



**LEGAL LEAN SIGMA[®]**
INSTITUTE

Process Improvement &
Project Management
Module 3A

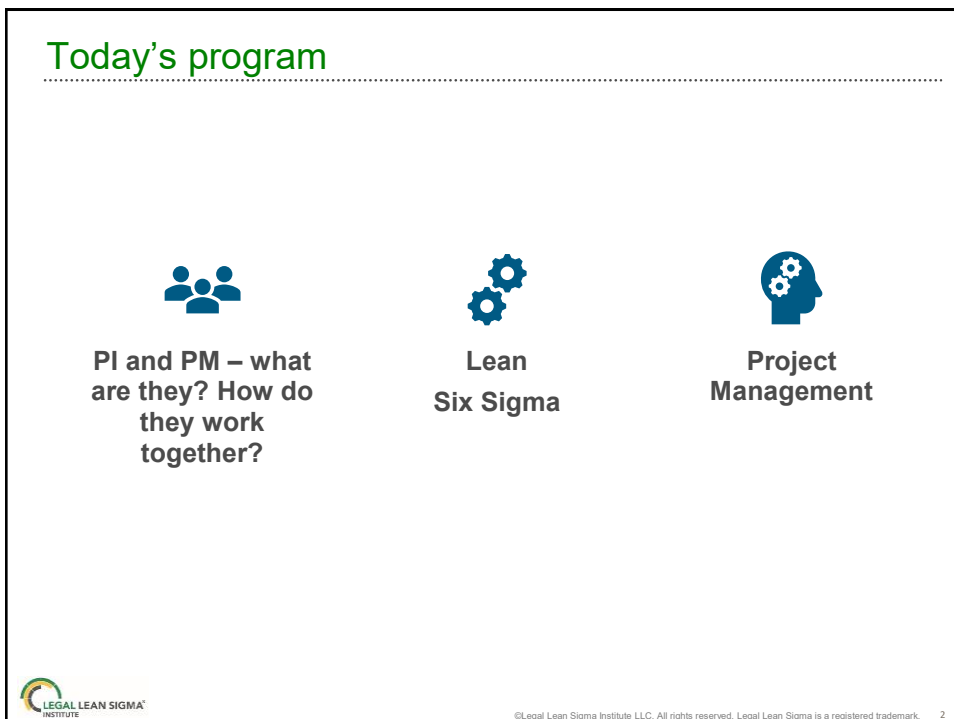
SCGLEGAL
A WORLDWIDE NETWORK OF LEADING LAW FIRMS

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Today's program


PI and PM – what are they? How do they work together?


Lean Six Sigma


Project Management

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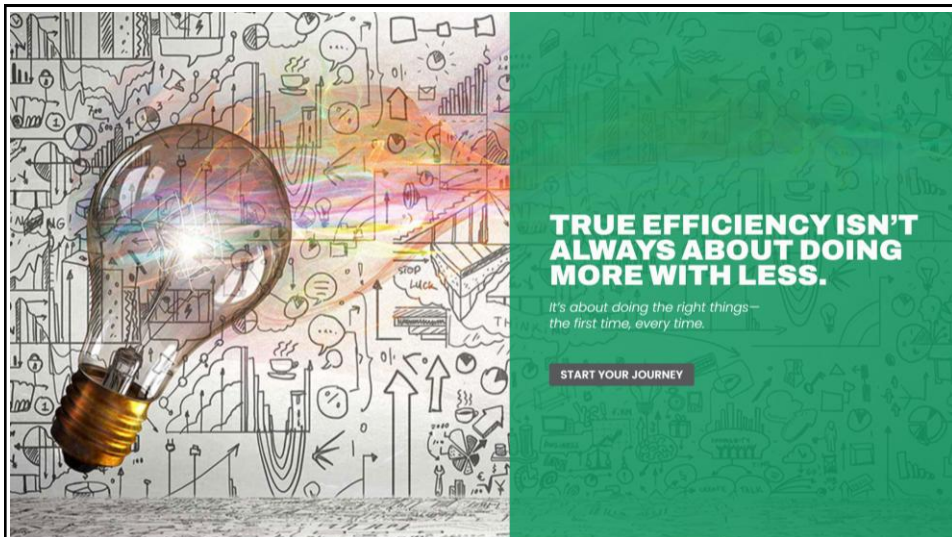
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Defining Efficiency



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A graphic design featuring a glowing lightbulb on the left, set against a background of various business-related icons like charts, arrows, and documents. On the right, a green panel contains the text: "TRUE EFFICIENCY ISN'T ALWAYS ABOUT DOING MORE WITH LESS." Below this, in smaller text, it says "It's about doing the right things – the first time, every time." At the bottom of the green panel is a button that says "START YOUR JOURNEY".

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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

Benefits

- Better client and project outcomes
- Predictability
- Improved efficiency and speed
- Reduced errors and rework
- Lower costs, better pricing, and higher profitability
- Increased client and employee satisfaction
- Higher performing, higher functioning, diverse teams

“If you can’t describe what you are doing as a process, You don’t know what you are doing.”



W. Edwards Deming
1900 - 1993

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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 clients
- The embodiment of our knowledge as to (ideally) the best way to do something


HOW TO MAKE COFFEE IN A DRIP COFFEE MAKER



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Practices are Processes

• Administrative Law	• Cybersecurity & Data Privacy	• Property Law	• Professional Liability
• Alternative Dispute Resolution (ADR)	• Education Law	• Copyright	• Real Estate Law
• Appellate Law	• Elder Law	• Patent	• Securities Law
• Aviation Law	• Employment & Labor Law	• Trademark	• Social Security Disability
• Banking & Finance Law	• Energy & Utilities Law	• International Law	• Sports Law
• Bankruptcy & Creditors' Rights	• Entertainment & Media Law	• Land Use & Zoning	• Tax Law
• Business & Corporate Law	• Environmental Law	• Mediation & Arbitration	• Telecommunications Law
• Cannabis Law	• Estate Planning	• Medical Malpractice	• Transportation Law
• Civil Litigation	• Family Law	• Mergers & Acquisitions	• Veterans Law
• Civil Rights Law	• Government Relations & Lobbying	• Municipal Law	• White Collar Criminal Defense
• Commercial Litigation	• Health Care Law	• Nonprofit & Tax-Exempt Organizations	• Workers' Compensation
• Construction Law	• Immigration Law	• Personal Injury	• Wrongful Death
• Consumer Protection Law	• Insurance Defense	• Probate & Trust Administration	
• Contract Law	• Intellectual	• Product Liability	
• Criminal Defense			



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Core Business Processes

Intake

Conflicts


New Hire

- Recruiting
- Onboarding
- Integration

Timekeeping

Billing


Pricing




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What Processes Benefit from Improvement?



BUSINESS



LEGAL



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How to Pick a Process Improvement Project

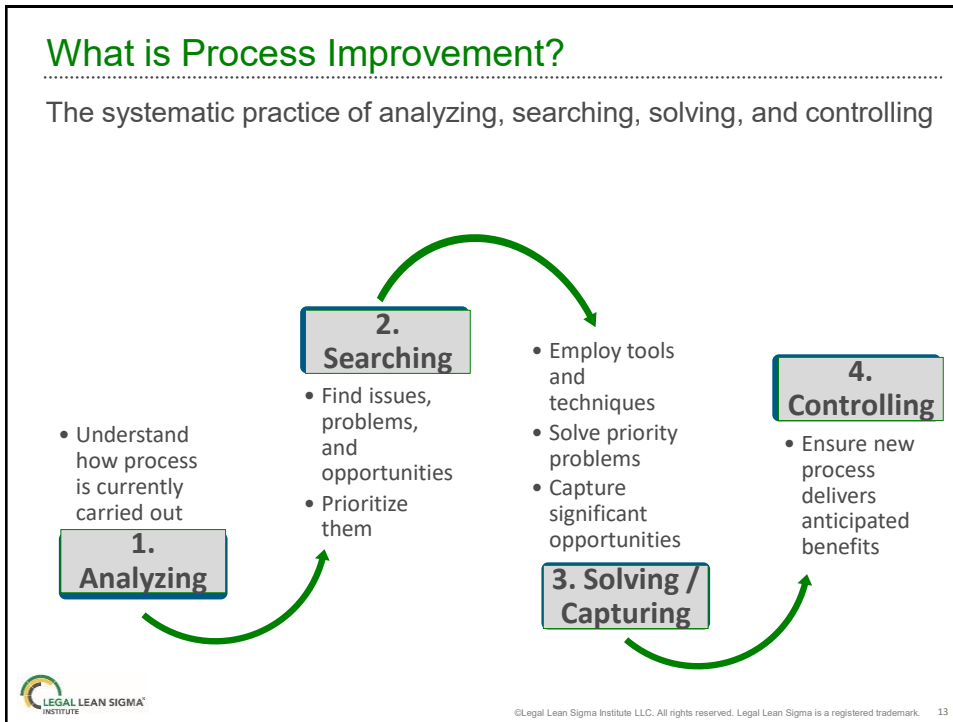
- Where is work at a high volume?
Where is the trend increasing?
- Where are you experiencing PAIN POINTS, pricing pressure, high write offs, and/or write downs?
- What is paper intensive and/or form driven?
- What seems to be taking longer than it should and/or causing frustration?
- Where do we have opportunities and demands to expand our capacity and/or capability to handle particular kinds of work?
- What are our drivers for efficiency, excellent quality of work and service, high probability of successful outcomes, Predictability
- What are clients asking for/demanding?



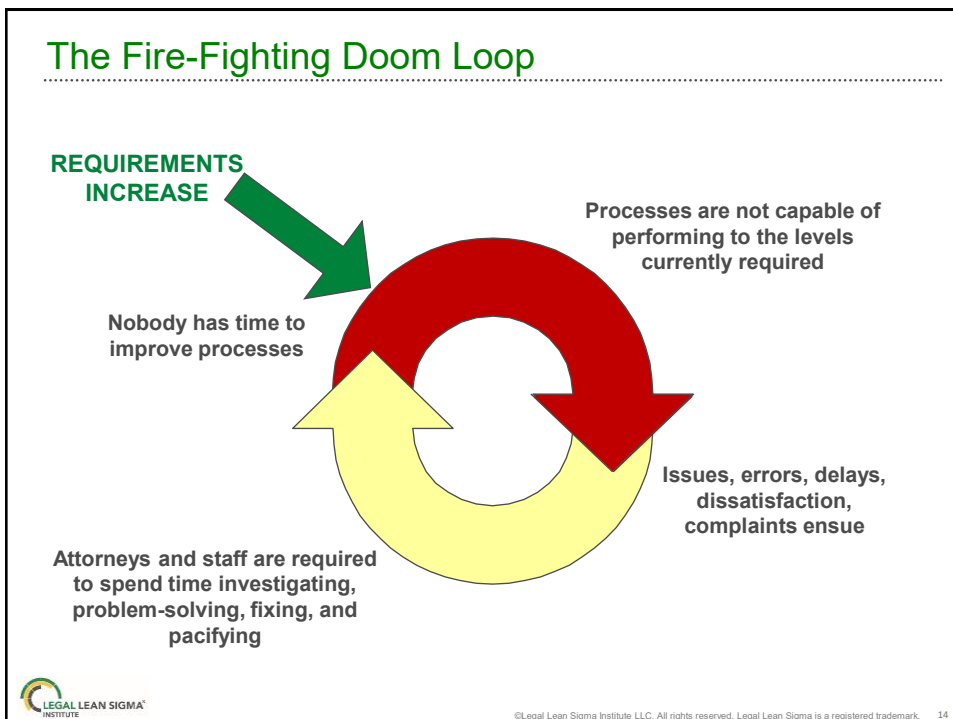


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*“If you don’t have time to do it right,
what makes you think you’ll have time
to do it over?” – Seth Godin*

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Lean

Do the right things

- Simplify processes
 - Eliminate waste / steps
 - Maximize process speed
 - Greatly improve productivity
- Focus on resource efficiency

Six Sigma

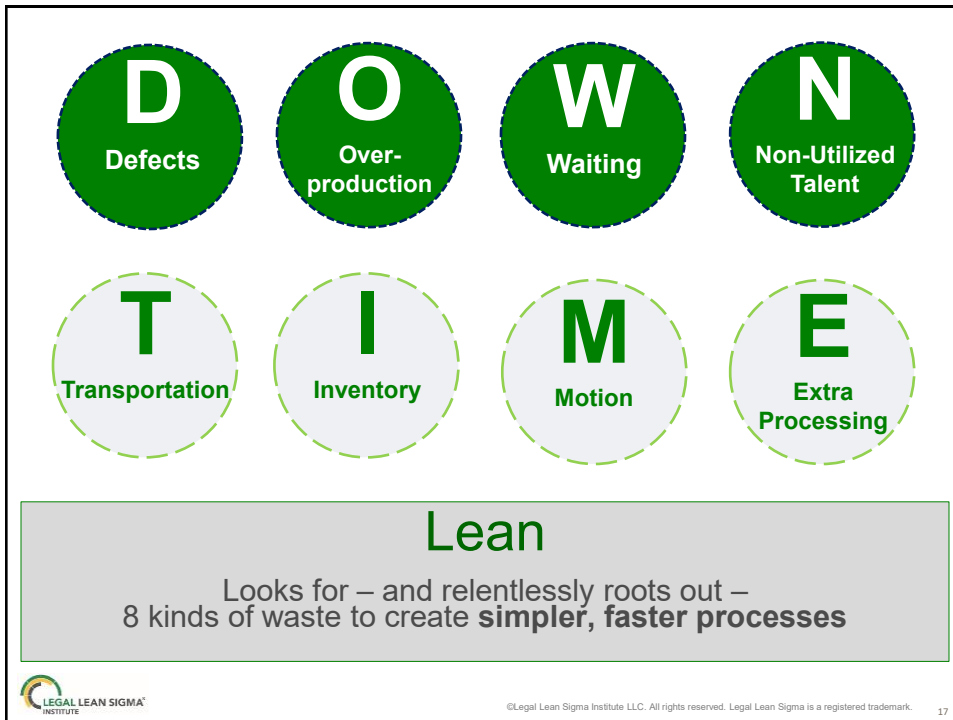
Do things right

- Understand relationships between variables
- Understand process capability and align with requirements
- Reduce and control undesirable variation

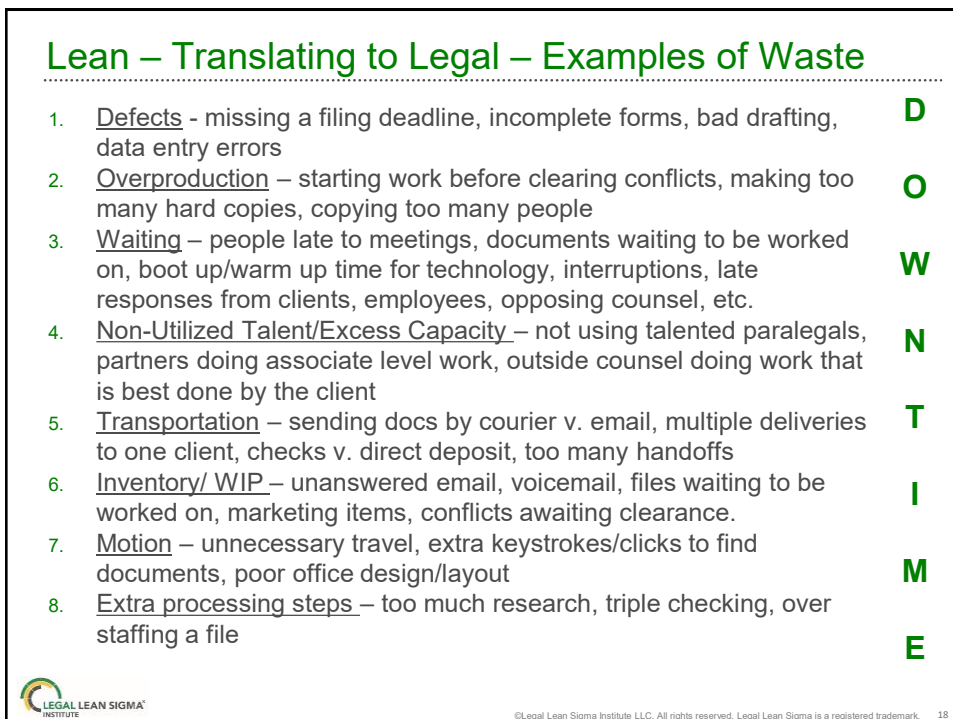
Lean and Six Sigma are complementary and are usually used together.

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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

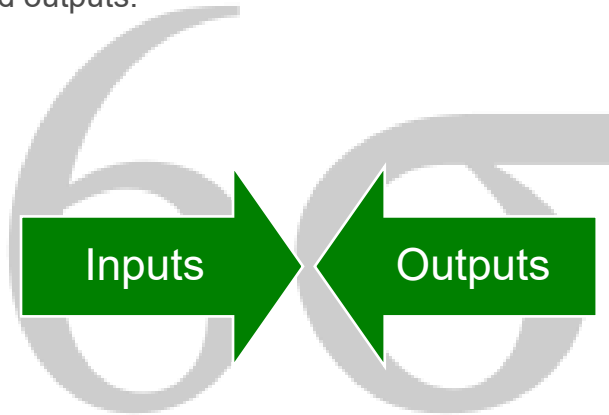
Six Sigma Thinking



- 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?

Six Sigma

Six Sigma works to understand the relationships between inputs and outputs:



The application is a more natural fit for processes that are repetitive, routine, and require a high degree of accuracy.

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Six Sigma Example: NOVUS Law

- “Six Sigma is what we use to eliminate defects as we measure and analyze our work processes. Typically, undocumented processes will yield 20,000—60,000 defects per million opportunities. Six Sigma is designed to get that down to fewer than 4/million.
- On our most recent document review we performed at Five Sigma, or approximately 200 defects per million. By the way, that’s about 200 times better than the average in the legal industry today.”



NOVUSLAW
The Measure of Competency

Document review, management and analysis for lawyers
Measurably more accurate, faster and less expensive

The Novus Process™

How we deliver measurably better results.
Measurable certainly doesn't just happen. It requires significant thought, planning, preparation and execution. It requires the Novus Process™.

At the heart of every Novus Law engagement is the Novus Process™ – a proven analysis for measurably more accurate, faster and less expensive document review, management and analysis – all the while that has saved Billions globally, recognized and fully credited by our management and quality control. The Novus Process™ is the only standard process.

The Novus Process™ was awarded the 2010 Innovation Award by the College of Law Practice Management and Novus Law was named one of the top 100 law firms in the world.

The Novus Process™

The Novus Process™ is a unique and powerful combination of rigorous process management, scientifically based quality control, and advanced technology applications. There are three distinct parts to the Novus Process™.

- Novus One-Touch™ Process Management
- Novus Q™ Quality Management
- Novus C™ Knowledge Management

Working together, the three parts of the Novus Process™ enable greater efficiency, quality and collaboration – all critically important for achieving measurably better results and reducing overall working costs by as much as 30 percent.

But will globally recognized Lean Six Sigma principles for process management and quality control, the Novus Process™ has proven to be measurably superior to traditional legal processes.

3X Faster	99.9% Accurate	100% Transparent
Expeditiously captures information faster than most other document management solutions, allowing you to respond more quickly to your client's needs.	Achieves world-class accuracy, according to professional, scientific and statistical quality system audits conducted by our clients and firms.	Provides full time transparency into the development of the data for more confident decision making and control over the strategic direction of matters.

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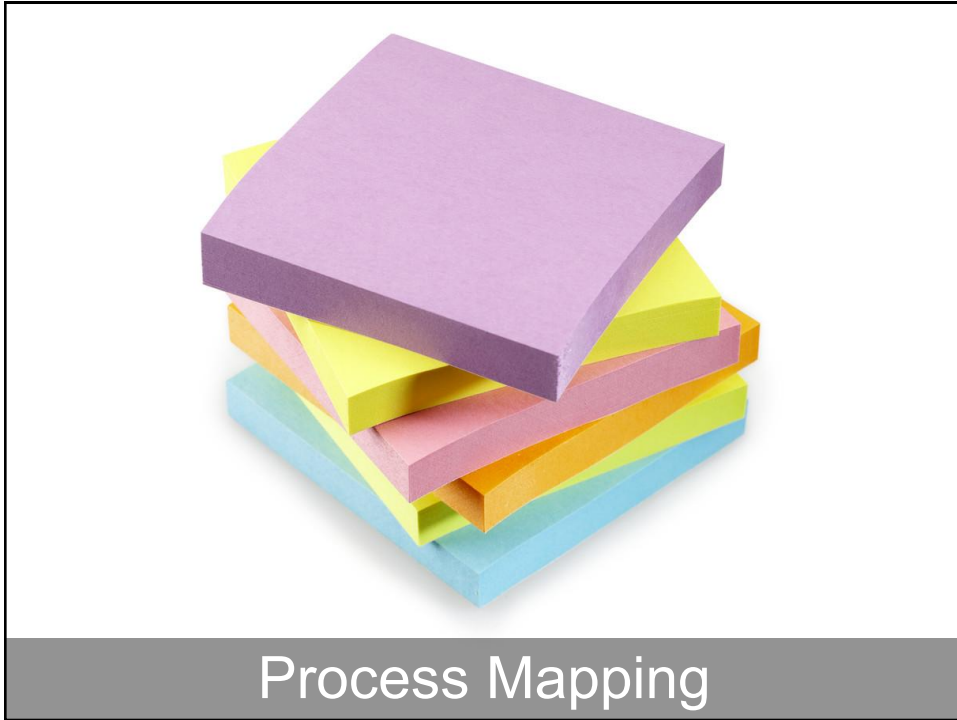
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DMAIC Project Charter Worksheet			
Project Title:			
Project Leader:		Team Members:	
Problem/Opportunity Statement:			
Business Case:		Goal Statement:	
Project Scope:		Stakeholders:	
Preliminary Plan	Target Date	Actual Date	Concerns and Issues:
Start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

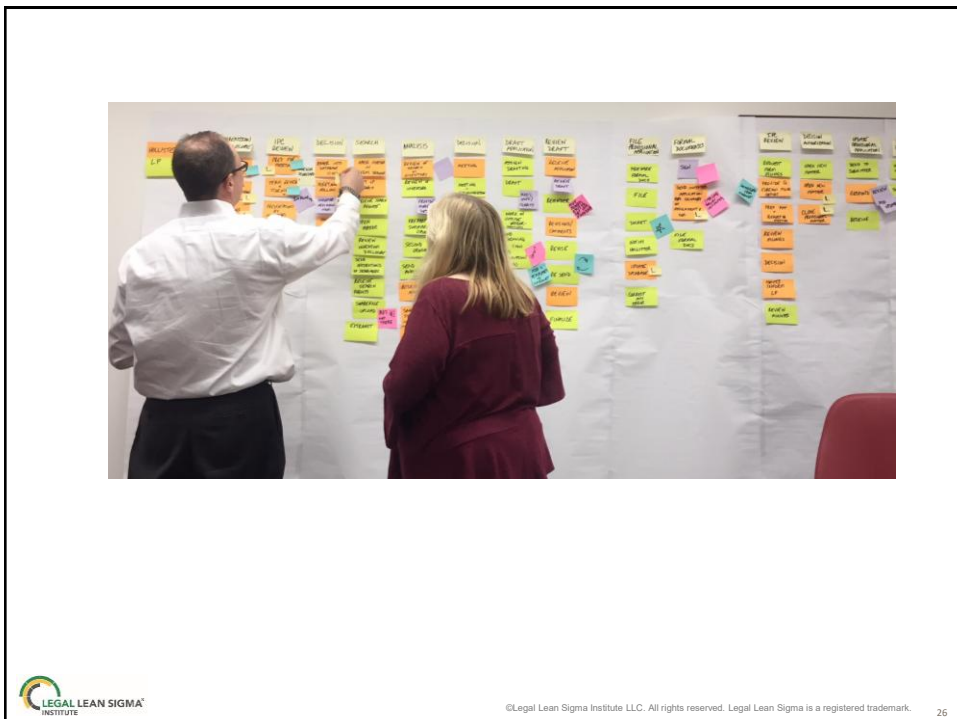


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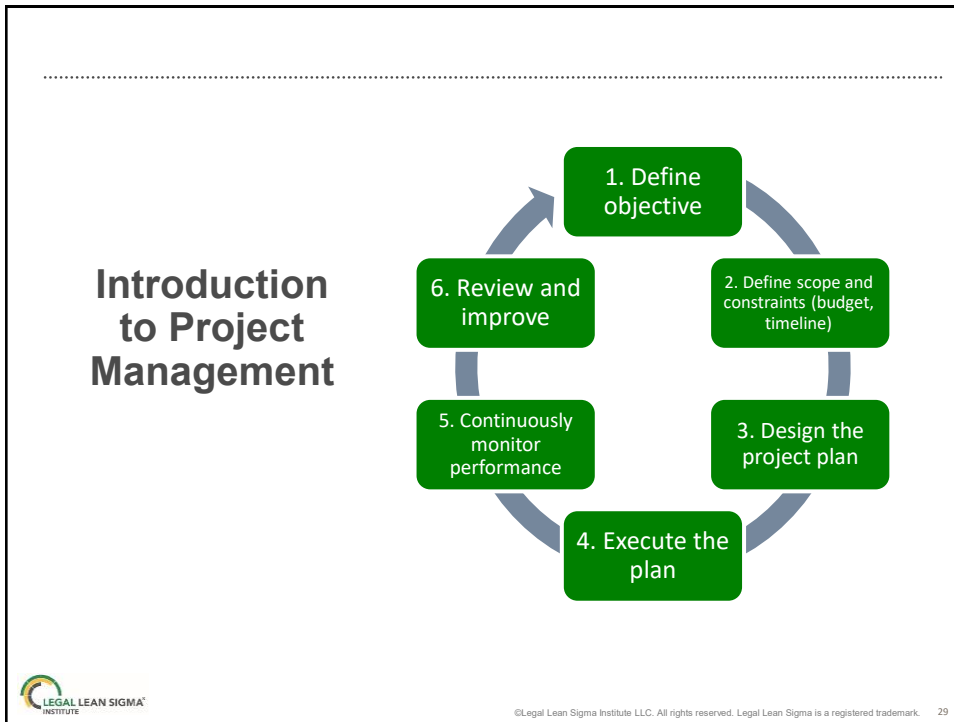


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1. Define Objective

What constitutes a *win*
("What are we solving for?")

Opportunity to serve as advisor



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2. Define Scope and Constraints

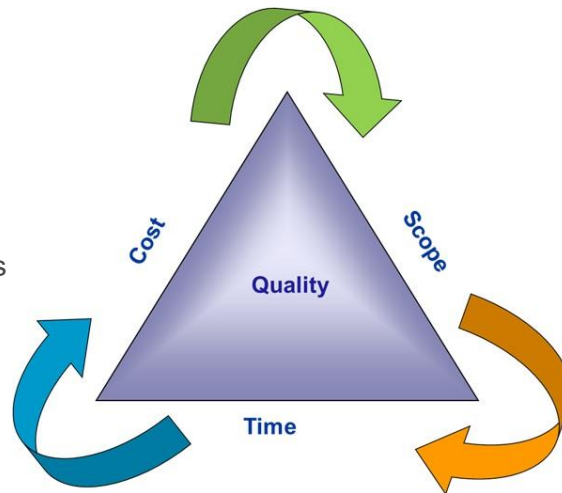
What's "out of scope"
AND what's "in scope"

Budget

Timeline

Stakeholders

Reporting requirements



pmwares.com

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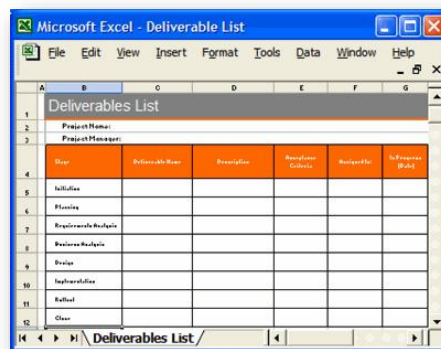
3. Design the Project Plan

Identify standard, variable &
volatile tasks

Establish task timelines and
budgets

Staff the project

Review, revise



Scope	Deliverable Name	Description	Allocation Category	Assigned To	% Progress
	Initiates				
	Planes				
	Requirements Analysis				
	Business Analysis				
	Design				
	Implementation				
	Rollout				
	Close				

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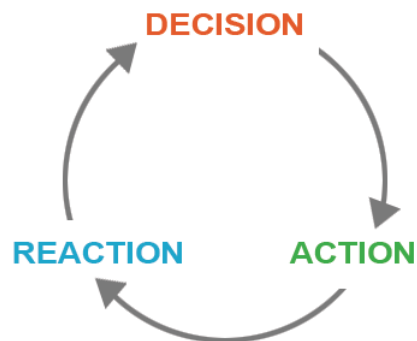
4. Execute the Plan

- Start working
- Use project plan to guide all efforts
- Update as needed
- Track efforts, time, budget, results

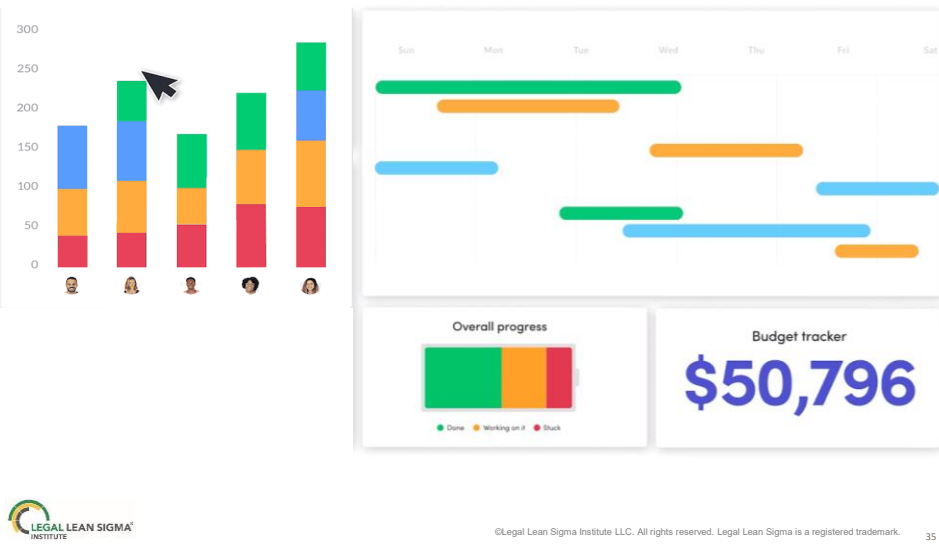


5. Continuously Monitor Performance

- Regular communication is critical
- Continuous “feedback loop”
 - “What’s going well?”
 - “What can we improve?”
 - “Are we on time and on budget?”
 - “If not, why not?”
- How and when to act/adjust?



5. Continuously Monitor Performance



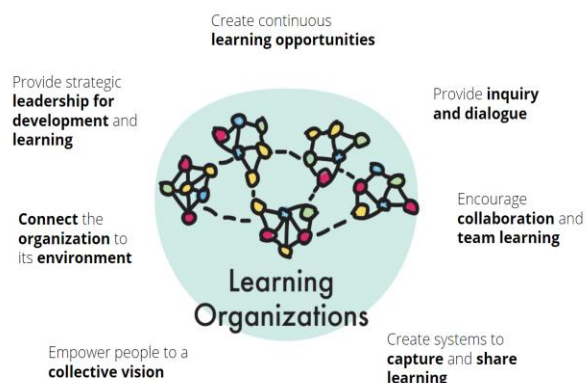
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6. End of Project “After Action” Review

Learning organizations focus on improvement over time:

What did we do well?

What can we improve for next time?



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No Tradeoffs – Everyone Wins

Courtesy Rebekah Fisher, JD, Waller Lansden Dortch & Davis

PRACTICE

- Law firm prepares, negotiates, and executes a significant number of commercial leases for a large retailer every year
- Opportunity to propose fixed fee for portfolio of work

APPROACH TO IMPROVEMENT

- Tightly standardized process, communications, forms, leases
- Uses only very organized and efficient timekeepers
- Used lowest-cost timekeeper capable of doing each activity
- Captures detailed data about effort to continually refine model process

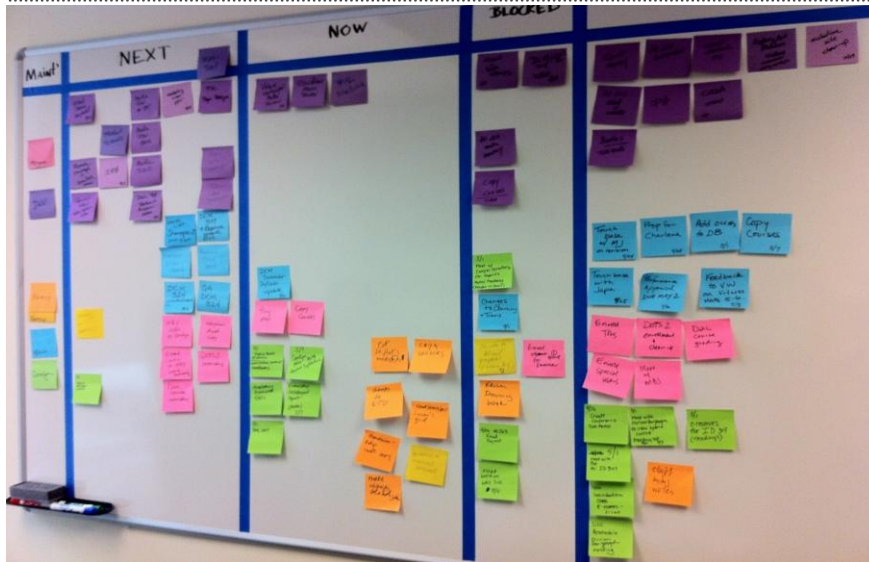
RESULTS

- **Improved response time** from receipt of request to draft of lease to same or next day
- **Reduced overall time** from receipt of request to execution of lease from 168 days to 62 days
- Fast, reliable results allowed client to open stores an average of 8 weeks earlier: worth **tens of millions of dollars/** year in increased revenue for client
- This process allows the law firm to **deliver this service profitably and reliably for a low fixed fee**
- Client's satisfaction with results brought firm **new referral business**

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 characterise 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.

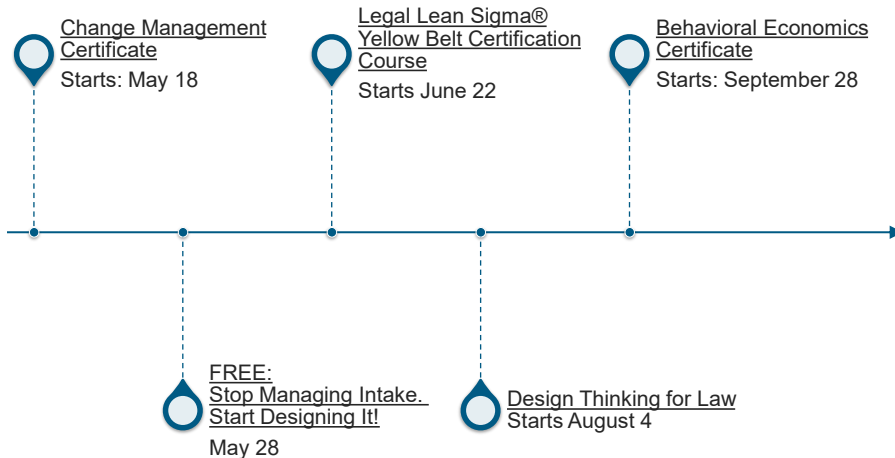
Kanban Board



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