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CONTINUING LEGAL EDUCATION

A DIVISION OF THE NEW JERSEY STATE BAR ASSOCIATION

2015

Profitable Law Firm Management

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DEDICATION

THOMAS D. BEGLEY, JR., ESQ.

This book is dedicated to my colleagues, especially the lawyers and support staff at Begley Law Group, my friends in the Moose Group and the A-Team, and my colleagues at NAELA, the Elder Law Section of the New Jersey State Bar Association, and the Board of Consultants in the New Jersey State Bar Association, whose ideas are reflected in this book.

GARY B. GARLAND, ESQ.

To my friend and mentor Tom Begley, Jr., who was both my introduction and inspiration to elder law. Participating in this book, when I own so many authored by Tom, has been a pinnacle in my legal career. Thank you.

COLLEEN CARUSO, LAW FIRM ADMINISTRATOR

This book is dedicated to my Team Members at Begley Law Group, my fellow Law Firm Administrators, the Association of Legal Administrators, and, of course, my husband, Steve, and my boys, Anthony and Dominic, for their continued support.

ACKNOWLEDGMENTS

The authors would like to thank our friend Michael Weisberg, Esq., who is the former Publications Director of the New Jersey Institute for Continuing Legal Education (ICLE) and whose idea led to the publication of the second edition of this book. As always, special thanks to Sherry Ruckdeschel for her patience and perseverance and for her even disposition in the face of deadlines and similar crisis.

PREFACE

A successful law practice is based more on passion than anything else. Over the years we have learned a number of techniques from colleagues in the law and have studied the business literature for ideas. The practice of law is unquestionably both a profession and a business.

Michael Gerber, in his book *The E-Myth Revisited*, takes the position that a successful business man combines three characteristics: an entrepreneur, a manager, and a technician. To succeed lawyers must go beyond the role of technician and become entrepreneurs and managers as well. Mr. Gerber also instructs us to work *on our business* not just *in our business*. A successful law practice requires the lawyer to step away from client files for a significant period of time each month and work on the practice.

This book begins by examining the personal characteristics necessary to succeed in the profession. It moves on to discuss the development of a strategic business plan for the firm. Budgeting, timekeeping, monthly reports, firm meetings, and firm retreats all play a role in strategic planning. The authors discuss proven marketing strategies, detailing the seven keys to marketing as well as 21 marketing activities. Those that work and those that don't are all discussed.

A law firm needs clients. This book includes a chapter on marketing.

The organization of the firm, its support systems and use of space all impact profitability. Various management structures are compared and support systems are described.

The authors discuss 23 effective time management techniques that can add hours to every lawyer's day. The concept of Total Quality Management (TQM) and its importance to every law firm is outlined.

We live in an area where the average lawyer graduating from law school today can expect to be sued 10 times for malpractice during his or her career. The book discusses common malpractice traps and how to avoid them. Selected ethics issues pertaining to practice management and practice development are included.

Billing and collections vital to the cash flow of a law firm are discussed. Various billing methods are compared and the concept of value billing is explored and the administration of a billing system is examined.

The key to any law firm is its people — its partners, its associates, and its staff. Ideas are presented on how to recruit, how to interview, how to manage, and how to compensate. Employment laws that law firms deal with on an everyday basis are highlighted.

Client demand for "better, faster, cheaper" demands that law firms develop systems for the delivery of legal services. A step-by-step method for developing systems is included.

Another factor greatly affecting efficiency is the proper utilization of technology and the Internet. The book contains a discussion of hardware and software as well as ideas for utilizing the Internet.

Finally, to succeed the law firm must anticipate change early on and adapt to it quickly and profitably. The book explores some of the trends driving change, in and out of the legal profession, and makes recommendations for positioning law firms for success in the future.

ABOUT THE AUTHORS

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