

### Lawyer Metrics Products and Services

This document contains two graphics. The first is a matrix that groups law firm “pain points”. The top axis group everything based on either selection or development (the two major branches of Lawyer Metrics Products and services). The left axis groups the problems by junior lawyer, senior lawyer, change management, or economic/conceptual. This “pain points” document was created very methodically by identifying, grouping, and simplifying every human capital related problem that worries law firm management. Note that the numbered pain points are cross-referenced in the second graphic.

The second graphic is a hierarchical flowchart that groups and priorities our products and services. Initial and potential products and services are identified by the multi-colors boxes on level four. The colors reflect the relative priority of each product or service. This order was determined by rating each potential offering on three criteria: (1) what is the perceived market need? (2) what is our ability to effectively address this problem? and (3) what is the degree of likely cultural resistance? Note that one product, “Organizational Success Study,” is listed in all six level three sub-branches. This is because an organizational success study, once complete, informs human capital decisions in all the other sub-branches.

Finally, next to each product or service is a numbered gray box, which lists the corresponding “point pain” that the product or service is designed to solve.

# 12 Pain Points

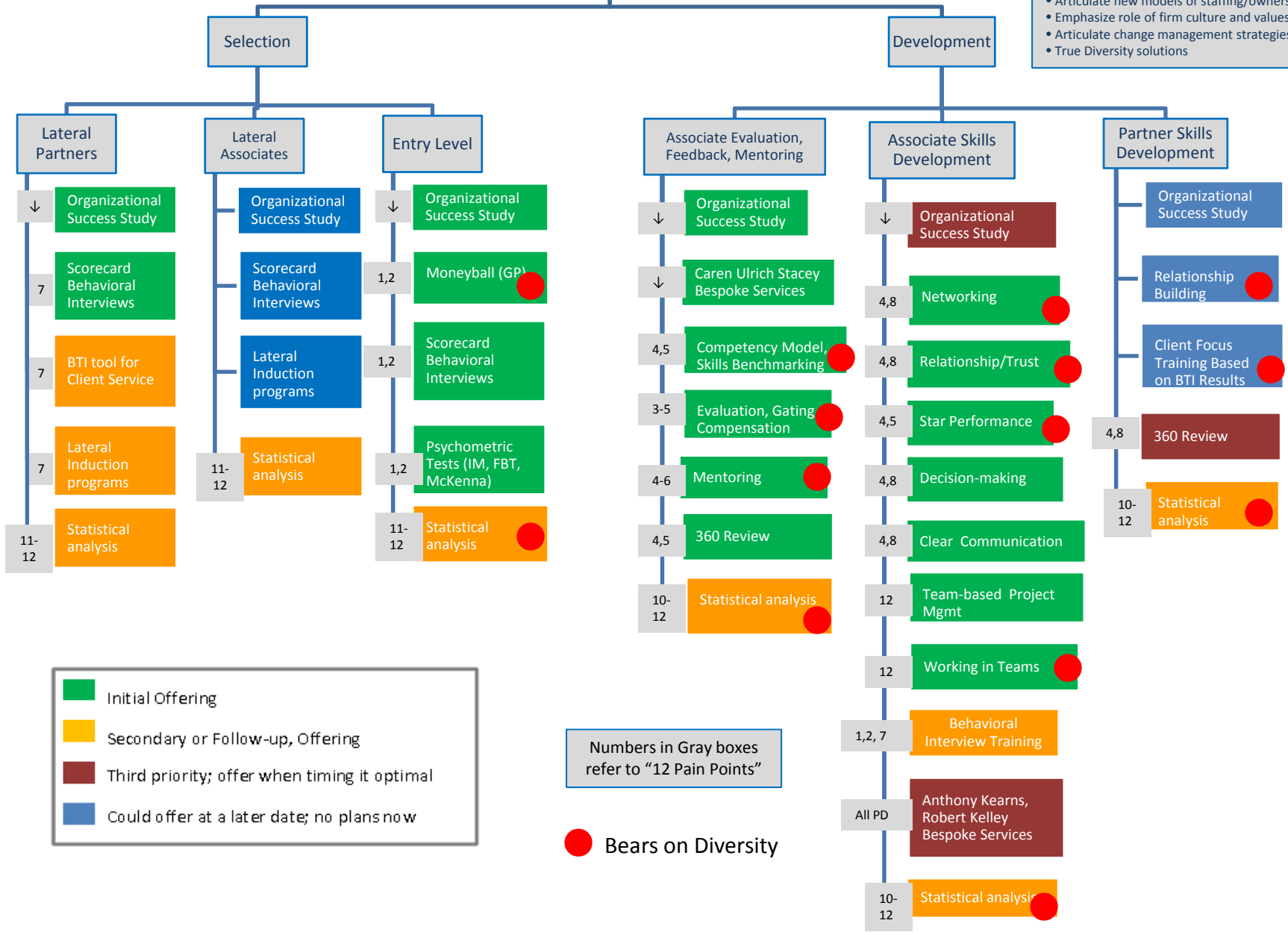
Area	Selection	Development
Associates	1. Hire too many "C" Players associates;	3. Gating system is ill-defined, inefficient, unpleasant for everyone
	2. Overlook too many "A" players	4. Skills progression is ill-defined; feedback is inadequate; future "A" players and franchise players not rewarded. Produces dissatisfaction and attrition. Transition to partner is poorly managed; expectations not identified and communicated.
Senior Level	5. Not enough Stars/Franchise players	
	6. Too few minority partners	
	7. Too many lateral partners fail or fall short of expectations	8. Skills of senior lawyers plateau, become overpriced associates
Change Management	9. No evidence that alternates (a) would work better, (b) not damage firm's brand (Above the Law)	10. Lack metrics to guide/allocate PD budget and calculate ROI
Conceptual / Economic	11. Functional disconnect between recruitment and development. Need conceptual clarity	
	12. Functional disconnect between talent management and overall firm strategy. Need conceptual clarity.	

# Breakdown of Lawyer Metrics Initial and Potential Products and Services

## Lawyer Metrics

**Thought Leadership:**

- Provide Conceptual Clarity
- Create Vocabulary
- Show power of data
- Openly discuss negative effects of org incentives
- Articulate new models of staffing/ownership
- Emphasize role of firm culture and values
- Articulate change management strategies
- True Diversity solutions



Initial Offering  
 Secondary or Follow-up, Offering  
 Third priority; offer when timing it optimal  
 Could offer at a later date; no plans now

Numbers in Gray boxes refer to "12 Pain Points"

● Bears on Diversity