Kellhorn Caldecott LLP · model-selection matrix

Phase 2 output · eight weighted criteria · three surviving candidate models · partner-by-partner win/loss summary

Sample output · fictitious firm, figures and findings · Alt-V Law

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> This is the Phase 2 artefact the formal Rem Review produces at the end of week five, carrying three surviving candidate models through the weighted criteria matrix and the Decision Tree gates. The ranking is held through Phase 3 Consultation; the Managing Partner uses it in the options paper taken to the partnership. Scoring, win/loss figures and partner names below are invented.

The surviving candidates

The eleven standard models were filtered to six through the Decision Tree gates G1-G6. Three failed early: **Pure Lockstep** (G1, firm size - 110 EP exceeds the thirty-partner ceiling under which pure lockstep holds), **Pure EWYK** (G2, cultural fit - Legacy A's institutionalised client-handling conflicts with the model's incentive structure), and **Formula-Based** (G3, data posture - TEM 1-to-2 cannot support real-time role-level attribution the model requires). **Discretionary** was dropped at G4 (governance capacity - the merged rem committee lacks the authority to run a defensible discretionary pool across two cultures that do not yet trust each other). **ORA** was ruled out as a US-origin model with insufficient Australian or UK precedent at this firm size.

The three carried into the matrix:

- **Modified Lockstep (legacy A's existing model, applied firm-wide).** The simplest transition from Kellhorn Caldecott's current state; preserves collegiality; adds performance gates. The partnership knows the model.
- **Hybrid (base plus variable, 70/30 split).** Alt-V's recommended target for mid-tier firms. Meaningful performance upside on a locked base. Compatible with Measured-Seats data once Phase 1 reconciliation lands.
- **Points-Based.** Transparent, formula-expressed, reduces committee discretion. Legacy B's partners find it conceptually familiar; legacy A's find it mechanical.

The weighted matrix

Eight criteria with Alt-V's standard weights, each scored one to five for the Kellhorn Caldecott context. Weighted total out of 100.

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CRITERION (WEIGHT)	MODIFIED LOCKSTEP	HYBRID (70/30)	POINTS-BASED
Cultural fit (20%)	4 · familiar to legacy A, acceptable to legacy B	3 · requires both sides to adapt	3 · familiar to legacy B, resisted by legacy A
Performance incentivisation (20%)	2 · modest upside only via promotion ladder	5 · meaningful variable upside on a locked base	4 · formula-driven; rewards measurable contribution
Collaboration (15%)	5 · structurally reinforces cross-practice work	3 · variable component can disincentivise sharing	2 · tends to atomise partner behaviour
Size and scale (10%)	4 · holds comfortably at 110 EP	5 · scales to 150+ EP without redesign	4 · scales but administrative load climbs
Admin feasibility (10%)	5 · firm has run this for twelve years	3 · requires new rem committee process + modelling capability	2 · requires systems rebuild to track points
Governance (10%)	4 · existing committee structure fits	4 · variable-component governance already drafted in Phase 2	3 · points authority is a new committee responsibility
Strategic alignment (10%)	3 · fits current firm; weak on growth trajectory	5 · supports the Measured-Seats → Shaped move	3 · agnostic to the operating-maturity trajectory
Transition feasibility (5%)	5 · smallest change from current state	3 · requires 24-month taper	2 · requires systems build before activation
WEIGHTED TOTAL	**75**	**74**	**60**

The reading

Modified Lockstep and Hybrid are statistically tied at the top. A one-point gap is within the noise of the scoring. Points-Based drops out on culture, collaboration, and admin feasibility; it is not carried forward to Phase 3 Consultation.

The choice between Modified Lockstep and Hybrid is for the partnership to make on strategic grounds; the matrix cannot settle it. **Modified Lockstep** is the lower-risk choice today; it holds the current firm together while Phase 1 reconciliation lands and TEM visibility builds. **Hybrid** is Alt-V's recommended choice on growth-trajectory grounds; the 70/30 base-and-variable split rewards the measured contribution the firm will be able to see from Phase 2 onwards, and it scales past 150 EP without a further model redesign in five years' time. For the partnership vote, the choice is this: Modified Lockstep preserves the firm the merger created, and Hybrid is the model the partnership will need if it means to become the firm it says it wants to be.

Partner-by-partner win/loss summary

Win/loss modelling was run on both surviving candidates against the current parallel-models baseline. All figures are three-year forward projections based on Phase 2 financial assumptions.

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PARTNER COHORT	COUNT	MODIFIED LOCKSTEP (3-YR DELTA)	HYBRID 70/30 (3-YR DELTA)
Legacy A, high-contribution	18	-4% to +2%	+8% to +22%
Legacy A, median	36	+1% to +4%	-2% to +6%
Legacy A, below-median	11	+1% to +3%	-12% to -4%
Legacy B, originators	14	-18% to -8%	-6% to +9%
Legacy B, service partners	22	+6% to +14%	-4% to +3%
Legacy B, below-median	9	+8% to +18%	-14% to -6%

Hold-harmless provisions apply for both models: two-year full-cap and twelve-month fifty-per-cent taper on any individual partner reduction above 10%. The provisions apply to approximately 36 partners under Modified Lockstep and 29 partners under Hybrid.

What comes next

The ranking is held into Phase 3. The options paper carrying both surviving candidates will be issued to all equity partners in week six; two structured feedback sessions are scheduled for weeks six and seven; individual consultations with the ten most materially-affected partners (five legacy A high-contribution, five legacy B originators) are scheduled across weeks six through eight. The partnership vote is on the schedule for the end of week nine, with implementation beginning in week ten regardless of which candidate carries.

The firm, partners and figures in this worked example are invented. The weighting scheme, decision tree gates, and six-phase engagement shape are Alt-V's standard Rem Review methodology, documented in the Partner Remuneration Review Consultant Toolkit (April 2026).

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