

08.30	Breakfast and networking			
09.00	CONFERENCE CHAIR WELCOME ADDRESS Joe Fredericks, director and personal communications consultant, PCA Law			
09.15	PROGRESSING FROM 'BUSINESS AS USUAL' TO 'TRANSFORMATION AS USUAL' Behind the veneer – redefining transformation to be wider, deeper, more endemic, flexible and resilient <ul style="list-style-type: none"> Internal v external propositions for transformation projects Changing the output of transformation projects for more reliable metrics and tangible value Identifying shareholder interest in transformation and delivering value Creating an agile transformation project with a client-centric design Managing client expectations for your transformation project Marion McDonald, business transformation expert (Previously AIG, Barclays, Deloitte, Halifax, PwC, Cap Gemini and British Airways)			
10.00	TRUE TRANSFORMATION OR KEEPING UP WITH THE JONESES? From buzzword to buzzkill – the state and the future of transformation in legal <ul style="list-style-type: none"> Accelerated change is the new normal Measuring success and evaluating metrics in transformation projects Behavioural insights that affect change management projects Implementing digital strategies for innovation Should law firms consider investing in startups? Chair: Richard Brent, editor, Briefing Panel: Derek Southall, head of innovation and digital, Gowling WLG and founder, Hyperscale Group; Adam Hembury, director of innovation, DLA Piper; Emma Dowden, COO, Burges Salmon; Valeria Mancheva, director of relationship management and head of in-house, the Law Society of England and Wales			
10.30	INTERACTIVE AUDIENCE POLLING Rupert Collins-White, editor, pollster-in-chief, Briefing			
10.45	Refreshments and networking			
11.15	THREE TRANSFORMATION TALES – INSIGHT SESSIONS FROM BOTH INSIDE AND OUTSIDE LEGAL BUSINESS <table border="0"> <tr> <td>STREAM A At the coalface of consolidation The practicalities of uniting a growing legal business: The CMS Nabarro Olswang merger story <ul style="list-style-type: none"> How to achieve cultural homology during a period of dramatic change Harmonisation of legacy systems Alignment of ethos and culture during integration Talent management during a merger – putting people first Jennifer Emery, director of strategy and integration, CMS Stephen Millar, managing partner, CMS</td> <td>STREAM B A Network Rail transformation tale Five key fundamentals to make transformation change your world <ul style="list-style-type: none"> Putting the objective, strategy and tactics first How to harness people power for cultural change London Underground case study – that changed the way people travel in London Network Rail case study – that gave double-digit KPI improvements Communication that means something Steve Naybour, head of transformation, Network Rail</td> <td>STREAM C Neuroscience for organisational change <ul style="list-style-type: none"> What are some of the basics that we all need to understand about our brains? The impact of transformation and change on our brains and on our ability to think What helps our brains to focus and what gets in the way The six key factors that make a real difference to our mindset and to our ability to perform at our best Spaces – a practical planning tool to help maintain people's ability to focus and collaborate Hilary Scarlett, international speaker, author, consultant, Scarlett & Grey</td> </tr> </table>	STREAM A At the coalface of consolidation The practicalities of uniting a growing legal business: The CMS Nabarro Olswang merger story <ul style="list-style-type: none"> How to achieve cultural homology during a period of dramatic change Harmonisation of legacy systems Alignment of ethos and culture during integration Talent management during a merger – putting people first Jennifer Emery, director of strategy and integration, CMS Stephen Millar, managing partner, CMS	STREAM B A Network Rail transformation tale Five key fundamentals to make transformation change your world <ul style="list-style-type: none"> Putting the objective, strategy and tactics first How to harness people power for cultural change London Underground case study – that changed the way people travel in London Network Rail case study – that gave double-digit KPI improvements Communication that means something Steve Naybour, head of transformation, Network Rail	STREAM C Neuroscience for organisational change <ul style="list-style-type: none"> What are some of the basics that we all need to understand about our brains? The impact of transformation and change on our brains and on our ability to think What helps our brains to focus and what gets in the way The six key factors that make a real difference to our mindset and to our ability to perform at our best Spaces – a practical planning tool to help maintain people's ability to focus and collaborate Hilary Scarlett, international speaker, author, consultant, Scarlett & Grey
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12.00	Five minutes to move to your next streamed session			
12.05	STREAM A The DWF story of design thinking: The DWF Innovation Kitchen <ul style="list-style-type: none"> Expert insight into DWF's approach to creative thinking and how it can improve your legal business Experience a live demonstration of how DWF people are introduced to innovation Innovation in client services – who are we transforming for, and why? Jason Dunning, principal consultant, DWF Consulting			

12.30	LUMINANCE AI CLIENT CASE STUDY <ul style="list-style-type: none"> What is standing between a law firm and AI? Resistance to change within the law firm and how KM/ IT managers can tackle this The partner model and how it can be used to implement change rather than oppose it Svein Gerhard Simonnæs, corporate partner, BA-HR and Emily Foges, CEO, Luminance		
13.00	Lunch and networking with encompass		
14.00	STREAM A AI – Innovation opportunity or cause for concern? <ul style="list-style-type: none"> How and why is AI being used in legal? Which sectors are far enough along the AI transformation journey and what are the outcomes? What will be the impact of AI on resourcing and talent distribution? What's the future potential of AI in legal? Questions: Rupert Collins-White, editor-in-chief, Briefing Answers: Ben McGuire, COO, innovation group, Simmons & Simmons, and Andrew Telling, UK head of knowledge management, Taylor Wessing	STREAM B How to make offshoring work in a law firm environment <ul style="list-style-type: none"> Strategic objectives behind offshoring Different possible structures and other practicalities Key challenges and how to address them Differences between legal and business services offshoring Implementing change in a partnership environment Mark Ford, chief knowledge officer, Baker McKenzie	
14.45	5 minutes to move to streamed sessions		
14.50	PARALLEL SESSIONS <table border="0"> <tr> <td>STREAM A Implementing and embedding transformational changes in legal business <ul style="list-style-type: none"> Crowdsourcing for transformation projects – Learning how to engage the wider business in change and transformation Taking a much more client-centric approach for better outcomes Commerciality, discipline and control The client perspective on transformation projects Adam Hembury, director of innovation, DLA Piper</td> <td>STREAM B Putting IT at the centre of agility – Digital transformation in law firms Visions for collaboration – how to deliver a 24-month transformation project in six months, and make it work <ul style="list-style-type: none"> Structuring your physical office space to be client-focused Designs for collaboration, communication and co-operation L&D strategy during liminal transformation phases The financial benefits of a truly agile workspace Nick Jenner, director of IT, Ince & Co</td> </tr> </table>	STREAM A Implementing and embedding transformational changes in legal business <ul style="list-style-type: none"> Crowdsourcing for transformation projects – Learning how to engage the wider business in change and transformation Taking a much more client-centric approach for better outcomes Commerciality, discipline and control The client perspective on transformation projects Adam Hembury, director of innovation, DLA Piper	STREAM B Putting IT at the centre of agility – Digital transformation in law firms Visions for collaboration – how to deliver a 24-month transformation project in six months, and make it work <ul style="list-style-type: none"> Structuring your physical office space to be client-focused Designs for collaboration, communication and co-operation L&D strategy during liminal transformation phases The financial benefits of a truly agile workspace Nick Jenner, director of IT, Ince & Co
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15.20	Refreshments and networking		
15.50	TRANSFORMATION IN THE LEGAL SECTOR: AN EXPERIENTIAL FORUM THEATRE SESSION This interactive session will bring together some of the key themes from the day – the audience will be asked to participate in a forum theatre based conversation to explore: <ul style="list-style-type: none"> Which are the four key essential ingredients for innovation in practice? How do we ensure that transformation moves from theory to action? In what ways does transformation impact the client conversations we have day-to-day? What type of listening is required to ensure our transformation is fit for purpose? How can we use the trust equation to better understand the role transformation has to play? Using forum theatre to demonstrate a typical client review conversation, the audience will have the rare opportunity to give a (hypothetical!) partner, some direct feedback about their communication skills, as well as hearing first-hand from a client about the impact that transformation is having on their client experience, during the forum theatre conversation. Joe Fredericks, director and personal communication consultant, PCA Law Sarika Sabherwal, lead facilitator and core team member, PCA Law		
16.50	TURNING FUTURE SHOCK INTO ADVANTAGE – ANTICIPATING EVEN LARGER ELEPHANTS <ul style="list-style-type: none"> Better foresight from better hindsight – surprising lessons from history What if AI gets smarter, faster than most analysts expect? Possible timescales for the rise of affective computing and artificial emotional intelligence Stealing fire – the emerging technology for a new level of human performance The five most important workplace skills for the 2020s David Wood, radical real world futurist		
17.20	Conference chair closing address		
17.30	Conference close		