



LAWYER TO LAWYER MENTORING PROGRAM

WORKSHEET EE

INTRODUCTION TO CASE EVALUATION

Worksheet EE is intended to facilitate a discussion about the best ways to evaluate a potential case and how to decide whether to accept a proffered representation.

WHAT WENT WELL?

Start by sharing with each other a brief story of something that went well in your practice this week:

Share your reflection by on one of these questions: What caused the good event? What does it mean? How did you contribute? Others? How can you have more such events in the future?

ACTIVITIES FOR TODAY

- Share with the new lawyer the steps to a successful and relevant client interview. Discuss the following:
 - What types of information should you seek in this interview?
 - What kind of questions must be asked?
 - What types of things should you tell your potential client or avoid telling him or her?
 - How should you interact with your client during this interview?
- See the attached article, Tennessee Bar Association's *Case Acceptance and Client Screening*, at <http://www.tba.org/case-acceptance-and-client-screening>
- Review the concept of the client-centered interview discussed in the attached article. Marjorie A. Silver, *Love, Hate, and Other Emotional Interference in the Lawyer/Client Relationship*.
- Share with the new lawyer details about the steps you take once you have met with a potential client, including the following:
 - Adding information to your conflict database regarding the potential client you interviewed.
 - Opening a case file for the individual.
 - Preparing an engagement or disengagement letter to send to the potential client.
 - Preparing a fee agreement for the potential client.



- Doing research on the potential case to make a decision about taking the representation.
- Preparing case analysis documents and evaluating a client's case. See the attached article. Greg Krehel, *Getting Case Analysis Off to a Fast Start*.
- <http://www.casesoft.com/download/analysis.pdf>.
- Explain to the new lawyer ways you can assess your client's credibility.
- Identify ways to create trust with your potential client in the initial interview.
- Share with the new lawyer the types of factors you consider when deciding whether you should take a case. To the extent that the mentor can offer tips to the new lawyer about factors that should be considered in taking cases in the new lawyer's practice area, offer those as well.
- Discuss the obligations you have to a potential client (even when you do not take his or her case) regarding conflicts of interest and confidentiality. See Tennessee Rules of Professional Conduct 1.18.
- Discuss the potential for gaining an unintentional client and ways to avoid doing so.
- Discuss the importance of talking to a client as early as possible about realistic expectations of the representation, the scope of the representation, and the fee arrangement. If helpful, share with the new lawyer samples of fee agreements and engagement letters that you use in your practice. Or, if mentoring in-house, share with the new lawyer the fee agreements and engagement letters which are used in your firm. Explain to the new lawyer why certain provisions are either included in your fee agreement or excluded from your fee agreement. Discuss why a fee agreement should be in writing. See Tennessee Rules of Professional Conduct 1.5.

ACTION STEPS

End the session by discussing what action steps you can take to either improve or set yourself up for future success based on today's discussion. Discuss how one or more of your Signature Strengths can help you achieve success in these steps.

RESOURCES

TENNESSEE RULES OF PROFESSIONAL CONDUCT

I. CLIENT-LAWYER RELATIONSHIP

RULE 1.5: FEES

(a) A lawyer shall not make an agreement for, charge, or collect an unreasonable fee or an unreasonable amount for expenses. The factors to be considered in determining the reasonableness of a fee include the following:



- (1) the time and labor required, the novelty and difficulty of the questions involved, and the skill requisite to perform the legal service properly;
- (2) the likelihood, if apparent to the client, that the acceptance of the particular employment will preclude other employment by the lawyer;
- (3) the fee customarily charged in the locality for similar legal services;
- (4) the amount involved and the results obtained;
- (5) the time limitations imposed by the client or by the circumstances;
- (6) the nature and length of the professional relationship with the client;
- (7) the experience, reputation, and ability of the lawyer or lawyers performing the services;
- (8) whether the fee is fixed or contingent;
- (9) prior advertisements or statements by the lawyer with respect to the fees the lawyer charges; and
- (10) whether the fee agreement is in writing.

(b) The scope of the representation and the basis or rate of the fee and expenses for which the client will be responsible shall be communicated to the client, preferably in writing, before or within a reasonable time after commencing the representation, except when the lawyer will charge a regularly represented client on the same basis or rate. Any changes in the basis or rate of the fee or expenses shall also be communicated to the client.

(c) A fee may be contingent on the outcome of the matter for which the service is rendered, except in a matter in which a contingent fee is prohibited by paragraph (d) or other law. A contingent fee agreement shall be in a writing signed by the client and shall state the method by which the fee is to be determined, including the percentage or percentages that shall accrue to the lawyer in the event of settlement, trial, or appeal; litigation and other expenses to be deducted from the recovery; and whether such expenses are to be deducted before or after the contingent fee is calculated. The agreement must clearly notify the client of any expenses for which the client will be liable whether or not the client is the prevailing party. Upon conclusion of a contingent fee matter, the lawyer shall provide the client with a written statement stating the outcome of the matter and, if there is a recovery, showing the remittance to the client and the method of its determination.

(d) A lawyer shall not enter into an arrangement for, charge, or collect:

- (1) any fee in a domestic relations matter, the payment or amount of which is contingent upon the securing of a divorce or the award of custodial rights, or upon the amount of alimony or support, or the value of a property division or settlement, unless the matter relates solely to the collection of arrearages in alimony or child support or the enforcement of an order dividing the marital estate and the fee arrangement is disclosed to the court; or
- (2) a contingent fee for representing a defendant in a criminal case.

(e) A division of a fee between lawyers who are not in the same firm may be made only if:

- (1) the division is in proportion to the services performed by each lawyer or each lawyer assumes joint responsibility for the representation;
- (2) the client agrees to the arrangement, and the agreement is confirmed in writing; and
- (3) the total fee is reasonable.



(f) A fee that is nonrefundable in whole or in part shall be agreed to in a writing, signed by the client, that explains the intent of the parties as to the nature and amount of the nonrefundable fee.

RULE 1.18: DUTIES TO PROSPECTIVE CLIENT

(a) A person who discusses with a lawyer the possibility of forming a client-lawyer relationship with respect to a matter is a prospective client.

(b) Even when no client-lawyer relationship ensues, a lawyer who has had discussions with a prospective client shall not use or reveal information learned in the consultation, except as RPC 1.9 would permit with respect to information of a former client.

(c) A lawyer subject to paragraph (b) shall not represent a client with interests materially adverse to those of a prospective client in the same or a substantially related matter if the lawyer received information from the prospective client that could be significantly harmful to that prospective client in the matter, except as provided in paragraph (d). If a lawyer is disqualified from representation under this paragraph, no lawyer in a firm with which that lawyer is associated may knowingly undertake or continue representation in such a matter, except as provided in paragraph (d).

(d) When the lawyer has received disqualifying information as defined in paragraph (c), representation is permissible if:

(1) both the affected client and the prospective client have given informed consent, confirmed in writing, or:

(2) the lawyer who received the information took reasonable measures to avoid exposure to more disqualifying information than was reasonably necessary to determine whether to represent the prospective client; and

(i) the disqualified lawyer is timely screened from any participation in the matter; and

(ii) written notice is promptly given to the prospective client.

(e) When no client-lawyer relationship ensues, a prospective client is entitled, upon request, to have the lawyer return all papers and property in the lawyer's possession, custody, or control that were provided by the prospective client to the lawyer in connection with consideration of the prospective client's matter.

View complete rules and comments at: <http://www.tsc.state.tn.us/rules/supreme-court/8>.



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Case Acceptance and Client Screening

It is tempting (sometimes necessary) as a new lawyer or at the start-up of your own firm to take whatever clients or cases walk in the door. Even the most successful lawyers sometimes suffer from the fear that the most recent client that engaged the attorney will be his or her last. But there are dangers in accepting every case. Lawyers who fail to initiate some discipline in the types of cases they accept early in their practice are the lawyers who eventually find that they are not managing their law practice - their law practice is managing them.

In the small firm, this often leads to overwork, mistakes, errors in judgment, missed deadlines, lapses in communication with clients, strained firm financial and labor resources; and, finally, an unprofitable and stressful practice. The dangers do not stop there. The lawyer's personal life can then become affected in very negative ways. Malpractice claims and ethical complaints can jeopardize the lawyer's career and can contribute to depression, failing personal relationships or substance abuse. Case acceptance criteria or guidelines, therefore, are an essential management tool for the practice of law, particularly in the small firm.

Large firms must also be vigilant in analyzing their practice mix. The types of problems arising in larger law firms when they fail to control their practice or case mix are usually internal ones. Equity in partner compensation is difficult when the practice areas within a firm do not generate compatible billing rates. The marketing dynamics of certain practice areas can be offensive to other members of the firm and firm clients. Client mix can also become an issue. Corporate clients may not be comfortable sitting in the reception area with the typical personal injury or criminal client. Proper and profitable legal and non-legal staff utilization can also be an issue. A practice area that is more labor intensive than others may strain the resources available to other practice areas. The viability of a larger firm can be threatened if proper consideration and attention is not given to practice and case mix. Case acceptance guidelines in the larger firm, therefore, focus the firm on the most compatible and profitable types of practice areas and mix and help to reduce the internal conflict in a large firm.

Establishing Case Acceptance Guidelines

Establishing case acceptance guidelines can be as simple as making a list of clients, case types or practice areas that you prefer not to handle. You may develop criteria within certain practice areas that must be present in a case in order for you to accept it (i.e., clear liability, insurance coverage, etc. in personal injury cases, for example). You may decide that you don't want to handle certain types of matters (i.e., domestic matters, real estate, bankruptcy, contingency fee work). With experience, you may determine that certain client characteristics are difficult for you to work with. Your guidelines can remind you to look for those characteristics and steer away from clients who possess them.

Factors that may be considered in establishing case acceptance guidelines are:

- practice areas the lawyer desires to develop or in which he or she has expertise
- types of cases within practice areas for which the lawyer has expertise or desires to develop
- the types of clients with whom the lawyer desires to work
- the revenue generated by selected practice areas or case types
- the labor and cash requirements of the firm by certain types of cases or practice areas
- facts that must exist in certain types of cases (i.e., clear liability, insurance coverage, etc., in personal injury cases)
- the type of fee arrangement of the case (i.e., hourly, flat fee or contingency)

It should be a firm policy that each case be analyzed by a partner (or a committee of partners in larger firms) prior to acceptance based on your firm's case acceptance guidelines. Consistent compliance with pre-established case acceptance guidelines will help protect the lawyer and the firm from the types of problems mentioned above.

Case and Client Screening

Links

- [Acknowledgments](#)
- [Case Acceptance and Client Screening](#)
- [Case Management](#)
- [Checklist for Opening a Law Office](#)
- [Client File Management and File Retention](#)
- [Client Relations and Communication](#)
- [Conflict of Interest Systems](#)
- [Disaster Planning](#)
- [Insurance](#)
- [Tickler and Calendar Systems](#)
- [Trust Accounting Procedures](#)

Once case acceptance guidelines are established, case and client screening procedures should be developed. Proper case and client screening assists the attorney in identifying whether the case falls within the pre-established case acceptance guidelines.

Case and Client Screening Procedures

As previously stated, case and client screening is the process by which information is obtained which will enable you to make an informed decision regarding whether or not the matter meets your case acceptance guidelines. Pre-screening may expose other information which will assist you in evaluating the prospective client. Finally pre-screening provides the opportunity for you to communicate important information to the client about his or her case and to establish realistic expectations.

Case and client screening procedures should include the following components:

Client Pre-screening. Before accepting a new client, you should:

- Conduct a telephone interview with the client to obtain initial client and case information which will be reviewed to determine if a face-to-face interview is warranted. A staff person may conduct the telephone interview.
- Conduct a face-to-face client interview with the client to obtain client and case facts and to observe the demeanor of the client. The attorney should conduct the face-to-face interview. In addition to questions relating to fact, the face-to-face interview should also provide the following information or impressions:
 - Has the client engaged or attempted to engage other lawyers for this case? If so, why was the case rejected by one or more lawyers?
 - What is the client's attitude toward other professionals such as doctors, accountants, bankers, lenders?
 - Does the client have a reasonable approach to the case?
 - Does the client agree with the fee arrangement and is the client able to pay the fees for your services?
 - Is the client willing to pay a retainer in advance of services rendered?
 - Does the client have all of the documentation associated with the case and is he or she prepared to submit those to you?
 - Complete a New Client Information Sheet. This form is for firm use in opening the client's file, tickling the file for important dates, deadlines and file review dates, and performing a conflicts check.
 - Complete a client/case questionnaire. This type of questionnaire varies with practice area or case type. This form is designed to provide all client and case facts and to document the sending of engagement/non-engagement letters and other appropriate forms.
 - Complete a conflict-of-interest check. The New Client Information Sheet should provide space for the listing of related and adverse parties to the case. This list should be checked against the firm's conflicts information to be sure no conflicts exist that would prohibit the firm from accepting the case.

Case Analysis. Once client and case information has been obtained the solo practitioner, partner or committee of partners should review the information against the firm's case acceptance guidelines. In doing so, the following factors should be considered:

- Do the facts of the case support proceeding with the case?
- Your expertise and experience with similar cases.
- Your availability to handle the case.
- Your "gut" reaction to the client and the case.
- The prospective client's attitude toward the case (e.g., unreasonable expectations for the case, attempts to tell you how to handle the case, unreasonably focused on winning at all cost).
- The ability of the client to pay for services provided and advance expenses. This is particularly important in risky cases.
- Case value vs. cost to represent (use of firm resources, expense advance requirements, loss of opportunity);

Establishing Realistic Expectations

After the screening process has been completed and a decision to represent the client has been made, the attorney should discuss the merits and problems of the client's case with the client. It is important that the attorney convey verbally and in writing (via an engagement letter) the following to the client:

- The issues involved with the case.
- The problems regarding the case.

- The process involved in pursuing the case.
- The client's obligations throughout the case and any specific requirements of the client.
- The estimated time frame for case resolution.
- The economics of taking the case to trial or settling the case.
- The attorneys and/or staff who will be involved with the case.
- How the firm will manage the case. • How the firm will communicate case status with the client.
- Warning: Avoid any guarantees to the client regarding the outcome of the case.

Case acceptance guidelines and good client and case screening procedures are the first steps in building a profitable, quality practice. Doing good work will ensure that good clients and cases continue to walk in the door.

Resources used for this piece and which may be beneficial to you in establishing case acceptance and client intake procedures are:

The Lawyer's Desk Guide to Preventing Legal Malpractice, American Bar Association Standing Committee on Lawyer's Professional Liability. (Available through the TNBAR Management Services Library.)

Risk Management, Survival Tools for Law Firms, by Anthony E. Davis, ABA published jointly by the Section of Law Practice Management and Center for Professional Responsibility. (Available through the TNBAR Management Services Library.)

Attachment	Size
newclientinfo.doc	61.5 KB

Member Services	CLE	TBA Groups	Publications	Access To Justice	Contact
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Getting Case Analysis Off to a Fast Start



By Greg Krehel

From your first conversation with a prospective client, you're learning about the dispute that led the individual or corporation to seek counsel. This article presents a method for systematically organizing and evaluating this knowledge. And it illustrates how the results of this dispute analysis process can be used to great effect in an initial case analysis session with your client.



CASESOFT

From your first conversation with a prospective client, you're learning about the dispute that led the individual or corporation to seek counsel. There are many benefits to taking a systematic approach to analyzing this knowledge. Not least of these is the favorable impression you'll make on those who retain you.

The following article presents a method for organizing and evaluating the facts about any case. And it illustrates how the early results of this dispute analysis process can be used to great effect in an initial case analysis session with your client.

Standardizing the Case Analysis Process and Work Product

My partners at DecisionQuest and I have spent the past 15 years conducting jury research studies on all manner of civil and criminal cases. In the course of this work, we've had the opportunity to try many methods for analyzing case knowledge. We've developed a process that I hope you'll find both simple and useful.

When you take this approach to case analysis, you'll gain a thorough understanding of the dispute and clarify your thinking about it. And, as you sort out what you do know about the case, you'll find it easy to identify what you don't know and need to find out.

The process focuses on creating four analysis reports – a Cast of Characters, a Chronology, an Issue List, and a Question List. These reports provide a framework for organizing and evaluating critical case knowledge. If multiple people are involved in the analysis process, the reports provide a way to divide responsibility and share results. Moreover, once you standardize the analysis work product, it's easy to compare the findings in one matter to the analysis results from other similar disputes.

You should begin the dispute analysis process as soon as you've had your first discussions regarding a new matter. Perform an initial round of case analysis to organize the lim-

ited information you have about the case. Then meet with your client to review the reports you've created.

You'll discover that a case review session conducted as a structured walk-through of your dispute analysis reports produces far better results than an unstructured discussion of case details. It gives you a firm grasp on critical case details and confidence that you've eliminated any points of miscommunication between you and your client. We provide the agenda for such a meeting below.

The analysis reports we encourage you to create are essentially tables listing critical information. They are long on knowledge and short on prose. They are tools that you use throughout the organizational process, not a summary created once analysis is complete.

Please note that the value of early organization and evaluation is not limited to instances when you've already been engaged. I believe you'll find that performing a quick dispute analysis and sharing the results with your prospective client is a terrific way to differentiate your firm from the others seeking to be retained on a matter.

I encourage you to make these analysis techniques standard operating procedure, a process you employ on every case, even ones that may be simple. Why? First, we're all familiar with disputes that appeared minor but which turned out to be costly disasters. By analyzing all cases, including those that seem small, you ensure that you

aren't just seeing the tip of the iceberg. Second, even small matters have more facts, more players, and more issues than anyone can meaningfully organize and evaluate in his or her head. Third, the practice gained analyzing small cases makes you more proficient when working up larger ones. Finally, the amount of time required to analyze a case is proportionate to its size. If the case is as small as anticipated, it will take little time to do the analysis.

The Analysis Work Product

The analysis reports we encourage you to create are essentially tables listing critical information. They are long on knowledge and short on prose. They are tools that

you use throughout the organizational process, not a summary created once analysis is complete. In fact, once you begin to employ these analysis reports, you may find a narrative summary unnecessary. When you write a narrative case summary, a great deal of the total effort must be devoted to working on the style of the report (the outline, phrasing, and grammar). Is the narrative summary adding enough value to the analysis to justify the hours spent eradicating split infinitives and other grammatical evils?

You should create your case analysis reports using database software, not a word-processor. Database software makes the knowledge you're organizing far easier to explore and evaluate. For example, using database software, it's easy to filter your Chronology so that it displays only facts that have been evaluated as being particularly troublesome.

Another advantage database software has over word-processors is support for replication and synchronization. A replica is a special copy of a database file. Synchronization is the process of merging the changes made to the information in the replica back into the master version of the file.

When trial team members go on the road, they can take replicas of the case analysis file along, and make additions and updates to the Cast of Characters, Chronology, and other analysis reports. While these individuals work in replicas, trial team members back in the office are free to make changes to the master version of the case file. When a replica is returned to the office, it is synchronized with the master version of the case file, thereby automatically melding changes made in the replica with changes made in the master. These sophisticated features are available in some database packages. You won't find them in any word-processor.

Here are the details that should be captured in each of our recommended dispute analysis reports:

Cast of Characters

Create a Cast of Characters that lists the individuals and organizations you know are involved in the dispute. This report should also catalog key documents and other important pieces of physical evidence. Capture each player's name and a description of the role the person, organization, or document plays in the case.

Also include a column in which you can indicate your evaluation of cast members. Even if you don't evaluate

every player, it's essential to note the people and documents that are particularly worrisome, as well as the basis for your concerns. If you follow my recommendation that you build your dispute analysis reports using database software, you will find it easy to filter the entire cast list down to the problem players you've identified.

Chronology

A Chronology of key facts is a critical tool for analyzing any dispute. As you create the chronology, important factual disputes and areas of strength and weakness become obvious.

Begin by listing the fact and the date on which it occurred. As you enter each fact, be sure to make

the important details about the fact explicit. For example, rather than simply stating "Gayle phoned David," write "Gayle phoned David, and asked him to shred the Fritz Memo." Remember that your chronology should be a memory replacement, not a memory jogger.

Since you're analyzing the case within weeks of being retained, there will be many facts for which you have only partial date information. For example, you may know that Gayle called David about the Fritz Memo sometime in June of 1999, but be unsure as to the day within June. When you run into this problem, a simple solution is to substitute a question mark for the portion of the date that's undetermined, e.g., 6/?/99.

In addition to capturing the fact and the date, be sure

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to list a source or sources for each fact. Now, in the early days of a case, it's likely that the sources of many of the facts you are entering in your chronology are not of a type that will pass muster come trial. However, by capturing a source such as "David Smith Interview Notes," you know to whom or what you will need to turn to develop a court-acceptable source.

The mission in early dispute analysis is to take a broad look at the potential evidence. Therefore, your chronology should be more than a list of undisputed facts. Be sure to include disputed facts and even prospective facts (i.e., facts that you suspect may turn up as the case proceeds toward trial). You'll want to distinguish the facts that are undisputed from those that are disputed or merely prospective. Include in your chronology a column that you use for this purpose.

Finally, include a column that you use to separate the critical facts from others of lesser importance. A simple solution is to have a column titled "Key" that you set up as a checkbox (checked means the fact is key, unchecked means its not). If you're using database software, filtering the chronology down to the key items should take you about 20 seconds.

Issue List

Build a list of case issues including both legal claims and critical factual disputes. If the case has yet to be filed, list the claims and counter-claims or cross-claims you anticipate.

Rather than listing just the top-level issues, consider breaking each claim down to its component parts. For example, rather than listing Fraud, list Fraud: Intent, Fraud: Reliance, and so on as separate dimensions.

In addition to listing a name for each issue, create a more detailed description of it. The description might

include a brief summary of each party's position on the issue and, if it's a legal issue, the potential language of the judge's instruction.

As your case proceeds to trial, your Issue List will increase in importance. You'll use the Issue List to return to the Cast of Characters and Chronology and establish relationships between each fact, each witness,

each document and the issue or issues to which it relates. Once you've made these links, it will be easy to focus on the evidence that's being developed regarding each issue and to make decisions about case strategy based on this analysis.



Question List

When you start case analysis early, your knowledge of the dispute is sure to be incomplete. But as you map out what is known about the case, what is unknown and must be determined becomes clear.

Each time you come up with a question about the case that you can't readily answer, get it into your Question List. You'll want your report to include a column for the question and another column where you can capture notes regarding the answer. Also include a column for evaluating the criticality of each question. Use a simple A (extremely critical), B, C, and D scale to make your assessment. Other columns to consider for your Question List are "Assigned To" and "Due Date."

The Initial Case Review Session

Once you've completed your first round of case analysis, it's time to meet with your client to discuss the results. At the client review session, you'll: (1) confirm your initial understanding of the case and eliminate misunderstandings, (2) prompt your client to provide further details about the case, and (3) educate your client regarding case issues.

Before you head off to meet your client, decide whether you want to work offline or online during the client session. By offline, I mean using printed copies of your four analysis reports. By online, I mean working with a laptop and an LCD display, and capturing updates to your case knowledgebase in real time.

The first time you try our method, it probably makes sense to work offline. Once you're comfortable with the flow of the client review session, switch to working online; it's more efficient and more impressive to your client.

Here's the meeting agenda:

Review the Cast of Characters. Ask your client: Who and what is missing? How would you improve on the description I've provided of each key player? Which members of the Cast of Characters do you consider particularly important? Why? Which of these players do you feel are the most problematic? Why?

Review the Chronology. Ask your client: Can you provide complete dates for these partial dates I have listed? Can you provide additional sources for these facts? What important facts are missing? There don't seem to be that many bad facts in our chronology at this point. There must be other facts that will become problems for us. The sooner I know these facts, the more likely it is I can keep them from causing irreparable harm to our case. Are you aware of any such problem facts?

Review the Issue List. Use it to show your client about the legal and factual disputes likely to be at the heart of the matter. Ask your client: Do you see other issues in the case that I've overlooked? Do you know of any other facts, witnesses, or documents that pertain to these issues that you don't recall seeing in the Cast of Characters or Chronology?

Review the Question List. Use it to show your client the areas that will need to be investigated early in case preparation. Ask your client: Do you know the answer to any of these questions? What other questions do you have about the dispute that don't appear in my list? Which of the questions in the list can you take responsibility for getting answered?

If you've been working offline and marking up paper

copies of your reports during the meeting, when you return to your office, transfer your notes into your computer. If you've worked online capturing information in your computer as the session proceeds, your work to update your analysis reports is effectively done when the client meeting ends. Either way, after the meeting, print updated reports and send a copy to your client and anyone else on the trial team.

The analysis reports you've begun are "living" ones. As you head towards trial, keep working on your Cast of Characters, your Chronology, your Issue List and your Question List. These analysis reports will do far more than help you think about your case. They'll serve a myriad of concrete purposes. They'll help you keep your client up to date, plan for discovery, prepare to take and defend depositions, create motions for summary judgment, and make your case at settlement conferences and at trial.

Thank you for reading *Getting Case Analysis Off to a Fast Start*. I would enjoy your feedback. Please contact me at gkrehel@casesoft.com.

About the Author

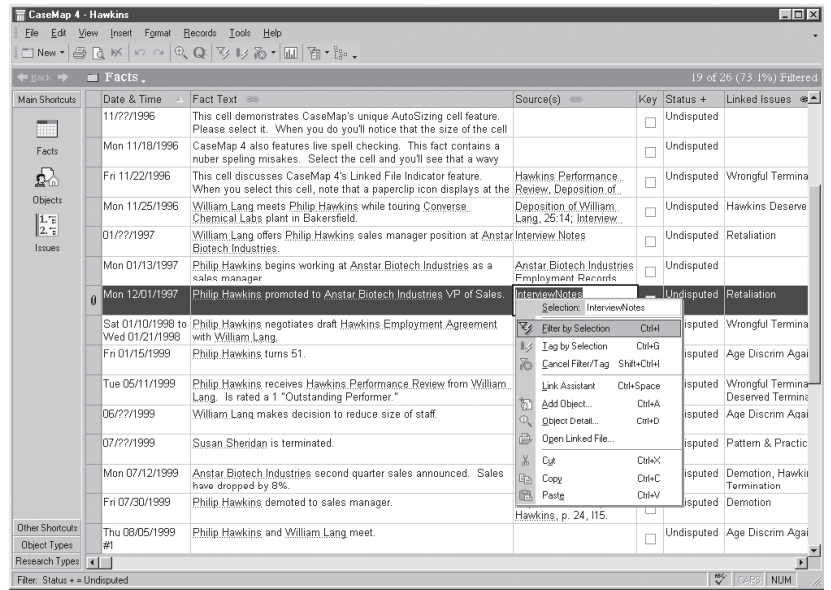
Greg Krehel is CEO of Bowne-DecisionQuest's CaseSoft division (www.casesoft.com). CaseSoft is the developer of litigation software tools including CaseMap and TimeMap. CaseMap makes it easy to organize and explore the facts, the cast of characters, and the issues in any case. TimeMap makes it a cinch to create chronology visuals for use during hearings and trials, client meetings and brainstorming sessions. In addition to his background in software development, Mr. Krehel has over 15 years of trial consulting experience.

Also of Interest ...

Chronology Best Practices: A fact chronology can be a tremendous asset as you prepare a case for trial. Yet the majority of chronologies fail to live up to their full potential. We've written an article that presents a series of simple ideas that will help you get the most out of your chron. Download a copy from: <http://www.casesoft.com/articles.htm>.

CaseMap – One-Stop Shopping For Critical Case Knowledge

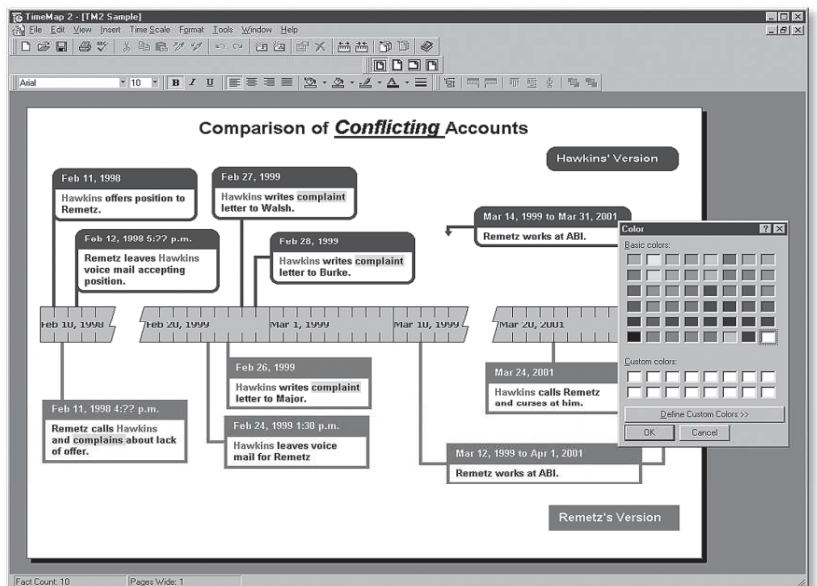
- CaseMap makes it easy to organize and explore the facts, the cast of characters, and the issues in any case.
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