



BTI Associate Satisfaction A-Listers 2022:

BTI Survey of Law Firms Where Associates are Happiest

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Associate Satisfaction and Law Firm Rankings for the **8 Activities Most Valued** by Associates:

- Helping With Their Career
- Helping Associates Develop a Career Path
- Offering Associates Access to Training
- Mentoring Associates
- Opportunity to Grow Within Their Firm
- Partners are Invested in Individual Associates' Success
- Highest Number of Extremely Satisfied Associates
- Law Firms With the Best Paid Associates

Introduction

Only 17% of associates put money first. The remaining 83% of associates are focusing on building their careers — presuming their salaries are in a band of competitive reasonableness.

BTI conducted a large-scale survey of associates at Am Law 200, global, mid-size, and smaller law firms to uncover the drivers behind associate retention and job satisfaction. Law firms can use this knowledge to develop strategies to not only retain their associates — but provide an experience where they are happier and more productive.

The payback for associates with the highest levels of satisfaction are at their highest levels ever — and will likely only go higher. **BTI defines the 9 activities associates value most** in deriving high levels of job satisfaction at law firms. These are:

- Firms being committed to helping associates in their career
- Firms taking specific action to help develop a career path
- Being well mentored
- Investing in their careers
- Optimism to grow within their firm
- Optimism to grow in their careers
- Finding high levels of job satisfaction
- Being well paid
- Having at least one partner to watch out for them

This first of its kind report, based on a large-scale independent survey with more than 4,000 responses, defines what associates want and value — and the law firms associates rate as best at each — and why. Use it to improve associate retention, performance and to raise even the highest levels of satisfaction.

The cost of retaining a good associate is dwarfed by the cost of losing one. The associates with the highest satisfaction levels are most likely to develop an emotional connection to their job and firm — and see commonality between their goals and firm goals. ***These associates are the associates most likely to stay and they are:***

- More accepting of their role and specific tasks
- Less inclined to explore new opportunities
- Supportive of firm initiatives
- Looking for ways to be more of a resource to partners and the firm
- Working harder and faster

Learn what these mean and how these attributes play out as part of the associate experience. Immediately learn the law firms associates ranks as best — by name. See where your firm stands. And, learn the law firms women associates report as best at each key activity.

Associate Thinking About Firms and Careers

52% *Recommend their
current firm to a peer*



- *Want more acknowledgement for their efforts*
- *Looking for credible career path definition*
- *Happiest associates talk all about the good people*

-13% Women's job
satisfaction is 13% lower
than men

40% Associates believe they
are well mentored

Believe firms are committed
to helping their career



37.4%



51.9%



Associates want to learn,
see an investment in them,
and want to be working
with good people

Law Firms Best At Cultivating Associate Job Satisfaction



Associates point to 147 law firms serving as home to the largest number of associates showing the most satisfaction — with 8 activities driving associate job satisfaction.

These firms deliver on a set of formal and informal protocols to deliver on activities most important to associates.

We are pleased to present the firms associates identify as creating job satisfaction in the most tumultuous and difficult times law firms — and associates — have faced.

Best at Helping Associates in Their Career | 18

Best at Helping Associates Develop a Career Path | 21

Best Access to Training | 24

Best at Mentoring Associates | 27

Best Opportunity to Grow Within Their Firm | 30

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Law Firms Ranked Highest by Women Associates

Law firms are widely committed to women's initiatives both within and outside their firm. Women associates tell us law firms bring different levels of commitment.

They also tell us some law firms bring different levels of understanding to their unique expectations and needs. Women associates also tell us these firms bring varying levels of action.

We highlight the 122 firms with the most women associates giving them the highest marks.



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Best at Helping Associates Develop a Career Path | 46

Best Access to Training | 49

Best at Mentoring Associates | 52

Best Opportunity to Grow Within Their Firm | 55

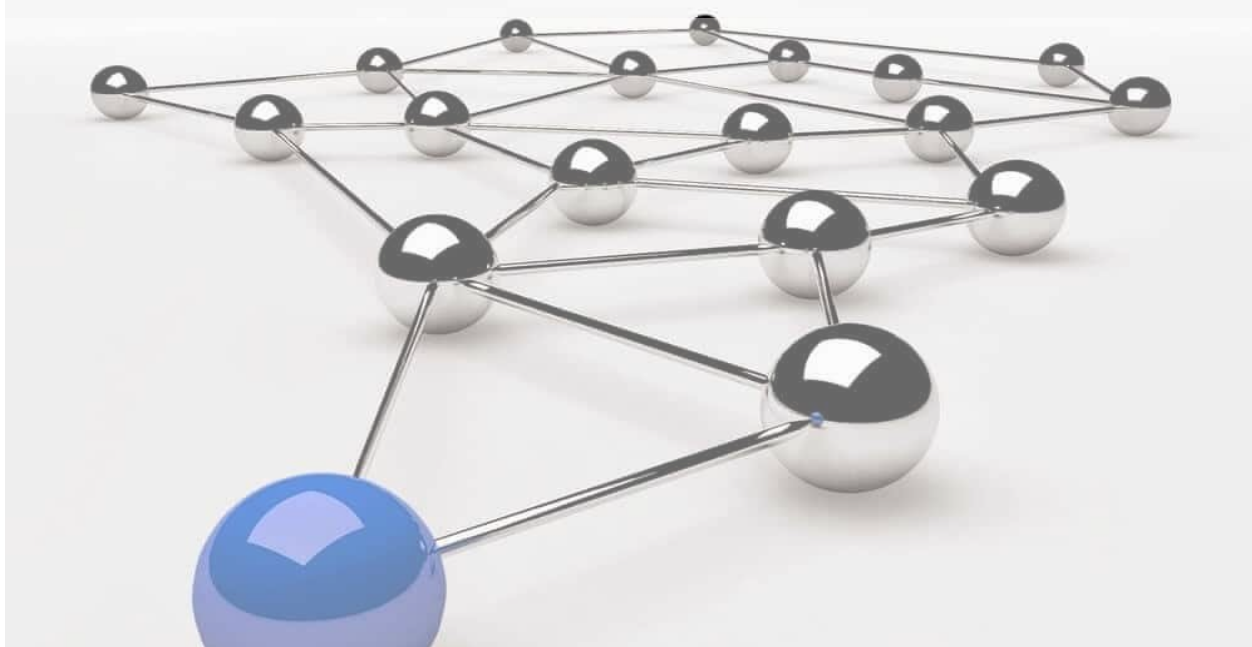
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BTI Survey of Law Firms Where Associates are Happiest 2022

Methodology



Ground Rules for the BTI Survey of Law Firms Where Associates are Happiest



No law firm submissions, self-referrals, suggestions, or payments



All associate responses and comments are confidential and anonymous



Analyzed more than 27 aspects of the associate experience and associate satisfaction with no prompts or suggestions for names of law firms



Analyzed data based on the most important factors using quantitative and qualitative methodologies



Developed this analysis to measure associate satisfaction with their jobs at their current law firm

Our Methodology and Approach

INDEPENDENT, UNBIASED RESEARCH, BASED SOLELY ON ASSOCIATE FEEDBACK

1

Conducted 189 in-depth, open-ended telephone interviews to uncover drivers and attributes behind associate job satisfaction

2

Strategically designed online surveys to capture additional associate thinking and experience

3

Deployed the survey in 4 waves over the period of March 2021 to March 2022

4

Received more than 4,000 individual online responses

5

Analyzed results to reveal key drivers and attributes underpinning associate job satisfaction

6

Ranked law firm performance based solely on associate data and input

7

Isolated key differences between men and women associates

8

Ranked law firm performance based on men and women associate satisfaction

BTI Consulting Group About Us



What We Do

For 30 years, we've successfully helped our clients strategically drive revenue, boost performance, attract and retain clients, develop more business in new and existing markets, and create enduring relationships with our data-driven customized programs and solutions tailored to meet each client's specific and unique needs. We examine the market from your client's perspective with a measurable, innovative, and high-impact approach.

From in-depth independent research to one-on-one interviews with C-suite executives, top legal decision makers, and market leaders, our expertise and insight will help you understand — as well as benchmark — how clients acquire, manage, and evaluate their professional services providers.



Client Feedback Programs

We help you reveal powerful, defining client insights you simply can't get anywhere else through innovative, world-class feedback.



Business Development Training

We help you and your firm catapult your business development skills, culture, and mindset, fast.



Client Service Excellence

We help you redefine how clients think about you and your firm for the short- and long-term.



Associate Feedback Surveys

Immediately improve associate satisfaction and engagement by opening a dialogue with your associates. They are eager to provide feedback and value a formal platform to have their voice heard. The benefits are both immediate and long lasting.

Market Research, Expertise, and Insights

AUTHORITATIVE, INNOVATIVE, AND PRACTICAL ADVICE FROM OUR RESEARCH

Law firms who would otherwise have little insight into corporate counsel hiring decisions, goals, law firm preferences, market positions, and detailed recommendations can now gain access to the same research used by the largest and best performing firms in the world. The data and insight found in BTI's reports are used to train attorneys, guide business development, inform strategy, and calibrate market trends against firm tactics. In short, you get many of the benefits of a custom study commissioned for your firm, at a fraction of the cost. These insights are proven to drive growth and client retention and protect fees.

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BTI Litigation Outlook2022



Our 10th BTI Litigation Outlook uncovers how client behavior and spending are changing in 2022. This comprehensive deep dive immediately helps you identify the most current and vexing client needs — helping you meet these needs before competitors realize there's new work for the taking.

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BTI Practice Outlook 2022



Your annual guide to targeting your clients' legal dollars with precision. Guide your business plans with insight straight from your clients on how they plan to divvy up their outside counsel budgets. Plus, learn the 11 trends shaping the pandemic-led legal market in 2022 and more.

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BTI Client Service A-Team 2022



Long considered the gold standard in measuring client service performance by clients and law firms alike, the BTI Client Service A-Team 2022 is the only source for measuring client service solely from the client perspective. Now in its 21st year — this is the most important edition ever with 350 new, in-depth interviews conducted during the pandemic.

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Now**

Questions? Comments?



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For questions, research inquiries, and information on BTI's client feedback programs, market insight research, seminars, training, or workshops, please contact us via email or by calling **+1 617 439 0333**.

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