

The logo for NRF Transform, featuring a stylized upward-pointing arrow above the text "NRF Transform".

NRF *Transform*

Communication & Collaboration



Communication and Collaboration

The challenge for in-house teams

Many in house teams experience a disconnect between the reality of their role and the value they bring to the business, and what the business understands and expects from them. With multiple stakeholder groups, often with competing priorities and values, it can be difficult to know how to bridge that gap in order to build stronger, more transparent relationships with business stakeholders and other support functions. To do this, GCs require a plan.

What is a Collaboration Framework?

A collaboration framework should **document and guide** communication activities and processes to achieve effective collaboration within the legal team, across the business and with external stakeholders.

- Who you need to engage with?
- How often should you communicate with them?
- What do you want to communicate and why?
- How are you going to communicate with them?
- What tools may be useful in facilitating the collaboration?
- What cultural or other factors do you need to consider?

Lastly, you should consider whether your answers to the above are **aligned to your stakeholder value map**. For example, a self-service portal might be embraced by stakeholders seeking speed and efficiency but is unlikely to be as popular among senior executives who value relationship driven engagement.

Did you know?

Fewer than 20% of Legal departments use change management processes to embed legal operations initiatives

Only half of Legal departments say that they create and drive positive relationships with other support functions 'at least moderately well'

More than half of Legal departments incorporate clear communication plans into their change management processes

A third of Legal departments do not create regular reports for the Board or C-Level executives



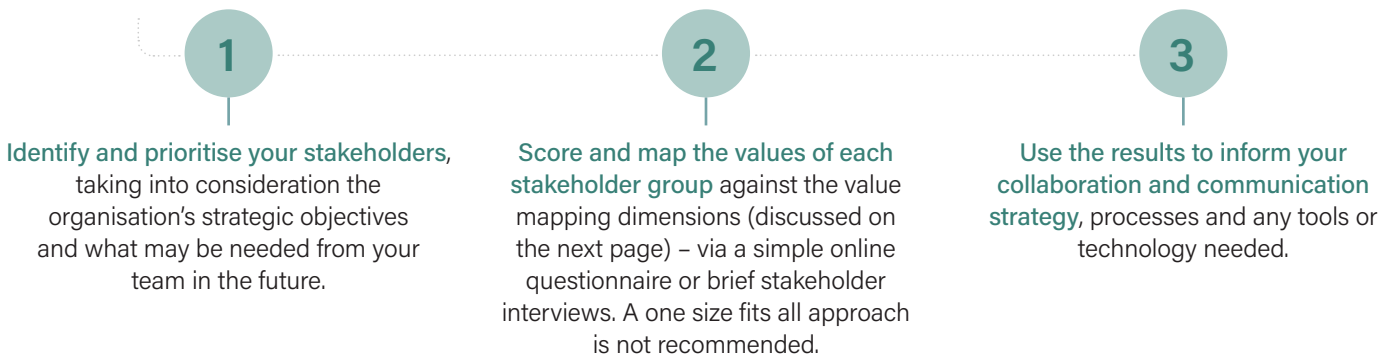
*Results from the Legal Operations Health Check benchmark (contact us for a copy)

Stakeholder Value Mapping

Designing a focused and tailored engagement plan

A useful tool when developing your legal team’s collaboration framework, is to conduct a stakeholder value mapping exercise.

This involves the following:



Identifying your stakeholders

Whilst some stakeholders may be more key than others, you should broadly consider which groups or individuals are likely to be impacted by or who may have an impact on the provision of legal services.

Becoming a strategic business partner means looking beyond the traditional role of risk manager and considering how your expertise and experience may be used to support the strategic objectives of the business and what relationships need to be developed and nurtured to achieve this.



Stakeholder Value Mapping

Designing a focused and tailored engagement plan

How you communicate is just as important as what you say

Strategic business partnership is a two-way street. You need to communicate in a way that your stakeholders understand.

Your approach should be shaped through ongoing conversations with your stakeholders to align your engagement plan with their needs and expectations and to enable you to manage those appropriately. Providing your Finance team with anecdotal evidence of capacity constraints to justify external spend is likely to be less effective than measurable statistics and hard data. Similarly, these engagements will help stakeholders understand the challenges faced by the Legal department and how these might impact on the delivery of legal services.

The 3 value mapping dimensions

Customer or stakeholder values can generally be categorised into the following 3 dimensions of varying importance to each stakeholder at any point in time. These can be tailored to meet your organization's needs and should be reviewed regularly to ensure continued relevance.

Relationship

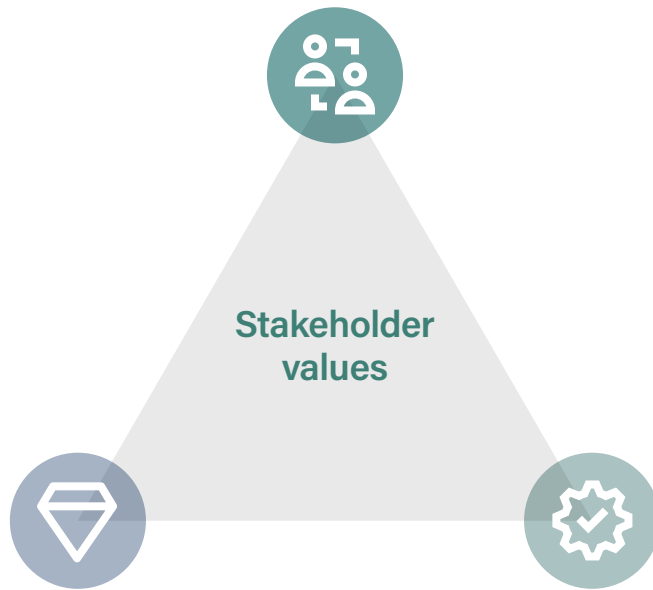
Trustworthy and dependable	Multiple touch points
Responsive to needs	Personalised

Quality

- Specialist knowledge
- Bespoke solutions
- Best in market
- Product leadership
- Gold plated
- Good for low volume work
- Latest technology

Operational excellence

- Efficient
- Cost effective
- Fast
- Simplified processes
- Standardisation
- Good for high volume work
- No frills



Change Management

8 tips to using communication to enable effective change management

The failure of change management initiatives can often be attributed to lack of or ineffective communication. Conversely, communicating the right message, at the right time, in the right manner and to the right stakeholders, can increase your chances of success.

The following tips will help you think about how to use communication to drive more successful stakeholder engagement and change management.



Create a shared sense of urgency

- Build consensus by clearly communicating the need for the change and how it will benefit stakeholders
- An improved future state is not always enough to overcome inherent resistance to change. Consider if the current pain points outweigh the anticipated pain of the change process.



Engage throughout

- Your engagement plan should provide for continuous communication and engagement throughout the change process.
- Priorities can shift and enthusiasm can diminish. Don't assume stakeholders who were on board initially, will remain so.



Appoint change agents and sponsors

- Build a team to drive change initiative with clearly communicated roles and responsibilities.
- Consider both top down and bottom up approaches to communicating and engaging with stakeholders – i.e. through peer groups and management.



Celebrate milestones

- Maintain momentum and build on successes by communicating and celebrating small milestones along the way.



Implement change

- Once the change has been implemented, communicate this to stakeholders; reiterating the initial pain point and benefits of the change.
- Discuss lessons learnt with team.



Identify stakeholders and blockers

- Consider who has an interest in or may be affected by the change.
- Identify blockers and plan how to mitigate or clear the path to success.



Reinforce

- Reinforce the message consistently and repeatedly to ensure the change is embedded.



Create a stakeholder engagement plan

- Once stakeholders and potential blockers are identified, use value mapping principles to create an engagement plan.
- Validate the plan and any assumptions with stakeholders to ensure alignment.

Next steps

How we can help you

Top Tip!

“Collaboration tools can enable more successful communication and collaboration but make sure you you have the basics in place first – start with your people and processes!”

Consulting services may include:

Strategic Advisory Retainer	Providing strategic or operations advice to support you across a diverse range of matters, 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.
Collaboration Framework	Helping you design a collaboration framework to enable your team to operate more cohesively, improve visibility around legal work and initiatives, support your corporate culture and strengthen relationships with business stakeholders and other support functions.
Collaboration Tool Review, Selection & Implementation	<p>Reviewing existing collaboration tools and functionality in your technology stack and advising on the optimisation thereof.</p> <p>Comparative analysis of third-party tools on the market. These may include intake, triage and workflow tools, document and knowledge management, collaboration platforms for instant messaging and chat or project management tools.</p> <p>Implementation support, either through the allocation of project management resources or an implementation advisory retainer.</p>
Change Management	<p>Facilitating or supporting the change management process to build consensus with your team and stakeholders and embed new processes, tools and technologies.</p> <p>Often overlooked, effective change management can increase the likelihood of a successful outcome.</p> <p>This may include designing a change management roadmap, conducting workshops with impacted employees, including your team in the design process, helping you communicate the benefits of the change to the wider business or creating feedback mechanisms.</p>



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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.



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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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