

The Art of Change Management and Driving User Adoption

ACC Legal Operations Virtual Roundtable

9 July 2019

Introduction and Housekeeping

- ACC Europe is the professional forum for knowledge sharing, collaboration, and inspiration among European in-house counsel. ACC Europe is committed to helping their members innovate and excel in the delivery and management of legal services to their organisations, and advance in legal operations maturity across the continent.
- These Virtual Roundtable sessions will be hosted every other month - the next will take place on **10 September** on “**Digital Transformation and Technology Planning**”.
- ACC Legal Operations and Consilio are hosting a one-day “**Accelerate Innovation**” conference on **15 October** at Hilton Frankfurt City Centre, with an evening reception the night before.
Register at <https://www.acc.com/2019-accelerate-innovation>.

Today's Panel



Simon Ferres

Legal CIO
Deutsche Bank



Stacy Walsh

2VP, Corporate Legal
Operations
Travelers



ian Waterworth

Head of Programme &
Change, Legal COO
Standard Chartered Bank



Robin Snasdell, Facilitator

Managing Director
Consilio



Andrew Dey, Facilitator

Senior Director
Consilio

ACC Maturity Model

EARLY STAGE

- No systematic change management (CM) process or strategy
- Change tends to be reactive as opposed to proactive and is often viewed with cynicism due to false starts
- Communication is ad hoc, if any; most information spread by hearsay

INTERMEDIATE

- Systematic approach has been developed and is applied for most major projects
- CM is an acknowledged ingredient for success but responsibility is left to the project team (not a part of the overall culture)
- CM is part of planning whenever a major change is being contemplated; some effort made to address CM through communications to the affected staff

ADVANCED STAGE

- Standardised processes for managing change embedded in all activities; project management is used in all major initiatives and CM is embedded in all project plans
- CM experience/competency is evident throughout the organisation and is a fundamental part of department culture
- Both the department and affected clients are systematically informed about change initiatives; feedback is sought and addressed so that participants feel engaged and informed
- If warranted, staff include change management resources

ACC LEGAL OPERATIONS		
MATURITY MODEL FOR THE OPERATIONS OF A LEGAL DEPARTMENT		
The ACC Maturity Model is a tool to help legal departments assess their current state and plan for future success. It is based on the ACC's research and best practices. The model is divided into three stages: Early Stage, Intermediate, and Advanced. Each stage has specific characteristics and goals. The model is a living document and should be updated as the legal department evolves.		
	EARLY STAGE	INTERMEDIATE
Change Management	<ul style="list-style-type: none"> • No systematic change management (CM) process or strategy • Change tends to be reactive as opposed to proactive and is often viewed with cynicism due to false starts • Communication is ad hoc, if any; most information spread by hearsay 	<ul style="list-style-type: none"> • Systematic approach has been developed and is applied for most major projects • CM is an acknowledged ingredient for success but responsibility is left to the project team (not a part of the overall culture) • CM is part of planning whenever a major change is being contemplated; some effort made to address CM through communications to the affected staff
Compliance	<ul style="list-style-type: none"> • Compliance is considered a "checkbox" activity with little or no integration with the business • The legal department is reactive, responding to regulatory requirements as they arise • The legal department is not involved in the design of new products or services 	<ul style="list-style-type: none"> • Compliance is considered a "checkbox" activity with little or no integration with the business • The legal department is reactive, responding to regulatory requirements as they arise • The legal department is not involved in the design of new products or services
Contract Management	<ul style="list-style-type: none"> • No contract management process or strategy • Contracts are managed in a reactive manner, responding to requests as they arise • The legal department is not involved in the design of new products or services 	<ul style="list-style-type: none"> • Contract management process has been developed and is applied for most major projects • CM is an acknowledged ingredient for success but responsibility is left to the project team (not a part of the overall culture) • CM is part of planning whenever a major change is being contemplated; some effort made to address CM through communications to the affected staff
Discovery	<ul style="list-style-type: none"> • No discovery process or strategy • Discovery is managed in a reactive manner, responding to requests as they arise • The legal department is not involved in the design of new products or services 	<ul style="list-style-type: none"> • Discovery process has been developed and is applied for most major projects • CM is an acknowledged ingredient for success but responsibility is left to the project team (not a part of the overall culture) • CM is part of planning whenever a major change is being contemplated; some effort made to address CM through communications to the affected staff

What is change management?

According to the ACC, change management is “a systematic process to enable an organisation to embrace targeted changes in the way work is done.” ^{*1}

Other definitions include: “A collective term for all approaches to prepare, support and help individuals, teams, and organisations in making organisational change” ^{*2}

^{*1} <https://m.acc.com/maturity/>

^{*2} https://en.wikipedia.org/wiki/Change_management

Poll Question 1

Is someone in your Legal team dedicated to change management?

- 11.54% reported yes
- 88.46% reported no

Poll Question 2

Do you have someone in your legal team who assists with change management activities on a part-time basis?

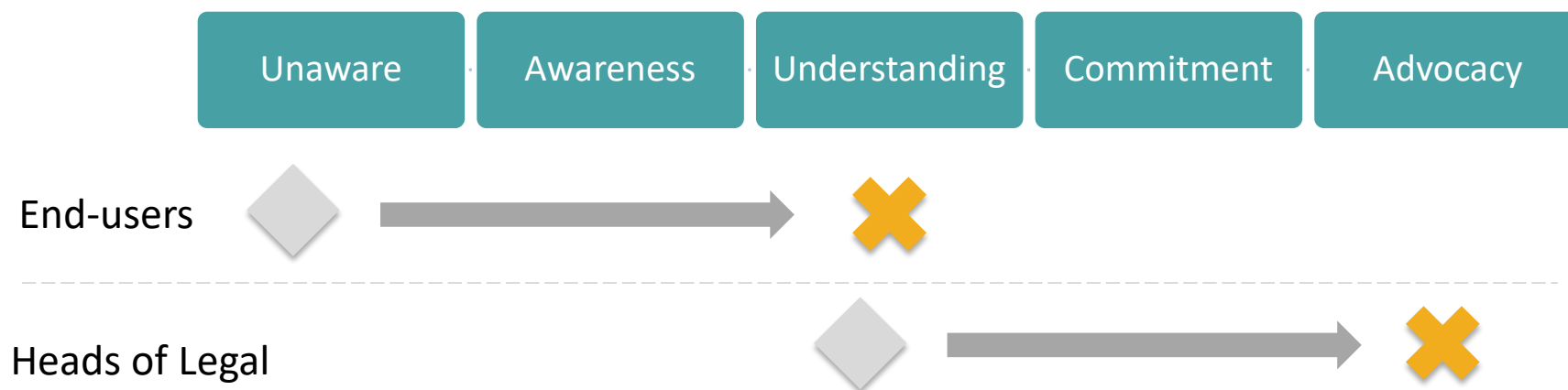
- 39.29% reported yes
- 60.71% reported no

Identifying your Stakeholders

- Who are they?
- Buy-in from the top
- Is it just lawyers and support staff?
- Are other areas of the organisation needed to make legal change successful?
- How to you understand the level of stakeholder awareness?

Stakeholder Assessment

Identify key stakeholders and those impacted by the change – what is the current and target awareness level?



Change Management Readiness

- ACC have a useful Organisational Change Management Readiness Assessment resource
- This includes a survey intended to assist you in evaluating your group's readiness for a proposed organisational change.
- The five “pillars” of good Change Management are:
 - Communication
 - Sponsorship
 - Stakeholder Impact & Management
 - Readiness and
 - Training



Organisational change Management Readiness Assessment*

Introduction and Instructions

Although changes happen continuously and inevitably in every aspect of business, some changes – especially those intended to dramatically improve organizational effectiveness and efficiency (such as departmental reorganizations, major technology implementations, or systemic and substantial process reengineering initiatives) – have the potential to be more disruptive than others.

In Legal Operations, we usually refer to these types of changes as organizational changes, and we recommend using certain proven Organizational Change Management techniques to implement them. When these types of changes are implemented without the proper use of these techniques, they often fail to achieve their stated improvement goals and can also result in a substantial deterioration in morale and productivity.

One of those Organizational Change Management techniques is the use of a Readiness Assessment such as this one. It is basically a survey intended to assist you in evaluating your group's readiness for a proposed organizational change. It can be used to validate perceptions about how ready your department is for the change as well as serving as a focal point for discussions with your management or working group teams. You can also use it to solicit feedback from your stakeholders, promising to protect their confidentiality in exchange for honest responses.

This Readiness Assessment covers five “pillars” of good Change Management: Communication; Sponsorship; Stakeholder Impact and Management; Readiness and Training. Each of these is a critical component of successful Change Management.

Once you have completed the Assessment, share the results with your change project stakeholders, such as implementation and business change management teams.

Assessment Scoring

1. The Project/Change Manager leading the change effort should complete this assessment from an organizational perspective rather than from his or her own individual perspective. All others (senior leadership, working group teams and staff) should complete it from their individual perspectives.
2. The Average Score is to be calculated for each of the pillars of Organizational Change Management. An Average score below 4.0 for any of these categories indicates that the organization is not fully prepared and should focus effort on that pillar, based on the feedback obtained from that particular section of the guide.
3. For each question, in the column to the right enter the number that best represents your organization's ability to manage change. Responses are interpreted as follows:

1= Disagree, 2 = Somewhat Disagree, 3 = Neutral, 4 = Somewhat Agree, 5 = Agree

Reviewing demand for change

- How do you manage the demand for change?
- What processes can you put in place?
- How many projects can the legal team have before they experience “change fatigue”?

Do you need a Director of Change?

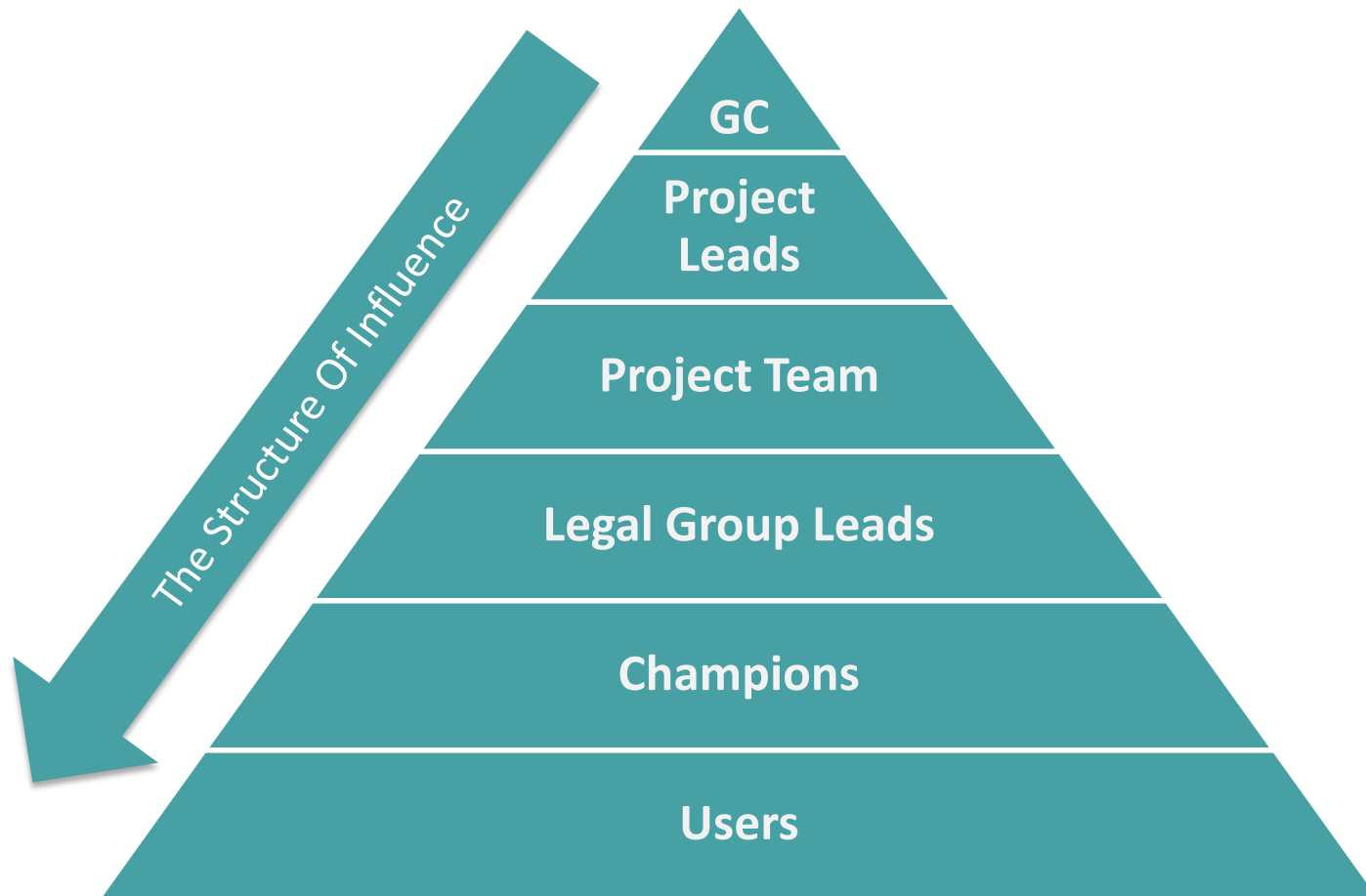


<https://dilbert.com/strip/2012-10-29>

Getting people on side

- You know who your stakeholders are - how do you influence people?
- Is it different when you are working with lawyers?
- Who do you need to support you?
- What types of individuals might try to disrupt your change project?

Getting Support for Your Project



NAYSAYERS AND OBJECTORS: IMPORTANT PIECES OF THE PROJECT PUZZLE

Strategies

Listening

Time

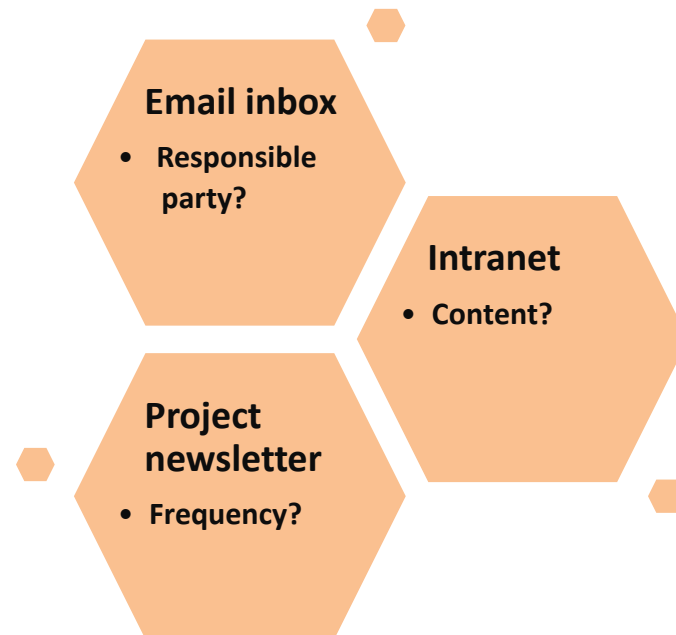
Creativity

Humour



Tools used for communication

- What are the most successful communication tools?
- How and when do you communicate?
- Does branding help?



Poll Question 3

Which of the following has the most significant impact on user engagement for projects in your organisation:

- 25% - Email communications
- 25% - Intranet site
- 50% - Briefings at team meetings
- 0% - Desk drops/posters
- 0% - Other

Training Approach

- What are the most effective methods of delivering training?
- How do you overcome the challenges of lawyers being located in remote offices?
- Can you use a training team available within your wider organisation – or third parties?

USER ADOPTION & EMBEDDING CHANGE

What happens after go-live?

- Implementation is not the end.

How do you measure success?

- Gather data (from system, surveys, group meetings).
- Assess user adoption and make plans in response.

How can you incentivize lawyers to get on board?

- Rewards/Incentives
- Negative Peer Pressure

User Adoption & Embedding change

- How do you ensure you embed change after go live?
- How do you know you are successful?
- Are there ways of incentivising lawyers to use systems/change behaviours?

Poll Question 4

Do you and/or your fellow in-house colleagues **really** make use of on-line training modules?

- 100% reported yes
- 0% reported no

Summary

The Change Transition Curve

is based on the following principles and beliefs:



Change is an ongoing, predictable process, rather than an event to be managed.



There will be a period of adjustment, in which anxiety and uncertainty increase.



Behaviors such as denial, apprehension, self-doubt, frustration and resistance are predictable and adaptive elements in the change process.



There are specific strategies available to increase commitment and change readiness.

Questions?

Reminders...

- The next Virtual Roundtable session takes place on Tuesday 10 September 2019 – see www.acc.com/legalopseurope for information and future dates.
- Register for the ACC Legal Operations/Consilio “Accelerate Innovation” conference to be held on 15 October 2019 in Frankfurt at www.acc.com/2019-accelerate-innovation.
- If you are interested in speaking at the Accelerate Innovation event, complete the [Speaker Request Form](#).
- Please complete the [online](#) evaluation form for this Virtual Roundtable.



Call for Speakers for ACC Legal Operations Europe Conference –
Accelerate Innovation

The ACC Legal Operations Europe Conference, *Accelerate Innovation*, will be held 15 October, 2019, in Frankfurt. Click [here](#) to learn more about the conference.

If you are interested in speaking at the conference, please provide the information requested on the following page. Please note that the conference is for in-house counsel or corporate legal operations professionals in corporate legal departments, only.

All responses are voluntary and will be confidential. Individual responses will not be shared outside of the ACC Legal Operations Europe Conference planning committee.

www.acc.com/legalopseurope

Thank You