



LEGAL PROJECT MANAGEMENT FUNDAMENTALS

Improving the Efficiency
and Effectiveness of Legal
Outcomes with Legal
Project Management (LPM)

Therese Linton

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THERESE LINTON

Founder and Principal Consultant, The BASALT Group

- ❑ Therese Linton is Australia's leading expert in legal project management. She is a highly competent transformation professional with over 25 years' experience in strategy development, change management and program delivery in the IT, Banking and Finance, Telecommunications, Manufacturing and Legal sectors.
- ❑ Since 2013 she has been working with external law firms and in-house legal teams to introduce and embed Legal Project Management in order to better meet client expectations in terms of transparent and reliable delivery of legal outcomes. This work has expanded to include related disciplines such as Legal Portfolio Management, Legal Process Simplification, Legal Procurement and Pricing, Communications and Client Relationship Management.
- ❑ Therese has both practical and academic credentials which place her in a unique position within the legal project management market. With 7 years' experience as a Lecturer and Unit of Study Coordinator for Sydney University's prestigious Masters of Project Management and 2 years' lecturing for the College of Law's Masters of In-house Practice in multi-disciplinary project management. She also conducts regular continuing legal education workshops for various Law Societies and internal Learning & Development functions.
- ❑ Qualifications and certifications include a Bachelor of Commerce (Information Technology) with Merit, UNSW; Executive Masters Programme (Delivering Information Technology), Harvard Business School; Advanced Diploma of Project Management; Cert IV Training and Assessment; Six Sigma Black Belt; Certified Practising Project Director (CPPD) AIPM.

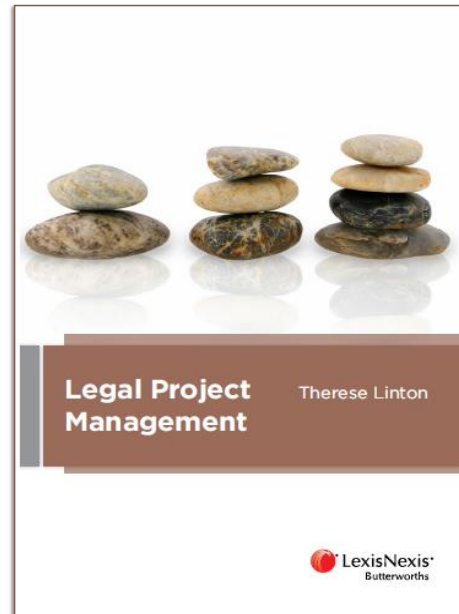
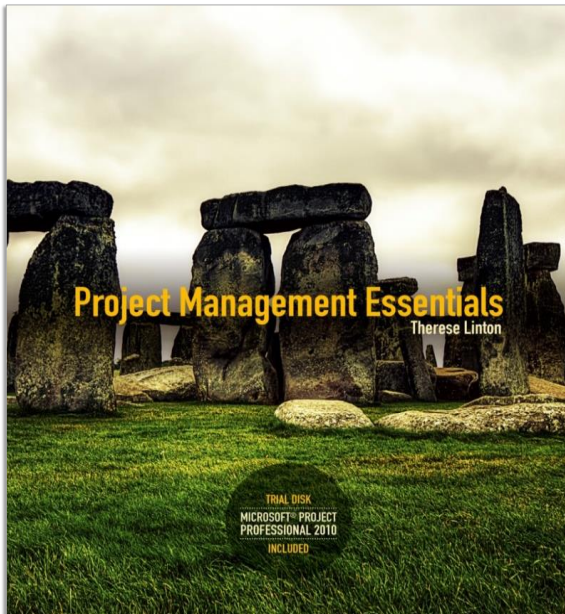
CLIENTS - IN-HOUSE AND EXTERNAL COUNSEL

- ❑ NSW Attorney General's Department
- ❑ TransGrid
- ❑ Transport for New South Wales
- ❑ Roads and Maritime Services
- ❑ QANTAS
- ❑ Australian Broadcasting Corporation
- ❑ King & Wood Mallesons
- ❑ Allen & Overy
- ❑ Gilbert + Tobin
- ❑ Hicksons Lawyers
- ❑ Sparke Helmore
- ❑ SWAAB Attorneys
- ❑ Norton White

CLIENTS - IN-HOUSE AND EXTERNAL COUNSEL

- ❑ Post Conference Workshop Legal Project Management - Corporate Legal Excellence, Malaysia 2014
- ❑ ALPMA Pre Conference Workshop, Legal Project Management, Melbourne 2016
- ❑ CLEAA Annual Conference- LPM Models and Training Programs, Sydney 2017

PUBLICATIONS & INTERVIEWS



Legal Project Management – [buy here](#)

Project Management Essentials – [buy here](#)

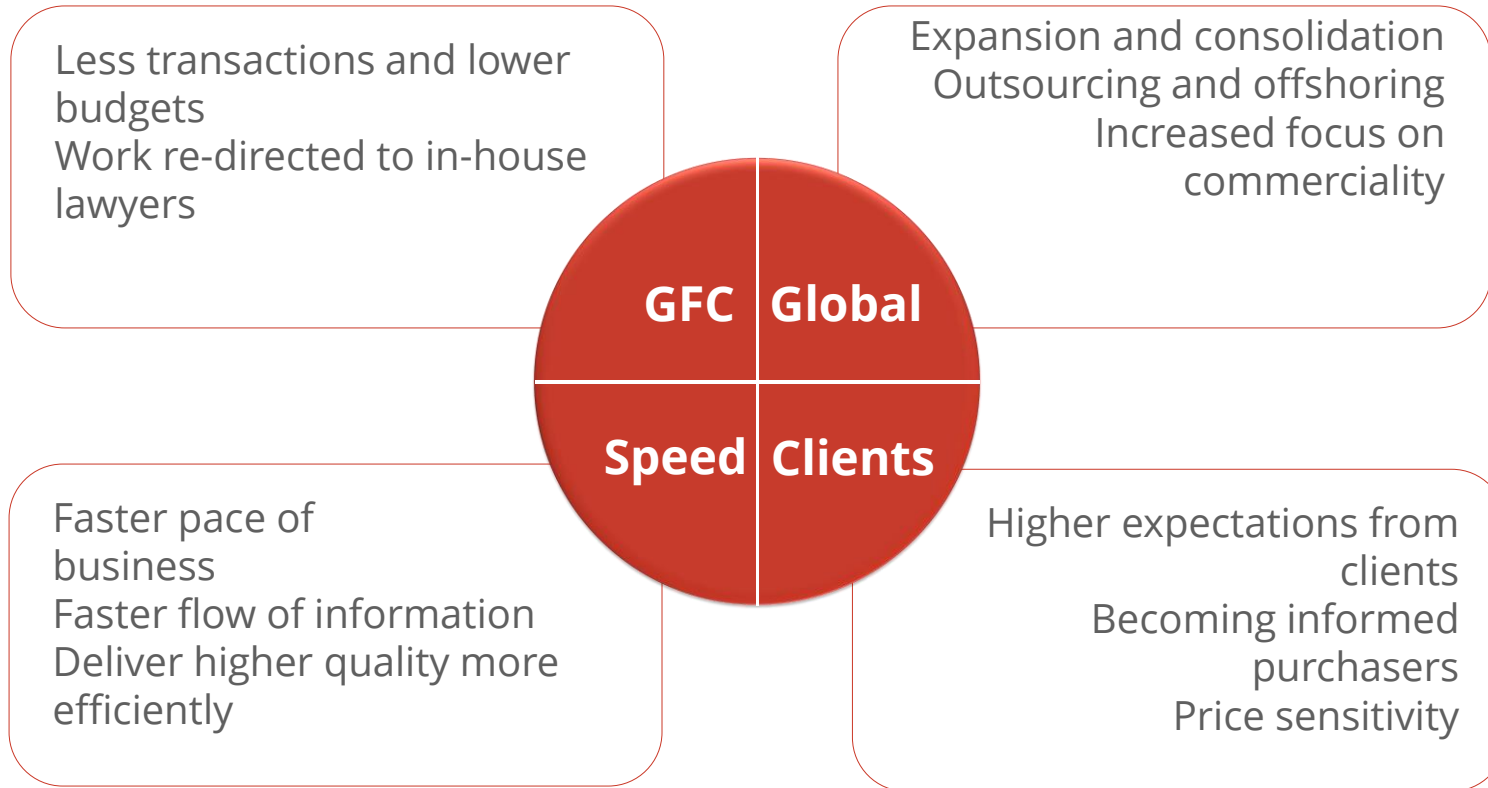
Watch the author on Youtube – [view interview](#)

LEARNING OBJECTIVES

This session covers the foundation concepts of Legal Project Management and how these can be applied to improving the delivery of ALL legal matters. The focus will be on the Triple Constraint and the key concepts of Matter Scoping, Matter Scheduling and Matter Costing. The adoption of these simple tools and concepts has substantial benefits for in-house counsel, external firms and most importantly clients.

- ✓ **INTRODUCE** foundation legal project management concepts
- ✓ **UNDERSTAND** how project management applies to legal transactions
- ✓ **APPLY** key concepts to improve delivery on client expectations
- ✓ **CONSIDER** how to use the tools to manage variations
- ✓ **INTRODUCE** the foundations to get more out of your legal spend
- ✓ **ESTABLISH** frameworks to develop legal project precedents

EVOLUTION TO REVOLUTION?



LEGAL PROJECT MANAGEMENT CONSIDERATIONS

In-house Counsel

- Managing legal matters internally
- Managing legal work as part of larger business projects
- Accessing and tailoring existing project delivery methodologies and tools
- Managing external counsel more effectively
- Informed purchaser concepts
- Managing resourcing and workloads more effectively

External Counsel

- Developing frameworks and tools for legal project management
- Moving from awareness to capability
- Managing resourcing and workloads more effectively
- Identifying the role that will carry out legal project management
- Billing for legal project management
- Formally managing variations and changes

THE BENEFITS OF LEGAL PROJECT MANAGEMENT

Benefits

- ✓ Improves delivery on client expectations
- ✓ Provides a framework for scoping and costing matters
- ✓ Enables successful fee renegotiations when key factors change
- ✓ Increases predictability of cost and time
- ✓ Reduces risk in alternative billing models
- ✓ Increases resilience and reduces stress for your legal teams
- ✓ Creates precedents to accelerate scoping, planning and costing
- ✓ Contributes to knowledge management
- ✓ Improves team work and delegation
- ✓ Provides a competitive edge
- ✓ Leads to sustainability for the future

Session 1



LPM TRIPLE CONSTRAINT

WHAT IS A PROJECT?

- ❑ A project is a temporary endeavour undertaken to create a product, service or outcome
- ❑ There is a definite beginning and end
- ❑ Generally the end is reached when the project's objectives and success measures have been met
- ❑ Projects are generally complex with outcomes that are critical to the achievement of business objectives

Source: PMBoK®

WHAT IS PROJECT MANAGEMENT?

- ❑ A profession with certification
- ❑ A set of skills that can be applied to improve the successful delivery of any project
- ❑ The application of the ten defined project management knowledge areas to deliver project outcomes
- ❑ Project Management definition from the Project Management Body of Knowledge (PMBok) –

“The application of knowledge, skills, tools and techniques to project activities to meet project requirements”

PROJECT SUCCESS MEASURES

- ❑ Project success occurs when the –
 - ✓ expectations of the client are met
 - ✓ agreed project objectives have been delivered
 - ✓ business outcomes have been realised
 - ✓ timeframe and budget have been met
 - ✓ quality and scope requirements have been delivered

- ❑ How often are you less than 100% satisfied with the delivery of external counsel?

- ❑ How often do you deliver on the expectations of internal clients and stakeholders?

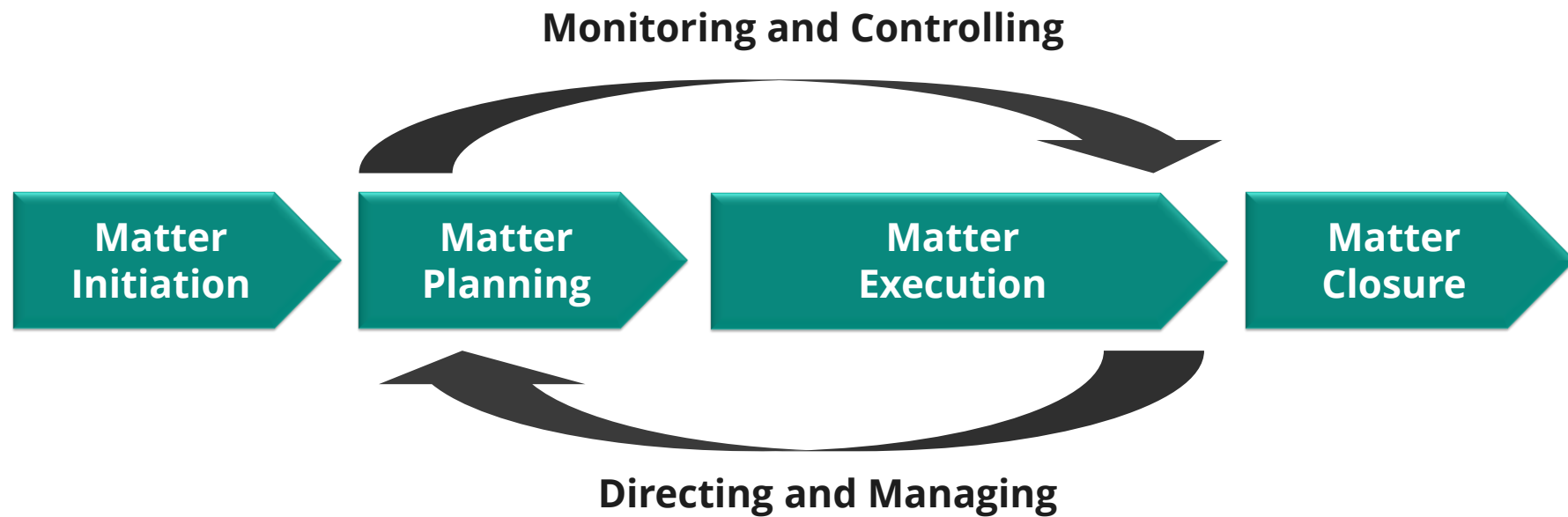
WHAT IS LEGAL PROJECT MANAGEMENT?

- Clarity
- Consistency
- Triple Constraint

Legal Project
Management

- ❑ An emerging discipline in the legal sector that utilises project management techniques and adapts these for application to the management of legal matters
- ❑ Practitioners of legal project management apply it to the process of providing legal services rather than to the substantive legal work itself
- ❑ It is becoming increasingly common, especially when faced with alternative fee arrangements or where there is a commitment to improving efficiency and client service

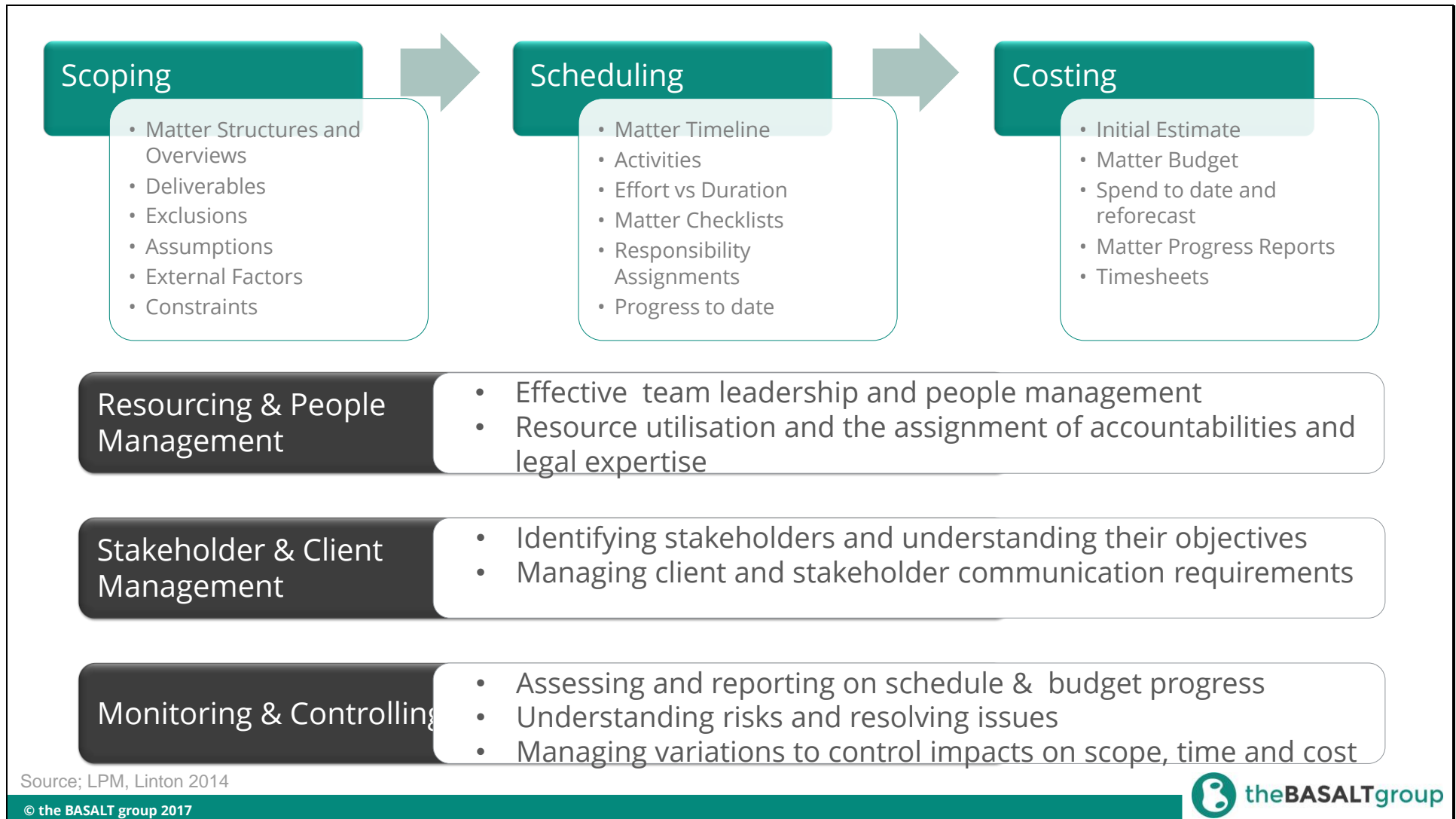
STANDARD LEGAL PROJECT LIFECYCLE



Source; LPM, Linton2014

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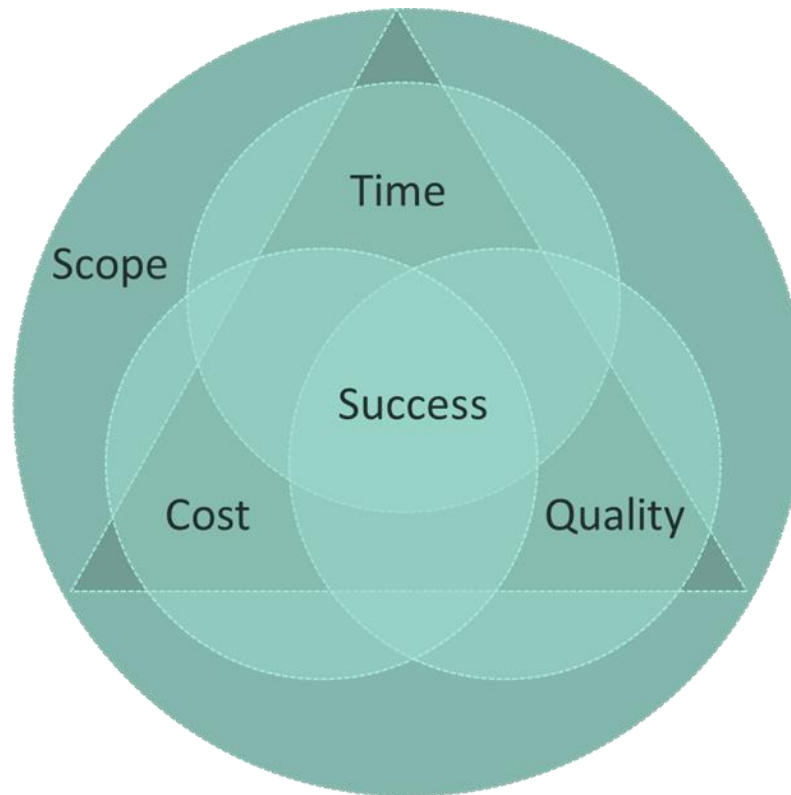


Discuss

REFLECTION ACTIVITY – THE NATURE OF YOUR WORK

1. What sort of work is undertaken by your team?
2. Could this be run more effectively as discrete projects?
3. How many matters are assigned to each lawyer?
4. Do you contribute to the outcomes of organisational projects?
5. Are you satisfied with the delivery of external legal work?
6. Do you have internal project management methodologies that you could apply?

PROJECT INTERRELATIONSHIPS – TRIPLE CONSTRAINT



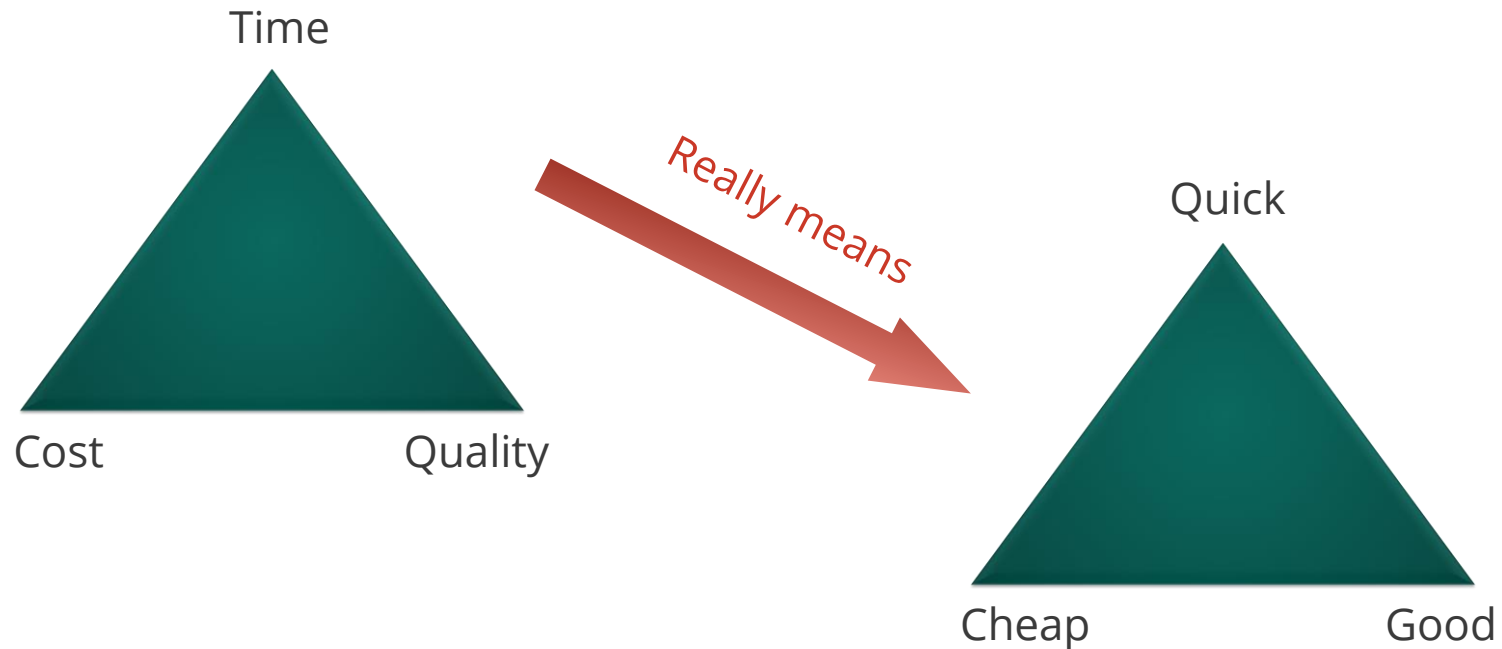
- ❑ Scope is related to Time, Cost and Quality
- ❑ Sometimes referred to as the 'triple constraint'
- ❑ Trade offs between all four relationships are possible
- ❑ This is a good framework for difficult conversations with clients
- ❑ Assists in managing client expectations

Source; LPM, Linton2014

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PROJECT SUCCESS AND TRADE-OFFS



Project success is often reliant on the project manager's ability to manage stakeholder expectations and make trade offs between key project dimensions

Consider

RELATIVE IMPORTANCE – EXAMPLE 1

- What does the following triple constraint tell us about the client's preferences?



Consider

RELATIVE IMPORTANCE – EXAMPLE 2

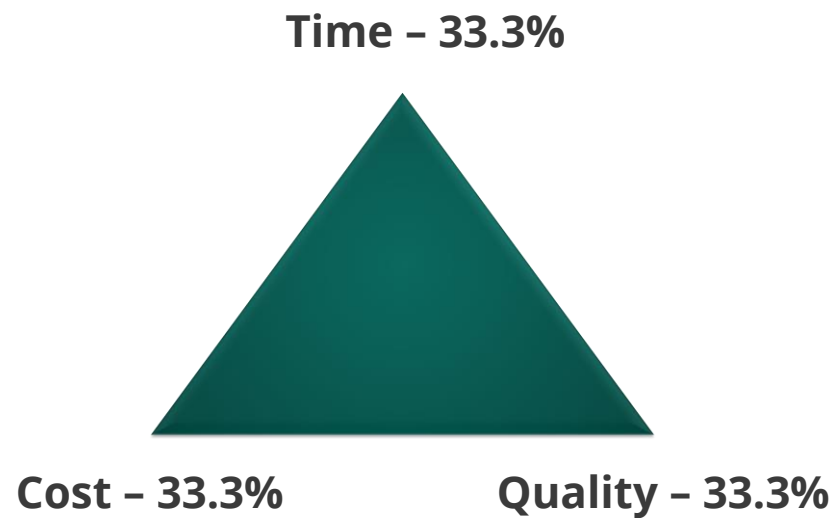
What does the following triple constraint tell us about the client's preferences?



Consider

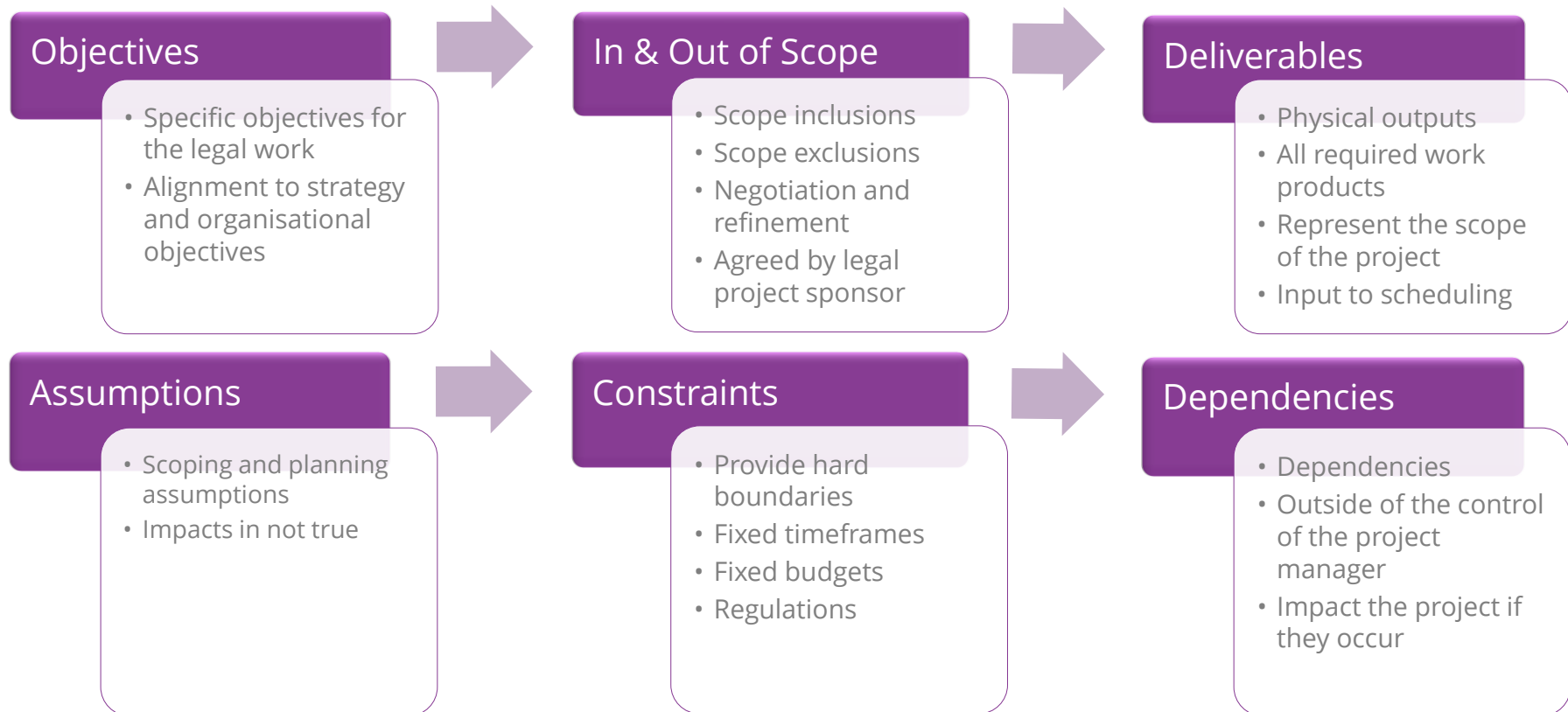
RELATIVE IMPORTANCE – EXAMPLE 3

What does the following triple constraint tell us about the client's preferences?





MATTER SCOPING CONCEPTS



MATTER SCOPING BEST PRACTICE

- ❑ Best practice in matter scoping requires the identification of all of the deliverables required for a matter in order to improve the accuracy of matter scheduling and subsequent work allocation
- ❑ If the matter work starts before adequate scoping has been undertaken, the matter team will inevitably uncover additional scope items along the way. This will lead to additional effort, extra costs and potentially extend the time frame.

DETERMINING MATTER OBJECTIVES

Objective clarification question	Response
What is the primary goal or outcome of the matter?	
Are there any detailed or supporting objectives?	
What are the specifics of each objective?	
What is the rationale for proceeding with the matter?	
Are there any business outcomes related to the matter?	
Are there any particular time frames that need to be met?	
Do any other stakeholders have objectives relating to the matter?	

Source: LPM, Linton 2014

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LEGAL PROJECT CHARTER

Matter Scoping Template or Legal Project Charter

1. Matter background

- Include a table of the document name, location, author, version etc.
- Include a brief summary that either:
 - shows the client that you have understood the overall background and context of the matter
 - shows the internal project manager that you understand where the legal work stream fits into the overall project; or
 - demonstrates to senior management or general counsel that you have understood the requirements and context of the legal matter.

2. Matter objectives

- Confirm the primary goal of the matter and then clearly articulate the objectives of the matter from the client, project sponsor and key stakeholder's perspective. Use the SMART framework to expand and describe each objective in clear terms.
- The primary goal of the matter is ...
- The matter objectives are as follows –
 - SMART objective 1;
 - SMART objective 2;
 - SMART objective 3;
 - SMART objective 4;
 - etc.

3. Scope inclusions and exclusions

- Include both the scope of the matter and any major exclusions. In general, the list of scope exclusions should be shorter than the inclusions.

Scope inclusions	Scope exclusions
<ul style="list-style-type: none"> • Inclusion item 1 • Inclusion item 2 • Inclusion item 3 • etc 	<ul style="list-style-type: none"> • Exclusion item 1 • Exclusion item 2 • etc

- Include a link to the matter overview or matter structure.

4. Indicative costs and time frame

- Include a brief paragraph about the indicative costs in terms of a ranged estimate. If appropriate, and any related processes for reporting on and updating matter costs. Clearly state if there is a constraint on cost in terms of a fixed upper budget.
- Include a brief paragraph about the indicative time frame in terms of a ranged estimate. If appropriate, and any related processes for reporting on and updating matter time frames. Clearly state if there is a constraint on the time frame in terms of any fixed end date or major milestones.

Major milestones or stages	Indicative date
Milestone or stage name	Date 1
Milestone or stage name 2	Date 2
Milestone or stage name 3	Date 3
Milestone or stage name 4	Date 4
Etc	Etc

- Clearly state the change request or variation processes.

5. Assumptions, external factors and risks

- Clearly list any major assumptions that have been made for planning purposes and the impact if these are not true.

Major planning assumptions	Impact if not true
Planning assumption 1	Impact
Planning assumption 2	Impact
Planning assumption 3	Impact
Planning assumption 4	Impact
Etc	Etc

- Clearly list any major external factors that may have a material impact on the matter, and, if they occur, whether they will require additional time and/or cost.

Major external factors	Impact if occurs
External factor 1	Impacts to scope, time, cost or quality
External factor 2	Impacts to scope, time, cost or quality
External factor 3	Impacts to scope, time, cost or quality
External factor 4	Impacts to scope, time, cost or quality
Etc	Etc

- Clearly list any major risks that may have a material impact on the matter, and, if they occur, whether they will require additional time and/or cost.

Major risks	Likelihood	Consequences
Major risk 1	Likelihood	Consequences
Major risk 2	Likelihood	Consequences
Major risk 3	Likelihood	Consequences
Major risk 4	Likelihood	Consequences
Etc	Etc	Consequences

6. Matter structure or overview

Include either a matter structure or matter overview, whichever has been developed for the particular matter. This can be a generic one based on the common flow or structure of the matter type, or one that is specifically tailored one required.

7. High-level matter schedule

Optional. Include a high-level visual representation of the matter time frame if required by the client, or preferred by the legal project manager. A simple one-page PowerPoint® slide or presentation of the high-level Gantt chart based on the major phases, stages and milestones should be sufficient, or perhaps a matter chronology that summarises the major facts and events to date along with the future planned milestones.

Source: LPM, Linton 2014

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MATTER OVERVIEWS AND MATTER STRUCTURES

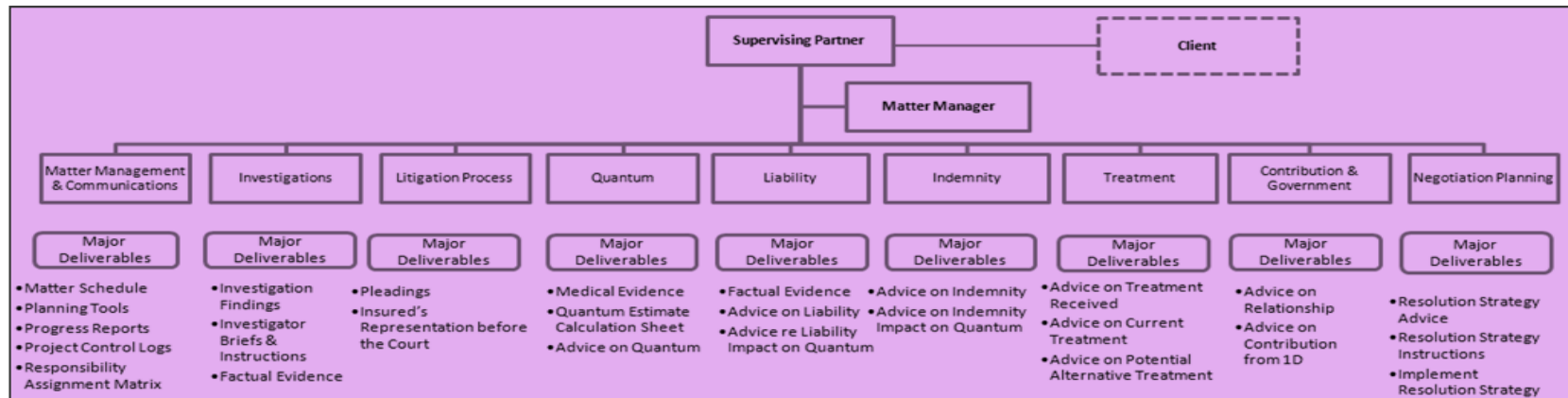
Matter Overviews

- ✓ Provide a vertical process based view of the matter scope
- ✓ Chronological sequence of phases, deliverables and activities
- ✓ Useful for smaller legal projects where one lawyer completes all the work
- ✓ Useful for legal work streams as part of larger programs

Matter Structures

- ✓ Provide a functional view of the matter and show the scope assigned to each work stream
- ✓ Work streams are assigned based on disciplines, specialist skills, or discrete teams
- ✓ Major deliverables are assigned to each work stream
- ✓ Activities and timeframes are generally not included
- ✓ Useful for larger legal projects or work streams with medium to large teams

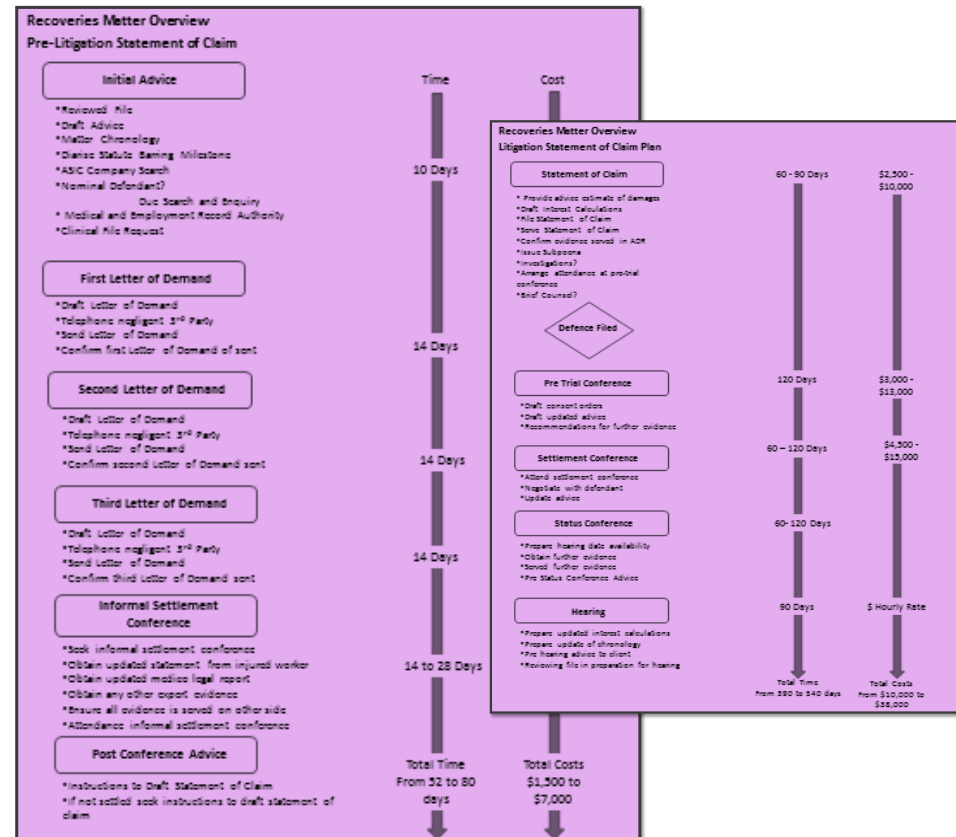
MATTER STRUCTURE EXAMPLE



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MATTER OVERVIEW EXAMPLE

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ASSUMPTIONS

- ❑ Assumptions are factors that, for scoping and scheduling purposes, are considered to be true.
- ❑ Lawyers make assumptions all the time about the preferences and requirements of their clients, which are largely based on their own personal preferences that could be quite different from those of the client.
- ❑ Best practice dictates that assumptions need to be made consciously and deliberately, and to be clearly documented in the matter assumption log
- ❑ Assumptions need to be discussed with the sponsor and stakeholders.
- ❑ Strong assumptions are made based on experience and the application of good judgment.
- ❑ Assumptions introduce an element of risk into the legal matter.
- ❑ When a major assumption becomes untrue during the execution of the matter, there will normally be a material impact on scope, cost, time or objectives.

EXTERNAL FACTORS

- ❑ An external factor is a term applied in LPM. In the wider field of project management, these factors are referred to as 'dependencies'.
- ❑ In LPM, external factors are relationships between the matter and activities or actions that are external to the matter.
- ❑ They are outside of the legal project manager's direct control — for example, action by the court, a plaintiff, the client or the government.
- ❑ Some examples include - interlocutory procedures and changes to related new statutory obligations.
- ❑ It is good practice to clearly document common external factors and the impact if they occur. These can often be recorded as risks.
- ❑ It is also recommended that known external factors are included as milestones for tracking purposes.

TIPS FOR MANAGING SCOPE

1. Ensure that the change control process is clear and everyone knows when and how to raise variations
2. Seek formal approval from the supervising Partner, or Client, before undertaking large variations that cannot be absorbed into contingency
3. Assess variations for impact on Scope, Time, Cost and Quality and discuss this with the Client
4. Clearly document and discuss scope inclusions, scope exclusions and all variations so there are no nasty surprises at the end of the matter

If your matters go over time and over cost it is generally due to ineffective scope management!



WHAT IS MATTER SCHEDULING?

- Matter scheduling consists of processes and techniques to –
 - define and sequence all the activities that underpin the deliverables identified in matter scoping
 - consider resource allocation and resource requirements for each activity
 - estimate the effort and the duration of each activity
 - construct the matter schedule by connecting all activities
 - determine the matter duration in the matter schedule

MATTER SCHEDULING CONCEPTS



DETERMINING MATTER DURATION

How to determine the matter duration?

1. Take all the deliverables identified in matter scoping
2. Define all the activities that create the deliverables, including quality activities such as review and rework
3. Estimate the effort required for each activity
4. Estimate the activity related to each activity – effort is sometimes much higher or much lower than the actual duration
5. Identify and assign resources to each activities, including the assignment of accountability for the overall deliverable
6. Connect the activities together using interrelationships to form the matter schedule
7. Refine and baseline the matter schedule
8. Assess progress to monitor and control the matter schedule

DELIVERABLES VERSUS ACTIVITIES

- ❑ Deliverables are the primary planning concept when developing the Work Breakdown Structure
- ❑ Activities are the primary planning concept when developing the project schedule
- ❑ Activities that are not connected to a deliverable are wasting time and energy
- ❑ We often automatically think in activities, it requires discipline to develop the deliverables first



IDENTIFYING ACTIVITIES

Considerations	Impacts if overlooked
Are any quality assurance activities required?	<ul style="list-style-type: none"> • Deliverables take longer and cost more • Poor quality deliverables • Rework may be required, leading to additional time and cost
Do precedents exist that can be re-used?	<ul style="list-style-type: none"> • Deliverables take longer and cost more • Poor quality deliverables • Rework may be required, leading to additional time and cost
Do other parties or team members need to be consulted?	<ul style="list-style-type: none"> • Key facts or considerations may be omitted • Rework may be required, leading to additional time and cost
Do other parties or team members have content to contribute?	<ul style="list-style-type: none"> • Key content may be omitted • Rework may be required, leading to additional time and cost
Are any review and sign-off activities required?	<ul style="list-style-type: none"> • Activities may be overlooked • Deliverables will take longer and cost more • Rework will be required, leading to additional time and cost
How many levels of sign-off will be required?	<ul style="list-style-type: none"> • If there are several levels of review and sign-off, they all need to be factored into the duration; otherwise activities will be overlooked leading to additional time and cost

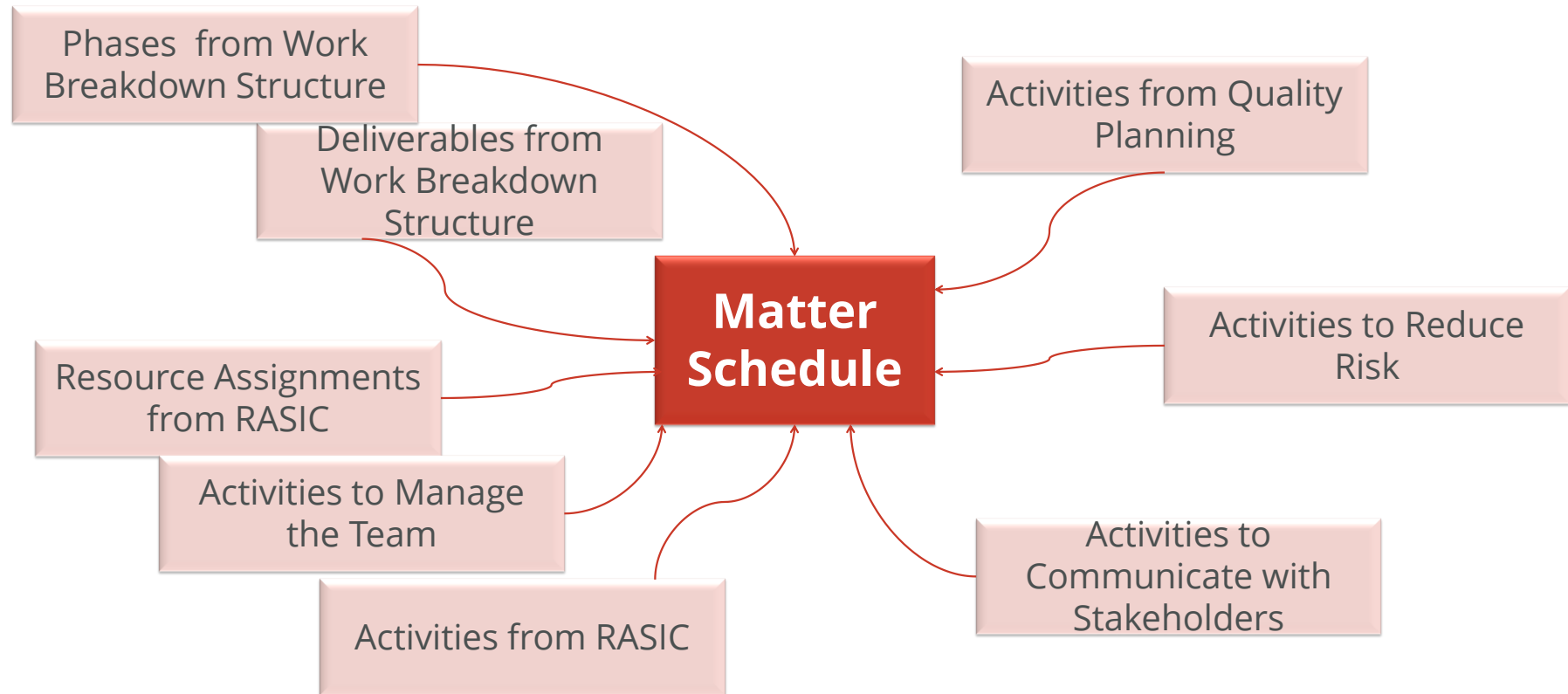
ESTIMATING ACTIVITY DURATION

- ❑ The next step is to estimate the duration of each activity and then to link them together to create the project schedule
- ❑ Logic dictates that the best person to estimate the duration of an activity is the person who will be performing the activity
- ❑ This is not always successful as –
 - Team members can be naturally optimistic or pessimistic
 - They often forget the quality activities including - review, sign off and rework
 - Different resources have different productivity levels
 - Time may be lost as team members gain skills and undertake training

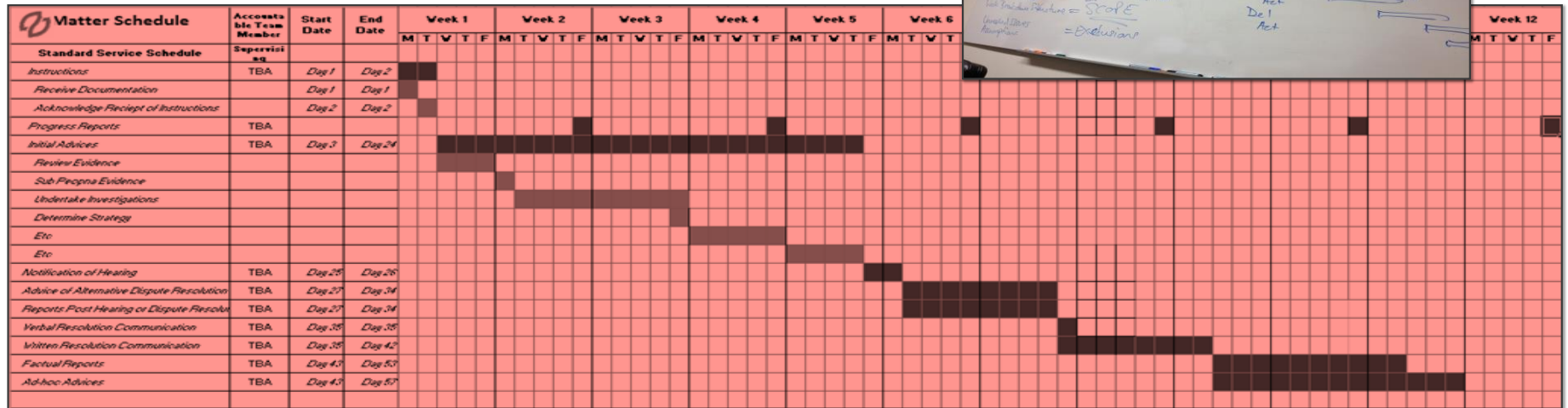
ESTIMATING EFFORT AND DURATION

- ❑ There is a critical difference between effort and duration.
 - *Effort* – is the application of energy to activities which that lead to the creation of a deliverable.
 - *Duration* – is the elapsed time that it takes to complete the activities that lead to the creation of a deliverable.
- ❑ Effort less than duration - occurs for deliverables that require the application of small amounts of effort over longer periods of time.
- ❑ Effort greater than duration – occurs where a major deliverable needs to be completed in a relatively short time frame.

CREATING A PROJECT SCHEDULE



MATTER SCHEDULES



- Traditional project management tool developed by Henry Gantt in the 1910s
- These can be a simple task list or Excel spreadsheet or more sophisticated and completed in MS project
- Pictorially shows the timeframes and interrelationships between phases, deliverables and activities - can be used to track progress

STEPS TO CREATE THE MATTER SCHEDULE

1. Create the initial matter schedule
2. Expand the matter schedule
3. Enhance the matter schedule
4. Refine the matter schedule
5. Monitor and control the matter schedule

Complete scoping first!



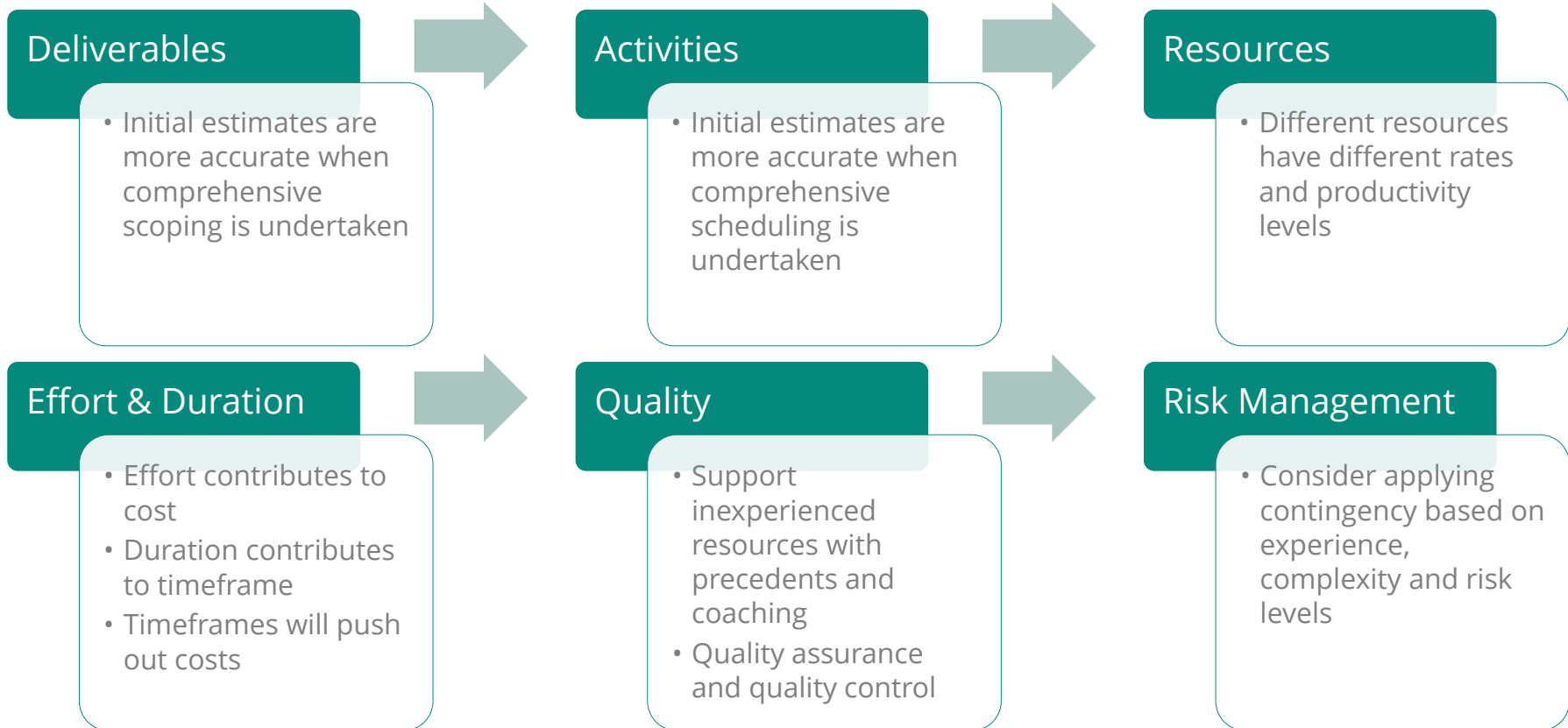
WHAT IS MATTER COSTING?

- ❑ Matter costing consists of processes and techniques to -
 - estimate the costs for each activity
 - develop the budget for the legal project
 - manage variations to the legal project budget
 - monitor and control the matter budget

- ❑ Matter costing is simply a function of matter scoping and matter scheduling



MATTER COSTING CONCEPTS



Discuss

REFLECTION ACTIVITY – COST OVERRUNS

1. What are the main reasons for cost overruns on legal matters and projects?
2. How can LPM help to improve cost estimation?
3. What are the benefits of legal project management precedents to support scoping, scheduling and costing?
4. Do you often have fixed legal budgets? How often are they achieved?

MATTER COSTING TOOLS & TECHNIQUES

Analogous

- Uses costs and experiences from similar past matters to estimate the costs of new matters

Parametric

- Uses estimating metrics captured from past matters of similar types to estimate the costs of new matters
- Timesheets

Best, Worst, Likely

- Uses a weighted average of the best and worst case estimates to determine the likely estimate
- Still largely guess work

Bottom Up

- Calculates and collates costs for each activity
- Required detailed scoping and scheduling

Top Down

- Primarily a review technique to determine if any major scope items or deliverables have been omitted

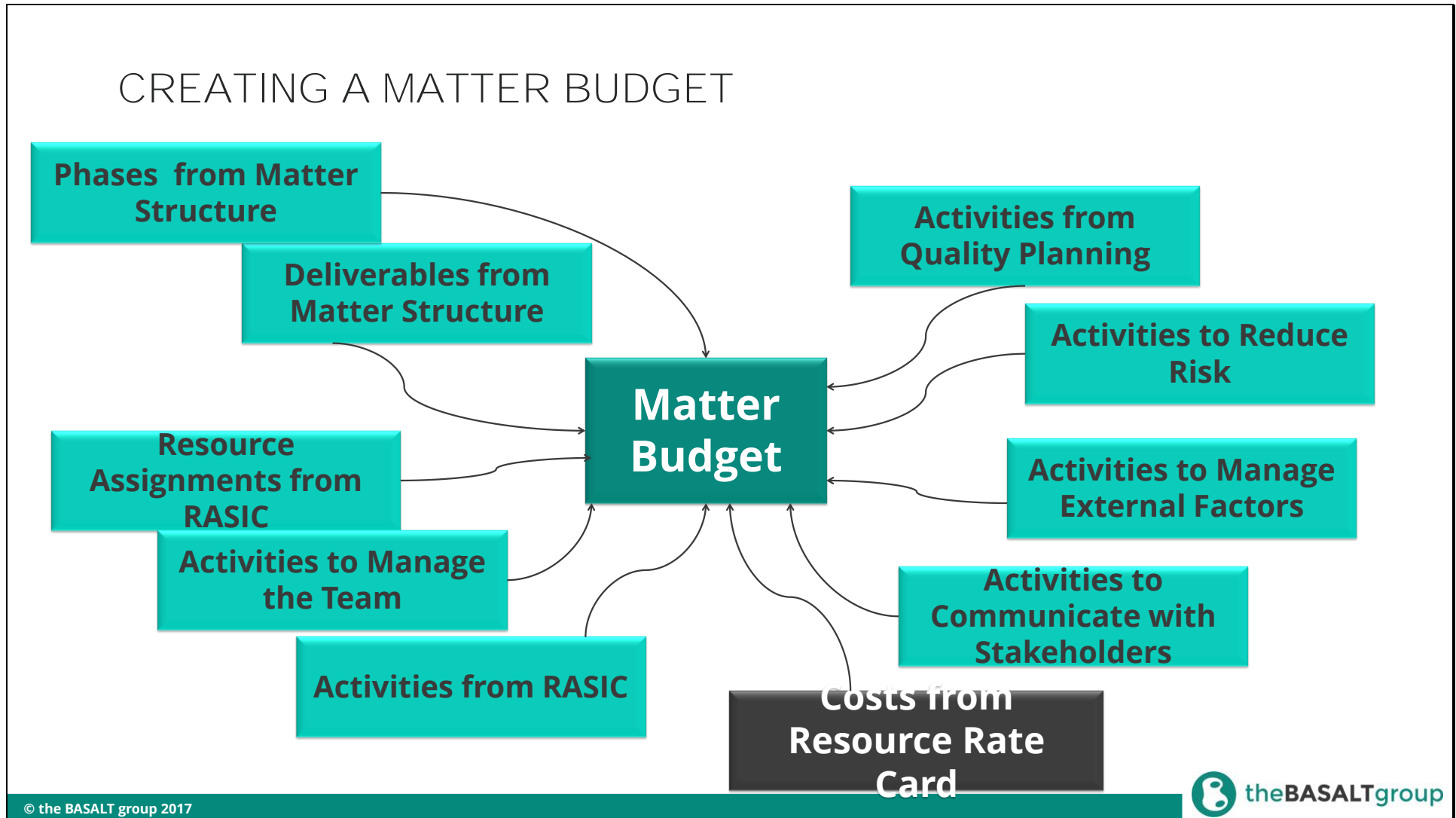
Contingency

- Consider applying contingency based on experience, complexity and risk levels
- Don't apply to each activity

ESTIMATES VERSUS QUOTATIONS

- ❑ Many lawyers draw a distinction between the provision of a costs estimate and a quotation do legal work
 - Estimate — 1. An approximate calculation or judgement of the value, number, quantity, or extent of something: 'at a rough estimate' ... 2. A written statement indicating the likely price that will be charged for specified work or repairs ...
 - Quotation — 2. A formal statement setting out the estimated cost for a particular job or service ...

- ❑ It is particularly interesting to note that this Oxford Dictionary definition of 'quotation' refers to an estimate





WHAT IS MATTER QUALITY MANAGEMENT?

- Matter quality management ensures the deliverables of the legal project meet the quality requirements by defining processes for –
 - Quality planning
 - Quality assurance
 - Quality control
 - Knowledge management concepts

QUALITY MANAGEMENT CONSIDERATIONS

Quality Assurance

- ✓ Quality assurance activities are built into the process used to create deliverables.
- ✓ Consider activities before undertaking the work
- ✓ They can be performed by a manager, client, or even a third party reviewer.
- ✓ Examples of quality assurance activities include -
 - early reviews of drafts
 - standard processes and templates
 - precedents

Quality Control

- ✓ Quality control activities are performed at the completion of a deliverable
- ✓ They are used to verify that deliverables meet the requirements and that they are complete and correct
- ✓ Are considered a potential source of waste
- ✓ Examples of quality control activities include -
 - Inspection of final drafts
 - checklists

QUALITY TOOLS AND TECHNIQUES

Quality assurance tools	Quality control tools
Definition of competencies and behaviours for both legal practitioners and support staff	Checklists
Recruitment and selection of legal practitioners and support staff	Reviews
Legal templates and precedents	Rework
Legal project management templates and precedents	Inspection
Checklists	
Work processes, procedures and instructions	
Training on knowledge transfer and sharing	
Continuous improvement	
Resource selection and assignment	

QUALITY TRADE OFFS

'The best is the enemy of good' Voltaire

- ❑ The phrase can be traced back to Voltaire and it is not an endorsement of mediocrity
- ❑ It is an endorsement of pragmatism, of analysing the cost of quality and allowing the client to decide what level of risk is acceptable
- ❑ It is human nature to always seek a better solution and for each of us to add our own personal stamp
- ❑ Legal project managers must learn to keep human nature in check to ensure that projects are completed on time and within budget

HOW TO MANAGE QUALITY?

- ❑ Discuss and agree the quality expectations of the sponsor and major stakeholders
- ❑ Seek approval for additional detailed work based on major risks that may be uncovered
- ❑ Allow time to undertake reviews and rework in duration estimation for deliverables
- ❑ Ensure team members know the quality expectations of the sponsor
- ❑ Ensure team members know how long they have to complete activities

MAJOR COMPONENTS OF LAW 9000-2010

Management Responsibility

- Customer Focus
- Quality Policy
- Staff Engagement
- Management Review

Product Realisation

- Product & Service Design
- Customer Requirements
- Customer Processes
- Customer Communication
- Purchasing

LAW 9000-2010 Quality Management System

- Establish
- Document
- Implement
- Maintain

Resource Management

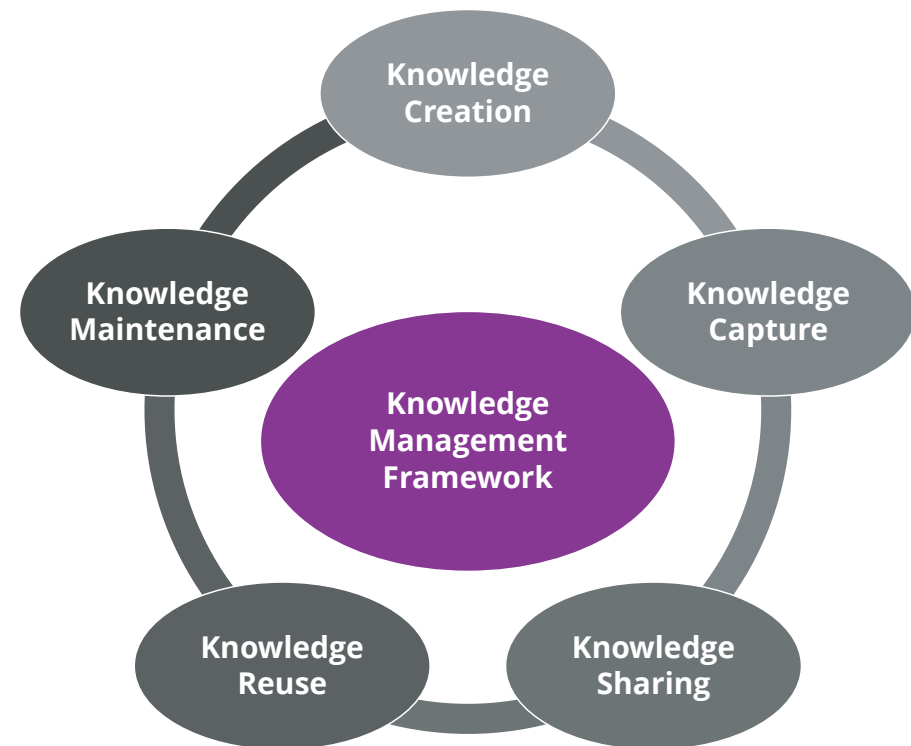
- To maintain the QMS
- Competent Human Resources
- Training and Awareness
- HR Policies and Procedures

Continuous Improvement

- Monitor & measure
- Control defects
- Analyse Quality Data
- Preventative Action
- Corrective Action

KNOWLEDGE MANAGEMENT FRAMEWORK

- ❑ Knowledge management is a core quality management tool
- ❑ Precedents and best practice examples can be captured and shared with other Legal Project Managers
- ❑ This accelerates and improves the accuracy of scoping, scheduling and costing



Source: LPM, Linton 2014

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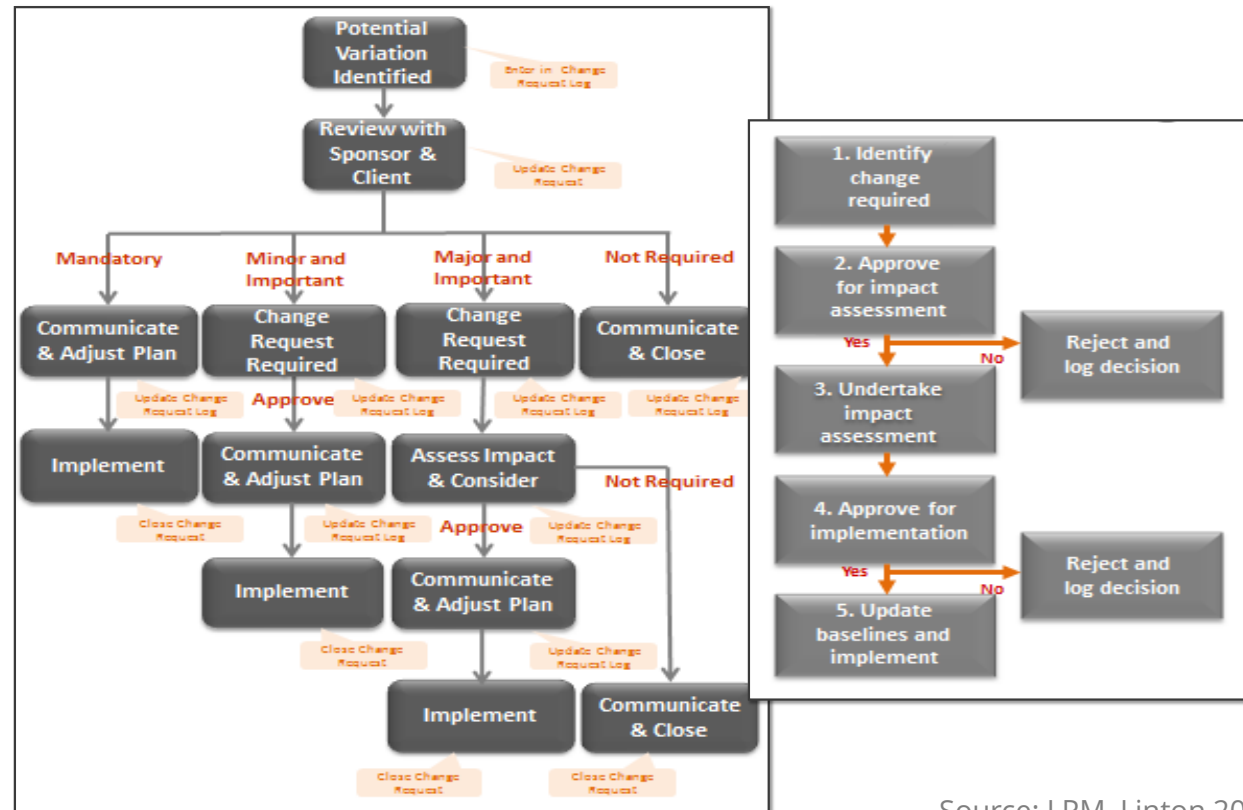


MONITORING & CONTROLLING

- The types of monitoring and controlling activities that are undertaken by the legal project manager and matter team include -
 - measuring and managing the work
 - verifying and controlling scope
 - managing variations or change requests
 - measuring and reporting on progress
 - resolving issues in order to maintain initial baselines for scope, time and cost
 - identifying and implementing preventative action to prevent future deviations from plan

VARIATIONS - CHANGE CONTROL PROCESSES

- ❑ Many legal project managers resist discipline as they believe that events that influence matters are unpredictable
- ❑ External factors, risks and assumptions can be anticipated during matter planning
- ❑ Change control is the formal process for identifying and managing all events that will impact in the scope, time and cost of the legal project



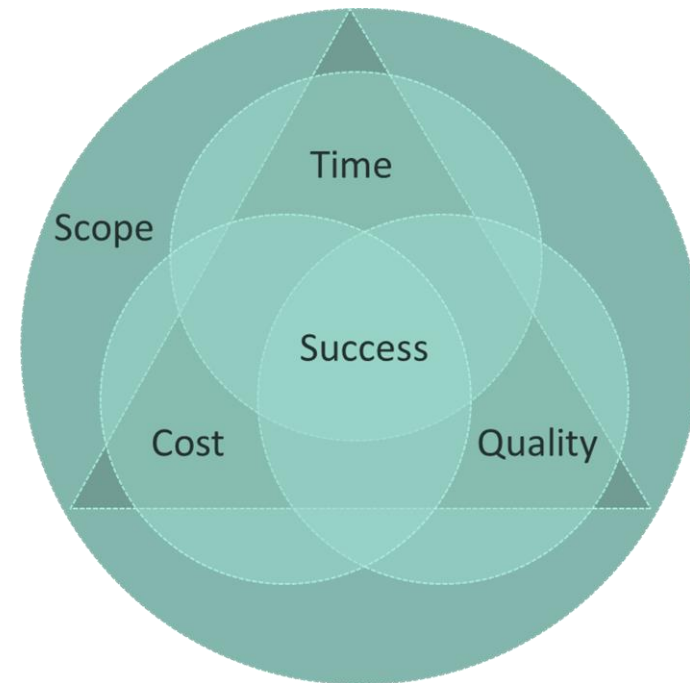
Source: LPM, Linton 2014



Discuss

REFLECTION ACTIVITY – VARIATIONS

1. Consider recent project type work and recall the changes that occurred along the way.
2. What could have been done differently to avoid the variations and changes?





HOW HARD CAN IT BE?

Richard Susskind tells a joke (although it is no laughing matter) that a lawyer will go off on a three day project management training course, then return to the firm and say "Look, I'm a project manager now!"

Susskind then asks how lawyers would like it if project managers went on a three day legal training course, then came back and declared they were lawyers! *From the column Christian UnCut: run a project - how hard can it be? Asia Pacific Legal Technology Insider (3) April 2012.*

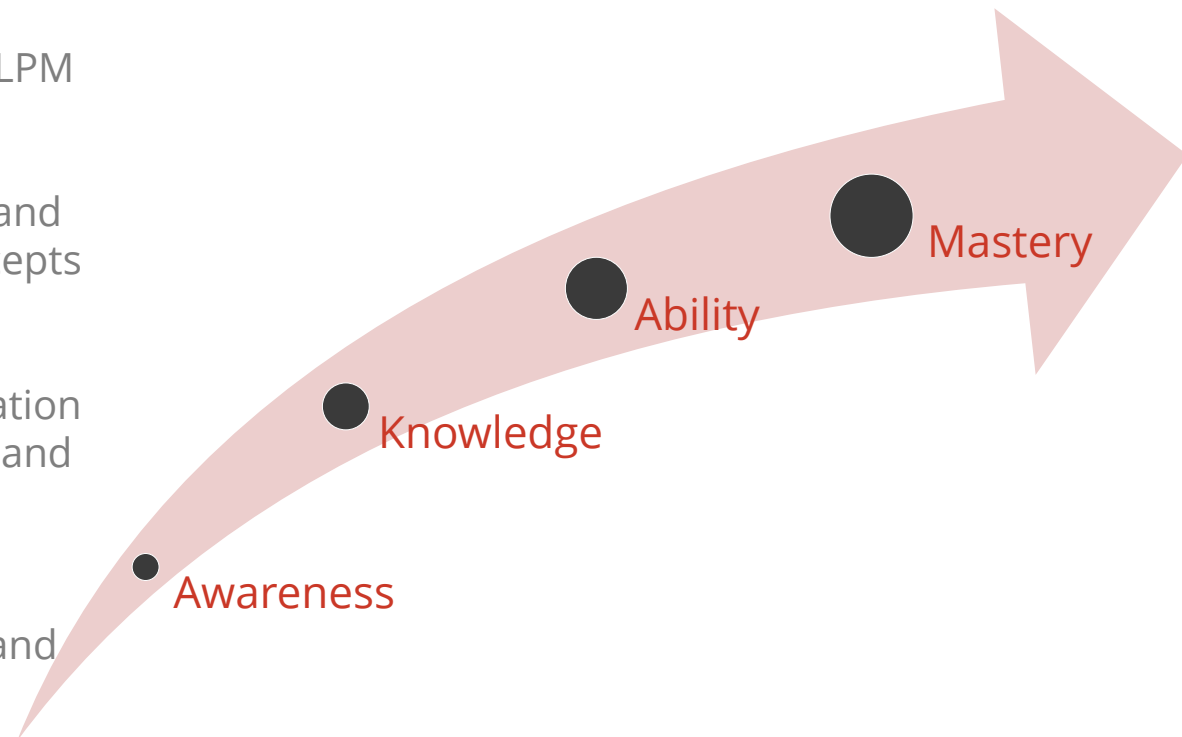
LPM COMPETENCY DEVELOPMENT FRAMEWORK

Awareness – introduction to LPM concepts and frameworks

Knowledge – understanding and initial application of LPM concepts and specific LPM tools

Ability – selection and application of LPM tools on legal matters and legal work streams

Mastery – creation of LPM precedents for repeated use and continuous improvement





I am happy to send
anyone who contacts me a
editable copy of my LPM
Competency Framework

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