

# ACC LEGAL OPERATIONS EMEA

## Top 10 Takeaways from the Virtual Roundtable

### Process Improvement and Work Allocation

1. There are many process improvement methodologies – e.g. variations of Lean, Design Thinking, Agile, Scrum – **CONSIDER USING A SYSTEM THAT'S IN USE ENTERPRISE-WIDE** to more easily align on approach to cross-functional initiatives, and to take advantage of the natural cascade of instruction from experience to novice users of the methodology.

 *You Can Design: Practical Application of Design Thinking in the Legal Department*

2. There are also a variety of “tools” to analyse – and then eliminate – causes of problems. Consider Fishbone, Five Why's, or Y=f(x) to methodically work through a problem and identify solutions that are under your team's control.

 *ACC Guide to Process Improvement*  
[see pp. 30-31]

3. Regardless of the methodology you use, it helps to **ADDRESS THE FOLLOWING QUESTIONS:**

- ▶ **“WHAT?”** is the issue or impact that needs to be addressed?
- ▶ **“WHY?”** do we need to resolve this issue; what will be the benefits of achieving the goal?
- ▶ **“HOW?”** will you get to the end results, how will you approach this, how will the benefits be realised?

4. Set up process improvement initiatives as **CREATIVE PROBLEM SOLVING THROUGH COLLECTIVE EFFORT**. Be sure to make them inclusive, and have fun. “Lawyers enjoy getting in a room with post-it notes and building on each other's ideas.”

5. Once you have a process mapped – or redesigned as it should be – you can formally document the workflow.

 *ACC Legal Operations Maturity Model Project & Process Management: Creating A Workflow Diagram*

6. Once you have a list of potential actions, consider cost, capability and capacity; and use an effort/impact matrix to prioritize. **IDEAS THAT ARE HIGH IMPACT AND LOW EFFORT ARE A GREAT PLACE TO START.**

7. When you are ready to move forward, remember that Project Management can help your process improvement initiatives stay on track.

 *ACC Guide to Project Management*

8. Rigorous **WORKLOAD ASSESSMENTS PROVIDE ANALYTICS TO ENSURE THAT THE RIGHT WORK GOES TO THE RIGHT RESOURCE** (internal or external).

 *Consilio Workload Assessments*

9. When asking your team to provide input and/or change their ways, **DON'T OVERLOOK THE POWER OF “WHY.”** For example, when asking your team to undertake an activity analysis, you can explain that the point is to **give back time** to busy lawyers who want to focus on strategic work.

10. Creating a **LEGAL SERVICE REQUEST PORTAL IS A VERY EFFECTIVE WAY TO INSERT A STANDARD PROCESS, ROUTE WORK TO THE RIGHT RESOURCE, AND DRIVE EFFICIENCY**. Consider a metered roll-out, to gain experience and buy-in.