



## **PHOENIX LAW FIRM EMPLOYS UNIQUE BUSINESS MODEL APPROACH AND THRIVES**

*(Part 3 of 5)*

**By: Robert D. Mitchell**

This article is the third part in a continuation of the article published on Tiffany & Bosco's website on May 16, 2019, concerning Tiffany & Bosco's unique business model and firm growth. To see Part I, an overview of the lateral process, please visit: Phoenix Law Firm Employs Unique Business Model Approach and Thrives, Part I. To see Part II on confidentiality of the lateral process, please visit: Phoenix Law Firm Employs Unique Business Model Approach and Thrives, Part II.

In this Part III, we will examine some of the unique aspects of our department structure within the firm. Generally, each equity shareholder has his or her own department in the firm. At other firms, when an attorney makes a lateral move to join the firm, the attorney is welcomed into the new firm, but often the

attorney's staff are not. Sometimes the new firm will take the position that they have sufficient staffing, and are not adding staff to the firm. This can create difficulties for attorneys with longstanding relationships with key members of their team.

At Tiffany & Bosco, this is never a concern. When an attorney makes a move to join Tiffany & Bosco, he or she is welcome to bring their staff to the firm. Because staff costs are allocated on a per department basis, there is never a basis for objection to a new lawyer bringing his team with them.

Examples include equity shareholders Alisa Gray and Jim Fassold, who run a busy probate litigation practice at Tiffany & Bosco. They joined the firm in 2011. Because of their good reputation in the local legal

community, they had been courted by other major law firms in town. They had seriously considered one particular large law firm, but for the fact it would not allow them to bring their long-time staff with them. Alisa and Jim felt a loyalty to their staff, especially since the job market was very soft given the recent recession. So they were pleased to learn that Tiffany & Bosco embraced a lawyer's bringing their team to the firm.

Another unique aspect of the firm is that each department is allowed to manage its own staffing needs. Some attorneys at Tiffany & Bosco have a lean practice sharing staff members with other departments. On the other hand, a number of large producing departments have multiple associate attorneys and staff members within their department. It all depends upon the individual equity shareholder's needs and revenue levels.

In addition, there are many services available to departments at Tiffany & Bosco in which equity shareholders/department heads can exercise their choice to determine whether to financially participate. While some firm benefits are uniform throughout the firm, such as professional liability insurance, employee benefits, sick leave policy, etc., other services, such as whether to participate in legal document management software or other unique legal practice management services, are left solely to the equity shareholder.

The firm provides firm-wide marketing, such as a firm website, printed and online newsletters, active social media, and through participation in the community. The firm also supports the State Bar at the highest level. Through its commitment to give charitably to the community, Tiffany & Bosco enjoys an outstanding reputation. In addition to the foregoing, equity shareholders are allowed to determine what additional marketing practices and expenses they wish to individually incur to promote their own areas of legal practice. Equity shareholder/department heads are allowed to expense all legitimate business expenses through the firm.

At Tiffany & Bosco, attorneys are never charged for expensive firm sports seats or boxes that some attorneys never get to use. Attorneys at Tiffany & Bosco decide what such activities they wish to participate in,

and only share in the costs of what they actually use.

Another benefit of the Tiffany & Bosco business model is its flexibility. Equity shareholders determine their own hours and what works best for them in their departments. At Tiffany & Bosco, as in any large law firm, there are attorneys who choose to work long hours. However, there are many other attorneys, who, because of family commitments or otherwise, work a much more flexible schedule. Nobody monitors another attorney's hours in the office at Tiffany & Bosco. In fact, because of our sophisticated technology at Tiffany & Bosco, many attorneys work remotely from home or while traveling.

Typically, attorneys at Tiffany & Bosco participate in one or more firm committees, such as the technology committee, the CLE committee, the marketing committee, etc. In addition, members of the staff at Tiffany & Bosco also have their own committees and organize various social and community activities throughout the year. At Tiffany & Bosco, there is a substantial camaraderie among the staff. As compared to a small firm where there are a limited opportunities for staff people to meet others and develop friendships, the environment at Tiffany & Bosco is great for an equity shareholder's entire team. The staff committee at Tiffany & Bosco also provides ongoing training and assistance to staff members who are new to the firm or who want to improve their skills. At Tiffany & Bosco, we have a number of highly qualified and certified paralegals, legal assistants, and clerical team members, as well as our extensive administrative and financial accounting staff.

As noted in Part 1 of this series, Tiffany & Bosco tends to be a perfect fit for enterprising attorneys with their own active book of business, who wish to have all of the features and benefits of a large firm, while maintaining the financial independence that comes with enjoying all of the gross income of a department's practice, reduced only by the department's proportionate share of firm expenses. For a busy successful lawyer, Tiffany & Bosco is second to none in providing a platform to maximize an attorney's income.

For further information on Tiffany & Bosco, P.A., please contact Mark Bosco, our managing attorney, or one of our lateral committee chairpersons, Christopher R. Kaup or Robert D. Mitchell at (602) 255 6000 or contact them by email at [msb@tblaw.com](mailto:msb@tblaw.com); [crk@tblaw.com](mailto:crk@tblaw.com) or [rdm@tblaw.com](mailto:rdm@tblaw.com).