

History and Context

100 Attorneys within a Fortune 500 Company

The Beginning

- Embedded within each BU
- Grew as needed

Growth

- Expanded offerings
- New legal specializations needed

Request for Help

- A management system
- Aligned to Scrum Values











Consolidation

- All the legal functions under 1 CLO
- Teams split by specialty

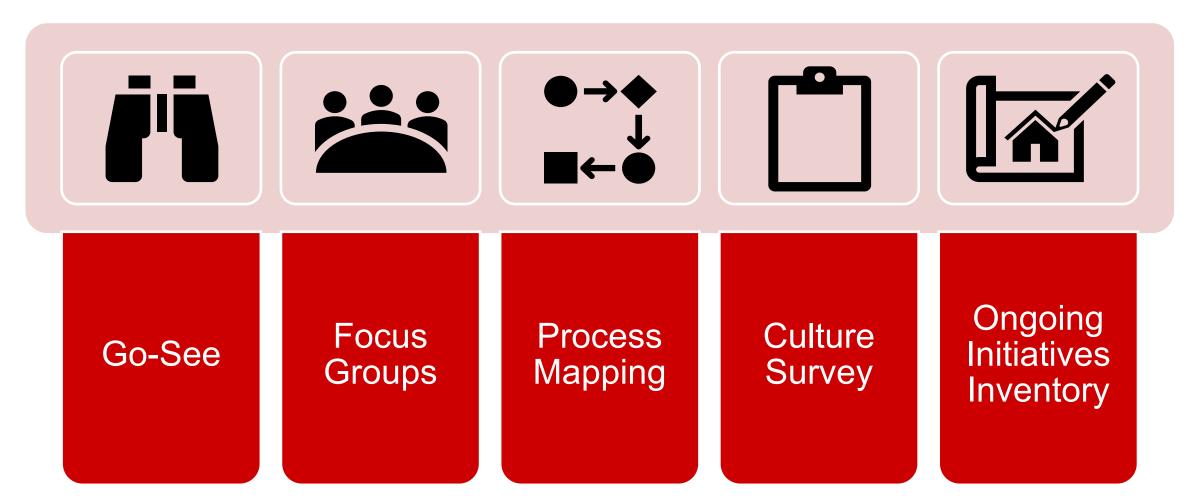
Expense Pressures

- Unable to add more people
- Overtime and burnout



Diagnosing the Business

Using Agile and Lean Techniques





The Problems at Hand

Creating the Case for Cultural Change



Culture of serving the business



Nice-to-have at the table



Inconsistent use of paralegals



Time spent building materials



Hypotheses

Hypotheses and Actions

Based in Scrum Values



- 1. Daily Touchpoints will shift the culture
- 2. Structured problem solving will create measurable benefit
- 3. Connecting the work to strategy will help prioritize
- 4. Leading practices will be welcome



Actions

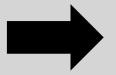
1. Introducing Daily Touchpoints Openness Courage Respect 2. Focusing on the critical few Kaizens Focus Courage 3. Creating a Hoshin Strategy Openness Focus 4. Implementing leading practices Commitment 5. Introducing standards for paralegals Respect



The Measures

Empiricism driving a better tomorrow

Solving problems in a **silo** as time permitted



3 concurrent Kaizen initiatives running at any given time, each with metrics to track results.

(E.g., Opportunity cost of outsourcing attorney work)

100 attorneys collectively spending **1000 hours per week** on the IDed activities



\$1.5M worth of time (400 hours/week) redirected to new services and Kaizen initiatives

Weeks of decision latency and communication latency



2 days between questions answered and announcements cascaded



Before