

BETTER, FASTER, CHEAPER: FINDING AND REMOVING WASTE FROM YOUR LEGAL PROCESSES

August 2017





SPEAKERS



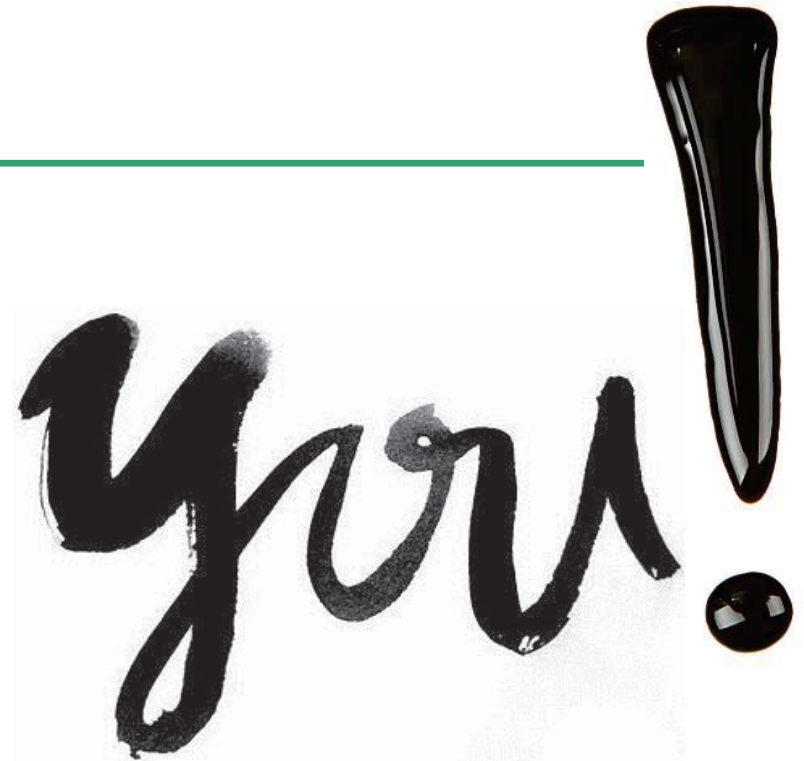
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'Better-Faster-Cheaper' Work Model for Lawyers Has Led to Burnout, NY Bar Report Says

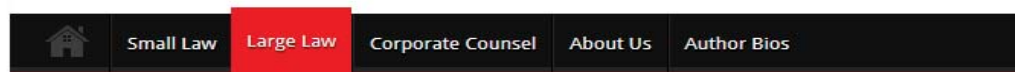
POSTED FEBRUARY 4, 2011, 2:02 PM CST

BY DEBRA CASSENS WEISS



ACC: These 12 Law Departments Do It Better, Faster, Cheaper

May 12, 2016



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ILTACON ON THE FUTURE OF LAW: BETTER, FASTER, CHEAPER

Posted by: [Frank Strong](#) | [September 3, 2015](#) | in [Large Law](#) | [1 Comment](#)

GEORGETOWN LAW

Center for the Study of the Legal Profession

LEGAL EXECUTIVE INSTITUTE

PEER MONITOR®

2017

Report on the State of the Legal Market



the answer company™

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The report cautions that firms that merely place “bandaids on the old models” will face an increasingly uncertain future. Conversely, firms “that are able to adjust to the new market realities...and redesign their approaches to client service, pricing, legal work processes, talent management, and overall structure will enjoy an enormous competitive advantage.”



What are the primary barriers to change?

ME!

HIM!

YOU!

HER!



BREAKING DOWN BARRIERS TO CHANGE

- Employee **engagement** (Inclusion)
- Effective **communication** (WIIFM)
- Appreciation of **culture** (Culture Eats Strategy for Breakfast)
- Assessing **current state** (What Is)
- Understanding **ecosystem complexities** (Blueprint)
- **Empathy** for the humans!

CREATING A BETTER WAY



WHAT ARE THE ~~NEW~~ SKILLS YOU NEED TO HELP YOUR
LEGAL TEAM BE: **FASTER, BETTER, CHEAPER?**



Project
Management

Data Analytics

Process
Improvement

Technical
Acumen



decrease cost
improve quality
improve schedule
improve cycle time
increase productivity
increase client satisfaction

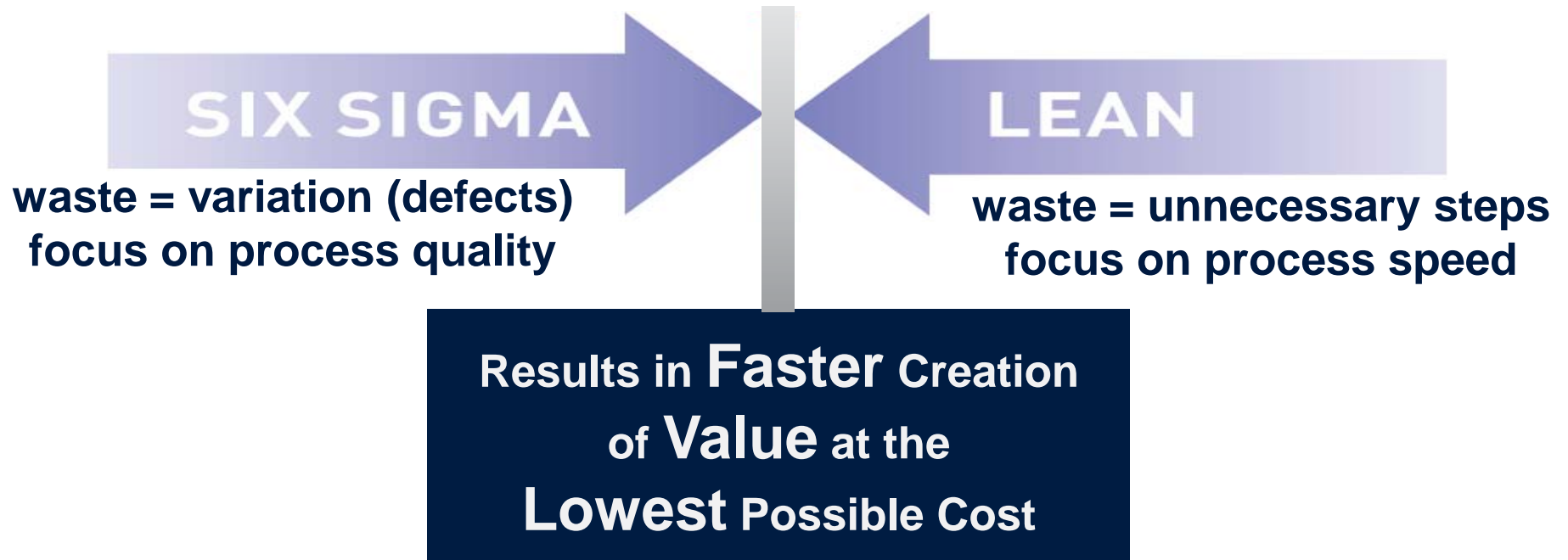
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better, faster, cheaper





"our" process improvement discipline of choice . . .





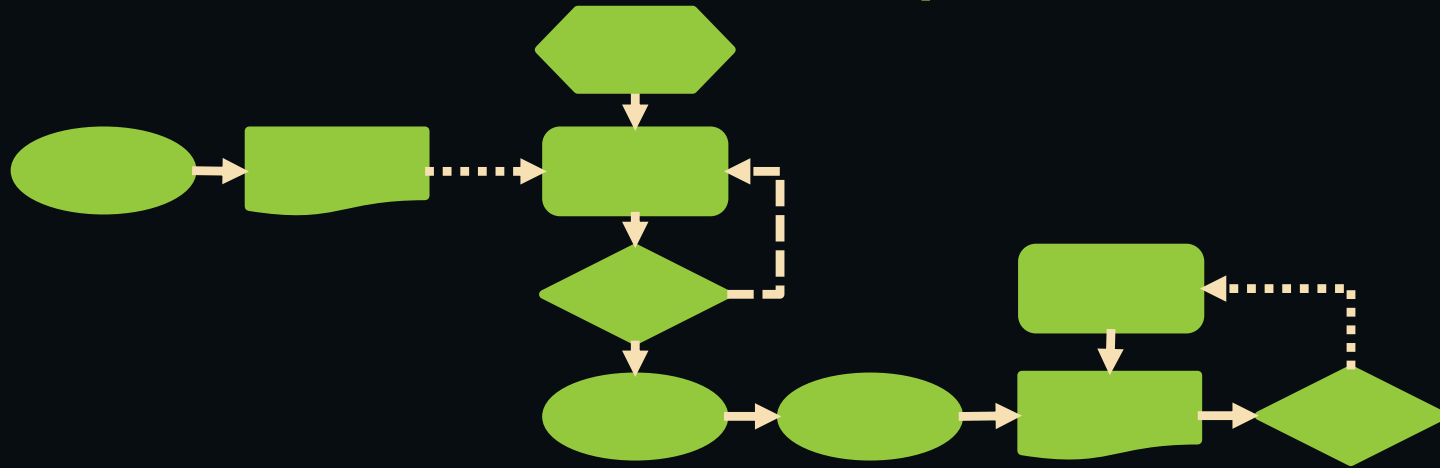
MUDA (“WASTE”)

- a strain on an organization’s time and resources
- no value add for the customer
- The more you can reduce Waste, the better!





we look at the relationships between legal steps to better our understanding of how the whole can improve



process



current state process mapping provides

- visual depiction of reality
- baseline for measuring improvements
- diagram to identify waste in the process
- forum to identify opportunities for improvement



8 WASTES



Wasted Product
too many mistakes



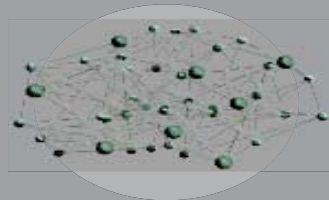
Overproduction
unnecessary deliverables



Delays
waiting for the previous step in the process to complete



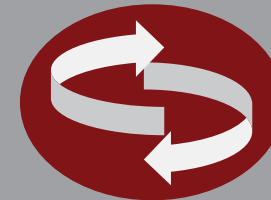
Talent
failure to match the right talent with each task



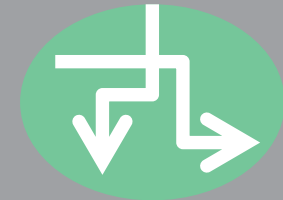
Transportation
too many touchpoints



Inventory
overstaffing or backlog in process



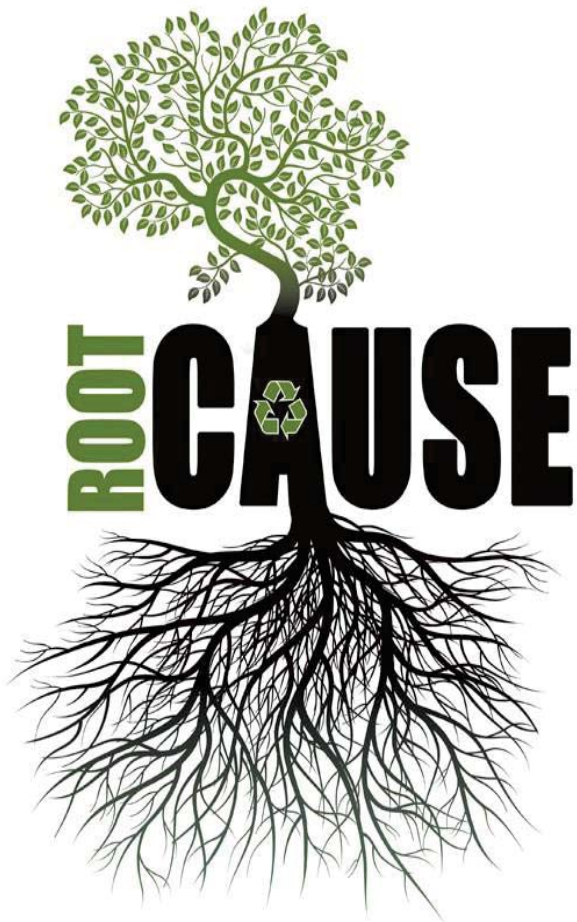
Motion
unnecessary movement & time due to failure to batch



Extra Processing
too many steps to complete the job

reduce inefficiencies, eliminate delays & add value





*dig deep to understand the
origination of the problem*

what
where
when
who
why
how






$$Y = f(x_1, x_2, x_3, x_4)$$

output variables


$$y_1 = f(x_1, x_2, x_3, x_4)$$

new output variables


$$y_{1a} = f(x_1, x_2, x_3, x_4)$$

new output variables



Root Cause Analysis - Example

Y=f(x), where Y = process is too long		
(x) = statutorily mandated time constraints	(x) = lack of efficient communication between attorney and landlord	(x) = case overload/time management problems
Y=f(x), where Y = lack of efficient communication between attorney and landlord		
(x) = no set communication timeline	(x) = lack of understanding and/or willingness to learn process	(x) = unreliable availability to communicate
Y=f(x), where Y = lack of understanding and/or willingness to learn process		
(x) = Landlord does not understand that counsel cannot perform all tasks	(x) = Landlord and Firm have gaps in knowledge of eviction procedure	(x) = firm staff is incompetent
Y=f(x), where Y = Landlord and Firm have gaps in knowledge of eviction procedure		
(x) = The firm's eviction procedure and training are ad hoc and nonexistent, respectively	(x) = Landlord is overtly uncooperative	(x) = the firm culture is intractably disjointed
The Firm's eviction procedure and training are ad hoc and non-existent, respectively		

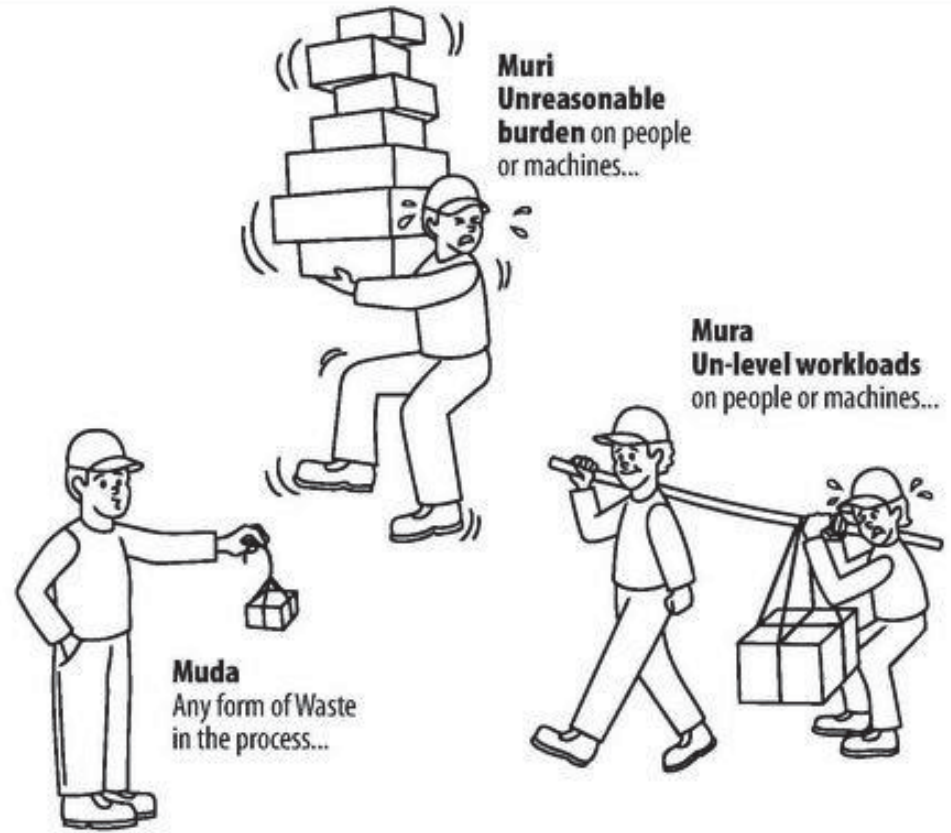


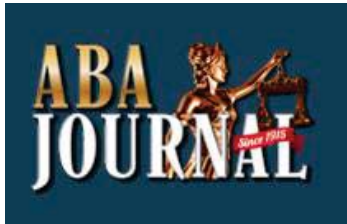
THE
5
WHY
WHY
WHY
WHY
WHY'S





Muda, Mura, & Muri





'Better-Faster-Cheaper' Work Model for Lawyers Has Led to Burnout, NY Bar Report Says

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"Work settings which do not address stressors of the modern practice of law will continue to produce a significant number of lawyers who are depressed, dissatisfied with the quality of their lives, spend too little time with their families and communities, continue to be isolated and show increased levels of depression and addictive behaviors," the report says.

State bar president Stephen Younger of Patterson Belknap Webb & Tyler told the New York Law Journal that he agrees with suggestions in the report to limit hours worked by lawyers.

"We are under increasing pressure to get back to our clients, including 9 o'clock at night and 9 o'clock on a Saturday. We need to figure out where our boundary is as lawyers and as human beings," he said. Limiting work "is part of being healthy people and having a perspective on the world and it makes us better lawyers in the end."



how do you find muri and mudi?





Real Goal:

design legal processes at the outset so that they are better, faster, cheaper



Process Mapping Facilitation Tips & Tricks

- Facilitation is key
- 10 people max
- Include cross-functional, multi-leveled process owners
- Do your process homework
- Set ground rules (honesty, openness)
- Define start/end to the process
- Hand off the marker
- Don't "fiddle" with technology
- State objective (current vs. future state)
- Timebox sprints where possible
- Visualization is powerful
- Empower everyone
- Have fun!

KEY TAKEAWAYS

- Muda
- 8 wastes
- $Y=f(x)$
- 5 Whys
- 3Ms (Muda, Muri, Mura)
- Process Mapping

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YOUR MOVE

