

# Managing Outside Counsel

Chris Groves, Turner Broadcasting Europe

Tony Wales, AOL International

Robert Sandoval, Solar Turbines Europe

Jeff Haidet, McKenna Long & Aldridge

## How to select them

- Do they have the relevant expertise?  
(eg are they active in your sector, with relevant experience, any recommendations from others?)
- How can they assure you of the quality of their work?  
(eg partner involvement, supervision of junior lawyers, internal quality control systems)
- Is there a cultural fit that will help build a successful relationship?  
(eg what is their cultural style, are you important to them?)
- Will they invest time and money in getting to know you and your business?  
(eg free consultations and site visits)

## How to select them cont.

- What level of control will they give you over their activities?  
(eg reporting systems, deal tracking systems, billing reporting)
- How can you control their fees?  
(eg billing caps, abort fees, reporting)
- What added value will you get?  
(eg access to technology, training for in-house staff, legal alerts, free work)
- Have you identified the single individual who will lead the project?  
(ie same Qs as above)

# The Money Part

- Essential to agree financial parameters – failure to do so will ruin the best relationship
- Talk about money very early on in the relationship
- What are you buying/how much for? It really should be simple
- The hourly rate
- Local rates. Do large law firms with branch offices distort the local legal economy?

## The Money Part cont.

- Other options – fixed/capped fees, retainers/uplifts
- Reporting and billing arrangements. I have a budget to manage and a CFO to deal with. Regular reports should not be too hard
- Common Irritants
- Terminal Failure. Going back to point 1, money is the most likely factor to ruin the relationship

# Managing the relationship

- Communication, Communication, Communication
- Define the Relationship
- Set the Rules/ Expectations
- Share the Philosophy
- Meet often
- Know the Team
- Build Trust
- Address Issues Quickly – Frankly – Professionally
- Invest
- Hire the Lawyer / the Law Firm

# What One Managing Partner Would Ask If He Were a Client

Jeffrey K. Haidet

Chairman

McKenna Long & Aldridge, LLP

## Billing and Matter Management

- How do you set billing rates and where do you fall relative to your peer firms?
- How do you manage matters that involve multiple offices and/or practice areas?
- What are your processes for avoiding ethical conflicts?
- How do you deal with business conflicts?



## Billing and Matter Management - continued

- What have been your most successful alternative fee arrangements from both your and your clients' perspectives?
- What steps do you undertake to ensure delivery of effective and efficient legal services?
- How do you develop and compensate your attorneys?

## Client Relationships, Trusted Advisor and Value Added Services

- List three long-term client relationships with the firm and provide their contact information for references.
- Of the last three significant clients that you lost what were the circumstances surrounding the losses?
- Provide examples of true partnerships with your clients.

## Client Relationships, Trusted Advisor and Value Added Services - continued

- Do you have client extranets?
- Describe how you have worked with clients to identify developing opportunities/threats in their industry and the solutions you developed (e.g., influence lobbying, tracking of competitors, following regulatory issues, following government procurements).