



LEGAL LEAN SIGMA®
INSTITUTE

Design Thinking



SCGLEGAL
A WORLDWIDE NETWORK OF LEADING LAW FIRMS

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1

Innovation has become crucial for the legal industry.....


Future Ready Lawyer surveys from Wolters Kluwer
shows trends for legal professionals

**Technology is a
driving force**

**Coping with an
increased volume and
complexity of
information**

**Emphasis on
improved efficiency
and productivity**

**Clients' expectations
have changed**



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2

Today's Program

- Introduction to Design Thinking
- How is it used in the legal industry?
- Combining PI, PM and DT for the win-win



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3

Today's Program



LEARN

Legal Design Thinking
(DT)



CHALLENGE YOUR THINKING

Designer's Mindset
Collaboration
Technology +
Innovation



EXPLORE

Integrate DT, PI, and
PM into your legal work
right away to improve
speed, quality, budget
predictability, and
experience




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4


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- Introduction to Design Thinking
- How is it used in the legal industry?
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Today's Program



LEARN
Legal Design Thinking (DT)



CHALLENGE YOUR THINKING
Designer's Mindset
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Technology + Innovation

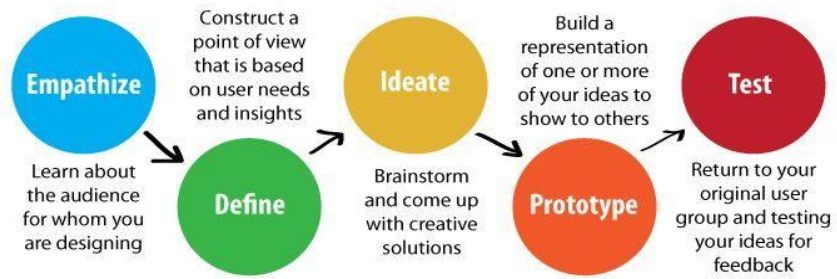


EXPLORE
Integrate DT, PI, and PM into your legal work right away to improve speed, quality, budget predictability, and experience

5

5

The Process of Design Thinking



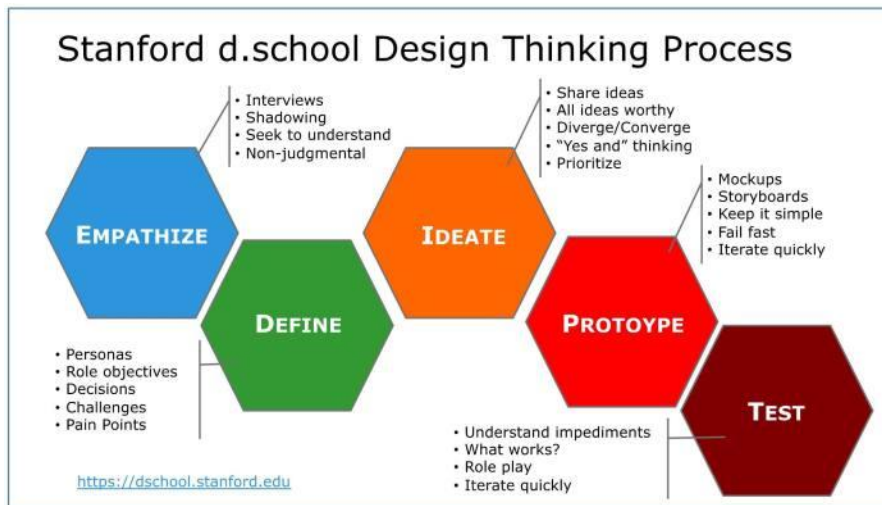
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graph TD
    Empathize((Empathize)) --> Define((Define))
    Define --> Ideate((Ideate))
    Ideate --> Prototype((Prototype))
    Prototype --> Test((Test))
    Test --> Empathize
    
```

6

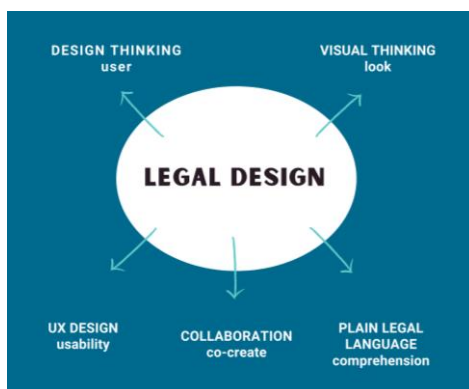
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Stanford's Design Thinking



7

Focus of Legal Design: PEOPLE

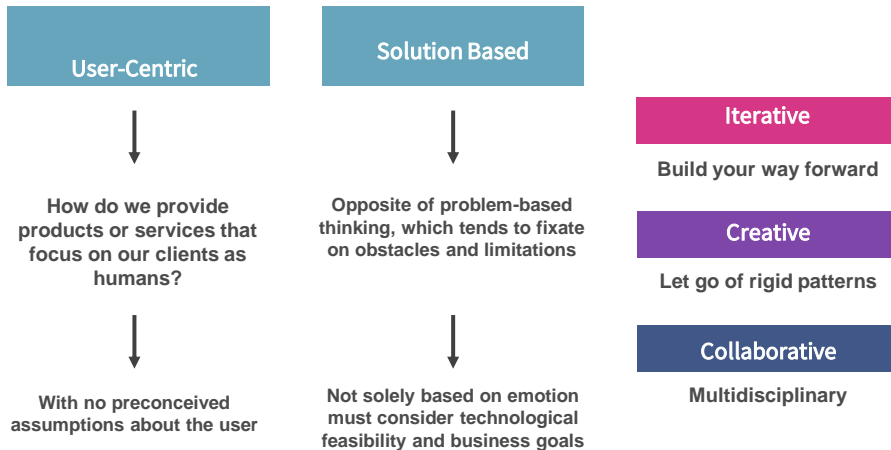


DW Legal Design was introduced by Margaret Hagan (Executive Director, Legal Design Lab, Stanford Institute of Design (d.school)).

LAW BY DESIGN
is a LENS THAT
Puts the Focus of
Law ON
INNOVATING, testing,
AND BUILDING systems
THAT serve the
AGENCY of PEOPLE
INVOLVED IN them.

8

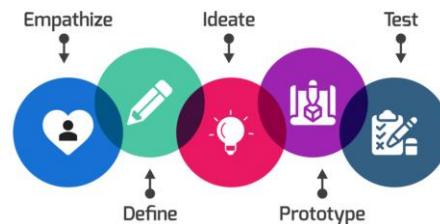
The Basics



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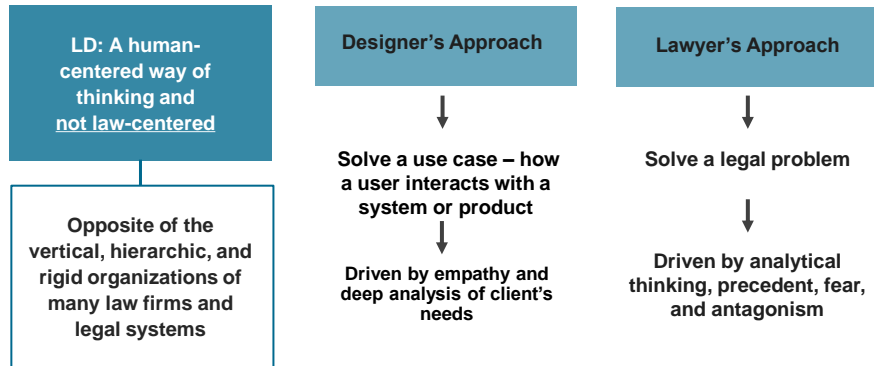
Why Choose Legal Design?

- A disciplined way to introduce creative solutions to the challenges we face in law
- Maintains a business focus as well as a human-centered one
- Ensures the product, information and/or service is compliant with the law while focusing on the user's needs and desires



10

Legal Design Is A Mindset



LD challenges nearly everything we've learned...

Strong emphasis on brainstorming, collaboration, prototyping, and developing solutions.

Requires lawyers to take a step back from complex legal jargon and processes that are difficult to understand for the users (clients, public, lawyers, students, society and its systems, institutions).

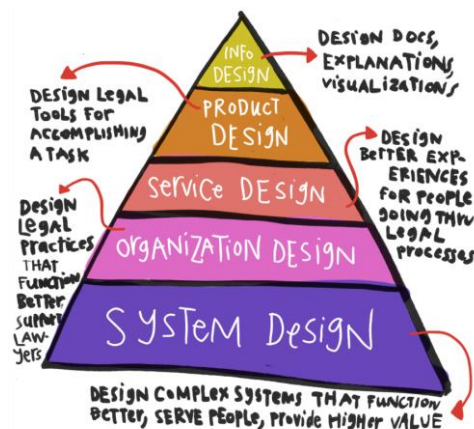


Image Source: [Law by Design](#)

Poor Design is EVERYWHERE in LAW!

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13

Using DT to Improve Client Service

- First significant examples of DT being applied to the commercial legal sector: lawyers at the Australian telco company Telstra used design-thinking to improve their service to the business
- Since 2020, many big law firms now employ legal designers on staff.
- Some, such as Linklaters, offer design-thinking training to all their lawyers to encourage more client-centric mindsets.
- Others including Australia-based Gilbert & Tobin, which advises Telstra, have embedded the methodology in everything they do. "It is so standard for us now," says Caryn Sandler, the firm's innovation chief, "that we don't even label it."

14

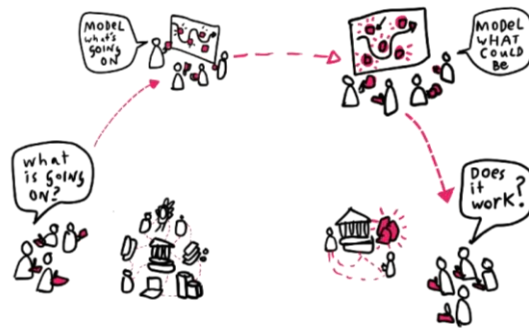
Legal Design Mapping

“We map out the current status-quo, and note where there are interactions, where there are failures, where there are opportunities.

By documenting “what-is” — all the people, props, interactions, and rules — we can spot better “what-could-be.”

-Margaret Hagan

A Service Design Approach to the Legal System



Eviction Summons BEFORE

No clear Headline message in purple headline

Too many large blocks of text. Reader likely will read #3.3 - or even past 1 sentence to each.

Absence of any resources, referrals, or action steps for reader

Complicated vocabulary and sentence structure, for info about lawsuit & rights

Key action steps in small text in middle of page

Second action (about what happens with 5 owed) is buried in "dead text". Reader likely tunes out.

Key real estate for "Next Steps" is taken up by signature

Court logo to sign this is an important & trustworthy communication

Eviction Summons AFTER

Title the Document clearly to explain its purpose on 1st read, and then for reference when the reader is going through stack of papers later

Address reader policy

Clear statement of who is suing who, for what

Most important Call Out for Hearing Hours

Where the main goal of due is to prevent default. Make this info primary focus

Call out Action Steps to Get Help in spaced-out bullet points with clear titles, content points, and possible payoffs. This is 2nd most important info

Include language required by statute. Keep it's typical all-caps formatting and "block of text" to signal that this is the legalese for "power users".

All key information reader may be asked about in one place for reference

Warning Nudge: tap into negative consequences for default.

Visualize desired action of going to the courthouse. Also prevent confusion about which building to line up at.


Provide Clear Next Step, in this case of signing up for text hotline to connect with help.

Image Source: [Legal Tech Design](#)
Margaret Hagan, Legal Design Lab


NEW Document

When and how we collect data Am I included?

We collect data from people browsing our website, customers of Juro and people who view / sign contracts through Juro, when...



DATA YOU GIVE US



DATA WE COLLECT

- You browse any page of our website
- You request a demo of Juro
- We call you
- You use the Juro contract management service
- You receive transactional emails from us
- You view and sign contracts
- You chat with us for customer support
- You opt-in to integrations (like Slack)
- You opt-in to marketing emails
- You opt-in to us keeping in contact with you

OLD Document

Data we collect and store

In order to deliver the Service effectively, we may store and process the following data:

- Contact data, e.g. name, address, city, postcode, telephone number, email address;
- Financial data, e.g. bank account number, sort code, credit card details, debit card details;
- Demographic data, e.g. postcode, sex or income;
- Contract data, e.g. contract templates, Q&A answers, data integrated into contracts from third party providers, contract tokens, counterparty names and email addresses, comments, activity on contracts, signatures;
- User identification data, e.g. IP address, login information, browser type and version, time zone setting, browser plug-in types, geo-location information, operating system and version; and
- User behaviour data, e.g. URL clickstreams, products/services viewed, page response times, download errors, page visit lengths, page interaction data, action based metrics; telephone numbers used to call us.

Image Source: Legal Geek – WTF?

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17

JURO X

Your privacy at a glance

Hello. We are Juro Online Limited (known by humans as Juro). Here's a summary of how we protect your data and respect your privacy.

Types of data we collect Tell me why

- Contact details
- Financial information
- Data from your contracts
- Data that identifies you
- Data on how you use Juro

How we use your data How exactly?

- To keep Juro running
- To help us improve Juro
- To give personalised customer support
- To send you marketing messages (but only if you tell us to)

Third parties who process your data What do they do?

The following services help us keep Juro running by storing or processing your data on our behalf:


- Infrastructure: Algolia, AWS, MongoDB
- Analytics: Google Analytics, Heap, Mixpanel, Metabase, Hotjar
- Integrations (by your request): Salesforce, Slack, Google
- Comms: Hubspot, Intercom, Sendgrid, Sumo
- Payments: Stripe

We use cookies How can I choose?


- We use only necessary cookies to run and improve the service
- Our third party service providers use cookies too, which they control
- You can turn off cookies but this will mean for example that we can't recognise you in in-app messaging or we can't resolve issues so efficiently

When and how we collect data Am I included?

We collect data from people browsing our website, customers of Juro and people who view / sign contracts through Juro, when...



DATA YOU GIVE US



DATA WE COLLECT

- You browse any page of our website
- You request a demo of Juro
- We call you
- You use Juro
- You receive emails from us
- You view and sign contracts
- You chat with us for customer support
- You connect integrations (like Slack)
- You opt-in to marketing messages

Know your rights What can I do?

- Access information we hold on you
- Opt-out of marketing comms
- Port your data to another service
- Be forgotten by Juro
- Complain about us

If you have any concerns about your privacy at Juro, please email us at support@juro.com or hit the Intercom button to start chatting with us

Read the full policy
(no legalese, we promise)

Image Source: Juro

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18

Before

After

New Layout for Legislation in Canada

"As part of ongoing efforts to improve access to justice for Canadians, the print and PDF versions of federal legislation have been given a new appearance effective January 2016. The new layout does not change the wording or meaning of the legislation, but does make it more user-friendly and easier to read."

Government of Canada Justice Laws Website <https://laws-lois.justice.gc.ca/>

Image Source: <https://davidberman.com/>

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19

Candy Chang collaborated with The Street Vendor Project and the Center for Urban Pedagogy to design a guide for New York City street vendors.

Before

After

Image Source: Candy Chang - Vendor Guide

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20

Bankwest (Australia)

Visual Terms and Conditions



Image Source: Bankwest (Australia)

21

FAI ARBITRATION FLOW CHART: The Finland Arbitration Institute (FAI), together with Dottir Attorneys (parent of Dot. Legal Design) and design agency Hellon used legal design to design and develop a solution to the challenge the FAI had encountered: how to reach their customers with information on arbitration that is easy to understand and practical.

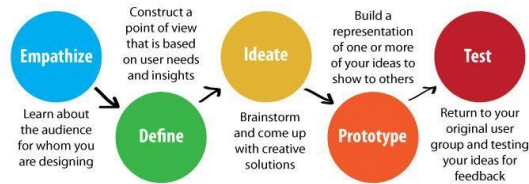
The FAI Arbitration Process



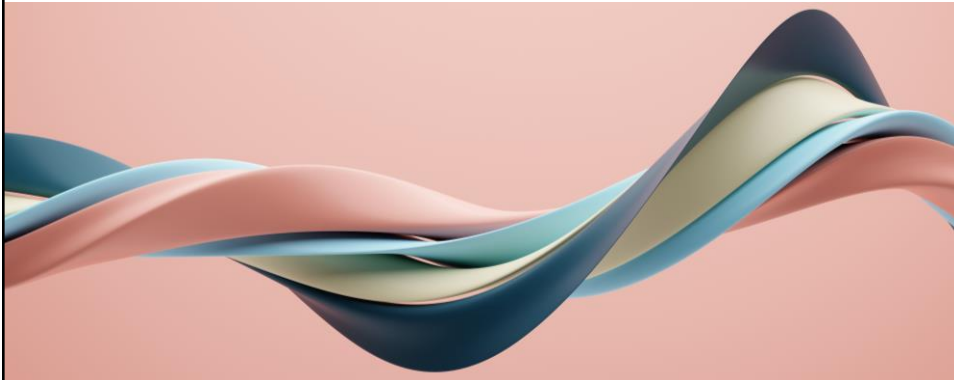
22


Try it!

1. In your breakout room, pick a process: INTAKE or ONBOARDING
2. What are different “audiences” we could design for?
3. Select one audience. How can we construct a point of view based on their needs and insights?
4. Isolate a major pain point
5. Brainstorm ideas for addressing it!




Integrating PI, PM, DT, & Change Management







Top 5 Change Management Models




Kotter's model




McKinsey's 7 S model




ADKAR model



Kübler-Ross model



Lewin's model

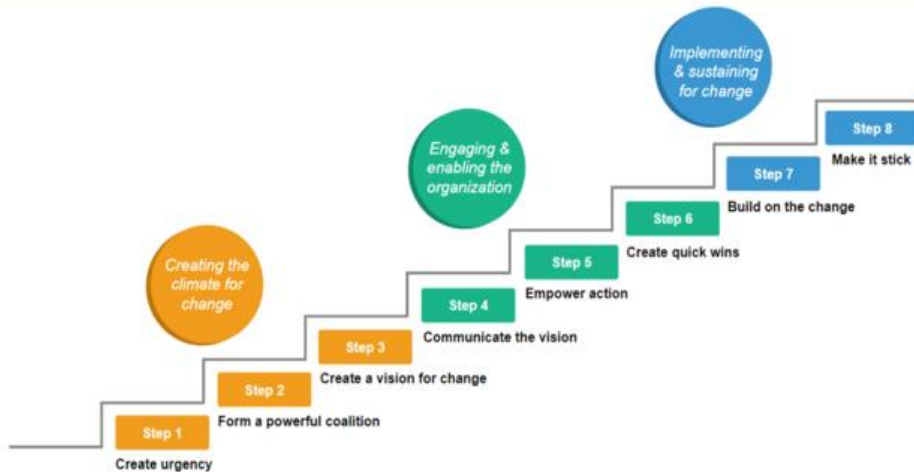



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25

25

Kotter's 8 Step Change Model



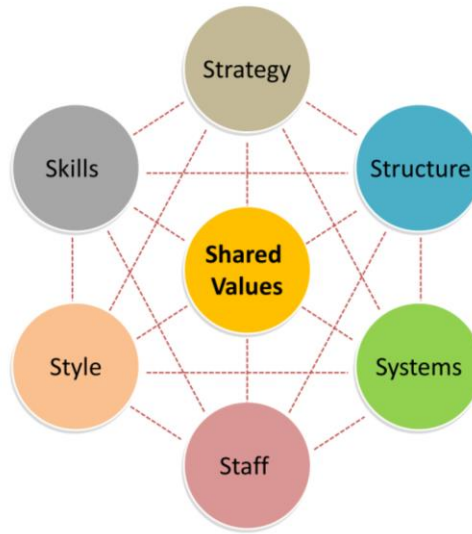


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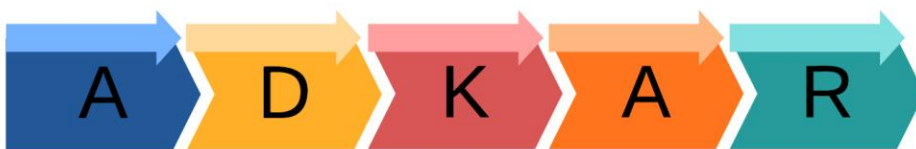
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26

McKinsey 7S Framework



27



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

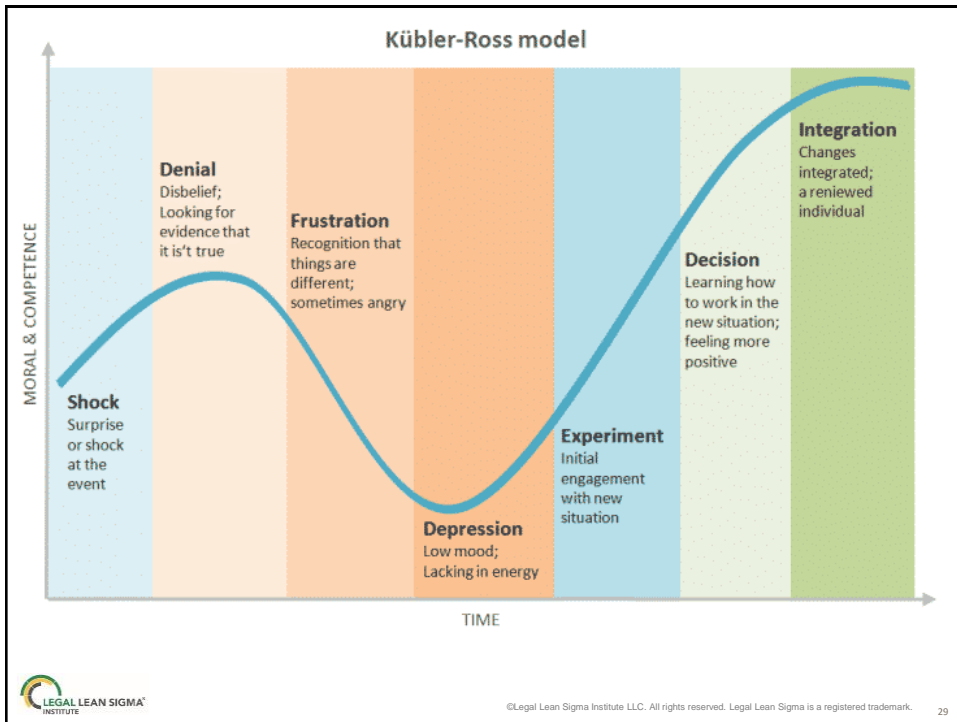
- Schedule practice runs before the change is fully implemented.
- Monitor performance immediately following the change and provide constructive feedback.
- Set reasonable goals and metrics at the start.
- Adjust processes as necessary.

Reinforcement

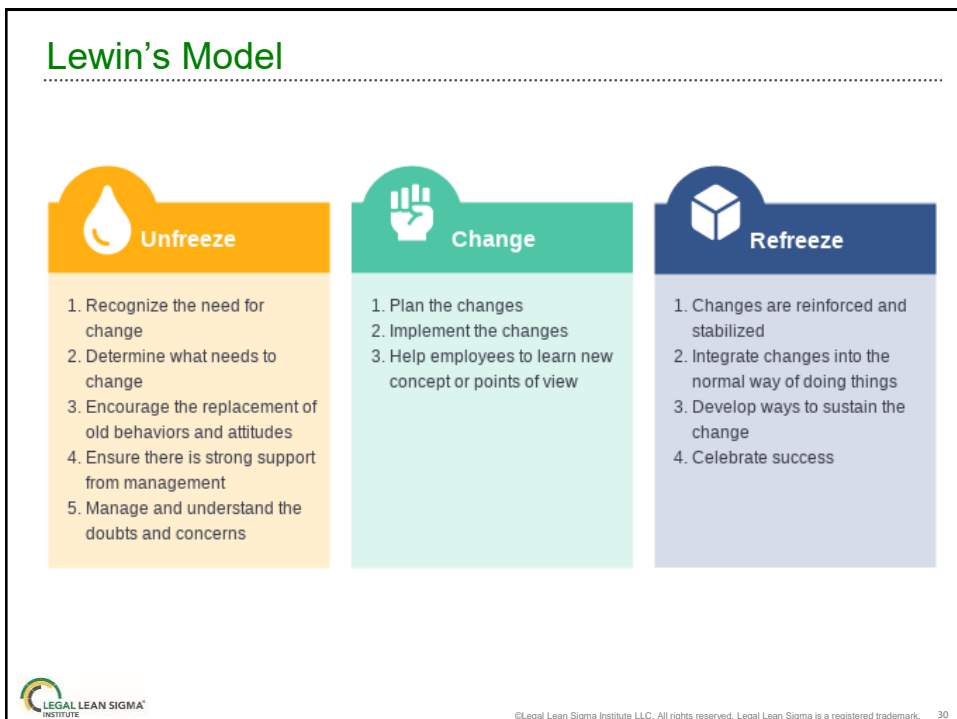
- Monitor the change over time to ensure it fulfills your desired outcome.
- Use positive feedback, rewards, and recognition to encourage employees to keep following the new process.



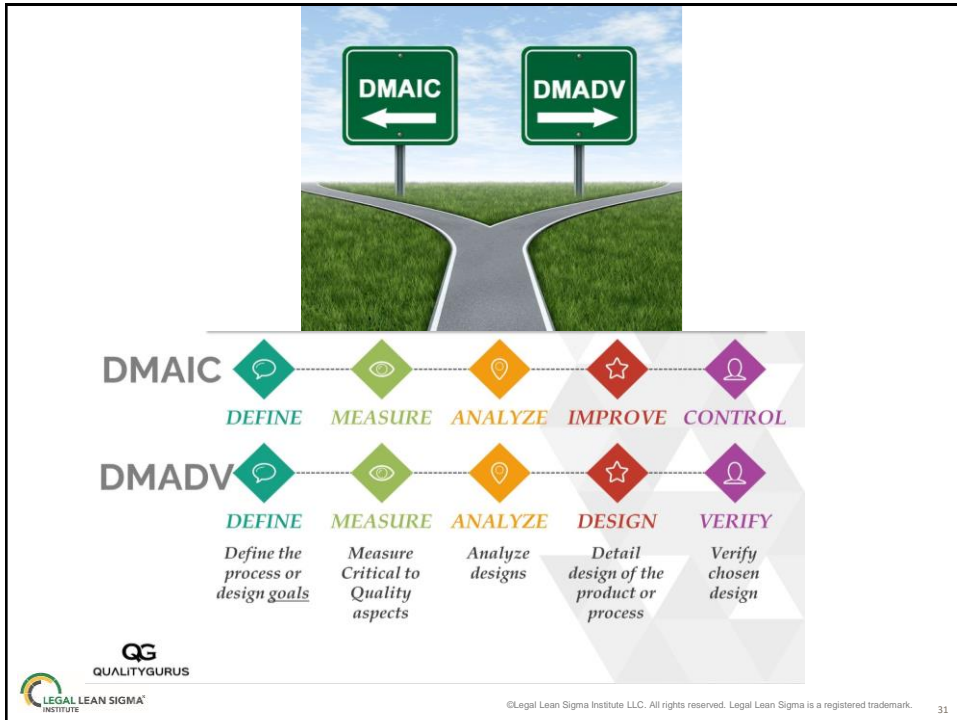
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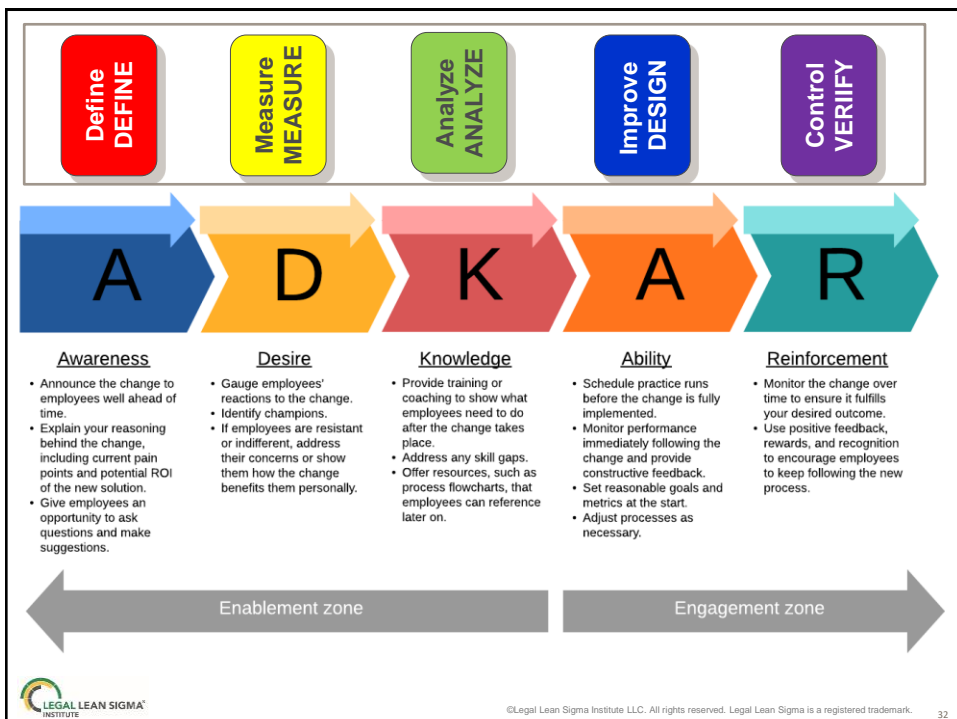
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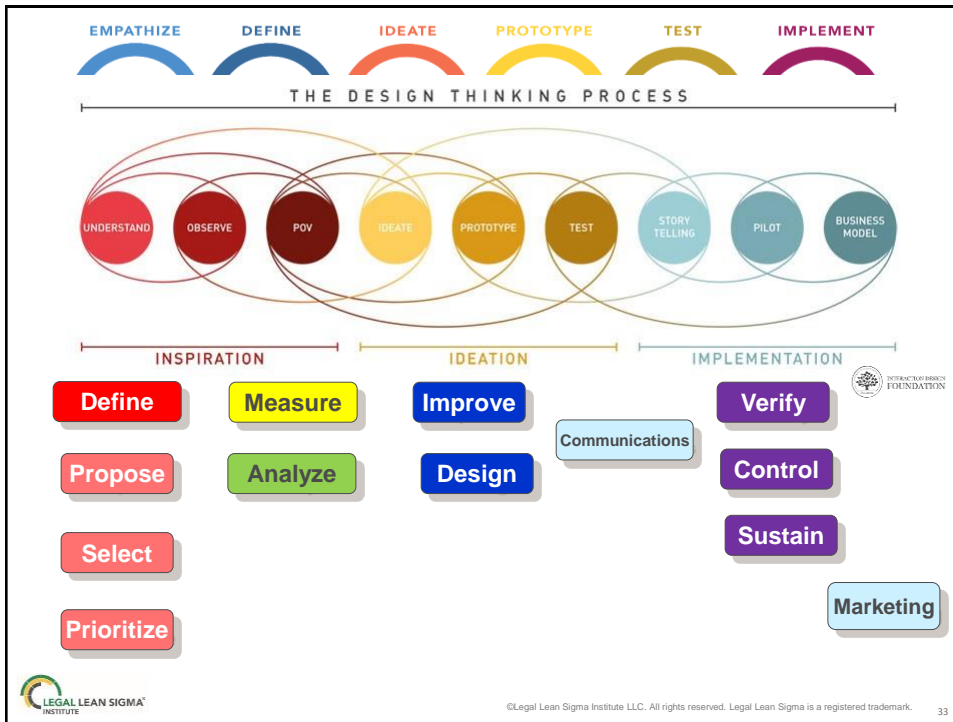
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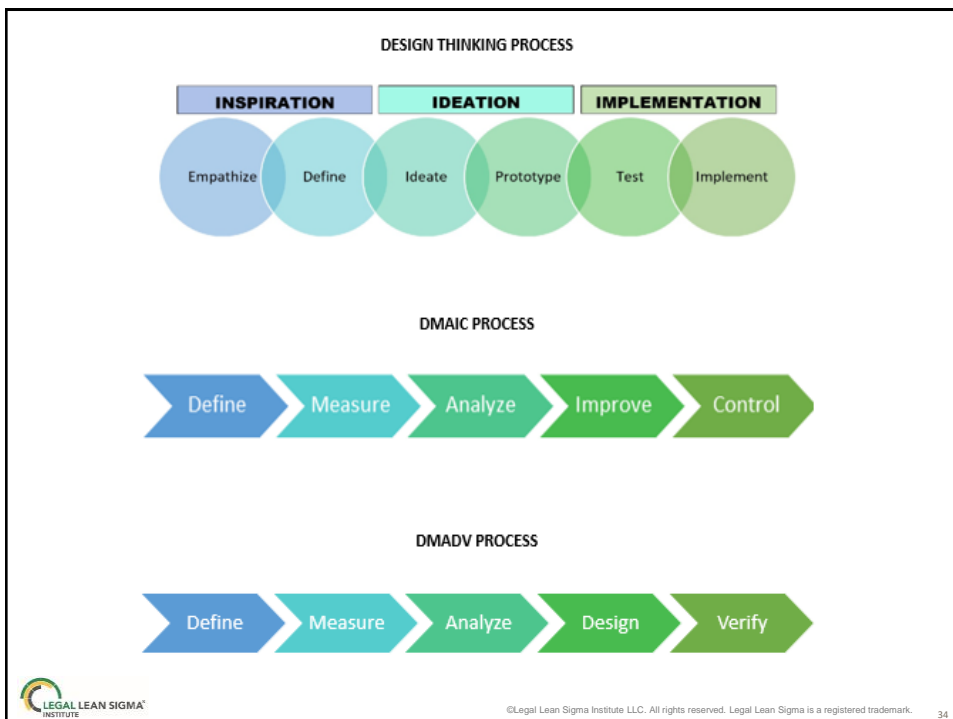
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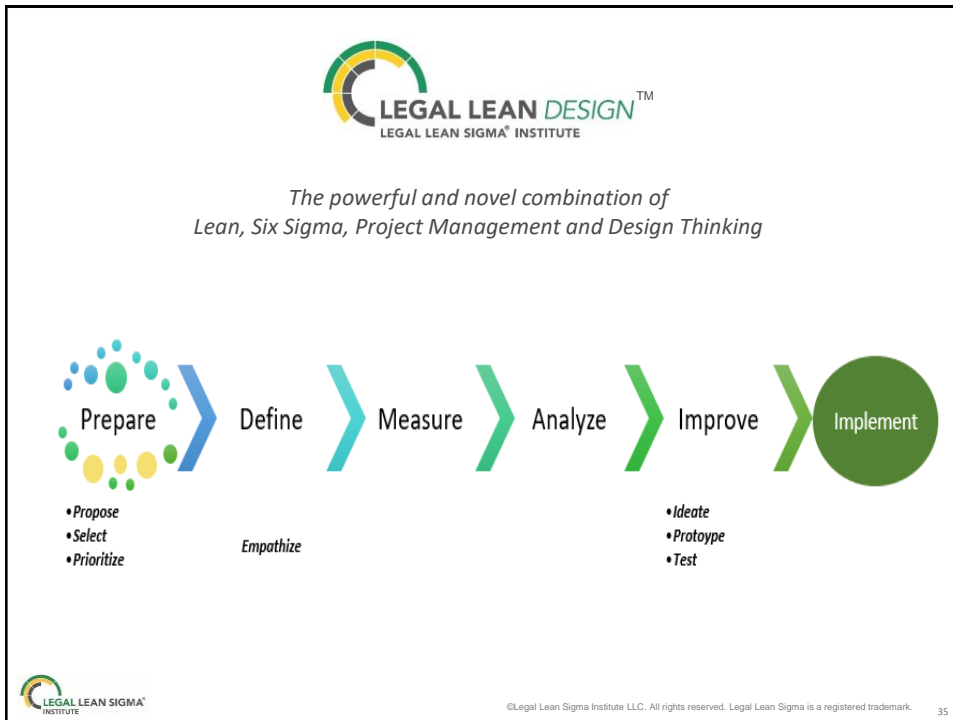
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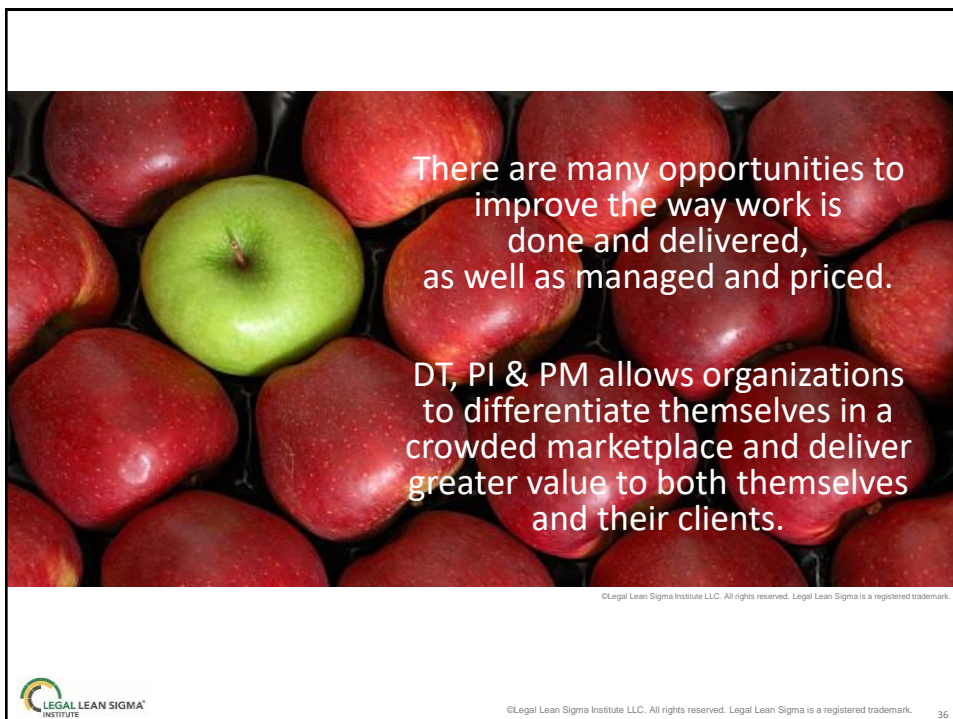
33



34



35



36

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