



Paula Alvary
Principal
Hoffman Alvary & Company LLC

Paula Alvary is a founding Principal of Hoffman Alvary. She has been advising law firms on strategic and management issues for nearly thirty years. Her clients have included most of the AmLaw 100 and 200 firms across the US as well as UK and European firms.

In her years of practice, Ms. Alvary's consulting engagements have included the following topical areas:

- Firm strategy and defining investment and growth priorities;
- All phases of the merger and acquisition process from assessing the desirability of a combination and identification of suitable targets through implementation;
- Earnings improvement programs, including enhanced practice and client based analyses to enhance firm position and profitability;
- Alternative pricing approaches and management techniques to manage to such approaches;
- Partner compensation systems;
- Competency-based associate development, progression and compensation;
- Partnership structural alternatives, admissions criteria, career tracks and track length;
- Resolutions to unfunded partner retirement programs;
- Governance and organizational structures to promote a prosperous balance between collaboration and accountability across disciplines and time zones;
- Succession planning, given that most large firms continue to have excess reliance on aging baby boomers;
- First-generation firm issues, including governance, succession, accrual compensation and buyout considerations;
- "Next level" practice group structures and planning processes;
- Law firm retreats: and
- Guidance through orderly bifurcations and divestitures when stand-alone and/or combination options are not available.

Ms. Alvary speaks widely at organizations interested in trends within the legal profession including the Law Firm Marketing Association (LMA), the Association of Legal Administrators (ALA) and Massachusetts Continued Legal Education (MCLE),

Prior to starting Hoffman Alvary in 1996, Ms. Alvary was a partner for seven years at then Price Waterhouse where she was partner-in-charge of services to law firms in the Northeast.

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Education:

Vassar College
B.A. in English Literature
Northeastern University
Guest lecturer in MBA program