

Law Department Strategic Planning

Moving from Vision to Execution

Welcome and Panel Introductions



Aaron Van Nice

Director, Legal
Operations

Baxter Healthcare

aaron_van_nice@baxter.com



Christine Juhasz

Legal Operations
Leader

MassMutual

cjuhasz@massmutual.com



Nancy Jessen

Law Department
Consulting

UnitedLex

nancy.jessen@unitedlex.com



Nikki Rahimzadeh

Law Department
Consulting

UnitedLex

nikki.rahimzadeh@unitedlex.com

Today's Objectives

- Define and understand strategic planning
- Outline process of creating a strategic plan
- Discuss how to translate the strategic plan to actions
- Address roles and responsibilities related to strategic planning process and execution

Strategic Planning Tools Index

- **Tools**
 - Roles and Responsibilities Matrix
 - Strategic Plan Examples
 - Vision Unpacking Workshop Template
 - Vision Statement Examples
 - Strategic Plan Template
 - Cascading Plan Template

**Tools will be available at acc.com/maturity and will require ACC Legal Operations member login*

What is Strategic Planning?

- **Definition**

- An organization's process of defining its strategy and direction by considering *both internal and external influences to allocate resources*.
- In contrast to tactical planning, strategic planning examines the *broader picture* and *begins with the desired end* and works backward to the current status.

- **Outcomes**

- Common understanding of the organization's direction and changing environment
- Shared goals and priorities
- Actions needed to achieve forward progress towards goals
- Allocation of resources to support actions needed
- Agreed definition of success

Why Do Strategic Planning?

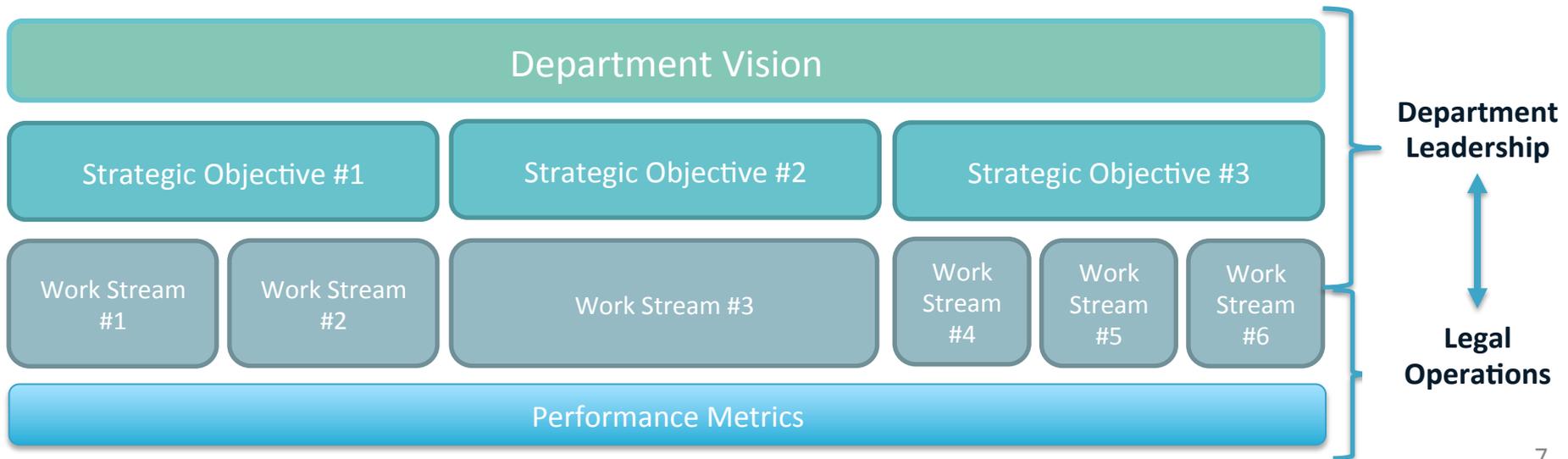
- Align with business direction and goals
- Ensure entire Department is moving in same direction
- Prioritize and justify investments in resources and technology
- Demonstrate the Law Department’s value contribution and business impact to the company
- Measure success of the planning process

Who’s Involved

Chief Legal Officer / General Counsel	Legal Leadership Team	Legal Operations	Department Team Members
<ul style="list-style-type: none"> • Responsible for the Department’s strategic plan and process • Sets direction for implementation 	<ul style="list-style-type: none"> • Participates in development of strategic plan • Participates in implementation through communications and actions 	<ul style="list-style-type: none"> • Participates in development of strategic plan • Leads development of implementation plan • Implements operational aspects 	<ul style="list-style-type: none"> • Provides input and feedback • Participates in implementation through actions and demonstration of expected behaviors

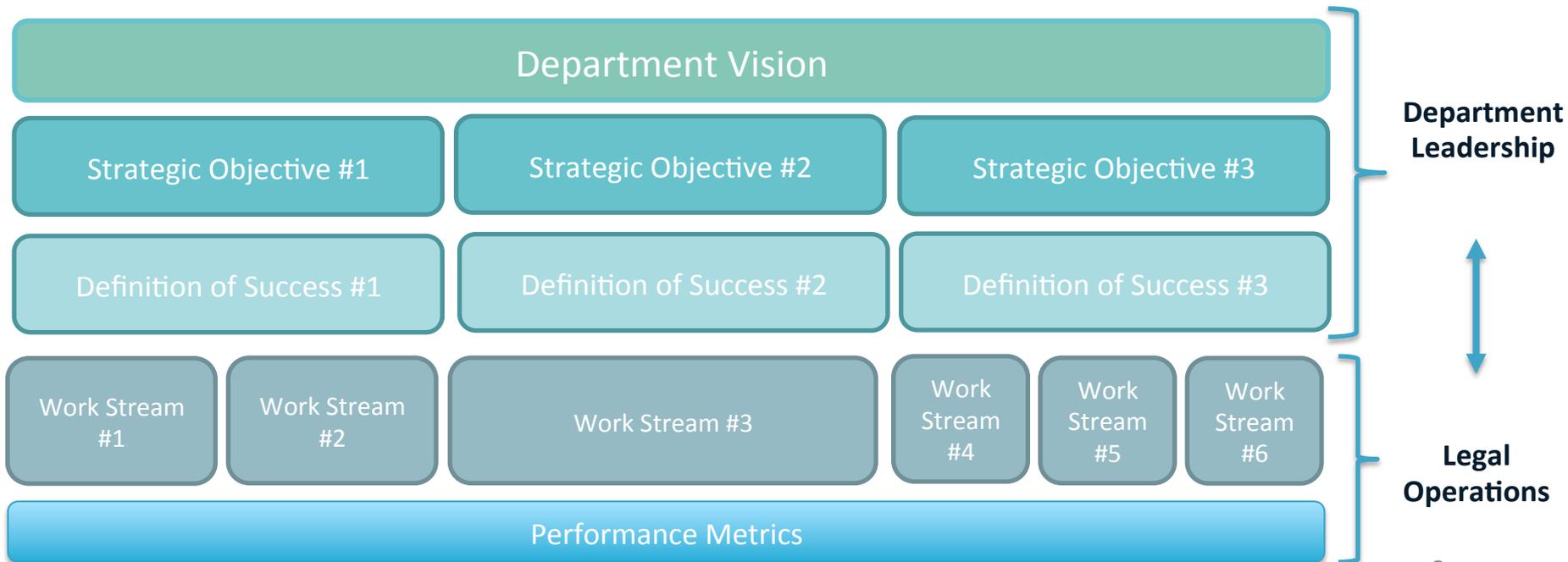
Strategy Roadmap

- A Strategy Roadmap should be developed to translate the Law Department's vision to a strategic plan and further into actions.
 - Department Leadership is responsible for clearly articulating its prioritized **Strategic Objectives**, the **key enablers which propel the Department toward its Vision**.
 - Legal Operations is responsible for translating those Strategic Objectives into **Work Streams, discrete tasks that further the Strategic Objectives, success definitions and Performance Metrics, data points to measure progress**.



Strategy Roadmap: Optional Step

- Some departments may choose to include an extra step: defining success.
 - Department Leadership may be responsible for developing *an agreed definition of success that informs the scope of the Work Streams and development of Performance Metrics to measure improvements or changes.*



ACC LEGAL OPERATIONS Maturity Model Toolkit



EXAMPLE: Strategy Roadmap

Vision

Drive accomplishment of Company's strategy through solutions-oriented services and a business mindset.

Strategic Objectives

1. SUPPORT COMPANY STRATEGY

Provide timely and proactive advice to business stakeholders to enable the Company to achieve its strategic objectives and continue growth.

2. MANAGE RISK THROUGH INNOVATIVE SOLUTIONS

Identify opportunities and implement solutions that proactively balance and minimize risks to the Company while achieving business objectives

3. DRIVE OPERATIONAL EXCELLENCE

Increase efficiencies and improve effectiveness in how Legal supports our clients and/or operates as a Department

Definition of Success

1. Improved Strategic Direction scores
2. Improved Speed of Business scores
3. Shortened contract lifecycle

1. Improved Risk Management scores
2. Shorter internal investigation lifecycle
3. Monthly client trainings
4. Reduction in investigations, external and internal

1. Improved Cost Management scores
2. 5% reduction in overall spend
3. No increase in avg. cost per billable hour
4. 85% of work to preferred firms

Work Streams

1. Review organizational structure to confirm alignment with business needs
2. Design alignment process to ensure understanding of client's specific objectives/priorities
3. Establish Contracts Center of Excellence (COE) to maximize efficiency in contracting process

1. Review and refine processes for external and internal investigations.
2. Develop client training program for emerging risks
3. Develop Risk Heat Map to inform allocation of resources

1. Conduct technology assessment and develop three-year roadmap
2. Review potential for outsourcing work
3. Reduce outside counsel spend by 5% using case and spend management tools

Performance Metrics

1. Client Survey Results: Strategic Direction scores
2. Client Survey Results: Speed of Business scores
3. Consistent and documented use across practice areas of business alignment process
4. Contract lifecycle time

1. Client Survey Results: Risk Management scores
2. Resolutions achieved in external investigations
3. Internal investigation lifecycle time
4. Client trainings conducted
5. Resource allocation changes

1. Client Survey Results: Cost Management scores
2. Current spend v. prior year spend
3. Avg. cost per billable hour
4. Use of preferred firms

Creating a Strategic Plan

Components

- Vision
- Strategic Objectives
- Work Streams
- Performance Metrics

Process*

- A. Gather Inputs
- B. Set Baseline
- C. Unpack the Vision
 - Strategic Objectives
- D. Translate Vision to Action
 - Tactical Work Streams
 - Performance Metrics

**Planning process may be dictated or informed by corporate planning process*

Gather Inputs and B. Set Baseline

- **Inputs**

- Law Department information, e.g., headcount, financials, technology inventory
- Corporate information, e.g., company strategy, goals and objectives, financials
- Information from business partners regarding changes and goals

- **Baseline**

- Understand the business and its goals

C. Unpack the Vision

To ensure the Law Department's value contribution, the Law Department's Vision should be grounded in supporting the organization's strategic goals for the next 3 – 5 years. The Department's current vision statement may need to be revised to reflect the go-forward vision.

Steps

1. Understand key components of vision
2. Draft supporting statements for each component
3. Define behaviors
4. Identify gaps
5. Define implementation actions

Outcomes

- Alignment with company 3-5 year direction
- Long-range planning
- Resource perspectives – people, technology, vendors
- Investments needed

C1. Understand key components of vision statement that will drive your service delivery

EXAMPLE: Key Components

Drive accomplishment of Company's strategy through solutions-oriented services and a business mindset.

Key Components

- “drive accomplishment”
- “Company's strategy”
- “solutions-oriented services”
- “business mindset”

C2. Understand underlying meaning of each component and draft supporting statements that reflect your company's unique strategy and operations

EXAMPLE: Underlying Supporting Statements

Drive accomplishment of Company's strategy through **solutions-oriented services** and a business mindset.

"solutions-oriented services"

- *Deep understanding of the industry and Company's business, including history, lessons learned and trends*
- Translate current and emerging risks into recommendations and solutions that sensibly manage and grow the business
- *Encourage client self-sufficiency through simplified legal processes, forms and training*

C3. Define and document behaviors needed to support the vision statement for team members and leadership

EXAMPLE: Supporting Behaviors

Team Members

- *Embrace role as problem solvers*
- *Be a learning organization that requires team members to expand their knowledge sets and embraces continual improvement*
- *Utilize and rely upon Corporate and Law Department systems/processes as a recognized obligation*
- *Ensure the right resource is doing the right work*
- *Maintain accountability when engaging outside counsel*
- ...

Leadership

- *Model behavior, integrity and ethics for the Law Department and Company*
- *Balance priorities of service delivery, proactive business engagement and people management*
- *Champion change and inspire others to adopt new ways of thinking Discuss risk tolerance and encourage appropriate risk taking in solutions*
- *Embrace and promote effective technology use, process improvement and cost management*
- ...

C4. Assess gap between current state and aspirational vision for both Leadership and Department

EXAMPLE: Gap Assessment

Successful implementation of the vision should be judged based upon how the current and future gap has been addressed.

Vision Input	Current State	Future State
Business Needs & Direction	Leadership: 5 Department: 4	8 7
Legal Value Contribution	5	8
Client Experience	Leadership: 7 Department: 6	9 9
Department Behaviors	4	7
Leadership Role	5	8

D2. Translate Objectives to Tactics

- Identify gaps between strategic goals and current condition
- Brainstorming in teams
- Sort and prioritize
- Test and measure

“Simplicity is the ultimate sophistication”
- Leonardo Da Vinci

Sample Dept. Strategic Priorities

Sample Law Dept. Objectives

	Support company strategy	Manage risk through innovative solutions	Drive operational excellence
Improve turnaround time for advice	✓		▪
Ensure quality of advice	✓		▪
Improve investigations process		✓	
Improve client training program	✓	✓	✓
Reduce outside counsel spend			✓

Sample Law. Dept. Objectives

Sample Law Ops. Objectives

	Reduce outside counsel spend
Every \$ tracked	
Firms “off the clock”	
Update system to enforce billing guidelines	
Engage alternative service provider for contracts	

D4. Develop Performance Metrics

- Establish *key performance metrics* that will provide the means for *tracking progress* towards goals
- *Implement tactics* that will best *achieve the goals* laid out by top management
- *Communicate process up, down and throughout the team* (like a central nervous system) to ensure the tactics are driving appropriate results
- *Legal Ops* plays a critical *role in creating, supporting and communicating progress* for the organization
 - Create a dashboard to be used to communicate progress and results

“However beautiful the strategy, you should occasionally look at the results”

- Sir Winston Churchill

D5-7: Build Buy-in and Ownership

Effective Strategy Deployment will create a shared vision

- ***People perform best when they have a purpose.*** When they understand not just what to do – but why it's important.
- ***Strategy deployment helps to create purpose:*** providing focus and drive towards specific and important goals.
- Drive ***ownership through engagement.***
- ***Engage*** as many ***team members*** as possible in the process, giving them an ***opportunity to understand why the strategic goals are important*** and ***how the tactics and operational details support those goals.***

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage"
- Jack Welch

Questions and Answers