

Thomson Reuters Institute Insights.

A podcast for tax, legal and compliance professionals around the globe.

Episode title: What meaningful, intentional client feedback programs can do for law firms

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Bill Josten: Much of the past two years has seen law firms focused on what frankly is a plethora of problems that they're facing internally. And that's not to say that there's anything wrong with how the firms are being managed or that they're doing anything wrong. It's just been a really complicated couple of years. The problem that we're seeing, though, now that's starting to manifest itself, is we, it's starting to seem like we've maybe lost at least some of what we used to hear as the voice of the client. And I say that speaking from the perspective of the Thomson Reuters Institute, we're constantly interviewing not only general counsel, but also law firm leadership, law firm partners, even associates and more of what we're hearing in those conversations with law firm folks tends to relate to the problems that the law firms are dealing with internally. A lot of it is talent related. That's totally understandable given today's market. They're worried about the cost of talent, the competition for talent, talent retention, they're worried about, they're worried about, you know, the correct things. They're worried about improving diversity and inclusion within their firms. There's a lot of things that these law firm leaders are paying attention to, and that's all to the good, but it is a lot of things that are focused inside within the firm. And it raises some questions. It makes us within the Institute wonder, is this just what is top of mind for these firm leaders, so that that's the first thing that they talk about when we start to talk to them. Or is this starting to trickle down into how they interact with their clients? How are they seeking out? How are they hearing the voice of the client? Now, without the same cadence of in person meetings and check-ins, that would have been common in the past, there needs to be a more intentional effort to reach out to hear the voice of the client. You know, when you're not in the client office for a week or two at a time, as would have been perhaps normal in a lot of circumstances in the past. Or at least seeing the client in person a lot more often. That sort of client feedback and that residents from the client can happen a lot more organically, but when that when that's lacking, firms have to proactively seek out their clients' thoughts and attitude. And that likely means some sort of client feedback program. That could be a very formal program. It could be something less formal, but it's certainly something intentional, but that then raises more questions. What does that look like? How does it run? I've invited Lizzy Duffy, who's a teammate and friend of mine, to help shed some light on those questions. Lizzy is part of the Thomson Reuters Institute. She leads a team for us of subject matter experts who are responsible for delivering insights to law firms and legal departments helping to connect the dots between data and their businesses. She regularly leads custom research projects, including client review and thought leadership programs, and presents research results to the management boards and partnerships of Am Law 50 firms and frankly, firms around world. So, Lizzy, it's really a treat to have you here. Thanks for being with us.

Lizzy Duffy: Thank you for having me, Bill.

Bill Josten: So, this problem of potentially missing some of the voice of the client and some of that impact, it should be obvious that the voice of the client is a critical component to how law firms understand their clients' businesses, how they're able to deliver the services that the clients need.

How they're able to understand the outcomes that the clients desire and frankly taking all of that and putting a big bow around it. How these law firms are delivering value, which is ultimately probably the thing that the clients want most. They want to be getting value for their external spend, but there is some concern I think that that's maybe, you know, maybe a bit missing because of all the other things that law firms understand that we have to manage. So like, the first question I guess I have is why does client feedback matter? I mean it should, it seems like it should be a relatively obvious answer, right? But why does client feedback matter?

Lizzy Duffy: Yes, and you're right, it's a bit back to basics because it should matter and we should know that, but it's never a bad thing to just remind ourselves what the business case is for doing client feedback for law firms because, you know, in many firms they still need to invest more in it. So, some of the research, I mean as you know we do a ton of research with law firm clients on an ongoing basis. But one of the things we're able to work out through our analysis was that firms that do have a formal client feedback program, on average they are receiving 34% of their clients external spend and that's compared to a baseline of 14%. So, firms that are investing in formal client feedback programs are getting a significant return on investment for that structured client feedback program. More than twice the share of wallet than firms that don't have a program in place. We also saw that those firms are who are asking their clients for formal feedback, they were rated by clients higher on almost every service attribute that we measure and as you know, we measure about a dozen different things like responsiveness and strength of relationship and value for money, understanding the business. And across almost all of those attributes, firms with a formal client feedback program were scoring higher and it really just underlines the importance of having that formal feedback loop in place, but also the importance of doing something about it, about the feedback you're hearing. So, by having that active client feedback conversation and then working on the results, you can get closer to better understanding the clients' business. You can understand and meet their expectations around service in a much more effective and personalized way, you can understand what value represents to them and be able to deliver more of it for the fees that they're paying. And you're just generally in a stronger position to anticipate their future needs and be there to support them. So, it's all about enhancing the client experience, but also positioning the firm for the best chance of success with that client.

Bill Josten: You know, that, I guess there's a couple of things I want to follow up on there. First, that that increase of share of wallet, you here 34%, you think with 34% that's barely a, you know, that's just a little over 1/3, how impressive is that? But that's 34% share of wallet, you know, relative to the entire panel of firms that that client is working with, you know it's not, you know, it's not an us or them. It's, you know, A or B 33% or 34%. We're getting less than half, which means the other guy is getting the lions share. You're talking about 34% out of where could be a fairly sizable panel of law firms. And that's 34% on average, right?

Lizzy Duffy: Yes, and compared to the baseline of 14%. So, when there's no client feedback program in place, typically clients are spending 14% of their total spend with those firms. So, it is a, you know it's more than double that, but it does beg, it's a good point that you raised there and actually you know one of the characteristics of a lot of the client feedback that's happening today in the legal industry is that firms, you know, one more firms today than ever are actually doing client feedback. It ranges completely from one firm to the next in terms of how formal, how structured, how system are, how systematic and how representative that feedback is across their client base. So, what we'll often find is that those client feedback programs maybe a handful to a dozen of chairperson visits two top clients in a

year and that's considered their feedback program. And even where a firm has, you know, an independent, a structured process driven, a strategic client feedback program, they'll often still lean in to choosing the clients that they have the strongest relationships with and prioritize them for the feedback. In an ideal world, you're getting a really representative sampling across the whole client base, but firms typically aren't there yet. And I do think that that's part of what contributes to that higher share of wallet. Yes, we know that by doing the feedback and acting on the results you can increase and grow and strengthen your relationship and increase that share of wallet, but we also know that there's probably some bias in there because firms tend to be asking their closest relationship clients for that feedback in the first place. So, there is some cherry picking going on.

Bill Josten: Right. And I think that's a natural tendency. You know, I can think of a research project that DLA Piper did a few years ago where they looked at where they had the greatest amount of runway and the theory that they were testing was that the biggest threat to their business was losing the relationships where they already had the greatest share of client wallet. That's a logical hypothesis to test, right? And what they found out was they were wrong. What they found out was the biggest threat to the future profitability was losing out on incoming business from clients where they only had 3, 5, 7 percent share of spend as compared to clients where they, they you know, monopolize that relationship and it's because it wasn't so much that they were losing out the opportunity to protect revenue, it was that they were losing out on the opportunity to grow that client base. And I think that that leans into that potential bias that you're talking about, right where we have to, we have to protect the whales, but in doing that we potentially miss out on growth potential. And I mean we're talking about revenue versus feedback, but ultimately it all comes back to sort of the same question of where do we want to put our attention? Do we want to put our attention to where there's already a really strong relationship and where we know that we're going to get good feedback? Or do we want to put it to where someone is going to maybe be a little bit more candid, honest, tell us a few things we don't want to hear, but give us a lot of opportunity to grow. So, you talk about how there's so many different models that firms follow, and some of them very formal, some of them kind of formal, but really trending more towards the informal. How prevalent is a bit of a, you know, some sort of a client feedback program within law firms?

Lizzy Duffy: I mean, if you ask law firms themselves, most will tell you that they're doing client feedback in some form or another. We actually did a survey just to measure that several years ago, and I think it was about 3/4 of law firms at that time had some form of client feedback program in place. However, when we measure how far those programs actually reach, so just in the last six months we've measured, we've measured this with the GCs themselves. So, the client side, it's only about 1/4, I think it was 27% of legal departments have been asked for feedback from one of their most used firms in the last year. So, and that's a global figure. It's lower than that in the US. In the US, it's 20% of clients have been asked for feedback. That's just one in five clients. So, it really the potential for law firm to actually reach out to a much bigger swathe of client. And invest in that white space. And as you say, not just focus on those best friend clients, the whales, but to actually look a little bit more objectively at where could we learn the most, where do we think we could have more opportunity if we dig in and invest in our, you know, more proactive client feedback conversations to come to learn about that opportunity and how we can get there to inform our growth overall, so it's always an interesting comparison to make between the number of firms who are doing feedback versus how far they actually reach on the client side. But it's I I do, I think it's important as well to say that when we talk about it, or when I'm talking about it here with

you today, we're talking about formal client feedback and that is a structured program that's positioned as such to the client, so what's not included in that is the sort of, you know, relationship partner taking the client out for lunch and having a sort of more informal chat about how things are going. That happens on the regular, that should continue to happen, but it's not a substitute for that proper client feedback.

Bill Josten: Yeah, you mentioned something that's really interesting there that the 27% globally, 20% in the US, that's the clients saying that they've been asked. I would imagine that if you were to go and ask their law firms, you know, how often, you know, do you seek client feedback? You'd get a much higher number. You know, you mentioned earlier on there that that you know, 3/4 of law firms say that they have some sort of client feedback program in place. Well, you know, either they're not working with a whole lot of clients and a lot of them are working with the same people, or there's a disconnect there in how feedback is viewed and defined. And frankly, that would not be surprising. You can go back and look. There's lots of examples of studies where you do sort of a buy, side sell, side study and you say OK, law firm, how do you do on this? And law firms give themselves a 7 out of 10 and you got to clients and say how does your law firm and how do your outside law firms do on this? And they give them a three out of 10. That's not at all uncommon. I think there's, there's probably even a disconnect there, do your clients feel like they're being asked for feedback, right? You might think you are, but are you? Do they think that that's what you're asking them?

Lizzy Duffy: Exactly. And that's what I mean about formal client feedback is that it is positioned to the client as we want to conduct a feedback exercise. We want to find out how we're doing and get your, you know, measure the experience and the service levels, the quality of the work, whatever you're going to cover in that conversation, but it is positioned to the client as a formal feedback exercise. And it's, I was just going to say it's funny you mentioned that sort of buy side, sell side comparator because as part of another research program we do among law firm partners, we actually tested the flip side of traditional client feedback and we asked law firm partners to rate the performance of their clients, you know, what are some of the things that clients do well? Or what are some of the ways in which they're hindering you, the partner, from doing a great job, from delivering value, from producing a great quality result. And it was so interesting to hear some of the aspects. A lot of it came a lot around panel management, a lot around project management, bringing the law firm in early enough, giving us, you know, complete and full information, but what was so interesting is that we shared that report back with the client side and they had such an appetite for that information because there is a real lack of that sort of two way feedback conversation between lawyers and their clients. They had such a thirst for that information because anything that they can learn or identify or action to improve the efficiency of their legal spend, improve the effectiveness of their team, get better results for their business. They want to know what that is. So, you know, one of the pushback reasons we may hear from within law firms about, you know, engaging with that client feedback program is all, we're not sure the client would want it or it might be uncomfortable for them, but genuinely clients are welcome to the conversations that open to it, and we always ask at the end of an interview if they're being asked for feedback by other firms they're working with and how does this experience compare, and I mean, nine times out of 10 they're not being asked by anybody else. So, that's giving the law firm who's asking the for the feedback a differentiated position already plus the competitive advantage of getting the information and the feedback. But it also stands out to the client as a very proactive commitment to the relationship so there's a real relationship strengthener to be had by asking for feedback.

Bill Josten: Yeah, that was actually the next place that I wanted to go, so thank you for reading my mind on that that. We're seeing a bit of a reversion to status quo ante when we look at the data that the Institute puts out regarding, you know, law firm economics and legal market economics where, you know, we just released our Q2 financial results for law firms and average law firm demand declined by .5% we're sort of, it seems like we're maybe going back to our pre-pandemic norm of you know  $\pm 1\%$  demand growth being kind of the norm and, you know, that's a signal of a mature market. There's not a whole lot of net new work out there for law firms. There's a lot of new to me work where you're really trying it, almost is a zero sum. You know, any growth that my firm sees in the work that we're doing is the result of that work being lost by another firm. And so, when you talk about that competitive advantage, if only one out of five clients is reporting being asked for feedback, you know, one out of five clients in the US, if they're reporting being asked for feedback and your firm is doing that consistently, that's something that's going to make you stand out in that zero sum mature market, right? I mean that that's something that that will you mentioned that competitive advantage. So, I think that's worth unpacking a little bit more of that idea of that competitive advantage. Let's dig into that a little bit more.

Lizzy Duffy: Yeah, sure. And I also would like to just step out of legal for a moment and just think about any other industry, whether it's consumer or professional services, but the big brands, the big companies, they do tons of customer and market research. You know they wouldn't change an ingredient or a product or a service or aspect of packaging without doing a great amount of user testing to see how buyers would respond. And then they'll build and tweak and adjust their plans based off of that. And it shouldn't be any different for law firms in terms of that, you know, the product, the service, the delivery, how we interact with and attract clients. It should, you know, there should be so much more research and data feeding into that, so the fact that so few are doing it and using that critical business intelligence tool it gives a great advantage platform to those firms that are doing it because they're learning more about those clients' needs and as you've just said, a client of one law firm is not a client of only one law firm, right? These are and I'm talking about, you know, companies of billion dollar revenue plus. They're attractive clients for a number of law firms who are often competing and trying to get higher up the value chain with them or get on their roster at all. So, you're getting that competitive advantage from just getting to know those clients better. What are their needs? What are their preferences? How do they like to work? So, you can do a better job and retain that relationship and further grow it, but you were also able to find out are there any nits in their relationship right now? Any risks that we need to iron out before they become more substantial? I will say that it's rare that we get negative feedback or hear about a sort of risk to relationship, but it does happen and it's important not to shy away from that, but to see it as an opportunity, a positive opportunity. Now we know about it, we can do something about it, but besides for the individual relationship level, you're also building with every client conversation you have, every piece of feedback you're building this data set of enterprise level intelligence about the broader opportunity, at what's going on in the market, your firm's competitive position and how you're performing. And that again often in law firms can be quite anecdotal or a bit internally driven, internal perception driven. So, it's so important to get that outside perspective direct from the clients that are interacting with the firm. And in regions where, like the US, where we are seeing a low prevalence of client feedback, just one in five, it really helps firms to stand out in a positive way. But what's so important is not just, you know, to get that competitive advantage. It's not just doing the feedback, but it's doing something about it. So, I always talk about it as a two-step process. One is collecting the feedback and second is what are we going to do about it.

Bill Josten: Right.

Lizzy Duffy: And one of the things that we ask clients is you've been asked for feedback did you see a positive change as a result and shockingly, about 2/3 of those who were asked for client feedback did not see a change in service as a result. So that tells me that there's time feedback going on, but there's not always that action, planning and accountability in place when the results come into the firm for something to happen as a result. And you know, many of those relationships, maybe, you know, the status quo is adequate and there were no major issues, but it's not always negative feedback that that you hear about. In fact, about 2/3 of what we learn in client feedback research tends to be opportunities to strengthen in the relationship. So, the clients are telling us everything is fine, but I'd like to meet more people. Everything is fine, we're happy with it, but we'd like to know what they can do for us in this region. We have a need coming up, I would be interested in talking to them about it. So, a lot of what we hear is actually business development opportunity right there. So, that again, it's just so important that there is a feedback program in place attached to a follow up plan that has people in place with accountability to following up on that feedback.

Bill Josten: That I think that breaches the next part of the conversation I was hoping to have and that is around some of the best practices for client feedback programs. I mean, obviously being intentional about it, having a plan for it, having an implementation mechanism or I mean even if you're not going to follow through, you know, the client may ask you for something that just it's a good idea for the client, but structurally it doesn't work for the firm for whatever reason you don't intend to implement that feedback for whatever reason, providing closure to that to the client so that they don't feel like they've been ignored, you know, say, hey, we heard you, we listened, we can't do that or, you know, it doesn't make sense for us to do that because of, you know, so you provide that, you close that feedback loop, but there's still a lot of variations in what in what a client feedback program looks like. So, I wondered, do we have examples you know based off of our research where clients have told us they like best that provides sort of like a best practices for client feedback programs?

Lizzy Duffy: it's a good question, one that we are asked pretty frequently. There are best practices in terms of principles of how you design and structure your program in terms of what is the best. Should it be an in person visit? Should it be a telephone conversation? Should it be 20 minutes? Should be, should it be an hour? Should I just talk to one contact at that client, or should I talk to all of them? There's no right or wrong method if you like. And even web surveys have a really important place within client feedback, so it doesn't all have to be those one-hour royal visit type conversations. Clients are increasingly used to sharing more quantitative scoring feedback via web and then having a follow-up conversation. So, in terms of methodology, there's not a right or wrong. There's a lot of benefits to all approaches, but in terms of some of the key principles that make for a good professional program. The number one piece is focusing on the client experience. I think often we get ourselves round the axle a little bit in terms of that internal process and who to involve and is everybody OK and comfortable with it and so on and we must never take our eye off the client experience. It must be a positive experience and professional one, and that comes back to as you were saying. The communication throughout how it's positioned up front and making sure that there is follow up or closing the closing the loop so even if there isn't an action to take as such. So, that client experience is number one. Second, I would say draw from a representative sampling of your clients and this, you know, the DLA analytics example is a great one. If you really want to learn insight that's going to help you, your law firm, grow as a business and perform better and be more successful you have got to broaden the scope and not cherry pick, just

those clients who know you so well and you know them so well. You've got to try and get a mix of you know, the top clients and new clients, some lapsed clients and potential growth clients, really spread the net quite wide so that you're getting that representative sampling. Other aspects, I'd say just in terms of making it a successful program because there are difficulties or challenges to just getting a program set up and getting it moving and keep a momentum for client feedback within law firms. So, making sure you really understand what's involved, plan it out end to end as a process and assign appropriate resource. And so that's in terms of budget, that's in terms of time where partners will be involved to give input about their clients or to do follow up, make sure that's allowed for within the plan and that that's well communicated to them and really assign a dedicated lead for the program and that, but what's best to do there is it's always involve your CMO. A CMO should be the project sponsor and usually own the program, but have somebody who's going to be day-to-day, this is their absolute number one priority and responsibility because there are so many moving parts, there's so much information to collect just to get started and then as the reports start coming in from the feedback and getting them off to the right places around the firm, it's a full time job. And that after that resource issue is one of the big delay factors I'd say for programs. So, getting that resource in place. The other thing I'd say from that internal perspective is having that top level engagement and sponsorship for the program and I mean not just having leadership talk, the talk that this is important, you almost get on board, but really walk the walk. And just to give you a quick example, I was at a partner retreat a few years ago where they were launching their new key account program. I think there's about a dozen clients and the managing partner actually was the lead on about four of them. Alongside that, they were relaunching their client feedback program by associating it with the key account program by saying each one of these twelve key accounts must undertake client feedback once a year, and they sort of showed the scores for how well they were doing so far and all four of the accounts led by the managing partner with the four that had not had client feedback exercises undertaken. So, that really spoke volumes to me. It's got to be something that the firm leadership is invested in as committed to and is participating in because they have to model that for everybody else. If they're not doing it, you know it's going to be so much harder to get the other partners on board.

Bill Josten: Well, I think that's a great point that that really for any change within a law firm, a key component of change management in law firms is you have to have leadership on board. You know, because ultimately, it's the partners that are giving direction. And the partners who are accountable for the work and the partners maybe paying lip service to it. I mean worst case scenario is the firm wants to do something, but the partnerships not on board, that's not going anywhere. But you know, even only slightly better than that is the partners pay lip service to a particular initiative, but then do absolutely nothing to move it forward. Yeah, then it's, it that's only slightly better than actually implementing the feedback program, but then taking in the feedback and doing nothing about it, right? We have to do something more. We have to do something where it's more than just an academic exercise, right? There's got to be, there has to be an actual plan and there's got to be accountability to that plan, right?

Lizzy Duffy: Absolutely. Absolutely.

Bill Josten: So, given the advantages that we're seeing here in the research or the share of wallet and the closest to the business and all these other things it. I mean, it seems surprising. And yet, for those who know law firms in the legal industry, it's not that we're not seeing more law firms do this, but it does raise the question of why aren't more law firms doing this?

Lizzy Duffy: Yeah, and it's, there are so many excuses and reasons for pushback that I've heard, and a lot of common themes come through, you know, from individual partners who manage that client relationship, who don't want to put their client forward for feedback. They know their clients so well. You know, I know my client. They're going to tell me if anything is wrong. Well, often they won't. They might just leave, and you know, that's great that everything is good. We actually want to hear about that as well, so we know what the best practice is and we know what works for that client, so we make sure we keep doing it all or they'll tell us, you know, we already check in with clients and as I said earlier, that is client feedback never substitute for good relationship management. The two should be happening hand in hand, and so you don't just do one or the other, but I think sometimes it's seen as a bit of a marketing exercise rather than a strategic business intelligence tool or a standard business practice as it is in so many other industries. So, there is a sort of perception gap. I think the worst example I've heard was a firm representative of the firm said to me, you know, I just don't know about this client feedback idea because we have this client and there's been a major issue in the relationship which we know about, so we're trying to do something about it, but if we ask them about it they'll know that we know about the issue and it'll open whole can of worms. And I just thought, oh my gosh, it's like, you know, to use COVID as an example. Just because you don't take a COVID test doesn't mean you don't have COVID. And actually, if that's a healthy relationship, isn't it best to have open and honest communication and invite, if there's an issue, acknowledge it and invite the client to be involved in coming up with the right solution and remedy for it so, there's definitely a way to go in terms of getting partners to understand and be on board with client feedback because, you know, they are the gatekeepers and the owners to many of these tight relationships, most firms are structured like that, but the other aspect is firms may choose to resource the program internally, and it goes back to that research resource point I mentioned earlier, it's either not somebody's full focus and then, you know, a big pitch comes in and that has to take priority or something else happens and so it drops down or the program relies on partners to do the interviews and, you know, with the best will in the world, they're busy people, they're highly in demand and they're fantastic at what they do. And so again, they just don't always have the time to schedule it and do those client feedback interviews, but I am optimistic, Bill. I really do feel like we are seeing, we've been seeing certainly over the last 10-15 years an increase in appetite and curiosity and efforts across law firms to build a program, to take that program to the next level if they've been doing it already, to learn about, you know, how we could do this more professionally, how we could achieve greater scale and how we can really implement and work the results. I'm certainly having conversations at the minute, and I think part of this is as you know, you mentioned upfront that during the pandemic there was a lot that happened, but one of the things was firms sort of had so much to grapple with internally in terms of how do we shift the workforce to remote how do we keep everything together and trains running. And with the huge uncertainty a lot of budgets were cut, especially marketing. They saw some severe cuts and still haven't recovered back to pre-pandemic levels and so therefore a lot of initiatives that would have been ran through the marketing or business development departments were put on hold, such as client feedback and then with everything going on around the pandemic, many firms probably felt this is not the right time to try and do a typical client feedback exercise. We've got bigger issues to be talking with that client about. So, I am optimistic that the industry has been moving towards progress over the last few years anyhow, now we're feeling more comfortably, touchwood, out of the pandemic. We are seeing more firms sort of come back to, OK, let's get this back on track. Let's build our program, let's do it properly and let's use those results for our strategic planning, which really is where they need to get to.

Bill Josten: We've both mentioned all the various things that have been going on really since the early part of 2020. It may be tempting for a law firm leader or partner who's listening to this to think, OK, I get all of that that all makes sense. And yes, this is something I want to do, but there's just too much going on right now that this is not the right time. Yeah, I don't want to burden my client or frankly, I don't want to be burdened 'cause there's just, there's too many things flying around, there's too many balls in the air to be juggled. What's your message to someone who says it's not the right time to be asking this?

Lizzy Duffy: I just think that there is never a bad time to check in with clients. So, if you are looking for the perfect moment, the right time, you're coming at it wrong. Think about it as the more often and the more frequently you can be getting feedback from the client that is the ideal scenario, so, you know, when we talk about sort of traditional, formal client feedback programs. You may be thinking a sort of annual exercise, and that is fantastic and that's a great place to start. But you should always be thinking of five years in the future what does our program look like? How are we collecting more client intelligence and client feedback, and how are we building that into our intelligence and systems and strategic planning? So, you know, firms will often start with this sort of relationship review, maybe an annual exercise, but then build out another feedback stream around post-matter. So, when as well as the annual reviews when a matter of a certain criteria, usually it's a fees, a sort of value trigger, when that's when that's closed, we get in touch, and we do a post-matter review. So, how was our service and team and working relationship just specific to that matter, and that's fantastic 'cause you build up a data set that really allows you to analyze at a practice and at a team level where the strengths are. And then there's, you know, there's post-pitch feedback, but there should also be check-ins during the matter at the onset of a matter when you get a new client on, a new client onboarding exercise is one that is just a fantastic way to welcome a new client. You know, if you bring a lateral partner in, for example, or a team and they're bringing some clients across and it's first time they're working with them, I'm having a bit of a, you know, it's a pre-feedback, perhaps X conversation, but just asking like how do you like to work? What are your expectations around service? What's important to you? How do you define value for this matter or in the relationship? And it's just setting you up for success throughout, so there's just don't look for the perfect moment to ask for feedback. Just remember there's never a bad time to check in with clients and find out what's going on with their business, how their priorities are shifting, and how you can do the best job in supporting them. And that, in my experience, is a conversation client will make time for.

Bill Josten: Yeah, absolutely. I think that makes all the sense in the world. Check in early and often and they will make time to talk to you about it. Lizzy Duffy, thank you so much for joining us today. Hopefully, some of the things here have resonated with the audience and they'll be looking for more ways to be getting closer to their clients or if they're already on the client side, looking for ways to encourage their law firms to be reaching out more so thanks so much for your time today.

Bill Josten: My pleasure. Thank you so much, Bill.

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