

SPEAKERS

CONFERENCE CHAIR



Alastair Carruthers, Chief Executive, Chapman Tripp, Wellington

Alastair joined Chapman Tripp in April 1994 as its Wellington office Business Development Manager. He was appointed National Business Development Director in 1995, and Chief Executive in January 1998.

A graduate of Victoria University of Wellington, Alastair has also studied writing at North Carolina State University, and completed short courses at Cornell University and Harvard Business School. In 1999 he won the NZIM/IBM Central District Young Executive of the Year Award. He has been a member of the Arts Board of Creative New Zealand since 2001.

SPEAKERS



Sam Beasley, FMRC Legal Pty Ltd, Sydney

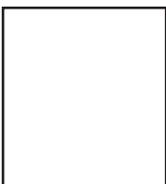
Sam is a founding director of FMRC Legal, a legal practice management consulting firm providing legal practice management, research, training and consulting services to Australasian legal firms for more than 30 years. He is a Fellow Certified Practising Accountant with a masters degree in economics and is experienced in all aspects of legal practice management.

Sam has undertaken assignments assisting firms to improve partnership profitability, introducing remuneration schemes, entry and exit models, consultancy arrangements and assisting partners adjusting their careers. These assignments require experience, a detailed knowledge of the legal profession and legal practices and the capacity to deal with complex and sensitive issues in a confidential and sensitive way.



Dr George Beaton, Managing Principal, Beaton Consulting, Melbourne

George was for 15 years a senior member of academic staff at the Melbourne Business School at the University of Melbourne, where he taught business strategy and marketing to MBA and other post-graduate students, and senior executives. He has written for *Management of the Australian Law Practice*, *Marketing in Practice* and *Professional Marketing*, and is a regular commentator on professional services for the *Australian Financial Review*. His own management experience includes senior executive roles in consulting, advertising and market research firms.



Maggie Callicrate, Chief Executive, Bell Gully, Auckland

Maggie rejoined Bell Gully as chief executive in August 2002, having previously held the position of national practice manager with the firm from 1996 to 1999.

A native of Colorado, she has wide experience in law firm leadership and management, and has held senior management positions in law firms in both New Zealand and the US. In her current position, Maggie is responsible for the management and development of a law firm with some 520 staff and a client list that includes New Zealand's largest companies. She is a Fellow of the College of Law Practice Management and a member of the Association of Legal Administrators.

A graduate in business administration of the University of Colorado, Maggie completed her MBA through the Presidential/Key Executive Program at Pepperdine University, California, in April 2002.



Paul Malliaté, Regional Executive Officer – Asia Pacific, Baker & McKenzie, Sydney

Paul initially qualified as an accountant before going on to study law and then complete an MBA. He held a number of corporate management positions before starting his career in professional services as finance and administration manager at a small/mid-sized law firm. He moved through a succession of roles, including finance director, general manager, chief operating officer, executive partner and more recently, national managing partner for the Australian offices of Baker & McKenzie before becoming the regional executive officer of the Asia Pacific region.



Anthony Mitchell, Director, Bendelta, Sydney

Bendelta is a strategic advisory firm specialising in assisting businesses to develop and implement major change, especially to drive superior long-term performance. Anthony is based in Sydney and assists clients in Europe, North America, Asia and Australasia, with a particular focus on professional services, especially law firms. He has worked closely with a wide range of law firms, from Scotland to Dunedin, and from sole practitioners to 200-plus partner firms. He has assisted law firms to improve their operations in numerous ways, from better strategic planning and organisational structure to improved leadership and enhanced partner profitability. Before joining Bendelta, Anthony was with Sheffield Consulting Group for 12 years, most recently as the partner in charge of Australia.



Kriss Will, Managing Director, Kriss Will Consulting Pty Ltd, Melbourne

Kriss Will Consulting Pty Ltd is a consultancy firm specialising in management consulting and training and development for professional service firms. Kriss has a Masters of Business Administration and an honours arts degree (major in psychology).

With over 15 years' experience working in and for law firms, Kriss has a great understanding of the people management issues facing busy law firms.

CONTENTS

THE OUTLOOK FOR NEW ZEALAND LAW FIRMS.....	1
Dr George Beaton	
Industry structure today.....	1
Trends and forces affecting the New Zealand legal profession	3
The future landscape	4
Implications and options	5
<i>Deliberate formulation of strategies</i>	5
<i>Maximising implementation success</i>	6
Conclusion	6
PRACTICE PROFITABILITY AND PERFORMANCE IMPROVEMENT	11
Sam Beasley	
Does size matter?	11
Achieving sustainable high-performance?.....	12
The financial performance drivers and benchmarks	13
Employed fee earners per equity principal.....	13
Maximising productivity.....	14
Hourly charge rates	14
Recovery of effort – WIP write-downs	15
Personal fee generation	15
Profit margin and expense control	15
PLANNING FOR YOUR FIRM’S FUTURE – THEORY AND PRACTICE.....	17
Maggie Callicrate	
Strategic planning: The theory	17
Leadership and cultivating a shared outlook.....	21
Bringing the plan to life – some practical considerations	21
THE LEADERSHIP CHALLENGE FOR LAW	23
Anthony Mitchell	
How is this insight useful?.....	25
What leadership means:	25
How individuals may improve their leadership:	25
MAXIMISING PERFORMANCE – HOW TO GET THE BEST OUT OF EVERY STAFF MEMBER.....	27
Anthony Mitchell	
YOUR PEOPLE AND YOUR BUSINESS	31
Kriss Will	
Beyond staff satisfaction – employee engagement	31
<i>Employee engagement</i>	31
<i>Presenteeism</i>	32
<i>How do I find out more about my employees’ level of engagement?</i>	32
<i>Once you know the barriers / issues, where to next?</i>	33
<i>Get the partners on board</i>	34
<i>Get management on board, and think “good management”</i>	34

Developing the well rounded lawyer – key areas for learning.....	35
<i>Simple Linear Training Programmes</i>	35
<i>Level</i>	35
<i>Broadening the content</i>	36
<i>Broaden the learning opportunities</i>	37
<i>Where to from here?</i>	38
The changing workforce demographics – time to stop and think	39
<i>“You can’t teach an old dog new tricks”</i>	40
<i>“Old and sick”</i>	40
<i>“Old and slow”</i>	41
<i>“Old and expensive”</i>	41
<i>“Tired old partners....”</i>	41
THE EXTRAORDINARY PRACTICE MANAGER – HOW TO BE ONE / HOW TO NURTURE ONE	43
Paul Malliaté	
APPENDIX: THE “OUTLOOK” STUDY FOR NEW ZEALAND LAW FIRM	67