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Ark Group/Managing Partner Magazine's 5th Annual Practice Group Leadership Forum

Practice Group Strategy & Execution 2011

Elevating client service standards by reconnecting value to cost and institutionalizing a greater focus on efficiency and service delivery at the business unit level

CLE credit has already been approved for this program in many states

May 19, 2011
AMA Executive Conference Center
New York, NY

There are a number of potential disconnects between policy, management assumptions and real-world practice that can adversely impact practice groups. As law firms begin to shift from a cost-plus business model to a margin-based model, action plans must change accordingly in order to accommodate new client service standards and adapt to a "new normal" in which clients require more predictable pricing, better definitions of quality, alternate staffing of matters and more.

Does your firm invest in an institutional understanding of who its clients really are and how to properly address their needs? The performance of your firm or practice group is in many ways beyond your direct control. However, the role of strategy and leadership within a firm and within each practice group or client team is of paramount importance as you strive to provide superior value for your services.

Ark Group/Managing Partner Magazine's 5th annual Practice Group Forum will not only illustrate the need to invest time and effort in establishing new initiatives that drive higher operating efficiencies—but also demonstrate how practice leaders can achieve buy-in and build consensus around a vision—striving to overcome a high opportunity cost for its lawyers, separating financial goals from operational goals, and overcoming the inherent resistance to change.

Attendees of this forum will learn:

- How to bridge the gap that divides us from our clients by adopting value as part of the sales process—providing more focus on efficiency and satisfaction while minimizing time spent on RFPs and managing billable hours
- How to leverage client input to manage expectations, staff teams, and evaluate and enhance service delivery—capitalizing on opportunities to create new services and pricing models uniquely suited to the pressures that your clients are facing
- Where practice group leaders and section chairs fit into the LPM equation with respect to training and what you need to do to create the tools necessary to make project management work
- Client intake and segmentation strategies that support the client-service objectives of the practice
- How to develop and implement effective and strategic practice group plans that clearly identify action steps to positively impact your firm's value proposition, enhancing client satisfaction
- How to effectively communicate team strategy, holding group members accountable for achieving team and economic goals--transforming best intentions into best practices

With key contributions and candid perspectives from:

- Bruce MacEwen, President, **Adam Smith, Esq. LLC**
- Lisa J. Damon, Partner and Executive Committee Member, **Seyfarth Shaw LLP**
- Beatrice Seravello, Firm Wide Practice Group Director, **Dechert LLP**
- Colleen F. Nihill, Firm Wide Director of Project Management, **Dechert LLP**
- Larry Barden, Partner, Executive Committee Member, **Sidley Austin**
- Steven B. Levy, **Lexician/Seattle** (Author, *Legal Project Management: Control Costs, Meet Schedules, Manage Risks, and Maintain Sanity*)
- Bryan I. Schwartz, Managing Partner, **Levenfeld Pearlstein LLC**
- Julious P. Smith, Jr., Chairman Emeritus, **Williams Mullen**
- Arthur M. Nathan, Practice Management Partner, **Haynes and Boone, LLP**
- Patrick J. McKenna, **McKenna Associates Inc.**
- **And many others!**

Researched by:

ManagingPARTNER

Practice Group Strategy & Execution 2011

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Agenda: Thursday, May 19, 2011

8:30AM

Registration & Refreshments

9:00AM

Opening Remarks and Introductions

Conference Chairperson: **Patrick J. McKenna**, McKenna Associates Inc.

9:15AM KEYNOTE

**The Business Case for Practice Management—Revisited:
The “New Normal” and its impact on leadership & accountability
down to the business unit level**

The “New Normal” is here to stay, if for no other reason than a lot of clients think much of it is long overdue. Denial is therefore not a coping strategy. Learn how to deal creatively—and profitably—with the implications, which will suffuse everything your firm does: Both those things it used to do that it needs to abandon and those things it's never done that it needs to learn.

Bruce MacEwen, President, **Adam Smith, Esq. LLC**

10:00AM CASE STUDY

**What's Right for Your Client is Right for Your Business:
Buy-In and Reconciling Efficiency with Profitability**

How can your practice maintain or even boost profitability while cutting fees or moving away from the billable hour? The fact is, it's no longer about hours—it's about margin. This session will not only illustrate the need to invest time and effort in establishing new initiatives that drive higher operating efficiencies—but also demonstrate how practice leaders can achieve buy-in as they attempt to overcome a high opportunity cost for its lawyers—separating financial goals from operational goals and overcoming the inherent resistance to change.

Lisa J. Damon, Partner and Executive Committee Member,
Seyfarth Shaw LLP

11:00AM Networking Coffee Break

11:30AM PANEL DISCUSSION

**Where do Practice Group Leaders and Section Chairs fit into the
Legal Project Management Equation?**

Creating the tools necessary to make project management work...

PANEL:

Beatrice Seravello, Firm Wide Practice Group Director, **Dechert LLP**,
Colleen F. Nihill, Firm Wide Director of Project Management, **Dechert
LLP**, Larry Barden, Partner, Executive Committee Member, **Sidley
Austin**, Steven B. Levy, **Lexician/Seattle** (Author, *Legal Project
Management: Control Costs, Meet Schedules, Manage Risks, and Maintain
Sanity*)

12:30PM Networking Luncheon

1:30PM

**Client Intake and Segmentation Strategies that Support the
Client-Service Objectives of the Practice**

It is critical that the practice group (and particularly the section chair or PGL) be able to make accurate determinations of what they are good at, what the group is capable of doing effectively and what they should avoid. There are a number of potential disconnects between policy, management assumptions and real-world practices that can adversely

impact practice groups. This case study driven discussion will illustrate the need for proper alignment of the practice group around a particular client focus—supporting both the goals of the structure (and firm) while wrapped around the goals of the client.

- Determining the market segment of clients (lower middle, middle market, upper middle or Fortune 500)
- Determining the type of client (by industry, target individual, i.e. CEO, CFO or in-house counsel)
- Determining key components (start-up, professional management, degree of capitalization)
- Aligning the group around intake standards consistent with decisions
- Attorney recruiting alignment with client focus

Bryan I. Schwartz, Managing Partner, **Levenfeld Pearlstein LLC**

2:30PM PANEL DISCUSSION

Adopting Value as Part of the Sales Process

Changes in firm, practice, client relationship, and pricing management present a number of new challenges that can impact your group's ability to attract, retain and grow clients. A number of law firms are adapting business processes to better manage and assess client expectations—while getting closer to clients in an effort to keep the work they already have as well as find new sources of business in familiar places. This interactive panel discussion will illustrate how some firms are leveraging client input to manage expectations, staff teams, and evaluate and enhance service delivery—capitalizing on opportunities to create new services and pricing models uniquely suited to the pressures that your clients are facing.

PANEL:

Julious P. Smith, Jr., Chairman Emeritus, **Williams Mullen**,
Arthur M. Nathan, Practice Management Partner, **Haynes and Boone,
LLP**, *Others TBA*

3:30PM Networking Coffee Break

3:45PM CLOSING DISCUSSION/GROUP EXERCISE

Developing a Strategic Direction for Your Practice Group

In many firms, a practice group plan has traditionally consisted of nothing more than some fill-in-the-blanks template that asks members to identify their perspective clients, their referral sources, their client service activities and a number of other mundane business development aspects. Today, those same groups are facing an environment of decreased client demand and a zero-sum competitive challenge - achieving any growth primarily at your competitor's expense. This challenge requires that your practice group will need to develop a more sophisticated methodology for crafting a meaningful growth strategy. The objective of this concluding session is to demonstrate a process that you can utilize with your practice group members to help you assess your position relative to competitors in your marketplace, identify your best areas of growth opportunity, and develop specific action plans for capitalizing on those areas where you can improve your firm's market position and secure the most profitable business.

Patrick J. McKenna, McKenna Associates Inc.

4:45PM End of Conference



Practice Group Strategy & Execution 2011

	Attendee 1	Attendee 2	Attendee 3
Name			
Job Title			
Organization			
Address			
Zip Code			
Phone			
Fax			
Email			

Signature

I have read the terms and conditions below

- ☐ Registration Fee \$995
- ☐ I am registering for this forum before April 8th and would like to claim my 15% early bird discount

For team discounts, please call Peter Franken at 773 281 4275

Please note: payment must be received in full prior to the event to guarantee your place



Card number

Expiration Date

Security Code

- ☐ Payment in the mail (checks made payable to Ark Group USA)
- ☐ **Multiple bookings: please invoice separately**

Registration conditions

- Registrations can be submitted at any stage prior to the event, subject to availability. A limited allocation is being held and registering early is therefore recommended, in the event of the registration not being accepted by Ark Group the total amount will be refunded.
- Payment must be received in full prior to the course.
- All speakers are correct at the time of printing, but are subject to variation without notice.
- If the delegate cancels after the registration has been accepted, the delegate will be liable to the following cancellation charges:
 - Cancellations notified over 45 days prior to the event will not incur a cancellation fee.
 - In the event of a cancellation being between 45 and 30 days prior to the event, a 20% cancellation fee will be charged.
 - For cancellations received less than 30 days prior to the event, the full delegate rate must be paid and no refunds will be available.
- All registrations submitted by e-mail, fax, or over the telephone are subject to these booking conditions.
- All cancellations must be received in writing.
- Ark Group will not be held liable for circumstances beyond their control which lead to the cancellation or variation of the program.
- Please make checks payable to Ark Group USA.

Ark Group USA will not use your email address or information for any purpose other than distributing our conference and event notices.

Venue and Accommodations

This full-day forum will take place at the **AMA Executive Conference Center**, New York - located within the Crowne Plaza Hotel at 1601 Broadway, New York, NY 10019. For information regarding other nearby hotels (many within walking distance to the venue) please contact Peter Franken at Pfranken@ark-group.com or by phone at 773.281.4275. We hope to see you there!

Who Will Attend This Forum?

Ark Group/Managing Partner Magazine's, **Practice Group Strategy & Execution** is a full-day forum designed primarily for practice group leaders, section/departments chairs, CMOs, managing and senior partners as well as thought-leaders in practice management and business development. This is an ideal forum for anyone involved in the development and execution of legal service delivery and the ongoing effort to reconcile the effective practice of law with the business of law.

EARN CLE CREDIT

Ark Group is happy to provide all necessary documentation to facilitate and fulfill requirements for CLE credit. Please contact Peter Franken at 773.281.4275 or by email (pfranken@ark-group.com) for more details!



Practice Group Strategy & Execution 2011

THIS CONFERENCE WILL BE HELD AT:

AMA Executive Conference Center

1601 Broadway
New York, NY 10019
212.586.8100

<http://www.amaconferencecenters.org/new-york.htm>

THURSDAY, MAY 19, 2011 — NEW YORK, NY



The executive conference center is conveniently located at 48th & Broadway (inside the Crowne Plaza Hotel) in the heart of New York City's bustling Times Square.

Recommended Hotels (within walking distance to the forum venue):

Belvedere Hotel

319 W. 48th Street
New York, NY 10036
212.245.7000 > Reservations
<http://www.belvederehotelnyc.com/>

Crowne Plaza Manhattan

1605 Broadway
New York, NY 10019
212.977.4000 > Reservations
<http://www.cpmannhattantimesquare.com/>

Sheraton Manhattan

790 7th Avenue
New York, NY 10019
212.581.3300 > Reservations
<http://www.starwoodhotels.com/sheraton/property/overview/index.html?propertyID=425>

Marriott Renaissance New York Times Square

714 7th Avenue @ W. 48th Street
New York, NY 10036
212.765.7676 > Reservations
<http://www.marriott.co.uk/hotels/travel/nycrt-renaissance-new-york-hotel-times-square/>

***Recommendations on the Upper West Side (a short cab ride to the venue):**

On The Ave

2178 Broadway at W 77th Street NY 10024
1.800.509.7598 | 212.362.1100
<http://www.ontheave-nyc.com>

The Lucerne—New York

201 WEST 79 STREET NEW YORK, NY 10024
212.875.1000 OR 800.492.8122
<http://www.thelucernehotel.com/>

Directions and Maps

*AMA New York Executive Conference Center
1601 Broadway
New York, NY 10019*

The following can be used as a guide for your visit to the Executive Conference Center, New York. If you should have any further questions, please do not hesitate to call us at 773-281-4275.

Directions

American Management Association (located in the same building as the Crowne Plaza Hotel) 1601 Broadway at 48th Street near Times Square. Entrance is on 48th Street.

From PENN PLAZA to 1601 BROADWAY (Fastest Route):

1. Going west on W. 33rd St. toward 8th Ave. 0.11 miles
2. Turn RIGHT onto 8th Ave. 0.85 miles
3. Turn RIGHT onto W. 50th St. 0.12 miles
4. Turn RIGHT onto BROADWAY. 0.06 mile **For additional driving directions and maps click here** <http://www.mapquest.com/>

Transportation

Airport Transportation:

Transportation to/from the airport is available for a fee via Super Shuttle. Upon arrival at the airport, proceed to the Ground Transportation desk located near baggage claim, the Super Shuttle agents there will assist you. For your return trip to the airport, contact Super Shuttle at least 24 hours in advance at 1-800-BLUE-VAN x3. New York taxi cabs are also available and rates can vary depending on the airport.

These three airports serve New York City:

John F. Kennedy International Airport, approximately 15 miles (estimate one hour travel time) from mid-Manhattan.

LaGuardia Airport, approximately 8 miles (estimate 30 minutes of travel time) from mid-Manhattan.

Newark International Airport, borders on the cities of Newark and Elizabeth, NJ, approximately 16 miles (estimate 45 minutes of travel time) from mid-Manhattan.

Parking:

There are parking garages available on 48th and 49th streets, as well as at the Crowne Plaza Hotel.

Bus:

From Uptown: **M 7, M 10, M 104**, exit at 50th St. and Broadway.

From Downtown: **M 10, M 104**, exit at 49th St. and 8th Ave.

M 5, M 6, M 7 exit at 49th St. and 6th Ave.

SUBWAY



To 47th-50th St.-Rockefeller Center



To 50th St. & 8th Avenue



To 50th Street



To 49th Street



To 51st Street

