



Client Case: Developing strategic direction and making transformational change

Organisational Type: Large national law firm

Situation Assessment

India's largest premier law firm needed to develop their organisational capability to cope with the spectre of international law firms entering the Indian market within a 3-5 year timeframe. The family-run law firm had achieved significant growth and had expanded into all the capital cities. However it was time to explore the issues, strategic direction and management of the firm and undertake the changes required to retain market leadership in the face of increasing local and international competition.

Performance Improvement Need - Diagnosis

Analysis revealed that the firm had been highly successful in the market offering a comprehensive range of legal service from 2 main regional offices. The 2 regions had worked fairly autonomously but clearly required 1 Firm direction and strategic plans. They also needed to continue best practice but also to set new direction and execute all necessary changes throughout the firm to deliver the desired performance outcomes.

Diagnosis showed that the firm had focused more on technical development over the years and had not dealt with strategic issues in a comprehensive manner. Similarly, an overhaul of the practice areas and resources was required to align the strategy with the practice areas to deliver limited multi-disciplinary capability. This major transformation effort was also underpinned with radical change in firm ownership/leadership which was brought in as part of the whole development project.

Action

1. Designed and delivered several strategic planning workshops; during which the actual SP for the firm was developed.
2. Structure discussions revised the firm's organisation and people were placed into positions
3. A regional operational plan was developed for the next business plan year and disseminated to all
4. A change management plan workshop was delivered to ensure that the strategic and operational plans were properly executed.

Result

- A wider senior team was identified
- Facilitated strategic planning workshops were conducted over a period of 4 months
- The team worked through current plans and other relevant documents
- Strategies to compete with international players were developed
- Key points of difference were developed via the Vision, Mission and Core Values statements
- A comprehensive strategic plan was articulated for the firm

Key Outcome

A cohort made up of managing partners, partners and senior associates were assisted with a facilitated through a specially designed Strategic Plan workshop which produced a new Vision, Mission, Core Values, Strategic Goals, Objectives and Actions to take the firm into the new era. Timely and effective Change management ensured that all staff was properly communicated

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