

Marc S. Krass LLC

*Focusing on the
People Aspects of
Law Firm Operations*



Where I Can Help...

Managing Talent

Does your firm have the right strategy and criteria for selecting laterals?

Are you losing lawyers you want to retain?

Do you need to improve how your firm manages performance problems?

Individual or Team Issues

Do you have a brilliant lawyer who “doesn’t play well in the sandbox” or a partner who needs to leave the firm?

Are your firm’s practice groups building your business?

Do you have a “problem team” of people who do not work well together?

Your Firm’s Culture

If your firm has multiple offices, do they operate as a single firm?

Does your firm have morale issues or quality problems but you’re not sure how best to tackle them?

Major Events and Crises

Are you merging with or acquiring another law firm?

What I Do...

I help small and large law firms around the country manage the people aspects of their operations, regarding both their attorneys and their non-legal staff. I focus on how firms can build their strength by deriving greater value from the people they are already paying.

But I don’t work like those consultants who come with prepackaged solutions they want you to adopt. Nor will you hear me use the jargon of a human resources professional.

I work like a lawyer who brings to your office a unique mix of management skills and experience. During three decades as Procter & Gamble Company’s Associate General Counsel for Labor & Employment, I earned the reputation as the advisor top management wanted on their team when they faced their toughest personnel and organizational challenges. My advice ranged from how to integrate the employees of an acquired company to managing the prima donna whistleblower or the alleged harassment victim. Recognized as one of the best people managers in P&G’s global legal organization, I coached many lawyers about handling difficult personnel situations. And from spending millions of P&G’s dollars with law firms around the country, I gained rare insights into what works well in firms and what doesn’t.

A fresh set of eyes often can see things differently, especially when that person brings the dispassionate objectivity of an outsider. My goal is to leave your firm with a sustainable improvement that should deliver value well after I’m gone. I am confident we can collaborate powerfully to help move your firm to a better and stronger place. Think about what is keeping you awake at night, and then let’s talk.

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Who I Am...

After graduating from Northwestern University School of Law in 1976, I began practicing labor and employment law at the Chicago headquarters of Seyfarth Shaw, a large national firm. Thrown into the full array of L&E, I learned substance and strategy from the firm's nationally-recognized experts. Less than five years later, The Procter & Gamble Company invited me to start its in-house L&E practice at its global headquarters in Cincinnati.

Before I "graduated" from P&G in June 2012, I had designed P&G's approach to downsizing, which has seen tens of thousands of employees leave the company without a single indefensible legal challenge. I also helped build infrastructures that minimized lawsuits and charges. At the same time, I increased the professional capabilities of hundreds of lawyers and managers around the world. And I had fun doing it all.



Our in-house practice advised P&G management and represented it before governmental agencies and labor arbitrators, but we engaged outside counsel for court litigation. While spending tens of millions of dollars in legal fees during my career there, I hired and fired numerous law firms across the country and worked alongside many outstanding practitioners. This afforded me rare insight into how different firms operate, and what delivers better results for firms and their clients.

Now I advise law firms about managing the people side of their operations. As small and large firms struggle with the legal industry's reinvention which began in late 2008, I help them derive more value from the people they are already paying.

I live in Kansas City with my wife Sue, who left her 27 year career in human resources to become a social worker and work with battered and abused women. We have three adult children all of whom are married and have kids of their own. They live in New York, Chicago and Kansas City, so it's a good thing that we enjoy traveling. Having served as a board member of three United Way agencies and my former synagogue in Cincinnati, I am searching for a meaningful volunteer opportunity now that I am a relative newcomer to Kansas City.

I Work Differently...

I know it's not about me. Your success is my success.

I approach my work the way a lawyer approaches his or her clients. I need to understand the problem, the context and history within which it arises, the people involved and what the firm wants to accomplish before I start developing a solution.

I believe that every problem can be solved. And every solution must work within the law firm's reality if it is to be effective and successful.

I know that most people in leadership positions at law firms got there for good reason. So I capitalize on the strengths of my client while bringing my own experience and perspectives to bear on their concerns. Together we can achieve more than either of us can accomplish alone.

I operate with integrity and respect for every person. I expect that my clients will do the same.

I know that Managing Partners, Executive Directors and Human Resources Managers operate under enormous pressures. So I work with each client in confidence and make myself available around the clock in case the urgency of your situation requires that.

I will always give you my best advice, even if I anticipate that you may not like what I have to say.