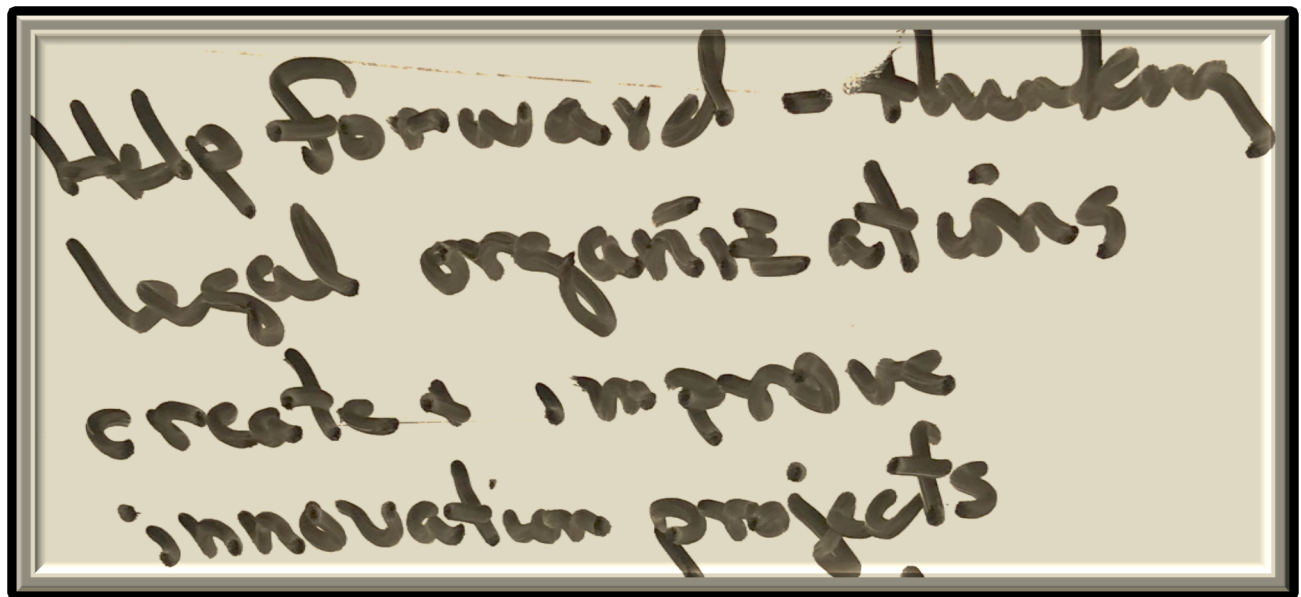


57 Tips for Successful Innovation Outcomes in Law



Dennis Kennedy



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1. Get to work on innovation, however you define it, and let others talk about definitions while you are getting work done.
2. Legal innovation simply means applying innovation techniques in the legal world, in a variety of different dimensions.
3. While focusing only on optimization can have great value, it also narrows your perspective and causes you to miss bigger innovation prizes.
4. Look outside the legal silo and learn the standard types of innovation and business models. Think more in terms of recombining ideas from other sources than creating completely new ideas out of thin air.
5. Understand the fundamental innovation models (and their variants) that already exist and become fluent in the language of these models.
6. Keep the book *Ten Types of Innovation* at the core of your innovation library and, better yet, give it a place of honor on your desk so it's always at hand.
7. Linger in the WHY stage of WHY-WHAT-HOW as long as you can.
8. You MUST get the customer into the conversation at the beginning. Find ways to facilitate those conversations in directed and productive ways.
9. While you will probably gravitate to several favorites, it's a great idea to learn (and maybe even memorize) many of the standard business models to give you a framework and context for your efforts and to help you communicate in the language of business.
10. Diversity is essential in innovation. Take a look around the room at your next meeting. And the one after that. And the one after that.
11. Always emphasize from the beginning that idea generation is about "quantity," but reassure participants, especially lawyers, that they will get to focus on "quality" later.
12. Make a list of the constraints that you believe that you face. Simply writing them down will change your attitude. Then decide whether they are barriers that stop you and why. The others are opportunities to help you move in new directions.
13. What happens if you look at a project and invert the maxim of people, process, then technology and frame your effort as technology, process, then people? Does it provide a new insight or framework?
14. You must deal aggressively with the "lawyer inhibition factor." A creative idea might be to get a group of lawyers to "brainstorm" a process that optimizes their ideal roles.

15. Not all of the best ideas are contained within your organization. In fact, they rarely, if ever, are. Look outside in thoughtful and strategic ways.
16. Keep your written plan or roadmap simple, keep it short, and keep the reader's attention. Can you get it onto one sheet of paper? Why not?
17. Determine which of the four fundamental innovation categories (mission; targeted but flexible; predetermined product or improvement; "check the box" or "innovation theater") your effort falls into and try to get at least a one-day design thinking or strategic planning event scheduled.
18. If asked to take on an innovation leadership role, make your list of hard questions and get them answered. The fact that you are willing to ask hard, thoughtful questions shows that you are the right person for the role.
19. When hiring personnel and choosing leaders, do not put together a group of people who look and think like you do.
20. Consider looking closely at where you team members are on their career S curves and building for the 15%-70%-15% mix based on placement on the S curve. (See Whitney Johnson's *Building an A Team* for details.)
21. Find yourself a guide or "Yoda" to help you learn how best to sell to your internal audience, enlist and engage your internal champions, and navigate the political landscape.
22. Build some small wins into your project roadmap and use them to build momentum.
23. A well-conceived "show and tell" road trip can kickstart your program and might even generate more projects than you can handle. That's a good thing.
24. Committees are a necessary evil. Don't "have" meetings; lead your meetings. Own your meeting style and set your agendas in advance.
25. It's hard, but you have to be able to ask for help. People often are willing to give you more help than you'd expect. In fact, the help you might ask for might be easier for them to give than what they were afraid you were going to ask them for.
26. Consider the creation of a small advisory board of internal and external experts as part of your pitch for your program or as part of your request for what you will need to take on the program initially or to take it to the next level.
27. If you've ever worked with a coach, you already understand how helpful they can be. Consider building the requirement for coaching for yourself into your job description.
28. "It's just the scientific method" can be a powerful persuader of skeptics.
29. Experiments give us data we can analyze and use for improvement. Stress test your hypotheses. If you don't, your customers will.
30. Find a simple feedback tool and start using it regularly. The old adage is a good one: "Feedback is the breakfast of champions."
31. Develop your own brainstorming style, experiment and see what works best for you and your groups, and keep people informed about what gets developed out of the session.

- Ongoing engagement after the session should be a priority goal.
32. Find a form of prototyping that best suits your style and needs and identify who can build those prototypes for you. Remember that a piece of paper can be a prototype.
 33. Consider the MVP (Minimum Viable Product) approach when you have a product or service that is “close to done” but has been languishing in the finalization process.
 34. Require the completion of a value proposition canvas for any proposed new effort.
 35. Take the initiative in recommending KPIs, get agreement from management on those KPIs, and provide regular, one-page, reports on KPI success.
 36. Get a decent knowledge of the standard process improvement methods and try to become well-versed in the one that appeals to you.
 37. Include space on your team and a line in your budget for at least one project manager.
 38. Dream big. Always.
 39. Do not cut corners on your own learning. Insist that your employer facilitate your learning and your access to innovation communities and events.
 40. Three places to find early wins if you are struggling to find a starting point: simple dashboards, expert locators, and lightweight knowledge management tools.
 41. Persuading general counsels on innovation efforts requires special approaches and language, but these can be learned.
 42. Outside law firm panel convergence efforts, if properly understood, provide some of the best opportunities for innovation success.
 43. If you are in a law firm, try to leverage the business development team as your ally in finding innovation partners. If you are in a corporate law department, try to leverage the panel RFP process to find innovation partners.
 44. Look for others (including other law firms or clients) that you might collaborate with to increase your reach and reduce your costs.
 45. Take time to look at other innovation projects, both successful and unsuccessful, internal and external, and see what you learn from them.
 46. If someone in management called you right now, what numbers and data would you like to have at your fingertips to answer questions on the spot? Build a simple reporting dashboard to give you that.
 47. A portfolio approach treats innovation efforts as types of investments and gives you ways to manage investments in the same way you manage your retirement plans and other investments.
 48. Make changes to budget and investment allocations a key result arising out of your project evaluations to increase the odds of finding winners and pruning projects not likely to succeed in the short-term.
 49. You might not ever have to do a full-blown pivot, but you will definitely be making course changes. Become familiar with the pivot concept and stay open to making needed changes.

50. Ben Horowitz's book, *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers*, is the best resource I know for getting prepared for the unexpectedly hard stuff that will arise.
51. Develop a toolbox for dealing with common internal barriers to innovation, progress, and other roadblocks.
52. Don't be cavalier about failure and "fast fails." Understand how to prepare for the real-world and personal impact on you and others. "Resilience" and "learning opportunities" might seem like euphemisms, but they can make for a better environment.
53. Take care of yourself.
54. Is there always a reserved seat for your customer at your innovation table?
55. Innovation is a practice and a discipline. Approach your work in that way.
56. If you haven't thought through business model changes as part of your project, you aren't done yet.
57. Keep learning. Every day.

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About Dennis Kennedy

Dennis Kennedy (dmk@denniskennedy.com) is President of Dennis Kennedy Advisory Services LLC, an information technology and digital transformation lawyer, and author well-known for promoting the use of technology in the practice of law. He focuses on innovation, legal technology, keynote speaking, writing, and coaching and is an adjunct professor in the LegalRnD program at Michigan State University College of Law and also at the University of Michigan Law School.

Dennis retired as Senior Counsel for the Digital Payments & Labs group at Mastercard, where he focused on information technology law, fintech law and innovation. His new company will concentrate on innovation, legal technology and productization, including “Legal Innovation as a Service” packages and the Kennedy Idea Propulsion Laboratory.

Dennis is a Fellow of the College of Law Practice Management and former chair of the board of the American Bar Association’s Legal Technology Resource Center. Dennis wrote the legal technology column for the ABA Journal for many years, has co-authored several books, including “The Lawyer’s Guide to Collaboration Tools and Technologies (2nd edition, 2018) with Tom Mighell. He has two new books scheduled to be published in 2019, *Successful Innovation Outcomes in Law: A Practical Guide for Law Firms, Law Departments, and Legal Organizations* and *Making LinkedIn® Work for You*, with Allison Shields. He co-hosts The Kennedy-Mighell Report podcast on the Legal Talk Network, and has written his blog, DennisKennedy.Blog, since 2003.

On Twitter, Dennis may be found at @denniskennedy and was one of the early lawyer users of Twitter and other social media. LinkedIn: www.linkedin.com/in/dennismkennedy

About the Kennedy Idea Propulsion Laboratory

The Kennedy idea Propulsion Laboratory (www.denniskennedy.com/kennedy-idea-propulsion-laboratory) is a division of Dennis Kennedy Advisory Services LLC. KIPL is the home for Dennis Kennedy’s R & D efforts, custom consulting, writing, advisory board work, and innovation projects. This set of tips grew out of the first book to be published under the KIPL umbrella – *Successful Innovation Outcomes in Law: A Practical Guide for Law Firms, Law Departments, and Legal Organizations* (Publication date scheduled for Fall 2019).

KIPL has created the **Legal Innovation as a Service** product for innovation leaders want to jumpstart and course-correct their innovation projects with targeted, pre-scoped, flat fee engagements.

On KIPL’s current roadmap are:

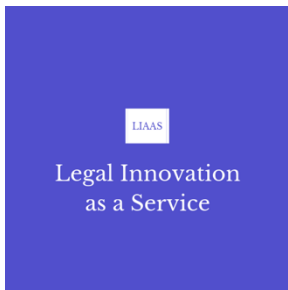
- Panel convergence assistance packages
- LegalTech Product Insights packages
- TechPrompts – a product for getting in-house counsel up-to-speed on important technologies
- Innovation Portfolio Management Tools
- Online courses

To learn more about KIPL, KIPL products and services, partnering, and custom consulting services, contact Dennis Kennedy at 734-926-5197 or dmk@denniskennedy.com.



Dennis would be happy to be connected with you on LinkedIn. See Dennis Kennedy’s LinkedIn Profile by scanning this QR code.

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Legal Innovation as a Service™ (“LlaaS”) is a fresh approach to provide innovation leaders in legal organizations with Just-in-time, Just-enough™ guidance

at key inflection points in the innovation process. LlaaS consists of pre-scoped, limited, flat fee service offerings to help you get desired feedback or help, move your effort forward, and let you get back to doing what you do best. You select the option you need from the catalog, we work together on that project, and you get quickly back on the road to success and achieving your vision.

- Jumpstart idea and innovation processes
- Avoid missteps that will cost time and money
- Accelerate and make smarter project selections
- Reality-test projects and get a market-wise second set of eyes on your efforts
- Get objective evaluation of investment decisions and needed course corrections

While LlaaS makes great sense for large law firms, law departments, and other legal organizations with chief innovation officers or developed innovation teams already in place, it has an even greater value in the mid-sized market where innovation efforts are just beginning, do not have a formal structure, or are in the process of change or re-evaluation. LlaaS can be a great tool for an organization to provide new innovation leadership or to help the management team assess innovation programs.

LlaaS brings together my industry expertise, experience (law department, law firm, and law professor), and my highly-regarded global network and connections in legal technology, innovation,

and the business of the practice of law. I am also well-known for my focus on the practical, business value, and return on investment from innovation efforts. Although innovation is not necessarily dependent on technology, you will not find many people more knowledgeable about legal technology than I am.

FOR MORE INFORMATION OR TO PURCHASE AN OFFERING

Email Dennis at dmk@denniskennedy.com, call him at 734-926-5197, or visit www.denniskennedy.com or www.linkedin.com/showcase/legal-innovation-as-a-service

The LlaaS Options Catalog

1. Idea Assistance

- A. **Ten Idea Sampler Pack** – Send me your problem description and I send you ten of my best ideas.
- B. **Pump-priming** – Conferring with you in advance of your brainstorming idea session to help generate topics, subject matter ideas, and pre-event strategies
- C. **Participation in brainstorming or idea session with your team** (Conference call)

2. Idea Selection

- A. **Harvesting and winnowing your ideas** – Assistance with identifying best ideas and helping set priorities
- B. **Portfolio risk matching** – Balancing risk and return on innovation projects to diversify efforts and match organization risk tolerance

3. Assessment

- A. **Reality Check** - Review current or proposed portfolio and assess whether what you are doing makes sense in the real world

- B. **Second Set of Eyes** - Thorough review of your current or proposed portfolio that digs deeper into projects with a more detailed analysis

4. Investment and Course Correction

- A. **Portfolio Management** – Reviewing innovation efforts and investments as a financial portfolio, assessing risk, return, and balance, and revising budget allocations
- B. **Increasing Bets (Doubling Down)** – Identifying early successes that deserve more investment
- C. **Necessary Endings** – Helping what efforts to terminate or pivot in new directions

The most common mistake organizations make is building a product or service that its customers and the market do not want. Many dollars and jobs have been lost. In many cases, some guidance at the right time, from the right perspective, and with knowledge of what is happening in the market would have made all the difference. The LlaaS Just-in-time, Just-enough approach provides forward-looking legal organizations with that guidance for their innovation efforts.

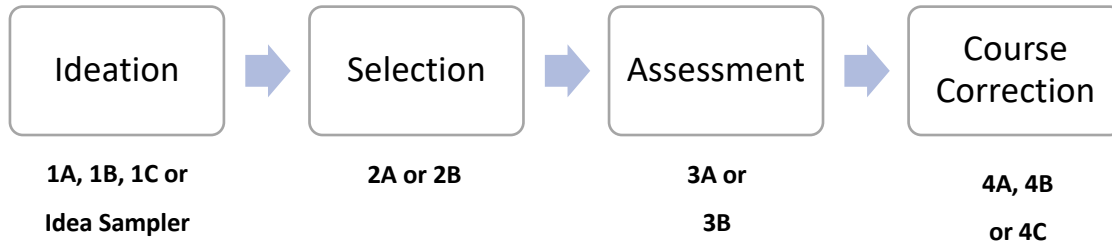
Price List

Category	LlaaS Package	Price *	Description
Ideation Assistance	1.A. Ten Idea Sampler Pack	\$2,500	Send me your problem description and I send you a non-exclusive, customized list of ten of my best ideas. A great way to sample the value I can offer before committing to another LlaaS package.
Ideation Assistance	1.B. Pump-priming	\$7,500	I work with you in advance of your brainstorming or ideation session to help generate topics and pre-event strategies to maximum results.
Ideation Assistance	1.C. Participation	\$7,500	I join and participate in your idea session or event by conference call (video or audio).
Idea Selection	2.A. Harvesting ideas	\$7,500	I help you identify best ideas and help set priorities resulting from your ideation event.
Idea Selection	2.B. Portfolio risk matching	\$7,500	I help you balance risk and return on innovation projects to diversify efforts and match your organization’s risk tolerance with your innovation portfolio’s risk/return.

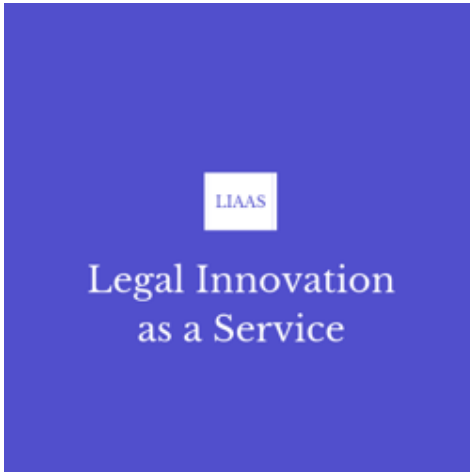
Assessment	3.A. Reality Check	\$7,500	I review your current or proposed innovation portfolio and assess whether what you are doing makes sense in the real world in today's legal market.
Assessment	3.B. Second Set of Eyes	\$15,000	I take a thorough review of your current or proposed portfolio that digs deeper into projects with a more detailed analysis than I would in option 3.A.
Investment and Course Correction	4.A. Portfolio Management	\$7,500	I help you review innovation efforts and investments as a financial portfolio, assessing risk, return, and balance, revising budget allocations, and creating a new innovation portfolio structure.
Investment and Course Correction	4.B. Increasing Bets (Doubling Down)	\$7,500	I help you identify early successes that deserve more investment and how to shift investment and priority to those projects.
Investment and Course Correction	4.C. Necessary Endings	\$7,500	I serve as an objective and impartial analyst to identify what efforts to terminate or pivot in new directions.
Special Offer	5. Sampler + 1	\$9,500	You get item 1.A. plus any one package other than 3.B. A great option if your purchase approval requirement starts at \$10,000.
Custom	Custom Consulting Services	As agreed	I do provide custom services (e.g., panel convergence assistance) outside of LlaaS. Any engagement is scoped and priced as we agree.

** All packages come with **Customer Satisfaction Guarantee**. If you do not believe that the price does not match or exceed the value you received, you may pay the amount of the value you believe that you received.*

Where are you in the innovation process?



Frequently Asked Questions



1. Are these the only services you offer? These are only the service packages I'm currently offering through the LlaaS product. LlaaS targets the key inflection points with Just-in-time, Just-enough guidance to help you move forward. For other consulting services, contact me and we will discuss your needs, project scope and value, and flat fee pricing.

2. What if I want to add to or change the scope of one of LlaaS catalog offerings? That will become a custom service and will be handled as described in question 1 above.

3. Do you offer speaking or workshops as part of LlaaS? My speaking services are set out at <http://www.denniskennedy.com/dkspeaking>.

4. Will you have LlaaS offerings for panel convergence assistance? Those offerings on the current roadmap. Expect to see them in 2019. If already interested, please contact me to discuss.

5. Are there discounts if I bundle LlaaS offerings? Yes. If you buy items 1B, 1C, 2A and 2B in a bundle, the total fee will be \$27,500. If you want to buy four or more items at once, we can discuss an appropriate discount.

6. How do I learn more or engage you for LlaaS? Email me at dmk@denniskennedy.com to schedule a call (best way) or simply call me at 734-926-5197. For more detailed information and a special launch bundle offer, visit <https://www.denniskennedy.com/legal-innovation-as-a-service/> or www.linkedin.com/showcase/legal-innovation-as-a-service.

Helping forward-looking legal organizations improve their innovation efforts.

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