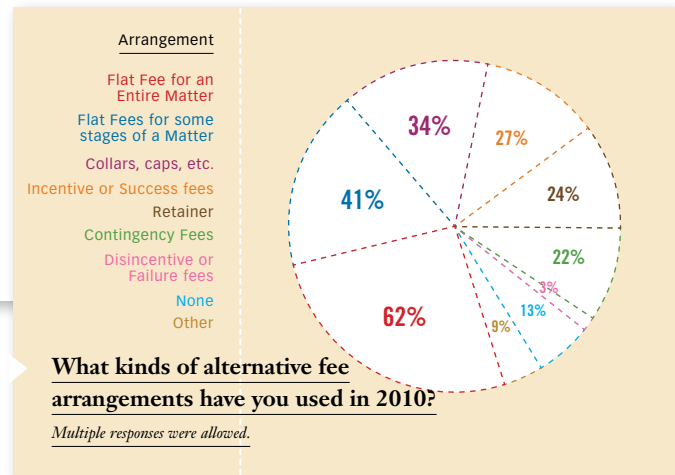
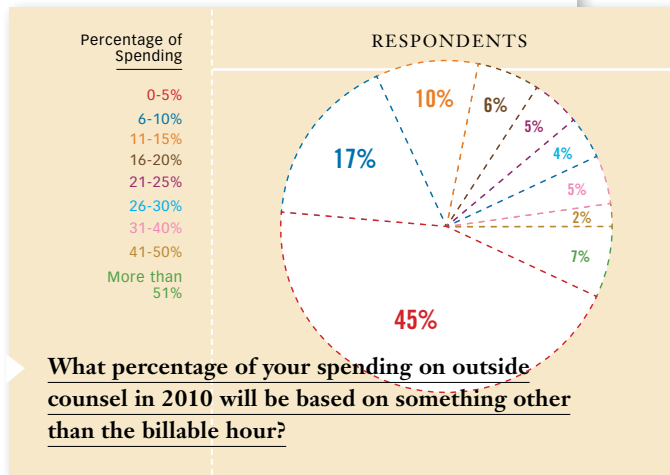
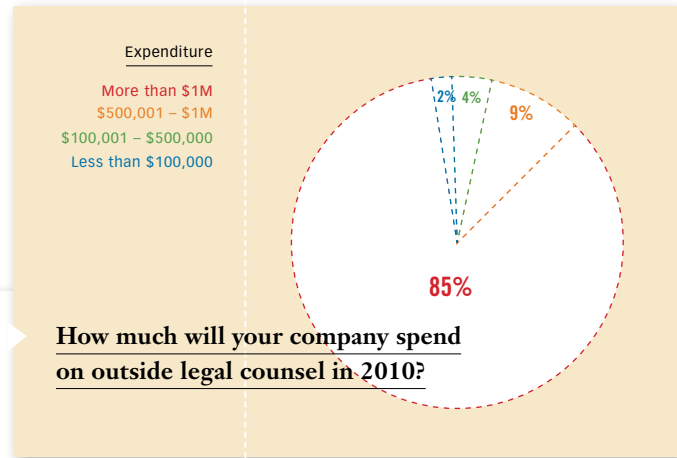
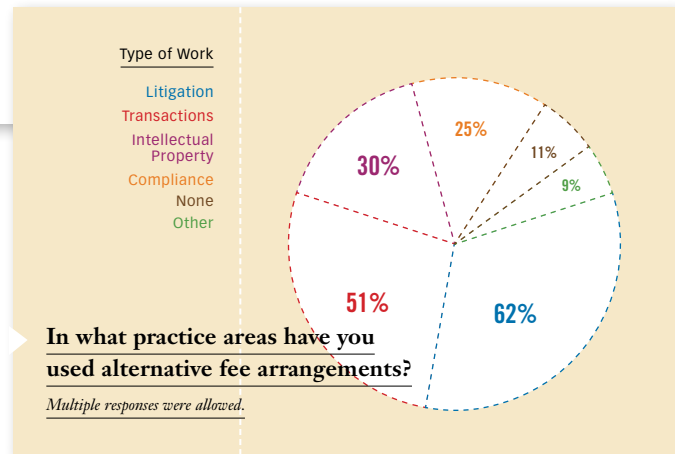
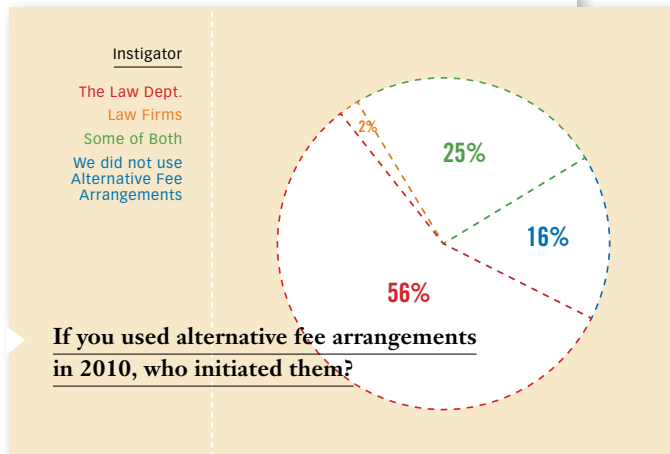
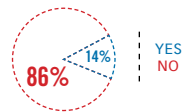


THE CLIENT'S  
**VIEW**

In September and October, *The American Lawyer* and the Association of Corporate Counsel jointly surveyed 453 corporate chief legal officers and general counsel. In that group, 128 head departments at companies with annual revenues of \$1 billion or more. Here are survey results from those 128 respondents.



**Have you ever stopped working with a firm because it didn't offer alternative services or fee arrangements?**



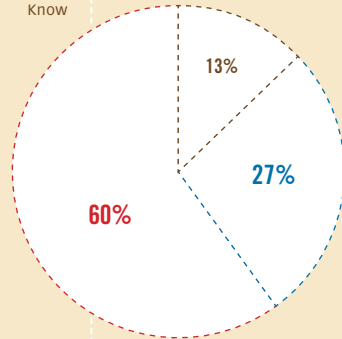
# THE **NEW** RULES

Our Leaders survey asked the heads of Am Law 200 firms for opinions on a range of topics.

These are highlights of the managing partners' answers; full responses are available at [americanlawyer.com](http://americanlawyer.com)

## THE RECESSION'S LEGACY

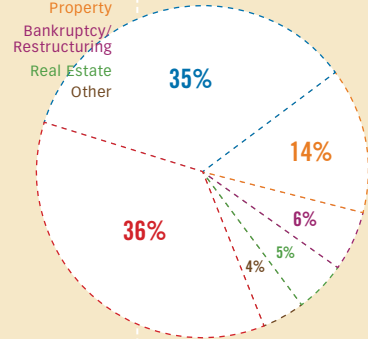
Yes  
No  
Don't Know



**Has the economic downturn produced a shift in the legal marketplace?**

## CORPORATE WORK ROARS BACK

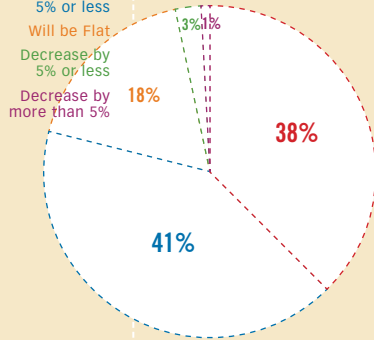
Litigation  
Corporate  
Intellectual Property  
Bankruptcy/Restructuring  
Real Estate  
Other



**In which practice area do you expect to see the most growth in 2011?**

## THE PROFITS PICTURE

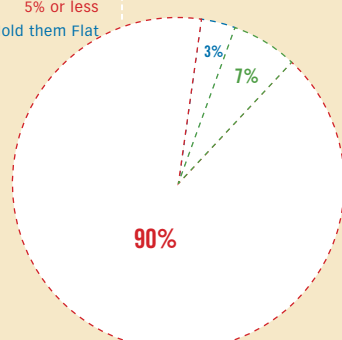
Grow by more than 5%  
Grow by 5% or less  
Will be Flat  
Decrease by 5% or less  
Decrease by more than 5%



**What do you expect regarding profits per partner in 2011?**

## THE FEE FORECAST

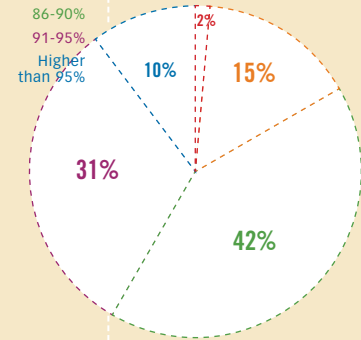
Increase by more than 5%  
Increase by 5% or less  
Hold them Flat



**What will you do with billing rates for 2011?**

## COLLECTOR'S EDITION

Less than 80%  
80-85%  
86-90%  
91-95%  
Higher than 95%



**Through August 2010, what has your realization rate been?**

### PRUNING THE PARTNERSHIP

Have you deequitized partners in the past year?



### EXIT STRATEGY

Do you plan to ask any partners to leave in 2011?



### EXPERIENCE REQUIRED

Have clients refused to pay for work by first- or second-year associates?

