Tinkering is Not Enough:

Why, Where and When to Innovate in Law Department Management

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IMLA 82nd Annual Conference
Oct 14th – 18th, 2017

Niagara Falls, Canada
October 17th, 2017

Introduction

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Introduction

- Business Plans for Law Departments
- Work Intake and Allocation
- Organization and Resources
- Metrics
- External Counsel
- Role of Legal Leadership in innovation

Why Innovate?

- Satisfied clients are not enough
- Demand is unsustainable
- Lawyers need to be challenged
- To add value
- *AND …*

Business Plans for the Law Department

- Informal and formal
- Big challenges in next 2 years
- Different from private practice

Workflows and Workloads

- Managing expectations
- Reducing client dependency
- Where does the day go?
- Generating 20 % capacity

Workflows and Workloads

- Managing scope of work with External Counsel

- Innovation in service delivery with firms
  - How to start- who goes first?
  - Is the pain worth the gain?

Organization & Resources

- Specialists and generalists
- Paralegals
- Junior lawyers
- Director of Legal Operations

Organization & Resources

- In-sourcing
- Co-counselling
- Legal *vs.* Administrative time
- Alignment by client and specialty
- Multi-jurisdictional coverage
- Managing the legal supply chain

Metrics

- What does your organization measure?
  - Volumes – hours, # of matters
  - Internal/External complexity mix
  - Results
  - Satisfaction

Metrics

- Measuring the value of legal services
- What kind of data is needed?
- KPIs
- Focus on behaviours, skills and resources

External Counsel

- Cost pressures?
- Getting off the clock
- Evaluating law firm performance
- Heineman Phase 5 – Strategic Integration

External Counsel

- RFPs and the legal market
- Other service providers

Legal Leadership as Innovators

- Innovative solutions for lines of business
- Digital and other specializations
- Set client objectives tied to business results rather than legal activity

Legal Leadership as Innovators

- Tools and technology literacy for the law department
- Team-based legal services
- LEAN and project management
- Knowledge transfer

Catalyst Consulting

- The firm has consulted on management issues of interest to Chief Legal Officers and over 250 law departments across North America, Europe and the Middle East

- See www.catalystlegal.com or contact Richard Stock at rstock@catalystlegal.com.