

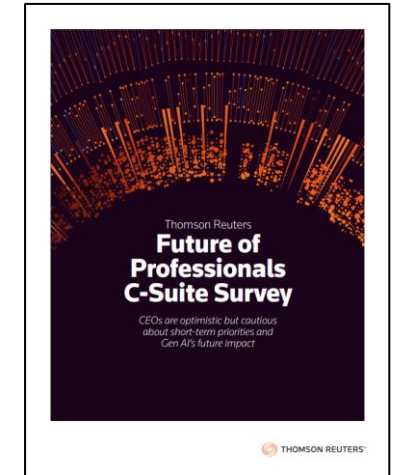
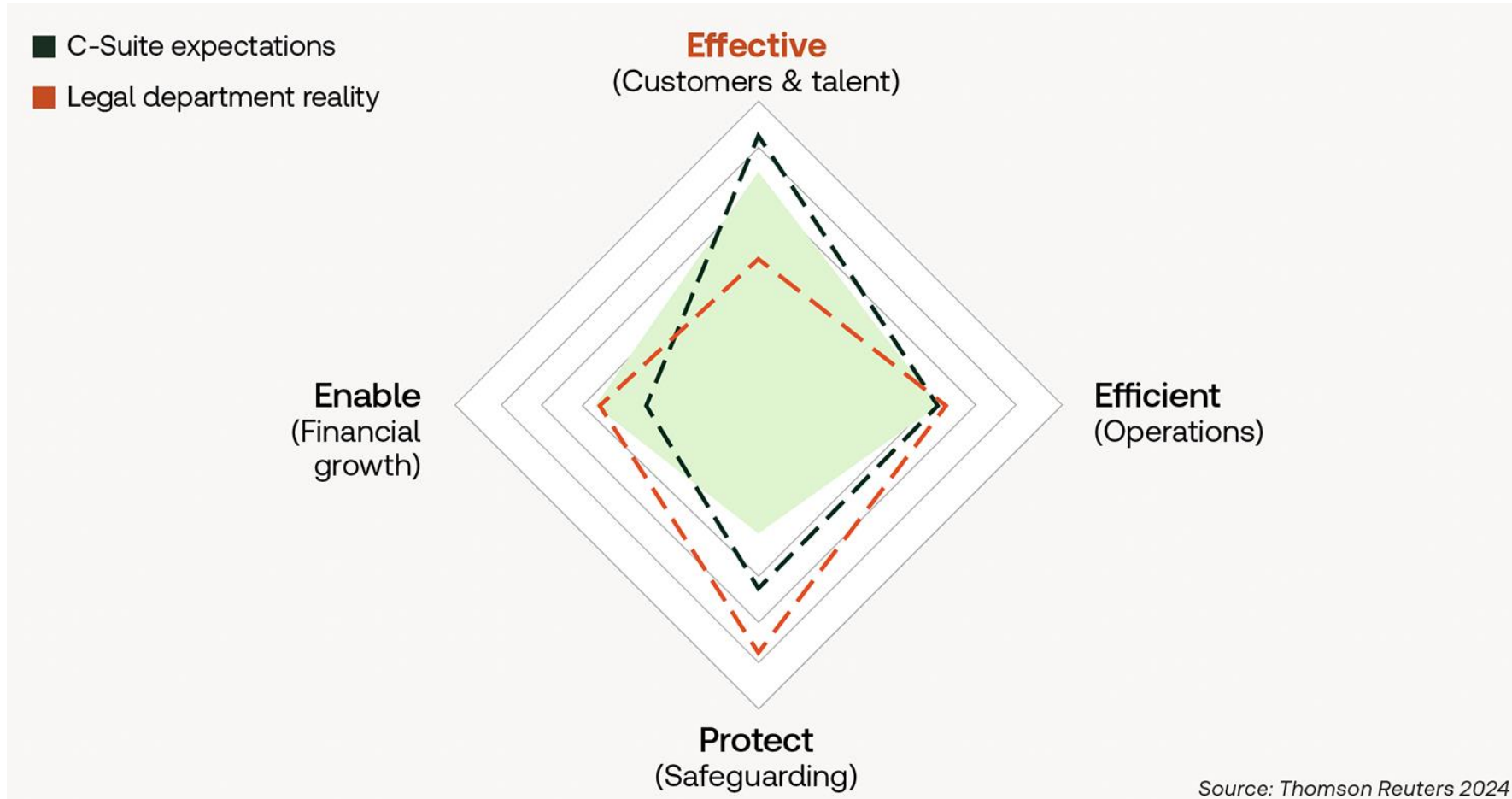
Corporate Law Department Metrics 201: Measuring your Department's Effectiveness

ACC Masterclass

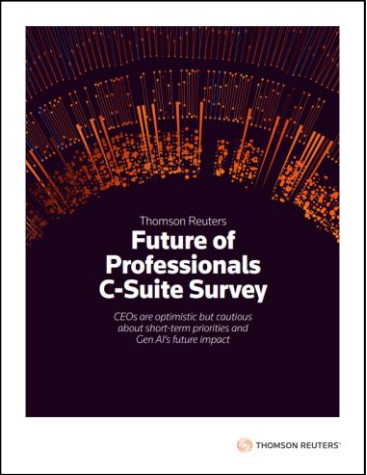
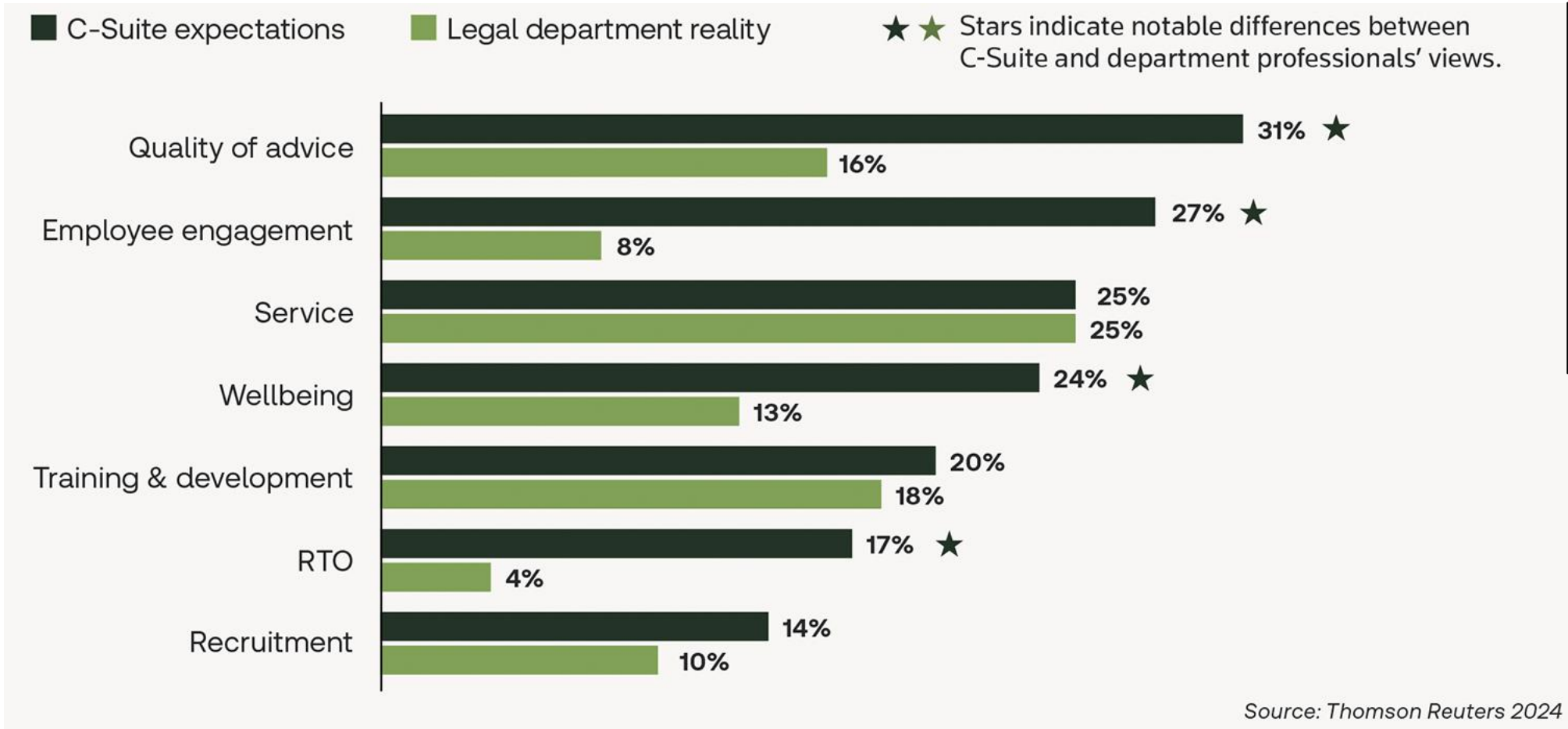
May 7, 2024

Why measure effectiveness

Gap between C-Suite and law department view of effectiveness



Drivers of the effectiveness priority gap



Effectiveness priorities for legal departments

Quality of advice

Best possible

Consistent quality

Practical/ pragmatic

Law firm management

Educate the business

Service levels

Responsive

Timely

Internal relationships

Talent

Recruit

Develop

Engagement

Wellbeing

Return to office

27% use formal metrics for Quality including:

- Quality of responses
- Results
- Client satisfaction

Optimizing effectiveness metrics

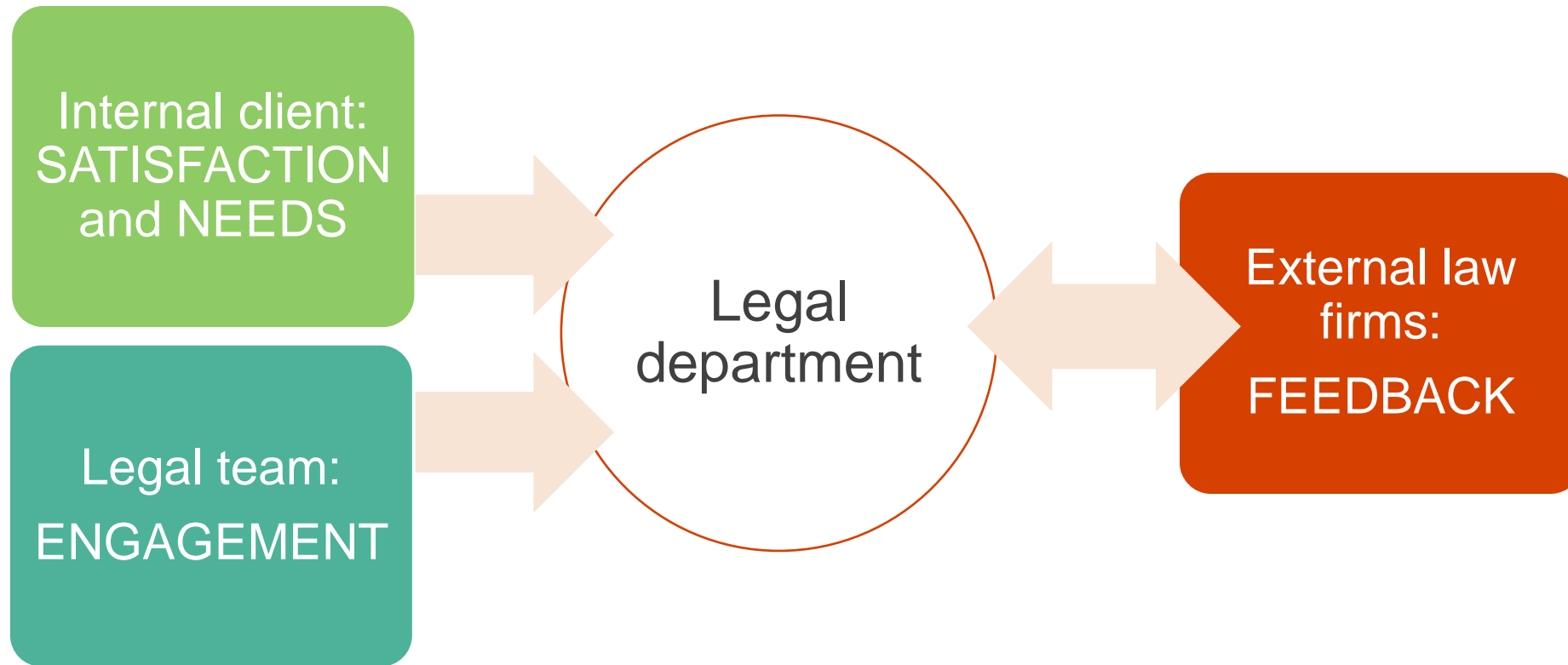
Optimizing Effective Metrics

Legal function as Service Provider

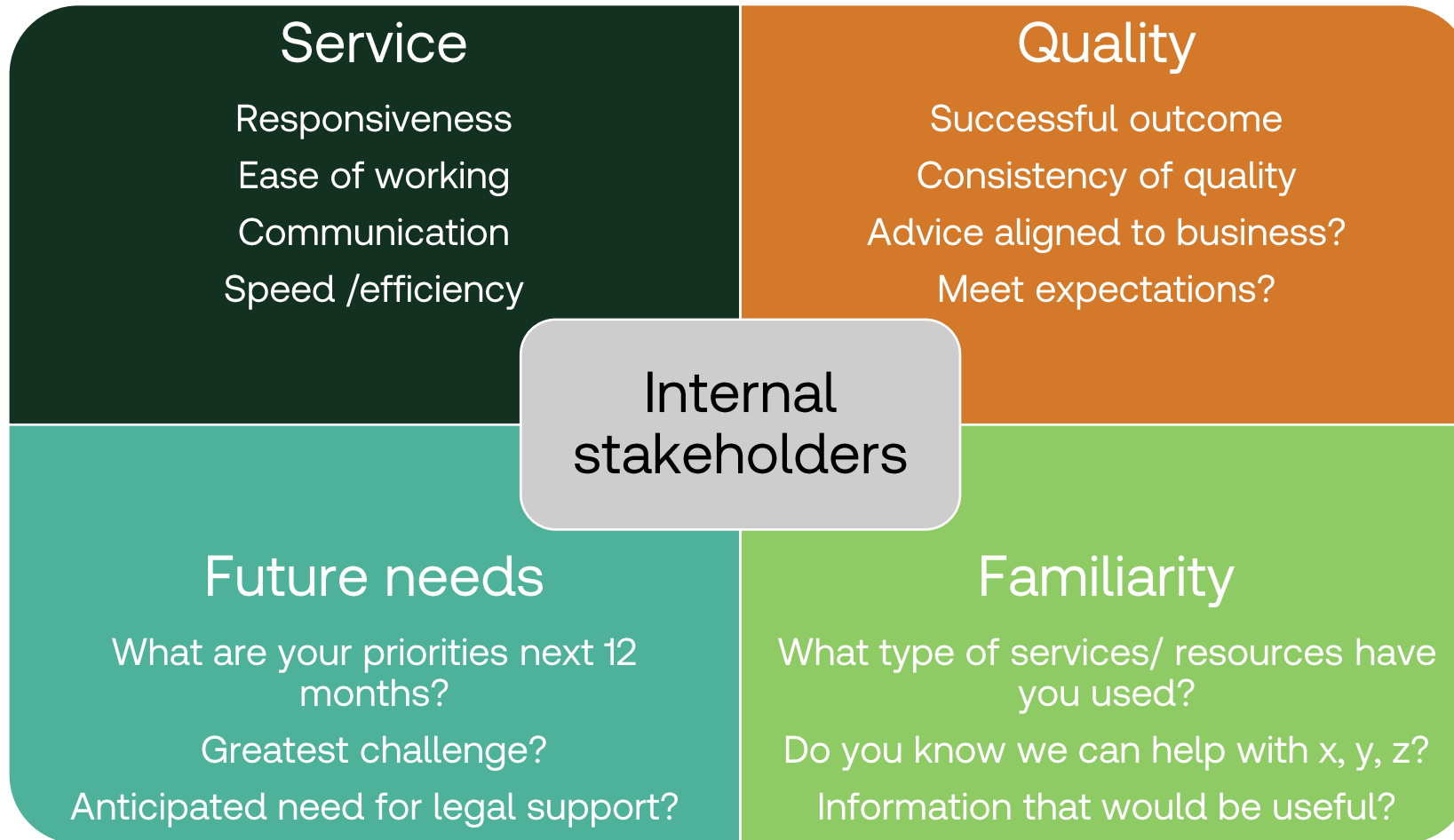


Quality of advice	Service	Talent
<ul style="list-style-type: none"> • # matters (by type) • % results with desired outcome • Cycle time • Regulatory penalties/ fines • Settlements and losses • Commercial value add 	<ul style="list-style-type: none"> • Overall satisfaction • Understood business need • Speed of response • Commercial/ practical approach • Speed of resolution • Effective resolution • Met expectations • Communicate effectively • Value for money 	<ul style="list-style-type: none"> • Recruitment • Skills development / training • Flexible work plans • Development plans • Employee net promoter score • Employee engagement score
<p>Measuring internal stakeholder satisfaction, external counsel performance and team engagement</p>		

Stakeholder satisfaction: a 360 view of effectiveness



Voice of the internal stakeholder



Example key metrics

- Overall satisfaction 1-10
- Ease of working 1-10
- Familiarity 1-10

Survey phases

1. Baseline measurement
2. Inform change and planning
3. Benchmark



Evaluate and benchmark law firm performance



Attribute	Overall benchmark (Firms 1-5)	Firm 1
Overall satisfaction	7.8	8.6
Understanding your business	8.2	7.7
Speed of response	7.6	7.9
Strong client relationships	7.9	7.9
Quality of legal advice	8.1	8.0
Commerciality	7.8	8.1
Delivering work efficiently	7.6	7.6
Communicating effectively	7.8	7.6
Meeting expectations	7.8	8.1
Demonstrating innovation	7.2	6.7
Fair price for value delivered	7.6	7.5
Consistency across the firm	7.9	8.5
Achieving desired outcome	8.0	8.1
Net Promoter Score	+35%	+29%

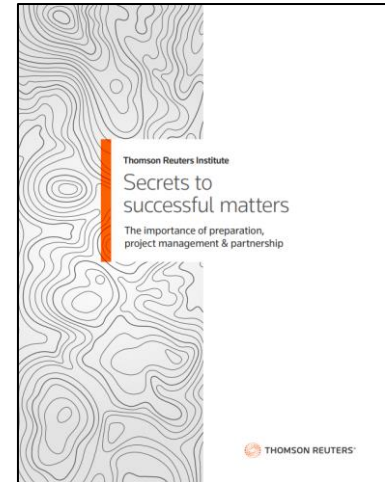
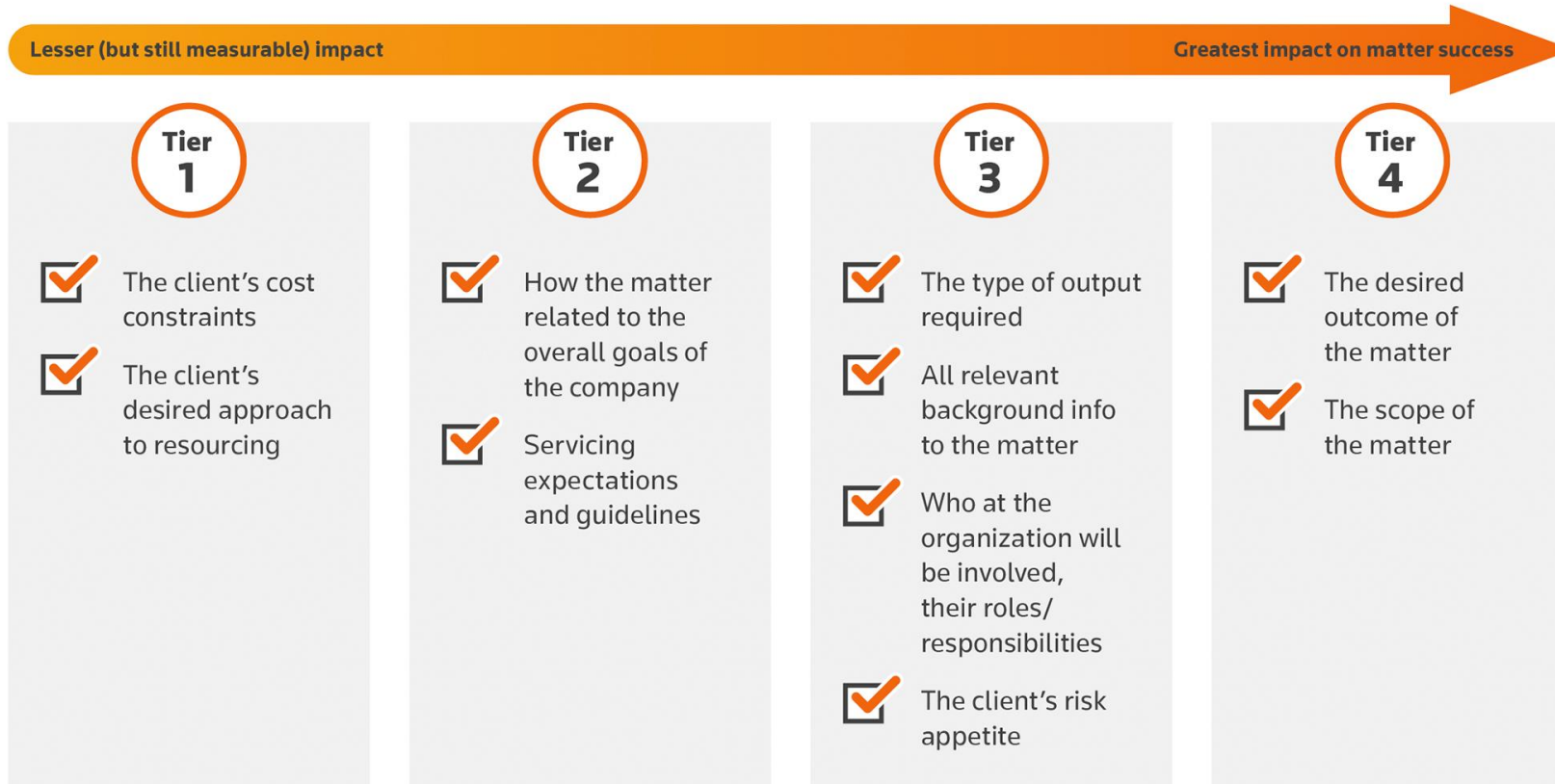


Working with law firms – what to measure?

Sufficient clarity at briefing stage adds 14% to matter success score



Matter briefing checklist – Boosting matter success by putting in the work early



Source: Thomson Reuters 2024



Talent and team metrics



Core questions:

- Overall level of engagement
- Visualize long term career
- Likelihood to recommend

Open ended:

- How to improve engagement
- Why or why not recommend
- What looking for in career
- Most positive aspect of life at work
- Single change you would make

Useful demographics:

- Length of service
- Age / Gender
- Remote / Office / Hybrid working
- Location

Other areas of coverage:

- How familiar are individuals with company's vision
- Opinion of recruitment or induction experience

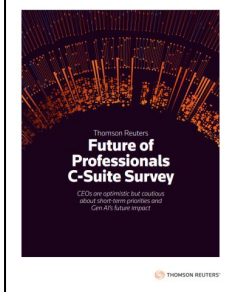
Key takeaways

- When building your effectiveness metrics, keep in mind that these metrics should help you to:
- Deliver excellent service to internal stakeholders
- Better understand and align with the business
- When working with law firms, to better articulate at the outset, what you need in each matter in terms of service, speed, commercial value, risk
- Make good, well-informed decisions around skillsets, resourcing and recruitment for in-house team

Additional resources

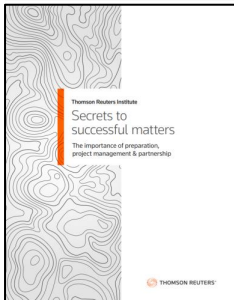


[Future of Professionals Report](#)



[Future of Professionals C-Suite Survey](#)

[Secrets to Successful Matters report](#)



[Blog series on legal department metrics](#)

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For more information about our research and advisory services for legal departments:



**Thank
you!**