## **Contents**

Executive summary	ix
About the authors	xvii
Part 1: Role of the Legal COO	1
Chapter 1: Horses for courses – the spectrum of	
chief operating officer roles in law firms	3
By Chris Bull, principal, Edge International	_
COO models	5
Model 1 – "Riding shotgun"	8 9
Model 2A and 2B – The chief finance and operating officer Model 3. The internal service and programment head	9 10
Model 3 – The internal service and procurement head	11
Model 5 – The shared service head	13
Model 6 – The practice COO	14
Model 7 – The operational transformation leader	15
The corporate legal operations head	16
Conclusion	17
Chapter 2: Shaping change: the rise of the COO	19
By Laura McNair, head of people and operations, Totum	
Defining leadership – why COOs?	20
Makings of a modern COO	21
Stepping-stones – the business manager role	22
Structure and remit of the COO role	23
What makes a great COO?	25
Recruiting your COO	26
Into the future	27
Writing a COO job description	27

Chapter 3: The three flavors of law firm COO	29
Mark J. Masson, managing partner, Lotis Blue Consulting	
Chief operating officers' changing roles,	
Role #1: "head of back office"	30
Role #2: "chief efficiency officer"	32
Role #3: the strategy driver	33
The empowered client	35
When to make a change	35
Where does a firm go from here?	36
Chapter 4: The role of the chief operating officer	
in a law firm – post-pandemic	39
By James G. Perkins, chief operating officer and chief compliance	
officer at Procopio, Cory, Hargreaves & Savitch LLP	
Background	39
Pandemic preparation	40
The comforter, managing uncertainty,	
and a Black Swan event	41
Strategy and uncertainty	43
Concluding thoughts	47
Chapter 5: Habits – are they your COO superpower	
or holding your firm back?	51
By Paul Bennett, solicitor and partner, Bennett Briegal LLP	
What is a habit?	51
Habits matter	51
Business habits	52
Your habits	54
What positive habits should you adopt to discharge	
your COO duties?	55
Conclusion	58
Chapter 6: When a new firm leader takes the reins	59
By Patrick J. McKenna, internationally recognized author,	
lecturer, strategist, and seasoned advisor to the leaders	
of premier law firms	
1. Be clear on the new leader's specific goals	61
2. Be honest and candid in identifying those areas	
that the firm leader may regard as a weakness	61

1 9 1	61 62
you want to see	62 63
	63
· · · · · · · · · · · · · · · · · · ·	64 64
Chapter 7: Factors that impede effective firm	<b>6</b> F
leader-COO relationships	65
<ol> <li>You need to have respect for one another</li> <li>There should be role clarity</li> <li>Have the ability to compromise</li> <li>Provide candid feedback</li> <li>Beware of the divide-and-conquer ploy</li> <li>Poor performance can overwhelm any relationship</li> </ol>	66 67 68 68 69
Chapter 8: The COO role in managing profitability and client engagement	71
History Distinction between internal and external responsibilities Emphasis on profitability Management of key categories Impact of the pandemic View of the future	71 73 75 76 77 78
Chapter 9: Three roles the COO must play to enable innovation and digital transformation	81
By Kate Boyd, COO, Sente Advisors Introduction	81 81

85
89
89
91
93 94
94
95
95
96
97 98
90
101
101
104
107 107
107
113
115
1 7 1
121
131
135

Interview 5: Jennifer P. Keller, president and chief operating officer of Baker Donelson	39
Interview 6: Darren Mitchell, chief operating officer of Simmons & Simmons	145
Interview 7: William Robins, operations and compliance director, Keystone Law	151
About Globe Law and Business	159