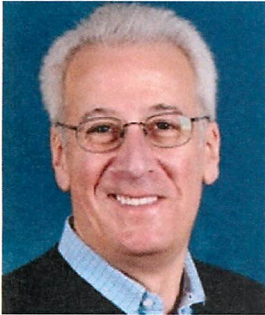




# CRAIN'S CLEVELAND BUSINESS

## MARC MORGENSTERN

*Chairman, CadenceCounsel Inc.*



MARC MORGENSTERN

### **PREDICTION: Law firms will hire more contract attorneys to control costs.**

Given the focus most law firm managing partners currently place on reducing fixed costs where possible, Marc Morgenstern is confident more firms will choose to use outside lawyers so they can operate with smaller staffs, but still meet demand when it arises.

"Every year, technology means that fewer humans are needed to produce paper, to generate ideas, to propel a task to completion," he said. "The legal practice is still set up as if it is impervious to that technology, and it isn't. So, on a go-forward basis, law firms will hire fewer associates, law firms will make fewer partners and because of that ... their need for ad hoc counsel on a when-needed basis will increase."

Full disclosure: Mr. Morgenstern has a dog in this prediction. He is chairman of CadenceCounsel Inc., a staffing agency founded in 2013 to provide variable, on-demand, high-end lawyers.

Mr. Morgenstern also is managing partner of Maxim Advisors, a Cleveland-based company that does deal document design and communication development of attorneys.

Law firms, he predicts, will increase the amount of professional development they provide to their attorneys as a means of differentiating themselves.

"Most law firms, there's almost no direct, consistent professional development," he said. "One of the consequences of technology is ... now, lawyers in Cleveland compete with lawyers in Palo Alto. The ease of technology and people's acceptance to that approach ... means stiffer competition."

Law firms that invest to develop their people regularly can say, "Here's why we think our lawyers are so good. Here's the professional development they receive.' That feels more quantitative," he said.

### PREDICTIONS 2014

STAN BULLARD	KEVIN KLEPS	MICHELLE PARK LAZETTE
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DAN BERRY	DAVID BROWNING	DENISE CARKHUFF
DR. TOBY COSGROVE	JIM DOYLE JR.	GARY FINGERHUT
GRACE GALLUCCI	DAVID GILBERT	HOWARD 'HOBY' HANNA IV
ROBERT HELMER	BRUCE HENNES	RAY LEACH
STEVE MILLARD	MARC MORGENSTERN	DAN MOULTHROP
BRAD NELLIS	THOMAS NOBBE	BRANDON NOWAC
JOE PULIZZI	STEVE PRESSER	LUIS PROENZA
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