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**Why Some Law Firms Won't Plan**

by [Tom Collins](#) on Fri 24 Aug 2007 05:19 AM CDT | [Permanent Link](#) | [Cosmos](#)

I frequently encountered first generation firms. Normally, they were founded by two or three attorneys who bonded together in their prior firm and who broke away to create their own. Usually one of the three is the clear leader. Not to take away from the supporting cast, the leader is usually an entrepreneur and a rainmaker with a few ADD traits. It takes the team to be successful and to keep their entrepreneur leader from getting too many big ideas too often.

In his book [The Danger Zone](#) Jerry L. Mills, the founder of B2B CFO sheds some light on the reluctance of the entrepreneur to commit the organization to a clear mission or purpose.

Mills explains, "They thrive on change. The entrepreneur law firm leader avoids at all cost getting boxed into a corner by a mission statement. What these leaders often thrive on is a set of core values that they bring to the organization. Those values give the enterprise its characters and unify the law firm. Its mission and its purpose, in large part, are the core values.

Mills notes that memorializing those core values has a better chance of improving and focusing the business than traditional planning steps.

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