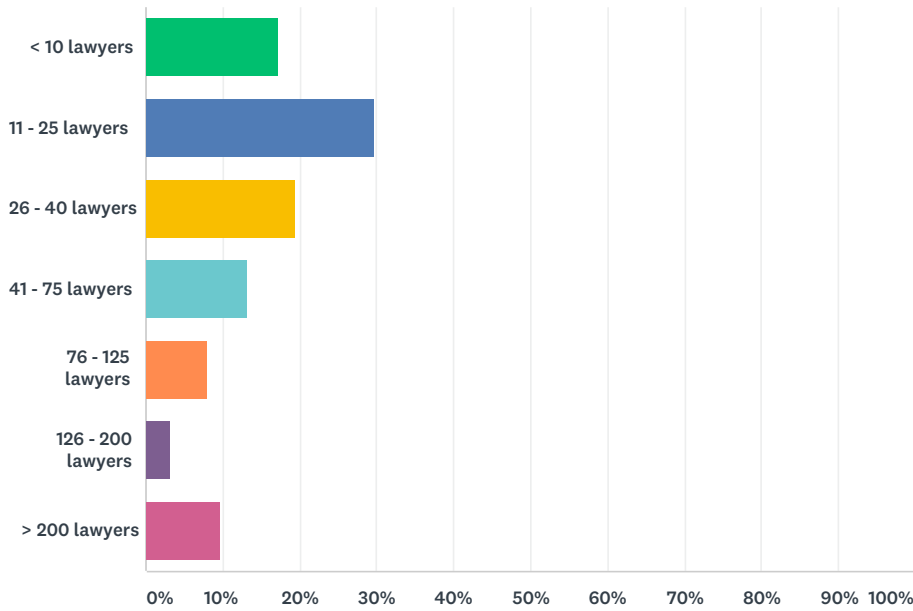


Q1 How many lawyers are currently at your Firm?

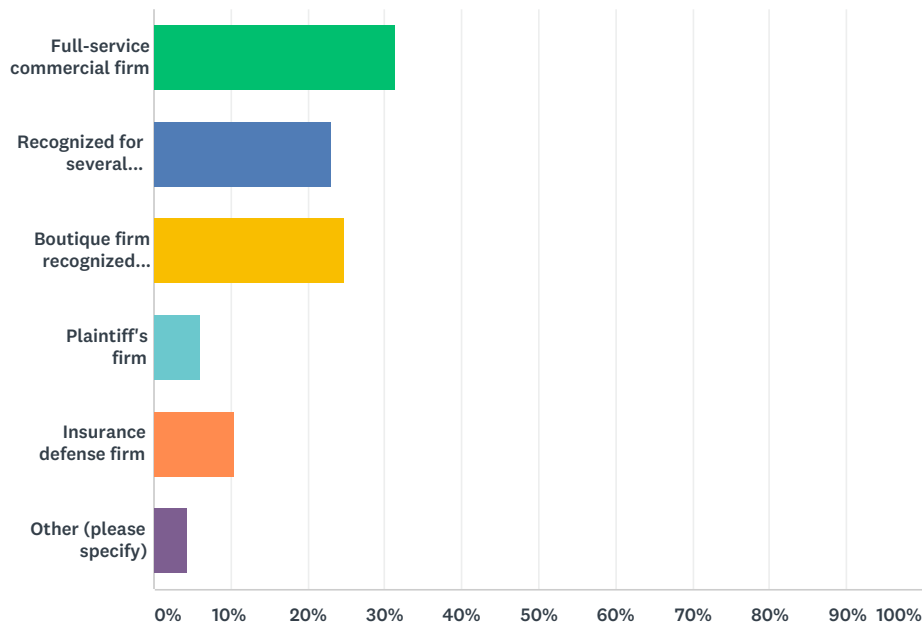
Answered: 252 Skipped: 0



ANSWER CHOICES	RESPONSES	
< 10 lawyers	17.06%	43
11 - 25 lawyers	29.76%	75
26 - 40 lawyers	19.44%	49
41 - 75 lawyers	13.10%	33
76 - 125 lawyers	7.94%	20
126 - 200 lawyers	3.17%	8
> 200 lawyers	9.52%	24
TOTAL		252

Q2 From the list below, which term best describes your Firm's current practice?

Answered: 251 Skipped: 1

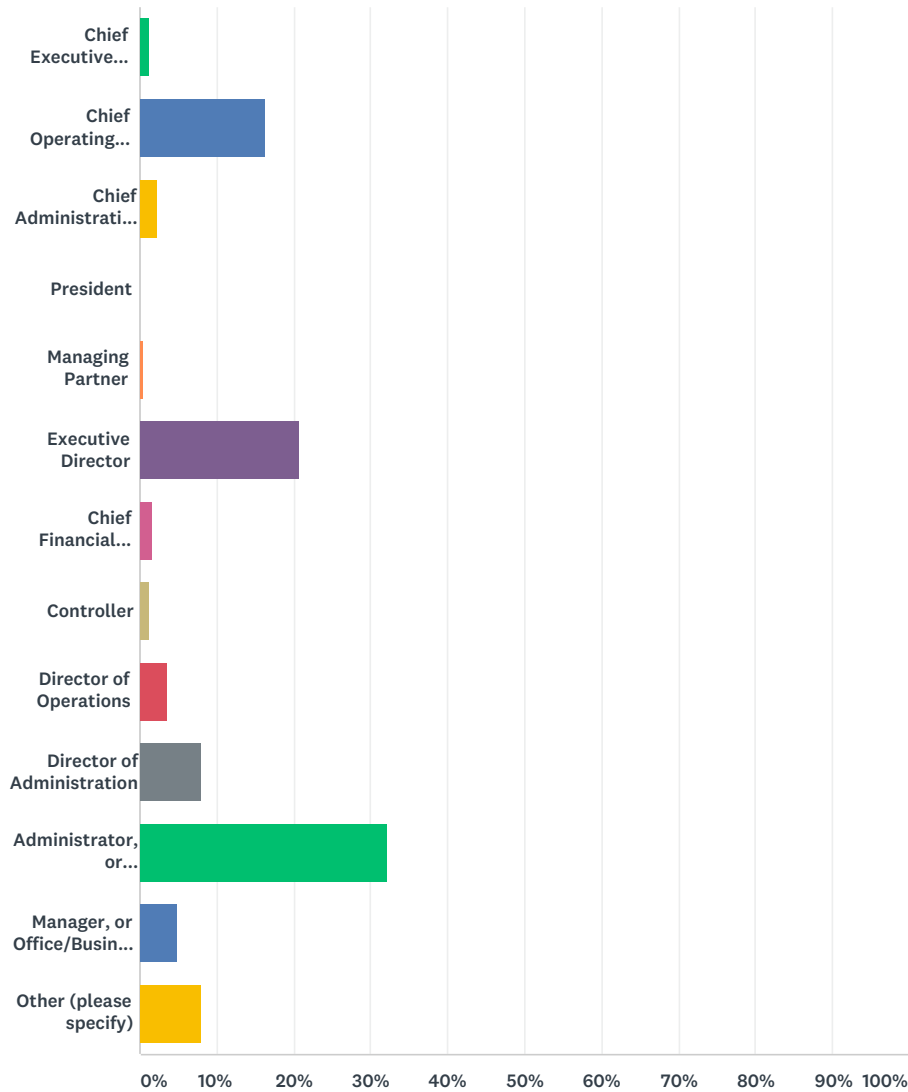


ANSWER CHOICES	RESPONSES
Full-service commercial firm	31.47% 79
Recognized for several practice areas, but not full-service	23.11% 58
Boutique firm recognized primarily for one practice area	24.70% 62
Plaintiff's firm	5.98% 15
Insurance defense firm	10.36% 26
Other (please specify)	4.38% 11
TOTAL	251

#	OTHER (PLEASE SPECIFY)	DATE
1	numerous areas of civil litigation and workers' compensation	8/14/2017 9:15 AM
2	Full service Insurance Coverage and Insurance Defense	8/11/2017 5:23 PM
3	Insurance coverage, Insurance defense and asbestos	8/11/2017 2:22 PM
4	Intellectual Property	8/11/2017 1:46 PM
5	Full cadre of services for the tech and bioscience industry	8/11/2017 1:43 PM
6	Public Law	8/11/2017 1:40 PM
7	Boutique Firm Serving Individuals - Multiple Practice Areas	8/11/2017 1:38 PM
8	Full Service to privately owned companies	8/4/2017 2:40 PM
9	Boutique firm recognized for 3-4 primary practice areas	8/4/2017 1:48 PM
10	Boutique firm recognized for Insurance defense but also malpractice claims	8/4/2017 1:41 PM
11	Full service, general practice (not just commercial)	8/4/2017 1:07 PM

Q3 What is your formal title?

Answered: 252 Skipped: 0



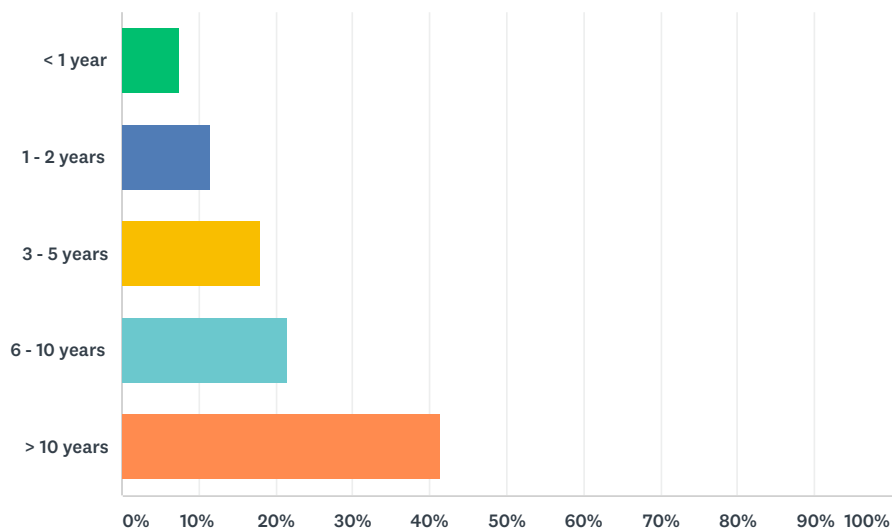
ANSWER CHOICES	RESPONSES	
Chief Executive Officer/CEO	1.19%	3
Chief Operating Officer/COO	16.27%	41
Chief Administrative Officer	2.38%	6
President	0.00%	0
Managing Partner	0.40%	1
Executive Director	20.63%	52
Chief Financial Officer/CFO	1.59%	4
Controller	1.19%	3
Director of Operations	3.57%	9
Director of Administration	7.94%	20

Administrator, or Firm/Office/Legal Administrator	32.14%	81
Manager, or Office/Business Manager	4.76%	12
Other (please specify)	7.94%	20
TOTAL		252

#	OTHER (PLEASE SPECIFY)	DATE
1	Firm Legal Administrator & CFO	8/14/2017 5:31 PM
2	Firm Administrator	8/14/2017 8:34 AM
3	Practice Manager	8/14/2017 5:42 AM
4	Chief Financial Officer/Legal Administrator	8/11/2017 2:23 PM
5	Managing Director	8/11/2017 1:39 PM
6	CFO / Firm Administrator	8/11/2017 1:39 PM
7	Operations Manager	8/11/2017 1:29 PM
8	Managing Director	8/11/2017 1:25 PM
9	Business Administrator	8/11/2017 11:49 AM
10	Chief of Staff	8/9/2017 8:01 AM
11	Director of Operations & Business Management	8/8/2017 2:11 PM
12	Administrator/Accountant	8/8/2017 12:57 PM
13	Head of finance and administration	8/8/2017 12:51 PM
14	Director of HR and Accounting	8/8/2017 12:38 PM
15	Legal Operations Director	8/8/2017 12:27 PM
16	Legal Administrator	8/8/2017 12:24 PM
17	Director of Human Resources/Firm Administrator	8/7/2017 11:04 AM
18	COO and CFO	8/4/2017 5:06 PM
19	Executive Administrator	8/4/2017 3:47 PM
20	Director of Legal Operations	8/4/2017 1:08 PM

Q4 How long have you served in your current Firm leadership position?

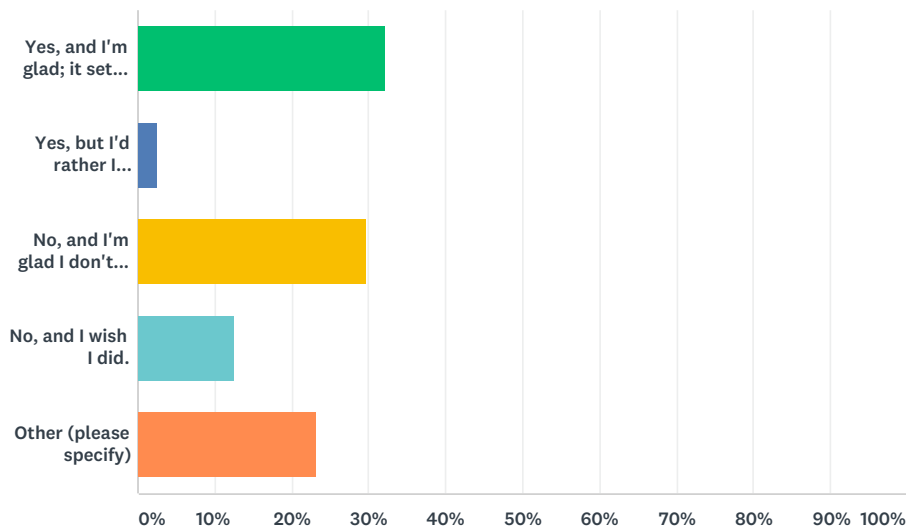
Answered: 251 Skipped: 1



ANSWER CHOICES	RESPONSES	
< 1 year	7.57%	19
1 - 2 years	11.55%	29
3 - 5 years	17.93%	45
6 - 10 years	21.51%	54
> 10 years	41.43%	104
TOTAL		251

Q5 Do you have a job description?

Answered: 249 Skipped: 3



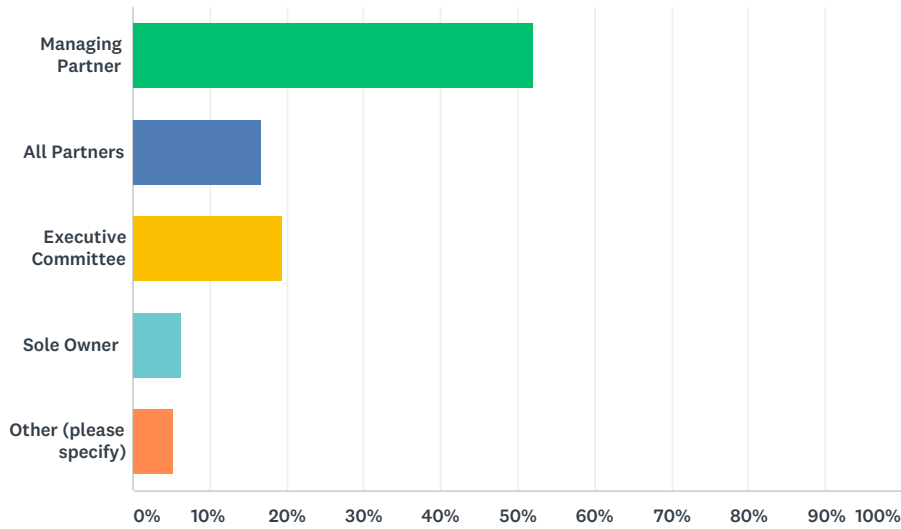
ANSWER CHOICES	RESPONSES
Yes, and I'm glad; it sets forth expectations for my position.	32.13% 80
Yes, but I'd rather I didn't; the additional accountability is unnecessary.	2.41% 6
No, and I'm glad I don't have one.	29.72% 74
No, and I wish I did.	12.45% 31
Other (please specify)	23.29% 58
TOTAL	249

#	OTHER (PLEASE SPECIFY)	DATE
1	No. I'm fine without one.	8/15/2017 9:20 AM
2	Yes but it changes daily	8/14/2017 9:19 AM
3	No	8/14/2017 8:34 AM
4	Yes.	8/12/2017 12:07 AM
5	I wear many hats, but no job description	8/11/2017 8:59 PM
6	This is a new position. Accordingly, my job description is evolving.	8/11/2017 8:37 PM
7	No but every few years when the partners "don't know what I do and why they need me", I give them a list of what I do.	8/11/2017 3:20 PM
8	Yes, but it should be updated.	8/11/2017 3:13 PM
9	Yes, it shows how unpaid I am and how many hats I wear	8/11/2017 2:56 PM
10	For 34 years and 5 firms I never had a formal job description and I have been successful in that mode	8/11/2017 2:55 PM
11	No, I sometimes wish I did! I "wear many hats" on a daily basis.	8/11/2017 1:56 PM
12	No but don't feel strongly one way or the other about it	8/11/2017 1:45 PM
13	No	8/11/2017 1:29 PM
14	Yes. After ten years, I wrote one for myself.	8/11/2017 1:25 PM
15	Yes, however, I have never referred to it	8/11/2017 8:49 AM
16	No, but I am fine not having one and adapting to changing needs	8/9/2017 3:58 PM

17	No, my job has evolved over time and has not been documented - for succession planning it should be documented.	8/9/2017 3:54 PM
18	Yes.	8/9/2017 12:49 PM
19	doesn't matter - I do everything but legal and secretarial	8/9/2017 8:03 AM
20	Yes but it doesn't fully convey everything I do	8/8/2017 6:41 PM
21	No - we never got around to it.	8/8/2017 5:15 PM
22	Yes and I was the one who actually wrote it and add to it as the role grows and changes	8/8/2017 2:33 PM
23	Yes but we don't really refer to it.	8/8/2017 1:18 PM
24	Yes, I'm the go to for everything person	8/8/2017 12:57 PM
25	I have a job description. Anything and Everything!	8/8/2017 12:54 PM
26	No and I'm indifferent as to whether or not I have one	8/8/2017 12:48 PM
27	yes, but it is outdated	8/8/2017 12:36 PM
28	yes	8/8/2017 12:24 PM
29	No, and I am not sure I am happy or not about it	8/8/2017 12:20 PM
30	No, and that's okay. I'd be also be fine with having one	8/8/2017 12:18 PM
31	No, but I always do what I can to better the firm	8/8/2017 12:17 PM
32	No, and I don't have any feelings good or bad about that.	8/7/2017 12:57 PM
33	Yes, but it is not very accurate or useful	8/7/2017 11:02 AM
34	I have one for core duties, but in a smaller firm it broadens daily depending on the need.	8/7/2017 10:33 AM
35	I do HR, Operations, Administration, Property Mgmt, and if all of these were put together, my job description would be many pages long, no one would read it all.	8/7/2017 10:27 AM
36	No	8/7/2017 10:00 AM
37	No	8/7/2017 9:00 AM
38	Yes, but only because I developed it.	8/7/2017 8:01 AM
39	No and don't care. We, Partners and I, know the expectations.	8/7/2017 7:32 AM
40	No, but the statement "anything else assigned" covers it.	8/4/2017 5:51 PM
41	Yes but it's vague	8/4/2017 3:47 PM
42	Yes, that I created. There wasn't one when I was hired.	8/4/2017 2:40 PM
43	Yes but I am the only one that has read it	8/4/2017 2:22 PM
44	N	8/4/2017 2:05 PM
45	The position is new and is a work in process	8/4/2017 1:52 PM
46	Yes, but it's vague and doesn't cover everything that I do	8/4/2017 1:52 PM
47	No and we all work fine without one	8/4/2017 1:49 PM
48	No, it's implied that I am responsible for everything	8/4/2017 1:45 PM
49	No	8/4/2017 1:43 PM
50	Maybe somewhere, but it's whatever the MP wants me to do.	8/4/2017 1:37 PM
51	I do have a job description, but it has to be updated. My job description is fluid and changes constantly.	8/4/2017 1:30 PM
52	Yes, but the job itself morphs into so many other duties, responsibilities that the description doesn't cover it.	8/4/2017 1:28 PM
53	No, and I have never thought about it in the above terms, yes or no.	8/4/2017 1:22 PM
54	no, I think it would be very difficult to have one because no two days are alike and the Partners don't necessarily know everything I do for them	8/4/2017 1:14 PM
55	I have a job description but it does not really describe my responsibilities since they have changed over the past few years	8/4/2017 1:13 PM
56	No	8/4/2017 1:11 PM
57	No and I am just fine without one	8/4/2017 1:08 PM
58	not a problem	8/4/2017 1:07 PM

Q6 To whom do you report?

Answered: 251 Skipped: 1

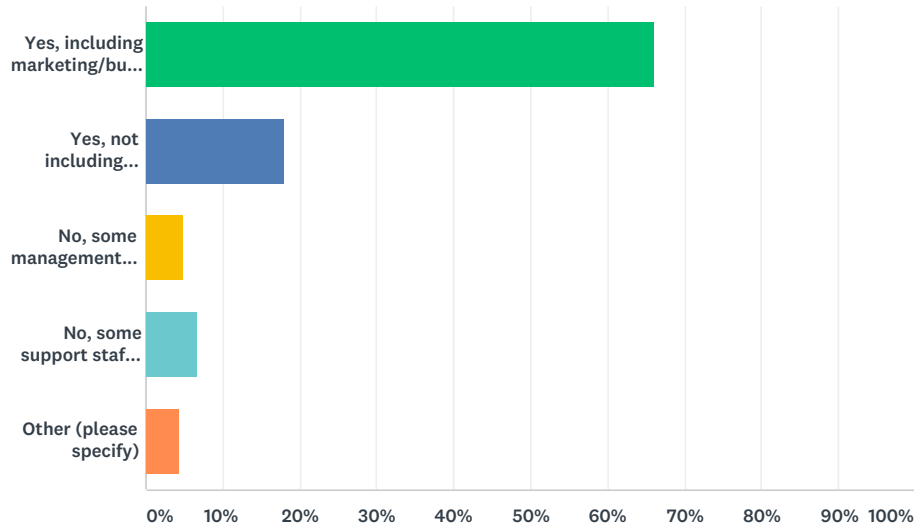


ANSWER CHOICES	RESPONSES
Managing Partner	52.19% 131
All Partners	16.73% 42
Executive Committee	19.52% 49
Sole Owner	6.37% 16
Other (please specify)	5.18% 13
TOTAL	251

#	OTHER (PLEASE SPECIFY)	DATE
1	Two founding partners who are the only equity partners	8/14/2017 5:31 PM
2	Executive Attorneys	8/14/2017 3:51 PM
3	Board of Directors	8/14/2017 3:22 PM
4	Management Committee	8/14/2017 2:47 PM
5	Equity partners	8/11/2017 4:01 PM
6	HR Director directly but also to the COO and Firm Managing Partner	8/11/2017 1:45 PM
7	The Chair and Managing Partner of the Firm	8/11/2017 1:39 PM
8	Board of Directors	8/11/2017 1:30 PM
9	Board of Directors	8/11/2017 11:19 AM
10	Managing Partner primarily but also to all partners	8/8/2017 6:41 PM
11	Senior & Managing Partners	8/8/2017 12:57 PM
12	2 Owners and 10 non-equity partners	8/4/2017 5:51 PM
13	All shareholders	8/4/2017 1:21 PM

Q7 Do you have direct supervisory responsibility, including hiring/firing, for all Firm management (non-practicing attorney) support staff?

Answered: 251 Skipped: 1

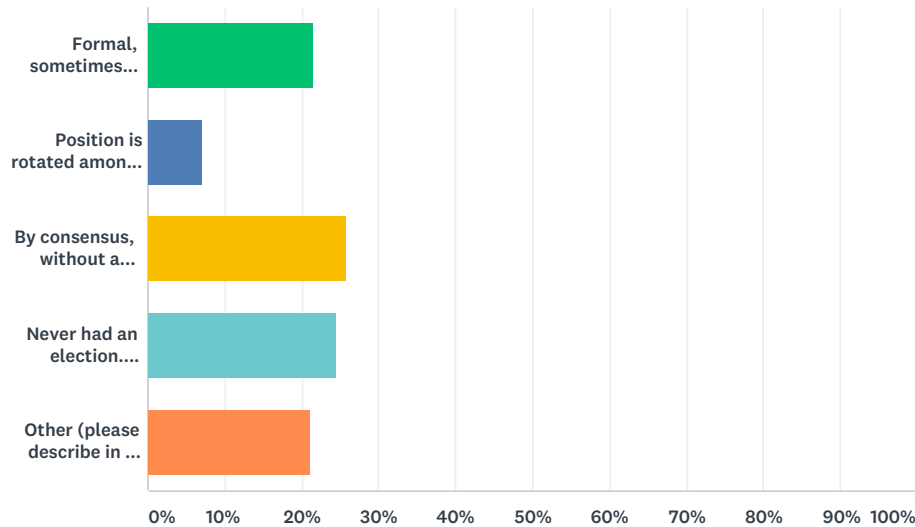


ANSWER CHOICES	RESPONSES	
Yes, including marketing/business development	66.14%	166
Yes, not including marketing/business development	17.93%	45
No, some management staff report elsewhere	4.78%	12
No, some support staff report elsewhere	6.77%	17
Other (please specify)	4.38%	11
TOTAL		251

#	OTHER (PLEASE SPECIFY)	DATE
1	All Hiring/Firing is final by CEO	8/14/2017 9:25 AM
2	Yes, but I must consult with managing partner before hiring or firing anyone. They all report to me. We don't have any marketing /business staff	8/11/2017 3:20 PM
3	No, all support staff is supposed to report to me, but there support staff who work for partners tend to go to the partner first. Really undercuts morale and respect.	8/9/2017 3:54 PM
4	Yes, but I doubt I would hire/fire without consulting with MP and possibly others.	8/9/2017 12:49 PM
5	All decisions are ultimately the managing partners.	8/9/2017 12:43 PM
6	We are in the process of reorganizing and some managers will report elsewhere; also, our support staff report to our Personnel Manager	8/8/2017 6:41 PM
7	No, partners would like to have a say in the hiring and firing process	8/8/2017 12:26 PM
8	I, along with the Management Committee (equity partners) supervise and hire/fire jointly	8/8/2017 12:15 PM
9	All non-attorney staff other than Controller and Technology manager.	8/4/2017 2:40 PM
10	Not marketing, general counsel, or Diversity	8/4/2017 1:54 PM
11	Yes, we do not have a marketing/business development department.	8/4/2017 1:43 PM

Q8 From the list below, please select the statement that best describes how your Firm selects its managing partner?

Answered: 241 Skipped: 11



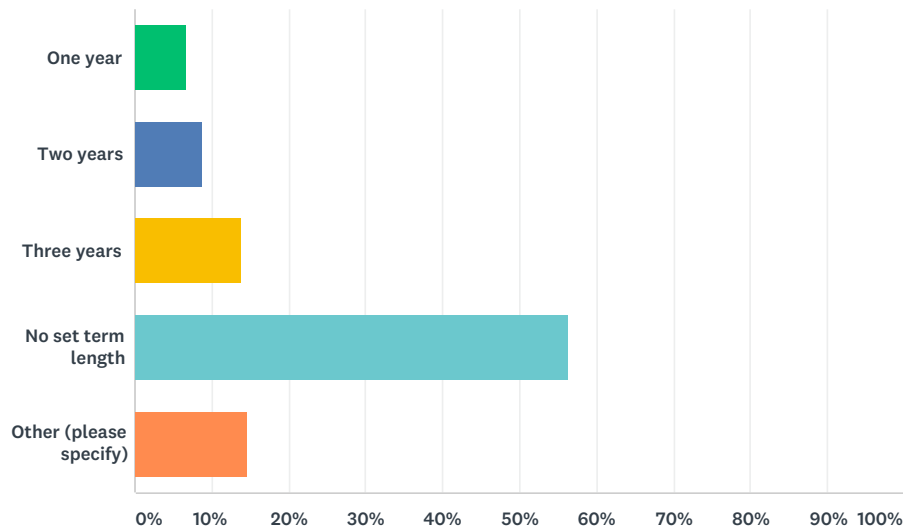
ANSWER CHOICES	RESPONSES
Formal, sometimes contested, election process	21.58% 52
Position is rotated among partners every year or two	7.05% 17
By consensus, without a formal election process	25.73% 62
Never had an election. Founding partner runs the show.	24.48% 59
Other (please describe in a few words)	21.16% 51
TOTAL	241

#	OTHER (PLEASE DESCRIBE IN A FEW WORDS)	DATE
1	House Counsel - Position is posted among peers	8/14/2017 3:52 PM
2	Only 2 partners and they co-lead the Firm	8/14/2017 3:03 PM
3	Election by Shareholders	8/14/2017 9:26 AM
4	N/A	8/14/2017 9:20 AM
5	Default	8/14/2017 8:34 AM
6	designated by founding partner	8/12/2017 8:35 AM
7	Owner	8/11/2017 9:00 PM
8	Do not have a manageing partner	8/11/2017 4:01 PM
9	We have no Managing Partner, We have an Excecutive Committee elected by the partners annually	8/11/2017 2:25 PM
10	Election for minutes, same partner voted in.	8/11/2017 1:51 PM
11	No Managing Partner	8/11/2017 1:42 PM
12	By consensus with a formal vote - any partner can stand for election	8/11/2017 1:42 PM
13	Informal 2 year rotation - elected by Executive Committee annually	8/11/2017 1:27 PM
14	non owner from partner ranks or outside hire	8/11/2017 12:46 PM
15	By Concensus, still requires shareholder formal vote	8/11/2017 11:20 AM
16	We have a formal election, but mostly done by consensus. Never contested.	8/11/2017 8:05 AM
17	Our firm does not have a managing partner. Executive committee handles this duty.	8/9/2017 12:00 PM

18	He or she is now elected by a Board of Directors	8/9/2017 8:53 AM
19	No managing partner or management committee	8/9/2017 8:03 AM
20	Formal, never contested, election process	8/8/2017 6:17 PM
21	The founding 3 partners make up the Executive Committee. No single managing partner, but rather management by committee.	8/8/2017 3:08 PM
22	Formal election of consensus leader	8/8/2017 3:07 PM
23	We do not have a Managing Partner designation	8/8/2017 2:23 PM
24	There is no single managing partner	8/8/2017 1:19 PM
25	Same 4 partners have been on the Management Committee for 20 yrs	8/8/2017 1:15 PM
26	Selected by Management Committee	8/8/2017 12:49 PM
27	Two named partners manage equally.	8/8/2017 12:39 PM
28	Not sure how the current managing partner was selected	8/8/2017 12:26 PM
29	Managing partner is up for re-election every 2 years. We have the formal vote but we have never changed managing partners because the others don't want to do it.	8/8/2017 12:22 PM
30	appointed by the Executive Committee	8/8/2017 12:19 PM
31	Evaluation and election each year	8/7/2017 4:00 PM
32	Management Committee (MC) elects the MP	8/7/2017 2:43 PM
33	The position does not exist at our firm	8/7/2017 11:09 AM
34	Founding attorney with no partners, but with associates.	8/7/2017 10:40 AM
35	Three equal partners in status	8/7/2017 10:34 AM
36	No managing partner	8/7/2017 9:35 AM
37	Recommended by the management committee, by consensus of the partners, generally serves 3 years	8/7/2017 8:03 AM
38	2 owners are MPs and run the show	8/4/2017 5:52 PM
39	Equity Partners & Managing Partners are the same people	8/4/2017 5:07 PM
40	Selection committee determines single candidate after all partners are interviewed	8/4/2017 4:39 PM
41	formal process but never contested.	8/4/2017 3:47 PM
42	No election. Executive Committee/founding partnerS run the show.	8/4/2017 2:41 PM
43	Not sure. Have only been at this firm since May. In previous firms, partners would vote.	8/4/2017 2:31 PM
44	Formal, by consensus, never contested	8/4/2017 1:55 PM
45	Five founding partners run firm--no managing partner title	8/4/2017 1:43 PM
46	Formal election but consensus is reached prior.	8/4/2017 1:38 PM
47	We have two founding partners who run the show.	8/4/2017 1:35 PM
48	Elected Board appoint Managing Partner	8/4/2017 1:17 PM
49	Have had same MP for 15+ years. When it's time for him to move on, there will be a formal election.	8/4/2017 1:15 PM
50	No Managing Partner - 4 Directors run the show	8/4/2017 1:10 PM
51	Periodic elections - when managing partners decide to resign as managing partner	8/4/2017 1:08 PM

Q9 What is the term length your Firm's managing partner serves? (How often does the position come up for vote?)

Answered: 240 Skipped: 12



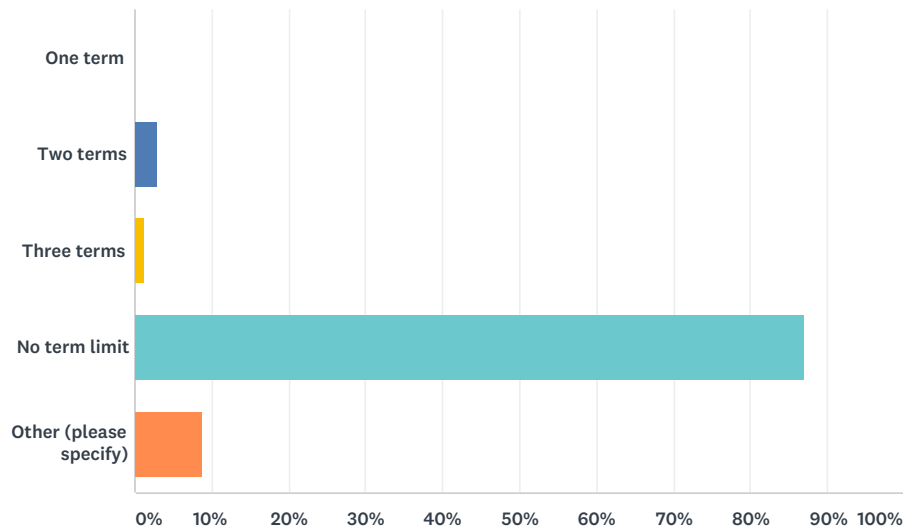
ANSWER CHOICES	RESPONSES
One year	6.67% 16
Two years	8.75% 21
Three years	13.75% 33
No set term length	56.25% 135
Other (please specify)	14.58% 35
TOTAL	240

#	OTHER (PLEASE SPECIFY)	DATE
1	N/A	8/14/2017 9:20 AM
2	First term is 3 years; successive terms are 2 years.	8/14/2017 6:58 AM
3	Owner - indefinite	8/11/2017 9:00 PM
4	See previous answer	8/11/2017 2:25 PM
5	4 years	8/11/2017 2:22 PM
6	Permanent	8/11/2017 1:41 PM
7	N/A	8/11/2017 1:30 PM
8	Not applicable	8/9/2017 12:00 PM
9	n/a	8/9/2017 11:34 AM
10	NA	8/9/2017 8:03 AM
11	five year term	8/9/2017 8:02 AM
12	5 years with extension after evaluation during 4th year	8/8/2017 6:17 PM
13	Four years	8/8/2017 5:11 PM
14	Managed by founding equity committee partners	8/8/2017 3:08 PM
15	6-10 years	8/8/2017 2:51 PM
16	Since she founded firm 21 years ago (with 2 other partners)	8/8/2017 2:27 PM
17	Do not have one	8/8/2017 2:23 PM

18	I don't know	8/8/2017 1:51 PM
19	n/a	8/8/2017 1:19 PM
20	Starts at 3 years but term extensions vary in length	8/8/2017 12:49 PM
21	Managing partner is the owner	8/8/2017 12:46 PM
22	N/A	8/8/2017 12:18 PM
23	5 years	8/7/2017 2:19 PM
24	NA	8/7/2017 11:09 AM
25	n/a - no partners - founding attorney manages	8/7/2017 10:40 AM
26	no voting, all three stay as managing partners	8/7/2017 10:34 AM
27	n/a	8/7/2017 9:35 AM
28	One year appointment but generally serves 3 terms.	8/7/2017 8:03 AM
29	4 years	8/7/2017 12:50 AM
30	We don't do this.	8/4/2017 4:49 PM
31	Four year term.	8/4/2017 2:14 PM
32	not applicable	8/4/2017 1:50 PM
33	N/A	8/4/2017 1:43 PM
34	five years	8/4/2017 1:36 PM
35	6 years	8/4/2017 1:17 PM

Q10 Does your Firm impose a limit on the number of terms its managing partner can serve?

Answered: 239 Skipped: 13



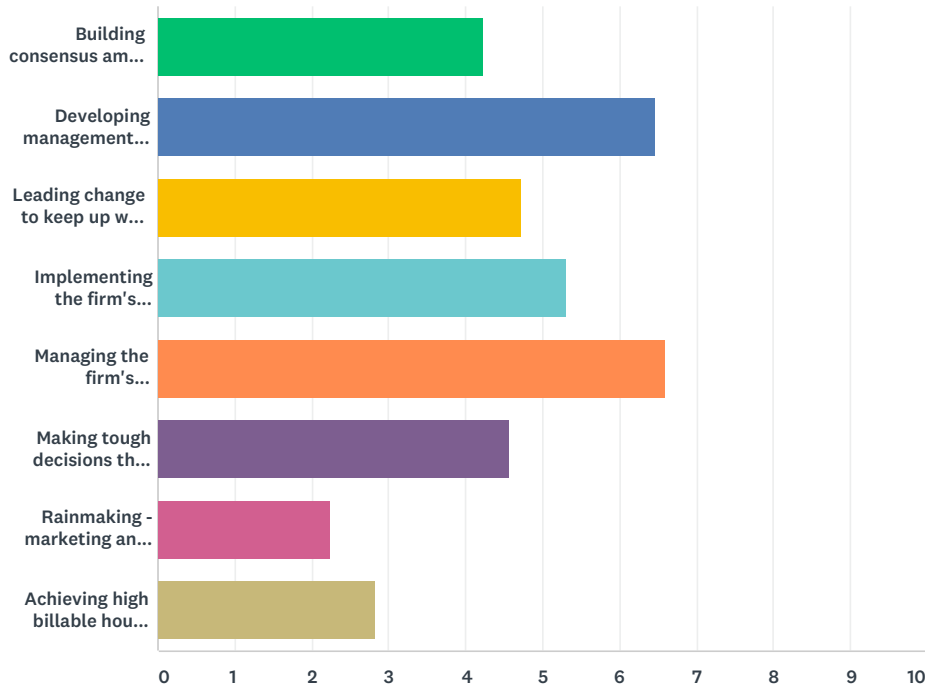
ANSWER CHOICES	RESPONSES
One term	0.00% 0
Two terms	2.93% 7
Three terms	1.26% 3
No term limit	87.03% 208
Other (please specify)	8.79% 21
TOTAL	239

#	OTHER (PLEASE SPECIFY)	DATE
1	N/A	8/14/2017 9:20 AM
2	They are elected to 3 year terms (max two terms) on the Board and the Board selects the managing partner from the Board each year.	8/14/2017 8:24 AM
3	See previous answer	8/11/2017 2:25 PM
4	No Managing Partner	8/11/2017 1:42 PM
5	N/A	8/11/2017 1:41 PM
6	N/A	8/11/2017 1:30 PM
7	Can't serve in position beyond age 65 unless by special amendment to partnership agreement approved by majority of partners.	8/11/2017 8:05 AM
8	Not applicable	8/9/2017 12:00 PM
9	n/a	8/9/2017 11:34 AM
10	NA	8/9/2017 8:03 AM
11	Do not have one	8/8/2017 2:23 PM
12	I don't know	8/8/2017 1:51 PM
13	n/a	8/8/2017 1:19 PM
14	four terms unless waived by partners	8/8/2017 1:18 PM
15	NA	8/7/2017 11:09 AM
16	n/a - no partners - founding attorney manages	8/7/2017 10:40 AM

17	n/a	8/7/2017 9:35 AM
18	Managing Partner can continue to serve past 4 years if a successor is not elected.	8/4/2017 2:14 PM
19	not applicable	8/4/2017 1:50 PM
20	N/A	8/4/2017 1:43 PM
21	Three terms but can be waived by the Executive Committee	8/4/2017 1:14 PM

Q11 From the list below, please rank what you believe to be your most important contributions in your role as a Firm leader? (1 is the most important.)

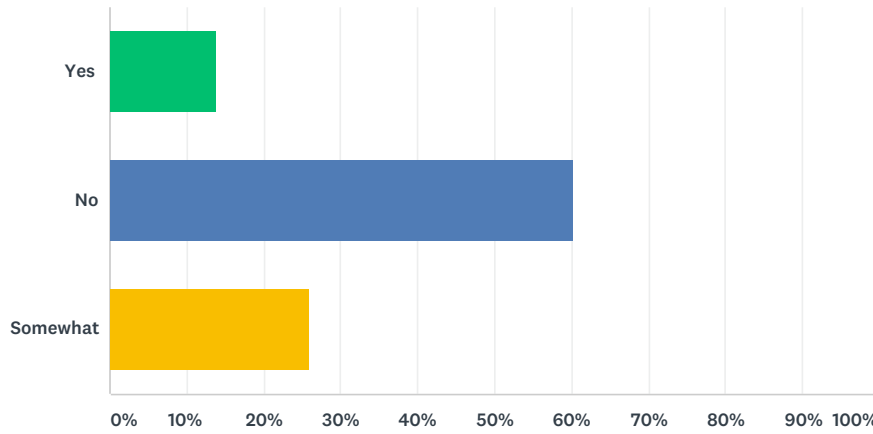
Answered: 230 Skipped: 22



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Building consensus among firm owners	4.69% 9	10.42% 20	15.10% 29	14.58% 28	15.10% 29	19.27% 37	9.38% 18	11.46% 22	192	4.22
Developing management strategies to maximize efficiency and profitability	29.08% 57	29.08% 57	21.43% 42	8.67% 17	6.12% 12	3.06% 6	2.04% 4	0.51% 1	196	6.46
Leading change to keep up with the market	6.28% 12	13.61% 26	15.18% 29	16.75% 32	22.51% 43	13.61% 26	8.38% 16	3.66% 7	191	4.72
Implementing the firm's long-term strategic goals and objectives	7.07% 14	21.21% 42	19.70% 39	22.73% 45	12.12% 24	11.62% 23	5.05% 10	0.51% 1	198	5.31
Managing the firm's day-to-day operations	55.25% 121	11.42% 25	8.22% 18	6.85% 15	6.85% 15	6.85% 15	2.28% 5	2.28% 5	219	6.60
Making tough decisions the firm tends to avoid	3.92% 8	9.80% 20	17.65% 36	21.08% 43	18.14% 37	16.18% 33	10.29% 21	2.94% 6	204	4.56
Rainmaking - marketing and business development	1.03% 2	2.58% 5	3.09% 6	5.15% 10	3.61% 7	10.82% 21	31.96% 62	41.75% 81	194	2.23
Achieving high billable hours and collections	2.53% 5	5.56% 11	4.55% 9	6.06% 12	12.12% 24	12.12% 24	24.75% 49	32.32% 64	198	2.83

Q12 Are you proactively grooming a successor for your Firm leadership role?

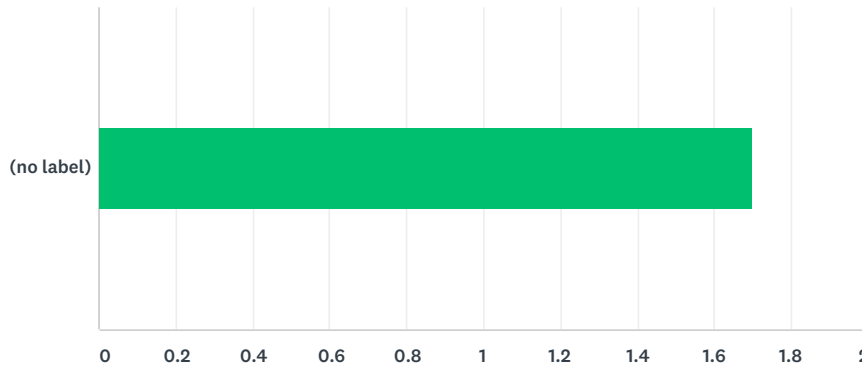
Answered: 232 Skipped: 20



ANSWER CHOICES		RESPONSES	
Yes		13.79%	32
No		60.34%	140
Somewhat		25.86%	60
TOTAL			232

Q13 On a 1-7 scale, how much do you enjoy (or not enjoy) a Firm leadership role? (1 is the highest.)

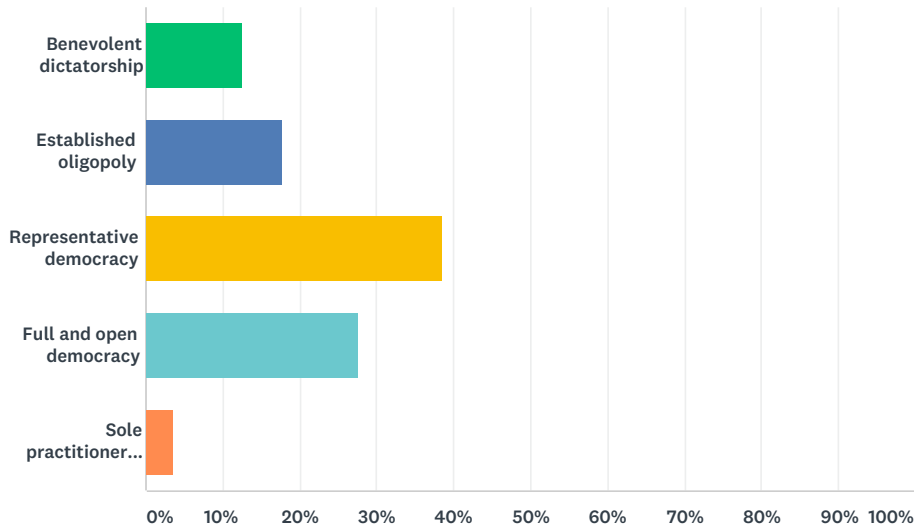
Answered: 232 Skipped: 20



	1 - LOVE IT.	2	3	4 - IT'S OK.	5	6	7 - HATE IT.	TOTAL	WEIGHTED AVERAGE
(no label)	56.47%	31.90%	4.31%	2.59%	3.02%	0.86%	0.86%	232	1.70
	131	74	10	6	7	2	2		

Q14 From the list below, which term most closely describes your Firm's current governance model?

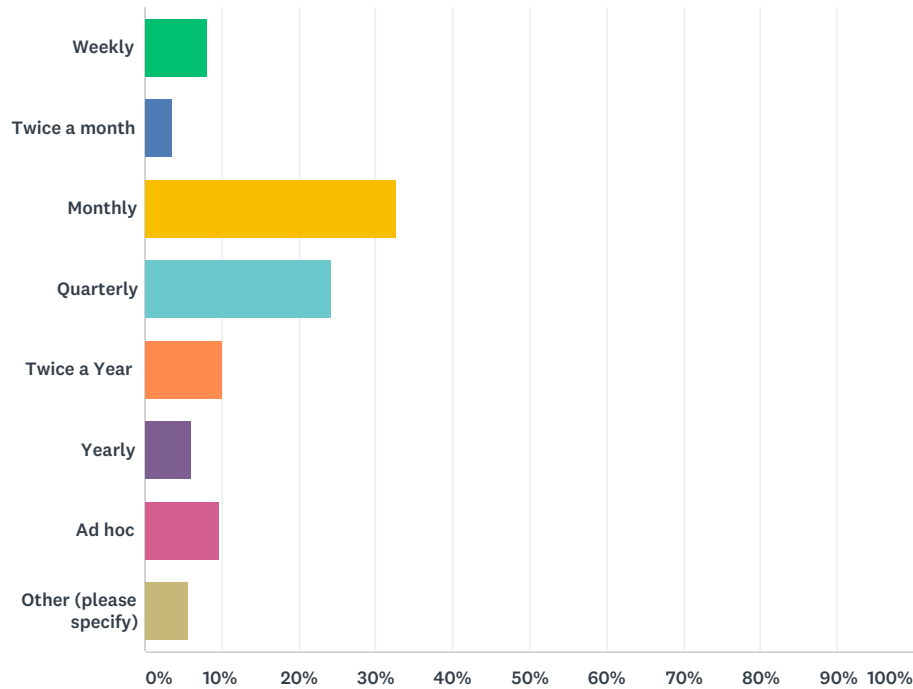
Answered: 224 Skipped: 28



ANSWER CHOICES	RESPONSES
Benevolent dictatorship	12.50% 28
Established oligopoly	17.86% 40
Representative democracy	38.39% 86
Full and open democracy	27.68% 62
Sole practitioners sharing office space	3.57% 8
TOTAL	224

Q15 How often do all the partners/shareholders of your Firm meet for decision-making purposes?

Answered: 230 Skipped: 22



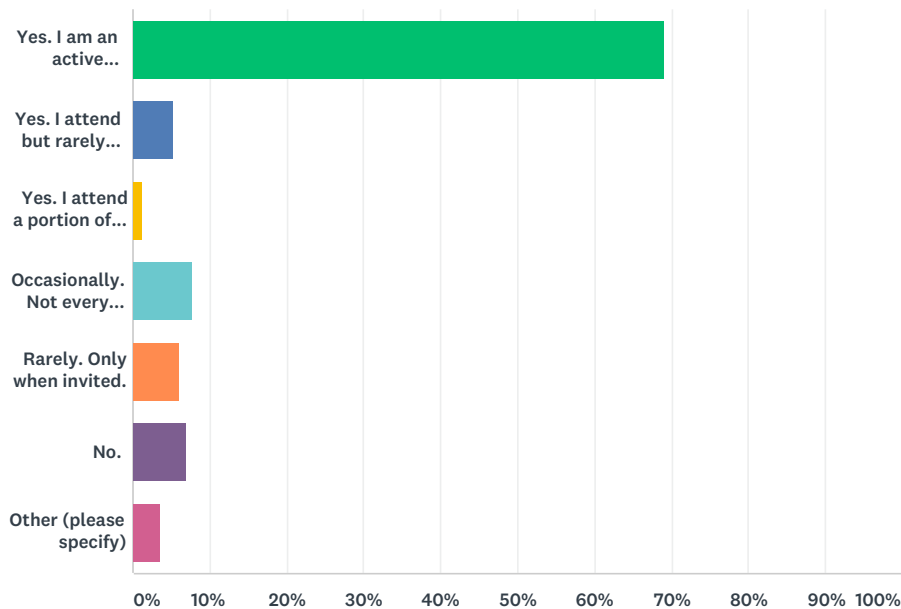
ANSWER CHOICES	RESPONSES	
Weekly	8.26%	19
Twice a month	3.48%	8
Monthly	32.61%	75
Quarterly	24.35%	56
Twice a Year	10.00%	23
Yearly	6.09%	14
Ad hoc	9.57%	22
Other (please specify)	5.65%	13
TOTAL		230

#	OTHER (PLEASE SPECIFY)	DATE
1	No formal meetings. Partners meet as necessary.	8/14/2017 3:05 PM
2	N/A	8/14/2017 9:22 AM
3	Every other Month	8/11/2017 3:25 PM
4	Bi Monthly shareholder meetings	8/11/2017 1:33 PM
5	N/A	8/11/2017 11:52 AM
6	1 partner, no shareholders	8/10/2017 10:51 AM
7	2/month plus quarterly "retreats"	8/9/2017 11:36 AM
8	n/a - no partners	8/7/2017 10:45 AM
9	at least once annually but more if situations necessitate it.	8/7/2017 8:07 AM
10	Management Committee at least monthly/ Full Partnership annually	8/4/2017 6:03 PM

11	Quarterly in person with weekly shareholder conference calls	8/4/2017 1:57 PM
12	I meet with owner several times a month	8/4/2017 1:54 PM
13	Partners meet every other month for informational/comraderie purposes. Members only vote on admission of new members, member compensation, budget and things of that magnitude.	8/4/2017 1:23 PM

Q16 Do you, as the Firm's principal/chief operations executive, regularly attend partnership meetings? (Please select the closest answer.)

Answered: 230 Skipped: 22

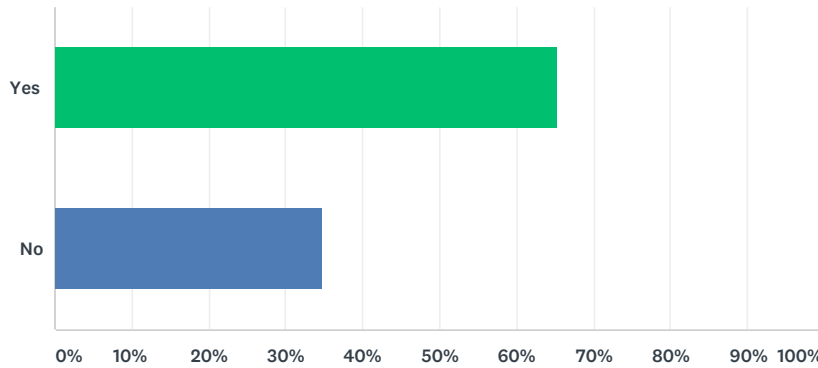


ANSWER CHOICES	RESPONSES	
Yes. I am an active participant.	69.13%	159
Yes. I attend but rarely participate in the discussion.	5.22%	12
Yes. I attend a portion of each meeting.	1.30%	3
Occasionally. Not every meeting.	7.83%	18
Rarely. Only when invited.	6.09%	14
No.	6.96%	16
Other (please specify)	3.48%	8
TOTAL		230

#	OTHER (PLEASE SPECIFY)	DATE
1	Partners bring me in on conversations pertaining to Firm admin.	8/14/2017 3:05 PM
2	N/A	8/14/2017 9:22 AM
3	Have not been here long enough.	8/11/2017 8:40 PM
4	Meetings are rare, indeed.	8/11/2017 1:31 PM
5	N/A	8/11/2017 11:52 AM
6	Attend and take minutes	8/8/2017 2:33 PM
7	Partner meetings are rarely held	8/8/2017 12:22 PM
8	see previous response	8/4/2017 1:54 PM

Q17 Does your Firm currently have an Executive or Management Committee?

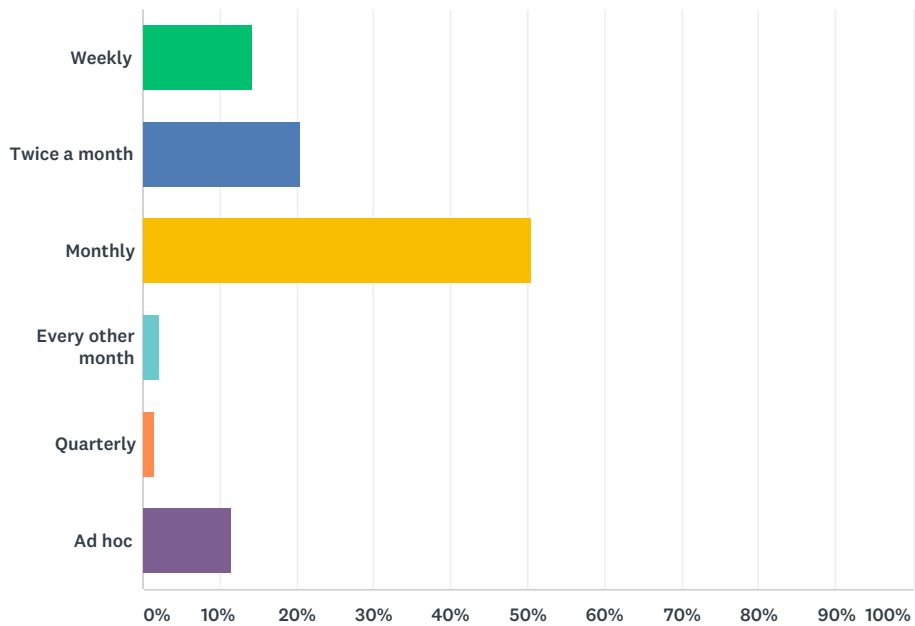
Answered: 231 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	65.37%	151
No	34.63%	80
TOTAL		231

Q18 How often does the Executive/Management Committee meet for decision-making purposes?

Answered: 147 Skipped: 105

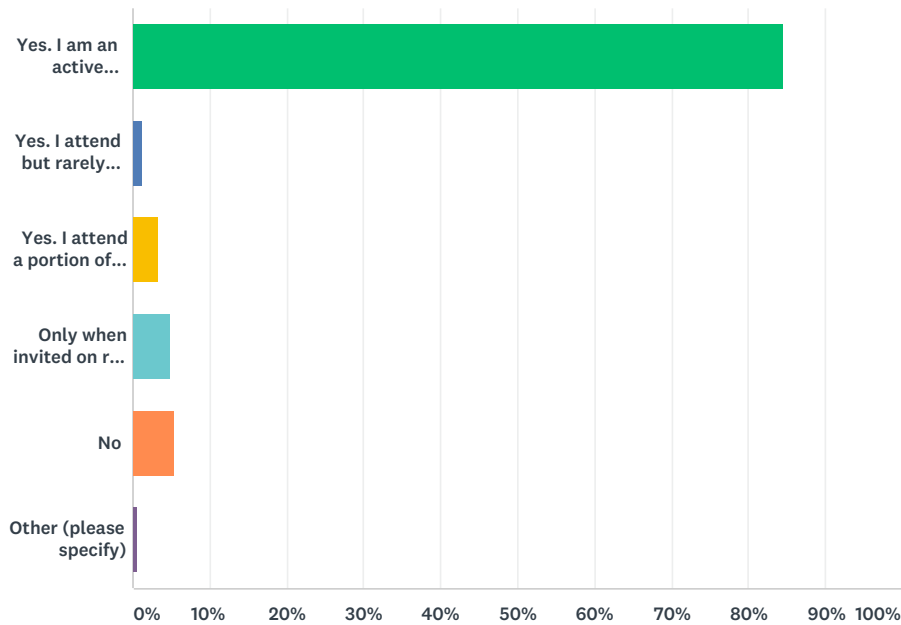


ANSWER CHOICES	RESPONSES	
Weekly	14.29%	21
Twice a month	20.41%	30
Monthly	50.34%	74
Every other month	2.04%	3
Quarterly	1.36%	2
Ad hoc	11.56%	17
TOTAL		147

#	OTHER (PLEASE SPECIFY)	DATE
1	No set schedule; issues are dealt with as they come up.	8/8/2017 2:39 PM

Q19 Do you, as the Firm's principal/chief operations executive, regularly attend Executive/Management Committee meetings? (Please select the closest answer.)

Answered: 148 Skipped: 104

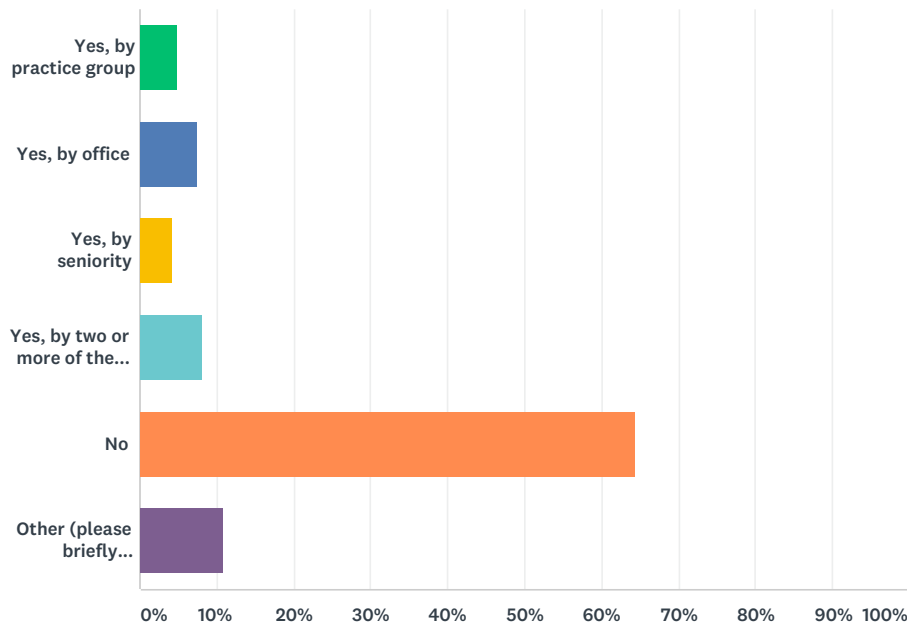


ANSWER CHOICES	RESPONSES	
Yes. I am an active participant.	84.46%	125
Yes. I attend but rarely participate in the discussion.	1.35%	2
Yes. I attend a portion of the meetings.	3.38%	5
Only when invited on rare occasions.	4.73%	7
No	5.41%	8
Other (please specify)	0.68%	1
TOTAL		148

#	OTHER (PLEASE SPECIFY)	DATE
1	Yes, i am a voting member of the Management Committee	8/11/2017 4:05 PM

Q20 Is there "forced" representation as to who serves on the Executive/Management Committee?

Answered: 146 Skipped: 106



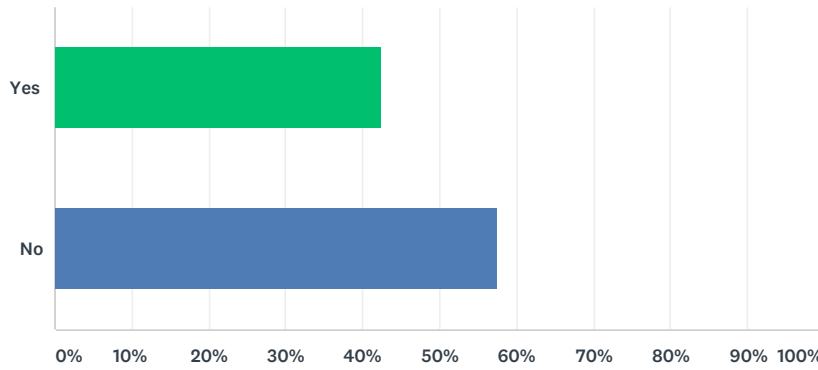
ANSWER CHOICES	RESPONSES
Yes, by practice group	4.79% 7
Yes, by office	7.53% 11
Yes, by seniority	4.11% 6
Yes, by two or more of the above criteria	8.22% 12
No	64.38% 94
Other (please briefly describe)	10.96% 16
TOTAL	146

#	OTHER (PLEASE BRIEFLY DESCRIBE)	DATE
1	A few of the equity partners	8/14/2017 6:42 PM
2	three of five positions are geography based (but firm is large of enough that representation is not viewed as "Forced")	8/14/2017 7:01 AM
3	voted on by partners	8/11/2017 4:05 PM
4	An election process - any partner can stand for election	8/11/2017 1:47 PM
5	Not forced, but all partners must be involved in management somewhere.	8/11/2017 1:33 PM
6	Board of Directors	8/11/2017 11:24 AM
7	9 member board elected by partners to staggered 3 year terms; management committee positions as appointed by the Chair. Currently includes Managing Partner, General Counsel, Executive Director and Chair of Attorney Career Advancement	8/11/2017 8:10 AM
8	6 partners who are each elected to 3 year terms	8/8/2017 6:20 PM
9	Dept heads, elected shareholders, permanent members	8/8/2017 3:39 PM
10	The management committee is made up of the managing partner, 2 other equity partners who serve 2 year terms and the director of operations	8/8/2017 12:25 PM
11	The Founding Partners comprise the Executive Committee	8/7/2017 8:09 AM

12	Owners and Administrator	8/4/2017 6:04 PM
13	Equity Partners comprise the Executive Committee	8/4/2017 5:16 PM
14	Three division chairs selected by MP plus 7 elected members and MP	8/4/2017 4:43 PM
15	Board members are elected with at least one representative from each practice group.	8/4/2017 1:24 PM
16	Concensus of who the 5 members will be	8/4/2017 1:19 PM

Q21 Does your Firm currently have a separate Compensation Committee?

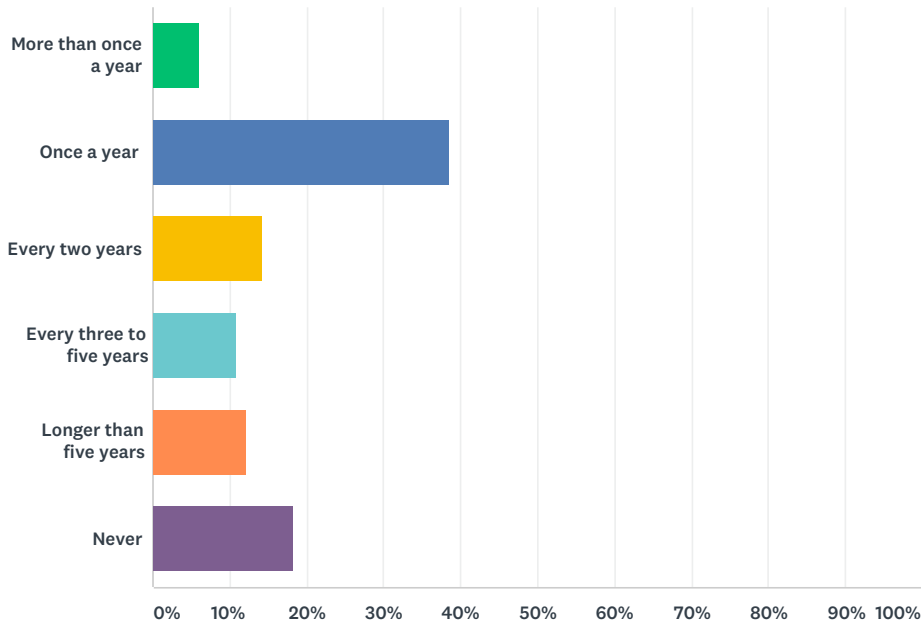
Answered: 148 Skipped: 104



ANSWER CHOICES	RESPONSES	
Yes	42.57%	63
No	57.43%	85
TOTAL		148

Q22 How often does your Firm hold out-of-office Firm retreats? (Please select the closest answer.)

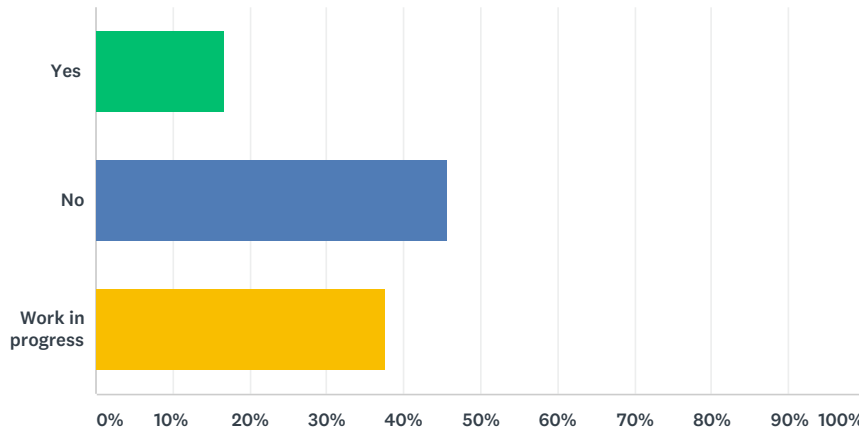
Answered: 148 Skipped: 104



ANSWER CHOICES	RESPONSES	
More than once a year	6.08%	9
Once a year	38.51%	57
Every two years	14.19%	21
Every three to five years	10.81%	16
Longer than five years	12.16%	18
Never	18.24%	27
TOTAL		148

Q23 Does your Firm provide leadership training for its current and future Firm leaders?

Answered: 228 Skipped: 24



ANSWER CHOICES	RESPONSES	
Yes	16.67%	38
No	45.61%	104
Work in progress	37.72%	86
TOTAL		228

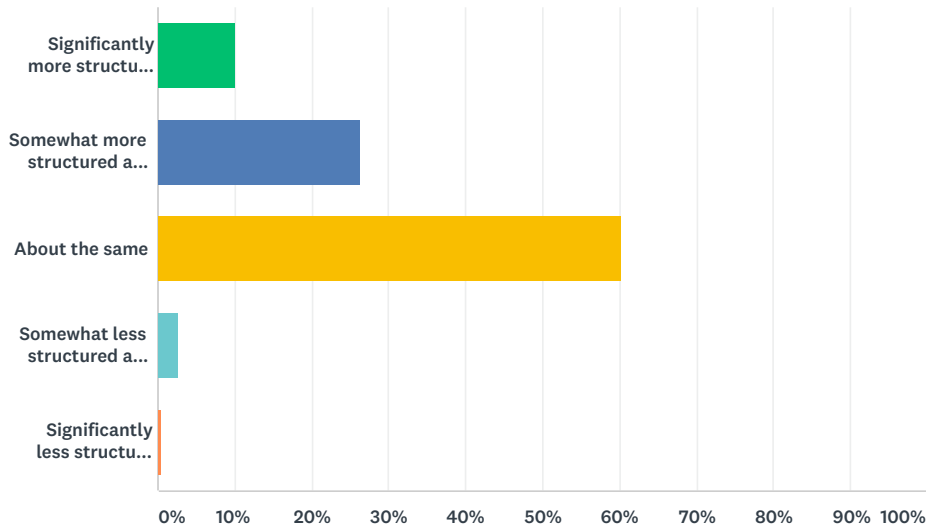
Q24 Please briefly describe your Firm's leadership training program.

Answered: 32 Skipped: 220

#	RESPONSES	DATE
1	AAA University provides inhouse training for management.	8/14/2017 3:58 PM
2	This only applied to the Executive Director position; the BOD/management committee does not actively participate in non CLE training & development.	8/14/2017 3:26 PM
3	While there is no defined process, leadership training, those moving up the ladder as well as non-attorney managers are encouraged to pursue education paid by the firm.	8/11/2017 2:12 PM
4	From a succession planning approach - we increased the number of partners on the management committee and compensation committee to expose and develop these younger partners to the roles and responsibilities of Firm Management.	8/11/2017 1:51 PM
5	Ad hoc mentoring; committee chairs; special event chairs; hiring committee	8/11/2017 11:26 AM
6	3rd party training on an occasional basis	8/9/2017 5:31 PM
7	Each associate is assigned a par	8/9/2017 12:54 PM
8	Not in house - staff can attend seminars etc. if beneficial to their position	8/9/2017 12:46 PM
9	not yet developed fully	8/9/2017 8:05 AM
10	For the attorneys - we provide coaching with an outside consultant; for the managers - we support membership in ALA and attendance at conferences.	8/8/2017 6:48 PM
11	Bring younger partners onboard for one year "internship" to serve on compensation and board of directors to gain insight into governance.	8/8/2017 3:13 PM
12	We constantly bring speakers, trainers and specialty programs focused on particular areas of the business. We also run a Coaching Program for Partners based on Leadership.	8/8/2017 2:39 PM
13	Supports participation in ALA conferences	8/8/2017 1:06 PM
14	Internal and external leadership training (depends on the leadership role of the trainee)	8/8/2017 12:53 PM
15	They have established a mentor program	8/8/2017 12:52 PM
16	Supporting continuing education classes.	8/8/2017 12:21 PM
17	Attending conferences	8/7/2017 4:19 PM
18	We have a leadership committee that provides opportunity for up and coming leaders and then we have a training session with new leaders.	8/7/2017 2:23 PM
19	Local management professional	8/7/2017 11:01 AM
20	Each new participant is mentored by the former acting participant(s).	8/7/2017 8:38 AM
21	ALA is our primary training for leadership. Other webinars and educational opportunities are presented by our vendor partners.	8/4/2017 6:06 PM
22	leadership is a choice, rainmaker	8/4/2017 5:55 PM
23	We have an associates program lead by a partner who was once an associate. I train administrative personnel in addition to firm training subscription. We have training sessions once every two months.	8/4/2017 5:17 PM
24	Conferences and MCLE	8/4/2017 4:51 PM
25	Professional coaching services	8/4/2017 3:28 PM
26	We outsource. I proactively mentor my direct reports.	8/4/2017 2:37 PM
27	Mentoring program lead by an executive committee of senior shareholders	8/4/2017 2:32 PM
28	Attendance at appropriate seminars and in-house training	8/4/2017 2:03 PM
29	Managing Partner Forum and other Leadership sessions	8/4/2017 1:52 PM
30	It is more of a mentoring program along with leadership training from outside the office.	8/4/2017 1:39 PM
31	All are encouraged to take a role in firm management and leadership. The firm supports attendance at a local bar association training program that focuses over 18 hours on law firm leadership.	8/4/2017 1:24 PM
32	leadership training starts at the jr associate level and increases as the lawyer becomes partner	8/4/2017 1:11 PM

Q25 Has your Firm made any significant changes to its governance model in the last five years?

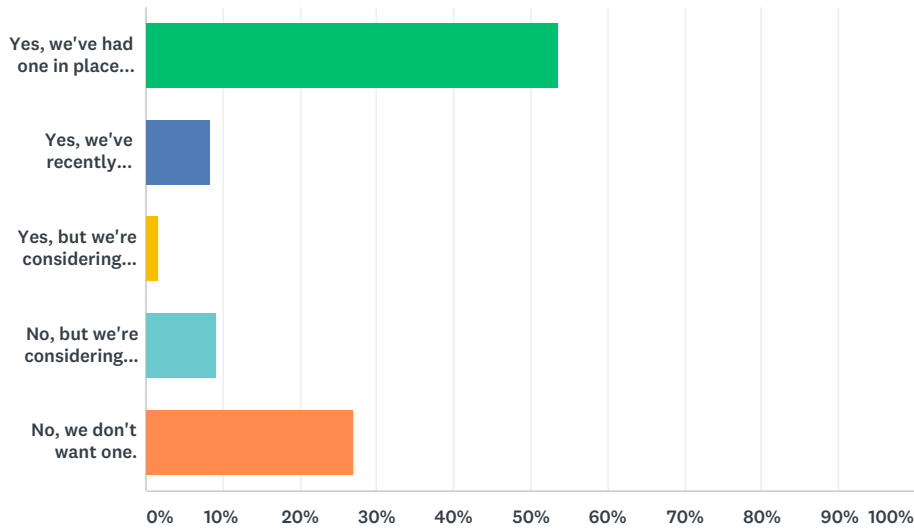
Answered: 227 Skipped: 25



ANSWER CHOICES	RESPONSES	
Significantly more structured and streamlined	10.13%	23
Somewhat more structured and streamlined	26.43%	60
About the same	60.35%	137
Somewhat less structured and streamlined	2.64%	6
Significantly less structured and streamlined	0.44%	1
TOTAL		227

Q26 Does your Firm have a multi-tiered (e.g. equity/non-equity) partnership structure?

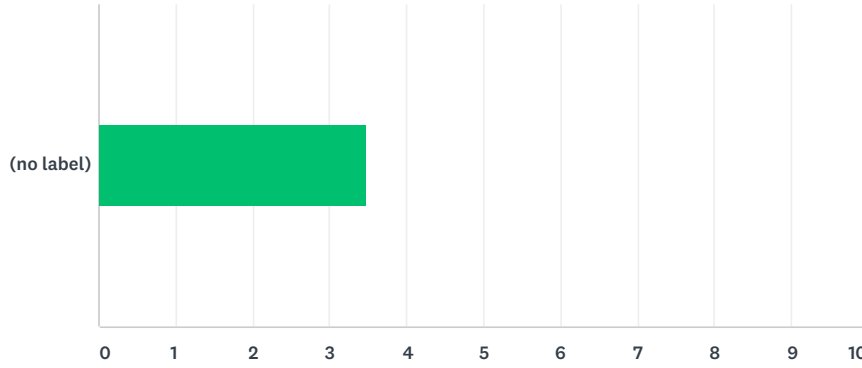
Answered: 226 Skipped: 26



ANSWER CHOICES	RESPONSES	
Yes, we've had one in place for more than five years.	53.54%	121
Yes, we've recently implemented one.	8.41%	19
Yes, but we're considering eliminating it.	1.77%	4
No, but we're considering one.	9.29%	21
No, we don't want one.	26.99%	61
TOTAL		226

Q27 On a 1-7 scale (1 is clearly defined and 7 is not clearly defined), has your Firm clearly articulated to its non-owners the criteria required to earn ownership in the firm?

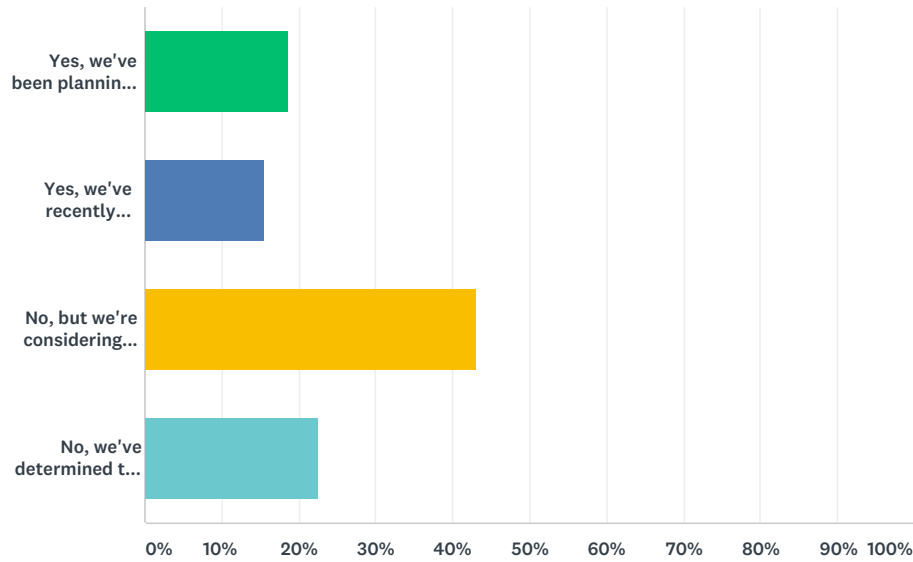
Answered: 224 Skipped: 28



	VERY CLEAR - 1	2	3	4	5	6	NOT CLEAR - 7	TOTAL	WEIGHTED AVERAGE
(no label)	24.55%	16.96%	14.29%	14.29%	7.14%	6.25%	16.52%	224	3.47
	55	38	32	32	16	14	37		

Q28 Does your Firm have a written firm-wide strategic plan?

Answered: 225 Skipped: 27

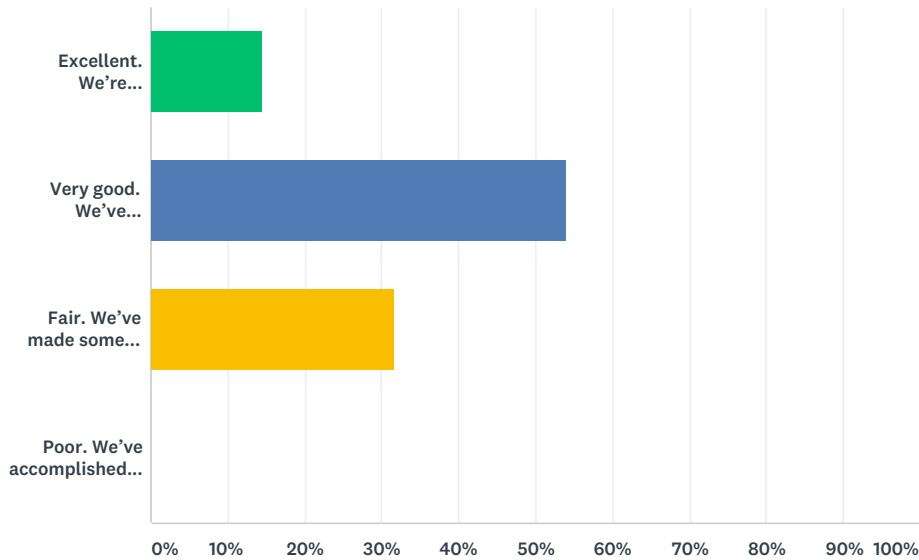


ANSWER CHOICES	RESPONSES	
Yes, we've been planning for more than five years.	18.67%	42
Yes, we've recently developed one.	15.56%	35
No, but we're considering one.	43.11%	97
No, we've determined that we're fine without one.	22.67%	51
TOTAL		225

#	ADDITIONAL COMMENTS?	DATE
	There are no responses.	

Q29 Which statement best describes how well your Firm has implemented its strategic objectives?

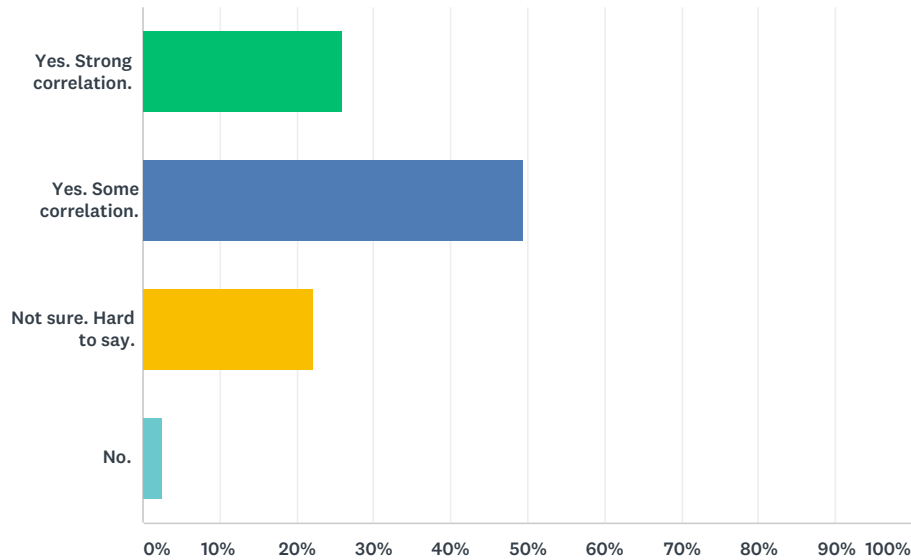
Answered: 76 Skipped: 176



ANSWER CHOICES	RESPONSES	
Excellent. We're diligently implementing our goals and objectives.	14.47%	11
Very good. We've accomplished some things, while others remain elusive.	53.95%	41
Fair. We've made some progress, but could be doing a much better job.	31.58%	24
Poor. We've accomplished little of what we've set out to do.	0.00%	0
TOTAL		76

Q30 Can you attribute improved Firm performance (e.g. cohesiveness, teamwork, profitability) to your Firm's strategic plan?

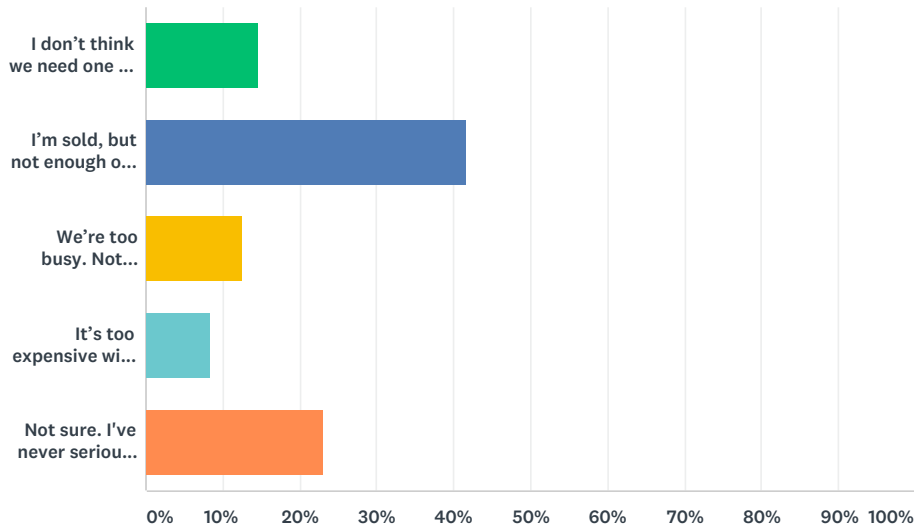
Answered: 77 Skipped: 175



ANSWER CHOICES	RESPONSES	
Yes. Strong correlation.	25.97%	20
Yes. Some correlation.	49.35%	38
Not sure. Hard to say.	22.08%	17
No.	2.60%	2
TOTAL		77

Q31 Which statement best describes your personal opinion about strategic planning for your Firm?

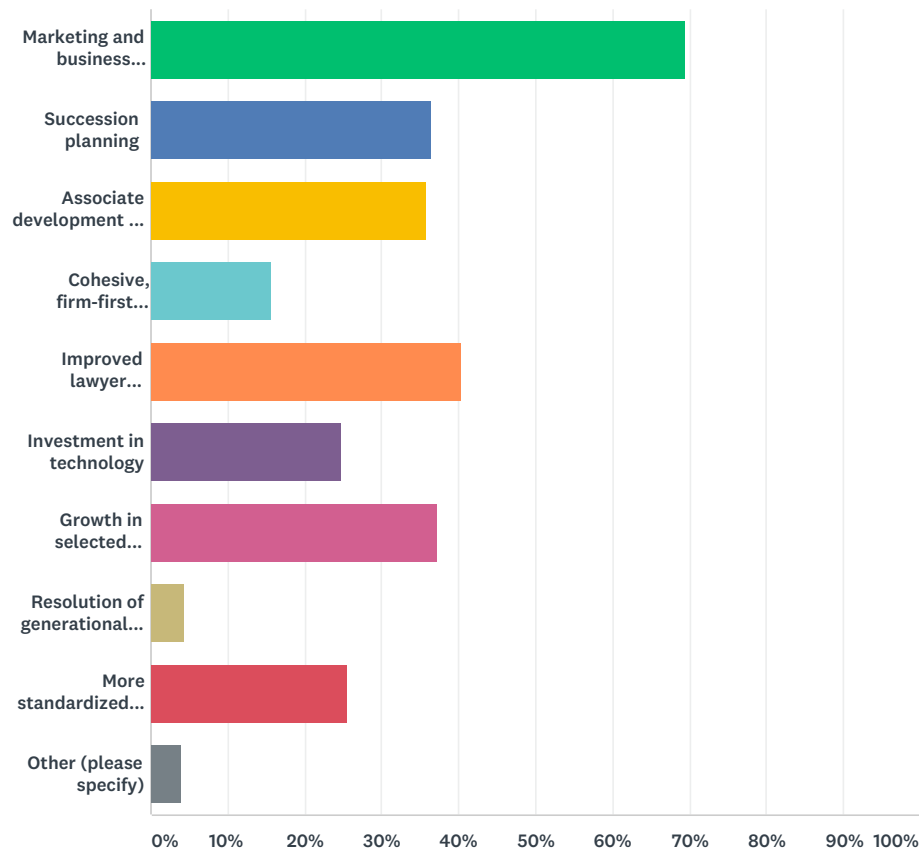
Answered: 48 Skipped: 204



ANSWER CHOICES	RESPONSES	
I don't think we need one and most of the partners agree.	14.58%	7
I'm sold, but not enough of the partners agree.	41.67%	20
We're too busy. Not enough time.	12.50%	6
It's too expensive with little return to show for it.	8.33%	4
Not sure. I've never seriously thought about it.	22.92%	11
TOTAL		48

Q32 From the list below, what are your Firm's top three strategic priorities for 2017? (Please indicate only three choices.)

Answered: 223 Skipped: 29



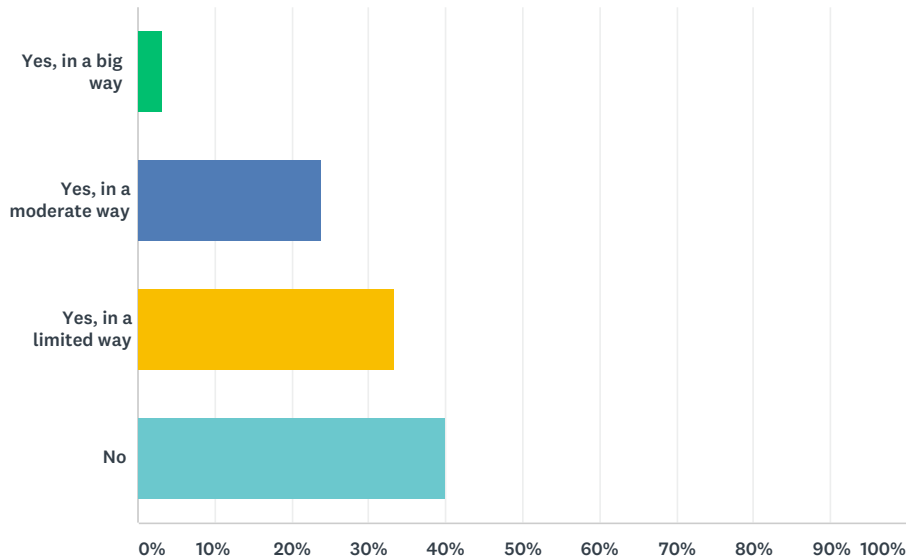
ANSWER CHOICES	RESPONSES	
Marketing and business development	69.51%	155
Succession planning	36.32%	81
Associate development and training	35.87%	80
Cohesive, firm-first culture	15.70%	35
Improved lawyer productivity	40.36%	90
Investment in technology	24.66%	55
Growth in selected practice areas	37.22%	83
Resolution of generational issues	4.48%	10
More standardized processes and procedures	25.56%	57
Other (please specify)	4.04%	9
Total Respondents: 223		

#	OTHER (PLEASE SPECIFY)	DATE
1	Office expansion	8/11/2017 7:19 PM
2	Pending merger	8/11/2017 5:31 PM
3	Mergers is #1 priority.	8/11/2017 1:38 PM

4	Maintaining morale with an aging Principal and no succession plan	8/11/2017 1:34 PM
5	Shift to more client-focused, value-driven culture	8/11/2017 8:15 AM
6	Diversity and Inclusion	8/8/2017 6:23 PM
7	no strategy	8/8/2017 12:21 PM
8	Client service is number one	8/4/2017 2:01 PM
9	Implementing profitability software	8/4/2017 1:31 PM

Q33 Has your Firm changed its approach to how it prices legal services in the last five years? (Please select the closest answer.)

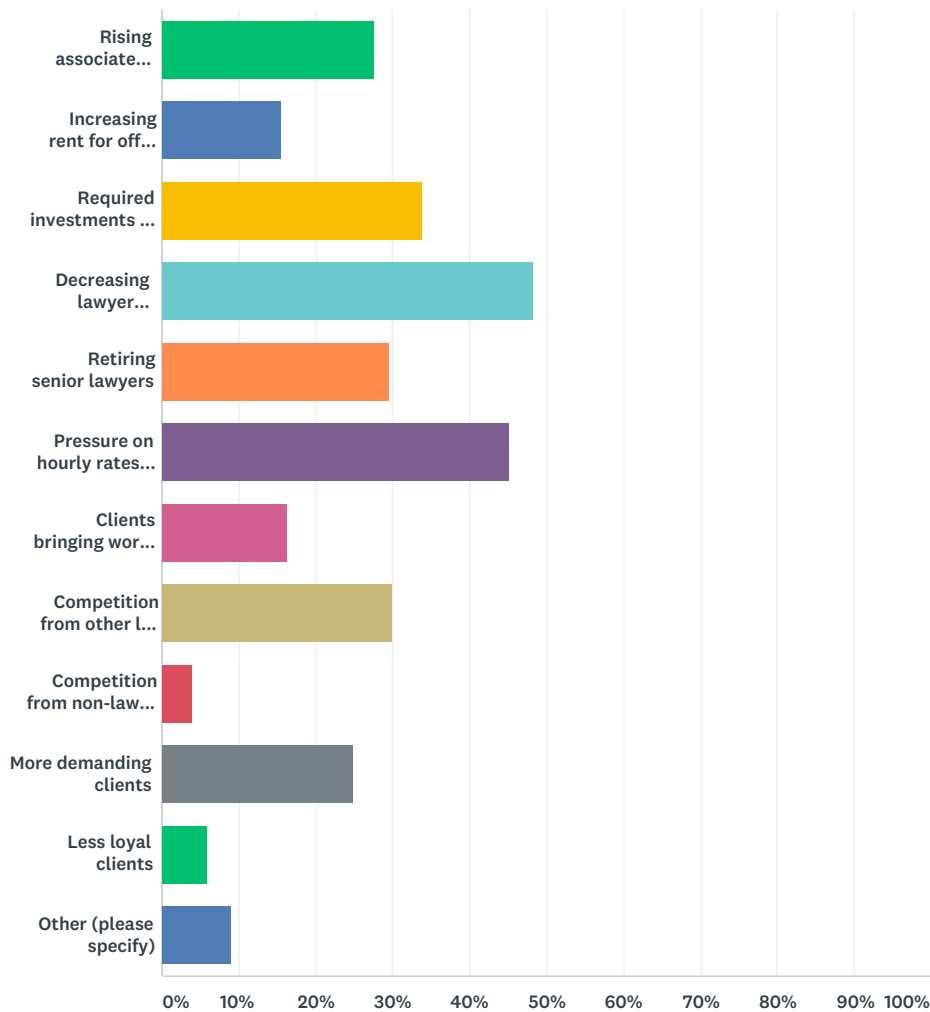
Answered: 223 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes, in a big way	3.14%	7
Yes, in a moderate way	23.77%	53
Yes, in a limited way	33.18%	74
No	39.91%	89
TOTAL		223

Q34 What are your Firm's biggest challenges to improve profitability? (Please select top three choices.)

Answered: 221 Skipped: 31

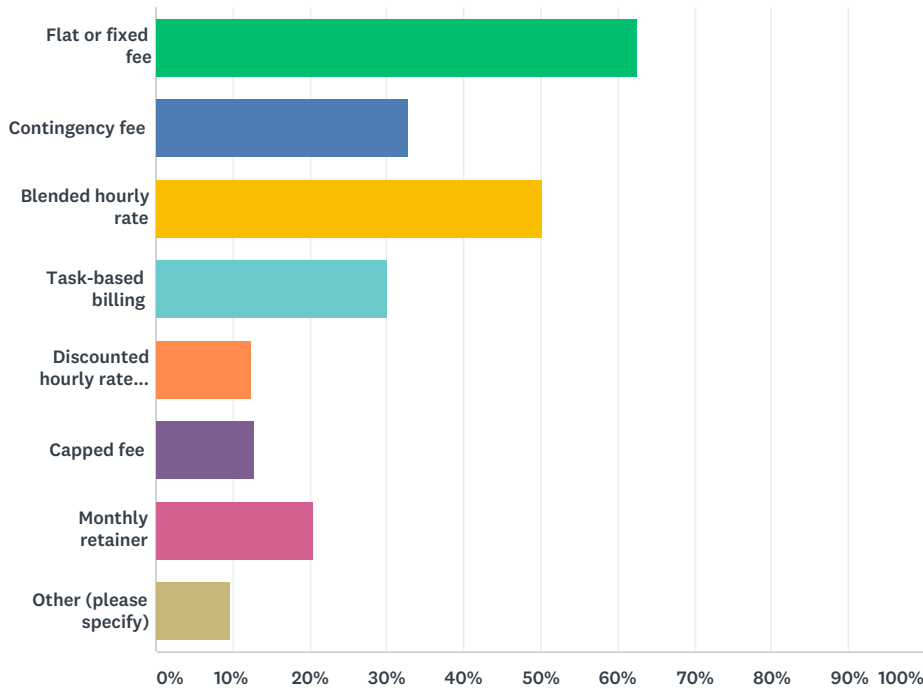


ANSWER CHOICES	RESPONSES	
Rising associate salaries	27.60%	61
Increasing rent for office space	15.38%	34
Required investments in marketing and technology	33.94%	75
Decreasing lawyer productivity	48.42%	107
Retiring senior lawyers	29.41%	65
Pressure on hourly rates, including alternative fee arrangements	45.25%	100
Clients bringing work in-house	16.29%	36
Competition from other law firms	29.86%	66
Competition from non-lawyer service providers	4.07%	9
More demanding clients	24.89%	55
Less loyal clients	5.88%	13

Other (please specify)	9.05%	20
Total Respondents: 221		
#	OTHER (PLEASE SPECIFY)	DATE
1	Changing market for our professional services	8/14/2017 5:15 PM
2	Clients paying for less and less	8/14/2017 3:31 PM
3	limited business acumen	8/12/2017 8:44 AM
4	Clients using third-party billing review	8/11/2017 5:31 PM
5	insurance audits - billing restrictions	8/11/2017 11:30 AM
6	overstaffed	8/10/2017 10:54 AM
7	Modification of current billing agreements to less favorable	8/9/2017 10:04 PM
8	Most Importantly: World Economy and Changes in KYC Policies	8/8/2017 2:43 PM
9	Staffing model & use of non-partner track professionals	8/8/2017 12:56 PM
10	not further developing current clients	8/8/2017 12:43 PM
11	Changing law type	8/7/2017 2:54 PM
12	More competition across the board (Internet, location not as important)	8/7/2017 9:06 AM
13	Limited market in the community we serve	8/7/2017 8:11 AM
14	Firm subsidizing overhead of under-performing partners.	8/4/2017 5:21 PM
15	Not enough work for current number of timekeepers	8/4/2017 4:46 PM
16	As a plaintiff firm, changing our strategies to counter the changing strategies of the other side	8/4/2017 3:24 PM
17	contemporaneous time entry	8/4/2017 3:22 PM
18	Over demands on my time disabling my focus on strategic planning and implementation.	8/4/2017 1:59 PM
19	Client resistance to raising billing rates	8/4/2017 1:51 PM
20	managing growth	8/4/2017 1:14 PM

Q35 Which pricing strategies is your Firm using on a more frequent and regular basis? (Please select top three methods.)

Answered: 219 Skipped: 33



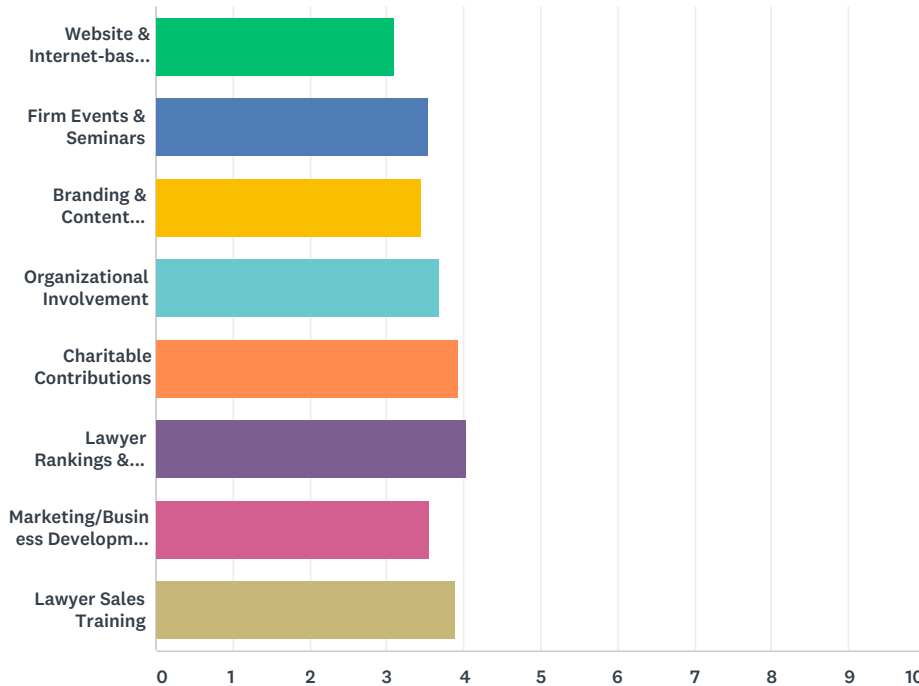
ANSWER CHOICES	RESPONSES
Flat or fixed fee	62.56% 137
Contingency fee	32.88% 72
Blended hourly rate	50.23% 110
Task-based billing	30.14% 66
Discounted hourly rate with success fee	12.33% 27
Capped fee	12.79% 28
Monthly retainer	20.55% 45
Other (please specify)	9.59% 21
Total Respondents: 219	

#	OTHER (PLEASE SPECIFY)	DATE
1	House Counsel	8/14/2017 4:01 PM
2	No Changes	8/14/2017 8:40 AM
3	scaled discounts for increased volume (based on receivables)	8/12/2017 8:44 AM
4	Milestone billing	8/11/2017 2:45 PM
5	Hourly	8/11/2017 1:48 PM
6	Hourly	8/9/2017 8:08 AM
7	lower hourly rate after certain number of hours - in order to increase volume	8/8/2017 6:55 PM
8	discounted hourly rates	8/8/2017 5:16 PM
9	Discounted hourly rate	8/8/2017 4:52 PM
10	not sure	8/8/2017 1:23 PM

11	volume discount	8/8/2017 12:45 PM
12	straight hourly rate billing	8/8/2017 12:33 PM
13	Two year retainer	8/7/2017 9:34 AM
14	hourly	8/7/2017 7:41 AM
15	Discounted hourly rate based on startup status	8/4/2017 4:57 PM
16	Hourly	8/4/2017 4:54 PM
17	the vast majority of our work is full rate, hourly	8/4/2017 2:47 PM
18	Discounted hourly rate	8/4/2017 1:41 PM
19	AFAs haven't hit hard yet. Still a significant amount of hourly rate work.	8/4/2017 1:31 PM
20	Not a significant change.	8/4/2017 1:28 PM
21	rarely use any of these strategies	8/4/2017 1:13 PM

Q36 When it comes to your Firm's marketing and business development program, please indicate your firm's level of investment in the areas listed below in 2017 compared to 2016.

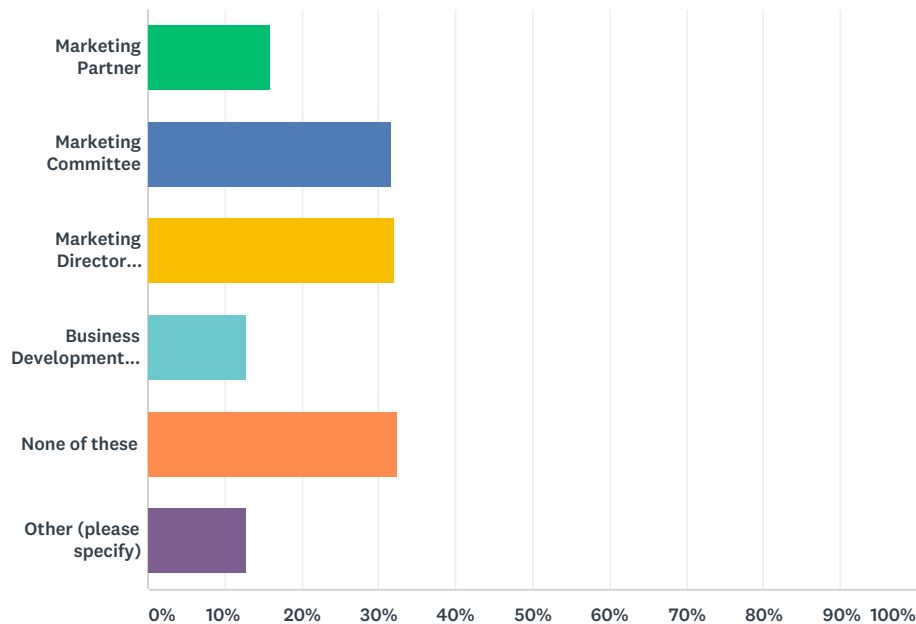
Answered: 216 Skipped: 36



	>25% INCREASE	11-25% INCREASE	2-10% INCREASE	ABOUT THE SAME	2-10% DECREASE	11-25% DECREASE	>25% DECREASE	NOT SURE	TOTAL	WEIGHTED AVERAGE
Website & Internet-based Marketing	13.95% 30	17.21% 37	18.60% 40	44.65% 96	1.86% 4	0.47% 1	0.93% 2	2.33% 5	215	3.09
Firm Events & Seminars	5.14% 11	13.08% 28	18.69% 40	53.74% 115	2.80% 6	2.34% 5	2.34% 5	1.87% 4	214	3.53
Branding & Content Marketing	6.57% 14	9.86% 21	22.54% 48	53.05% 113	2.82% 6	0.47% 1	1.88% 4	2.82% 6	213	3.46
Organizational Involvement	4.21% 9	5.14% 11	14.02% 30	67.76% 145	3.74% 8	0.47% 1	0.93% 2	3.74% 8	214	3.69
Charitable Contributions	0.47% 1	4.21% 9	11.21% 24	71.96% 154	7.94% 17	0.93% 2	1.40% 3	1.87% 4	214	3.93
Lawyer Rankings & Directory Listings	1.40% 3	3.74% 8	11.21% 24	64.95% 139	9.35% 20	4.21% 9	2.80% 6	2.34% 5	214	4.03
Marketing/Business Development Staff	5.58% 12	8.37% 18	18.60% 40	57.67% 124	3.26% 7	1.86% 4	0.93% 2	3.72% 8	215	3.56
Lawyer Sales Training	2.35% 5	3.29% 7	9.39% 20	68.54% 146	2.82% 6	1.41% 3	2.35% 5	9.86% 21	213	3.89

Q37 Which of the following marketing functions does your Firm have? (Please check all that apply.)

Answered: 219 Skipped: 33



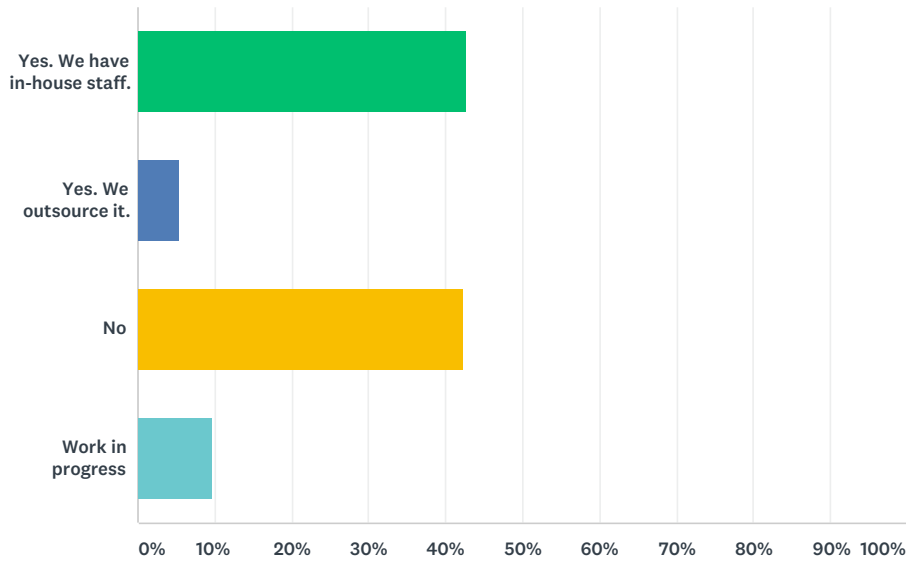
ANSWER CHOICES	RESPONSES
Marketing Partner	15.98% 35
Marketing Committee	31.51% 69
Marketing Director (non-lawyer)	31.96% 70
Business Development Director (non-lawyer)	12.79% 28
None of these	32.42% 71
Other (please specify)	12.79% 28
Total Respondents: 219	

#	OTHER (PLEASE SPECIFY)	DATE
1	Business Development Coordinator	8/14/2017 5:25 PM
2	Outsource Marketing Help as needed	8/14/2017 2:54 PM
3	Director of Marketing & Business Development	8/14/2017 9:10 AM
4	Two Bus Dev Managers and a Marketing Ops Manager reporting to a BD/Marketing Partner	8/14/2017 7:06 AM
5	marketing executive	8/14/2017 5:50 AM
6	Marketing Coordinator (non lawyer)	8/12/2017 8:54 PM
7	Marketing is one of my additional duties	8/11/2017 2:10 PM
8	Marketing Partner who is also a fulltime lawyer	8/11/2017 8:58 AM
9	Director is Director of Business Development & Marketing	8/9/2017 1:04 PM
10	Marketing Coordinator (non-lawyer); I am very involved in the marketing and preparation of RFPs and Interest packets.	8/8/2017 6:58 PM
11	Chief Marketing and Business Development Officer	8/8/2017 6:25 PM
12	We have one Director of Marketing & BD combined	8/8/2017 5:42 PM
13	Outside marketing firm.	8/8/2017 4:24 PM

14	Marketing Coordinator	8/8/2017 2:09 PM
15	Marketing Manager	8/8/2017 1:00 PM
16	Business Development Managers	8/8/2017 12:57 PM
17	Outside marketing consultants	8/8/2017 12:36 PM
18	Client Relations Coordinator - non-exempt who works with and receives direction from the management committee	8/8/2017 12:32 PM
19	CMO (non-lawyer)	8/8/2017 10:03 AM
20	Marketing Coordinator	8/7/2017 11:56 AM
21	Consultant	8/7/2017 11:15 AM
22	outsourced marketing and outsourced web and marketing	8/7/2017 10:46 AM
23	Admin Assistant	8/7/2017 9:07 AM
24	Marketing Coordinator	8/4/2017 2:44 PM
25	Chief BDO who is a lawyer by training and background	8/4/2017 2:07 PM
26	Mainly the managing partner but would like the other partners participation	8/4/2017 1:48 PM
27	Marketing assistants full time and part time	8/4/2017 1:43 PM
28	Managing Partner, Outside Marketing Company and in-house marketing support staff individual	8/4/2017 1:14 PM

Q38 Does your Firm have staff assisting lawyers with their business development activities?

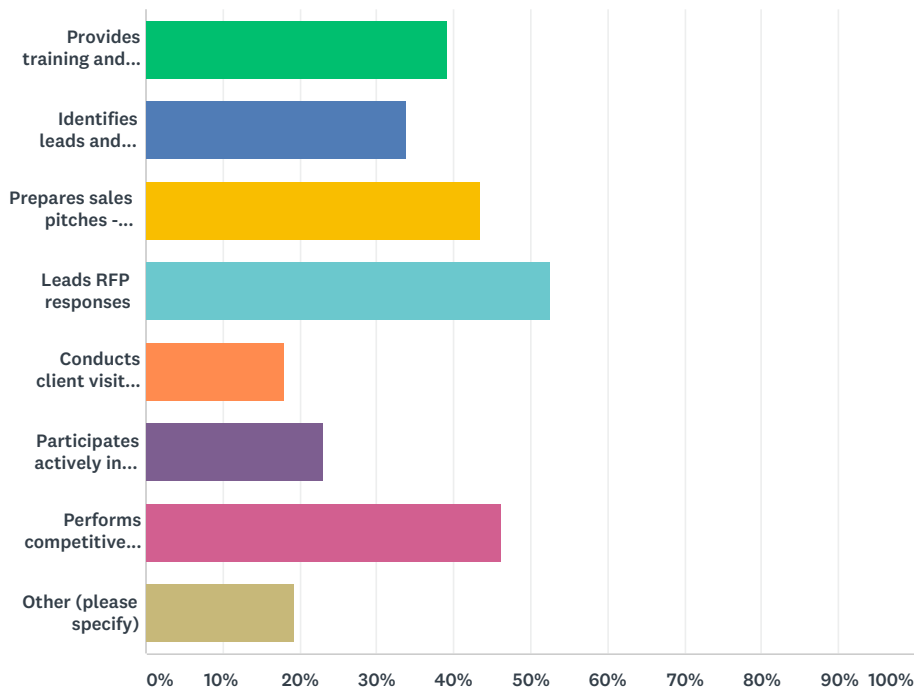
Answered: 220 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes. We have in-house staff.	42.73%	94
Yes. We outsource it.	5.45%	12
No	42.27%	93
Work in progress	9.55%	21
TOTAL		220

Q39 What types of activities does your business development support staff conduct? (Please check all that apply.)

Answered: 156 Skipped: 96



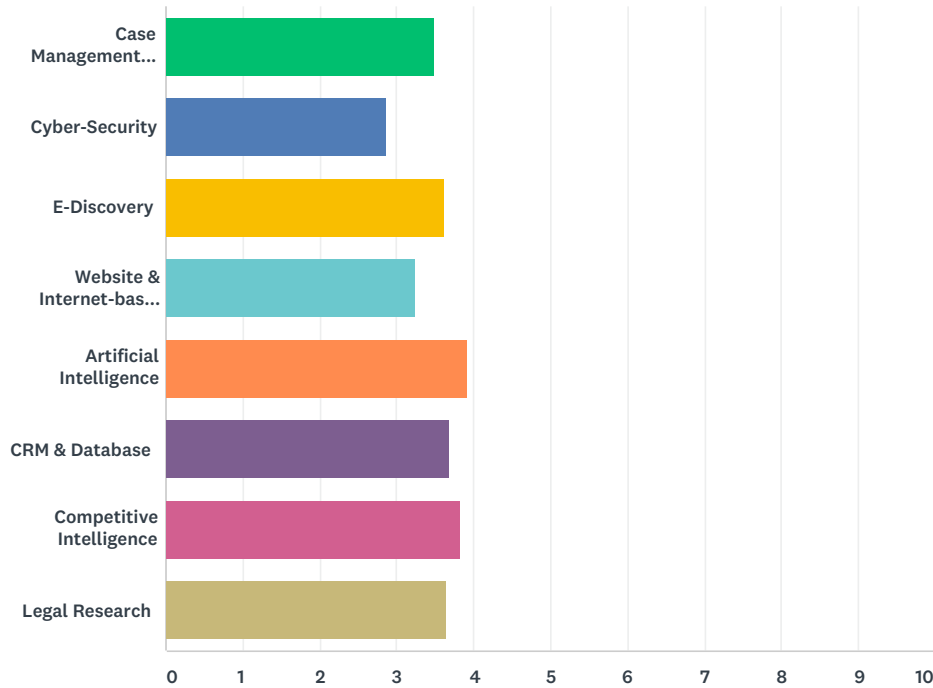
ANSWER CHOICES	RESPONSES
Provides training and coaching for lawyers	39.10% 61
Identifies leads and prospective clients	33.97% 53
Prepares sales pitches - behind the scene role	43.59% 68
Leads RFP responses	52.56% 82
Conducts client visits and/or solicit client feedback	17.95% 28
Participates actively in client meetings/organizations	23.08% 36
Performs competitive research and analysis	46.15% 72
Other (please specify)	19.23% 30
Total Respondents: 156	

#	OTHER (PLEASE SPECIFY)	DATE
1	N/A	8/14/2017 8:41 AM
2	Produces contents to be released to clients, directories, etc	8/12/2017 8:54 PM
3	N/a	8/11/2017 3:31 PM
4	N/A	8/11/2017 2:10 PM
5	Coordinate hosting events and some client activities	8/11/2017 2:00 PM
6	prepares marketing materials	8/11/2017 1:49 PM
7	Organizes Firm Seminars	8/11/2017 1:32 PM
8	overall organization of firm's activities; social media	8/11/2017 11:32 AM
9	We hired a Dir of BD this year. Position had been vacant prior to my coming on board.	8/9/2017 1:04 PM
10	Don't have one	8/9/2017 9:17 AM

11	Organizes and plans events and conferences	8/8/2017 6:58 PM
12	None	8/8/2017 3:43 PM
13	None	8/8/2017 2:46 PM
14	N/A	8/8/2017 1:22 PM
15	We don't have a business development staff	8/8/2017 1:04 PM
16	Maintains website, social media, marketing materials and assists with presentations and RFP's	8/8/2017 1:00 PM
17	client surveys	8/8/2017 12:47 PM
18	Manages and attends all client events	8/8/2017 12:32 PM
19	none	8/8/2017 12:23 PM
20	NA	8/7/2017 11:42 AM
21	Publicity of accomplishments and capabilities	8/7/2017 11:15 AM
22	Works on Marketing Materials and Submits for Attorneys	8/7/2017 9:07 AM
23	Organizes Seminars and Events	8/5/2017 11:54 AM
24	We do not have business development support staff.	8/4/2017 5:23 PM
25	Follows thought leaders and connects via social media and networking	8/4/2017 5:00 PM
26	n/a	8/4/2017 2:12 PM
27	none	8/4/2017 2:00 PM
28	n/a	8/4/2017 1:29 PM
29	none	8/4/2017 1:28 PM
30	n/a	8/4/2017 1:19 PM

Q40 When it comes to your Firm's investments in technology, please indicate your Firm's expenditures in the areas listed below in 2017 compared to 2016.

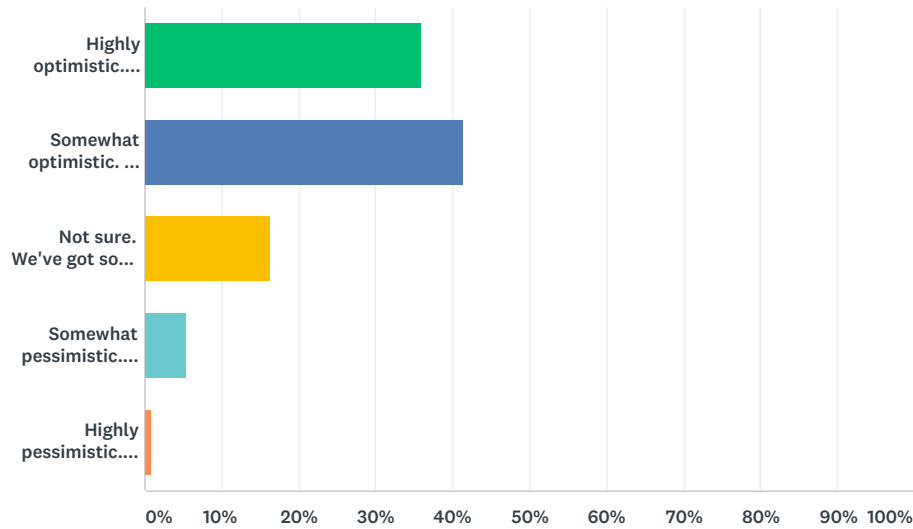
Answered: 217 Skipped: 35



	>25% INCREASE	11-25% INCREASE	2-10% INCREASE	ABOUT THE SAME	2-10% DECREASE	11-25% DECREASE	>25% DECREASE	NOT SURE	TOTAL	WEIGHTED AVERAGE
Case Management Software	8.41% 18	6.07% 13	15.42% 33	65.42% 140	0.47% 1	0.00% 0	0.93% 2	3.27% 7	214	3.49
Cyber-Security	14.62% 31	20.75% 44	33.02% 70	27.36% 58	0.94% 2	1.89% 4	0.47% 1	0.94% 2	212	2.87
E-Discovery	4.35% 9	5.80% 12	17.39% 36	65.70% 136	0.97% 2	0.48% 1	0.97% 2	4.35% 9	207	3.61
Website & Internet-based Marketing	4.65% 10	15.81% 34	33.02% 71	40.93% 88	2.79% 6	0.00% 0	0.47% 1	2.33% 5	215	3.24
Artificial Intelligence	0.96% 2	0.48% 1	4.33% 9	78.85% 164	0.00% 0	0.00% 0	0.48% 1	14.90% 31	208	3.92
CRM & Database	2.39% 5	8.61% 18	11.00% 23	70.81% 148	0.96% 2	0.00% 0	1.44% 3	4.78% 10	209	3.68
Competitive Intelligence	0.48% 1	2.87% 6	9.57% 20	74.16% 155	0.48% 1	0.00% 0	0.48% 1	11.96% 25	209	3.83
Legal Research	2.34% 5	4.67% 10	26.17% 56	58.41% 125	3.27% 7	1.87% 4	0.47% 1	2.80% 6	214	3.65

Q41 Which statement below most closely describes your feelings about your Firm's future?

Answered: 220 Skipped: 32



ANSWER CHOICES	RESPONSES
Highly optimistic. We're in a great place and doing all the right things to ensure a prosperous future.	35.91% 79
Somewhat optimistic. I think we're on the right track and will be just fine in the foreseeable future.	41.36% 91
Not sure. We've got some work to do if we are to remain viable in the changing legal environment.	16.36% 36
Somewhat pessimistic. I'm not sure our firm can survive if we don't get our act together.	5.45% 12
Highly pessimistic. I don't see how our firm can survive as an ongoing entity in the long-term.	0.91% 2
TOTAL	220

Q42 Finally, is there anything else you'd like to tell us?

Answered: 16 Skipped: 236

#	RESPONSES	DATE
1	Change management is the focus for the foreseeable future!	8/14/2017 9:13 AM
2	Can you provide the results of this survey to members who participated in completing the survey?	8/11/2017 2:02 PM
3	Hardest objective is getting the attorneys to realize and accept how fast the practice of law is changing, especially with the client now in the drivers seat.	8/11/2017 1:33 PM
4	Due to a shift in Management 4 months ago, the management structure for the firm and my position has changed greatly. That is not reflected in the first questions but truly expressed in the pessimistic outlook for the firm's future.	8/9/2017 4:04 PM
5	Business climate in Connecticut is arguably the worst in the nation. Our faltering is, I believe, largely a function of less legal work to be had.	8/9/2017 7:40 AM
6	I have answered to the best of my ability, but having been here less than 6 months, I am not certain of some answers.	8/8/2017 2:14 PM
7	I have only been with this firm for 6 business days.	8/8/2017 1:25 PM
8	I love coming to work each day.	8/7/2017 4:06 PM
9	The firm has a wonderful atmosphere, the morale is terrific because the owners/partners have wonderful personalities and are stable well-rounded approachable, participant leaders. Employees want to do their best for them, the rewards come from the top down.	8/7/2017 10:52 AM
10	comprehensive survey, congrats!	8/4/2017 6:04 PM
11	This survey will be helpful when sent to partners as these questions might be eye openers.	8/4/2017 5:32 PM
12	Hudson Cook subscribes to family first for its employees. While the standard to perform at the firm is paramount, the welfare of its employees' families is just as high a priority and team work and firm support is invoked when personal or family matters arise.	8/4/2017 3:07 PM
13	Don't use the term "non-lawyer" ever again. I'm serious.	8/4/2017 2:09 PM
14	Governmental regulations and interference are particularly costly for very small firms as administrators' plates are filled with those mandates rather than being free to focus on the firm, its staff, clients and its economic health.	8/4/2017 2:04 PM
15	Being the COO (my function, not my title) can be extremely rewarding and extremely frustrating. Similar to the SgtMaj in a military unit, I have many more years of top mgmt experience than my MP and most other partners. When they listen to my advice, life for me is good, when they do not, it can be challenging, to say the least. Some of that is dwindling staff resources to apply to an issue and lack of reward when it an issue is handled well.	8/4/2017 1:50 PM
16	Been in this position for 37 years. The last five years have seen as much change as the 15 years before that. You snooze, you lose.	8/4/2017 1:36 PM