

**Management category**
■ Stand-out

■ Highly commended

■ Commended

Firm name	Name of innovation	Originality	Impact	Management vision	Score	Description	
Eversheds	Partners Profit Sharing Scheme: a sea change in the way in which law firms operate. Ties remuneration to behaviour and may effect deep cultural change	<b>8</b>	<b>8</b>	<b>8</b>	<b>24</b>	Breaking the mould of remunerating partners and tying it into the firm's strategic goals. Partners are appraised on five areas of assessment. Profit allocations are fixed for two years, which focuses their rewards on future behaviour rather than past performance.	
	Linklaters	Market Leadership Strategy: the implementation of the firm's strategy through various innovative processes	<b>7</b>	<b>8</b>	<b>8</b>	<b>23</b>	Notably successful in devising a clear strategy which was then implemented through innovations such as Harvard leadership courses. First firm to open up in Japan. Was able to measure progress against goals through use of a "balanced scorecard".
Blake Lapthorn Tarlo Lyons	Business process to generate and implement ideas. Formal approach to embedding innovation	<b>7</b>	<b>8</b>	<b>7</b>	<b>22</b>	Using managed business processes to implement ideas for new legal services in the firm. Introduced innovative thinking into lawyers' patterns of work via external management consultants. Specific immediate outcome has been a mediation service.	
	Pannone	Management Approach: Investment in I-com, a search engine optimisation company	<b>8</b>	<b>6</b>	<b>8</b>	<b>22</b>	A suite of innovative moves such as Connect 2 Law, investing in I-com and a genuinely inclusive personnel policy sets this firm apart. It continues to innovate across the board. Firm bought 30 per cent of I-com and then introduced its own clients to it.
	Linklaters	Blue Sky Project: Incorporated managing associates and junior partners to develop future thinking into Linklaters' future	<b>7</b>	<b>5</b>	<b>8</b>	<b>20</b>	Over a period of six months, cross office teams were tasked with thinking about what the firm would be like in 2015. Helped by a futurologist, their ideas were presented to the executive committee and circulated around the partners.
Allen & Overy	The Journey: challenging off-site programme for corporate partners in Southern Spain which took them out of their comfort zones	<b>7</b>	<b>6</b>	<b>7</b>	<b>20</b>	Tried to create an environment where partners would be forced to connect with each other and regain the entrepreneurial spirit that can easily be lost in large global law firms.	
	Clifford Chance	Senior Manager's Forum - Business Case Initiative: A competition which encouraged business support staff across the firm's global offices to come up with ideas on five different topics	<b>7</b>	<b>6</b>	<b>7</b>	<b>20</b>	An initiative that integrated the firm's non-legal professionals into strategic thinking. A global approach to integrating non-legal professionals into the firm and its strategy. Resultant ideas are being used in a live context.
	Wragge & Co	Secondment Management; Professional, business like approach to the management of the firm's secondees	<b>6</b>	<b>6</b>	<b>7</b>	<b>19</b>	Many law firms have an ad-hoc approach to secondees. Wragges makes sure all parties derives the best return from secondment: the client, the firm and the secondee. An effective cost-reward approach.