

Strategic Plan for the ALFAI Managing Partner Forum

PURPOSE OF THE MANAGING PARTNER FORUM (MPF)

The Managing Partner Forum (MPF) at ALFA International is designed to:

- **Foster Collaboration and Best Practice Sharing**

The Forum provides a confidential space for managing partners from ALFAI member firms to share best practices, discuss common challenges, and benchmark strategies for firm leadership and growth. This open exchange is especially valuable because all participants are part of the ALFAI network, eliminating competitive barriers and encouraging candid dialogue. The MPF's collaborative environment helps each member firm succeed in its own market while benefiting from the collective wisdom of the ALFAI network.

- **Strengthen Firm Relationships with ALFAI**

By involving managing partners directly, the Forum helps deepen each firm's engagement with ALFAI, ensuring that firm leaders understand and leverage the network's resources for strategic, operational, and business development purposes. This involvement also helps bridge gaps where ALFAI contact partners may not be involved in firm management and ensures the value of ALFAI is engrained within the firm and is not a questioned expense.

- **Enhance Leadership and Strategic Planning**

The MPF supports managing partners in becoming more effective leaders—strategically, operationally, and emotionally. It offers programming on topics such as client satisfaction, technology, innovation, and succession planning, tailored to the evolving needs of law firm leaders.

- **Facilitate Networking and Collaboration**

The MPF organizes events, roundtables, and workshops that foster connections among managing partners, enabling them to learn from each other and collaborate on cross-jurisdictional initiatives. These activities help firms uncover new business opportunities and strengthen internal and external relationships.

- **Encourage Succession Planning at Network Level and Within Member Firms**

The MPF provides structured opportunities for leaders to share best practices, tools, and experiences that help firms identify and develop future leaders early. The Forum promotes a culture of transparency and long-term strategic thinking, encouraging firms to integrate succession planning into their governance and talent development processes. At the network level, the MPF ensures continuity of leadership by supporting cross-border mentorship, establishing clear pathways for future network leaders, and strengthening relationships among emerging partners across jurisdictions.

SUMMARY

The MPF exists to empower ALFAI member firm leaders to collaborate, learn and innovate, ultimately strengthening their firms and the ALFAI network as a whole.

SWOT ANALYSIS

STRENGTHS

- **Engaged Leadership & Active Participation**

The MPF consistently attracts strong attendance and engagement from managing partners across ALFAI firms. Leadership transitions (e.g., new Vice Chair appointments) are handled thoughtfully, and there's a clear commitment to continuity and improvement.

- **Relevant and Actionable Programming**

Meeting agendas are well-received, offering valuable insights and practical takeaways, particularly from expert speakers who address pertinent industry topics. (e.g., Paul Unger on AI, Jay Wager on business development).

- **Willingness to Innovate**

The MPF regularly experiments with new programming/meeting formats (e.g., Hot Topics Roundtable, hybrid meetings and technology committee integration) and adapts its approach based on feedback.

- **Strong Networking, Collaboration & Trust**

Social events and roundtables are valued for fostering connections, sharing best practices and building trust, with Basecamp supporting ongoing dialogue. Members have a true desire and willingness to help each other.

WEAKNESSES

- **Limited Content for Smaller Firms**

Feedback indicates a noticeable gap in content that addresses the specific needs and challenges faced by smaller firms, which may lead to disengagement from these members.

- **Minimal International Engagement**

Most involvement and attendance is from the US-based member firms with limited input internationally.

- **Participation Gap**

Although attendance remains solid, only one-third of member firms are currently represented. This limits the Forum's ability to engage the full spectrum of ALFAI firm leadership and to benefit from a more comprehensive range of perspectives.

- **Varying Engagement on Digital Platforms**

Inconsistent interaction on platforms like Basecamp hampers the ability to crowdsource topics effectively, potentially missing out on valuable input from members.

OPPORTUNITIES

- **Strategic Planning & Succession**

MPF members are utilizing the upcoming February meeting for strategic planning and a formal SWOT workshop, which could help clarify direction and priorities.

- **Technology & Innovation**

Revamping the ALFAI Technology Committee to serve as an adjunct to the MMF, with a primary focus on sharing practical experiences that extend beyond AI, presents an opportunity to enhance firm-wide practices.

- **Enhanced Member Engagement**

Expanding breakout sessions and organizing targeted outreach, especially towards smaller firms and new members, can significantly increase engagement and perceived value.

- **Sponsorship & Partnerships**
Pursuing sponsorships for MPF events could enhance the quality of programming and networking opportunities.
- **ALFAI Brand Awareness**
Proactively promoting ALFAI's resources within firms could help strengthen ALFAI's position as a strategic asset for business development and thought leadership, ultimately improving ROI.
- **Business Development Facilitation**
Utilizing ALFAI as a platform for collaboration on cross-jurisdictional engagements can lead to increased revenue from both current and prospective clients.

THREATS

- **Meeting Fatigue & Oversaturation**
A growing concern regarding the frequency and cost of meetings and a potential overfocus on specific topics, such as AI, may lead to member disengagement.
- **Competition for Attention**
MPF members' busy schedules and competing priorities may limit their attendance and engagement in Managing Partner Forum virtual events and extended social activities. Other similar forums also exist outside the ALFAI network for which MPF members may participate.
- **Succession & Leadership Gaps**
Inability to fill leadership roles in the future could disrupt continuity, diminishing the group's momentum and effectiveness.