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Quarterly Strategic Planning Retreat

April 2025

Honor. Your. Plan.

CHECK-IN

PERSONAL SUCCESSES

PROFESSIONAL SUCCESSES

GOALS FOR RETREAT

ACTION ITEMS

It is important to include both tasks and desired behavioral changes on this sheet. Any items that need to be addressed after the retreat should be documented here.

	TO DO / ACTION	OWNER	DUE DATE	STATUS
1				
2				
3				
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5				
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22				
23				

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01

Prep

WHAT ARE YOU AIMING FOR?

WHAT DOES SUCCESS LOOK LIKE TO YOU? WRITE YOUR THOUGHTS BELOW. BE SPECIFIC AND INCLUDE NUMBERS WHERE YOU CAN. (EG. # OF HOURS OR DAYS YOU WANT TO WORK IN A WEEK, # OF VACATIONS YOU WANT TO TAKE IN A YEAR, THE CAR YOU WANT TO DRIVE, THE HOUSE YOU WANT TO LIVE IN, ETC.)

WHAT WILL YOU BE THINKING AND FEELING ONCE YOU’VE CREATED THIS SUCCESS FOR YOURSELF? WRITE SPECIFIC FEELING STATES YOU ARE FAIRLY CERTAIN YOU WILL BE EXPERIENCING AT THIS FUTURE POINT.

DO SOME ROUGH MATH

DO SOME ROUGH MATH TO FIGURE OUT: WHAT DOES THE BUSINESS NEED TO DO IN TERMS OF REVENUE FOR YOU TO MAKE THE PREVIOUS PAGE A REALITY FOR YOURSELF?

CREATE ANTICIPATION

WHAT IS AN EVENT THAT YOU CAN PUT ON THE CALENDAR THAT WILL PROVIDE ANTICIPATION (I.E. VACATION, CONFERENCE, SABBATICAL)? WHAT NEEDS TO GO ON YOUR CALENDAR TO PREPARE? THINK THROUGH MILESTONES, TRAINING, SYSTEMS, EXPECTATIONS, ETC.

DETERMINE YOUR AVERAGE VALUE PER MATTER (OR CASE, OR FILE)

Calculate your firm’s average value per matter - firm-wide, AND for each important practice area or matter type. The value of the matter is what the firm charged for the matter (whether or not it was all collected).

Within a specified date range (last 12 months, for example), use the equations below based on your firm’s fee structure.

FLAT FEE: $[\text{COMBINED VALUE OF ALL NEW MATTERS}] \div [\# \text{ OF NEW MATTERS}]$

CONTINGENCY: $[\text{TOTAL CASE FEES}] \div [\# \text{ OF CLOSED MATTERS}]$

HOURLY BILLING: $[\text{COMBINED VALUE OF ALL CLOSED MATTERS}] \div [\# \text{ OF CLOSED MATTERS}]$

NOTE: If you are having trouble getting accurate information to calculate the average value per matter using above formulas, then do the following to get a reasonably close estimate:

[Last 12 months billed] ÷ [# of new matters] *Try to get at least 12 months of data if you’re going to go this route to calculate average value per matter

AVERAGE MATTER VALUE
PRACTICE AREA OR MATTER TYPE 1:
PRACTICE AREA OR MATTER TYPE 2:
PRACTICE AREA OR MATTER TYPE 3:
PRACTICE AREA OR MATTER TYPE 4:
PRACTICE AREA OR MATTER TYPE 5:
FIRM-WIDE:

PRACTICE AREA % OF REVENUE

Calculate the percentage of revenue for each practice area or matter type that has contributed in the last 12 months (or pick another time frame that makes sense for your firm).

Practice area (or matter type) revenue ÷ total firm revenue

PRACTICE AREA	PERCENTAGE OF REVENUE	
	CURRENT %	TARGET % (FOR FUTURE)

“FACTS NOT FEELINGS”

WHAT IS YOUR COLLECTIONS RATE?

Within a specified date range (last 12 months, for example), use the equation below to calculate your collections rate.

COLLECTIONS RATE: $[\text{AMOUNT COLLECTED}] \div [\text{AMOUNT BILLED}] \times 100$

When you set goals, if there is a discrepancy between billing and collections, you are going to have to increase your revenue goal to account for the collections rate.

(i.e. \$1M goal, collections rate of 85%, they actually have to hit a billable target of \$1,176,471 in order to collect \$1M (\$1M divided by .85)

The other way is to calculate the average collected per matter. Within a specified date range (last 12 months, for example), use the equations below based on your firm’s fee structure.

FLAT FEE: $[\text{COMBINED COLLECTIONS OF ALL MATTERS}] \div [\# \text{ OF MATTERS}]$

CONTINGENCY: $[\text{TOTAL MATTER COLLECTIONS}] \div [\# \text{ OF CLOSED MATTERS}]$

HOURLY BILLING: $[\text{COMBINED COLLECTIONS OF ALL CLOSED MATTERS}] \div [\# \text{ OF CLOSED MATTERS}]$

If your collections rate is 100% there is no need to calculate average collections per matter.

AVERAGE MATTER COLLECTIONS

PRACTICE AREA OR MATTER TYPE 1:

PRACTICE AREA OR MATTER TYPE 2:

PRACTICE AREA OR MATTER TYPE 3:

PRACTICE AREA OR MATTER TYPE 4:

PRACTICE AREA OR MATTER TYPE 5:

FIRM-WIDE:

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02

Quarter + Annual Review

“

**PROGRESS
NOT
PERFECTION**

”

QUARTER 1 GOAL REVIEW

Breakdown

GOAL NAME: FIRM REVENUE		
Q1 GOAL	Q1 ACTUAL <small>To Date</small>	Q1 GAP

PRACTICE AREA	Q1 GOALS	Q1 ACTUAL <small>To Date</small>	Q1 GAP

Breakdown

GOAL NAME:		
Q1 GOAL	Q1 ACTUAL <small>To Date</small>	Q1 GAP

PRACTICE AREA	Q1 GOALS	Q1 ACTUAL <small>To Date</small>	Q1 GAP

GOAL NAME:		
Q1 GOAL	Q1 ACTUAL <small>To Date</small>	Q1 GAP

GOAL NAME:		
Q1 GOAL	Q1 ACTUAL <small>To Date</small>	Q1 GAP

ANNUAL REVENUE GOAL REVIEW

Breakdown	GOAL NAME: FIRM REVENUE			
	ANNUAL GOAL	ACTUAL <small>To Date</small>	ANNUAL GAP	
	PRACTICE AREA	ANNUAL GOALS	ACTUAL <small>To Date</small>	ANNUAL GAP

ANNUAL BASIC DATA REVIEW

	INCOME	EXPENSES						PROFIT	
YEAR	TOTAL FIRM INCOME	PEOPLE		OVERHEAD		TOTAL		NET INCOME	
2025 ACTUAL	\$	\$	%	\$	%	\$	%	\$	%
2025 TARGET	\$	\$	%	\$	%	\$	%	\$	%

ROCK+GOAL REVIEW

ROCK NAME	NAME	DONE
1.		
2.		
3.		
4.		
5.		
6		
7.		

WHAT CONTRIBUTED TO FALLING SHORT AND/OR COMPLETING YOUR ROCKS THIS QUARTER?

PRODUCER INFO

If neither of the success metrics below are measurable in your firm, then you can measure revenue per attorney evenly to help determine firm health.

Producer Name	Total Investment	Success Metrics		Margin	Multiple
		Hours	Attributed Fees		
	\$		\$	\$	X
	\$		\$	\$	X
	\$		\$	\$	X
	\$		\$	\$	X
	\$		\$	\$	X

TAKEAWAYS FROM ABOVE DATA

QUARTER REVIEW

ACCOMPLISHMENTS, REALIZATIONS + LESSONS LEARNED

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03

Goals

**“KNOW WHAT
YOU ARE
AIMING FOR
AND ALIGN
YOURSELF
WITH THAT.”**

2025 BREAKDOWN

Breakdown

GOAL NAME:	FIRM REVENUE			
ANNUAL GOAL	GAP (from pg. 15)	Q2	Q3	Q4

PRACTICE AREA	TARGET %	GAP	Q2	Q3	Q4

GOAL NAME:				
ANNUAL GOAL	GAP	Q2	Q3	Q4

Breakdown

PRACTICE AREA	ANNUAL GOALS	GAP	Q2	Q3	Q4

GOAL NAME:				
ANNUAL GOAL	GAP	Q2	Q3	Q4

GOAL NAME:				
ANNUAL GOAL	GAP	Q2	Q3	Q4

Q2 BREAKDOWN

Breakdown

GOAL NAME:	FIRM REVENUE		
Q2 GOAL	APRIL	MAY	JUNE

PRACTICE AREA	Q2 GOALS	APRIL	MAY	JUNE

Breakdown

GOAL NAME:			
Q2 GOAL	APRIL	MAY	JUNE

PRACTICE AREA	Q2 GOALS	APRIL	MAY	JUNE

GOAL NAME:			
Q2 GOAL	APRIL	MAY	JUNE

GOAL NAME:			
Q2 GOAL	APRIL	MAY	JUNE

TRACKING + METRICS

LIST BELOW WHAT NEEDS TO HAPPEN FROM A TRACKING PERSPECTIVE.

Do you need to add a column to your tracker, build a tracker, change an equation, etc.?

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04

Rocks

BRAIN DUMP

LOOKING AT YOUR GOALS, WHAT ARE THE THINGS THAT IF YOU DON'T DO THEM, YOU WILL BE HELD BACK?

WHAT BARRIERS DO YOU ANTICIPATE ALONG THE WAY TO YOUR GOALS? PLEASE CONSIDER VACATIONS, HOLIDAYS, AND SIGNIFICANT EVENTS ON YOUR CALENDAR.

BRAIN DUMP

HOW CAN YOU LIGHTEN OR ELIMINATE THE IDENTIFIED BARRIERS?

WHAT ARE SPECIFIC EFFORTS OR PROJECTS THAT COULD ACCOMPLISH YOUR IDEAS ABOVE?

NOTES

ROCKS

QUARTERLY ROCKS	WHO
1	
2	
3	
4	
5	
6	
7	

OTHER IMPORTANT INITIATIVES (That I'd like set in motion by my team)
1
2
3
4
5
6
7
8
9
10

ROCK DECONSTRUCTION

ROCK DECONSTRUCTION

ROCK DECONSTRUCTION

ROCK DECONSTRUCTION

ROCK DECONSTRUCTION

ROCK DECONSTRUCTION

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05

Integration

USING YOUR WORD OF THE YEAR

HOW WILL THE DIFFERENT ASPECTS OF YOUR BUSINESS (AND THE PLANS YOU’VE MADE HERE TODAY) BENEFIT FROM YOU LEADING WITH YOUR WORD OF THE YEAR?

WHAT WILL YOU DO TO ENSURE THAT YOUR WORD OF THE YEAR DRIVES YOUR FOCUS?

VISUALIZATION

SPEND A FEW MINUTES VISUALIZING YOURSELF MOVING THROUGH THE DAYS AND WEEKS OF YOUR QUARTER. VISUALIZE WHAT IT'S GOING TO BE LIKE TO HONOR YOUR PLAN. THE BARRIERS YOU'LL FACE AND THE URGES YOU WILL EXPERIENCE (EXTERNAL AND INTERNAL) TO VEER FROM YOUR PLAN. WHAT IT WILL BE LIKE TO ACTUALLY HONOR YOUR PLAN, AND NOTE THE FEELING OF ACCOMPLISHMENT BECAUSE YOU HONORED YOUR PLAN.

WHAT CAN YOU DO TO SET YOURSELF UP TO WIN AT THIS GAME OF HONORING YOUR PLAN?

GRAB YOUR VISION DECK AND FILL IT IN BASED ON ALL THE PLANNING YOU JUST DID

2025
VISION DECK

Q1 PLANNING RETREAT | 2025
Practice Area Breakdown

[Law Firm Name]

2025 GOALS

NAME

GOAL

BY WHEN

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

NOTES

velocity
work.

2025
VISION DECK

Q1 PLANNING RETREAT | 2025

Q1 GOALS

NAME

GOAL

BY WHEN

Q1

Q2

Q3

Q4

Q1 ROCKS

1

2

3

4

5

6

IMPORTANT REMINDERS

OTHER IMPORTANT INITIATIVES

velocity
work.

velocitywork.

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ACTION ITEM SUGGESTIONS

TO DO/ACTION	STATUS
1 Update metrics tracker	
2 Hang Vision Deck somewhere I see it every day	
3 Finish deconstructing all Rocks	
4 Calendar support to keep me on track (coaching calls)	
5 Calendar focus time for Rocks	
6 Submit Rocks to Velocity Work for accountability	
7 Schedule meeting to communicate what comes out of this retreat	
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25	

velocity[®]
work.