

# DESIGN YOUR LAW PRACTICE

**Using Design Thinking to Get  
Next Level Results**

Jessica Bednarz, Catherine Sanders Reach,  
and Juda Strawczynski, Editors



# Contents

|                     |      |
|---------------------|------|
| <i>Foreword</i>     | xi   |
| <i>Introduction</i> | xvii |

## PART I

### Steps to Design Thinking

#### **1**

---

|   |    |
|---|----|
| Step 1: Empathize: Research Your Clients' Needs | 3  |
| <i>Jack Newton</i>                              |    |
| Stop Thinking Like a Lawyer                     | 4  |
| Put Your Clients at the Center—of Everything    | 5  |
| Challenge Your Own Assumptions                  | 6  |
| Practice Empathy                                | 7  |
| Give Your Clients the Floor                     | 7  |
| Identify Your Firm's Client Personas            | 8  |
| Create a Client Journey Map                     | 9  |
| Steal Like an Artist                            | 10 |
| Try, and Try Again                              | 11 |
| Closing   | 12 |
| Key Takeaways: Step 1                           | 12 |

## 2

---

|  |    |
|--|----|
| Step 2: Define the Problem: A People-Centered Approach | 13 |
| <i>Sarah McCoubrey and Meredith Brown</i>              |    |
| The Definition Stage: It Matters!                      | 13 |
| Defining a “People-Centered” Legal Problem             | 14 |
| <i>Language</i>  | 15 |
| <i>Think Big</i>                                       | 16 |
| Steps to Defining the Problem                          | 16 |
| <i>Step One: Be Humble</i>                             | 16 |
| <i>Step Two: Listen and Learn</i>                      | 17 |
| <i>Step Three: Synthesize</i>                          | 18 |
| <i>Step 4: Test and Refine</i>                         | 19 |
| Solving the Problem                                    | 23 |
| Key Takeaways: Step 2                                  | 24 |

## 3

---

|  |    |
|--|----|
| Step 3: Ideate: How to Solve the Problem | 25 |
| <i>Lori Gonzalez</i>                     |    |
| Go Beyond the Lawyer Mindset             | 26 |
| Think Outside the Conference Room        | 27 |
| Embrace “No Bad Ideas”                   | 27 |
| Listen to Diverse Perspectives           | 28 |
| Summing Up                               | 30 |
| Key Takeaways: Step 3                    | 30 |

## 4

---

|   |    |
|---|----|
| Step 4: Prototype: Start to Create Solutions                                    | 31 |
| <i>Hersh Perlis and Chris Bentley</i>   |    |
| Introduction  | 31 |
| What?   | 32 |
| Why?  | 33 |
| Benefits of Prototyping   | 33 |
| How?  | 33 |
| <i>Drawing</i>  | 35 |
| <i>Wireframes</i>   | 36 |
| <i>Building a Working Prototype—<br/>        MVP (Minimally Viable Product)</i> | 37 |
| Feedback  | 38 |
| Tips/Conclusion   | 40 |
| Key Takeaways: Step 4   | 40 |

## 5

---

|   |    |
|---|----|
| Step 5: Test and Refine: Try Your Solutions Out<br>and Make Adjustments | 43 |
| <i>Mary Juetten</i>   |    |
| How to Test and Refine  | 44 |
| Testing and Refining Design: The First Solution                         | 46 |
| Testing and Refining Design: Who's the Customer                         | 47 |
| Testing and Refining Design: Avoiding Shelf-ware                        | 49 |
| Final Note on Test and Refine: Measurement                              | 51 |
| Testing and Refining Design: Lessons Learned                            | 52 |
| Key Takeaways: Step 5   | 52 |

## PART II

### Putting It All Together

#### 6

---

|  |    |
|--|----|
| Creating Exceptional Customer Service                                      | 55 |
| <i>Jim Calloway</i>  |    |
| An Empathetic Approach   | 56 |
| Defining the Problem(s)  | 57 |
| Ideate   | 57 |
| Prototype and Testing  | 58 |
| Client Communications  | 59 |
| Automation   | 60 |
| Managing Clients' Expectations   | 60 |
| Transparency   | 61 |
| Respect the Clients' Time as Much as You Want Them<br>to Respect Your Time | 62 |
| What Is Your Exceptional Client Service Model?                             | 62 |

## PART III

### Real World Examples

#### 7

---

|                                       |    |
|---------------------------------------|----|
| Applying the Steps: The Law Shop      | 67 |
| <i>AJ Skogerson and Andrea McGinn</i> |    |
| Empathize                             | 68 |
| Define (the Problem)                  | 69 |
| Ideate                                | 71 |
| Prototype                             | 72 |

## Contents

|                             |    |
|-----------------------------|----|
| Test                        | 74 |
| Still Writing Our Own Story | 78 |

## 8

---

|   |    |
|---|----|
| Applying the Steps: Reimagine the Client Journey<br>in Litigation | 81 |
| <i>Ginevra Saylor</i>   |    |
| Building the Case   | 82 |
| Building the Team   | 83 |
| Charting the Journey  | 84 |
| Design Thinking in Practice                                       | 85 |
| Lessons Learned   | 86 |

## 9

---

|   |    |
|---|----|
| Applying the Steps: Immigration Law         | 89 |
| <i>Greg Siskind</i>                         |    |
| From Idea to Prototype                      | 90 |
| Using Empathy to Identify Problems to Solve | 91 |
| Testing and Refining New Solutions          | 92 |
| <i>Consultbot</i>                           | 92 |
| <i>H-1B Public Access File Generator</i>    | 93 |
| <i>J-1 Physician Waiver Advisor</i>         | 95 |

## 10

---

|                                    |     |
|------------------------------------|-----|
| Applying the Steps: Online Courses | 97  |
| <i>Lisa Feldstein</i>              |     |
| Introduction                       | 97  |
| Empathize                          | 98  |
| Define (the Problem)               | 100 |
| Ideate                             | 100 |

## Contents

|                          |     |
|--------------------------|-----|
| Prototype                | 101 |
| Test                     | 102 |
| <i>Seek Feedback</i>     | 102 |
| <i>Marketing Matters</i> | 102 |
| <i>Three Approaches</i>  | 103 |

## 11

---

|  |     |
|--|-----|
| Applying the Steps: Wills and Estate Planning Software | 107 |
| <i>Jordan M. Atin</i>                                  |     |
| The Problem: A Dated, Lawyer-Centric Process           | 107 |
| Empathy Sparks an Idea                                 | 108 |
| Testing, Refining, and Transforming                    | 109 |

## PART IV

### Design Worksheets for the Five Design Thinking Steps

## 12

---

|   |     |
|---|-----|
| Researching Your Clients' Needs Worksheet | 113 |
|---|-----|

## 13

---

|                                |     |
|--------------------------------|-----|
| Defining the Problem Worksheet | 115 |
|--------------------------------|-----|

## 14

---

|                                  |     |
|----------------------------------|-----|
| Ideation Worksheet and Checklist | 119 |
| <i>Lori Gonzalez</i>             |     |
| Checklist                        | 119 |
| Ideation Worksheet               | 120 |

Contents

**15**

---

Prototyping, Testing, and Refining Worksheet 123

**16**

---

Client Persona Worksheets 127

**17**

---

Client Journey Map 131

    Example 131

    Template 132

*For Further Reading* 133

*About the Authors* 135

*Index* 145