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Shook, Hardy & Bacon L.L.P.

PIONEER SPIRIT Paul Williams' parents were schoolteachers, so he grew up in an environment where learning was important. "As a trial lawyer, I get to learn, then I get to teach it in the courtroom. It's both stimulating and rewarding."

TRAILS BLAZED Williams began his career working under alternative fee arrangements, so he learned to be efficient and focus on the endgame. "I don't like to waste time, and clients don't want to pay for wasted time." He works with clients to define their objectives and what success means, then puts together a tactical plan and price arrangement. "Creativity and effort can go towards the best end result for the client, which means better outcomes for them and better profitability for the firm, too." Williams'

work with Tyco exemplifies his approach. "We handle all of their insured litigation—product, general and auto liability. If they have five cases a year or 205 cases, we handle all of them for an annual flat fee." Shook gets paid every month and is always available to Tyco. They work together to balance goals. "That gives Tyco the ability to try the cases they want, no matter how big or small, and we get to handle the entire docket, which makes us more efficient and effective because we are in the know." It provides continuity and predictability year-over-year, while allowing for innovation, cost savings and higher quality outcomes.

FUTURE EXPLORATIONS Clients will want attorneys to do more than just damage control. They want proactive counseling, risk mitigation and lawsuit avoidance. "A lot of it is a philosophical approach to putting the client first, bar none. That's opposed to a me-first firm."