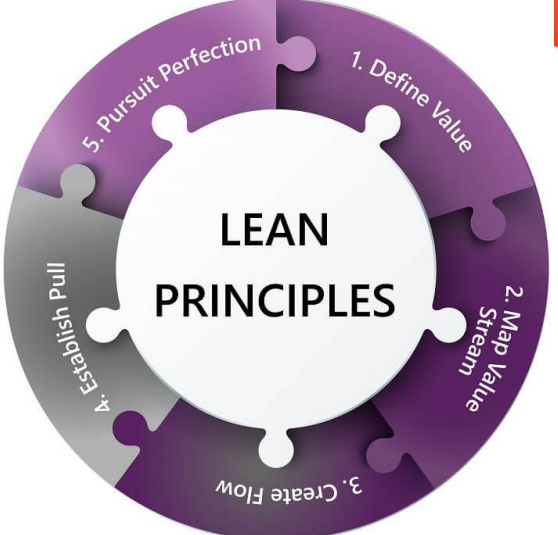


# OPERATIONAL EXCELLENCE

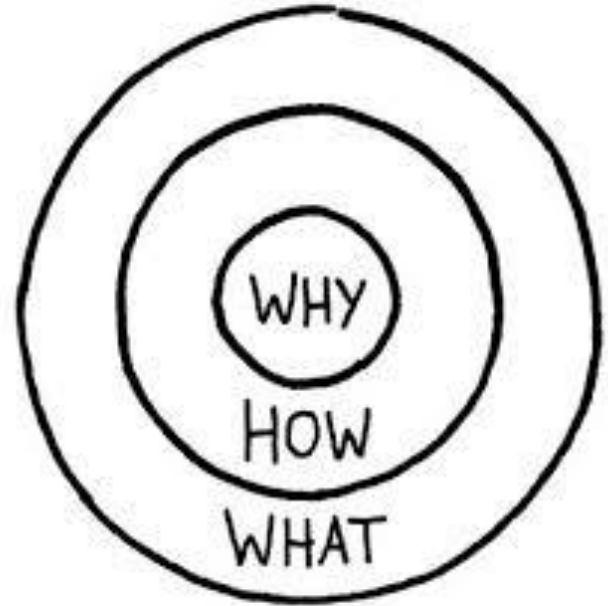
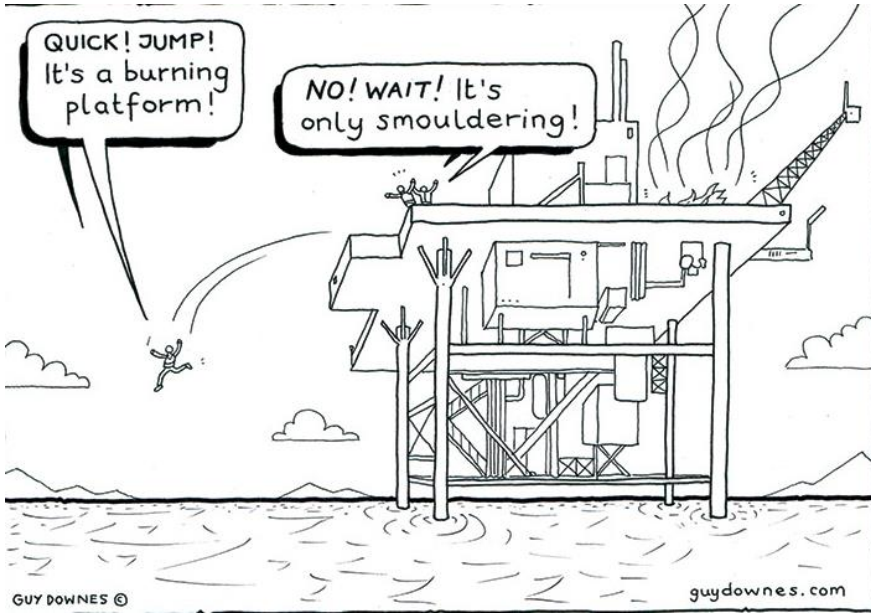
Andrew Edginton

6 March 2018

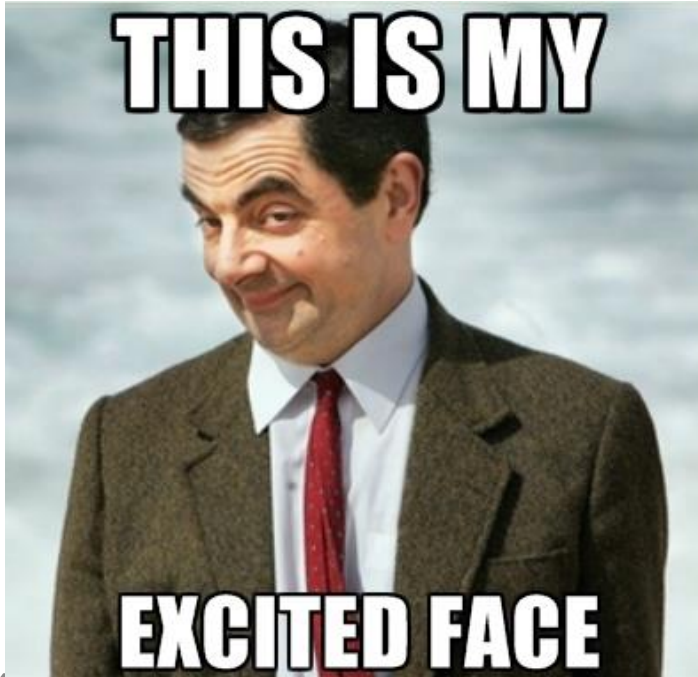
# THERE ARE PLENTY OF METHODOLOGIES TO GUIDE US TOWARDS OPERATIONAL EXCELLENCE, BUT NOT REALLY MUCH NEW THINKING



# IN LAW FIRMS, WE TEND TO FOCUS TOO MUCH ON THE 'PARTNER' - AND SOMETIMES FIX THE WRONG PROBLEMS



**BEING EXCITED ABOUT THE  
CHANGE ISN'T ENOUGH TO  
ENSURE SUCCESS...**



**...THOSE IMPACTED BY THE  
CHANGE WILL OFTEN HAVE A  
DIFFERENT PERSPECTIVE**



# PEOPLE DON'T TEND TO RESIST CHANGE, THEY RESIST BEING CHANGED



# THESE THREE GUIDING PRINCIPLES HELP TO NAVIGATE THE 'FOG OF CHANGE'. TIME HERE IS WELL SPENT!



1. Ensure there is a common shared view of where you are today – and the need to change

*Why we need to change from today*

2. Clearly communicate the 'destination' and why it is better – for them

*What will success look like?*

3. Set out a clear and realistic plan to move from 'as-is' to the 'to-be' destination

*How we will get there...*



# HOW IS THE ROLE OF 'BUSINESS SERVICES' / SUPPORT TEAMS LIKELY TO CHANGE?

## Legacy?

to

## Future?

No clear service levels

Transactional support

One way communication

Static solutions

Heavily bespoke processes

Deliver what's requested

Limited learning & development

Silo functional teams

Internal clients

Tech skills in IT



Agreed SLAs for key processes

Trusted, professional advisor

Proactively seek feedback and act on it

Continuous improvement

Increased standardisation

Deliver what's required

Invest in developing our people

Joined up services & solutions

Mix of internal and external clients

Tech skills for all



GOWLING WLG

## BREAKOUT EXERCISE – IF WE ONLY DO ONE THING THIS YEAR....

In your table groups, think about your most important changes in the coming year, as you drive towards *operational excellence*.

You're meeting your CEO / Managing Partner in the morning. They're concerned that others are 'getting ahead' in terms of operational excellence, and want to hear what you think is the single most important change that the firm must make in the coming year, and why.

What will it be?