LM10 Organizational Management Code Set

The responsibilities of leadership in relation to the performance of the organization, including those of senior executives. There is a focus on relationships and critical areas of organizational functioning that should be led by members of the leadership team as individuals. These activities also identify the senior level operations that underpin peak organizational performance, including governance, risk, strategy, finance and management relations.

LM10.10 Strategy

Formulating objectives, practices and policies aimed at meeting short and long-term organizational needs and opportunities. It includes the strategic planning process, the communication of the strategic plan to the organization, and regular monitoring to verify implementation of the strategic plan and the results of that implementation.

LM10.10.10 Development and Approval

Development of the organizations strategic plan including alignment of the business mission, vision and values with the pursuit of a target audience (clients) and the production of services. Should include recognizing relevant changes within the organization; developing a capability to predict the impact of changes external to the organization; and measuring, analyzing and understanding the direct and indirect effects of initiatives on the performance of the organization.

LM10.10.15 Communication

The development and implementation of communications designed to meld employees into the strategy in a way that daily decisions and actions align with the organizations strategy. This includes top down approach through the various layers of management with minimal loss of the message being conveyed; expressing and showing what value the employee will receive with their buy in; being aware of misalignments throughout the duration and relaying that information to bring back compliance; level the communication and strategic plan to a place that is better understood by the employees as opposed to keeping it on a higher level leaving room for interpretation.

LM10.10.20 Analysis and Monitoring

Periodic comparison of the organizations performance against its approved strategic plan. Includes identification of instances where alignment is good; where performance is misaligned with

© 2018 Association of Legal Administrators.
All rights reserved worldwide.

strategy; and where modifications to the approved strategy are warranted based on new information.

LM10.15 Culture

The process of defining, supporting and monitoring a set of enduring and underlying assumptions and norms that determine how an organization operates.

LM10.15.10 Define

Activities resulting in the identification and establishment of a coherent set of shared values and beliefs that shape behavior across the organization. Includes modifications to stated values as the result of periodic reviews and assessments.

LM10.15.15 Support

Activities associated with the establishment of policies, guidelines and practices that support and communicate the organizations values. Includes activities to ensure these values are reflected in the senior leadership teams across the organization through attitude, interactions and possibly written policies.

LM10.15.20 Monitor

The periodic audit of corporate culture by reviews factors such as 1) Retaliation factors: An employee's willingness to address matters with their immediate supervisor or utilize compliance channels to report issues, 2) Rewards and Incentives: Recognition, reward, and incentive programs that convey positive cultural messages, and 3) Management Operating Style: By analyzing turnover and retention and conducting employee interviews, leadership can determine whether the turnover rate is attributed to organizational transition or corporate culture weaknesses.

LM10.20 Governance Policies and Assurances

The framework of rules and practices by which leadership ensures accountability, fairness, and transparency in an organization's relationship with its all stakeholders (financiers, customers, management, employees, government, and the community).

© 2018 Association of Legal Administrators.
All rights reserved worldwide.

LM10.20.10 Policy Establishment

Establishing and maintaining the explicit and implicit contracts between the organization and the stakeholders for distribution of responsibilities, rights, and rewards.

LM10.20.15 Ethics and Corporate Responsibility

Developing and integrating organizational values and their expression in business decision making and behavior. This emphasizes adherence to the Rules of Professional Ethics as determined by the American Bar Association, as further defined or superseded within specific jurisdictions (e.g. state, regions, countries), as well as other legal requirements.

LM10.20.20 Conflict Resolution

Reconciling the sometimes-conflicting interests of stakeholders in accordance with their duties, privileges, and roles.

LM10.20.25 Compliance

Procedures for proper supervision, control, and information-flows to serve as a system of checks-and-balances.

LM10.25 Performance Monitoring

Assuring organization resources are being properly used in pursuit of organizational goals and strategy.

LM10.25.10 Evaluation

Evaluating the organizations performance against stated performance goals.

LM10.25.15 Analysis

Analysis of performance results to identify instances where performance is falling short, meeting or exceeding stated performance goals.

LM10.25.20 Reporting

Reporting of analysis findings to organizational leadership so required modifications to performance goals can be implemented and reporting to operation leadership so positive performance can be encouraged and negative performance can be corrected.

© 2018 Association of Legal Administrators.
All rights reserved worldwide.

LM10.25.25 Monitor

Ongoing monitoring of actions following the submission of performance reports to assure appropriate actions have been taken.

LM10.30 Risk Standards

Identifying, assessing and ranking the risks faced by an organization in regard to financial performance, operations and compliance with laws and regulations.

LM10.30.10 Standards

Establishing and maintaining the standards of acceptable risk to the organization.

LM10.30.15 Monitoring and Investigation

Monitoring operations and investigating occurrences of behavior resulting in the organization being exposed to higher than acceptable levels of risk. Includes utilization of this information to modify or adjust acceptable risk standards as required.

LM10.30.20 Reporting

Reporting of investigative findings to operation leadership so corrective action can be implemented as required.

© 2018 Association of Legal Administrators.
All rights reserved worldwide.