

# **Legal Data, the Driver Behind Innovation in Legal Operations**

Much credit is due to the professionals that developed and evolved what we now call legal operations. It introduced traditional business concepts and practices into our staid profession and allowed greater control and transparency into legal functions. And yet with all good things, sometimes they are overdone. Of course, a maturity model has been introduced (14 distinct functions), each with their own recommended standards and processes. Instead of limiting things to a functional approach, this article explores how incorporating a data centric approach to managing the business and practice of law drives greater effectiveness and measurable impact.