

ACC LEGAL OPERATIONS EMEA

Top 10 Takeaways from the Virtual Roundtable

Using Metrics, Dashboards and Data Analytics for Decision-Making & Performance Management

1. **DATA HAS EMERGED AS THE 4TH PILLAR OF LEGAL OPERATIONS**, connecting and informing decisions about how to optimise the other 3 pillars - People (resource allocation), Processes, and Technology.

 *Leveraging Law Department Metrics to Become the Department of Go*

2. Among our virtual roundtable attendees, **MOST (53%) ARE PLANNING TO USE A DATA ANALYTICS TOOL WITHIN THE NEXT 12 MONTHS** and 37% have a tool well embedded and are already seeing benefits

3. When looking at the area of metrics, dashboards and data analytics, **LINK YOUR LEGAL STRATEGY TO YOUR CORPORATE STRATEGY**. Taking this approach can help with your business case for investment and help you prioritize among focus areas.

 *Aligning the Legal Department Strategic Plan with the Company Mission and GC's Goals*

4. When starting out, **THINK ABOUT WHERE YOU HAVE DATA TODAY**. For example, you may be able to produce dashboards from your e-billing system to assess spend, highlight saving opportunities and provide metrics that inform future law firm selections.

 *Sample Performance Metrics from Consilio*

5. Lay the foundation to become a data-driven organisation by leveraging e-billing, matter, contract, and document management systems. Use those tools as building blocks. To assess your current progress and benchmark against others, **USE THE ACC LEGAL OPERATIONS MATURITY MODEL** for Metrics and Analytics.

 *ACC Legal Operations Maturity Model – Metrics and Analytics*

6. Think about **WHAT YOU WANT TO OBTAIN WITH THE DATA**. It can be easy to focus on detailed metrics to meet peer benchmarks, but don't forget to run your own "what if" scenarios to assess impact of changes in law firm fees, for example, or the cost/revenue trade-offs between staffing levels and turnaround times.

7. **YOUR PERFORMANCE METRICS SHOULD BE OUTCOME-DRIVEN**. It's easy to say that Legal is "busy" but it's important to show what Legal has delivered at the end of the year. And if velocity is important, measure time spent in different phases (including those beyond Legal's control).


 *ACC Legal Operations Maturity Model – Contract Management: Illustrative Service Legal Agreement Balance Scorecard Report*

8. When implementing new systems to provide metrics and a dashboard, **DON'T PUT YOUR PROJECT AT RISK BY CHANGING YOUR SYSTEMS AND PROCESSES ALL AT THE SAME TIME** – take smaller steps to make the biggest gains.

 *ACC Legal Operations Maturity Model – Change Management Toolkit*

9. If you are struggling with how to create your KPIs, **THINK ABOUT KPQs** (key performance questions).

- ▶ Metrics are important numbers informing you about processes
- ▶ A Key Performance **Question** expresses what management want to know about progress of top priorities
- ▶ A Key Performance **Indicator** answers a Key Performance Question - what are the key performance questions your business clients would ask you?

 *Data Driven Results For In-house Counsel - The Importance of Measuring Performance* (includes suggested metrics for workflow, costs, compliance, value and satisfaction)

10. If you have a small legal team, **CONSIDER USING ENTERPRISE SYSTEMS**. Some of the web-based enterprise systems can help you with matter and project tracking and management, calendar monitoring and expense tracking per matter.