



LEGAL LEAN SIGMA[®]
INSTITUTE

Process Improvement & Project Management


SCGLEAL
A WORLDWIDE NETWORK OF LEADING LAW FIRMS

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Defining Efficiency




WE HAVE TO DO MORE WITH LESS.

TOM FAWCETT
©marketoonist.com

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Our definition



EFFICIENCY. IT'S NOT ABOUT DOING MORE WITH LESS.

It's about doing the right things and doing them right, the first time, every time.

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Today's Program

What is process improvement?

What's project management?

How do they work together?

Key PI/PM frameworks, concepts, and tools

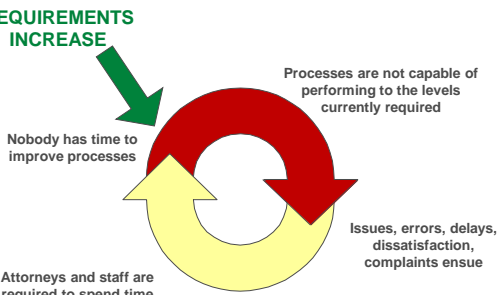


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The Fire-Fighting Doom Loop

REQUIREMENTS INCREASE



Processes are not capable of performing to the levels currently required

Nobody has time to improve processes

Issues, errors, delays, dissatisfaction, complaints ensue

Attorneys and staff are required to spend time investigating, problem-solving, fixing, and pacifying

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PI & PM – A Powerful Combination

Process Improvement

Helps us determine the best way to carry out a certain kind of work to achieve

- Efficiency
- Excellent quality of work and service
- High probability of successful outcomes
- Predictability

Project Management

A role and set of skills that ensures that for a particular engagement, we

- Use our "best process" appropriately
- Actively manage schedules, staff, and deliverables throughout this matter

Note: PM skills are used for managing PI projects

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“If you don’t have time to do it right, what makes you think you’ll have time to do it over?” – Seth Godin





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What’s a Process?

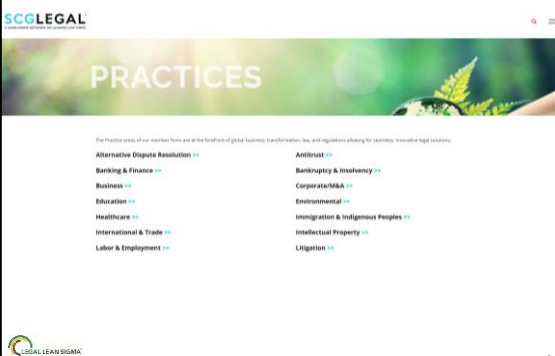

- A describable, repeatable sequence of activities that generates an outcome
- The way we create and deliver value to the client
- The embodiment of our knowledge as to (ideally) the best way to do something

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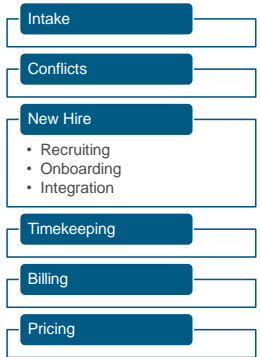

Practices are Processes

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Critical Business Processes

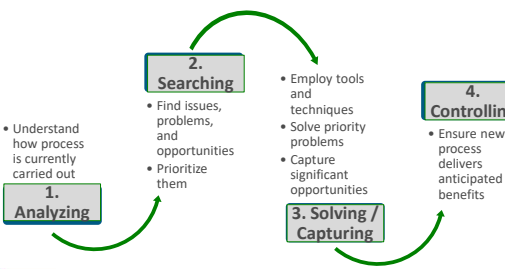



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What is Process Improvement?

is a systematic practice of analyzing, searching, solving, and controlling



- 1. Analyzing**
 - Understand how process is currently carried out
- 2. Searching**
 - Find issues, problems, and opportunities
 - Prioritize them
- 3. Solving / Capturing**
 - Employ tools and techniques
 - Solve priority problems
 - Capture significant opportunities
- 4. Controlling**
 - Ensure new process delivers anticipated benefits

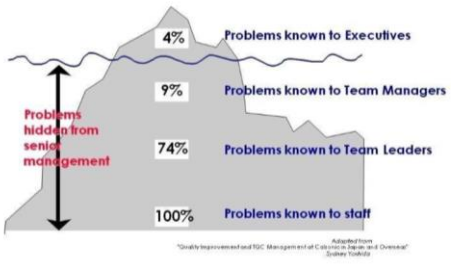


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Process Improvement Teams: Cross-Functional & Diverse

The Iceberg Of Ignorance



4% Problems known to Executives


9% Problems known to Team Managers

74% Problems known to Team Leaders

100% Problems known to staff

Problems hidden from senior management

Adapted from "Quality Improvement and TQM Management and Control in Teams and Divisions" by Shigeo Taguchi



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Law Firm Process Improvement Projects

Practice-specific <ul style="list-style-type: none"> • AA Plans • E-Data / Exceptions • Government contracts • M&A • OFCCP Audit • Patent Applications • Subpoenas • Single plaintiff discrimination / litigation • Trademark registration 	Business <ul style="list-style-type: none"> • Core processes <ul style="list-style-type: none"> ◦ Intake ◦ Onboarding ◦ Conflicts ◦ Timekeeping ◦ Billing ◦ Pricing • Responses to requests for proposals and information • Event planning and management • Staffing • Document management • Facilities management
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What is Project Management?



The process and activity of planning, organizing, motivating, and controlling resources, procedures, and protocols to achieve specific goals



The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements

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Process = Recipe PM* = Shopping, Baking, Serving





*PM is also a process, as is each step

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Key Process Improvement Methodologies

- Lean: Focus on eliminating waste in processes
- Legal WorkOut®
- Legal Lean Design™
- Pure Technology (tool-driven): Keep up with new tools / technologies, match with organizational needs
- Business Process Redesign (BPR): Focus on "clean sheet of paper" process redesign; may include automation
- Six Sigma / Total Quality Management: Focus on reducing process variation to reduce errors and defects
- Robotic Process Automation (RPA)
- Theory of Constraints: Focus on improving the performance / capacity of the activities that most constrain the organization
- Gemba
- 5S
- Plan, Do, Check, Act



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Lean

Looks for – and relentlessly roots out – 8 kinds of waste to create **simpler, faster processes**

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Six Sigma

Sigma	Defects Per Million Opportunities
1	691,462
2	308,538
3	66,807
4	6,210
5	233
6	3.4

Translation

In reviewing documents for privilege, we make a mistake on only 3.4 documents out of every 1 million documents reviewed

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Six Sigma Thinking

- What are the key inputs and other factors that affect outputs and outcomes?
- What is the "best way" to do something? How can we increase our probability of a positive outcome?
- What are the benefits of consistency and standardization?
- How carefully does a process need to be controlled to give the results desired by the client? By us?

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Six Sigma Example

ReedSmith
Empowering Innovation

Professionals Capabilities Perspectives Locations Empowering Innovation

Consultancy and planning

Working as a team, our goal is to help you empower your people to deliver maximum benefits and satisfaction with minimum disruption and cost. With our guidance, it becomes easy for you to map out a sustainable way forward by measuring performance, anticipating problems and planning ahead.

We work at all levels. Our advice spans everything from broad-scope senior management issues, to training your people to identify and design their own systems. We offer additional services such as recruitment, executive coaching and change management training, to help your team broaden their skills and expertise.

Human talent and technology resources

To help optimize talent and technology, we use Sigma Law, a development of Six Sigma. Designed to improve your teams work efficiency when managing specific matters, this methodology employs continuous improvement tools, quality management and workflow control to deliver lean, agile ways to work. It can help to achieve lower overheads, more accurate pricing, improved timing, increased client satisfaction and reliable benchmarks to evaluate progress, and works towards the universal call for "more for less."

Our proprietary suite of legal technology tools from Gravity Stack™, a wholly owned subsidiary of Reed Smith, are also available. Whether your legal needs are simple or complex, these combine unique data insights with proven best practices and operational expertise to support and free up the talents of your people.

Visit gravitystack.com for more details.

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<p>Lean</p> <p><i>Do the right things</i></p> <ul style="list-style-type: none"> ○ Simplify processes <ul style="list-style-type: none"> • Eliminate waste / steps • Maximize process speed • Greatly improve productivity ○ Focus on resource efficiency 	<p>Six Sigma</p> <p><i>Do things right</i></p> <ul style="list-style-type: none"> ○ Understand relationships between variables ○ Understand process capability and align with requirements ○ Reduce and control undesirable variation
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Lean and Six Sigma are complementary and are usually used together.
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Principles of Lean Sigma

- 1 Specify Value in The Eyes of The Client
- 2 Reduce Waste and Variation
- 3 Make Value Flow At the Pull of The Client
- 4 Align and Empower Employees
- 5 Continuously Improve In Pursuit of Perfection

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DMAIC: The Framework for a PI Project

Lean Sigma uses a disciplined problem-solving approach:

- Define** Define the problem and why it needs to be solved
- Measure** Measure the current performance of the process
- Analyze** Analyze the opportunities to reduce waste or variation
- Improve** Improve the process by identifying, implementing and validating process changes
- Control** Control the process by implementing methods to ensure improvements will be sustainable

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Define **Measure** **Analyze** **Improve** **Control**

A **D** **K** **A** **R**

Awareness

- Announce the change to employees well ahead of time.
- Explain your reasoning behind the change, including current pain points and potential ROI of the new solution.
- Give employees an opportunity to ask questions and make suggestions.

Desire

- Gauge employees' reactions to the change.
- Identify champions.
- If employees are resistant or indifferent, address their concerns or show them how the change benefits them personally.

Knowledge

- Provide training or coaching to show what employees need to do after the change takes place.
- Address any skill gaps.
- Offer resources, such as process flowcharts, that employees can reference later on.

Ability

- Schedule practice runs before the change is fully implemented.
- Monitor performance immediately following the change and provide constructive feedback.
- Set reasonable goals and metrics at the start.
- Adjust processes as necessary.

Reinforcement

- Monitor the change over time to ensure it yields your desired outcome.
- Use positive feedback, rewards, and recognition to encourage employees to keep following the new process.

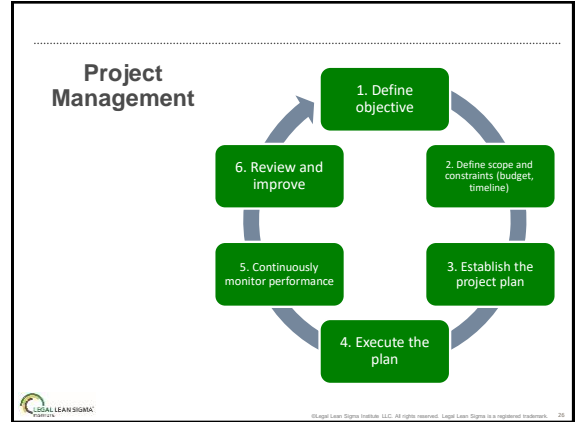
← Enablement zone Engagement zone →

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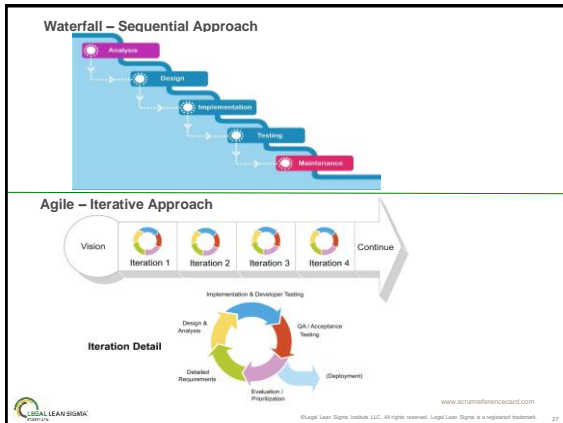
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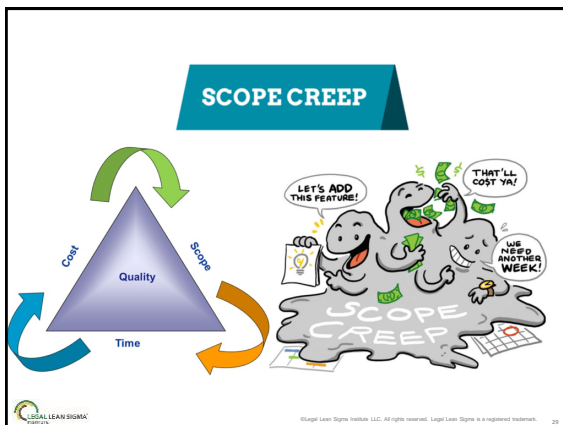


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DMAIC Project Charter Worksheet

Project Title:		Team Members:	
Project Leader:		Problem/Opportunity Statement:	
Business Case:		Goal Statement:	
Project Scope:		Stakeholders:	
Preliminary Plan	Target Date	Actual Date	Concerns and Issues:
Start Date:			
DEFINE			
MEASURE			
ANALYZE			
IMPROVE			
CONTROL			
Completion Date:			

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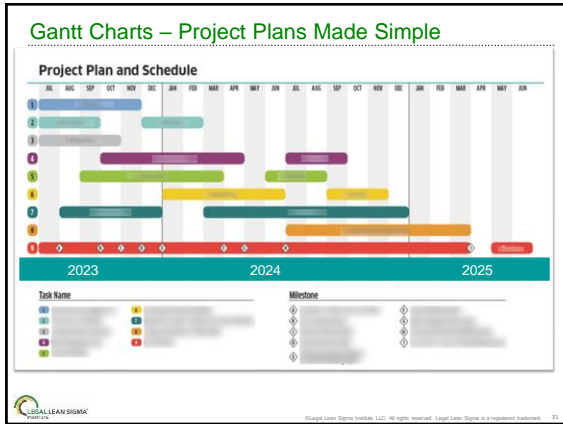


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PM Tool: The BOSCARD

Background	Provide background information that includes the reasons for creating the project and mentions the key stakeholders who will benefit from the project result.
Objectives	Describe the project goals and link each of them with related, SMART project objectives.
Scope	Provide a high-level description of the features and functions that characterize the product, service, or result the project is meant to deliver.
Constraints	Identify the specific constraints or restrictions that limit or place conditions on the project, especially those associated with project scope.
Assumptions	Specify all factors that are, for planning purposes considered to be true. During the planning process, these assumptions will be validated.
Risks	Outline the risks identified at the start of the project. Include a quick assessment of the significance of each risk and how to deal with them.
Deliverables	Define the key deliverables the project is required to produce to achieve the stated objectives.

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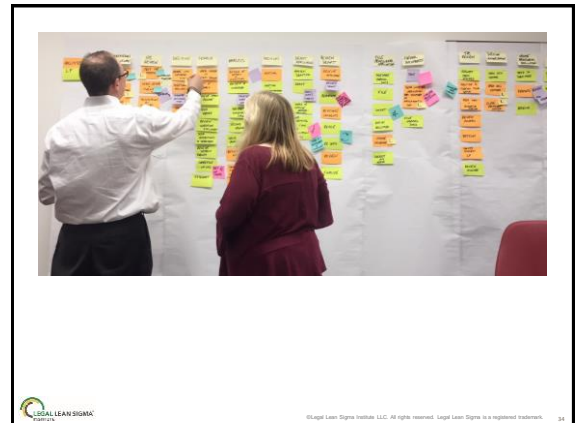
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Advantages of Process Mapping

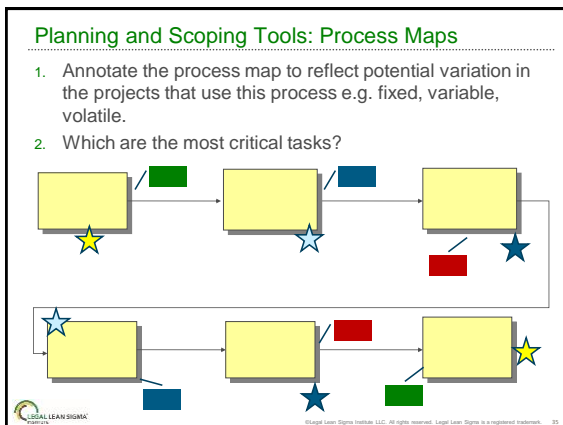
- Pictures are worth 1000 words
- Process improvement, identifying issues, and changing processes is much easier
- Visualizing processes makes the problem clearer from the start: 'show me' is better than 'tell me' especially when it comes to data analysis
- Communications, onboarding, training, and collaborations are more effective through visualization



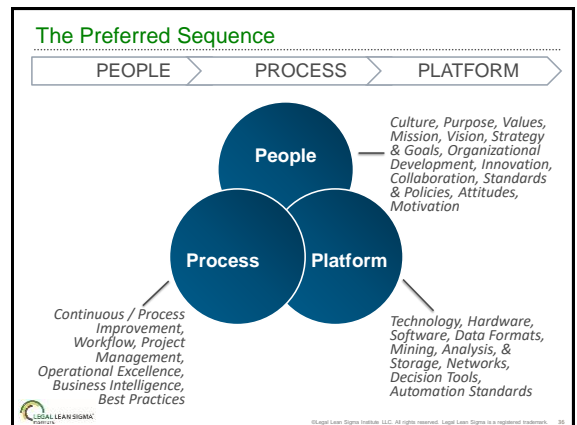
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Fixed fees deliver savings on over 100 R&D contracts a month for Eisai Pharmaceuticals

The problem
Eisai Pharmaceuticals prepares and manages over 100 research and development contracts for major clinical trial sites every month. The contract process to review legal department spend, improve efficiency and increase invoice and collaboration to spread the workload is a complex allocation, track and invoice contract.

The resolution
Based on the volume and type of work, we proposed a fixed monthly fee for all work. Together with Eisai, we finalized negotiation procedures for a range of our experts to follow. This set of guidelines allows a pool of fixed fee staff attorneys to work together to review invoices, eliminating the need for any extra outside resources. We maintain a close relationship and conduct on-site visits to ensure using a design engineering approach to continuously refine and improve processes and technology.

The impact
Eisai now enjoys 24/7 stability of each contract's status, which eliminates queries, gives competitive insight and encourages innovation. Also, average contract turnaround time has consistently improved downward, from 10 days initially to 30 days, a 66 percent reduction, together with certainty to come from our fixed fee arrangement.

Testimonial: "It increased our efficiency, it reduced routine tasks, and it improved collaboration and our working with our business partners."

30 percent cost savings in mortgage litigation for a global bank

The problem
As part of a cost-reduce program, our client, a global bank, had the goal of achieving greater efficiency and cost effectiveness for mortgage litigation cases. They were looking for significant cost savings and better case management tools overall.

The resolution
We developed standardized documentation and processes for all matters. Active management also ensures that the precise checks for tasks necessary to resolve each matter are completed, while meeting with client approval. Attorneys with significant experience of the client's matters.

The impact
Our contribution in developing these initiatives has resulted in cost savings to the client that equal almost 30 percent. Working together, we expect significant savings and improvements to continue over the next 12 months.

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Our Technology Products
For digital, fixed fees, we represented clients for 100+ years of P&G business.

Intelligence
Draft Construction
Breach/Responders
Deal performance platform
Relativity

OutSight
Insight
Consent Tracker
Anonymizer
Brainspace

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**i never lose.
I either win
or learn**

NELSON MANDELA

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There are many opportunities to improve the way work is done, delivered, and managed.

PI and PM allow people to work better together and organizations to deliver greater value to themselves and their clients.

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