Strategic Planning Worksheet

1. **Who We Are**
	1. DRAFT ONE – 15-30 words that describe why you are in business; what is the purpose that your firm serves?
	2. DRAFT TWO – walk through the items below and use them to make your mission more concise.
		1. What are the core services your firm provides?
		2. Who do you want to provide them to? Who are you’re A-list clients?
		3. How are you different from others who provide these services?
		4. What are your core competencies? What are the key strengths you bring to the business?
	3. Now, craft a revised mission statement:
2. **SWOT Analysis**

The table below is designed to summarize current Strengths and Weakness (internally) as well as Opportunities and Threats (externally) of your firm.

Threats

Opportunities

Weaknesses

Strengths

**Some helpful resources as you do your SWOT analysis:**

<http://www.mindtools.com/pages/article/newTMC_05.htm>

<http://www.quickmba.com/strategy/swot/>

<http://www.businessnewsdaily.com/4245-swot-analysis.html>

1. **Strategic Analysis**

The table below is designed to summarize the differences between the current state of your practice and your vision of what the future should be. It is a tool to help identify gaps and critical issues to resolve in order to reach your desired future state.

|  |  |  |  |
| --- | --- | --- | --- |
| **Element** | **Current** | **Future** | **Gaps & Risks** |
| Vision |  |  |  |
| Services |  |  |  |
| Target Market |  |  |  |
| Sources of Biz |  |  |  |
| Structure |  |  |  |
| Culture |  |  |  |
| Size  |  |  |  |
| Reputation |  |  |  |
| Competition |  |  |  |
| Financial |  |  |  |
| Human Capital |  |  |  |
| Technology |  |  |  |
| Infrastructure |  |  |  |

*Glossary*

* 1. Vision – your tag line or purpose or key focal area for why you are in business. Think about topics like your mission statement, what you want to be known for, what type of practice you want, and what legacy you want to leave behind.
	2. Services – the various solutions, offerings and practice areas you provide your clients. Think about what services you currently provide to make money (e.g., not “bankruptcy law” but litigation or counseling or contract drafting or risk management) vs. those you want to be providing.
	3. Target Market – you’re A-list client type(s). Who do you sell your services to (or want to be selling to)?
	4. Sources of Biz – ways and means for getting new clients or getting work off existing clients. Includes marketing activities as well as actual channels by which you actively generate business. These are items like direct mail, website, referrals from other attorneys, etc. Be specific and quantify as much as you can (e.g., 50% referrals from clients, 25% cold calls…also identify the most valuable sources in terms of type of clients and amount of revenues generated.)
	5. Structure – the organizational structure of your practice; how your firm is organized to deliver on the strategic needs of your target market
	6. Culture – the less tangible aspect of your firm’s personality. Is the atmosphere around the office strictly business? Or is it laid back and personal? Be specific.
	7. Size – the number of attorneys (FT and PT) and the number of staff (FT and PT)
	8. Reputation – what are you known for – in terms of how you do business, how you interact with clients and colleagues, and how you network?
	9. Competition – the competitive landscape you are in. How many competitors are there? How do you differentiate yourself from them? What are they doing that is different or the same as what you are doing?
	10. Financials – your financial situation and goals. How much revenue are you making per month or per year now vs. how much do you need/want to be bringing in? What about expenses? Cash flow? How will these change over time and what areas do you need to get under control?
	11. Human Capital – the skills and capabilities of you and your employees. What are the core strengths and weaknesses of your team? What does your internal talent pool look like and what does it need to look like in the future?
	12. Technology – the systems, programs, software and hardware that supports your practice. What technology do you currently have vs. what will you need in the future? How important is technology to meeting your goals? How much expansion or scalability is present? How will your use of technology need to change in the future?
	13. Infrastructure – the policies, procedures, processes and infrastructure of your firm. What procedures do you have in place to make sure repetitive tasks (e.g., establishing a new client or time entry or tracking referrals) are completed timely and correctly? Is your office space conducive to growth?
1. **Strategic Goals**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Element** | **Goal(s)** | **Action Steps** | **Measurement** | **Timing** |
| Professional |  |  |  |  |
| Personal |  |  |  |  |
| Financial |  |  |  |  |
| Operational |  |  |  |  |
| Human Capital |  |  |  |  |
| Marketing |  |  |  |  |