CONCEPT

Law Firm Management and Leadership Course: Practice Economics, Pricing and Partnership Governance

22 – 26 February 2027
Barcelona - Eixample district four-star



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Ref: 983_22050 **Date:** 22 – 26 February 2027 **Location:** Barcelona - Eixample district four-star **Fees:** 23500 SAR

Introduction:

Law Firm Management and Leadership, covering practice economics, pricing and partnership governance, is a one-week course for partners, senior associates and managing lawyers in private practice that ends with a practice group business plan for a case law firm. Many firms promote able lawyers into management without the tools to read fee earner economics, price matters with margin, govern the partnership or control conflicts and professional risk. Participants already run matters and supervise associates, and work through case study exercises built on firm financial data. CoreConcept Training Center delivers this course in law firm management.

Course Objectives:

- Analyse a law firm's financial performance using leverage, utilisation, realisation, lockup and profit per equity partner
- Set hourly rates and design fixed, capped, phased and success-based fee proposals that protect matter margin
- Scope and budget client matters by phase, then track recorded time against the agreed budget
- Organise precedent banks, know-how capture and client relationship roles across practice groups
- Apply partnership governance, partner compensation and associate development choices to firm decisions
- Prepare a practice group business plan with pricing, staffing, risk controls and financial targets

Target Audience:

- Equity and salaried partners responsible for the revenue, pricing and staffing of a practice group
- Senior associates and counsel moving into partnership with supervision and client relationship duties
- Managing lawyers responsible for firm operations, finance reporting and partner committee decisions
- Practice group leaders accountable for fee earner performance, utilisation and associate development
- Lawyers in boutique and mid-sized firms who combine fee earning with running the practice

Course Outline:

Day 1: The Law Firm Business Model and Practice Economics Baseline

- Partnership Structures Compared for Equity and Non-Equity Partner Tiers
- Leverage Pyramid Analysis of Partner to Associate Ratios
- Utilisation and Realisation Metrics for Fee Earner Performance
- Profit per Equity Partner Calculation and Its Distortions
- Lockup Days and Work in Progress Baseline Review

Day 2: Pricing Models, Fee Arrangements and Matter Economics

- Hourly Rate Card Setting and Discount Erosion Analysis
- Fixed, Capped and Phased Fee Structures for Defined Matters
- Contingency and Success-Based Fees Within Professional Conduct Limits
- Matter Pricing Worksheet Using Historical Time Recording Data
- Margin Testing of Fee Proposals Against Cost of Delivery

Day 3: Running Matters, Know-How and Client Relationships

- Matter Scoping Letters With Assumptions and Change Triggers
- Phase-Based Matter Budget Tracking Against Recorded Time
- Precedent Bank Curation and Know-How Capture Across Practice Groups
- Client Listening Interviews and Relationship Partner Roles
- Cross-Referral Mapping Between Practice Groups for Lawyers

Day 4: Partnership Governance, People and Practice Risk

- Partnership Agreement Clauses on Voting, Capital and Exit
- Partner Compensation Models From Lockstep to Merit Scorecards
- Associate Career Paths, Supervision Ladders and Feedback Cycles
- Conflict Check Procedure and Information Barrier Design
- Practice Management System Choices for Time, Billing and Documents

Day 5: Case Study: Practice Group Business Plan for a Case Law Firm

- Case Firm Financial Diagnosis Using Utilisation and Realisation Data
- Case Practice Group Pricing Strategy and Fee Mix Targets
- Case Associate Staffing Plan and Leverage Adjustment
- Case Governance and Risk Controls for Partner Committee Review
- Practice Group Business Plan Completion and Partner Committee Defence

Skills You Will Gain:

- Law Firm Financial Analysis
- Legal Fee Pricing
- Matter Budget Control
- Precedent and Know-How Management
- Partner Compensation Design
- Associate Supervision
- Conflict and Professional Risk Control

Why Attend This Course:

- Produce a practice group business plan for a case law firm, ready for review by the managing partner and partner committee
- Judge whether a proposed fixed, capped or success-based fee will hold its margin before it is offered to a client
- Avoid write-offs, aged work in progress and conflict breaches that erode practice group profit and firm reputation
- Coach associates and fellow partners on time recording, matter budgets and conflict checks using the course worksheets

Conclusion:

Back at the firm, the participant gives the managing partner and partner committee a practice group business plan that links pricing, staffing and risk controls to financial targets. The committee can use it to approve rate changes, fee arrangement policy, associate hiring and investment in practice systems. After the first full billing cycle, the practice group should review utilisation, realisation and lockup against the plan, check whether matter budgets held, and adjust the fee mix and staffing ratios where results drifted.

Frequently Asked Questions FAQ:

What should participants know before a law firm management and leadership course?

Participants should already run client matters, record time and supervise at least one associate or trainee. Bringing a recent practice group fee report, rate card and staffing list helps, because the case work compares those figures with the case firm's data.

How does law firm management and leadership differ from in-house legal department management?

Law firm management focuses on a private practice that earns fees: pricing, utilisation, realisation, partner profit and partnership governance. In-house legal department management focuses on a cost centre serving one employer, outside counsel spend and legal risk reporting to the business.

Which metrics matter most in law firm management?

Utilisation, realisation, leverage, lockup and profit per equity partner explain most of a firm's financial health. Read together, they show whether fee earners are busy, whether recorded time is billed and collected, and whether the staffing mix supports partner profit.

What do participants take back from the law firm management and leadership course?

Participants take back a practice group business plan for a case law firm, plus a matter pricing worksheet, a phase-based budget template, a conflict check procedure and a partner compensation comparison they can adapt to their own firm.