

Implement Lean and Six Sigma Practices That Support the Legal Climate of the Life Sciences Industry

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Innovation.....

- What do you think of when you hear “Innovation”?
- Does OpEx fit into the world of Innovation?
- Is there such a thing as Legal Innovation?

Lean: Efficiency & Innovation

- Sustaining Innovation
 - Improving existing offerings
- Efficiency Innovation
 - Bringing down operational costs through effective management practices or new technologies
- Disruptive Innovation
 - New entrant to the marketplace
- Breakthrough Innovation
 - Radical improvement to an existing category

Last Year.....

- *Manage Your Process Improvement Strategy With Meaningful Metrics and KPIs*
 - Learn effective tactics for tracking metrics and performance
 - Dashboards: the critical few indicators
 - Changing the “reds” to “greens”:
 - why & how
 - root cause & culture

Highlights From Last Year.....

- Yellow serves no purpose – stick with red & green and define your “red culture”
 - Accountability vs. Blame
- Value based metrics are better than Activity based metrics – but not always easy or possible
 - “Don’t chase a number”
- M.A.D.
 - Meaningful / Actionable / Drive Right Behavior

Today's Objectives.....

- Understand the potential upside of a partnership between Continuous Improvement and Legal Departments
- Learn to balance risk, efficiency and profitability in the current economic climate
- Apply the tools of Operational Excellence to Legal Groups

So Why.....

-is a “non-attorney” presenting this material today???
- Principles used in Healthcare, Manufacturing and Service can be applied to the practice of Law by simply changing the language used
 - VoC: Customer vs. Client
- My story.....

Introduction

- Buffalo, NY
- Purdue University
- Chicago, IL - 1995
- Medical Device / Pharma Manufacturing & Packaging
- The George Group / Accenture
- Loyola University, Chicago
- Philadelphia, PA - 2008
- Started Consulting in 2010
- Started Consulting for GSK in 2012 (Legal Operations)
- Joined GSK in 2014

Think about this.....

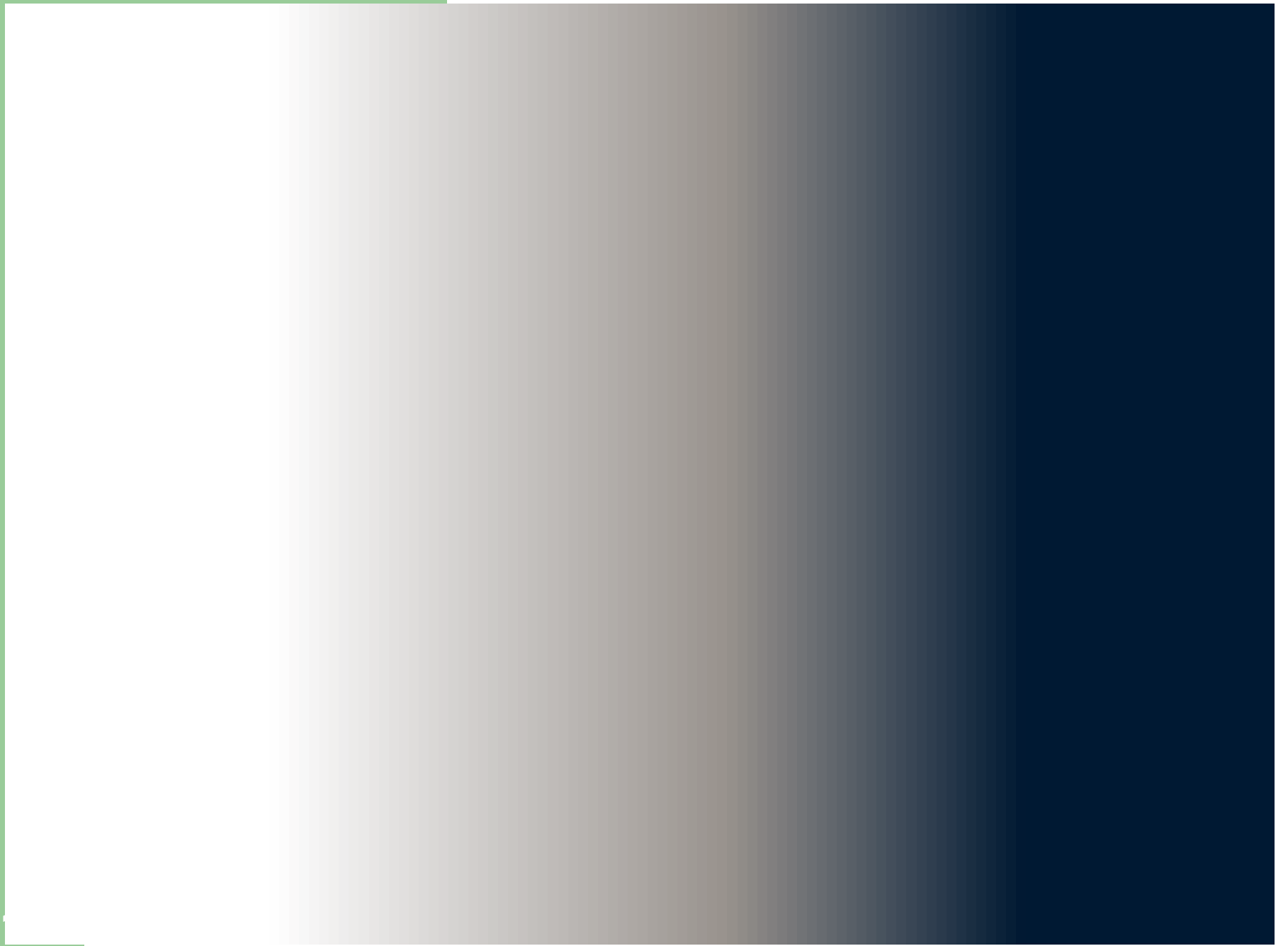
- Have you ever come across a document or situation and said.....
 - “Ask Legal”
 - “Send it to Legal”
 - “Let Legal deal with it”

But, have you ever thought about.....

- Is it really the responsibility of Legal
- What does it cost to have legal deal with it
- Should legal really deal with it
- How does this fall into all of our Legal priorities
- Is there another way of dealing with it
- What is our relationship with Legal
- What does legal think about this

Three Key Questions.....

- What role does the Legal Department serve in your organization?
- Is your Legal Department in-house counsel or a retained Law Firm or Firms?
- If your Legal Department is in-house, do they charge for their time?



The Role of Legal.....

- Legal Groups
 - Litigation / Dispute Resolution
 - Patents / Trademarks
 - Financial / Contracting
 - Employment
 - Regulatory
- Deal with the highest risk issue of the day

About Lawyers.....

- Most don't get what we do or have ever thought of their work as a "Process"
- The concept of "Standard Work" goes against their notion of creativity for solving complex issues
- The idea of "Waste" doesn't fit into a world where you are charging by the hour
- They think very highly of themselves.....

CI – Legal Partnership

- Partnership
 - Creating value for both sides
 - What is value?
- Vision (Strategy & Tactics)
 - Ask What & How
 - What is success and how is it measured
 - Refer back to my presentation from last year

CI – Legal Partnership

- Articulate CI in Legal Vocabulary
 - Reduce risk & litigation costs
 - Bonuses may be based on reduction of litigation costs
 - VoC = Voice of the Client
 - VoL = Voice of the Law
 - Clearly defined or open to interpretation (case law)
 - Defining Risk in a way that all can clearly understand
 - What level of risk is acceptable

Risk, Efficiency & Profitability

- What is Risk
 - Real, Perceived or Potential threat
 - Risk Avoidance (\$\$\$\$)
 - Risk Mitigation (\$\$)
 - Cost - Benefit Consideration (Judgment Call)

Risk, Efficiency & Profitability

- What is Efficiency in Legal Terms
 - Serving the business or client where and when needed
 - Requisite number of man-hours or cost to deal with an imminent issue
 - Minimum amount of work for a fixed fee agreement (AFA or PPL)
 - Hours
 - Cost

Risk, Efficiency & Profitability

- Result(s)
 - lower cost(s)
 - Linked to speed / efficiency
 - higher profit margins
 - Linked to right person / right work
 - Lower cost legal service for commodity work vs. specialized needs
 - speed in decision making
 - Avoiding analysis / paralysis

10 OpEx Tools for Legal

- Gemba
- Dashboards – Metrics / KPIs
- Kanban / Kanban Boards
- Stand-up Meetings
- SMEs / Skill Matrix
 - Right work / right people
 - Paralegals, etc.

OpEx Tools for Legal

- Bold Moves Matrix
- FMEA
 - Severity, Detectability & Frequency
- SIPOC
 - Process Specifications / Requirements
- Process Mapping
- Value Stream Mapping

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Closing / Summary

- Engage w/ Legal Leadership
- Demonstrate CI Vision & Value
 - Define Strategy and develop tactics
 - Measure results / Adjust / Repeat
- Partner w/ Outside Counsel
- Win-Win Mindset
- Define what is / is not the responsibility of Legal

Q&A / Discussion



Continuing the conversation

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Bibliography



References

Bibliography