



Use of Project Management Skills and Methodologies Within Law Firms

WSG 2018 European Regional Meeting
Tallinn, Estonia, May 3rd 2018

Panel Discussion:

Sten Luiga (COBALT), Gary Assim (Shoosmiths), Dr Joerg Schewe (Heuking Kühn Lüer Wojtek),
Orn Gunnarsson (LEX), Dr Haukur Ingi Jónasson (Reykjavik University)

Legal Project Management

- From the **macro economic challenges** of the Euro Area to the **micro economic challenges** of law firms.
 - *Projectification* of society.
 - *Projectification* in organisations / businesses.
- **Use of Project Management Skills and Methodologies Within Law Firms.**

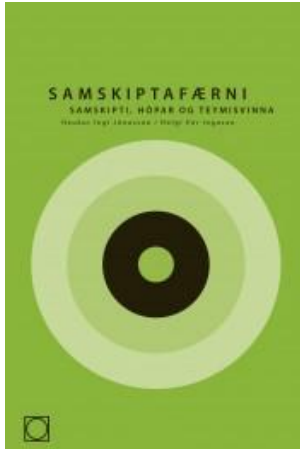
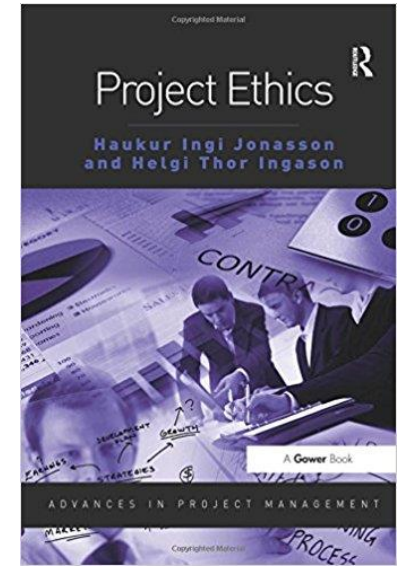
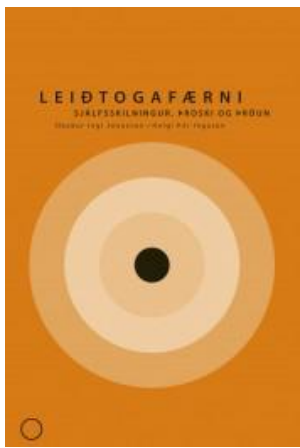


Introduction

Use of Project Management Skills and Methodologies Within Law Firms

Dr Haukur Ingi Jonasson
Reykjavik Univeristy

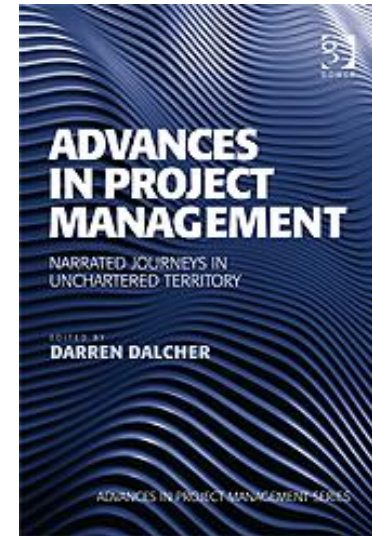




Law for Project Managers (MPM). IPMA Code of Ethics and Professional Conduct.



Nordica Consulting Group



Stanford Certified Project Manager



STANFORD UNIVERSITY
Stanford Center for Professional Development

PAUSE

New reality for Legal Firms?

- “In the legal profession, Legal Project Management (LPM) has gone viral, primarily as a result of **unprecedented changes** that are rapidly **reshaping** the legal landscape”

Woldow and Richardson (2010).

- “... it is increasingly clear that the buying habits of business clients have **shifted in a couple of significant ways** that have adversely impacted the demand for law firm services. [...] We now live in a **buyers' market** in which all of the key decisions about how legal services are delivered and priced are being made or strongly influenced by clients”.

Georgetown Law (2015)



New reality for Legal Firms?

*“The introduction of **fixed fees, outsourcing of legal work, intelligent systems and the internationalisation** [...] legal practice are beginning to impact on the legal market and how lawyers practice, and the skills lawyers will need in the future”.*

Law Society of Western Australia, LSWA (2016).

*“Despite the fact that **93%** of law firm leaders think a focus on improved practice efficiency is a permanent trend in the legal market, **fewer than half of all law firms (44%) have significantly changed their strategic approach to efficiency** – seemingly a **large strategic disconnect**”.* Altman Weil (2016)



Projectification of Legal Practices?

- **Legal Project Management** becoming more and more important.
- Demands from customers.
 - Project management **requirements in a request for proposal**.
 - Fees are **under pressure; requirements for fixed fees**.
 - Customers want **predictability**.
 - Demand for **alternative price arrangement (APA)**
 - **AI** might replace lawyers, but **not the managerial aspect**.
 - Demand for more efficiency for **higher margins**.
- Requirements for **APA fees: Project Management**.
- **Opportunity** rather than a threat?
 - Might this generate **more income** for the firm?
 - Might it create **better working environment** for employees?



PAUSE

Legal Project Management: Current situation

- Are lawyers currently using project management?
 - In larger projects there might be a **kick-off**, maybe some **weekly meetings**; but more is needed.
 - All running projects but **little/no training** in professional project management.
 - See it more as a **art**; some run it artistly.
 - Not formal project management; need **for new philosophy, new mindset**.
 - **Legal Expert** vs. **Project Management Professional**.



What is project management?

- **Project management.**
 - Philosophy, Practice, Profession.
- **Professional** Project Management.
- Chartered **Project Practitioner**. (APM, UK).
- Procedures, blueprints templates, documentation, Knowledge, standarization, IT-Tools, Knowledge etc.
- **PPP Management** (Project, Programme, Portfolio management).
 - Micro / Small / Medium / Large / Huge / Mega?
- Managing **teams, complexity, risk,**



What is a Project?

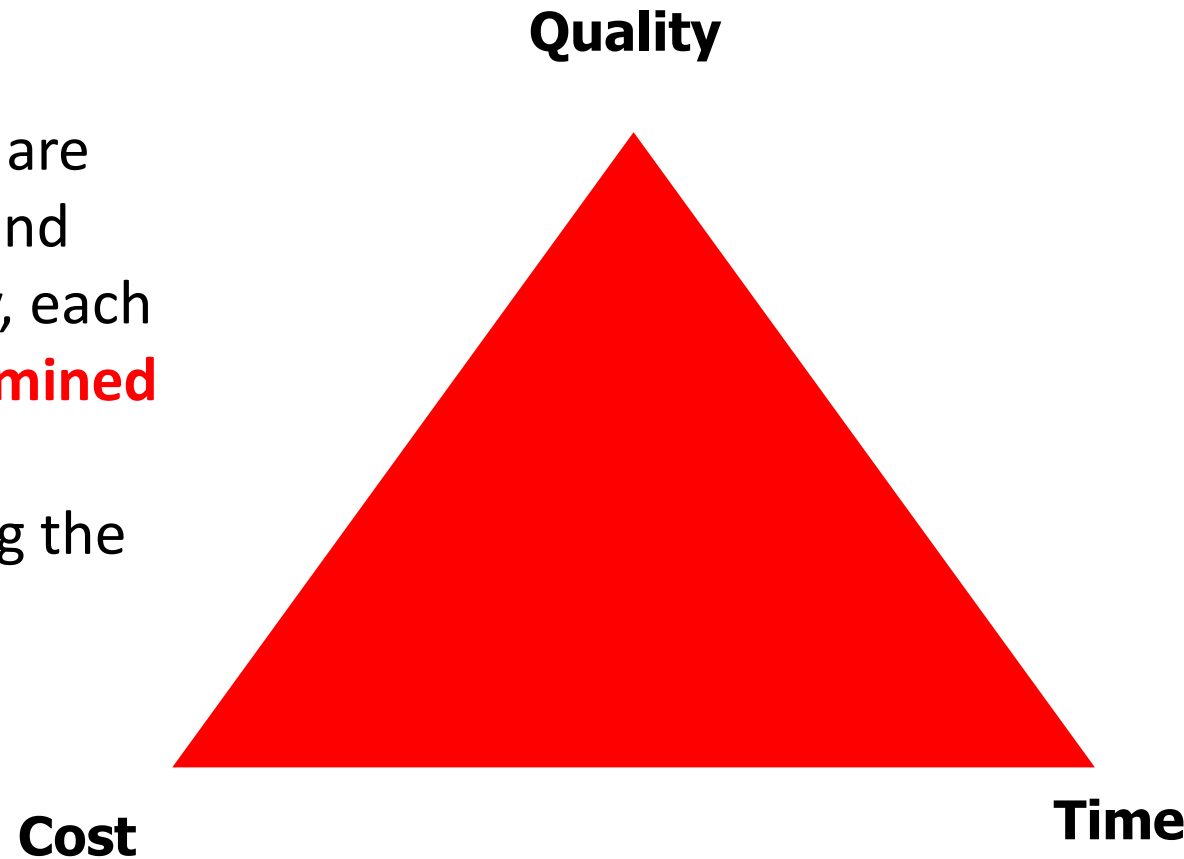
- A **concrete** and **organized effort** motivated by a perceived **opportunity** when facing a problem, a need, a desire or a source of discomfort.
- Some level of formal **documentation, deliverable(s), and impacts.**
- It seeks the **realization** of a **unique** and **innovative** deliverable, such as a **product, a service, a process.**
- Has a **beginning** and an **end; a closed dynamic system.**

Mesly, Olivier. (2017). Project feasibility –Tools for uncovering points of vulnerability. New York, NY: Tayl and Francis, CRC Press. 546 pages. ISBN 978-1498-757911. See page 52.



Projects, Iron Triangle, 4 P's

Bound by **triple constraints** that are calendar, costs and norms of quality, each should be **determined** and **measured objectively** along the project lifecycle.



Developed with **4 Ps** of project management: **Plan, Processes, People, and Power** (e.g., line of authority).

<https://media.giphy.com/media/26xBv3wNiNqR1P0li/source.gif>

Project Life-Cycle / Compressed Projects

DEFINATION

- Scope definition.
- Expectation management with client.
- Price offer.

PLANNING

- Work-breakdown Structure (WBS).
- Planning of Cost.
- Resource Planning (of needed).
- Risk Analysis/Plan.
- Stakeholders and Communication Plan.

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EXECUTION

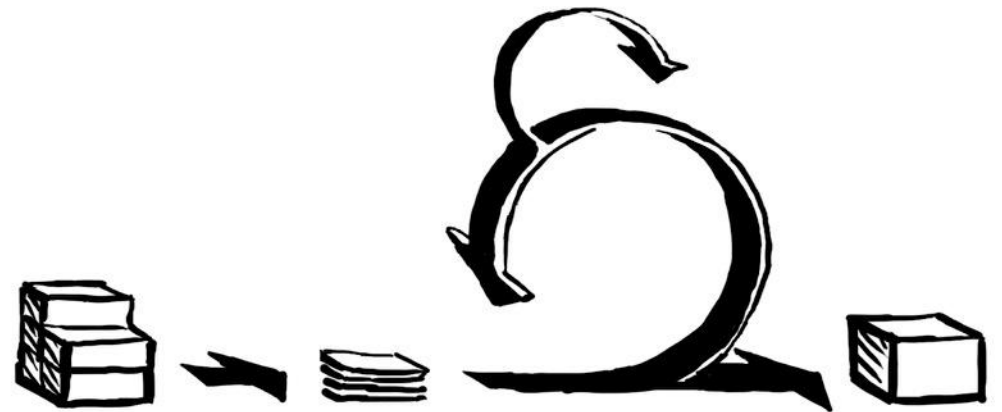
- Project Control.
- Risk Management.
- Issues Management
- Change Management.

CLOSURE

- Formal closure..
- Team closure.
- Lessons Learned.
- Knowledge Transfer.

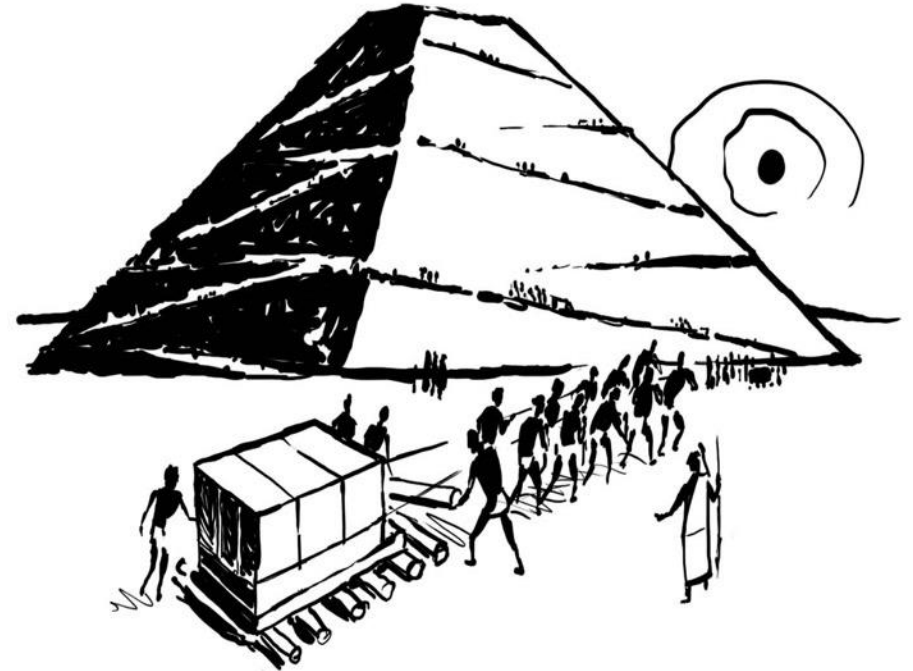
Compressed vs. Dynamic

- **Compressed Project Management** /
Conventional / Cascade /
Waterfall (IPMA /
PMBOOK / ISO 21500)
 - Planned from the front /
Project Management Plan.
- **Dynamic Project Management** / Iterative /
Agile / Scrum.



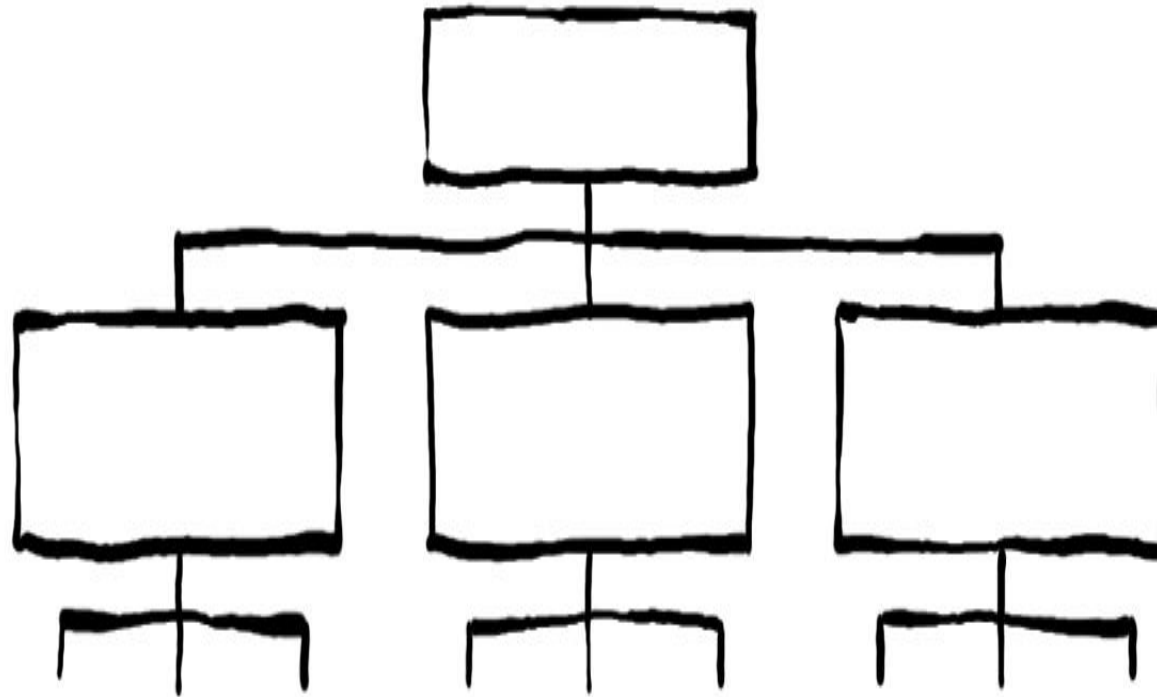
Why Project Orientation?

- Stronger link to **strategy**.
- Better defined **outcomes**.
- More **agile (adoptability)** with regards to change.
- **Better processes**.
- More **predictability** (outcomes, risk, communication).
- Better **communication** (via communication plan).
- **Happier employees**.
- More effective management (project portfolio).
- **Happier customers!**



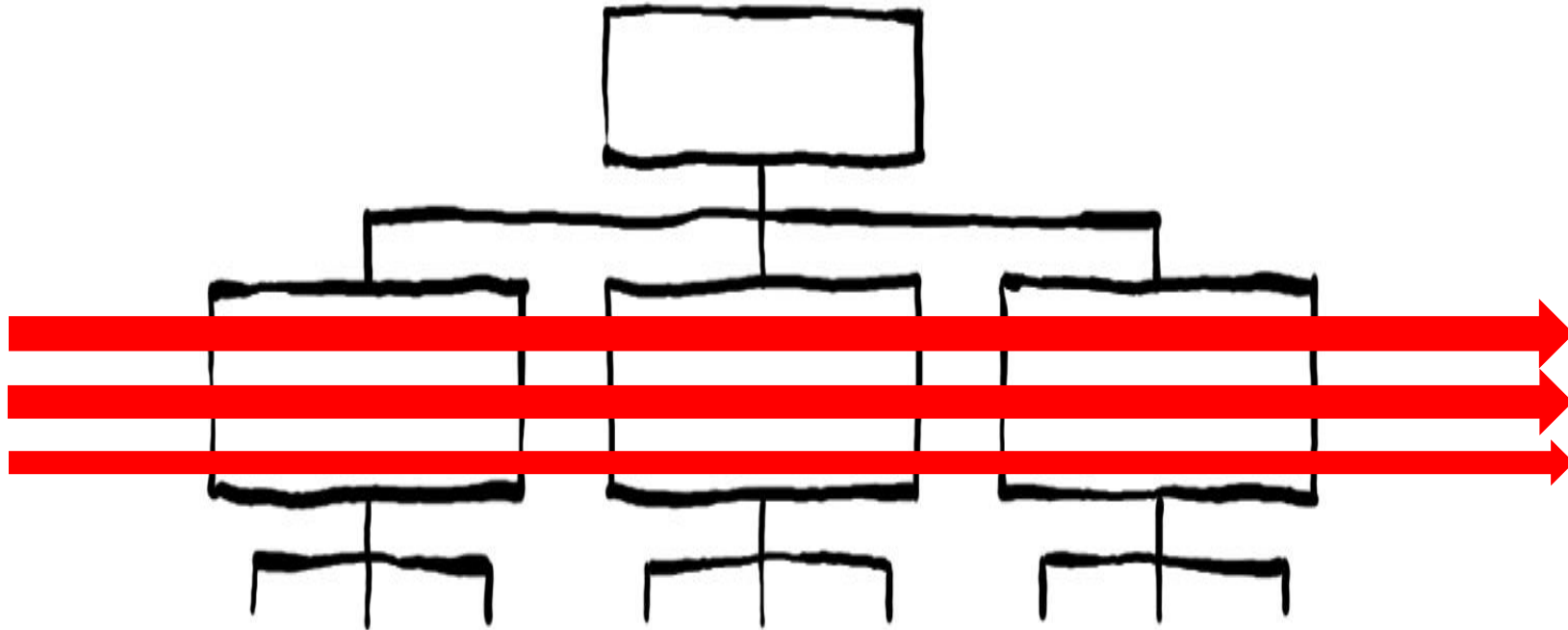
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From **Functions** ...



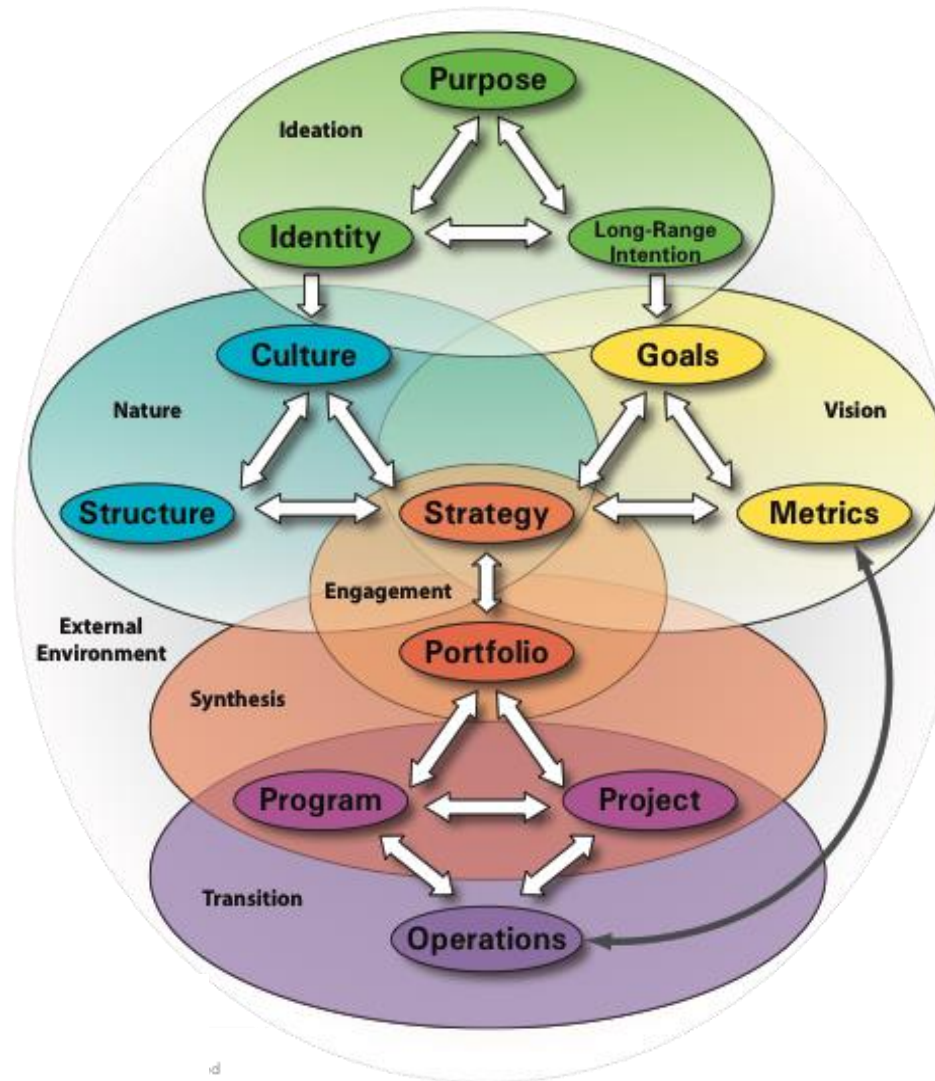
... to Project Orientation

**Project
Mana-
gement
Office
(PMO)**



The Strategic Execution Framework

Stanford Advanced Project Management Programme



Ideation

Clarify and communicate identity, purpose and long range intentions.
As in, "to conceptualize"

Nature

Align the organization's strategy, culture and structure.
As in "natural tendencies"

Vision

Translate strategy into clear goals and metrics.
A clear line of sight between where we are, and where we want to go

Engagement

Keeps the strategy via the project investment stream.
Putting the organizations resources to work on strategic priorities.

Synthesis

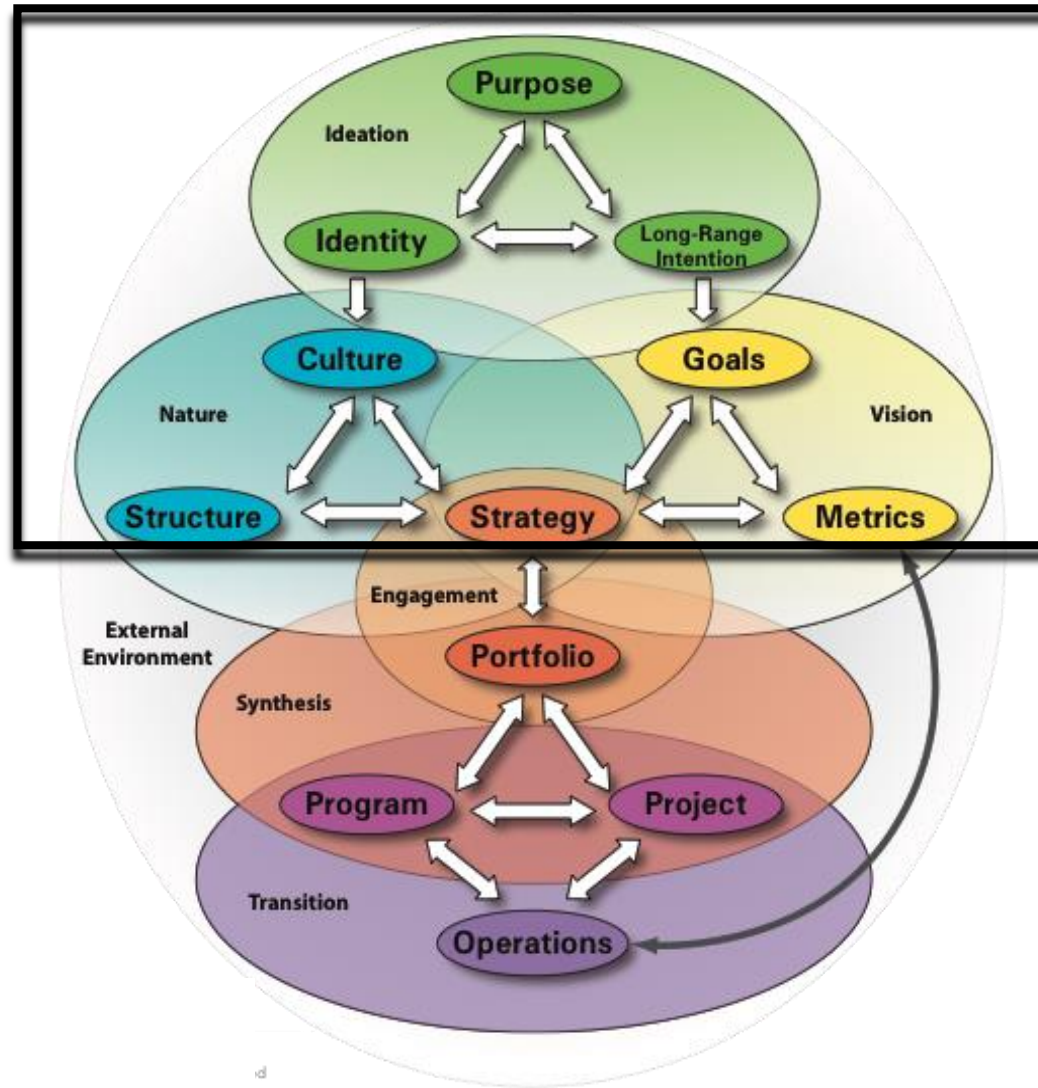
Monitor and continuously align the project work with strategy.
Executing the work in accordance with engagement

Transition

Transferring the work product of programs and projects into ongoing operations

Strategic Execution Framework (SEF)

What to do?



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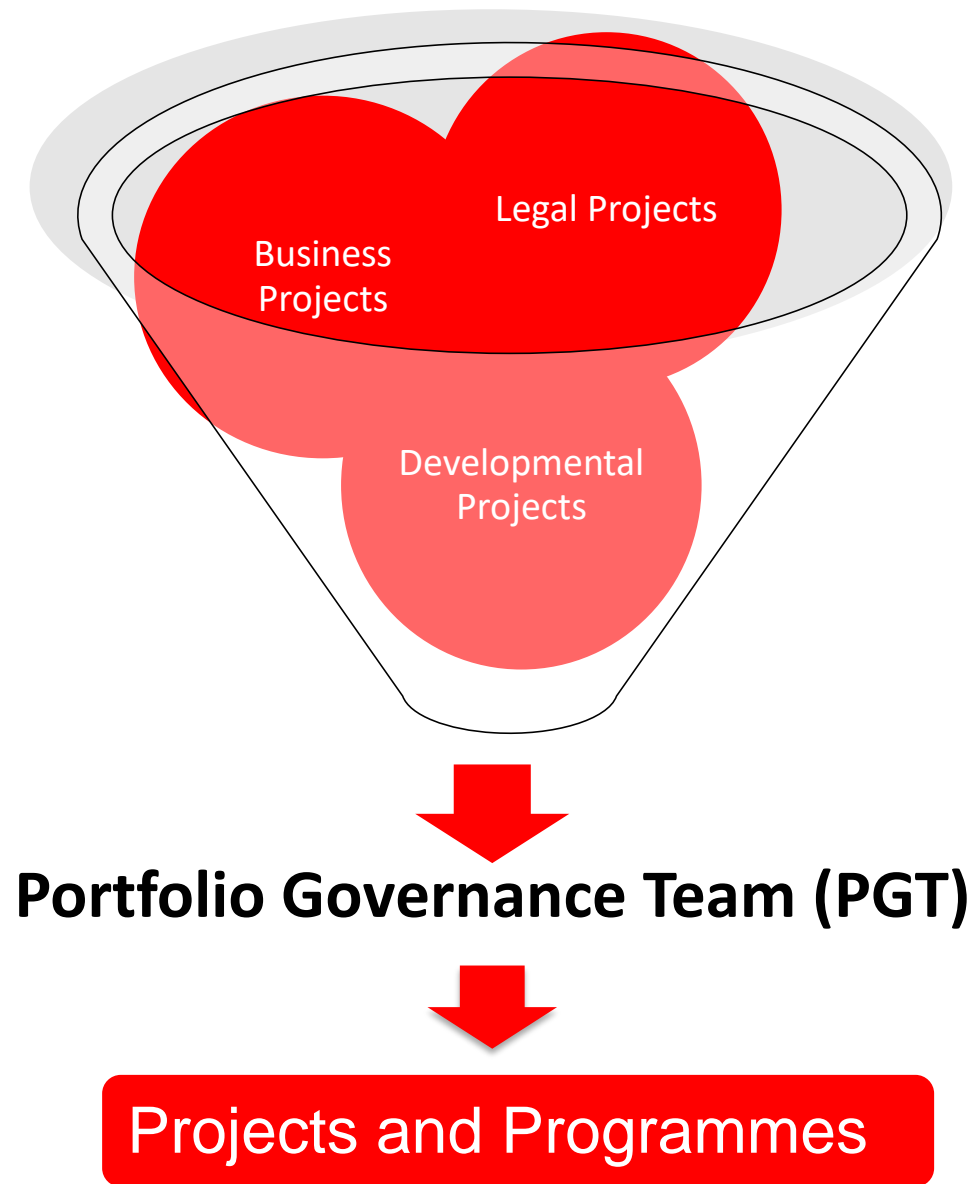
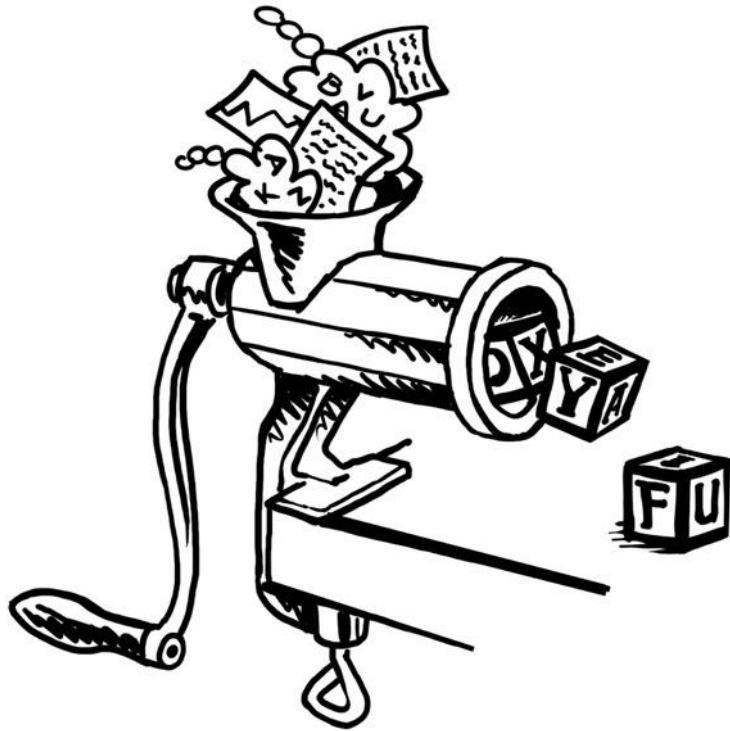
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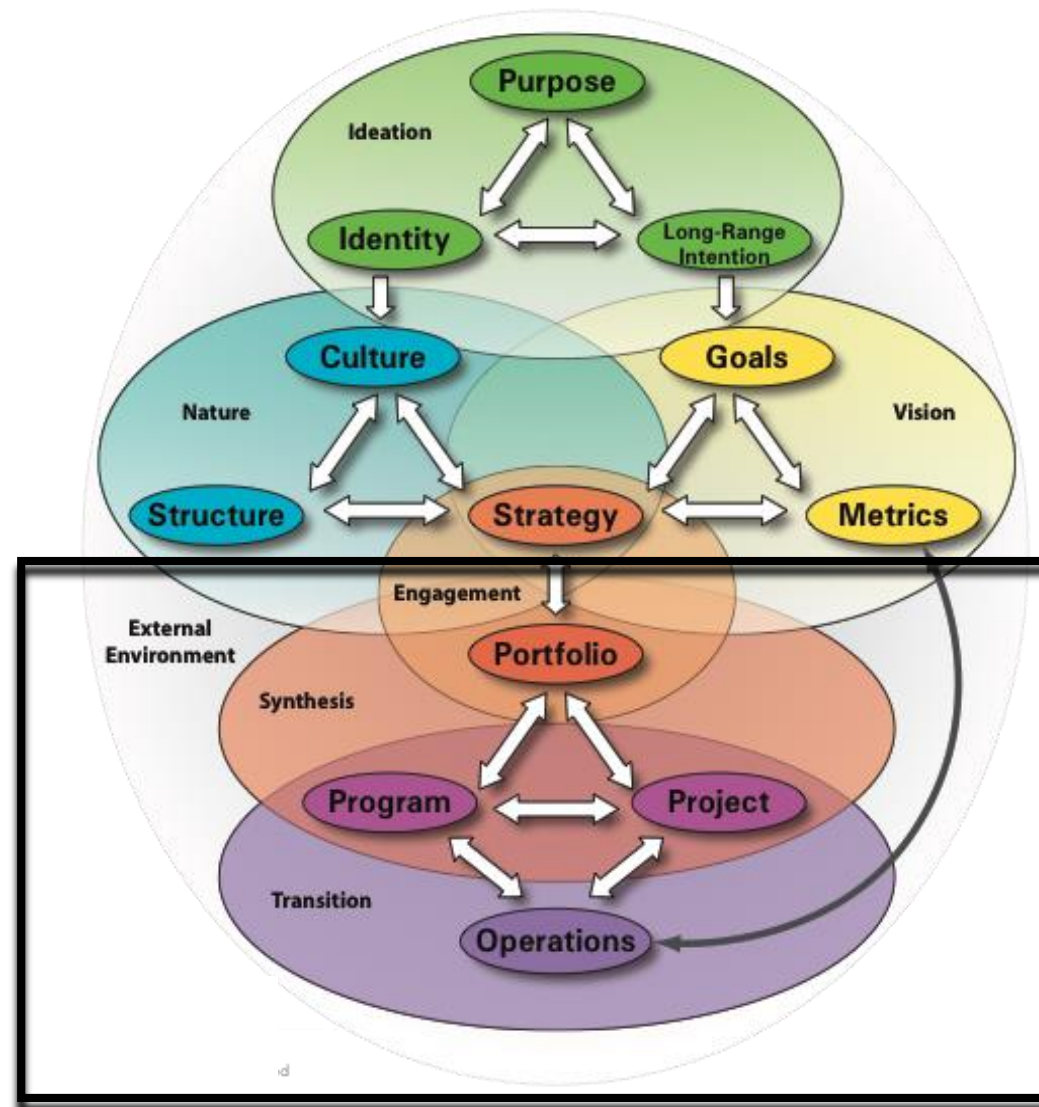
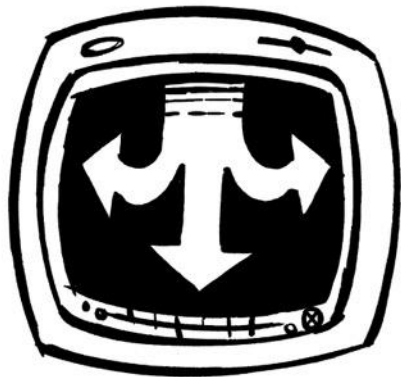
Transferring the work product of programs and projects into ongoing operations

What to do?



Strategic Execution Framework (SEF)

How to do it!



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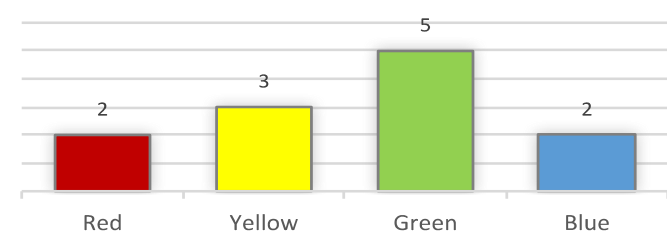
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Transition

Transferring the work product of programs and projects into ongoing operations

Last Update	Monday 29 May 2017
Project Office	AS PMO
Point of Contact	Haukur Ingi Jonasson
Portfolio Projects	12 Projects
Portfolio Budget	
Portfolio Actual	
Portfolio Balance	



	High	Medium	Low	Total
Requested	1	1	1	3
Approved	0	0	0	0
Planning	0	0	0	0
In Progress	2	3	0	5
Monitor	1	0	0	1
Total	4	4	1	9

Health	Project ID	Status	Criticality	Project Title	Summary	STATUS	Team Leader	Project Mgr	Due Date	Budget	Actual	Days L
Green	AS-PMO-1	In Progress	High	AXS Integration Phase 0	Integrate data from AXS into the AS Solution Phase 1	Almost ready for live production / ETA: Jun 6 2017	Gissur	Sigmar	6-Jun-17	\$ -	\$ -	8
Green	AS-PMO-1-1	Requested	Medium	AXS Bowery Phase 2	Enable AXS to use applications in the AS Solutions Phase 2	To be planned - Proposal not signed	Gissur	Sigmar	1-Sep-17	\$ -	\$ -	95
Green	AS-PMO-1-2	Requested	High	AXS KSE Phase 1	Integrate KES into the AS Solutions: Working on a pilot to be ready Jun 12 2017	Work in progress — pilot ready Jun 12 2017	Gissur	Sigmar	12-Jun-17	\$ -	\$ -	14
Green	AS-PMO-1-3	Requested	Low	AXS Integration Phase 3	Is still to be defined in details and planned	To be planned - Proposal not signed	Gissur	Sigmar	31-Oct-17	\$ -	\$ -	155
Red	AS-PMO-2	In Progress	High	eTactica Integration Phase 0	Integrate eTactica into the AS Solution Phase 0	First version / Pilot: Demo expected to be ready on Wednesday May 31 2017	Ásgeir	Sigmar	23-Apr-16	\$ -	\$ -	(401)
Yellow	AS-PMO-3	In Progress	Medium	Schubert	Documenting for Shubert Choice system and Social Sign-In.	Waiting for Schubert	Ásgeir	Sigmar	16-Nov-16	\$ -	\$ -	(194)
Yellow	AS-PMO-4	In Progress	Medium	Malmo Live / Tessitura - Mail 2	Creating Malmo Live Solution	Ready for testing on Development, aiming for first release Demo Jun 1 2017	Jón A.	Sigmar	17-Nov-16	\$ -	\$ -	(193)
Yellow	AS-PMO-5	Monitor	High	Federation - Folketeatre	Intergrating Federation for Folketeatre	Ready for testing on Development / on staging Jun	Jón A.	Sigmar	18-Apr-16	\$ -	\$ -	(406)
Blue	AS-PMO-6	On Hold	Low	Develop Sub-Tenants	Create a solution to mange multitenant accesess	Ready for testing / Date from Bowery needed	Stefán	Sigmar	18-Sep-17	\$ -	\$ -	112
Blue	AS-PMO-7	On Hold	Medium	Dog Food	Create an inner system to monitor tenant and customers	ON-HOLD	Petar	Sigmar	19-Nov-17	\$ -	\$ -	174
Green	AS-PMO-8	In Progress	Medium	PMO Implementation	Install State-of-the Art PMO project, program and portfolio processes	Templates ready / Processes being made / Training has started	Haukur	Sigmar	30-Aug-17	\$ -	\$ -	93
Red	AS-PMO-9	On Hold	Medium	Brönby	Integrate Brönby	On hold / complications?	Tryggvi	Sigmar	???			



PAUSE

Legal Project Management

There is an assumption that the legal profession is **changing drastically** (AI, more competition, customers demand for alternative pricing) ...

How real is this trend, and what are likely consequences for the legal profession?

Legal Project Management

What are the **key managerial challenges** that legal firms face?

How do legal firms **conventionally deal** with these challenges?

Legal Project Management

What do lawyers know about professional project management?

How might the project management profession benefit legal firms?

Legal Project Management

What are the special considerations of
Legal Project Management?

What are the opportunities in all this?

THANKS!

Dr Haukur Ingi Jónasson, Jörg Schewe, Gary Assim, Sten Luiga, Örn Gunnarsson

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