

# kyden

a fast track to better

 LAW&OPS



Legal Operations  
Academy

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## Practical information

Duration | 5 days

Cost | € 3,750 (ex. VAT)

30 PO points



# Legal Operations

Much is spoken and written about Legal Operations. As such, it is a wonderful field that is developing rapidly. But how does it work in practice? How do you determine the role and set-up of a legal function? What do you focus on? Which operating model fits best for contracting, compliance or dispute management? How do you create a roadmap? How do you realize successful projects? And how do you manage quality and costs?



# Knowledge and skills

Legal has become a well-integrated function within organizations. In addition to legal expertise, this also requires more and more knowledge and skills around organizational aspects such as the design of work processes, the use of tools/legal tech, the use of law firms or other service providers, developing teams, using management information, realizing projects and supervising change processes. The Legal Operations Academy covers all essential aspects of this field.



# Learn from the most experienced Legal Operations managers

The program of the Legal Operations Academy has been developed by highly experienced Legal Operations Managers with years of track record at reputable organizations. Drawing on their knowledge, skill and expertise, they cover all aspects of Legal Operations as the profession is applied in practice.

In the program, all major Legal Operations components are covered in context:

- Resources such as work processes, tools & technology, outside counsel, team & professionals, management information
- Skills such as requirements analysis, workflow optimization, budgeting/reporting, project management, change management
- Fields such as Contract Management, Compliance, Dispute Management, Enterprise/Governance, IP, M&A

The content of the Legal Operations Academy is based on the actual application and development of renowned organizations. We use most of the common models used in these. The program covers five training days, spread over a number of weeks. This gives you sufficient time for a good preparation for the meetings and allows you to apply what you have learned in practice between the training days. The proven didactic combination of literature, online lessons, lectures, case preparation, interactive training days and concrete application ensures an optimal learning curve. In addition, there is plenty of room for your own input, making the training very practice-oriented.

After the program, you may choose to attend additional evening sessions with faculty and alumni to further secure and deepen the content of the program. In these optional sessions, you can discuss and address developments with others. This way you stay fully up-to-date in this rapidly developing field.



## Choose Kyden

- Individual intake interview
- Lots of personal attention
- Digital learning environment
- Every training day practical exercises
- Various highly experienced trainers and guest speakers
- More efficiency through blended learning

# For whom?

The Legal Operations Academy provides a unique foundation for anyone who has (or aspires to have) a role in developing the organizational aspects of legal services. The program is primarily aimed at legal departments of organizations, but employees of, for example, law firms or government organizations can also participate.

**Note: prerequisite for participation is at least five years of work experience at college/academic level in a legal environment. In addition, you must be proficient in the English language.**

## **Program**

Before the start of the program, an individual intake interview is held with all participants. Here your personal background and learning goals are discussed, so that the training is optimally aligned with your (learning) goals. Furthermore, you will have access to the digital learning environment (DLO). Here you will find the literature, some short online courses, the preparatory assignment and any other relevant information in preparation for each training day. In the DLO you can also discuss your questions and thoughts with the (head) teacher, both before and between the training days.



# Legal Operations Academy

5 days



# From day to day

## Day 1:

Introduction lecturers and participants

- Legal Operations as a field of study
- Needs of organizations
- Status of the market
- Case study

Afternoon: Strategy Framework & Operating Models

- Step-by-step analysis of business operations
- Legal needs, scope and objectives
- Operating Models (for Contracting, IP, Corporate, Compliance etc.)
- Deployment of resources
- Planning
- Management information and budget
- Business case

## Day 2:

Morning: Processes & Workflows

- Process analysis and visualization
- Defining roles and tasks
- Allocation of responsibilities
- Identifying and prioritizing (internal) customer requirements (Voice of the Customer)
- Principles of Lean and continuous improvement

Afternoon: Tools & Technology

- Development around (legal tech) tools with a focus on AI among others
- Needs analysis
- Potential and maturity of tools
- Adoption capacity of the organization
- Make or buy
- Purchasing as a product or service
- Supplier selection/direction/evaluation
- Roadmapping

## Day 3:

Morning: Knowledge & Team

- Mapping of required (build-up in) expertise and competencies
- Potential for internal development
- Potential for external sourcing
- Determining optimal sourcing/staffing
- Personal development planning and guidance

Afternoon: Outside Counsel Management

- Make or buy choice for professional expertise
- Advantages and disadvantages of outside counsel
- Selection/direction/evaluation of outside counsel
- Use of pricing arrangements (Alternative Fees)
- Strategic relationship management
- Panel management

## Day 4:

### Morning: Management Information

- Defining the right objectives and available data
- Translating available data into management information
- Distinction between operational and legal data/management information
- Stakeholder management (to whom with what information?)
- Presentation of management information
- Linking management information to KPIs

### Afternoon: Project Management

- When do you deploy project management?
- All the associated basic concepts, roles and tools
- Consciously metered use of tools
- Proper use of various roles and responsibilities

## Day 5:

### Morning: Change & Leadership

- Basic understanding of change in organizations
- Reactions to change, including associated emotions
- Dealing with resistance
- Importance and forms of leadership at the individual and group level
- Awareness of collective culture and context of the organization

### Afternoon: Integration & Application

- Apply all components from the program to a Legal Operations case of your own
- Discuss and refine the case study
- Analyze and discuss the case of other participants
- Giving feedback

**Douwe Groenevelt**

Deputy General Counsel at ASML and in that capacity responsible, among other things, for Legal Operations. Prior to that, Douwe was an attorney at De Brauw. As a subject specialist Douwe is an experienced teacher. He teaches at Tilburg University, Erasmus University and the Grotius Academy.

**Michaël van Leeuwen**

Head of Legal Operations & Outside Counsel Management at Philips. Prior to that, he was a.o. senior Project Manager and Pricing Manager at De Brauw and attended a business strategy course at the London Business School.

**Leonie van Gulik**

Leonie is an experienced Legal Operations Advisor, having served as the Senior Legal Operations Manager at PVH Europe (Tommy Hilfiger & Calvin Klein) and as an M&A lawyer at Stibbe. Since 2021, Leonie has been providing legal operations advisory services to legal teams, where she advises on strategic planning, process improvement, and other interim legal solutions.

**Bram Kocken**

Bram is Lead Legal Operations at Albert Heijn. Before that, he was an attorney at Clifford Chance, where he transitioned to the Clifford Chance Applied Solutions organization, the in-house organization focused on the deployment of legal operations within the firm and for clients.

**Els Boonacker**

Els is a partner at Voxius and was previously a Fellow at Phyleon leadership & governance. Els was an M&A lawyer at De Brauw, became Head of HR there and eventually Head of Business Solutions. She completed the Executive Master in Change at INSEAD and focuses on leadership, change, culture and governance.

**Antonello Gargano**

Antonello is chief of staff and head of Legal operations & strategy execution at ASML. He holds Master degrees in Business Administration and Information Systems Management from Milan and Salerno and has subsequently held a number of legal Management, privacy and compliance positions at Philips Lighting, among others. Antonello is also a lecturer at Tilburg University.

**Harm Cammel (Lead lecturer)**

Harm is a highly experienced legal manager with over 20 years of experience at companies such as Adidas, Basic Fit and PVH and law firms such as De Brauw, CMS and VBK. He does legal operations / management assignments for various organizations, teaches Strategy & Innovation at the Master Legal Management of the Amsterdam University of Applied Sciences and conducts ongoing Legal Management research.

**Law & Ops**

Leonie van Gulik (PVH Europe), Michaël van Leeuwen (Philips), Douwe Groenevelt (ASML) and Harm Cammel are the founders of Law & Ops, a practical collaborative group of experienced Operations Managers focused on healthy development of the field. Their experience and collaboration is the foundation under the Legal Operations Academy.

## **Practical information**

Price € 3,750 (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 with training information, study materials and online assignments. You can access these 24 hours a day.

## **Date**

You can find the next program dates on [www.kyden.com](http://www.kyden.com).

## **Location**

Nieuwe Spiegelstraat 11  
1406 SG Bussum

## **Cancellation Policy**

Participation in the Legal Operations Academy can be cancelled free of charge until no later than six weeks before the start.

## **Want to know more?**

Would you like more information or to apply for the Legal Operations Academy? Then contact Carole Huntjens, KYDEN training manager, at telephone number 035 - 541 18 44. Or send an e-mail to [carolehuntjens@kyden.com](mailto:carolehuntjens@kyden.com).

# About Kyden

Kyden is a full service ESG agency. Our goal is to accelerate the transition to a sustainable society. From our Dutch base we bundle entrepreneurial expertise and increase our impact in Europe. We do this by offering consultancy, education, talent and technology services.

Our society is facing the challenge of fulfilling everyone's needs, in harmony with people and nature. Good intentions abound, but despite the growing number of initiatives, improvement is still far too slow.

It is our mission to accelerate the sustainable transformation of organizations by activating the change power of individuals, teams, organizations and ecosystems.

With our ESG leadership, we prepare people for change. And we make organizations future proof.



## Contact

Want more information? We are happy to talk to you. You can call Carole Huntjens at 06 53 32 13 24 or email [carolehuntjens@kyden.com](mailto:carolehuntjens@kyden.com). You can also always check our website: [www.kyden.com](http://www.kyden.com).

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