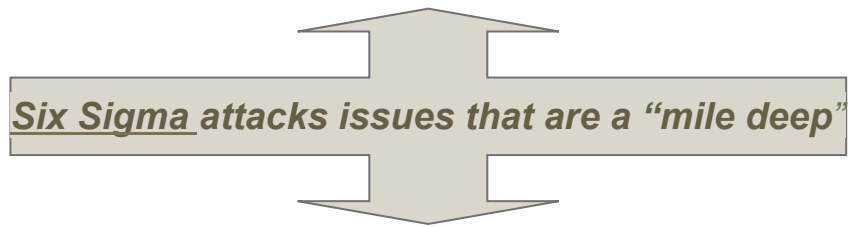


There is more to the delivery of legal services than just drafting a document or going to court

Lean Six Sigma

Six Sigma is ... increased **Quality** and reduced **Variability** within a critical process



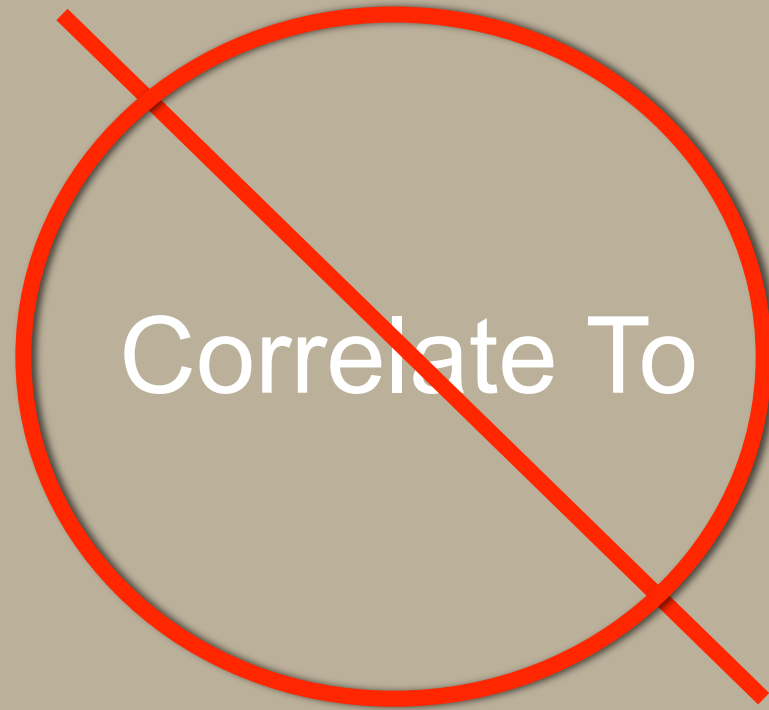
- Mistakes often reach the client
- Past improvements are not sustained
- Too much time is spent double/triple checking

Lean is ... the creation of **Value** and elimination of **Waste** across multiple process steps



- Processes take too long are cumbersome
- Resources are overworked and limited
- Processes have bottlenecks preventing flow

The number of **hours** you work



the **value** you provide to a client (3)

DMAIC

Phase	Description	Tools
Define	<ul style="list-style-type: none"> - Define the project scope - Understand the Voice of the Client - Create a visual picture of the underlying process 	<ul style="list-style-type: none"> - Voice of the Client - Process mapping
Measure	<ul style="list-style-type: none"> - A phase to ensure the data you will be making decisions on accurately reflects what is occurring in the process; - Where measurement occurs, determine the measurement system 	<ul style="list-style-type: none"> - Data collection tools - Process Mapping
Analyze	<ul style="list-style-type: none"> - Using your process map and any available data, determine potential 'root causes' for problem areas - Identify any areas for improvement 	<ul style="list-style-type: none"> - Y=f(x) - Process Mapping - 8-Wastes - Cause & Effect Matrix - Kaizen - Gap Analysis
Improve	<ul style="list-style-type: none"> - Develop potential solutions for verified root causes - Pilot project(s) - Conduct full-scale implementation using firm's project management methodology 	<ul style="list-style-type: none"> - Decision Matrix - Project Management Tools - 5 S's
Control	<ul style="list-style-type: none"> - Lock it in - Mistake Proofing - Make it impossible for errors to pass unnoticed 	<ul style="list-style-type: none"> - Matter management - Extranets - Dashboards - Scorecards - Lessons Learned

Essential Tools

- Voice of the Client
- Root Cause Analysis
- Process Mapping
- Data Collection
- Implementation Plan
- Control Plan
- Communicate, communicate, communicate

Voice of the Client (VOC) – What is it?

- Listen to your client and understand their definition of value
- Learn how to go from “good” to “excellent”
- VOC discussions can, and should be, conducted throughout the duration of an engagement (not just at the beginning)

VOC Exercise

“Do you really want the binders?”
-Relationship Partner

$$Y=f(X)$$

$$Y = f(x)$$

Y = Late to work ~~**X**~~ Traffic **X** Kids **X** Over slept ~~**X**~~ Weather

What can we not control? Traffic, Weather

Y = Over Slept **X** Alarm clock did not wake me ~~**X**~~ Sick **X** Hung Over ~~**X**~~ Did not sleep well

What can we not control? Sick, Did not sleep well

Y = Alarm clock did not wake me **X** Alarm clock broken **X** Hit snooze too many times **X** Radio too low **X** Set the time wrong

$Y=f(X)$ Exercise

- Y =Legal fees are too high and unpredictable

No One Can Argue With Data

- Data collection should not be complicated
- Helps you unravel the real problem

What is the real problem?

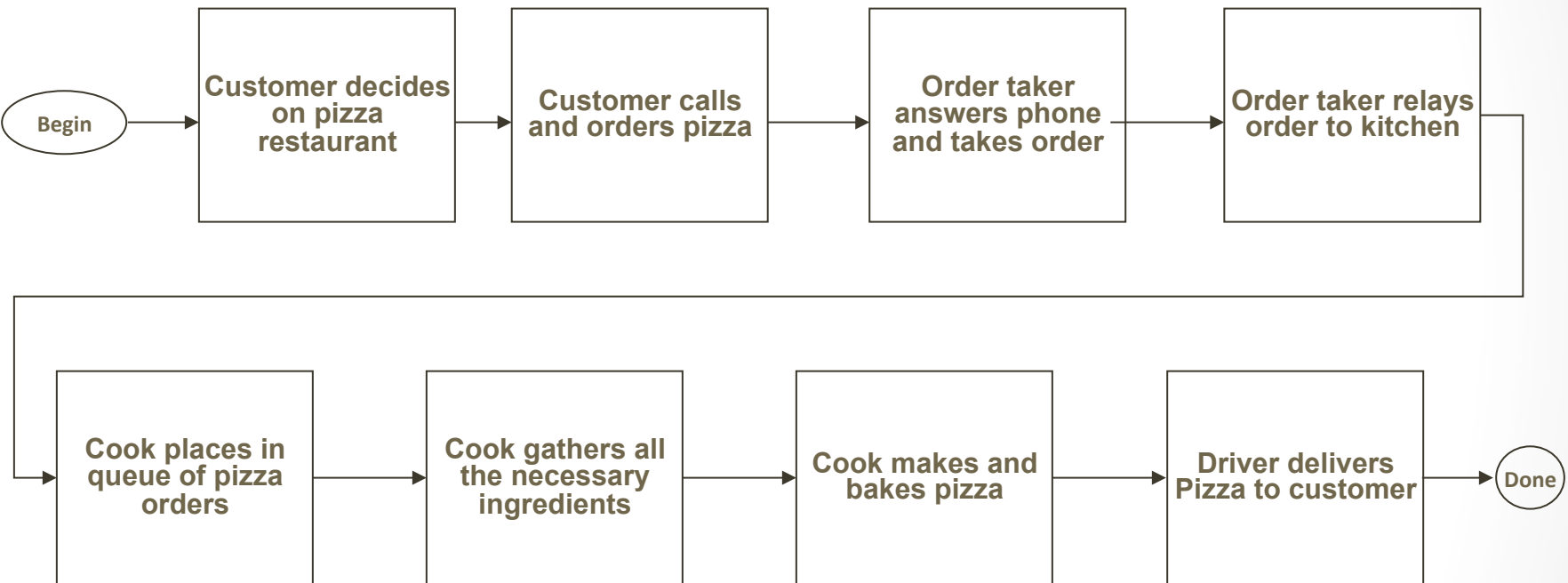
- **Problem:** One week to open a new matter
- **Suspected Root Cause:** Conflict researchers take too long (attorney's opinion)
- **Data:** Track time it took from step to step in the conflicts/matter opening process
- **Actual Root Cause:** The results of the conflict check sat on the attorney's desk for 5 days before submission of intake form
- **Solution:** Combine conflict request form and intake form to avoid the lag
- **Result:** Matters are opened within 12-48 hours

What is a Process Map?

- Defines
 - Tasks
 - Resources
 - Time for each task to be completed
 - Tools (checklists, templates, guidelines, etc.)

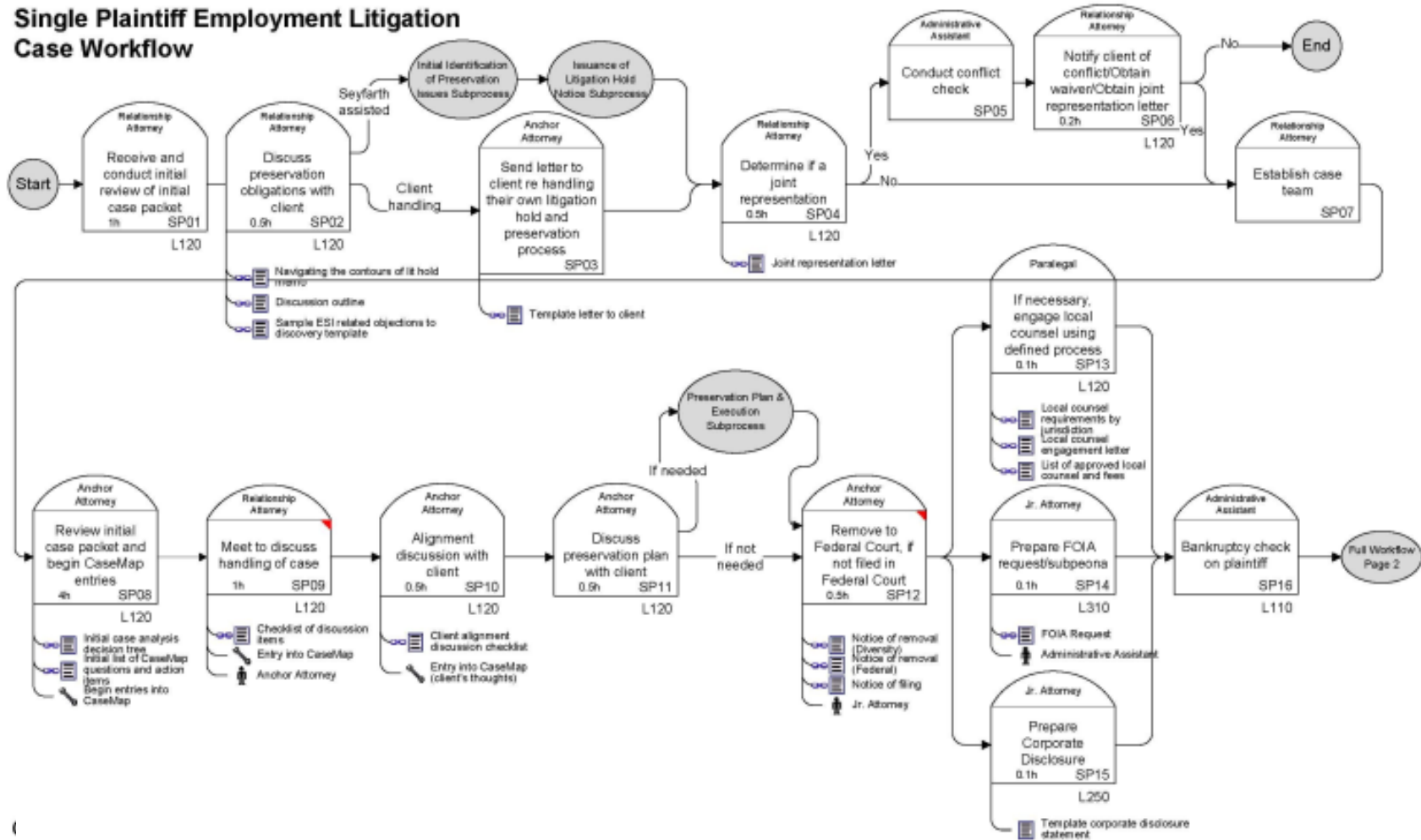
How do I map a process?

Pizza order-delivery process



All areas of law is a process

Single Plaintiff Employment Litigation Case Workflow



**“You are putting me out of
business”**

-Partner

Process Map Exercise

- What is the current process for NDAs

Creating a Future State Process Map

- How can your process be improved
 - **Value-Add** – essential tasks
 - **Non-Value-Add** – adds no value and not necessary
 - **Business-Non-Value-Add** – adds no value but necessary for business reasons (ethical, regulatory, etc.)

What to Look For

- **Eliminate inefficiencies / wastes**
 - Bottlenecks
 - Unnecessary steps
 - Missing steps
 - Redundant steps
 - Wrong ordered steps
 - Inappropriate resources for each task
 - Rework
- **Leverage knowledge management**
 - Technology
 - Resources
 - Training
 - Communication
 - Knowledge sharing
 - Best Practice documents and standards

Current/Future State Exercise

- Break into groups of ten
- One person will need to be the timekeeper
- Position yourself however you want
- Pass the ball
 - Only one person can touch the ball at a time
 - Each person can only touch the ball once
 - Each person must touch the ball
 - The ball must end up back with the first person
- You can situated yourselves however you would like

Current/Future State Exercise (cont'd)

- Phase 2
 - Take off 1 second of your process cycle time
 - Same rules
- Phase 3
 - Take off another 1 second of your process cycle time
 - Same rules apply



10:49
O2-UK
Domino's
UK
ROI

Delivery
Tell us your postcode:

I don't know
my postcode

Start Delivery Order

Collection

Collect from a Domino's store near you:

Order

Your Cart

Pizza Tracker


My Domino's

Improve/Implementation Phase

- Develop potential solutions
- Prioritize solutions
- Create
 - Project Plan
 - Communication Plan
 - Change management Plan
 - Training Plan
 - For initial solutions to be implemented
- Pilot/Test
- Stage and launch implementation

Project Plan

	A	B	C	D	E	F
1	PROJECT PLAN-Project					
2	Action Item	Resource	Due Date	Status	Completed	Comments
3						
4						
5						
6						
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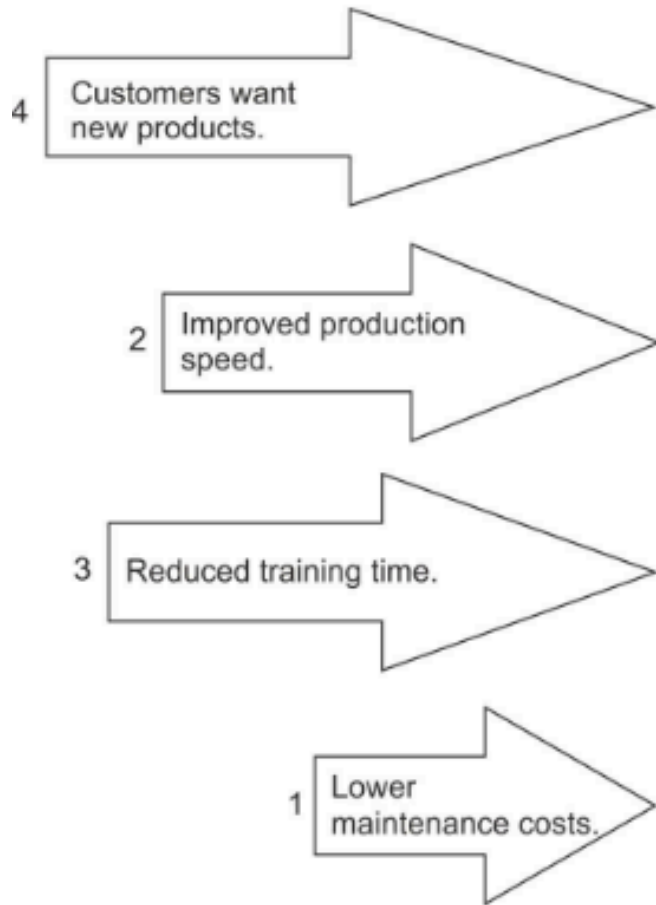
The image shows two footprints in sand on a light-colored background. The top footprint is a simple, dark impression of a foot. The bottom footprint is a more detailed, textured impression, showing the individual toes and the overall shape of the foot. The text "Change is a process, not an event." is centered between the two footprints.

**Change is a process,
not an event.**

Force Field Analysis

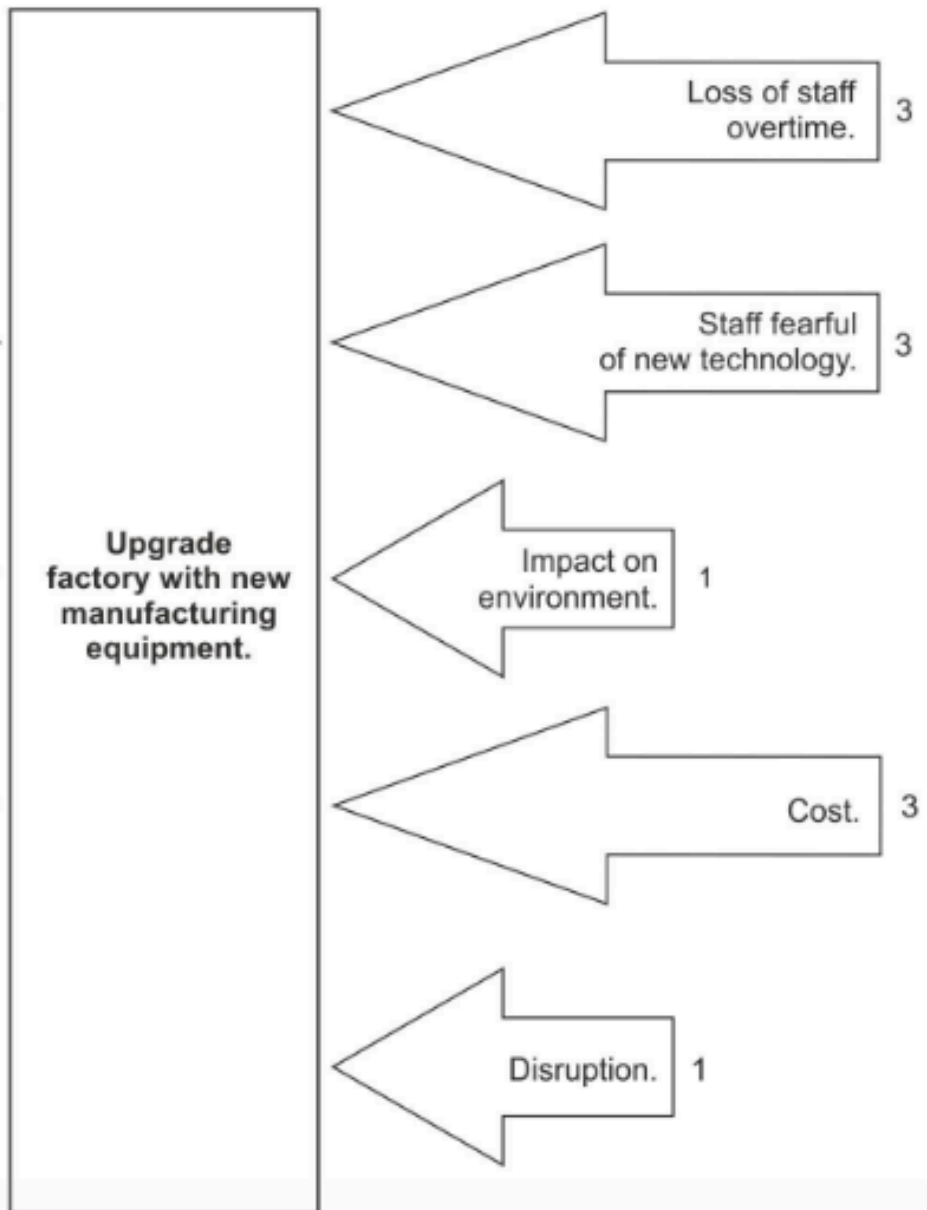
- List all of the forces for the desired change, and all the forces against the desired change
- As you do this, consider the following questions:
 - What business benefit will the change deliver?
 - Who supports the change? Who is against it? Why?
 - How easy will it be to make the change?
 - Do you have enough time and resources to make it work?
 - What costs are involved?
 - What other business processes will be affected by the change?

Forces for Change



Total: 10

Forces Against Change



Total: 11

Implementation Plan Exercise

- Five elements that you must do to put the new process in place

Control Phase

- Ensure everyone is following the newly defined approach and process
- Identify additional improvements as the new process is used
 - Continuous improvement philosophy
- Determine if implemented solutions are providing desired improvements

“The Phone Calls Have Started Again”

-In-house Lawyer

Control Phase Exercise

- List five steps that will be in your control plan

Pricing Options

- Start simple
- For value-based pricing to be a win-win
 - The client/business partner and law firm must have an initial in depth discussion about client's goals and objectives
- Some Options
 - Fixed Price
 - By matter
 - By phase
 - By portfolio
 - Success Fee
 - To drive behavior
 - To drive a certain outcome
 - Contingent fee
 - Retainer (yearly/monthly)
 - Work with client to develop pricing models that work best for the matter and all parties

Possible Resources to Consider

- Law Firm Resources
 - Partners
 - Associates
 - Paralegals
 - Administrative Assts.
- Off-shore companies
- On-shore companies
- Technology
- Contract Workers
- College Graduates
- Template Documents
- Internal Business Resources
- In-House Legal Group
- Playbooks
- Third-party Providers

Possible Technologies

(supports a solution is not a stand-alone solution)

- Decision Trees
- Machine Learning
- Artificial Intelligence
- Document Assembly
- Web-based Platforms
- Microsoft Office

Technology does not make lawyers obsolete. It just changes the role of the lawyer.

How do I start when I get back to my desk?

- Make sure have support from the top
- You must have a strong driver of the change, who has a “voice at the table”
- Pick a simple, well defined process
- Work with a finite project team
- Pick an area not politically charged
- Look for champions
- Work with a receptive client
- Possibly conduct an Innovation Challenge

Case Study

- You work within a Legal Department at a corporation
- Along with all of your other work you have to review, comment on, negotiate, revise and obtain execution of Non-Disclosure Agreements (NDAs)
 - You receive
 - 10 NDAs/week
 - each that come from customers so each one is different from the others
 - 10 NDAs/week
 - Produced by the company
- How can you manage the flow of the NDAs in the most efficient and cost effective way without compromising quality
- If you use a law firm how can they provide you with additional value in additional to providing general legal advice

QUESTIONS