

How Does it Feel to Get a Bill From a Law Firm?

Redesign a bill with Design Thinking

#ILTAG16





SPEAKERS



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Founder
Procertas



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Audacious Legal



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Business Solutions
Elevate Services



Scenario

- Major client complains about an invoice

[Redacted Area]

Invoice Number: 105
Invoice Period: 3/3/2009 - 3/31/2009

Payment Terms: Due Upon Receipt

RE: Settlement
Our Matter Number: 101

Invoice Narrative Section: This is an area where users can enter custom text on the invoice. Example: "Time durations are rounded to the nearest quarter of an hour."

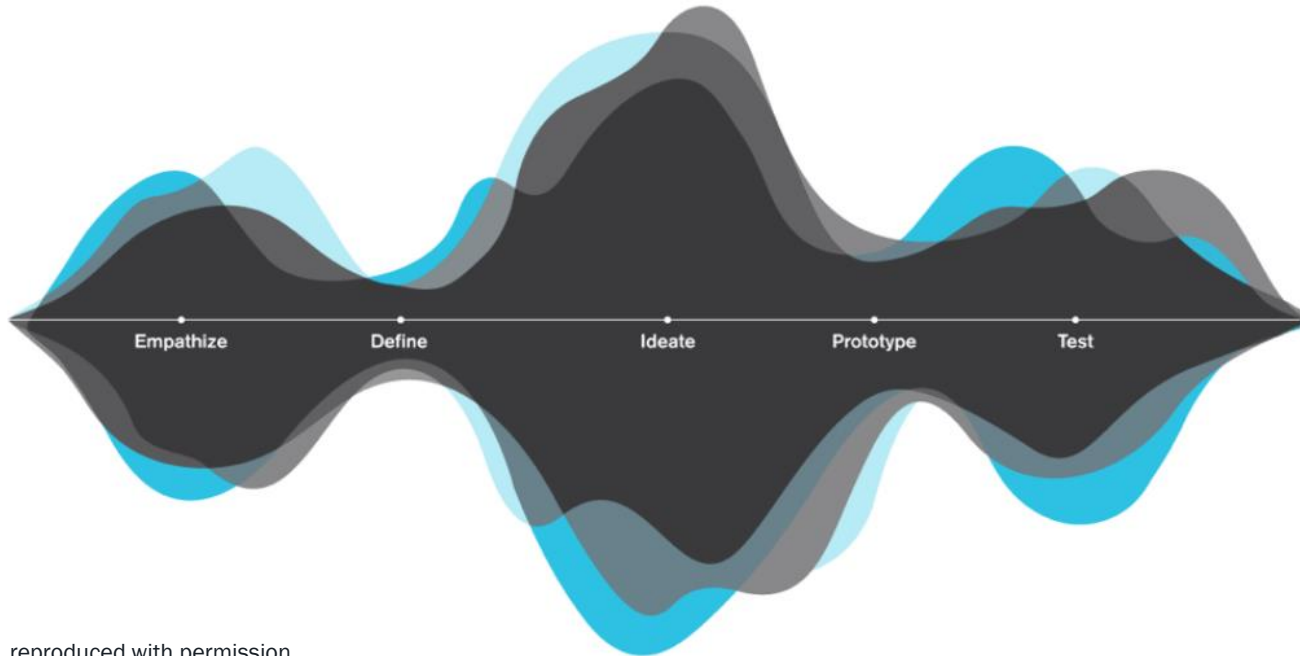
Time Detail

Date	Timekeeper	Activity	Description	Hours	Rate	Amount
3/3/2009	Jennifer Morrow	Review / analyze	Reviewed and analyzed plaintiff's counteroffer; Email to Lauren regarding same.	1.000	300.00	300.00
3/6/2009	Jennifer Morrow	Review / analyze	Reviewed settlement proposal from Plaintiff; email to Lauren Ashley regarding same.	0.750	300.00	225.00
3/21/2009	Jennifer Morrow	Client Conference	Reviewed and analyzed email regarding proposal and revised draft. Email correspondence and telephone conference with Lauren Ashley regarding response to settlement proposal. Email to client with questions and recommendations.	2.000	300.00	600.00
				Total Fees:		1,125.00

n K. Mericle re: exec to K. Mericle.	0.10 hrs	230 / hr	23.00
in Open Records	0.10 hrs	230 / hr	23.00
n K. Mericle re: quest - McIntyre (new	0.10 hrs	230 / hr	23.00
ORR re: email	0.10 hrs	230 / hr	23.00
and redactable Request - Pierce; trial.	0.20 hrs	230 / hr	46.00
o open records City; review Pierce o Attorney General	2.00 hrs	150 / hr	300.00
ttorney General re:	0.10 hrs	230 / hr	23.00
m Requestor in Open	0.10 hrs	230 / hr	23.00
ttorney General and	0.20 hrs	150 / hr	30.00
all from requestor in robe.	0.10 hrs	230 / hr	23.00
Records Request -	0.10 hrs	230 / hr	23.00
	0.10 hrs	150 / hr	15.00



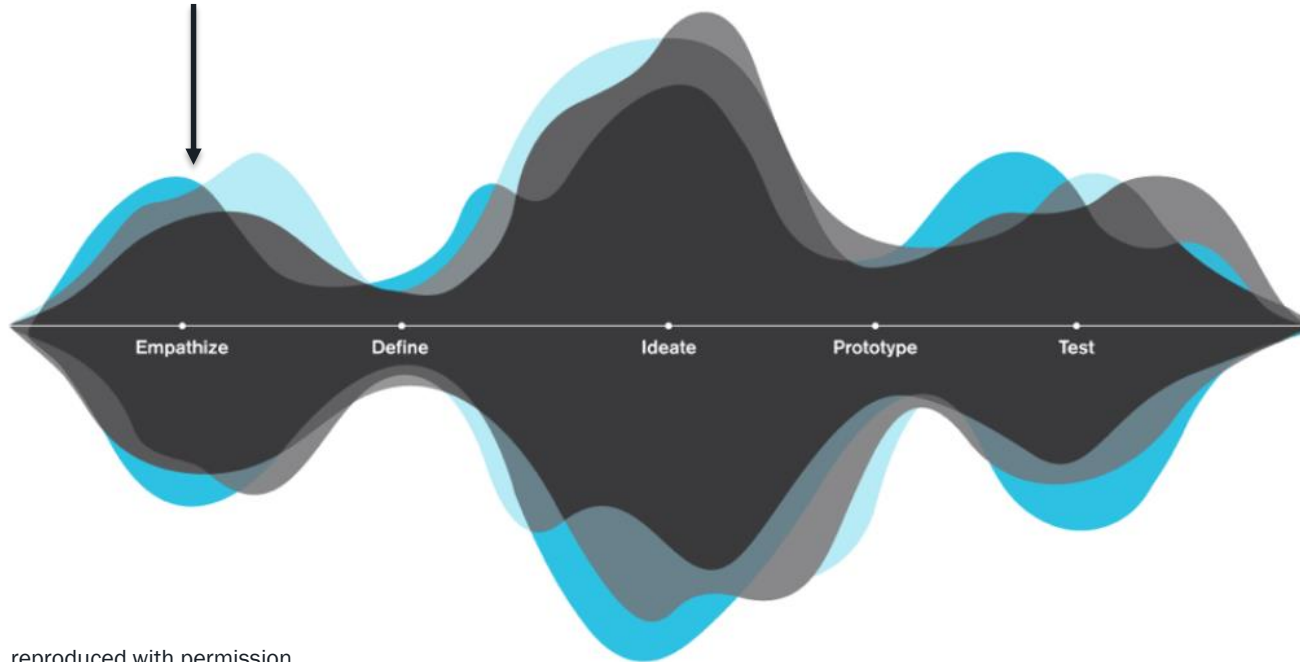
Design Thinking Process



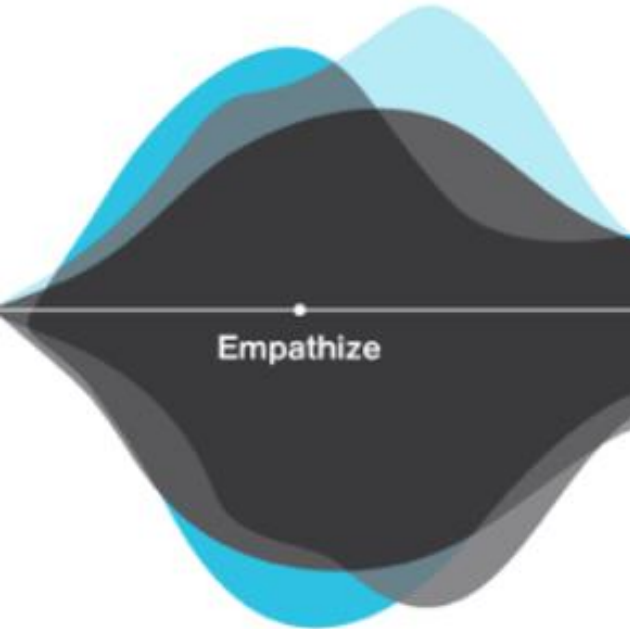
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Empathize

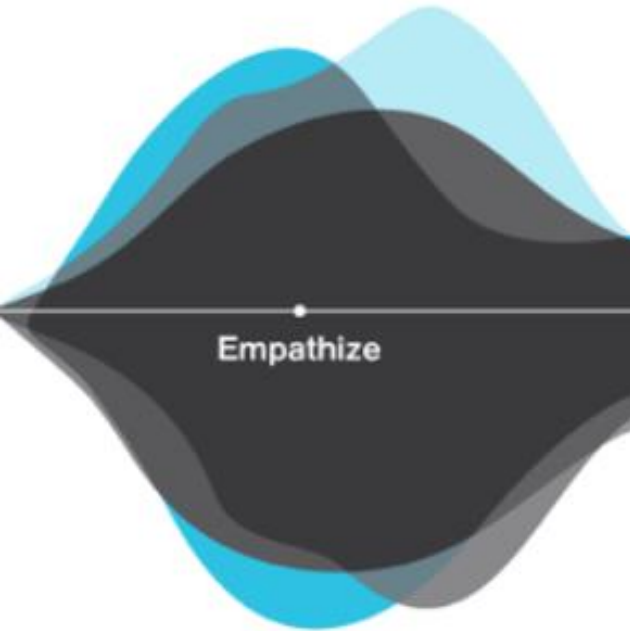


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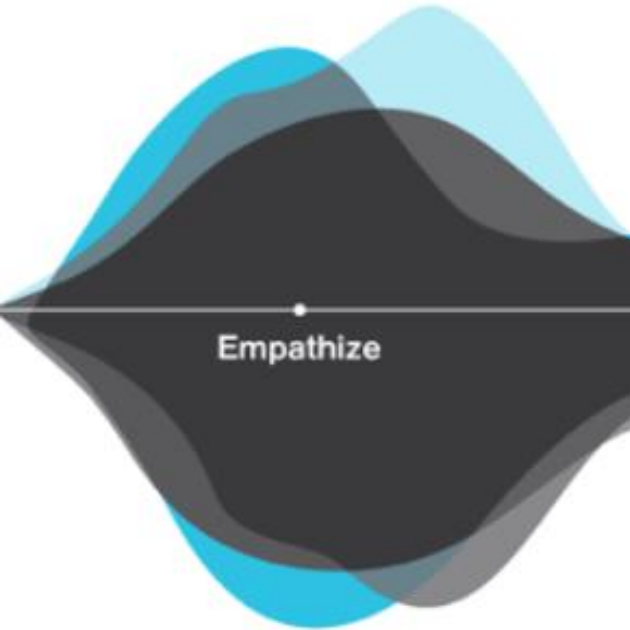
EMPATHIZE

- Observe
- Engage
- Immerse



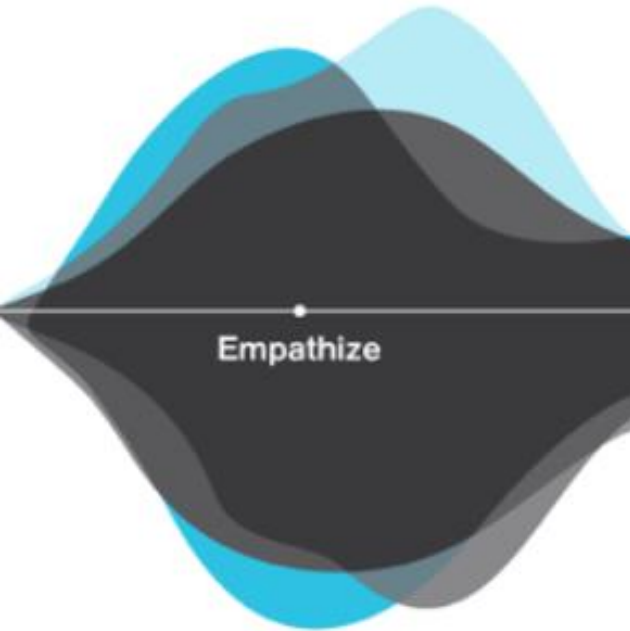
EMPATHIZE

“There’s no context. I don’t know how much we’ve spent overall, how much each timekeeper has done, where we are against budget, which phase we are in, where we are on the project plan...”



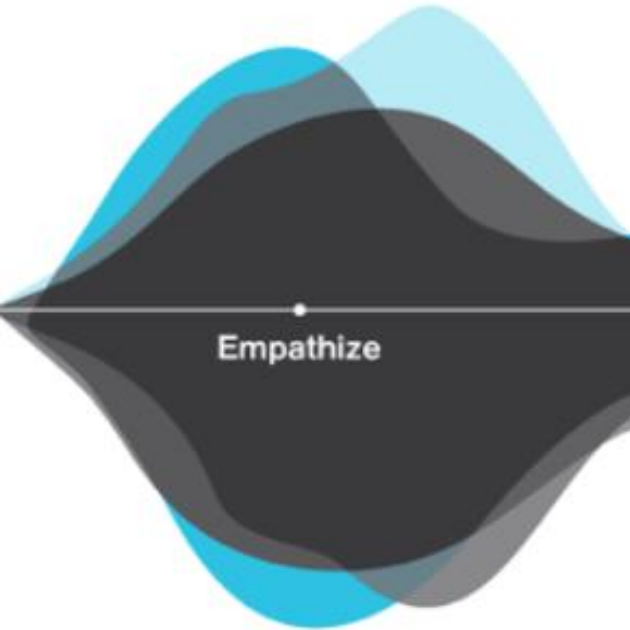
EMPATHIZE

“There’s **no context**. I don’t know how much we’ve **spent overall**, how much **each timekeeper** has done, where we are against **budget**, which **phase** we are in, where we are on the **project plan...**”



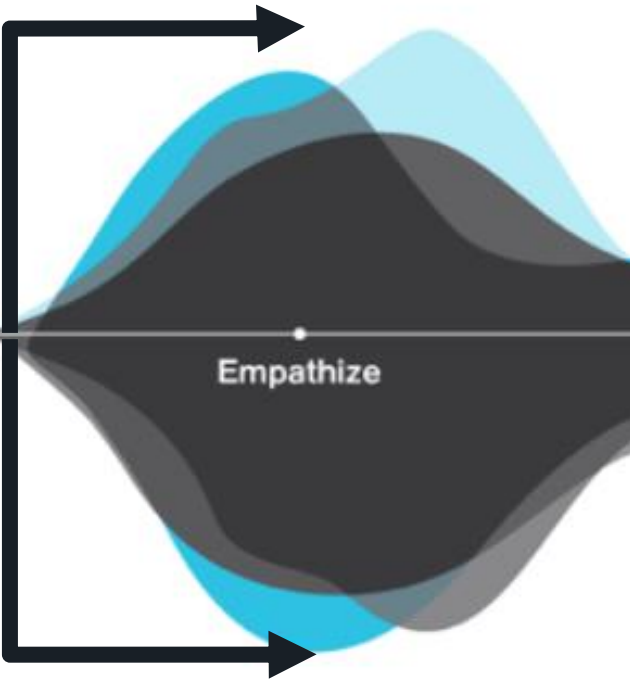
EMPATHIZE

“It is disjointed. This associate is doing ‘research for motion’. Which motion? How much research is being done overall? Who else is working on the motion? How much did we spend on the motion?”



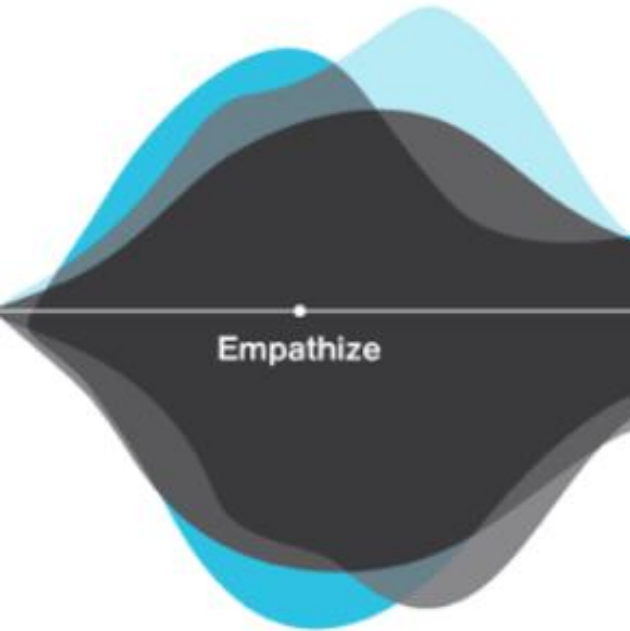
EMPATHIZE

“It is **disjointed**. This associate is doing ‘research for motion’. Which motion? How much research is being done overall? Who else is working on the motion? **How much did we spend on the motion?**”



EMPATHIZE

WITH EVERYBODY



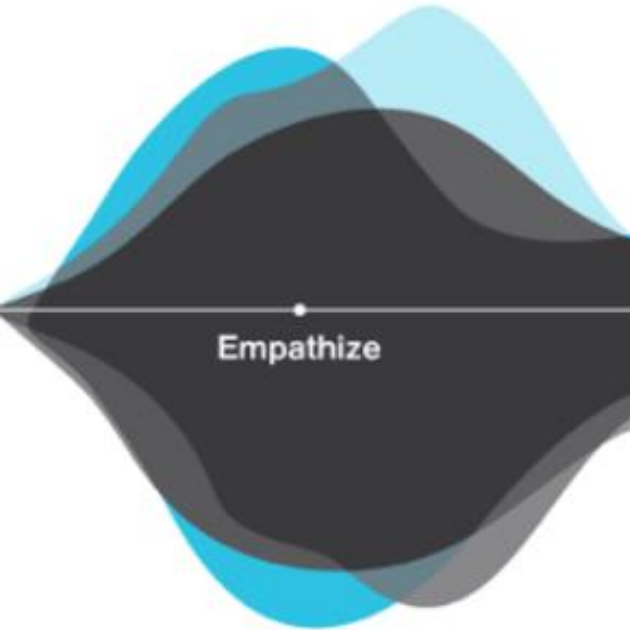
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EMPATHIZE

“Time entry is the **bane** of my existence. It’s hard enough to track. The idiosyncrasies from client to client—what they won’t pay for, custom task codes—ups the difficulty setting.”

- Associate



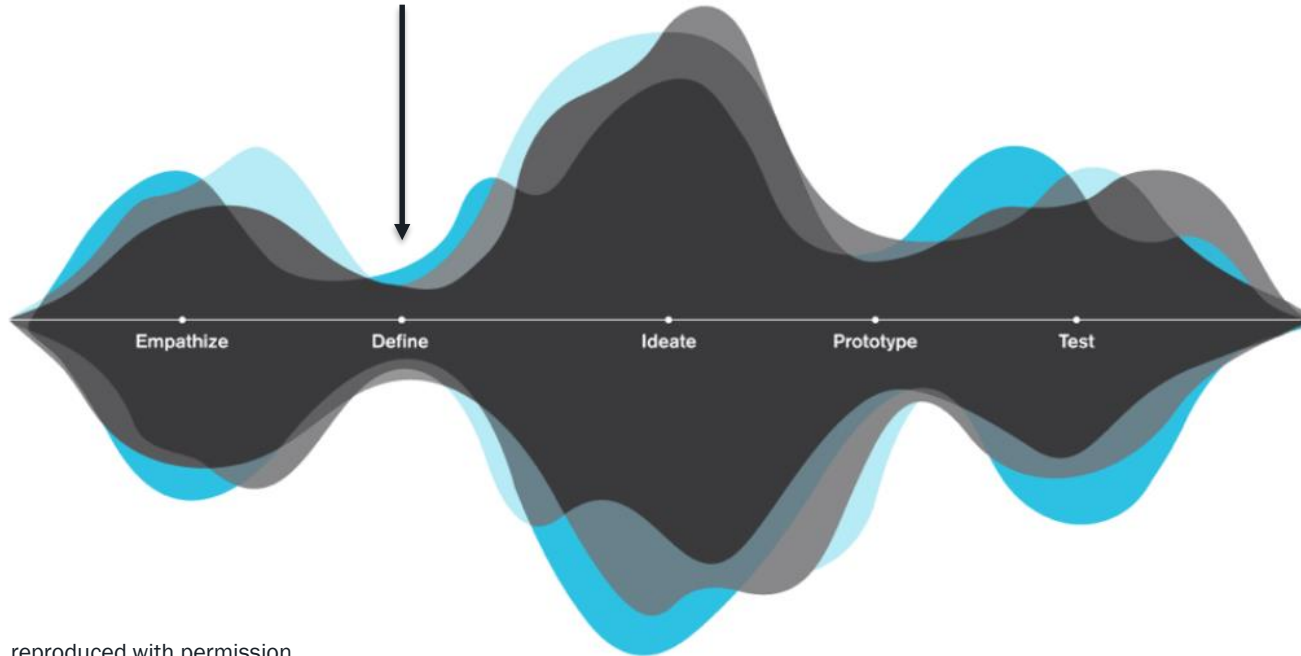
EMPATHIZE

“I consider it a minor miracle when a time entry contains sufficient detail or when an attorney actually uses the proper billing code.”

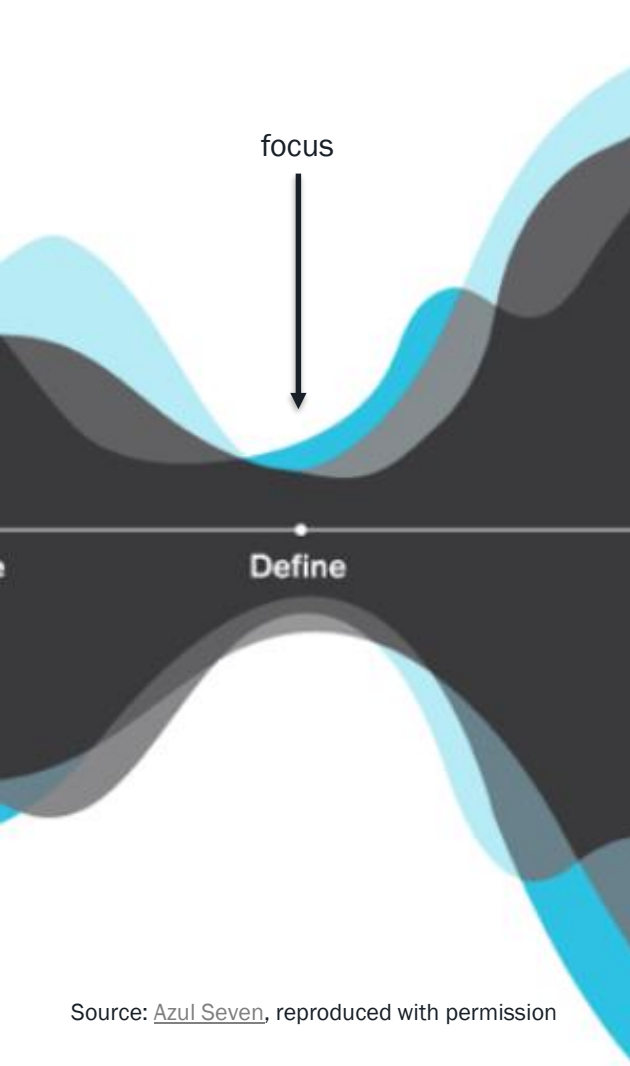
- Billing Coordinator



Define



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DEFINE

- Unpack empathy findings
- Synthesize into compelling needs
- Develop deep understanding of the person
- Actionable problem statement



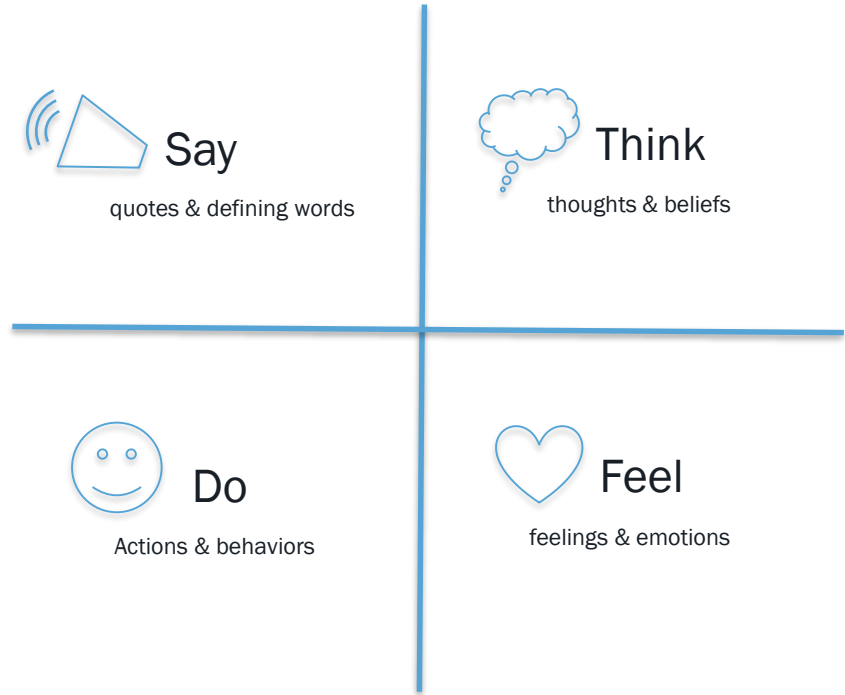
DEFINE

- Actionable problem statement: Your Point of View
 - Provides focus and frames the problem
 - Inspires your team
 - Provides a reference for evaluating competing ideas

DEFINE

HOW: Empathy Map

Goal: Actionable Point of View



DEFINE

HOW: Empathy Map

Goal: Actionable Point of View





POINT OF VIEW - TEMPLATE

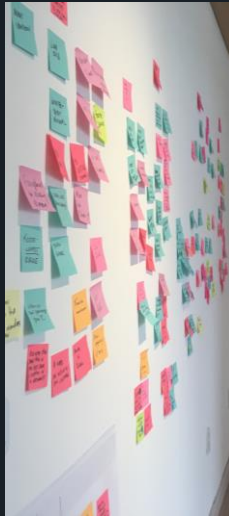
User	Need	Insight
Client receiving invoice	To have more context for time billed	Understanding the value of the work performed is difficult and frustrating when all they see is time entries listed chronologically



DEFINE – POV STATEMENT



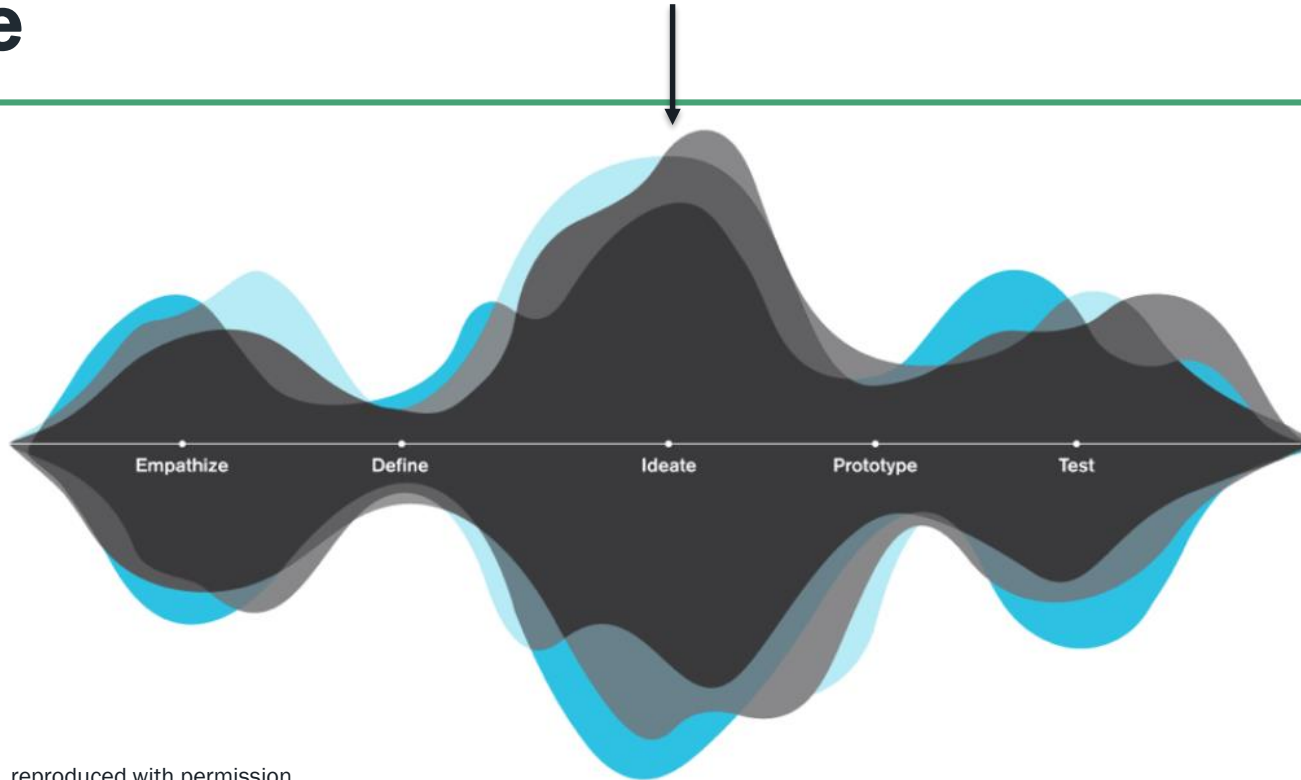
Define



The client needs to know the larger context of the work performed so that they can better understand the value of that work when reviewing the bill



Ideate



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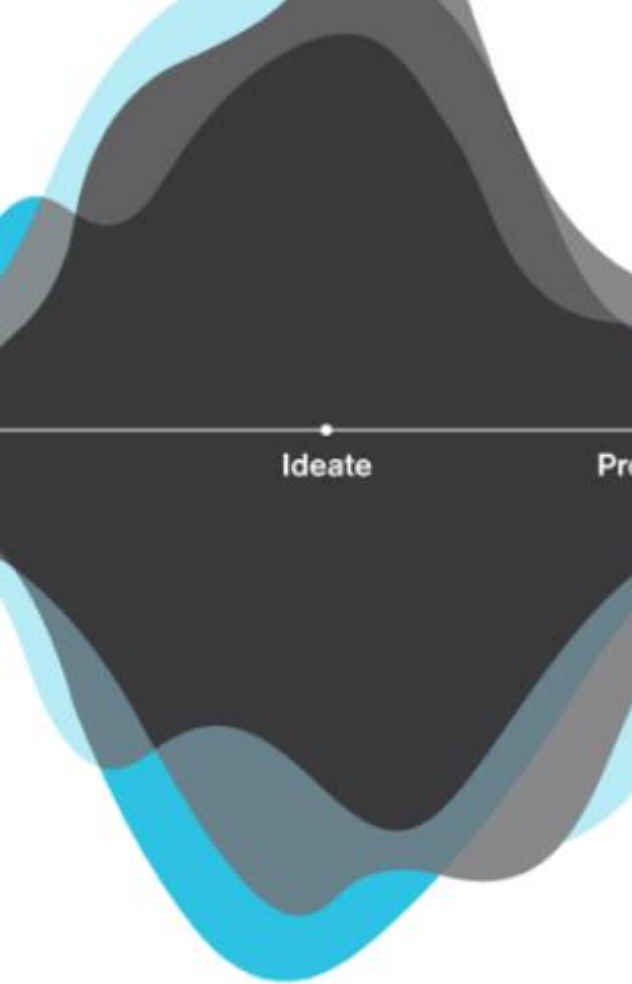


IDEATE

- Brainstorm
- Bring together diverse perspectives
- How might we...?
- Build on ideas of others
 - Yes, and...



IDEATE



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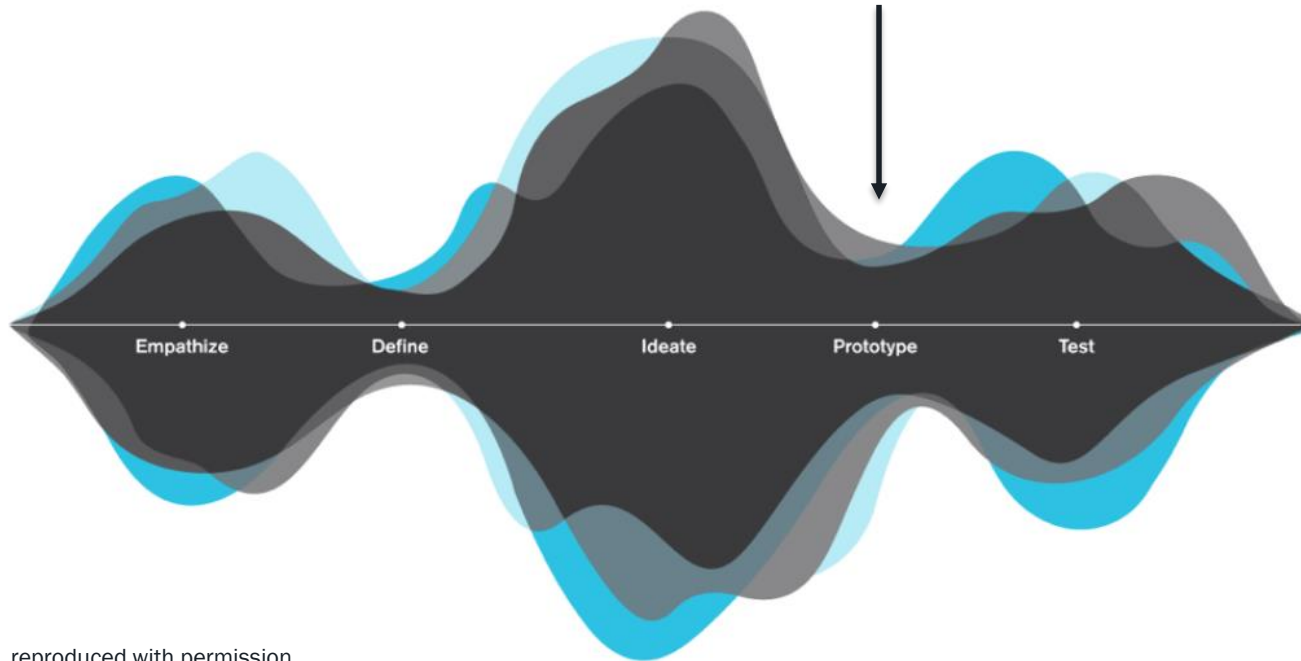


IDEATE

- Rules:
 - One conversation at a time
 - Quantity over quality
 - Defer judgment
 - Encourage wild ideas
 - Be visual



Prototype



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PROTOTYPE

- Empathy with a prop
- Opportunity to fail quickly
- Low fidelity
 - Think pen, paper, Post-it Notes
 - Quick to build and re-build
 - Inexpensive



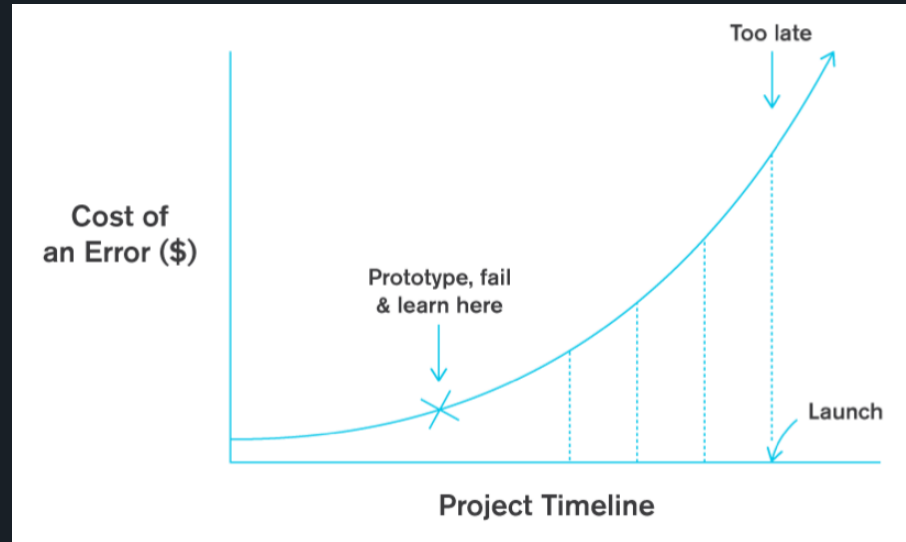
PROTOTYPE

- Bias toward **action**
- Show don't tell
- Get out of your head and build it
- Fail early & often



PROTOTYPE

Prototype

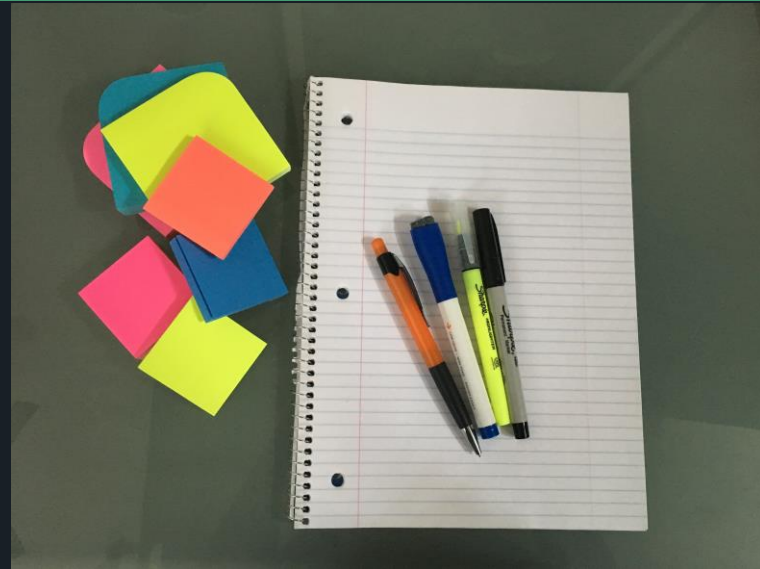
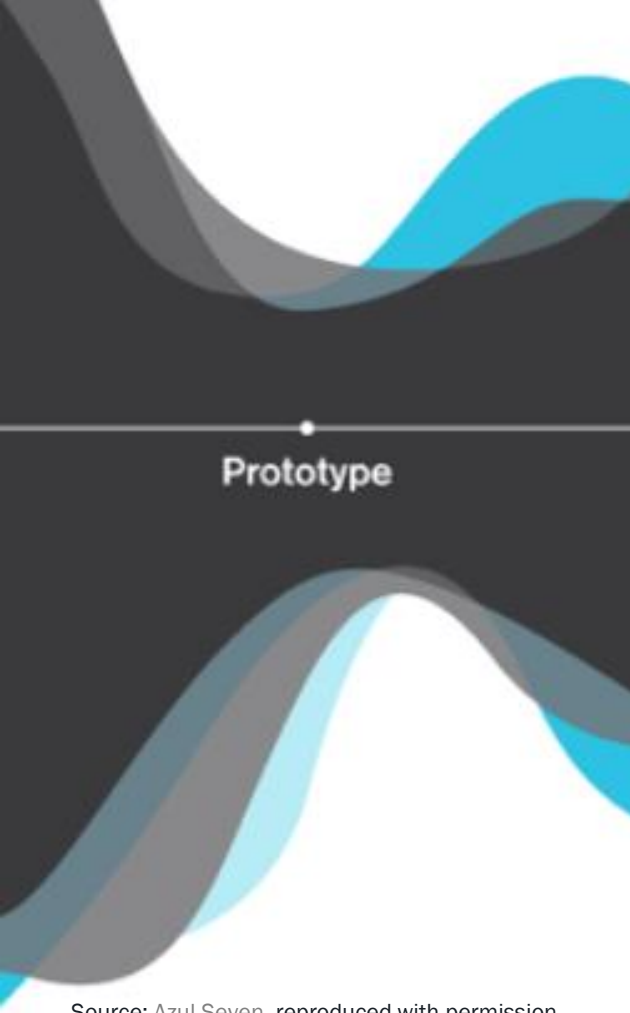


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PROTOTYPE



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PROTOTYPE

- Looks like
- Feels like
- Interacts like

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Prototype

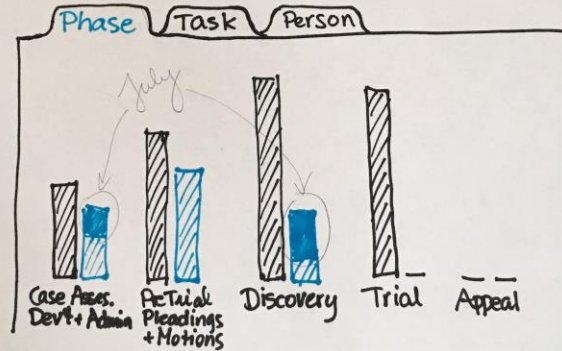
Invoice

Acme Corporation
Parker v. Acme

July Total : \$ 234,567

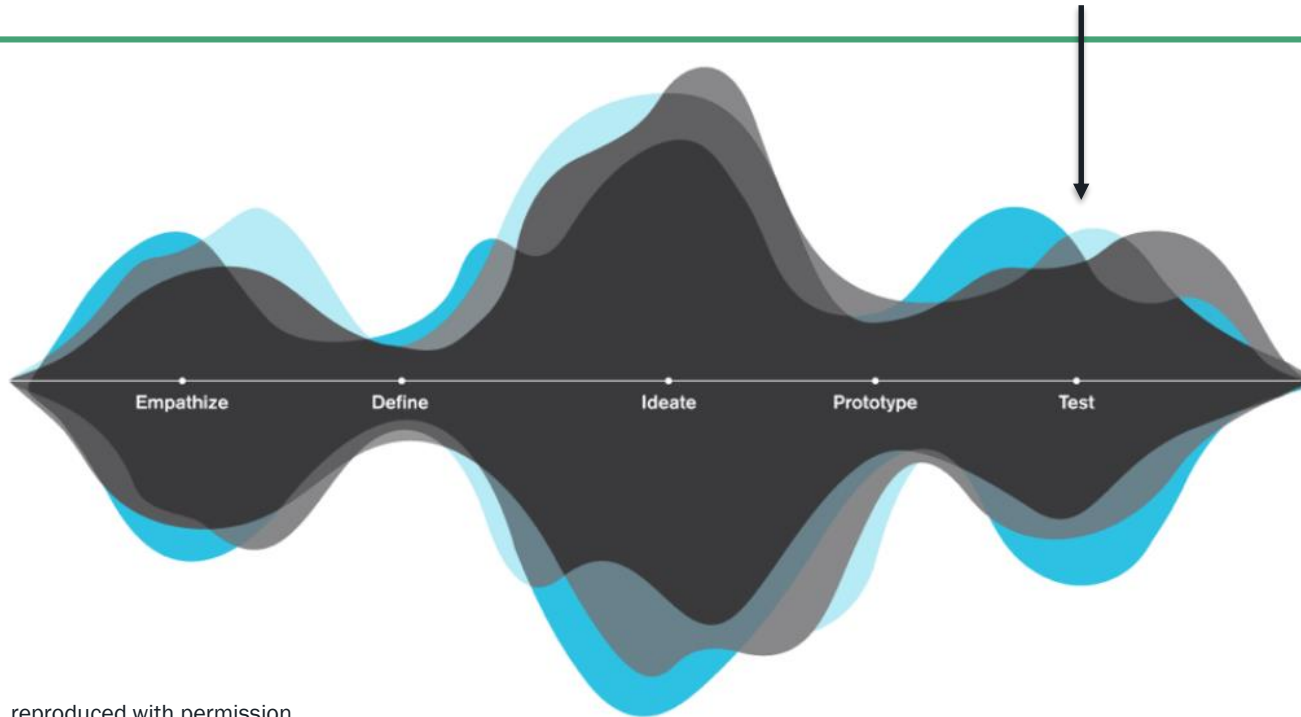
Summary:

	<u>Budget</u>	<u>Actual</u>
July	200,000	234,567 •
To Date	1,000,000	876,543 •
Overall	3,000,000	876,543 •

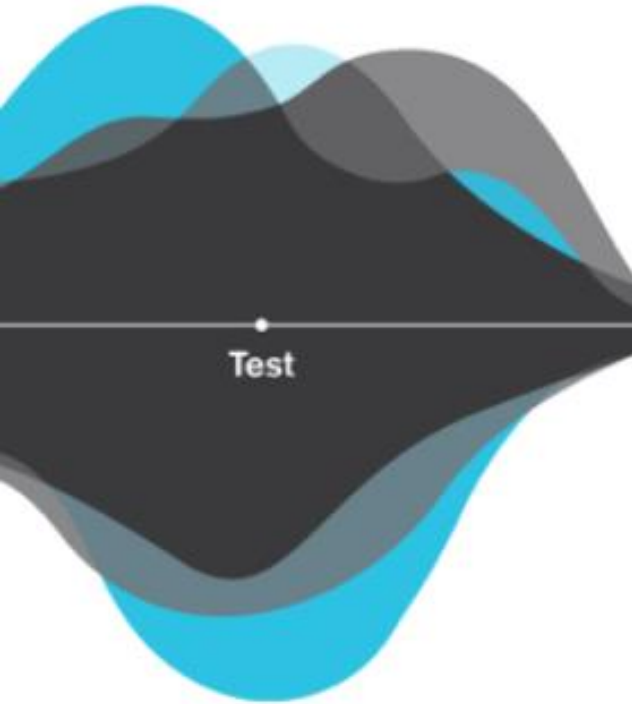




Test

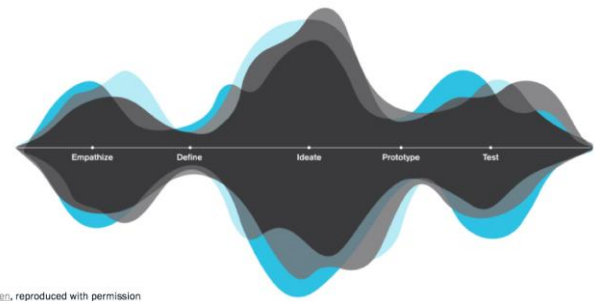


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TEST

- Refine prototype
- Learn more about user (empathy)
- Challenge our POV



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KEY TAKE AWAYS

- Design Thinking is **human centered**
 - Not technology centered or process centered
- Leads to meaningful conversations
- Uncovers other issues
 - e.g., processes or systems that might need to be redesigned

QUESTIONS