Lexlee Overton's Personal Meeting Room

Quick recap

The team reviewed performance metrics, including billable hours, leads, and conversion rates, identifying a need to increase marketing efforts and improve client show rates. They discussed attorney hiring plans, with Lexlee reviewing candidates and planning interviews. The team evaluated current KPIs and capacity goals, noting discrepancies between reported and actual goals for billable hours. Stacey and Lexlee planned to work with Bruce to refine capacity models and revenue projections, considering both hourly and flat-fee cases. They agreed to test estate planning workflows and track time to establish accurate SKUs for future planning.

Next steps

- Stacey: Schedule another half-hour training session for Julie to train Emily on consults and quoting probate.
- Nicole: Create a training with examples of tracked errors for the team to identify, once sufficient errors have been collected.
- Stacey: Meet with Bruce to evaluate the capacity of the team for numbers and report back to Lexlee.
- Stacey: Send the current budget (with capacity and revenue calculations) to Lexlee.
- Lexlee: Update all team member KPIs to explicitly state the goal is 15 billable hours per week, not a combination of billable and flat fee.
- Stacey: Work with Bruce to build two capacity models (hourly and flat fee) and set different goals for each, and continue weekly meetings for strategy.
- Stacey, Julie, and Nicole: Track time spent running estate plan cases (target 5-10 cases) to establish accurate SKUs for estate planning, using Stacey's baseline as a test model in January.
- Lexlee: Circle back with Stacey regarding evaluation of the consult tracking system and follow-up process, with Emily updating consult form information as much as possible before January review.
- Lexlee: Interview attorney candidates identified on Wise Hire this week and by Monday, and coordinate with team on holiday closure dates for candidate communication.
- Stacey: Ask Emily if she is updating consult dates when appointments are rescheduled and ensure this is reflected in the tracking form.

Summary

Team Achievements in Estate Planning

The team shared their recent wins, with Stacey reporting success in running an estate plan case that was completed more efficiently than Wealth Council, and Julie announcing a clean financial audit of the 2025 books with only minimal waste of under $2,000.

Billable Hours and Lead Tracking

The team reviewed billable hours and scorecards, noting that most attorneys met their goals except for Nicole, who had her target adjusted to 10 hours. They discussed a decline in leads from October to November, with Stacey explaining that October's high numbers were inflated by events. The team also examined a consultation tracking chart, which had missing information about whether leads showed up for appointments, and Lexlee suggested evaluating no-show rates and improving the follow-up system before the start of the next quarter.

Legal Staffing and Holiday Planning

Lexlee discussed the company's current unprofitability and reviewed attorney candidate resumes, prioritizing an interview with a candidate from the probate court. She mentioned plans to post a part-time attorney job listing in Rockford and aims to conduct interviews by Monday. Stacey informed Lexlee about the company's holiday closure schedule, which includes Christmas Eve, Christmas Day, and New Year's Eve and Day. Lexlee also noted that Stacey had not yet worked on a system for tracking Google reviews, client emails, and handwritten thank you cards.

Training and Caseload Management Review

The team discussed training needs and caseload management. Julie and Emily need to schedule a 30-minute session for training, which Stacey will coordinate. Nicole is tracking errors but hasn't yet created training examples based on them. Nicole's caseload has decreased from 75 to 55 cases, though she still feels stressed about completing tasks. The team plans to meet with Bruce to discuss the capacity of the team for handling numbers, with results to be shared with Lexlee.

Budget and Work Hours Discussion

The team discussed evaluating forward-facing SKUs and updating EP templates, with Nicole confirming she was working on the latter. Stacey reported that the team's budget was based on everyone billing 15 hours per week, both billable and flat fee, and she agreed to send the budget document to Lexlee. The team clarified that while the budget assumes 15 total hours per week, the current goal is not set at this level, though it includes both billable and flat fee work.

KPIs and Capacity Planning

The team discussed KPIs and capacity for billable and flat-fee cases. They clarified that the KPI requires a combination of 15 hours per week of billable and flat-fee work, not just billable hours. Stacey explained they are working on building separate models for hourly and flat-fee cases to better determine capacity. Lexlee emphasized the need to focus on increasing marketing and sales to generate more cases, as the team has the capacity to take on more work. They also discussed the need to establish accurate SKUs for estate planning cases, with Stacey suggesting they use her time as a baseline and track the team's performance on 5-10 cases.