



Ed Poll, J.D., M.B.A., CMC, is a nationally-recognized expert in law practice management. He helps attorneys and law firms increase their profitability by consulting with them on issues of internal operations, business development, and financial matters. Ed brings his clients a solid background in both law and business. He has 25 years experience as a practicing attorney and has also served as CEO and COO for manufacturing businesses. In 1990 he founded LawBiz® Management Company and is now focused on coaching lawyers and law firms, speaking, publishing, and consulting.

Ed Poll is the author of numerous publications that have become the definitive works in the field. Most notably, *Attorney & Law Firm Guide to The Business of Law: Planning and Operating for Survival and Growth, 2nd ed.* (American Bar Assoc. 2003); *The Profitable Law Office Handbook: Attorney's Guide to Successful Business Planning* (LawBiz® Management Co. 1996); *Secrets of the Business of Law®: Successful Practices for Increasing Your Profits!* (LawBiz® Management Co. 1998); *More Secrets of the Business of Law®* (LawBiz® Management Co. 2006); *Selling Your Law Practice: The Profitable Exit Strategy* (LawBiz® Management Co. 2005). He is also a columnist for the Association of Legal Administrators, Canadian Bar Association and is a syndicated columnist of the “LawBiz® Coach’s Corner.”

He has held significant leadership positions, including Council Member within the Law Practice Management Section of the American Bar Association, President of the National Speakers Association, Greater Los Angeles Chapter, and Co-recipient of the “Leader of the Year” award of the General Practice Section of the American Bar Association.

Ed’s consulting practice is based in Venice, Calif. He earned his B.S. and J.D. from the University of California, Los Angeles and his M.B.A. from the University of Southern California.

Ed’s blog, [www.LawBizBlog.com](http://www.LawBizBlog.com), has been recognized as one of the *ABA Journal’s* top 100 blawgs for lawyers by lawyers and he also publishes a weekly LawBiz® Tips.

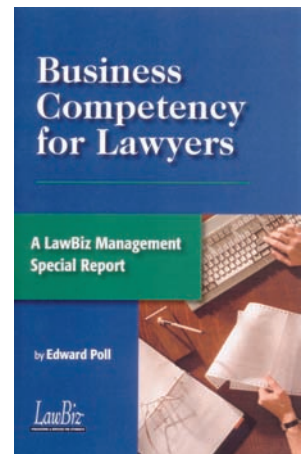
## Business Competency for Lawyers A LawBiz® Management Special Report

Softcover, 60 pages

ISBN 978-0-9654948-5-4

LawBiz® Management, Co., 2006

\$29.00



This book is an easy 30-minute read for any busy lawyer on the go. Readers will learn Ed's A to Z basics for managing and running a successful law business without getting into too many nitty-gritty details, numbers, and long examples.

From managing your cash flow and collections process to weighing the ROI of your technology purchases, this 60-page Special Report will give you the essentials on how to make more profitable decisions concerning every part of law business. This book also uncovers the hidden costs that hurt the bottom line, for example, \$80,000 of billable time can be lost every year on email alone. Case studies bring the valuable information in this book to life, making it a fun, fast read that will change your business overnight.

Readers will learn how to:

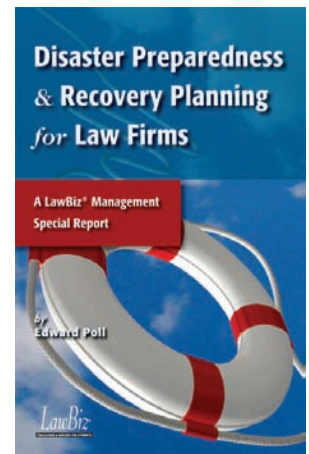
- Follow the 5 Steps of Law Business Planning
- Manage your cash flow more effectively
- Shorten your billing cycle
- Get clients to pay more — and on time
- Change your billing method so that clients don't get sticker shock when they read their bill
- Raise fees without any clients complaining
- Understand the impact each client has on your business
- Effectively balance your client portfolio so you never get stuck for cash when a heavy hitter leaves

*"I think this book is a must-read for any attorney who wants to achieve personal financial success in the practice of law. Many lawyers who are highly capable attorneys are not equipped to be financially successful, but this book is a significant tool to change that. The book provides a foundation for further study of the business competencies a successful lawyer needs."*

– RW, Minnesota

## Disaster Preparedness & Recovery Planning for Law Firms A LawBiz® Management Special Report

Softcover, 150 pages  
ISBN 978-0965494885  
LawBiz® Management, Co., 2007  
\$67.00



It isn't a question of whether a firm will face a disaster— but when will it happen? Every firm should develop a recovery strategy, so when it happens the firm will survive. This special report gives readers the critical steps to the proper planning and response, including:

- The essentials of a comprehensive recovery plan
- How to create a team to plan the firm's response
- Where legal ethics and disaster planning intersect
- Must-dos to safeguard and support your people

*“This publication provides excellent guidance on how to develop plans to prepare for and respond to all types of catastrophes, whether acts of God or of man, and whether local or national in scope. Such planning can be critical to the ability to survive following such events. I highly recommend it for attorneys and law firms as a basic document on how to be prepared to respond to and recover from disasters.”*

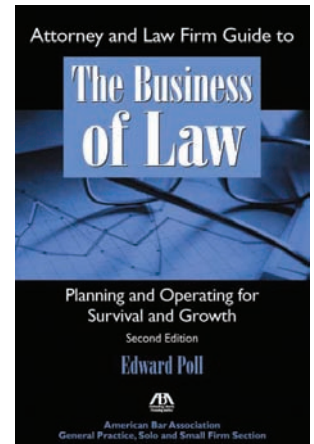
— Michael Hirsch, Former FEMA Deputy General Counsel

*“Although my firm is identified in these pages as a real-world example of a law firm with an effective recovery plan, Ed deserves much of the credit for the plan you'll read about. In my view, Ed is the primary architect for my colleagues' and my firm's disaster recovery plans and he was, is, and remains a driving force behind our plans. For that, we are deeply indebted.”*

— Tom Edwards, Executive Director of Munger, Tolles & Olson

## Attorney & Law Firm Guide to The Business of Law Planning and Operating for Survival and Growth, *Second Edition*

Softcover, 642 pages & diskette of forms  
ISBN: 1-57073-991-9  
The American Bar Association, 2003  
\$119.95



*Attorney and Law Firm Guide to The Business of Law* teaches readers to:

- Be more successful by design than by accident
- Be more profitable
- Attract more clients
- Have your clients pay on time
- Have greater control of your practice
- Have greater peace of mind

Ed Poll has simplified the mystical process of a law practice operation so anyone can work effectively with clients and be more profitable. This expanded edition adds new chapters on marketing, personnel issues, technology, time management, clients' trust accounting, opening a new office, and changing from one practice to another.

*"The Business of Law (2nd. ed., 2003) might be the most practical and informative book I have read in 10 years, honestly."*

– Atty, Dallas, TX

*"I have ... assigned many of your articles and excerpts from your book to my students in Law Office Management. You are indeed the master."*

– JB

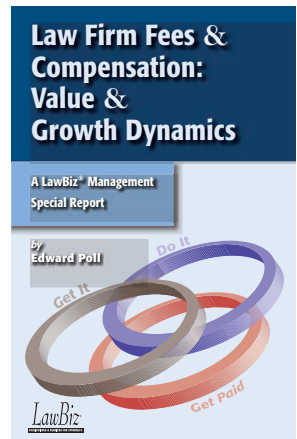
## Law Firm Fees & Compensation: Value & Growth Dynamics

Softcover, 150 pages

ISBN 978-0-9654948-9-2

Published by LawBiz® Management, Co., 2008

\$47.00



Every law firm is a business, and every business has three common elements: Get the work; do the work; and get paid. This publication shows you how these issues intersect and guides you through an integrated approach to growing your practice and your profits—while simultaneously adding value to your billings and services. The vital concepts in realizing new value include:

- Engagement agreement essentials for lawyer and client
- Easy-to-understand pricing methods that convey meaning to clients
- Collection strategies that secure prompt payments
- Compensation policies that serve the firm's best interests

*“There is a reason Ed Poll has enjoyed longstanding success as a coach and consultant to lawyers—because he is the real deal. His Law Firm Fees & Compensation gives detailed information on how to incorporate value billing concepts in a practical and ethical manner, while giving clients certainty and transparency. And don’t let the title fool you—the book works equally well for solos.”*

– Carolyn Elephant, Author of Solo by Choice: How to Be the Lawyer You Always Wanted to Be

*“Ed Poll’s new report is a must-read for all lawyers. It covers everything from alternatives to the billable hour and clients’ perceptions of value, to associate compensation, fee-splitting, collections, and trust accounts—all in one easy-to-read volume. This report is right in line with Poll’s emphasis on the business aspects of practicing law and is a comprehensive reference that lawyers are sure to return to again and again.”*

– Allison C. Shields, Esq., LegalEase Consulting

### Keynote Speaking and Training Seminars

Ed Poll is a noted member of the National Speakers Association and regularly presents keynote speeches and seminars for law firm retreats, conferences, individual clients, bar associations, and other organizations. Ed's practical wisdom comes from his twenty-five years of experience as a law firm chief operating officer, corporate general counsel, government prosecutor, sole practitioner and partner, and sixteen years as coach and consultant to the legal profession.

Thousands of audience members across the country have benefited from Ed's innovative methods of examining how law practices are run.

Slide by slide, Ed reveals his top fifteen tips to improve client service and exceed client expectations in the ever-changing business world. Each tip is a specific point of practical, usable information that lawyers can act upon immediately. Presentations often conclude with Ed's Seven Golden Insights, putting his advice into perspective. The following topics can be covered:

- How to increase revenue with tools to become more profitable
- How to increase your client base
- How to manage client perceptions, expectations and needs
- How to increase client referrals and reduce complaints
- How to communicate more effectively
- How to get bills paid on time and in full

Sample seminar and speaking topics include:

#### *“Managing Client Expectations: Becoming More Effective and Profitable”*

Stop fretting about the financial state of your law firm and start controlling your practice in a way that will increase your revenue tenfold. Ed covers the marketing and collections challenges law firms face in a troubled economy. Attendees will learn about opportunities for growth in “family” work that exists between commodity work and bet-the-company cases. He identifies where lawyers can fail in their profession, and to succeed.

### *“Getting Paid: Collecting Fees from Difficult Clients”*

As in every business there are customers or clients who do not pay their bills with the same promptness as they wish to be served. The national average age of lawyers’ accounts receivable exceeds four months. Happy clients pay their bills and Ed demonstrates systems that keep clients happier with the service performed. Ed’s presentation will shorten the fee payment cycle and will result in more new business in the process.

### *“Disaster Recovery – Planning for Business Continuity”*

In today’s world, disasters befall us frequently. They don’t have to be The Apocalypse to disrupt our law firms’ efficient operations, to cause our lawyers, staffs and clients pain, or to cause our law firms to move closer to the precipice of extinction.

Disasters can come in all shapes and forms... from a 9/11 catastrophe, to an earthquake, to a building fire, to burst water pipes that cause leaks into our file retention room, to the sudden and accidental death of a rainmaker.

The real issue is not what type of disaster will occur, but rather what will the firm do to overcome the disaster to survive ... and then thrive. In this interactive session, Ed discusses how to plan, what to plan for and what the benefits of such planning will be. Ed describes the steps that enable firms to improve their current operations, even before a disaster strikes. In this presentation you will learn what to do before and after a disaster, from the all-important people issues to records retention and recovery to financial and facility concerns.

Ed’s comments are the distillation of approaches developed in his Executive Directors’ Roundtable that was created as a result of the 9-11 disasters in New York and Washington, D.C. These law firms developed approaches that they will use to assure the continuity of their firms in the face of future disasters in order to serve their people: staff, clients, and vendors.

### *“Operating and Profiting from Your Law Practice”*

Jump-starting a struggling practice is fraught with challenges that can be overcome. There are subtle traps and hidden snares waiting for firms and lawyers who have not heard Ed Poll’s presentation on operating and profiting from a law practice. This seminar examines the important issues on the way to professional practice success and offers practical, nuts-and-bolts advice for successful and profitable law firm practice.

### “LawBiz® Coach’s Corner” Column Syndication

Spring of 2005

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Massachusetts Lawyers Weekly

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January 2008

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## Is Value Billing “Reasonable?”

Law Practice Today, August 2007

Have you ever felt like you weren't getting enough value for your money? Lawyer fees can sometimes seem unreasonable to the client. Find the right ways to communicate value to your clients to ensure overall satisfaction and timely billing.

All pricing is arbitrary. Whether the pricing decision is to sell a pharmaceutical drug for hundreds of times its production cost, or to sell an automobile below its production cost (“and make it up in the volume,” as the ads used to say), that decision is up to the seller. The seller must understand costs, set profit targets and gauge market demand. The decision ultimately is a matter of the seller's choice.

What Is Reasonable?

This brings us to lawyers. A lawyer in any given area of practice, at any given firm, can charge for services at an hourly rate, a flat fee, a contingency fee, or a mixture of these and other billing methods. Moreover, the amount of those charges can vary widely. The only requirement, according to the ABA Model Rule of Professional Conduct 1.5, is that “a lawyer shall not make an agreement for, charge, or collect an unreasonable fee.” The Code defines “reasonableness” by such factors as:

- The time and labor required
- The novelty and difficulty of the questions involved
- The skill requisite to perform the legal service properly
- The customary local fee for similar services
- The amount involved and the results obtained
- The time limitations imposed by the matter
- The experience, reputation and ability of the lawyer.
- Some of these criteria are relatively objective, particularly time required and customary local fees.

But to a much greater extent, the Code's guidelines of how to define a reasonable fee are directly related to the value that the client receives in terms of a lawyer's skill, responsiveness, experience, reputation and results.

### *Who Determines Value?*

Value is determined (in my opinion) by the client, not the attorney. But, it's the attorney who must educate the client about "value." It's otherwise hard to use the value or alternative billing approach with clients who are not sophisticated in their own business matters and find it difficult to appreciate how value is measured in a transactional matter or in litigation, and whether the fee for value provided is reasonable. This, of course, brings us back to the need for communication and trust and rapport between client and lawyer so that value is expressed either in units (money) or some other format clear to the client.

Controversies arise over what is a reasonable price when a client fails to see the "value" being offered. Every time you go to a price discussion, there will always be someone who will be willing to lower the price further. Thus, it's important to stay away from that conversation. If you're talking in terms of price per hour, this is easy to reduce the number because you can always increase the hours without anyone being the wiser. It's the old butcher's trick of placing a thumb on the scale.

### How Do You Document It?

Demonstrating your value enables you to make a convincing case about the reasonableness of your fee. Once you establish your benchmarks, bill in a regular and timely way, using statements that contain a full narrative of the work done and the goal accomplished by that work. This allows you to provide status updates easily and to reinforce that every action you took on behalf of the client had a purpose. Also, because legal services are often intangible, the more information you can provide about how hard you worked and what your work accomplished, the more likely the client will be to perceive the bill as fair and to pay it promptly.

"Good service," "value" and "solutions" shouldn't be vague buzzwords. All lawyers, in any size practice, can describe what they do to consistently encourage a high client perception of value. Basic elements of that may include:

- Documented return of client phone calls, by yourself or an assistant, within two to four hours.
- Visits to clients at no charge to learn about their concerns and understand their business.
- Time spent preparing your clients for interactive events such as negotiation sessions, depositions, and testimony so they know what to expect and are prepared for what might happen. Don't scrimp on the time – incorporate various possibilities so that clients are not shocked if the outcome, over which you have no control, differs from what they had hoped.

- Descriptions of promises made and kept, complete with examples of value and service as defined by both parties in the engagement agreement.
- The number of times you asked clients for feedback (without charge) about whether they were pleased with your services. Give some sense of clients' satisfaction with the service provided, rather than on the results achieved.
- Such value-added elements will let you generate billing statements that are easy to understand and that clearly list actions taken on the client's behalf while relating them to the time it took to realize that value. These billing statements will be more meaningful to the client, and will go beyond a mere laundry list of tasks performed or a vague notation like, "work on motion for summary judgment, 20 hours." Break any such charge into its basic elements, with the amount of time needed for each: review key documents and deposition testimony, draft statement of uncontested facts as required by court procedure, research precedents in four similar cases, and so on. Such itemization does not try clients' patience – it helps them understand just how much you did on their behalf.

### *What If the Client Disagrees?*

While I endorse the concept of value billing, I will agree that any lawyer is safer, despite the billing methodology employed, when keeping track of time spent on behalf of a client. Where your billings may come into question, either by a judge needing to approve the fee, or because of a fee dispute needing to go before an arbitration panel, the tried and true method of demonstrating what you've done and the reasonableness of your fee usually comes back to hourly metrics.

One might ask, "If a client agrees to value billing, why should it matter whether we keep track of time?" The answer comes back to defining a "reasonable" fee. If a client wants to dispute whether a value charge for a service was reasonable, a time record can provide useful backup documentation. No lawyer should ever let it come to that. If the client pays each bill every month like clockwork, your relationship is working. But if the client owes money and shows very little inclination to pay it, the relationship is clearly on the rocks and the client thinks your fee is unreasonable. You truly have a good relationship with your client only when the client's account receivable is up to date. Delinquent accounts indicate that the client doesn't respect you, is attempting to hoodwink or undercut you, or is dissatisfied and considering disciplinary action against you. Consistent with the Model Rules and local rules of professional conduct, you should stop work for clients

who do not pay. That step should focus the client's attention on the problem. Ask the client what he or she would like you to do to resolve a billing dispute. Listen carefully to the suggestion. Clients who argue about over-billing are often just angling for a discounted bill. If, after all other efforts to collect have been exhausted, the client is merely interested in a fee discount, give it. Do it to get rid of the matter—and the client. Otherwise, Model Rule Professional Conduct, Rule 1.16 (“Declining or Terminating Representation”) allows lawyers to withdraw if “the client fails substantially to fulfill an obligation to the lawyer regarding the lawyer’s services and has been given reasonable warning that the lawyer will withdraw unless the obligation is fulfilled.”

There’s that word again, “reasonable.” Make sure clients understand that they’re entering a two-way relationship. The lawyer agrees to perform to the best of his or her ability in accord with professional standards, and the client agrees to communicate and cooperate fully – which includes paying the bill. That’s a real definition of what’s reasonable.

## Starting a New Office on a Shoestring

Lawyer's Weekly, April 2008

You've decided to open your own practice. You've heard that it takes up to five years to get a new practice established. You know the rule of thumb that you need six months of living expenses saved before you pay yourself any salary. You don't want to lavish big dollars on your practice. Can you still be successful on a shoestring budget? A recent discussion on the ABA's small firm listserv, *solosez*, suggests that you can. These ideas were offered to a lawyer just starting out, but they could apply to any practice in its early years.

**Office space.** Unless you know a lawyer colleague who is willing to share offices with you, begin with a virtual office. You won't have to worry about furniture expenses or receptionist. You can have your phone calls forwarded to your cell or home phone, and schedule client meetings at the office conference room. Most virtual offices also offer basic office supplies, a copy machine, fax, scanner, and mail service. If you do want to start your own office, get your furnishings from a used office furniture store and don't spend on unnecessary equipment like postage meters and envelope folders.

**Computers and software.** Start with a refurbished laptop or PC, rather than a new one. Skip Microsoft Office and Outlook, and go with open source software and a free email management program. Use an email fax service rather than a fax machine. Consider whether you need a printer – if there's a quickprint shop nearby, you can simply go there. And do you really need an expensive online research service? Visit the library at your courthouse or local law school instead, but do make sure you have a current copy of your state's statutes and court rules.

**Fees.** If your state does not have mandatory bar association membership, delay joining. If you're starting from scratch with your client base, you likely can postpone purchasing malpractice insurance too. Save fees by registering yourself as a sole proprietorship rather than an LLC or some similar form – business lenders will make you guarantee your debts in any event. Some fees, however, are unavoidable: for example, purchase a city business license.

Marketing. If you need a web site, use the simple software and maintenance that your Internet service provider likely offers. But holding off on a web site might be a better idea. Instead, make your marketing personal with family, friends, law school classmates, anyone you meet. Use a quick print shop for simple business cards, and don't spend money on preprinted letterhead and envelopes when you can just make your contact information part of a word-processed document. Don't do Yellow Pages ads unless you absolutely need to, but consider placing classifieds in local shopper newspapers.

The message in all these pointers is that you should forget about being image-conscious. Every purchase you make for a new practice should be with your bottom line in mind. On the other hand, if you can afford it, creating the right, quality image (though likely to be more expensive), may endear you to a "better" clientele.

Ed Poll, J.D., M.B.A., CMC is the principal of LawBiz® Management, a national law firm practice management consultancy based in Venice, California. Poll coaches lawyers, consults with law firms on strategy and profitability, and speaks at bar associations and law firm retreats. He is the author of 11 books, including his newest Law Firm Fees & Compensation: Value & Growth Dynamics (LawBiz® Management, Co., 2008) and many articles about more effectively operating a law practice. For more information, visit his website [www.LawBiz.com](http://www.LawBiz.com) or email him at [EdPoll@LawBiz.com](mailto:EdPoll@LawBiz.com).

## Rules of the Road for Selling or Buying a Law Practice

Wisconsin Law Journal, March 2008

Selling a law practice, or an area of the practice, to another qualified lawyer no longer violates the code of professional ethics in most states. Some lawyers still believe they have little or nothing of value to sell, irrespective of the size or profitability of their practice. However, it is my experience that most lawyers would find selling their practices far preferable to just closing the doors.

Think about it: After investing years of hard work and financial resources in growing the practice and building goodwill, why would a lawyer forego the opportunity to reap the benefits of that years-long investment? Even in the event of a lawyer's death or disability, the lawyer's family can benefit from the sale of the law practice. So, to my mind, the most beneficial choice for all those involved is to sell the law practice to another qualified lawyer (or lawyers). Not only do the buying and selling lawyers benefit, but the clients also benefit when they are smoothly transitioned to receive competent representation from a qualified buyer.

### *Ethical Considerations for Lawyers*

Selling or buying a law practice is particularly complex because of the ethical considerations involved. The Rules of Professional Conduct set forth requirements for transferring one's interest in a law firm. Here are a few examples:

- Fees charged to clients cannot be increased solely because a practice is sold – even if the purchaser is a larger firm that may charge higher rates than sole or small firm practitioners.
- The selling attorney must give written notice to clients no less than 60-90 days before the transfer that clients have the right to their files.
- The selling attorney must also inform clients of their right to retain other counsel.
- The selling attorney must close out all client trust accounts, and some jurisdictions require keeping trust account records for a period of years.

There are other ethical issues in a practice sale that can be answered only by reference to the Rules in specific situations. If the practice sold is just a portion of a firm's total practice, some jurisdictions prohibit

splitting off a single practice area for purchase or sale. Another possible concern again relates to the sensitive nature of client files. Does client confidentiality prevent the selling attorney from discussing specific clients or their matters? If so, how can a buyer know the nature of the practice without some disclosures? Would a buyer be willing to purchase something, sight unseen? What if the selling attorney has made an error in a client's matter, and the problem doesn't surface until after the sale – what is the malpractice insurance coverage? Issues like these must be negotiated and resolved before the sale.

### ***Practical Considerations for a Sale***

Is every practice saleable? Maybe not. Some practices are so small and so personal in nature that without a continuing involvement of the first attorney, a second attorney would not succeed in keeping the clients. However, even the smallest and most personal practices might be saleable for the right price and under the right terms. If the buying attorney were assured that he/she would receive that which was negotiated ... a law practice of a certain volume of revenue or a certain client base that remained with the buying attorney for a designated period of time ... a sale would be highly likely even for the smallest firm.

How do you let it be known you want to buy or sell your practice? Business opportunities brokers, law firm management consultants, accountants, valuation firms and appraisers are excellent resources to spread the word that you are looking to buy a law firm practice or that you are looking to sell a practice. I recommend that sellers retain a law practice management consultant or broker for representation when selling a law practice. Try to identify someone with previous experience in a practice purchase or sale. A professional consultant, involved in selling law practices, knows how to sort through the many non-qualified potential buyers to get to the few who actually do have the means and motivation to buy the law practice. Once the unqualified potential buyers have been culled out, still only somewhere around 50% of these folks eventually buy a law practice.

### ***Valuing a Practice for Buyer and Seller***

A business is worth only what someone is willing to pay for it, and time is an important consideration. The value may be different at different points in time. Today, for example, the global emphasis on technology

creates an especially strong demand for intellectual property law services. Of course, valuation and price may not be the same thing. But, in the context of buying a business, even a law practice, one must look at the future. When valuing a law practice, one should also look to the expected future earnings of the practice. Many people believe that the price to be paid must be based only on this figure generated by the existing practice, but you can also include future earnings that may be based on the buyer's talents brought to bear on the purchased practice in some cases.

However, I prefer, and I counsel my clients, to sell (and buy) on a fixed, set sum. There can be bonuses and payment terms that take into account the buyer's legitimate concerns. I prefer to take advantage of my own efforts to increase the revenue and reap the rewards, usually with an appropriate involvement of the selling attorney during a transition period. While many lawyers believe there should be a percentage of revenues paid and not a fixed fee, this approach locks both sides into an agreement that allows no upside for a buying lawyer. Both parties' concerns can be addressed with a fixed sum. And this also moves away from ethical concerns about selling files, which is illegal.

Some lawyers want to make their practice more attractive to a potential buyer by "enhancing" its name or apparent performance. Caveat emptor does apply to law firm buyers, but ethical rules apply to sellers. If you are John Doe, solo practitioner, you should not call your firm "John Doe & Associates" to make it inaccurately appear bigger. If you do not have established relationships with counsel at other firms who focus on areas you do not, be wary of over-emphasizing the full service aspects of your practice. By contrast, every small law firm involves creative accounting. It's the buyer's obligation to separate real income and expenses from the creative tax accounting normally performed by sellers.

### ***The Ramifications of Your Decision***

You shouldn't venture into selling a practice until you're serious about getting out. It is possible to sell your practice and move to another city or a different firm to start a new one absent a covenant not-to-compete (which would lead to a violation of contract law). However, if you sell your current practice and then, ten days later, decide to start back in your own practice, and solicit previous clients, I believe this would be violation of both contract law and the rules of professional conduct.

Once you do have a buyer, realize that you can't have a change of heart and decide to resume practice. A number of state bar associations require that after selling a practice you either resign from the Bar or adopt inactive status. Choosing to remain an active member continues your obligations to pay dues, comply with mandatory continuing education requirements and remain subject to the bar's other requirements. Also, if you remain attorney of record in any matter, you remain in active practice so far as most state Bar associations are concerned. Your intent in selling, or in transitioning your practice by any other means, should be to retire from the practice of law, head into the sunset, and begin the next chapter of your life.

Ed Poll, J.D., M.B.A., CMC is the principal of LawBiz® Management, a national law firm practice management consultancy based in Venice, California. Poll coaches lawyers, consults with law firms on strategy and profitability, and speaks at bar associations and law firm retreats. He is the author of 11 books including *Selling Your Law Practice: The Profitable Exit Strategy*, a book that helps lawyers plan for the succession of their firm from determining a practice's value to managing transitional issues. It includes an accompanying multi-media disc that contains word and database forms to aid lawyers through the process. For more information, visit his website [www.LawBiz.com](http://www.LawBiz.com) or email him at [EdPoll@LawBiz.com](mailto:EdPoll@LawBiz.com).

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#### **LAWBIZBLOG.COM PICKED AS ONE OF THE ABA JOURNAL'S BLAWG 100**

#### **Law Firm Management Blogger is Recognized by the American Bar Association**

VENICE, CALIF. November 29, 2007—National law practice management expert, Ed Poll J.D. M.B.A. CMC, has been recognized by the editors of the ABA Journal as having one of the top 100 best websites by lawyers, for lawyers. Poll, founder of LawBiz® Management Co, uses his law blog (or “blawg”), [www.LawBizBlog.com](http://www.LawBizBlog.com), to inform attorneys about the sound strategies, best practices, and business metrics needed to bolster firm profits.

“Lawyers nationwide are using the power of the Internet to educate the public about developments in the law, market their practices, and attract new clients,” says Edward A. Adams, the Journal’s editor and publisher. “Our list of the 100 best lawyer blogs is the cream of the crop from our directory of more than 1,500 blawgs in dozens of categories, including blawgs focused on almost every state, law school, and major federal court in the nation.”

Poll, who also writes the weekly column “Coach’s Corner” for Lawyers Weekly, addresses the operations and practice development issues that lawyers are not formally trained to perform. As a former practicing attorney and CEO in the manufacturing industry, Poll understands that the business strategies that make companies profitable are the same for law firms. He believes that for some lawyers there is a disconnect between focusing on the output of a firm in terms of handling case loads and briefs and crafting a business plan that includes a formal billing process and marketing strategy.

“It’s great to see that my work is being honored by readers and the editors at the ABA Journal,” says Poll. “I strive to continually provide insightful and informative information on law firm business management that is accessible and results-driven. This recognition shows me that firms are still thirsty to learn how to effectively develop the profitability component of their business.”

Lawyers are being asked to vote on their favorites in each of the Blawg 100’s 12 categories. Poll’s LawBiz-Blog.com is a nominee in the Lawyer’s Toolkit category. To vote, go to <http://www.abajournal.com/blawgs/blawg100>. Voting ends Jan. 2, 2008.

### **About ABA Journal**

The ABA Journal is the flagship magazine of the American Bar Association, and it is read by half of the nation's 1.1 million lawyers every month. It covers the trends, people, and finances of the legal profession from Wall Street to Main Street to Pennsylvania Avenue. ABAJournal.com features breaking legal news updated as it happens by staff reporters throughout every business day, a directory of more than 1,500 lawyer blogs, and the full contents of the magazine.

Please visit [www.LawBiz.com](http://www.LawBiz.com) and for his blog [www.LawBizBlog.com](http://www.LawBizBlog.com). To contact Ed Poll, call or email T.K. Hall at 617-717-8294 or [TK@IctusInitiative.com](mailto:TK@IctusInitiative.com).

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#### **OHIO LAWYERS GO TO FINANCIAL BOOT CAMP Continuing Legal Education Program Helps Lawyers Develop Operating Procedures**

CLEVELAND. April 28, 2008— National law practice management expert, Ed Poll J.D. M.B.A. CMC, starts a three-city tour through Ohio to deliver presentations on law firm profitability strategies sponsored by the Ohio Bar Association. Poll, the founder of LawBiz® Management Co., will present his program “Sound Strategies & Best Practices for Law Firms: Boot Camp for the Small Firm” to lawyers and firms from Cleveland, Columbus, and Cincinnati. The program is accredited for the state’s Continuing Legal Education program.

“We are very pleased to have Ed present to our members throughout the state,” says Fran Wellington, Director of the CLE Institute for the Ohio State Bar Association. “The presentation has been approved for CLE credit and will be very beneficial for attorneys in managerial roles and professional legal administrators.”

Poll will emphasize the importance of running a financially sound firm. His underlying themes for the groups will include creating a streamlined process to bill clients from billable hours with regular invoices, incorporating business management and marketing strategies in firm administration, and building a comprehensive recovery plan. He will also explain the value of cash flow management, calculating fiscal earnings, how and when to increase fees, as well as providing tips on forecasting for the future.

Poll’s presentation addresses the operations and practice development issues that lawyers are not formally trained to perform. As a former practicing attorney and CEO in the manufacturing industry, Poll understands that the business strategies that make companies profitable are fundamentally the same for law firms. He believes that for some lawyers there is a disconnect between focusing on the output of a firm, in terms of handling case loads and briefs, and crafting a business plan that includes a formal billing process and marketing strategy.

“It’s a great opportunity to be invited to present this program to a wide selection of lawyers throughout the state,” says Poll, who just released his newest book *Law Firm Fees & Compensation: Value & Growth Dynamics* (LawBiz® Management, Co., 2008). “I develop my presentations with lawyers in mind, so that they can bridge the gap between law and business and implement policies that will have a lasting effect.”

For more information on Ed and LawBiz® Management Co., please visit [www.LawBiz.com](http://www.LawBiz.com) or for his blog [www.LawBizBlog.com](http://www.LawBizBlog.com). To contact Ed, call or email T.K. Hall at 617-717-8294 or [TK@IctusInitiative.com](mailto:TK@IctusInitiative.com).

### About Ed Poll

Ed Poll, J.D., M.B.A., CMC, is a nationally-recognized expert in law practice management. He helps attorneys and law firms increase their profitability, consulting with them on issues of internal operations, business development, and financial matters. Ed brings his clients a solid background in both law and business. He has 25 years experience as a practicing attorney and has also served as CEO and COO for several manufacturing businesses. In 1990 he founded LawBiz® Management Company and is now focused on coaching, speaking, and training law firms.

Ed is the author of numerous publications that have become the definitive works in the field and has just released his newest book *Law Firm Fees & Compensation: Value & Growth Dynamics* (LawBiz® Management, Co., 2008). He is also a columnist for the Association of Legal Administrators and contributes the “LawBiz® Coach’s Corner” to *Lawyers Weekly*.

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### **Noted Law Firm Strategist Renews Partnership with Leading Legal Publisher Ed Poll and Thomson West Agree to Another Five-Year Deal**

VENICE, CALIF. April 10, 2008— National law firm management expert Ed Poll, J.D., MBA, C.M.C and Thomson West, the leading publisher of legal, business, and regulatory information in print and electronic services, have recently extended their contract. The contract renewal is for a second five-year agreement for Poll to produce audio content for Thomson West on law firm management and business development topics.

“I’m more than pleased to have the opportunity to continue my relationship with such a reputable purveyor of information,” says Poll, a consultant to firms across North America. “To have the platform that Thomson West provides is an honor, and something that will reinforce my commitment to providing practices with the most pertinent information possible.”

Since 2003, Poll has produced audio content for Thomson West from teleseminars to live webcasts. The material is used to aid lawyers and practices in the development of their firms’ management.

Thomson West annually publishes over 66 million books and over 500 CD-ROM libraries. Leveraging its knowledge of the legal market, Thomson West provides solutions to law practices and their clients through a vast array of information-based products and services.

For more information on Thomson West, please visit <http://West.Thomson.com/>. To learn more about Edward Poll and LawBiz® Management Company, visit <http://www.LawBiz.com> or contact T.K. Hall at 617-717-8294 or [TK@IctusInitiative.com](mailto:TK@IctusInitiative.com).

#### About Ed Poll

Ed Poll, J.D., M.B.A., CMC, is a nationally-recognized expert in law practice management. He helps attorneys and law firms increase their profitability consulting with them on issues of internal operations, business

development, and financial matters. Poll brings his clients a solid background in both law and business. He has 25 years experience as a practicing attorney and has also served as CEO and COO for several manufacturing businesses. In 1990 he founded LawBiz® Management Company and is now focused on coaching, speaking, and training law firms.

Poll is the author of numerous publications that have become the definitive works in the field. His newest book is Law Firm Fees & Compensation: Value & Growth Dynamics (LawBiz® Management Co., April 2008), his others include Attorney & Law Firm Guide to The Business of Law: Planning and Operating for Survival and Growth, 2nd ed. (American Bar Assoc. 2003); The Profitable Law Office Handbook: Attorney's Guide to Successful Business Planning (LawBiz® Management Co. 1996); Secrets of the Business of Law®: Successful Practices for Increasing Your Profits! (LawBiz® Management Co. 1998); More Secrets of the Business of Law® (LawBiz® Management Co. 2006). He is also a columnist for the Association of Legal Administrators and contributes the "Coach's Corner" to Massachusetts and Rhode Island Lawyers Weekly.

Poll earned his B.S. and J.D. from the University of California, Los Angeles and his M.B.A. from the University of Southern California.

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#### **Ed Poll Appointed to Law Journal Newsletter Editorial Board**

VENICE, CALIF. December 13, 2005—Elizabeth Anne “Betiayn” Tursi, editor of the LJN Marketing the Law Firm®, announced that Ed Poll, principal of LawBiz® Management Company, has joined the Board of Editors. “Ed advises law firms and their leaders on practice management, business development and financial matters,” stated Ms. Tursi. She continued, “He is a nationally recognized practical guide to profit. His advice has benefitted national, regional, and local law firms. Ed is unique in that he has practiced law for 25 years, was the CEO and COO of several manufacturing businesses, and has been a consultant to small and large law firms for 15 years.”

The publication becomes the first of the Law Journal Newsletters to go to 12 pages from its standard 8 pages.

Poll said he was thrilled to join NJN, an American Law Media partner. “This is a fine publication, edited by an outstanding member of the publishing and legal community. I look forward to contributing to this publication.”

Poll recently published *Selling Your Law Practice: The Profitable Exit Strategy*. (LawBiz® Pub. Co. 2005). LawBiz® Management Co. consults with and coaches lawyers and law firms throughout the United States, Mexico and England. For more information, contact Ed Poll at EdPoll@LawBiz.com or call (800) 837-5880; also, please see [www.LawBiz.com](http://www.LawBiz.com) and [www.LawBizBlog.com](http://www.LawBizBlog.com).

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