

LEGAL INNOVATION FRAMEWORK

**4-STEP PLAN TO
BRING GREAT
IDEAS TO
LIFE**

LEGAL

INNOVATION & TECH FEST

INTRODUCTION



Ideas, we've all got a lot of them. Some good, some great, and maybe even a game changing idea. The truth is that most ideas, no matter how good, rarely make it to the end of the innovation cycle and come to fruition.

Why is that?

Legal innovation can be scary, overwhelming, and time consuming. And most of us just don't know where to start. But it can be done.

The best way to ensure your innovative idea is implemented is for it to go through the innovation cycle:

Step 1: Generate some **ideas** (hopefully lots of them!)

Step 2: **Test** your ideas to find the best one

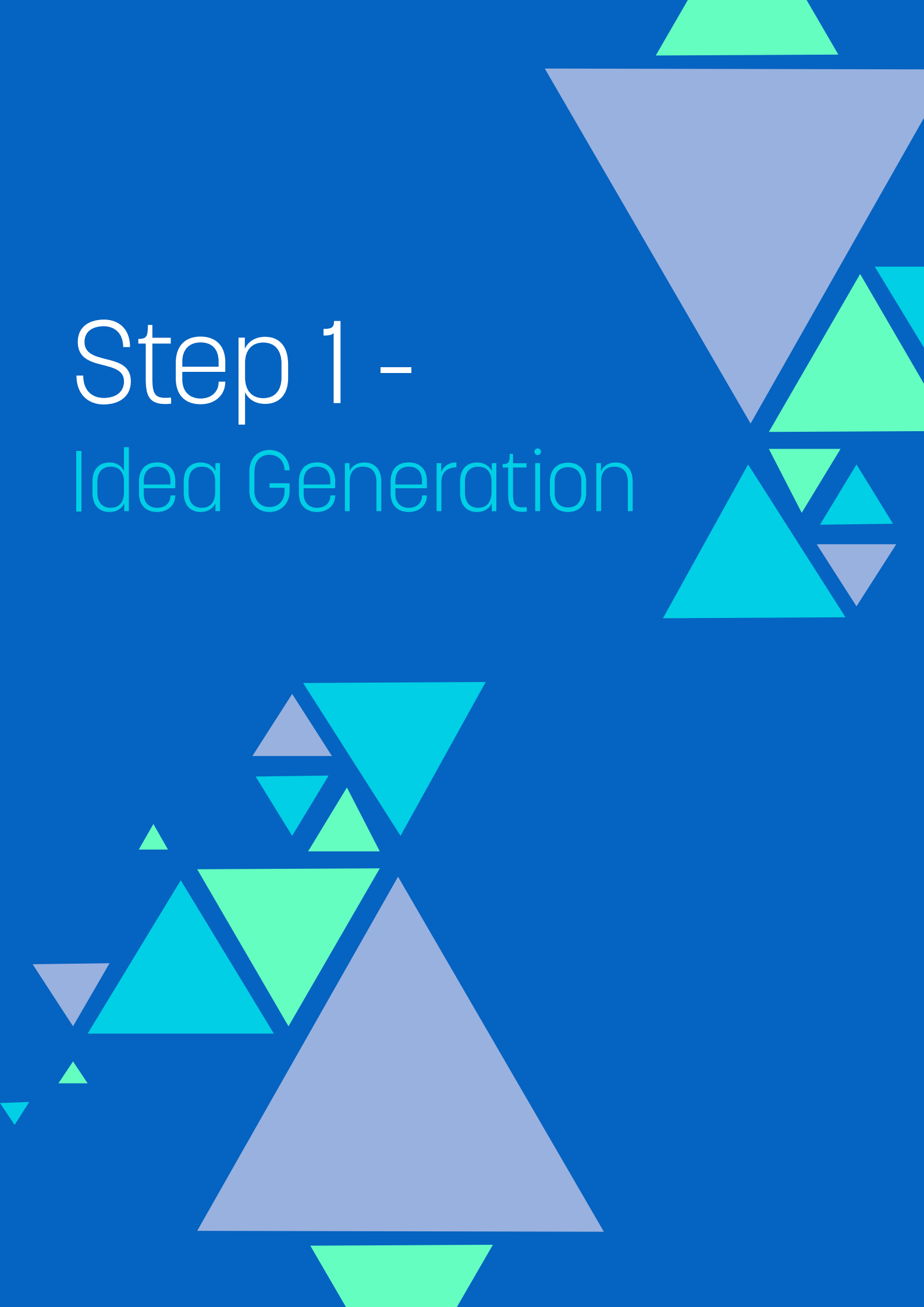
Step 3: Build a **business case** around your idea

Step 4: **Roll out** your innovation

This framework will help step you through the legal innovation process. From idea, to testing, to business case, to roll out, ensuring your great idea is implemented in your firm or organisation.

These concepts aren't necessarily new - many are borrowed and re-worked from principles such as Lean Design, Six Sigma, Agile methodology and others. What is new, is the way they are designed to work for legal professionals. You can use this framework from start to finish, or just refer to it when a project becomes stuck and you're not sure how to get the momentum going again.

Step 1 - Idea Generation



Step 1 - Idea Generation



The first step in getting your legal innovation realised is to come up with ideas. Think of all the problems you'd like to solve, all the times you've thought "hey wouldn't it be great if we could do x". You might find that there are an infinite number of options for innovation so it's crucial at this stage to make sure you're focusing on the right ideas. You want to make sure you're innovating with intention and spending time on the problems that need to be solved.

For example, I've done some innovation where it didn't even need to happen. A client came to me and asked me to write a letter. I thought "Yes, I can do that! And you know what? I can put it into this automation tool, and then you'll be able to scale it and send it whenever you want!" After I spent two hours doing it the client told me they only send that letter once a year, so it didn't actually need automation.

So before you jump into innovating, make sure you're innovating with intention. There are a few ways you can narrow your focus to ensure you're innovating with intention:

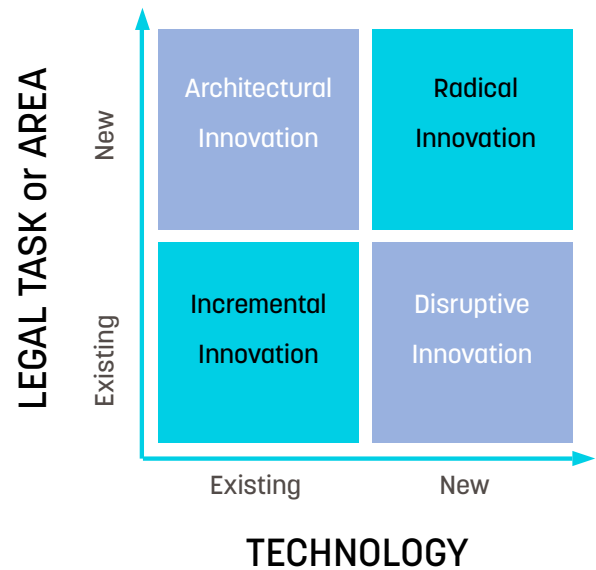
1. Set Some Defined Areas to Play in

Do you want to focus on new technology or better leverage your existing technology? For example, you might not have budget for new technology so you can opt for incremental innovation and explore the technology you already have e.g. investigating how to build better templates with Microsoft Word.

2. Know Your Limits

We all have limits in our organisations and it's helpful to understand these upfront to make sure you're not going to hit a road block early on. It could be money, data security, time constraints, or client take up.

There's no point going off on a tangent with new applications and getting really excited about something, and then finding out that the IT department is not too happy about it. Make sure you are working with your IT department so you know where you can and can't play. This will help to narrow down your ideas.



3. Choose a Type of Innovation

There are a number of different types of strategic innovation you can choose from:

Innovation funnel: A formal process of generating, refining, developing and shipping innovation ideas.

Innovation lab: A separate part of an organisation which gathers together diverse participants on a long-term basis to openly collaborate for a specific purpose of creating and prototyping radical solutions to pre-identified problems.

Disruptive innovation: Innovation that eventually disrupts an existing market and value network, displacing established market-leading firms, products, and alliances.

Open innovation: The use of purpose built inflows and outflows of knowledge to accelerate internal innovation, for example by calling on the public to help innovate something.

Swarm innovation: Also called “skill swarming” and commonly happens in a “hackathon”, swarm innovation gathers together various skills to collaborate on a specific problem.

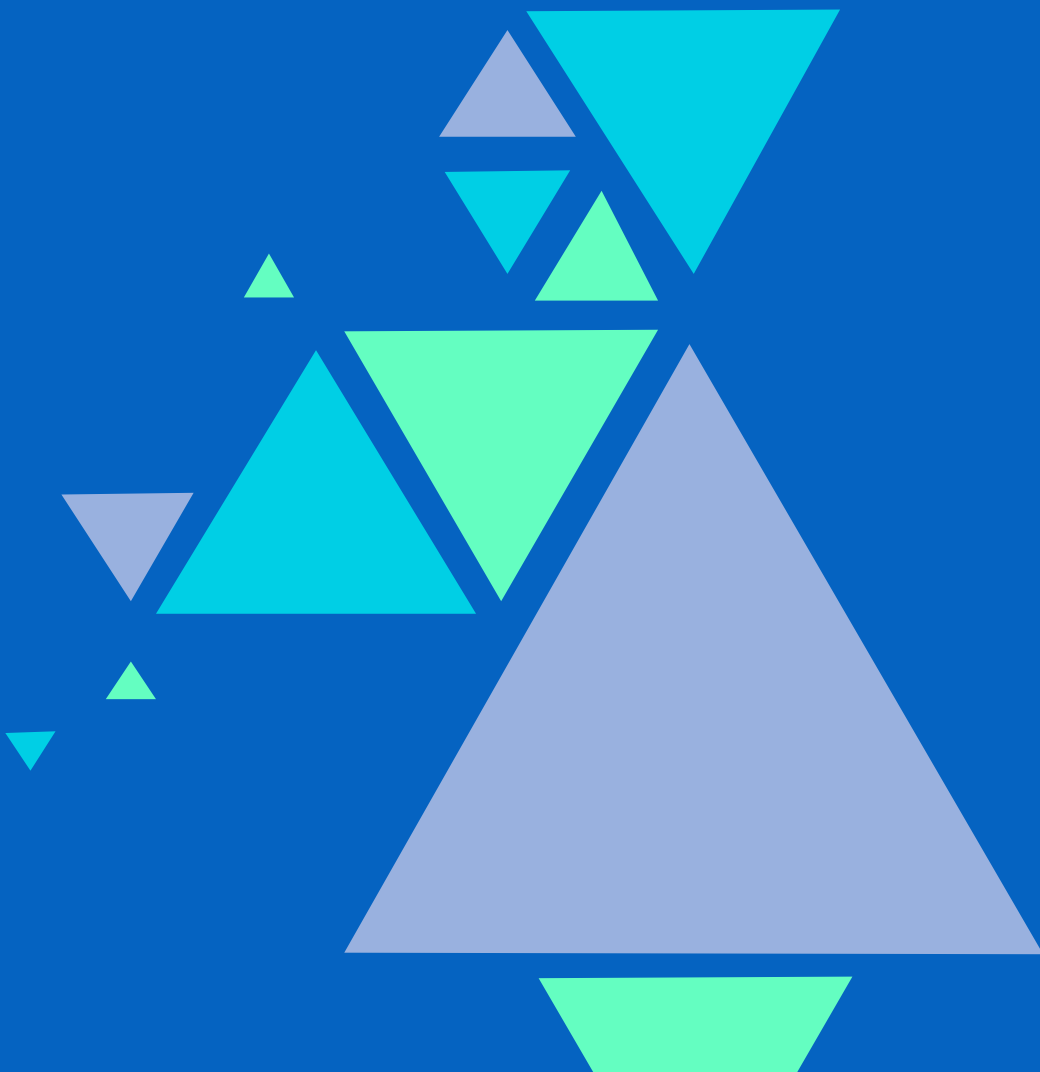
Defensive innovation: Creating a new product or capability to protect from looming disaster. Not strictly progressive, only stops standards from falling.

Follow-the-leader: Just as it sounds, you innovate in a similar way to industry leaders - this approach stops you from getting left behind and can mean you avoid the pitfalls of forging the way.

Choosing the type of innovation you want to pursue saves you time and helps team members get clear on how they can help with your project.



Step 2 - Testing



Step 2 - Testing



Once you've got your ideas for legal innovation compiled, it's really important to prioritise which ones to spend our time on. You want to make sure that you're executing on really good ideas and not just innovating for the sake of innovating. The best way to prioritise your ideas is through testing. It's not easy to do when you're very excited about ideas, especially when you've gotten really passionate about one, but it is important work to do.

Here are three really simple but powerful methods to test an idea for innovation:

Self test: First, build your tool or idea for yourself and test it. How long did that task take before? How long did it take after? Make sure you document everything and rectify any holes in your plan - the worst thing you can do is pass off an innovation to someone else and they spot the glaring mistakes in it.

Team test: Next it's time for team testing. Gather your team of fellow innovators and get them to test it too using the same questions above. They'll be able to spot things you didn't see to make it even better. Again, observe and report the task before and after your innovation to get the metrics on their observations.

End-user test: It's really important to find some friendly end-users that you can test your innovation on and really observe how they're using the tool. Don't tell them how to use it, just watch them interacting with it. If they have questions about how it works, note them down, tweak it and go back to testing.

These three tests are really basic but they often don't get done which is a big mistake because you're missing out on some valuable metrics by doing them.

Let's Get Under the Spreadsheets

We have some basic metrics in hand from the three tests above, now you need to get a bit deeper to find some meaty metrics. Once you do this, you can crunch those numbers and prioritise which ideas are going to have the most impact on your firm or organisation.

Here are a few ways to get metrics in order to prioritise your idea.

Measure Legal Hours

Whether we like it or not, one of the things that we're always measured on is how many legal hours it takes to do a particular task. So take your task you'd like to innovate and measure the hours it takes (as you did with the three tests above). Then have a look at how many times per week that task is done. Next, what's the average hourly rate of a lawyer in your firm/organisation? This doesn't have to be Olympic record time keeping, it can be a basic estimate to start with. Now compare this to the time it takes after your innovation idea is implemented. Once you have those numbers you have something like this:

BEFORE

LEGAL TIME SPENT (HOURS)	
How long does it take each time (hours)	3
How many times per week is it done?	5
Average hourly rate of lawyer	\$100

AFTER

LEGAL TIME SPENT (HOURS)	
How long does it take each time (hours)	0.5

These are pretty basic metrics but when you put them into a spreadsheet like the one below, you get a tonne of different insights. From just those four pieces of data you now have 30 different insights.

From just 4 bits of data..

BEFORE						
Legal Time spent (hours)		8 hour working day			Labour cost	
How long does it take each time (hours)	3	15	Hours each week	1.88	Days each week	\$ 1,500 \$ each week
				39.7%	% of working week (for 1 lawyer)	
How many times per week is it done?	5	65	Hours each month	8.13	Days each month	\$ 6,500 \$ each month
Average hourly rate of lawyer	\$ 100	780	Hours each year	98	Days each year	\$ 78,000 \$ each year
Satisfaction: Rate this legal task in the following areas from 1 - 5						
VALUE	1	High Value = 5, Mid Value = 3, Low Value = 1 (How much value you feel you are adding as a legal professional by completing this task)				
SKILL	1	High Skill = 5, Mid Skill = 3, Low Skill = 1 (Skill refers to level of legal knowledge, complexity, admin-heavy tasks would rate 1 or 2)				
ENJOYMENT	1	High Enjoyment = 5, Mid Enjoyment = 3, Low Enjoyment = 1 (How much enjoyment you take as a legal professional in completing this task)				
Task Satisfaction Index	1					
AFTER						
Legal Time spent (hours)		8 hour working day			Labour cost	
How long does it take each time (hours)	0.5	2.5	Hours each week	0.31	Days each week	\$ 250 \$ each week
				6.6%	% of working week (for 1 lawyer)	
How many times per week do?	5	10.8	Hours each month	1.35	Days each month	\$ 1,083 \$ each month
Average hourly rate of lawyer	\$ 100.00	130	Hours each year	16	Days each year	\$ 13,000 \$ each year
Satisfaction: Rate this legal task in the following areas from 1 - 5						
VALUE	2	High Value = 5, Mid Value = 3, Low Value = 1 (How much value you feel you are adding as a legal professional by completing this task)				
SKILL	2	High Skill = 5, Mid Skill = 3, Low Skill = 1 (Skill refers to level of legal knowledge, complexity, admin-heavy tasks would rate 1 or 2)				
ENJOYMENT	2	High Enjoyment = 5, Mid Enjoyment = 3, Low Enjoyment = 1 (How much enjoyment you take as a legal professional in completing this task)				
Task Satisfaction Index	8					
THE DIFFERENCE						
<i>Here are your results! These numbers are the metrics you can use for your quarterly performance review or team presentation.</i>						
Efficiency increase		83% more efficient				
		Hours saved	Days saved	Labour costs saved		
Savings		12.5	Hours each week	1.56	Days each week	\$ 1,250 \$ each week
(Time and Lawyer		54.2	Hours each month	6.77	Days each month	\$ 5,417 \$ each month
Labour costs)		650	Hours each year	81	Days each year	\$ 65,000 \$ each year
TASK SATISFACTION CHANGE						
VALUE	1	What do job satisfaction scores indicate?				
SKILL	1	Studies show that having the opportunity to use key skills and abilities to their full potential increases employee engagement. As a baseline, we consider whether the task is more or less satisfying after it is automated or otherwise innovated.				
ENJOYMENT	1	https://www.psychologytoday.com/au/blog/good-thinking/201406/the-real-reasons-people-hate-their-jobs				
Satisfaction increase/decrease	7	times more satisfying as a task				

We get **30** potential insights!

[Download the spreadsheet here.](#)

Measure Task Satisfaction

Now I know what you're thinking: innovation is not always about saving money. And you're right. We also need to think about ourselves as lawyers and whether or not we're satisfied with that particular task. There's a concept called the Task Satisfaction Index, where we self-report on how much value or legal skills we think we're adding to that particular task.

E.g. is it administrative skill that's being used here, or actual legal skill? And further, how much we enjoy doing that particular legal task? The idea is to measure the task satisfaction before and after our innovation to see the difference. If you've got employee engagement issues in your business or in your firm it's a really valuable way of measuring whether or not those tasks are satisfying and therefore whether your innovation is going to be useful.

Satisfaction: Rate this legal task in the following areas from 1 - 5		
VALUE	1	High Value = 5, Mid Value = 3, Low Value = 1 (How much value you feel you are adding as a legal professional by completing this task)
SKILL	1	High Skill = 5, Mid Skill = 3, Low Skill = 1 (Skill refers to level of legal knowledge, complexity, admin-heavy tasks would rate 1 or 2)
ENJOYMENT	1	High Enjoyment = 5, Mid Enjoyment = 3, Low Enjoyment = 1 (How much enjoyment you take as a legal professional in completing this task)
Task Satisfaction Index	1	

Satisfaction: Rate this legal task in the following areas from 1 - 5		
VALUE	2	High Value = 5, Mid Value = 3, Low Value = 1 (How much value you feel you are adding as a legal professional by completing this task)
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Task Satisfaction Index	8	

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SKILL	1	
ENJOYMENT	1	
Satisfaction increase/decrease	7	times more satisfying as a task

[Download this template here](#)

Measure Process Time

Process time is another way to measure the impact of your idea in order to prioritise it. E.g. If your innovation creates X amount of time, how many more deals can we help you with? How much more can we get done for the business? What can we put that extra time towards?

BEFORE			
TIME For CURRENT PROCESS (GO TO WOAHH)		<i>8 hour working day</i>	
How long does it take each time (days)	3	9	Days each month
How many of these per month?	3	108	Days each year
So each year we complete approx...	36		
How much revenue does average deal generate?	\$ 100	\$ 900	Total revenue each year for this contract (annual revenue / contract term)
How long is the term of the contract? (years)	4		
\$ Revenue per Processing Day (each contract)	\$ 8		

AFTER			
TIME FOR THE NEW PROCESS (GO TO WOAHH)		<i>8 hour working day</i>	
How long does it take each time (days)	1	3	Days each month
How many of these per month?	3	36	Days each year
So each year, company completes approx...	36		
Revenue for each deal (average)	\$ 100	\$ 900	Total revenue each year for this contract (revenue / contract term)
How long is the term of the contract?	4		
\$ Revenue per Processing Day (each contract)	\$ 25		

Don't edit these numbers unless new process changes them.

THE DIFFERENCE			
<i>Here are your results! These numbers are the metrics you can use for your quarterly performance review or team presentation.</i>			
Efficiency increase	66.67%		
How many more deals could we complete per year with new process?	Potential more deals		Potential revenue increase (Assuming more deals available to close)
	2	each month	\$ 200 \$ extra revenue each month
	24	each year	\$ 2,400 \$ extra revenue each year
	Days saved		Potential revenue increase (If max capacity, extra days saved x REV per day saved)
6.0	each month	\$ 150 \$ extra revenue each month	
72.0	each year	\$ 1,800 \$ extra revenue each year	

[Download this template here.](#)

Quick

Tip -

Turn numbers into visuals to tell a story

When you've got numbers in a spreadsheet, what's amazing about a simple tool like Excel is that it can turn those numbers into a graph. These visuals can help you tell a story and provide a unique way to show the value of your innovation.

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ENJOYMENT	2	High Enjoyment = 5, Mid Enjoyment = 3, Low Enjoyment = 1 (How much enjoyment you take as a legal professional in completing this task)				
Task Satisfaction Index	8					



Prioritise Your Ideas

Once you've got some metrics to work with, it's time to prioritise your ideas using some pre-determined prioritisation factors such as the ones below.

The bottom four are taken from the metrics we generated previously, and the top four you can decide for yourself.

Idea alignment with strategy: this could be your company's strategy or your team's

Is the tool/idea simple to use and implement?

Economical: is it cheap or expensive?

How passionate are you about the idea? This one might seem a bit "soft" but it's crucial because there's no way you're going to be able to drive that innovation idea through all of the roadblocks you'll eventually encounter if you're not really passionate about it.

PRIORITISATION FACTORS

Idea alignment with strategy
Simplicity
Economical
Passion
Process time saved (days/month)
Lawyer time saved (days/month)
Efficiency increase (Lawyer)
Efficiency increase (Process)



Once you have your prioritisation factors, enter values next to these factors for each of your ideas. Here's an example:

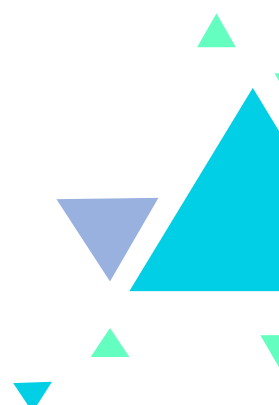
PRIORITISATION FACTORS	ZINGTREE	THINKSMART	MAILBOX
Idea alignment with strategy	50	50	10
Simplicity	35	20	50
Economical	20	10	40
Passion	50	10	0
Process time saved (days/month)	30	30	0
Lawyer time saved (days/month)	15	40	0
Efficiency increase (Lawyer)	15	20	0
Efficiency increase (Process)	45	30	0

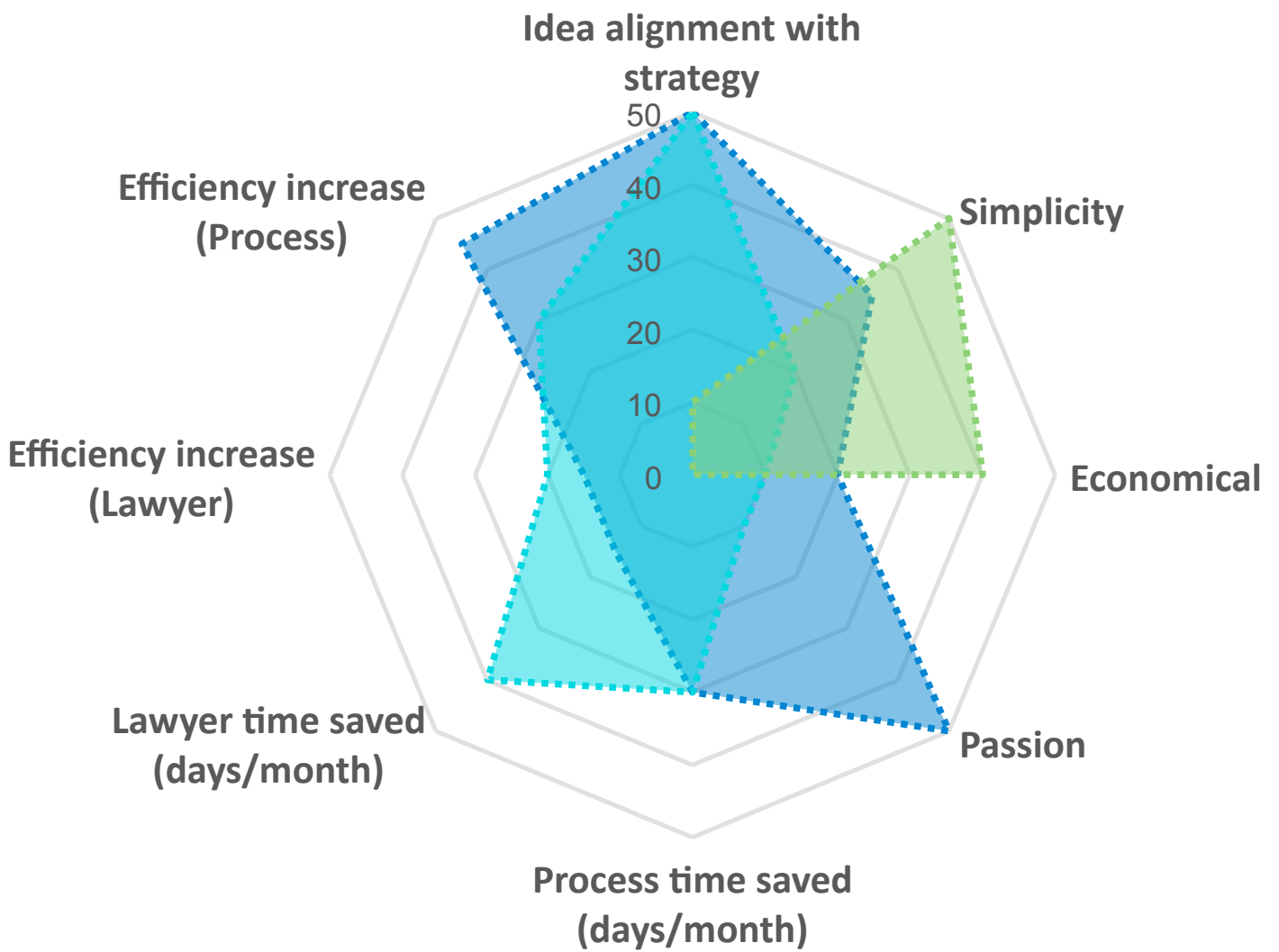
This example shows three different file sharing tools.

On the right is the current process - Mailbox where everyone emails files to a mailbox. It's simple, it's cheap, but it's not really aligned with strategy.

Then we've got two potential vendors, Zingtree and Thinksmart, and different ratings for those different aspects (most vendors offer a 14-day free trial so make sure you do that in order to get these metrics and really try out the tool).

You could stop here with just the numbers if you wanted to, but if you want to go a step further you could put it into a graph. It gives you a really good way to talk to the business show the ideas side by side to give them a good assessment.

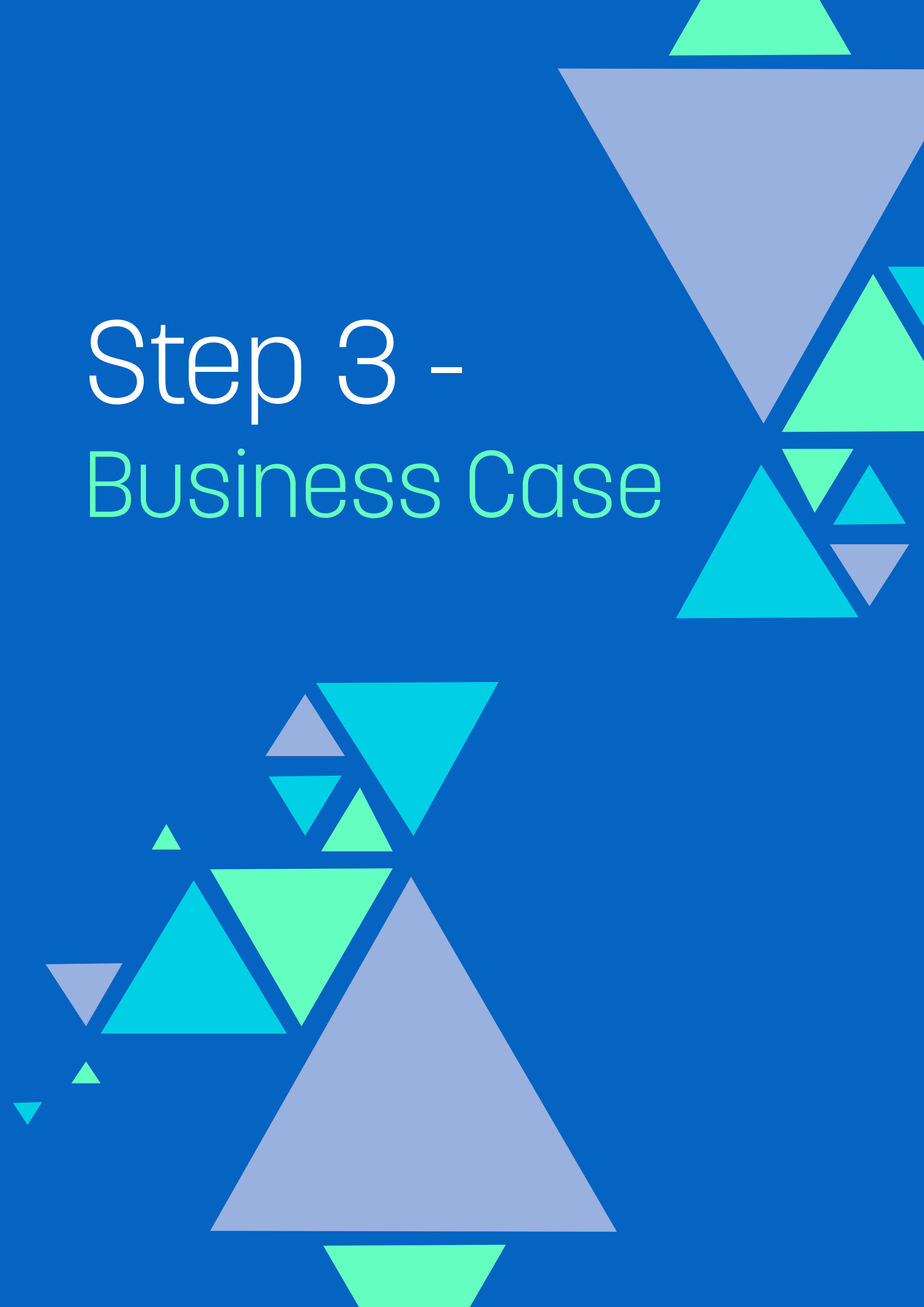




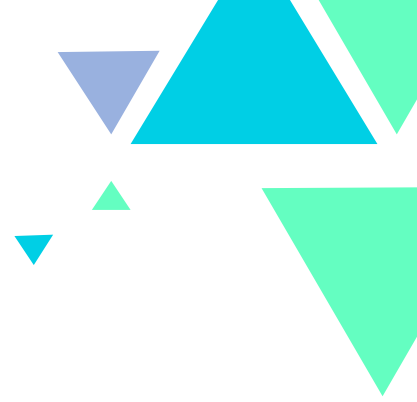
[Download this template here.](#)



Step 3 - Business Case



Step 3 - Business Case



We've generated ideas, we've done some metrics and we were innovating with intention. Next we're going to try and put all of that thought, energy and passion into a business case. Business cases can be a major stumbling block for people because it's really difficult to harness the passion for a particular idea and then put it into a format that people can understand.

The business case is about winning the hearts and minds of the people that need to know about your idea so that you can extract value and profit.

If you think of your innovation idea as a movie, then your business case is the trailer.

Think of all the things that you would want to know about a movie before you would go to see it - all these elements need to be in your business case. What kind of movie is it? How much are the tickets? Who is starring in it?



MOVIE TRAILER



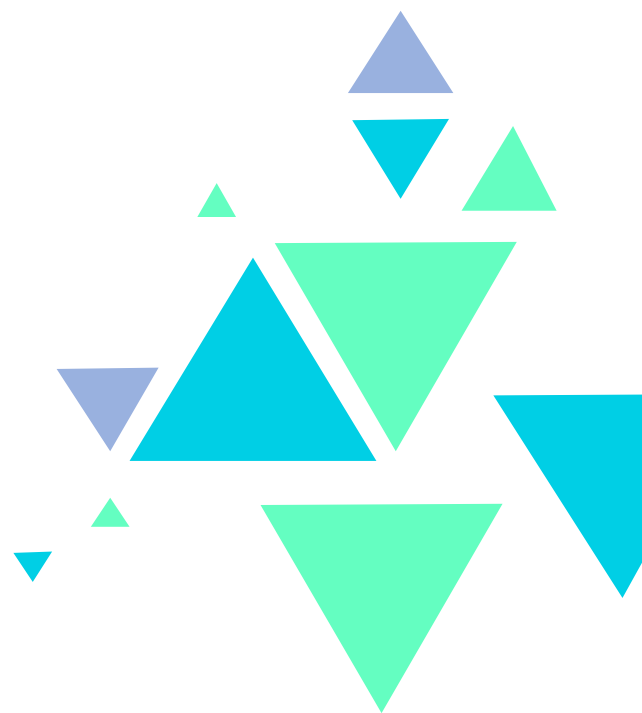
BUSINESS CASE

Field of reference	Genre, cinematic style	Type of innovation, area of law, task type
Who's involved	Stars, Director, Producer	Project Lead, Exec Sponsor, Client Group
Logistics	When is it out, playing time, which cinemas	Project build time, when will you have MVP
Money	What kind of snacks, Is it cheap Tuesday?	How much will it cost?
WIIFY - What's in it for you	Will I laugh, cry, be on the edge of my seat?	Does this idea help with my KPIs? Is it in line with company strategy?

Think of the people who are involved as the stars of your innovation movie, you need to get those people in your business case. Is it going to get off the ground? When is it actually going to happen? And most importantly, what's in it for you?

When you are asking about what genre a movie is you want to know "Am I going to cry? Am I going to laugh? Am I going to be thrilled? Is it going to be amazing?" It's the same thing for a business case: how is this particular innovation idea going to help me to meet my KPIs or help me to meet the company strategy?

Whenever you're talking about your business case or an innovation idea, you have to assume that no one has any time to read what you were talking about and that no one cares. I'm sure that they do care a little bit, but honestly, none of us have that much time to care. So your business case has to make people care enough to get it across the line.



How to Build a Basic Business Case

Here is an easy-to-use, board table ready, template that will help you put your business case together. Download it here <https://www.checklistlegal.com/legaltechfest/>

[IDEA] OVERVIEW

Prepared for	
Prepared by	
Action required	

? PURPOSE	<p>What is the number one thing the decision maker is interested in? Link the idea to that.</p> <p>BLUF = Bottom Line Up Front... What is the point of this business case & what is the best way to explain that story to your decision maker?</p> <p>e.g. Productivity is a key strategy for the legal team at Corporate Company Ltd. After assessing two different technologies as triage tools as well as the current mailbox method (where a paralegal conducts triage on emails), we find Zingtree as best suited to our needs now and the ease of use means practically everyone in the legal team could learn how to use it.</p> <p>This purpose of this document is to seek approval to purchase an enterprise grade licence for Zingtree to support triage and online intake for the entire legal team at CCL.</p>
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? PROJECT INVOLVEMENT	Project Lead	Exec Sponsor	Key Client Group
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OVERVIEW

? ISSUE OVERVIEW	<p>SITUATION, ISSUE, CHALLENGE OR OPPORTUNITY?</p> <p>What's wrong with the world at the moment (use clear examples) Why do we need this idea? What is the challenge we are facing? What opportunity do you see that this idea captures?</p>
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? USER	<p>Who is the main focus of the tool?</p> <p>This tool is [DESCRIBE IDEA] for [USER TYPE], who want to [THING THEY WANT TO DO], so that they can [AWESOME REASON FOR THE THING THEY WANT TO DO]</p> <p>e.g. This tool is an automated legal letter builder for Channel Managers who want to send performance warning letters to external sales partners so that they can quickly & confidently react to poor behaviour.</p>
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? BENEFITS & RETURN	<p>Features tell but benefits sell! What are the key impacts you see your idea having on the WORLD! Think big! Include images if you can and get specific with returns.</p> <ol style="list-style-type: none"> 1. Significantly (greater than 10%) reduce time by lawyers spent on XXX [Low Value work] 2. Significantly (greater than 10%) reduce cycle time for responding to clients and closing out matters 3. Gather key metrics on 'hot' issues and trends during certain times 4. Provide a repository for guiding clients to self-help tools and resources prior to entering a request for legal help 5. Service latent legal demand i.e. demand for legal services which the legal team is not yet able to meet or which clients are unwilling or unable to discuss with lawyers directly (conservatively estimated to be a further 10-25% based on recent studies and work in other areas)
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	BEFORE	AFTER	DIFFERENCE
? KEY NUMBERS	<p>Based on testing and legal team surveys conducted in April 2018, we spend 50,000 hours across the legal team on performing basic "bad triage" work – time spent assessing and divvying up work.</p>	<p>We believe that triage tools will reduce the amount of time spent on "bad triage" by 75%.</p>	<p>A saving of 37,500 hours of low value work.</p> <p>You don't have to set out your key numbers like this, but it can help you structure your idea narrative if you are lost in data.</p>

? COSTS	Set out the key costs here (new software? IT integration? Licences?)
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? TIME	How long will it take to set up? Is it easy to learn? What is your roll out timeframe?
---------------	--

Here is an explanation of some of the key sections:

Purpose

What is the number one thing the decision maker is interested in? Link the idea to that.

BLUF = Bottom Line Up Front... What is the point of this business case and what is the best way to explain that story to your decision maker?

E.g. Productivity is a key strategy for the legal team at Corporate Company Ltd. After assessing two different technologies as triage tools as well as the current mailbox method (where a paralegal conducts triage on emails), we find Zingtree as best suited to our needs now and the ease of use means practically everyone in the legal team could learn how to use it.

The purpose of this document is to seek approval to purchase an enterprise grade licence for Zingtree to support triage and online intake for the entire legal team at CCL.

Issue Overview

What's the situation, issue, challenge or opportunity?

What's wrong with the world at the moment (use clear examples). Why do we need this idea? What is the challenge we are facing? What opportunity do you see that this idea captures?

User

Who is the main focus of the tool?

[This tool is] [DESCRIBE IDEA] for [USER TYPE], who want to [THING THEY WANT TO DO], so that they can [AWESOME REASON FOR THE THING THEY WANT TO DO]

E.g. This tool is an automated legal letter builder for Channel Managers who want to send performance warning letters to external sales partners so that they can quickly and confidently react to poor behaviour.



Benefits and Return

Features tell but benefits sell! What are the key impacts you see your idea having on the WORLD? Think big! Include images if you can and get specific with returns.

1. Significantly (greater than 10%) reduce time by lawyers spent on XXX [Low Value work]
2. Significantly (greater than 10%) reduce cycle time for responding to clients and closing out matters
3. Gather key metrics on 'hot' issues and trends during certain times
4. Provide a repository for guiding clients to self-help tools and resources prior to entering a request for legal help
5. Service latent legal demand i.e. demand for legal services which the legal team is not yet able to meet or which clients are unwilling or unable to discuss with lawyers directly (conservatively estimated to be a further 10-25% based on recent studies and work in other areas)

Key Numbers

Here's where you drag out some of those metrics that you've already done in the testing phase. Compare the state before and after and spell out the difference it will make. You don't have to set out your key numbers like this, but it can help you structure your idea narrative if you are lost in data.

E.g. Before: Based on testing and legal team surveys conducted in April 2018, we spend 50,000 hours across the legal team on performing basic "bad triage" work - time spent assessing and divvying up work.

After: We believe that triage tools will reduce the amount of time spent on "bad triage" by 75%.

Difference: A saving of 37,500 hours of low value work.



Costs

Set out the key costs here (new software? IT integration? Licences?)

Time

How long will it take to set up? Is it easy to learn? What is your roll out timeframe?

Risks and Mitigation

People (especially lawyers) are going to be have risks in the back of their mind so it's important to include them in your business case. Remember, if there was zero risk it's unlikely there would be a benefit. State upfront what potential risks your idea presents and how do you plan to minimise them.

E.g. Data Security: The Zingtree portion of this tool is hosted in Amazon Web Servers (AWS). Under our Data Classification Policy, only content classified as Public or Internal can be stored in such an application. We have taken this into account with the content we put into the tool. In addition, we have activated IP Filtering to ensure only company IP Addresses can access the tool.

Client Interactions: There is a risk clients may feel disengaged from lawyers through using this tool or may seek to go around the tool and instead contact lawyers directly. Initial testing with clients has been received favourably and we have built a feedback link within the tool to monitor it's use and collate feedback. We can adjust our approach in line with feedback.

Other Details

Here you could link to source research or other information that's relevant for your idea.

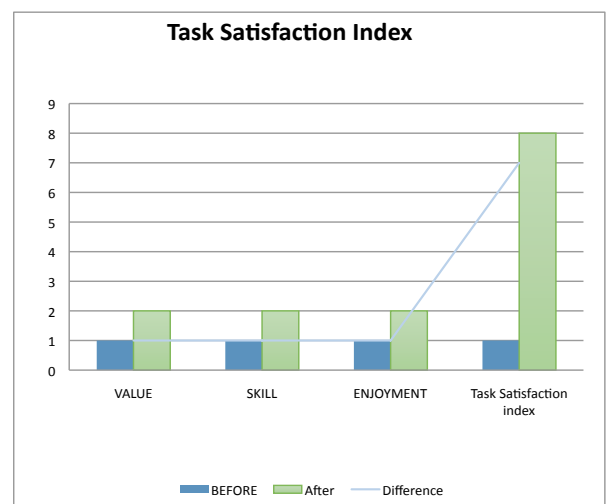
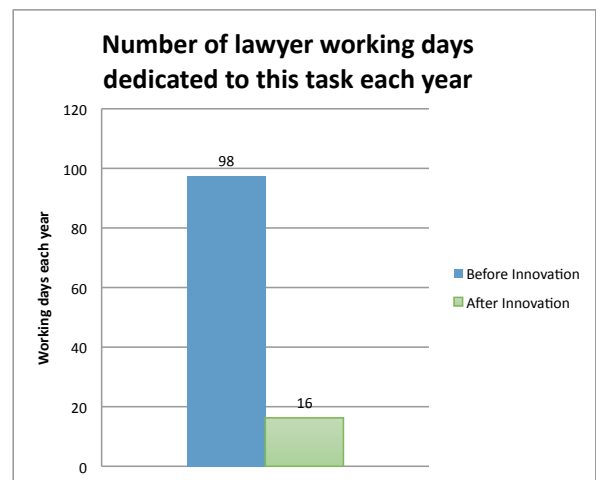
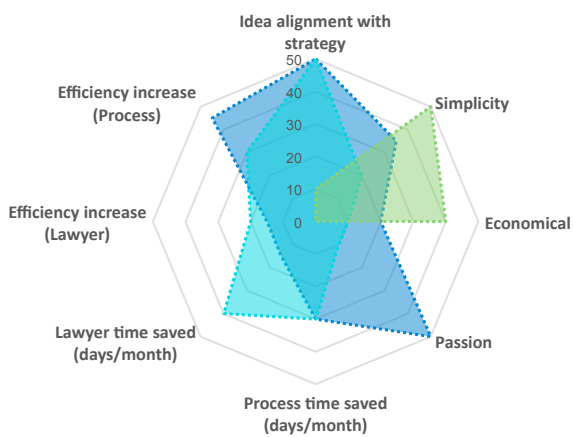
Next Steps

What does the team recommend? What action or support do you need?

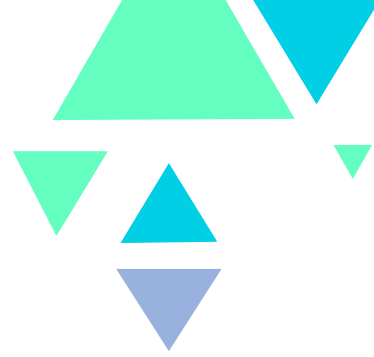
E.g. We recommend purchasing the software enterprise grade licence for \$50,000 in year 1, \$30,000 in year 2.



Remember to make use of graphs and visuals where you can to display important information in an engaging and memorable way.



Perfect Your Elevator Pitch



Once you have your business case together, you're going to have to explain your idea. Over and over and over! It's tough. So it's crucial to perfect your elevator pitch and succinctly explain exactly what your innovation is going to do.

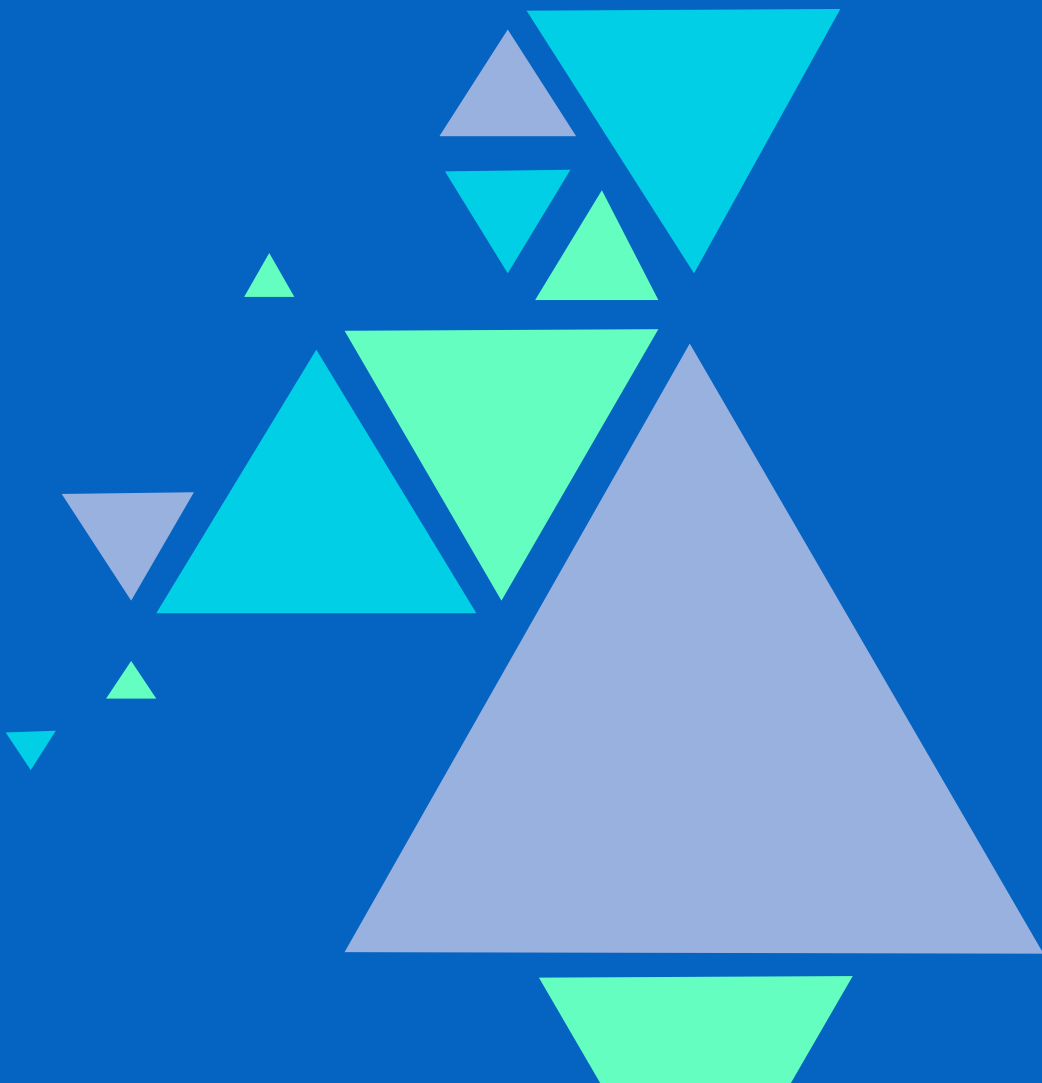
Here's an easy formula to follow:

This tool is [DESCRIBE IDEA]
for [USER TYPE]
who want to [THING THEY WANT TO DO]
so that they can [AWESOME REASON]

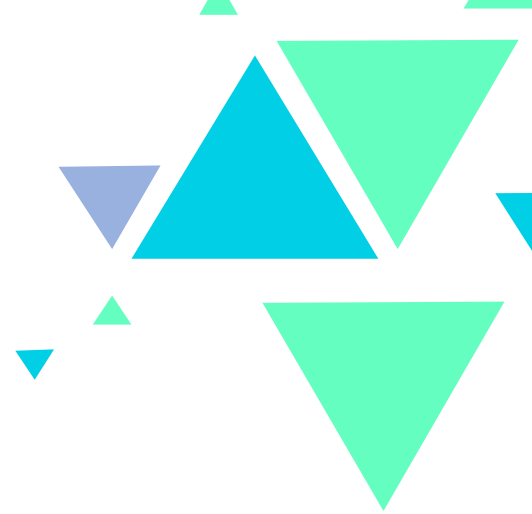
*This tool is **an automated legal letter builder for Channel Managers**
who want to **send performance warning letters to external sales partners**
so that they can **quickly and confidently react to poor behaviour***

Now practice it over and over again until it just rolls off the tongue.

Step 4 - Roll Out



Step 4 - Roll Out



If you've made it this far in your innovation cycle and your business case has been given the green light - congratulations! Not everyone gets this far. The next step is rolling out your innovation. This step is all about demonstrating the value of your idea to the rest of the business. Seems easy right? Your innovation is awesome and people are going to love it.

Unfortunately many legal innovators find they don't get as much take up initially as they would have liked. Don't worry, here are two techniques that will help you.

Think Like a Telemarketer

I was recently moaning about lack of uptake of my automation tool when my mentor reminded me that the roll out phase was mostly about objection handling. I was instantly taken back to one of my first jobs as a telemarketer, sitting at my little desk, headset on, looking at the wall in front of me filled with common customer objections and scripts on how to handle these. I realised I needed to learn how to handle objections again but in an innovation sense.

Mentally preparing common objections and answers in your head can really help to clarify the value of your innovation. If the thought of being in sales slightly irks you, then try and reframe it in the sense of helping people. And you can't help anyone if they don't see the value of your innovation.



The Principle of 7 Touches

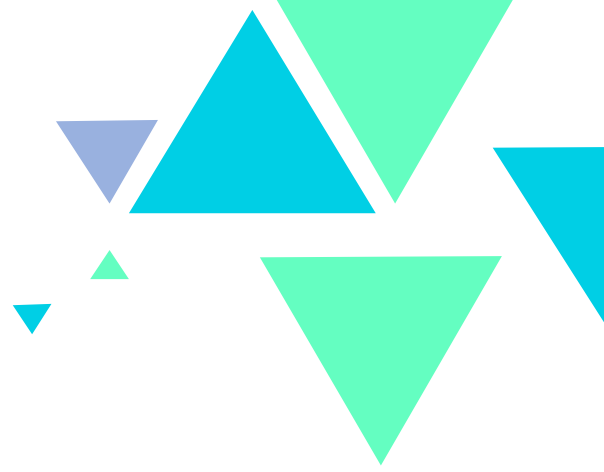
There's a theory that says you have to find seven positive ways to interact with (or 'touch') someone before they'll be ready to buy what you're selling. It's not enough to send a blanket email informing everyone of your innovation, you need to mix it up and get creative. When we started the automation stream at Telstra, we did a few things to get the word out about our new team:

- A silly video of us handing over basket cases and dogs breakfasts and saying, "Do you have an idea that needs fixing?"
- We changed our email signature to include Automation: I've got Automation Coach, and my colleague is a massive Harry Potter fan so she's got Automation Wizard.
- Another video about an automation makeover show in the style of *Queer Eye for the Straight Guy* to show how we get your document ready for automation.
- Worked with teams throughout the business to uncover the issues they were having and helping them one-on-one with their individual automation projects, so that we could really get some good wins on the board.
- Finally, we put a call out for automation champions throughout the business. We were looking for people who would be dedicated and join the team and start automating documents. We asked them for one full day of their time and we'd teach them how to automate documents. It turned out to be an amazing day with a great turn out from people across Australia and even one from Hong Kong.

We never would have gotten to that particular day if it hadn't been for all those other touch points along the way.

If your innovation idea isn't getting the take up you'd hoped for, don't lose heart. Just keep reaching out and interacting with people. Get creative, don't forget to have fun and soon people will be lining up to buy into what you're selling.

KEY TAKEAWAYS



- 1.** Your legal innovation needs to go through the whole cycle of innovation (idea - testing - business case - roll out) in order to succeed
- 2.** Make sure you're innovating with intention and not spending time on something that doesn't need to be fixed.
- 3.** Think of your innovation idea as the movie and your business case as the trailer. It has to make people care enough to get your idea over the line.
- 4.** Don't despair if you don't get the initial uptake you expected. Think like a telemarketer and use the principle of 7 touches to sell the value of your innovation.
- 5.** You're already a legal innovator just by reading this eBook. Take hands-on responsibility for creating innovation, even if it is just trying new stuff!

ABOUT THE AUTHOR



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Currently in the Retail, Media, and Marketing team at Australian telecommunications and technology company Telstra, Verity White is an enthusiastic member of Telstra's Legal Innovation Forum getting involved with the Automation and Visual Contracting streams.

Verity was a top-rated presenter at [Legal Innovation & Tech Fest](#) where she presented this framework.

You can download [the templates from this eBook](#) plus many more useful resources at her website [Checklist Legal](#). Checklist Legal is a blog, an eBook, and a podcast, all aimed at making the law easy to understand so everyone can be more productive.

LEGAL INNOVATION & TECH FEST

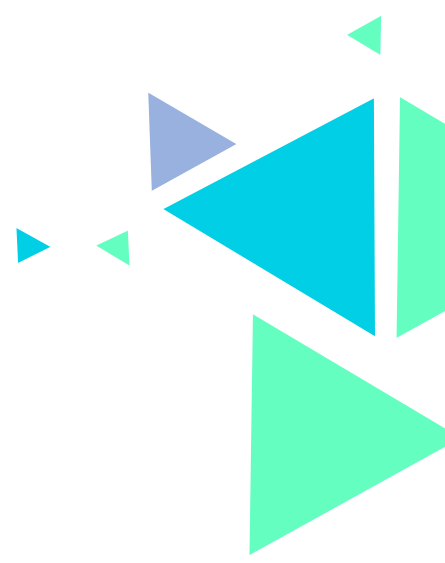
The world is changing. Businesses are more demanding. Fee models are evolving. New technologies are emerging. And the pressure is on for law firms and legal businesses to operate more efficiently and effectively. Technology is disrupting (and enabling) the practice of law, which is why we are hosting Legal Innovation & Tech Fest - two amazing days of content, networking, knowledge-sharing and fun.

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