



Operational Excellence: Operations and continuous improvement

Take as a standalone subject – or as part of
the Master of Legal Business.

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 **Legal Business
Management**
The College of Law

Operational excellence: Operations and continuous improvement



Gain a detailed understanding of legal services operations and the techniques to optimise service delivery.

The next generation of legal service delivery is enabled by operations expertise involving a multi-disciplinary suite of functions, skills, tools, techniques and know-how which, until now, had to be 'learned on the job'. This unique, practically-focused subject provides an essential grounding in legal services operations, ranging from the business of legal delivery, maximising efficiency and effectiveness, continuous improvement, using data and metrics, strategy, contracting optimisation, to acquiring and using technology.

The subject is led by Elevate Services Managing Director, Law Dept. and Contracts Consulting APAC Steven Walker.

1

Learn from industry leaders

2

Complete in 6 weeks

3

Study 100% online

4

Earn CPD points

5

Gain credit towards an award qualification or take as a single subject

Your teacher



Teaching fellow: Steven Walker

Steven is Managing Director of Elevate's law department and contracts consulting business in APAC. Elevate is a fast-growing global law company. He is a 20-year lawyer, having spent a decade at Hewlett-Packard in leadership positions covering several countries, with several years as Vice President, South Pacific General Counsel.

Before that, Steven practised law at Norton Rose and Baker McKenzie in London, Sydney and Germany, specialising in IT, IP, technology M&A and information technology/applications/business process outsourcing. Steven specialises in helping legal departments, law firms and legal service providers innovate and transform to the next generation of legal delivery and ops services.



"The course has given me the practical skills to go about getting changes implemented. Without this course, I would never have known about where to start, but now I do have a vision of where to start and what I can take away."

Catherine Adsett

Senior Legal Counsel Toll Group

What you need to know



Why study this subject?

Having a 'continuous improvement' mindset is critical to succeed at all levels of your legal career.

This 6-week subject will provide a framework to identify and define opportunities to improve legal operations.

You will obtain practical skills to assess and make recommendations to optimise legal service delivery.



Who is it designed for?

ny professionals working in legal operations who want to consolidate their skills or those aspiring to a role in legal operations.

- Operations managers
- Technology managers
- Practice managers
- General managers
- Managing partners
- General counsel



Learning outcomes

When you complete this subject, you will be able to:

1. Critique the effectiveness of traditional legal service models in the current legal market
2. Recommend commercial improvements to legal operation processes applying design thinking methodology
3. Prepare a business case justifying investing in a legal technology solution
4. Apply effective communication skills and methods in a digital format to present your business case.



Duration, delivery & assessment

This is a six week subject taken 100% online, consisting of:

- Four online modules
- Three online conferences
- Assessment: two practical individual assignments



How you will learn

The online component is delivered via the College's learning portal – CANVAS. From this portal, you will be able to:

- Access all your study materials
- Complete activities and submit assessments
- Watch relevant and engaging videos
- Engage with your Teaching Fellow and other students



Study load

We recommend that you allow up to 10 hours a week for self-directed online learning and activities.

You will also need to devote around an additional 40 hours throughout the subject for workshops, assessment tasks and preparation.



Subject fee

The subject fee is AU\$3,000.

FEE-HELP may be available if you take this subject as part of one of our award programs, including the Master of Legal Business, Graduate Diploma of Legal Business or Graduate Certificate of Legal Business.

Check your eligibility at studyassist.gov.au.



How to enrol

Visit info.collaw.edu.au/mlb/how-to-enrol.

For award and non-award study entry requirements and intake dates visit info.collaw.edu.au.

What you will learn

Module 1 – Future legal professionals for future legal services

- Critically analyse and evaluate traditional legal service models
- Drawing on case studies, analyse and design future legal service models, including models integrating human activities and decision-making using data, information technology, automation and machine learning, for better, faster, cheaper delivery of legal services
- Define and demonstrate next-generation skills for professionals working in legal services

Module 2 – Legal operations, strategy and management

- Analyse and critically discuss the business of legal services and operations
- Assess, critically analyse and develop legal services strategies using design thinking
- Define a problem, develop and design relevant metrics, and use data and metrics for effective service delivery

Module 3 – Optimising the contracting process

- Critically analyse and compare legacy contracting models
- Critically analyse and evaluate data, tools, techniques and technologies for contracting transformation for better, faster, cheaper delivery of legal services
- Advise on the importance of contracting analytics and KPIs for an organisation
- Consider the future of smart contracting and blockchain

Module 4 – Legal services technologies: selection, acquisition and implementation

- Analyse and critically discuss the technology sourcing lifecycle
- Analyse and evaluate alternative technology deployment models
- Prepare business cases for investment in technologies enabling and supporting legal services

Online conferences

- Three scheduled conferences at the commencement of weeks 1, 3 and 5 to explore the subject learning material with your Teaching Fellow and peers

Assessment

The assessment focuses on the specific learning outcomes in the subject and give students opportunities to demonstrate achievement of the specified learning outcomes



**How to learn more
about this subject**

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