

# Legal Operations Academy



**dialogue**

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## Practical information

Duration | 5 days

Cost | € 3.450 (ex. VAT)

Permanent Education | 30 Points



# Legal Operations

Legal Operations is a popular topic and rightly so – it is a valuable field of work that is developing fast. With all this attention it is difficult though to separate hype from reality. How are operations really developing within legal departments? How do you define the optimal role and way of working for legal? What should be the key objectives? What operating models fit best with contracting, compliance or dispute management? How do you define the roadmap? How do you successfully organize projects? How do you manage quality and cost?

“Initiated, developed and taught by a team of experienced Legal Operations managers”





# Learn from a team of experienced Legal Operations managers

The Legal Operations Academy is initiated, developed and taught by a team of experienced Legal Operations managers with extensive track records at renowned organizations. Based on their knowledge, skills and expertise and the intensive cooperation with each other they take you through a cohesive program that is solidly rooted in real life application and development.

The program addresses all key legal operations elements such as:

- Resources like workflows, tools & technology, outside counsel, team and professionals and management information
- Skills and competences such as organizational need analysis, strategic planning, workflow optimization, budgeting / reporting, project management and change management

These topics are discussed for all regular legal department responsibilities such as contract management, compliance, dispute management, corporate / governance, IP and M&A.

The program is based on the real life legal operations developments of renowned organizations. You will learn all street-tested ways of working and will not be limited by proprietary models or commercial vendor

interests. The program is taught in five days, spread out over a few weeks to help you thoroughly prepare before – and thoroughly reflect after – each course day and focus on applying what you have learned.

We combine a proven didactical combination of upfront literature, online explanation, case preparation and interactive classes with actual application for an optimal learning experience. We stimulate students to bring input from their own backgrounds and ambitions to make the experience as practical and tailored to individual needs as possible.

After the program you will have the option to participate in recurring (evening) sessions with the lectors and other alumni to further immerse yourself in operational and organizational issues and topics. This allows you to stay on top of all future developments in the field of legal operations.

## Knowledge & Skills

Legal departments are increasingly integrated within the organizations they are part of and their business processes. This demands not only legal expertise but also operational and organizational knowledge and skills. For example: optimizing workflows, leveraging tools and technology, sourcing services from law

firms and other service providers, developing the inhouse team, generating management information, realizing projects and managing change. The Legal Operations Academy familiarizes you with all these topics based on the real life experience of the most experienced legal operations managers.



## For whom?

The Legal Operations Academy offers a unique foundation for anybody who wants to develop a solid understanding of all operational aspects of legal services and build a network of like-minded professionals. The program is primarily focused on legal departments but people working for other organizations such as law firms and governmental organizations are also welcome to participate.

**Participation requires at least 5 years of experience at a bachelor / master level in a legal services environment and good proficiency of the English language.**

# Program

Before the start of the program you will have an individual intake to discuss your personal background, interests and objectives so we can align the course to your objectives.

You will also get access to our digital learning environment ("DLO") that offers all course related literature, online training, preparatory work and other relevant resources and information. You will also have the opportunity to contact the (lead) lecturer to discuss specific topics if you wish.





## From day to day

### Day 1 Morning: Introduction

- Introduction of the program, lectors and all participants
- Legal Operations as a field of work
- The organizational needs addressed by legal operations
- The current status and expected development of legal operations
- A real life case discussion

### Afternoon: Strategy Framework & Operating Models

- Analysis of organizational needs
- Defining the legal scope and objectives
- Operating Models (for contracting IP, Corporate, Compliance etc.)
- Use of resources (tools & technology, team, outside vendors etc.)
- Planning
- Management information and budgeting
- Business case

### Day 2 Morning: Processes & Workflows

- Process analysis and visualization
- Roles, tasks and responsibilities
- Allocation of responsibilities
- Identifying and prioritizing client wishes (Voice of the customer)
- Lean and continuous improvement

### Afternoon: Tools & Technology

- Status & developments around Legal Tech
- Practical need analysis
- Potential and maturity of specific Tools & Tech
- Adoption capacity of the organization
- Make or buy decisions
- Sourcing as a product or service
- Selection / management / evaluation of suppliers
- Planning / Road mapping

### Day 3 Morning: Expertise & Team

- Mapping the required expertise & competences
- Potential for internal development
- Possibilities for outside sourcing
- Sourcing & staffing strategies
- Personal development planning and guidance

### Afternoon: Outside Counsel Management

- Make or buy for legal expertise
- Pros and cons of outside counsel
- Selection, management and evaluation of outside counsel
- Alternative Fee Arrangements
- Strategic alignment and relationship management
- Panel management

### Day 4 Morning: Management Information

- Defining the right objectives
- Setting the right metrics and KPI's
- Translating available data in useful intelligence
- Differentiating between operational and legal information
- Stakeholder management
- Presenting management information

### Afternoon: Project Management

- What is project management
- When to use project management logic
- Key elements, roles and tools
- Optimal use of available toolbox
- Defining the right scale of application

### Day 5 Morning: Change Management & Leadership

- Key concepts of Change Management
- Responses to change and related emotions
- Understanding interests
- Understanding culture and context
- Dealing with resistance
- Leadership on individual and group level

### Afternoon: Integration & Application

- Application of all program elements on specific cases
- Presenting the individual cases
- Interactive discussion with observations and feedback
- The road ahead: how to proceed from here



# Lector team

## Cindy de la Fuente

Cindy is the Legal Excellence Manager at AkzoNobel. Previously she was a lawyer at Pels Rijcken and in the Caribbean. Since 2014 she focuses on Legal Operations and innovation, has earned an MBA from the University of Amsterdam and is a board member of She Breaks the Law, a global legal innovation network.

## Nicky Leijtens

Nicky is a Board Adviser at Nauta Dutilh, advising on innovation and client needs and is responsible for developing Client Experience strategy. She frequently trains lawyers in design thinking and process improvement and is a Lean Six Sigma black belt. She is a cofounder of a global legal innovation network She Breaks The Law.

## Leonie van Gulik

Leonie is the Senior Legal Operations Manager at PVH Europe (Tommy Hilfiger & Calvin Klein). She previously was an M&A lawyer at Stibbe, did a Change Management course at the Rotterdam school of Management and is finishing a Lean Six Sigma black belt program.

## Judith van Haersma Buma

Judith is a consultant at Voxius and focuses on individual and legal team development, for example she introduced the Central Staffing function at Clifford Chance. Previously she worked as a lawyer at AKD and did a leadership program at Yale School of Management.

## Michaël van Leeuwen

Michael is the Head of Legal Operations & Outside Counsel Management at Royal Philips. He was trained as a lawyer and was previously senior Project Manager and Pricing Manager at De Brauw. He did a business strategy course at the London School of Business.

## Douwe Groenevelt

Douwe is Deputy General Counsel at AMSL and also responsible for Legal Operations. He was a lawyer at De Brauw and lectures at University of Tilburg, Erasmus University and Grotius Academie.



## Rob Henham

Rob is the Head of Legal Operations & Programs at the cybersecurity company Irdeto. He was previously the Legal Innovation & Operations Manager at Eneco and worked as a lawyer in Australia. He has completed several courses in finance, service management, cybersecurity, user experience and design thinking.

## Els Boonacker

Els is a fellow at Phyleon Leadership & Governance. She was previously an M&A lawyer at De Brauw, became their Head of HR and then Head of all organizational functions. She did the executive Master in Change at INSEAD and is specialized in leadership, change, culture and governance.

## Harm Cammel (lead lector)

Harm is a partner at Voxius and has over 15 years of legal operations experience at companies like Adidas, Basic Fit and PVH and firms like De Brauw, CMS and VBK. He acts as operations manager for several organizations, lectures in Strategy & Innovation at the Master of Legal Management at the Amsterdam University of Applied Sciences and performs Legal Management benchmark research.

## Law & Ops

Cindy de la Fuente (AkzoNobel), Leonie van Gulik (PVH Europe), Michaël van Leeuwen (Philips), Douwe Groenevelt (ASML), Rob Henham (Irdeto) and Harm Cammel are the founding members of Law & Ops, a hands-on cooperation and development network of experienced legal operation managers. Their experience and cooperation is the backbone of the Legal Operations Academy.



# About Dialogue

**Dialogue supports legal professionals with leadership programs, team guidance, training and coaching. We differentiate by offering tailor made programs for small groups with high personal attention and highly experienced lecturers.**

We focus on the legal profession because we know a career as a lawyer, notary or legal counsel requires specific guidance, skills and competences. Our wide range of training and services covers diverse topics

like cooperation, leadership, stress management and communication. Each program for leadership, process management and team development is tailor-made for the legal profession.

# Practical Information

## Price

€ 3.450 (ex. VAT) including all location- and arrangement costs, literature and digital learning environment.

## Digital Learning Environment

The Legal Operations Academy uses a digital learning environment that includes all program information, literature and other related materials. You can access the learning environment 24 hours a day.

## Dates

You can find next program dates on [www.dialoguebv.nl](http://www.dialoguebv.nl)

## Location

Nieuwe Spiegelstraat 11  
1406 SG Bussum

## Cancellation

Participation can be cancelled without cost up to 6 weeks before starting date.



## More information?

If you would like more information or would like to sign up to the program, please contact Bart Smits, Course manager Dialogue via phone number **+31 35 541 18 44**. Or send an e-mail to [opleiding@dialoguebv.nl](mailto:opleiding@dialoguebv.nl)



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