Knowledge21

LEGALLY KANBAN
LKNA18

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Applying Kanban to a legal department

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Agenda

- **General context**
- **24 hours - Season 1**
  - Context
  - The process
  - Results
- **24 hours - Season 2**
  - STATIK Highlights
- **Promising patterns**
- **Conclusions**
  - STATIK usage conclusions
  - Work conclusion

LEGALLY KANBAN

General context

The company, in fact, is a holding - a conglomerate of companies

- One of the **largests Brazilian online content and digital services company**.
    - Its audience covers more than 80% of the Brazilian internet audience and its homepage reaches more than 60 million of unique visitors every month.
    - The group **provides website hosting, data storage, publicity dealing, online payments, educational platforms, security systems etc**.
- **We worked together since 2015 Q4** improving service delivery especially at payments, online content and publicity (specially on IT, Ops and product areas)

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General context

- Legal department was seen as a bottleneck

e.g.

- 1 month to create a MVP
- 2-3 months to approve the customer contract final version

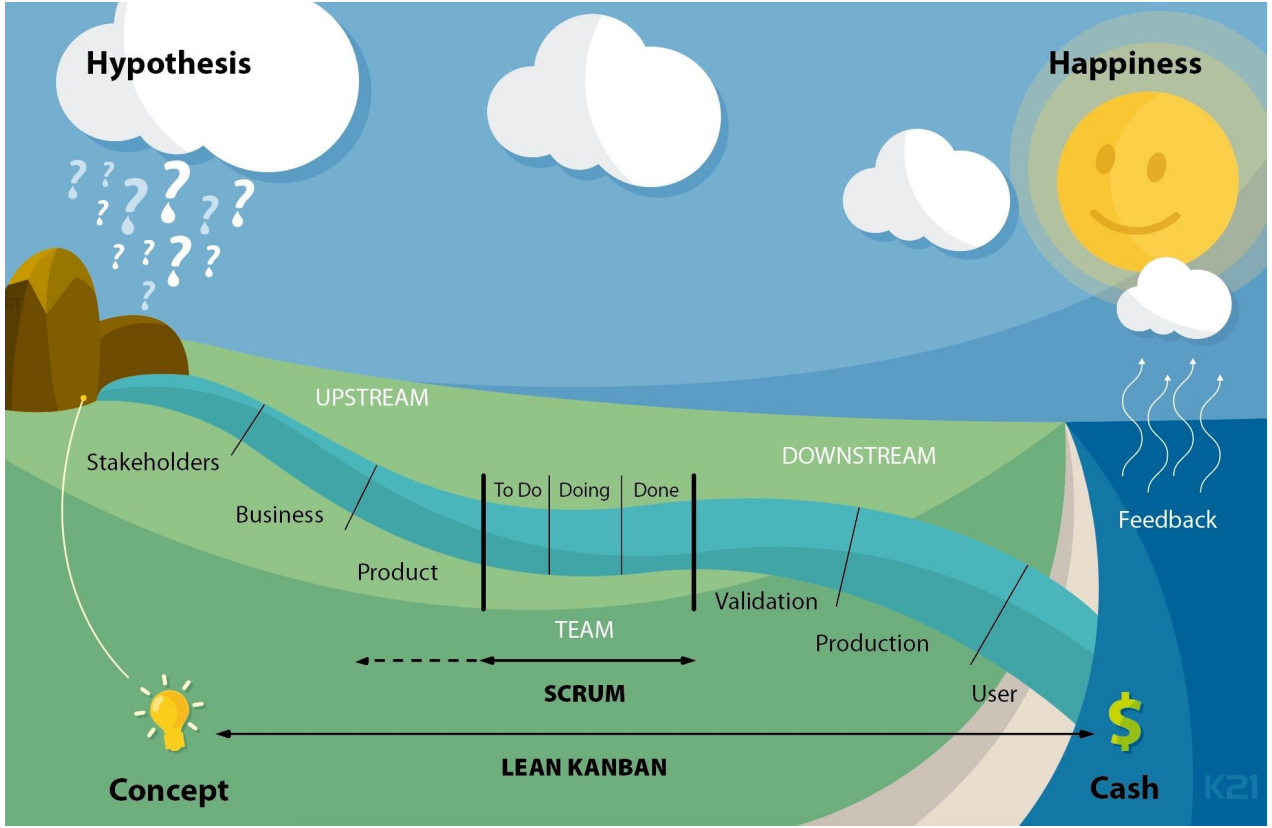

Image created by Rodrigo Toledo - Knowledge21 - LKSA 13

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Context

Hey! We saw what you have been doing @ IT, Operations etc.
I attended your Kanban training, liked that way of working, but I need help!

Can you help us at the legal contract team too? :D

Manager

Ohh... And we have a **low budget** for coaching :(

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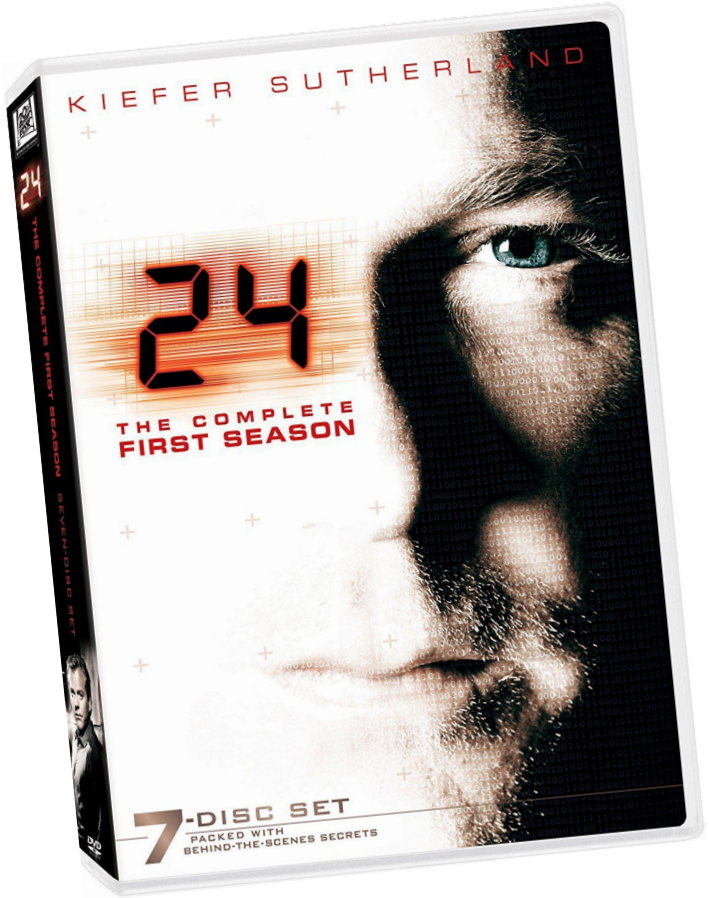
Context - Contract team

- **Season 1 - Contracts - The mission:**
  - "Save the world" in 24 hours
  - 6 episodes of ~4 hours each

  - they need some **quick wins:**
    - Improve the flow
    - Political Capital
    - Executive buy-in



SEASON 1 - CONTRACTS

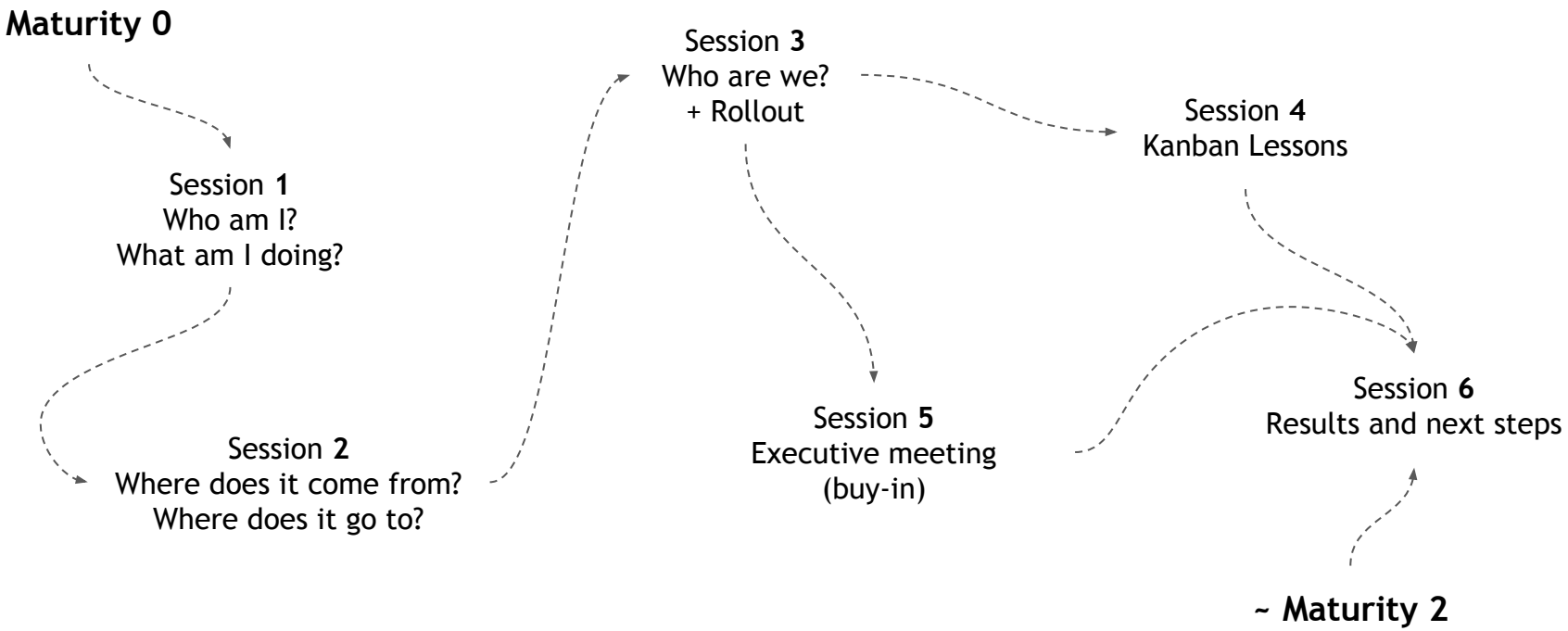
~10 lawyers

IT’S ALL ABOUT MATURITY

So… that’s how we made it...

Season 1 - Contracts

How we made it

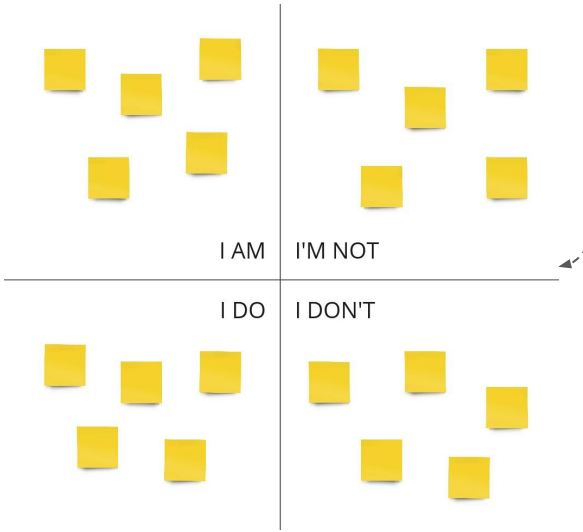


MATURITY 0

Who am I ?!

Season 1 - Contracts

The Group - Who am I? Who are we?



Individual

ELEVATOR PITCH

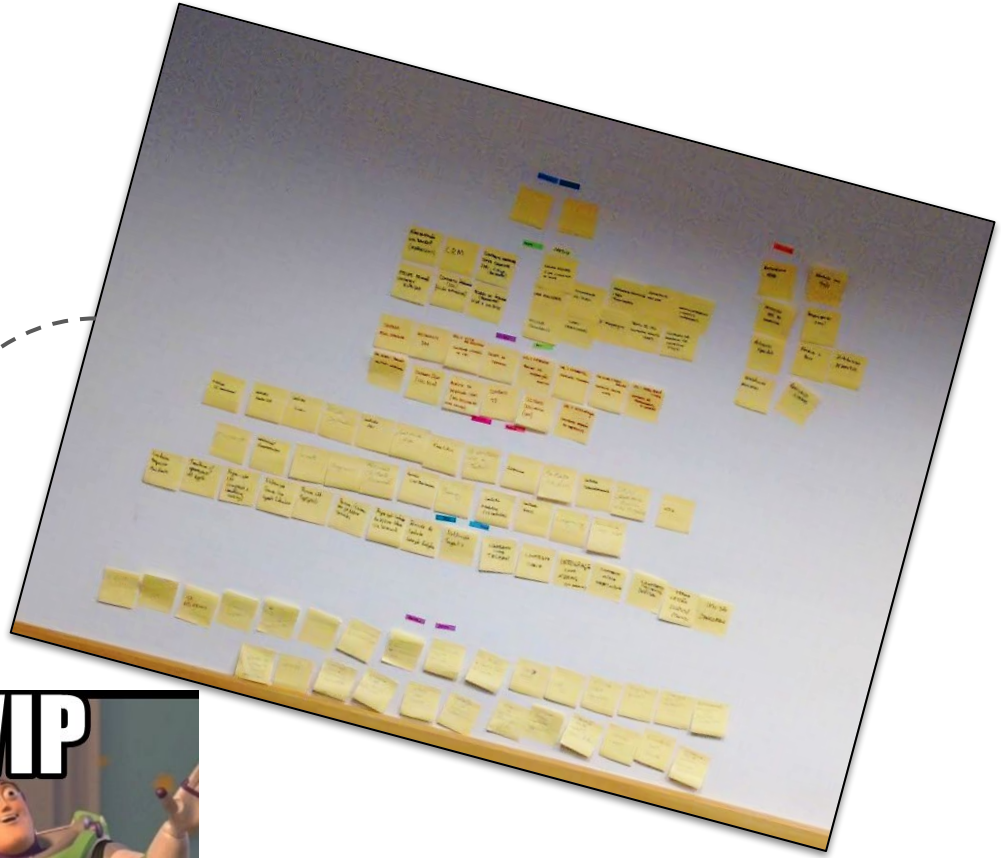
Not easy to achieve consensus. Are we just contract makers?

START WITH WHAT YOU DO NOW

Season 1 - Contracts

The Work In Progress

- Individual queues
- Anxiety / frustration / stress
- Heroes



110 items in progress
remembered without consulting any system
(In 5 minutes!)

Season 1 - Contracts

The Workflow

- Get a relevant one and **tell us its story**
- Where does it **come from**?
- How do we **deliver it**?
- Who is the **customer**?

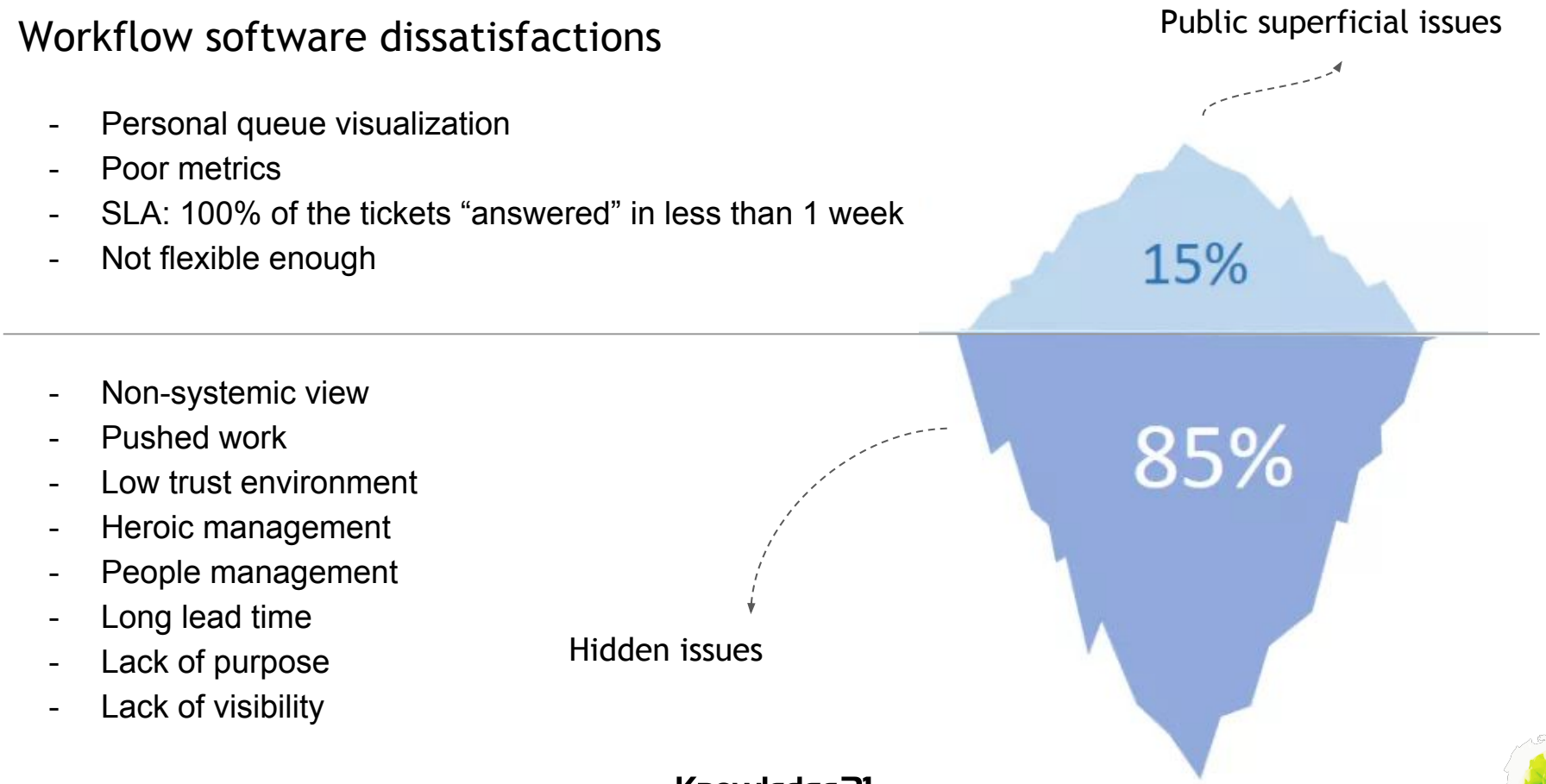
THE WORKFLOW SOFTWARE

the root of bad behaviours

Season 1 - Contracts

Workflow software dissatisfactions

- Personal queue visualization
- Poor metrics
- SLA: 100% of the tickets “answered” in less than 1 week
- Not flexible enough



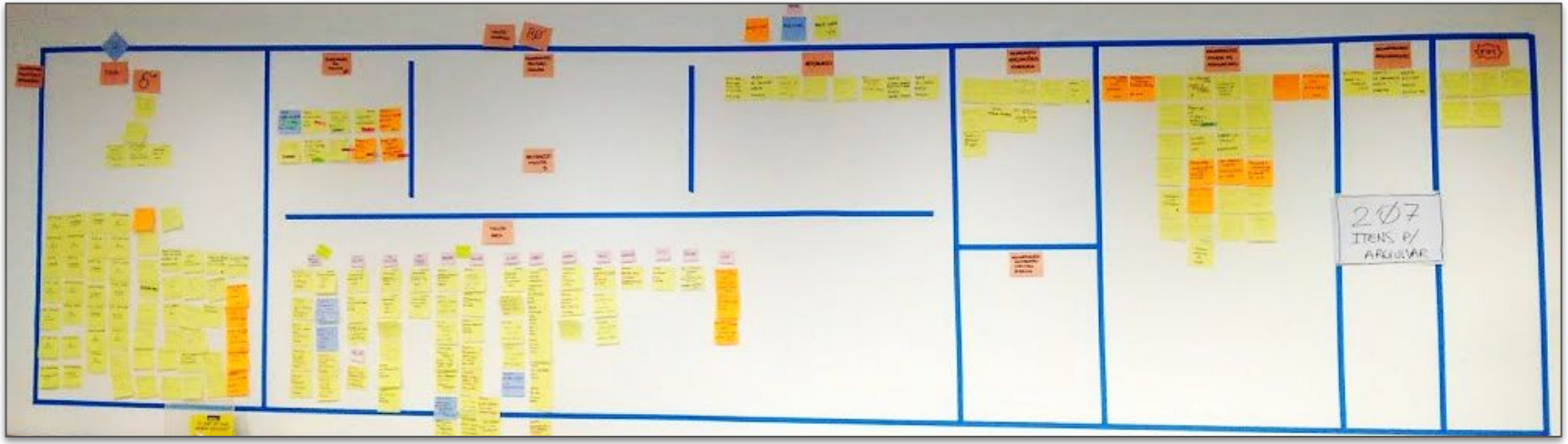
- Non-systemic view
- Pushed work
- Low trust environment
- Heroic management
- People management
- Long lead time
- Lack of purpose
- Lack of visibility

"How can we manage and improve the workflow?"

The software is bothering us :(

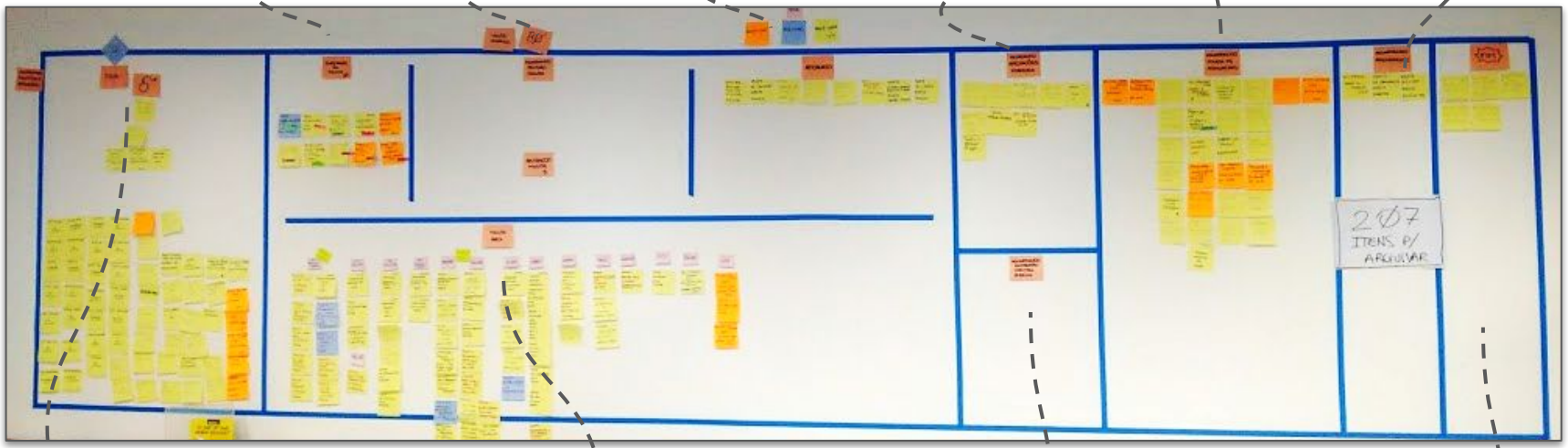
Season 1 - Contracts

The brand new board - filled incrementally



Season 1 - Contracts

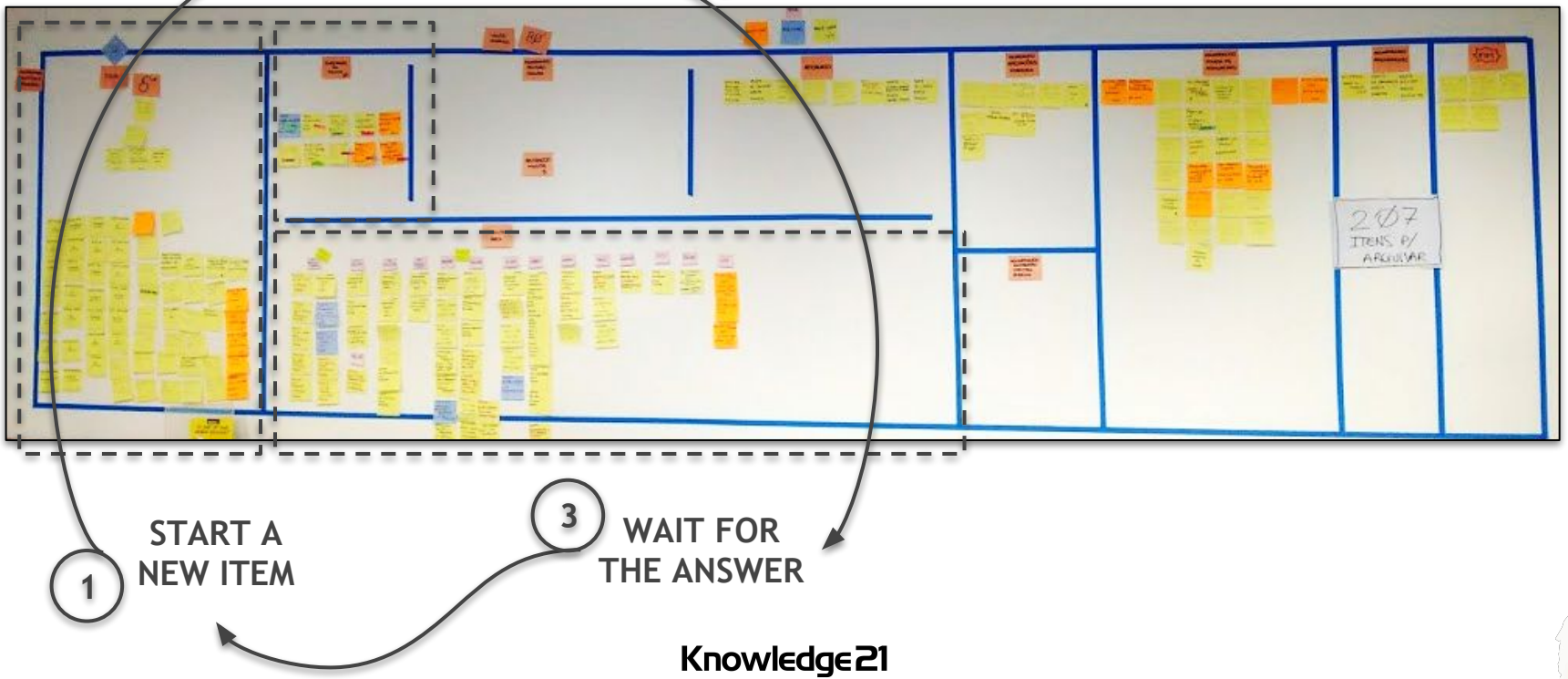
The brand new board



Season 1 - Contracts

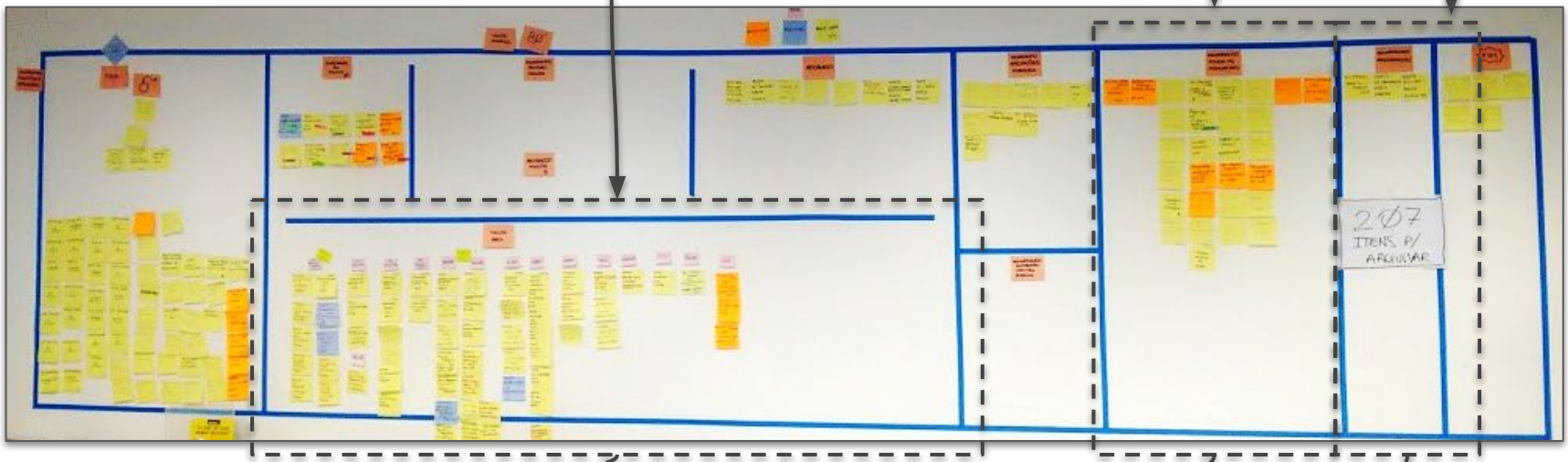
The brand new board

THE INFINITE LOOP!



Season 1 - Contracts

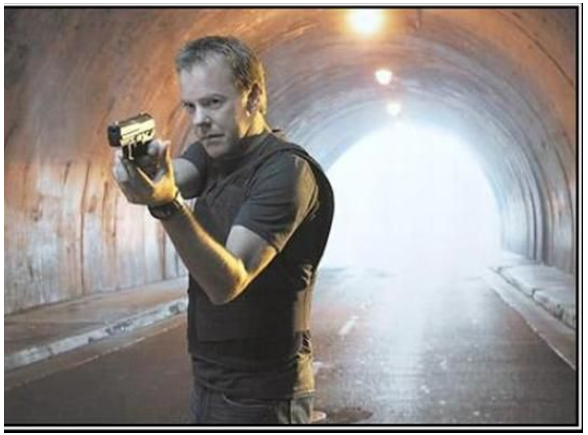
The brand new board



THE BOTTLENECKS

THE BOTTLENECKS BATTLE

Fight!



Season 1 - Contracts

Bottleneck #1 - Archive

- More than 200 contracts to archive
- Internal (and easy to solve) bottleneck
- Visibility as a strategy

Warning:
“**207** items
to archive”

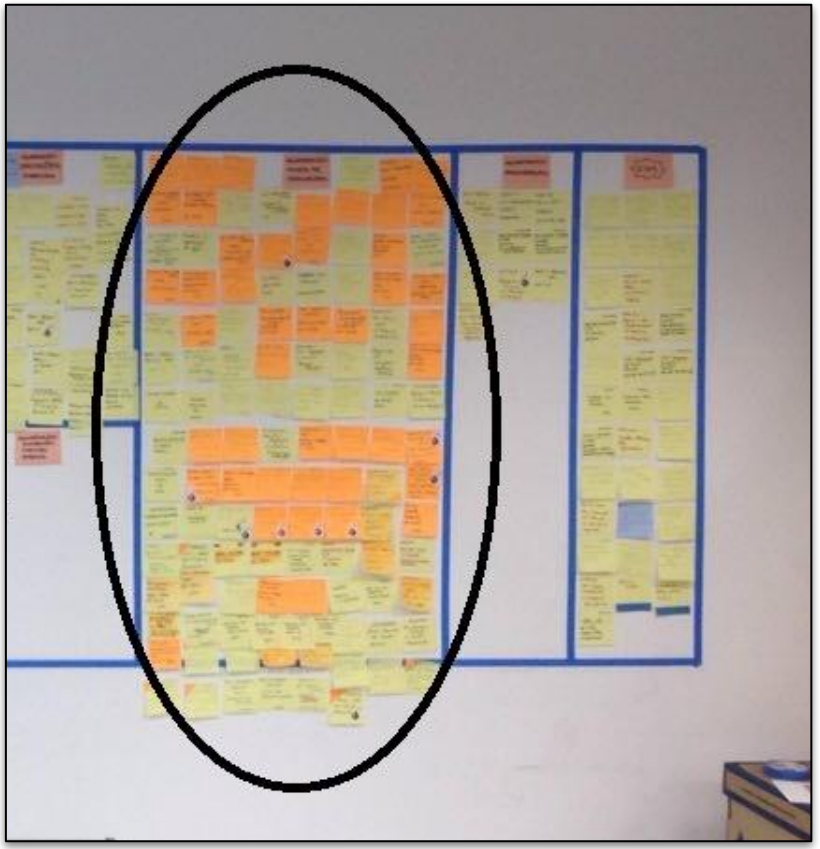
#1 SWARMING!

Solved! Easy one! ;)

Season 1 - Contracts

Bottleneck #2 - Signatures

- **Dependency on directors**
- Papers, logistics and agenda **issues**
- Clearly **not the best fight** to buy-in



#2 POSTPONED!

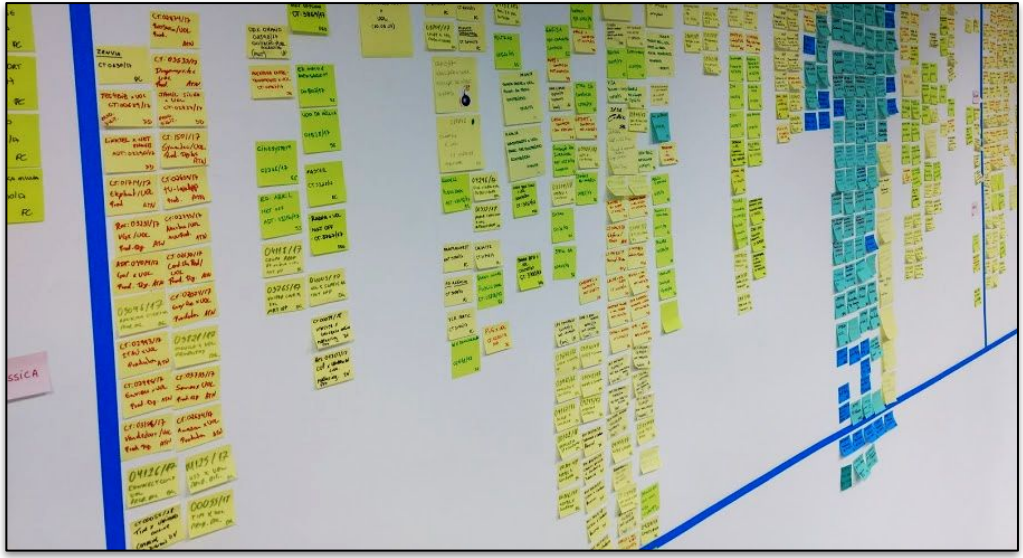
We don’t want to mess with
the executive board right now! ;)

Season 1 - Contracts

Bottleneck #3 - Waiting for an answer

- Lack of systemic view
- Lack of purpose

“Sorry, that’s not our problem!”



#3 LET'S FIGHT!

team level and executive level

TEAM LEVEL

work

Season 1 - Contracts

Bottleneck #3 - Team level work

- **Kanban lessons** backlog on two small sessions
  - WIP Limits
  - Stop using personal queues
  - Discard old items
  - Visible metrics (CFD)

Season 1 - Contracts

Bottleneck #3 - Team level work

- **Kanban lessons** backlog on two small sessions
  - WIP Limits
  - Stop using personal queue
  - Discard old items
  - Visible metrics (CFD)

Are you too busy to improve?

Håkan Forss @hakanforss http://hakanforss.wordpress.com

This illustration is inspired by and in part derived from the work by Scott Simmerman, "The Square Wheels Guy" http://www.performancemanagementcompany.com/

DON’T BE THE SMARTEST GUY IN THE ROOM

just provoke the right stress level!

We tried to push changes beyond their limits...

EXECUTIVE LEVEL

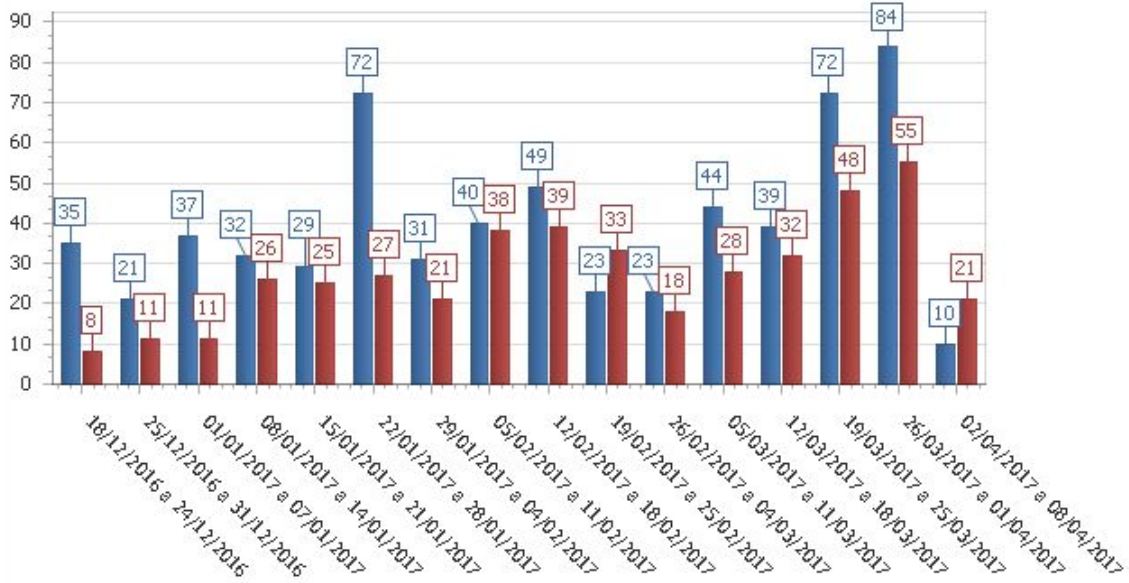
the systemic leverage point

Season 1 - Contracts

Bottleneck #3 - Executive level

Possible options:

- Gatekeeper
- SLA contract review
- **The Joker (fastlane + conwip)**



Daily input

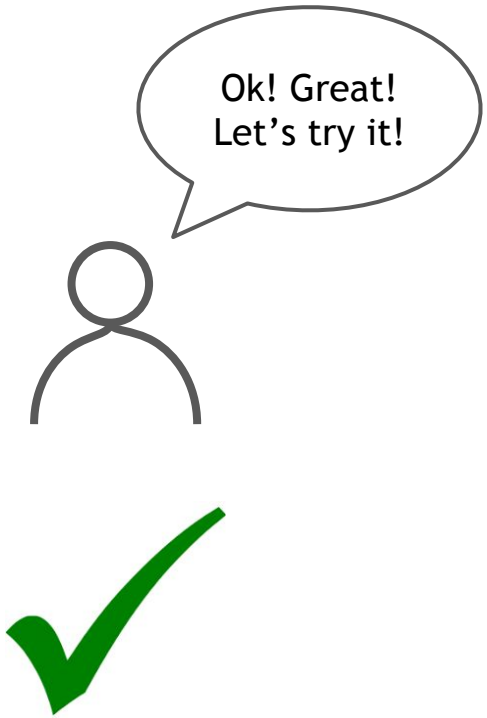
Daily output

Season 1 - Contracts

Bottleneck #3 - Executive level

- **Chosen option: The Joker (fastlane + conwip)**
  - Get the 2 main strategic business units
  - Offer 3 Jokers to them to use whenever they want
  - Each Joker move one work item to the fastlane
  - The Joker is released back when the item is done
  - Let’s talk to them! ;)

BUSINESS UNIT 1 MEETING



BUSINESS UNIT 2 MEETING

TIME IS OVER!

the last meeting

Season 1 - Contracts

The last meeting

Results:

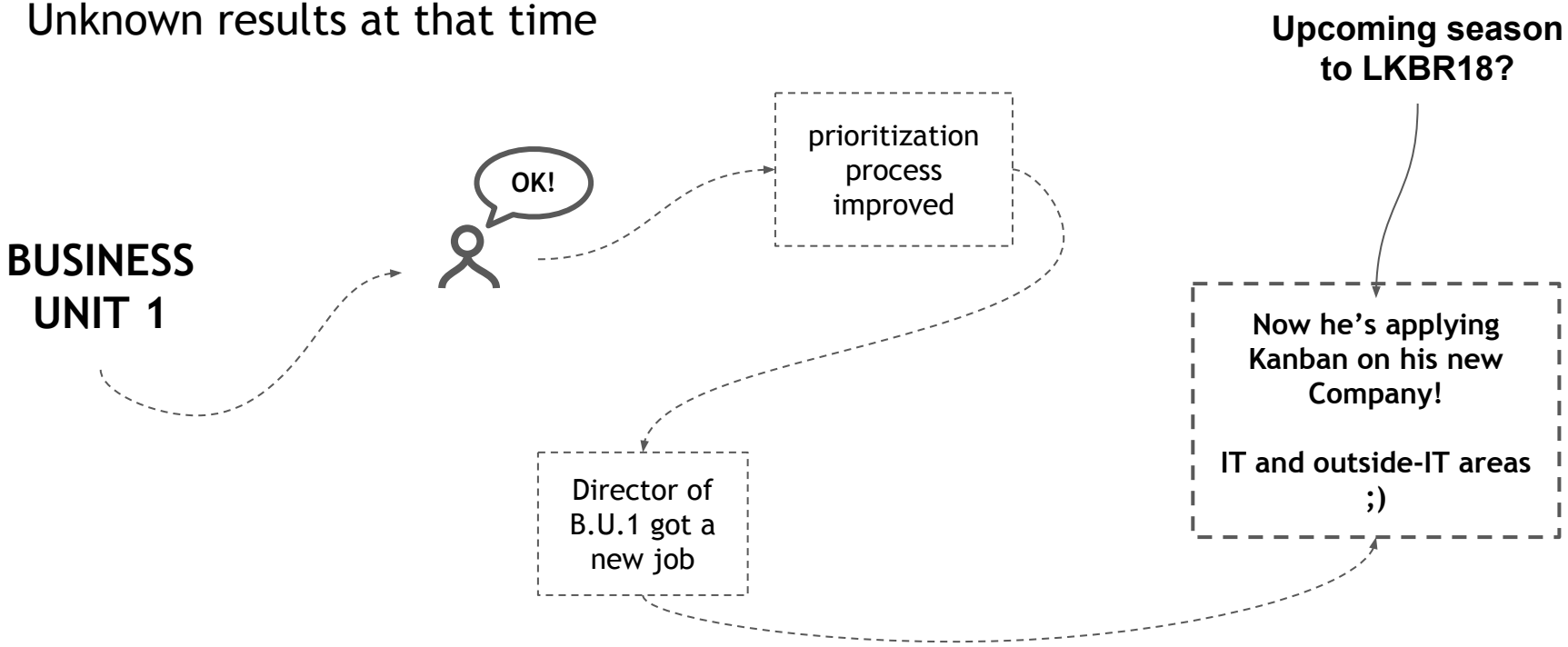
- **Other company areas impacted**
- **Executive level engaged**
- Visibility
- End of the internal bottleneck
- Per-person WIP limits

Next steps:

- **Improve the systemic view**
- **Improve organization executive level visibility**
- One-on-one meetings
- Measure Lead Time
- Gatekeeper to discard before commitment
- Find a skilled mediator on B.U. 2 to help

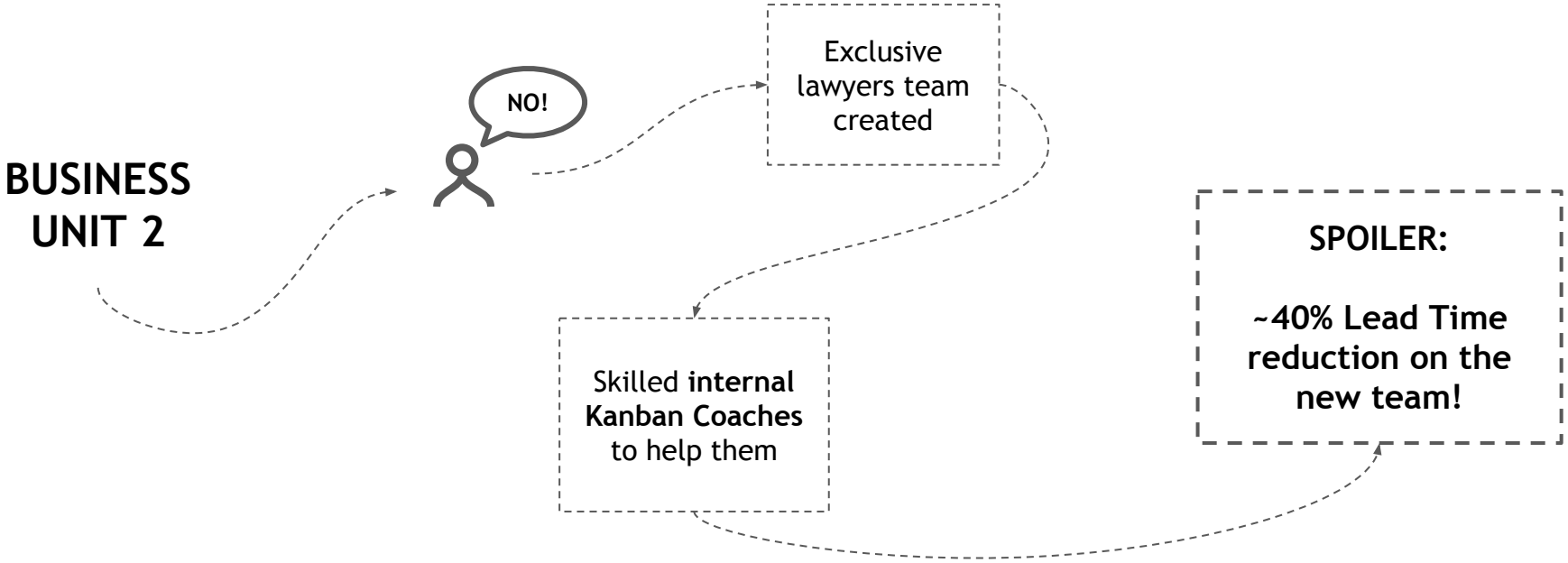
New seasons teaser - the last meeting

Unknown results at that time



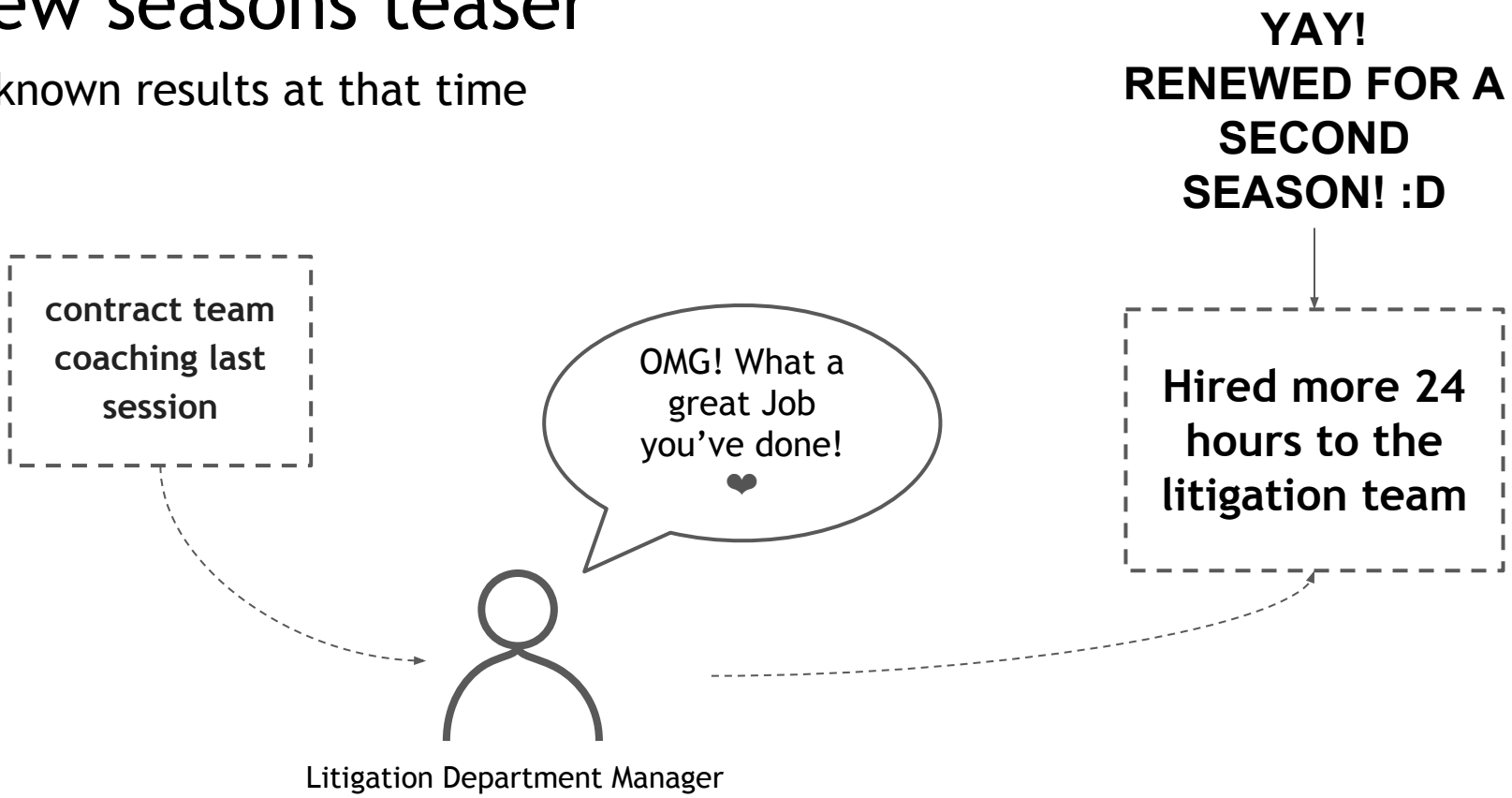
The last meeting

Unknown results at that time



New seasons teaser

Unknown results at that time



Now including STATIK!

SEASON 2 - LITIGATION

STATIK mode ON

~14 people group

Season 2 - Litigation

STATIK Highlights - Dissatisfactions

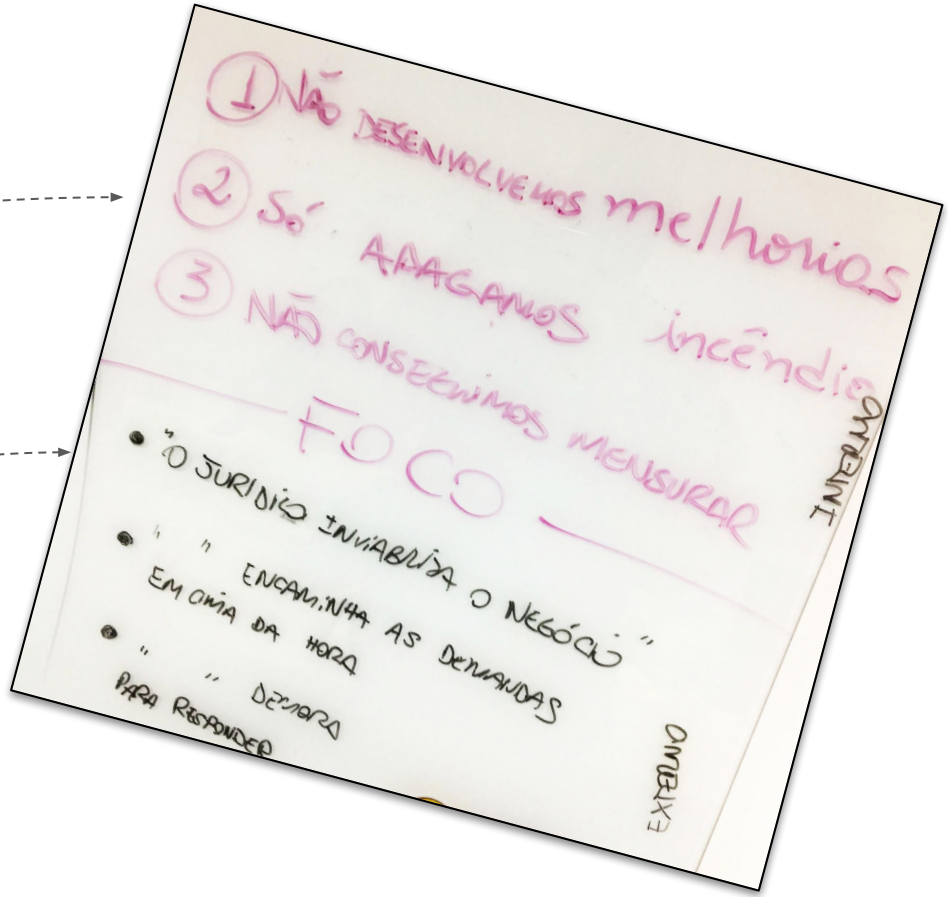
INTERNAL

- No continuous improvement
- Firefighting
- Cannot estimate

EXTERNAL

Legal...

- "...make the business unfeasible"
- "...forward the demands at short notice"
- "...takes too long to respond"



Season 2 - Litigation

STATIK Highlights - Demand

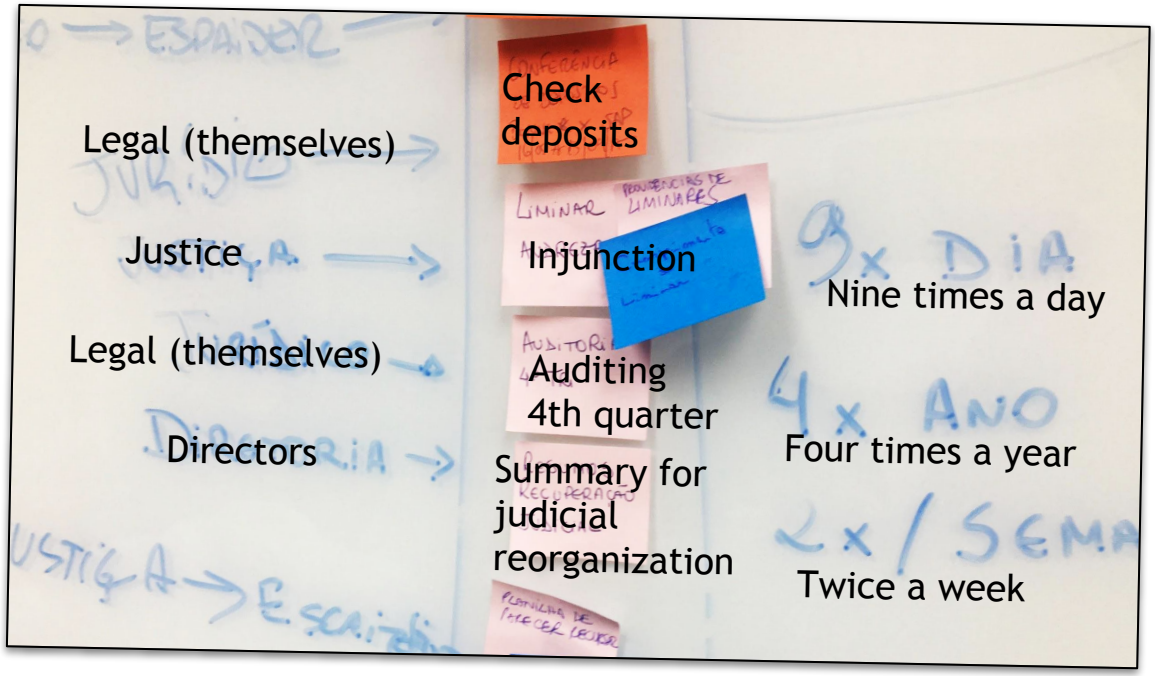
~ 10 lawyers

~ 9.000 ongoing processes

~ 9 judicial injunctions a day

- Pulled system

PRIORITIZE IS THE ONLY SOLUTION

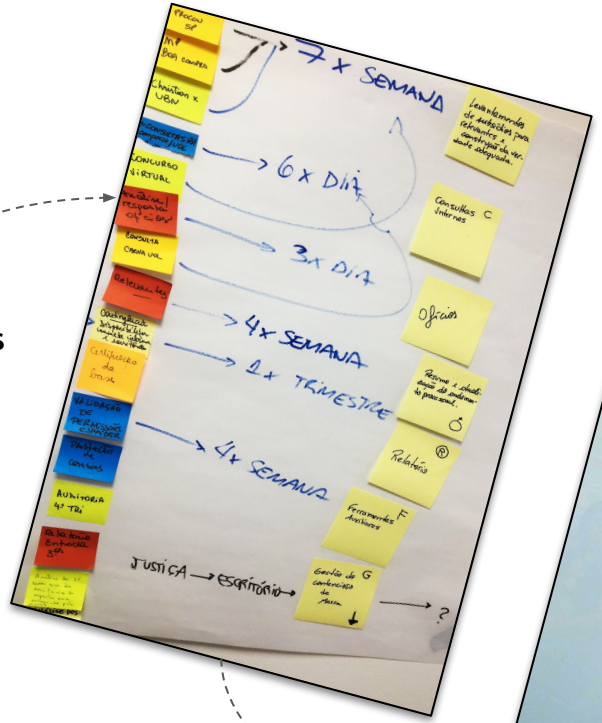


Season 2 - Litigation

STATIK Highlights - Working types

- Based on the listed Work In Progress
- **Taking the purpose** into account, the **demand types were prioritized** as follows:

1. Subsides (S)
2. Relevant legal letter (O) and mass contentious management (G)
3. Inquiries (C)
4. Auxiliary tools (F)
5. Reports (®)
6. Summary and update of procedural progress (Ó)

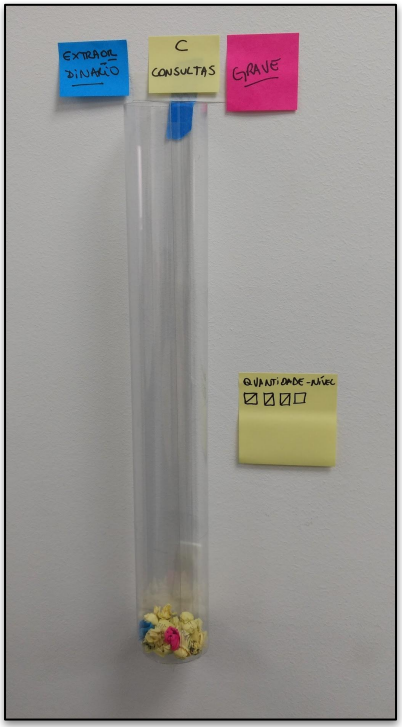


Season 2 - Litigation

STATIK Highlights - Classes of services

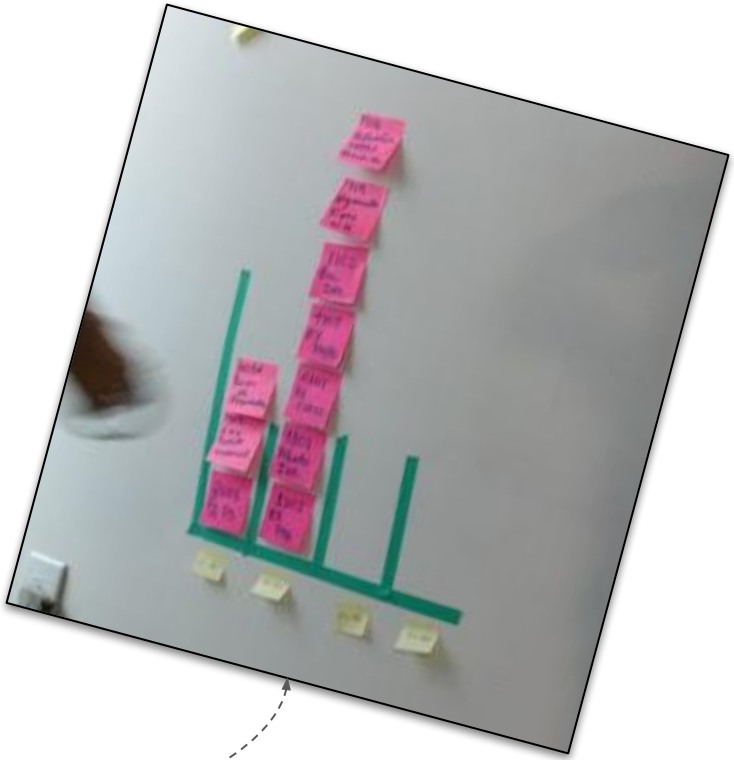
Season 2 - Litigation

STATIK Highlights - Metrics on the rollout



Throughput counter

Physical histogram



Alternative “less artistic” histogram option :)

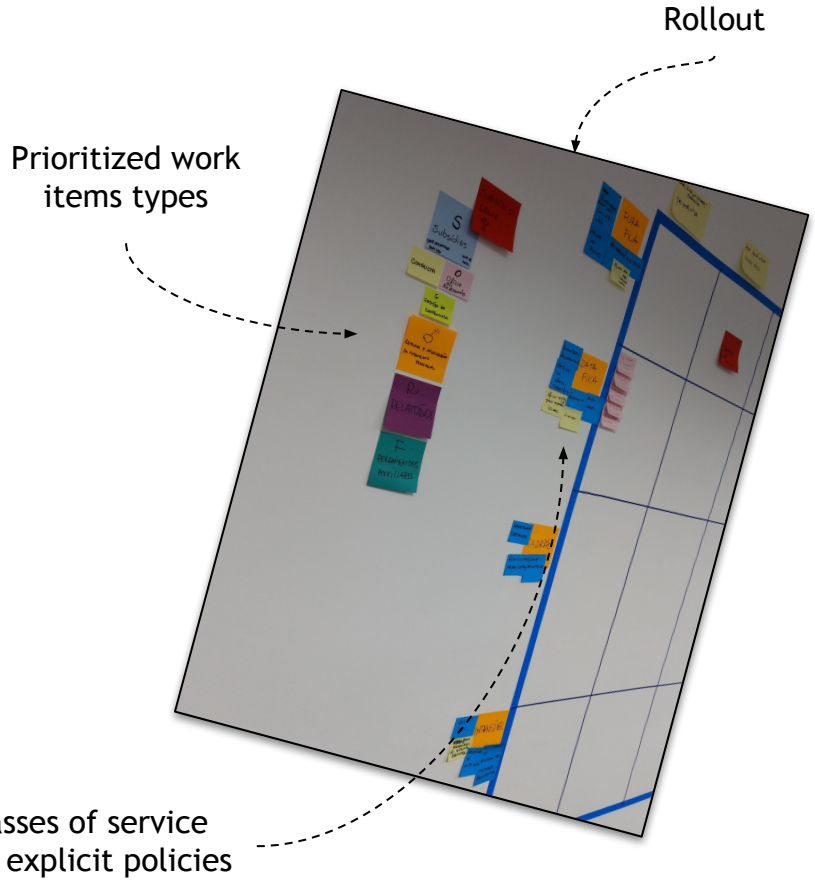
Promising Patterns

of seasons one and two

Season 1 - Contracts

Promising patterns for lawyers

- Poor prioritization
- Signatures bottleneck
- Low trust environment (strong hierarchy)
- Heroic behavior
- Lawyers treated as business detractors



CONCLUSIONS

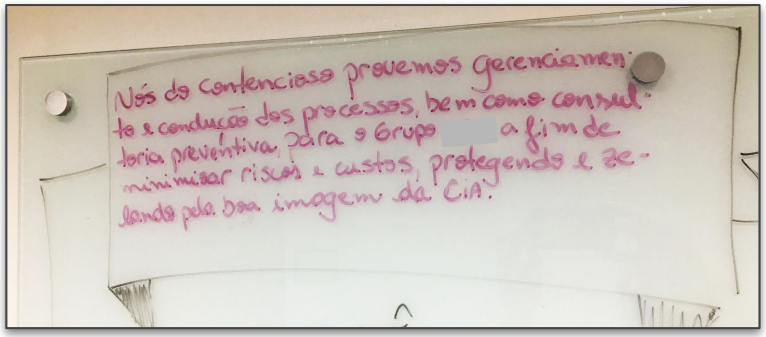
of seasons one and two

STATIK

Advantages and risks of having used it or not on these contexts

- **STATIK usage main advantages (still in progress)**
  - Clear service purpose
  - Kanban-system rolled out (higher maturity)
  - Metrics approach

- **STATIK usage risks**
  - Time consuming risk
  - Focus on designing a system more than solving problems



"We, from the contentious department, provide management and conduction of processes as well as preventive consultancy for the company, in order to minimize risks and costs, protecting the company's image."
Litigation team purpose

Conclusions

Seasons 1 and 2

1

- **Black swans happens**
  - Fragile (not still mature enough) implementations may generate nice systematic consequences

- **Big evolutions does not happen suddenly, but they do have a starting point**
  - If they give you 24 hours, take it! Make the next level evolution starting point!

Conclusions

Seasons 1 and 2

2

- **Just pull enough. Not more. Not less. Enough.**
  - Hold the anxiety
  - We don’t need to reach a high maturity level in just a few time
  - Experience takes time

Conclusions

Seasons 1 and 2

3

- **Identify good tribe leads**
    - They are the one who can see the system improving
    - Thanks to them the system will become robust or antifragile someday

Knowledge21

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