

BTI's Law Firms with the Best Collaboration



2017

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Law Firms with the Best Collaboration

Collaboration within a law firm—or lack thereof—stares right in your client’s eyes. Any matter or issue larger than a bread box demands attorneys work together. Your clients are acutely aware of the levels of collaboration with each client experience. Clients hesitate to give more than one or two matters to a firm whose attorneys don’t collaborate on an ongoing basis—stopping any chance of growth within the client base. 50% of top legal decision makers see lack of collaboration as their primary law firm’s biggest weakness—and is the primary reason they limit the work they give to these firms.

By contrast, clients say the law firms who show collaborative skills stand apart from all others. They have more—and better—access to new work. This would explain why the collaborative firms deliver 3.2 practices to their clients compared to 1.8 for the average law firm.

Clients say collaborative law firms show deep understanding of client needs across the team, are up to speed on all the issues whenever an attorney joins the team, and are all focused on the same overriding objective. As we discuss on page 5, the attorneys at the most collaborative firms work at it.

Please join us in congratulating the following 54 law firms who top legal decision makers say are the best at collaborating:

Congratulations to the law firms Best at Collaboration:

LAW FIRMS BEST AT COLLABORATING

BAKERHOSTETLER

MCGUIREWOODS

MORGAN LEWIS

These 3 firms are named best at collaborating by top legal decision makers.

Law Firms with Standout Collaboration

BTI also congratulates these 9 law firms—named for their Standout Collaboration by top legal decision makers:

LAW FIRMS WITH STANDOUT COLLABORATION
CARLTON FIELDS
CLEARY GOTTLIB
FISH & RICHARDSON
GIBSON DUNN
HOGAN LOVELLS
HOLLAND & HART
JONES DAY
OSLER
WINSTON & STRAWN

Law Firms with Leading Collaboration

BTI congratulates the 42 law firms named by top legal decision makers for their Leading Collaboration:

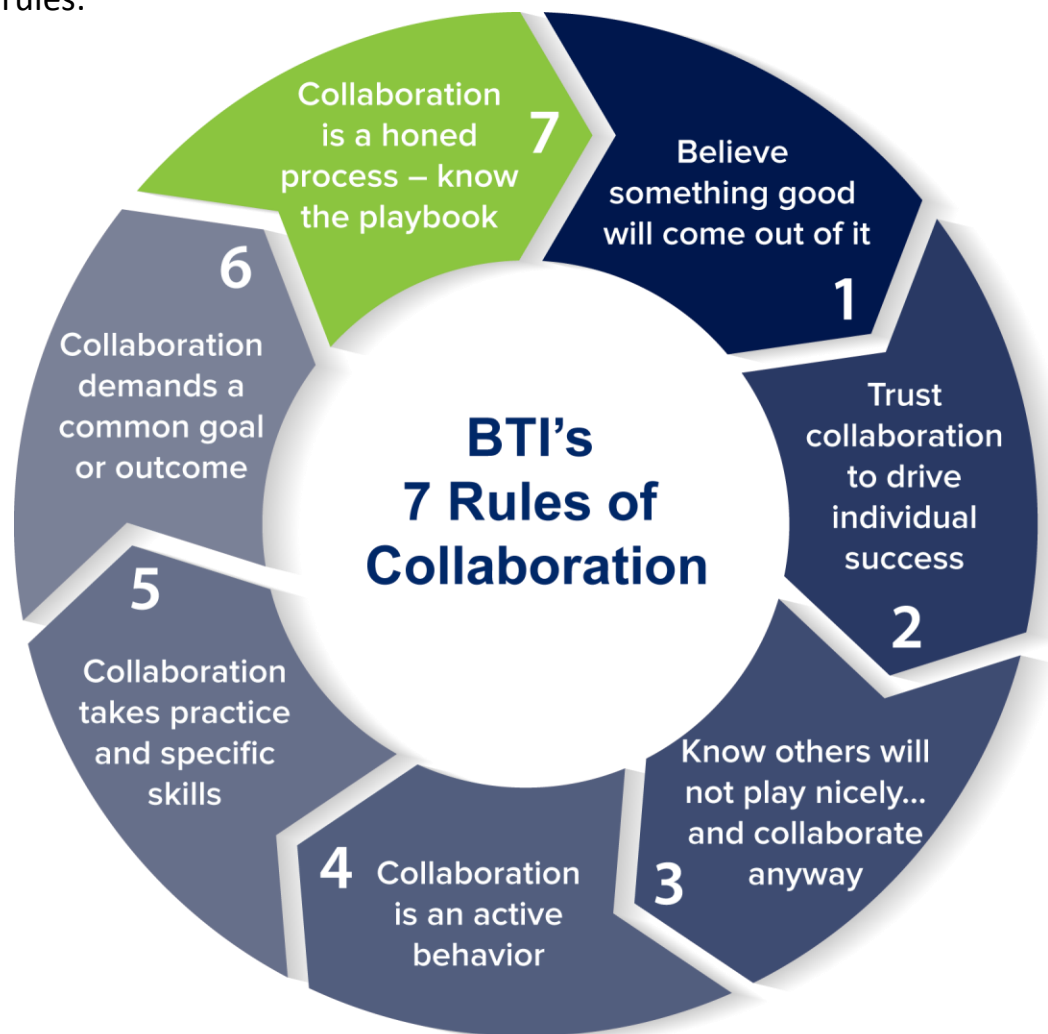
LAW FIRMS WITH LEADING COLLABORATION			
ALLEN & OVERY	DLA PIPER	LATHAM & WATKINS	REED SMITH
BAKER DONELSON*	FINNEGAN	LOCKE LORD	SCHIFF HARDIN
BAKER MCKENZIE	FISHER PHILLIPS	LOWENSTEIN SANDLER	SIDLEY
BASS, BERRY & SIMS	GOULSTON & STORRS	MINTZ LEVIN	SIMPSON THACHER
BERESKIN & PARR	GREENE ESPEL	NIXON PEABODY	STINSON LEONARD STREET
BUCHANAN INGERSOLL & ROONEY	JACKSON WALKER	OBER KALER*	SULLIVAN & CROMWELL
CARMODY TORRANCE SANDAK & HENNESSEY	JENNER & BLOCK	OGLETREE DEAKINS	SWANSON, MARTIN & BELL
CARRINGTON COLEMAN	JONES WALKER	ORRICK	VALOREM LAW GROUP
CHAMBLISS, BAHNER & STOPHEL	K&L GATES	PAUL, WEISS	WHITFIELD & EDDY
DEBEVOISE & PLIMPTON	KELLOGG, HANSEN, TODD, FIGEL & FREDERICK	PIERCE ATWOOD	
DENTONS	KNOBBE MARTENS	POLSINELLI	

*Ober|Kaler merged with Baker Donelson in January 2017

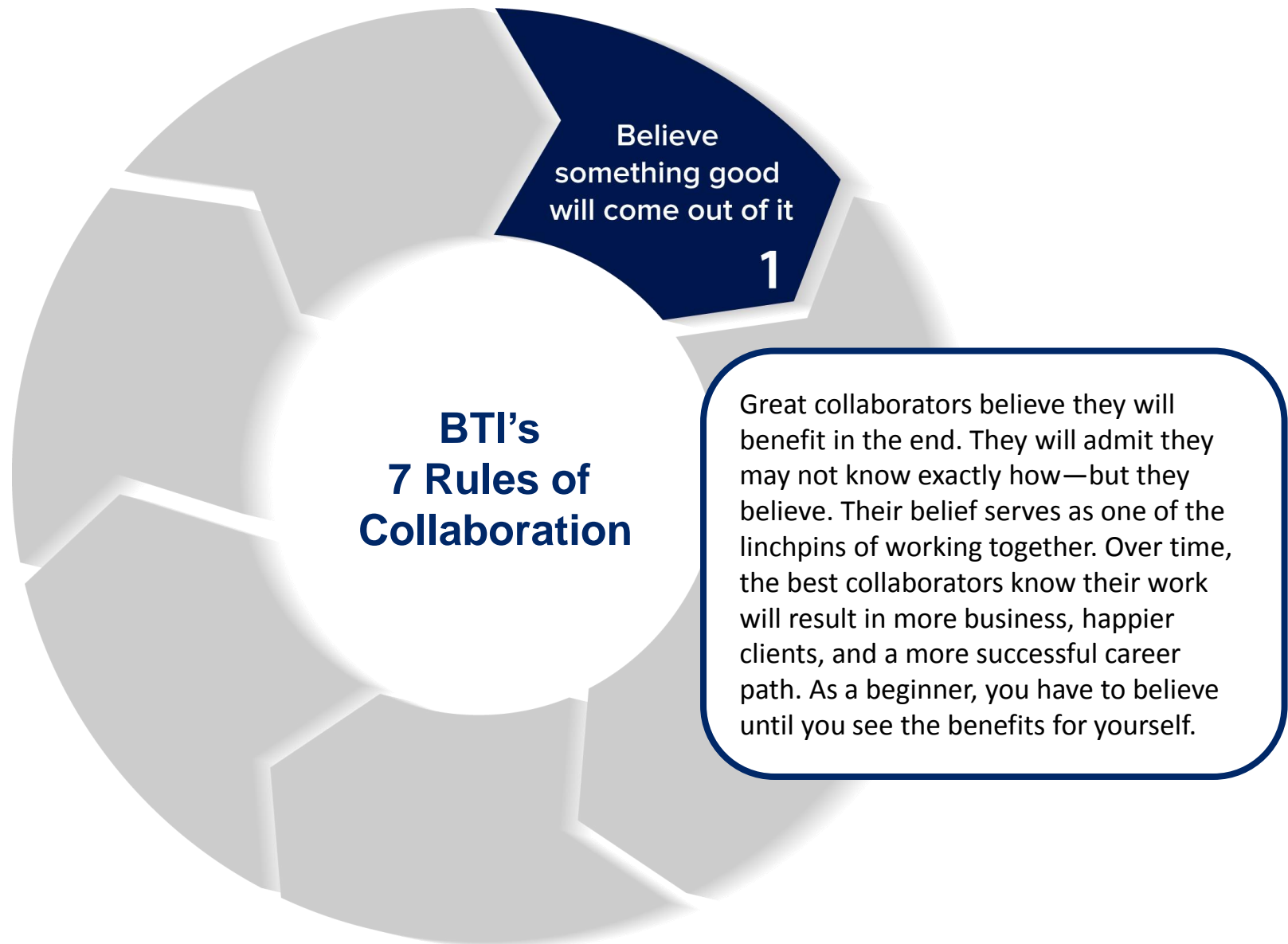
7 Rules to Virtually Double the Practices You Deliver to Clients

The typical primary law firm delivers 1.8 practices to each of their major clients. The best performers, those who collaborate and set the standard for superior client service, deliver 3.2 practices to their clients.

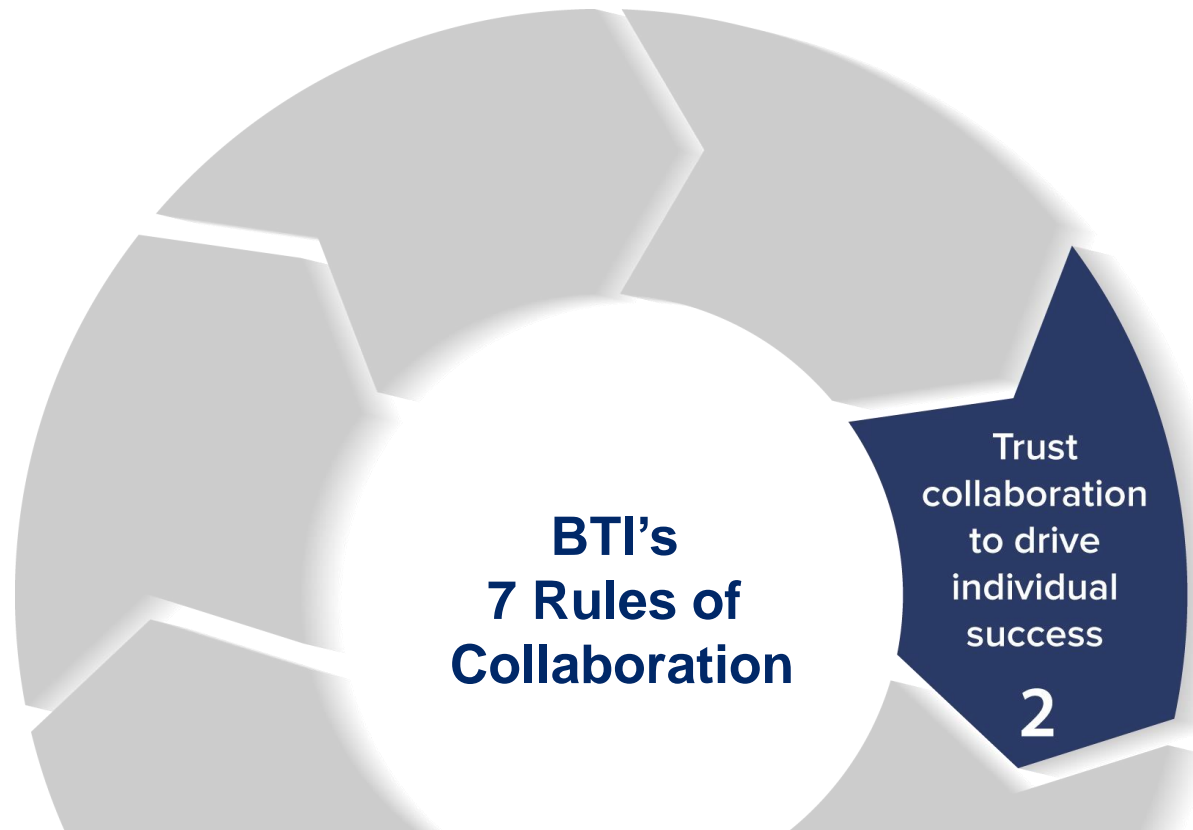
The law firms with strong collaborators get more business while keeping competitors out of their client base. The truly great collaborators live by these 7 rules:



7 Rules to Virtually Double the Practices You Deliver to Clients



7 Rules to Virtually Double the Practices You Deliver to Clients



While collaboration means driving success for many, this process drives individual success as well. You are part of the team and share in the team's success. But, you also drive success for yourself as you teach the process to others and build business for your firm. You will be looked to for leadership and increasing responsibility as you develop the skill to collaborate in more challenging and difficult environments.

7 Rules to Virtually Double the Practices You Deliver to Clients

BTI's 7 Rules of Collaboration

Someone will take advantage of you. Somewhere along the way you will find yourself contributing more and picking up someone else's slack. Just move on. Collaborate over them and around them to ensure the overall effort succeeds. Those who misuse the process tend to self-destruct or find themselves excluded over time. The best performers know this about human nature and won't let it stop their own success. Yes, you are being taken advantage of—yes, you will reap the rewards if you work around or through it. You receive no benefit if the collaboration stops.

3
Know others will
not play nicely...
and collaborate
anyway

7 Rules to Virtually Double the Practices You Deliver to Clients



BTI's 7 Rules of Collaboration

You behave your way into collaboration. Collaboration demands your intention to work with others in a coordinated manner. Inertia will beat anyone waiting for collaboration to happen. It won't happen until you make it happen. Learn to reach out, share, plan, divide, and conquer.

4 Collaboration
is an active
behavior

7 Rules to Virtually Double the Practices You Deliver to Clients

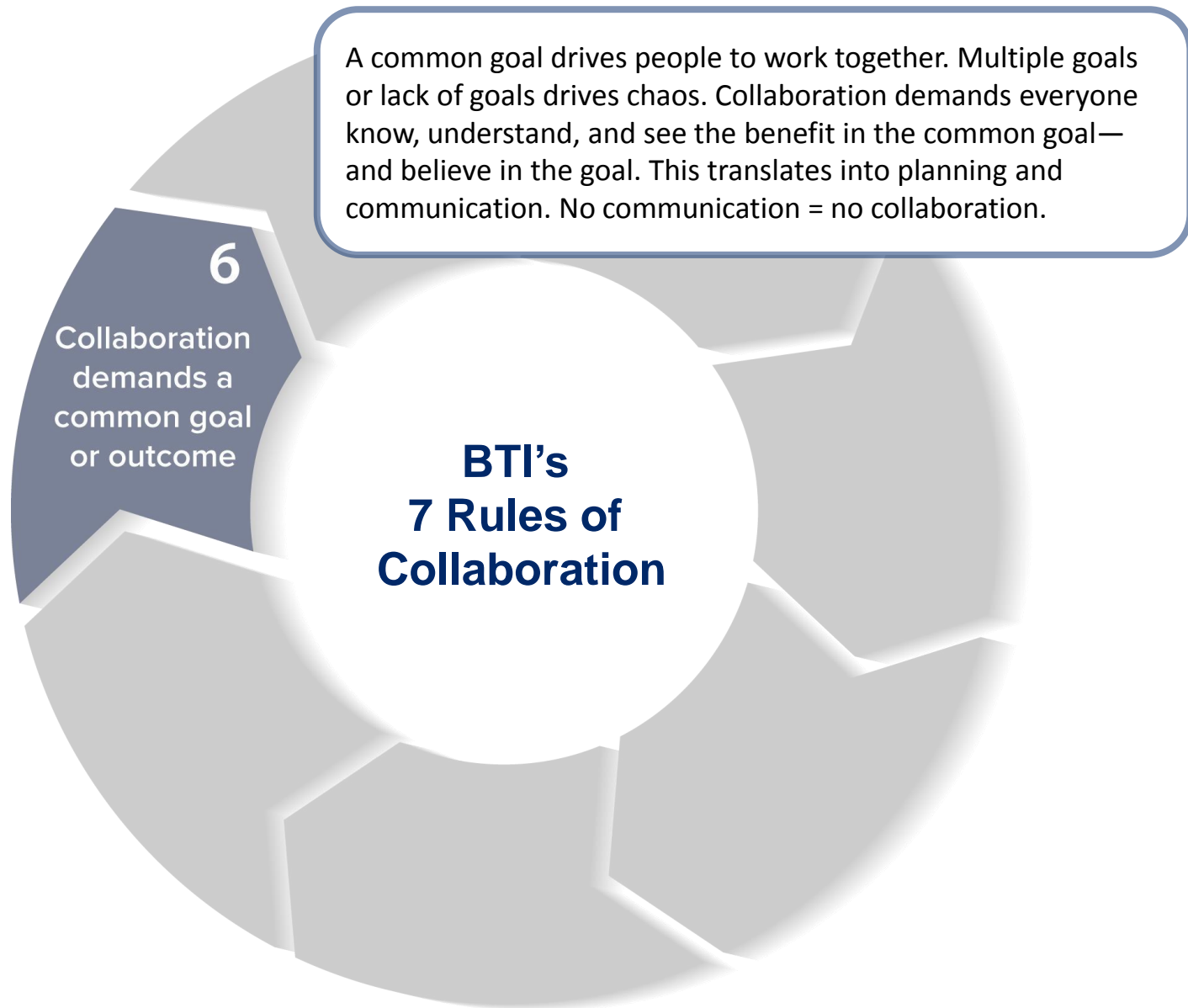
The more you collaborate the better you become at collaborating. You learn how others respond to your behaviors. You also learn how you respond to others' behaviors. This is why teams who work together for a long time perform so well. They know what to expect of each other and all know how to improve their performance. This, and the financial rewards, are the reasons to start honing your collaboration skills today—if you haven't already.

BTI's 7 Rules of Collaboration

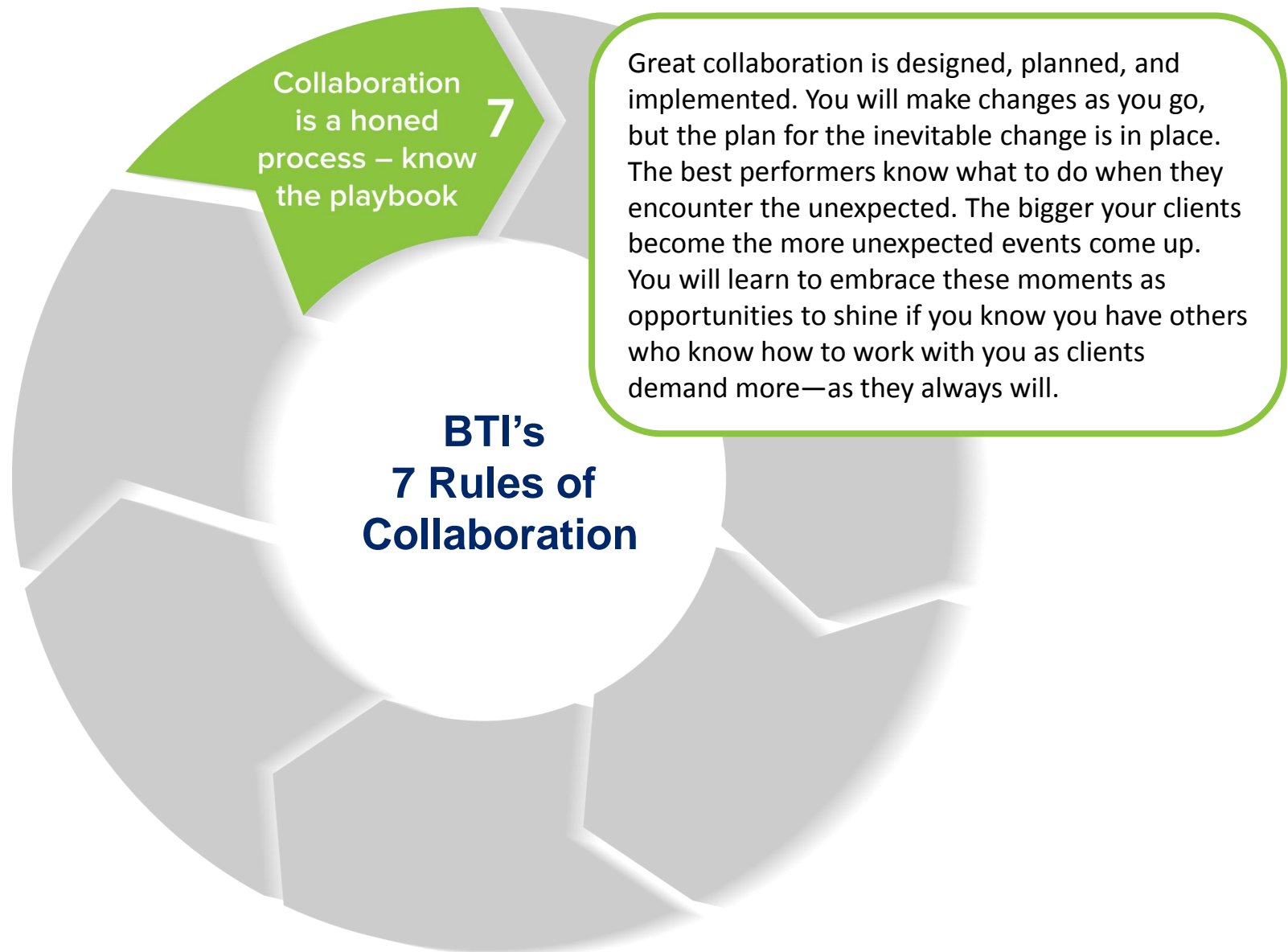
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Collaboration
takes practice
and specific
skills

7 Rules to Virtually Double the Practices You Deliver to Clients



7 Rules to Virtually Double the Practices You Deliver to Clients



About The BTI Consulting Group

HOW WE CAN HELP YOUR FIRM

Who We Are

Fueling Superior Growth and Profits. Driving Superior Client Relationships.

BTI conducts more independent and custom-commissioned research on how clients measure client service than virtually anyone. Our goal is to help our clients improve client focus, performance, and grow.

We benchmark how Fortune 1000 companies buy, how professional services firms sell, and how to manage service provider performance. Through more than 14,000 independent interviews with C-level executives and systematic analysis, BTI has helped professionals boost client service for over 25 years.

We examine the market from the client's perspective. Our proprietary methods include open-ended interviews with high-level executives and decision makers, carried out by highly trained senior interviewers. These are not to be confused with check-off-the-box surveys. Our reports and findings are based on what your clients and users say: We don't put words in their mouths and we don't look to third parties to report what your clients are saying.

BTI is the leading provider of strategic, client-based research to the legal community. BTI has helped more than 200 law firms and professional services firms improve client service through compelling research and advice. We conduct the only continuous benchmarking market study in the legal services industry, now in its 17th year.

Clients use BTI's insightful, custom client feedback surveys to drive change, create urgency, and substantially boost performance.

For details on how to
DRIVE GROWTH with
Client Feedback
[see page 15](#)

For details on how to
FUEL PROFITS through
Clientelligence®
[see page 16](#)

Drive Profits and Growth

Conduct Your Client Feedback with BTI

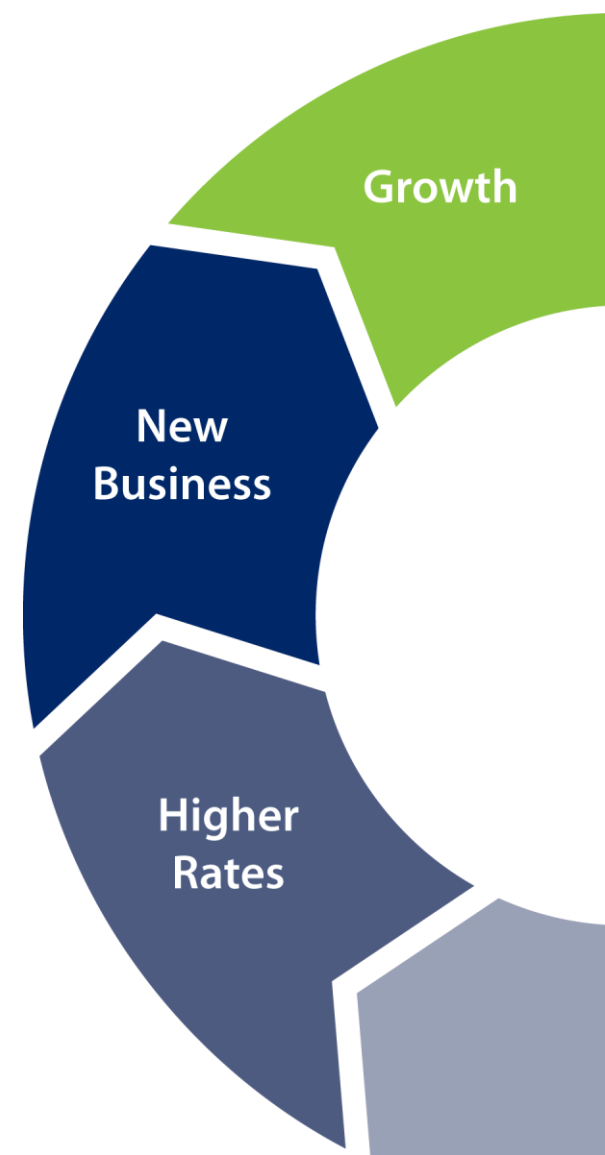
Only BTI can help you immediately drive growth, profits, and increase retention through high-impact client feedback.

BTI research shows strategic use of in-depth client feedback translates into:

- 33% higher profits
- 19.5% rate premiums across all staffing levels
- 2x the fees from a single client
- 33% higher client retention

BTI works directly with you to design a custom client feedback program to drive new business. Start now.

Please contact Michael B. Rynowecer at
+1 617 439 0333 or mrynowecer@bticonsulting.com
to learn more about BTI's custom research & services.



Clientelligence

IMMEDIATELY FUEL GROWTH AND PROFITS

Pinpoint your strengths—and weaknesses— in the activities proven to drive growth

BTI's more than 25 years of research pinpoint the 17 activities responsible for driving the absolute best client relationships. In essence, they are how clients define client service excellence and what clients expect out of the firms with whom they have the best relationships. The best-in-class performances in these activities are proven to drive superior financial performance.

There's only 1 way to determine if you are hitting the best-in-class threshold: Ask.

Client feedback allows you to unequivocally pinpoint where you are excelling and where you need systematic improvements in your relationships.

The best feedback initiatives not only assess how you and your firm perform, but also look at the performance of the competitors also serving your clients. At the end of the day, what does it matter if a client thinks you are doing great, if a competitor is doing better?

**LEARN MORE ABOUT THE 17 ACTIVITIES AND
BTI'S NEWEST BOOK: *CLIENTEILLIGENCE:
HOW SUPERIOR CLIENT RELATIONSHIPS
FUEL GROWTH AND PROFITS*
www.bticsconsulting.com/17**

THE 17 ACTIVITIES DRIVING GROWTH

Quadrant I: Relationship Bliss

1. Commitment to help
2. Client focus
3. Understanding the client's business
4. Providing value for the dollar

Quadrant II: Price of Admission

5. Legal skills
6. Quality
7. Meeting core scope
8. Keeping clients informed
9. Dealing with unexpected changes
10. Handling problems

Quadrant III: Relationship Builders

11. Breadth of services
12. Helping advise on business issues
13. Regional reputation
14. Unprompted communication
15. Bringing together resources

Quadrant IV: Business Magnets

16. Anticipating the client's needs
17. Innovative approach

Additional Services to Help Our Clients

BTI PROVIDES A BROAD RANGE OF SERVICES FOR OUR CLIENTS, INCLUDING:

BUSINESS DEVELOPMENT

BTI looks at PERFORMANCE in new ways—driving adoption of new tactics and better results.

- ☐ Strategic Business Planning
- ☐ Client-focused Business Practices
- ☐ Custom Training

MARKET ASSESSMENT

Establish a DIFFERENTIATED position—with less risk, lower costs, and a greater chance of success.

- ☐ Brand Health & Market Awareness Studies
- ☐ New Market Entry Assessments

STRATEGIC PLANNING

Assess your options to find the GROWTH best suited to your firm: from least risk to highest return and anything in between.

- ☐ Financial and Market Performance
- ☐ Competitive Analysis

CLIENT INSIGHT BRIEFINGS

Tailored to your firm and chock full of CLIENT-BASED insights, perspectives and facts, BTI briefings draw from our research and experience to help you boost client satisfaction, increase client retention, and improve your performance.

We can design our briefing to include specific feedback on your firm. Offered both in person and via the web.

USE BTI'S SERVICES AND RESEARCH TO:

Drive new business immediately

Keep competitors out of your client base

Find your strengths...and weaknesses

Learn what clients really want from you

Please contact Michael B. Rynowecer at
+1 617 439 0333 or mrynowecer@bticonsulting.com
to learn more about BTI's custom research & services.

BTI Research and Publications

ADDITIONAL INSIGHTS

The data and insight found in BTI's reports are used to train attorneys, guide business development, inform strategy, and calibrate market trends against firm tactics. In short, you get many of the benefits of a custom study commissioned for your firm, at a fraction of the cost. These insights are proven to drive growth and client retention and protect fees.

All of our reports come with a 100% satisfaction guarantee and complete telephone support to help you maximize the value from our publications.

You can order these and other compelling BTI research or publications at www.bticonsulting.com.

BTI LITIGATION OUTLOOK 2017



Your guide to understanding how clients' expectations are changing to help you grow and capture new market opportunities, take smart risks, and spur innovation. BTI Litigation Outlook 2017 helps you create and provide solutions before clients realize they need them.

BTI CLIENT SERVICE A-TEAM 2017

17 activities drive superior client relationships. 4 matter most. Discover how clients rate more than 300 law firms—by name—in these key activities, including Client Focus, Commitment to Help, Legal Skills, and Provides Value for the Dollar.



BTI BRAND ELITE 2017



Based on why clients hire and recommend law firms—not the services, size, or location of a law firm—BTI's research reveals how law firms of any size reap substantial new business by improving brand perceptions in the market.

BTI CLIENT SERVICE ALL-STARS 2017

319 attorneys step up to meet—and exceed—clients' expectations and earn recognition, by name, from corporate counsel for delivering the absolute best client service.



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Address any questions to:
The BTI Consulting Group, Inc.
396 Washington Street, Suite 314
Wellesley, MA 02481
+1 617 439 0333

Contact BTI

Questions? Research inquiries? Interested in becoming a BTI Client?

For more information on BTI's research, seminars, training, or workshops, please call:

+1.617.439.0333

Email Michael B. Rynowecer, BTI President, directly at:

mrynowecer@bticonsulting.com

Email Jennifer Dezso, BTI Principal, directly at:

jdezso@bticonsulting.com

Reach BTI on the web at:

www.bticonsulting.com

Read *The Mad Clientist*—BTI's blog at:

www.bticonsulting.com/themadclientist

Methodology

INDEPENDENT, UNBIASED RESEARCH, BASED SOLELY ON CLIENT FEEDBACK

Methodology and Approach

INDEPENDENT, UNBIASED RESEARCH, BASED SOLELY ON CLIENT FEEDBACK

2017 Survey Participant Demographics

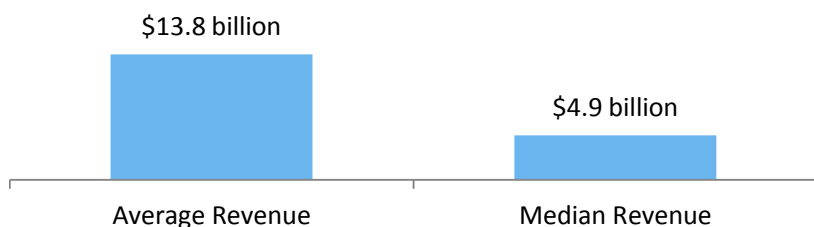
OVERVIEW

Interviews	324 in-depth telephone interviews
Time Frame	Conducted between February 18 and August 1, 2016
Incentives	Respondents receive a complimentary report of legal benchmarks and metrics

HIGHEST-RANKING LEGAL DECISION MAKERS

- General Counsel/Chief Legal Officer
- Direct Report to General Counsel
- Other Legal Decision Maker

ORGANIZATIONS WITH HIGHEST LEVELS OF LEGAL SPENDING



REPRESENTATIVE OF MORE THAN 15 INDUSTRY SEGMENTS

Banking

Chemicals

Consumer Goods

Energy

Financial Services

Food & Agriculture

Health Care

High Tech

Insurance

Investment Banks

Manufacturing

Pharmaceuticals

Professional Services

Retail Trade

Telecom

Transportation

Wholesale Trade

BTI's Law Firms with the Best Collaboration 2017 is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis trends data from more than 4,800 corporate counsel client interviews conducted over the span of 17 years.

This research is independent and unbiased—no law firm or organization other than BTI sponsors this study.

Each year, BTI reaches out to a strategically designed group of top legal decision makers at large organizations with \$1 billion or more in revenue. We target the decision makers in the industries who spend the most on legal affairs as well as thought leaders and innovative Chief Legal Officers. Our survey also includes Chief Legal Operating Officers and business executives who hire and influence the selection and hiring of law firms.

Participants are granted confidentiality at the individual and organizational level.



The BTI Consulting Group, Inc.
396 Washington Street, Suite 314
Wellesley, MA 02481-6209

Tel: +1 617 439 0333
Fax: +1 617 439 9174

www.bticonsulting.com