



## Michael D. Short Co-Founding Principal

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Michael Short is a founding Principal of LawVision. He counsels law firms around the world on strategic, management, compensation, merger, and financial issues. Over the course of his over three-decade long career as a consultant to the legal industry, Michael has worked with well over 700 law firms. His client base ranges from small, “local” firms in many countries to large, multi-national operations.

The focus of his current client work is related to:

1. strategic assessments of the overall health and competitive positions of law firms;
2. the development and implementation of strategies for firms, practices, and client or industry teams;
3. all aspects of mergers & acquisitions;
4. the development of innovative Partner compensation systems that truly promote and reward teamwork and sharing;
5. facilitating leadership succession; and,
6. industry and client research via any of the many surveys he has developed over his career.

His client, in all cases, is the total law firm – not management or his primary point(s) of contact. He always strives to establish long-term relationships with each client, based on his ongoing role as a trusted confidant and counselor across all levels of the firm.

When not working on client projects, Michael is a regular blog contributor, a frequent speaker on leadership and management topics, and a constant researcher and analyst on the ever-evolving business of law.

Prior to co-founding LawVision, Michael has practiced with Hildebrandt Baker Robbins (at Thomson Reuters), Hildebrandt International, and the Law Firm Services Group at PriceWaterhouseCoopers.

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## Publications

- [Lost Momentum in the Evolution of the Law Firm Business Model](#) (Blog: Feb 2022)
- [Rhetorical Investment Questions for 2022](#) (Blog: Nov 2021)
- [A Practice That Needs to Stop – \(Some\) Headhunters Charging a Premium for Diverse Talent](#) (Blog: Sept 2021)

- [Who's Worrying About the Mental Health of the Law Firm Leaders?](#) (Blog: Aug 2021)
- [Commoditized Work Can be a Gold Mine...Particularly with the Use of an ALSP](#) (Blog: July 2021)
- [What if Your Law Firm is NOT Getting Merger Calls?](#) (Blog: June 2021)
- [The Next \(Foreseeable\) Disruption for the Legal Industry](#) (Blog: Mar 2021)
- [A Rapidly Developing Law Firm Profitability Battle](#) (Blog: Dec 2020)
- [Why So Many Law Firm Merger Attempts Fail](#) (Blog: Sept 2020)
- [Law Firm Mergers: A Primer Based on 30 Recent Merger Discussions](#) (Blog: July 2020)
- [Guidance for Law Firm Leaders: The Legal Profession in a COVID-19 World](#), contributing author, LawVision (Book: June 2020)
- [COVID-19 Recovery Playbook](#), 4-Part Series in The American Lawyer (April 2020)
- [Signs That Origination Sharing is NOT Working](#), The National Law Review (Sept 2018)
- [The Key to Leadership Succession with a Revered Managing Partner – Certainty](#), The National Law Review (June 2108)
- [Law Firm Leadership is Like Walking the Dogs](#), The National Law Review (Feb 2018)
- [Create Answers to Important Rhetorical Questions in 2018](#), The National Law Review (Jan 2018)
- [Is Your Culture Putting Your Firm at Risk?](#) ALA's Friday Fast Five (Aug 2017)
- [Competing in the Future –The Need for New Thinking on Law Firm Strategic Advantages](#) with Joe Altonji, The Independent Business Law Firm (Dec 2016)
- [Client Relationship Training: A Strategic Challenge Facing Many Law Firms](#), LawVision Group (updated July 2015)
- [Competing in the Future –The Need for New Thinking on Law Firm Strategic Advantages](#) with Joe Altonji, Managing Partner Series, Thomson Reuters (March 2015)
- [Winners and Losers: A Special Report](#) with Joe Altonji

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## Awards & Recognitions

- Law Dragon Global 100 – Leading Consultants and Strategists to the Legal Profession 2021
- Law Dragon Global 100 – Leading Consultants and Strategists to the Legal Profession 2020
- Law Dragon Global 100 – Leading Consultants and Strategists to the Legal Profession 2018

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## Education

- Certificate Pending, Northwestern Kellogg School of Management AI Applications for Growth
- B.S., University of Maryland

## Key Service Areas

- [AI Strategy for Law Firm Leaders](#)
- [Crisis Management](#)
- [Strategic Development & Implementation](#)
- [LawVision MergerCounsel](#)
- [Partner & Associate Compensation Systems](#)
- [Retreat/Meeting Facilitation](#)
- [Talent Strategy](#)
- [Mergers & Acquisitions](#)