



LEGAL MENTORS

Strategic Planning Case Study

Legal Mentors was asked to facilitate a strategic planning workshop for a ten partner firm in southern England.

Although partners met regularly, they had not found the time to look at their strategic direction for some time. This had resulted in a lack of focus and a fall in fee income.

The meeting took place over two days at a hotel near their offices.

Each partner was asked where they would like to be personally and where they would like the business to be in three years. Some surprising, but very useful, information was revealed, including the fact that two partners said they wanted to be elsewhere by then!

There was then a session on fee earning and a consensus reached on what income was necessary (by work area) to allow everyone to earn the level they wanted.

Day 2 looked at wider issues including staffing, management, internal communications, market awareness, and branding. The key decisions made were:

- Day-to-day management responsibility was given to the new managing partner (who was elected by the group) and the practice director. This team were tasked with maximising fee income and looking closely at costs
- The firm would change its marketing to reflect a newer and brighter image to attract new clients. All staff to attend an in-house Client Service workshop
- A new website would be created to reflect the above
- A Succession and Exit plan to be agreed for the two partners to retire within their 2 year timeframe, to include the financing and the appointment of new partners.

All of these decisions have now been implemented and fee income is again on target. The Succession and Exit Plan is agreed and Legal Mentors continue to provide ongoing support to the firm.