

Contents

Executive summary	vii
About the authors	xi
Chapter 1: COVID-19 and the rise of the 21st century law firm	1
<i>By Wayne Hassay, Maguire Schneider Hassay, LLP</i>	
The seeds of innovation	2
And then there was a pandemic	3
The rise of the pandemic-era law firm	4
The rise of the 21st century law firm	7
Chapter 2: Pricing and business model change post-COVID-19	9
<i>By John Chisholm, John Chisholm Consulting</i>	
Some perspective	9
Pricing	9
The “OldLaw” business and “pricing” model	10
Maybe not really fee pressures but predictability pressures?	12
Did the business model change during COVID-19?	12
The post-COVID law firm: timeless	13
Incentives matter	14
Some firm-wide Key Predictive Indicators	15
Individual Key Predictive Indicators	16
Some practical tips if you really want to move to a post-COVID timeless model	16
Final comment	19

Chapter 3: Never let a good crisis go to waste – creating value from the COVID-19 experience	23
<i>By Stuart Wilson, chief executive officer, BIRA</i>	
COVID-19 change	23
What's next? Seven strategies for the post COVID-19 law firm	24
Conclusion	30
Chapter 4: The pandemic – a Trojan Horse for advancing diversity and inclusion?	33
<i>By Patricia K. Gillette, author and inspirational speaker</i>	
Using remote work models to advance diversity goals	34
Using the momentum of social movements to advance diversity	37
Chapter 5: Law firms of the future (and other legal business models)	43
<i>By Yvonne Nath, consultant, LawVision and CEO, ALSP Advisor</i>	
A brief overview of the evolving law firm model in the United States	43
Pressures shaping legal service providers	44
Other viable legal business models	48
Exploring other legal business models in more depth	53
In conclusion	56
Chapter 6: The fledgling post-pandemic law firm – status quo or brand new normal?	59
<i>By Mary Juetten, Singular Law Group</i>	
Start with the end in mind	59
What is client-centric?	60
What is ABS?	61
Why ABS?	62
What does ABS mean for virtual firms?	63
Getting started	64
Create a solid foundation	65
Build it and they will come?	66
Virtual versus technology	66
How much virtual is too much?	66
More on subscription business plans	67

Chapter 7: The value of non-legal skills in the management of law firms	69
<i>By Jon Whittle, Jon Whittle Consulting Ltd</i>	
Why is there a problem?	69
Why commercial skills matter now	70
What does “normal” look like?	72
What should law firms do to make themselves fit for the post-pandemic market?	73
Next steps on the journey to commercial success	74
Chapter 8: Dispute resolution from A to Z – will remote practice prevail?	77
<i>By Mary Juetten, Traklight</i>	
Why “alternative”?	77
Preventative dispute resolution	78
Technology and artificial intelligence (AI)	79
Mediation	80
Collaborative law	81
Online education	81
Small steps forward	82
Beyond ZDR	83
Evaluating the staying power of remote	83
Chapter 9: M&A activity post-pandemic – the future landscape of law	85
<i>By Viv Williams, Viv Williams Consulting</i>	
Structural change	86
Succession crisis	86
Utilizing a non-executive director	87
Professional indemnity premiums	88
Market disruption	89
Cost efficiency	90
Consumer choice	90
The consolidators	91

Chapter 10: Thriving in a post-pandemic world – cutting-edge law practice areas 93
By Sally Kane and Ashley B. Jordan, Reed Smith LLP

- A new era of law practice 93
- Litigation 93
- Insurance recovery 94
- Cyber law 96
- Labor and employment 97
- Private equity 98
- Regulatory and compliance 99
- Intellectual property 100
- Health law 101

Chapter 11: A happy, profitable law firm – no, really 103
By Debbie Epstein Henry, founder, DEH Consulting, Speaking, Writing

- Introduction 103
- Luxuriate in the billable hour 104
- Invest in your firm culture 105
- Facilitate connection and personal development 105
- Create a work–life career continuum 106
- Embrace the flexible remote lawyer 107
- Perpetuate the inventive spirit 107
- Conclusion 108

About Globe Law and Business 109