

CUSTOMER CASE:



Stanley Tee is a well established and progressive firm with a national reputation and many well known corporate clients. We have 18 partners and over 180 staff, including more than 50 fee earners.

Stanley Tee LLP is a progressive legal practice founded in 1915. We place a high value on developing personal relationships with our clients and in taking a proactive approach to their legal requirements. Stanley Tee provides a broad spectrum of legal services to both private and commercial clients from our four offices, which are located in Bishops Stortford, Saffron Walden, Great Dunmow and Braintree, and comprise over 180 employees.

Law Firm-Focused QPR ScoreCard Solution "Partner Insight" Allows Stanley Tee LPP Solicitors to Drive Strategy

"By using Partner Insight, a performance management solution fully based on QPR ScoreCard, we achieved an improved ability to control from the bridge and engage everyone in working towards our goals"

*David Redfern,
Managing Partner of Stanley
Tee Solicitors.*



Stanley Tee, a mid-tier law firm, took up the challenge and created a closed-loop strategic planning and control process that incorporated the Balanced Scorecard methodology to provide realistic measures of firm-wide performance. As a result, it has witnessed real growth and gained better understanding of fee-earner performance, along with client satisfaction and loyalty.

Shrink-Wrap Performance Management for Law Firms

QPR Partner Performance Analytics provides a comprehensive performance management system for law firms, called "Partner Insight", which is based on QPR ScoreCard. It has

been designed to specifically meet the needs of a typical law firm.

Explaining Stanley Tee's preferred choice for Partner Insight/QPR ScoreCard, David Redfern commented: "Having the ability to produce your firm's strategy so quickly was truly impressive and partnering with an organization that truly understood performance management was a real comfort. Within 15 minutes, we were convinced that we had found the one solution that met our demands."

The strength of the shrink-wrapped "Partner Insight" law firm performance management solution largely lies in a wide variety of predefined law firm-focused measures and performance indicators in QPR ScoreCard, such as "Time Booked at Cost" and "Matters from New and

Existing Customers". This allows law firms to implement a comprehensive performance management system in a matter of weeks, while remaining extremely flexible to allow any firm to adapt the model further to match its specific requirements.

Background

Stanley Tee has long held a tradition of quality service and follows the philosophy of customer service being the lynchpin of the firm. From the very start of the Balanced Scorecard program, the focus was on delivering value and achieving satisfied and loyal clients. This has enabled the firm to gain the commitment of all staff and partners who saw improvement as a critical requirement for success in their business environment where the customer has sovereignty. Defining and implementing a closed-loop control infrastructure and implementing the Balanced Scorecard enabled the recording of performance improvement amongst fee-earners and helped develop increased market share, driven by satisfied and loyal clients.

A Better Grip on Performance

Performance in many law firms is often measured exclusively in terms of financial indicators, such as Profit per Equity Partner, gross revenues, return on capital and earnings of key personnel. Due to the lagging nature of these measures, senior management is often left with no immediate control over the present: However valid and substantial reports may appear they often provide a distorted image upon which to base the future strategy.

"The Balanced ScoreCard allows us to focus on strategic areas in the firm that have real impact and provides us with an equal emphasis on outcome measures, current indicators as well as leading indicators" David Redfern commented.

"This automation alone saves the Firm's Financial Controller around 8 working days per month"

Selecting the Software

Recognizing the need for a coordinated technology solution, David Redfern and Ian Fretwell, the firm's partnership secretary, struggled to find or develop the software product that would provide a simple yet effective graphical representation of key performance indicators using the captured data from the firm's tried and tested practice management system.

Intensive research of a large number of suppliers produced a short-list of three software products, from which "Partner Insight", a QPR ScoreCard-based solution was eventually selected winner. Ease of use, law firm focus and the ability to conveniently cascade scorecards from corporate all the way down to departmental and individual level all contributed to making it the preferred choice software solution.

Project Implementation

In any successful performance management model, the first consideration is to ensure that the model mirrors the overall strategic direction of the firm. A considerable amount of development work in measurement and improvement strategies had already been achieved, leaving the challenge to link them together and deliver a comprehensive and concise system that encapsulated everything in a simple to use and easily understood process.

Using the firm's vision as a starting point, strategic objectives were defined within the financial, customer, internal and learning and growth perspective of the Balanced Scorecard. These were then distilled into a series of highly focused key performance indicators.

Ian Fretwell was quick to point out a main concern during the measurement definition phase and their choice for this top-down approach: "The value of this approach for us was the insurance that defined measures and related activities would be in overall harmony"

The end result was a very effective management tool, which now automates data capture on a scheduled basis. "This automation alone saves the firm's financial controller around eight working days per month" David Redfern commented.

"There is an overwhelming sense of delight and "wow" factor in the system"

Tangible results

The developed firm-wide strategic measurement system enables all partners and fee-earners to see their individual performance against a summary for their department and the firm as a whole.

"There is an overwhelming sense of delight and "wow" factor in the system that has been derived and developed through this process, far more than any other project has delivered.", according to Ian Fretwell. "Years of hard slog are now encapsulated in the firm's own understandable electronic bible. Not only is there an improved ability to control from the bridge, but the light has turned on for so many – there really is a revelatory zeal with the partners and the firm as a whole. We already have identified improvements in time capture, work in progress billing, realization, cost control and growth in our client base, which can only lead to an increase in Profit per Equity Partner."