



Lessons Learned

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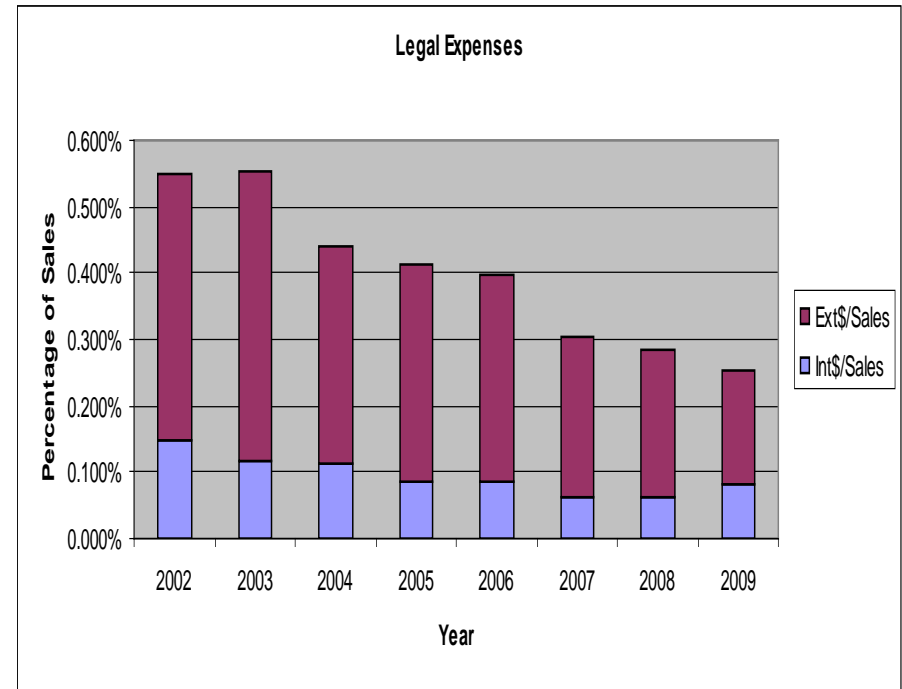
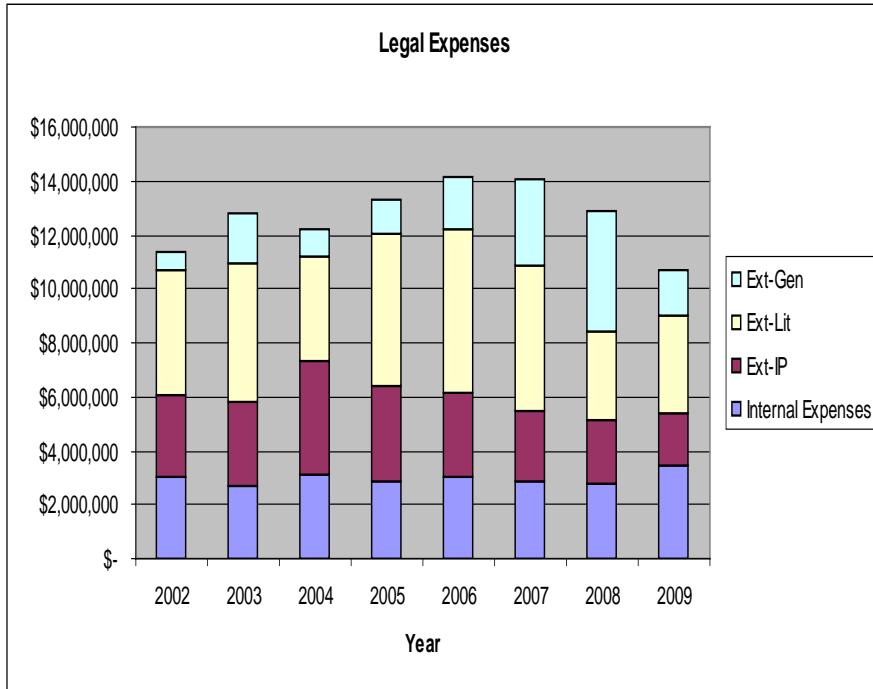
**We put you first.
And keep you ahead.**

“Those who do not know history
are destined to repeat it.”

“The only thing I hate more than answering the
same question twice, is paying to answer the same
question twice”

Total Legal Expenses Increased -- Now Trending Down

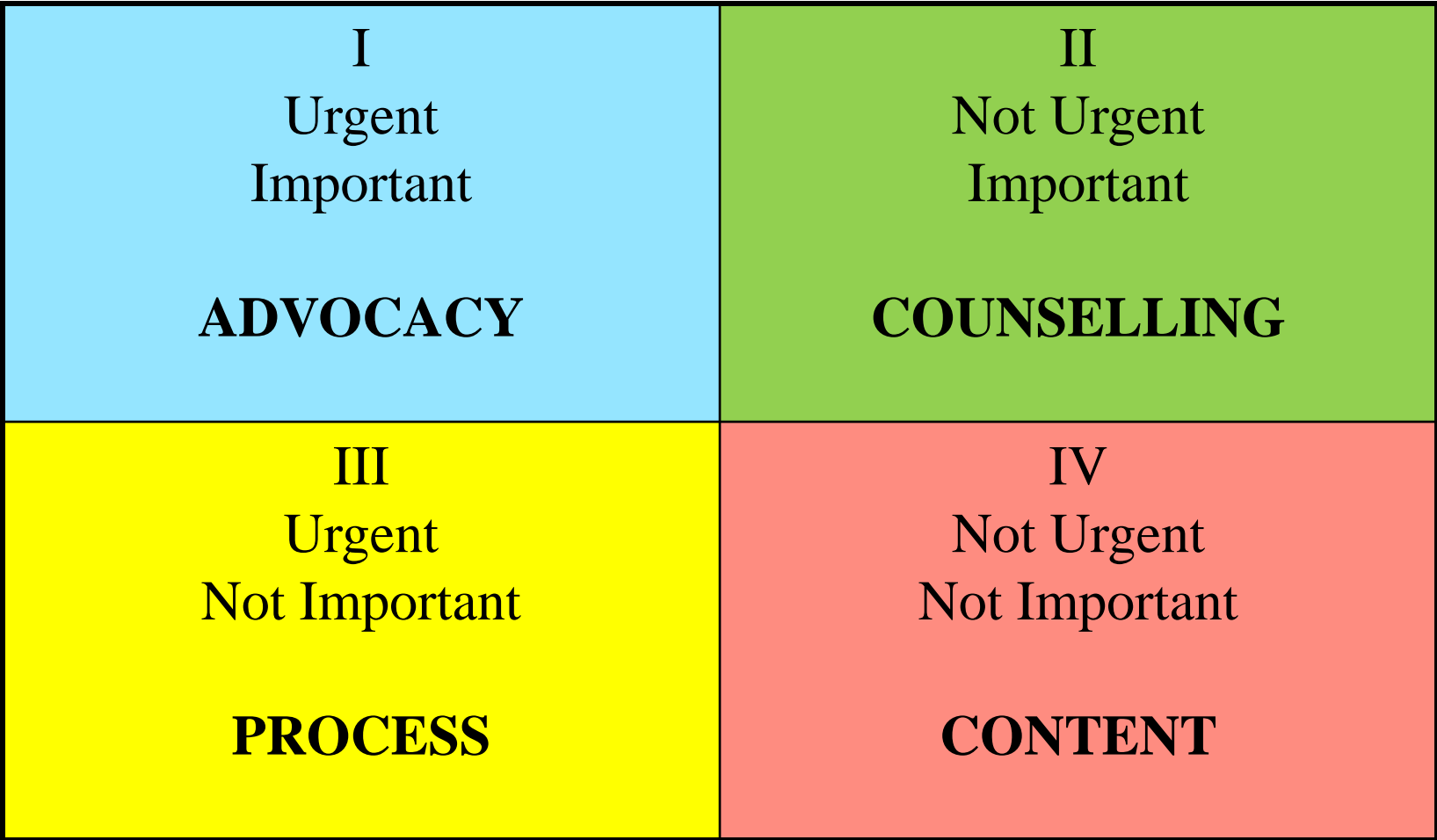
But Decline as % of Sales



Performance Benchmarking

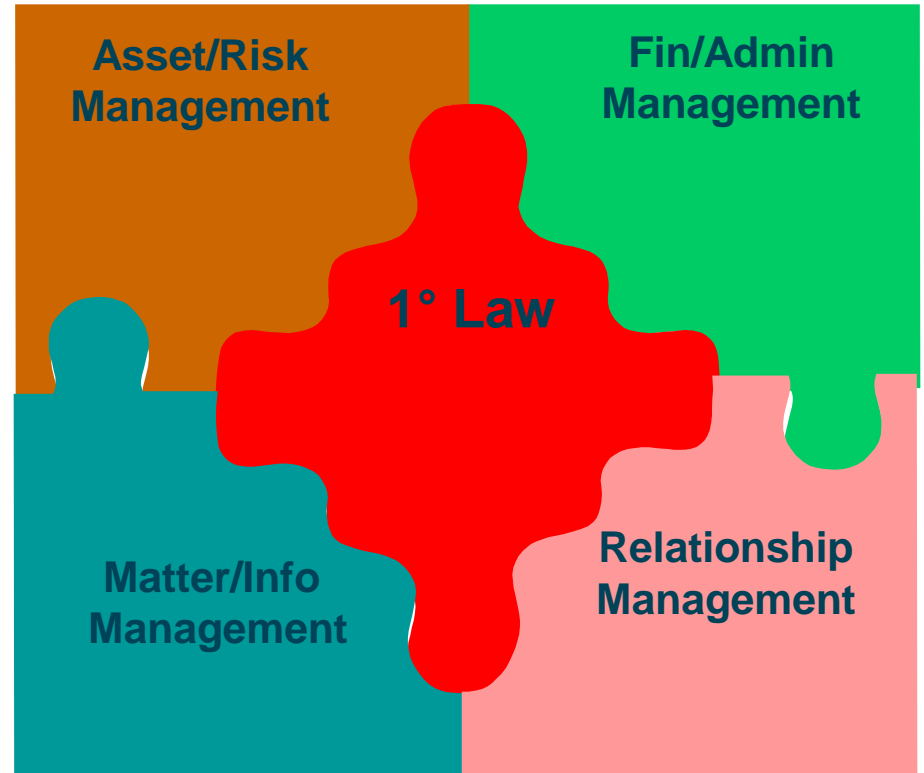
Category	FMC Technologies	Mean	Median
Exp/\$Rev	0.284%	0.865%	0.497%
Int/\$Rev	0.061%	0.215%	0.131%
Ext/\$Rev	0.222%	0.609%	0.302%
Lit/\$Rev	0.117%	0.297%	0.214%
IP/\$Rev	0.083%	0.095%	0.11%
Total Legal/\$Rev	0.330%	1.174%	0.809
Avg In-House \$/Hr	\$167	\$212	\$197
Avg Ext Cnsl \$/Hr	\$250	\$400	\$385
Attny/\$B	2.86	6.78	6.85
Legal Heads/\$B	3.96	8.92	6.66

The Matrix



1° Law™

- Principles
- Rules
- Tools

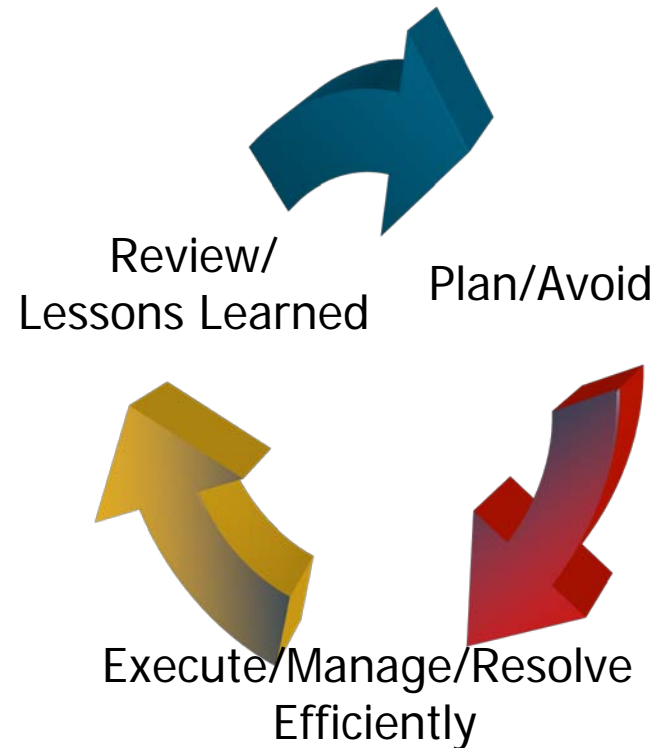


Our 1^o Law™ Tool Box (Principles, Rules & Tools)

- Integrated matter management – Serengeti
- Performance based pay – ACES
- Early case assessment – Decision Pro
- Streamlining process – P-Card, Serengeti, Sharepoint
- Driving Performance – Meaningful metrics & Snapshot
- Delivery/Execution – Project & monthly MPR
- Leveraging internal knowledge – Sharepoint, EnCase
- Leveraging external knowledge – Legal On Ramp
- Leveraging resources – “Cook Book” and Guidelines
- Leveraging time/space – Webex, Video Conferencing
- **Continuous Improvement – L²A² and the “Hot Wash”**

Continuous Improvement

- Adopt Life Cycle Management Approach
- Stage I: Plan/Avoid by proactive risk management
- Stage II: Execute/Manage efficiently with clear focus on objective, resolve conflict quickly
- Stage III: Review/Learn from the process and incorporate in Stage I.
 - L2A2 -- “Lessons Learned/After Action” rule using the “Hot Wash” tool



The Hot Wash Process

- Say it
- See it
- Share it
- Decide it

Say it

- At start of project tell your team what you're going to do
- Tell them why
- Tell them how
- Tell them it's important

See it

- It's not about revolution
- It's all about incremental improvement
- It's not about keeping notes
- It's all about awareness
- It's not about blame or fame for the past
- It's all about moving forward for the future

Share it

- Here's the fun part
- Meeting – live or virtually
- Two sheets to the wind
 - What Went Well (“WWW”)
 - Take A Look At (“TALA”)
- Brainstorm
- Facilitate
- Capture
- *Optional* – discussion of observations and options

Decide it

- Analyze
- Synthesize
- Decide what to keep, what to change
- Distribute and publish
- Monitor execution



relentless consistency
50%

willingness
to change
50%