



**LEAD THE CHANGE**

**TLOMA CONFERENCE & TRADE SHOW**

# Measuring What Matters

**The What, How and Why around KPIs**

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# The Problem with Law Firm Reporting

**Ignored** → unopened by many partners

**Self-focused** → skimmed for compensation only

**Overloaded** → too many manual, one-off reports





**Exception Economics**

**OR**

**The Cost of Kindness**

**Time Entry → Prebill → Bill → Payment → Cash**



# KPIs

(key performance indicators)



**Why they matter.**

**Shared Language**

**Alignment**

**Simple**

## Lagging KPIs

**Tells you what happened (think rear view mirror)**

## Leading KPIs

- **Predicts what's coming (think windshield)**

# Some Ideas...

## **Lagging Metrics**

- Revenue per lawyer
- Revenue per matter
- Realization rate
- Utilization rate
- Collection rate
- Client/matter profitability
- Average billing rate
- Matter cycle time
- AR Over 30 Days
- Total Write Offs
- Net income margin

## **Leading Metrics**

- New Clients
- New Matters
- Cross-selling rate
- Time entry to bill
- Monthly bill value
- Days to pay
- RFPs Won
- Employee engagement scores
- WIP Under 30 Days

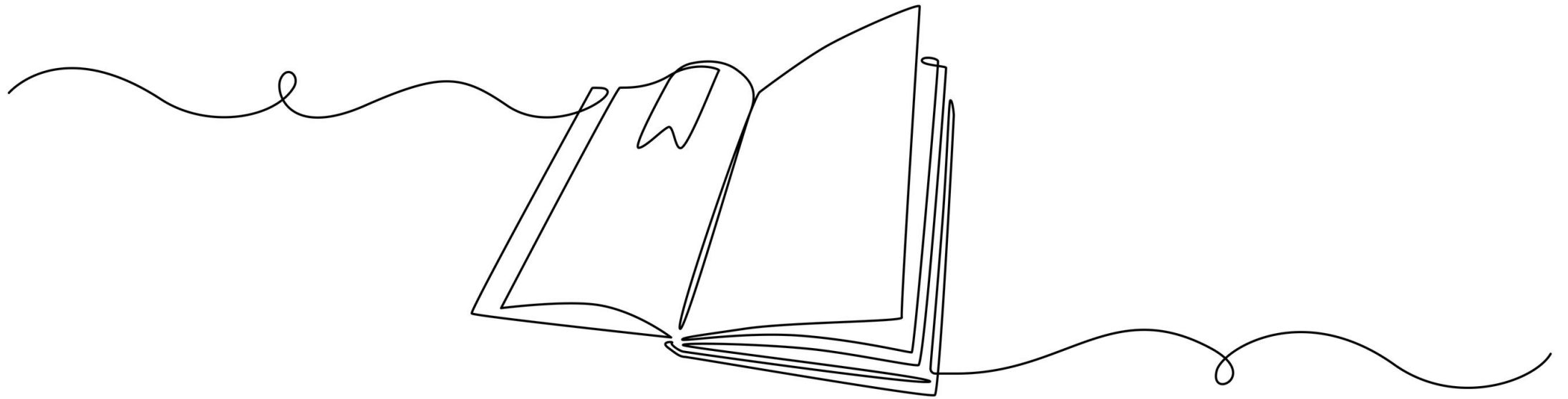
**Reports. And/Or...**

# Scorecards



KPI	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
New Matters Opened	120 <span>🟢</span>	115 <span>🟢</span>	100 <span>🟡</span>	90 <span>🔴</span>	130 <span>🟢</span>	125 <span>🟢</span>
High-Value Matters Opened	15 <span>🟢</span>	14 <span>🟡</span>	12 <span>🟡</span>	9 <span>🔴</span>	18 <span>🟢</span>	20 <span>🟢</span>
Monthly Billed Value (\$M)	2.2 <span>🟢</span>	2.0 <span>🟡</span>	1.8 <span>🟡</span>	1.6 <span>🔴</span>	2.3 <span>🟢</span>	2.4 <span>🟢</span>
WIP > 60 Days (\$M)	0.5 <span>🟢</span>	0.6 <span>🟢</span>	0.9 <span>🟡</span>	1.2 <span>🔴</span>	0.8 <span>🟡</span>	0.7 <span>🟡</span>
AR > 60 Days (\$M)	1.0 <span>🟢</span>	1.1 <span>🟡</span>	1.5 <span>🟡</span>	1.8 <span>🔴</span>	1.6 <span>🔴</span>	1.4 <span>🟡</span>
Average Days to Pay	38 <span>🟢</span>	42 <span>🟡</span>	55 <span>🔴</span>	60 <span>🔴</span>	50 <span>🟡</span>	45 <span>🟡</span>

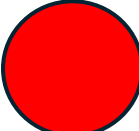
# The Art of Storytelling



# Build Your Starter Scorecard

**5** Pick 5 KPIs for your firm.

 Decide: Weekly or Monthly?

 If the KPI goes red, what would we do?

**You can't improve what you don't  
measure.**

**-Peter Drucker**

**Where to start?**

**5**

**The key is showing that strategic insight isn't just about having good data. It's about translating that data into narratives that drive business decisions.**



**Debbie Foster**

💡 Next Level Leader Training  
Program ★ Leading law firm transform...



*Thank you!*



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