

Rubric for Sound Strategy Implementation

	Excellent 4	Good 3	Satisfactory 2	Needs Improvement 1
Define Objectives	Managers know their firm's strengths and weaknesses and all the underlying cause and effect relationships. They clearly state achievable and realistic objectives which are relevant to their current situation.	Managers know their firm's strengths and weaknesses and define realistic objectives which, on the surface, address them.	Managers learn of good results achieved elsewhere and state they want the same results for their firm.	Busy lawyers have management titles, hold on to the authority, but don't have time to fix anything unless it's broken.
Identify Tactics	Managers initiate original thinking which addresses their particular situation. They research similar tactics outside the legal industry as well as standard approaches within and end up generating a panoply of choices.	Managers identify components of alternatives and recognize differences.	Managers learn of more than one tactic and consider alternatives.	Busy lawyers react to "tactic gossip." They have a colleague who tried something so they might try it too.
Analysis	Managers make a realistic assessment of their firm's budget and resources. Of the many tactics identified, they break each down to their component steps and apply realistic costs and time frames. They calculate the outcome in terms of costs and benefits and the probability of each.	Managers do some side by side comparison of the components which comprise various alternatives.	Managers look at bottom line costs among several alternatives.	Busy lawyers are eager for quick solutions. They don't have time for analysis which is not necessary if they've already decided to implement their colleague's solution.
Choose Tactics	Managers modify timelines to suit their realistic budget and resources and choose tactic with: the most correlates to their situation, the most relevance to their objective, the highest benefit to cost ratio with the most realistic implementation requirements.	Managers choose the tactic with the outcome that best suits their needs.	Managers choose the tactic with the best initial bottom line outcome	Busy lawyers are eager for quick solutions. They don't have time for analysis which is not necessary if they've already decided to implement their colleague's solution.
Project Management	Benchmarks and milestones are identified. Project is assigned to qualified implementor with full authority and adequate budget.	Assigned to qualified implementors with adequate budget.	Project may be assigned, but to whomever is nearby and not necessarily qualified.	Project management is not assigned. Examples are firms that purchase software, but don't install it.
Monitor	Controls and alarms are set up; data is collected and compared to benchmarks and milestones regularly.	Implementors report deviations as spotted.	Unqualified staff does the best they can. Implementation may be sufficient but suboptimal.	Busy lawyers have management titles, hold on to the authority, but don't have time to fix anything unless it's broken
Refine	Deviations are researched to find causes, fixes and alternatives. Costs/benefits of alternatives are assessed and best choice is acted upon.	Implementors research fixes and take action.	May be suboptimal implementation, but not harmful.	Busy lawyers conclude tactic doesn't work.