Contents

Executive summary	Vii
About the author	xiii
Acknowledgments	XV
About the Legal Lean Sigma Institute	xxi
Foreword	xxiii
Introduction	xxvii
Chapter 1: An introduction to Lean and Six Sigma	
for law (plus some project management)	1
What is process improvement?	1
Process basics	2
Process measurement	5
What are Lean and Six Sigma?	6
Lean's eight kinds of waste	8
Six Sigma – getting to error-free	10
Mapping process improvement	14
Project management	15
The art and science of legal process improvement	18
Chapter 2: The five key principles of Lean Sigma	21
Maintaining the client's perspective	21
1. Specify value in the eyes of the client	21
2. Reduce waste and variation	23
3. Make value flow at the pull of the client	23
4. Align and empower employees	25
5. Continuously improve in pursuit of perfection	25

The "laws"	27
Applying the Lean Sigma principles	28
Chapter 3: DMAIC – A data-driven, problem-solving	
framework	3
Using DMAIC for projects	3
Why DMAIC is effective	32
The five steps of DMAIC	33
The Kaizen approach	49
In DMAIC we trust	50
Chapter 4: Additional process improvement methodologies	53
DMADV	54
Legal WorkOut®	55
Plan, Do, Check, Act	56
Pure technology	58
AI and the transformation of law	60
Business process redesign / reengineering	62
Theory of Constraints	64
5S	66
Gemba Walk	68
Gembu waik	00
Chapter 5: Process improvement projects	7
Process selection	7
Case studies – intake	72
PI practitioners	78
PI project roles and responsibilities	79
Team success factors	83
Chapter 6: Mastering key PI tools	8.
Project charters	86
Stakeholder analysis	87
Process mapping	90
Trocess mapping	90
Chapter 7: The case for process improvement	95
Most processes fall short of their potential	95
The profession is a business, and it has changed	96
The risks are greater than the challenges	99

Gaining buy-in for process improvement	10C
Linking quality and performance	102
Understanding changing client expectations	104
People and competitive advantages	
Clients expect efficient processes	
The pressure to deliver value	
Uptake of Lean Six Sigma in law firms	
Chapter 8: Assessing organizational readiness and	
change management	117
The P+ Ecosystem, Continuum, and Scorecard	118
Assessing operational excellence	123
What is change management?	125
The five critical questions for addressing change	126
Change management models	127
Integrating change management and Lean Six Sigma	13
Change strategies	13
Chapter 9: Getting started and structuring for success	135
Develop skills and learn a common language	137
Process architecture – a systematic approach	139
Process improvement program steering committee	142
Demonstration projects	144
Align with clients	145
Use precedent – learn from others	147
Chapter 10: Seizing opportunistic approaches	
for improvements	153
Pain points	154
Don't let a good crisis go to waste	156
People first – talent, DEIA, and generational challenges	157
Mergers and acquisitions	164
Capturing effort – time-keeping	167
Chapter 11: Process improvement, pricing, and procurement	175
Pricing	175
Procurement	18C

Chapter 12: Strategic, systematic, and structured approaches	193
Learning from other industries	195
Early adopters	197
Law firms	
Chapter 13: Case studies and success stories	229
Legal departments	_
Legal aid	
Law firms	233
Government	243
Military	
	13
Chapter 14: Using process improvement to	
collaborate with clients	255
Success stories	257
Collaborating to improve processes	266
A collaborative approach to process improvement	272
Chapter 15: Creating a culture of continuous	
improvement	281
Why being a human in the workplace is hard	283
Approaches to process improvement in law	288
Legal Lean Sigma training for continuous improvement	
– methods and qualifications	291
Leadership	296
Knowledge management	299
Looking to the future	300
About Globe Law and Business	307