

Law Firm Management Self-Assessment

Instructions

This self-assessment rates firm management in seven key categories that are crucial to the success of the business: 1) Strategy, Marketing and Planning, 2) Client Relations, 3) Practice Management and Operations, 4) Human Capital, 5) Financial Performance, 6) Partner Relations and 7) Legacy.

The assessment is intended to facilitate open communication and prioritization around specific parts of your business. It is not an all-inclusive list and may require additional discovery and fact-finding exercises. Please consider each question carefully before answering and allot between 20 and 45 minutes to complete this assessment.

Rating Scales

Some of the questions contained in this assessment are open-ended, requiring you to write/type a few sentences. Other questions are based on a rating scale – 1 to 5 – where one is always low and five is always high. Please rate your firm within each of the categories according to the following scales (depending on the wording of the question):

1 – Poor

2 – Fair

3 – Good

4 – Very Good

5 – Excellent

1 – Never

2 – Rarely

3 – Sometimes

4 – Usually

5 – Always

1 – Extremely Unsatisfied

2 – Somewhat Unsatisfied

3 – Satisfied

4 – Very Satisfied

5 – Extremely Satisfied

1) Strategy, Marketing and Planning

A. How strong are the firm's mission, purpose and reputation?	1	2	3	4	5	NA
B. How satisfied are you with the firm's short-term and long-term goals?	1	2	3	4	5	NA
C. How satisfied are you with the firm's Strategic/Business plan?	1	2	3	4	5	NA
D. How satisfied are you with the firm's Marketing plan?	1	2	3	4	5	NA
E. How satisfied are you with the firm's Marketing infrastructure?	1	2	3	4	5	NA
(e.g., website, content, collateral, resources, processes, social media, databases)	1	2	3	4	5	NA
F. How often do you measure the effectiveness of your marketing efforts?	1	2	3	4	5	NA
G. How well does the firm understand the target market(s)?	1	2	3	4	5	NA
H. How well does the firm understand the competition?	1	2	3	4	5	NA
I. How differentiated do you feel the firm is (from competitors)?	1	2	3	4	5	NA
J. What (if anything) keeps you up at night when it comes to the firm's strategy, marketing or planning? (Open Response Below):						

2) Client Relations

A. How satisfied are your clients with the firm's services?	1	2	3	4	5	NA
B. How satisfied are you with the effectiveness of the firm's client feedback program?	1	2	3	4	5	NA
C. How often do you check-in with clients to receive feedback on performance?	1	2	3	4	5	NA
D. How well do you understand how your clients perceive the firm?	1	2	3	4	5	NA
E. How well do you understand how a typical client's business works?	1	2	3	4	5	NA
F. How close do you feel you are to your clients' business needs?	1	2	3	4	5	NA
G. How well defined are roles and responsibilities within the firm?	1	2	3	4	5	NA
H. How often does the firm complete work on time and on budget?	1	2	3	4	5	NA
I. How satisfied are you with the quality of clients the firm works with?	1	2	3	4	5	NA
J. What (if anything) keeps you up at night when it comes to relationships with clients? (Open Response Below):						

3) Practice Management and Operations

A. How satisfied are you with the overall operations of the firm?	1	2	3	4	5	NA
B. How often do you struggle with managing the practice overall?	1	2	3	4	5	NA
C. How well does the firm leverage technology to automate or increase productivity?	1	2	3	4	5	NA
D. How well does the firm utilize the following systems:						
a. Time management	1	2	3	4	5	NA
b. Billing/Invoicing	1	2	3	4	5	NA
c. Accounting	1	2	3	4	5	NA
d. Client relationship management	1	2	3	4	5	NA
e. Document management	1	2	3	4	5	NA
f. Case/Matter management	1	2	3	4	5	NA
g. Research	1	2	3	4	5	NA
h. Conflict checks	1	2	3	4	5	NA
i. Other _____	1	2	3	4	5	NA
E. How satisfied are you with communication within the firm?	1	2	3	4	5	NA
F. How well does work flow within the firm?	1	2	3	4	5	NA
G. How often do medium to large items “fall through the cracks”?	1	2	3	4	5	NA
H. How often do you know the capacity for employees to take on additional work?	1	2	3	4	5	NA
I. How satisfied are you with the quality of delegation within the firm?	1	2	3	4	5	NA
J. How satisfied are you with standardized forms, checklists and procedural guides in place?	1	2	3	4	5	NA
K. How satisfied are you with outside vendors used to support the firm?	1	2	3	4	5	NA
L. How confident are you that the firm is operating efficiently?	1	2	3	4	5	NA
M. What (if anything) keeps you up at night when it comes to managing the practice? (Open Response Below):						

4) Human Capital

A. How satisfied are you with the caliber of talent in the firm?	1	2	3	4	5	NA
B. How strong is the leadership of the firm overall?	1	2	3	4	5	NA
C. How often do attorneys receive valuable training that actually benefits the firm?	1	2	3	4	5	NA
D. How often does staff receive valuable training that actually benefits the firm?	1	2	3	4	5	NA
E. How satisfied are you with the firm's ability to:						
a. Plan for staffing needs	1	2	3	4	5	NA
b. Identify high quality talent	1	2	3	4	5	NA
c. Recruit high quality talent	1	2	3	4	5	NA
d. Retain high quality talent	1	2	3	4	5	NA
e. Develop high quality talent	1	2	3	4	5	NA
F. How well does the firm support and reward business development efforts?	1	2	3	4	5	NA
G. What (if anything) keeps you up at night when it comes to the firm's human capital? (Open Response Below):						

5) Financial Management and Performance

A. How satisfied are you with the firm's financial performance?	1	2	3	4	5	NA
B. How frequently do you check the health of the business?	1	2	3	4	5	NA
C. How well do you understand the drivers of the business?	1	2	3	4	5	NA
D. How quickly/easily can you access relevant, streamlined financial information?	1	2	3	4	5	NA
E. How well does the firm forecast into the future?	1	2	3	4	5	NA
F. How well does the firm compare financial performance to previous periods?	1	2	3	4	5	NA

G. How well does the firm compare financial performance to industry standards or competitors?	1	2	3	4	5	NA
H. How good is the firm at staying on budget (the firm's budget)?	1	2	3	4	5	NA
I. How well does the firm manage the following:						
a. Expenses overall	1	2	3	4	5	NA
b. Capital expenditures	1	2	3	4	5	NA
c. Payroll expenses	1	2	3	4	5	NA
d. Receivables	1	2	3	4	5	NA
e. Time entry	1	2	3	4	5	NA
f. Billing adjustments	1	2	3	4	5	NA
g. Accounting adjustments	1	2	3	4	5	NA
J. What (if anything) keeps you up at night when it comes to the firm's financial management or performance? (Open Response Below):						

6) Partner/Shareholder Relations (if applicable)

A. How well do partners/shareholders communicate when it comes to business issues?	1	2	3	4	5	NA
B. How well do partners/shareholders communicate when it comes to client issues?	1	2	3	4	5	NA
C. How strong is the trust amongst partners/shareholders?	1	2	3	4	5	NA
D. How satisfied are you with how important decisions are made?	1	2	3	4	5	NA
E. How satisfied are the partners/shareholders with the direction of the firm?	1	2	3	4	5	NA
F. How satisfied are partners/shareholders with the compensation system?	1	2	3	4	5	NA
G. How effective is the partner/shareholder comp system at encouraging desired behaviors?	1	2	3	4	5	NA
H. How well do partners/shareholders act like business owners in the firm?	1	2	3	4	5	NA
I. What (if anything) keeps you up at night when it comes to your partner/shareholder relations? (Open Response Below):						

7) Legacy

A. How important is it for you to grow your firm and leave a legacy?	1	2	3	4	5	NA
B. How important is it for you to be able to sell the firm as part of your retirement?	1	2	3	4	5	NA
C. How satisfied are you with the level/amount of risk protection in place? (e.g., insurance)	1	2	3	4	5	NA
D. How well do you plan for a rainy day? (e.g., saving money, mitigating risk, disaster plans)	1	2	3	4	5	NA
E. How satisfied are you with your current succession plans?	1	2	3	4	5	NA
F. What (if anything) keeps you up at night when it comes to leaving your legacy? (Open Response Below):						

Overall, what do you feel are the top three areas that need to be addressed to ensure your firm runs as smoothly and profitably as possible? Explain. Please be as direct as you can and provide context where appropriate:

1)

2)

3)