



Briefing

# OPERATIONAL LEADERS IN LEGAL

ONE-DAY CONFERENCE, LONDON, 9 MARCH

## AGENDA

08.30 Chair's opening address

**Rupert Collins-White, editor-in-chief, Briefing**

The world for law firms in 2017 and beyond

08.40 The rise of the millennials, agile working and changing work habits

- How do you demonstrate and deliver career routes that engage and incentivise the best new talent, not necessarily bought into partnership and other traditional career routes?
- What should you be doing to maintain the attention of both senior partners and millennials?

**Carol Stubbings, joint global leader, people and organisation, PwC**

09.00 Brexit and other key macro drivers affecting the market

**James Sproule, chief economist and director of policy, Institute of Directors**

09.20 Perspectives from client markets, gaining insights from data

**Andy Easton, associate director, Opinium**

09.40 Q&A

10.00 Keynote panel: Technological disruptors, artificial intelligence and automation

- Smart investments: the rate of change in technology and the need to innovate vs rising costs and shrinking margins
- Machine learning: what is going to be affected?
- Automatic document creation and electronic due diligence
- How much work can be semi-automated and pushed from the front office further back?
- What is the impact on people of AI in terms of jobs and job functions?
  - What will the roles of the future be?

- Will junior roles be put at risk and if so, which ones?
- To what extent and when will the technology move from searching to producing analysis and usable conclusions?
- Beyond fee-earning and knowledge, which business areas of legal might benefit most from AI?
- How do you justify spend and quantify the returns?
- The role of technology in collaborative working

***Ben McGuire, COO, innovation group, Simmons & Simmons***

***Stephen Allen, global head of legal service delivery, Hogan Lovells***

***Christina Blacklaws, COO, Cripps***

***Stuart Whittle, IS and operations, director and partner, Weightmans***

***Moderator: Jochen Leidner, director, research, Thomson Reuters***

10.45 Coffee

STREAMED SESSIONS UNTIL LUNCH – delegates may choose any sessions to attend

Stream A

11.15 Turning data into profitable revenue: MI, business intelligence and pricing

- What are change-making businesses doing with their data?
  - How they're capturing it
  - How they're cleaning data and ensuring data relevance and quality
  - How are they using data as a value-added service?
- How can law firms leverage the data they have more intelligently?
- Can you outsource 'big data' for better results?
- Closing the loop between data capture and modelling: realistic time capture and demonstrating transparency to clients during the billing process
- How intelligent data usage helps the knowledge function as it moves from a support service into a profit centre

***Barry Talbot, managing director, Informance***

12.00 Nearshoring and offshoring

- How real are the operational pressures facing firms today and to what extent is onshoring creating genuine efficiencies?
- What was the rationale behind this firm's move, what activities took place when developing the strategy and what lessons can be learned from the initial planning phase?
- How did the move impact on operating strategy?
- The impact of Brexit

***Fireside chat, facilitated by Richard Brent, editor, Briefing***

**Mike Polson, co-head of innovation, Ashurst**  
**Darren Mitchell, deputy COO, Hogan Lovells**

## Stream B

### 11.15 Future-proofing the working environment in the era of agile working

- How should the space in the modern office be reconfigured?
  - How will people use office space as the trend towards agile working increases?
  - Can collegiality be maintained in a hot-desking environment, and what impact will this have on office dynamics?
  - How do we accommodate increasing numbers of people who want to work a non-standard working week?
- How to develop the right infrastructure to support a mobile workforce
  - To what extent is the existing technology sufficiently mature and what investments in telephony, servers, CRM and other technologies should you be making?
  - What is the role of paper and paper files in an agile working environment?
- How to effectively manage the mobile workforce
  - What does a 'virtual workforce' really mean, and how does it impact on managing client relationships?
  - How to reassure while monitoring and assessing productivity

**Michelle Pattison, Occupier Advisory Client Solutions, CBRE**

### 12.00 Panel: Operational management across multiple locations: Finding the right match, the right structure, for the right reasons

- What are the practical challenges faced?
- How to overcome the cultural differences and balance the needs of developing a global strategy while maintaining bespoke services where appropriate?
- The tensions of delivering short-term performance while delivering change in terms of major programmes that need to be delivered globally
- How to take advantage of economies of scale and ensure the firm is fit for the future and agile enough to take the steps to grow to the next level

**Kevin Hogarth, global director of people and culture, Norton Rose Fulbright**

**Gavin Frost, head of commercial finance, Eversheds Sutherland**

**Justin Young, COO, Holman Fenwick Willan**

**Moderator: David Espley, UK technology director, LexisNexis**

### 12.45 Lunch

### Early afternoon session

### 13.45 Panel: The view from the client: The OLIL in-house panel

- Value of firms' operational function working with in-house in areas such as creating negotiating models; working closer with law firm project management, and so on
- The role clients are playing in redesigning processes in procurement and fee transparency
  - The role procurement is playing in supporting in-house decision making
  - The transition from buying time to buying deliverables
  - Utilising competitive bidding to compare matter specific proposals
- Importance of cyber security in RFPs – how often should your firms be tested and should clients have a direct input in when and how this happens?
- Where is the mismatch between client actions and expectations and law firm offerings?
- How should firms respond to client demands for more for less?
- Why, unlike the majority of the rest of the world, are the vast majority of in-house lawyers and private practitioners still interested in, managed by and generally centred on time recording-based billing?
  - Does billing by time give the impression no one has an idea of what is going to happen on a transaction or during a dispute?
  - What impediments exist to stop the usage of ERP systems that incorporate estimation, project management, resource planning and so on that are used by most other professional knowledge workers?

***David Bateson, senior vice president legal, intellectual property and sustainability, Canon Europe***

***David Symonds, VP and regional general counsel EMEA, Johnson Controls (Tyco)***

***Richard Tapp, company secretary and director of legal services, Carillion***

***Richard Keenan, chief counsel, major transactions team, BT Group***

***Mohammed Ajaz, group head of legal operational excellence, National Grid***

***Facilitated by: Richard Brent, editor, Briefing magazine***

### FACILITATED INTERACTIVE SESSIONS

#### 14.35 Interactive sessions, round one

Delegates may attend one of the following:

COOs and corporate C-suite models: how far are they changing the way law firms are now managed?

This highly interactive session will take a close look at just how far the adaptation of corporate executive management structures and roles is – and will in the future – disrupt the conventional law firm business model. We will cover a wide range of questions, including:

- Charting the rise of law firm COOs
- How are Managing Partner roles evolving and beginning to be unbundled?
- What are the business trends and issues pushing the law firm C-suite into a central strategic role?
- Hiring top executive talent into law: legal industry insider or corporate ‘cleanskin’?
- Riding shotgun – is there an optimal COO/Managing Partner relationship?
- Re-evaluating the non-lawyer executive as a primary driver of change
- Applying operational management and best practice to legal practice groups
- How to achieve better collaboration across the organisation
- What skills will our next generation of legal business leaders need (and how do we ensure they get them)?
- The role of Shared Service Centres in the next generation of law firm operations

***Chris Bull, executive director, Kingsmead Square***

Design Thinking: An innovative approach fit for changing times

- How the approach used by many of the world’s most consistently innovative companies including Apple, Google, P&G and others can help law firms adapt and succeed in times of rapid change
- The practical process, tools and mindsets for creating a culture of continuous innovation
- Using the creative tools of design to anticipate emerging needs and develop better, more innovative solutions to client-facing as well as internal challenges
- Accelerating the pace at which new services, processes, products and strategies are prototyped, tested, and launched

***Abigail Hunt, consultant, facilitator and coach, Treehouse Innovation and Møller PSF Group***

Millennials v baby boomers how can we facilitate them to work in harmony?

- How can we succession plan with the changing attitudes towards partnership
- What other processes need to be adapted to attract the cream of the millennials to your firm whilst retaining the status quo
- How work patterns need to adapt to meet the requirements of both parties
- How can the diversity be harnessed for the optimal performance of the firm

***Joanna Lorimer, director of administration, Hunton & Williams***

15.15 Coffee

#### 15.45 Interactive sessions, round two

Workshops from round one repeated, delegates to attend a second workshop from the three options above

#### 16.25 Interactive panel to the group

A round-up from the experiences and discussions delegates have exchanged in the interactive sessions, and discussion of the key points by the panel

***Panel facilitated by Chris Bull, executive director, Kingsmead Square***

#### 16.50 The COO: Lost in the matrix

What is a COO? What are the different roles he/she can play in an organisation? Stories from personal experience that highlight the different dimensions of a matrix organisation - primarily those of: Sectors, Geographies, Practice Groups, Operations, Clients/Fee earners/Support, Culture and Time-zones; and draw out the pitfalls and lessons of how to use the matrix as a network to get things done rather than let it be a web you get caught up in.

***Andrew Darwin, COO, DLA Piper***

#### 17.25 Chair's closing remarks

#### 17.30 Close of conference