

# **Legal Team Management**

*Supporting an engaged and connected  
people-led function*

# Legal team management

## The challenge for in-house teams

**In-house legal teams are expected to manage complex business and legal challenges and risks in an increasingly volatile and uncertain environment, never more so than during the pandemic. Professional pressures have been compounded by personal and family pressures, the introduction of working from home, the rapid acceleration of technology adoption and new ways of working. This has brought conversations about mental health and inclusive working practices to the forefront, as well as considering what legal teams of the future might look like and what skills they will need to manage risk whilst operating as a strategic business partner.**

Data shows that in-house teams often lack defined and documented internal processes and ways of working which inhibits sharing of institutional know-how. New team members must find out things which may be critical to how they do their jobs, through trial and error. This, coupled with a lack of visibility over intake, workflow and team skills makes it difficult for GCs to map skills to relevant activities (and those anticipated in the future) and hampers the creation of appropriate professional development plans. This is particularly relevant with the shift towards remote working where teams are not necessarily co-located.

Traditionally, there has been a strong reliance on and celebration of technical skills and knowledge within legal teams. 'Soft skills', project management or technology skills were for other support functions such as HR, Operations or IT. Technical legal skills are certainly important but drafting the 'perfect' contract on paper whilst lacking stakeholder management skills to bring key decision makers together, negotiation skills to get it over the line, or an understanding of how the drafting should support potential automation, means you've only done half the job.

There are various models used to consider the skills sets lawyers need now and in the future, from the Bionic Lawyers, T-shaped lawyer to the O-shaped lawyer and the Delta model, however developing those skills is not as simple as signing up for a course and receiving a certificate.

There is no silver bullet to establishing an engaged and connected people-led legal function, however arming yourself with data and using that to frame strategic decision making and conversations with your team, is a good place to start.

## Did you know?

**Over half (51%) of in-house teams have not matched individual work tasks to the right level of lawyer at least moderately well**

**One third of in-house functions do not provide or plan to provide professional development training**

**One third One third of in-house functions do not have or are developing flexible working capabilities**



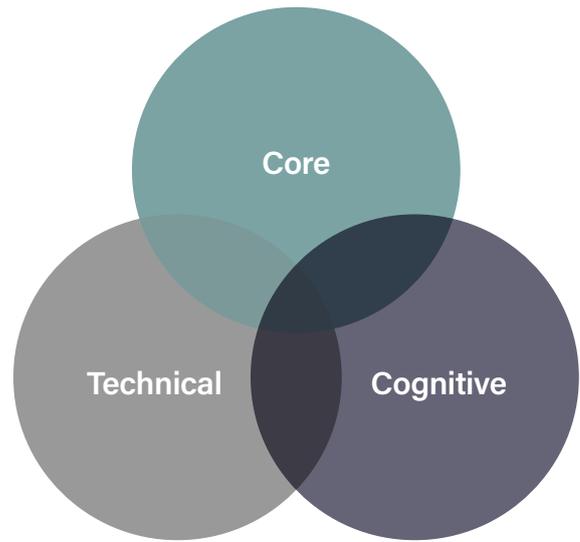
# Skills Mapping

## Team development through data and insights

**Skills mapping is precisely what it sounds like – an assessment of the skillsets within your team or department, mapped against an agreed taxonomy.**

We recommend mapping legal team skills across three categories: **core, technical and cognitive**. This model incorporates practical legal and cognitive skills essential to any in-house function whilst allowing for technical skills and knowledge unique to particular industries, teams, specialties or roles.

It is important when developing your skills taxonomy, to consider not only the skills and competencies which are relevant today, but also those which may be needed in the future.



## What are the benefits?

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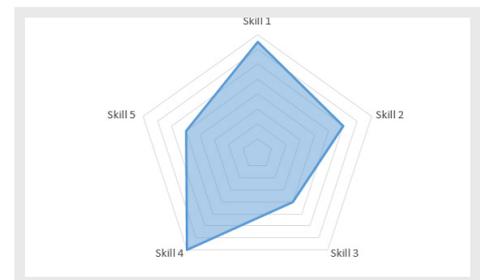
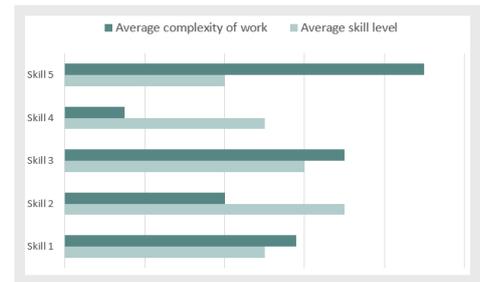
Highlights any skills gaps or the 'oversupply' of expertise within your team.
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Enables you to manage risk and proactively respond to future challenges.
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Inclusion of a validation stage, particularly one which incorporates the views of multiple managers or other stakeholders, can provide useful insights and a starting point for the establishment of personal and professional development plans and training.
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Supports more effective recruitment.
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Enriches workflow data and facilitates strategic work allocation by ensuring the right work is performed by the right people.



Illustrative example of a skills mapping report

# Rules of engagement

Research shows that in-house teams often lack defined and documented internal processes, ways of working and ground rules which inhibits sharing of institutional know-how and makes on-boarding of new team members less efficient and effective. This has become even more important with the shift to flexible working where teams are not co-located and traditional ways of working may no longer be appropriate.

*69% of people are more likely to stay with a company for at least three years if they have experienced successful orientation.*

Onboarding programs are usually run by HR and tend to focus on the wider business rather than ways of working within the legal team itself. Consider including the following in your internal onboarding plan:

- ✓ **Department strategy and objectives** and how that supports the wider company strategy
- ✓ **Internal policies and procedures**, ensuring these are documented, up to date and accessible
- ✓ **Team ground rules**, including any flexible working practices
- ✓ **KPIs**, both team and individual, focusing on how this is to be achieved in practice
- ✓ **Personal and professional development planning** – where are they now and where do they want to go
- ✓ **Overview of key projects and stakeholders**

## Flexible working practices

Some companies will have a flexible working policy in place which is a good start, however **policies tend to be rule based rather than people centric**. You may want to consider developing a charter, which goes beyond the rules in the policy and reflects the desired values behind your flexible working practices. This could address the following:

<div style="display: flex; align-items: center;">  <div> <p><b>Training/development</b> Creating an effective and accessible training and development plan</p> </div> </div>	
<div style="display: flex; align-items: center;">  <div> <p><b>Communication</b> Adopting methods and modes of communication for seamless interaction</p> </div> </div>	<div style="display: flex; align-items: center;">  <div> <p><b>Life/work balance</b> Preserving a life/work balance and ensure mindfulness of people's personal circumstances</p> </div> </div>
<div style="display: flex; align-items: center;">  <div> <p><b>Governance</b> Creating governance frameworks to outline expectations</p> </div> </div>	<div style="display: flex; align-items: center;">  <div> <p><b>Inclusivity</b> Maintaining inclusivity within the team and for new joiners</p> </div> </div>
<div style="display: flex; align-items: center;">  <div> <p><b>Preserving lessons learnt</b> Embracing the lessons learnt throughout the COVID-19 Pandemic and adopting positive measures and practices.</p> </div> </div>	

# Next steps

## How we can help you

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**Consulting services may include:**

<b>Skills Mapping</b>	<p>Developing a skills taxonomy for your department.</p> <p>Designing and implementing a skills assessment, using our tried and tested methodology and providing an analysis of the results.</p>
<b>Activity Blueprinting</b>	<p>Conducting stakeholder interviews to select an appropriate tool or approach, developing a task taxonomy and facilitating the blueprinting exercise with your team.</p> <p>Analysing and visualising activity data sets to provide a map of what work is being done and by whom.</p>
<b>Allocation Strategy</b>	<p>Designing decision tree methodology to support strategic work allocation, informed by your skills map and activity blueprint.</p> <p>Applying the methodology to identify efficiencies and ensure work is allocated to the right place.</p>
<b>Rules of Engagement</b>	<p>Helping you develop and refine your team's rules of engagement through facilitated stakeholder workshops and the creation of a set of ground rules and ways of working which support on-boarding of new members and flexible working practices.</p>
<b>Training</b>	<p>In consultation with you, developing training materials and conducting training workshops spanning disciplines such as Legal Project Management, Design Thinking and Legal Technology.</p>
<b>Process mapping</b>	<p>Working with our Legal Designers to map and refine your key internal processes.</p>
<b>Objective and key results (OKRs) and key performance indicators (KPIs)</b>	<p>Identifying, implementing and measuring KPIs or OKRs for your function through stakeholder workshops and the development of dashboards and reports to measure performance and support achievement of your strategy.</p>
<b>Strategic Advisory Retainer</b>	<p>Providing strategic or operations advice to support you when you need it most. This can be delivered via a hotline or through regular calls with you and your team, offering you a high degree of flexibility along with budget certainty.</p>
<b>Composite Resourcing</b>	<p>Finding the 'perfect' legal operations resource can be challenging. We can provide a 'composite resource' with a diverse range of skills and competencies to support the implementation of legal operations and strategic initiatives, providing additional capacity on-the-ground and to close any skills gaps which you may have identified.</p>



## Stéphanie Hamon

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Stéphanie, Head of Legal Operations Consulting, was previously at Barclays where she headed up what would become the Legal operations team for over three years. Under her leadership the department won "Legal operations team of the year" at the 2019 UK Legal 500 Awards. When transforming your in-house legal function, Stéphanie is ideally placed to advise on improving the management of your legal department.



## Tammy Heydenrych

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Tammy, a Legal Operations Consultant, was formerly the Group Company Secretary and Senior Legal Advisor for Zurich Insurance's Southern African operations. With 17 years experience within the professional services, corporate and start up environments, Tammy has extensive expertise in corporate governance, stakeholder management, strategy formulation, operational design and delivering business transformation projects.

## NRF Transform

**NRF Transform is our global change and innovation programme. It aims to make how we deliver traditional services more effective and efficient, and to provide entirely new solutions to our client's most pressing business problems. It has over 150 staff in offices around the world, as well as 3 dedicated Hubs, and includes teams focusing on Applied Technology, Innovation, Legal Design, Legal Project Management, Legal Operations Consulting, Resource Management, and Commercial Management.**

**The Legal Operations Consulting Practice helps General Counsels and in-house legal teams optimise the delivery of legal services to their organisations, enabling them to go beyond managing legal risk and become a strategic business partner, supporting the wider objectives of the business.**

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