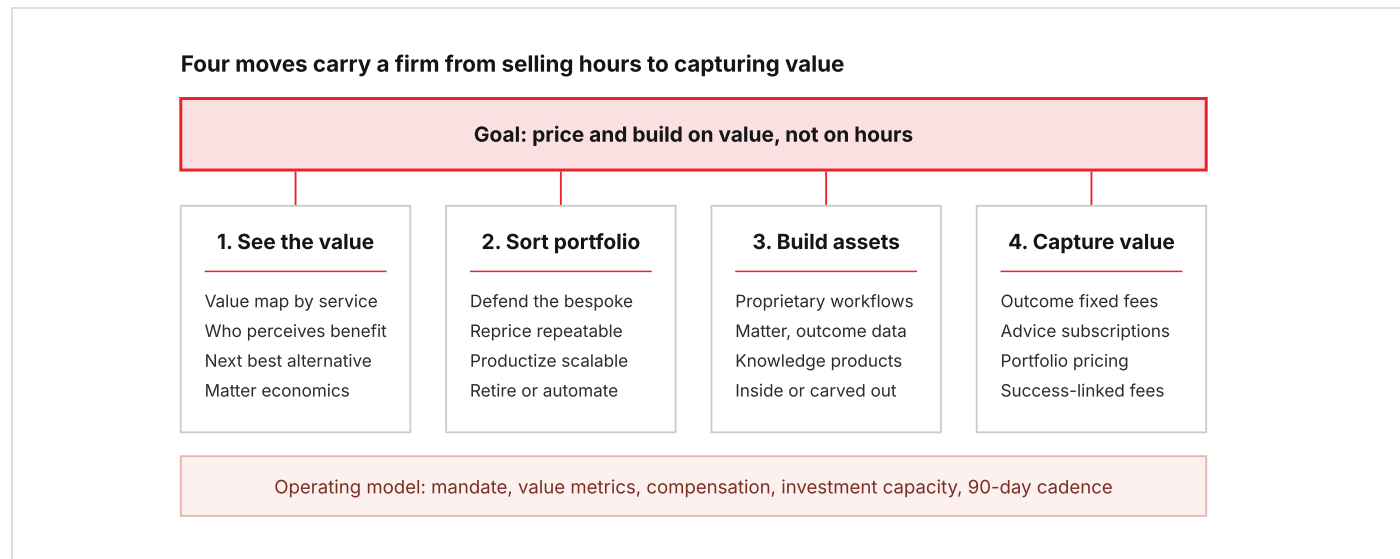


Four moves carry a firm from selling hours to capturing value

A starting structure for a leadership team ready to move beyond the traditional model.
 Companion to "The Multiple Tells the Truth."

The framework asks leadership to make four moves in order, on top of an operating model that makes them stick. It sits alongside the Pricing Innovation Cycle (Discover, Design, Deploy, Distill, Drive): the cycle runs each pricing change, the framework decides which changes the firm should be making at all.



EXECUTIVE TRANSFORMATION FRAMEWORK · 4 MOVES ON 1 OPERATING MODEL

MOVE 1 See the value

Map the firm's services by who perceives the benefit, what the client's next best alternative is (another firm, an AI tool, doing it in-house, not doing it at all) and what the work costs to produce at the matter level.

OUTPUT

A value map, not a rate card: where price and value are far apart in either direction.

MOVE 2 Sort the portfolio

Place each service in one of four buckets using two questions: how much of the value is bespoke judgment, and how exposed is the work to AI substitution.

OUTPUT

A bucket for every service, which drives the pricing and investment move (page 2).

MOVE 3 Build assets that compound

Choose the three to five assets the firm will own in three years: proprietary workflows, matter and outcome data, knowledge products, and the client relationships that rest on them. Decide early whether each lives inside the partnership or in a vehicle that can take investment.

OUTPUT

An asset list with an owner and an inside-or-out decision for each.

MOVE 4 Capture the value

Run the Pricing Innovation Cycle on the Reprice and Productize buckets first, where the gap between price and value is widest.

STRUCTURES TO DESIGN

Fixed fees for defined outcomes, subscriptions for ongoing advice, portfolio pricing across a book of matters, and success-linked components where the outcome is measurable.

The portfolio sort, the operating model and the first 90 days

Move 2 in detail: four buckets, four moves

BUCKET	WHAT BELONGS HERE	PRICING AND INVESTMENT MOVE
Defend	High-stakes judgment, bet-the-company matters, trusted-advisor relationships	Premium hourly or outcome fees; protect and invest in the people
Reprice	Repeatable work the client still values but no longer wants to buy by the hour	Fixed and portfolio fees priced on value; AI-assisted delivery widens margin
Productize	Work that scales with data and tools more than with people	Subscriptions, licenses, knowledge products; candidate for a separate vehicle
Retire or automate	Work the client can now do alone or will not pay for	Automate, bundle at low or no price, or exit

The operating model underneath

None of the four moves hold without five supports. An executive mandate owned by the managing partner and executive committee rather than an innovation or pricing function. Value metrics (realized value, margin per matter, client retention) reported next to hours. Compensation that rewards value captured and asset building, not hours alone. Investment capacity, which for a firm that distributes everything means a deliberate retention decision. And a 90-day cadence of pilots, reviews and decisions so the program keeps moving.

FIRST 90 DAYS

- 01** Executive committee session to adopt the framework and name an owner.
- 02** Value map and matter economics for the two or three practices with the most AI exposure.
- 03** Sort those practices into the four buckets and pick two Reprice or Productize pilots.
- 04** Design and launch the pilots through Discover and Design; set the value metrics that will judge them.
- 05** Decide the asset list and the inside-or-out question for the top candidate.

Pricing Innovation Cycle: Discover, Design, Deploy, Distill, Drive. From "The Executive Guide to Pricing Transformation" (LawVision, 2026 edition). Fair value is modeled as the benefit the client perceives, less the cost to acquire it, against the client's next best alternative.