

CHALLENGE

- Newly formed business law firm with 2 partners and 1 paralegal that left mid-sized firms to start their own firm.
- They brought most of their clients with them, and within the first 3 months they were at capacity and starting to turn opportunities away.
- The partners struggled with figuring out their staffing needs, how to hire, and how to manage a growing team.
- As excited as they were about forming their own firm, they were inexperienced business owners and felt overworked and overwhelmed.

SOLUTION

ALIGNMENT

- To ensure the partners were aligned regarding the opportunities, challenges, and goals for their firm, we assessed the perspectives and experiences of all three stakeholders.
- Facilitated an all-day planning session designed to promote candid and productive communication between the partners around their concerns, challenges, strengths, collective vision, and solutions.
- At the conclusion of the planning session, we had a clear picture of the firm's vision/mission/values, clearly defined goals around building a unique culture, a list of short and long-term objectives for the firm, and specific tasks with timelines and assigned task owners.

ENGAGEMENT

- Provided individual coaching to the partners to develop critical leadership and management skills, as well as the adoption of a CEO mindset
- Solicited client feedback to identify opportunities for strategic growth.
- Worked with partners to quantify their value, increase their rates/fees, and develop customized business development strategies to attract profitable matters.
- Launched a flat fee pricing model for monthly outsourced general counsel services.
- Designed an engagement strategy that included a branding bible, universal messaging, expectations for firm citizenship, hiring guidelines, a formalized onboarding program, and measurable goals for the recruitment and retention of both employees and clients.
- Created a staffing plan incorporating anticipated revenue growth, required skills, compensation considerations, and an aspirational org chart.
- Worked with partners to develop individual development plans that included business development and professional development goals, tactics, and metrics.

SOME OF THE RESULTS

- The planning session helped the partners to recognize how to best support one another, directly address challenges, create a system of accountability, and reduce their sense of panic.
- The engagement strategy provided a cohesive and structured approach to establishing a culture of collaboration, inclusion, and the consistent delivery of client excellence; it also led to the successful hiring of an associate, a second paralegal, and an office administrator, which allowed the partners to take on more profitable work and accommodate more new clients. (\$236,000+)
- The partners scheduled agenda-led monthly meetings with the team to provide a regular cadence for communication, sharing ideas, and fostering a defined and healthy culture.
- The partners' individualized business development plans helped them to be much more efficient with their marketing efforts and generated 5 new referral sources, 3 considerable matters, and 4 new outsourced general counsel engagements. (\$438,000)
- Raised partner rates by \$25/hour. (\$90,000+)
- Transitioned from an hourly rate to a flat fee structure for all existing outsourced general counsel clients. (\$24,000+)

MINIMUM PROJECT ROI (1ST YEAR): **\$763,000+**