You Know The Numbers…
So What?

Death By Presentation...

It Doesn’t Have To Be This Way!
Roadmap

- Know Your Audience
- Tell The Story
- Create Compelling Content
- Monitor Effectiveness

Know Your Audience

- Study conducted by Dr. Larry Richard from 1998 to 2002
  - “Herding Cats: The Lawyer Personality Revealed” (Altman Weil Report to Legal Management, August 2002)
- Over 1,000 lawyers surveyed
- Based on Caliper Profile, over 1M professionals have been profiled
They Don’t Believe Anything You Say

Skepticism

Low trust, high cynicism, judgmental, questioning, argumentative, self-protective

They Want Things Done Immediately

Urgency

Impatience, a need to get things done, a sense of immediacy, results-oriented
They Don’t Trust You… Until They Do

Sociability

Lawyers General Public

Low desire to interact with people, uncomfortable making new connections
(low sociability does not equal anti-social)

Stick To The Data

Resilience

Lawyers General Public

Defensive, resist feedback, hypersensitive to criticism
Explain Rather Than Tell

![Autonomy Chart]

Resistant to being managed, prize independence

Explaining Financial Information to Lawyers

- Will want “proof” data is accurate
  - Be rigorous in your analysis
  - Be prepared with underlying detail
  - Don’t argue!
- “Efficiency” in communication may obscure real intent
  - Ask clarifying questions
  - Use phone or in person instead of email
- Resistant to suggestions they are at fault
  - Present data in a neutral fashion
  - Offer multiple (rational) interpretations and try to avoid speculation
- May not be receptive to analytic conclusions
  - Present conclusions as “observations” or “possibilities”
  - Engage them in the conversation, lead them to the conclusion based on evidence
  - Be prepared to offer recommendations
Roadmap

Know Your Audience

Tell The Story

Create Compelling Content

Monitor Effectiveness

Tell The Story

- **Structure Presentation On 2-3 Key Themes**
  - Give Executive Summary Upfront
  - Preview What Details You Will Cover
  - Directly Address Controversial Issues

- **Lead With Insights**
  - Link To Key Themes
  - Use Facts and Trends As Evidence

- **Be Transparent About Data**

- **Adapt to Stakeholder Needs**

- **Keep it Simple!**
Bullet Point Format

- **Our Successes**
  - Driver 1
  - Driver 2

- **Our Challenges**
  - Challenge 1
  - Challenge 2

- **Looking Forward**
  - Theme 1
  - Theme 2

Executive Summary Format

- **Background**
  - Bullet Point
  - Bullet Point
  - Bullet Point
  - Bullet Point

- **Analysis**
  - Bullet Point
  - Bullet Point
  - Bullet Point
  - Bullet Point

- **Recommendations**
  - Bullet Point
  - Bullet Point
  - Bullet Point
  - Bullet Point

- **Results**
  - Bullet Point
  - Bullet Point
  - Bullet Point
  - Bullet Point
Roadmap

Know Your Audience → Tell The Story → Create Compelling Content → Monitor Effectiveness

Focus On Delivering Insights

- Memorable
- Relevant
- Unique/Newsworthy
- Authoritative
- Actionable

RELEVANT: Targeted to me, my job and resources I control.
AUTHORITATIVE: Grounded in unique data, analysis and insight.
ACTIONABLE: I know what to do and have the resources at my reach.
UNIQUE/NEWSWORTHY: Contrarian, won’t hear it anywhere else.
MEMORABLE: Expressed in ways that engage and motivate me.

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**Productivity**
- 2018 Actual: 1,700
- 2018 Budget: 1,650
- % Increase: 3.0%

**Rate Increase**
- 2018 Actual: 3.5%
- 2018 Budget: 3.0%
- Increase: 0.5%

**Discount/Writedowns**
- 2018 Actual: 6.0%
- 2018 Budget: 5.1%
- Variance: 0.9%

**Leverage**
- FTEs
  - 2018: 1.20
  - 2017: 1.15
  - % Change: 4.4%
- Hours
  - 2018: 1.25
  - 2017: 1.15
  - % Change: 8.7%

**Indirect Expenses**
- % of Revenue
  - 2018 Actual: 30.0%
  - 2018 Budget: 27.5%
  - Variance: 2.5%

**Revenue per Partner**
- 2018: $1.25M
- 2017: $1.15M
- % Increase: 8.7%

Simple Charts Can Help Drill Down

~60% of Total Increase
"Interesting" Isn’t An Insight

<table>
<thead>
<tr>
<th>Commercial Litigation</th>
<th>Above/Below Firm Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>EER</td>
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</tr>
<tr>
<td>Government Contracts</td>
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<tr>
<td>Political Law</td>
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<tr>
<td>Product Liability</td>
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<tr>
<td>Business</td>
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<td>Personal Planning</td>
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<tr>
<td>RELU</td>
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<td>Labor</td>
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<td>Intellectual Property</td>
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<table>
<thead>
<tr>
<th>R13 Avg Daily Hrs Trend</th>
<th>Above/Below Firm Avg</th>
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Chart Junk Does Not Help

<table>
<thead>
<tr>
<th>Budget Exp</th>
<th>$5M Enhancements</th>
<th>$10M Enhancements</th>
<th>$15M Enhancements</th>
<th>$20M Enhancements</th>
<th>$25M Enhancements</th>
<th>$30M Enhancements</th>
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<tbody>
<tr>
<td>$850</td>
<td>$800</td>
<td>$750</td>
<td>$700</td>
<td>$650</td>
<td>$600</td>
<td>$550</td>
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3% 4% 5% 6% 7% 8% 9% 10% 11% 12% 13%

Production Below Target
Avoid Large Tables of Numbers

<table>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand Growth</td>
<td>1.8%</td>
<td>4.8%</td>
<td>0.1%</td>
<td>0.4%</td>
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<tr>
<td>Lawyer Demand</td>
<td>1.4%</td>
<td>1.3%</td>
<td>0.04%</td>
<td>0.7%</td>
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<tr>
<td>Lawyer Rate Growth</td>
<td>3.2%</td>
<td>3.3%</td>
<td>2.8%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Revenue Growth</td>
<td>5.8%</td>
<td>6.0%</td>
<td>3.2%</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Expense Growth</td>
<td>3.2%</td>
<td>4.6%</td>
<td>3.9%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Collection Cycle</td>
<td>-1.5%</td>
<td>-0.7%</td>
<td>1.6%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Total Inventory</td>
<td>4.3%</td>
<td>4.4%</td>
<td>4.6%</td>
<td>11.8%</td>
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<tr>
<td>Lawyer H/C</td>
<td>1.7%</td>
<td>-3.1%</td>
<td>0.6%</td>
<td>3.9%</td>
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<tr>
<td>Equity Partner H/C</td>
<td>0.4%</td>
<td>-0.3%</td>
<td>0.3%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

Simple Charts Are Better

- **Demand**: 71.1% increase, Firm 2.0%, Industry Median 3.0%
- **Revenue**: 82.9%, Firm 5.0%, Industry Median 5.4%
- **Net Income**: 80.0%, Firm 4.5%, Industry Median 6.0%
- **PPEP**: 83.2%, Firm 4.0%, Industry Median 6.3%
Test Different Chart Types

Simple Tables Are OK Sometimes

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>Estimate</th>
<th>High</th>
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<tbody>
<tr>
<td>2018 Fee Income (thru Aug)</td>
<td>$150M</td>
<td>$150M</td>
<td>$150M</td>
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<tr>
<td>Contingent Recoveries</td>
<td>$5M</td>
<td>$8M</td>
<td>$10M</td>
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<tr>
<td>Sep-Dec Collections on 8/31 AR</td>
<td>$50M</td>
<td>$60M</td>
<td>$70M</td>
</tr>
<tr>
<td>Sep-Dec Collections on Sep-Dec Bills</td>
<td>$80M</td>
<td>$90M</td>
<td>$100M</td>
</tr>
<tr>
<td>Total Projected Revenue</td>
<td>$285M</td>
<td>$308M</td>
<td>$330M</td>
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</table>
### Reports Are Not Charts!

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Working Thor Rank</th>
<th>Working Thpr Tier</th>
<th>Other Working Thpr Net Billed Amt</th>
<th>Other Working Thor Std Cost</th>
<th>Std Rlz</th>
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<tbody>
<tr>
<td>ML</td>
<td>Administrative Staff</td>
<td>$12,106</td>
<td>$11,549</td>
<td>61.3 %</td>
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<tr>
<td></td>
<td>Associate</td>
<td>$3,917,509</td>
<td>$2,491,780</td>
<td>92.0 %</td>
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<tr>
<td></td>
<td>Of Counsel</td>
<td>$644,457</td>
<td>$331,426</td>
<td>113.8 %</td>
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<tr>
<td></td>
<td>Paralegal</td>
<td>$405,522</td>
<td>$243,788</td>
<td>97.3 %</td>
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</tr>
<tr>
<td></td>
<td>Paralegal Assistant</td>
<td>$2,309</td>
<td>$3,573</td>
<td>47.5 %</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partner 1</td>
<td>$695,793</td>
<td>$431,729</td>
<td>94.3 %</td>
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<tr>
<td></td>
<td>Partner 2</td>
<td>$463,395</td>
<td>$200,949</td>
<td>90.1 %</td>
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<tr>
<td></td>
<td>Partner 3</td>
<td>$343,432</td>
<td>$260,720</td>
<td>77.1 %</td>
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<td></td>
<td>Partner 4</td>
<td>$204,396</td>
<td>$197,002</td>
<td>60.7 %</td>
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<tr>
<td></td>
<td>Partner Total</td>
<td>$1,714,807</td>
<td>$1,296,650</td>
<td>83.8 %</td>
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<tr>
<td>ML Total</td>
<td></td>
<td>$6,755,524</td>
<td>$4,227,455</td>
<td>91.3 %</td>
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</tr>
</tbody>
</table>

### Use Industry Data as Support

![Graph showing overhead detail with focus on technology segment](image-url)
Then Explain the “WIFM” Proposition

2019 Multi-Year Projects:
- Project 1
- Project 2
- Project 3
- Project 4
- Project 5

2019 New Investments:
- Investment 1
- Investment 2
- Investment 3
- Investment 4
- Investment 5

Think About Interactivity
Other Tips & Tricks

- Road Test Your Story
- Anticipate Cross-Examination
- Use Speaker Notes to Keep Talking Points & Details
- Utilize Presenter View If Setting Allows
- Focus on Consistency of Metrics & Graphics
- Less is More – Plan on Two Minutes per Slide

Roadmap

1. Know Your Audience
2. Tell The Story
3. Create Compelling Content
4. Monitor Effectiveness
Seize The Opportunity

• Send a Key Takeaways Email to Stakeholders
• Establish a Follow-Up Mechanism
• Send Regular Updates
• Communicate Changes to Analysis

Real Time Exercise
Thank You

Your opinion matters!

Please take a moment now to evaluate this session.

Thank You!