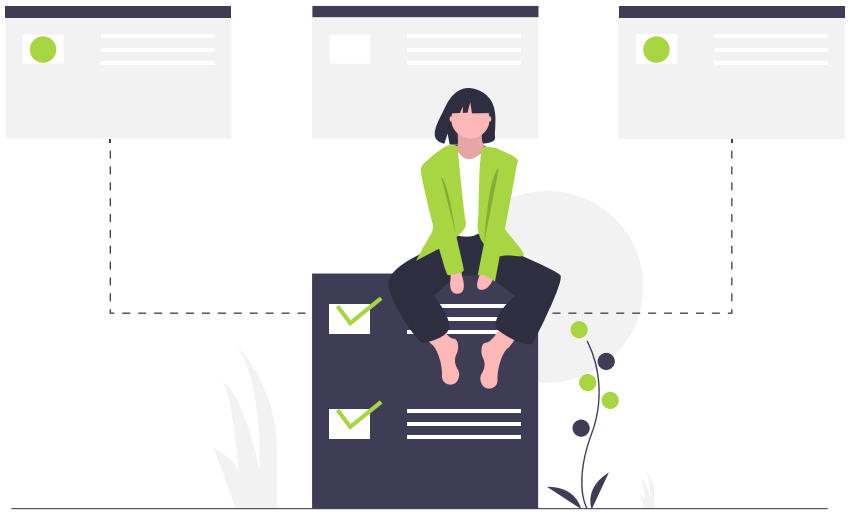


# Setting innovation teams up for success

*Findings from our CRCF sponsored research study*

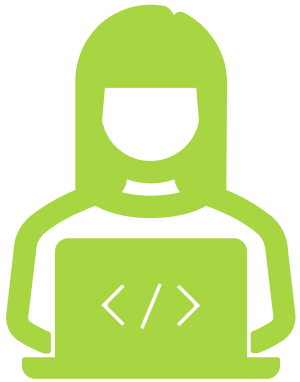
BY

ORGANIZING4INNOVATION

# How to get better results?

## For most law firms, innovation is

A must



Difficult to manage

Expensive

# Sample

| Team | Location | Firm size | Topic |
|---|---|---|---|
| PR | North America | 1100 | *Automation* |
| SP | North America | 200 | Automation/standardization |
| LT | Europe | 300 | Client portal |
| KW | Europe | 280 | Client portal |
| MB | North America | 200 | Client portal |
| EE | North America | 1800 | *Knowledge sharing* |
| RM | South America | 400 | *Knowledge sharing* |
| PO | North America | 1000 | *Knowledge sharing* |
| ET | Europe | 400 | New service |
| TB | North America | 20 | New service/standardization |

# What the teams did

1. Create a project description
2. Develop the business case
3. Develop the solution or implement a new technology
4. Deliver the service

# Support the teams received

Through the online T4|YIP program:

- Tailored educational modules
- Feedback from an experience innovator
- Progress reports

# Results

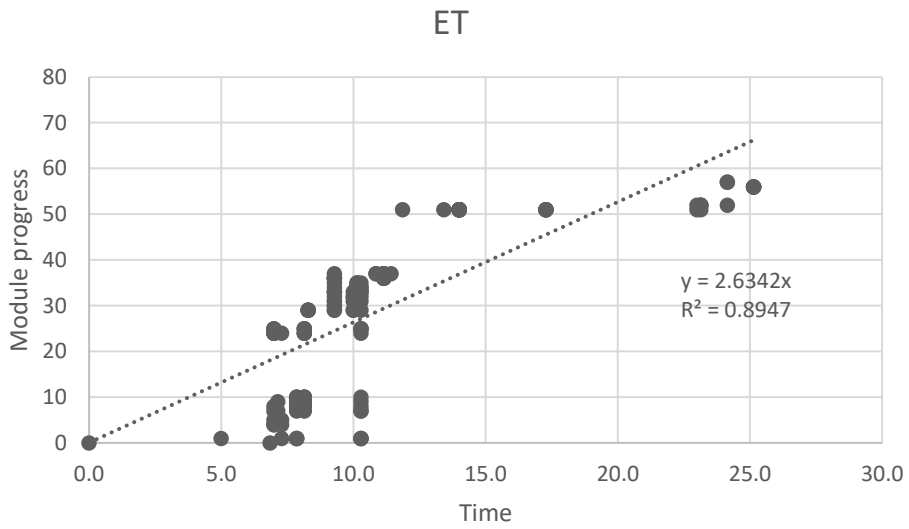
| Team | Location | Firm size | Topic | Outcome | Weeks on platform | Status October 1, 2021 |
|---|---|---|---|---|---|---|
| PR | North America | 1100 | *Automation* | Lesson learned | 7 | |
| PO | North America | 1000 | *Knowledge sharing* | Lesson learned | 11 | (Ongoing) |
| SP | North America | 200 | Automation/standardization | Lessons learned | 17 | |
| ET | Europe | 400 | New service | Plan | 22 | (Ongoing) |
| MB | North America | 200 | Client portal | Investment | 22 | Ongoing |
| LT | Europe | 300 | Client portal | Working demo | 18 | Ongoing |
| EE | North America | 1800 | *Knowledge sharing* | Minimum viable solution | 20 | Ongoing |
| RM | South America | 400 | *Knowledge sharing* | Minimum viable solution | 18 | Implemented |
| KW | Europe | 280 | Client portal | Use case | 25 | Ongoing |
| TB | North America | 20 | New service/standardization | Paying client | 20 | Ongoing |

# Common challenges

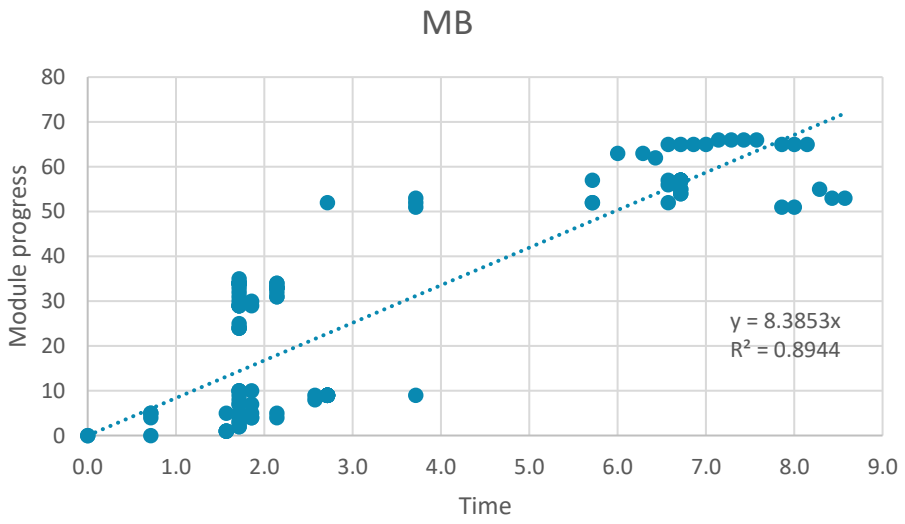
- Collecting facts about the current situation
- Lawyer engagement, in cases where there was no lawyer on the team
- Contacting clients to obtaining feedback – customer discovery
- Financials

# Findings: 3x faster teams

Weekly tasks, feedback sessions, and progress reports makes teams >3x faster




T4 program
Meetings upon request



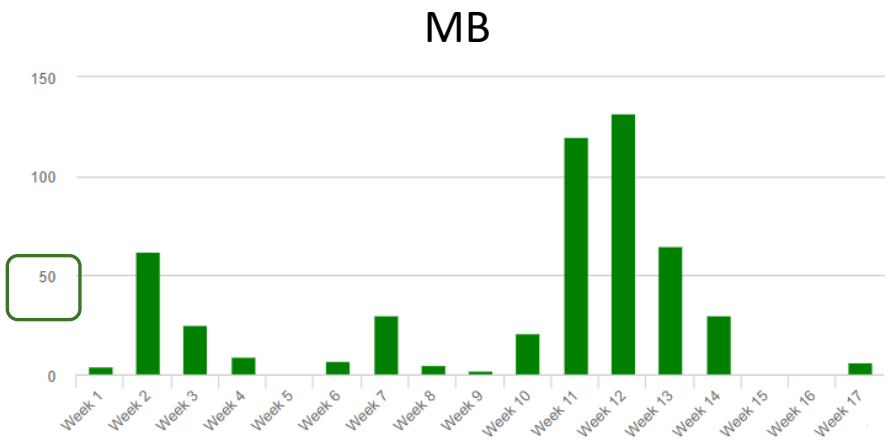

T4|YIP program
Weekly tasks, meetings and reports

# Findings: Better teams (1)

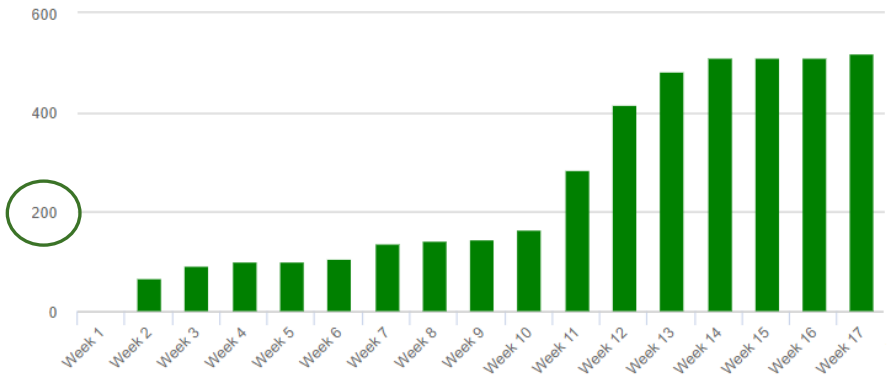
Speed and

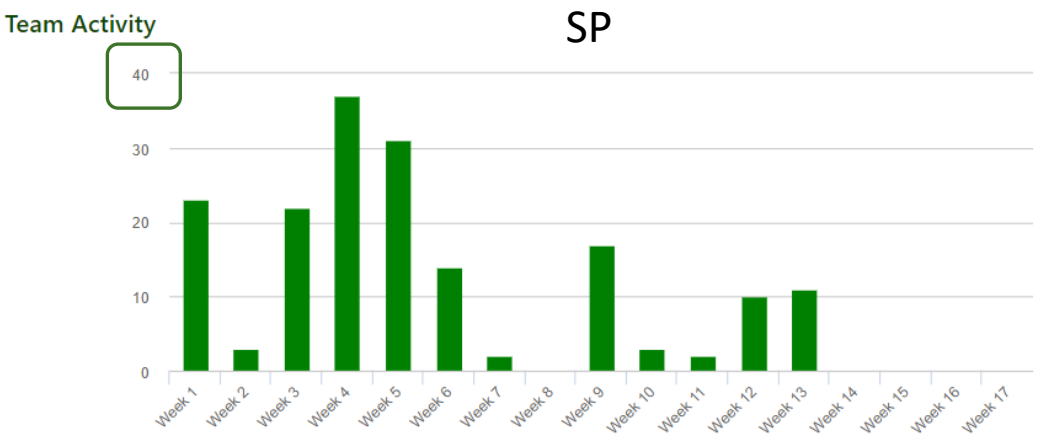
momentum

matter

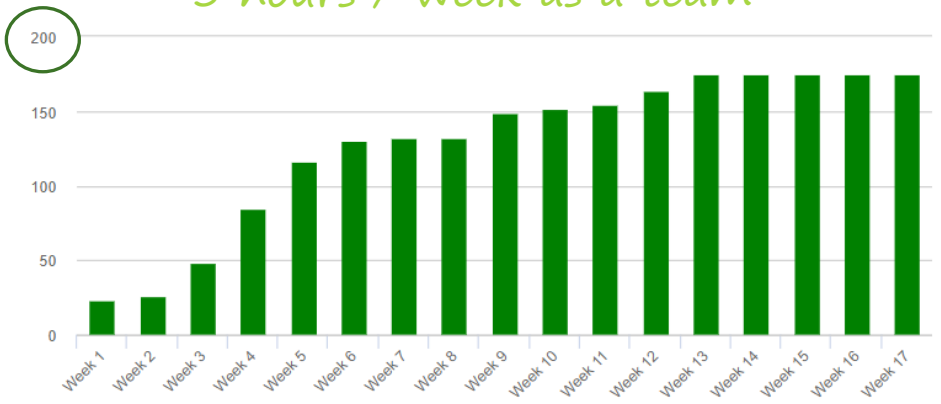



15 hours / week as a team



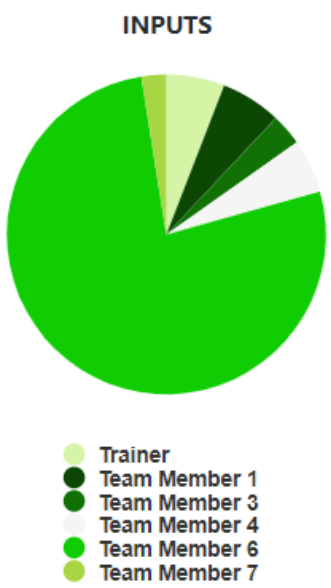

5 hours / week as a team

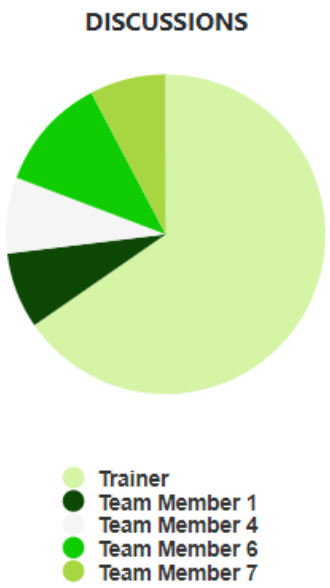


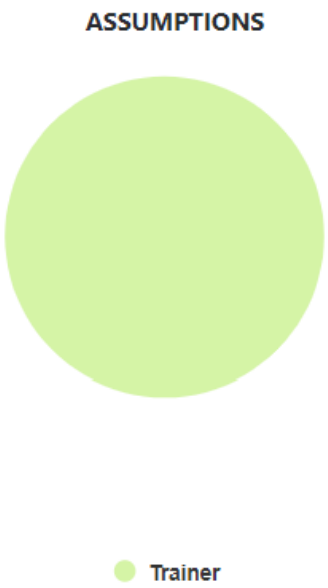
# Findings: Better teams (II)

Participation of lawyers and senior partners matters

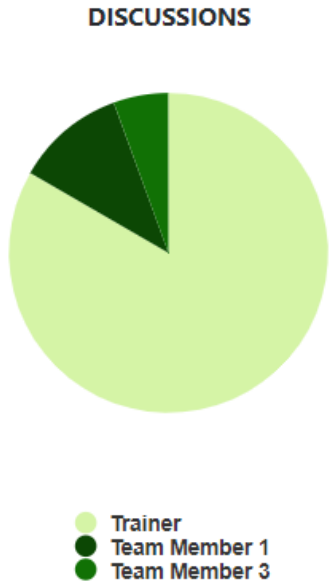
MB




SP



# Findings: Better outcomes

Start with something concrete and small that can be used internally. Scale from there.

*Example client portal:*

*Initial interest from partners to provide document automation as the first service on a client portal*

*Clients weren't using available templates, while the firm wasn't pushing for usage*

***Started T4 program:** Defined what, for whom, and why they would use the portal. Business case was tough to make, because as it turned out, clients didn't get the benefits immediately;*

*Looking for alternatives, Associated helped to create workflow automation for her own use, to benefit herself & her team*

*Others started using the workflow automation concept on projects for internal use*

*Partners saw the benefit of the automation efforts and became interested in sharing with clients*

***Outcome (Oct 11)**: Client portal that contains workflow automation which is actively being pitched to clients by the partner*

# Absent challenges

- Getting approvals to start or continue
- Time spent on the project and program
- Access to technology
- Support from support functions

# What users said:

"After 9 years of trying, the T4|YIP program helped us to get the data and facts needed to convince the partnership of this $1M investment in 16 weeks" Partner

"The difference between night and day" Innovation committee member

"My goal to participate in the T4 program was to get more people in the organization familiar with innovation practices, that was enough for me. That the team was able to address [problem x] and implement [solution y], that was way beyond what I expected to happen" innovation manager

# How to reward participants?

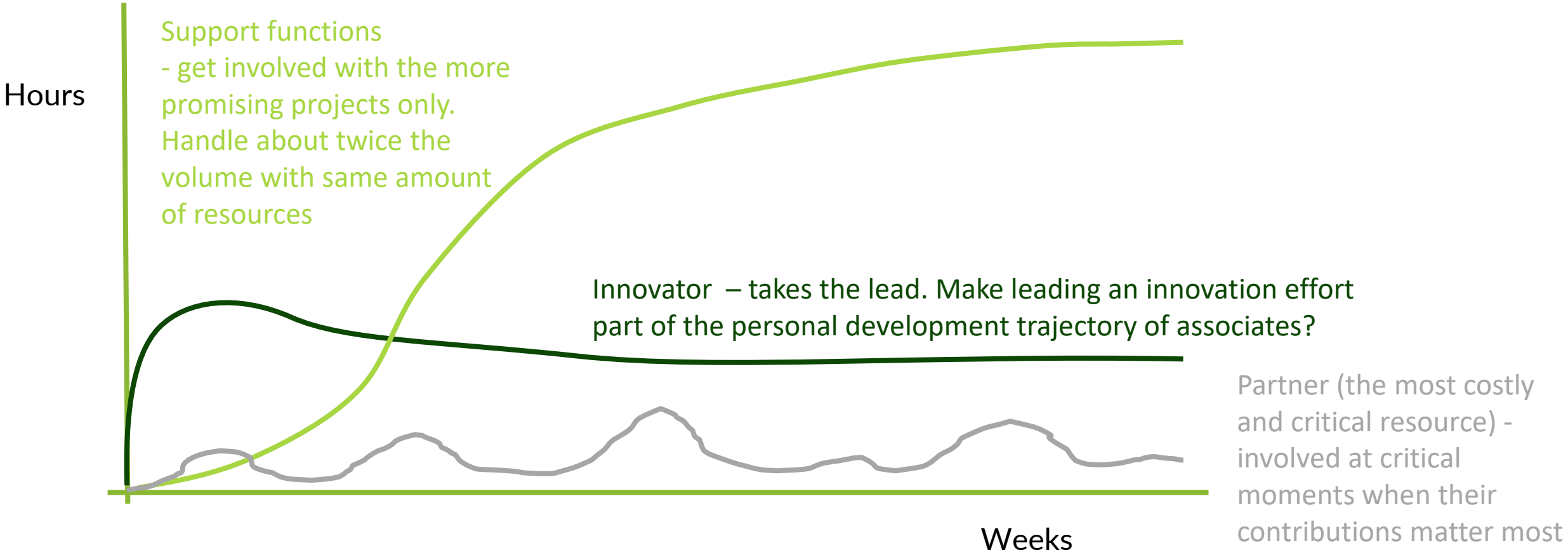
Recognize time spent on innovation efforts – worthwhile time investment

- Innovation projects take time and need to be staffed adequately
- Platform provides insights in who contributed, how, and what
- Platform may not give the full picture

=> *Track innovation hours and numerate it like pro-bono work?*

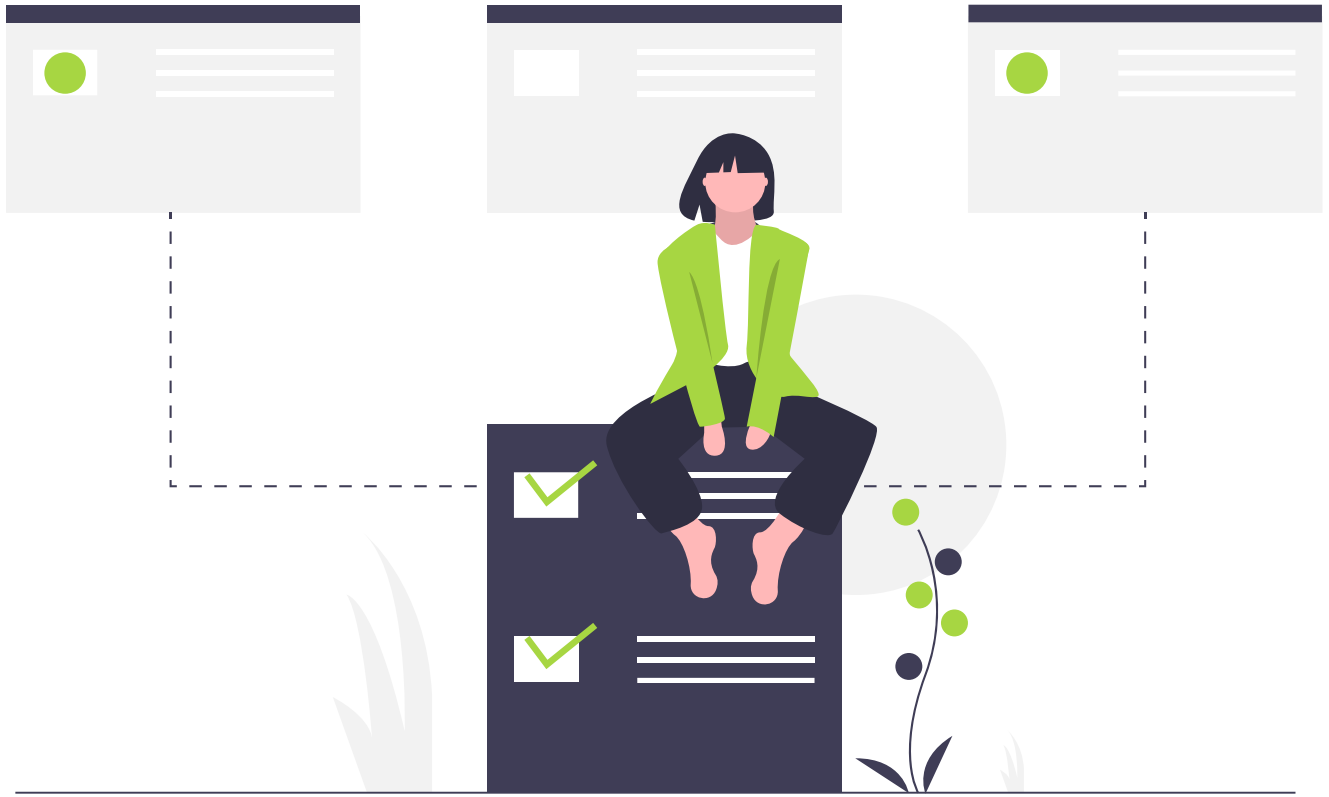
=> *Integrate in the personal development curriculum?*

# Better use of resources?



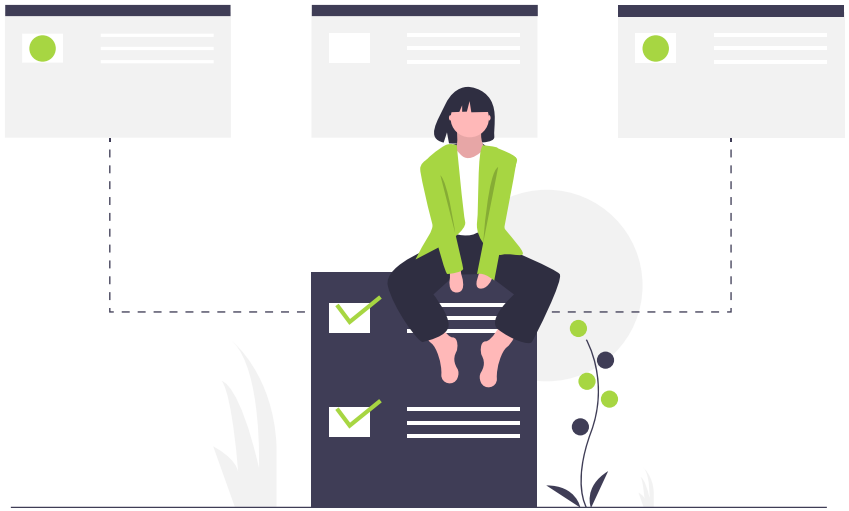
# Conclusion: Guidance is worth it

- Weekly progress reporting speeds up the progress significantly (3x) **– Enjoy the benefits sooner**
- The approach helps teams to keep things real and concrete by starting small and scaling what works **– Lower development costs**
- The information in the business case enables organizations to make better fact-based decisions **– Fewer lingering projects & higher chance of success**



CIT | CRCF

Thank you for funding this research!



# Set your teams up for success!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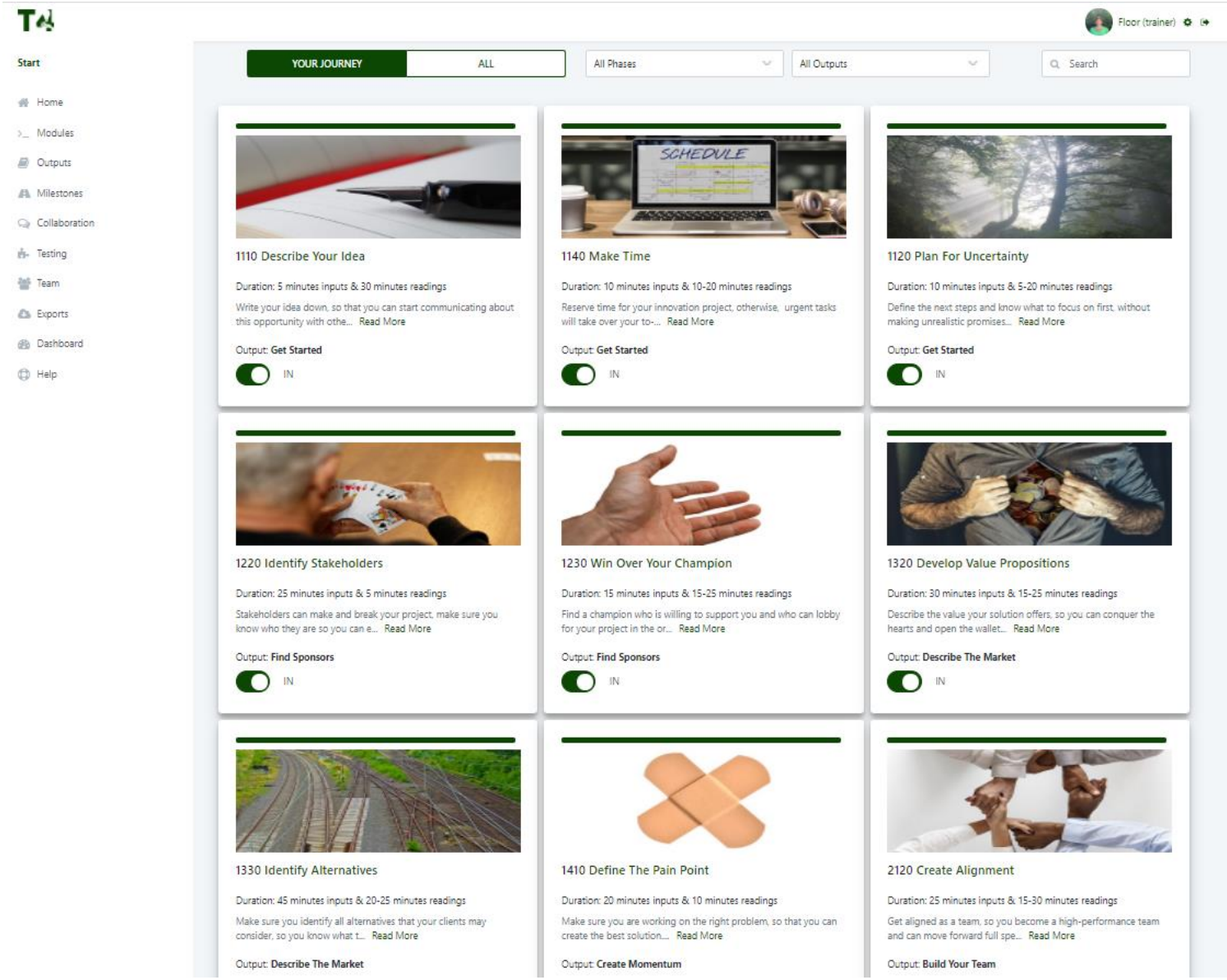
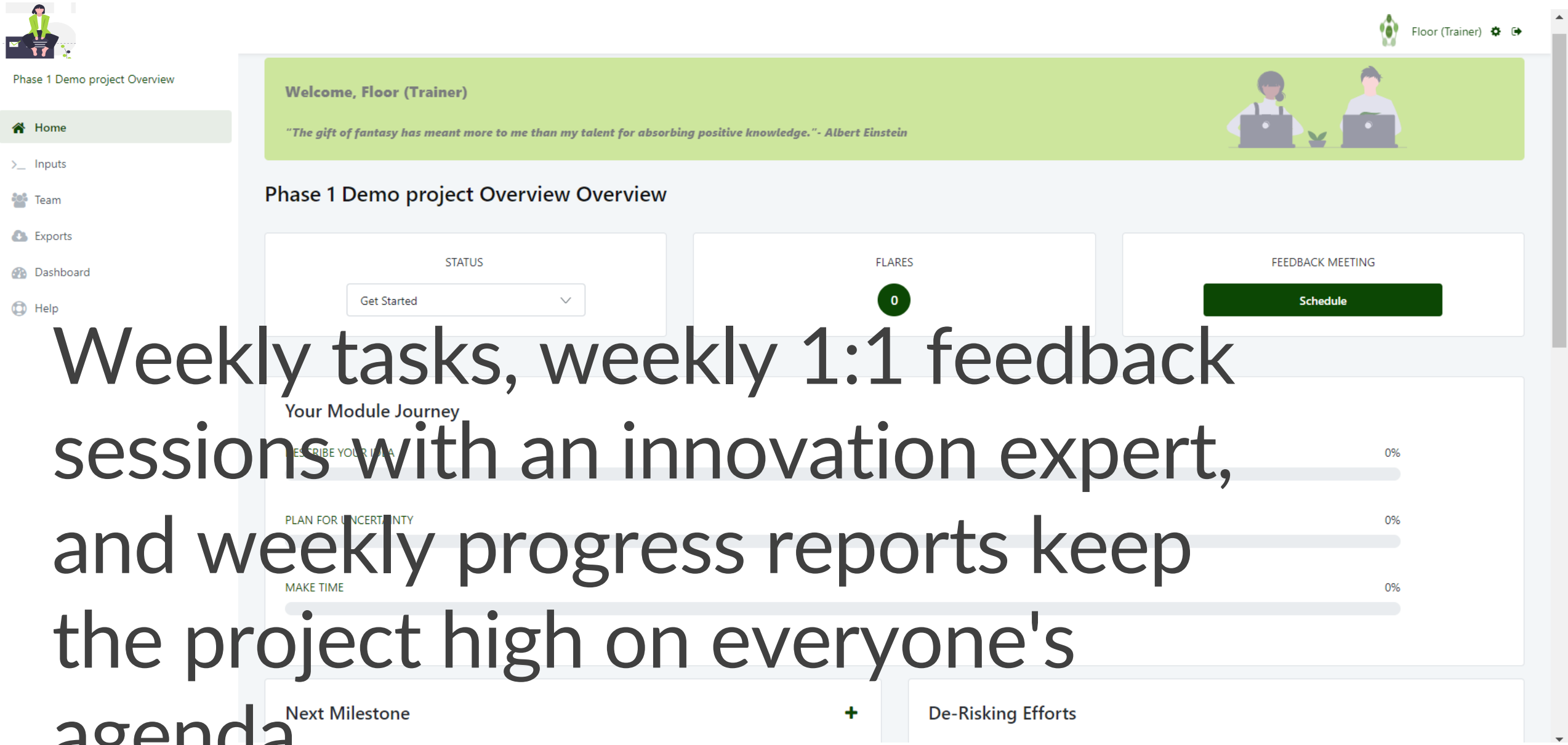
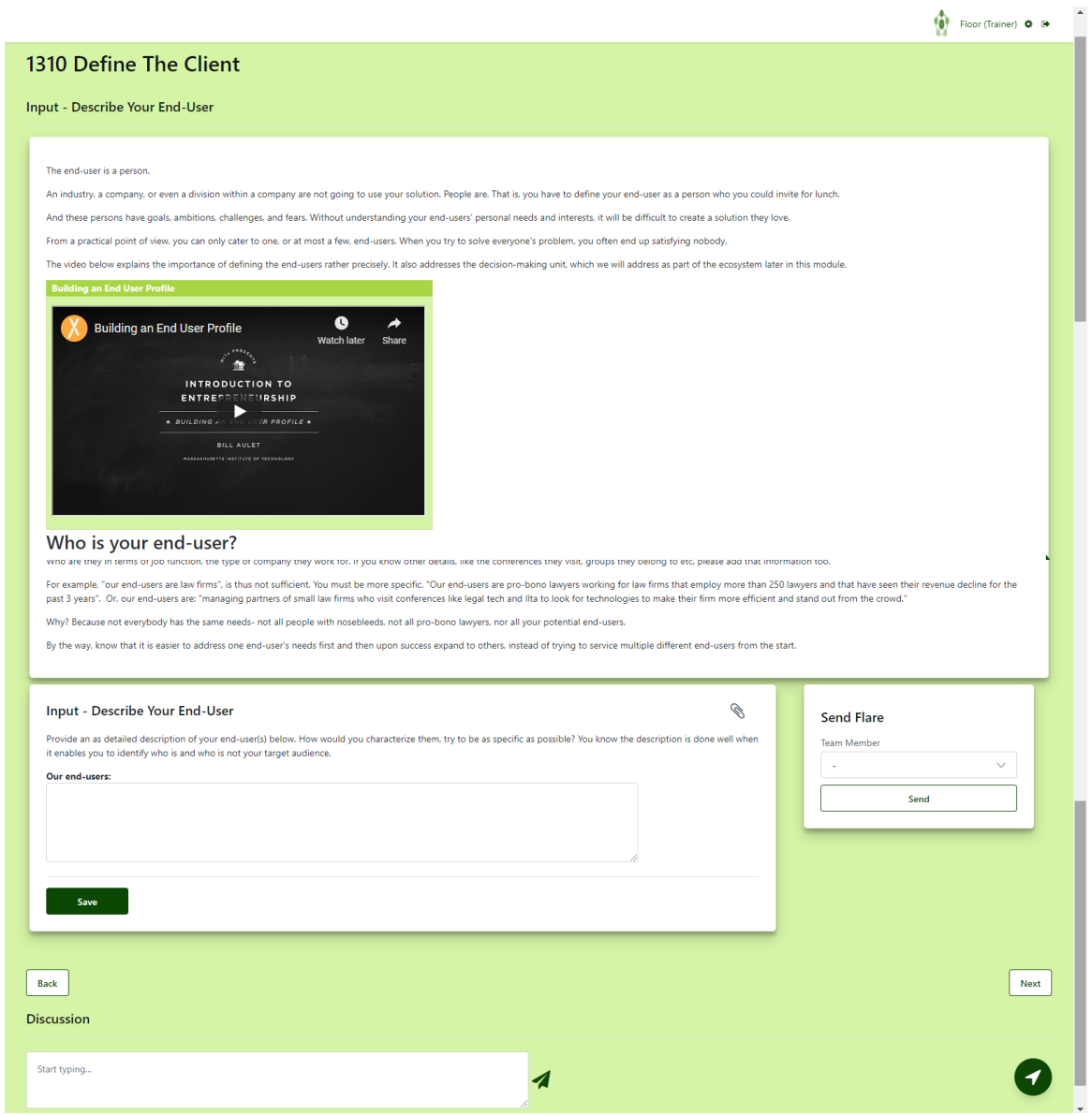
# The program tells innovation teams what to work on, when, and how

Upon registration, teams get an innovation journey consisting of a series of modules tailored to their needs.



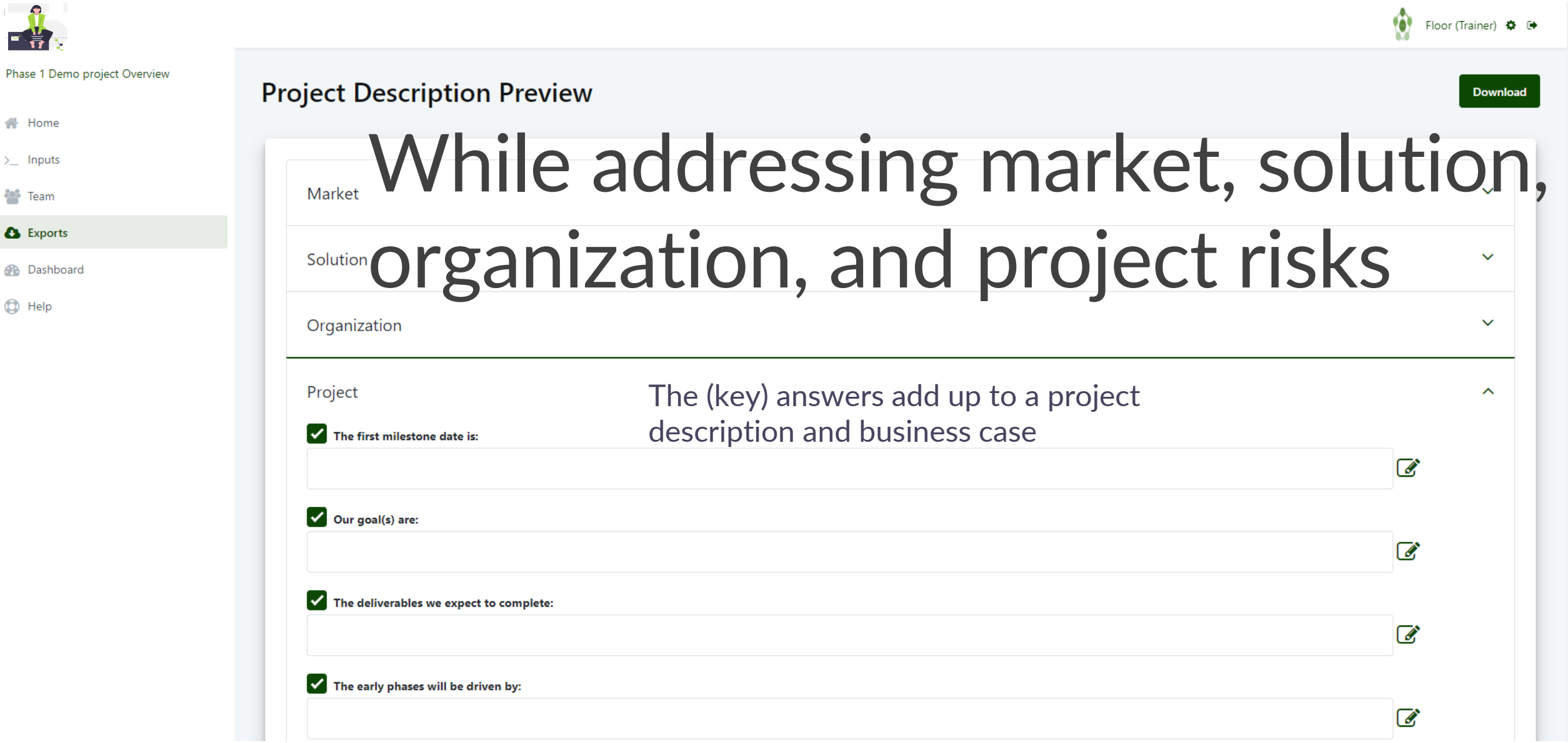



# Weekly tasks, weekly 1:1 feedback sessions with an innovation expert, and weekly progress reports keep the project high on everyone's agenda



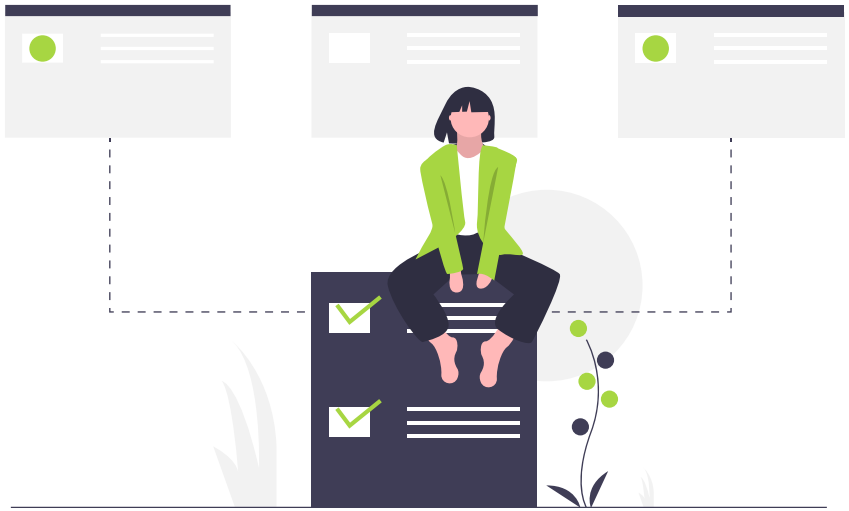

# The program asks the questions that need to be anserwered

The program asks many challenging questions, but also offers many examples and videos to explain the concepts and tasks at hand.




# While addressing market, solution, organization, and project risks

The (key) answers add up to a project description and business case



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