



THE 7 PARTS OF A 7 FIGURE BUSINESS

Engineering Your Business
For Maximum Profit

May 2014
WORKBOOK

— HOW TO —
MANAGE
A SMALL LAW FIRM

HAPPY LAWYERS MAKE MORE MONEY

You may have already figured out these reason for not committing plans for growing your law firm to paper...

You might not know enough...

You might not see clearly enough...

You might not beleive enough...

You might not care enough to do the work.

This workbook requires you to physically write things down, to make the vision clear, to identify what you don't know and commit yourself to what you believe.

(Adapted from Seth Godin's "Ship It" available for free by conducting a simple internet search using his name and the book's title)

AGENDA

SATURDAY May 3 rd , 2014	GENERAL SESSION	LOCATION
7:30 AM - 9:00 AM	REGISTRATION	OCEAN TOWER II FOYER
9:00 AM - 9:45 AM	SESSION 1: INTRODUCTION	OCEAN TOWER II BC
9:45 AM - 10:30 AM	SESSION 2: 90 DAY LOOK-BACK	OCEAN TOWER II BC
10:30 AM - 10:50 AM	BREAK	
10:50 AM - 11:35 AM	SESSION 3: MARKETING	OCEAN TOWER II BC
11:35 AM - 12:20 PM	SESSION 4: SALES	SESSION 3: MARKETING
12:20 PM - 1:50 PM	LUNCH	OCEAN TOWER I A Primary Attendees LAPIDUS Special Session For Significant Others
1:50 PM - 2:35 PM	SESSION 5: FACTORY	OCEAN TOWER II BC
2:35 PM - 3:20 PM	SESSION 6: PEOPLE	OCEAN TOWER II BC
3:20 PM - 3:40 PM	BREAK	
3:40 PM - 4:40 PM	SESSION 7: PHYSICAL PLANT	OCEAN TOWER II BC
4:40 PM - 5:10 PM	SESSION 8: BUSINESS PLAN PANEL DISCUSSION	OCEAN TOWER II BC
5:10 PM - 5:30 PM	BREAK	
5:30 PM - 6:15 PM	SESSION 9: METRICS	OCEAN TOWER II BC
6:15 PM - 7:00 PM	SESSION 10: Q&A	OCEAN TOWER II BC
7:00 PM - 9:00 PM	DINNER ON YOUR OWN	
9:00 PM - 11:00 PM	"UNPLUGGED" SESSION	OCEAN TOWER II BC

AGENDA

Sunday May 4 th , 2014	GENERAL SESSION	LOCATION
9:00 AM - 10:30 AM	SESSION 11: RECAP & YOU	OCEAN TOWER II BC
10:30 AM - 11:00 PM	BREAK	
11:00 AM - 12:00 PM	SESSION 12: 90 DAY ACTION PLAN	OCEAN TOWER II BC
12:00 PM - 12:30 PM	HOUSEKEEPING & FINAL THOUGHTS	OCEAN TOWER II BC

** Please remember to bring a jacket, as the meeting rooms can get a bit cold.*

If you have any questions throughout the program please email
Stephanie Galvis at **office@howtomanageasmalllawfirm.com**

THE 7 PARTS OF A 7 FIGURE BUSINESS

Engineering Your Business
For Maximum Profit

GROW YOUR SMALL BUSINESS

To \$250,000, \$500,000 and Even Past 7 Figures
Without Killing Yourself in the Process



Failing to plan is
planning to fail.

- Benjamin Franklin



Productivity is never
an accident.

- Paul J Meyer



You can't plan a bright future
with your head up your ass.

- RJon Robins



Being busy does not always mean
real work. The object of all work
is production or accomplishment
and to either of these ends there
must be forethought, system,
planning, intelligence, and honest
purpose, as well as perspiration.
Seeming to do is not doing.

- Thomas Edison

INSTRUCTIONS

This workbook is meant to be written-in.

It's meant to be carried around in your pocket and considered over a period of weeks. It's meant to wind-up with coffee stains, tear-drops and the marks of inspired perspiration owing to the important work to be conducted in the pages that follow.

But it is not necessarily meant to be shared with others.

The work you put into these pages is for you. So use this workbook to find your own answers to the most important questions you have about how your business is supposed to make a profit.

This workbook is not meant to take any of the the creativity out of the most important parts of being an entrepreneur. To the contrary, the exercises you will find in the pages that follow will help you tame the least important parts of being an entrepreneur. So you can conserve your most creative energies as a business owner, for the work that matters most!

This workbook isn't about telling you what your leadership personality or management style "should be" – you can have a unique style that is all your own, and still have a business, as successful as your plans call for it to be.

Think of these pages as a safe place to contemplate and make plans for taking effective action – where you can focus "on" your business and where you will invest vs. spend your time to maximize profits for your firm and thereby, its clients and yourself.

If your business is already successful, the exercises in this workbook will help you identify new opportunities for growth. If your firm is not as successful as you'd like, it will help you identify where to focus to fix your firm.

Most of all, this workbook is meant to be the starting point, not the end-point. Use it to make a plan. Then as quickly as you possibly can, put that plan into action. Because every imperfect plan put quickly-enough into action for it to teach us a lesson that makes its way into the next tested-plan, and the next one after that...is far better than the far more common "perfect" plans too many lawyers carry around in their heads, but which never see the light of day.

People who are
interested do what's convenient,
people who are committed do
whatever it takes.

SESSION 1

9:00 AM - 9:45 AM

**Everything you need to know to grow
a law firm from \$0 (start-up) to over 7
figures...if that's what you want to do...
and help alot of people along the way**

What's going to START you

What's going to STOP you

$$V = CF \times M$$

(S.T.)

V = Value
CF = Cash Flow
M = Multiplier
S = Sustainability
T: Transferability

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

GRADING

0 -7 -> Probably your environment is ruling YOU. Your life is mostly REACTIVE. Few choices. Little control. You may not even believe you can have a million dollar business. You may still think the only way to double your current revenues is to double your workload. And you're already working enough! There may be more evidence in your life and business right now that you cannot reach the next level of growth than there is evidence that you CAN. And it's very likely too, that the only company you have are others who are similarly-situated people who like to make alot of excuses.

Revenues are probably \$0-250K

8 - 10 -> Very likely you feel very frustrated. Because you KNOW you have alot of untapped POTENTIAL. But you feel like you can't get ahead. Some days you probably feel like you want to burn your office down and hide under the covers. Other days, you get a glimpse of the possibilities and feel inspired. If only you could get your business more under control and have more "good" days.

Revenues are probably \$250-500k

11 -15 -> Most days you probably feel somewhat inspired. Depending on the velocity of growth in your business you may still wonder at how fast it can all happen and wonder if it's just a fluke. Ordering from the "left" side of the menu (the side without the prices) is beginning to feel natural. And it should! Because you're beginning to figure out that you can grow your business simply by using it as a vehicle to help more people. Even if you can't prove or explain or defend it to anyone else you know in your gut you could break the 7 figure barrier if only you could get some clarity around some key points about your business. And having a group of like-minded entrepreneurial peers to collaborate with, hold you accountable, and keep you motivated would certainly help too.

Revenues are probably \$500k-1MM

16-21 -> Now you know why highly-succesful people the world-over say it's lonely at the top. You want to know what you're truly capable of. But most of the people around you cannot fathom why you still get up & go to work every day. They call you a workaholic. But that's only because they have no idea how to love what you do. They don't understand. They think you're just being greedy to want to grow your business. You don't dare try to explain that your business only grows because it helps more people, and what's wrong with that? You can't talk about your favorite subect with your clients. Most of your friends & family have no real idea what it means to be CEO of a successful & growing business that grows by helping more people. And you dare not share your feeling with your staff.

Revenues likey over \$1MM

I CAN EXPLAIN TO MY STAKEHOLDERS HOW EACH OF "THE 7 MAIN PARTS" OF MY BUSINESS ARE SUPPOSED TO WORK.

	CIRCLE ONE				SCORE
Marketing	0	1	2	3	
Sales	0	1	2	3	
Factory	0	1	2	3	
People	0	1	2	3	
Physical Plant	0	1	2	3	
Money & Meterics	0	1	2	3	
You	0	1	2	3	

TOTAL:

KEY

0 - Never really thought about it before

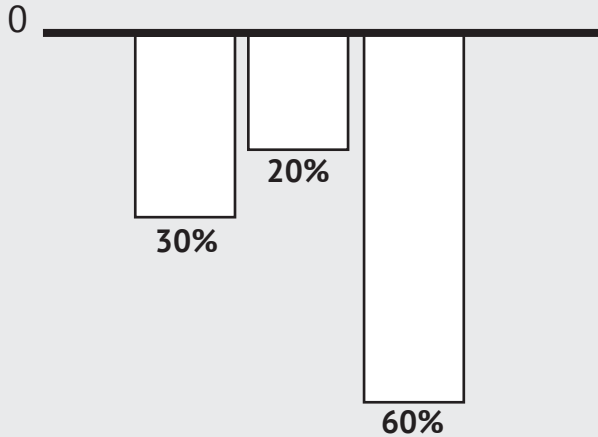
1 - I could explain but it would have to be verbal because it's not in writing.

2 - I could show them something in writing but it's more than 24 months out of date.

3 - I have this part of my business plan in writing and relevant to how my business currently operates.

VELOCITY

How stuck are you?



0% = 100% VELOCITY

10% = 90% VELOCITY

20% = 80% VELOCITY

30% = 70% VELOCITY

40% = 60% VELOCITY

50% = 50% VELOCITY

60% = 40% VELOCITY

70% = 30% VELOCITY

80% = 20% VELOCITY

90% = 10% VELOCITY

100% = 0% VELOCITY

Firms growing at a high-velocity have a lower chance of getting “stuck” in any given stage of growth as compared to those with lower-velocity growth.

This graph indicates the percentage of the total time you’ve been running your firm that you’ve spent in any given stage of growth.

Like the rolling stone gathers no moss, it is important to take care that your firm not stagnate and get too “comfortable” being at any stage of growth. Because like all other things your business is either growing or else it’s dying. There is no such thing as standing-still.

0% of your total time in business spent passing through any given stage of growth equates to 100% velocity.

If it took 20% of your total time in business to make it through a given stage of growth that’s indicative of a higher growth velocity than if it required 30% of your total time in business to make the same gains.

IMPORTANT: Beware the dangers of measuring your firm’s velocity against the velocity of any other firm. Each business... even seemingly similar businesses...are often very different in important ways.

The only race you need to be running is YOUR OWN.

THE 4 STAGES OF GROWTH

Calculate Your Firm's Velocity:

- Total Number of Months In Business (Years x 12)
- Total Number of Months In Each Stage of Growth
- Divide Months In A Stage by Total Months In Business = Velocity Through That Stage

1MM +

500 - 1MM

250 - 500K

0 - 250 K

I PASSED THROUGH THIS STAGE BETWEEN ABOUT YEAR ____ to YEAR ____

I PASSED THROUGH THIS STAGE BETWEEN ABOUT YEAR ____ to YEAR ____

I PASSED THROUGH THIS STAGE BETWEEN ABOUT YEAR ____ to YEAR ____

I PASSED THROUGH THIS STAGE BETWEEN ABOUT YEAR ____ to YEAR ____

TOTAL # OF MONTHS IN THIS STAGE

TOTAL # OF MONTHS IN THIS STAGE

TOTAL # OF MONTHS IN THIS STAGE

TOTAL # OF MONTHS IN THIS STAGE

Example:

- Firms A & B were both founded 10 years ago; $10 \times 12 \text{ mos} = 120 \text{ Months}$
- It took Firm "A" 2 years to reach \$250,000 = 24 Months; Firm "B" is still in that first Stage of Growth = 120 Months.
- Firm A spent 20% of its time in the First Stage ($24 \text{ mos} / 120 \text{ mos} = .20$)
- Firm B has spent 100% of it's time in the First Stage ($120 \text{ mos} / 120 \text{ mos} = 1.0$)
- Firm A had 80% velocity through Stage 1; Firm B had 0% velocity through Stage 1. This isn't to say one firm is any "better" than the other. If the owner of Firm B is happy with the lifestyle a \$250,000 firm affords them then that's great. If they're happy, we're happy. But that doesn't change the numbers.

OUR DEFINITION OF A SUCCESSFUL BUSINESS

Financial:

The business should produce enough NET income to afford the owner(s) the lifestyle they actually WANT to live, not just what they can get-by on, settle-with or compromise on. We don't care if you want to live in a big house or a little house, take your family on luxury vacations or go camping, provide a private school education or leave it up to your kids to get scholarships because you think it builds character. We love to hit the occasional dive-bar and taco stand too. The only thing that matters here is that you're honest with YOURSELF about how you REALLY want to be living and that your business generates enough net-income for you to afford THAT lifestyle.

Personal:

The business should honor its legal, financial and professional obligations while affording the owner(s) enough control over the amount and quality of time they have to enjoy the fruits of their labors. If the only way for your business to make a million dollars is for you to sacrifice your personal life, you don't really own a business you only have a job. And your job owns you.

Professional:

The business should work for its owners, not the other way around. Being a "business" means it can continue to honor its legal, financial and professional obligations even when the owner(s) choose to (or have to) step-away for a little or a long-time with "Emergency Access Only". The first 6 "Main Parts" of the business should be in alignment-with and operate to support the 7th. That means the business should do work the owner is proud of. The business should improve people's lives in ways that matter to the owner(s) of the business. And the business should be an expression-of and in alignment-with the values of its owner(s).

Note:

You may not agree with OUR definition of a "Successful" business. That's ok with us. We can still do business together. We can still be friends. At the end of the day the only person whose definition of a "successful" business that should really matter to YOU...is your own!

"They will tell you you can't sleep alone in a strange place. Then they'll tell you you can't sleep with somebody else. Ah, but sooner or later you sleep in your own space.. Either way it's okay you wake up with yourself." ~ Billy Joel "My Life"

YOUR DEFINITION OF A **SUCCESSFUL** **BUSINESS**

Financial / Money: \$ _____ (Net Revenue)

Time: WKS/YR: _____

HRS/WK: _____

Professionally: _____

Other: _____

WHERE IS YOUR BUSINESS NOW?

Financial Performance

Gross revenues for last 12 months \$ _____

Gross revenues for previous 12 month \$ _____

Gross revenues for last 90 days \$ _____

Personal

Number of weeks worked in last 12 months _____

Number of weeks worked in previous 12 months _____

Number of weeks worked in last 90 days _____

Number of hours worked in an “average week” _____

Professional

Number of weeks that you took off in the last 12 months _____

Number of weeks that you took off in the previous 12 months _____

Number of weeks that you took off in the last 90 days _____

How happy are you? _____

* It is an utter cop-out to say there is no such thing as an “average” week for you. This is also a mathematical impossibility. We know some weeks will be crazy and others will be quite slow. What’s average/typical/normal?

WHERE DO YOU WANT YOUR BUSINESS TO BE IN 18-24 MONTHS?

Financially (net income) \$ _____

Personally: WKS/YR _____

HRS/WK _____

Professionally:

CIRCLE ONE

SCORE

Marketing	A	B	C	D	F	
Sales	A	B	C	D	F	
Factory	A	B	C	D	F	
People	A	B	C	D	F	
Physical Plant	A	B	C	D	F	
Money & Metrics	A	B	C	D	F	
You	A	B	C	D	F	

TOTAL:

÷ BY 7:

TOTAL SCORE:

What Part(s) of
Your Life Will
WORSE

When the Revenues
Of Your Business
ARE Double?

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"Our actions
express
our priorities."

-Mahatma Gandhi

Workshop Notes

SESSION I

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

#

90 - DAY Look Back

Why Isn't Your
Business Where
You Want it to Be
ALREADY?

The 90 Day Look Back

What are your most important achievements from the last 90 days?

ACHIEVEMENT	HOW DOES THIS MOVE YOU [MEASURABLY] CLOSER TO YOUR GOALS?	FURTHER PROGRESS
FINANCIAL 		
PERSONAL 		
PROFESSIONAL 		

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Workshop Notes

SESSION II

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

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#

Marketing

It is the job of Marketing to deliver the RIGHT KIND of prospective new (and repeat) clients, to the RIGHT PLACE, at the RIGHT TIME, in the RIGHT QUANTITY and ensure they arrive for their interview with the RIGHT EXPECTATIONS and in the RIGHT FRAME OF MIND.

It is EQUALLY the job of Marketing to protect Sales, the Factory, People, your Physical Plant, the firm's Metrics & Money and especially YOU from the WRONG KINDS of clients.

If Marketing cannot do this, it has failed and must be corrected.

WHAT HAPPENS TO EACH PART OF YOUR BUSINESS IF:

...If Marketing delivers TOO MANY of the wrong kinds of potential new clients to Sales?

...If Marketing deliver the right kinds of potential new clients but to the WRONG PLACE or at the WRONG TIME?

...If Marketing delivers the right kinds of potential new clients to the right place, at the right time, but with the WRONG EXPECTATIONS and/or in the WRONG FRAME OF MIND?



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CLIENT GRADING SCALE

A _____

B _____

C _____

D _____

F _____

Types of cases we take

Types of cases we don't take

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KNOW YOUR CLIENTS/CUSTOMERS BETTER THAN THEY KNOW THEMSELVES

How Many Different “Types” Of Clients/Customers Do You Have?

TYPE 1	
TYPE 2	
TYPE 3	
TYPE 4	
TYPE 5	
TYPE 6	
TYPE 7	
TYPE 8	
TYPE 9	
TYPE 10	
TYPE 11	
TYPE 12	
TYPE 13	
TYPE 14	

SAMPLE MARKETING PLAN TO TAKE A SOLO LAW FIRM FROM \$350,000 (STAGE 2) --> \$750,000 (STAGE 3)

1.) Paper newsletter mailed every month for 12 months to: 500 former clients; 100 strategically-chosen potential referral sources; all 100 current clients; and 300 prospective new clients we've met through networking, who requested it from the website, and just in our daily dealings.	MONTHLY INVESTMENT:	\$2,500
2.) Electronic version of paper newsletter emailed to all of the above PLUS 2,500 more potential new clients and referral sources who requested it via the website, social media, etc.	MONTHLY INVESTMENT:	\$100
3.) "Work" an industry networking event twice-a-month every month for 12 months. "Working" a networking event is not the same thing as just going there and socializing with a bunch of people you already know or just going there to try & meet everyone in the room. The group must be chosen strategically, there must be an in-room strategy, and a follow-up strategy too.	MONTHLY INVESTMENT:	\$500
4.) Interview potential referral sources and assemble your "Team 100".	MONTHLY INVESTMENT:	\$100
5.) Pursue relevant-industry speaking engagements.	MONTHLY INVESTMENT:	\$1,000
6.) Social Media Strategy.	MONTHLY INVESTMENT:	\$0
7.) Website strategy to build your list. Meaning, your website should have a strategy that causes the right kinds of prospective clients to request more information if they're not ready to schedule an appointment right now.	MONTHLY INVESTMENT:	\$100
8.) Begin experimenting-with and testing online ads.	MONTHLY INVESTMENT	\$500
9.) Maintain monthly file review & status-report procedures with all current clients.	MONTHLY INVESTMENT:	\$500
10.) Maintain Your Rainmaking Rolodex.	MONTHLY INVESTMENT:	\$25
11.) Maintain Former Client Courtesy Check-in Procedure.	MONTHLY INVESTMENT:	\$500
12.) Make 3 Referrals Per Week.	MONTHLY INVESTMENT:	\$0
NOTE: Do NOT try to implement most/all of this when your business is still only in Stage 1!!!	TOTAL ANNUAL INVESTMENT:	\$68,800
	ROI:	\$400,000 (580%)

MARKETING

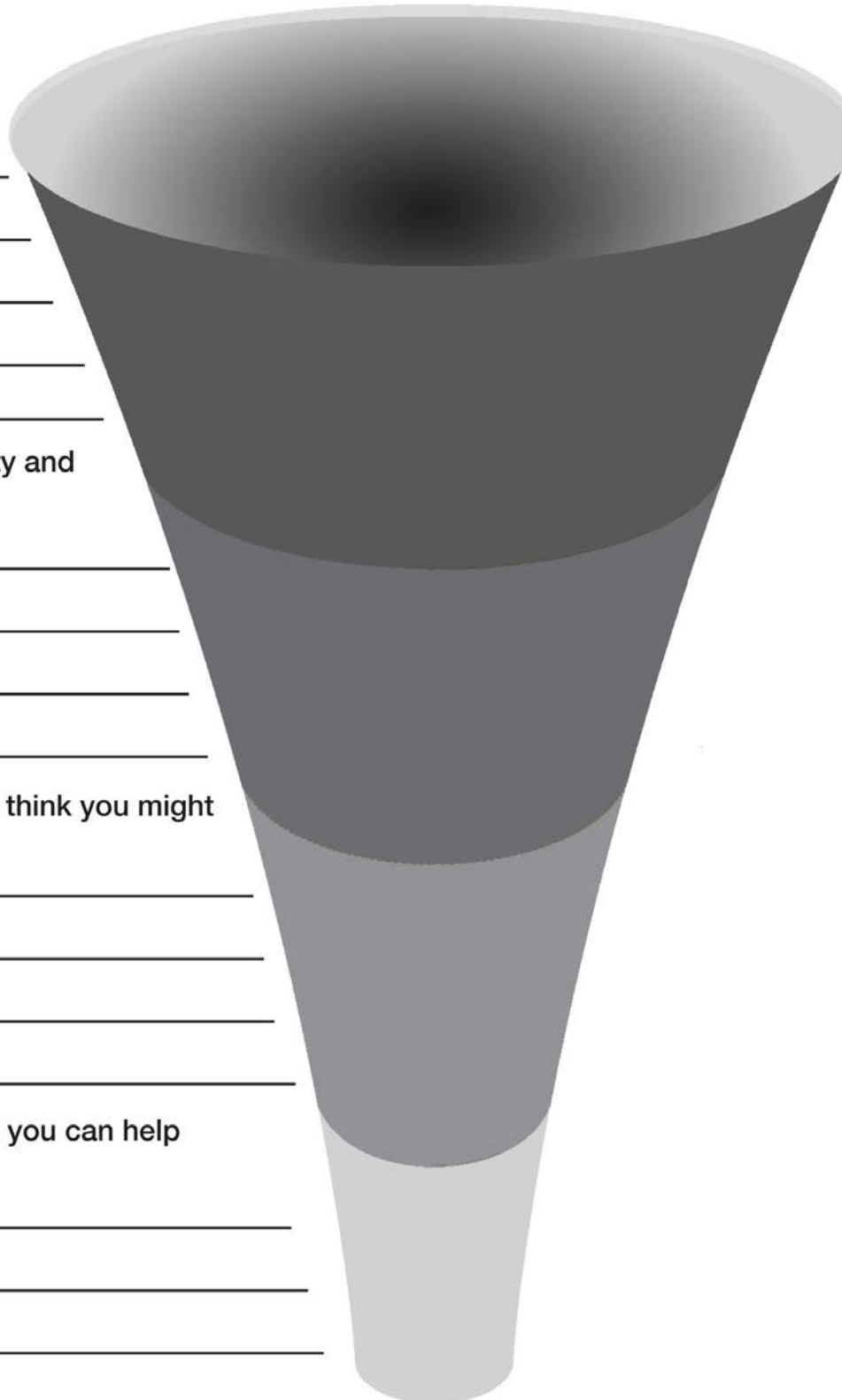
DESIGN YOUR FUNNEL (BEFORE)

Have a problem or opportunity they
don't know about (\$1MM +)

Know they have a problem or opportunity and
are looking for a solution (\$500-1MM)

They have a problem or opportunity and think you might
be the solution (\$250-500K)

They have a problem or opportunity that you can help
them solve (\$0-250K)



MARKETING

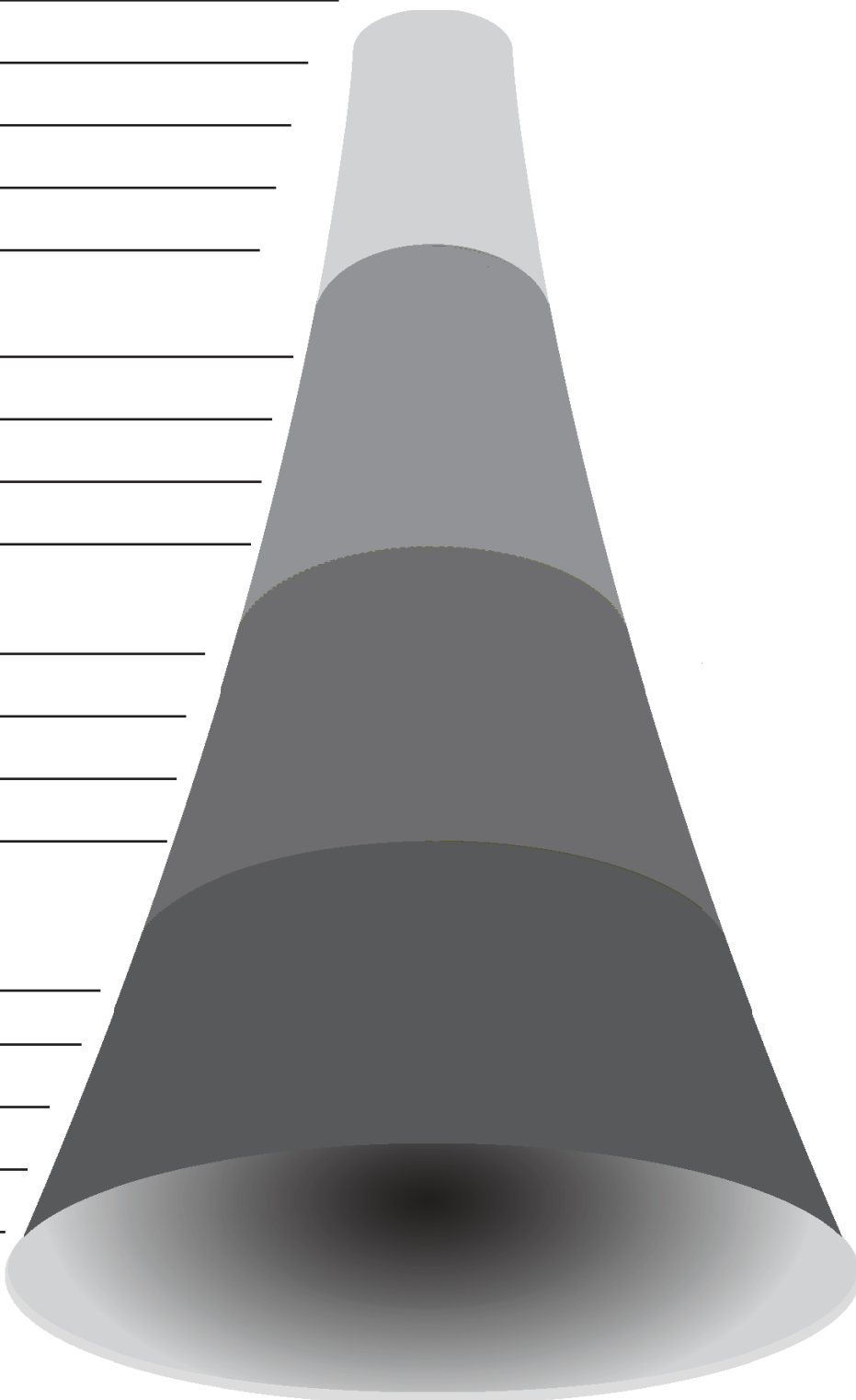
DESIGN YOUR FUNNEL (AFTER)

\$0 - 250K

\$250 - 500K

\$500 - 1MM

\$1MM +



NOTES

[illegible]

SESSION III

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

#

Sales

It is the job of Sales to help prospective new clients make an intelligent and an informed decision as to whether and how your business, its products or any of its services can help them improve their situation (i.e. make a “Profit”).

PROFIT

The term “profit,” as applied to a corporation, has a larger meaning than “dividends,” and covers benefits of any kind, the excess of value over cost, acquisition beyond expenditure, gain or advance. Booth v. Gross, Kelley & Co., 30 N.M. 465, 238 P. 829, 831, 41 A.L.R. 868.

SOURCE: Blacks Law Dictionary 4th Ed.

**Customers do business with
your company to help them
solve _____
problems. (yes, even
“corporate” clients).**

“ Wherever we use our business as a vehicle to **GET** Love, Security and/or Self-Esteem...that’s the part of our business where we’ll have the greatest problems.

Wherever we use our business to **GIVE** Love, Security and preferably also Self-Esteem... that’s where our business will enjoy the greatest profits.”

- **RJon Robins**

SALES

How will the firm convert the required number of qualified clients or cases out of the total who are delivered by Marketing?

Where is the client TODAY in terms of:

Their Time? _____

Their Money? _____

Their Reputation? _____

Where does the client WANT to be in terms of:

Their Time? _____

Their Money? _____

Their Reputation? _____

What is likely to happen to the client if they attempt to maintain "the status quo" in terms of:

Their Time? _____

Their Money? _____

Their Reputation? _____

How Will Your Services Help The Client Create A "PROFIT"?

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

4 TYPES OF PROSPECTIVE NEW CLIENTS

1. The True Believer
2. The Skeptic With Criteria
3. The Skeptic With No Criteria
4. THE NAYSAYER

COMMON "CONCERNS"

The True Believer

Check off each one you've heard from your own Best & Worst Clients:

I want to do this.

I'm excited about doing this.

I'm looking forward to what this is going to do for me

I can already smell, taste, see, touch, imagine how much better things will be when...

I believe this is going to help me.

I want to do this, just help me figure out how.

I have to do this

I know this will help me

I realize it's time for a change

I believe in myself enough to give myself this chance

I value myself enough to do this

I don't want to do this but...

I want what this can do for me

I don't want to do this but it's better than what will happen if I stay here.

I'm doing this for my family

I'm doing this to protect my reputation/legacy.

I want the peace of mind this will give me

I have to do this for my own self-respect

I am ready to stop wasting my time, let's get started!

I am in a hurry

I am done messing-around

I am ready for a change

I don't know how but I know why!

COMMON "CONCERNS"

The Skeptic With Criteria

Check off each one you've heard from your own Best & Worst Clients:

I want to do this, but only if it will help me accomplish "X".

I'm excited about doing this, I just want to be sure about "X".

I'm looking forward to what I THINK this is going to do for me, I just have a few questions about "X", "Y" and "Z".

I believe this is going to help me...please give me some assurances.

I want to do this, just help me figure out how.

I am open to learning how this will help me

I believe in myself enough to give myself the chance to learn how this will help me.

I value myself enough to at least take the next step.

I want what I THINK this can do for me, I just have a few questions

I'm willing to do this for my family but only if...

I'm prepared to do this to protect my reputation/legacy but only if...

I want the peace of mind this will give me. Please give me some assurances.

I am ready to stop wasting my time. Can I talk this through with you?

I am in a hurry. Help me make the right decision.

I am done messing-around. Help me make the right decision.

Can I have some references to ask them about X

I don't know how but I know why! Help me figure this out.

COMMON "CONCERNS"

The Skeptic With NO Criteria

Check off each one you've heard from your own Best & Worst Clients:

I want to do this, but how do I know it will really help me?

I'm excited about doing this, I just want to be sure that nothing can possibly go wrong.

I like thinking about what this can do for me but I'm just waiting for "the right time".

Someone told me this might not work.

This didn't work for someone else I know.

How do I know what I don't know?

I'll do this but only if I can know ahead of time what can only be discovered from actually doing this.

It's my life but I'm using someone else's criteria to live it.

My success is in the hands of others.

My happiness depends on someone else to change.

I'm not sure but I'm just not ready to make a decision.

I'm going to go home and "think about it".

I never make decisions "on the spot".

I never make decisions without talking to X

How do I know I'm going show-up & do the work?

What if it's too hard for me?

What if other people think X of me if this doesn't work?

What if other people think Y of me if this DOES work?

What if this works and my life changes?

Can I have some references so I can waste their time too?

What if this works and I don't like it anymore?

How do I know this will definitely work?

COMMON "CONCERNS"

THE NAYSAYER

CHECK OFF EACH ONE YOU'VE HEARD FROM YOUR OWN BEST & WORST CLIENTS:

I DON'T ACTUALLY WANT TO DO THIS SO I'M GOING TO TRY AND AVOID MAKING A DECISION.

I'M NOT REALLY EXCITED ABOUT DOING THIS SO I'M GOING TO DISRUPT THE PROCESS.

I'M NOT LOOKING FORWARD TO WHAT THIS IS GOING TO DO FOR ME SO I'M GOING TO TRY AND STOP IT.

I CAN ALREADY SMELL, TASTE, SEE, TOUCH, IMAGINE HOW MUCH WORSE THINGS WILL BE WHEN...

I BELIEVE THIS IS GOING TO HURT ME.

I DON'T WANT TO DO THIS, SO NO MATTER WHAT YOU SAY I'M GOING TO RAISE A NEW CONCERN.

I HAVE TO PREVENT THIS FROM HAPPENING

I KNOW THIS WILL HURT SOMEONE I LOVE AND I'M NOT PREPARED TO LET THAT HAPPEN

I REALIZE IT'S TIME FOR A CHANGE BUT I DISAGREE WITH THIS DECISION.

I BELIEVE I WILL LET MYSELF DOWN AND SO I WILL AVOID TRYING

I DON'T WANT TO DO THIS SO...

I DON'T WANT WHAT THIS CAN DO FOR ME

I DON'T WANT ANYTHING TO CHANGE.

I'M DOING THIS FOR MY FAMILY

I WON'T DO THIS.

I'M ONLY HERE TO APPEASE SOMEONE ELSE.

I AM IN NO NO HURRY.

I WANT TO FIGURE THIS OUT ON MY OWN.

I DON'T KNOW WHY SO I WILL KEEP ASKING ABOUT HOW!

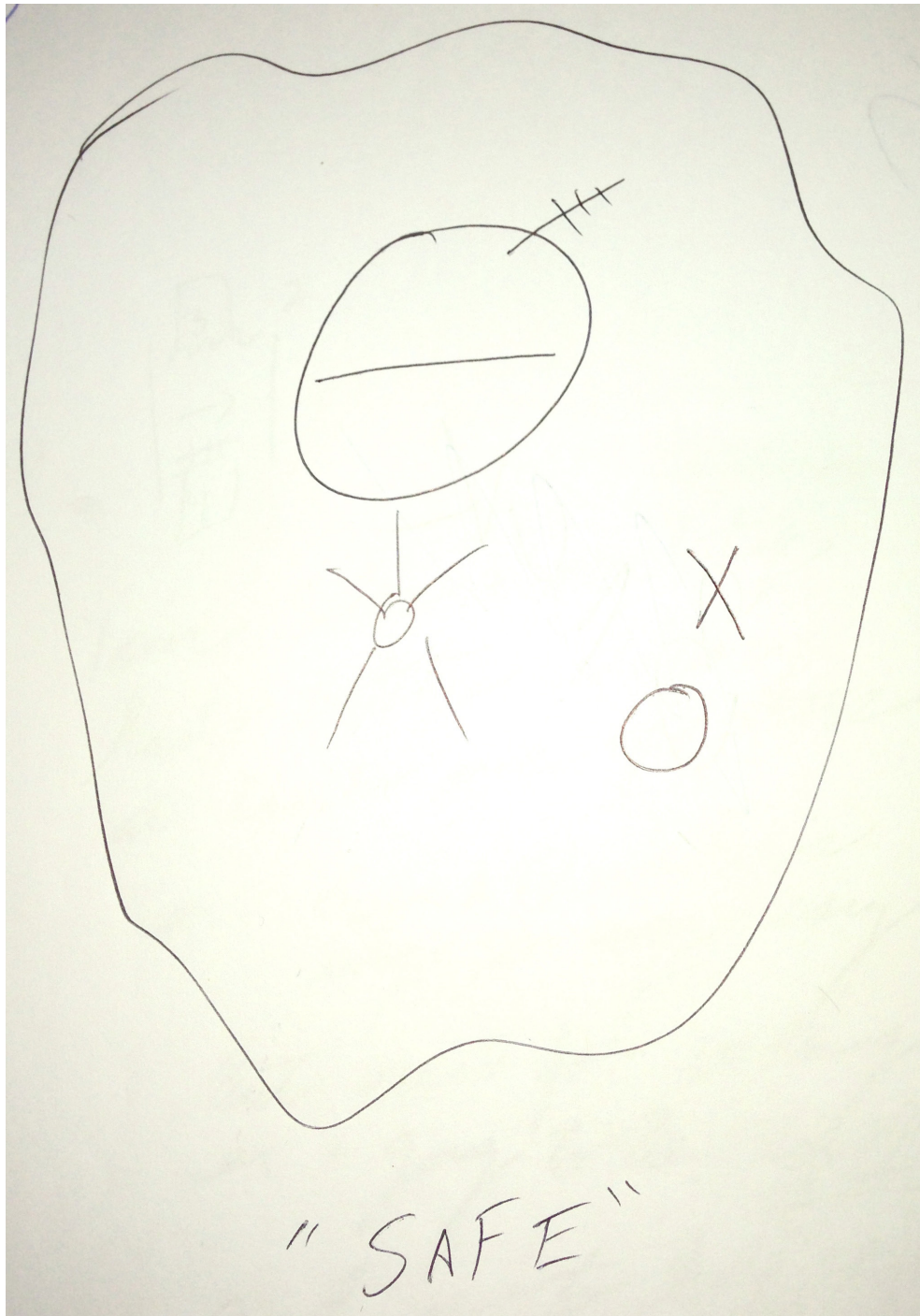
" Prosperity is not without many fears and distastes; adversity not without many comforts and hopes. **"**

- Francis Bacon

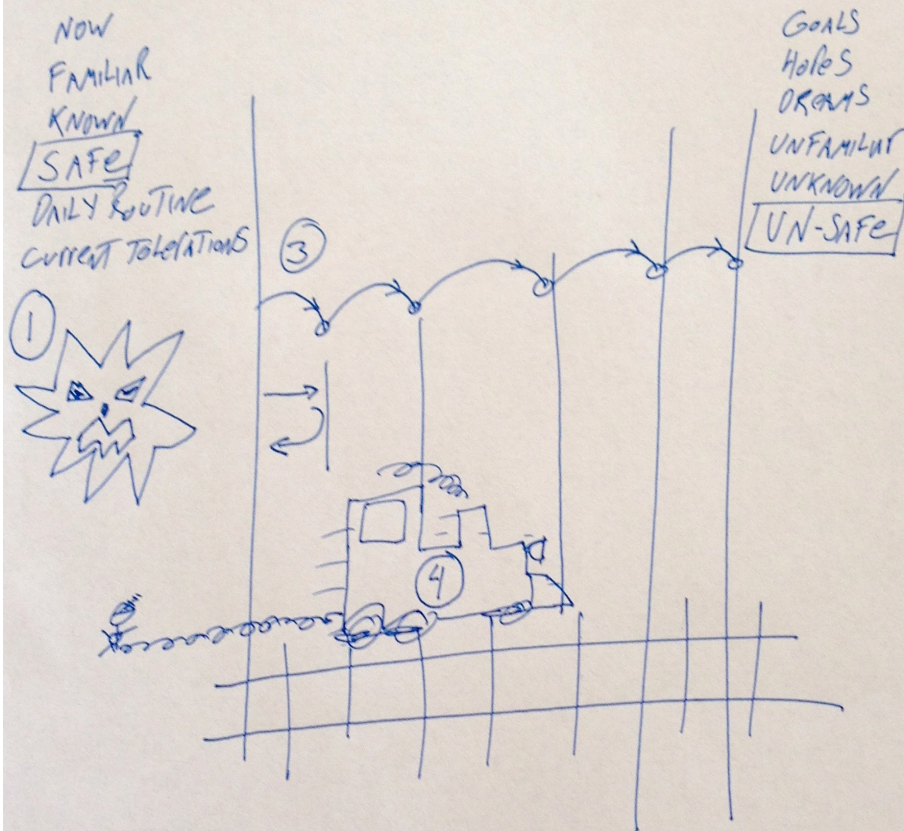
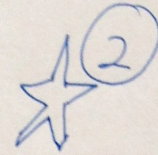
" Always do what you are afraid to do. **"**

- Ralph Waldo Emerson

**WHY WON'T
THEY HIRE MY
FIRM?!?!?**



Where is your next Terror Barrier Aways?



- 1.) FEAR BEHIND YOU
- 2.) INSPIRATION IN FRONT OF YOU
- 3.) INCREMENTAL
- 4.) BUILD A MACHINE

To Investigate Further How YOUR OWN Subconscious “May” Be Screwing With Your Success Please Go To

[www.HowToMANAGEaSmallLawFirm.com/Terror Barrier](http://www.HowToMANAGEaSmallLawFirm.com/TerrorBarrier)

P.S. If you're not yet achieving your full potential and you find a really good excuse NOT to investigate this subject further, that's probably a pretty good indication that you "might" be afraid of something. What have you got to lose by keeping an open mind? Follow that link above today. You may wake-up with a better business and a better life tomorrow.

What part of solving their
problem actually
SCARES
your client?

Workshop Notes

SESSION IV

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

#

NOTES

[illegible]

Factory:

It is the role of the Factory to produce the work product that sales has committed to clients.

“Because your own strength is unequal to the task, do not assume that it is beyond the powers of man; but if anything is within the powers and province of man, believe that it is within your own compass also.”

- Marcus Aurelius
(Roman Emperor)

WHAT HAPPENS IF YOUR “FACTORY” CANNOT KEEP-UP WITH MARKETING & SALES?

30 second self-audit.

Instructions:

01. The People are overworked
02. Workproduct is backlogged
03. Client complaints about slow delivery
04. Client complaints about un-met commitments
05. A “Silent Vote” by clients & referral sources
06. Lost profits due to cash flow-timing issues
07. Missed opportunities to pursue growth
08. Owner feeling trapped by success
09. Too many late nights instead of being home with family
10. Feeling distant and not fully-present when at home
11. Fear of taking a “real” vacation
12. Fear of waking up one day and kids are grown
13. Low profits for clients
14. Low profits for staff
15. Low profits for owner of the firm*
16. Wasting too much finding files
17. Bar grievances/Malpractice
18. More work for the firm = more work for YOU!

Give yourself 1pt for each of these that hits a little too close to home for you. Just like in golf, the lower your score the better.

* The effects of an inefficient factory are often mis-diagnosed as being caused by inadequate marketing. Inexperienced hands often treat these effects by pouring-on the marketing which only exacerbates the problem. The effects then magnify and so marketing gets dialed-up some more. And round and round it goes...down the drain.

HIERARCHY OF TASKS - MOVE UP THE LADDER

- Marketing/Client Development
- Client Relationships
- Strategic Planning
- Strategic Management
- High level legal skills
- Middle level legal skills
- Client service
- Technical legal skills
- Systems documentation
- Office Management
- Mail and email
- Attorney Desk and Office
- Organization
- Telephone answering
- Supplies
- Clerical
- Bookkeeping



WHERE YOU WANT TO BE!

- Marketing/Client Development
 - Client Relationships
 - Strategic Planning
 - Strategic Management
 - (Highest Level Legal Skills)
- ... If you want to

That's It!!!



CASE MANAGEMENT - THE RULES!

- No case shall exist except that we record
- What is the next thing to be done
- Priority
- By when
- Who is responsible for execution
- How long is it going to take



MANAGING BY SPREADSHEET

A Good Start - But Doesn't Scale Well

CASE & TASK MANAGER

File Name	TM Matter #	Task- Next Step Needed	Who	ETC	Due
New Century	06-06732	Get Discovery Schedule commitment	CTA	0.3	8/21/08
Thelma Mack v. Harry Mack	08-08885	Review Lease / Review PUD work	CTA	0.3	8/21/08
Diana Counter v. Adam Counter	08-09213	Counter offer to Adam re: no land	CTA	0.3	8/21/08
Groovy Holly v. Swank Holly	07-07909	FU with Lane in letter/ TNW-Wait on OC's SA comments / Submit Rule Nisi after 7/11	CTA	0.3	8/21/08
Donny Ice v. Amy Ice	08-08674	Review discovery demands / TNH- Schedule Depositions	CTA	0.6	8/21/08
Alexander Hamilton v. Betsy Hamilton	08-09244	Meet with client/ CTA - Review Answer/ TNW- draft FA & lis pend./ set up appt. with Quick	CTA	0.2	8/21/08
Derrick Jones v. Amy Jones	08-08890	Schedule depositions	TNW	0.5	8/21/08
Ben Ham		Correct party names on subpoena	TNW	0.4	8/21/08
Linda Egg v. Gerardo Egg	06-07072	Get new court date (leave letter)/ Contact Linda to get a witness that can testify that she has a reputation in the community for sobriety and responsibility to	TNW	0.5	8/21/08
Tamika Green v. Bob Green	08-09204	Complete CSW / Get details for proposed SA / Draft SA	TNW	2.0	8/21/08
Heidi Long v. Gerry Long		Call client re: child/balance update / Do proposed SA / Get court date- Final?	TNW	0.5	8/21/08
New Century	06-06732	Get Discovery Schedule commitment	CTA	0.3	8/22/08

[illegible]

PROFESSIONAL CASE MANAGEMENT

Getting It Done

The screenshot displays the LexisNexis Firm Manager web application. The top navigation bar includes the LexisNexis logo, user information (Welcome - Christopher Anderson), and links for Community, Help, and Sign Out. Below this is a search bar and a row of icons for Home, Matters, Contacts, Calendar, Tasks, Documents, and Billing. The main content area is divided into four panels:

- Meetings and Appointments:** A table showing a list of appointments for today. Each row includes a link to the meeting, the date and time, and a status icon (a red 'X' and a green checkmark).
- Tasks:** A table showing a list of tasks. Each row includes a link to the task, the due date (12/03/2013), the priority (Normal), and a status icon (a green checkmark and a red 'X').
- Recent Activity:** A list of recent updates to tasks, each preceded by a task icon and followed by the user's name (Christopher Anderson) and the task name.
- Unbilled Activities:** A section with a link to "View Unbilled Activities."

Meeting	Time	Status
Anderson Group - Team Meeting	Monday 11:00 AM - 11:15 AM; Bull Pen	✗ ✓
Presentation	Monday 12:00 PM - 1:00 PM; Hotel	✗ ✓
Meeting with CIG's	Monday 1:00 PM - 2:00 PM; Chatham County	✗ ✓
Meet with Tate	Monday 2:00 PM - 3:00 PM	✗ ✓
Meet with Mechanic to Review Logs	Monday 3:00 PM - 5:30 PM	✗ ✓

Task	Due Date	Priority	Status
Check on Discovery Demands	12/03/2013	Normal	✓ ✗
Draft Title Report	12/03/2013	Normal	✓ ✗
Complete P&L Report for Partners	12/03/2013	Normal	✓ ✗
Follow up on DNA Evidence	12/03/2013	Normal	✓ ✗
Follow up on Appraisal	12/03/2013	Normal	✓ ✗

Recent Activity

- Christopher Anderson updated task [Check on Discovery Demands](#) in a few seconds
- Christopher Anderson updated task [Draft Title Report](#) in a few seconds
- Christopher Anderson updated task [Complete P&L Report for Partners](#) in a few seconds
- Christopher Anderson updated task [Call with Roland Anderson](#) in a few seconds
- Christopher Anderson updated task [Follow up on DNA Evidence](#) in a few seconds

[Show More](#)

Unbilled Activities

[View Unbilled Activities.](#)

CASE MANAGEMENT IMPLEMENTATION

Daily Review of:

- What was done yesterday
- What things need to be done today
- What days coming up seem overbooked /
How is it handled
- Mail (including emails) reviewed by staff
- Weekly Swamp Out (More about that in a minute)



STAY ON TRACK - DAY TIME PLANNER

	Monday	Tuesday	Wednesday	Thursday	Friday	
8:30 AM	Uninterruptible Production	Attorney Meeting	Uninterruptible Production	Uninterruptible Production	Uninterruptible Production	
9:00 AM						
9:30 AM						
10:00 AM		Administrative Time		Client Meetings / Open Door Production		
10:30 AM						
11:00 AM						
11:30 AM	Team Meeting	Team Meeting	Team Meeting	Team Meeting	Team Meeting	
12:00 PM						
12:30 PM	Lunch	Lunch	Lunch	Lunch	Lunch	
1:00 PM						
1:30 PM	Return Calls/Emails	Return Calls/Emails	Return Calls/Emails	Return Calls/Emails	Return Calls/Emails	
2:00 PM	Client Meetings / Open Door Production			Uninterruptible Production	Swamp Out	
2:30 PM						
3:00 PM						
3:30 PM						
4:00 PM	Homework		Homework	Open Door Production	Open Door Production	
4:30 PM						
5:00 PM	Return Calls/Emails				Annex, etc.	
5:30 PM						

John Doe
Weekly Time Plan - Office Hours

	Monday	Tuesday	Wednesday	Thursday	Friday
8:30 AM					
9:00 AM					
9:30 AM					
10:00 AM					
10:30 AM					
11:00 AM					
11:30 AM					
12:00 PM					
12:30 PM					
1:00 PM					
1:30 PM					
2:00 PM					
2:30 PM					
3:00 PM					
3:30 PM					
4:00 PM					
4:30 PM					
5:00 PM					
5:30 PM					

Professional Tools:

Managing The Time

LexisNexis Firm Manager[®] BETA

Welcome - Christopher Anderson Community Help Log out

Search

Home Matters Contacts **Calendar** Tasks Documents Time & Expense Admin Tools

April 2013

Calendar

Day Week Month April 28 - May 4, 2013 Today

Sunday 28	Monday 29	Tuesday 30	Wednesday 1	Thursday 2	Friday 3	Saturday 4
						Think all day
3 am						
4 am						
5 am						
6 am						06:00 am - 08:00 am CIC Meeting
7 am	07:00 am - 08:00 am new client interview	07:00 am - 08:00 am new client interview	07:00 am - 08:00 am new client interview	07:00 am - 08:00 am new client interview	07:00 am - 08:00 am new client interview	
8 am						
9 am						
10 am			10:00 am - 12:00 pm Deposition			
11 am					11:00 am - 12:00 pm Meeting with Jan Boswin	
12 pm						

Show Calendars

- ☒ My Calendar
- ☒ Emsley, Bernie
- ☒ Felix, Talco
- ☒ Harman, Susan
- ☒ Knott, David
- ▶ Deactivated Users

MANAGING YOUR CASES:

(Not Case Management)

- File Review with all Stakeholders
- Pareto Principle is Alive and Well!
 - Quick Review – Quarterly
 - Make Sure Your Cases Are Graded on a Curve
 - If You have A's, you have F's (Establish Criteria)
 - **FIRE ALL THE F's**
- Full Review – Annual / Biennial
 - Make Sure Your Cases Are Graded on a Curve
 - If You have A's, you have F's
 - **FIRE ALL THE F's**
 - **DEFEND all Your D's ... or FIRE THEM too!**

WHAT KIND OF FACTORY DO YOU HAVE?

Does your factory produce automobiles or clothing? Each requires different parts, pieces & ingredients. Each requires different equipment, different physical plant. Each requires different people and each of those people require different training and assembly instructions. Each requires the Owner track different metrics to track what's going on, quality control etc. Imagine a clothing factory being run by auto assembly workers using wrenches and screwdrivers and trying to assemble a shirt by following the instructions that cause an engine to be assembled. How would the owner of that factory even know if the shirt is being put together the right way or not, until the customers started to complain, without metrics. "Well, you'd know because you'd be standing there watching the whole time & it would be obvious to you that the auto workers are messing up the shirts." YES and then you'd never be able to leave and you'd build-in obvious limitations to growth.

What are the services your firm will offer (SKU)?

What do you charge for each service?

What does it actually cost you to deliver each service?

Which of your services is most profitable and which is just a loss-leader?

	Marketing	Sales	Factory	People	Physical Plant	Money & Meterics	You
Internal Policies							
External Policies							
Producures							
Check Lists							
Templates							
Examples +							
Systems							

The two most important requirements for major success are: first, being in the right place at the right time, and second, doing something about it.

If you are not a risk taker, you should get the hell out of business.

Creativity is a highfalutin word for the work I have to do between now and Tuesday.

- Ray Kroc

INVENTORY ALL YOUR SKU'S

	DELIVERABLE	PRICE	CO(G/S)S	PROFIT (LOSS)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

12 KEY INTERNAL POLICIES

12 KEY EXTERNAL POLICIES

— HOW TO —
MANAGE
A SMALL LAW FIRM
HELPING GREAT LAWYERS BECOME
THRIVING ENTREPRENEURS

THE 24 SECRETS OF THRIVING LAW PRACTICES

CHECKLIST

The “24 Secrets” are simple. With detailed, written policies in place you can upgrade your struggling law practice into a **THRIVING LAW FIRM BUSINESS**. The following written policies are all essential for governing the relationships with your clients and your staff. They put order and predictability in place of chaos and inefficiency and will enable you to overcome all of the common challenges solo and small law firms face. This checklist is our gift to you. To use it, simply put a checkmark next to each of the policies that you have **IN WRITING** at your law firm now. Then, fax the checklist to your Law Firm Practice Advisor at 305-731-2127.

EXTERNAL POLICIES

Put a Checkmark next
to each of the policies
that you have **IN WRITING**
at your law firm now

INTERNAL POLICIES

- ☐ 1- Definition of “Emergency”
- ☐ 2- Access to Attorneys
- ☐ 3- Billing: What you do/Do Not Bill For
- ☐ 4- Costs vs. Fees
- ☐ 5- New Developments in a Case
- ☐ 6- Treatment of Opposing Parties
- ☐ 7- Definition of the Word “Honesty”
- ☐ 8- File Retention
- ☐ 9- Referrals
- ☐ 10- Privacy & Confidentiality
- ☐ 11- Boundaries & Duration of Attorney Client Privilege
- ☐ 12- Definition of A-F Clients

Do You
Want
Help?

- ☐ 1- Attorney-Client Confidentiality
- ☐ 2- Client Interactions
- ☐ 3- Legal Services for Staff, Friends and Family
- ☐ 4- Following Documented Procedures/
Routine Maintenance
- ☐ 5- Business Hours, Holidays & Dress Code
- ☐ 6- Time Sheets
- ☐ 7- Attorney-access
- ☐ 8- Personal Business While at Work
- ☐ 9- Client Cost Advancements
- ☐ 10- Compensation
- ☐ 11- Centralized Files
- ☐ 12- Job Descriptions
- ☐ 13- **BONUS** Statute of Limitations & Deadlines

24 KEY PROCEDURES

1. Answering the telephone and taking messages
2. Routine correspondence
3. Scheduling appointments
4. Calendaring, Docketing and Tickling Deadlines with use of the Electronic Calendar & Tickler System
5. Scheduling Hearings, Mediation, & Depositions
6. Opening a New File, Case, or Matter for a New Client
7. Opening a New File, Case, or Matter for a Current Client
8. Monthly file review
9. File protocols
10. Closing files, cases, matters
11. Calculating & Documenting Statutes of Limitations or Other Self-imposed Deadlines
12. New Client Engagement
13. Pre-Engagement Glide Path
14. Post Engagement (15, 30, 60, 90, 180 Days etc.)
15. Accounting for Time, Tasks, and Value
16. Preparing bills
17. Accepting Payment
18. Conflict Checking and Documentation
19. Declining a New Case or Engagement
20. Monthly Book keeping
21. Computer File Organization Scheme
22. Computer Back-up
23. Monthly Maintenance Meetings: Policies & Procedures
24. Monthly Newsletter

This image shows a full page of blank white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook paper or a document template. There are no margins, text, or other markings present.

ADDITIONAL RESOURCES



As a member of How To Manage A Small Law Firm you get to try Ruby Receptionists for Free.

Go to: www.HowToMANAGEaSmallLawFirm.com/Ruby

"A man always has two reasons for
doing anything: a
good
reason and the
real reason."

- J.P. Morgan

SESSION V

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

#

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

People:

It is the responsibility of the people who work for the business to implement the Systems as prescribed by management; If the Systems have been well-engineered and are faithfully implemented, the business should produce profits for all stakeholders.

HOW TO HIRE, TRAIN, MANAGE & MAKE A PROFIT WITH STAFF

Rule #1: Everyone you hire comes to work and does their job for _____ reasons.

Rule # 2: A real leader is always _____ whenever anyone on the team earns more money.

Rule # 3: Be clear about why to hire, train and manage a person in the first place. It's so they can help you make a _____ and make your life _____; Preferably Both!

PEOPLE

Who will be doing what to ensure the firm honors its obligations to clients, shareholders and management?

Describe in plain English how each of these positions has been engineered for profit:

1. Receptionist _____

2. Secretary _____

3. Bookkeeper _____

4. Paralegal _____

5. Associate _____

6. Rainmaker _____

7. Managing Partner _____

8. Chief Operating Officer _____

9. Chief Financial Officer _____

10. CEO _____

11. Shareholder(s) _____

12. Clients _____

STAFF MATRIX

STEP 1: IDENTIFY:

Who in your business is doing each of the jobs below (Hint: each of these jobs had better get at least one name under it. None of these jobs should have everyone's name under it!) (Note: If most of these jobs have your name under it and you've been running your own business for more than about 18 months, it is probably time you discovered second gear.)

STEP 2: SCORING:

Mark points as follows:

- 1 point:* For every position that has at least one other name besides yours.
2 points: For every position that has someone else's name under it and not yours.

STEP 3: MULTIPLIER:

- x 1:* If you have no written job description.
x 2: If you have documented written job description that an "A" player could use to reasonably determine that they've done their job well.
x 3: If you could lay your hands on a written job description within 10 minutes of entering your office.
x 4: If, as you sit here, within 10 minutes (assuming internet access) you could get access to those written job descriptions.

Now multiply your score as follows:

STEP 4: CATEGORIZE HOW EACH PERSON HELPS THE FIRM:

Everyone on your team should be

- A) helping you make more money,
- B) saving you money,
- C) saving you time,
- D) making you more effective, and/or
- E) giving you cause to have peace-of-mind.

Jobs in Firm	Name of (All) People Doing Job	Points	Multitplier	Total
Receptionist				
Secretary				
Paralegal				
Associate				
Rainmaker				
Manager/ Administrator				
COO				
CFO				
Owner				
CEO/Founder/ You				
Investor/ Stakeholder				

BONUS: Ask everyone on your team to give you, in writing, a list of what they do, how they would write their own job description and explain how that position helps your firm as outlined in A-E above.

DELEGATION POINTS TO CONSIDER

Characteristics of Task/ Project:

- Importance?
- Urgency?
- Uniqueness?
- How Big Is The Project?
- Who Is Best Equipped To Do This Project?

Define Project:

- What Is The Scope Of Project?
- Explain The Why Of The Project.
- Explain Your Expectations.
- Explain The Details.
- When Is It Due? Any Flexibility?
- What Tools/Resources Should Be Used?
- What is the Level Of Delegatee's Decision Making Authority?

Define Why Selected That Person:

- Explain Why You Chose Them.
- Ask How They Feel About It.
- Identify Concerns The Delegatee Might Have?

Establish Plan, Monitoring And Progress Reports.

- Clarify Plan.
- Clarify Deadlines With Intermediate Progress Reports.
- Request Delegatee To Repeat The Project Specifics (Who Needs To Do What By When) to Confirm They Understand Project and Obtain their Agreement to Accept Responsibility.
- Plan to Provide Feedback.

FOCUSING YOUR PRECIOUS TIME

1. Identifying key tasks you want to do.

2. What is needed to get the tasks done?

3. How are you going to feel if you get them done/ don't get them done.

4. Clarifying which tasks yield greatest ROI for you to do.

TASK:

ROI:

5. Consider the "opportunity cost" if it doesn't get done.

6. Identifying what you shouldn't be doing.

Task 1:

Price to Delegate:

Cost if you keep doing it:

Task 2:

Price to Delegate:

Cost if you keep doing it:

Task 3:

Price to Delegate:

Cost if you keep doing it:

SESSION VI

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

#

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Physical Plant:

This includes all facilities, tools, equipment, supplies, software, licenses, contracts and agreements the business is party to including but not limited to policies, procedures, checklists, samples, templates, examples (together “Systems”) and all other intellectual property belonging to the business.

YOUR FIRM'S PHYSICAL PLANT

A.) What it includes

B.) Why It Matters

C.) Strategies:

- Leapfrog
- Lease Expansion
- Ancillary Business Investment

D.) Case Study Of Firm Strangulation By Mis-alignment of physical plant:

- Our p.o.s. “old” copier.
- “Stretching a dollar” on computer equipment.
- Soft chairs that are “too soft”.
- “Careful, you’ll poke an eye-out!”
- “Forcing” clients to pay by check (DUH!) -OR - “Why Can’t RJon Operate A Stamp”?

E.) Why & How To “Mystery Shop” your firm

F.) Valuable Intellectual Property (Systems)

G.) Is it time to update your firm’s “wardrobe”? (branding)

SAMPLE SALES POLICY

$$V = \frac{C.F.}{(S,T)} \times M$$

1. (Sample) Policies Related to SALES

A. SALES POLICY #1 : It is the policy of this law firm that every person on-staff should be properly trained and demonstrate the ability to:

- I. Handle a “Sales Call” for the firm with prospective clients; and/or
- II. Handle a “Conversation” with a potential referral source for the firm.

EXPLANATION:

We want everyone to take pride in what our law firm can do to help people solve their problems and make their lives better.

Accordingly, we want to provide training to all members of our staff so that you can have a professional, ethical and an effective discussion with potential clients who visit our firm with an appointment, with potential clients you meet while living your life and with current, past and potential referral sources who know people who need our help.

BAR RULES have very strict restrictions about who can and cannot express a legal opinion to a non-lawyer and also against “soliciting” for business.

Therefore while Management wants to encourage and empower every member of our Firm to conduct an effective sales call for potential clients and have effective Conversations with potential referral sources, we must insist that no member of this firm engage in any such conduct without proper training and being “Cleared” in writing by Management to do so.

B. SALES POLICY # 2: All members of the Firm who are “Cleared” to conduct Sales Calls & Sales Conversations with potential clients and potential

referral sources may request permission to engage in such activities and seek reimbursement by the firm for reasonably-related expenses. Under certain circumstances retroactive requests may be approved at the discretion of Management.

EXPLANATION:

Permission will be granted or denied based on a variety of criteria including but not limited to:

- Level of “Clearance” by the requesting staff member
- Nature of the requested activity
- Workload and scheduling considerations
- Past performance
- NOTE: The highest ranking member of the firm is responsible for requesting permission and ensuring follow-up.

2. (Sample) Procedures Related to SALES

A. SALES PROCEDURE #1 (Requesting Permission):

Sales Policy #2: states that all members of the Firm who are “Cleared” to conduct Sales Calls & Sales Conversations may request permission to do so and seek reimbursement for reasonably-related expenses.

The highest ranking member of the firm is responsible for requesting permission and ensuring follow-up.

Step 1: Use the approved “Sales Call/Conversation Request Form” with “After Action Report” Template.

Step 2: Provide it to Management for Approval as far in advance as possible.

Step 3: Management will return form to requesting party.

B. SALES PROCEDURE #2 (Follow-up):

Step 1: Fill out the “After Action Report”.

Step 2: Provide it to Management for Approval within 7 days, unless extenuated circumstances.

Step 3: Calendar any follow-up commitments.

SALES CALL/CONVERSATION REQUEST FORM

(With After Action Report Template Attached)

Per firm policy I _____ hereby request authorization:

- ☐ In advance; or
- ☐ Retroactively

To engage in a:

- ☐ Telephone Call
- ☐ Meeting in our Office
- ☐ Meeting at _____
- ☐ Networking Event
- ☐ Breakfast/Lunch/Dinner (circle one)
- ☐ Other: _____

This is scheduled to be an “Honest Appointment” to:

- ☐ Discuss Potential Client’s Problems/Opportunities
- ☐ Learn more about potential referral source’s business
- ☐ Follow-up on previous Conversation
- ☐ Scheduled Networking Event so everyone knows why they are there
- ☐ Other: _____

Please provide a brief description as to how this activity is expected to benefit the firm (attach additional pages as necessary):

- ☐ Approved
- ☐ Denied
- ☐ This is the dumbest idea ever, how dare you request this.

Initials: _____

AFTER ACTION SALES CALL/CONVERSATION REPORT

Date of Sales Call/Conversation: _____

Participants: _____

This was scheduled as an Appointment to:

- ☐ Identify and Discuss Potential Client's Problems/Opportunities
- ☐ Learn more about potential referral source's business
- ☐ Follow-up on previous Conversation
- ☐ Scheduled Networking Event so everyone knows why they are there
- ☐ Other: _____

Without violating any confidences, please summarize any opportunities you discovered for our firm to be of assistance:

How did the Action "Close", in other words WHO is now supposed to do WHAT by WHEN?

Handwritten Thank You Note Sent on: _____

Follow-up Calendared: _____

Expenses, if any: _____

Time Devoted: _____

SESSION VII

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

#

SESSION 3

4:40 PM - 5:10 PM

Business Plan Panel Discussion

Workshop Notes

SESSION VIII

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

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SESSION 9

5:30 PM - 6:15 PM

Money:

“Money won’t create success, the freedom to make it will.” -
Nelson Mandela

Metrics:

“Being ignorant is not so much a shame,
as being unwilling to learn.” - Benjamin Franklin

WHAT IS MONEY?

KEY FINANCIAL TERMS

To manage a successful business, you must have control your finances so you can operate with confidence. Key financial terms include:

- a. **Chart of Accounts:** Categories of anticipated revenue and expenses.
- b. **Budget:** Best educated guess for each item in Chart of Accounts for next 12 mo.
- c. **Budget Variance Report:** Comparison of best guess with reality.
- d. **Burn Rate:** The hourly figure of unproductivity in office.
- e. **WIP:** (Work in Progress) incl. all unbilled work broke down by age and type.
- f. **Aged Accounts Receivables:** 30d, 60d, 90+d.
- g. **Cost of Inventory:** Burn Rate x WIP.
- h. **R.U.L.E.S:** Rates, Utilization, Leverage, Expenses, Speed of Collection.

The following reports should be reviewed monthly to assist the owner of a successful law firm in assessing the “heartbeat” of the firm and identifying where adjustments need to made for the coming months. Do you review these reports?

- Budget Variance Report Jan 1 – Dec 31 (By month).
- Accounts Receivable Report.
- Rolling 12 Month Revenue And Expense Report.
- WIP Report.
- Weekly Cash Flow Forecast (6-8 weeks ahead).
- Balance Sheet.

FINANCIALS

The 6 Key Numbers every self-respecting equity owner of a law firm should be on top of Every Single Month:

1. Budget:

2. Budget Variance Report:

3. Cash Flow Projection (6 weeks)

4. W.I.P.

5. AGED A/R (30, 60, 90+)

6. Cash Position (Operating & Trust)

7. Balance Sheet:

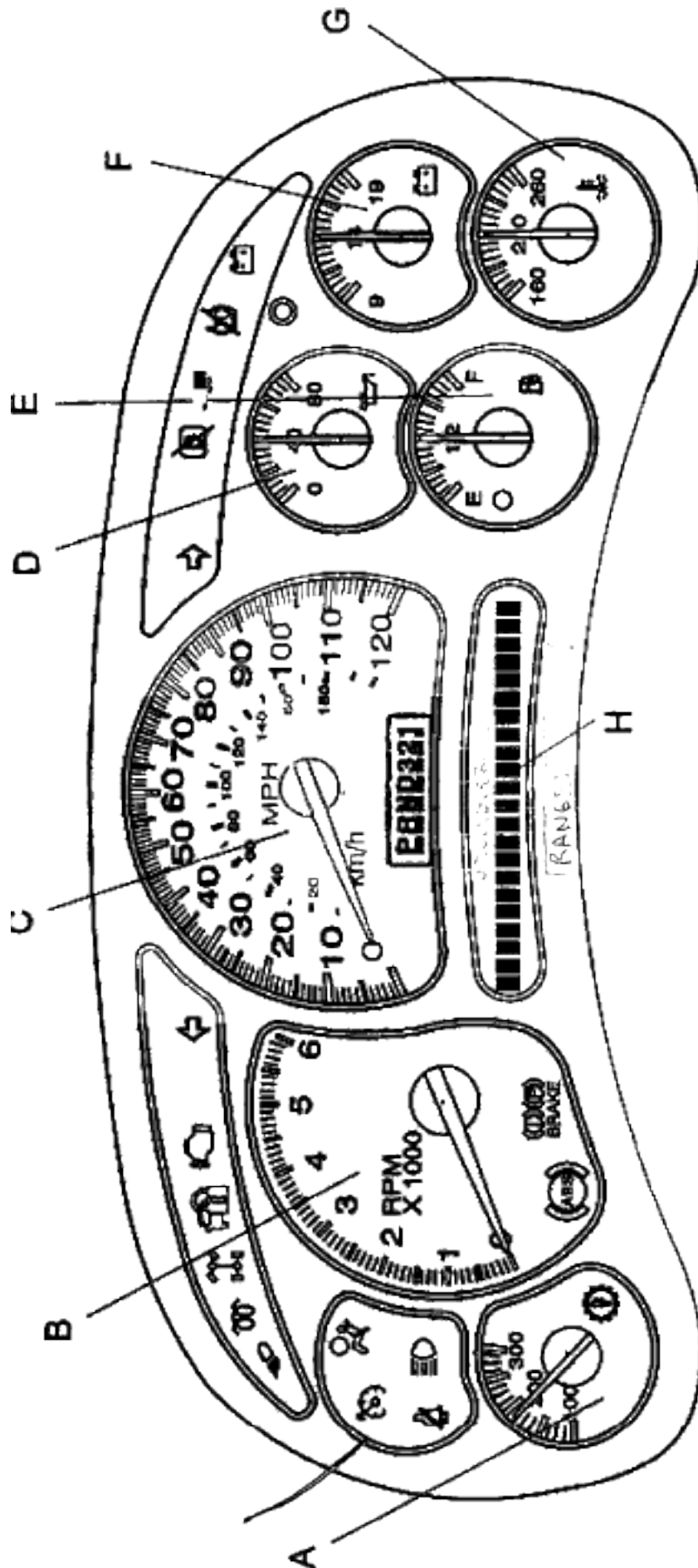
FINANCIALS

What are the key metrics we will monitor to ensure the firm is honoring its obligations to clients, shareholders and management alike?

METRICS

- A.# Active Cases
- B. Opened Cases (90 day)
- C. Closed Cases (90 day)
- D. Weekly Variance
- E. YTD Variance
- F. HRS Variance (weekly)
- G. HRS Variance (YTD)
- H. Prof. Satisfaction (A-F)
- I. % A-F cases/clients

YOUR DASHBOARD



[illegible]

SESSION IX

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

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SESSION 10

6:15 PM - 7:00 PM

Q&A

SESSION X

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

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#

NOTES

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SESSION 11

9:00 AM - 10:30 AM

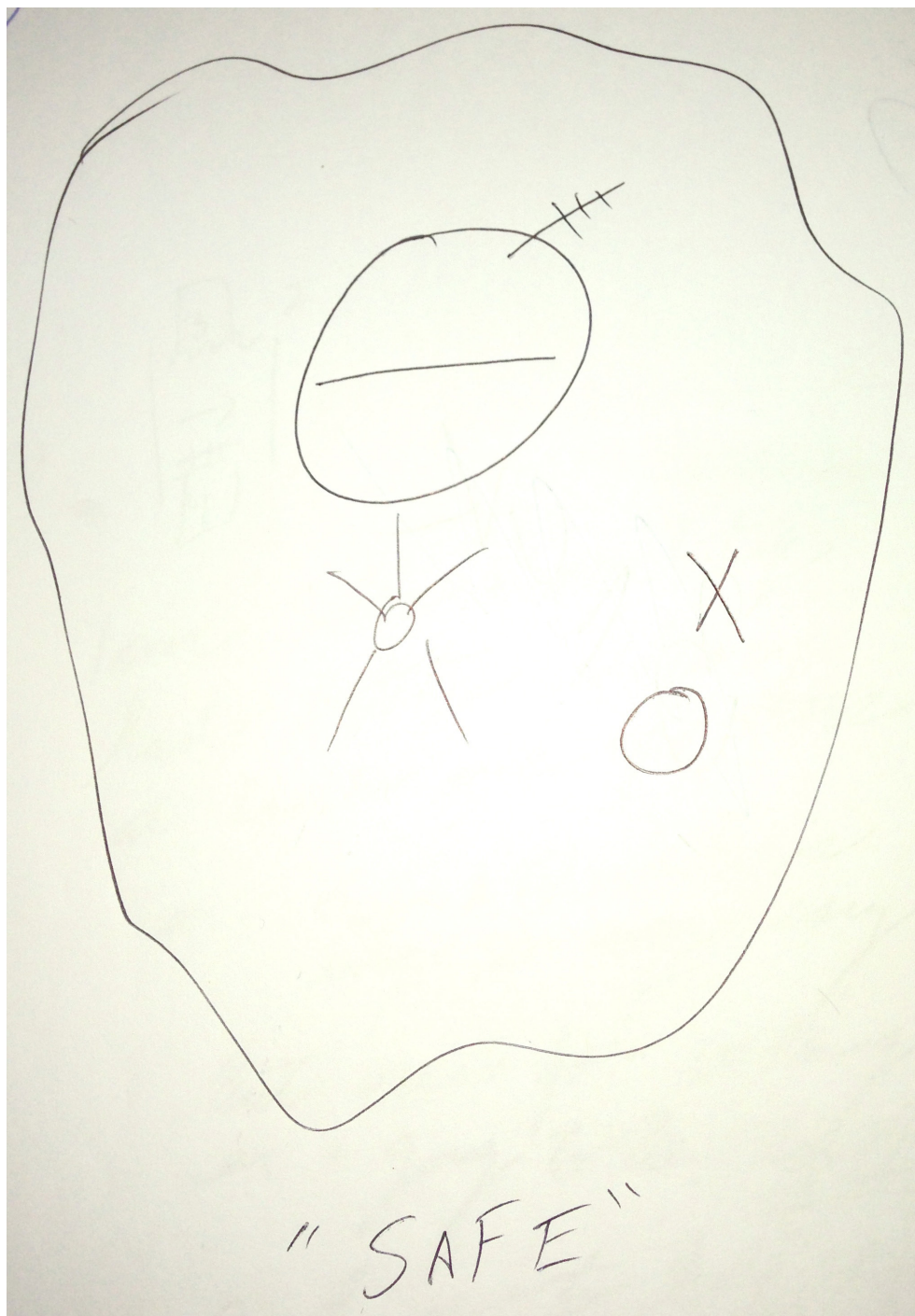
You:

“The question isn’t who is going to let me; it’s who is going to stop me.”

-Ayn Ran



“You’re right. This may not work”

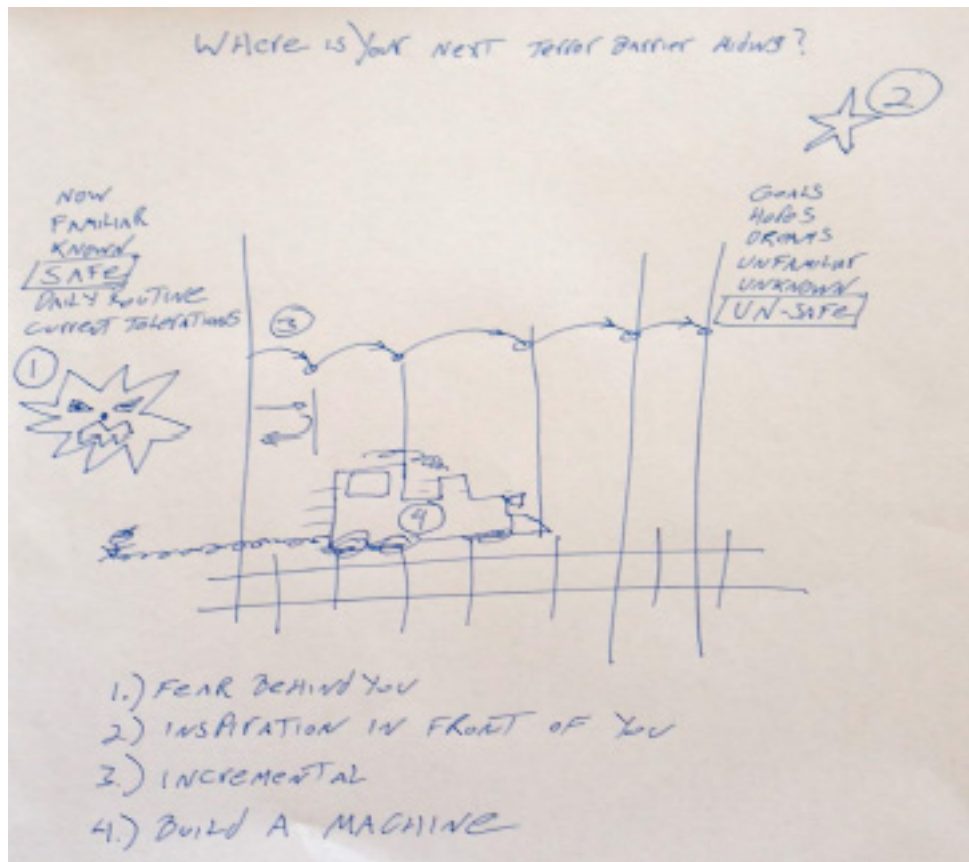


// Lost time is never found again.

- Benjamin Franklin

// I hated every minute of training, but I said, “don’t quit”. Suffer now and live the rest of your life as a champion.

- Muhammad Ali



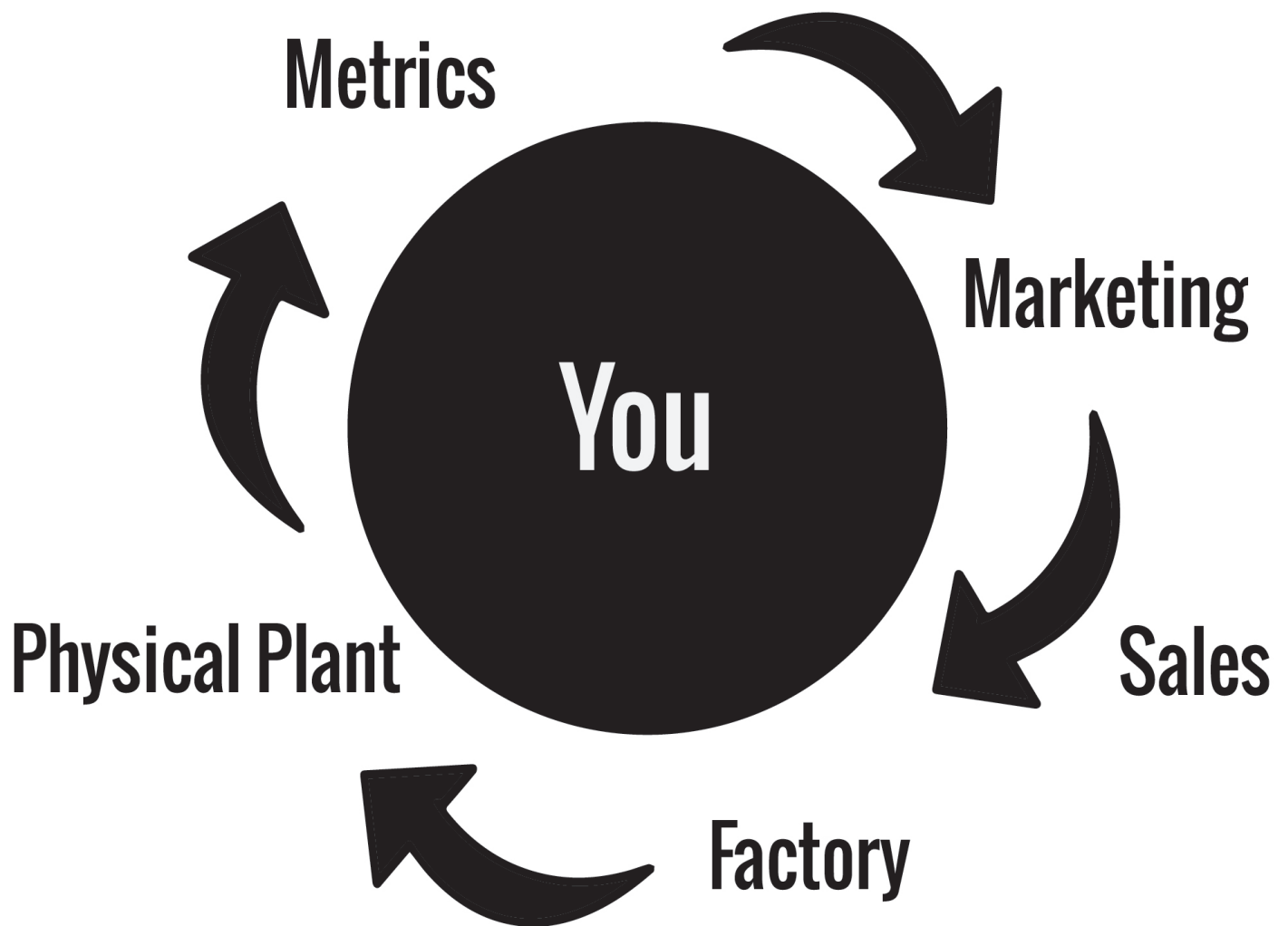
1. Describe your daily/weekly/monthly routine.

2. Identify the comfort/control/predictability you get from your current routine.

3. What part(s) of changing/giving up your routine scares you the most?

4. List 3 things that scare you more than giving up/changing your routine.

5. List 3 things you wish would inspire you to change/break out of your routine.



WHAT YOU NEED TO KNOW, IF YOU WANT TO BE A KICK-ASS MANAGING PARTNER:

01. Have there been there any significant events or changes in your practice or life since the last time we spoke?
02. How much Revenue have you Collected in the last 30 days?
03. How much do you have in your Operating Account today?
04. How much Cash does your firm need for the next 30 days?
05. How much do you have in your Trust Account today?
06. How much do you expect to be able to Deposit Into Your Operating Account in the next 30 days?
07. How much in Accounts Receivable do you have outstanding?
- What's the Plan To Collect that a/r?
08. How many new cases/matters have you Opened in the last 30 days?
09. What do you estimate the Average Value of these new cases to be?
10. How many new cases/matters have you Closed in the last 30 days?
11. What was the average value of the cases you closed?
12. How many Active Cases/Matters are currently open in your firm today?
13. How many Sales Calls with Potential New Clients (PNC) have you had in the last 30 days?
14. How many of those Converted and became paying clients of the firm?
15. How many Marketing Calls with Potential Referral Sources (PRS) have you had in the last 30 days?
16. How many Marketing Activities have you taken action on in the last 30 days?
-Description:
17. What's currently on your Front Burner to work on making your law firm more profitable and/or predictable so it's not all resting on your back (policies, procedures, systems, hiring, firing, technology, marketing, etc.)?
18. Last time we talked about accomplishing the following before this call
Notes from this call:
19. Let's be sure to agree on three "action items" you're going to make tangible progress on.

// In preparing for battle I have always found that plans are useless, but planning is indispensable.

- Dwight D. Eisenhower

// Everyone has a plan 'till they get punched in the mouth.

- Mike Tyson

WHAT IS BUSINESS PLAN "supposed to be"?

A business plan tells a story that is supported by numbers. Joan Magretta's article "Why Business Models Matter" (Harvard Business Review, May 2002) states, "When business [plans] don't work, it's because they either fail the narrative test (the story doesn't make sense) or the numbers test (the P&L doesn't add up)."

In its simplest sense, a law firm's business plan describes how the firm is supposed to make money (and how much) for its shareholders by serving its clients (and in how many different ways).

Law firms which fail to make enough money eventually face insolvency and soon cease to be of service to anyone. And too often a law firm's financial troubles are heralded by predictable declines in client satisfaction, increased attorney and staff discontent and bar grievances.

It has been estimated that 54% of bar grievances filed nationally in the US trace their roots to one of four common shortcomings connected to the law firm's business plan:

- 1.) No-one can explain in simple terms how the firm is supposed to deliver on promises made to its clients (the "factory" is broken);
- 2.) No-one can demonstrate how much or whether the firm is supposed to deliver on promises made to its investors and stakeholders (the "finances" are being neglected);
- 3.) No-one is showing-up to do the work of managing the business or minding the store (usually a sign of an immature business mindset); or
- 4.) Total absence of any written plans for the business at all (also known as "willful neglect")

The business of a law firm is to sell legal services. The professional and profitable law firm accomplishes this legitimate business objective by helping its clients and prospective clients evaluate their situation and current course of conduct, and where appropriate, offering to provide professional services which are reasonably-calculated to help the client improve the situation, on terms which are favorable to both parties.

There are four predictable "stages" a law firm goes through from start-up to maturity:

- Managing Partner;
- Chief Operating Officer;
- Chief Financial Officer; and
- Messenger.

These four stages are most obviously recognized on financial terms. But a more sophisticated analysis reveals increased equity, personal freedom and professional satisfaction amongst owners, shareholders, staff and often clients too.

A law firm's business plan is just that. A plan for the business. A law firm's written plan for growth is meant to be an internal working document. It should not be confused with an investment grade or the credit-grade business plan, which typically requires far more rigorous research, analysis and documentation.

THE MOST IMPORTANT QUESTION

Why are you committed to making your law firm successful?



We cannot solve our problems with the same thinking we used when we created them.

- Albert Einstein

What got you here, will also keep you stuck here.

What are you prepared to commit to do differently, to cause the effects you are after?

**What part of solving their
problem actually
SCARES
you the most?**

SESSION XI

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

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90-DAY Action Plan

The 90-Day Results Accelerator

MY BEST R.O.I. 90 DAY _____ PROJECT:

STEP 1

How is accomplishing this going
to make your life better?
Personally, Professionally or Financially

A

B

C

STEP 3

What are the first 3 things that **MUST** get done in
order to accomplish your objective?

1

2

3

STEP 4

What **TOOLS**, **RESOURCES** or other **ASSISTANCE** do you need to get these done?

TOOLS	
RESOURCES (PEOPLE, MONEY, TIME)	
OTHER	

STEP 2

How are you going to feel about yourself if you let something, someone, some fear or [enter excuse here] _____ stop you from getting this done?



STEP 5

In what way(s) do you have to change your ENVIRONMENT in order to get this done?

PEOPLE	
PLACE	
THINGS	
READ/WATCH/LISTEN	
OTHER	

Workshop Notes

SESSION XII

	IDEA TO IMPLEMENT	BEST FIRST ACTION(S)
1	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
2	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
3	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
4	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
5	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	
6	☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL	

Which idea on this page, *if implemented*, would have the biggest positive impact on your business and/or life?

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Best of the Best

NAME:

DATE:

BEST IDEA		IF IMPLEMENTED IN THE NEXT 90 DAYSHOW WOULD THIS IMPACT YOUR LIFE?
1		☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL
2		☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL
3		☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL
4		☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL
5		☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL
6		☐ PERSONAL ☐ PROFESSIONAL ☐ FINANCIAL

Which idea on this page, *if implemented*, would have the

#

The 90-Day Results Accelerator

NAME:

ADVISOR:

MY 90 DAY CALENDAR

Identify and commit to 2 types of activities:

1. **FREE TIME** away from the office and work.
2. **Strategic Growth Time** away from the office.

MY BEST FREE TIME ACTIVITIES	

MY BEST STRATEGIC GROWTH ACTIVITIES	

May 2014						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2014						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July 2014						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		