One target-model map, one strategy diagnostic

Sample outputs from the Alt-V Strategy apex tools

Accompanies the Strategy briefing · Alt-V Law

Derek Duffy, APAC Director, Alt-V

> **Every firm, person and figure in these reports is invented.** The Target Operating Model Map and the Strategy Diagnostic that follow are what the tools and the method produce when run on the scenario below.

The scenario

Haldane Pryce LLP is a UK top-50 regional firm with 400 fee earners, eight offices across England and Scotland, and £85m in fees. It is independent (not part of a consolidator group). The Managing Partner is two years into a three-year term and considering a strategy refresh ahead of the next election.

The firm has a strategy document from 2024 that reads as a vision statement with KPIs attached. The board has started asking quietly whether it still describes what the firm is actually doing. A 2025 lateral programme added 14 partners across corporate, employment and healthcare, which has started to look to the partnership like strategy-by-recruitment.

ARTEFACT	WHAT IT IS	WHAT THE SAMPLE SHOWS
1. Target Operating Model Map	Current-state archetype blend → target archetype → three bridging moves. Produced before a strategy vote.	Mixed blend today (Counsel House in corporate, Process Factory in insurance, Integrated Advisory emerging in healthcare). Target: Integrated Advisory with a Product House inside it. Three bridging moves listed.
2. Strategy Diagnostic	Five dimensions × five questions. Verdict is the weakest dimension, not the average. 30-day priorities generated per dimension.	Stage 2 (Aspirational) overall. Clarity 2, Coherence 3, Alignment 3, Execution capacity 2, Measurement 2. Measurement is the first dimension to work; the 30-day priorities are specific to it.

How to read them

The TOM Map is a static artefact; it was produced from the scenario by hand against the Alt-V archetype method, and it is what Alt-V would present at the end of an operating-model session. The Strategy Diagnostic is a self-run tool: about 10 minutes in a browser, inputs stay on the user's own machine, and only band-level results leave the browser, with consent. The sample shows the full version.

The tools are management-consulting diagnostics. They focus a strategy process and sit inside one.

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Haldane Pryce LLP · operating-model position

Current-state archetype blend, target archetype, and the three bridging moves

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

Derek Duffy, APAC Director, Alt-V

> **Haldane Pryce runs today as an undesigned blend of three archetypes**; its stated strategy implies Integrated Advisory led, with a Product House inside it, and three partner-vote decisions would get it there. The map is deliberately short: it is what a strategy conversation should produce before the vote. It names the operating-model shape the firm actually runs today, the shape the stated strategy implies, and the three moves between them. The firm, the people and the figures below are invented.

Current-state blend

Haldane Pryce today is an undesigned blend of three archetypes operating under one P&L. Corporate (120 FE, £28m) runs as a classic **Counsel House**: low leverage, senior-led, bespoke matters, high realisation. Insurance (90 FE, £16m) runs as a **Process Factory**: panel-driven, high leverage, standardised workflows, margin pressure increasing. The emerging healthcare practice (45 FE, £9m) is being built as an **Integrated Advisory** around NHS trusts and private providers, drawing on employment, commercial, property and regulatory in combination.

The three archetypes carry different cost structures, different partner pay defaults and different technology appetites. The current partner remuneration model, a modified lockstep with a merit element, favours the Counsel House and punishes the Process Factory; the technology budget favours the Process Factory and starves the Integrated Advisory. The friction the board describes as “we never seem to get technology decisions right” is a direct consequence.

Target archetype (what the stated strategy implies)

The 2024 strategy document names “sector-led regional leadership” with specific focus on healthcare and financial services. Read against the five archetypes, that is **Integrated Advisory led, with a Product House housed inside it for the panel-driven insurance work**. Insurance would run as a quasi-separate business unit with its own leverage and pricing targets, inside a firm whose shape is otherwise organised around sector-based cross-practice teams.

The firm keeps every practice; the decision is about how it is organised and resourced to run them.

Three bridging moves

Three decisions, in sequence, would make the target shape real. Each is a partner-vote-level decision.

1. **Separate the insurance P&L.** Carve the insurance practice into a Product House unit with its own leverage ratio, pricing authority, technology budget and partner pay defaults (fixed-and-bonus rather than modified lockstep). Governance: a committee reporting to the board quarterly rather than through the practice-group structure.
2. **Build the sector operating model for healthcare, as the exemplar for financial services next.** Stand up a sector lead with budget authority over cross-practice work, a client-facing P&L (not a practice-group one), and a resourcing model that pulls from employment, commercial, property and regulatory in combination. Partner pay adjusted for sector contribution, not practice-group origination alone.

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3. **Reset the technology budget to the archetype shape, not evenly across practices.** Insurance (Product House) gets automation and matter-platform investment proportionate to its margin pressure. Healthcare (Integrated Advisory) gets collaboration and client-portal investment proportionate to the cross-practice shape. Corporate (Counsel House) gets lower-ticket, senior-productivity investment, not firm-wide tool rollouts.

What this does not solve

The TOM Map assesses shape only. It does not re-score the strategy - the Strategy Diagnostic in this pack does that. It does not change the remuneration model - the Partner Remuneration tools under the Pay pillar do that. It does not design the technology stack - the Legal Tech Architect under the AI & Technology pillar does that. Each follow-on is a separate engagement; the TOM Map tells a firm which engagements it needs, in which order.

The firm, people and figures in this map are invented. The archetype framework is Alt-V's Firm of the Future, documented in the companion briefing (July 2026).

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ALT-V STRATEGY MATURITY DIAGNOSTIC

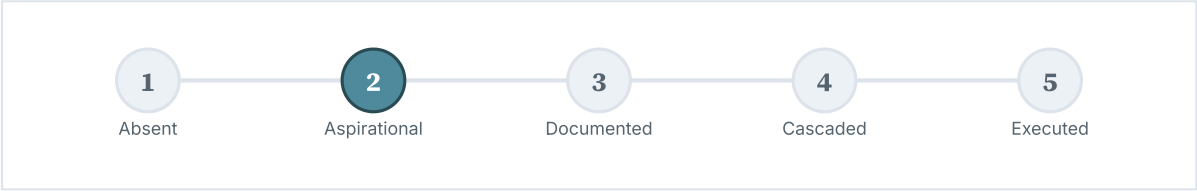
Does your strategy hang together and get executed?

Your firm

FULL REPORT

Stage 2 · Aspirational

There is a strategy statement, but it is aspiration; it does not force choice or trade-off.



Your firm reads at Stage 2 (Aspirational), gated by Clarity. There is a strategy statement, but it is aspiration; it does not force choice or trade-off. The recommended next step is the Strategy Development engagement.

This diagnostic scores your strategy maturity. A companion tool, the Alt-V Ops Maturity Diagnostic, scores your operating maturity (LOMM). Operating maturity and strategy maturity can sit at different stages in the same firm, so both are worth scoring. If you have not run the LOMM diagnostic, add it; it takes ~10 minutes.

Run the Ops Maturity Diagnostic →

DIMENSION DETAIL

Current state and next move, by dimension

CLARITY

S2 Aspirational **Stage 2 · Aspirational**

Aspirational statements exist ('be the best in…') but no specific choices are named. Partners give directional but different statements; the strategy is not written down as a working document, only in fragments across town halls, budgets and MP addresses. This is often the honest baseline for Australian and UK mid-market firms.

Next move: Run the diagnosis-and-choice work so the aspiration becomes a document that names specific choices.

COHERENCE

S3 Documented **Stage 3 · Documented**

The strategy passes the Kernel Test (diagnosis, guiding policy, coherent actions), the Trade-off Test with an explicit no, the Cascade Coherence Test at least directionally, and the Competitor Swap Test. It hangs together, even if not decisively.

Next move: Run the Cascade Coherence, Trade-off and Competitor Swap tests decisively and resolve contradictions across archetype × talent × operations × commercial model via named enabling changes.

ALIGNMENT

S3 Documented **Stage 3 · Documented**

The partnership is aware of the strategy, and a coalition of the willing actively supports it, but a material minority, more than 25%, opts out or dissents quietly. That minority is a live risk to execution.

Next move: Take the strategy to a formal partnership vote and engage named dissenters individually until the dissenting minority is known and under 15%.

EXECUTION CAPACITY

S2 Aspirational **Stage 2 · Aspirational**

The strategy was launched but resourced no further than communications: no Strategy Management Office, no cascade to groups or functions, no scorecard. Launch was mistaken for execution.

Next move: Start re-allocating resource against the strategy's priorities and put an informal governance rhythm in place, even before the SMO exists.

MEASUREMENT

S2 Aspirational **Stage 2 · Aspirational**

Strategic priorities have been named but are not yet measured. Naming them was the easy part; building the measurement to match has not happened.

Next move: Build a strategy scorecard separate from the operating dashboard and put it in front of the board on a defined rhythm.

ROADMAP

Your transition roadmap

> From Stage 2 your next single-dimension move is Clarity → Run the diagnosis-and-choice work so the aspiration becomes a document that names specific choices.
>
> Once that lifts, the next gating dimension is likely Execution capacity, move → Start re-allocating resource against the strategy's priorities and put an informal governance rhythm in place, even before the SMO exists.
>
> Over 12–24 months, aim to lift all dimensions by one stage.

ENGAGEMENT

How Alt-V can help

Strategy Development engagement

12–20 weeks, 60–120 partner-and-C-suite hours, three facilitated workshops, one board pack; a fully executable strategy document plus an execution architecture (SMO charter, resource-reshape plan, partnership alignment plan).

Scope and investment are set with the firm once the Strategy Diagnostic has run and the engagement shape is confirmed.

Book a scoping conversation

METHOD

How this was scored

> How this was scored: each dimension is the floored median of your answered questions in that dimension (skipped questions excluded; fewer than three answers in a dimension makes it not computable). Your overall stage is the lowest dimension, not the average; strategy maturity is gated by the weakest dimension, because the levels above it depend on it.

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