



IMPLEMENTING AND EMBEDDING TRANSFORMATIONAL CHANGES IN LEGAL BUSINESS

**Adam Hembury – Director of Innovation –
DLA Piper**

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Objectives

Implementing and embedding transformational changes in legal business

- 2 ■ Crowdsourcing – Engaging the wider business in change and transformation
- 3 ■ Taking a much more client-centric approach for better outcomes
 - Commerciality, discipline and control
- 1 ■ The client perspective on transformation projects

Internal & External Client Transformation Challenge

From this.....



Overcoming the Barriers

- We are doing very well thank you
- Talk big, but change little
- Clients are not forcing us to change much
- Partners
- Competition is not visible enough to scare us

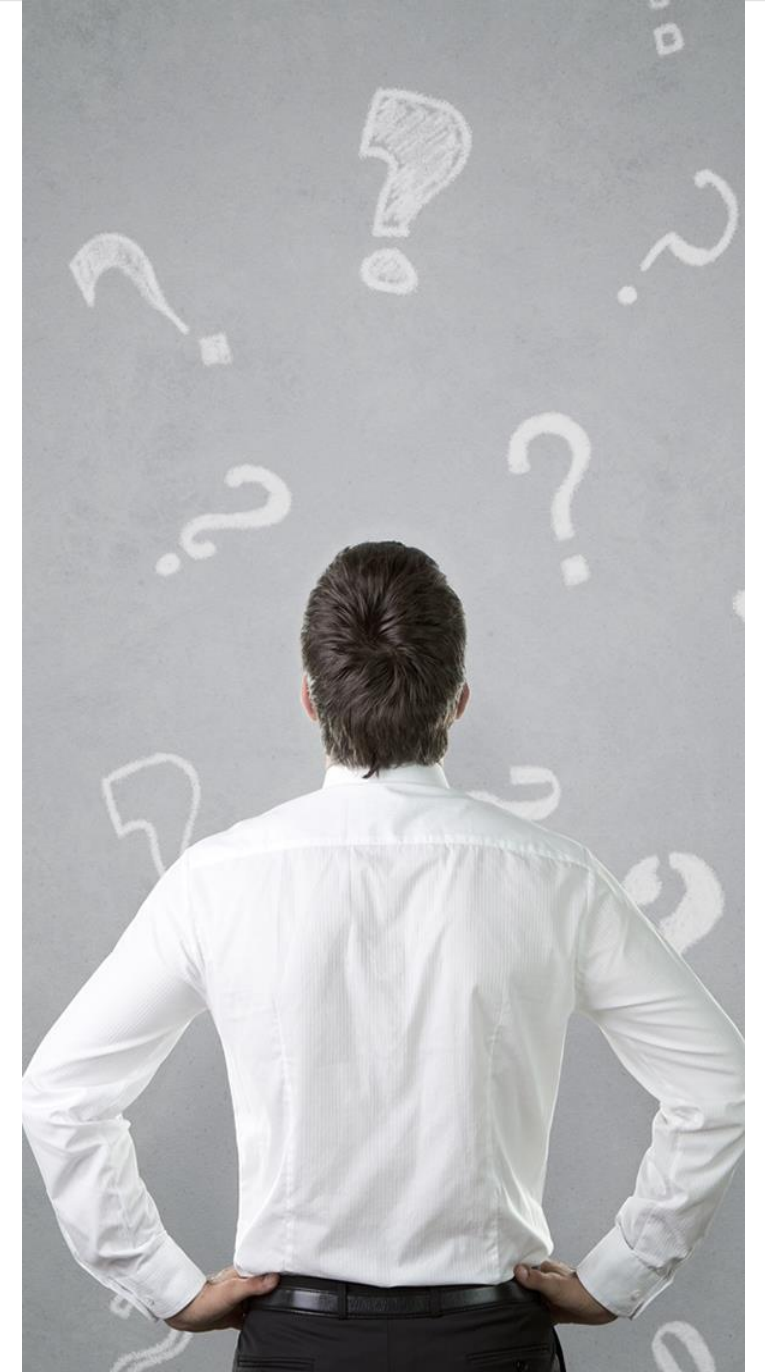


To this.....



Leading Innovation

- It is about changing the way we work work - try new things
- Do not get over-excited by the technology
- Adopt and embed into your work – *"this is just how we work around here"*
- Leading requires clarify on the why, persistence and relentless focus



Revolution or Evolution?

- Clients (and colleagues) love ***talking*** about Innovation and Change
- But competitive advantage comes from adoption
- The opportunity = all firms are struggling with adoption of the most basic
- Come the Revolution(or Evolution) you must be on the pitch, not watching from the sidelines

Engaging The Wider Business

Overview

The focus of the first CEO Challenge: tackling barriers

- We launched our first live “online workshop” on February 8, 2017
- It ran for two weeks, closing on February 22, 2017
- **2,755 (42%)** of our people visited the CEO Challenge, collectively sharing **28,179** ideas comments and votes
- **62%** of participants (**1,697 people**) actively contributed to the conversation; and **38%** spectated (**1,058 people**), logging in to read and follow the discussion but not contributing

"What do you think we should stop, start or do differently to tackle the things that get in the way of you doing a great job and, importantly, why would this help?"

International engagement



Emerging priorities under each area of change (1)

Culture

- Collective leadership
- Shared values & standards of behaviour

Performance measurement

- Enhanced time recording (inc. utilisation)
- Explore complementary performance measurement
- Better processes and systems for performance measurement

Rewards, recognition & recruitment

- Smarter development opportunities for our people
- Clear, consistently applied and impactful benefits
- Make the most of our firm's assets to recruit and better induct the best people internally and externally

Health

- Support systems for mental health and wellbeing
- Support systems for physical health

Emerging priorities under each area of change (2)

Service Delivery

- Flexible personal working
- Smarter team working with shared resources
- Optimising the delivery of legal service with tech or new products/services and business models

IT Systems

- Up-to-date personal IT
- Tools that aid collaborative and flexible working
- Easier to use, faster, more accessible knowledge management systems
- Responsive and accountable support desk

Knowledge Management

- Enhancing quality with knowledge reuse
- Capturing knowledge and insight
- Managing knowledge about our clients and relationships
- Managing knowledge about our people
- Access levels and awareness of information sources

Communications

- Internal communications that bring the right content, to the right people at the right time
- External and client communications that match our aspirations as market leader

Client centric approach

Commerciality, Discipline and Control

How we are working with clients to improve service delivery

- **Operational Excellence** programme led by client – including dedicated LPM

- **Delivery Optimisation Initiatives**
Tech – Kira, Doc Automation, e-signatures

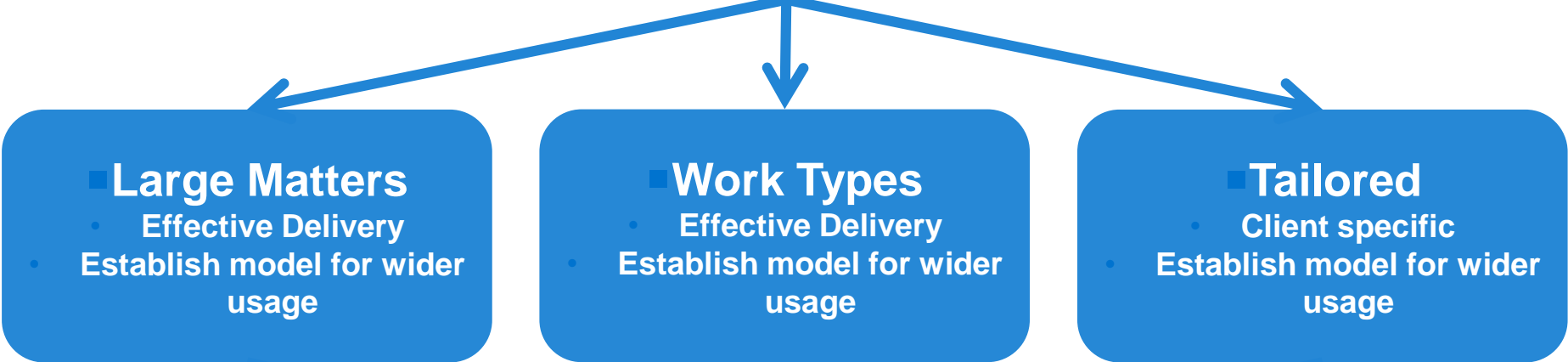
- **Innovation workshops** both general and for specific areas such as Real Estate

- **Delivery Optimisation Initiatives**
LPM process mapping / work redesign

- **Cross Panel Collaboration** jointly working on large matters with other Panel members

- **Alternative Pricing Models**
Fixed fees, longer term arrangements

■ Practice Groups
■ **Optimised Legal Delivery**
■ Clients
■ Changing the way we work



<p>■ Legal Project Management</p> <ul style="list-style-type: none"> □ Delivery discipline □ Profit optimisation 	<p>■ Legal Delivery Centre</p> <ul style="list-style-type: none"> □ Alternative delivery models □ Value add processing
<p>■ Legal Technology</p> <ul style="list-style-type: none"> □ Embedding usage □ New Capabilities 	<p>■ Knowledge Management</p> <ul style="list-style-type: none"> □ Insights □ Value add solutions
<p>■ Client Innovation & Resourcing</p> <ul style="list-style-type: none"> □ Value add insights □ Flexible resourcing 	<p>■ Finance, Marketing</p> <ul style="list-style-type: none"> □ Pricing, MI, Alternative structures

PMO Focus Areas

Current areas that are being focused on

Priority Areas
Improved pipeline management process in place
Visibility of the portfolio including enhanced reporting
Governance and assurance on the key programmes and projects
Project delivery framework including dedicated delivery channel for Innovation initiatives
Support delivery of business projects and Innovation initiatives

E2E Delivery Framework

Process to move ideas from identification to delivery

