

The “Profitable But Anxious” Checklist for Growing Law Firms

Get financial clarity **without** hiring a full-time CFO, changing software, or slowing your firm down.

INSTRUCTIONS

Read each statement and answer honestly: **Yes / No / Not Sure.**
 You’re not failing if you check “Yes.”
 You’re just seeing where anxiety is coming from.

	Yes	No	Not Sure
Decision Confidence <ol style="list-style-type: none"> We hesitate on hiring because we’re unsure of the cash impact. Partner distributions feel emotional instead of planned. Big decisions get delayed until “next month’s numbers.” We rely on gut checks more than forward-looking data. 			
Cash Flow Reality <ol style="list-style-type: none"> Cash feels healthy... until it suddenly doesn’t. We assume collections will catch up later. We can’t clearly explain cash swings without digging. One unexpected expense creates stress. 			
Reporting & Visibility <ol style="list-style-type: none"> Our reports explain the past but don’t guide decisions. Month-end numbers still change after they’re “done.” Partners question reports even when they look fine. Forecasting feels more like guessing than planning. 			
Operational Friction <ol style="list-style-type: none"> Hiring another admin feels risky, not relieving. Workflows feel heavier than revenue suggests. We fix issues reactively instead of proactively. Leadership time gets pulled into day-to-day cleanup. 			
Growth Pressure <ol style="list-style-type: none"> We’ve outgrown basic bookkeeping, but don’t want a full CFO. We feel stuck between “small firm” and “real enterprise.” Growth creates more stress instead of confidence. We know something needs to change, but not what. 			

Soft Qualifier

- 1.0–4 checks:** You’re early, but approaching the inflection point.
- 2.5–9 checks:** You’re profitable, but operating with hidden strain.
- 3.10+ checks:** Anxiety isn’t emotional — it’s structural.

This checklist doesn’t mean anything is broken.
 It means your firm has **outgrown clarity built for the last stage.**

Why This Matters

Most growing law firms don’t fail financially. They stall because leaders lose confidence in their numbers. When confidence drops:

- Decisions slow
- Risk tolerance shrinks
- Growth feels heavier than it should

Clarity restores momentum.
 And clarity comes before better tools, hires, or systems.

If this checklist felt uncomfortably accurate, that’s normal.

Get a second set of eyes on your numbers and decisions:

<https://bluebird-partners.com>