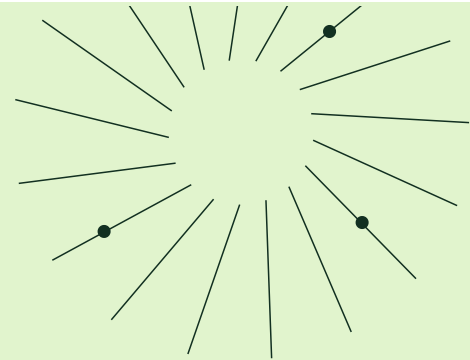


How to measure your legal department metrics

A guide to help legal departments think strategically about how to measure the metrics they select



While the [Metrics Library](#) identifies what to measure, legal departments also need to decide how to measure and express each metric. This guidance helps you think through the appropriate measurement format for each metric you choose to implement.

The right measurement format will:

- **Reduce ambiguity and ensure consistency** where the same metric could be measured in multiple ways e.g. stakeholder satisfaction as a mean score, net promoter score or % 'satisfied'.
- **Enable meaningful benchmarking** when comparing your performance against peers or tracking progress over time
- **Clarify target setting** for example, "Reduce by 15%" is more specific than "improve efficiency"
- **Support data collection planning** by helping your IT, operations, or legal ops teams understand: what data format to capture (numerical, categorical, text); what scale to use; how to aggregate or calculate the metric; and what reporting structure to build

How to choose the right measurement formats

What format best captures the information?	How will this be used?	What data is realistically available?
<ul style="list-style-type: none"> • Count • Percentage • Rating/Score (1-10, NPS (net promoter score), satisfaction index) • Ratio (internal:external, spend:revenue) • Yes/No • Time-based • Dollar amounts 	<ul style="list-style-type: none"> • Tracking trends over time. Choose format that's easy to compare (% , scores) • Demonstrating scale. Use counts or absolute numbers • Benchmarking externally. Use industry-standard formats • Making decisions. Use format that clearly shows thresholds (% achieving target) 	<ul style="list-style-type: none"> • Start with what you can actually capture • Build sophistication over time • Don't let perfect be the enemy of good

Some metrics legitimately have multiple valid measurement approaches depending on organizational context, so it is important to tailor the measurement format to your organization.

For example:

"Relationships with SBUs" could be measured as:

- Qualitative rating from stakeholder feedback
- Count of regular touchpoints/meetings
- Survey score on relationship quality
- Net promoter score from business unit leaders

Practical implementation framework

For each metric you implement:

Step 1: Review available options	Step 2: Assess your current state
<ul style="list-style-type: none"> • What measurement formats are possible for this metric? • What have peer organizations used? • What does industry research recommend? 	<ul style="list-style-type: none"> • What data do we already collect that could inform this metric? • What systems/tools do we have available? • What would require new data collection processes?
Step 3: Choose your format	Step 4: Pilot and refine
<ul style="list-style-type: none"> • Select the format that balances accuracy, feasibility, and usefulness • Document your choice and rationale • Ensure stakeholders understand what's being measured and how 	<ul style="list-style-type: none"> • Start with your chosen format • Collect feedback on whether it provides useful information • Be willing to adjust if the format doesn't serve its purpose

Common measurement format categories

Satisfaction & quality metrics	<ul style="list-style-type: none"> • NPS scores: -100 to +100 (% promoters minus % detractors) • Mean ratings: 1-5 or 1-10 scales • Top-box scoring: % giving the top 2 ratings (e.g., 4-5 on a 5-point scale) • Satisfaction categories: % delighted, % satisfied, % at risk
Efficiency & cost metrics	<ul style="list-style-type: none"> • Ratios: Spend:revenue, internal:external, cost per matter; legal headcount per 1,000 employees • Percentages: spend as a % of revenue, % of budget, % of work automated, % using AFAs • Time-based: Hours saved, average cycle time, days to completion • Counts with context: Number of matters per FTE, cases per lawyer
Coverage & completion metrics	<ul style="list-style-type: none"> • Percentage complete: % of team with plans, % of SBUs risk-mapped • Binary: Yes/No (objectives set, budget established) • Frequency: Annual, quarterly, monthly, ad hoc • Counts: Number of risks mapped, number of training sessions
Impact & Outcomes Metrics	<ul style="list-style-type: none"> • Success rates: % achieving desired outcome, % resolved without litigation • Change metrics: Year-over-year improvement, % increase/decrease • Financial impact: Dollar value (savings, recovery, cost avoidance) • Volume: Count of product launches, M&A transactions, training attendees

Key takeaways

- **Measurement format matters.** It affects implementation, benchmarking, target-setting, and data collection
- **Be specific but flexible.** Tailor the measurement format to your organization's needs and existing practices
- **Prioritize usefulness over perfection.** Choose formats that provide actionable information, even if not theoretically ideal
- **Document your decisions.** Record why you chose specific measurement formats to ensure consistency and enable future refinement
- **Start simple, build sophistication.** Begin with what you can measure easily and reliably; enhance over time

Questions to consider when defining measurement format

- Will this format enable us to track progress over time?
- Can we benchmark this against industry standards or peers?
- Does this format make it clear when we're succeeding or falling short?
- Is this realistic to collect and calculate with our current systems?
- Will stakeholders understand what this measurement means?
- Does this format align with how the business measures success?

Remember: The goal is to move from identifying what to measure to successfully implementing a measurement approach in a way that drives value and demonstrates legal department impact.

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Value Alignment Toolkit

[Access toolkit](#)

