

A woman with dark hair tied back is sitting at a white desk in a bright, modern office. She is looking towards the right, holding a pen. The office has large windows with a view of a building, and several spherical, ribbed pendant lights hang from the ceiling. A blue diagonal graphic element is on the left side of the image.

Auxero

Implement your  
new strategy

**The Legal  
TOM.**

TONY ARNOLD

# Foreword.

01

## This is where your transformation journey begins...

There is already a mass of reading material out there about market changes within the legal sector, and the route which firms need to take to survive; mostly about improved client focus, new technology, and processes efficiency.

So we'll take it as read that things need to change, and instead look at how to avoid the classic scenario... change chaos!

The difficulty that many firms face is that the method of communicating their vision is far from clear, and that the implementation of change is, in many cases, unrealistic.

***Law firms need to take the opportunity of using up to date transformation methods, and modern technology to control and deliver successful change.***

When an firm makes the conscious decision to transform from its current state to a new one, the Target Operating Model (TOM) is key to the success of that Transformation.

Auxero have developed the Legal TOM over many years of practical application to be:

- Comprehensive and cover every aspect of an organisation
- Flexible enough to customise for any firm's size
  - Usable by all levels of the organisation, not just the exec



# Accept where you are

02

... but change before it's too late

The unstructured delivery of change initiatives with no strategy or framework leads to transformational chaos

A firm should evolve with its business environment... each change building on the last in a series of small changes that continually improve the operation.

But when the rate of environmental change accelerates, then the ability of a firm to adapt becomes paramount. Where firms do not have that ability to change, then they become adrift from their intended position, becoming outdated and uncompetitive.

When the gap widens further between where the firm needs to be and their actual operating position, sometimes called 'operational drift', they struggle to articulate what is wrong, let alone correct it.

Finally, in a desperate attempt to survive, a series of knee jerk initiatives all fire off, compounding the problem. Everyone feels involved, but without a structured framework the wasted resource ensures that the drift is increased, the gap widens, and organisational failure is almost certain.

But this organisational ghost of Christmas yet to come can be changed the method is there, is just needs the leap of faith.

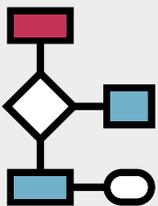
# The Legal TOM

## ...developing the backbone

Many firms have developed a strategy for their future, some in more detail than others. But whether it's scribbled on the back of a fag packet, or in an expansive set of documents, it will cover the direction the firm wants to head, how it sees itself in the years ahead, and what is important to it to be competitive.

In larger firms it should start to address for example how the individual sites deliver services to clients, will they operate independently or have some measure of centralised delivery?

Whilst all these decisions are a good starting point, they in no way determine how it will be achieved, and that is the role of the Legal TOM.



The Legal TOM is a collection of eight views of the future firm:

### → Setting the framework

1. the detailed strategy of the firm
2. its operating control methods

### → What the structure will be

3. the capabilities of the firm (what it does)
4. interfaces to external suppliers and partners
5. the process architecture (how it does things)
6. organisational structure (who does it)

### → How it will use technology and manage change

7. management systems and IT services
8. transformation planning

# Tailoring

04

...as 'one size fits all' is rarely true

## Understanding what is the right approach for your firm is crucial to delivering any transformation

From a potential client's perspective, the first point of contact with the firm is vital. Let's face facts designing and transforming a firm is hard, very hard It's disruptive on the business and especially on its people That's why many firms shy away from grasping the nettle.

Organisational Maturity is the secret to successful transformation work, giving the ability to change, but in manageable steps So rather than going for a 'big bang' (which invariably fail) go through a series of stages, each building on the last, until you become the firm you created in the strategy.

And that incremental change applies just as equally to technology look to utilise enabling technology with your existing estate rather than just layering new products

Don't expect to move mountains when the organisation's propensity to change is low, and the history of successful transformation is poor. Better to set realistic targets, and focus on getting a good framework in place for continuing the journey over time the correct pace for the firm is the most important aspect.

Tailoring looks at the firm, and at the components of the Legal TOM It weighs up the relative importance of each component to the firm, **at that time** and creates a blueprint to take it to the next level.



# Taking the First Step.

Transforming from one mode of operation to another may not be a skill that a firm will have in house, and partnering with a specialist transformation advisor like Auxero is highly recommended. They will be able to support the business process and technology journey, providing access to structured methodologies and innovative technology capabilities.

As this is unlikely to be a journey to be undertaken more than once, having a capable guide to point out the pitfalls is invaluable. There are many consultancies who focus their current piece of proprietary software as an answer to whatever question is asked, but Auxero understand law firms and know what is happening in your practice areas.

We commit to assembling solutions that are as flexible as the firm, do not just layer technology product on product, and will work with the firm at a pace they are comfortable with.

The future success of your firm is at stake trust Auxero to be your guide.



# Auxero

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