



Can Competencies Drive Change in the Legal Profession?

Webinar
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A 3D-rendered target with concentric blue and white rings. A red dart with a yellow fletching is embedded in the center yellow bullseye.

Agenda

- **The Evolving New Legal Industry**
- **New Rules of Legal Commerce**
- **Different Legal Workforce**
- **Different Lawyer Key Capabilities?**
- **Impact on Legal Education**
- **Impact on Legal Educators**
- **Some Thoughts to End...**

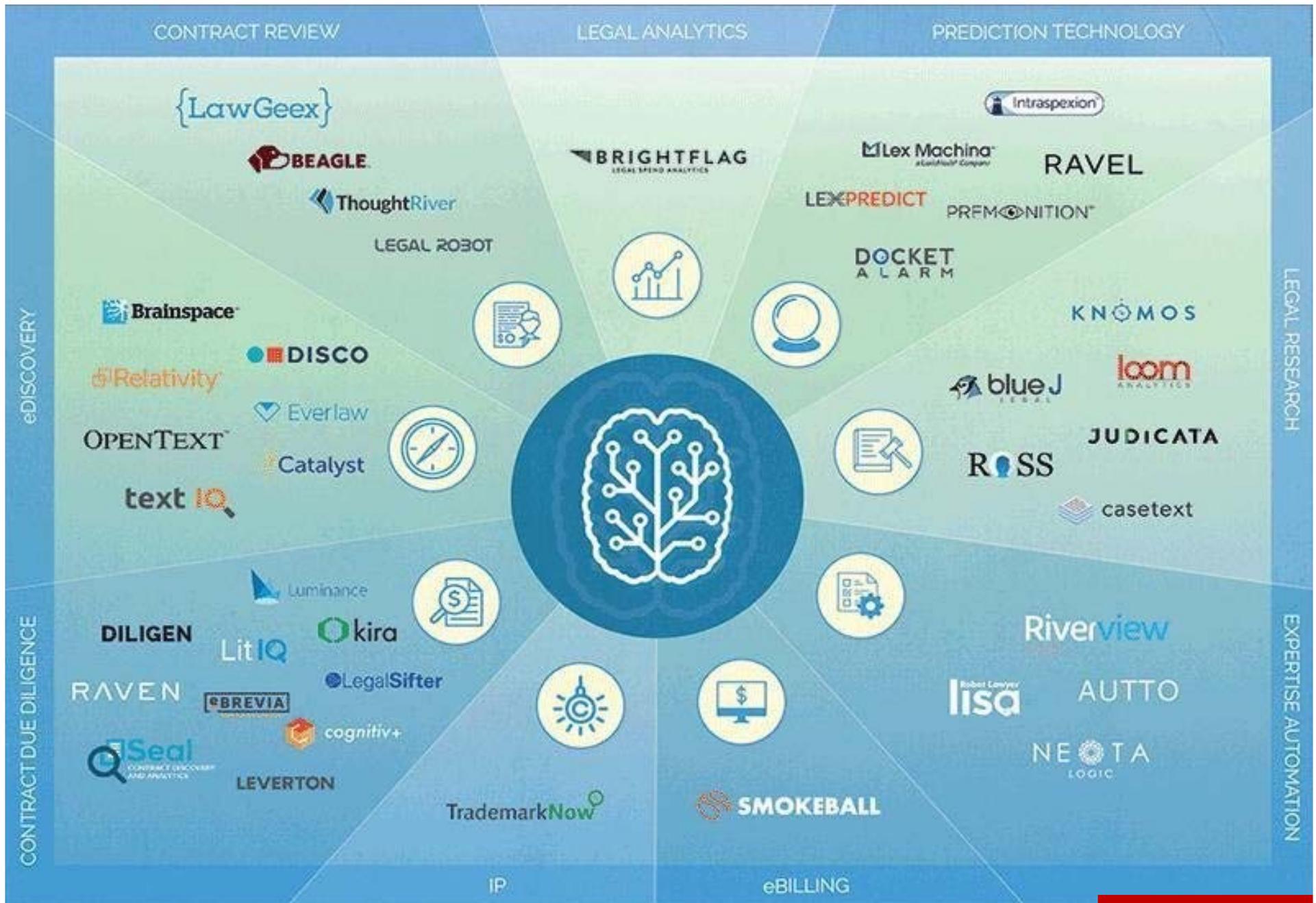
The Evolving New Legal Industry





The Big Picture...





Legal AI Landscape

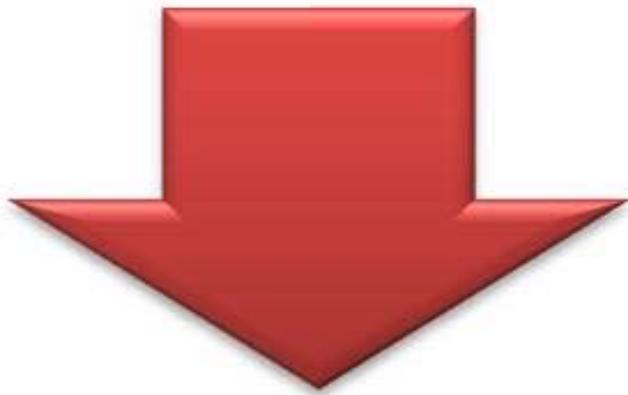
{LawGeex}

www.lawgeex.com/buyersguide



...own analyze ...
...the mix of activities
...formed in terms of
...a **knowledge** based
...etary knowledge
...ed peers as a means
...standing components

Flipped the knowledge equation



Perceived
Value



Perceived
Cost



Redefined value



C is for Customisation



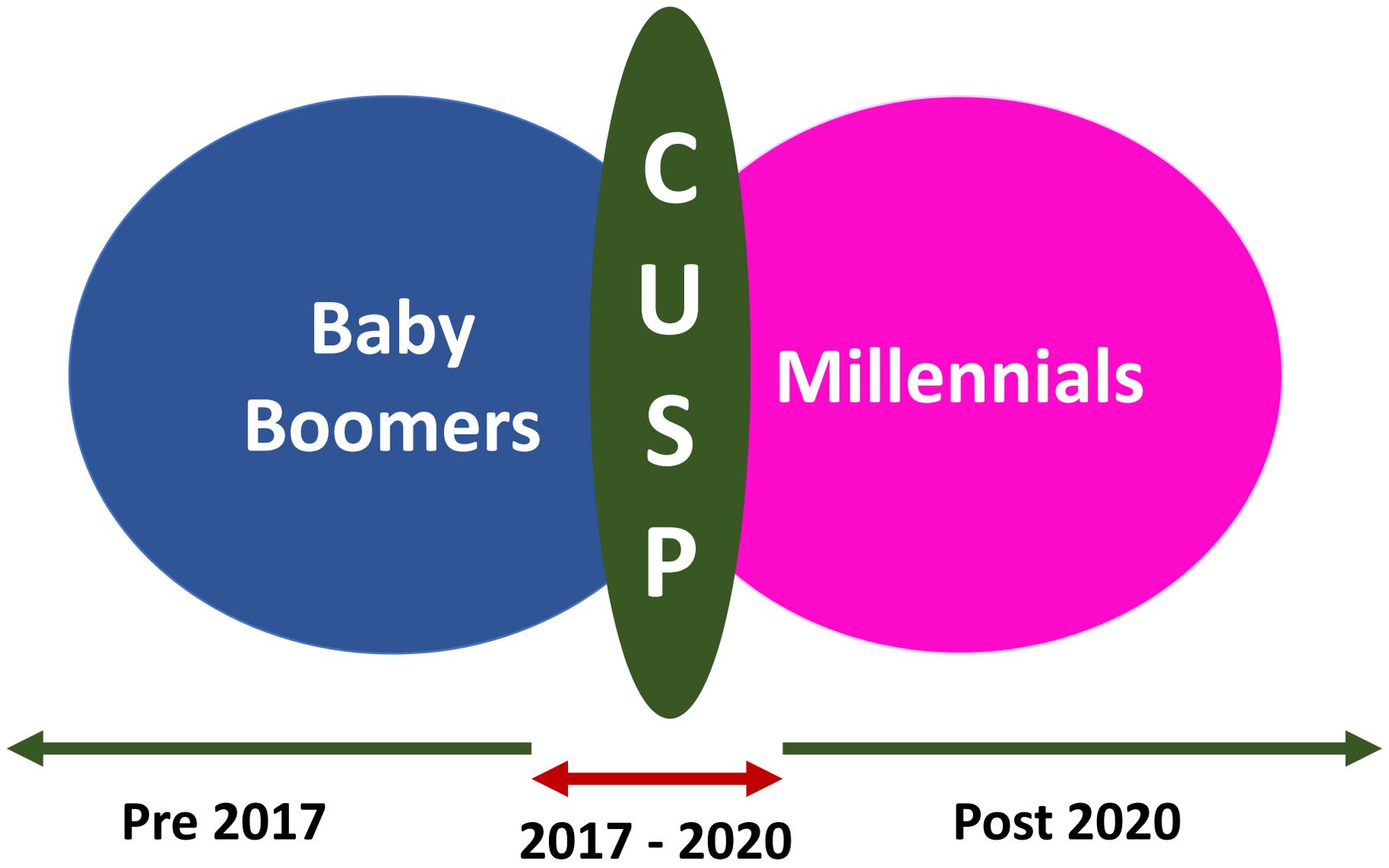
Restructured and Redefined Types of Work

Information



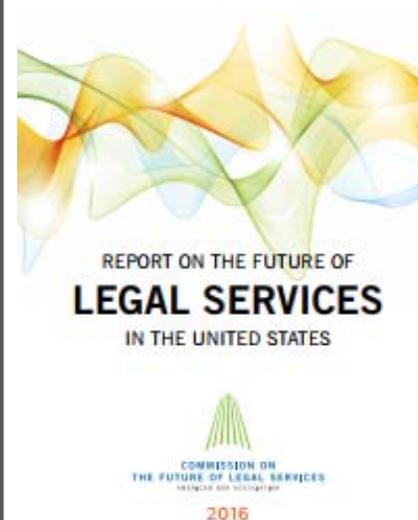
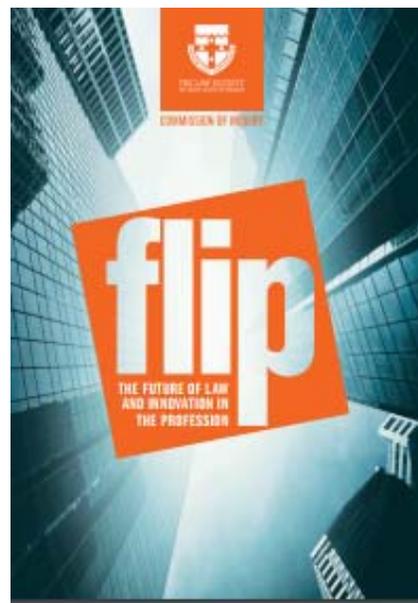
Source: Jordon Furlong, *The New World of Legal Work The Changing Rules of the 21st Century* (Lawyers On Demand, 2014)

Implementing a Changing of the Guard - The Cusp!





THE FUTURE OF LEGAL SERVICES IN CANADA:
TRENDS AND ISSUES



Law Society/Bar Association Reports

New Law Firm



Evolving Redefinition of a Law Firm



Bah... nial

Objective now
is to be a
data driven,
digital business
designed to provide
what clients want!

7.

8. Leg

9. Status

ment of
tion

Adapted from: Jordon Furlong, *Lawyer* (Lawyers On Demand, 2017)

DIGITAL TRANSFORMATION

Reshape your organisation to adapt to any change that comes along in digital economy. **BRING IT ON, WE ARE READY!**

WHY TRANSFORM?

To re-define your existing business model and creating the new ones by leveraging digital technologies.



HOW TO TRANSFORM?

By transforming leadership, strategy, employees, operations, IT, sales, marketing and building lean innovation teams.

DATA ANALYTICS

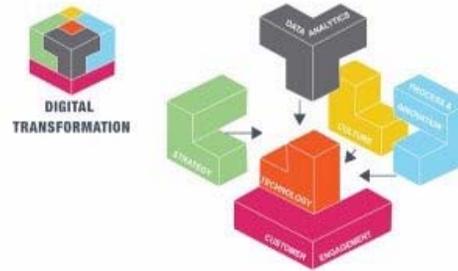
- USER ACQUISITION
- PERSONALISATION
- CUSTOMER SEGMENT
- CUSTOMER BEHAVIOUR
- VOLUME ANALYTICS
- DATA DRIVEN DECISION
- GOOGLE KEYWORD PLANNER
- GOOGLE TRENDS
- GOOGLE ANALYTICS

DIGITAL LEADERSHIP



What is leadership?
Who are you?
How are you connected to the leadership team?
What is organizational culture?
What is the culture of your organization?
What is your personal mission?
Best and worst of your organization?
What are the issues today?
What are you doing to work on them (individually/ as team)?

TRANSFORMATION BLOCKS



DIGITAL STRATEGY FRAMEWORK

Data Driven Iterative Strategy

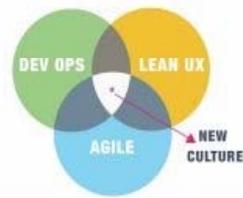


Which quadrant you belong to?



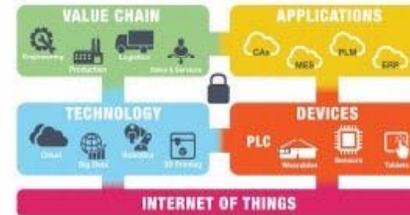
RE-INVENT EXISTING BUSINESS MODEL

INFORMATION TECHNOLOGY



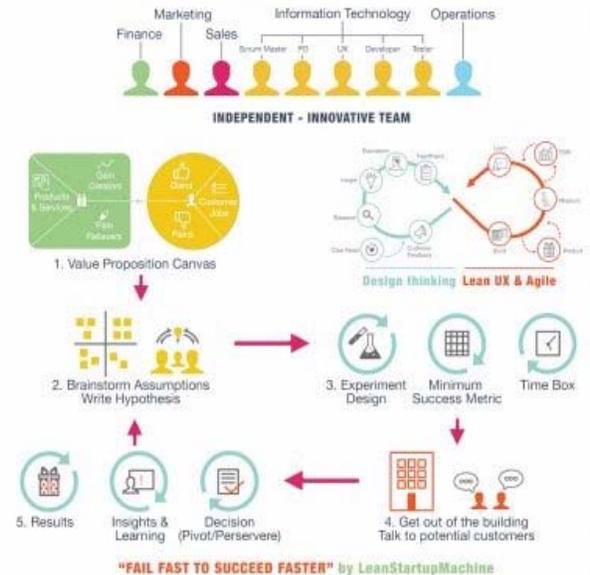
KPI: RELEASE PRODUCTS IN MAX 6 TO 8 WEEKS

DIGITAL OPERATIONS



CREATE NEW BUSINESS MODEL

NEW DEPARTMENT - LEAN INNOVATION



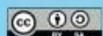
MARKETING & SALES

KNOW YOURSELF:
Where are we today?
Where do we want to be? The Goal
What is our value proposition?
How do we know we have reached?
YOUR CUSTOMER:
Who is our target customer?
How can we reach our customer?
COMPETITION:
Who is our competition?
What is their proposition?
RESOURCES:
What is our budget?
What skills do we have?
How much time do we have?



SIMPLE PROPOSITION:
Self Service Online.
Landing page.
E-Commerce.
COMPLEX PROPOSITION:
CRM
Phone Calls,
Emails,
Presentations.

TECHNOLOGY



POSTER BY: Narjeet Soni (ns@theleanapps.com) MORE ON: theleanapps.com/blog

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Transformation Blocks and Digital Business Strategy Framework © lonology

New Legal Service/Product Delivery



Baby Boomer vs Millennial Legal Service/Product Delivery

Baby Boomer

1. Firm based market
2. Homogeneous workforce
3. Myopic transaction
4. Unpredictable pricing
5. Slowed in response rate
6. Technology-assisted (tools)
7. Hourly based

Seller's Market

Millennial

1. Disaggregated projects
2. Diverse workforce
3. Multi-disciplinary
4. Fairly Priced
5. Responsive
6. Technology-enabled (augmented/automated)
7. Value based

Buyer's Market

Adapted from: Jordon Furlong, *The Rise of the Millennial Lawyer* (Lawyers On Demand, 2017)

Different Legal Workforce



Types of Work

Information



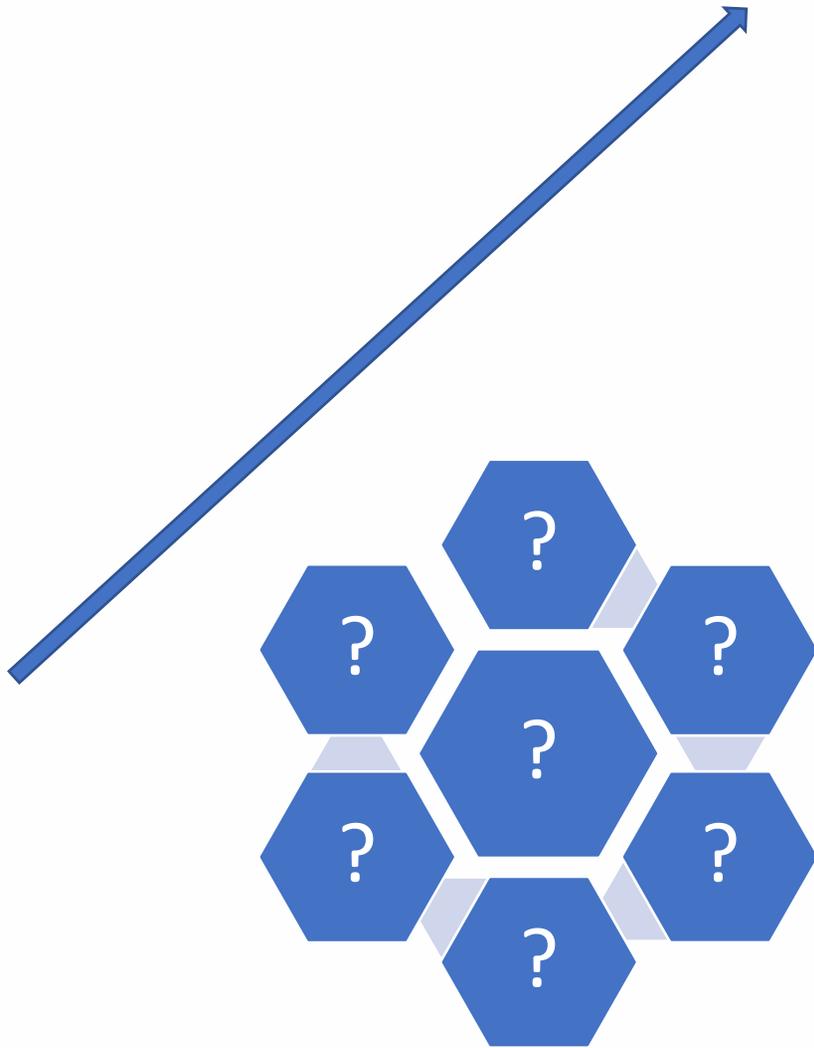
Source: Jordon Furlong, *The New World of Legal Work The Changing Rules of the 21st Century* (Lawyers On Demand, 2014)

Legal Talent Pool – work time

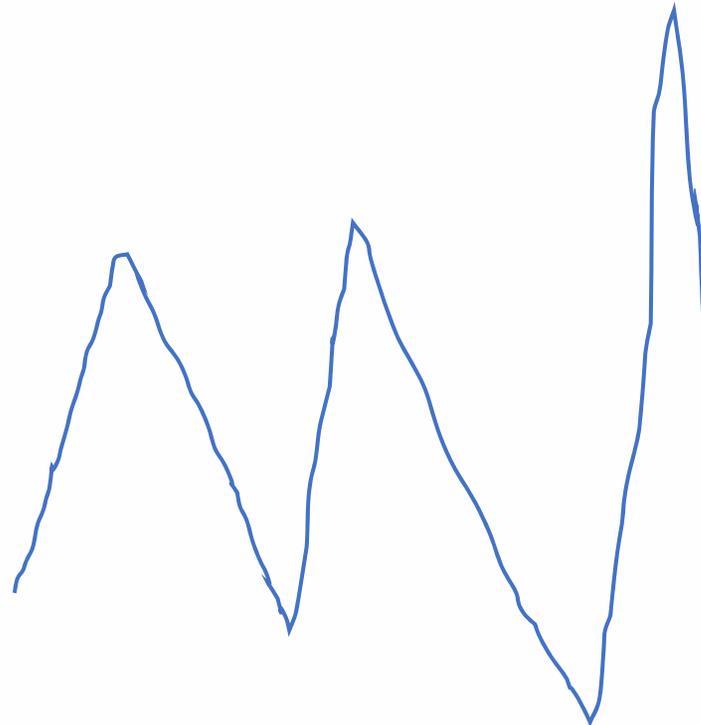
Gig economy

Source: Deloitte, *Developing legal talent Stepping into the future law firm* (February 2016)

Different Career Paths



$$? + ? = ?$$





**Work place
and
Work space**

Day and Night
loading



New and Emerging Legal ProfessionS

- Unbundling of legal services and the infusion of tech has led to new and emerging legal professions/professionals

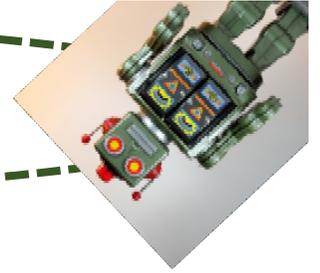
- Lawyer work is no longer what it used to be

New professions are no longer in support but in the lead!

professionals will be required, require education, certification and career paths



New **Lawyer** Hybrid Jobs



Lawyerbot developer

Blockchain developer

Cybersecurity Officer

Data Analytics Officer

Contracts Analytics Officer

Expertise Automation Specialist

Risk Analyst/Management Officer

Fintech practitioner

Blockchain practitioner

Healthtech practitioner

Online Conflict Resolution Mediator

Different Lawyer Key Capabilities?



**Different leadership
and management skills
(design thinking,
lean, agile)**

**Need to recruit for
different skills/upskill
(e.g. Tech, data...)**

**Different level and type
of engagement with
employees**

**Different criteria for
promotion
(creativity, value add
versus billable hours)**

**Different/highly
collaborative
relationship with
clients**

**Embrace a role in legal industry
thought leadership
(proactive versus reactive)**

Key Lawyer Capabilities

Lawyer Capabilities

Knowledge
(what I know)



What lawyers had access to **exclusively** and sold **externally**

Experience
(how I apply it)



What lawyers sell **externally** and **use differently** to solve problems

Institutional Knowledge
(how work gets done)

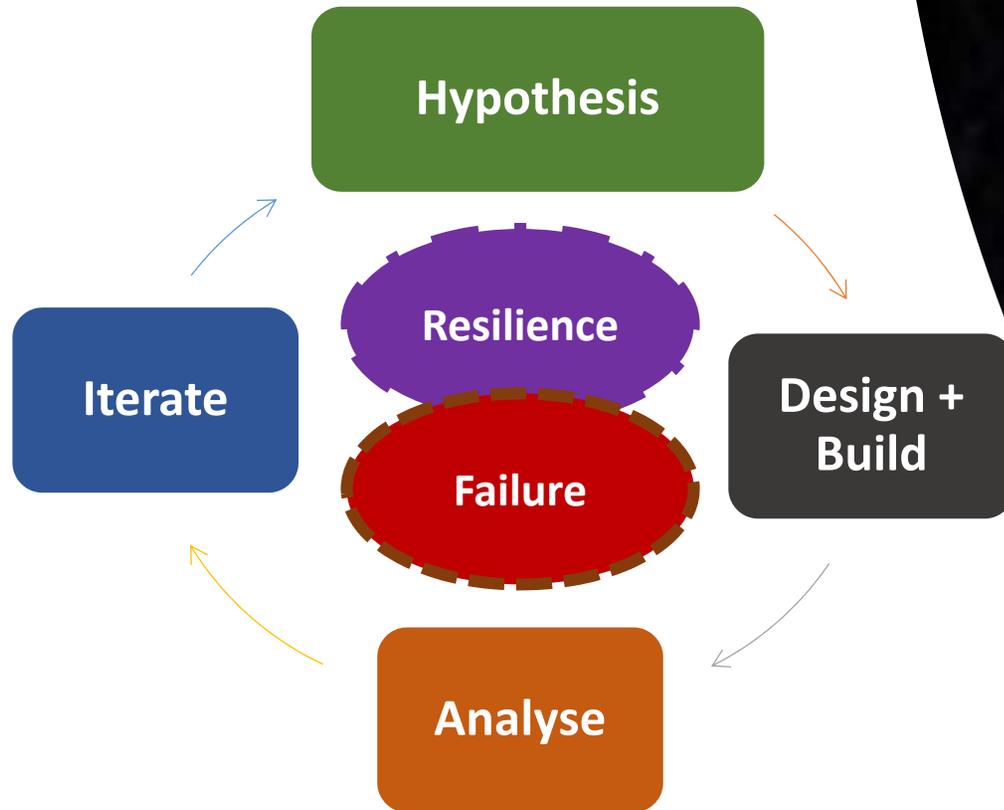


What lawyers sell and use **internally**



THINK HUMANITY

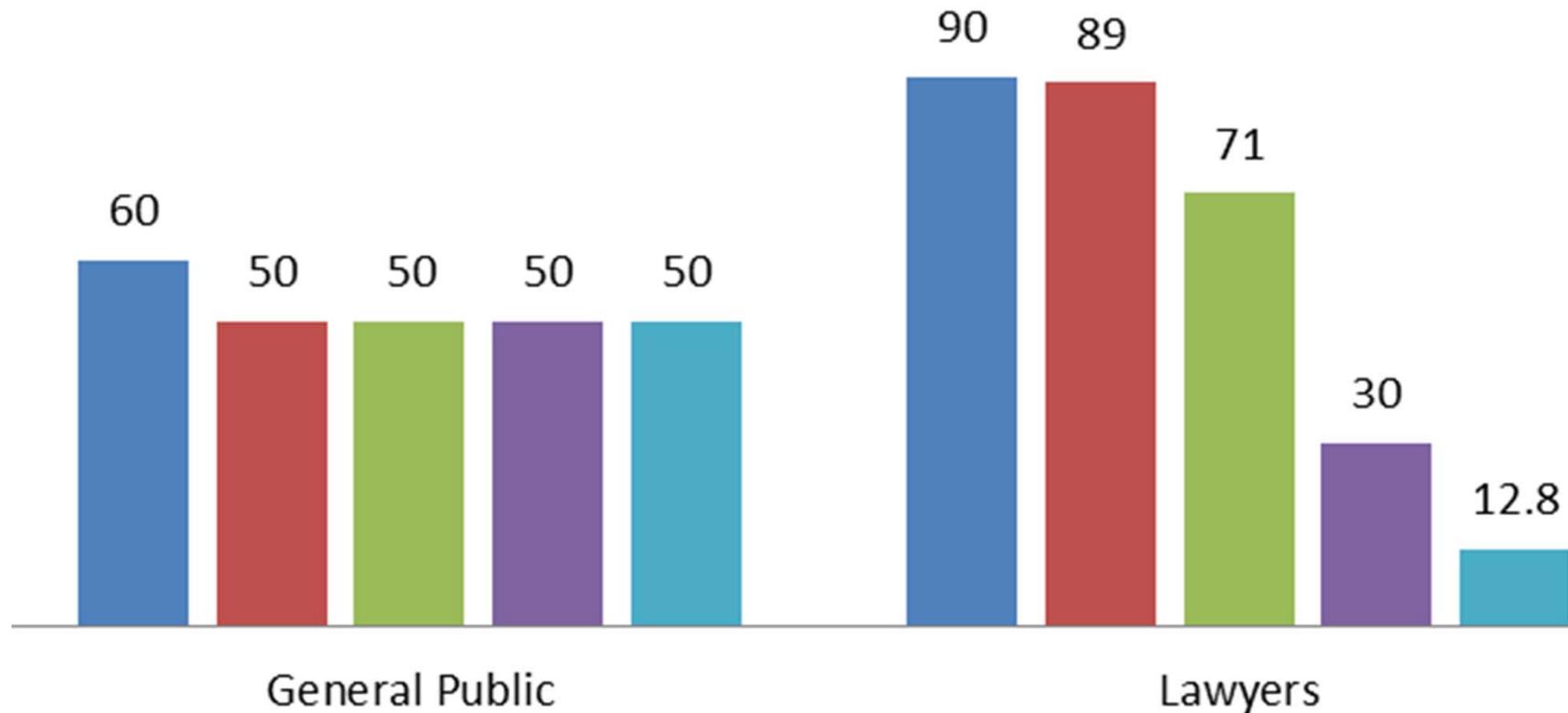
Experiment



Adapted from: Amantha Imber (Invention, 2017)

Lawyer Personality Traits

■ Skepticism ■ Autonomy ■ Urgency ■ Resilience ■ Sociability



Impact on Legal Education



Impact of Change

Institutional

**Context, Content
&
Relevancy**

Institutional



“University of the Future” Report (2012)

“Our research shows the dominant Australian university model – a broad-based teaching and research institution, with a large base of assets and back office – will be unviable in the next 10-15 years.”



University of the future

Five Key Drivers of Change:

1. Democratisation of knowledge and access
2. Contestability of markets and funding
3. Digital technologies
4. Global mobility
5. Integration with industry

Relevancy

(with a little context and content!)





March 15, 2016

Changed Metrics

EQ is = or > than IQ?

Research output less important than excellence in learning and teaching?

Student not teacher centred learning

Student engagement and satisfaction key

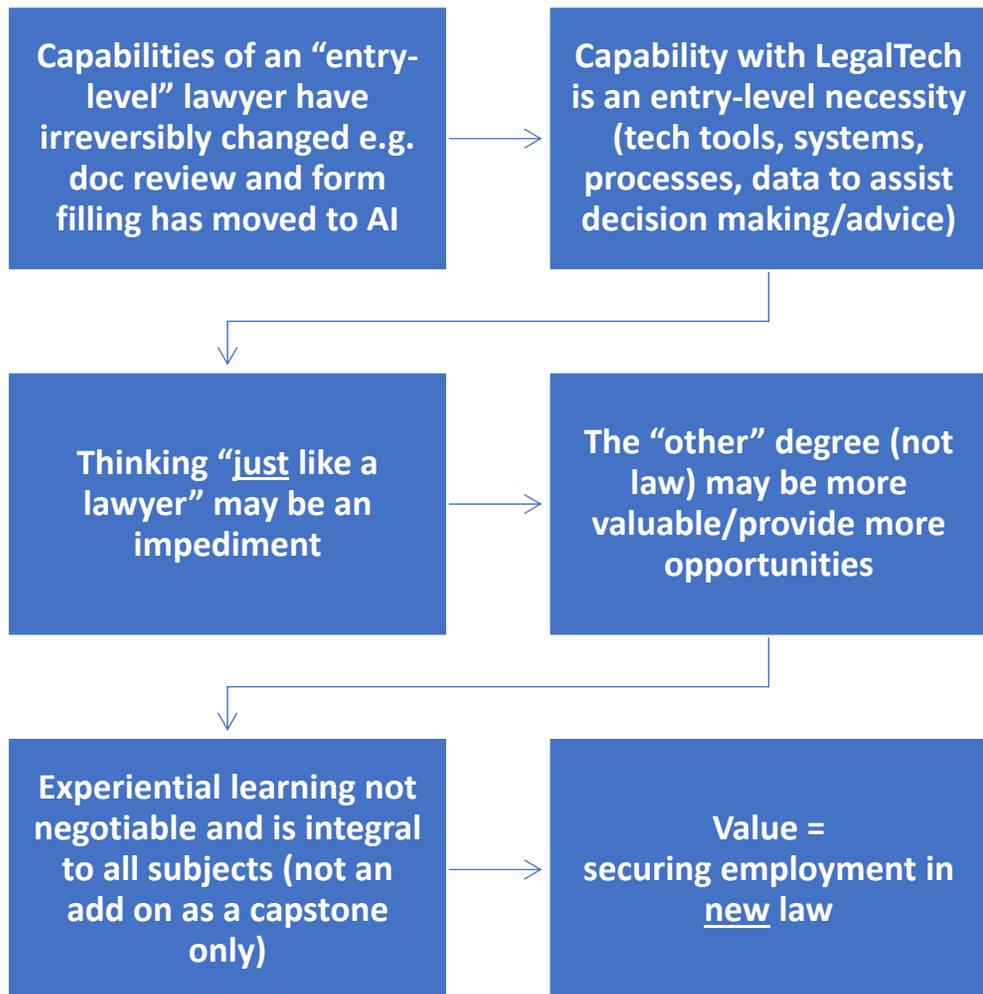
Customized student experience and learning

Unbundling of legal education leading to a new focus on prior learning credit (best courses taken where offered and not in one institution)

Changed Value Proposition of Legal Education



Changed Value Proposition of Legal Education



Competency-Based Learning



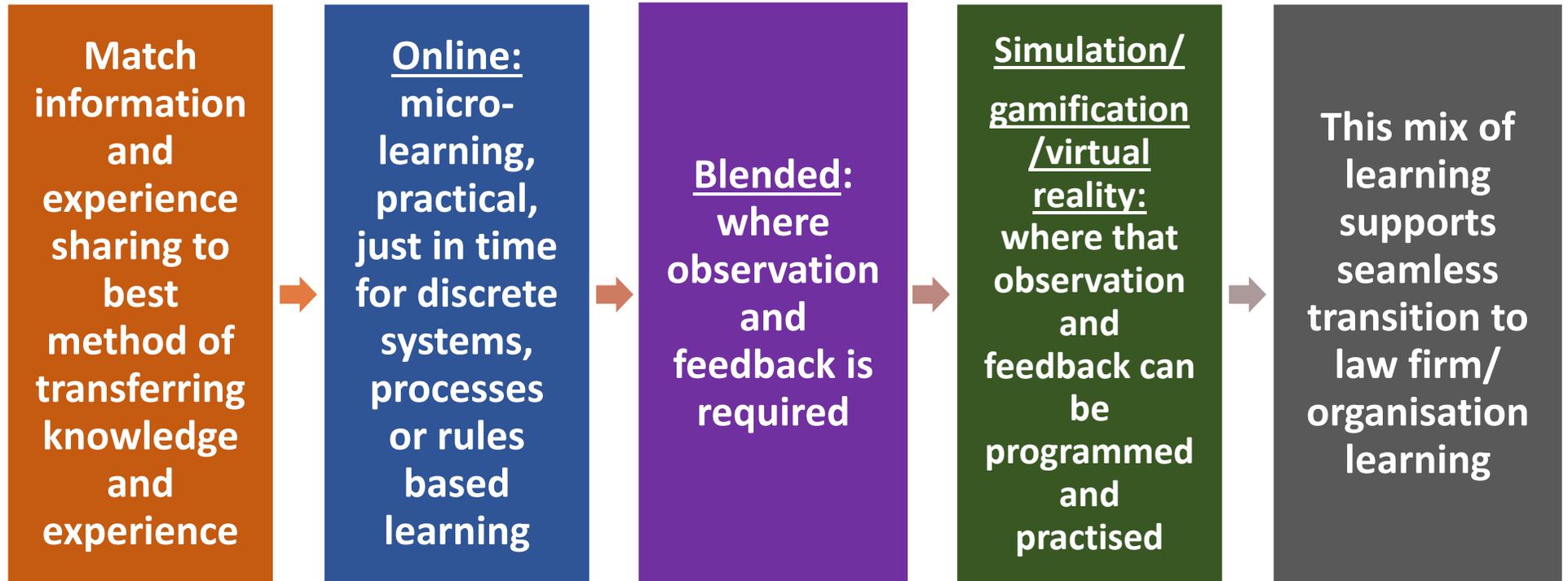
Competency-based Learning

- **Move from learning outcomes (knowledge acquisition) to competency development (capability application)**
- **Learn to do not to retain (YouTube Generation)**
- **Emphasis on competencies allows for seamless transition to legal practice:**
 - **Talent Management uses competencies**
 - **CPD change in focus from hours to competency development (UK)**
- **Move from prescribed to accelerated learning**
- **Move from summative to ongoing feedback and formative assessment**
- **From constructive criticism to mentoring and coaching**

BUT, where will the work placements come from?

Online Learning





Online learning

New and Emerging Legal Professions





Study in Silicon Valley. Gain a Competitive Edge. Begin Your Tech Law Career.

About Tech Edge J.D.

You have choices for your legal education. Why choose Santa Clara University School of Law's Tech Edge J.D.?

This is not an ordinary certificate program. The Tech Edge J.D. is a significant innovation in law school education. It combines legal, business, and technology education with hands-on skills development and individualized mentorship, while leveraging the school's location in the Silicon Valley and renowned tech law and intellectual property curriculum. This program reflects the reality of 21st century lawyering; that to be an effective counselor, a lawyer should understand the business and technology challenges of the client.



Online certificate program in legal innovation and technology

by mfisch | Oct 30, 2017 | home, News | 0 comments

Suffolk Law announced on October 30, 2017, that it has created a first-of-its-kind [online certificate program in legal innovation and technology](#). Through online courses taught by legal industry leaders in areas such as legal operations, design thinking, process improvement, and legal project management, lawyers and other legal professionals can learn how to innovate the delivery of their services. The courses will be designed to benefit professionals in a wide range of settings, such as law firms, corporate legal departments, government agencies, courts, and legal aid offices.

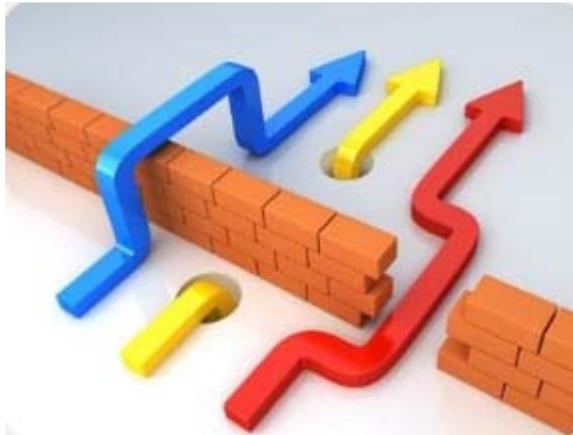
One of the instructors, Lucy Bassli, assistant general counsel of Microsoft, will teach Legal Operations, drawing on her experience reenvisioning legal operations for one of the world's largest companies.

"I genuinely believe that the legal industry is at a great inflection point," says Bassli, reflecting on why she has committed to teaching in the program. "Our jobs will not look the same ten years from now. Technology advancements for legal services are ripe, and attorneys need to pay attention."

Bassli contends that the legal field is going through a great "unbundling"—an approach that calls on legal providers to explain exactly how they are pricing each individual service they are offering, making it simpler for clients to shop around for quicker, cheaper solutions. "I want to empower my colleagues with some fundamentals of what legal operations can mean for the delivery of legal services," she says.

Other courses include Process Improvement and Legal Project Management, Design Thinking for Legal Professionals, 21st Century Legal Profession, Legal Technology Toolkit, and The Business of Delivering Legal Services.

New (Alternative) Legal Education Providers



New (Alternative) Legal Education Providers

Alternative legal education providers have and will continue to fill demand where universities have not or cannot (for lawyers and other legal professionals):

- Law Firms
- MOOCs
- Business Schools
- Consultants
- VET sector



STARTUP PLACES SKILLED WORKERS IN TECH JOBS, NO DEGREE NEEDED

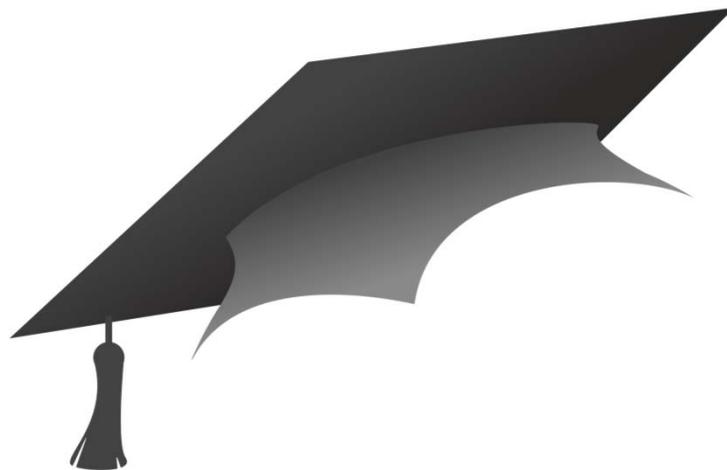
**LABORX HAS SENT CANDIDATES TO AMAZON, GOOGLE, AND
MORE.**

By Kathryn O'Neill | August 28, 2017

WHY IT MATTERS

The U.S. workforce is facing a shortfall of 11 million college graduates. Yscaira Jimenez's LaborX seeks to shrink the gap by placing candidates in high-tech jobs based on skills, not on college degree or social capital.

Impact on Legal Educators



**Different leadership
and management skills**

**Need to recruit for
different skills/upskill
(e.g. Tech, data...)**

**Different engagement
with students
(student centred)**

**Different criteria for
promotion
(teaching versus
research)**

**Different research
(more applied)**

**Different/highly
collaborative
relationship with
industry/practice**

**Embrace a role in legal industry
thought leadership
(proactive versus reactive)**

Impact on Legal Educators

Some Thoughts to End...

Think different.

**Competency
development,
innovation and the
next, best
practices:**

Legal practice?

Law school?



**Different
Regulation:

supportive
of
innovation!**



INNOVATING

TALENT MANAGEMENT

IN LAW FIRMS

Developing tomorrow's legal workforce

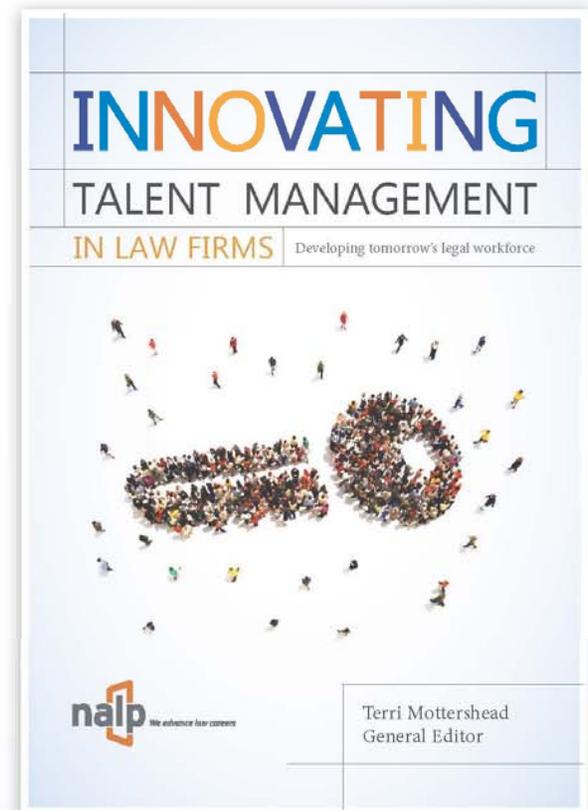
In this time of great innovation and change in the industry, talent management professionals are uniquely placed to advise and support legal professionals.

This new book brings together 19 authors from the US, UK, and Australia to provide analyses, tips, and suggestions for:

- Law firm & legal department leaders considering growth strategies
- Law school staff reviewing curricula to prepare graduates

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