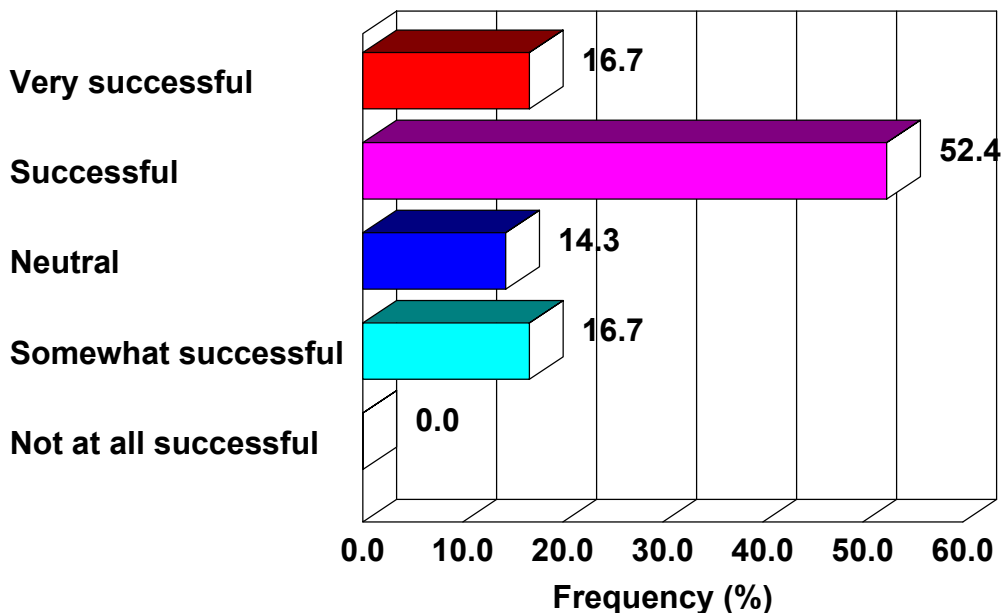


**Market Segmentation.** *Subdivision of market into client groups by industry or type of client to increase value of service.*

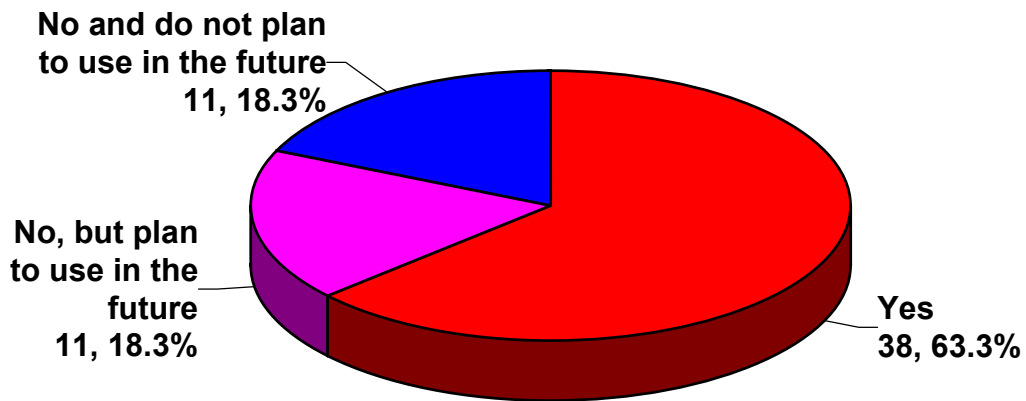


Utilized Market Segmentation

Was Your Experience With Market Segmentation

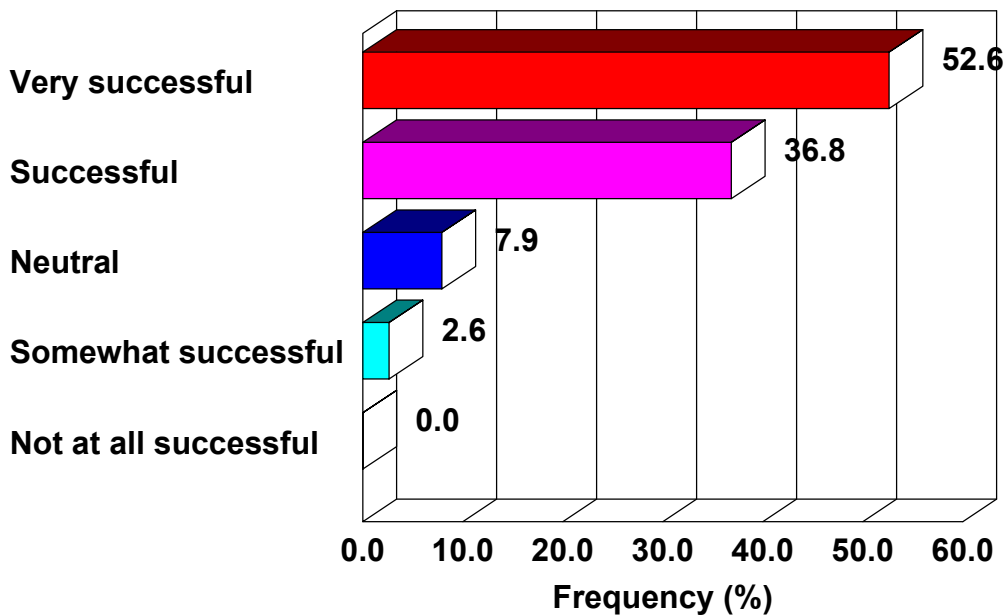


**Merger/Acquisition. Combining with other firm as a means of growth/expansion.**

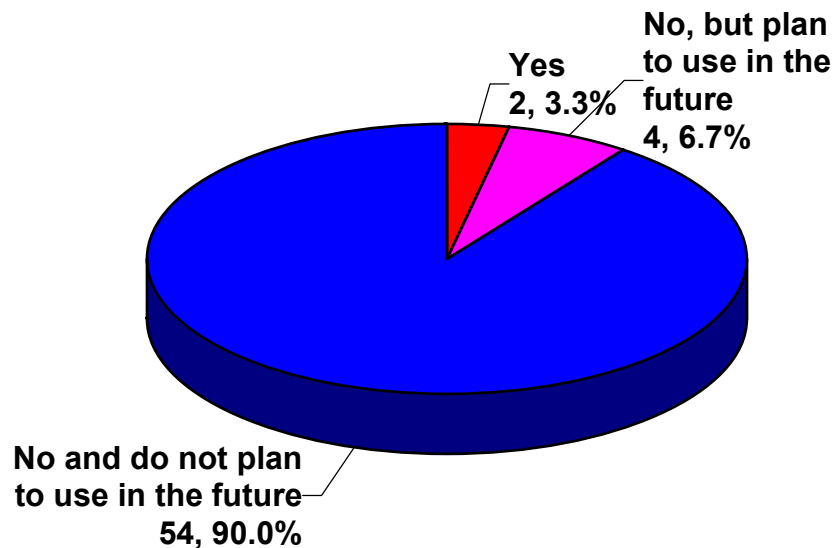


Utilized Merger/Acquisition

**Was Your Experience With Merger/Acquisition**

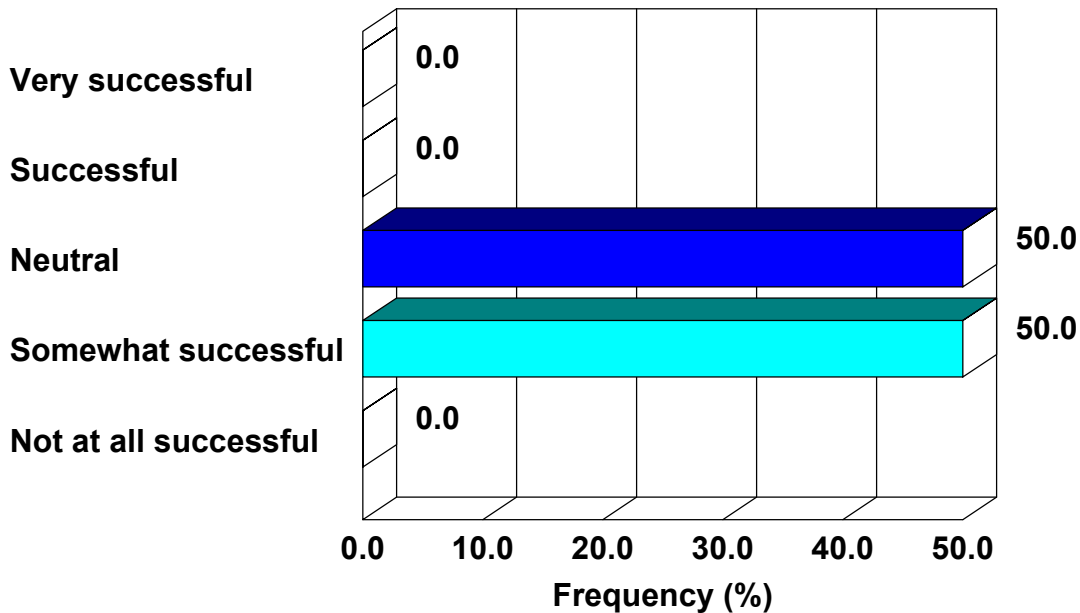


**Offshoring.** *Relocation of operations to another country to reduce labor costs, serve foreign clients, etc.*

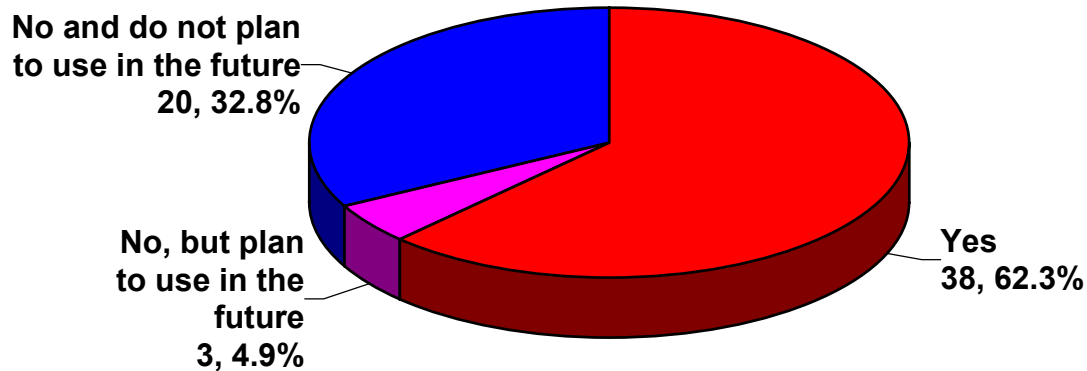


Utilized Offshoring

Was Your Experience With Offshoring

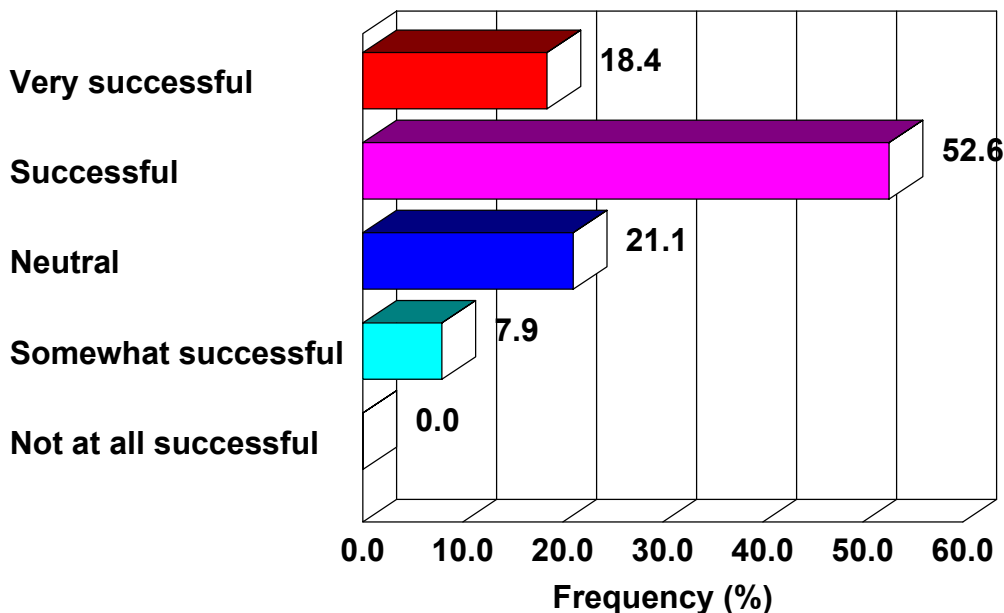


**Outsourcing.** *Transferring non-core activities to a third party to lower costs or improve performance, e.g., temporary/contract lawyers, legal research services, ASPs, etc.*



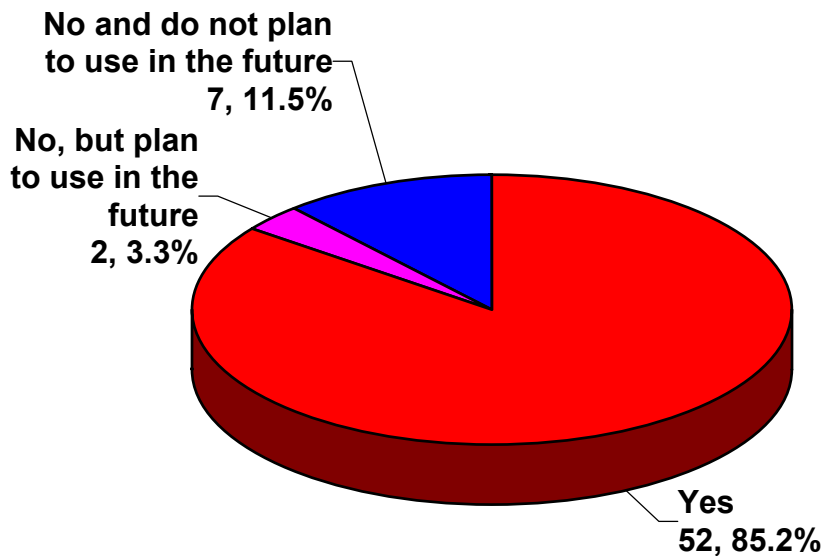
**Utilized Outsourcing**

**Was Your Experience With Outsourcing**



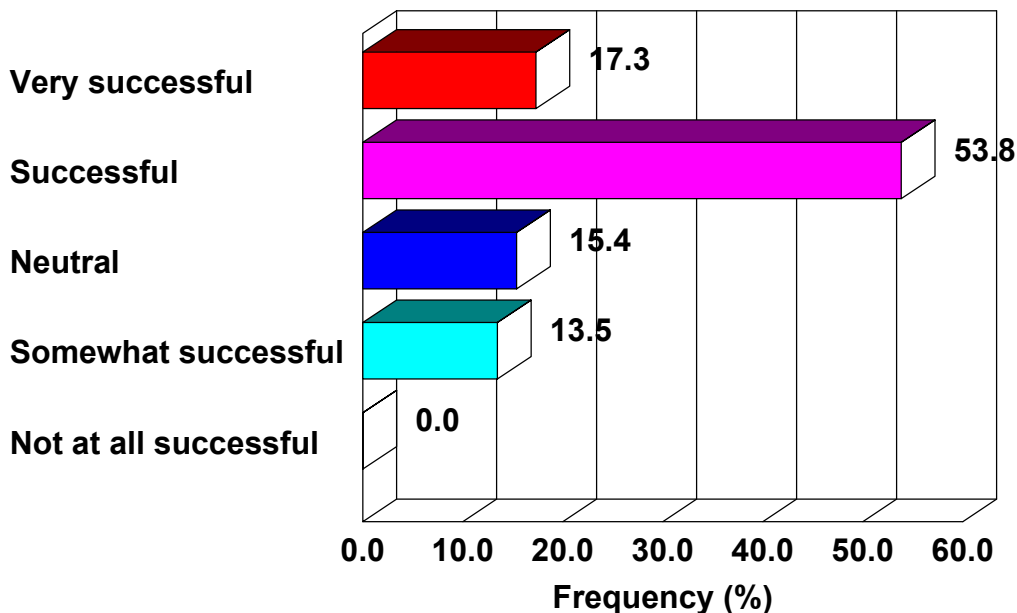


**Partnering.** *Enhancing client relationships through information sharing, joint staffing, lending lawyers, alternative pricing, etc.*

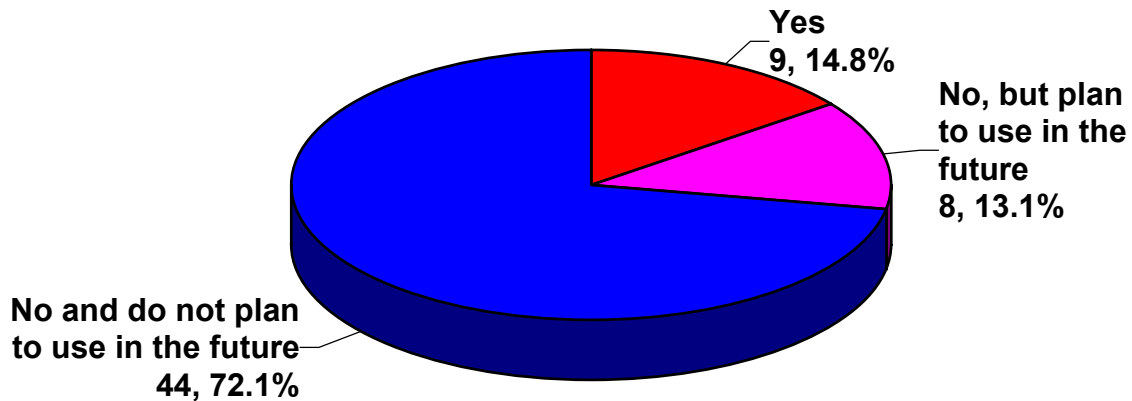


Utilized Partnering

Was Your Experience With Partnering

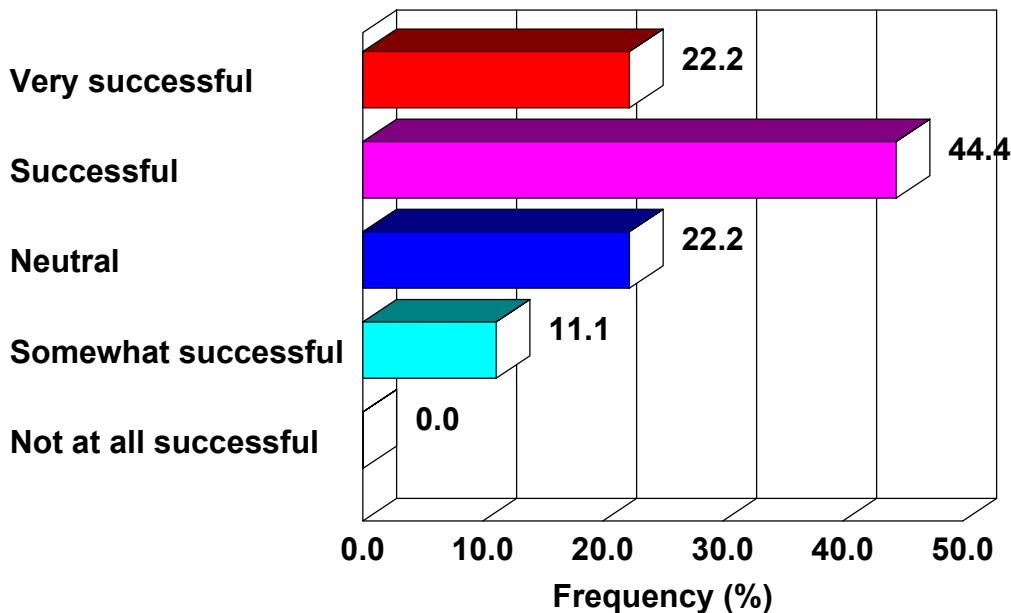


**Personality/Psychological Testing. *Either pre- or post-employment to improve teamwork, strengthen organization, facilitate professional and leadership development.***

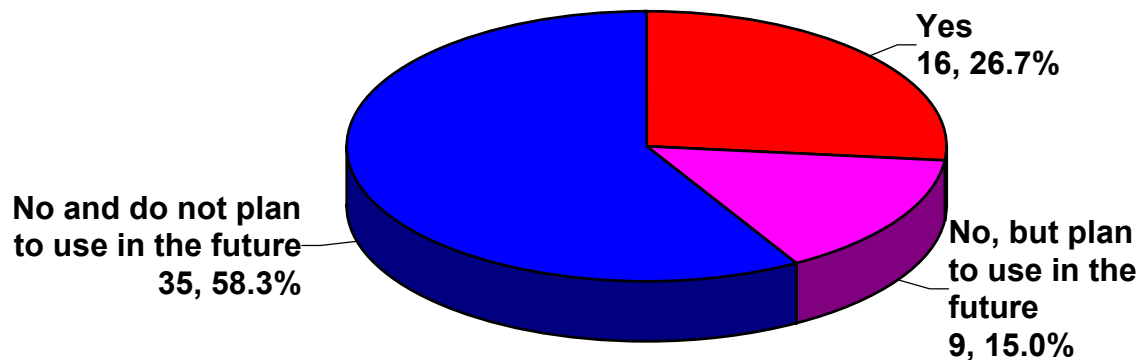


**Utilized Personality/Psychological Testing**

**Was Your Experience With Personality/Psychological Testing**

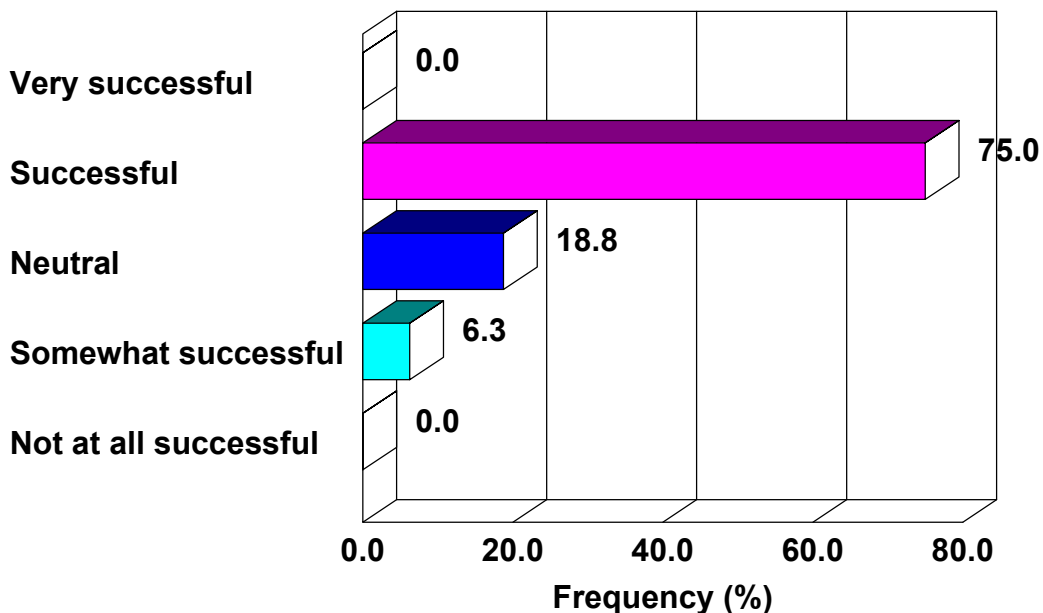


**Scenario Planning.** *Envisioning alternative futures to improve plans, deal with contingencies, e.g., recession, anti-globalization, terrorism, demographic change, etc.*

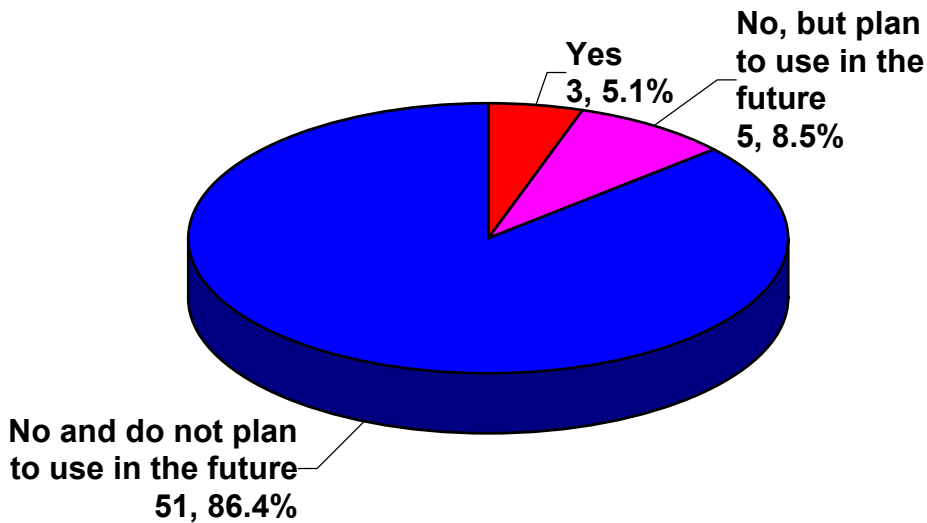


**Utilized Scenario Planning**

**Was Your Experience With Scenario Planning**

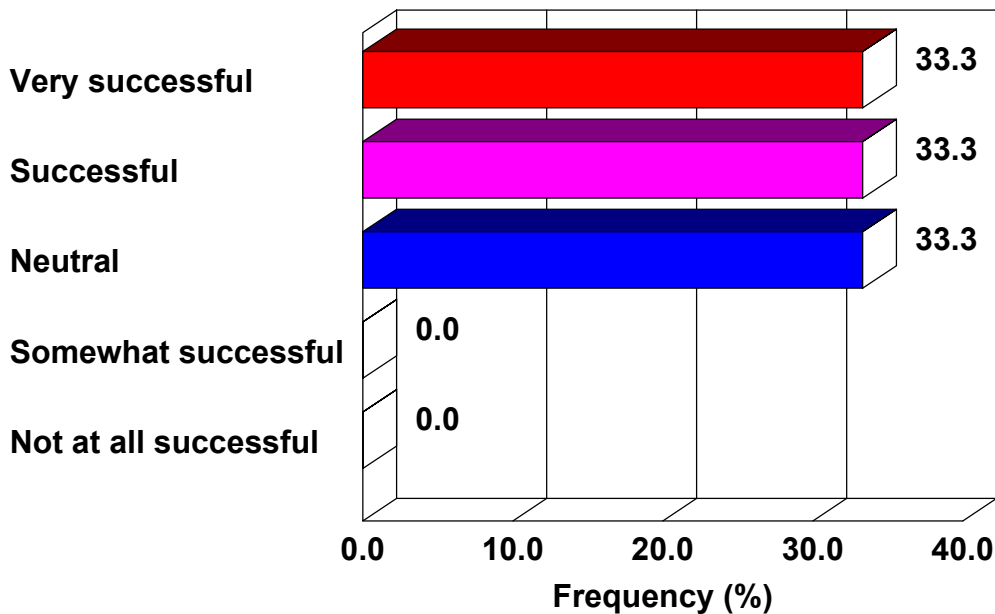


**Six Sigma.** *Use of statistical methodology to achieve near perfection in operations.*

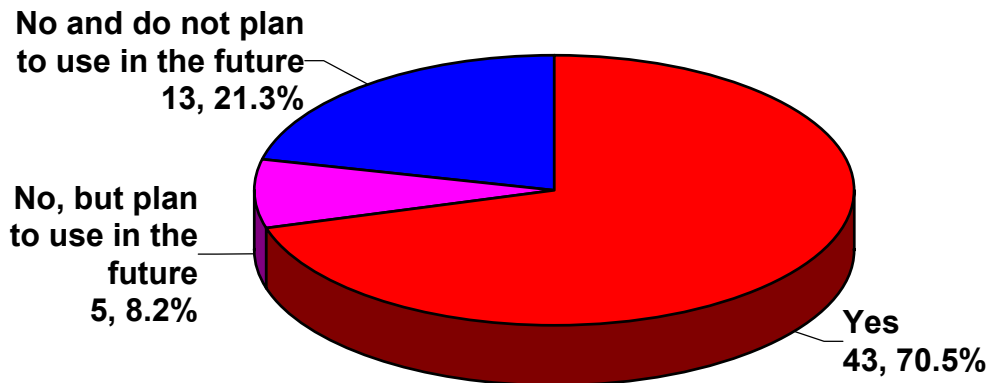


Utilized Six Sigma

Was Your Experience With Six Sigma

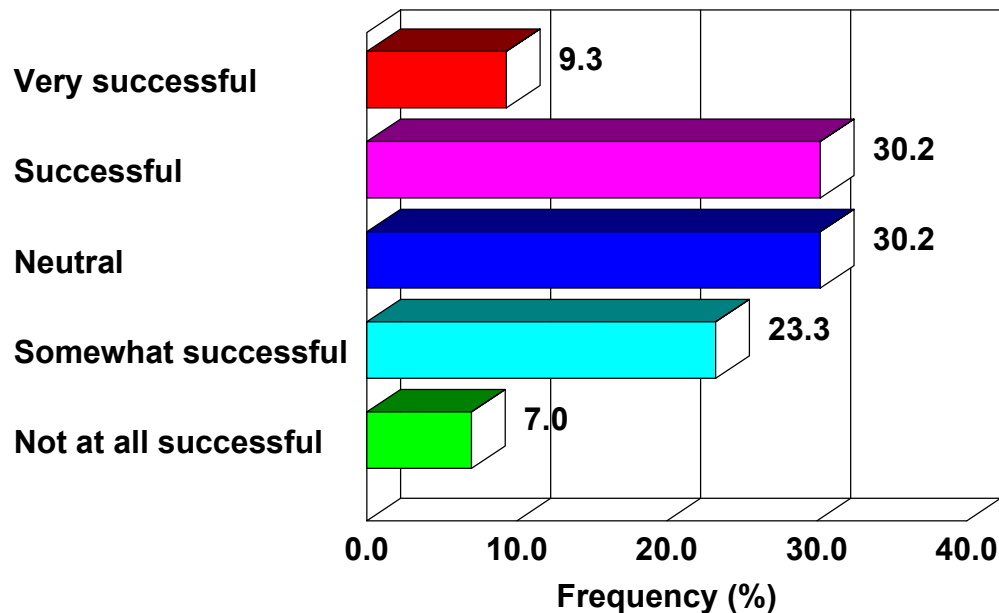


**Strategic Alliances/Affiliations/Joint Ventures/Networks.**  
***Teaming with other firms to achieve common objectives.***

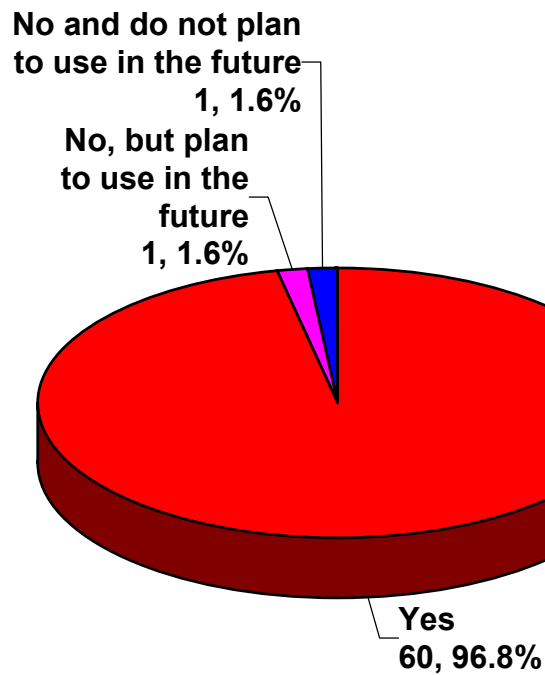


**Utilized Strategic Alliances/Affiliations/Joint Ventures/Networks**

**Was Your Experience With Strategic Alliances/Affiliations/Joint Ventures/Networks**

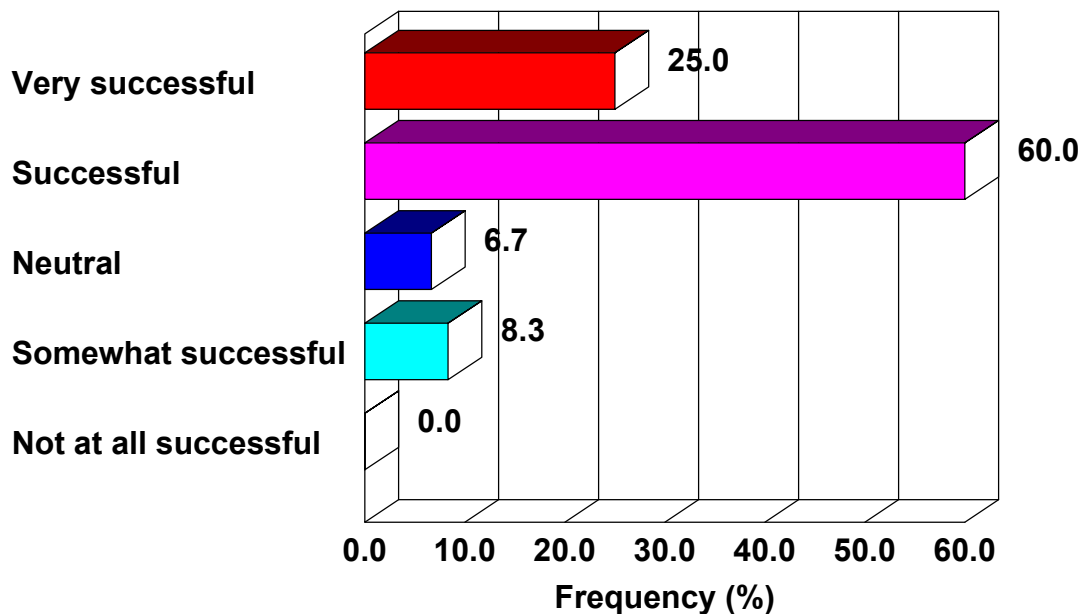


**Strategic Planning.** *Formally setting forth vision, mission, goals and strategies to manage future growth and profitability.*

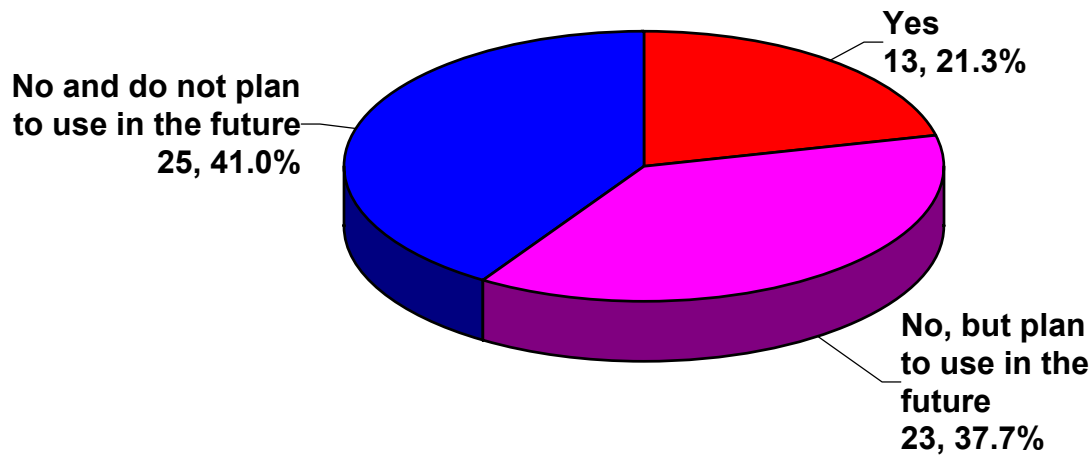


Utilized Strategic Planning

Was Your Experience With Strategic Planning

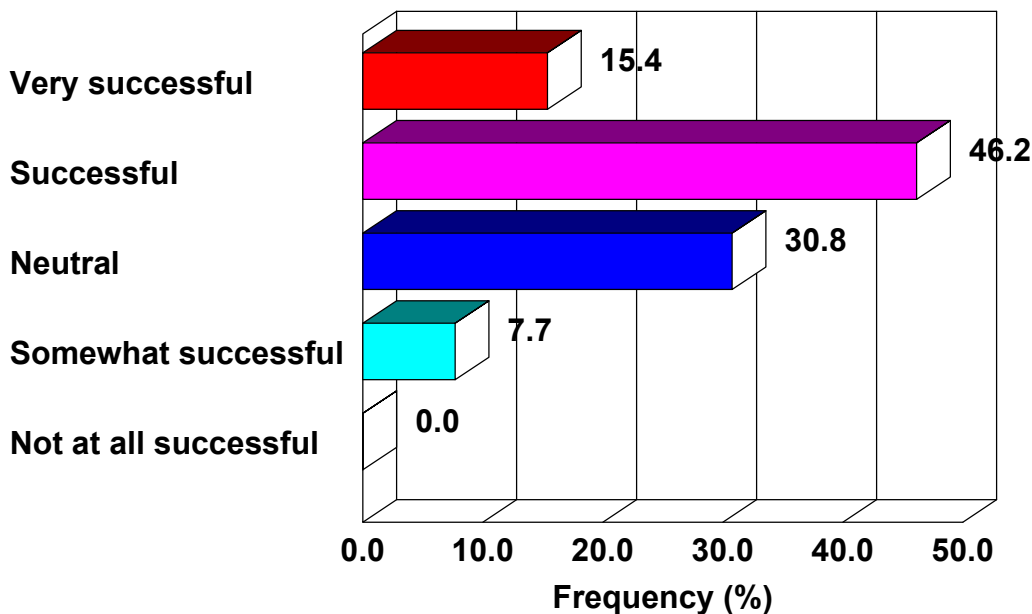


**360° Review.** *Soliciting feedback from superiors, peers and subordinates to improve performance.*

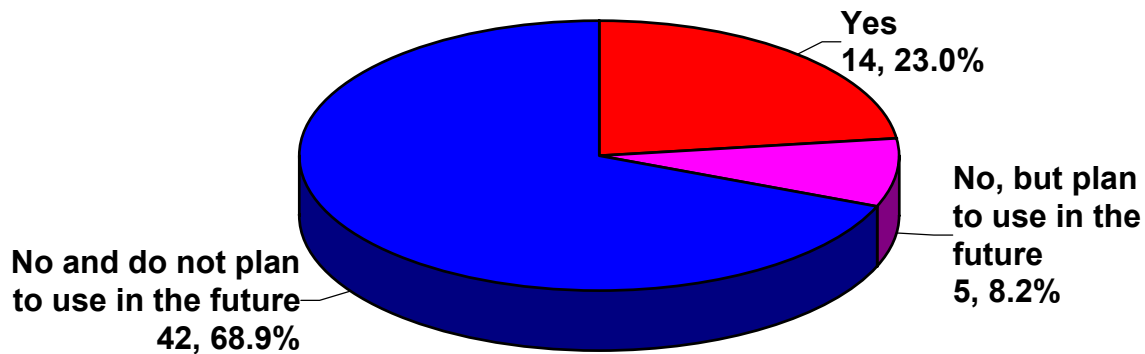


**Utilized 360 Review**

**Was Your Experience With 360 Review**



**Total Quality Management (TQM). Systematically striving for continuous improvement in quality and service.**



**Utilized Total Quality Management (TQM)**

**Was Your Experience With Total Quality Management**

