Contents

Introduction and Executive Summary v

Section I Value 1
  Chapter 1 Defining Value: A Value-Able (and Valuable) Perspective 3
  Chapter 2 VRQs: Making Value More Accessible—and More Useful 19
  Chapter 3 Deliver Value Consistently 27
  Chapter 4 Measure Value Consistently 35
  Chapter 5 Clients’ Views on Value Delivery 43
  Chapter 6 Planning (Strategic and Otherwise) 49
  Chapter 7 Fees and Value 55

Section II Law Firm Operations 67
  Chapter 8 Law Firm Metrics and Administration 69
  Chapter 9 How Does a Firm Provide Value? 73
  Chapter 10 Be a Client-Centric Law Firm 79

Section III Firm–Client Issues 99
  Chapter 11 Law Departments Work with Many Types of External Providers 101
  Chapter 12 Establishing a Productive, Value-Able Relationship for Both Client and Firm 117
  Chapter 13 Working with In-house Counsel 125

Section IV Summary and Recommendations 141
  Chapter 14 Summary and Recommendations 143

About the Authors 147
Index 151