

# The Solo Practice Profit Scorecard™

Name: \_\_\_\_\_ Date: \_\_\_\_\_

CRITERIA	1	2	3	4	5	6	7	8	9	10	11	12	Current	Prior	Change
<b>Profitability &amp; Cash Flow</b>	I constantly feel stressed about cash flow and don't think I'm paid enough for the work I do.			I make a good living and am not stressed out about cash flow.			I pay myself a great base compensation. Additionally, I make a 35% profit margin as a shareholder.			More than 50% of my income is derived from profit centers (other people) in my firm and not from my personal production.					
<b>Time Management</b>	I get in early, stay late. I work most weekends, and if I am not in the office working, I am on my phone or checking my email while out of the office.			I work a lot, but I take at least one two-week vacation annually. When I am off, I seldom check email or phone messages and only deal with emergency issues.			I don't work weekends, I have a four-day work week, and I average four weeks a year off. While I am off, I do not check email or phone messages.			I can take 175 days off and the firm works just fine, if not better, as opposed to when I am there. When I am off, I don't check email, do client work, or take phone calls.					
<b>Great Team</b>	I avoid hiring, training and managing people because nobody can be trusted to do the work and handle the firm's clients as well as me. I can't find anyone good to hire.			I am constantly frustrated. I think I may have "adopted" my team. I feel like I am often cleaning up their messes and am frustrated by their constant interruptions.			My team understands where we are going. We have weekly team meetings. My team takes delegation well and handles basic customer service issues. They understand our workflows.			My team is self-managing. They are clear on their revenue targets and understand what is crucial to their performance. I constantly receive compliments from others about them.					
<b>Process &amp; Workflows</b>	I don't have any systems or checklists or processes to handle workflow and customer service. We either don't have or use an office procedure manual.			We have some documented checklists and workflows, which are kept in a central location. Occasionally, I must remind my team where they are and when to use them.			Our workflows and systems are great. My team uses them and looks for ways to improve them. If they've got a question, instead of interrupting me, they always go there first.			We have a visual workflow process. When a new hire joins the firm, we begin their training there. If there is a system or process breakdown, it is brought up immediately and the team works to improve the process.					
<b>Marketing to new Prospects</b>	I have no time to market. If I did, I wouldn't do it anyway. I would rather just practice law.			I have marketing opportunities that come to me. I am happy to reactively take on marketing opportunities, but I am not proactively seeking or growing my marketing opportunities.			I know what to say, when to say it, and how to say it. However, I know there are some areas in my marketing where I could use improvement.			I have a strategic approach to marketing. I receive a consistent amount of high caliber new business. My competitors are jealous and annoyed with my marketing success and dominance.					
<b>Marketing &amp; Prospect Conversion Process</b>	I do all marketing meetings, initial meetings and manage all marketing projects. All marketing depends on me. My marketing depends on cash flow. When I don't have any, I market!			My marketing efforts, including my website, don't bring me the right kind or enough clients. I know what to do but I am either failing to do it or "too busy" to do it. Overall, I'm not getting a good ROI on my marketing efforts.			We have a marketing and prospect-to-client conversion process. We know our ideal client, ideal referral source, and our pricing is excellent. We have three marketing contacts per week, and we have an annual marketing calendar.			We are a marketing and conversion machine. We can influence an uptick in new business whenever we want. Our conversion process is amazing, and at least 80% of our initials are done by non-lawyers.					
<b>My Mindset</b>	I am a great lawyer. I only want to be a great lawyer; I don't have a mind for business. I believe the better legal technician you are the more money you make!			I know it's a business, but I don't know how to grow the business. I like being the "hero" of my story, but I don't know how to get out of that trap.			I focus daily on marketing, time management, profitability & staffing skills. I'm successful by anyone's standards, but the firm is still dependent on me.			I focus every day on building a market-dominant firm that does not depend on me. I am focused on building a great team, a marketing machine, and strong profits without me.					
<b>Total</b>															