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LegalWeek 2020 NYC Workshop C:

# LEGAL PROCESS IMPROVEMENT THROUH LEAN PRACTICES

Karta Legal LLC

How many of you are lawyers?

How many of you are noT lawyers?





#### Poll

How many work in-house?

How many work in a law firm?

How many work in government or the public sectors?

How many are consultants or vendors?

How many of you are upper management? How many of you are middle management? How many of you are junior levels?







How many of you have a Lean Six Sigma or Six Sigma belt?

How many of you are moderately familiar with Lean or Lean Six Sigma?

How many of you know the term but not much more?



# **Agenda**

- 1- THE CURRENT STATE OF AFFAIRS
- 2- THE FUTURE OF THE PROFESSION
- 2- WHY TO INNOVATE LEGAL?
- 3- HOW TO INNOVATE LEGAL?

#### \*LEGAL PROCESS IMPROVEMENT THROUGH LEAN PRACTICES

- 4-GROUP EXERCISES
- 5- WRAP-UP



# THE CURRENT STATE OF AFFAIRS

AND, ARE WE AT THE TIPPING POINT?

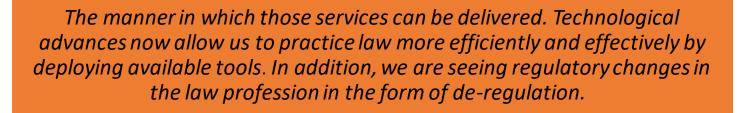
Where are we now? What is the same? What has changed?

#### THE SAME:



Lawyers still conduct investigations, do research, file motions, conduct discovery, take depositions, go to trial, etc.

#### THE DIFFERENCE:





Is this you?

# **Big Data = Big Challenges**

Document challenges = 21.3% productivity loss

92% of us collaborate over documents using email

83% of us waste time on versioning issues, every day

\$20 to file a document, \$120 to find 1 misfiled \$220 to reproduce a lost document

7.5% of all documents get lost

We spend 5 -15% of our time reading information but up to 50% of our time looking for it

Unstructured data = 90% of the digital universe; these files are growing at a rate of 60-70% per year.



# **Unstructured data types**



Text files and documents



Server, website and application logs



Sensor data



**Images** 



Video files



**Audio files** 

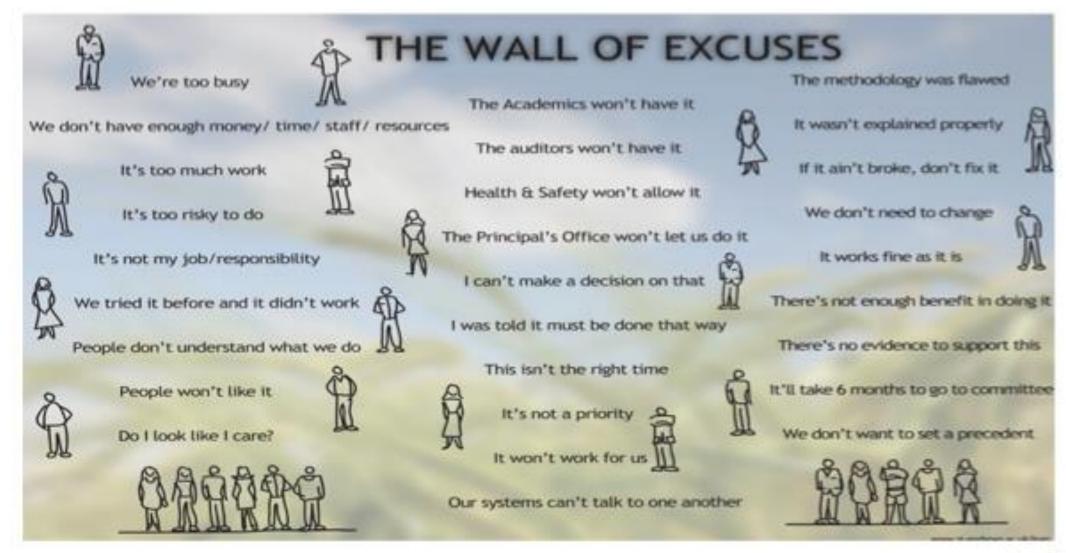


**Emails** 



Social media

#### Wall of Excuses













ALSPS AND THE RISE OF THE INDISPENSABLE LEGAL TECH SERVICES PROVIDER



THE BIG FOUR



THE INNOVATIVE FIRM



THE LEGAL
DEPARTMENT OF THE
FUTURE AND THE RISE
OF LEGAL OPS





**REGULATORY** 

**REFORM** 



#### De-regulation of the law profession.

The rule governing a lawyer's professional independence and allowing law firm associations is Rule 5.4.

There is a push in certain jurisdictions in the USA to de-regulate the legal profession, fueled by a reformational desire to provide better access to justice to those that cannot afford it.

# Rule 5.4: Professional Independence of a Lawyer

- (a) A lawyer or law firm shall not share legal fees with a nonlawyer, except that:
- (1) ... after the lawyer's death, to the lawyer's estate...
- (2) a lawyer who purchases the practice of a deceased, disabled, or disappeared lawyer ...
- (3) a lawyer or law firm may include nonlawyer employees in a compensation or retirement plan...; and
- (4) a lawyer may share court-awarded legal fees with a nonprofit organization that employed, retained or recommended employment of the lawyer in the matter.





# Rule 5.4: Professional Independence of a Lawyer



(b) A lawyer shall not form a partnership with a nonlawyer if any of the activities of the partnership consist of the practice of law.

(c) A lawyer shall not permit a person who recommends, employs, or pays the lawyer to render legal services for another to direct or regulate the lawyer's professional judgment in rendering such legal services.



# Rule 5.4: Professional Independence of a Lawyer

- (d) A lawyer shall not practice with or in the form of a professional corporation or association authorized to practice law for a profit, if:
- (1) a nonlawyer owns any interest therein ...;
- (2) a nonlawyer is a corporate director or officer thereof or occupies the position of similar responsibility in any form of association other than a corporation; or
- (3) a nonlawyer has the right to direct or control the professional judgment of a lawyer.





#### A RECENT ABA RESOLUTION:

Encourages U.S. jurisdictions to consider innovative approaches to lawyer regulation to increase access to affordable and quality legal services. If approved by the ABA House of Delegates, the resolution would support the revision of existing regulatory structures to better align with the public interest.

The <u>resolution and report</u>, which was released by the ABA's Center for Innovation, points out that Rule 5.4's prohibition on partnering and fee-sharing "impedes the development of innovative legal service delivery models, especially those that require the active involvement of other kinds of professionals, such as technologists, or that need substantial outside capital to succeed."

- ✓ California— The on Access Through Innovation of Legal Services has proposed new rules on fee sharing and allowing non-lawyers to practice law. It will issue a ruling on 3/31/2020.
- ✓ DC-Allows for non-lawyer ownership of law firms (an exception to Rule 5.4).
- ✓ Arizona- Exempts certain document preparers from Unauthorized Practice of Law claims. It allows court navigators. The Task Force on the Delivery of Legal Services Report, adopted by the Arizona Judicial Council in October, recommends elimination of 5.4 and also the restrictions on non-lawyer ownership and dramatic reform of advertising rules.
- ✓ Florida- The Special Committee on Technologies Affecting the Practice of Law has proposed an amendment to Florida Bar Rules that would create Registered Online Service Providers.



- Utah- Allows Licensed Paralegal Practitioners. This year the Supreme Court ordered the creation of a working group to study the legal regulatory landscape and make recommendations to optimize it for innovation.
- Washington- Created Limited License Legal Technicians.
- Texas- Exempts self-help books and software from UPL claims.
- New Mexico-The New Mexico Supreme Court formed a working group to explore Limited License Legal Technicians. A report will be delivered in EARLY THIS YEAR.





# The ALSPS. And the Rise of the Legal Technology Services Provided.

ALSPs are not law firms but they can provide sophisticated legal work.

What is the difference?

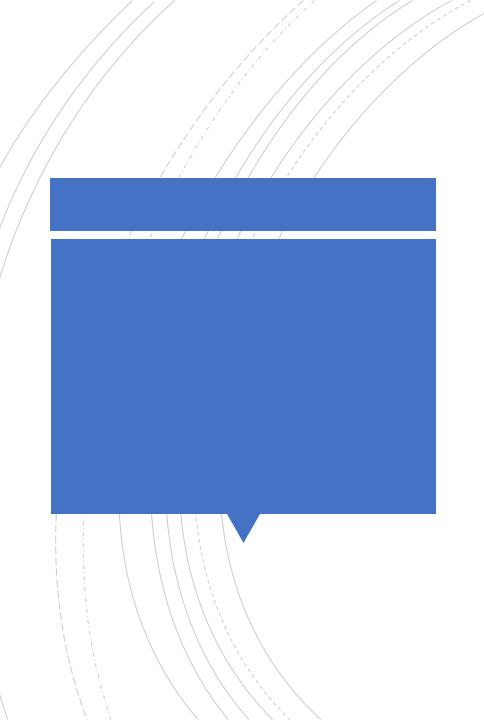
- For starters, while the law firm ultimately retains the risk (malpractice), a legal services provider is an agent of the law firm or law department that retains it.
- ALSPs are growing at an alarming pace. ALSPs expect to grow at a rate of 24 percent a year, and the <u>research</u> supports that high-expectation.

# The Growth of Legal Tech

Al is expected to become a \$12+ billion-dollar industry by 2020, with an annual growth of about 20% or higher.







# **The Big 4** accounting firms are significantly encroaching into theb USA legal market.

- They have more lawyers that all but the largest firms and do "people, process, technology" better than any firm
- The Big 4 have Alternative Business Structure licenses in the UK, so they can function as law firms there. And their revenue dwarves that of large law firms – by an order of magnitude.
- Plus, the Big 4 have much stronger global brands than any law firms. Moreover, as noted below, the current push to relax certain states' bar ethics rules to make the legal system more affordable could have the unintended effect of allowing the Big Four accounting firms to gain a strong foothold in the U.S. legal market.

IN 2007 THE LEGAL
SERVICES ACT IN THE UK
ALLOWED FOR ALTERNATIVE
BUSINESS STRUCTURE

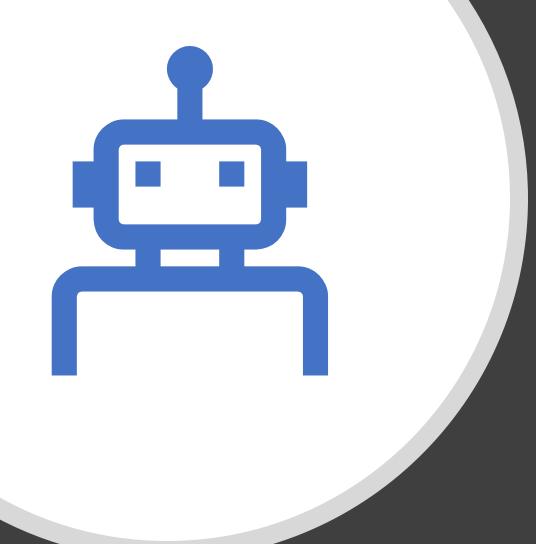
A regulated organization which provides legal services and has some form of non-lawyer involvement.

This involvement can either be at the management level, director or member; or as an owner, investor or shareholder.



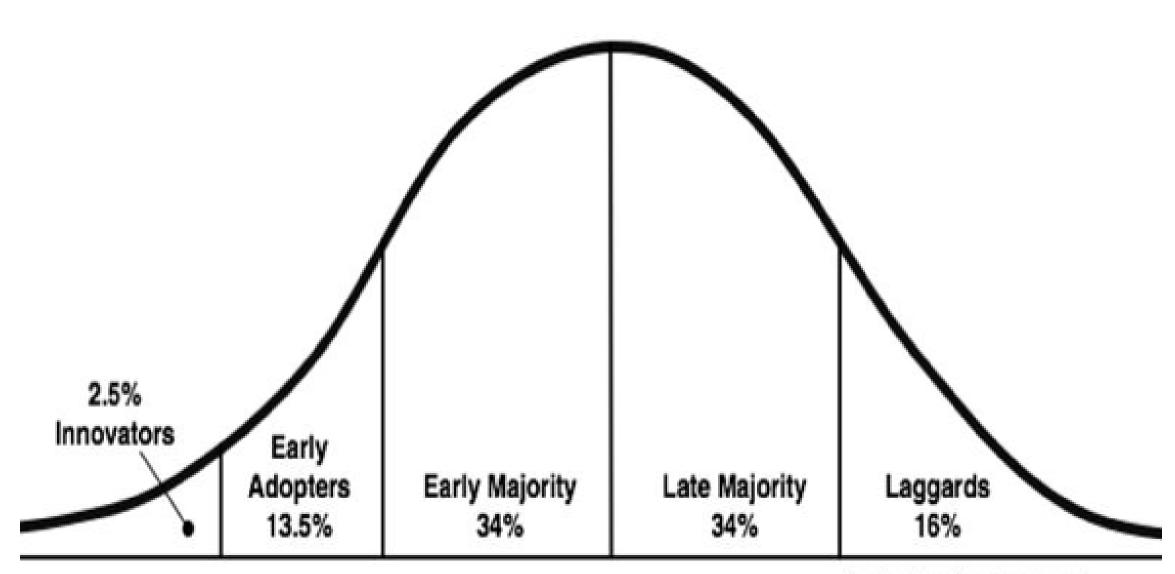
Deloitte, PwC, KPMG, and EY all have alternative business structure (ABS) licences in the UK and have plans to compete head-to-head with law firms.

The Solicitors Regulation Authority (SRA) has approved Deloitte's application to operate as a multi-disciplinary practice. The licence — which came into effect on 15 June — allows the firm to provide reserved legal services in the UK, namely rights of audience, conduct of litigation, reserved instrument activities, probate activities and administration of oaths.



#### Innovators and Early Adopters.

Some law firms have been proactive and have created strong alliances with legal service providers, funded legal tech incubators, or spun off ALSPs of their own. For example, Allen & Overy started 2 years ago with "five flavors of law" that include working on high volume, lower value work. Yes, there are some law firms that have taken significant steps towards innovation, but they are few and far between.



### The New Law Department



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# Why to Innovate Legal?

We have covered the practical business reasons above.

Now, let's talk about the elephant in the room: Professional Rules and Ethics



# The Why of Legal Innovation:

As shown above, between 2020-2030, law firms will need an innovation strategy to adapt and implement changes in response to this new landscape discussed above.

But also, let's be reminded of your professional duties and responsibilities.

# Rules of Civil Procedure

MRPC

FIDUCIARY DUTIES

RESTATEMENT OF THE LAW GOVERNING LAWYERS

FEDERAL RULES OF CIVIL PROCEDURE Rule 1. Scope and

These rules govern the procedure in all civil actions and proceedings in the United States district courts, except as stated in Rule 81. They should be construed, administered, and employed by the court and the parties to secure the just, speedy, and inexpensive determination of every action and proceeding.

### Model Rule of Professional Conduct 1.1: Competence

Competence



A lawyer shall provide **competent** representation to a client. Competent representation requires the legal knowledge, skill, thoroughness and preparation reasonably necessary for the representation.



# Model Rule 1.3: Diligence



Data
management
and available
technology
allow for the
lawyer to act
diligently and
promptly





# **MODEL RULE 1.6: Confidentiality**

A lawyer shall **not reveal information** protected by the attorney-client privilege under applicable law or other information gained in the professional relationship

. . . .



### **Model Rules of Professional Conduct 1.15: Fiduciary**

A lawyer in possession of any funds or other property belonging to another person, where such possession is incident to his or her practice of law, **is a fiduciary**.



#### FIDUCIARY DUTIES

**Duty of care** 

Duty to account

Duty of confidentiality

Duty of full disclosure

Duty of good faith and fair dealing







RESTATEMENT GOVERNING LAWYERS §§16, 52, 59, 60 Lawyers need to act carefully in performing work for clients. Care is judged by the prevailing standards of professional competence in the relevant field of law.

Lawyers also owe clients a duty not to use or disclose confidential information.

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Who is the "client"? And, what does the client know about the ins and outs of your legal services delivery?

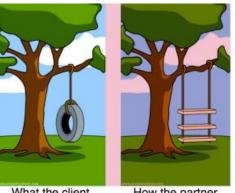


Does your Client, the Corporation, know you are still doing or paying for page by page document reviews, not using or deploying analytics, DMS, MMS, CMS, KM, not using AI for legal research, not project managing your cases, not providing training to your lawyers on legal tech innovation, Lean methodologies, project management, etc.?





## Typical life cycle of a project















How the partner understood it

How the project was documented

How the associates understood it

How the associates went about it

How it was supported

Results of the first attempt







How the associates felt



How fixes were made



Timing of the third attempt



What the client received



What the client was billed for



#### **Key Success Factors**

- ✓ Total executive enthusiasm
- Creating a culture of lean thinkers
- ✓ Have "lean champions"
- ✓ Invest in your own people
- ✓ Training
- ✓ Identify and correct skill gaps





#### **Process Improvement Methodologies**

Lean Six Sigma

Improve efficiency, speed and performance by systematically removing waste from a process and increasing its flow.

Focus on the "voice of the customer" and delivering VALUE



#### Differences between Lean and Six Sigma

	Lean	Six Sigma			
Goal	Create eliminate Waste while promoting continuous flow	Reduce defects, Improve process capability and eliminate variation			
Application	Less complex processes that require shorter cycle times	Processes that have known "defects" where you don't know what the solution is			
Approach	Rapid implementation based on Plan, Do, Check, Act	Resolving issues using a proven problem-solving approach grounded in statistics			
Length of Projects	1 week to 2 months	2 to 6 months			
Infrastructure	Less training required, BUT needs support from Exec Sponsors; use of PMs is not required but is optimal	Dedicated resources, Green Belts, Black Belts, teams, Exec Sponsor, statisticians			
Tools Used	Kaizen, 5Why's, DMAIC, Kanban, Gemba	DMAIC, regression analysis, Pareto chart, Failure Modes and Effects Analysis (FMEA)			



Change management is not a mandate. It is a movement.

Lean culture relies on *team effort* to improve efficiency, speed and performance by systematically removing waste from a process and increasing its flow.

The focus is on VOC.

Mr. Taiichi Ohno codified the Lean management philosophy into the Toyota Production System.

#### Some Lean tools...

Kaizen

#### **DMAIC**

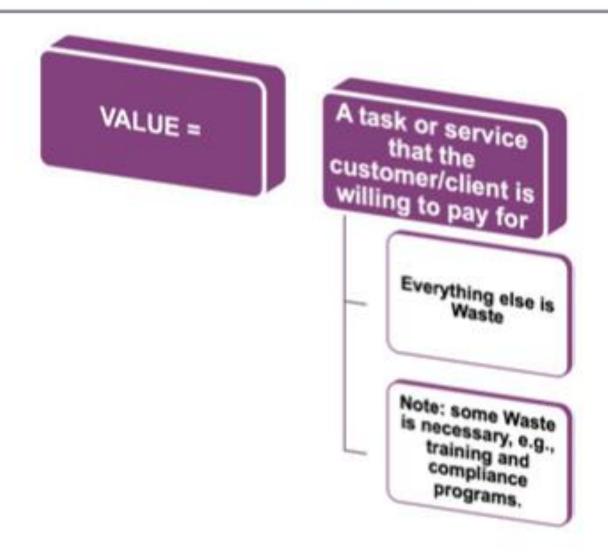
- KANBAN BOARDS
- PROCESS MAPPING
- •5WHYS
- GOING TO GEMBA
- SORT, SET IN ORFER, SHINE, STANDARDIZE, SUSTAIN)

These tools, and others, can be used as needed in all your projects.

The business units are probably familiar with these tools.



#### WHAT IS VALUE?





# DOWNTIME

CLASSIC TYPES OF WASTE

## **Defects** Overproduction (the worst kind of muda because it creates and hides other forms of waste) Waiting Non-utilizing talent Transportation Inventory excess Motion waste **Excess processing**

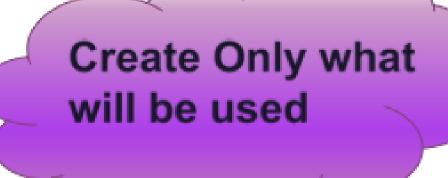
**Defects** 

Reduce defects through quality inspections, error proofing devices

Incorrect, incomplete, or missing data entry, information, or decisions.



Overproduction



Producing too much, too early, too fast. Extra reports or analyses, multiple copies, redundant systems, information not acted upon.



Waiting

Link Processes together so that one feeds directly to the next

People or parts waiting for a work cycle to finish. Waiting for missing information, inspections, approvals, decision.



Non-Utilized Talent Challenge and expect everyone to contribute to continuous improvement

Not listening to or acting upon employee feedback for improvements. Failure to exploit their talents and knowledge.







Unnecessary movement of people or parts between processes.



Inventory

Reduce Inventory and fix problems as they surface

Lawyers, even law firms, with dormant or inactive cases occupying A full inbox/work waiting to be acted upon.



Motion

Analyze and Redesign jobs with the involvement of the employees

Unnecessary movement of people or parts within a process. Walking to printers or meetings, visiting remote locations.



Extra processing



Inspection, rework, approvals, verifications, checks, etc.



#### **Enemies of Lean**

- A. Interruptions
- B. Poor/Incomplete Definition
- C. Non-value added steps
- D. Rework
- E. Redundant/Excessive Data Requirements
- F. Non-value added requirements
- G. Lack of/Misplaced Accountability
- H. Lack of Knowledge (need training)
- I. Lack of Communication/Reporting
- J. Non-value added approvals
- K. Manual Effort
- L. Inconsistent Enterprise Practices
- M. Excessive Process Time/Cycle Time
- N. Loops
- O. Lack of Prioritization of Work
- P. Resource Allocation Ambiguities

- Q. Bottlenecks
- R. Pushes (insert pulls)
- S. Excessive complexity
- T. Set-up time
- U. Non-Availability (Client, Information, Hardware, Vendor, Mgm't)
- V. Lack of trust
- W. Resistance to Change
- X. Lack of Buy-in
- Y. Disengaged

# Table Exercise

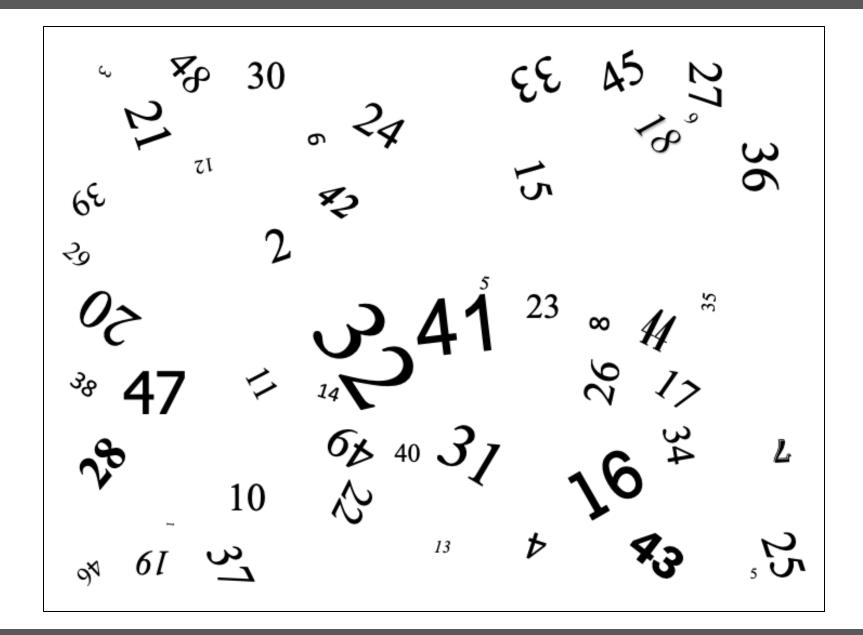


# The 5S numbers game: Sort, Set in Order, Shine, Standardize, Sustain

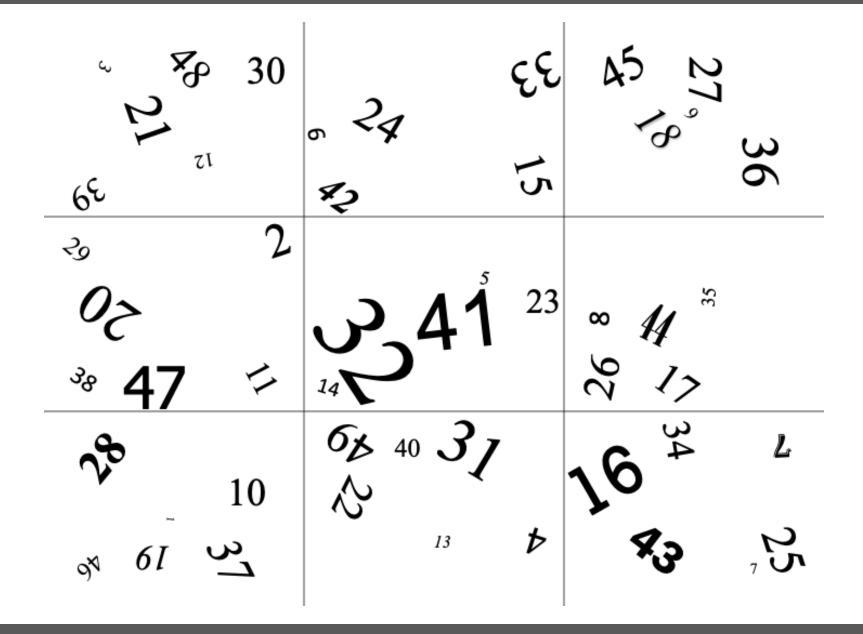
- This sheet represents our current work place.
- Our job during a 20 second shift, is to strike out the numbers 1 to 49 in correct sequence. Example: 1 2 3
- The team score will be represented by the lowest individual score achieved.
- Give the sheets out face down and have someone keep time.
- Ask each person to call out their individual scores and mark them on a flipchart. Circle the lowest and therefore team score.
- Ask if they are happy with the score

Sp  $\infty$ J, اري س 

- For our first action, we are going to implement 5S in this area.
- The first step of this is "Sort" and so we have removed from the area all the numbers from 50 to 90 which are not needed.
- Same rule apply. Strike out numbers 1 to 49 in sequence during a 20 second shift.



- Having achieved some improvement, we now need to move onto the next step "Set In Order".
- We have installed some racking, and we have organized the items so that with Number 1 in the bottom left hand corner, the numbers are located from left to right and bottom to top examples 1 in the bottom left, 2 in the middle, and 3 in the top left.
- Same rules apply 20 second shift, lowest individual score equals team score etc...

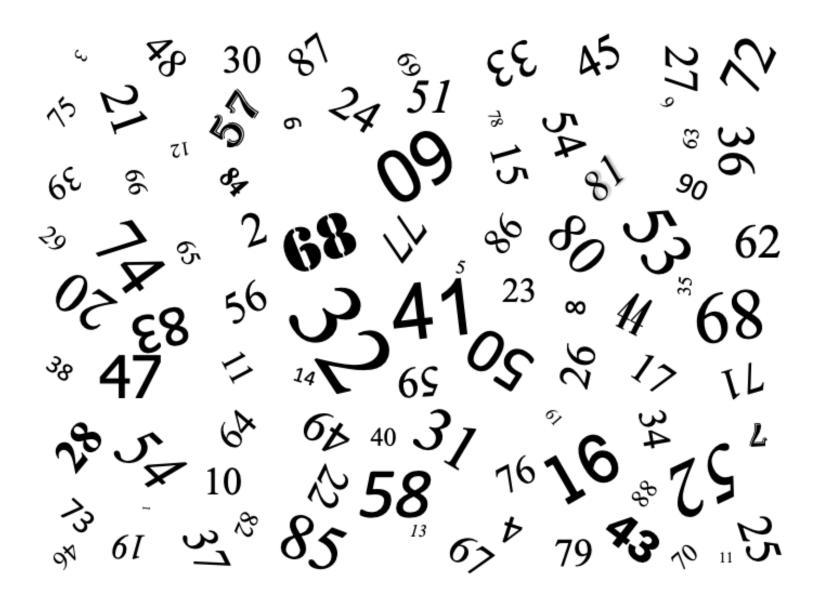


- Having now made a significant step forward, and having ignored "Shine" for this exercise, we must "Standardize".
- Since we are dealing with numbers 1 to 49 in sequence, it seems logical
  to re-organize them in a standard way that makes the completion of the
  work task as easy as possible.
- This should ensure that everyone is able to complete the task (and therefore produce a team score of 49.)

## Numbers from 1 to 49

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	

- To show respect for Standards it is necessary to make the "management" of the area visual.
- Returning to our original work area, we have for this assignment two numbers missing. We cannot complete the task without these numbers
   so first we have to find them.
- Start a clock running and every 20 seconds, tell them how many "shifts" they have been down looking for the appropriate numbers.





### Numbers from 1 to 49

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17		19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41		43	44	45	46	47	48	49	

## USE LEAN FOR:

- Information Governance
- E-Discovery EDRM
- Contract Management
- Outside counsel spend and vendor fees and procurement
- Law firm panel convergence or updated RFP requirements
- Technology acquisition, implementation and adaptation

### DMAIC

Define

Define the Problem

Control

Maintain Solution & Achieve State of Continuous Process Improvement

Pilot testing.
Implement and verify the Solution

Improve

Measure

Quantify the Problem "In God we trust; all others bring data."

Analyze

Identify the Root Cause of the Problem

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### Measure how your current process performs



WHAT IS THE MAGNITUDE OF THE PROBLEM?



MEASUREMENT IS CRITICAL THROUGHOUT THE LIFE OF THE PROJECT. ESTABLISH A BASELINE FROM WHICH TO COMPARE FUTURE PERFORMANCE.



AS THE TEAM STARTS
COLLECTING DATA THEY
FOCUS ON BOTH THE
PROCESS AS WELL AS
MEASURING WHAT
CUSTOMERS CARE
ABOUT.



WHAT IS YOUR FOCUS? REDUCING LEAD TIME, IMPROVING QUALITY, BOTH, OTHER?



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### Analyze the root of the problem in your process



What is causing the problem?



5Whys



Without analysis, teams jump to solutions before knowing the true root causes of the issues.



The result is teams who implement solutions but don't resolve the problem!



Brainstorm potential root cases (not solutions)



Develop hypotheses as to why problems exist and then work to prove or disprove their hypotheses.



In the service context, the goal is to identify WASTE.



### How will you Improve the process?



How will the team mitigate the root causes of the problem?



Once the project teams have determined the root causes, it's time to develop solutions.



The Improve Phase is where the team brainstorms solutions, pilots process changes, implements solutions and, lastly, collects data to confirm there is measurable improvement.



A structured improvement effort can lead to innovative solutions that improve the current state Or eliminate the current state altogether and create a new path.



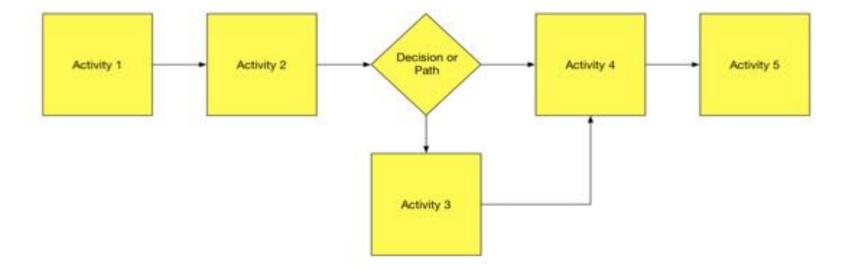
#### **Processes**

- A series of actions, having a beginning and an end, that are directed towards achieving an outcome
- All activities take the form of a process
- Upstream errors and variation cause downstream failures

Input Process Output



### **Process Flow Diagram**





### MiA

ARATION	PHASE 2 TERM SHEET	PHASE 3 ENGAGE SPECIALISTS	PHASE 4 REGULATORY REVIEW	PHASE 5  DUE DILIGENCE	PHASE 6 DRAFTING	PHASE 7 NEGOCIATION	PHASE 8 PRE-CLOSING	CLOS
	PROJECT IMAGE  LEIKA PPTY  CLOSING: MAY 15  PAROJECT IMAGE  THE	PROJECT ALPINE RC4 LTD CLOSING MAY 10 JENNIFER BARMER		PROJECT FLIGHT WRIGHT BROS LID CLOSUS: MAN IS PAKTNER TWO	PROJECT FORD  CHALL CORP.  CLOWNE: APRIL 26  PARTNER TWO  PROJECT PINK  KDSR LITO.  CLOWNE: APR. 29  PARTNER ONE	PROJECT OMEGA  YOLK INC  CLOWNE: APK 17  JEWNIFER PARTMER  PROJECT 200  ELEPHANT EQUITIES  CLOWNE: APK 19  PARTMER ONE  CLOWNE: APK 19  PARTMER TWO	PROJECT GATO  MIMICORP  CLOSING: ARK 12  JENNIFER PAKINER	

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### How will you Control and sustain improvement?



Verify solution was successful



Measure and monitor performance to maintain the gains; collect data.



Take-action as necessary



Report the success or failure of the improvement



Communicate and reward successes



Create a path for continuous process improvement



Lessons learned or retrospectives are important



Identify leveraging opportunities





- Here is a readers' digest explanation of how to use Lean to assist change management. The Lean concepts have been bolded for emphasis:
  - Train your **Team** on Lean principles and tools.
  - **Define, Measure and Analyze** where you are in the innovation curve.
  - Take steps to Improve your Legal Services delivery to make them more Efficient, reducing Waste.
  - **Continuously** find ways to improve the **Flow** of your legal services delivery models.
  - Always focus on the Voice of the Client (VOC).
     And what the client wants is Value.



# 1ST: INSPIRE CHAGE MANAGEMENT; ONE WAY TO ACHIEVE THIS IS TO BECOME LEAN THINKERS:

This does not require your team to become Lean Six Sigma certified, far from it. It merely requires providing your team with a toolbox full of options for implementation of change management.

 HAVE A PLAN, A SPONSOR, A CHAMPION, A PM AND A FACILITATOR INVOLVED.

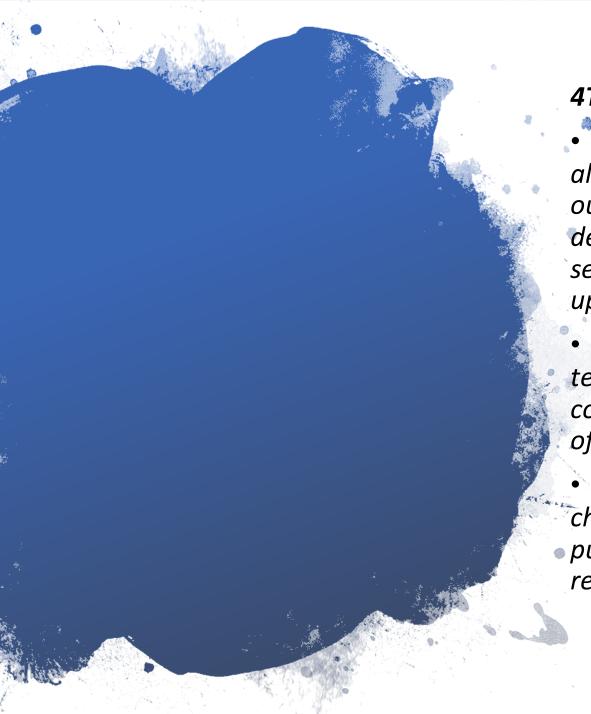
### 2ND KNOW WHERE YOU ARE AND WHERE YOU WANT TO BE!

- Prioritize and identify the top 3-5 things you will work on beginning in the 1st Quarter of 2020.
- To help achieve this, it would be ideal to facilitate a Lean Kaizen event with the relevant team. In this type of event, the team will collaborate to create the right process map for your organization and your innovation goal.
- Through a Kaizen event, you will be able to determine if the barrier is a lack of will (not being sold on the "why") or not knowing the "way" (lacking the know-how to get there). If the organization lacks the knowledge, skill, or capacity, you can tackle those issues one by one, as a team, and then create a process map to implement the change.



3D: Take the necessary steps. Depending on the type of innovation you are trying to launch, tools can be identified, training can be implemented, and a path of continuous improvement can be forged. You need to keep in mind that learning new skills, abilities, and information requires executive function and this means there is an opportunity cost to deploying the path to finding "the way."

- For attorneys, this is significant because it takes time away from billable work, meeting deadlines, preparing for a pitch, writing briefs, etc. Opportunity cost is possibly the biggest challenge we have as legal professionals in trying to innovate the industry.
- The stakeholders and the leadership has to reduce the stress of allocating executive function to upskilling. They need to actively encourage it, providing incentives to upskilling.



### 4TH: Engage in a relentless pursuit of perfection.

- The quest for perfection is a Lean principle but also something lawyers understand very well. It is in our DNA to seek perfection. Create a team dedicated to the continuous improvement of legal services delivery. If you are in-house, create or beef up your legal ops team.
- If you are in a law firm, create or beef up the team of your Chief Innovation Officer. And always communicate with everyone in the team the virtues of, and gains achieved with, innovation.
- Leaders must communicate an appealing vision of change through emphasizing the positive – the purpose, goals, identity, and value of the employees remain, only under improved conditions.



Finally, it all goes back to the client.



A key Lean principle if always listening to the Voice of the Customer. Lawyers are in the service business and our clients want value.



In today's digital world, true value is provided only when delivered using the available legal technologies. There is no time like the present.



Embrace this new decade with a fresh approach to your delivery of legal services. As you set your sights in 2020 and beyond, resolve to begin or continue your journey of legal process improvement to stay competitive in new landscape.

### Table Exercise

To be distributed at the event



EMAIL MANAGEMENT

TIME KEEPING AND INVOICING

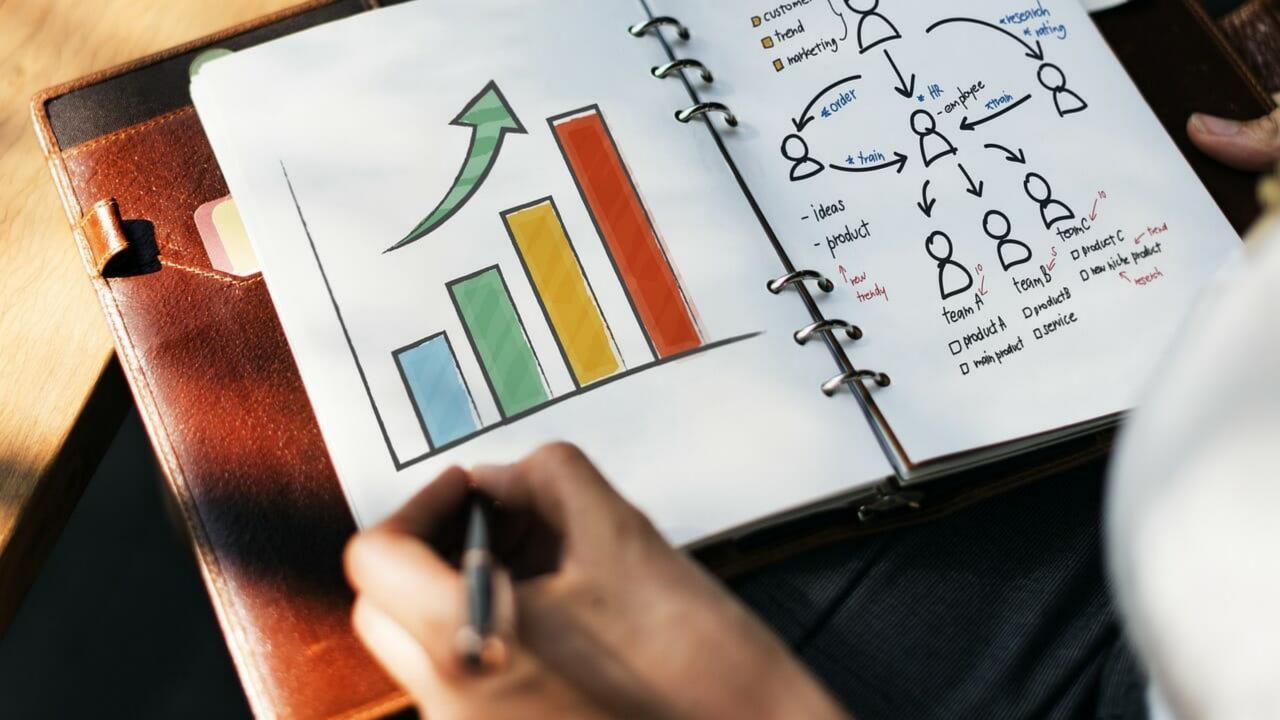
CLOSING OPEN MATTERS

EDISCOVERY PROCESS

BRIEF WRITING

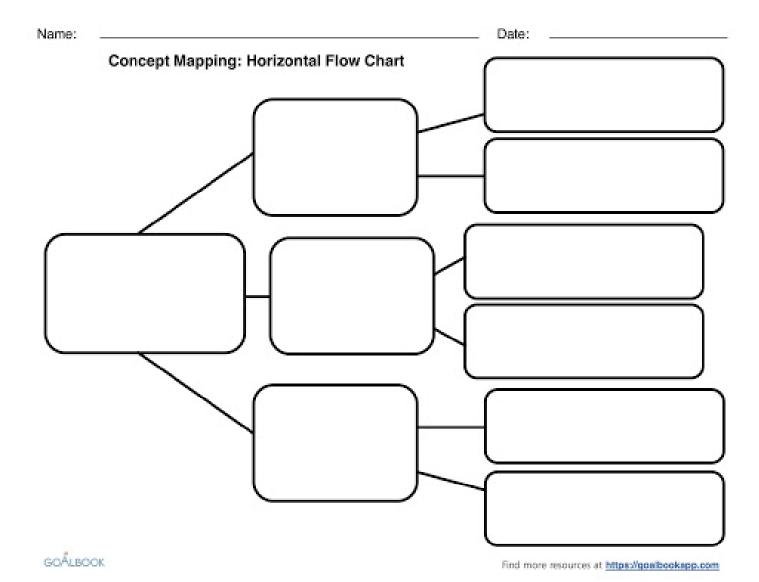
CONTRACT DRAFTING

M&A PROCESS











### **Mission Impossible**

Goal: To generate new ideas by Challenging fundamental aspects

#### Flow:

- Write a question for the group and explain the challenge.
- 2. For the next 30 min. working in pairs or small teams, the groups develop approaches to accomplishing the "impossible." They may consider these broad question or develop a set that is more specific to the challenge:
  - What new benefits or features might emerge from this constraint?
  - Why is this a typical constraint or requirement? Is it just a customary assumption?
  - What are the core elements in conflict?
  - Can the conflicting elements be eliminated, replaced, or altered in some way?
  - Is there anything that can happen before or after to change the parts in conflict?
  - Can time, space, materials, motion, or the environment have an effect?
- At the end of the 30 min. groups present their concepts to each other. Following this a
  reflective discussion about both common and uncommon approaches should yield a list of
  possible solution to be explored further. Closing and next step should include this follow-up
  work.



### **TAKEAWAYS**

Change the lawyers' Adaptability Quotient by encouraging the Will and showing them the Way using the tools in your toolbox. These include Lean, Agile, but also company policies & procedures, legal regulations and compliance.

- Follow the path:
- People- train them!
- Process- have one!
- > Technology- pick right!
- Always be measuring KPIs and showing the ROI
- ➤Go for the easy wins 1st

