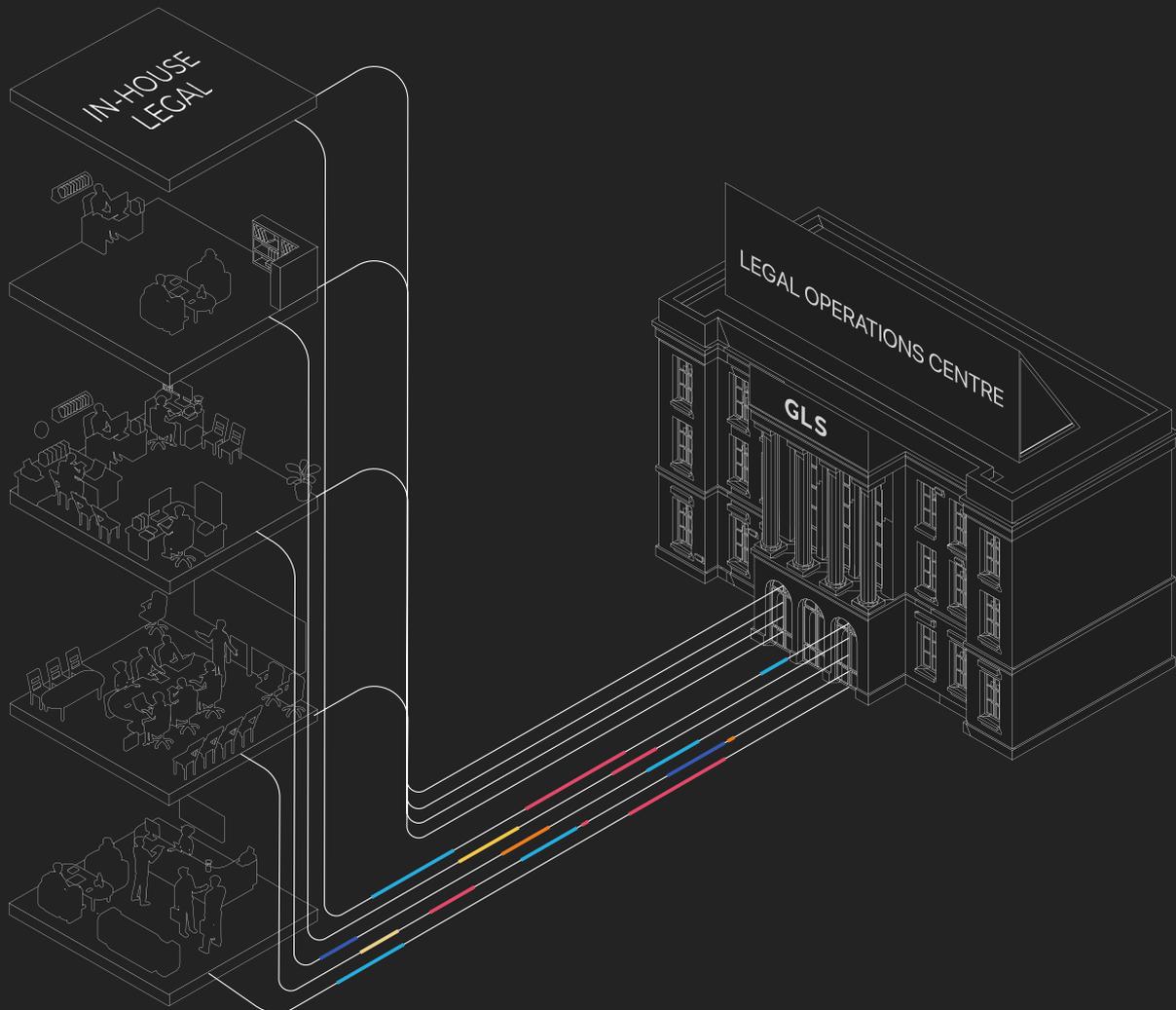


GLS'S ULTIMATE GUIDE TO LEGAL OPERATIONS

Improving In-House Team Performance



Global Legal Solutions

By Matthew Glynn
www.gls-legaloperations.com

This book is dedicated to all those who have suffered the inefficiencies of the legal industry and are motivated to improve things.

ABOUT THE AUTHORS:



Matthew Glynn

Matt is Managing Director of the GLS Group, a leading legal industry disruptor that delivers 24/7/365 access to world-class legal solutions. Solutions that enable in-house teams and law firms to achieve far greater productivity outcomes.

Be it by AI based contract reviews, contract automation solutions or by architecting high-performance legal teams, GLS Group provides access to world class solutions at a disruptive price point.

A former Big Law technology lawyer, Matt has been responsible for the development of hundreds of technology enabled tools that extend what in-house legal resources can achieve. Matt is sought after for industry comment by the Financial Times and the BBC amongst others.

Matt is an industry leader when it comes to helping in-house teams achieve far greater performance outcomes with fewer resources. Matt regularly implements productivity solutions to legal teams of all sizes across the globe and routinely helps them achieve external legal budget compression ratios in excess of 1:10 and time task compression that exceed 1:20.

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TABLE OF CONTENTS

PART A: AN INTRODUCTION	4
PART B: WHAT IS MEANT BY “LEGAL OPERATIONS”	14
PART C: THE CASE FOR LEGAL OPERATIONS	21
PART D: EFFECTIVE LEGAL OPERATIONS	28
PART E: THE IHL LEADERSHIP DILEMMA	32
PART F: THE INTERACTIVE GLS LEGAL TRANSFORMATION TUBE MAP	38
PART G: PREPARING YOUR LEGAL OPERATIONS AGENDA	50
PART H: LEGAL OPERATIONS – POWERFUL FIRST STEPS	59
PART I: THE ROLE OF IHL PERFORMANCE ANALYTICS	70
PART J: ESSENTIAL LEGAL OPERATIONS THINKING	78
PART K: 10 THINGS THAT CAN SINK YOUR LEGAL OPERATIONS AGENDA	83
PART L: GLOBAL LEGAL OPERATIONS COMMUNITIES	90
PART M: REFERENCES & RESOURCES	96

PART A

AN INTRODUCTION

“All in-house legal teams must accept that IHL Transformation is not a “job on top of the job” – it is a big part of “the job”! Being too busy to formulate your IHL Transformation agenda will simply no longer cut it – perpetual transformation is the IHL job.”

STEPPING UP THE IHL GAME

"Globally, many in-house legal departments ("IHLs") struggle to meet the rapidly growing legal and compliance requirements of the businesses they serve, whilst they are simultaneously being asked to reduce costs and demonstrate more value."

Do you know any in-house lawyer that would disagree with the statement above? We don't and we communicate with more than 10,000 in-house lawyers multiple times each month.

One thing is for certain, the way in which IHLs operate needs to adapt – or to be more precise, IHLs need to rise to the challenge of demonstrably achieving **"far more with far less"**.

The future for all IHLs is about evolving into teams that can achieve manifestly more with the resources that they have at their disposal – this process is what we call: **"IHL Transformation"**.

IHL: THE CURRENT OPERATING REALITY

FEWER RESOURCES

GREATER WORKLOAD

DIGITISATION – THREAT/OPPORTUNITY

NEED TO TRANSFORM



under performing

poor instructions

lack of support

undervalued

client expectations

KPIs

high churn

compliance

inclusiveness

burn out

stagnation

outsourcing

cost control

scope creep

good governance

budget pressure

THE MOVE TO IHL TRANSFORMATION

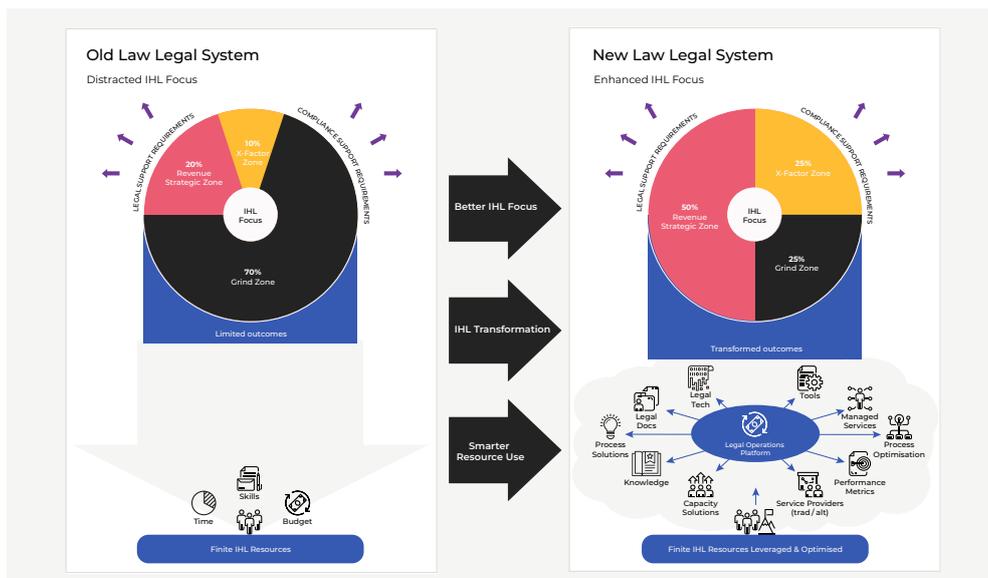
IHL Transformation is the management, deconstruction and re-imagining of how IHLs work so that the “business as usual” (“BAU”) is executed far more efficiently

and thereby leaving far greater capacity for strategic and “business enabling” contributions. (see [Part B: What is meant by “legal operations”?](#))

For IHL leaders, typically experts in the law and department management (i.e. the “Old Law” structures), imagining how technology, data analytics, business process engineering and Millennials might aid IHL Transformation (i.e. “New Law” considerations), is not always easy. As such, this Guide seeks to provide a holistic

overview of how the domain of legal operations works. (see [Part C: The Case For Legal Operations](#)). Moreover, it introduces tools, processes and “coal face” lessons that will help you make your IHL Transformation process far more manageable and efficient.

This diagram depicts what is the goal of this deconstruction and re-imagining of your IHL. The journey to get there is your own unique IHL Transformation.



To start that journey, all that is required is the knowledge of how to effectively and efficiently formulate an IHL Transformation plan and implement it – something that we hope to share with you in abundance in this Guide.

Fortunately, for those IHL leaders eager to undertake an IHL Transformation, the challenge is not nearly as great as it might appear at first glance given:

SYSTEMIC INEFFICIENCIES:

Much legal industry activity has historically been conducted in such an inefficient fashion that achieving massive productivity gains from existing resources is actually not that difficult.

LEGAL INNOVATION:

We all now operate in an environment that offers a steady stream of new technologies and innovations that increasingly make substantially elevated IHL performance imminently feasible.

SELF AUTHORSHIP:

Self-authored change is always more effective – few will know your business and all of its foibles as well as you – and your proactive efforts will be recognised as “initiative”, not corrective action imposed from above.

OBSTACLES TO IHL CHANGE

Whilst the case for profound change in the legal industry has been overwhelming for well over a decade, our industry has always proved stubbornly change averse.

This generally holds true whether you are an in-house lawyer or in private practice. ([see, amongst others, Part K: 10 Things That Can Sink Your Legal Operations Agenda](#))

The obstacles to change within the IHL community, whilst nowhere near as acute as they are in private practice, are largely centered around the same issues – outdated practices and mindsets, and leadership with vested interests.

Unlike any other industry, the legal industry has generally been rewarded for saying “no” to new efficiency-based initiatives. The vested few best served by “old ways” might say “*don’t fix what isn’t broken*”. Newsflash – it is broken!

Consider this: what would you make of the farmer that uses hundreds of men with shovels to dig a field instead of hiring in an earth mover for a couple of hours? Would you celebrate their wisdom or question their sanity?

As an example, the reluctance to professionalise external legal procurement is one of many examples of the millstones of old-guard IHL leadership. Why has legal procurement proven immune to the global best practices applied by all other procurement functions? ([see GLS on "Performance Managing Your External Legal Counsel"](#))

SO CHANGE IT WILL BE ...

The global business community desperately needs its IHLs to do far more now than ever before, but sadly the discussion prioritises containment of IHL costs and not enhanced productivity. As such, the IHL community must focus on EFFICIENCY and rapidly catch-up with the rest of the business community.

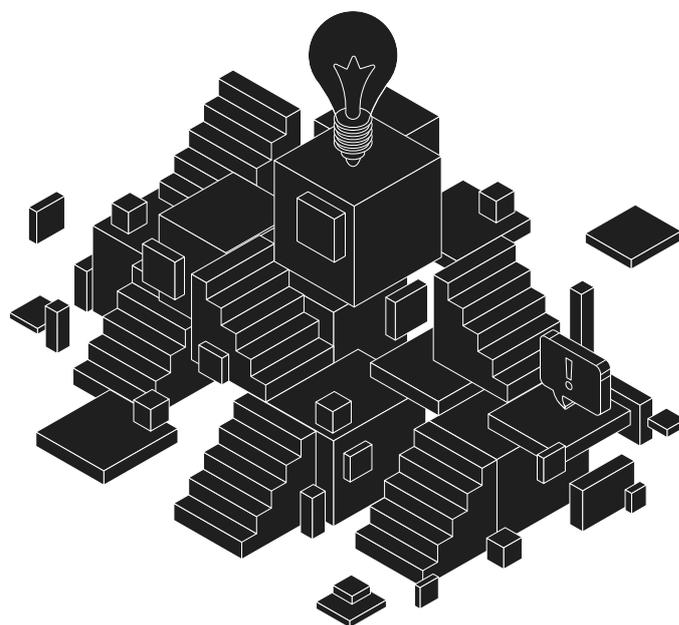


Increasingly, IHLs are being viewed just like “any other department” and are no longer immune from organisation-wide rationalisation and /or efficiency programs/audits. As [The American Lawyer](#) notes “*today’s general counsel are being asked to think like business leaders, not just lawyers.*” In this context – “self-authored” change is clearly preferable. ([see Part C: The Case For Legal Operations](#))

Fortunately, unlike the private practice community, there is no economic incentive binding IHLs to past inefficiencies – the IHL community is far more amenable to change, and is far more aligned with its client (i.e. the business) that demands it.

Imminent danger lurks for IHL leaders claiming to be “*too busy with the day-to-day to find time to plan*”. Such leaders will find themselves falling further behind “peer” departments and competitors that have deliberate plans to focus resources and effort.

So, change it is – either voluntarily, because you know that it is the only way forward – or mandatorily, because it is forced upon you by a business that demands that every business unit demonstrate value and cost savings.



GREEN SHOOTS OF NEW IHL LEADERSHIP

It is often said that “time fixes everything” – and it will be time that plays a big part in re-charting each IHLs’ course to a much better destination and re-defining highly elevated and verifiable levels of IHL performance.

Demographics are now a key driver for IHL innovation and adoption of legal technology, as “Millennials” increasingly assume IHL control – accepting “*this is the way we have always done it*” is simply no longer an option.

The new generation of IHL leaders are all about clearing away the “white noise” that keeps their IHL from making a positive difference to their business – from working on what is strategic and of true value.

This new breed of IHL lawyer does not need to be convinced of the value that legal technology can bring to operational efficiency – they expect it to be deployed and that it performs like all of the consumer technology they’ve used since birth.

There are increasingly loud voices (e.g. [Daniel Linna](#), professor director of LegalRnD at Michigan State

University) pushing for “legal innovation” to be taught at law schools. IHL Millennials in particular, are ready to embrace the changes needed to not just survive in practice but to thrive and make a truly meaningful impact, because it has never been easier to do so – and it is just what they do.

This is what this Guide is about ([see Part D: Effective Legal Operations](#)) and this Guide is written for those in-house lawyers who want to effect profoundly positive change at a time when transformation is imminently possible.



TRANSFORMATION IS NOW THE DAY JOB

All IHLs must accept that IHL Transformation is not a “job on top of the job” – it is a big part of “the job”! Being too busy to formulate your IHL Transformation agenda will simply no longer cut it – perpetual transformation is the IHL job.

A key attribute of the New Law IHL is the ability to make sense/use of a constant stream of innovations and new technologies that deliver substantially elevated IHL performance levels and which then quickly become “the norm”.

The “transformation wheel” need not be re-invented for each and every IHL, IHLs need only be aware that new wheels are being invented every day that can help them achieve better, faster, cheaper and safer operations.

New Law IHLs must therefore embrace the implementation of a regular flow of innovation – and bring it all together to deliver constant and empirically verifiable performance improvements. ([see, amongst others, Part I: The Role Of IHL Performance Analytics](#))

THE QUESTIONS THIS GUIDE ANSWERS...

First and foremost, this Guide helps IHLs understand that the IHL Transformation process need not be an overwhelming endeavor and that there are ready answers to fundamental questions such as:

01

How do you make your existing resources perform better?

02

How do you objectively assess your current performance?

03

What does an optimised legal function look like?

04

How can a legal operations focus bring about rapid and fundamentally positive change?

05

Where should I start my transformation efforts?

06

How do I establish what my priorities should be?

07

Is there a logical implementation order for successful transformations?

08

How can performance data help my team?

09

How can I prevent avoidable missteps?

10

How should I approach transformation decision making?

11

How can I access the non-legal skills and experience needed to effectively transform?

THE GLS LEGAL TRANSFORMATION TUBE MAP

Critically, this Guide also introduces you to the [GLS Legal Transformation Tube Map](#), which is a powerful visualisation of an optimally performing IHL team that you can use as a reference to guide your own transformation journey.

The [GLS Legal Transformation Tube Map](#) (see [Part F: The Interactive GLS Legal Transformation Tube Map](#)) is an interactive tool and the most comprehensive depiction of the critical elements of a high performance IHL that has, as far as we can tell, ever been made available publicly. It is, even if we do say so ourselves, ground-breaking!

By being able to see the “entire” picture in granular detail IHL leaders can access a deep array of insights into the current performance levels of their IHL and readily locate efficient focal points for improvement.

The [GLS Legal Transformation Tube Map](#) breaks down the transformation process and its attendant complexities in a way that allows IHLs to visualise, plan and self-author, for their own IHL Transformation journey meaningful and verifiable goals.

FOCUS ON DEMONSTRABLE OUTCOMES

This Guide explores how IHLs can utilise performance metrics to better demonstrate their value contribution to their business, and create a more powerful platform from which to operate and let their value recognition grow. (see [Part I: The Role Of IHL Performance Analytics](#)).

Performance metrics are becoming critical to every IHL- the objective being to translate the department's goals into measurable units that demonstrate progress and improvement – just like most other business departments.

Simply put, IHLs who succeed in ingraining quantifiable performance management tools into their day-to-day operations will produce impressive short and long-

term results. So this Guide unpacks the fundamentals of IHL performance metrics (see [Part I: The Role Of IHL Performance Analytics](#)).

This Guide will introduce you to a fertile source of performance data, a range of common performance metrics, and demonstrate the enormous insights available to IHL teams that take some simple and small steps to utilise that data.

THE GLS LEGAL OPERATIONS CENTRE

Through the [GLS Legal Operations Centre](#) you can access 700+ tools, solutions and resources that can support everything from a “one off IHL performance project” all the way through to an entire “IHL overhaul”.

Throughout this Guide, references will be made to resources that are available to help you efficiently implement your transformation plan – this includes free tools, informative white papers and free trial solutions etc. Many of these are also available on the [GLS Legal Operations Centre](#).

GLS LEGAL OPERATIONS CENTRE

Helping you optimise your in-house legal operations



Legal Team Management

Performance manage your team



Service Provider Solutions

Service Provider Solutions



Team Capacity Solutions

Agile Legal Team Capacity Solutions



Contracting Function Support

Entire contract function optimisation



Know How Solutions

Know How Solutions



Legal Template Solutions

Access the documents you need



Legal Operation Tools

Essential Legal Operations resources



Internal Client Management

Manage your internal client better



Compliance Dept. Tools

Compliance infrastructure resources



Legal Tech Support

Optimise performance with legal tech

700+ efficiency solutions available. [Click here.](#)

EMBRACING LEGAL OPERATIONS

IHL leaders must realise that "legal operations" is not just about cost cutting and reporting metrics – it represents an opportunity to elevate the reputation of an IHL within its organisation, and to enable that IHL to work more strategically and effectively.

This opportunity can only be fully seized if i) the IHL Transformation plan is properly framed within the context of the specific organisation, and ii) the goals

of that transformation is properly communicated to the organisation.

To help IHLs deliver the correct messaging, this Guide communicates the foundational aspects of "legal operations" and has a particular focus i) on how to successfully implement legal operations into your IHL, and iii) the benefits of doing so.

THE IHL FUTURE – EXCITING TIMES

The future of the IHL community is about stepping up and providing unprecedented leadership – which is increasingly possible if we use **"legal operations"** as a strategic tool to put into place a proper platform for IHL leadership.

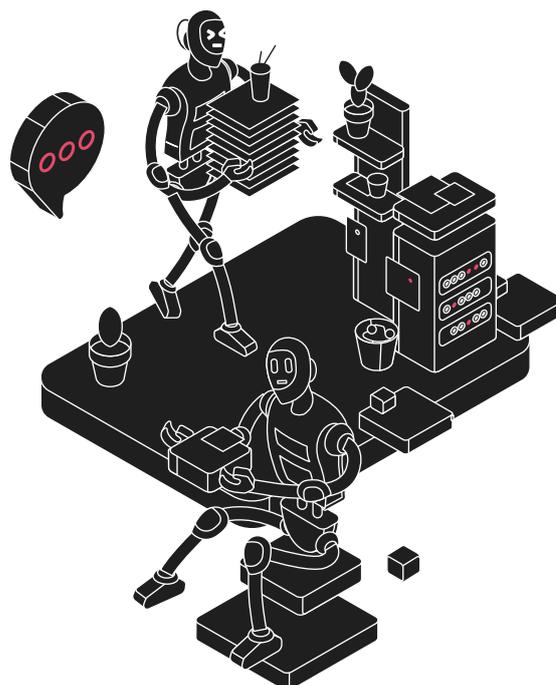
IHLs must respond to recent global turbulence and navigate their businesses into new markets, products and deals, whilst guarding against poor decision making by panicked business leaders and bureaucrats.

Perhaps the IHL community, with all of its power (it controls 60%+ of the revenue of law firms), can demand change that can address this challenge.

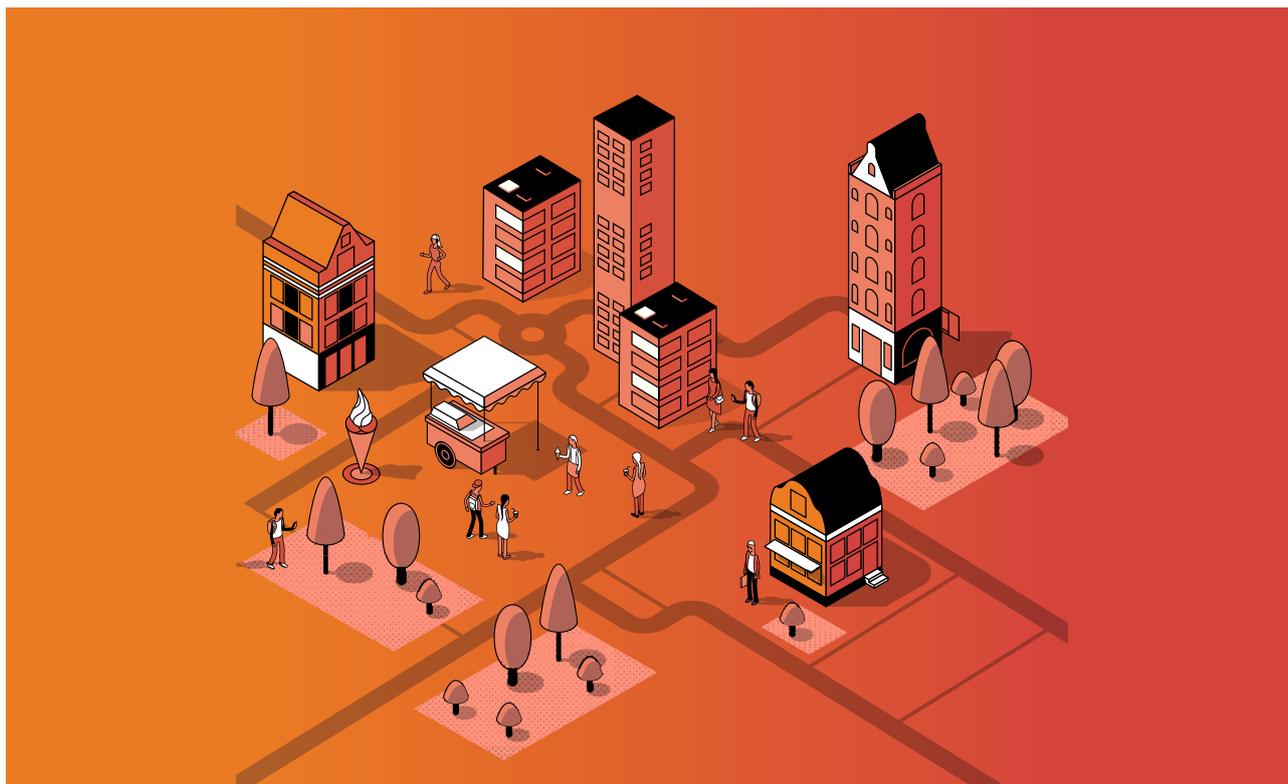
[Mark Cohen](#) notes that indeed, IHLs are increasingly seeking alternatives to law firms expect for a **"narrow band of high-value matters that remain predominately sourced to... 'law's one percent'."**

At the same time, IHLs must help address the biggest failing of the legal industry to date – the fact that most businesses have no consistent access to external legal support at all – something traditional law firms rarely feel is a problem worth solving. ([see Part L: Global Legal Operations Communities](#)).

In the context of such abundant need, it is hard not to argue that the importance of the IHL community will grow manifestly in the years to come. For those with the correct perspective – it has never been a better time to be an in-house lawyer.



THE GLS LEGAL OPERATIONS COMMUNITY



Finally, as you may have realised, the realm of legal operations, despite its transformative capabilities, is nascent outside of North America – something that we at the GLS Group are trying hard to address.

We hope you find this Guide useful enough, and legal operations appealing enough, that you join our growing legal operations community across Asia Pacific, Europe, Middle East and Africa so that we can together address the challenges faced by IHLs globally.

We are not the only people with good ideas but we excel at working with great ideas and getting them to those that need them – so, let's work together – there is plenty to do.

Law *Rewritten.*

**WELCOME TO THE GLS GROUP'S ULTIMATE
GUIDE TO LEGAL OPERATIONS**

PART B

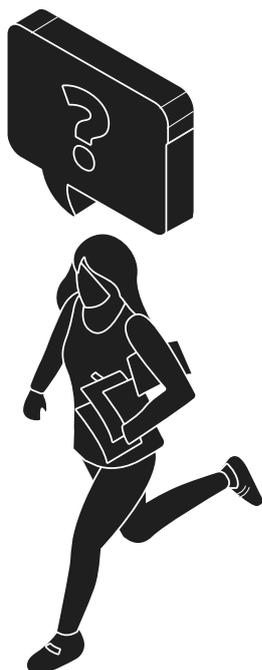
WHAT IS MEANT BY “LEGAL OPERATIONS”

“Above all, legal operations is a “way of thinking” that extends beyond traditional legal department management practices and which, happily, makes its potency accessible to even the smallest legal team.”

IT IS ABOUT LEGAL RESOURCE AND PROCESS OPTIMISATION

So, what then are “legal operations” – noting that in this Guide we use the terms “legal operations” and “transformation” somewhat interchangeably as the former enables the latter and the latter is a perpetual “state”, not a one-off project?

“Legal operations: per se is a relatively new term to be bandied about in legal circles but what does it really mean, and what should it mean for you, your IHL and your business?”



The Corporate Legal Operations Consortium or [CLOC](#) – a relatively recently established and the most prominent of the US-based “pay to participate” legal operations associations, defines legal operations as:

“a set of business processes, activities and the professionals that enable legal departments to serve their clients more effectively by applying business and technical practices to the delivery of legal services.”

Whilst accurate, the problem with this definition is that while it might serve a “think-tank” body whose members are dedicated legal operations personnel, it is not particularly accessible nor user friendly for the “average legal team” that:

- is looking to improve their performance;
- has limited resources available to it; and
- is currently unable to employ dedicated legal operations personnel.

The above is the reality for most IHLs and is in sharp juxtaposition to the organisations that the leadership of CLOC represent – Google, Microsoft, Gap, Oracle, Fidelity Investments, etc.

Major multi-nationals have far more resources than the average IHL. As such, the extent to which CLOC’s leadership (and the agenda they set) can relate to the chronic challenges faced by all IHLs is obviously an issue.

We flag this not to be critical but to simply acknowledge that thought leadership in the legal industry (along with legal press coverage) has historically tended to only focus on “Big Law” firms and “Big Clients”.

Indeed, in CLOC’s “2021 State of the Industry Survey” – see [here](#) – a small legal dept is profiled as having 15 full time lawyers. Additionally, survey respondents had on average 7 FTE dedicated legal operations headcount. Sadly, this is not what 95%+ of the world’s legal departments look like.

Given the potential that legal operations offers to drastically improve the performance of all IHLs, we feel it is imperative that legal operations are not perceived as the exclusive domain of only the biggest IHLs.

CLOC, like any interest-based group, is free to determine whose “interests” it chooses to represent. CLOC is therefore under no obligation to act as a “lightning rod” for legal-industry-wide change of the kind we pursue at the GLS Group.

The point we seek to make though is about context – that legal industry thought leadership and associated headlines tends to be dominated by the 1% of Firms and their Clients. This means that coverage of the real issues faced by the majority of IHLs can be harder to assess. In short, Google’s legal department is not a bellwether for the average IHL with its 1 to 2 employees.

For a much clearer idea of the burning issues faced by most IHL's on a daily basis – please see our opinion piece on the "Top 10 In-House Legal Team Resolutions for a New Year" for 2020 found [here](#).

What is desperately needed by the legal industry is a large dose of “whatever it takes” to make legal support more accessible to all businesses – and this means presenting legal operations in a way that is easily accessible.

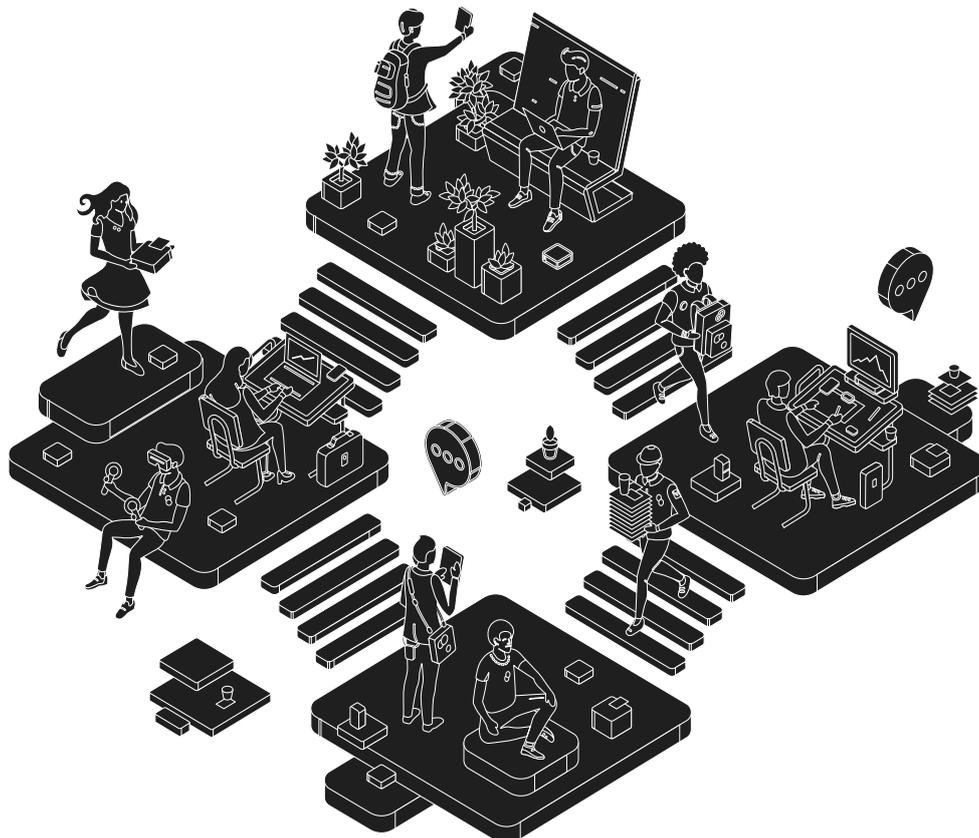
Accordingly, at GLS we view “legal operations” as:

“the means of maximising the productivity expression of ALL available IHL resources, in verifiable ways, and which drive IHL value recognition.”

Our definition makes the discipline of legal operations accessible to all IHLs – it makes it more of “a way of thinking”, as opposed to “another department” or set of practices that are only available to dedicated legal operations professionals with significant resources.

Legal operations are not an “exclusive domain”. By simply cultivating a legal operations mindset any IHL can access a powerful and viable means to elevate performance. You certainly do not need a legal team of 15+ lawyers in order to massively benefit from legal operations.

Legal operations, as propagated and practiced by GLS, is an inclusive concept that all IHL teams in any business in any jurisdiction can access simply by adjusting the way they think about resourcing decisions and tracking outcomes.



EFFECTIVE LEGAL OPERATIONS IN 7 WORDS

Without getting “too deep into the weeds”, here are a few key observations as to what the discipline of legal operations entails. These observations are built around 7 simple words that sum up our view of legal operations:



NEEDED

There is not a business on the planet where the demands for legal support does not exceed the available in-house resources, especially where such support has not been optimised and/or prioritised.

The goal of legal operations is to enable the IHL to deliver greater levels of support to the business whilst reducing human and financial resource consumption, and to do so in a way that helps the business recognise and appreciate the support being given to it.

Legal operations is therefore an essential agenda item for all IHLs that are looking to deliver high-calibre performances, no matter their size or budget.

FOCUS

A legal operations agenda can only ever succeed if it maintains a laser sharp focus on realistic objectives. Whatever those objectives are they must be kept front of mind.

At the “30,000 foot” level, your legal operations agenda should focus on:

- ensuring every category of available IHL resource is identified and performing optimally; and
- optimising all the tasks that do not require a legal qualification in order to free up the capacity of your lawyers so that they can focus on legal work.

As your agenda progresses, this focus can be refined to match the sophistication of your IHL – there are literally hundreds of distinct and accessible transformation focal points that have their time and place in a full IHL Transformation.

With the understanding gained from this Guide, identifying when and where you should place your efforts will become a logical process that occurs in sync with your organisation’s tolerance for change.

MANDATE

Legal operations require legal & compliance functions to define a clear mandate of responsibility, in the context of which the IHL can help their business to realise its strategic goals.

If you do not know what you are responsible for, it is difficult to launch a truly efficient legal operations agenda. This will be a major hurdle for many IHLs that have “evolved” into existence, rather than being designed for efficiency from the DNA level up.

GLS discussed the importance of legal teams establishing their respective mandates in our [2020 Legal Operations Webinar Series](#) (which we obviously recommend watching). Not having a proper IHL mandate (in the form of a [Group Legal Policy](#)) merely cultivates inefficiencies.

An effective IHL mandate is required at an operational level as without it IHLs cannot efficiently “priority-task” finite legal team resources or thereafter objectively judge the team’s performance.

Indeed, the growing interest in “legal operations” presents an opportunity for many IHLs to finally get a formal domain of responsibility defined by their business – as establishing a clearly articulated mandate is simply the logical response to a business that is demanding “better performance”.

If the business wants improved performance, IHLs should ask the business for a clear definition of what it is that they would like to see improved (i.e. a mandated scope of IHL operations) so that the IHL can do just that.

Related Resource: [GLS Legal Operations Master Class \(2020\) – Webinar 2 – Foundational Legal Team Policy Assets & Prioritisation](#)

Related Resource: [GLS Group Legal Policies™ – Know What You Want To Achieve](#)

Related Resources: [Contracting Policies: Eliminate Weakness in your contracting function](#)

THINKING

Above all, legal operations is a “way of thinking” that extends beyond traditional legal department management practices and which, happily, makes its potency accessible to even the smallest IHL.

Effective legal operations require an awareness of all of the IHL’s available resources and priority tasking them, with a focus on i) productivity leverage, and ii) ways that allow for performance verification.

We have generated an IHL Transformation decision-making framework that we call “**R.P.L.V.**” (i.e. “**R**esourcing / **P**rioritisation / **L**everage / **V**alidation”) that instantly places IHL operational decisions into a strategic transformation context.

In [Part J: Essential Legal Operations Thinking](#) we unpack R.P.L.V. in more detail, particularly in relation how it effortlessly places “daily resourcing” decision making into a strategic IHL Transformation context.

Related Resource: [White Paper R.P.L.V.: Transformative Decision Making](#)

DATA

IHLs must better prioritise their focus, leverage every resource allocation, and measure their performance to facilitate on-going optimisation decisions and demonstrate the value that their actions deliver to the business.

Enhancing efficiency within an IHL requires that IHL to operate on the basis of empirical data – rather than just operating on the basis of guesses or “Old Law” networks. Such inefficient decision-making processes frequently deprive an IHL’s internal clients of maximum value.

Data analysis and reporting are critical aspects of legal operations. IHLs must harvest the data generated by their workflows to enable on-going optimisation and resource allocation performance.

Related Resource: [Part H: Legal Operations – Powerful First Steps](#)

Related Resource: [GLS Legal Dept. KPI Manual™ – Commonly Used Legal Dept. KPIs](#)

MULTIDISCIPLINARY

Legal operations is a multidisciplinary competency that draws on backgrounds like finance, marketing, data analytics, technology, learning & development amongst other areas.

A mature IHL will develop a dedicated legal operations function to provide strategic planning, financial management, project management, and technology portfolio investment expertise – freeing up the lawyers to focus on providing legal advice.

As the size and maturity of an organisation increases, so too does the case for dedicated legal operations staff – something which many of the largest US based MNCs have already implemented (or are in the process of doing so).

However, for teams too small to have dedicated legal operations staff, useful skills can be developed through the application of a bit of time and effort. The key point to remember though, is that if this gets to the point that your lawyers are being diverted from “lawyering”, then you have gone too far. ([see Part F: The Interactive GLS Legal Transformation Tube Map](#))

A core tenant of legal operations is, after all, to remove as many “non-strategic distractions” from your lawyers as possible. ([see Part C: The Case For Legal Operations. Section “FI Drivers do not wash their Own Car”](#))

Related Resource: [Visit CLOCs website](#)

The CLOC 12 Core Competencies Reference Model



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SOLUTIONS

Transformation is about solving problems – so to transform your legal team effectively you must develop a clear understanding of the problems you are trying to solve.

Indeed, we have seen that effective IHL transformers consistently demonstrate problem solving that not only overcomes their immediate problems but also creates an ongoing competitive advantage for their business.

For IHLs, the core challenge is figuring out how to achieve “more with less”, which means finding new ways of working and embracing such new technologies that are capable of delivering ongoing value and savings, and a fast ROI.

In many cases, as you get into the specifics of your IHL Transformation journey, you may find that your problem is actually just limited to a number of critical components which define the overall productivity of what is otherwise a well constituted IHL process.

The key to an IHL’s transformation is, therefore, to efficiently identify what are the problems that are preventing its performance optimisation, and then to efficiently find the solutions to those problems.

It is for this reason that every tool, solution and/or resource found on the [GLS Legal Operations Centre](#) is defined by reference to a very specific underlying problem (and related challenges) that IHLs want addressed.

The next time you deal with a problem inside your IHL, we recommend that you visit the [GLS Legal Operations Centre](#) to see if we haven’t already developed a specific solution to resolve that problem for you.

Chances are that most issues you face are not unique to your organisation. As such, it is likely to be one of the problems that we have already addressed with a sustainable solution via the [GLS Legal Operations Centre](#).

Related Resources: [The GLS Legal Operations Centre has 700+ solutions to problems that undermine the optimal IHL performance.](#)

WRAPPING IT UP SO WE CAN MOVE IT FORWARD

Painting with a broad brush – the reality is that most legal departments do not currently have a dedicated legal operations function due to one or more of the following factors:

- not being familiar with what legal operations entail;
- thinking that their legal team is too small to benefit from legal operations;
- antiquated legal department management styles; or
- a wholly erroneous perception that legal operations is just “another cost”.

However, as long as your team is under-resourced, it will have to develop an increasingly sophisticated legal operations mindset – which does not cost a cent.

This means that all in-house lawyers will need to become increasingly familiar and competent with legal operations – many aspects of which are not vocationally delivered to the average lawyer.

Fortunately, however, lawyers are typically experts at acquiring new skills and as such can readily learn, adapt and implement many “legal operations fundamentals”, including those set out in this Guide.

As a next step on this introductory journey – we want to help you understand the “Case For Legal Operations” so you can assess its applicability to your IHL.



PART C

THE CASE FOR LEGAL OPERATIONS

“The IHL team is like the F1 race team.”

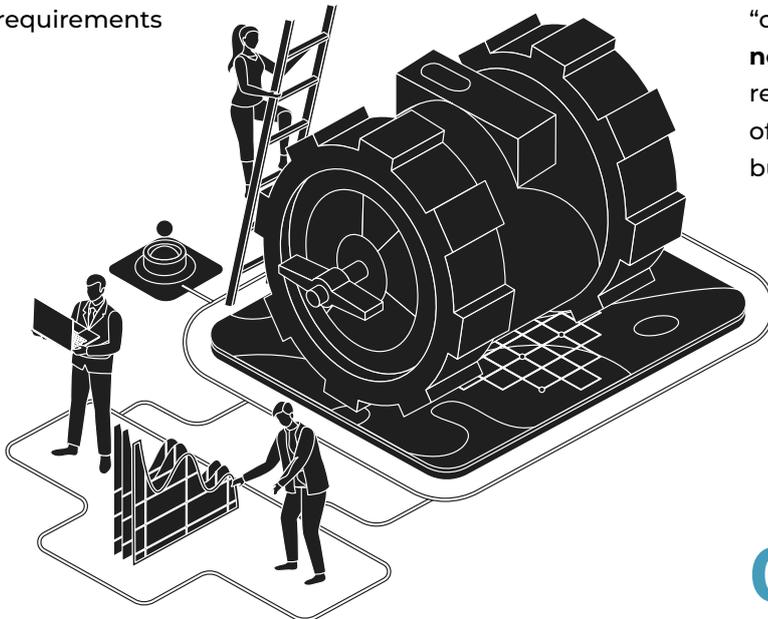
ALL IHL TEAMS NEED STRATEGIES TO LEVERAGE UP

Every GC we speak with complains of not having enough people, enough money and/or enough time, whilst their workloads are increasing exponentially.

The case for developing a legal operations competency centres around 4 key and irrefutable premises (see below). The above paradigm, in our view, applies to all legal teams everywhere, without exception.

01

IHLs are required to **support the growing** legal & compliance requirements of businesses



02

The **resources** available to most IHL teams are **finite and/or reducing**

03

The IHL function has traditionally been seen as a “cost centre”, which **must now justify its existence** by reference to its contribution of demonstrable value to the business

04

IHLs must now start to **speak the language of business**, which is hard numbers, if they are to attract value recognition and required resourcing

JUST WORKING HARD NO LONGER CUTS IT...

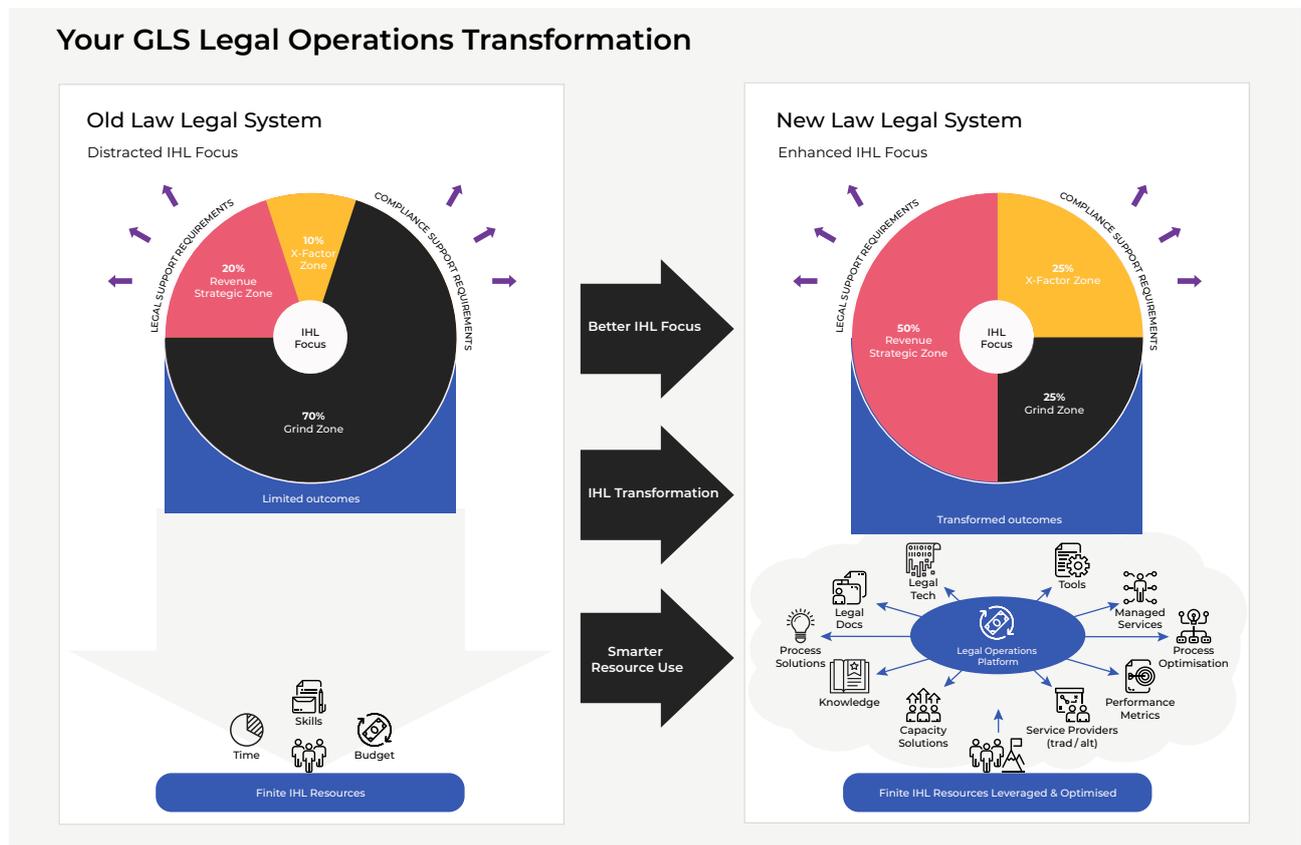
Most IHLs perceive themselves (justifiably) as “working really hard”, but hard work alone does not automatically translate into efficiency or value if processes are failing and/or the team doesn’t have the right tools.

What this means quite simply is that IHLs need to adapt and get the “business as usual” elements of their role done more efficiently so that they can free up capacity for the stuff that matters – strategic growth opportunities and X-factors.

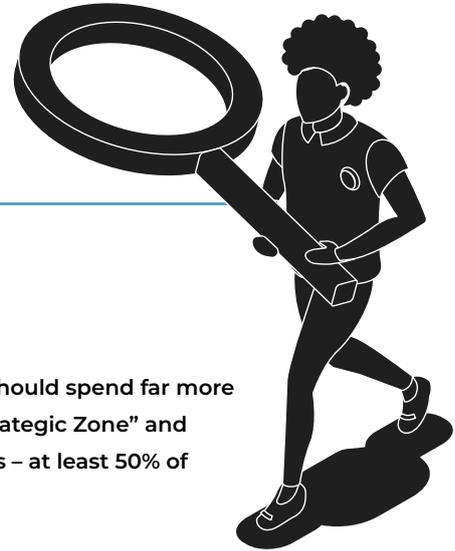
The below graphic depicts the time utilisation of a typical “Old Law” IHL by comparison to a New Law operating model.

The below is based on a vast amount of empirical data gathered from hundreds of IHLs, and, in summary, it depicts:

- the inadequacy of what IHLs are currently achieving with their existing resource line-ups;
- the typical utilisation of IHL capacity across work type categories (business as usual, strategic and X-factor zones); and
- how IHLs need to re-constitute the way they work to achieve far greater strategic contributions.



THE KEY OBSERVATIONS AROUND OLD LAW IHL PERFORMANCE ARE AS FOLLOWS:



01

IHLs are spending too long in the business as usual / “Grind Zone” – around 70% of their capacity;

02

IHLs can and should spend far more time in the “Strategic Zone” and “X-Factor Zones” – at least 50% of their capacity;

03

IHL resources remain extremely limited – this unfortunately and is unlikely to change soon;

04

Transformation is about improving your IHL’s strategic focus – doing the things that matter, and doing those things well, but with less resources;

05

IHLs have to achieve better outcomes with their existing resources, which typically means using them in different ways; and

06

IHL value recognition, which is currently low across the board, tends to positively correlate with an IHL visibly doing things that the business values highly.

"Every legal team globally must ratchet up efficiency and cut costs, while avoiding the temptation to add complexity or consume more financial and employee resources ... all whilst facing an ever-growing work requirement."

F1 DRIVERS DO NOT WASH THEIR OWN CAR

We know that IHLs understand the above transformation graphic – it's a single image that explains the challenges that all IHLs can relate to.

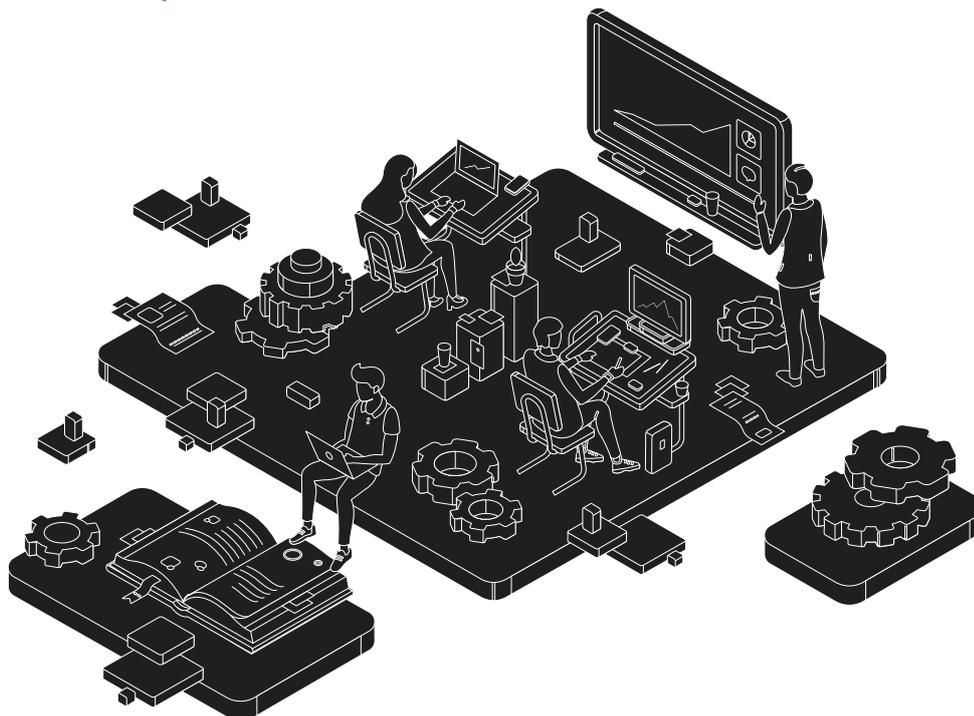
Nevertheless, there is another super accessible case for legal operations that is perhaps the easiest of all to digest. It is as follows:

“Formula 1 race teams do not ask their drivers (their most expensive team members) to clean the car, check the tyres, tune the engine or transport the car to the next race, etc.”

They want their drivers to focus on their primary responsibilities – driving the car as fast as possible, avoiding accidents, turning in fast lap times, securing pole positions and trying to stay ahead of the pack. The IHL team is like the F1 race team – it comprises of high performance, expensive and task focused team members who have been trained for a specific function.

But unlike the F1 team, IHL teams are often bogged down by tasks which prevent them from focusing on performing in the areas where they are needed most and perform the best.

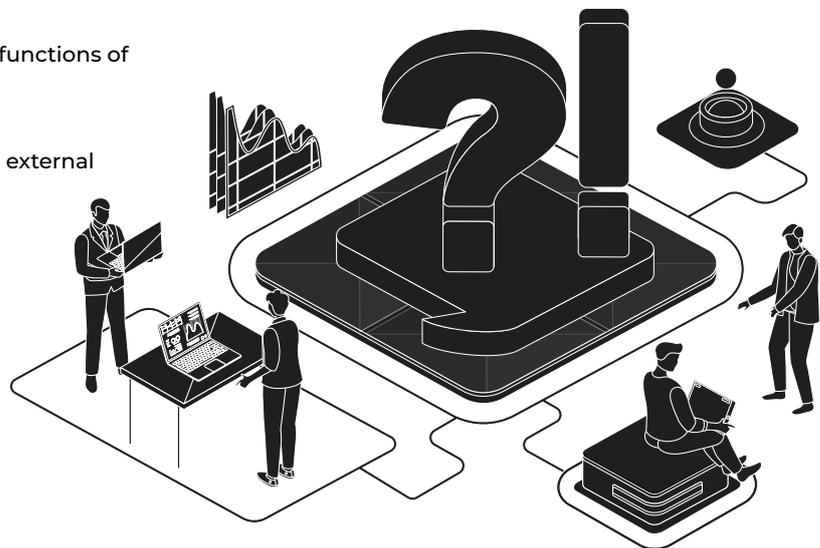
The sad reality is that IHLs, like most lawyers, are fundamentally helpful people, rarely say “no”, and too frequently agree to take on extra work. In short, many IHLs lose their strategic focus because they are simply too helpful.



25 SIGNS THAT YOU NEED LEGAL OPERATIONS SUPPORT

If any of the below are present in your IHL, there is a strong chance that you would benefit from deploying a legal operations agenda:

- 1 You need to slash legal spend from your budget
- 2 BAU is keeping your IHL team away from more strategic matters
- 3 You lack a central instruction ingress point
- 4 You do not maintain basic metrics to track team performance
- 5 You have a disaggregated approach to knowledge management
- 6 You are not actively forecasting workflows 6 months in advance
- 7 Your business complains about your IHL's response time
- 8 Your legal files and core business documents are not housed centrally and/or are not instantly accessible
- 9 You cannot identify the 15 most critical functions of your IHL team
- 10 You struggle to "performance manage" external service providers
- 11 Your lawyers spend less than 15% of their time on departmental transformation activities
- 12 You have many workflows that could benefit from automation
- 13 You do not have or have not recently maintained your legal precedent library
- 14 Your team finds itself preparing RFPs for external service providers
- 15 You do not operate a legal team service charter or group legal policy
- 16 Your IHL does not have a formal operating mandate
- 17 Your IHL does not command the value recognition you feel it deserves
- 18 Your team complains that it lacks the support tools and/or training that it needs



- 19 You think your IHL is too small for a legal operations agenda
- 20 Your IHL feels as though it is under appreciated and under supported
- 21 You have not audited your IHL's performance against critical departmental workflows
- 22 You do not find yourself leveraging existing know-how and precedents
- 23 Your IHL performs tasks that other departments could do
- 24 You have experienced sub-optimal headcount churn over the past 3 years
- 25 You have 2 or more lawyers in your IHL

If any of the above applies to your IHL – developing a legal operations competency can bring dramatic boosts to your team's performance – and arm you with the empirical data to prove it.

Related Resource: [Book a free consultation with GLS Group to discuss how your organisation can respond to inefficiency](#)

ESSENTIAL OBSERVATIONS / TIPS

- All IHLs must enhance what they can achieve with their existing resources
- All IHLs must ratchet up efficiency and cut costs
- Just as F1 drivers focus on driving the car – lawyers must remain focused on lawyering
- The base case for legal operations is found in systemic inefficiency and low IHL value recognition

WHAT NEXT?

What next is about making sure that the IHL Community is crystal clear on the benefits that "legal operations" can bring to their teams.

As such, in Part D, we outline the benefits of a legal operations-led approach to transforming your legal team, and how this can help you crystallise the case for action.

Please now continue to Part D – The Benefits of Effective Legal Operations.

PART D

BENEFITS OF EFFECTIVE LEGAL OPERATIONS

“For most IHLs the pathway towards a better future necessarily comes down to something far less complicated than “available budget” – ultimately, it comes down to something as simple as “choice”, which costs nothing.”

THE BENEFITS OF EFFECTIVE LEGAL OPERATIONS

The case for implementing a legal operations focus/competence is literally overwhelming – any legal department with two or more team members will benefit from a legal operations agenda.

The “highlight benefits” that a basic competency in legal operations can bring to your IHL and the business it supports include:

Performance Leverage: achieving far greater support outcomes with significantly less consumption of financial resources and human/lawyer time.

Strategic Focus: allowing lawyers to focus on enabling and driving the more strategic requirements of the business, including revenue generating projects.

Impact: enhancing the IHLs focus on impact activities which enable the realisation of key corporate objectives.

Purpose Validation: emphatic rebuttal of the historic notion that IHLs are cost centres that do not build or protect business value.

Cost Control: delivering far greater transparency and predictability to legal spending and the management of financial resources.

Fuller Resource Utilisation: the ability to visualise the full spectrum of existing resources and develop resource-specific optimisation plans.

Technology Leverage: using technology to optimise and accelerate processes, limit unnecessary lawyer involvement in administrative and low-risk matters, enable client self-service and drive a richer QA function.

IHL Tools: the deployment of IHL tools that promote optimal performance of business processes, output consistency and key data capture which in turn helps drive informed decision making.

Data Insights: collecting and analysing data to enable informed decision making and to validate decisions and resource allocations/requests.

External Partners: establishing performance managed relationships with selected external vendors/partners to maximise the value they deliver.

Perpetual Improvement: establishing continual performance feedback loops to perpetuate cost, efficiency and performance improvements.

Environmental Controls: delivering an enhanced ability to anticipate and plan for challenges before they arrive and respond with greater efficacy when they do arrive.

IHL Career Diversity: broadening and diversifying the vocational pathways available to IHL team members well beyond traditional IHL norms – which in turn enhances performance and increases retention and satisfaction rates.

Project Management: enhancing your ability to delegate project management to better placed and more appropriately priced resources.

IHL Morale: marked increases in IHL team morale, resulting in a more energised and engaged workforce.

IHL Value Recognition: by achieving maximum legal resource leverage, legal operations help to promote the legal function as a key part of the overall fabric of the organisation.

Business Enabling: the IHL team can enhance the “business-making” capabilities of every part of the business it supports, making it a vital business enabler.

Enhanced Resources: R.P.L.V. decision-making drives the increasing quality of departmental tools (e.g. existing precedents), and their recognition as being essential for delivering enhanced legal team performance.

Risk Management: a far more efficient allocation and management of risk and monitoring of compliance obligations.

Internal Client Relationships: greater engagement with internal stakeholders, delivering an improved internal client relationship and overall engagement, particularly as internal client service levels start to improve.

HOW READILY CAN THE BENEFITS OF LEGAL OPERATIONS BE REALISED?

The short answer is “very readily” and “very quickly” – it just takes IHL leaders to make the decision to “get on with it”.

Fortunately, for those IHL leaders willing to embrace IHL Transformation, the challenge is not nearly as great as it might appear at first glance due to the following factors:

Systemic Inefficiencies: much legal industry activity has been traditionally conducted in such an inefficient fashion that achieving massive productivity gains from existing resources is actually not that difficult.

Legal Innovation: we all now operate in an environment that offers a steady stream of new technologies and innovations, which increasingly make substantially elevated IHL performance imminently feasible.

Self-authorship: self-authored change is always the most effective – few will know your business and all of its foibles as well as you – and such change will be recognised as “initiative”, not corrective action imposed from above.

The reality is that the level of inefficiencies that exist inside most IHLs means that even the most basic legal operations agenda can, without much effort, activate many of the benefits discussed above.

The options to create IHL efficiencies are myriad – there is real cause for excitement about the many foundational steps that are still to be taken and which can massively drive performance improvement across all IHLs.

Added to this is that the benefits of bountiful legal technology developments come at a time where the increasingly technology savvy Millennial generation is assuming increased IHL leadership – and they will choose change.

So, for most IHLs, the pathway towards a better future necessarily comes down to something far less complicated than “available budget” – ultimately, it comes down to something as simple as “choice”, which costs nothing.

ESSENTIAL OBSERVATIONS / TIPS

- Preparing a basic operations agenda is something any legal team can do
- Optimising a specific workflow involves applying a standard 7-step methodology
- Most IHLs can self-implement this process and expect to see massive results
- Change management will ultimately determine the degree of success you will achieve
- The extent of your legal operations agenda must be kept strictly in check
- Self-authored change, focusing on highly visible quick wins, is the key to successful implementation

WHAT NEXT?

Even in the face of an overwhelming case for change we all recognise that lawyers, whether by dint of genetic pre-disposition or vocational conditioning, are not always known for the agility of their decision making.

As such, for IHLs to benefit from legal operations, the process starts with a willingness of IHL leaders to embrace and champion the initiative – unless of course they have already lost the ability to shape the future of their IHL.

As such, in Part E we want to spend some time examining what IHL Transformation can mean for IHL leaders – clearly anything new comes with certain risks, including risks that can be personal in nature.

Please now continue to [Part E – The IHL Leadership Dilemma](#).

PART E

IHL LEADERSHIP DILEMMA

“The reality is that most GCs do now recognise that they must manage potentially massive changes to how they operate – something that is exciting on the one hand, but also fraught with what feels a lot like personal risk.”

A RAPIDLY CHANGING GAME

Regardless of size, all legal teams need to increasingly adopt a “legal operations” approach to ensure that they can best use available resources to support their business whilst enhancing their IHL’s value recognition within the business.

This has become an even more acute priority as the world struggles with a rapidly changing global landscape where accepted business models have proven far too brittle – efficient, potent and adaptable IHLs are absolutely critical.

Given the emphasis that typical CEOs and CFOs place on IHLs performing like any other business unit, IHL leaders must give serious thought as to how to improve IHL performance before someone decides to do it for them.

Going forward, having an IHL capacity that is responsible for billing, accruals, technology, metrics, forecasts, budget, etc. will not be considered a luxury but rather a basic necessity of a high performing IHL team.

As most IHLs are not likely to be able to afford a full-time person dedicated to each of these tasks, they will have to figure out how to split the role up amongst the existing team or to efficiently outsource to cost effective external support providers like GLS Group.

For most IHLs, the task of managing the enormous amount of change required will come down to the relevant General Counsel / Head of Legal. That is, IHL leadership, in all its forms, must now proactively rise to the occasion.

INACTION IS NOT AN OPTION



Heads of legal are increasingly realising that doing nothing is simply no longer an option. Those that do nothing will find themselves either redundant or stagnating in terms of career progression.

Historically, whilst the CFO and CEO might have told the legal team how much budget they had, performance

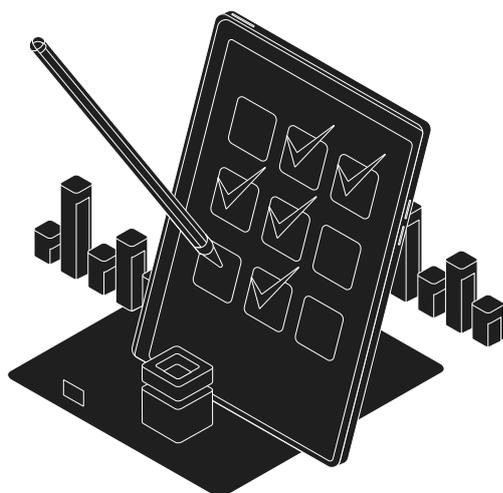
reviews and scrutiny typically did not make its way through the doors of the IHL. That was then, it sure is not now.

IHL leaders claiming to be “too busy with the day-to-day to find time to plan” will find themselves falling further behind “peer” departments and competitors that have deliberate plans to focus resources and effort.

As such, all IHL leaders need to pro-actively start to implement an active and dynamic transformation agenda as doing so is now simply part and parcel of the New Law IHL leadership remit.

Nevertheless, we still see considerable levels of inertia within the IHL community as IHL leaders are often still trying to get comfortable with the risks associated with such transformation – a legitimate concern even though it can be managed.

IHL LEADERS MUST ACCEPT AND MANAGE CHANGE RISK



The reality is that most GCs do now recognise that they must manage potentially massive changes to how they operate – something that is exciting on the one hand, but also fraught with what feels a lot like “personal” risk.

In truth, IHL Transformation doesn’t just pose operational and organisational risk – it does in fact pose a level of personal risk to IHL leaders who must preside over transformation change programs.

It goes without saying that the potential of personal risk for IHL leaders can pose a significant source of consternation for IHLs in terms of how they approach transformation planning.

The personal risk manifests itself in the “mind’s eye” of many IHL leaders as they worry that the wrong transformation recommendation or decision will prove to be unpopular, unsuccessful and costly.

Moreover, in today’s cost sensitive climate, no IHL leader wants to be responsible for a failed project that is ultimately regarded as a misallocation of finite resources.

Adverse project outcomes can blowback (fairly or unfairly) on GCs reputationally and professionally. Someone is frequently “hung out to dry” and a failed project tends to scuttle support for future initiatives.

Accentuating the challenges associated with the “fear of failure” is the average lawyer’s approach to “risk” generally. Lawyers tend to be exceptionally risk averse which can lead to “analysis paralysis”.

Lawyers tend to operate with far less of the metaphoric “fast twitch muscle fibres” than decision makers in other management domains.

Fear of consequences and slow decision making explains why increasing numbers of IHL teams have had transformation agendas forced upon them by central management – relegating them to passengers on the transformation journey.

We do recognise that, particularly in the current climate, it does take strength and conviction on the part of the IHL leader to back the investment of any resources (especially time) into new ways of doing things.

Processing and managing transformation risks as they apply directly to IHL leadership is a challenging area ... until the individual leader realises that doing nothing carries even greater risks.

FINDING A FRAMEWORK FOR ACTION

So, how do we get a group of people that are not known for their radical decision-making agility to start responding in an effective and responsive manner?

As [Ken Grady](#) notes, “project management” is a sexy buzz word in the legal industry right now, but **“lawyers and law firms are generally terrible at it”**.

Well, the simple answer is to rapidly acquire the relevant information about what transformation entails and how to eliminate as many associated risks as possible. We unpack some of these “risks” at [Part K: 10 Things That Can Sink Your Legal Operations Agenda](#).

Fortunately, successful IHL Transformation programs can mitigate all related risks, including “personal risk” by leveraging informed decision making and insisting on “success based” implementations. Reading this Guide is a good “foundational” step.

A central tenet for effective IHL Transformation is to keep lawyers focused on what they are really good at by introducing protocols into the overall IHL ecosystem that enable this enhanced focus.

Whilst new skills must be acquired to achieve this outcome, this approach is also a recognition that lawyers, when tasked correctly, can make a hugely valuable contribution to the business.

IHL leaders need to be really certain of the basis upon which they are doing things – they want to eliminate the risks of things going wrong, even if this results in less than agile decision making. We must accept and work with these traits.

[Joshua Fireman](#) also notes that lawyers have an **“inglorious history of internal non-compliance”** (whether it be document management, security protocols, filing meta-data collections etc).

So, the framework for action that we recommend does not necessarily entail anything too radical. In fact, it centres around working with the “strengths” you find in most IHLs teams in order to increase your transformation agenda’s chances of success.

So we have developed a 5 limbed strategy that provides an effective framework for getting IHLs engaged in the IHL Transformation process – we present this in the next section.

GETTING IHLS ENGAGED IN TRANSFORMATION EFFECTIVELY

GLS'S 5 LIMBED STRATEGY

In order to create optimal conditions for IHL leadership to comfortably engage in necessary IHL Transformation, we have developed (and recommend) a 5 limbed framework for action:

1 UNDERSTAND THE UPSIDE

Lawyers like to be conversant in “consequence” scenarios – so we need to make sure that the IHL community is super clear on the case for legal operations i.e. the benefits that it can bring to both the IHL team and the business that they serve ([See Part D: Effective Legal Operations](#));

2 LET LAWYERS BE LAWYERS

Lawyers are super-efficient at acquiring new information – this will allow the IHL community to rapidly acquire the information they need to achieve at least a working knowledge of legal operations (this Guide accelerates this knowledge acquisition process).

Indeed, this was one of the primary motivators for us to prepare this Guide – to fast track the acquisition of information that IHLS need to swiftly implement a suitable legal operation agenda.

3 CORRECT TRANSFORMATION DECISION MAKING FRAMEWORK

R.P.L.V. decision making is a methodology that can be bolted on like an exoskeleton to the “Business As Usual” work that IHLS are already doing to support their business. In this context transformation can become a welcomed “by product” of the work that IHLS are already doing.

Related Resource: [See our White Paper R.P.L.V. Transformative Decision Making](#)

4 ENCOURAGE A SELF-AUTHORED CHANGE AGENDA

This is not just a “nod of the cap” to the typical lawyer’s love of “control”. Self-authored change, implemented at a pace that matches an organisation’s ability to embrace new ideas, is almost always the most effective strategy.

5 GUARANTEED TO SUCCEED

Each phase of an IHL Transformation must be architected and implemented in a way that guarantees success by utilising a “pass and proceed” methodology (we will talk more about this in [Part K: 10 Things That Can Sink Your Legal Operations Agenda](#)).

The IHL Transformation journey will run far more smoothly when it is implemented in i) a manner that is calibrated to the inherent strengths (and weaknesses) of the lawyers undertaking it, and ii) an incremental fashion.

Over the balance of this Guide we will explore the above principles to varying degrees as we continue our tour through the fundamentals of legal operations.

Fortunately, as you can see from the above, the disposition and tendencies of IHLS that have made them less “change” receptive can also, when framed in the correct light, be a success factor for IHL Transformation.

Put another way, it’s about working with what you already have – a consistent theme in most GLS transformation recommendations. For most, it is only after you have proved that you can maximise all the resources that you already have that you can establish a credible case for more resources to tackle more audacious transformation projects.

GETTING IT RIGHT – A HUGE UPSIDE

IHL leaders who develop a track record for successful transformation projects and/or departmental turn-arounds, will enjoy an altogether different career trajectory and economic outlook.

Going forward, an impressive IHL CV will not be one that merely notes that you worked at Company X, Y and Z – it will be all about “what did you achieve at Company X, Y and Z” and “how did it benefit those companies”.

New Law IHL CVs will feature instances of transformation successes and tangible examples of increased value scenarios that were delivered to the business.

Again, given how desperately difficult things have become – for the IHL leader who can successfully embrace IHL Transformation and evidence a track record of success the world will be their oyster.

Indeed, the GLS Group is firmly of the view there has never been a more exciting time to be part of the IHL community– profound change is occurring which if leveraged can deliver supersonic progression.

ESSENTIAL OBSERVATIONS / TIPS

- Implementing a legal operations agenda can be scary as it involves personal risk for IHL leaders
- However, the risk of not transforming ultimately poses a far greater threat to IHL leaders & their teams
- GLS recommends a 5 limbed strategy for IHL leaders as they embark on an IHL Transformation
- IHL Transformation success will drive IHL career progression

WHAT NEXT?

Now with the benefits of a legal operations competency understood, and IHL Leaders being better primed to embrace such change, we want to now focus on how you can map out your own IHL Transformation journey.

PART F

THE INTERACTIVE GLS LEGAL TRANSFORMATION TUBE MAP

“You are on a journey to transform your legal department. Use a map to optimise the route that you take on that journey”

FACING DOWN PLANNING INTIMIDATION

IHL Transformation is, for most IHL leaders, a trip into the unknown – and decisions taken from a position of ignorance, is something that this Guide is specifically trying to prevent.

As we saw in [Part E: IHL Leadership Dilemma](#), transformation projects can be perceived as carrying significant personal risk. The wrong transformation recommendation or decision can be costly financially, reputationally and professionally, but these risks are outweighed by the risks inherent to doing nothing.

Three of the most intimidating challenges associated with planning your legal operations agenda includes:

ONE

Understanding what an optimally performing IHL actually looks like.

TWO

Understanding how your IHL is performing compared to such an optimised team.

THREE

Deciding where to actually start your transformation journey.

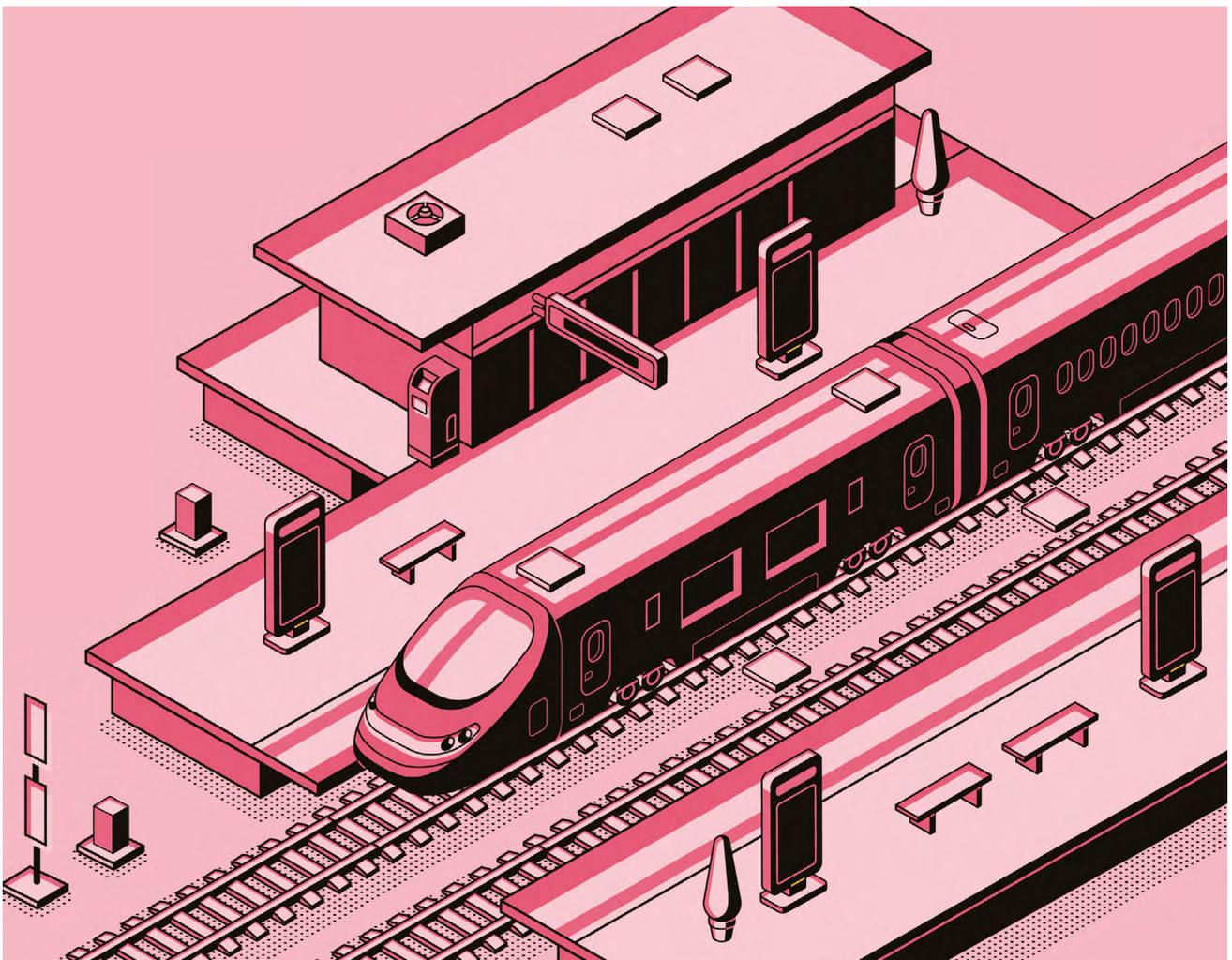
Fortunately, GLS now makes addressing these 3 critical questions far less intimidating than ever before. Here we are giving you a department wide perspective of an optimally performing IHL.



GLS LEGAL TRANSFORMATION TUBE MAP

Access the fully interactive version of this tool at:

WWW.GLS-LEGALOPERATIONS.COM/TRANSFORMATION-TUBE-MAP



THE GLS LEGAL TRANSFORMATION TUBE MAP

Any visitor to London understands that navigating that large and complex city is made significantly easier by the clear simplicity of the “London Tube Map”.

By working on thousands of transformation projects, GLS has been able to identify 15 critical in-house functions (each an “IHL Line”) that make up an optimally performing IHL.

The [GLS Legal Transformation Tube Map](#) presents a highly visual and interactive representation of each IHL Line and their associated critical resource elements (each an “IHL Station”).

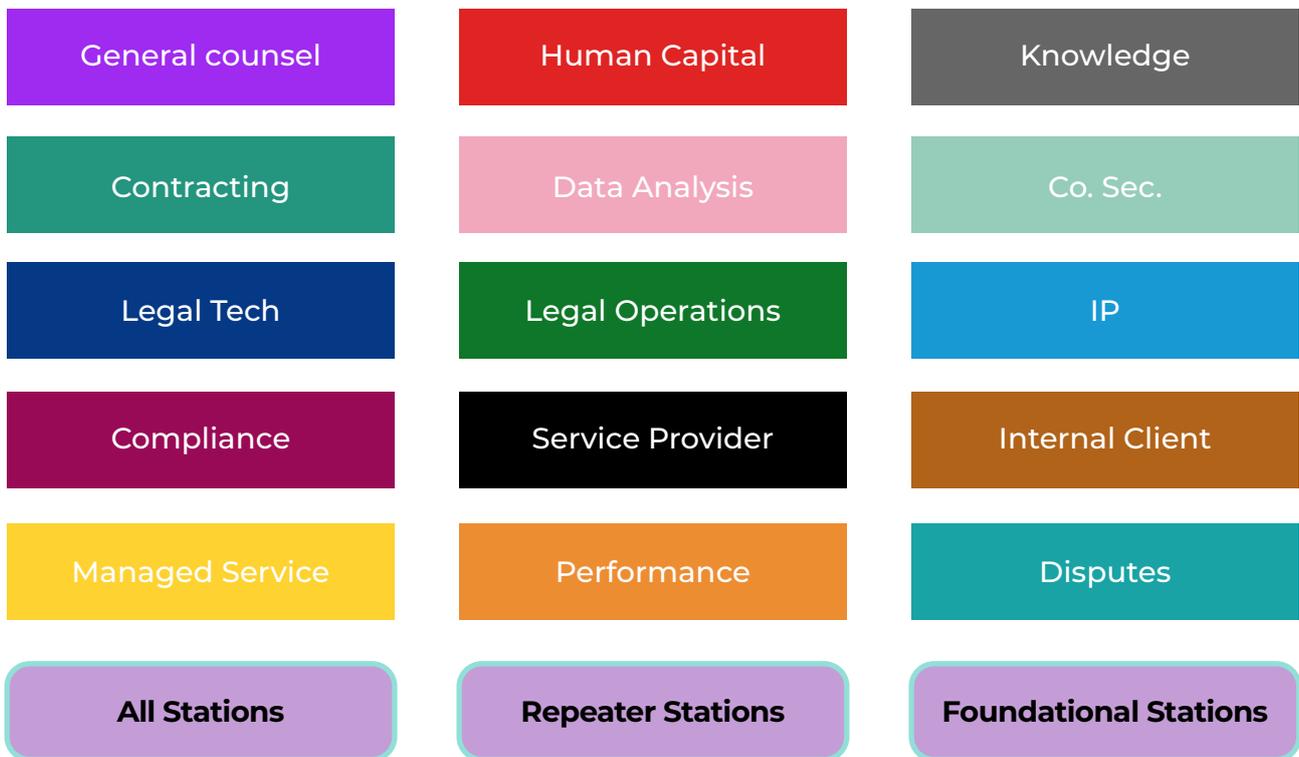
In this one diagram you can see an overview of a world class legal department. You can see the essential components

that make up each function and how each component and function relates to every other component and function.

In so doing, the [GLS Legal Transformation Tube Map](#) provides a powerful reference point that can be used to assess your IHL's performance and to blue print your IHL Transformation agenda.

The 15 IHL Lines featured on the [GLS Legal Transformation Tube Map](#) are set out below:

IHL CRITICAL FUNCTIONS/PROCESSES (IHL LINES)



[CLICK HERE TO USE THE LEGAL TRANSFORMATION TUBE MAP](#)

HOW CAN THE GLS LEGAL TRANSFORMATION TUBE MAP HELP YOU?

HARNESSING THE POWER OF COMPARISON

The GLS Transformation Tube Map allows you to harness the power of “comparison” to efficiently make sense of what is needed for you to successfully implement an effective IHL Transformation agenda.

Comparison or contrasting is the act of evaluating two or more things by determining the relevant characteristics of each thing, and then assessing i) whether a difference exists between those characteristics, and ii) if difference is present, to what degree.

Where characteristics are different, the differences may be evaluated to determine which thing is best suited for a particular purpose (i.e. formulate an action plan that works best for your organisation).

Specifically, the [GLS Legal Transformation Tube Map](#) provides a user-friendly reference framework that helps you to visualise:

- 1. Essential IHL processes:** visualise on a “whole of department” basis, the essential infrastructure / processes that invariably exist inside an optimally performing IHL;
- 2. Comparative performance:** quickly glean deep performance insights by simply comparing your IHL’s existing infrastructure, processes and performance against the referenced “world-class IHL”;
- 3. Critical process gaps:** quickly and objectively assess the existence of any essential infrastructure gaps within your IHL, or indeed within a particular IHL process, that are preventing optimised performance levels;
- 4. Performance enhancement points:** quickly identify what are the points in a particular process improvements that can be prioritised in order to achieve the greatest performance enhancement and provide reasoned justification for resourcing the same;
- 5. IHL process interdependencies:** understand the critical elements that make up each IHL process and the key interdependencies between the various IHL processes present in your IHL environment. Thereby allowing you to start adjusting specific IHL elements to achieve and enhance “end to end” IHL performance;
- 6. Vital process shapers:** identify which elements inside each IHL process tend to dictate the overall performance of that process, and which can therefore be focussed on and leveraged to deliver the greatest “productivity ripple effect” across that process, and indeed across the entire department;
- 7. Logical starting points:** effectively assess where are the best points in your IHL ecosystem to commence your transformation work on, by reference to efficiency, existing workloads and your organisation’s ability to process change;
- 8. Common performance elements:** identify the IHL elements that appear most frequently across multiple IHL processes, and which therefore represent valuable intervention points as they can deliver “productivity ripple effects” throughout your entire IHL;
- 9. Legal technology pathways:** build up an improved vision of how legal technology works across essential IHL pathways and to factor such insights into your overall legal technology strategy; and
- 10. Your transformation journey:** identify, break down, prioritise and plan your IHL Transformation journey in the most efficient manner.

KEY OBSERVATIONS AS YOU START USING THE GLS LEGAL TRANSFORMATION TUBE MAP

VIEW YOUR MATRIX

The [GLS Legal Transformation Tube Map](#) allows you to visualise all that is important to a legal team by reference to the IHL Lines and IHL Stations that enable them.

Obviously, the importance of certain IHL Lines might vary from IHL to IHL, but all IHL Lines are likely present to some extent, and collectively will cover all aspects of performance in a world class IHL.

As you travel down each “IHL Line” we encourage you to perform a mental self-audit of your own IHL team and simply ask yourself just how much of your IHL do you recognise inside of the [GLS Legal Transformation Tube Map](#).

CRITICAL FUNCTIONS ONLY

One of the keys to effective legal operations is to not spend time on anything that is not critical or that cannot be reported. This is a fundamental tenet of the GLS “Finite Resource Theory” – you must make all your available resources count demonstrably.

As such, the [GLS Legal Transformation Tube Map](#)

only focuses on the 15 IHL Lines that we believe cover the “essential activities” inherent to the “domain of responsibility” of most IHLs.

When viewing the [GLS Legal Transformation Tube Map](#), if you see a function that your team performs but which is not expressly noted then it may be that:

- it may be captured by the activities that we have associated with an existing IHL Station;
- the activity itself falls outside of those core activities that the “typical IHL” is typically responsible for; or
- it is not an activity that is truly critical to adding direct value to the business.

However, if you feel strongly that we have missed a “core activity” please do send your feedback to info@glsglobal – we are always looking to build our knowledge base of the IHL industry, and so would very much welcome any and all constructive feedback.

Again, if an initiative is not truly meaningful (i.e. it does not directly contribute to the realisation of a mission critical requirement of the business), then it is not important enough for you to be focusing on.

FORMATIVE STATIONS

On most IHL Lines, there is typically an IHL Station in whose light most other IHL Stations on that line will bask – we call them “**Formative Stations**”.

The Formative Stations are without doubt the most important transformation points on each IHL Line. Their qualitative status will directly impact the quality of all other IHL Stations on that line and the performance of the IHL Line itself.



Put another way – an IHL Line can only ever perform to the standards and quality set by its Formative Station. As such, we have highlighted each “Formative Station” with this symbol:



From a transformation planning perspective, Formative Stations are the first and most essential areas to be addressed if you want to optimise all other IHL Stations along the relevant IHL Lines.

If you do not focus on your Formative Stations first, with maximum attention, you will unnecessarily and unavoidably throttle the performance potential of the entire IHL Line.

For example, if you do not first develop a definitive “Contracting Policy” (i.e. the parameters in which you will contract) you deprive countless other IHL Stations on the Contracting Line of the critical data that they need to perform optimally ([see our White Paper – “Contracting Policies: Eliminate Weakness in your contracting function”](#)).

In the [GLS Legal Transformation Tube Map](#), click on the “Formative Stations Button” to instantly highlight the Formative Stations on each IHL Line.

In [Part G: Preparing Your Legal Operations Agenda](#), we profile a number of Formative Stations and demonstrate their importance to overall IHL Line performance to emphasise how and why they are the ideal starting point for many IHL Transformations.

Related Resource: [See our White Paper on the Contracting Policy's impact on overall contracting efficiency](#)

Related Resource: [Click “Formative Stations” on the GLS Legal Transformation Tube Map](#)

REPEATER STATIONS

Certain IHL Stations are present across multiple IHL Lines and for the purposes of our Legal Transformation Tube Map, we call these common elements “**Repeater Stations**”.

Repeater Stations are indicated with a:



Sometimes a Repeater Station may also be a Formative Station, and where this is the case they are marked as both Repeater and Formative Stations.

From a transformation point of view, Repeater Stations, if optimised, offer the potential to improve multiple IHL Lines at the same time, thereby, delivering a “multiplier” effect to your IHL Transformation work.

A great example of a “Repeater Station” is the Group Legal Policy. Apart from being “Formative”, it is an important recurring IHL element on many IHL Lines. It is somewhat similar to “carbon” in biology – whilst there are countless lifeforms on this planet, carbon is an inherent element to all of them.

Repeater Stations can be instantly identified on the GLS Transformation Tube Map at the click of the “Repeater Station Button”.

Related Resource: [Click “Repeater Stations” on the GLS Legal Transformation Tube Map](#)

SPEND TIME ON THE TUBE

Explore the GLS Transformation Tube Map as much as you wish. If you want to learn more about any particular IHL Line/Station – please do also feel free [Book a Free Consultation with GLS](#).

The Map is, by its nature, very detailed but that is not something to be intimidated by. You can simply "click" the button of, the IHL Line that most interests and that will exclude all other distractions and allow you to travel down it, at your leisure, in a natural and intuitive way.

In [Part G: Preparing Your Legal Operations Agenda](#), we provide in depth details of certain IHL Station level considerations that are necessary to optimise those IHL Stations. This will help you formulate Station specific optimisation plans.

GLS, through the [GLS Legal Operation Centre](#), also provides instant access to the infrastructure, tools and resources required to implement and optimise each IHL Station along your IHL Transformation journey.

In the next section, we will transfer our focus to one of the most challenging questions IHL leaders face when they approach their IHL Transformation, namely “where should we start?”



UNDERGROUND

FOUR LOGICAL STARTING POINTS FOR YOUR IHL TRANSFORMATION

The [GLS Legal Transformation Tube Map](#) helps you plan a tailored transformation journey that reflects your business priorities and resources. The [GLS Legal Transformation Tube Map](#) will also help you to make and explain to your stakeholders the logical basis for your decisions.

When deciding where and how you should start your IHL Transformation journey, our work shows that there are actually a limited number of “most effective starting points” from which to choose.

What this means is that far from being a really intimidating decision, there are “clear footprints in the sand” for your IHL to follow as you pursue a successful IHL Transformation agenda.

We have identified the four most logical “starting approaches” as follows:

STARTING POINT NO. 1: The Burning House Approach

Every GC will have an instinct as to what the underlying business would most like to see by way of improved support from the IHL team and this could provide a useful “indication” of where to start your IHL Transformation.

A “burning house” is typically an IHL function (or part thereof) that is in dire need of attention and is routinely the source/cause of sub-optimal feedback from the business.

A “burning house” is also something that, if you do not get fixed quickly, will soon cause worse consequences. In short a “burning house” is something that you know you need to get fixed.

Feedback from the business such as *“I wish we had...
“a system that automated every aspect of legal support”;
or “a more responsive legal team”,*

are good examples of non-specific business preferences that do not present viable transformation focus points – they are not “burning houses” per se.

However, feedback such as *“we keep losing potential customers as it takes too long to engage with us. Why can't we have a single set of approved contracts that can actually be agreed in the form we send them out in?”* would be a good example of something that needs rapid attention.

Note that almost all “burning house” issues can be reduced to specific IHL Lines or a single IHL Station – i.e. it is an issue that is capable of articulation and optimisation in an efficient fashion.

To work out what your potential “burning house” issues are, you can reflect on the negative feedback received from your internal clients over the past few years and map it against the [GLS Legal Transformation Tube Map](#).

Where the underlying issue is not immediately obvious, you just need to ask yourself “Within which IHL Station(s) does that issue reside?” – the correct transformation focal point will have made itself known.

STARTING POINT NO. 2: Formative Stations First

Given the importance of Formative Stations and their indelible impact on all aspects of their respective IHL Lines, they represent excellent IHL Transformation starting points.

Indeed, as you apply R.P.L.V. Decision Making to a decision to focus/improve a “Formative Station”, you will see just how neatly they meet all of the key criteria for a well justified transformation focal point.

As such, a transformation “golden rule” is that any work on any IHL Line should start with its Formative Station(s), particularly, if you want to:

- realise the maximum performance potential possible of that IHL Line; and
- achieve the greatest time, cost and quality efficiencies.

When you review the [GLS Legal Transformation Map](#), the obviousness of the above observations becomes readily apparent. You will recognise the “influential” potential of each and every Formative Station.

You don't build a house by starting with the roof or the walls – you have to first lay down the foundations of the house you want and it will be those foundations that determine the performance parameters/characteristics of that house.

This infallible principle of IHL Transformation is also the basis upon which you can perform “rapid performance diagnostics” on any individual IHL Line – i.e. something that doesn't require you to test each and every Station.

By way of a simplified analogy – have you ever noticed that a doctor tests your blood pressure, heart rate, weight, lungs, eyes and ears regardless of what you are visiting them for?

Well, it is because, with these 6 simple tests a doctor can quickly and reliably ascertain the “general health” of your body – these foundational tests deliver a particularly accurate overview of bodily health.

Similar principles apply to IHL Transformations – by running simple diagnostics on your “Formative Stations” you can, in relatively short order, assess the overall condition of an individual IHL Line or your IHL as a whole.

Regardless of which IHL Line you want to work on first, a good starting point is to carefully assess the quality of the applicable Formative Station(s) and if needed, bring that Formative Station up to an optimal level.

STARTING POINT NO. 3: **The Line-By-Line Approach**

For IHLs with more resources, taking on an “entire IHL Line” approach can, subject to the application of R.P.L.V. decision making, make a great deal of sense, starting of course with the Formative Stations.

Typically, tackling a line-by-line approach reflects the presence of one or more of the following factors being present inside your IHL ecosystem:

- IHL Transformation has been briefed in as a specific project / goal for the IHL by the Board;
- a new IHL leader has been appointed and is looking to make their mark, quickly and substantially, on the performance of the IHL function;
- the IHL is under specific instructions to deliver rapid and demonstrable change;
- the IHL needs to look at IHL Line process optimisation as part of an organisation wide digitisation drive;
- a global IHL legal team is looking to demonstrate process enhanced success by upgrading an entire IHL Line and piloting it in a particular region; or
- the IHL supports business units whose support need can be significantly met through process standardisation.

Implementing a line-by-line approach allows you to demonstrate how the sum of all parts in a process delivers exponentially greater performance.

If done correctly, the “line-by-line” approach tends to garner increasing numbers of internal supporters for an accelerated transformation agenda.

If considering the “line-by-line” approach do however note that some lines will deliver a far “higher” R.P.L.V. score than others and should therefore be targeted earlier on in your overall IHL Transformation journey.

R.P.L.V.: The Top 5 IHL Lines

Our work shows that the top 5 most consistently high

R.P.L.V. scoring IHL Lines are:

1. The Contracting Line: hands down the “winner” in terms of driving accelerated “IHL Value Recognition”, and consistently scoring the highest across all aspects of R.P.L.V. scoring;

2. The Data Analytics Line: for IHLs that are already making a significant value contribution to their businesses but consistently fail to communicate that – this is an “easy win” area and helps build “support” for further transformation initiatives;

3. The Internal Client Line: working with the support of your “internal client” on the things that truly matter to them is always going to be an effective and appreciated approach to transformation;

4. The Human Capital Line: the in-house lawyer is the fulcrum that dictates the performance of every Station and IHL Line and which can deliver a “steroid” effect to IHL Station performance when combined with non-personnel categories of IHL resources;

5. The Service Provider Line: whilst for many IHLs, this not the most important “day to day” resource category, when it is not optimised this IHL Line will typically consumes disproportionate quantities of IHL resources and consistently gets very low R.P.L.V. scores. Accordingly, getting to grips with this IHL Line can constitute a quick, easy and visible win for your IHL team.

The above is stated noting that obviously, each IHL is different and serves a unique corporate ecosystem, meaning that the importance of individual IHL Lines can legitimately vary from one organisation to another.

STARTING POINT NO. 4:

The Business as Usual (“BAU”) 85:15 Approach

A “hard and fast rule” that GLS advocates is that every IHL should be spending at least 15% of its time and resources each week in a way that will help to deliver transformation outcomes ... and this should be achieved whilst addressing the BAU.

R.P.L.V. requires IHLs, as they tackle the BAU support requirements of the business, to ask if there are better ways of tackling these tasks ... and if so, pursuing them where it make sense to do so.

This minimum focus on “transformation outcomes” can:

- totally transform the productivity and efficiency of an IHL over a 2-year period; and
- keep pace with and harness the constantly emerging new developments that can elevate IHL performance.

The bottom line is that IHLs now find themselves operating in era of constant improvements and new productivity initiatives that might represent a powerful competitive advantage one day but quickly become “the average”.

So, this BAU 85/15 Approach entails consistently dedicating a little bit of your time each week to focus on transformation outcomes. When doing this, as always, it is sensible to focus on initiatives that deliver maximum productivity ripple effect for your business and IHL.

Given the productivity ripple effect of Formative and Repeater Stations – these can be very powerful transformation focal points for IHLs looking to achieve maximum productivity / a domino effect.

Indeed, when you apply R.P.L.V. thinking to Formative and Repeater Stations – they score very highly and also reveal transformation initiatives that are of a “manageable size” and fit neatly into the 85:15 rule for IHLs.

Related Resource: [View the most popular transformation objectives amongst the GLS Community in 2020](#)

ESSENTIAL OBSERVATIONS / TIPS

- The [GLS Legal Transformation Tube Map](#) allows you to visualise the key processes inherent to a world class IHL
- Harness the power of “comparison” against a reference model to gauge your current performance & set clear goals
- Formative Stations are the key to realising overall IHL Line performance potential
- Your transformation plans can focus on any IHL Line(s), or IHL Station(s) based on your IHLs priorities
- Focusing on Formative and Repeater Stations offers great “productivity ripple effects”
- If a workflow is not represented on our map, it is likely not critical
- There are 4 “high impact” starting points to choose from for potent IHL Transformation agenda
- All GCs will know what represents a priority for their business – apply R.P.L.V. to them to see if they represent a “Burning House”
- Focus 15% of your time on IHL tasks that have a transformation implication for your team
- GLS can instantly provide you with the tools & resources to transform any IHL Station / IHL Line

WHAT NEXT?

Having shared with you the Key Observations around the **GLS Legal Transformation Tube Map** and the 4 different approaches to determining an appropriate starting point for the planning of your own Transformation journey.

You are now free to explore the **GLS Transformation Tube Map** as much as you wish.

In future interactions of the interactive GLS Legal Transformation Tube Map we will be linking available tools, solutions and resources associated to each IHL Station directly to each IHL Station.

For now, though, if you want to understand how GLS can help your transformation work on a particular IHL Line or Station – please book a Free Consultation with us [here](#) or visit the **GLS Legal Operation Centre**.

In Part G, we share with you the GLS 7 Step Plan that allows you to quickly build a legal operations agenda to transform some or all of your IHL Lines and/or IHL Stations.

PART G

PREPARING YOUR LEGAL OPERATIONS AGENDA

“GLS has developed a 7-step framework to help IHLs plan and organise their transformation agendas – whether for a total IHL turnaround or for focused improvement projects.”

PRE-MOBILISATION READING

Before you commence any formal legal operations/ transformation initiative – we strongly recommend some preliminary reading to develop an understanding of the following two vital matters:

1. Vital IHL Processes: being able to recognise the IHL Lines / Stations that we introduced to you in [Part F: The Interactive GLS Legal Transformation Tube Map](#), which will help you break down your transformation journey into manageable parts; and

2. Transformation Decision Making: being familiar with R.P.L.V. so that your daily operational decisions can start to consistently contribute to your overall transformation agenda.

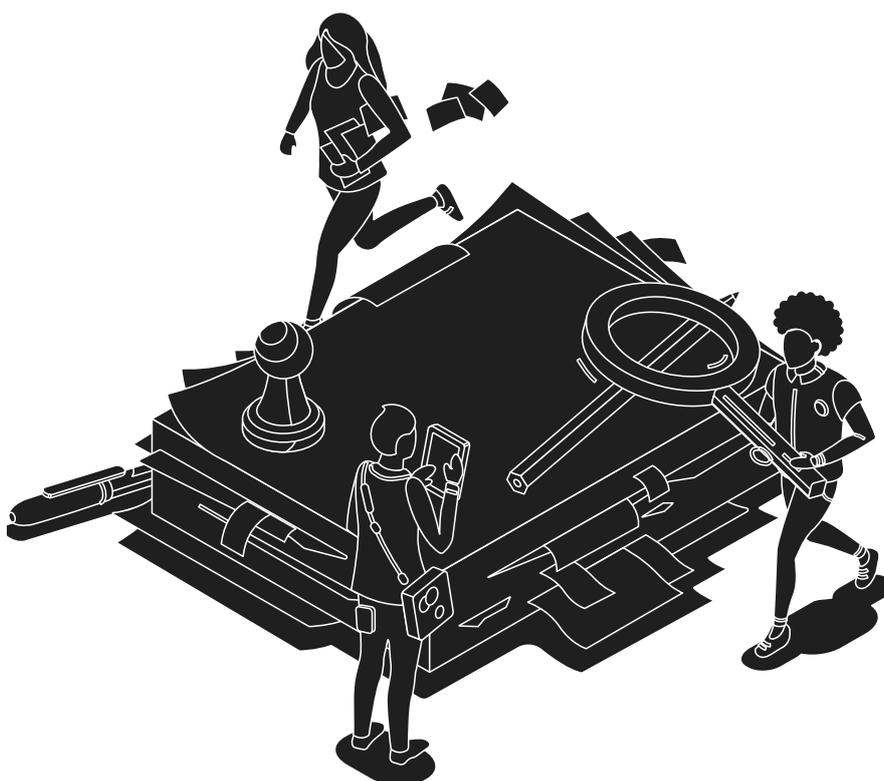
For your convenience, we have published an executive summary of our R.P.L.V. white paper as Part J.

With the above done, in this chapter of our Guide we share with you a tried and tested methodology that will allow you to plan and implement the transformation of any aspect of your legal function.

Related Resource: [Access the interactive GLS Legal Transformation Tube Map](#)

Related Resource: [See Part J: Essential Legal Operations Thinking – R.P.L.V.](#)

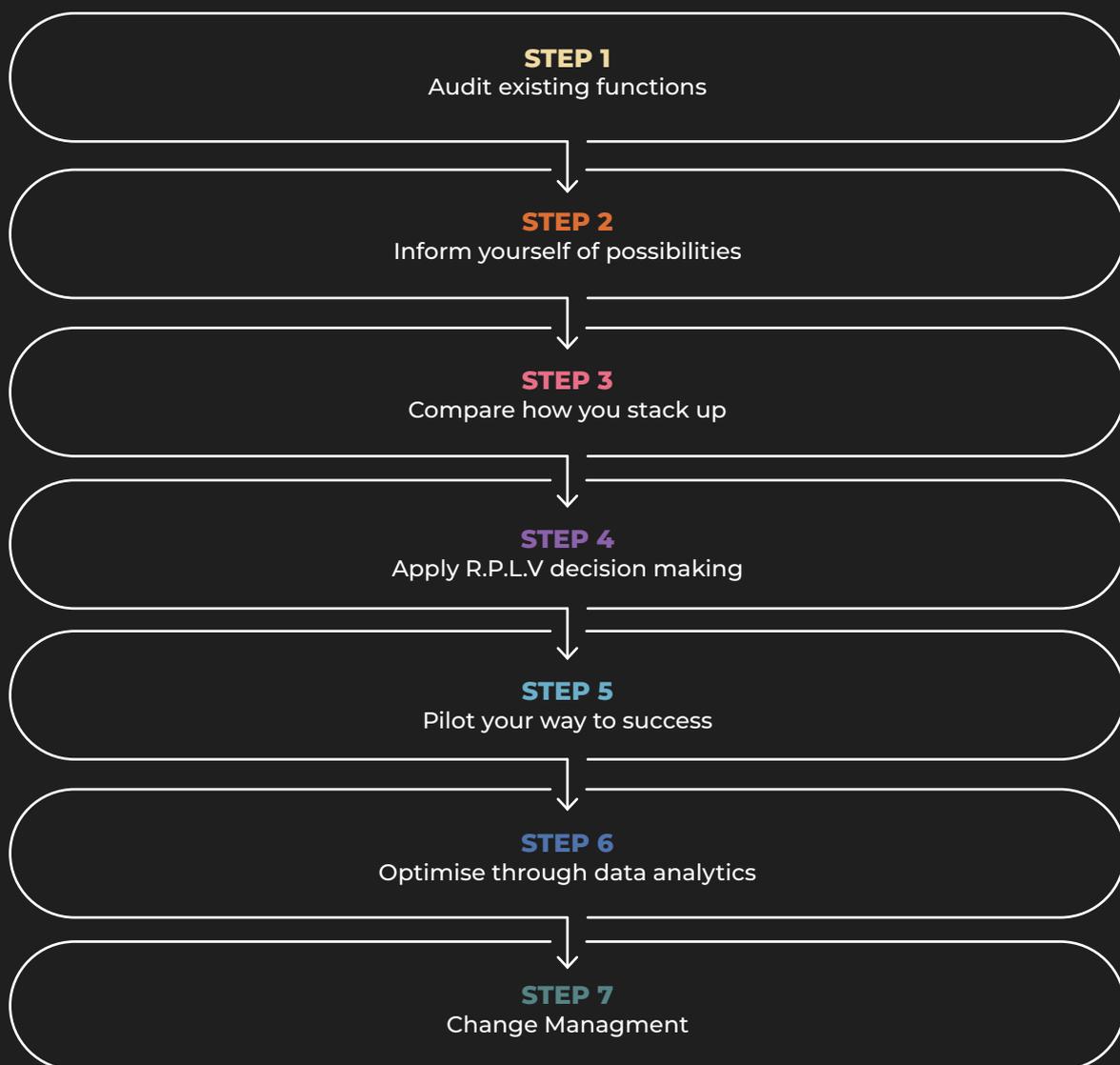
Related Resource: [See our White Paper "R.P.L.V.: Transformative Decision Making"](#)



LEGAL OPERATIONS PLANNING – 7 STEPS

GLS has developed a 7-step framework to help IHLs plan and organise their transformation agendas – whether for a total IHL turnaround or for focused IHL improvements.

THE 7 STEPS ARE AS FOLLOWS:





STEP 1: Audit Existing Functions

While many GCs will instinctively know what the “major” red flag performance areas are, a proper transformation program requires, in time, a methodical assessment of every aspect of a legal team’s performance.

Whilst outsourcing this task might risk discomfort (maybe you will not like the results), most GCs do not currently have the knowledge or tools in-house to undertake this kind of assessment themselves.

The GLS Transformation Tube Map, as introduced in [Part F: The Interactive GLS Legal Transformation Tube Map](#), can help you to understand the key IHL Lines and the associated IHL Stations that you must audit for their presence and current levels of performance.

Over a 24 month period, the time we generally recommend for a full departmental transformation project, all IHL Stations should be the subject of a performance audit.

Related Resource: [Click here to access the interactive GLS Legal Transformation Tube Map](#)

Related Resource: [View our Legal Dept. Efficiency Audit Solution](#)

By auditing your IHL for the presence of the IHL Lines/Stations, you will build a snapshot of what is the current “infrastructure” available to your IHL and what can be leveraged to move your IHL towards world class performance.

By using the [GLS Legal Transformation Tube Map](#) as a guide to the most critical IHL Lines, the emergent data will help you to identify efficient intervention points which will, in time, deliver actual service improvement levels.

Coming out of this stage, you will understand your IHL Lines/Station inventory and its performance assessment and can therefore begin the process of identifying the desired focal points of your transformation strategy.

STEP 2: Understand What The Optimised IHL Team Looks Like

Transformation entails moving from your present state to your ideal future state by means of a realistic and incremental transformation plan. Accordingly, understanding what you want your future to look like is a key step.

Step 2 entails accessing reference data as to the productivity outcomes that an optimally performing IHL team can achieve across each IHL Line/Station (i.e. identify what your IHL could become).

This is a critical phase, as many IHLs are often simply not aware of the full scope of technologies, data analytics, automation opportunities and other legal operations tools that are actually available to them.

GLS can help your IHL team instantly access such reference data and assist you to benchmark your team’s performance.

STEP 3: Assess How Your Performance Stacks Up

Adopting every “high-water mark” performance feature of an optimally performing IHL is simply not feasible – but even if you are not seeking to adopt the absolute “high-water mark”, understanding what that high-water mark looks like will provide valuable context for informed decision making.

By identifying the performance features of the “optimal” IHL team, you can conduct a gap analysis against your current levels of performance and a “wish list” of features that you might want to implement.

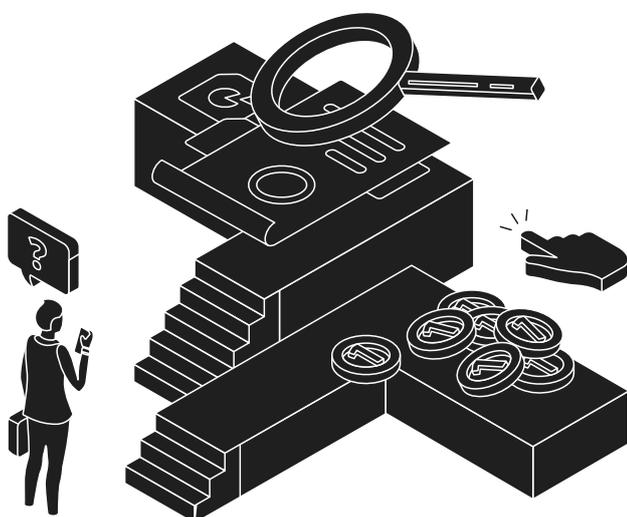
The ensuing report will identify underperforming and/or missing elements at both the IHL Line and IHL Station level. Armed with this broad view of what you want to achieve, you can then proceed to narrow your focus towards the underperforming and/or missing elements.

Transparency is good for any in-house legal department, even if it hurts. However, a poor performance score should not be seen as a problem – rather it should be understood as an opportunity, delivering a lower baseline from which marked improvement can be demonstrated and celebrated.

The same data might not deliver the same result where the performance assessment is sponsored by another part of the business – indeed, such findings can actually result in the de-platforming of existing IHL leadership.

By taking the initiative to assess your own performance, you take control over the transformation process. Approaching this in a totally transparent manner is not only critical – it is self serving.

Being able to demonstrate the success of your self-authored efforts will rapidly become a powerful source of credibility for you and for your team – it builds your platform.



STEP 4:

Apply R.P.L.V.: Transformative Decision Making

To finalise your legal operations goals, you have to apply the last 3 aspects of **R.P.L.V.: Transformative Decision Making** to your “wish list”, in order to ensure that you set reliable goals that deliver optimal results.

Given finite resources, you must focus on **P**rioritised areas that can deliver maximum **L**everage potential and whose *performance metrics* can be **V**alidated – i.e. the **P**, **L** and the **V**.

As has been stated numerous times in this Guide, you must incorporate R.P.L.V. decision making into all of your resource allocation decisions – it needs to become habitual.

[Related Resource: For a detailed overview of how to apply R.P.L.V., see our white paper “R.P.L.V.: Transformative Decision Making”](#)

STEP 5:

Pilot Your Way to Success

The key to transformation agenda success is to chase “quick wins” that demonstrate rapid ROI. This is best when combined with an ability to meet newly defined KPIs, as well as embracing the dichotomy of learnings from failure.

Most successful legal operations implementations have to deal with a “failure” at some point, so whilst you are focusing on quick wins – you also want to be receptive to the learnings from any mistakes.

The only way for this implementation dichotomy to co-exist is to adopt a pilot scale implementation strategy – targeting a limited subset of users, business units and geographies – who are likely to be engaged and willing participants.

Once you have succeeded in enhancing the performance of a select number of pilot IHL Stations, across a select number of IHL Lines – you can then begin to increasingly ratchet up your agenda.

Interestingly, for major MNCs, the Asia Pacific Region has consistently proven to be one of the best regions in the World in which to pilot IHL Transformation projects before applying the lessons learned to a Global roll out.

This typically applies due to the following reasons:

- scale of operations in the Asia Pacific is often “just right” – neither too big nor too small;
- economically, jurisdictionally, linguistically and culturally diverse – if your transformation solutions can work in the Asia Pacific they will work anywhere;
- the Asia Pacific region is consistently the earliest adopter of new technologies and as such is often more receptive to change; and
- the Asia Pacific operations of most MNCs are less well-resourced than North American and European markets and as such improved efficiencies tend to result in marked ROI.

STEP 6: Optimise Through Data Analytics

Every implementation will require an on-going process of “bedding down” i.e. settling into a perpetual and dynamic “optimisation phase”.

Effective legal operations is not a “set and forget” process – it is about continual evaluation of legal resource performance, considered against emergent tools & practices and constant optimisation. Data analytics is key.



Getting the right data to the right people at the right time is critical. In legal departments, any project or process should start with a strategy that drives activity that can be reported upon after the fact, and thereby drive ongoing improvements and further organisational buy-in.

In [Part I: The Role Of IHL Performance Analytics](#) we introduce the concept of IHLs recording and utilising performance metrics i.e. IHL “data analytics”.

STEP 7: Change Management

As an overarching legal operations design concept – “change management” is without doubt an omnipresent consideration.

The sequencing and pace of your legal operations agenda will directly correlate to the “change management” profile of your team and/or organisation.

Having a proactive and robust “change management” agenda as part of your legal operations plan is an essential criterion for success – you must bring your team and wider workplace along with you on this journey, or you will fail.

OPTIMISING IHL STATION PERFORMANCE

As you can see from the [GLS Transformation Tube Map](#), each IHL Line is comprised of IHL Stations that either serve a “standalone” purpose or combine with other IHL Stations to affect a common purpose.

Whilst some IHL Stations can encapsulate all activities associated with a specific task/purpose, it is rare that any one IHL Station does not contribute to the performance of other IHL Stations or the overall performance of the IHL Line.

In either construct, achieving the optimal performance of each individual IHL Station becomes a fundamental strategy in achieving optimal IHL performance. Meaning that IHLs must focus on resource/process specific performance.

Remembering that the New Law IHL operational norm is to achieve “far more performance with far less financial and human resource expenditure”, this translates into an IHL Station specific strategy as follows:

- **Achieving Optimal Station Performance:** achieving absolutely optimal productivity performance outcomes from each capability of each IHL Station;

- **Reducing Station Operating Costs:** achieving minimal resource consumption whilst maintaining maximum performance outcomes;

- **Achieving Compound Station Performance:** looking for ways to combine existing resources to achieve a “2+2 = 50” productivity result (see below); and

- **New Station Implementation:** deploying critical “new” stations that have been historically absent and whose absence is like an “anchor” dragging down the overall performance of the applicable IHL Line(s).

As such, IHLs must in the first instance, adopt an extremely “clinical” approach to analysing and adjusting the performance of each IHL Station, and then explore which combinations of IHL Stations achieve a “multiplier performance”.



OPTIMISING IHL STATION PERFORMANCE

The 7 Step Transformation Framework outlined above can readily be applied to each specific IHL Station to develop and implement IHL Station specific performance enhancement plans.

The baseline performance levels that the IHL team must be fully across for each IHL Station are as follows:

BUSINESS OBJECTIVES:

you must be absolutely clear about which of your Business's stated objectives each IHL Station will directly support. If there is no clear answer to that, then you must revisit the case for seeking to optimise that IHL Station.

FUNCTIONAL CASE:

you must be absolutely clear about what are the full functional requirements that must be addressed by each IHL Station, including what functions can be additionally achieved as a result of the technology you deploy at each IHL Station.

RESOURCE REQUIREMENTS:

you must be absolutely clear about the IHL resources that are required to constitute and operate each IHL Station such that optimal productivity performance/resonance is achieved.

IMPLEMENTATION PROFILE:

you must be absolutely clear about what it will take to implement each IHL Station (in the case of greenfield implementations) – including resources, stakeholders and timelines.

USER COMPETENCIES:

you must be absolutely clear about what personnel requirements and skills (both initial and ongoing) are required for the optimal performance of each IHL Station.

PERFORMANCE LEVELS:

you must be absolutely clear as to what performance levels would represent “world class performance” for each IHL Station. This allows you to recognise when you have achieved maximum productivity expression.

PERFORMANCE VALIDATION:

you must be absolutely clear about what performance metrics you can deploy at each IHL Station to gauge and validate the performance and ROI that you are achieving at each IHL Station.

MAINTENANCE & OPTIMISATION:

you must be absolutely clear about what are the maintenance requirement for each IHL Station. (i.e. what resources are required to keep each IHL Station performing at an optimal level) as you must protect your investment at all times.

GLS Group can help you formulate your assessment for each of the above metrics should you need help. We also provide detailed diagnostic and performance enhancement support solutions.

[Related Resource: GLS Legal Dept. Efficiency Audit™](#)

[Related Resource: GLS Legal Dept. KPI™ – A manual of essential Legal Dept. KPIs](#)

[Related Resource: GLS Legal Technology Consulting™ – Legal team technology choice](#)

[Related Resource: GLS Contracting Function Efficiency Audit™ – An audit tool to optimise your contracting support function.](#)

MAKING PERFORMANCE LEVELS 2+2 = 50

Given that no IHL is likely to be the beneficiary of significant increases in IHL resources in the immediate future, IHLs must more proactively combine existing IHL resource categories together to achieve a “multiplier effect” with their performance outcomes.

This theme was explored in depth in [GLS Legal Operations Master Class 3 \(2020\) – Legal Resources and 6 Effective Leverage Strategies](#). We encourage you to (re)watch that Master Class to understand how best to leverage IHL resources.

In short, IHLs must also adopt the practice of looking for combinations of IHL resources that can drive maximum IHL productivity.

Several very basic and self-explanatory examples of IHL resource combinations that are known to produce significant aggregate productivity yields include:

STRATEGY 5: RESOURCE COMBINATION

WHEN 2 + 2 = 50

RESOURCE 1

Paralegal
Procurement
Internal Client
Success
Clause Bank
Lawyer
Lawyer
Lawyer
Law Firm

RESOURCE 2

Checklist
Playbook
Training/FAQs
News Letter
Contract Automation
A.I. Tool
Inclusiveness
Homeworking
Counsel Guidelines

ESSENTIAL OBSERVATIONS / TIPS

- All IHLs must be able to explain team performance by reference to hard data
- Every legal dept. workflow generates data that can drive optimized performance
- Performance metrics are the best means of driving maximum legal resource productivity
- You don't need to be a financial analyst to maintain basic but powerful metrics
- Reportable metrics are endless – but it is critical that you start with a limited number of key metrics

WHAT NEXT?

In Part H, we will look at a number of extremely powerful and formative “first steps” that IHLs should be taking to fundamentally shape the extent to which they can transform critical IHL functions.

PART H

LEGAL OPERATIONS – POWERFUL FIRST STEPS

“Your first steps on a transformation journey are without doubt the most important. If you do not take the correct first steps and achieve success with them, you risk failing to gain traction or otherwise being forced up an unnecessarily steep incline.”

LEGAL OPERATIONS: POWERFUL FIRST STEPS

Your first steps on a transformation journey are without doubt the most important. If you do not take the correct first steps and achieve success with them, you risk failing to gain traction or otherwise being forced up an unnecessarily steep incline.

In this Part H we therefore seek to share with you some really useful insights on how to get your transformation journey up and running successfully.

Specifically, we focus on:

1 RESOURCE IDENTIFICATION

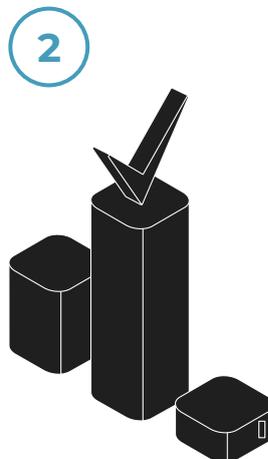
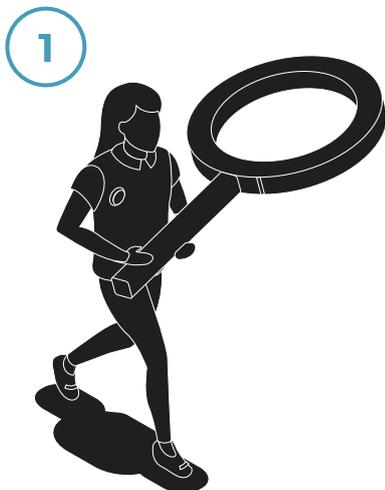
How you should assess the resources that are actually available to your IHL team – something which is significantly under-estimated by most IHLs.

2 GUARANTEE SUCCESS

The absolute criticality of you achieving success with each and every step you take on your IHL Transformation.

3 POWERFUL FIRST STEPS

Those areas that represent excellent starting points for an IHL Transformation and which positively express the principles of R.P.L.V. thinking.



STEP 1: UNDERSTANDING THE RESOURCES ACTUALLY AVAILABLE TO YOU

Most of the resources available to IHLs are largely under-utilised

As the foundation concept of “**R.P.L.V.**” the first step for any IHL looking to “step up its game” is to understand the true availability of “resources” that are at their disposal.

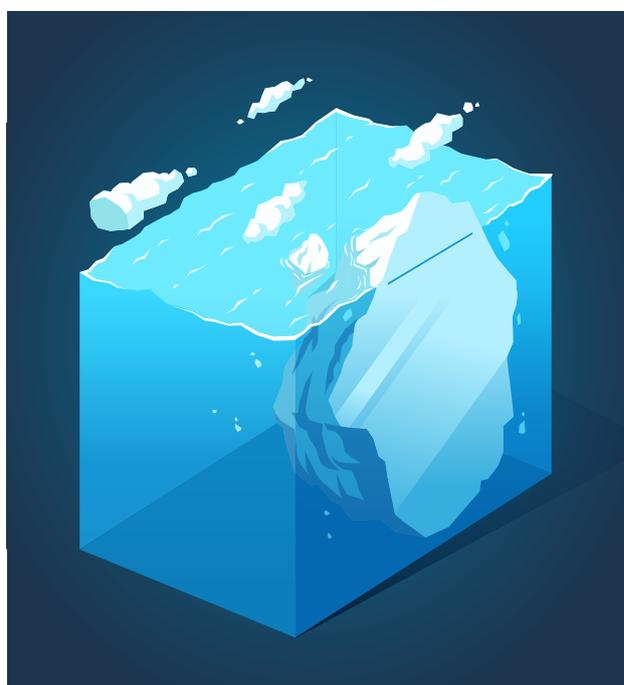
Most IHLs tend to underestimate the extent of resources that are available to them and will typically say that they only have access to lawyers, budget and perhaps some subscriptions.

The reality is that all IHLs have far more resources available to them than they have historically appreciated – mostly due to the fact that they have been too busy to take a step back and really think about how to become less busy.

As we have said – effective legal operations is about a way of thinking. To begin to see the full extent of resources available to your IHL you need to adjust your thinking in terms of what constitutes an “IHL resource”.

This is absolutely critical given that most IHLs have perennial difficulties in obtaining additional HR or financial resources from their business.

Indeed, our work shows that almost any IHL can achieve a 30%+ increase in their productivity by simply correctly identifying the full spectrum of resources actually available to them, and then prioritising and leveraging the application of those resources.



For the purposes of this Part H we will only review some basic highlights of our legal resource theory however we would encourage you to watch the [GLS Legal Operations Master Class 3 \(2020\) – Legal Resources & 6 Effective Leverage Strategies](#) to gain a fuller understanding of this topic.

[Related Resource: RPLV & In-House Legal Team Efficiency Strategies](#)

WHAT ARE IHL RESOURCES?

GLS takes a very practical view of what constitutes an available "IHL resource":

"An "IHL resource" is quite simply "anything that can be helpful to your IHL team to get the job done."

The "perspective" shift here is to move away from thinking of legal team resources as being limited to "people" and "budget" and apply a single "usefulness" test to everything that is accessible to your IHL team.

By asking whether a potential resource is helpful or not, the spectrum of available IHL resources grows dramatically. An abundance of potential resources will become available to you from both internal and external sources.

Additionally, and beneficially, when viewed through this lens a powerful and necessary shift in your thinking occurs – you actually start thinking far more instinctively about:

- your role/mandate (i.e. the task) as an IHL; and
- what tools you need and how to fulfil that role (i.e. the how to).

This type of thinking, particularly when it becomes instinctive, helps your team become significantly more "performance" orientated in its operational approach, delivering an improved focus on goals, tools and outcomes.

By adopting our definition of IHL resources any IHL can instantly recognise that they have access to a far greater pool of resources than previously thought and they will spend far more time thinking about "tasking" and "performance".

Indeed, you will rapidly begin to see the enormous productivity potential of many resources that are frequently overlooked. For an example – the humble checklist is a hugely powerful legal team resource rarely used in line with its potential – and costs next to nothing to create (see our [White Paper – "The Checklist"](#)).

THE FULL SPECTRUM OF IHL RESOURCES

Instead of only having access to "manpower, budget and some subscriptions", when you apply the GLS definition of "IHL resources", the fuller spectrum of available resources rapidly expands and may look something like the following:

RESOURCE IDENTIFICATION

AVAILABLE SPECTRUM:

- People
- Budget \$\$\$
- Database Subscriptions
- Team Training
- Automation
- Checklists
- Legal Dept Policies
- Your Time
- Data
- Other People's Time
- Counter Party
- Recognition/Awards
- Templates
- Morale
- Environment
- Workflow
- CLM Systems
- Agile Resources
- Knowledge
- Process
- Goodwill
- Low Tech
- External Training
- Free/Online Training
- Legal Tech
- Stakeholders
- Clause Banks
- Playbooks
- FAQs
- Legal Service Requests
- Leadership
- Legal Operations Policies
- Success / Results
- Law Firms
- Universities
- Regulators
- Journals
- Case Studies
- Intranets
- Forecasting
- High Tech
- Internships
- Retreats
- etc.

What that "fuller" resource spectrum will look like will differ from IHL team to IHL team. However, the essential "enabling" principle is to comprehensively survey your domain and ask yourself if what you see could be "useful" to your IHL.

One thing we certainly guarantee is that your inventory of available resources will be significantly longer than a list containing only "people, budget and subscriptions". Please do try this simple task – it costs absolutely nothing.

CULTIVATING YOUR LEGAL RESOURCES

Appreciating that both the internal and external ecosystems in which you operate are comprised of plentiful resources that you can enlist in the services of your IHL – the next step is to consider how to do so efficiently.

As you begin identifying the broader spectrum of IHL resources available to you – you will likely be both pleasantly surprised and potentially somewhat overwhelmed by how many resources are available – which is still good news.

What is now needed is an efficient framework through which you can logically arrange your available resources into a limited number of categories which can then themselves be efficiently cultivated so as to deliver productivity returns.

In [GLS Legal Operations Master Class 3 \(2020\)](#) we explored the theme of “resource cultivation” in detail but for the purposes of this Guide we want to share with

you the fact that even in relation to the longest list of IHL resources the following will apply:

- they can be broken down into a limited number of distinct categories of resources with similar characteristics;
- each distinct resource category responds positively to a “cultivation” strategy specific to that resource category; and
- working with a limited number of resource cultivation strategies will allow you to efficiently “cultivate” the majority of your available resources (i.e. – minimum effort for maximum output).

Whilst we encourage you to watch [GLS Legal Operations Master Class 3 \(2020\)](#) – our break down of each resource category and effective cultivation strategies is set out below.

STRATEGY 3: RESOURCE CULTIVATION

RESOURCE CATEGORIES

1) LIQUID: *BUDGET \$, TIME*

Building on Fire, Avoid -Time Deals, Max ROI

2) FIXED ASSETS: *DMS, EMAIL*

Full functionality, max ROI, Future Proof Considerations

3) LONG TERM ASSETS: *GOODWILL*

Oak Trees, Must Have Some, Seniority

4) FREE:

Newsletters, Google, GLS, etc

5) SELF MADE COMMODITIES: *YOU CAN MAKE*

Internal Training, Checklists, Case Studies, FAQs, etc

STEP 2:

SET YOURSELF UP FOR SUCCESS

To be successful you must succeed. Think about it – it's a basic truth that should shape the scope, ambition, time and manner in which you approach the transformation of your IHL.

If you want to be successful at transforming your IHL, you must ensure that you set yourself up for success – as corporate culture is notoriously “resistant” and “fickle” when it comes to supporting any kind of change.

There are three vital points that we want to flag here in relation to your “first steps”:

- 1. Guaranteed Success Only:** your first steps must be “guaranteed” to succeed so that when you take that step you win support for the next step in your transformation agenda – everyone likes a winner and “corporate culture” means that people will join the success train.
- 2. Focus on Formative Stations:** it is essential that you address the “Formative Station” on each IHL Line first. Formative Stations invariably drive/shape/influence the overall performance of their respective IHL Lines.
- 3. Follow the Logical Order:** your transformation work must follow the “natural order” of things where it exists – by understanding “inter-dependencies” and “commonalities”, the correct order of things will deliver the “L” in R.P.L.V.

The first point above stems from “change management” basics – you have to give your internal stakeholders good reasons to want to support you and that means delivering tangible “success” that immediately benefits your internal stakeholders.

The good news is that almost all transformation tasks can be broken down into small logical steps that themselves pose little to no risk of failure – so planning for and achieving success is not difficult.

The second point reflects that there is a natural starting point for certain tasks if you wish for them to be executed efficiently and/or wish to avoid failure. Build the foundations of your new house before you build the roof.

Doing the “formative things” first allows you to deliver with the “L” in **R.P.L.V.** as it happens to be a “leverage” strategy that consistently delivers the greatest possible organisation productivity ripple-effect to your program.

The third point reflects that legal transformation projects contain certain tasks that must be done in a certain order for you to achieve the desired transformation outcomes and for the transformation process to occur as efficiently as possible.

So, in addition to starting off at the right point (see point 2 above), what follows tends to be a logical “next step” order which removes the guess work from your transformation agenda as you decide what should be done and when.

Our experience shows that the timing and sequence of transformation activities can massively influence the overall efficiency and quality of transformation on a specific IHL Line – i.e. – there is “a right way” of doing things.

The 3 points above come together to dictate a certain logical flow that can be followed to deliver success efficiently – a logical flow for transformation work flows.

Related Resource: [\(Re\)watch GLS Legal Operations Master Class 3 \(2020\) – Legal Resources & 6 Effective Leverage Strategies](#)

STEP 3: FOCUS ON FORMATIVE IHL STATIONS FIRST

Here we examine some of the Formative Stations that exist on some of the most high profile IHL Lines.

1 THE CONTRACTING LINE:

The No.1 source of institutional contracting inefficiencies is the absence of a clearly articulated, organisation-wide policy that defines what are the acceptable contracting parameters for that institution. We call this IHL Station the “Contracting Policy”.

A Contracting Policy is perhaps the simplest and most potent efficiency initiative that any IHL can implement to drive verifiable efficiencies across the entire Contracting Line. As such it is a Formative Station on the Contracting Line.

If your first step towards optimising your contracting function does not include defining an organisation-wide Contracting Policy, then you will deprive your initiative of the very policy asset that empowers ALL IHL Stations on the Contracting Line.

Just take a look at the resonance that this Formative Station has over the entire contracting process (see graphic below).

The "Ripple Effect" here is enormous – without a Contracting Policy the quality of contracting tools such as clause banks, harmonised templates, legal checklists, playbooks, contract automation and AI is greatly diminished.

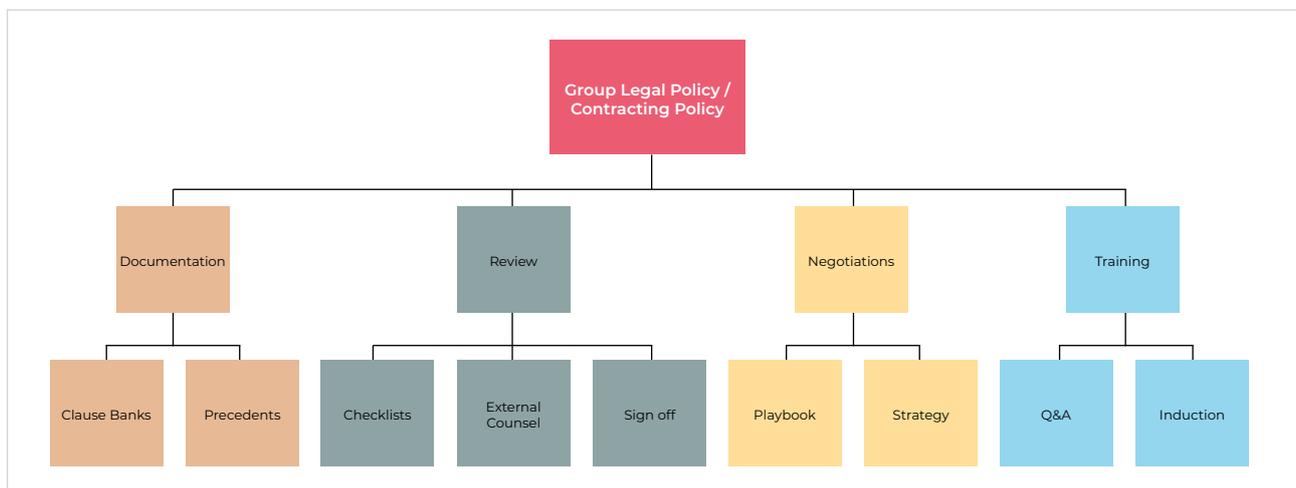
Related Resource: [See GLS White Paper “Contracting Policies: The Most Effective Drivers of Contracting Infrastructure Efficiency”](#)

Related Resource: [GLS Contracting Policy™ – A single, organisation wide contracting policy](#)

Related Resource: [GLS Clause Bank™](#)

Related Resource: [GLS Playbook™ – Making every negotiation your best](#)

Related Resource: [GLS Checklists™ – a library of agreement specific checklists](#)





2 THE SERVICE PROVIDER LINE:

A Formative Station for your Service Provider Line is unquestionably the implementation of “Guidelines For External Counsel”.

“Increasingly, clients are demanding more “value” in return for their legal spend, and by value they mean greater efficiency, predictability, and cost effectiveness in the delivery of legal services. What once was a seller’s market has now clearly become a buyer’s market, and the ramifications of that change are significant.” – [Georgetown University School of Law, 2016 Report on the State of the Legal Market](#)

The objectives of legal operations include reducing reliance on external providers, sourcing better deals and demanding greater value from those providers – this is how you “cultivate” this category of legal resource.

To achieve this, IHLs must themselves take responsibility for defining clear and succinct rules of engagement for their external law firms. These rules will embody the IHL’s own procurement and value principles.

Build up a clear understanding around what your IHL considers valuable, and then enlist your law firms to articulate joint goal realisation (insofar far as they can contribute).

The “Ripple Effect” here is that you provide a uniform construct for all of your external dealings and you enlist each external service provider to help you implement your legal transformation agenda.

Note that law firms themselves belong to an IHL resource category that has historically been “single use” and delivered little to the IHL by way of “recurring value” whilst consuming disproportionate amounts of the IHL’s available legal spend.

As such, it is critical that IHLs look very carefully at what “value” law firms are actually delivering beyond the immediacy of the actual mandate. These issues should be addressed in your Guidelines for External Counsel.

Additionally, external providers can and should be asked to provide you with workflow metrics associated with the work they execute -we will unpack this further in [Part I: The Role Of IHL Performance Analytics](#).

[Related Resource: GLS White Paper on “How to Performance Manage Your External Counsel”](#)

[Related Resource: GLS External Counsel Guidelines™ – Performance Manage Your Counsel](#)

[Related Resource: GLS External Counsel Engagement Letter – Template Docs to Engage Counsel](#)

[Related Resource: GLS External Counsel Management™ – Efficiently Manage Your Counsel](#)

[Related Resource: GLS Legal Dept. KPI™ – A Manual of Essential Legal Dept. Metrics](#)

3 THE DISPUTE LINE:

A Formative Station on the Dispute IHL Line is to formulate and put into place a “Dispute Detection and Avoidance Policy”.

This is an example of an IHL resource belonging to the “Long Term Asset” category. Yes, it will take time to develop and see results, but it will consistently deliver dependable, powerful results.

Disputes are voracious consumers of legal department time and dollars, and they typically involve scenarios where you have the least control over your external legal providers’ costs. This is especially true in formal dispute proceedings.

The Ripple Effect here is a long-term decline in the disputes that you encounter that result in contentious proceedings (i.e. a preventive health strategy) and consequently a reduction in the costs incurred in relation to formal dispute proceedings.

And, as we know, “preventative health” is a far better strategy for ensuring overall health and performance than waiting to correct/cure something after it has gone wrong. The economic profile of dispute avoidance, in time, delivers extremely high ROI.

[Related Resource: GLS Group Legal Policies – Know what you want to achieve](#)

[Related Resource: GLS Dispute Manager™ – A Cost Effective Litigation Management Solution](#)

4 THE TECHNOLOGY LINE:

Legal technology is no different to any other type of technology and nor should it be.

However, before you spend a single dollar on any legal technology, the first thing to do is to re-define your view of what technology is – and it most certainly isn't limited to the headline grabbing types of technology we regularly read about.

Technology is, quite simply, anything that increases productivity and/or reduces the required units of effort -this is also true of “legal technology”.

This is a vital enabling concept for anyone trying to adopt a legal technology agenda for their IHL.

This is your first formative step – and it is totally free. If you embrace this step your ability to invoke a successful, legal technology enabled transformation agenda will be greatly enhanced.

With this enhanced view of legal technology, you will be able to develop a far more accessible legal technology strategy for your IHL. Taking this first vital step costs absolutely nothing – but can literally save you millions.

So, you can deploy an incredibly effective legal

technology strategy without spending a cent, as much of what you need to do involves preparing the “content” on which applications work – and without which it will not perform well.

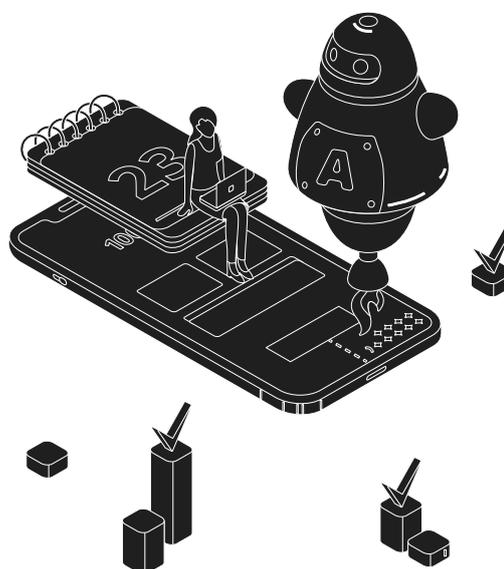
The Ripple Effect here is enormous – numerous ways to deploy a “technology” driven approach to all your IHL Lines will rapidly emerge.

[Related Resource: GLS White Paper “How to avoid a high-tech train wreck”](#)

[Related Resource: A.I. & Automation – Solutions For Your Legal Dept.](#)

[Related Resource: Legal Tech Procurement – Solutions For Your Legal Dept.](#)

[Related Resource: If you are planning to implement a DMS you might want to start by utilising this helpful \(and free\) DMS Evaluation Checklist produced by Imanage](#)



5 THE DATA ANALYTICS LINE:

Legal analytics entails extracting actionable knowledge from data to assist IHLs in decision making that enables the better deployment of finite legal resources against exponentially growing legal & compliance support needs.

The most potent source of legal department data without doubt resides in the simple [Legal Services Request Form](#) (“LSRF”) – the means by which your internal client briefs into your team the matters on which they require your support.

Apart from being vital from the “garbage in / garbage out” perspective (i.e. ensuring good instructions so that your IHL can produce good deliverables), the LSRF offers data that is critical for DNA level resource planning and performance justification – both of which are essential for legal department performance.

As such, a Formative Station for the Data Analytics Line is to implement an LSRF – this is very simple, but without it, it will be much harder to tap the full benefits of any data analytics initiatives.

The good news is that the LSRF is a fast, easy and simple IHL Station to implement – indeed, you can create one yourself in no time.

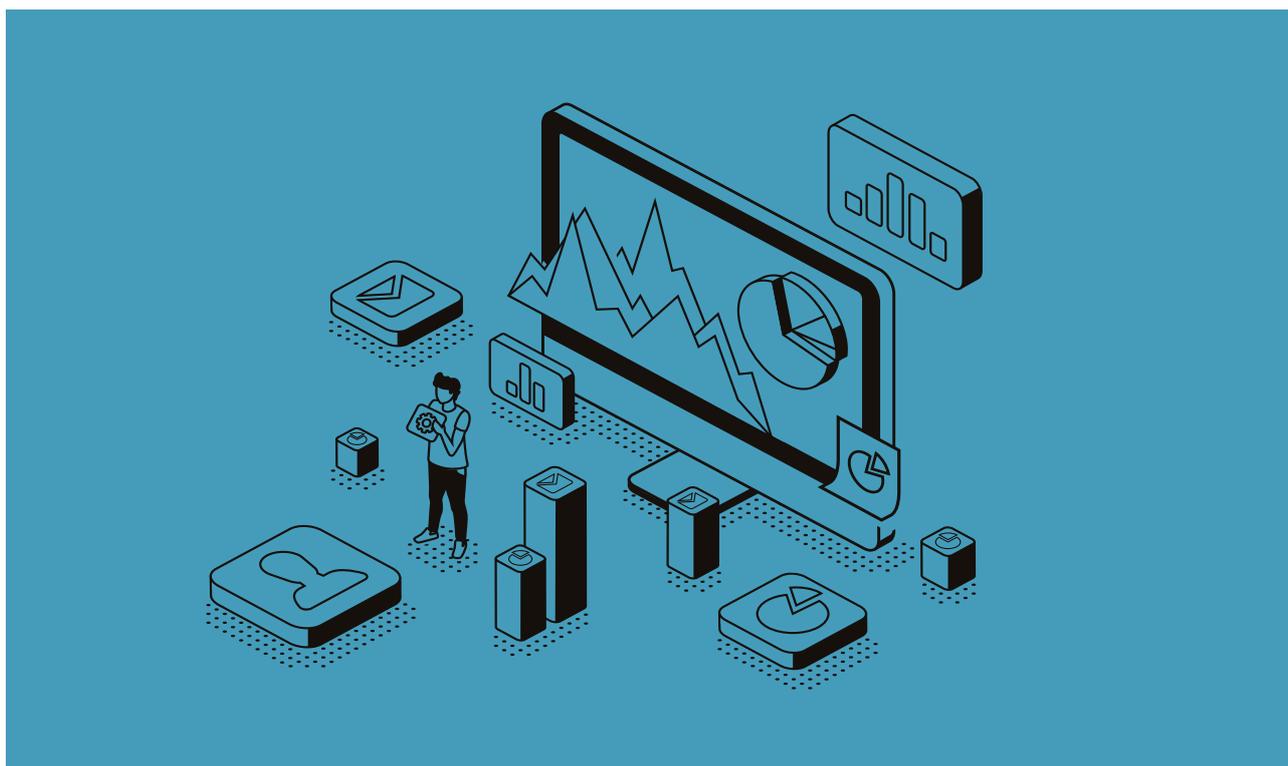
If you have not implemented your own LSRF tool, then you are depriving yourself of key data – you are essentially permitting your IHL to run blind. We unpack this issue further in [Part K: 10 Things That Can Sink Your Legal Operations Agenda](#).

In [GLS Legal Operations Master Class 4 \(2020\) – Legal Team Performance: Tracking Tangible Outcomes](#), we covered off on all the essential elements of implementing a data analytics program for your IHL.

[Related Resource: \(Re\)watch GLS Legal Operations Master Class 4 \(2020\) – Legal Team Performance: Tracking Tangible Outcomes](#)

[Related Resource: See our White Paper “Legal Operations Essentials: The Legal Services Request Form](#)

[Related Resource: Download a world class LSRF for just US\\$99](#)



ESSENTIAL OBSERVATIONS / TIPS

- IHL Resources are anything that can help an IHL team get the job done.
- All IHLs have far more resources available to them than they might think.
- IHL resources belong to a limited no. of categories which each respond to a unique cultivation strategy.
- The first step on your transformation journey will be one of the most important.
- Start with easy but powerful “wins” to gain valuable trust and political capital within your business.
- The efficiency of a “Contracting Policy” will ripple across your entire contracting infrastructure.
- “Low tech” can be easier, cheaper, less risky and more impactful than “high tech”.
- It is easier to incorporate Data Analytics into your legal function than you might think.
- It is much cheaper to avoid a dispute than resolve a dispute that has started.
- Your legal operations agenda should focus on creating the greatest productivity “Ripple Effect” possible.

WHAT NEXT?

IHLs must demonstrate their value contribution. Performance metrics are becoming critical to IHL operations – the objective being to translate the department's goals into measurable units that can show progress and improvement.

IHLs who succeed in ingraining quantifiable performance management tools into their operations produce impressive short and long-term results.

In Part I: The Role Of IHL Performance Analytics we unpack the fundamentals of IHL performance metrics and analytics.

PART I

THE ROLE OF IHL PERFORMANCE ANALYTICS

"That which is measured tends to get done."

INFORMED INTELLIGENCE



The empirical data era has unquestionably arrived for the IHL community and it reflects the fact that visibility and insight creates actionable intelligence at a time when the IHL community must demonstrate better decision making.

The empirical data era also reflects the fact that this is now a time when all decisions need to be capable of justification and performance must be demonstrated. Increasingly, if you cannot demonstrate a result then a result has not been achieved.

Legal data analytics entails extracting actionable knowledge from objective data to assist IHLs in decision making that seeks to task finite legal resources against exponentially growing legal and compliance support needs.

Commentators such as [Bill Mooz](#) have noted how IHLs should be using their “great data troves” to contribute to the effectiveness of business operations as diverse as the management of supply chain disruption.

Legal analytics can also inform IHLs on a wide range of issues, including matter forecasting, process improvement, legal strategy, comparative legal costs, billing optimisation, resource management and financial operations.

Historically, many decisions inside the legal department were made on the basis of hunches or guesses. Law firm relationships were typically based on old-school networks and personal relationships.

Going forward, such an “Old Way” of doing things is not satisfactory – personal preferences and relationships will have to give way to qualitative decision making that is driven by real data.

IHLs must demonstrate their value contribution. Performance metrics are becoming critical to IHL operations – the objective being to translate the department's goals into empirically measurable units that can show progress and improvement.

IHLs who succeed in ingraining quantifiable performance management tools into their operations produce impressive short and long-term results. So, this Guide unpacks the fundamentals of IHL performance metrics.

IHLs are now measured and evaluated through the lens of spend management, efficiency improvements and favourable financial outcomes – and again, if you cannot prove it then the assumption is that you didn't do it.

IHLs are going to increasingly need to understand the language of business – which is in effect the language of numbers. Whilst by no means an easy task (given historic legal vocational training), it is not an insurmountable one.

Legal metrics are fast becoming a critical tool as IHLs are increasingly asked to join other corporate divisions in assessing (and communicating) performance in an objective, tangible – and quantified (metrics-based) manner.

The legal team that can produce numbers that support its decision making and evidences their results will not only stand out but will be better able to attract increased internal support and value recognition.

Going forward, the GCs that master legal department metrics to enable informed decision making and thus achieve optimal legal resource productivity expression will have an entirely different career trajectory and market value.

COMMON IHL PERFORMANCE METRICS

New Law IHLs (i.e. those committed to transformation) must identify, collect and monitor a portfolio of performance based legal metrics. Critically, no single metric will be determinative, but collectively they are hugely informative.

COMMON IHL PERFORMANCE AREAS AND CATEGORIES WHERE PERFORMANCE METRICS CAN BE DEPLOYED INCLUDE:



Overall IHL Performance & Productivity



Mix of Insourced vs. Outsourced Legal Work



Practice Group Performance & Productivity



External Counsel Performance & Cost



Individual Lawyer Performance & Productivity



Overall financial performance by relevant unit (e.g. matter, task, practice group, etc.)



Support Staff Performance & Productivity

Adding a little more “colour” to these IHL performance themes, here are some of the most frequently applied “whole of department” performance metrics:

MOST FREQUENTLY APPLIED “WHOLE OF DEPARTMENT” PERFORMANCE METRICS:

-  **Spending efficiency or effectiveness**
-  **Legal budget structure**
-  **Workload distribution in the department**
-  **Turn-around time (by department)**
-  **Contract analysis** (e.g. which clauses are the most negotiated / most often deviate from preferred position?)
-  **Litigation outcome analysis** (e.g. when to settle and for how much?)
-  **Compliance** (e.g. predicting compliance problems based on searching company data)
-  **E-Discovery costs and effectiveness**
-  **Legal analysis** (review of contracts, legal strategies, opponent's briefs, etc.)
-  **Department process improvements**
-  **Attainment of department goals or KPIs**
-  **Benchmarking – how does your department stack up?**
-  **Internal client satisfaction**
-  **Whatever the C-Suite wants you to measure**
-  **Deviations from authoritative, group-wide policies**
-  **Efficiency of outside counsel**

The only things that limit your ability to leverage data analytics and emergent performance metrics are i) the limits of the data you have on hand, and ii) the number of questions to which you would like answers.

Fortunately, every single IHL workflow will generate a potentially rich crop of data that can be harvested and analysed to yield detailed performance insights and inform decision making.

Note that every workflow inside your IHL will generate harvestable data that can be used to inform performance insights – it is also easy for IHLs to access most of this data.

As you start to embrace empirical data – you will need to strike a balance between “whole department” and “workflow specific” performance metrics.

MORE METRICS VS EFFECTIVE METRICS

Noting the above, we also warn that simply having “more performance metrics” is not necessarily a good thing.

Typically, we find that the bigger the IHL, the more aggressively it will want to roll out a legal analytics competency – and such an approach often fails.

As we often say at GLS – “slow your flow” – i.e. start with what is known to work and build from there – less is most definitely more.

As an example, we recently counselled a Middle East Govt. Authority who had a “Top 3 Global Consultancy” design a comprehensive suite of performance metrics for its internal legal team as part of an overall transformation program.

Over a million dollars later – the in-house legal team was saddled with 100s of KPIs ranging from “*the time it takes to answer the telephone*” through to “*have you won 85% of all litigation matters (without any qualification)*”.

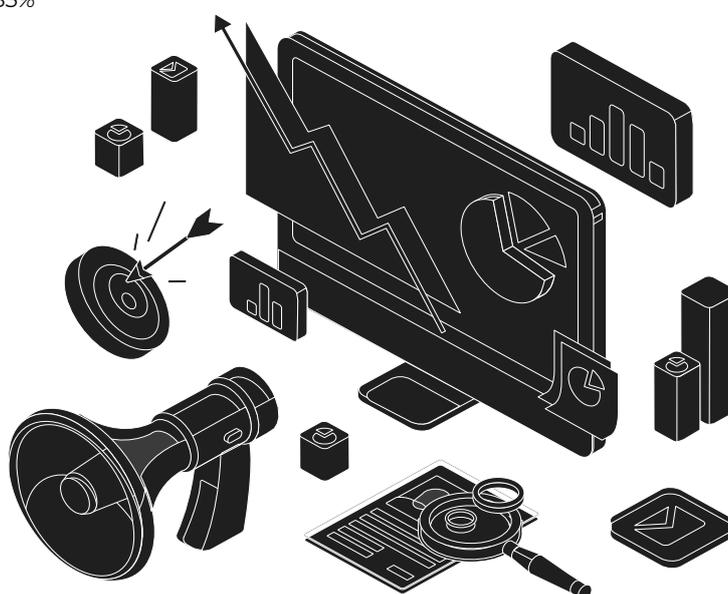
Obviously, the program rapidly failed – team members were savaged for transgressions against irrelevant and/or impossible targets.

The KPIs imposed on that team were inappropriate for a legal function, unrealistic and failed to take into account the resources actually available to the team to realise such performance levels.

Moreover, instead of the IHL focusing on prosecuting their essential mandate they become slaves to the production of a vast array of metrics that did not even relate to the creation of “real value” for their internal clients.

The IHL suffered massive churn rate as lawyers cycled in and out of the team like a revolving door. Exit interviews consistently cited the overly bureaucratic and administrative environment as a main departure reason.

In effect, the performance metrics program for this IHL was severely disconnected from the operating reality of the organisation and did not focus on measuring what was truly important to the institution.



IMPLEMENTING A BASIC LEGAL ANALYTICS COMPETENCY

As you start to embrace legal analytics – the essential message is to start with “small and easy to measure and easy to achieve metrics”, achieve success with them, and then move on to tackle more complex analytics.

THE BASIC PROCESS FOR IMPLEMENTING LEGAL ANALYTICS LOOKS LIKE THIS:



This will translate into IHLs being able to access significant insights and make far better data-enabled decisions on organically generated and managed data, and validate the results they achieve.



PERFORMANCE DATA: ESSENTIAL SOURCES

Each source of data will fall into one of four categories: 1) descriptive, 2) diagnostic, 3) predictive, or 4) prescriptive – each category offers its own unique insights.

GLS is of the view that the 3 most effective sources of IHL performance data are as follows:

1. Legal Service Request Forms: the legal service request form is without question the most critical source of data – when analysed, it tells you precisely what the IHL is doing, for whom and how often.

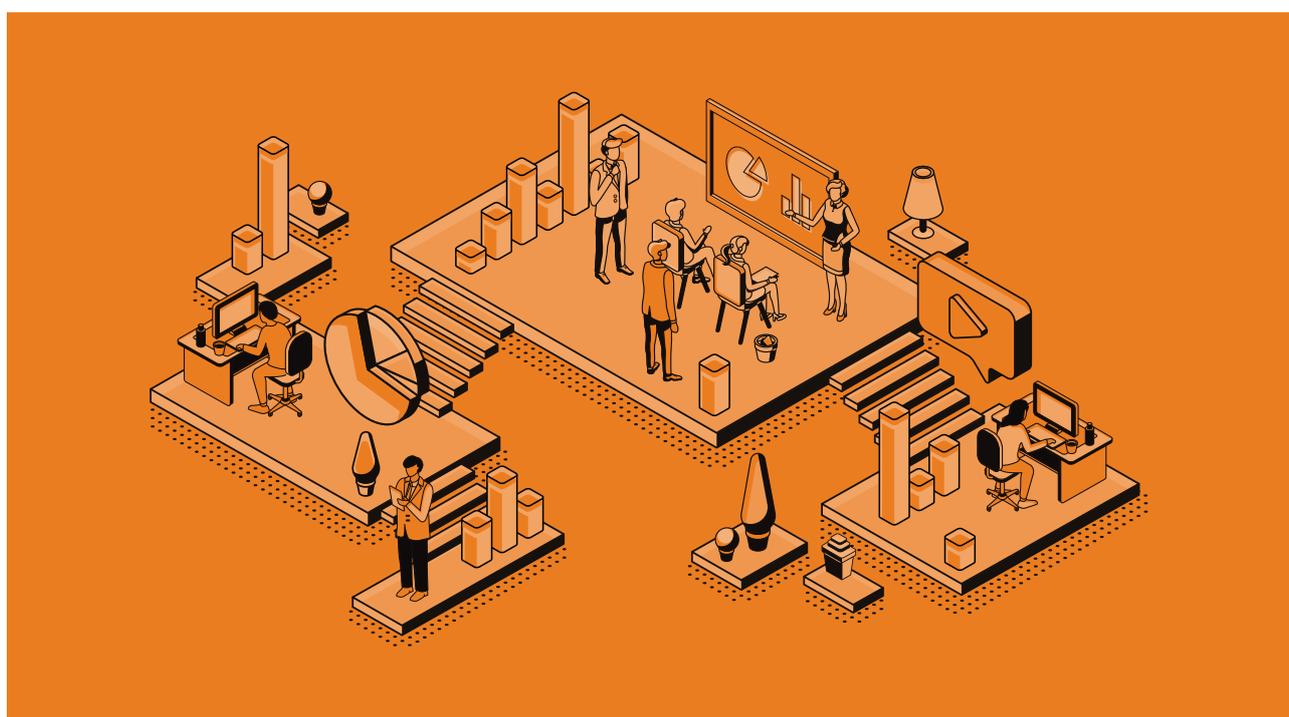
We covered this legal operations necessity in [Legal Operations Essentials: The Legal Services Request Form: The gatekeeper to effective in-house legal function transformation.](#)

If your IHL does not operate a centralised instruction ingress point (ideally a portal), your team will never be able to fully optimise its performance.

2. Billing: this data source tells you what your team cannot currently handle itself, and such data can easily be broken down into more qualitative data to inform external spend decisions.

3. Internal Clients: the IHL team serves its business and internal clients – tracking client workload forecasts, support requirements and satisfaction levels is critical.

Related Resource: [The Legal Services Request Form: as the gatekeeper to effective in-house legal function transformation](#)



WHAT RESOURCES ARE AVAILABLE?

Determining what metrics to deploy can be a daunting question. Broadly speaking the focus should be on metrics that:

- allow you to best demonstrate your value to the business;
- help you make the best possible operational decisions; and
- are based around data that can be readily collected, analysed and leveraged.

GLS Group can support your roll out of legal department performance metrics in 5 powerful ways:

1. GLS Legal Transformation Tube Map this includes lines for Legal Operations, Performance Management and Data Analytics – providing insights as to their essential components.

2. GLS Legal Department KPI Manual introduces you to

the most common IHL metrics, what they mean, how you measure them and what they will tell you – so that you can self-implement your own metrics.

3. GLS Workflow Specific Metrics we can give you access to performance metrics specific to any of the 15 IHL Lines and help you to implement them.

4. GLS Department Wide Metrics we can help you design a tailored suite of performance metrics for your team and help you implement them – we typically recommend starting with “basic” and “proven” metrics first.

5. GLS IHL Metric Management we can harvest, analyse and report the performance of a team or a workflow and help you to i) interpret the results, and ii) implement optimisation strategies.

On the [GLS Legal Operations Centre](#), you can access the solutions you need to support your move into performance metric based IHL decision making.

ESSENTIAL OBSERVATIONS / TIPS

- All IHLs must be able to explain team performance by reference to hard data
- Every legal department workflow generates data that can be used to drive optimised performance
- Performance metrics are the best means of driving maximum legal resource productivity
- You do not need to be a financial analyst to maintain basic but powerful metrics
- The list of reportable metrics is endless – but it's critical to start with only a limited number of key metrics

WHAT NEXT?

In Part J, we will look at a critical “binding agent” concept for IHL Transformation – namely a framework for IHL decision making that will place all IHL decisions into a strategic transformation context.

PART J

ESSENTIAL LEGAL OPERATIONS THINKING

“R.P.L.V. places IHL decision-making into a strategic transformation framework that allows for effective resource optimisations to be identified and missteps to be avoided.”

A TRANSFORMATION DECISION MAKING FRAMEWORK

IHLs need a simple, effective and easy-to-implement strategy, over which they can exert maximum control, to guide their journey from Old Law to New Law. We have developed one and we call it “R.P.L.V. decision making”.

Our seminal white paper in which we introduce R.P.L.V. is freely available on our website but given the many references we make to it in this Guide, we want to briefly provide an overview/introduction to R.P.L.V.

Related Resource: [See our White Paper R.P.L.V.: Transformative Decision Making.](#)



R.P.L.V. IN 10 SECONDS

R.P.L.V. is a simple decision-making framework that IHLs can apply to all of the daily resourcing decisions that they make, as well as to any decision that they need to take as they move to transform their IHL.

The beauty of R.P.L.V. is that it places IHL decision-making into a strategic transformation framework which allows for small and effective resource optimisation steps to be identified, and missteps to be avoided.

R.P.L.V. allows you to bring a “transformation” element to the effort that your IHL puts into meeting the “business as usual” requirements, without “bending your team out of shape”. And, it achieves this in a totally non-invasive and easy to apply manner.

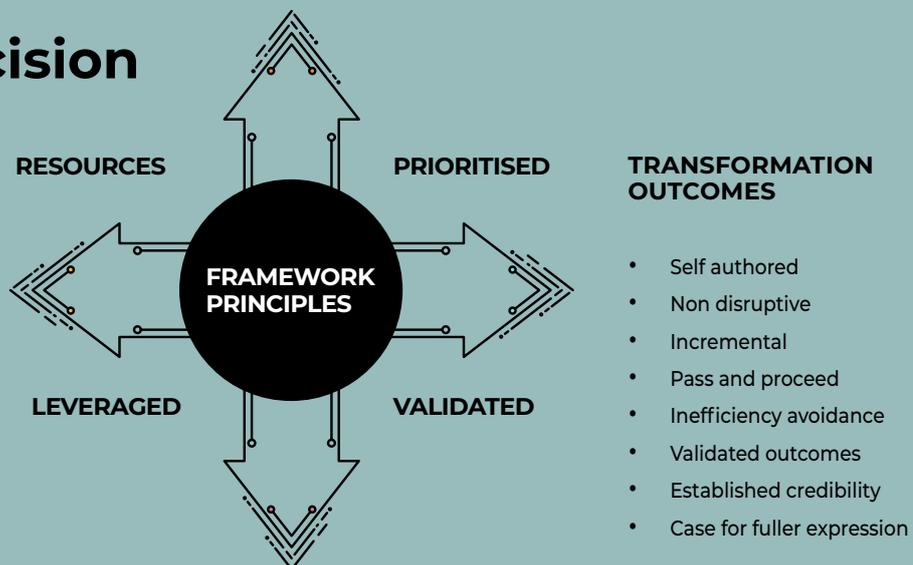
Firstly, the constituent ingredients of **R.P.L.V.** are:

- **Resources:** Cognisance of all available resources available to an IHL and a plan to optimise them
- **Prioritisation:** Decisions made by reference to your IHL’s approved domain of responsibility
- **Leverage:** Active consideration of the leverage profile of each resource category as part of decision-making
- **Validation:** Active consideration of the ability to validate associated resource performance outcomes as part of decision making

As IHLs approach relevant operational decisions, R.P.L.V. requires that they consider that proposed decision through the lens of these 4 factors to assess the “transformation” potential of that decision. The idea is to ensure that the IHL team “creates space” in their decision making to ensure that they seize the opportunity to harvest any available momentum from each decision that could be of use to their transformation agenda.

That is it in a nutshell – R.P.L.V. is about consistently creating a little bit of space in your mind to actively consider how your daily decision making can be utilised to achieve your strategic transformation goals.

RPLV Decision Making



WHY R.P.L.V. IS SO EFFECTIVE?

R.P.L.V. has proved a powerful means of helping IHLs convert daily operations into a powerful and active transformation agenda and substantially obviating the need for dedicated resources because:

01

understanding what R.P.L.V. entails takes only about 10 minutes

02

it generally takes minutes to apply

03

it can be applied in real time to the “actual workflows” of an IHL

04

it is just as effective when you apply it in the context of dedicated transformation planning

05

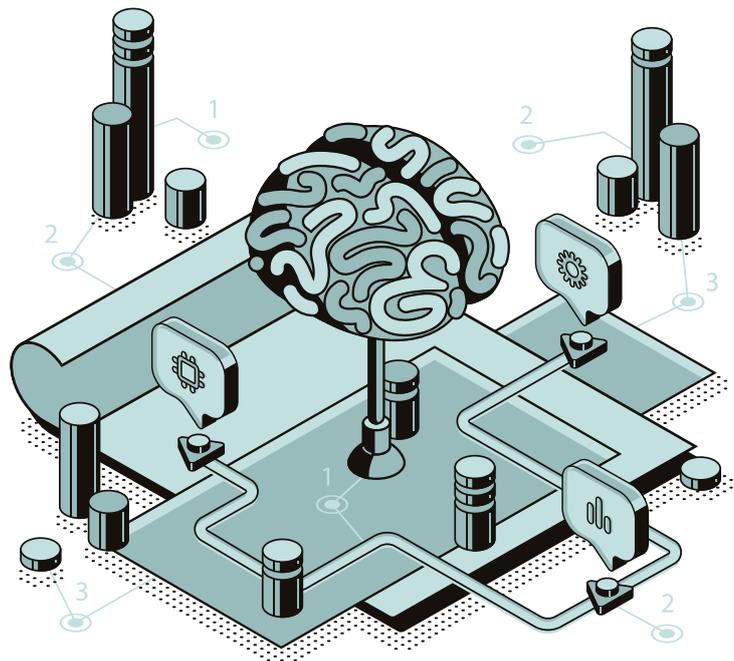
it does not require any resources to implement – just a tiny amount of thinking

06

it does not “wed” you to any particular decision path – it just helps you choose what the right path is for you

R.P.L.V. is based around what works in practice. It recognises that a steady, incremental approach that is based on small successful steps, led by the IHL itself is the **ONLY** pathway for a successful New Law transformation as:

- IHLs are best placed to “author” their own transformation plan;
- change should come from within as most categories of legal resources are actually under-utilised;
- foundational transformation can typically be achieved with the team’s existing resources; and
- the IHL must deliver results that the rest of the business will appreciate and want to support.



FIND OUT MORE ABOUT R.P.L.V.

As stated above, we have published a detailed white paper on **R.P.L.V.** decision-making and instead of repeating all that content in this Guide, we will simply recommend that you review the white paper directly.

Related Resource: [See our Legal Operation Master Classes on R.P.L.V. Thinking.](#)

ESSENTIAL OBSERVATIONS / TIPS

- Strategic transformation requires a framework for strategic decisions making
- R.P.L.V. ensures that all resourcing decisions are placed into a “strategic transformation” context
- IHLs are best placed to author their own legal transformation plans
- R.P.L.V. focuses on resource prioritisation, leverage strategies and performance validation
- R.P.L.V. is an effective decision-making protocol for all legal operations

WHAT NEXT?

Now that you have a strategic decision-making framework to drive your legal operations agenda, we want to share with you where the “potholes” are typically located in IHL Transformation projects so that you can avoid them.

PART K

10 THINGS THAT CAN SINK YOUR LEGAL OPERATIONS AGENDA

"The way to do this efficiently is to learn lessons from the experience of others."

LEARNING FROM OTHER'S EXPERIENCE

Experience is the ultimate form of wisdom. Experience is also the most valuable teacher when it comes to implementing new things, with limited resources, into an ecosystem that generally does not like change.

Most IHLs will not be able to afford dedicated legal operations personnel so “tooling up” on domain expertise is critical. And, the way to do this efficiently is to learn from the “lessons” of other people's experience.

Noting that, sadly, despite the consistency with which these issues arise, many organisations (especially the larger MNCs) will find themselves making many of the below mistakes as premature IHL Transformation plans are rushed through.

Having supported so many IHL Transformations we have gained great visibility as to where the “potholes” can typically be expected to lie – we wish to share this knowledge with you.



10 THINGS TO AVOID

Nothing will sink your plans to leverage the power of legal operations to enhance what your IHL can deliver more than the following 10 things:

NUMBER ONE

Shiny Boxes:

There are no shiny box solutions for IHL Transformation. There is no single solution or technology available that will tend to all the transformation needs of your specific IHL. A comprehensive solution/technology cannot simply be “plugged in” one morning.

Beware of any salesperson offering you an “all in one” software led transformation solution. They simply do not exist. Remember, lawyers enable; technology facilitates – there are no exceptions to this infallible rule.

Many solutions that are currently in the market reflect a software company’s views of the needs of an IHL – and they will have no knowledge of your specific ecosystem and attendant processes.

Transformation is about optimising IHL Lines and IHL Stations, something that can be approached in a particular order to leverage project and resource efficiencies. Thereafter, it is possible to bind “optimised” solutions into a legal-tech platform that can amplify/automate the quality of the underlying resource.

Some IHL Stations will definitely perform very well when combined with a legal technology solution (e.g. templates + automation), but technology “facilitates”, it will not transform your IHL for you.

GLS Group spends an astonishing amount of time helping clients “fix” failed IHL Transformation initiatives that have been led with a major legal tech system acquisition – most typically in the contract life cycle management and workflow management spaces.

NUMBER TWO

Institutional Inertia:

Institutional inertia can be a roadblock that inhibits many IHLs from achieving their transformation goals. You must

defeat this obstacle from the outset and you do so by counting on its continued presence.

Critically, you MUST bring your internal clients and stakeholders with you on your transformation journey – if you do not, you will fail. To do this, you must give them a seat at the table when it comes to overall solution design – this is imperative.

If you do not consciously manage “corporate change resistance”, your legal operations agenda will fail. As such, IHL Transformation is as much a “change management exercise” as it is an “IHL process optimisation” exercise.

Change management = giving credible reasons to internal stakeholders to support what you want to do.

If you do not extend to your internal stakeholders a sense of “ownership” of the solutions you intend to implement, you will fail.

Deploying appropriate change management strategies, such as developing a sense of urgency, a sense of common ownership over the problem(s), communicating strategy and demonstrating quick wins are all vital.

Indeed for every transformation project GSL assists on, we insist that our clients focus on the transformation steps that can be guaranteed to succeed when the right things are done in the right order.

We do this as it is imperative to deliver the kind of “visible success” early on that internal stakeholders will want to follow. Corporate actors like to be on “team success” and will abandon “team failure” faster than you can blink.

Put simply, change management deficiencies is a common theme across all failed IHL Transformation

projects that GLS has had to come into to salvage – it is a Top 3 cause of IHL Transformation failure.

NUMBER 3

Big Bangs:

“Most people overestimate what they can do in 12 months and underestimate what they can do in 12 years.” – Bill Gates

Legal operations implementation is about taking small steps, consistently over time and building upon those steps once success is accepted. “Big Bangs” don’t work and can cause new and even greater problems.

For an IHL to improve its performance with limited resources, it must look to optimise its legal operations over a gradual but sustained transformation plan.

GLS advocates a tried and tested “85:15” rule – that is 15% of your team’s capacity each week should be focused on transformation initiatives. This will deliver a comprehensive transformation over 2 years.

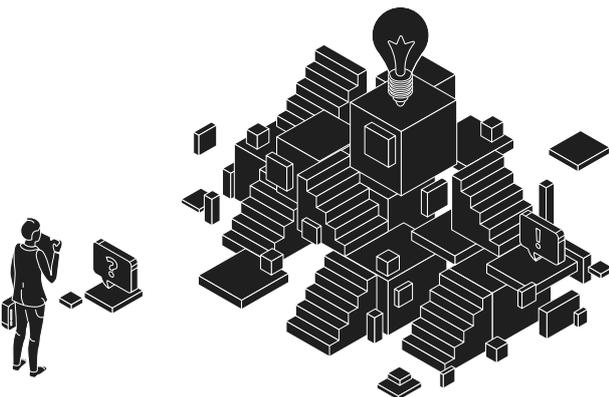
By applying **R.P.L.V.** to your “business as usual” support activities, you can achieve our mandated 15% IHL Transformation focus target without too much effort – and in 24 months your IHL should be in great shape.

NUMBER 4

A Myopic Technology Focus:

Technology has a role to play in legal operations – but it is only one of the 3 essential pillars, i.e. technology, people and processes. Technology is not a “fix all” solution – far from it.

Yes, technology is essential for “full IHL optimisation” but it is far too frequently viewed as a panacea for systemic IHL inefficiency.



Legal technology has arguably come to be viewed as the “new face” of legal transformation – something which is totally erroneous but understandable given the flood of legal technology headlines in the legal press in recent years.

Frankly, the real “legal technology trend” is not the technology itself but its role as a catalyst for fundamental IHL change – legal technology is enabling change but is not the change itself.

It is this mis-association that has pulled many GCs off course when they look to plan an effective transformation journey. Again, See Warning No.1 – legal transformation is not about shiny boxes.

To be really clear, GCs should not be talking to software companies until they have had a good long look at the [GLS Legal Transformation Tube Map](#) and applied **R.P.L.V.** to the resources they already have within their IHL.

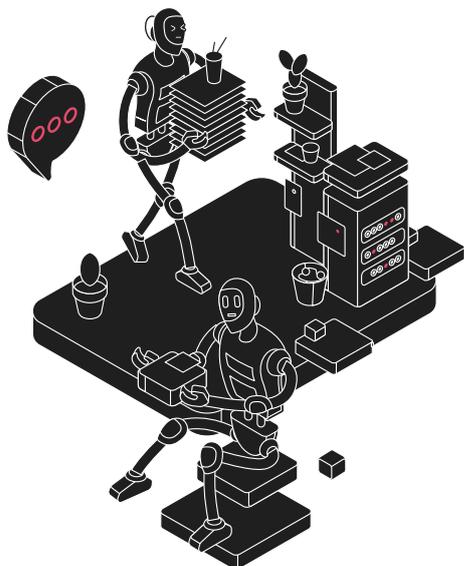
A myopic focus on legal technology, as is portrayed in the legal industry press, is a knee-jerk reaction by the top 1% of companies trying to respond to the pressure IHLs face to transform. But, you cannot “buy” your way to a transformed state – you have to plan and implement it yourself.

The larger the organisation, the more tempting it is to “buy” a technology solution without first doing all the fundamental, low-tech implementation steps (i.e. readying people and processes) – and this explains the high rates of legal technology implementation failures at MNCs.

All too often, initial trepidation within an MNC over legal technology risk is rapidly replaced by impatience for benefits – benefits that do not appear as the fundamentals were not done properly. Lawyers enable, technology facilitates.

Technology is great but people are better. If you focus on technology 100% of the time, it will be a disaster.

Finally, if you doubt how serious we view this risk for companies of size – note this – the GLS Legal Operations



Centre is bristling with high-tech solutions – but we **STRONGLY RECOMMEND THAT YOU DO NOT** buy any of them until you have done your low tech work first.

For a poignant reminder of the dangers of succumbing to the allure of high technology at the expense of essential low-tech implementations – see our white paper “How to Avoid A High Tech Train Wreck”.

Related Resource: [visit the Legal Tech Channel on the GLS Legal Operations Centre](#)

Related Resource: [see GLS White Paper “How to Avoid A High Tech Train Wreck”](#)

NUMBER 5 GC Only Legal Operations:

It is all too often a true “rule of thumb” that long-standing GCs tend not be as receptive to technology and workflow optimisation initiatives as their younger team members.

It is a major mistake for GCs not to encourage active participation of younger team members in legal operations and transformation initiatives, particularly in the technology sphere.

This “pothole” sits alongside Number 2 above in that corporate inertia is not just something that resides outside of your IHL team – it can exist within it as well.

As such, including and motivating your own team to participate in the formulation of your transformation solution and then empowering them to lead key parts of its implementation is essential.

NUMBER 6 Aggressive Time Lines:

If you try and force the pace of change beyond that which your organisation can actually handle, you are almost certainly going to fail.

FACT: Transformation takes time and false starts and mistakes take even more time to fix. The normal duration for an end to end transformation is 24 months – plan on this – anything less than this is probably going to be “rushed”.

We advocate consistently dedicating 15% of your capacity to transformation activities – you will then be able to substantially transform your IHL comfortably over a two year period just by apply R.P.L.V. based decision making.

The bottom line is that whilst the business will want a lot achieved in short order – what they really need is change that actually delivers results. This means qualitative, potent and self-authored change.

Effective IHL Transformation, is all about successive implementation at a pace that guarantees success.

NUMBER 7 Pass & Proceed:

Your organisation has limited appetite for new things and always will. It is therefore vital to deliver success consistently and build on that – start small and with the “quick wins”, and then move on.

You have no business moving forward with your transformation efforts until you have “proven” through empirical data that the current implementation is working effectively – you must “pass” in order to “proceed”.

As such, choosing the right transformation project and maintaining focus is critical. You must resist the distraction of the 100+ other things that would be nice for you to achieve, and simply focus on the 3-5 things that, at any one point in time, you absolutely must (and can) deliver.

Any consultant that tells you that you must aggressively transform multiple parts of your legal function simultaneously should be treated with extreme caution – that approach simply does not work.

NUMBER 8

Budget:

All too often IHL leaders believe that they are *“too small to attract the budget needed to effectively transform”*. Frankly, nothing could be further from the truth.

Most of the most potent transformation steps involve little or no additional budget – they just involve concerted effort. As we have already demonstrated throughout this Guide, IHLs have far more resources to hand than they realise.

We believe that most IHLs can achieve a 30%+ productivity gain by just fully identifying all the resources that are actually available to them and making better use of them through R.P.L.V. – that is 30%+ productivity gain without the need to expend any additional resources.

Transformation should start with something you can deliver yourself and in time the “record of success” that you will build up will build the credibility you need when requesting major resource allocations.

NUMBER 9

Ignoring Formative Stations:

If you fail to focus “up-front” effort on the relevant Formative Station then your work on that IHL Line will never realise its full potential. It will also be inefficient. Simple.

We have spoken at length about the importance of Formative Stations and their role in successful transformation. Ignoring them is a little like dismissing the importance of diet, sleep and mental state on your overall health.

NUMBER 10

Ignoring Data:

If you do not develop an active data analytics competency from Day 1, you will be impairing your ability to implement effective transformation and inhibit what your legal operations agenda can achieve.

If you do not collect historic performance data, you will not be able to demonstrate the improvements and ROI that your transformation efforts achieve. If you cannot prove it, then it did not happen.

IHLs must talk the language of business – which is numbers. The New Law IHL accepts that if they cannot prove it to their business, then they didn’t do it.

Again, without wishing to be unduly cynical, the above 10 risks are frequently present on most IHL Transformation journeys. But knowing of their existence in the advance, as you now do, can help you to avoid them and achieve success.

ESSENTIAL OBSERVATIONS / TIPS

- Two years is a sensible timeline for an end to end transformation of your IHL
- The hallmarks of all effective legal operations transformation are similar and can be replicated
- Purveyors of “shiny box” legal operations solutions must be avoided
- Legal operations should prioritise initiatives that can be validated empirically
- Avoiding common mistakes and sticking to what is known to work is fundamental to legal operations
- 15% of your team’s capacity should be consistently focused on transformation activities
- The bigger your company is, the more susceptible it will be to these 10 common risks
- Consciously address the above “warnings” and your IHL agenda will run a far smoother course

WHAT NEXT?

IHLs now operate in era of constant improvements where a productivity initiative might represent a powerful competitive advantage one day but can very quickly become “table stakes” the next day.

Constant monitoring of overall legal operations and IHL specific developments forms a permanent and vital part of the standing IHL mandate.

As such, we would like to encourage you to participate in the legal operations community. This will enable you to benefit from “real time” awareness of key developments that can help your IHL to stay on top of its game.

PART L

GLOBAL LEGAL OPERATIONS COMMUNITIES

"Collaboration between the global in-house community and willing solution-providers will inevitably lead to better ways of empowering legal teams to operate and serve their businesses."

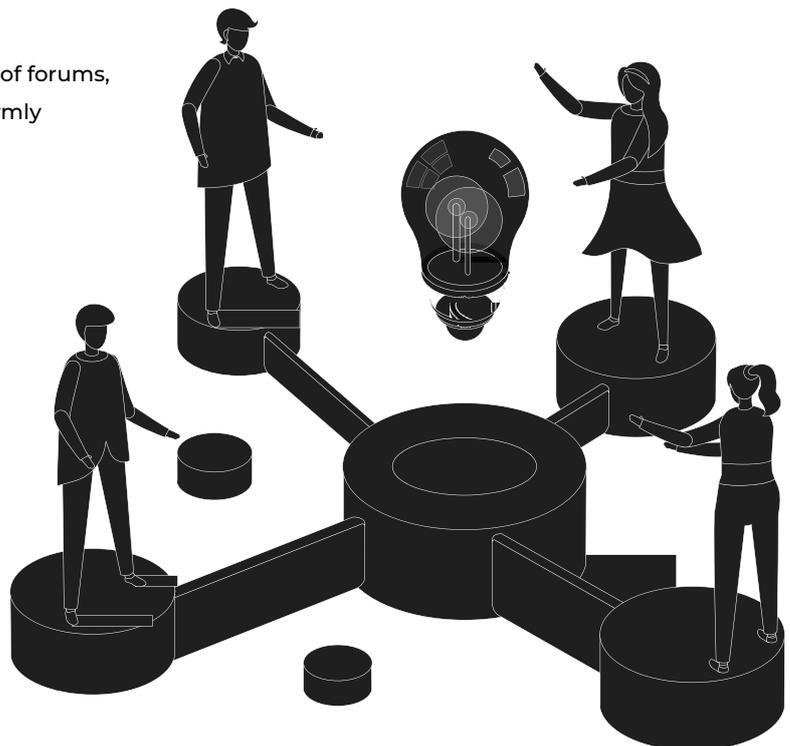
FINAL THOUGHTS

We hope that this Guide has made it clear that legal operations is a “live issue” for every IHL in the World – regardless of size, budget or previous experience.

We believe that the IHL community needs to collectively “own” the process of getting better as the vast majority of challenges faced by one IHL are faced by all other IHLs. A problem which is shared can be more efficiently solved.

Some jurisdictions have more established and more active “legal operations communities” but we would encourage you take part in and contribute to whichever community is accessible to you.

To help you with this, set out below are details of forums, networks and communities that we would warmly encourage you to participate in if you can.



LEGAL OPERATIONS COMMUNITIES

ASIA PACIFIC, MIDDLE EAST & AFRICA (APMEA)

Given that APMEA in-house legal teams have typically enjoyed fewer legal resources than their North American counterparts, the case for legal operations led transformation is actually greater.

Accordingly, IHLs across APMEA tend to present a very receptive and innovative IHL community – as they have for many years been stretching legal resources.

Singapore, GLS's Global HQ, is a legal technology hotspot, thanks to pro-active government support, including Asia's first legal technology incubator, the Global Legal Innovation and Digital Entrepreneurship (GLIDE).

As no "formal legal operations forum" existed in APMEA, GLS has created an informal one.

Our mission is to enable vibrant and dynamic legal operations across APMEA and so we invite you to help us improve the ways in which IHLs can support their business communities.

The activities in APMEA that you can participate in with the GLS Group include:

KNOWLEDGE SHARE:

GLS issues a legal operations white papers at a fortnightly cadence – our back catalogue of whitepapers can be [found here](#). We are the most active legal operations thought leaders in APMEA.

LEGAL OPERATIONS TRAINING:

We regularly run online training seminars centred on legal team transformation and effective legal operations:

- [In-House Challenges and the RPLV Response Foundational Policy Assets & Prioritisation](#)
- [Leveraging Legal Resources \(Case Study\)](#)
- [Legal Team Performance: Tracking Tangible Outcomes](#)
- [The Future Ready Lawyer](#)
- [Legal-Tech: Embracing it Safely](#)

MARKET INTELLIGENCE:

GSL routinely collects data from businesses across the region to help develop and share insights relevant to the legal operations community – access and/or participate in [GLS 10,000 Voices here](#).

LEGAL OPERATIONS CENTRE:

We offer the world's largest portfolio of legal operations tools, solutions and resources – you can benefit from the world's best legal [technology here](#).

COLLABORATION:

We fund, license and collaborate with a host of legal technology providers whose solutions we believe are best in class and can help IHLs implement their legal operations agenda. You can [learn more here](#).

LEGAL TECHNOLOGY DEMONSTRATIONS & TRIALS:

We routinely provide [live demonstrations](#) of powerful legal technology solutions (and offer free trials) to help legal teams better assess how legal technology can enable their legal team.

"If you share our vision, we encourage you to join our community of over 12,500 active in-house lawyers as they seek to embrace the power of legal operations to achieve more with less."

NORTH AMERICA

The US has, for a number of years, embraced legal operations as a “valuable legal department resource”. The [Association of Corporate Counsel in the USA \(“ACC”\)](#) has added a legal operations group, and professionals working in the legal operations space formed the [Corporate Legal Operations Consortium \(“CLOC”\)](#) in 2015.

The CLOC offers paid memberships to those who work primarily in legal operations and serves as a think tank for legal operations professionals. The CLOC includes circa 2,000 active members.

The US also has an increasingly vibrant “legal technology” market – though admittedly it is relatively fragmented with most suppliers only offering one or two distinct solutions.

EUROPEAN UNION

The [LexisNexis In-house Legal Operations Forum](#) holds round table discussions and seminars throughout the year, in central London, with the view to sharing best practices on legal operations and drive peak in-house legal department performance. Membership (which is by invitation only) is for Senior Legal Operations and Knowledge Manager professionals.

The EU ACC periodically conducts surveys of in-house department performance to determine where those departments stand in terms of legal operations maturity and productivity. The 2020 ACC legal Operations Maturity Benchmarking Report is available [here](#).

The EU ACC also offers paid for membership for individuals who are engaged in the active practice of law and are employed by organisations (in either the private or public sector) that do not have regulatory, enforcement or policymaking responsibilities.



A FINAL NOTE ABOUT GLS

[American Lawyer](#) notes that since 2008 the legal industry has been dominated by 3 types of service providers i) law firms, ii) legal process outsourcers, and iii) legal staffing agencies – but has been desperately missing “an integrator” i.e. an enterprise provider.

The GLS Group stands out as offering holistic legal operations solutions that are accessible to all legal teams globally.

In just 7 years the GLS Group has emerged as a major voice in legal operations as a result of its broad and holistic approach to solutions, operationalised innovation and disruptive accessibility.

Like all successful disruptors – the GLS Group’s offerings have rapidly surpassed that which was traditionally available in its markets.

If you are looking to boost what your in-house legal & compliance teams can do, drive internal value recognition and boost your team members’ career satisfaction – the GLS Group can help.

We stand out as the most complete provider of legal operations solutions and are one of the most active thought leadership participants dealing with the question of how to deliver “IHL Transformation”.

Through the GLS Legal Operations Centre, any legal team anywhere can access a world class suite of legal operations solutions to boost their productivity and reduce their financial and employee resource consumption.

WE NOW DELIVER UNPRECEDENTED:

ACCESS

Our solutions are accessible 24/7/365 via the [GLS Legal Operations Centre](#)

CHOICE

More than 700+ tools, solutions & resources to enhance legal & compliance operations

USABILITY

We only offer solutions that are low risk and incredibly easy to implement

COST

We offer truly disruptive pricing that is globally accessible

ESSENTIAL OBSERVATIONS / TIPS

- Innovation in a vacuum is just arrogance meeting ignorance – the solution must be jointly owned
- GLS has created a vibrant and dynamic legal operations community that anyone anywhere can join
- The GLS Legal Operations Community offers a rich participation experience and extensive knowledge sharing
- All IHLs face a significant number of common problems so a solution for one IHL typically means a solution for all IHLs
- GLS offers the world's largest range of legal operations tools to help any IHL anywhere address the common challenges they face – more than 700+ and counting

WHAT NEXT?

Visit the GLS Legal Operations Centre – **REGISTER FOR FREE** to join our legal operations community and access an incredible Members Benefits Package that gives you instant access to a range of powerful legal operations tools and technologies.

Alternatively, **BOOK A CONSULTATION** to discuss your bespoke legal operations requirements with GLS Group.

PART M

REFERENCES & RESOURCES

"All the Tools and all the Knowledge in 1 place."

CONTACT GLS

[Free Efficiency Consultation with GLS](#): discuss how your organisation can incorporate legal operations. Contact GLS with your feedback: info@glis.global

TOOLS & SOLUTIONS

[GLS Legal Operations Centre](#)

[GLS Legal Transformation Tube Map](#)

[GLS Contracting Function Efficiency Audit™](#) – an audit tool to optimise your contracting support function

[GLS Group Legal Policies™](#) – know what you want to achieve

[GLS Legal Dept Efficiency Audit™](#) – how efficient is your legal team?

[GLS Legal Dept. KPIs™](#) – a manual of essential Legal Dept. KPIs

[GLS Legal Dept Service Charter™](#) – service levels and standards for your in-house legal dept.

[GLS Legal Technology Consulting™](#) – legal team technology choice and guidance

[GLS Legal Services Request Form™](#) – the gateway to legal operations efficiency

LEARNING MORE

[2020 ACC legal Operations Maturity Benchmarking Report](#)

[2016 Report on the State of the Legal Market](#)

[FT: Legal operations – the disruptive ambitions of smooth operators](#)

[GLS Master Class 1 \(2020\) – In-House Challenges and the RPLV Response](#)

[GLS Master Class 2 \(2020\) – Foundational Legal Team Policy Assets & Prioritisation](#)

[GLS Master Class 3 \(2020\) – Leveraging Legal Resources \(Case Study\)](#)

[International Legal Technology Associations | 2019 Technology Survey](#)

[In the Pandemic, Exceptions to DMS Work Processes Can No Longer Be the Norm](#)

[Law Departments and the Agile Supply Chain](#)

[Law Schools Can, Should, And Must Teach Innovation](#)

[Legal Analytics, Machine Learning and Some Comments on the Status of Innovation in the Legal Industry](#)

[Legal Buyers Taking Charge: 'The GC Thought Leaders Experiment' and Beyond](#)

[Legal operations | How to do it and why it matters](#)

[Our Confusion Over What Is A “Lawyer”](#)

[The Road Ahead by Bill Gates](#)

[White Paper: Contracting Policies – The Most Effective Drivers of Contracting Infrastructure Efficiency](#)

[White Paper: Head count restrictions SHOULD NOT deny you access to Legal Dept. Talent](#)

[White Paper: How to Avoid a High-Tech Train-Wreck](#)

[White Paper: Legal Department Service Charter – How is your legal team being judged and why?](#)

[White Paper: Legal Operations Essentials: The Legal Services Request Form](#)

[White Paper: Performance Managing Your External Legal Counsel](#)

[White Paper: So you think in-house lawyers are not important?](#)

[White Paper: The Checklist – The simplest tool for legal operations excellence](#)

[White Paper: Top 10 In-House Legal Team Resolutions for a New Year](#)

[White Paper: Top 10 Legal Docs – The Work Horses](#)

[White Paper: Top 10 Rules For Developing A World Class Legal Template Library](#)

[White Paper: Traditional Law is Broken \(Part 1\)](#)

[White Paper: Traditional Law is Broken \(Part 2\)](#)

[White Paper: Un-breaking the Law](#)

[White Paper: What A.I. means for the Legal Industry](#)



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