

Meaningful Metrics

Quantifying ROI for KM and E2.0

Participants



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Agenda

- Metrics
 - Why
 - What
 - How
- Four Practical Examples
 - Real Stories
 - Discussion
- Parting Observations

Metrics

A Way to Measure Progress and Demonstrate
How Your Project
Advances Firm Strategy

Why use them?

Because they are the language our current (and future) business owners use to evaluate success - and decide what to fund

Metrics: The Basics

- Types of Metrics / Things to Measure
 - Input vs. Output
 - Substitute Metrics
 - Quantitative vs. Qualitative factors
- Good or bad?
 - Issue = correlation between output and objective
(One can be efficient producing the wrong things...)
- Key: Have clear objectives and ensure effort advances those objectives

Steven Levy



~ A special guest appearance ~

Metrics as a Lens



Metrics: Nuts & Bolts

WHAT to Measure?

Answer: Factors likeliest to have the strongest and most positive correlation to "success"
... however defined.

WHAT to Measure?

- What are the Business Pain Points?
- What are this Project's Objectives relative thereto?
and how correlate to over-arching biz objective?
- What does Success look like?
- What indicators denote health? Sickness?



How do You Measure?



How to Test Your Metrics?

- Start with an Educated Guess based on Project Goals
- Gather some Basic Data
- Consult with a Focus Group of Friendly Stakeholders
 - To test the Validity
 - To test your Interpretation
- Revise methodology based on their Feedback
- Adjust and repeat

Dangers of Metrics



Dangers of Metrics

How to Lose Credibility:

- Massage the Data
- Unconsciously emphasize certain elements --> distortion
- Be unwilling to acknowledge alternate interpretations
- Fail to revise interpretations to reflect reality

Four Practical Examples

JAG's Automated Trial Process (1 of 3)



Military Justice Online (MJO) - web enabled enterprise application for military justice (MJ) from investigation to post-trial

- Why? Each time Judge Advocate or paralegal NCO moves, learns a new MJ system
- 3 phases (non-judicial, appellate court, courts-martial,) first two are in production, last phase to be fielded (hopefully!) in the Spring '10
- Just awarded the Army Knowledge Management Award 3 Aug 2010.

JAG's Automated Trial Process (2 of 3)

Metrics for MJO:

- What is the JAGC's objective?
- What KM methods and tools will be used?
- Who are the stakeholders and what do they need to know?
JAGC, US Army, Congress, US Citizens.
- Which framework is best? Why?
- What should we measure? What are our metrics?

JAG's Automated Trial Process (3 of 3)

Metrics for MJO:

- How do we collect and analyze these processes?
- What do they tell us? What should we do with this information?

How would you measure a Portal/Intranet Rollout?

Portal/Intranet Rollout

Number of Visits	Interest, Usefulness
Frequency & Length of Visits	Interest, Usefulness, Forgetfulness
Identity of Visitors	Patterns of adoption (by age, practice, geography) - what do they tell you?
How much Content? How Current? How Valuable?	Are people using the content? Printing it? Sharing it? Recommending it?
Impact on Other Systems?	Do people prefer this to other tools? Is there reduced traffic with other tools?

How would you measure Activity Streams?

E2.0 Project: Activity Streams

Number and frequency of requests for Access	Is this tool viral?
Usage over time	Is this tool "sticky"? Or is it a 5-day wonder? Does use change over time?
Demographics of adoption	Who are your users (by age, practice, geography)? Why?
Pace of Conversation/Information Flow	Is this a go to resource or tangential to the firm's work?
Impact on Other Tools	Is this being used in preference to other tools? Impact on e-mail?

Online Closing Systems *(a.k.a., the Tool)*



Setting: Orrick Public Finance practice wanted to further reduce and control project costs by changing processes and geographically distributing its personnel.

- Business Objectives and Targetted Factors
- Solution
- Insights from Metrics

Tell us about your efforts to use metrics to support your objectives

- *What metrics do you use?*
- *What do they reveal about your projects?*
- *Are they easy to communicate to decision makers?*

Discussion

- In practice, what lessons have you learned about metrics?
- Have you heard anything today that would make you re-consider or change your approach?

Metrics and Rice



Metrics and Rice



Metrics and Rice



Suggestions for Next Steps

- Start tracking something meaningful
 - Block out time for this exercise regularly
 - Consider alternative measures
 - Consider alternative interpretations
 - Share findings and solicit reactions from widening circle
- Revisit your measures and interpretations over time
(Do so next week on current, pre-existing projects)
 - Are they still valid?
 - Are they still useful?
 - Do they point to other questions?
 - Do your stakeholders value them? *(Have you asked?)*

Take Away Messages

If you are not doing something, start.

If it's uncomfortable, persist.

Ability will come by force of doing.

Recommended Resources

Interesting thinking on law firm economics, project mgmt,...

- Adam Smith, Esq. <http://www.adamsmithesq.com/>
- Steven Levy, Lexician <http://lexician.com/lexblog/>
- Jordan Furlong, law21 <http://www.law21.ca/>
- Jim Hassett, LegalBizDev
<http://www.legalbizdev.com/blog.html>
- Paul C. Easton <http://legalprojectmanagement.info/>

Credits:

- Ophthalmological Phoroceptor 3 by FantasyStock
 - Source:
<http://fantasystock.deviantart.com/art/Ophthalmological-Phoroceptor-3-90549176>
 - Artist: <http://fantasystock.deviantart.com/>
- Banned Mercury-in-Glass Thermometer by Andres Rueda
 - Source:
<http://www.flickr.com/photos/andresrueda/3407340937/>
- Parking in Bay Ridge by Choosymutha
 - Source: <http://www.flickr.com/photos/andis/122530269/>
- Bowl of Rice by IRRI Images
 - Source: <http://www.flickr.com/photos/ricephotos/4762541361/>

Credits Cont'd.

- People Eating Rice by IRRI Images
 - Source:
http://farm1.static.flickr.com/184/438472785_cff0db0c4c.jpg
- Happy Worker by chris5aw
 - Source:
<http://www.flickr.com/photos/chris5aw/3528930671/>