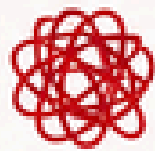


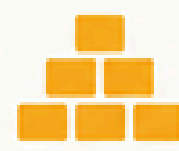
THE LEGAL OPS MATURITY MODEL

From Ad Hoc Requests To A Fully Governed Operating System

1 AD HOC → **2 STRUCTURED** → **3 MANAGED** → **4 OPTIMISED**



Reactive.
Unstructured.
People-dependent.



Processes exist.
Tools are in place.
Silos remain.



System-supported.
Connected.
Performance visible.



Integrated.
Automated.
Continuously improving.

	1 AD HOC	2 STRUCTURED	3 MANAGED	4 OPTIMISED
INTAKE & TRIAGE	Informal channels (email, phone, walk-ups). No consistent intake process. Priorities shift based on who asks most urgently.	Defined intake for some request types. Basic categorisation and assignment, but inconsistent across the team.	Standardised intake across all matter types. Triage and routing follow defined rules and workflows.	Intake is fully automated where possible. Smart routing, data captured once, used everywhere.
WORKFLOW & MATTER MANAGEMENT	Matters tracked in spreadsheets or not at all.	Matters tracked in tools but fragmented. Workflows documented but followed inconsistently.	All legal work managed in a connected platform. Workflows built in and followed consistently.	End-to-end automation for repeatable steps across the matter lifecycle. Continuous workflow optimisation.
DOCUMENT MANAGEMENT	Documents stored across drives, emails, and personal folders. No consistent structure.	Folder conventions and naming standards exist but compliance is inconsistent.	Documents managed in a central repository with metadata, permissions, and retention rules.	Fully integrated repository. Automated filing, retention, and compliance.
SPEND & VENDOR MANAGEMENT	Spend tracked retrospectively, often only at invoice approval. Allocation based on availability and relationships.	Outside counsel guidelines exist. Spend recorded. Invoices reviewed against billing rules.	Spend managed at matter level. Invoices reviewed against budgets. Vendors managed with performance data and clear guidelines.	Real-time spend visibility. Automated invoice review and budget tracking. Data-driven vendor management.
REPORTING & INSIGHTS	Reporting is limited or manual. Information assembled on request.	Reports possible but require manual assembly. Produced on request.	Reports produced consistently from data captured as work happens. Operational view of workload, spend, cycle times, capacity.	Live dashboards and self-serve reports. Insights drive decisions and continuous improvement.
KNOWLEDGE & PEOPLE	Knowledge sits with individuals. High dependency. Risk when people leave.	Some knowledge captured in shared locations. Still dependent on individuals.	Knowledge captured in the system. Templates, playbooks, and precedents accessible to all.	Institutional knowledge embedded in workflows and systems. Onboarding is faster and easier.
OPERATING MODEL	Held together by effort and goodwill. No coherent operating model.	Processes exist in parts. Fragmented tools and conventions.	Consistent, system-supported operating model across the full legal function.	Fully integrated operating system. Single source of truth for all legal work.

FOCUS AT THIS STAGE

BUILD THE FOUNDATION
Standardise intake and start basic matter tracking. Build consistent habits first.

CONSOLIDATE & CONNECT
Move from fragmented tools and conventions to a connected operating model.

DRIVE COMPLETENESS
Ensure full coverage, data quality, and connected spend and budget management.

OPTIMISE & IMPROVE
Use data and automation to drive continuous improvement in delivery and value.

THE VALUE AT EACH STAGE Reduce Chaos & Rework > Increase Visibility & Control > Drive Performance & Accountability > Maximise Value & Strategic Impact