



## Breakout #2: Pixiu's Promise: New Compensation & Staffing Models for the C-Suite

Moderator



**Marcie Borgal Shunk**  
President & Founder,  
The Tilt Institute



**Molly Klein**  
Chief Marketing Officer,  
Davis Wright Tremaine LLP



**Marci Taylor**  
Principal, Law Firm  
Advisory Services,  
Withum Smith+Brown, PC



**Paul L. Tetzloff**  
Firm Managing Partner,  
Newmeyer Dillion



**C. Bradley Vynalek**  
Firm President, Quarles  
& Brady LLP

Figure 10: **Lawyer (FTE) growth by segment**



Percentages measures change from each point against Jan 2021 headcount to show change while ignoring baseline effects.

Source: Thomson Reuters 2023

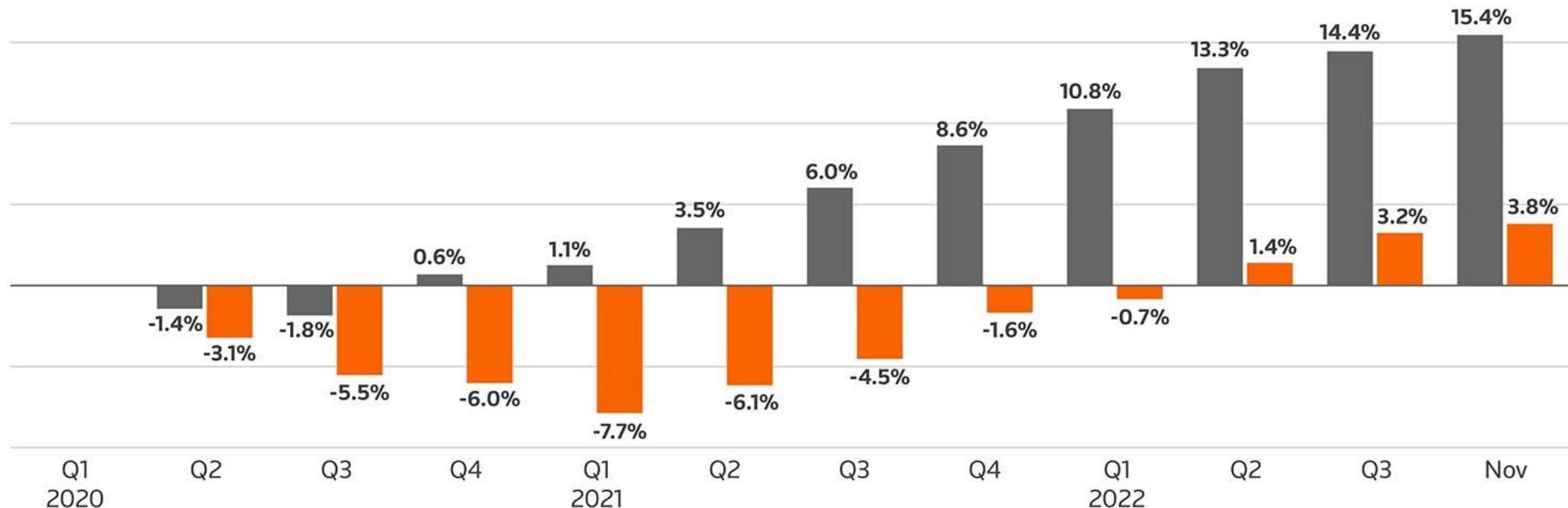
Courtesy of the 2023 Report on the State of the Legal Market

Figure 11: Expenses per lawyer (FTE) growth by category

Rolling 12-month % change since Q1 2020

■ Direct Expenses

■ Overhead Expenses



Percentages measures change from Q1 2020 values to show change compared to the last 12-month period preceding the pandemic.

Source: Thomson Reuters 2023