

High Performance Leadership Tools

High Impact Retreats

Retreats can be the catalyst for uncovering millions of dollars of new business. For ideas on maximizing the effectiveness of retreats, [click here](#) to view a New York Law Journal Article on this subject.

The "Great" Firm

Most firms are good at what they do, but can they become better? Jim Collins, in his book *Good to Great*, showed us how good companies became great companies. To read an article on how these principles can be translated and applied to law firms, [click here](#).

Strategic Planning

Effective strategic planning is a critically important, but delicate process. To understand how to navigate the potential landmines, [click here](#) to read an LMA article on avoiding the pitfalls that face most law firm planning initiatives.

The Lawyer's Role in Selling Legal Services

Many lawyers have the desire to be effective business developers, but just don't know what to do. Rarely do they take a strategic approach, and many don't possess basic tools that could make all the difference. The proper mix of new skills, personal planning and coaching could mean millions in new revenue. [Click here](#) for a description of David Freeman Consulting Group's training, planning and coaching program for individual lawyers.

Welcome to the inaugural issue of "Law Firm Leadership and Strategy Report". This publication will explore the strategic topics of planning, leadership and implementation, and will provide best practices for understanding and addressing some of the most challenging issues facing law firms and their leaders. This report, which contains some of the best thinking of your peers, will provide tools and techniques for becoming a higher performance leader. Feel free to share this with other leaders, and we welcome your feedback and insights for future editions.

**Best Practice in Strategy:
 A Planning Model for Law Firms**

by Stephen S. Aichele, Managing Partner, Saul Ewing LLP

The Naval War College in Newport, Rhode Island, at one time conducted a graduate level course for senior officers entitled "National Security Decision Making." Interestingly, the subtitle of the course was "If you don't know where you're going, it's tough to plan to get there." Although that course was obviously intended for a very different audience, the concepts of "mission discipline" and "mission orientation" can easily, and beneficially, be applied to law firms. How many times in the recent past have we observed a law firm's acquisition of an office in a distant city or an apparently unrelated group of lawyers, scratched our heads and said to ourselves, "Hmmm, I wonder what they think they're doing?" While it's not important for us to know, it is vital for them to know. I believe that any law firm can understand both where it's going, and how to get there, by following a very simple planning model symbolized by the acronym "MOST" -- Mission, Objectives, Strategies, Tactics.

Vision and Mission

At Saul Ewing, we had to determine, in the parlance of the Naval War College, where we were going. In other words, what is our vision of ourselves in the future? While many firms were obviously setting a course to become national, or even international in scope, we do not believe that the highly centralized corporate management structure necessitated by a national or international operation is consistent with our Firm personality and core values. We believe that a regional footprint, while allowing for the national practices that we already have and for those that we will grow, will allow us to retain the participatory, consensual management structure, and the one-to-one leverage model that has been our tradition. We believe that the consensual management structure retains the professional camaraderie and "personal glue" that are so important in today's increasingly competitive legal world, and that a one-to-one leverage model allows us honestly to assert to incoming associates that each of them has an equal opportunity to become a partner in our Firm. We also believe that our core values of respect for each other and respect for the profession are more easily nurtured in a firm where we can all interact in person on a regular basis.

- [Click here for full text](#) -

Upcoming Leadership Conference

NorthStar Conferences invites you to join today's savviest thought leaders as they share insights on day-to-day firm management and overall firm strategy at the next Law Firm Leadership Institute on March 11-12, 2004 at The Ritz-Carlton New York, Battery Park.

For the complete agenda and faculty listing, or to register, [click here](#) or call 1-866-265-1975 and mention Priority Code LSR1.

David Freeman's Upcoming Speaking Engagements

- **LMA 18th Annual Conference**, Orlando, March 10th: "Developing a Roadmap for Establishing a Sales and Marketing Culture in Your Firm" (co-presenting with Mark Beese, Marketing Director, Holland & Hart LLP).
- **ABA Minority Counsel Program**, Philadelphia, March 25th: "Business Development – The Power of Long-Term Relationship Building."
- **ABA Women in Law Leadership Academy**, Chicago April 17th: "Empowerment and Leadership: Taking Control of Your Career." [Click here for more information.](#)

Ask David Freeman

Do you have any questions about strategy, leadership or business development? Feel free to [email me](#) for a confidential discussion on any leadership issues you may be facing.

Feedback

I wholeheartedly welcome your feedback on this publication, ideas for future content and articles, and best practices that can be shared with our community of leaders. I can be reached via [email](#).

Marketing-Focused Leadership

by David H. Freeman, CEO & founder, David Freeman Consulting Group, LLC

What does it mean to "win" as a law firm? For most, it means attracting and retaining excellent clients. But that can't be done without effective leaders who focus the collective energy, skills and knowledge of their lawyers toward achieving those goals. The leaders best positioned to influence day-to-day activities are at the practice group level, however, for many of these leaders, their challenge is to reposition their groups as marketing machines rather than administrative and educational units. Leaders who possess the right attitudes, skills and processes can enhance the marketing focus of their lawyers, improve service to existing clients, and contribute to firm profitability.

Organizational Energy

In a service-based business like a law firm, there is a virtual tsunami of potential energy that walks in the front door every day. How that energy is released and harnessed directly impacts the quality of results. "We want to engage the individual entrepreneurial spirit, and we must take care not to douse that fire," observes Steve Armstrong, Director of Career Development at Wilmer Cutler Pickering LLP.

Motivational speeches may work for football coaches and evangelists, but to achieve long-term, sustained performance improvement, inspiration must come from within. High performing individuals like lawyers don't need to get fired up. Instead, the role of an astute leader should be to reduce or eliminate obstacles that get in the way of their natural desire to soar. Common obstacles include unclear direction, weak strategies, inadequate client development skills, lack of teamwork, poor communication with other departments, misaligned compensation structures that do not support strategic goals, and lack of personal commitment to group goals. Once the energy is unleashed, it is the job of the Marketing-Focused Leader to channel it in a way that serves personal, group and firm-wide goals.

[- Click here for full text -](#)



David H. Freeman, J.D., CEO and founder of David Freeman Consulting Group, LLC, is a former attorney from New York who for nearly a decade has been working with top law firms and corporations as a specialist in strategic planning, leadership development, retreat design and facilitation and business development. He speaks and writes nationally on leading edge methods for improving performance in law firms from the perspective of its leaders, as well as its individual lawyers.

Law Firm Leadership & Strategy Report
David Freeman Consulting Group, LLC David H. Freeman, J.D., publisher
dfreeman@davidfreemanconsulting.com
303.448.0757 © 2004 David Freeman Consulting Group LLC. All rights reserved

"Law Firm Leadership and Strategy Report" and
"High Impact Ideas for High Performance Leaders"
are trademarks of David Freeman Consulting Group LLC.