



Iowa Defense Counsel Association

**Cultural Evolution
in the Legal Profession**

John Remsen, Jr.
President TheRemsenGroup

September 15, 2022

BIOGRAPHICAL PROFILE

John Remsen, Jr.

President

TheRemsenGroup

Atlanta, Georgia

404.885.9100 – jremsen@therem sengroup.com

John Remsen, Jr., is widely recognized as one of the country's leading authorities on law firm leadership, management, marketing and business development. Since 1997 TheRemsenGroup has consulted with more than 400 law firms and thousands of law firm leaders to help them develop and implement long-term strategic objectives to improve cohesiveness, profitability and sustainability.

John is a frequent speaker and author on law-firm leadership and marketing topics. He has spoken at national and regional conferences of the Legal Marketing Association, Association of Legal Administrators, American Bar Association, and numerous state and local bar associations. His articles have appeared in dozens of highly respected legal publications, including the ABA Journal, Law Practice Management, Law Practice Today, Law360, Legal Management, Marketing for Lawyers, Marketing the Law Firm, Managing Partner, National Law Review and New York Law Journal.

Since 1988, John has been an active member of the Legal Marketing Association, and he has served as President of LMA's Southeastern Chapter, Executive Editor of *Strategies* (LMA's newsletter) and a member of LMA's national Board of Directors. He is also an active member of the Association of Legal Administrators and a popular speaker at ALA meetings and conferences.

In 2002, John created The Managing Partner Forum, a highly acclaimed conference series and community for managing partners and law firm leaders. More than 1,400 firm leaders from 1,200 law firms from 43 states have participated in 26 conferences. In addition, John distributes *The MPF Weekly*, an electronic newsletter to more than 10,500 firm leaders throughout the US, Canada and 28 other countries.

John's influence was underscored when he was inducted as a Fellow of the College of Law Practice Management in 2013, in recognition of his 25 years of demonstrated expertise in law firm leadership and management. Founded in 1994, the College honors those who "inspire excellence and innovation in law practice management." Membership is by invitation only and includes just 200 individuals.

And the College was not alone: in 2016, John was recognized by LawDragon as one of the "Top 100 Consultants and Strategists" to the legal profession; and in 2017, John was recognized as one of the world's top "leaders and influencers" in the business of law by the Association of International Law Firm Networks.

A native of West Palm Beach, Florida, John holds an MBA from The University of Virginia (1985) and a bachelor's degree in Business Administration from the University of Florida (1980). Prior to enrolling in graduate school, John was Executive Director of The Florida Council of 100, an organization comprised of Florida's top CEOs and other business leaders.

April 2022

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CULTURAL EVOLUTION IN THE LEGAL PROFESSION

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JOHN REMSEN, JR.

- President, TheRemsenGroup
President & CEO, Managing Partner Forum
- Strategic Planning, Marketing and Business Development,
Firm Retreats, COO/CMO Searches
- Gunster, Porter Wright
- More than 450 law firms since 1997
- Speaker:
American Bar Association, Association of Legal Administrators,
Legal Marketing Association, MPF Annual Conference
- Education:
MBA – University of Virginia
BSBA – University of Florida

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**ASK QUESTIONS
PLEASE, ASK QUESTIONS**

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LONG-TERM TRENDS

- The Economy Is Globalizing – So Are Law Firms
- Technology Is Expanding/Improving at Breakneck Speed
- Clients Are More Demanding, Competition Is More Aggressive
- Lateral Movement is Red Hot
- BigLaw Is Getting Bigger, “Merger & Acquisition” Activity Returns
- Disruptors - ALSs, MDPs - Will Continue to Proliferate
- Successful Law Firms Run More Like Businesses
- **All Accelerated by COVID!**

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THE LAWYER PERSONALITY

- Highly skeptical
- Hate change
- Risk averse
- Love autonomy
- Low resilience
- High sense of urgency

Source: Dr. Larry Richard – LawyerBrain, LLC

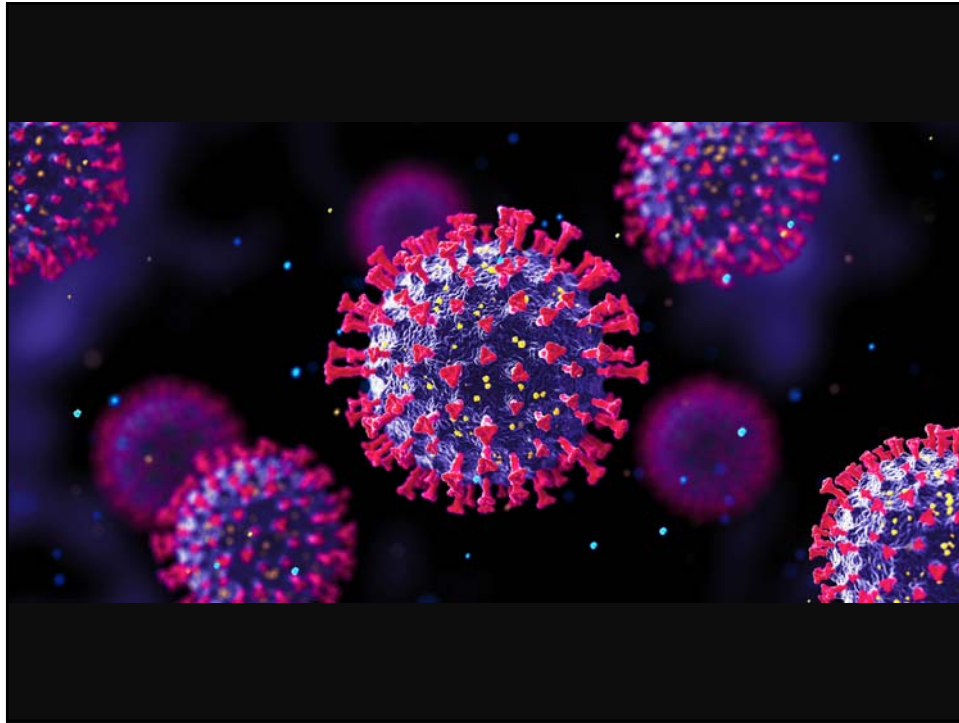
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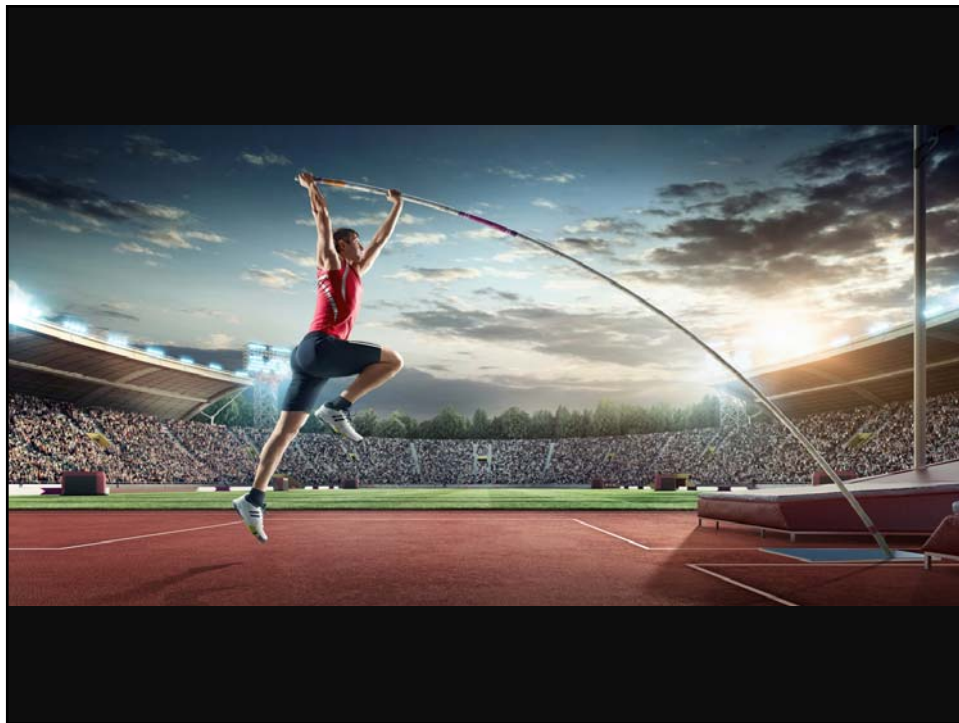
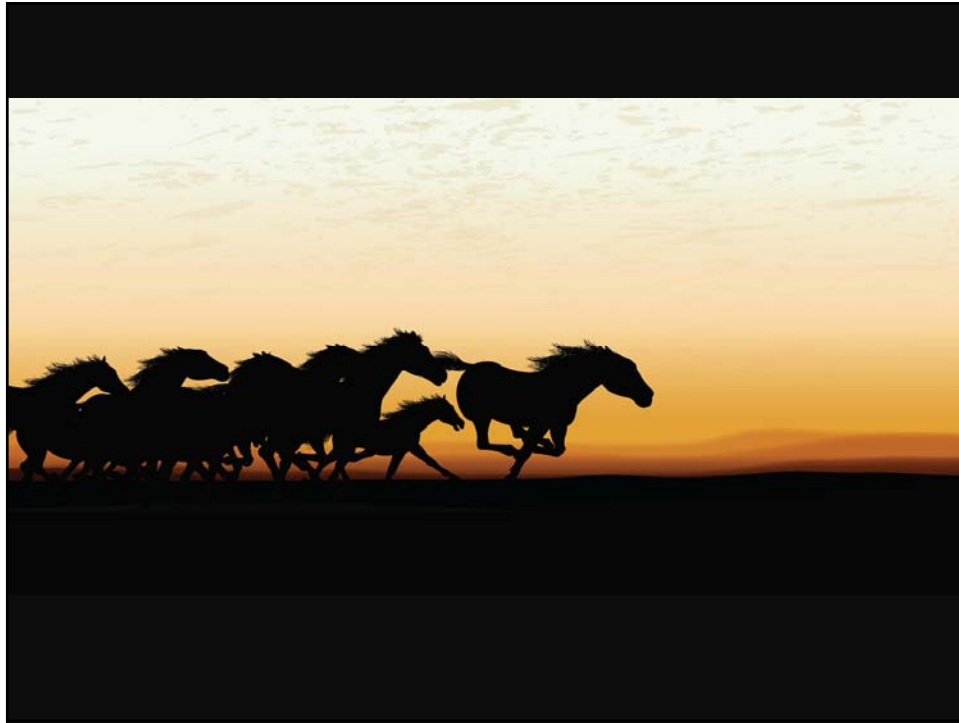
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TOP CONCERNS

- Firm Culture
- Hybrid Workplace Model
- Talent Recruiting and Retention
- Succession Planning

Source: The MPF 2022 Leadership Conference

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The MPF Webinar Series: Building the Law Firm of the Future
Building a Truly Exceptional Law Firm Culture
An MPF Webinar with John Harity and Charlie Jimerson

August 4, 2021 – 2:00-3:00pm ET

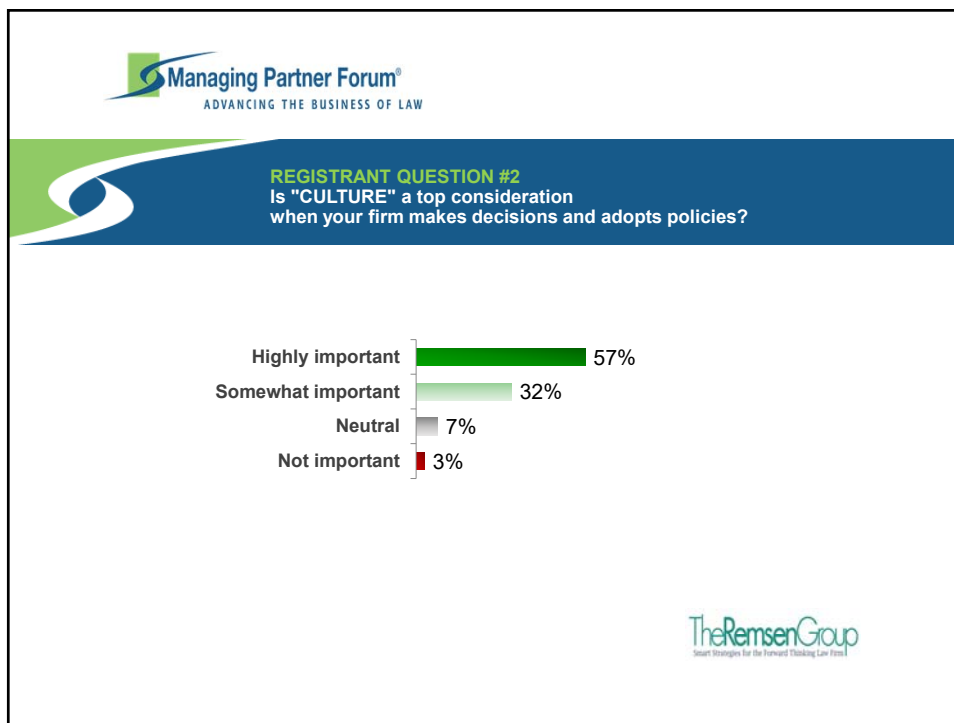
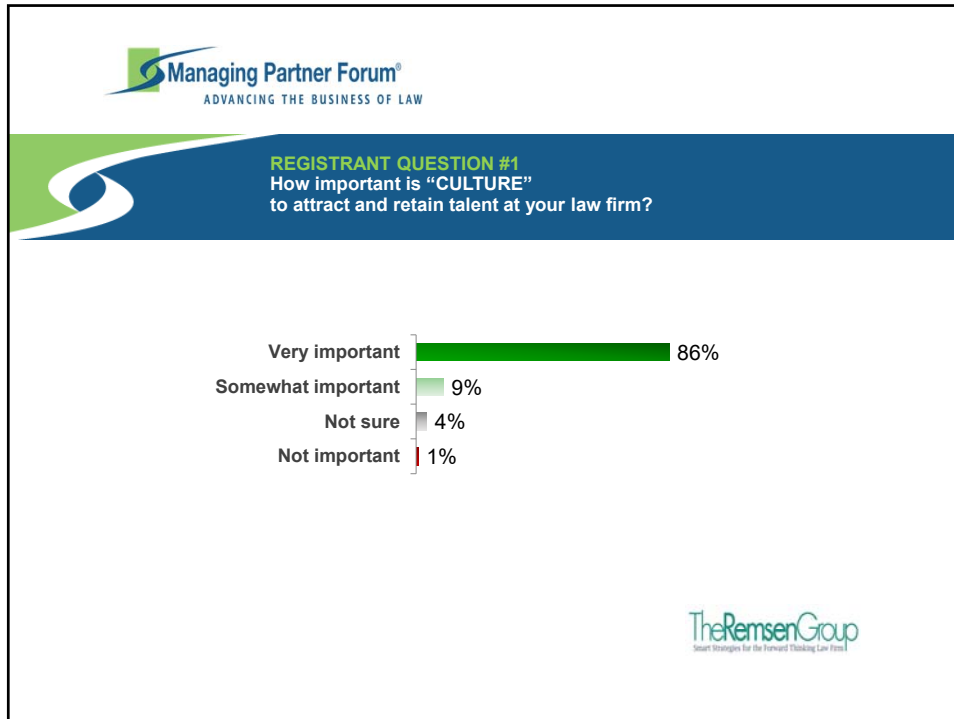


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RISK
STRATEGIES

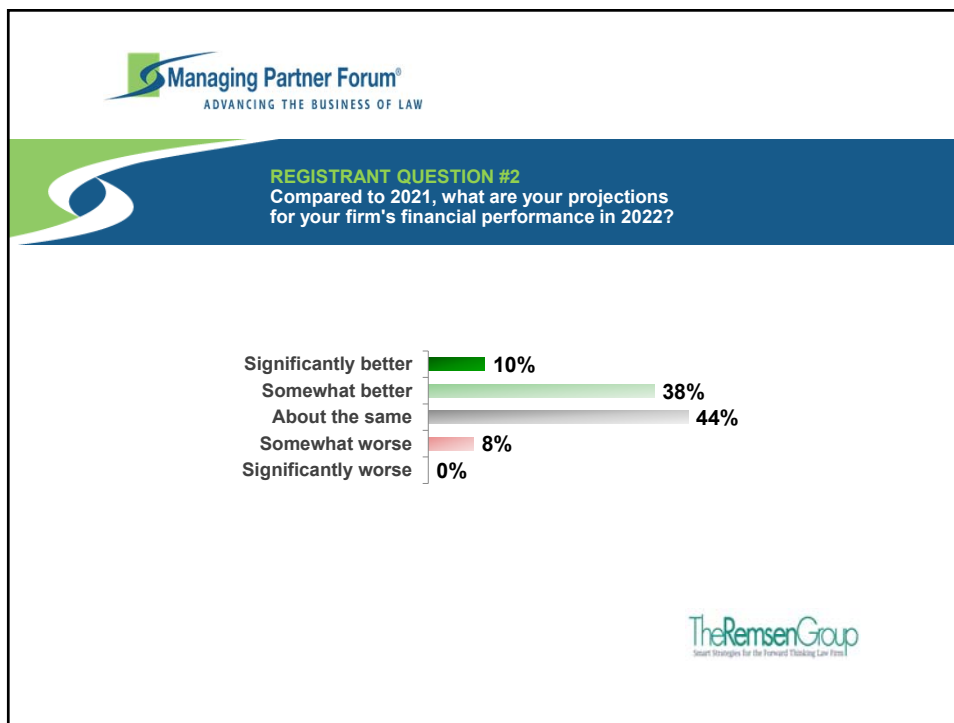
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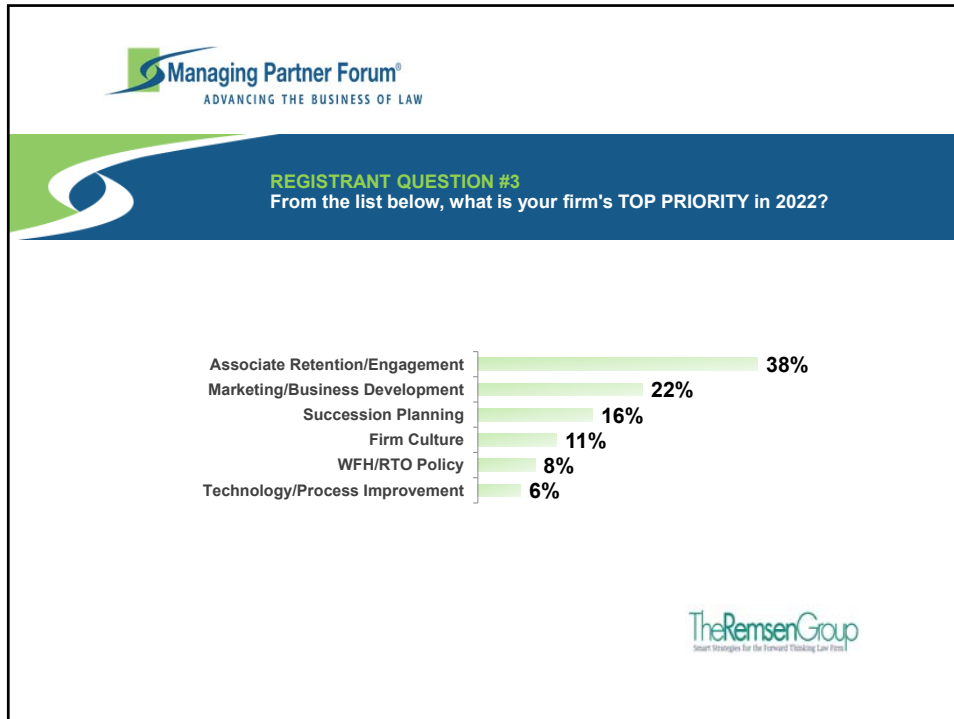
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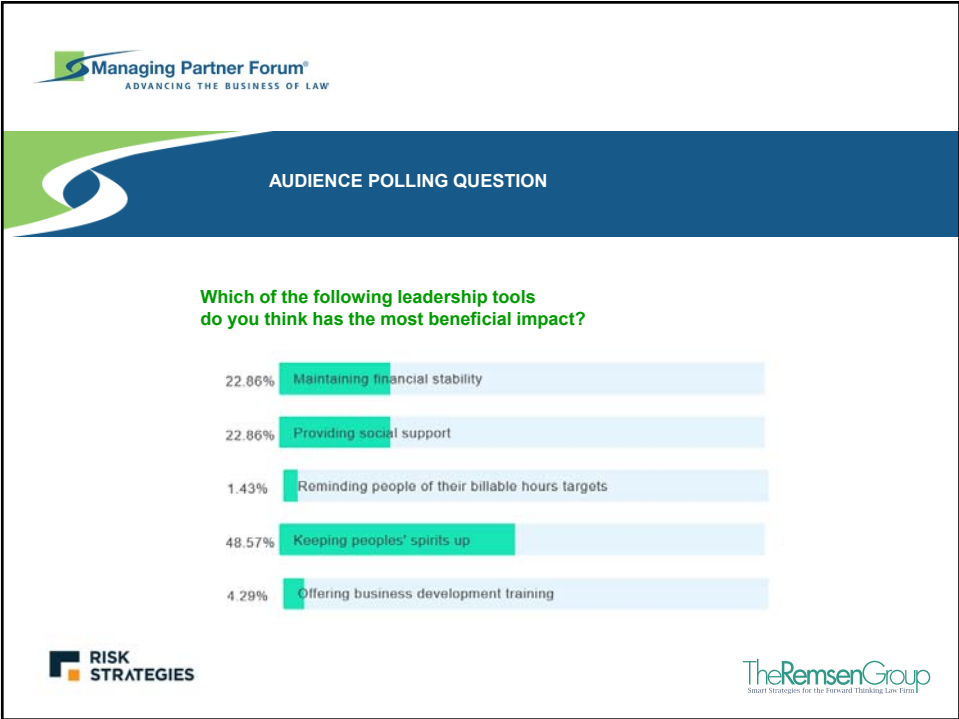
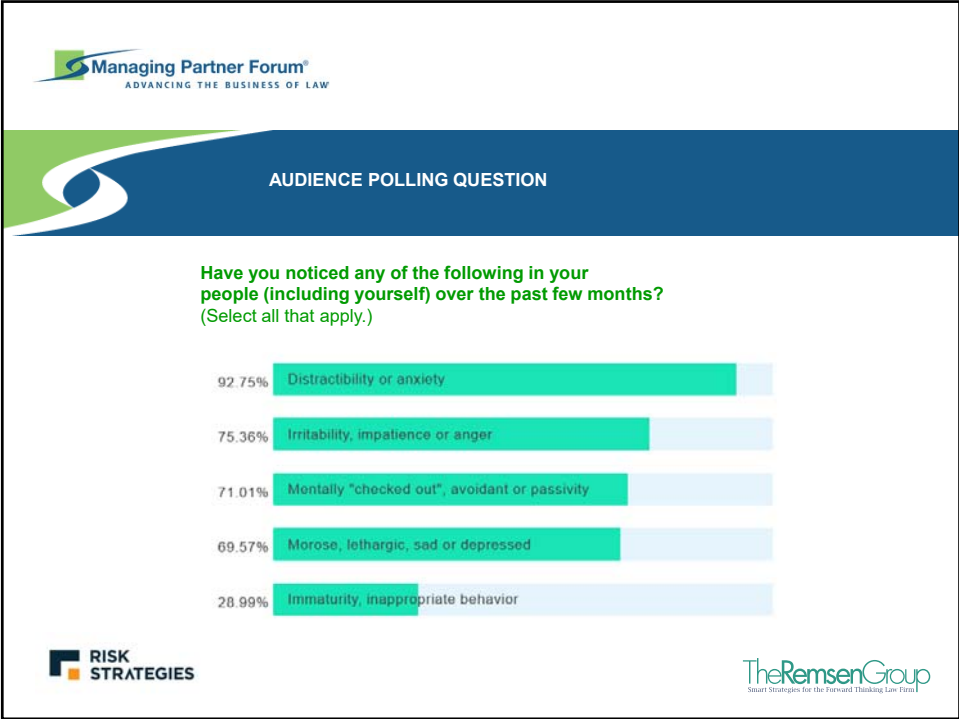
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The MPF Webinar Series: The Law Firm of the Future
Mitigating the Psychological Impacts of COVID at Your Law Firm
An MPF Webinar with Dr. Larry Richard
June 2, 2021 – 2:00-3:00pm ET

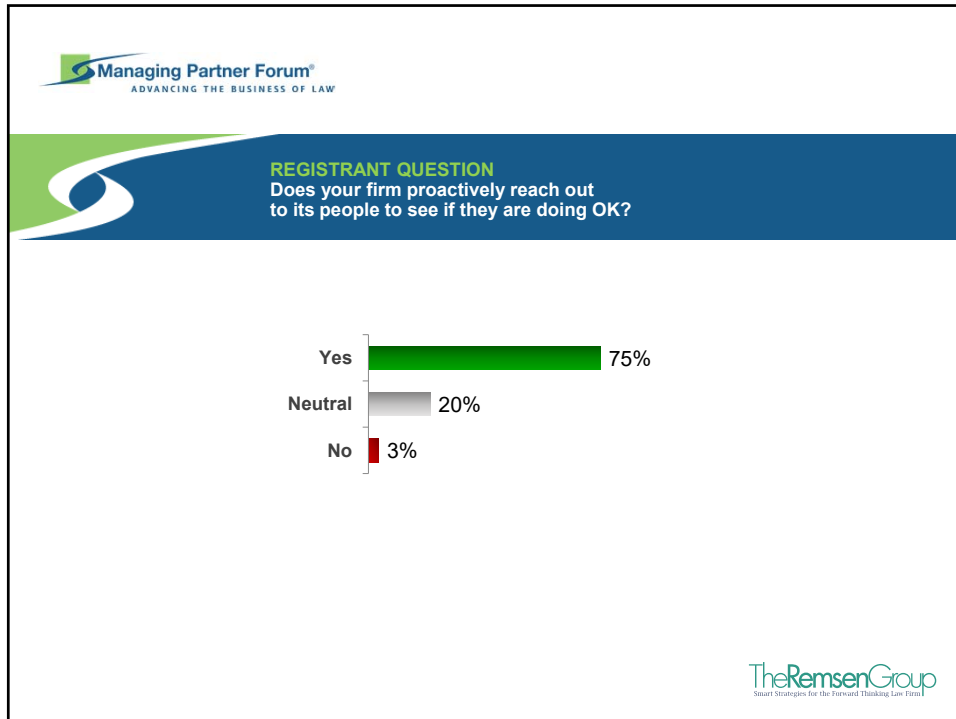
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- GUIDANCE FOR LAW FIRM LEADERS**
- Demonstrate Care for People, Clients and Community
 - Stay Educated and Updated
 - Think Strategically
 - Communicate Clearly and Frequently
 - Keep Open Communication Lines
 - Stay Cool, Calm and Collected
 - Refer to the Experts
 - Maintain Credibility, Reliability and Intimacy
-
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 **Managing Partner Forum**
ADVANCING THE BUSINESS OF LAW

The MPF Webinar Series: The Law Firm of the Future
Point/CounterPoint: Should We Bring Everybody Back to the Office or Rethink Our Workplace Model?
An MPF Webinar with Michael Hurley and Jon Pinney
March 3, 2021 – 2:00-3:00pm ET



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 **RISK STRATEGIES**

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 **RISK STRATEGIES**

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POINT:
LAW FIRMS
RUN BEST IN
PERSON



- Firm Culture
- “Office Buzz”
- New Hires/Onboarding
- Productivity
- Collaboration/Teamwork
- Mentoring/Training
- Marketing/Business Development
- Social Responsibility

CASSIN

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KJK

THE TRADITIONAL LAW OFFICE IS DEAD

- Law firm evolution acceleration caused by COVID-19
- Technology and cybersecurity investment will continue to increase
- 30% to 50% reduction in office space
- Travel costs down significantly
- Hybrid remote workplace
- File-less, paperless and automated
- 100% cloud-based remote environment
- Focus on efficiency – some meetings could have been an email
- Centralized administrative services

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IMMEDIATE & LONG-TERM IMPLICATIONS

- Obsolescence has become apparent
- Cyber breach/ransomware attack heightened risk
 - Addressing data security necessary to stay competitive and retain client trust
- Culture/morale and training/mentoring challenges
- Marketing and business development strategies have shifted
- Law firms will evolve into quasi-technology firms
- ALSPs and AFAs will see continued growth
- Non-lawyer headcount will rise
- Remote work implemented within business structure
- Erosion of licensure jurisdictional boundaries

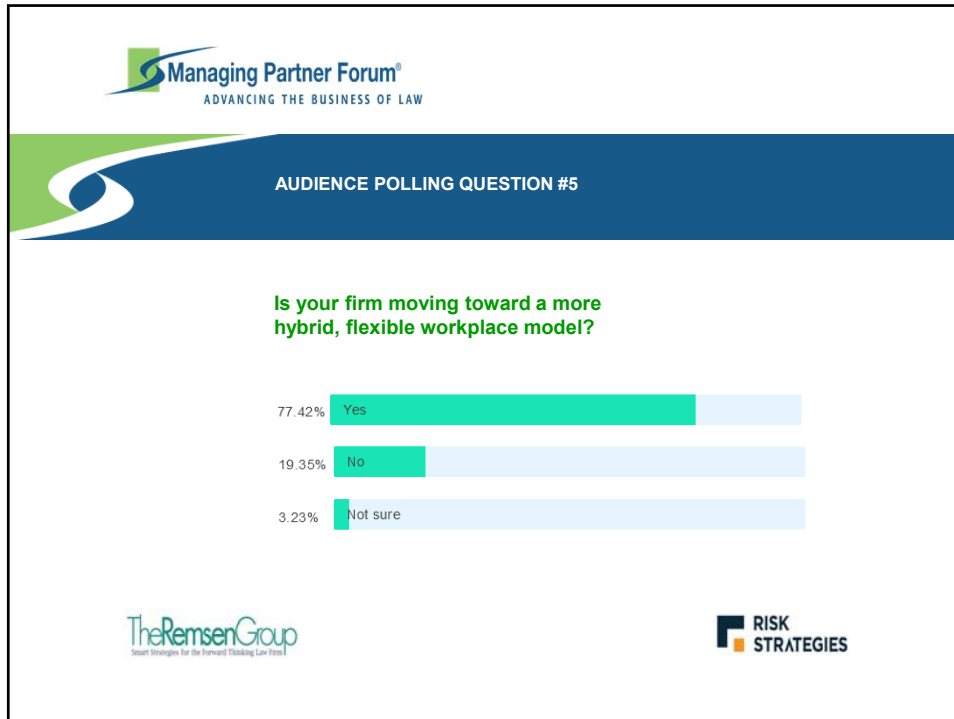
RETURN TO OFFICE: YES, NO OR MAYBE?

- Unique to Every Law Firm
- Firm Culture
- Geography
- Types of Practice/Clients
- Firm Size
- Productivity Concerns
- Current Lease Situation

The logo for CASSIN, featuring the word 'CASSIN' in a white, sans-serif font on a blue rectangular background.

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Brief History

- Began in 2002
- 28 leadership conferences
- 1,400 leaders from 1,200 law firms
- 43 US states, six Canadian provinces, other countries

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Conference Participants

- 95 managing partners and firm leaders
- Leading firms ranging in size from 9-250 lawyers
- 25 US states, 2 Canadian provinces, DC, BWI
- 49% of you have been here before

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Affiliating Organizations



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Keynote Presentation

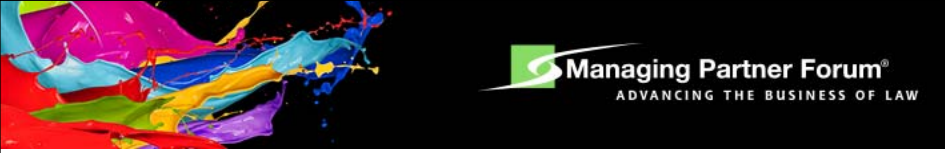
**The MPF 2021
Law Firm Leadership Survey**

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Governance Models

- **44%** have Implemented More Formal Governance Model
- **84%** have Executive/Management Committee
- **53%** have Compensation Committee
- **51%** have Industry Practice Groups
- **38%** have Associate Development Committee
- **32%** have Annual Firm Retreat

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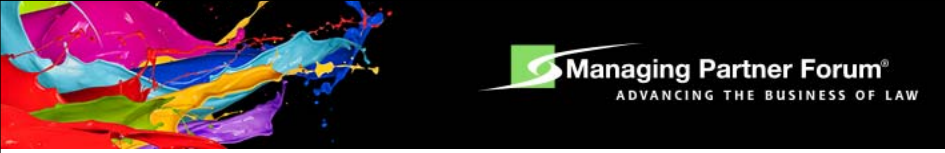
Strategic Plans

- **51%** have Written Firm Strategic Plan
 - Instill Firm-First Culture
 - Implement Marketing/Business Development
 - Improve Lawyer Productivity

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Key Performance Indicators (KPIs)

- **98%** measure billable hours
- **94%** measure collections
- **67%** measure origination credit
- **22%** measure client satisfaction
- **16%** measure employee satisfaction

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Optimistic About the Future?

2017		2019		2021	
HIGHLY	SOMEWHAT	HIGHLY	SOMEWHAT	HIGHLY	SOMEWHAT
25%	59%	27%	57%	33%	57%

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The MPF 2021 Law Firm Leadership Survey Results

2020
May 2021

CALIBRATE LEGAL GOOD2SOCIAL LEADERS IN DIGITAL MARKETING TheRemsenGroup SurePoint

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Survey Objectives

- Create the most comprehensive survey about how smaller and mid-size US and Canadian law firms are evolving and adapting to the changing marketplace for legal services
- Provide important benchmarking data to help law firms operate in a more profitable and business-like manner
- Assist law firm leaders to be more effective in their challenging, and increasingly important, roles
- Understand the strategic priorities of mid-size law firms, including their investments in marketing, business development and technology
- Identify how law firms are using KPIs and metrics to measure and improve firm performance and profitability
- Determine how law firms are evolving beyond the COVID-19 pandemic and resetting for the future

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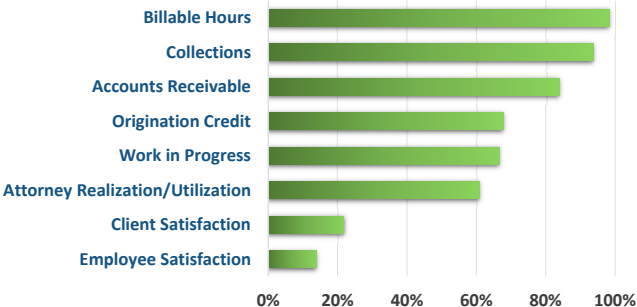
47 **Methodology**

- Confidential, online survey with 48 questions
- 213 managing partners and law firm leaders participated
- Firms ranging in size from 10-200 lawyers
- Conducted in April/May 2021


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48 **Which of these KPIs does your firm measure on a regular basis?**



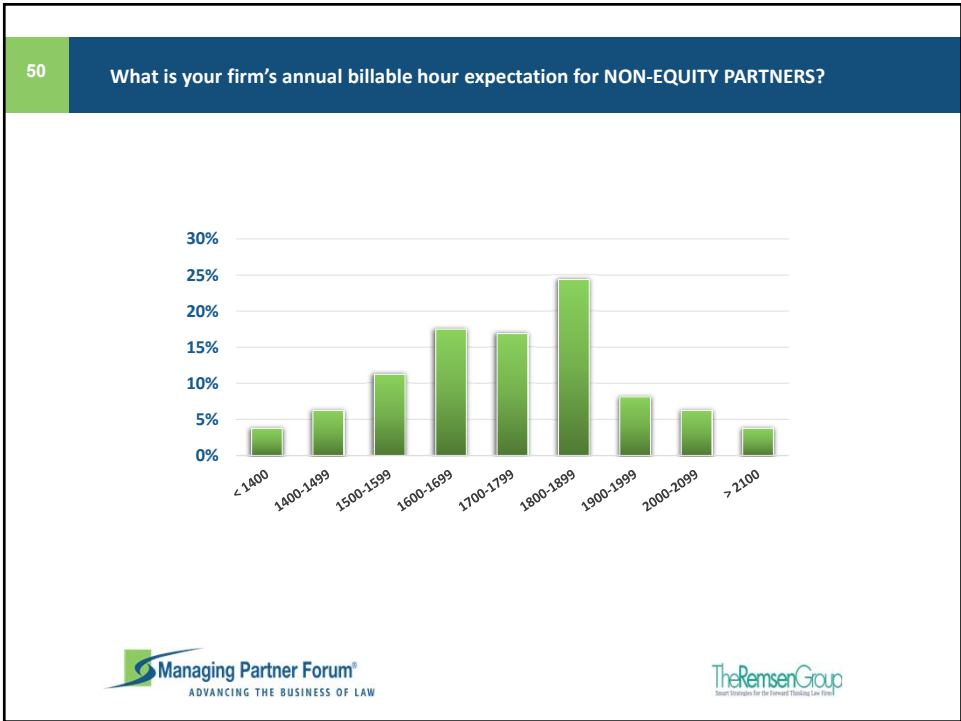
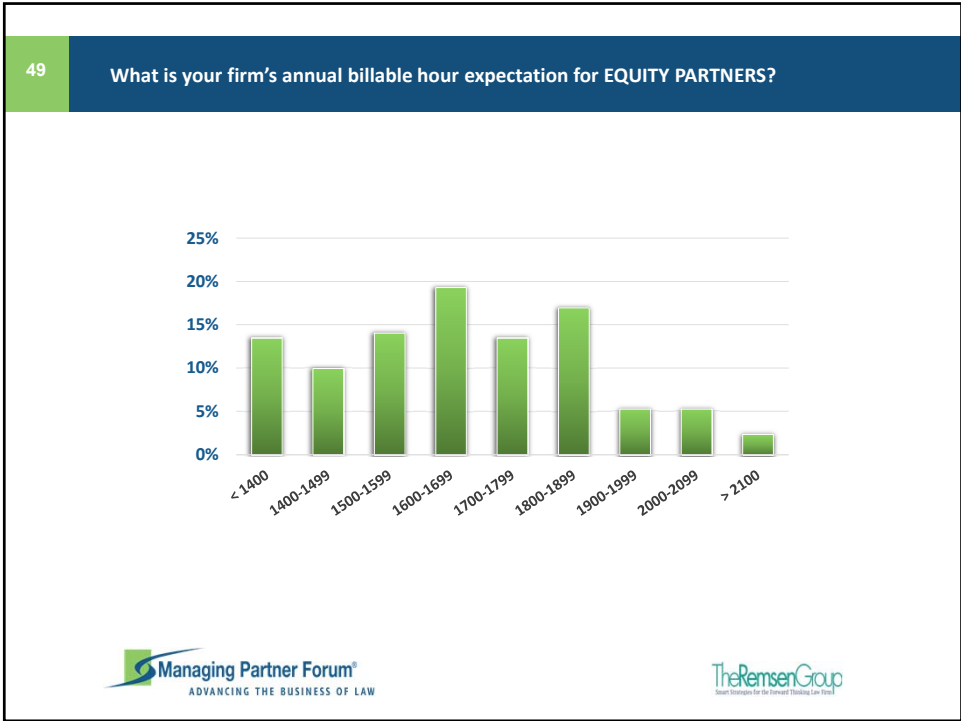
KPI	Percentage of Firms
Billable Hours	95%
Collections	90%
Accounts Receivable	85%
Origination Credit	70%
Work in Progress	68%
Attorney Realization/Utilization	65%
Client Satisfaction	20%
Employee Satisfaction	15%

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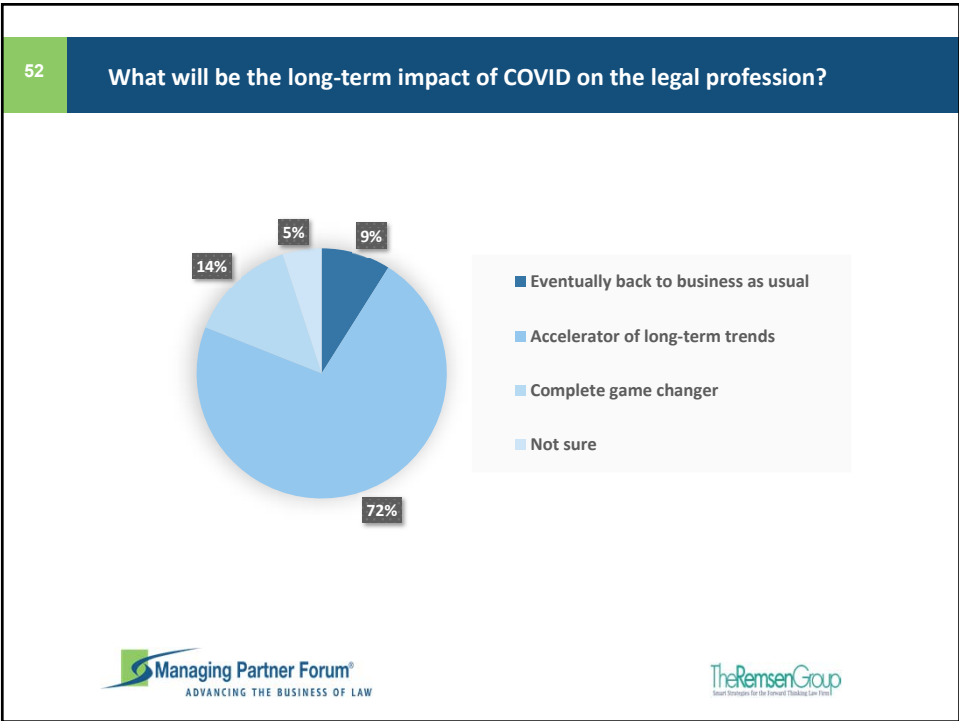
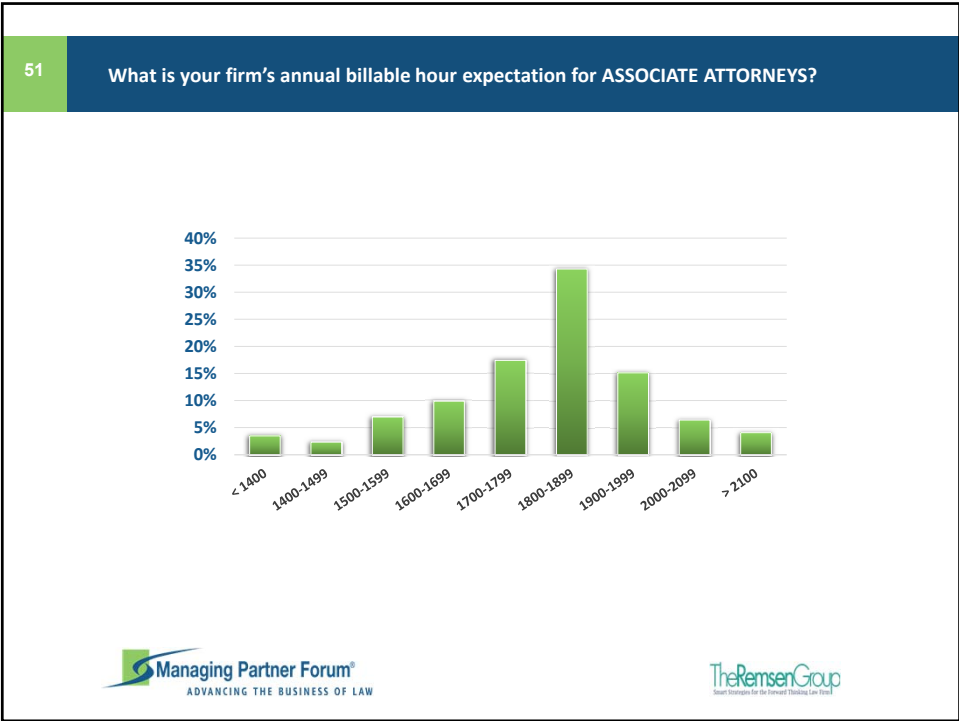
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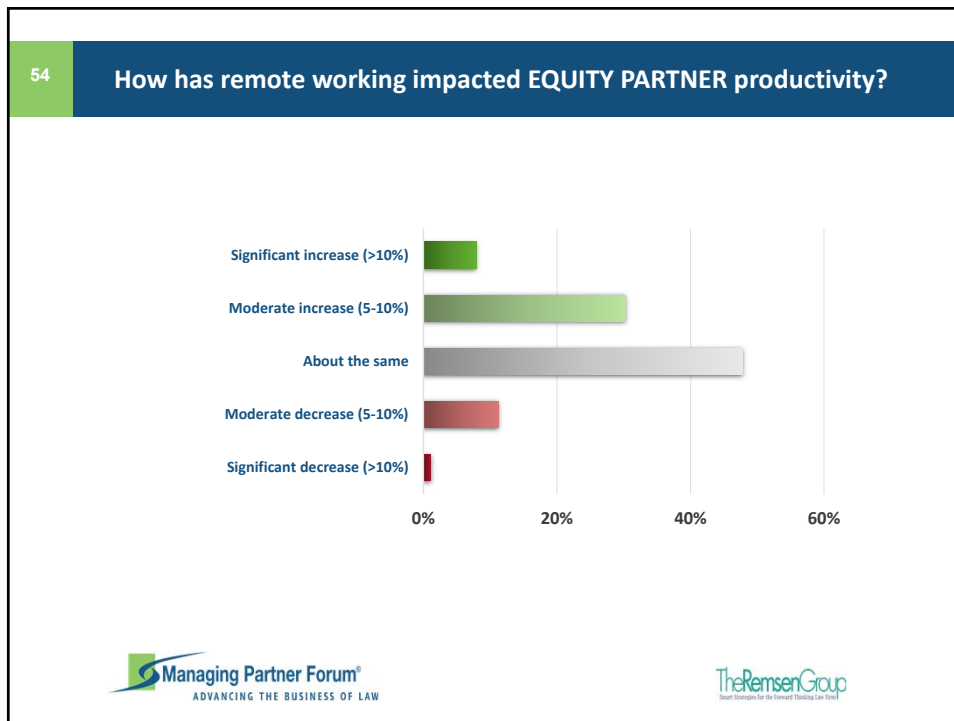
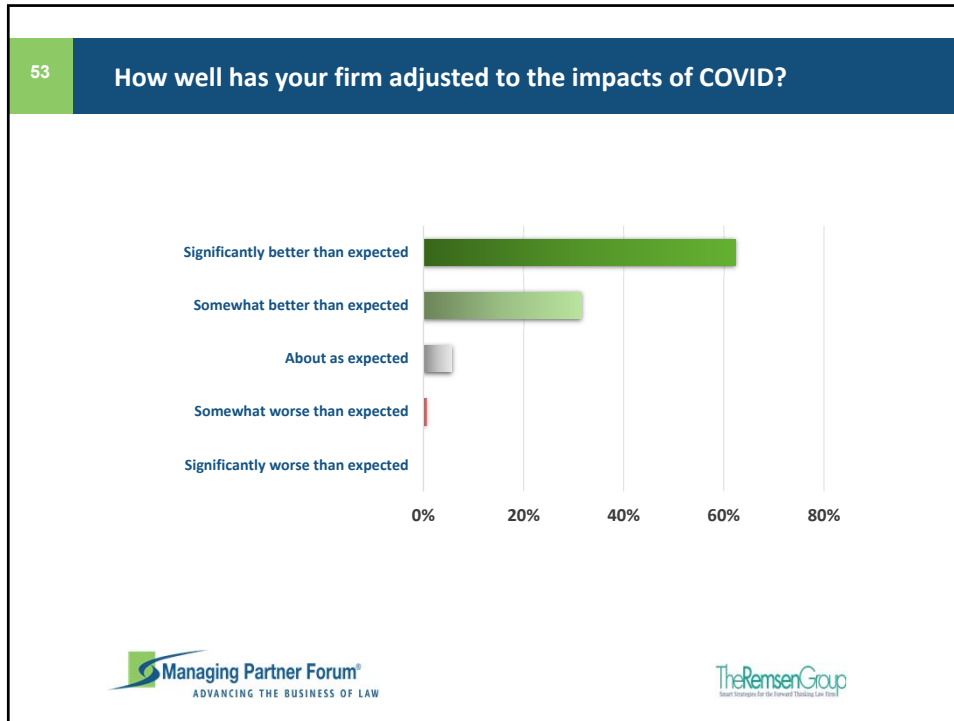
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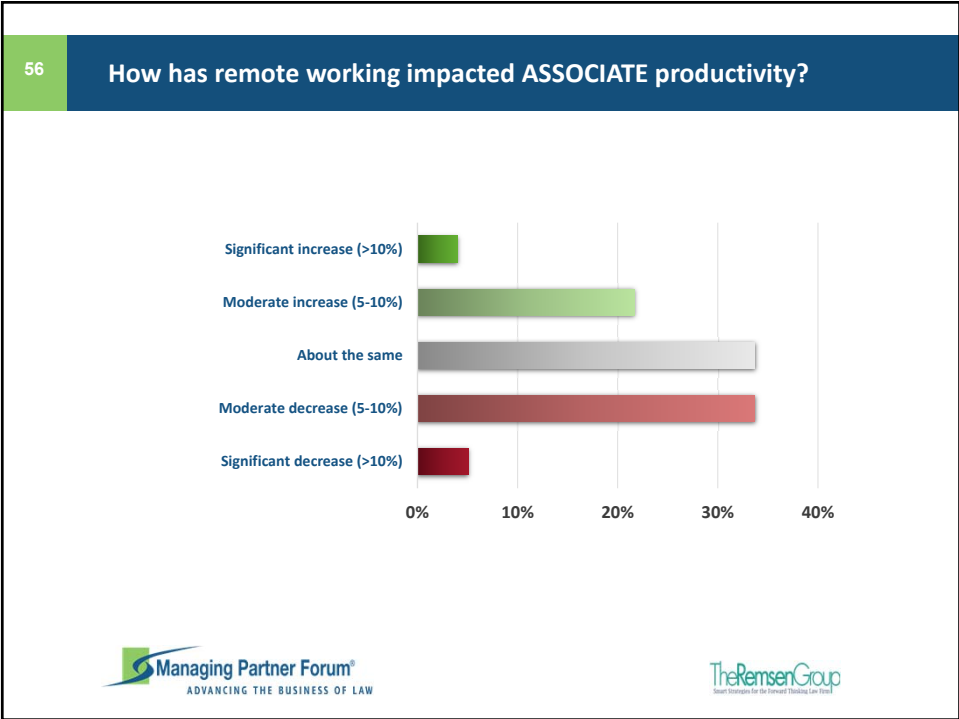
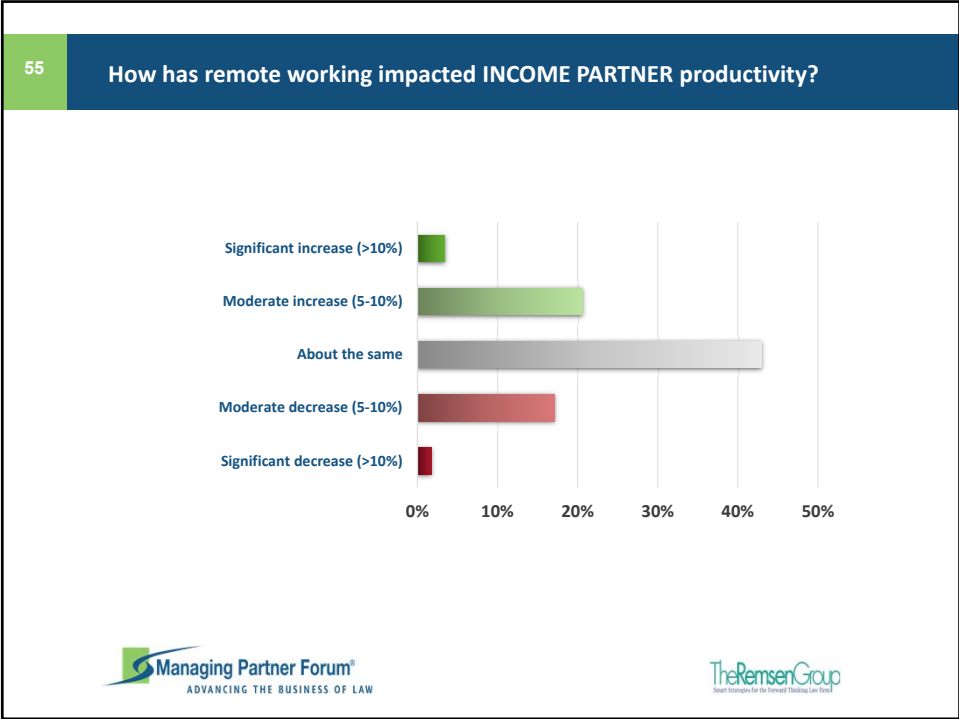
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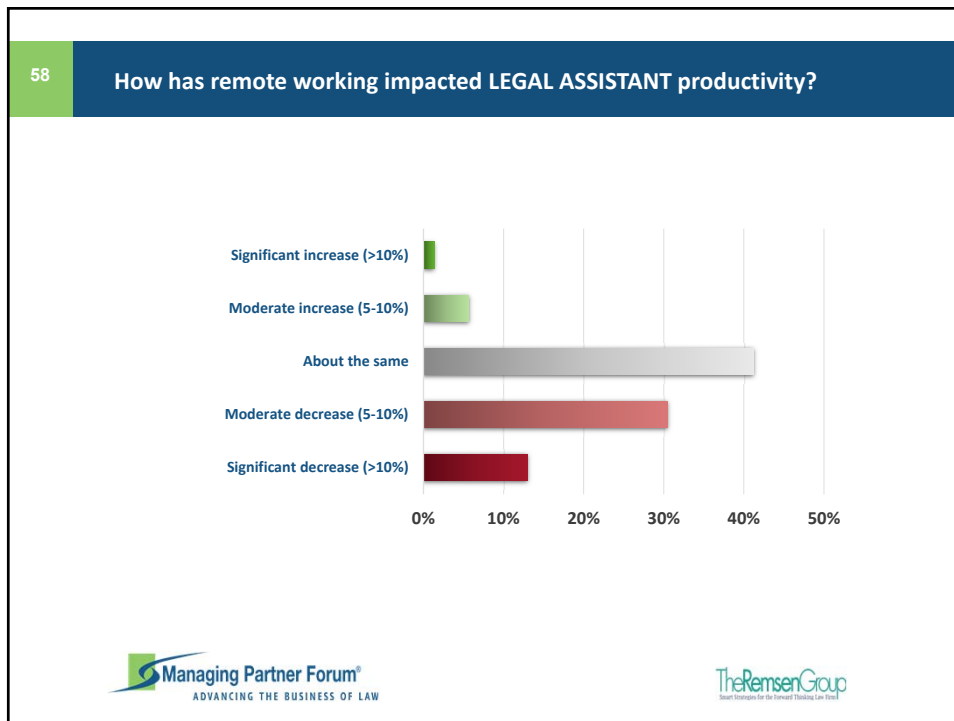
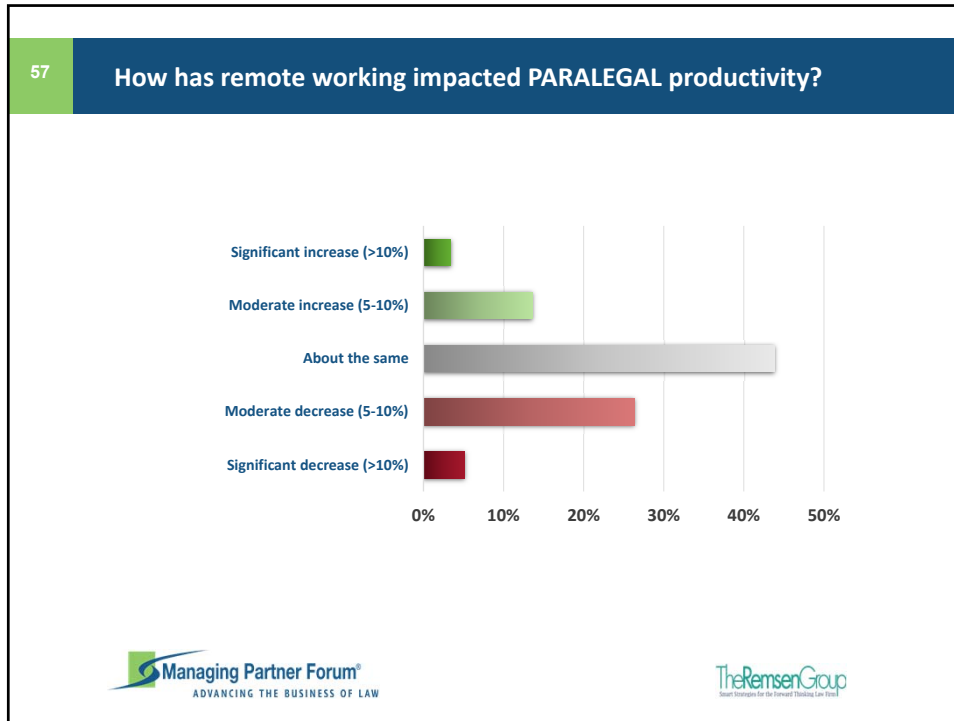
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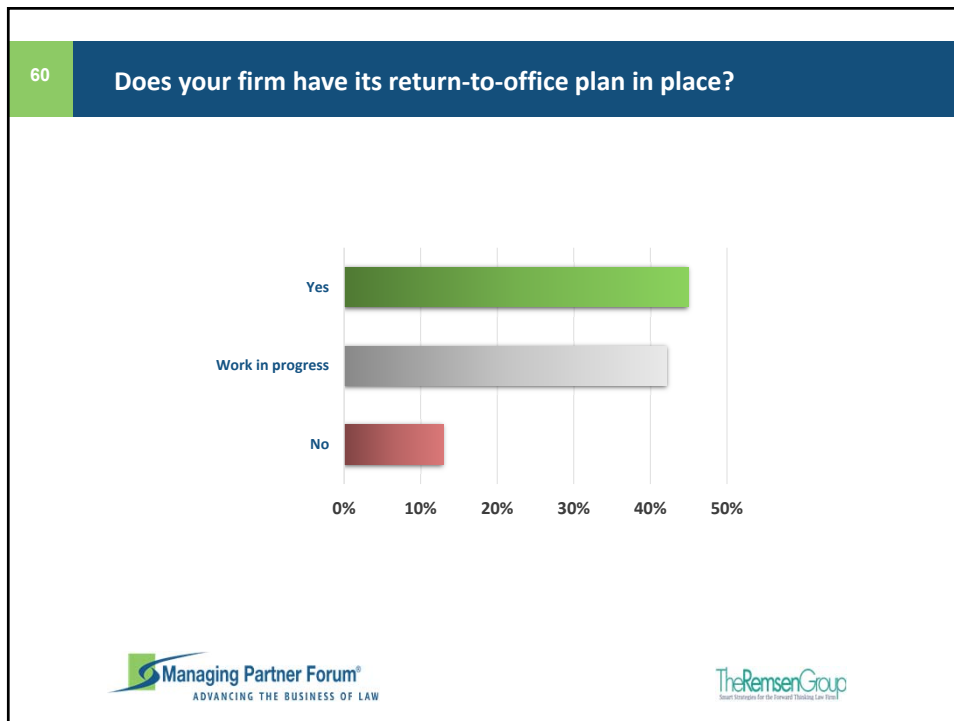
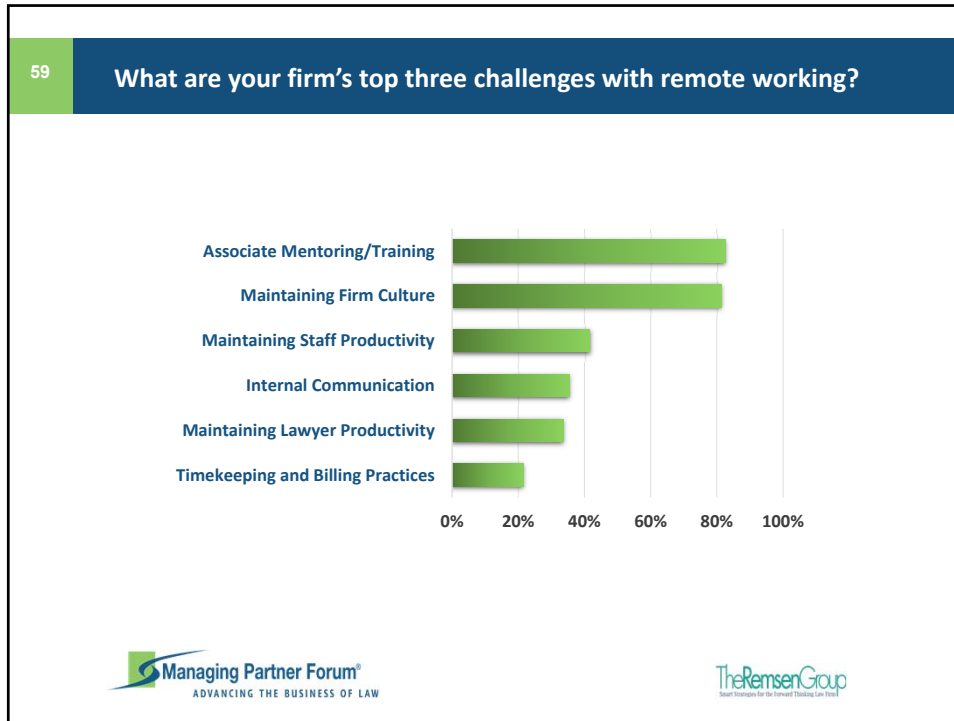
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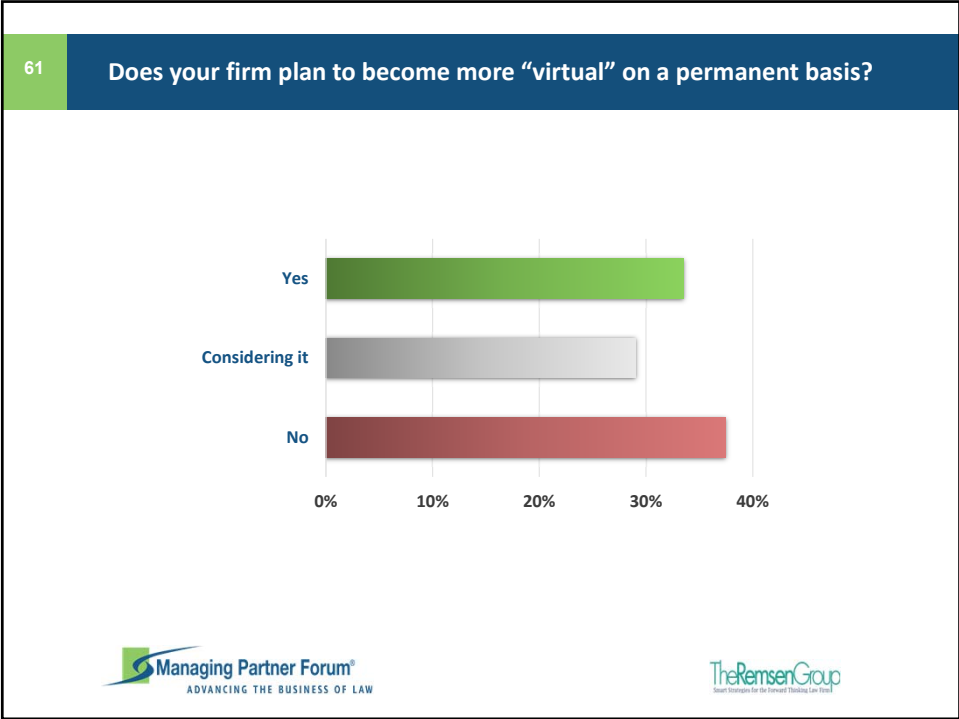
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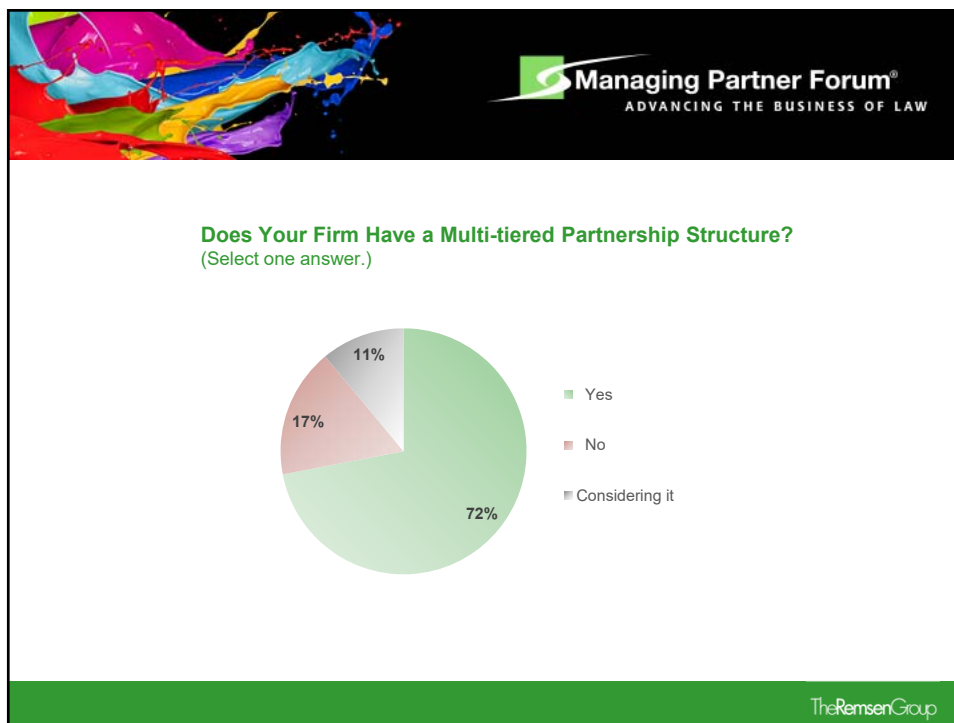
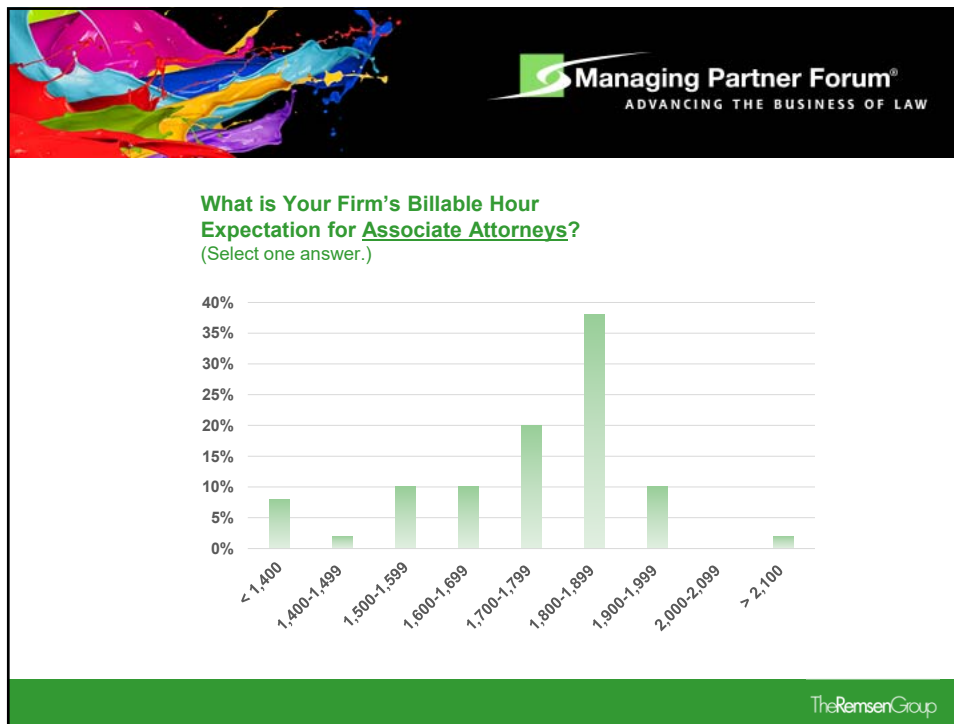
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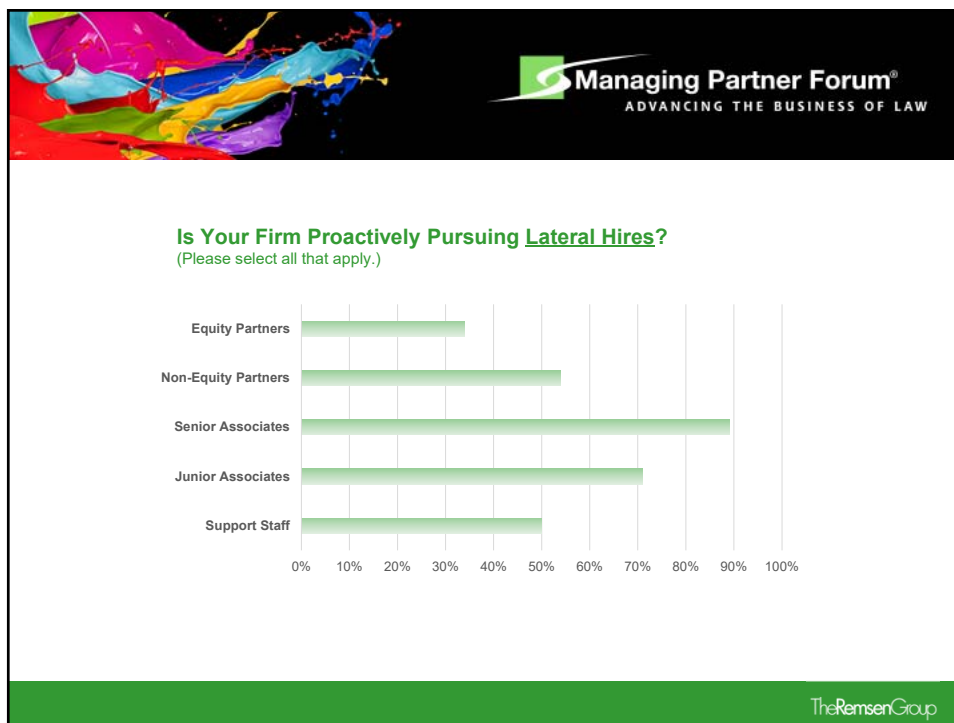
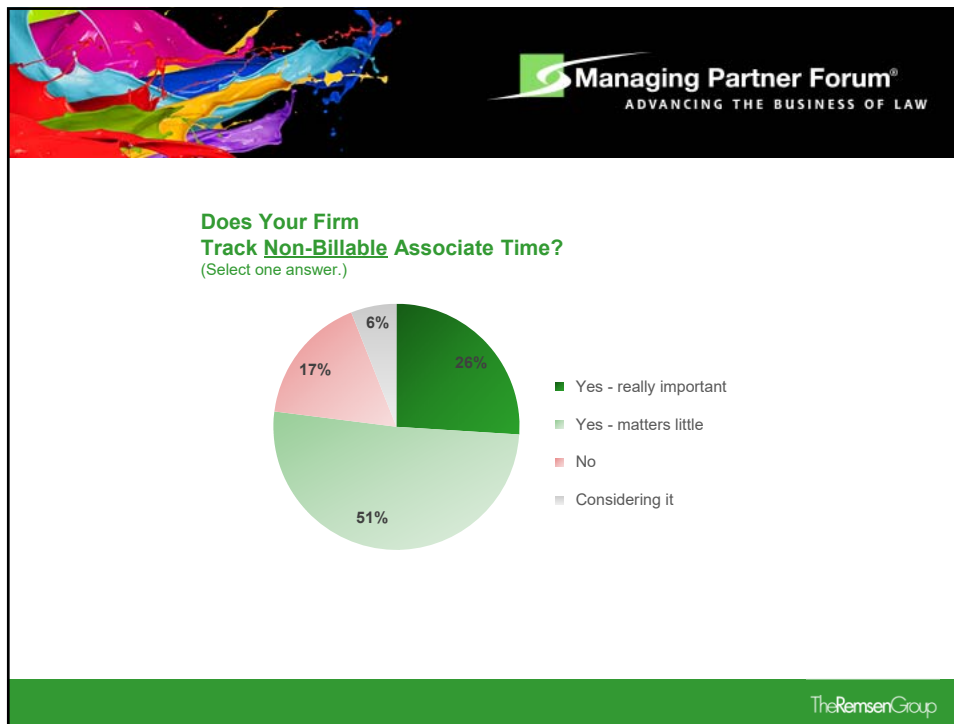
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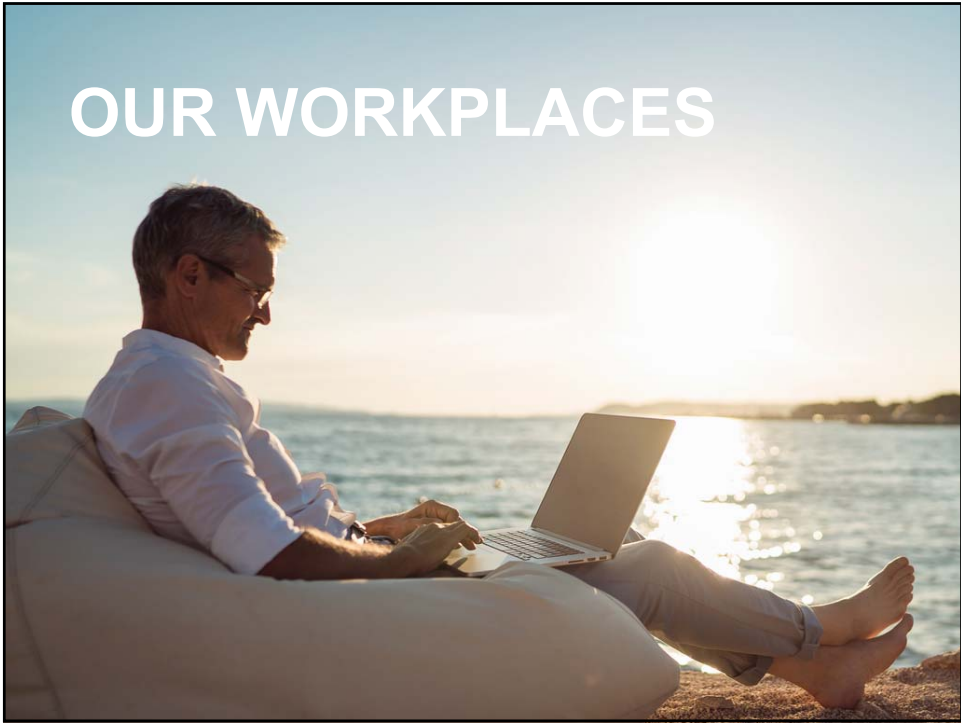
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THANK YOU

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