

# *Workforce of the future and law firms*

Carol Stubbings  
& Carol Mynott

3 October 2017

A man in a dark suit and yellow tie is smiling and writing on a whiteboard with a green marker. The background shows a modern office with glass partitions and plants. Three red horizontal bars with white text are overlaid on the left side of the image.

*1. The world is changing*

*2. Workforces are changing*

*3. What is happening in the legal sector?*

---

# *Six key messages for leaders*

## *Act now.*

This isn't about some 'far future' of work – change is already happening, and accelerating.

## *No regrets and bets.*

The future isn't a fixed destination. Plan for a dynamic rather than a static future. You'll need to recognise multiple and evolving scenarios. Make 'no regrets' moves that work with most scenarios – but you'll need to make some 'bets' too.

## *Make a bigger leap.*

Don't be constrained by your starting point. You might need a more radical change than just a small step away from where you are today.

## *Own the automation debate.*

Automation and Artificial Intelligence (AI) will affect every level of the business and its people. It's too important an issue to leave to IT (or HR) alone. A depth of understanding and keen insight into the changing technology landscape is a must.

## *People not jobs.*

Organisations can't protect jobs which are made redundant by technology – but they do have a responsibility to their people. Protect people not jobs. Nurture agility, adaptability and re-skilling.

## *Build a clear narrative.*

A third of workers are anxious about the future and their job due to automation – an anxiety that kills confidence and the willingness to innovate. How your employees feel affects the business today – so start a mature conversation about the future.



# *The world is changing*

Workforce of the future and law firms

October 2017

3

# Digital decade



**2006**

Launch of  
Twitter

Google became  
a verb



**2007**

Apple launched  
iPhone

Facebook  
became  
mainstream



**2008**

Airbnb  
launched

Lehman  
Brothers filed  
for bankruptcy



**2009**

Launch of Uber  
Urban dwellers  
became majority  
of earth's  
population

Google  
prototype of  
driverless car



**2010**

China overtook  
US as largest  
manufacturing  
nation



**2011**

Global  
population  
passed 7 billion  
Borders  
bookstores shut  
up shop

# Digital decade



**2012**

Kodak files for bankruptcy



**2013**

More mobile devices and connections than people on the earth

Blockbuster closed for good



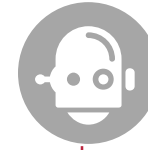
**2014**

64 billion WhatsApp messages sent in a single day



**2015**

Amazon and Alibaba rule e-commerce



**2016**

Personal data, psychology and bots influence voting in elections

Google's DeepMind beats 'Go' champion



**2017**

Facebook goes to war on 'Fake news'

314 million search results for 'Future of work'

# Global megatrends



## Technological breakthroughs

Rapid advances in technological innovation



## Demographic shifts

The changing size, distribution and age profile of the world's population



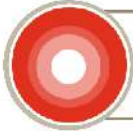
## Shifts in global economic power

Power shifting between developed and developing countries



## Rapid urbanisation

Significant increase in the world's population moving to live in cities



## Resource scarcity and climate change

Depleted fossil fuels, extreme weather, rising sea levels and water shortages



# Uncertainty: The human impact

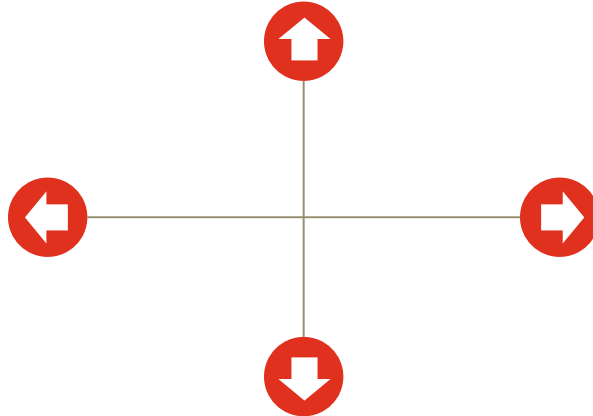
**Business fragmentation:** *Small is powerful.*

Large businesses lose their dominance as customers seek relevance and organisations find scale a burden rather than a benefit. Social bubbles and affinity groups take on a new importance. Many could not exist without digital platforms

**Collectivism:**

*Fairness and equality dominates.*

The common good prevails over personal preference, e.g. collective responsibility for the environment, social good and “fairness” over individual interest.



**Individualism:**

*Where “me” first rules.*

A focus on individual wants; a response to the infinite choices available to consumers.

**Corporate integration:** *Big business rules all.*

Companies get bigger and more influential - the biggest have more influence than some nations. Brands span many business areas.



---

# *Uncertainty: The human impact*

**56%**

think governments should take  
'any action needed to protect  
jobs from automation'

**37%**

are worried about automation  
putting jobs at risk – up from  
33% in 2014

# *Uncertainty: The human impact*



The image is a screenshot of the BBC News website. At the top, the BBC logo is on the left, followed by a 'Sign in' button and a notification bell icon. A navigation bar contains links for 'News', 'Sport', 'Weather', 'iPlayer', 'TV', and 'Radio'. Below this is a large red banner with the word 'NEWS' in white. Underneath the banner is a secondary navigation bar with links for 'Home', 'UK', 'World', 'Business', 'Politics', 'Tech', 'Science', 'Health', 'Education', and 'Entertainment'. The 'Tech' link is highlighted. The main content area features the sub-header 'Technology' and the article title 'India says no to driverless cars to protect jobs' in large, bold black text. Below the title, it shows the date '25 July 2017' and the category 'Technology'. To the right of the date are social media sharing icons for Facebook, Twitter, Messenger, Email, and a general 'Share' button. At the bottom of the article preview is a photograph of a busy city street at night, filled with cars and illuminated by streetlights.

---

# *Uncertainty: The human impact*

## Medium



Joshua Browder [Follow](#)

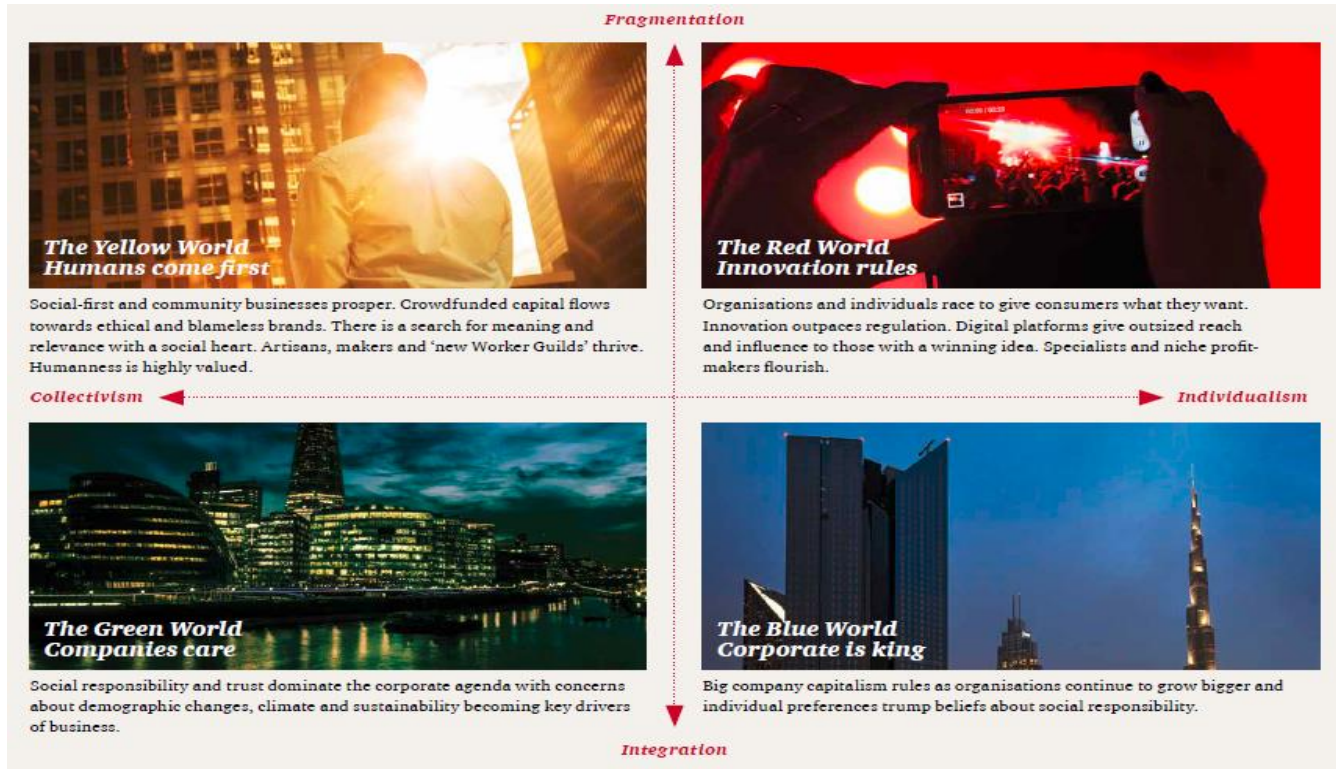
Founder, DoNotPay, the UK's first robot lawyer. 'Robin hood of the internet' according to the BBC. Fighting ...  
Jul 14 · 2 min read

### **The problems with the legal industry and our plan to fix it.**

On Wednesday, we were excited to launch a robot lawyer for 1,000 areas of the law. Lawyers, activists, charities and students reached out with expansion ideas, but it would be impossible to follow up on every single one.

We realized no great work is done alone. Starting today, **DoNotPay is opening up so that anyone can create legal bots for free (with no technical knowledge).**

# 2030: *Four worlds of work*





# *Workforces are changing*

Workforce of the future and law firms

October 2017  
12

*Workforces are changing*

**Purpose**  
**Ageing**  
**Soft skills**  
**Flexibility**  
**Global**  
**Discretionary effort**  
**Brains+bots**  
**Diversity**  
**Talent mix**  
**Generations**  
**Work/life**

# *A question of purpose...*

How will **humans** and  
**machines** collaborate to  
deliver your firm's  
**purpose** ?



*What's happening in the legal sector?*



# *What does the data tell us?*



Chargeable hours continue to decline



Reduction in trainee headcount



Increase in mobile and remote working



Artificial technology and Robotic Process Automation

# *What are the key talent challenges?*



The culture and integration impact of new locations and mergers



Hard to retain the best talent in high competition disciplines



Partner succession blocked



Clients won't pay for 'inefficiency'



# *So what should we do?*

*Billable hours are still key to survival today....*

*...But focus on the future*

A clear view of  
the forces  
driving the  
future - and  
how they  
collide

Really  
understanding  
the technology  
options - and  
how they add  
client value

Protecting the  
brand - but  
evolving what it  
stands for

Bravery to  
cannibalise  
your existing  
business

Creating the  
right culture  
and  
environment  
to succeed

---

# Q&A



# Find out more...



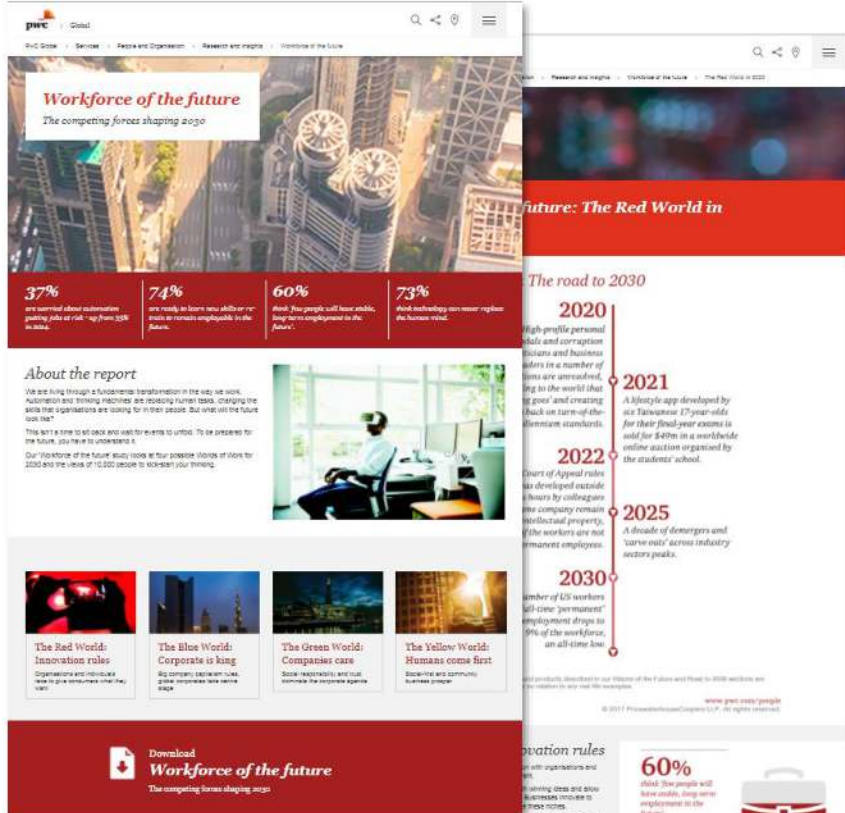
**Workforce of the future**  
The competing forces shaping 2030

**pwc**

[www.pwc.com/people](http://www.pwc.com/people)

[www.pwc.com/futureworkforce](http://www.pwc.com/futureworkforce)

Workforce of the future and law firms  
PwC



**Workforce of the future**  
The competing forces shaping 2030

**37%** are worried about automation posing jobs at risk - up from 15% in 2014.

**74%** are ready to learn new skills or retrain to increase employability in the future.

**60%** think few people will leave public, long-term employment in the future.

**73%** think technology will never replace the human mind.

**About the report**  
We are living through a fundamental transformation in the way we work. Automation and emerging technologies are disrupting familiar tasks, changing the skills that organizations are looking for in their people. But what will the future look like?  
This report is a time to sit back and look for events to unfold. To be prepared for the future, you have to understand it.  
Our 'Workforce of the Future' study looked at four possible futures of jobs for 2025 and the views of 10,000 people to kickstart your thinking.

**The Red World: Innovation rules**  
Organizations are embracing new digital opportunities and the pace of change is accelerating.

**The Blue World: Corporate is king**  
Big corporates dominate value chains, economies are more stable.

**The Green World: Companies care**  
Social requirements are critical to attract the best people.

**The Yellow World: Humans come first**  
Employee and community business leaders.

**2020**  
High profile personal and corporate scandals and business leaders in a number of firms are uncredited, leading to the world that is 'good' and creating a new set of standards.

**2021**  
A lifestyle app developed by six Taiwanese 17-year-olds for their final-year exams is sold for \$40m in a worldwide online auction organized by the students' school.

**2022**  
Courts of Appeal rules are developed outside the country and the company remain structural property, if the workers are not permanent employees.

**2025**  
A decade of denigrations and 'career-outs' across industry sectors peaks.

**2030**  
Number of US workers still doing 'permanent' employment drops to 5% of the workforce, an all-time low.

**Download**  
**Workforce of the future**  
The competing forces shaping 2030

**60%** think the people will leave public, long-term employment in the future.

**Key report messages for leaders**

---

# *www.pwc.com/people*

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PricewaterhouseCoopers LLP, its members, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2017 PricewaterhouseCoopers LLP. All rights reserved. In this document, "PwC" refers to the UK member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details.