

performance management

a better way to get the best from your law firm

Walker Clark consultants will help your firm improve the way in which you manage the performance of each individual and group. To do this, we use an array of tools that include psychological instruments, goal setting, coaching and feedback, professional development, and improved compensation systems.

What makes the Walker Clark approach different is that we approach these subtle and often complicated issues in an integrated fashion, rather than on a hit-or-miss ad hoc basis. This provides consistency and direction, which in turn produce measurable benefits in terms of productivity and profitability.

Performance management improves a law firm's financial performance by improving the performance and commitment of each person, as well as traditional measurements of revenue collections and business development. Performance management can enable the law firm not only to encourage success on the individual level, but to measure firm-wide success with quantifiable indicators. Examples include:

- Improved average revenue per lawyer and per fee earner;
- Improved productivity among associates, using metrics such as average hours billed to clients and average collected revenues;
- Improved retention rate of associates;
- Lower internal operating costs, using metrics such as average operating costs per fee earner and their ratio to average revenue per fee earner; and
- Improved profitability, using metrics such as average net income per lawyer and average profits per partner

Firm-wide and practice group goals in areas such as these permeate the entire firm in the form of individual performance goals. Individual goals are the heart of the performance management system. Every fee-earner develops individual performance goals that show how each person will contribute to overall firm goals, especially in areas related to revenue production, business development, improved realization, and professional development. Each of these areas can easily translate into an individual performance goal that is specific, measurable, agreed, realistic, and time related.

Performance management systems also place a very strong emphasis on coaching, feedback, and mentoring. Each occurs frequently and regularly throughout the firm, not just during the formal six-month or annual review. The most effective performance management systems also link personal performance goals, coaching and feedback, and mentoring to structured career development and advancement paths and to the firm's compensation system.

Walker Clark can help your firm improve your existing performance management system. For more information, contact Lisa Walker Johnson by e-mail at walkerjohnson@walkerclark.com or by telephone at 1.305.913.7180.

Walker Clark, LLC
*Performance Consultants
to the International Legal Profession*

Walker Clark... a better way

Walker Clark offers a compelling alternative to traditional legal management consultancies. Here is how we are different.

We provide a multidisciplinary approach to strategy, operations, and leadership. Walker Clark was founded by a lawyer and a psychologist. We apply knowledge from the fields of psychology and law practice management to the unique culture and needs of the legal profession. This produces breakthrough results for our clients.

Unlike consultancies that only occasionally work with lawyers, we serve the legal profession and only the legal profession.

We build ongoing relationships with our clients, not just engage in transactions.

We deliver world-class consulting services at a reasonable price. We believe that we should be responsible for the economical and efficient management of our engagements, not our clients. Therefore, we do not charge hourly rates. Whenever we can do so reliably, we include all expenses—even travel—in our fees.

We stand accountable to our clients for the results of our services and advice, and are willing to share in their risk and rewards.

Walker Clark consultants are based in Europe and the Americas, but we deliver services whenever and wherever needed. For more information, please contact our client service number listed below or send an e-mail to info@walkerclark.com.

The Walker Clark international team



Walker Clark is building an international network of highly experienced professionals in Europe, Latin America, and North America.



We come from many different professional and business backgrounds. Some of us have decades of experience in the legal profession. Others come from other professional disciplines or business environments.



Each Walker Clark consultant has extensive hands-on experience -- measured in decades, not just years -- in management or customer relations in major legal service organizations or in large businesses, government agencies, or quasi-governmental enterprises. We have experienced first hand the issues on which we advise our clients in the legal profession.



Each member of our team has substantial international experience. All of us are bilingual or multilingual. We constantly seek to learn about and learn from the diverse national and professional cultures that have enriched the global practice of law.

Walker Clark, LLC

<http://www.walkerclark.com>

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Worldwide Client Service

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