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Dear Juan -

Welcome to our January issue - the first of the new year.

We're pleased to announce that registration is now open for The MPF 2012 Spring Leadership Conference, which will be held on Thursday, April 26th, at the Capital City Club in Atlanta. This is historically our most attended conference of the year. [Click here](#) to register and learn more.

Our book of the month for January is one of my all-time favorites and one of the best-selling business books of all time. [Leading Change](#), by John Kotter, sets forth a proven eight-step process for leading organizational change. Every managing partner can learn from its guidance.

We've added several great new articles to the [MPF Website](#) this month. Scroll down for details.

Finally, this month's [MPF Flash Survey](#) asked managing partners if their firms plan rate increases in 2012. Scroll down for details.

Please forward this newsletter to others at your firm.



John Remsen, Jr.
President and CEO

SPRING LEADERSHIP CONFERENCE

 **Managing Partner Forum[®]**
Spring Conference

The MPF 2012 Spring Leadership Conference
April 26, 2012 ♦ Atlanta, Georgia

Registration is now open for our Spring Leadership Conference, which will take place on Thursday, April 26th, at the Capital City Club in Atlanta, Georgia.

This will be our 20th leadership conference since 2002. Although our highly acclaimed format will remain the same, we are constantly introducing new topics and new speakers to keep the program fresh.

This year, our Keynote Speaker is Dr. Larry Richard, the world's leading expert on lawyer personalities and the psychology of leading lawyers. [Click here](#) to download his article "Herding Cats: The Lawyer Personality Revealed."

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BOOK OF THE MONTH

Leading Change by John P. Kotter

Over the years, we've surveyed hundreds of managing partners on a variety of topics. Frequently, we ask what they believe to be the most important contributions they make in their roles as firm leaders. Consistently, the #1 answer is building consensus among shareholders. The #2 answer is initiating change. And neither of those are easy to accomplish among a group of folks who love their autonomy and hate change.

Leading Change is among the best-selling business books of all time and its lessons for law firm leaders are on the money. Kotter writes about an eight-step process to affect power and successful organizational change...even in a law firm environment!

If you have not already read and embraced many of the ideas and concepts in this book, you should. [Click here](#) for a good overview of Kotter's change model.

[→ Click Here to Learn More](#) | [Back to Top](#)

FEATURED ARTICLES & RESOURCES

As always, we've posted a few new articles and resources to the MPF Website. We group articles and other resources into six main subject areas: planning, leadership, compensation, growth, marketing, and profitability. Take a look and forward what you like to others at your firm.

2011 Chief Legal Officer Survey

by *Altman Weil*

There's good news according to this 12th annual survey of general counsel. The survey reports that corporate legal departments are easing up on cost cutting, with 56% reporting an increase in their budgets for outside counsel in 2012. Even so, "controlling costs" remains the #1 priority for GCs this year. Interestingly, AFAs (alternative fee arrangements) account for just 14% of total fees for outside counsel.

[Click here for the full story.](#)

Law Firm Management Science: Ignore at Your Peril

by *Timothy Corcoran*

This interesting and thought-provoking article appears in the January edition of the ABA's *Law Practice Today*. In fact, there are several good articles in this issue - [click here](#) to take a look - but this one got my attention. Among other things, Corcoran writes about how more progressive law firms are focusing attention on continuous process improvement and finding new, more effective ways to get things done.

[Click here for the full story.](#)

What's Our Deal?

by David Maister

David Maister writes some really good stuff, and you'll find lots of his books and articles featured on our Website. This particular article discusses things like mission, vision, values, and culture in the context of a law firm. It's a great article to circulate in advance of your next Firm Retreat to get your partners thinking about the rules and codes of conduct (if any) by which your firm and its lawyers live and breathe.

[Click here for the full story.](#)

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MPF FLASH SURVEY - January 2012

Planning to Raise Rates in 2012?

We recently introduced a new section to our Website's home page called the *MPF Flash Survey*. We'll update the section frequently, highlighting timely factoids and survey results.

We asked those attending our Fall Conference held last November in Chicago their firms' intentions to increase hourly rates in 2012. Only 10% said they were holding the line. Almost half (48%) said they were going about it on "client-by-client" basis. [Click here](#) for details.

 [Click Here for the Answer](#) | [Back to Top](#)

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