

Briefing

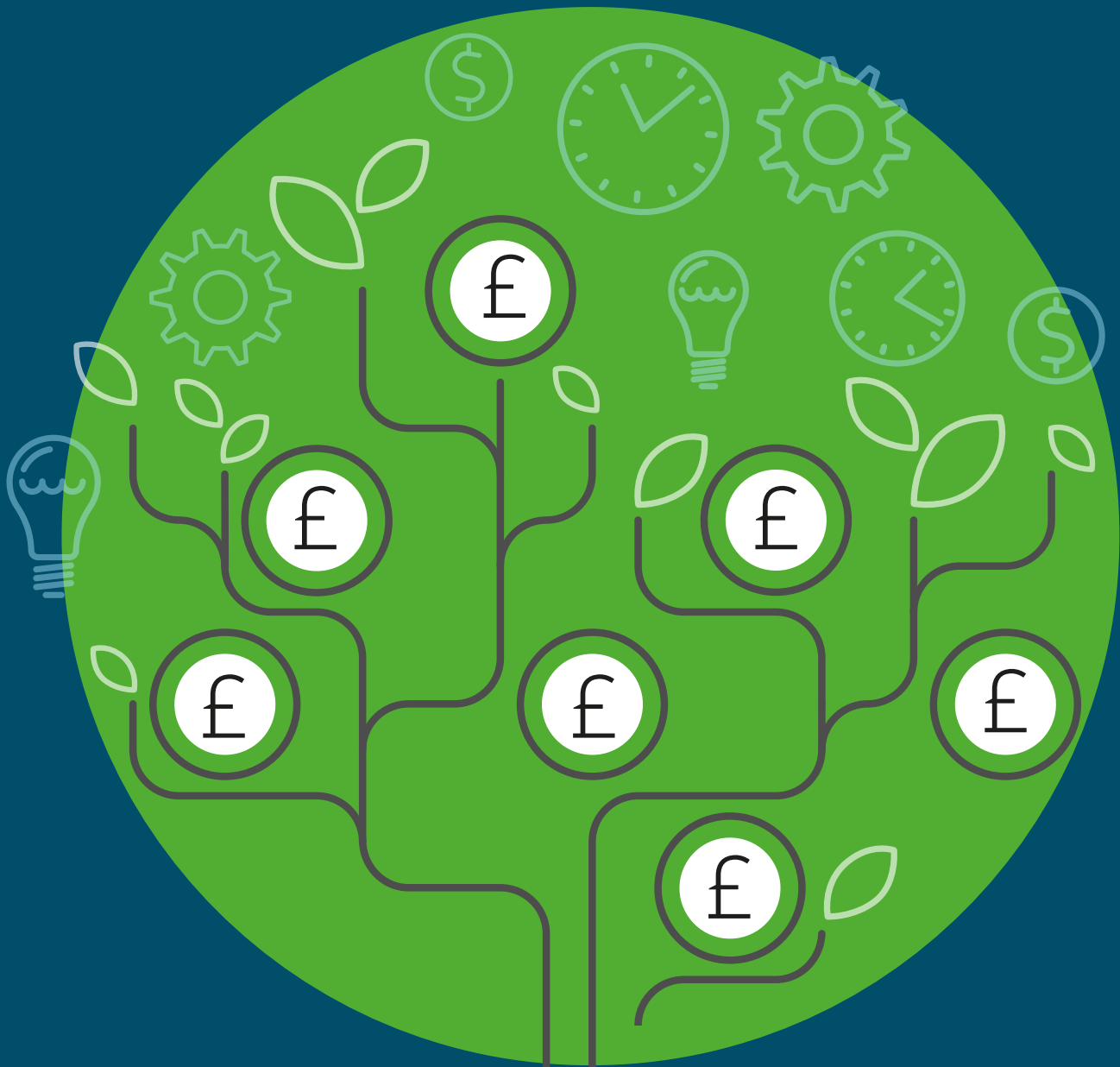
October 2018

SMARTER LEGAL BUSINESS MANAGEMENT

SPECIAL PROMOTION
Four business services heads at Moore
Blatch advance their careers at once

CLOUD IN MYSTERY?
Thomson Reuters Elite on why it's time to
get real about the benefits of cloud

MAP YOUR HANDS
Herbert Smith Freehills on the
practice of optimising legal process



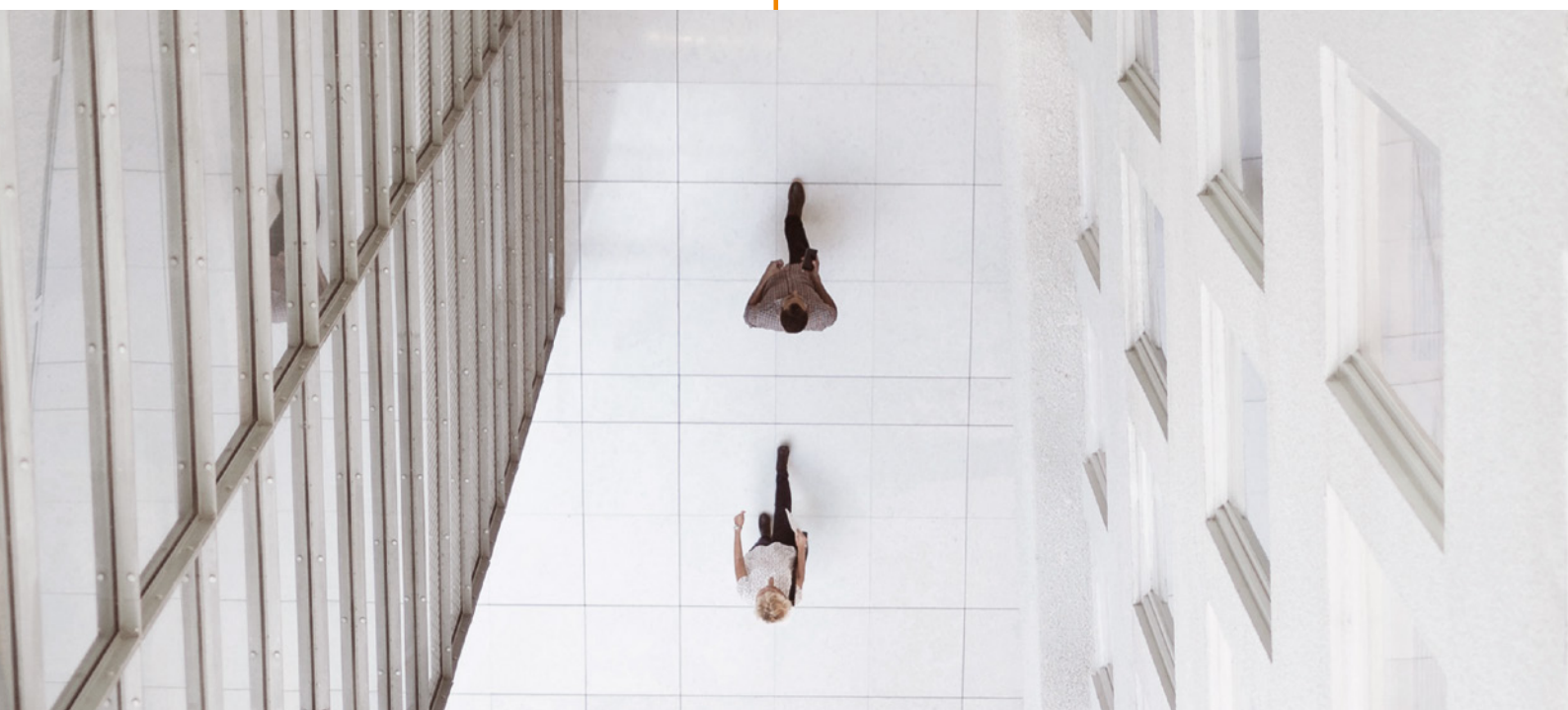
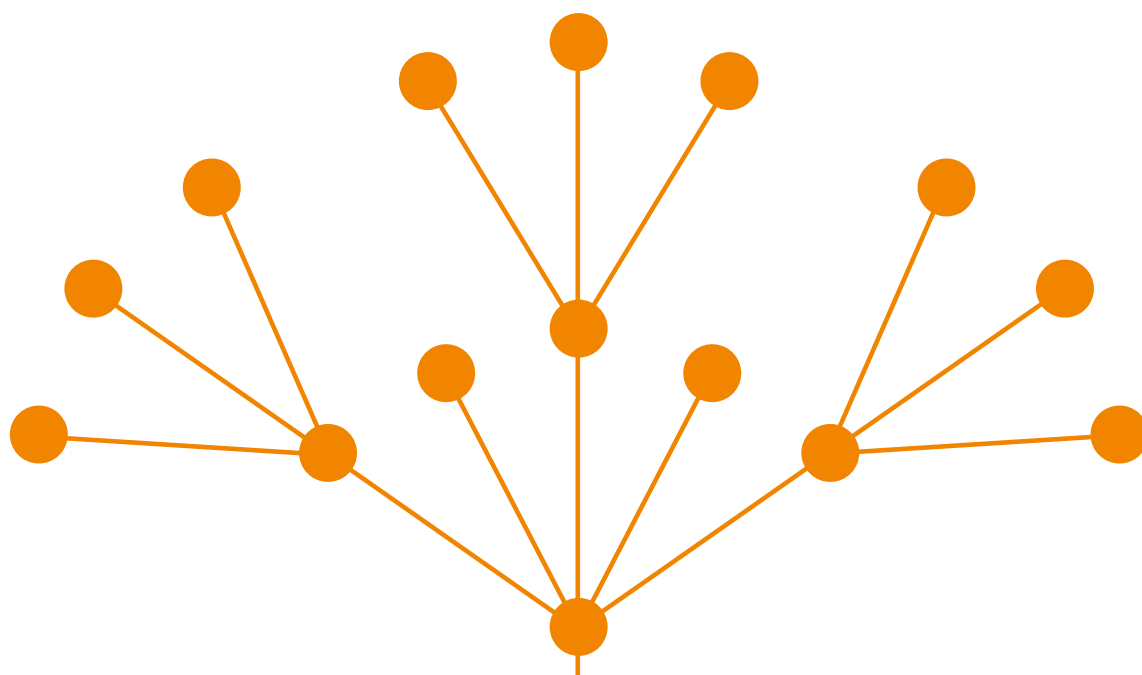
Win with the new

There's no magic money tree in business life, but clients' legal challenges abound – so why are firms so focused on finding complementary services?

3E guides your firm to a future without limitations.

THOMSON REUTERS
ELITE™

Gain the strategic visibility to embrace change fearlessly.
Arrange a demo today at elite.com/3E



The intelligence, technology and human expertise
you need to find trusted answers.



the answer company™
THOMSON REUTERS®

Issue sponsor:

THOMSON REUTERS
ELITETM

Who we are...



Richard Brent is the editor of **Briefing**. He likes to get out and meet as many of you as possible, so contact him at richardb@briefing.co.uk



Kayli Olson is **Briefing's** assistant editor. She finds stories and data. Care to contribute? Contact: kaylio@briefing.co.uk



Andrew Muir is **Briefing's** editorial assistant – sometimes Richard lets him write things. Contact: andrewm@briefing.co.uk



Holly McDaid is **Briefing's** client services manager, responsible for managing supplier insight. Contact: hollym@briefing.co.uk



Rupert Collins-White is Burlington Media's creative director. Contact him at: rupertw@briefing.co.uk



Sarah Cox is Burlington Media's client services director. Contact her at: sarahc@briefing.co.uk

Talk to us

Briefing on Twitter
[@Briefinglegal](https://twitter.com/Briefinglegal)

Email us your thoughts
editorial@briefing.co.uk

Find all our back issues online
www.briefing.co.uk

Write us a letter (remember those?)
Briefing magazine
Burlington Media Group
20 Mortlake High St
London SW14 8JN
DX 36356 East Sheen

TRANSCRIPTIONSERVICES
from IntelligentOffice[®]

Editor's letter



I

f you ask me, some of the more pleasant scenes in politics over the last month or so involved individuals who didn't seem particularly interested in contributing to the important debates of the day.

Just a few days ago we had baby Neve joining New Zealand prime minister Jacinda Ardern at the United Nations General Assembly. Earlier in the month, deputy leader of the Liberal Democrats Jo Swinson popped back into a parliamentary debate with son Gabriel in tow.

And there is, of course, a serious point behind the nice pics. The fact they should be so surprising may suggest other workplaces need to do more to recognise and support people's roles as parents as much as contributors to under-pressure productivity.

Other workplaces need to do rather more to recognise and support people's roles as parents as much as contributors to under-pressure productivity

Now, after a push from Swinson herself, 10 large organisations have agreed to publish their parental leave and pay policies online. She says the information could be published by companies of over 250 people alongside the new gender pay gap data each year, and would present a marketing opportunity as firms sought (and fought?) to offer an attractive package.

It's early days for the campaign, but heartening to see professional services are particularly well represented in the list. No surprise to see each of the Big Four taking the opportunity – and Linklaters and Addleshaw Goddard have also signed up alongside big names in consultancy and banking. A flick through websites as this issue goes to press on the very morning of the announcement finds PwC particularly quick off the mark – publishing the all-important big numbers, and highlighting they complement plenty of other initiatives such as its 'returnship' programme.

Law firms are, of course, also doing good things. Last month, for example, **Briefing** was at the launch of the Reignite Academy, where leading firms are collaborating to focus on supporting women lawyers who've left their careers and now want to return to a specific practice and the prospect of partnership. But some extra pressure on the levers of diversity progress, we feel, is no bad thing.

RICHARD BRENT **EDITOR**

WHAT DOES IT TAKE TO DRIVE LEGAL TECH AND INNOVATION?

**Join us and your legal peers for an exceptional
day of education and networking**
WEDNESDAY, 14 NOVEMBER 2018 | LONDON



SESSION TOPICS INCLUDE:

- ✓ GC perspectives on Cloud, Innovation, Security, Risk
- ✓ Innovation - Lessons Learned, Future Outlook
- ✓ Business and Legal Process Improvements
- ✓ Dramatic Shifts in Legal Services
- ✓ AI Solutions and Real World Applications
- ✓ Blockchain
- ✓ Security & Information Governance
- ✓ Knowledge Management
- ✓ Leadership and Professional Development

LEARN MORE AND REGISTER AT
insight.iltanet.org

MEET OVER 40 BUSINESS PARTNERS
AND SOLUTION PROVIDERS

Inside this month

16

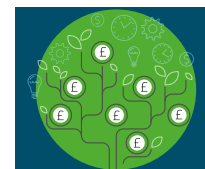
Promotion prospects

"Firms normally don't want to hand a business opportunity to competitors"

Chris Ake, commercial director, Moore Blatch (back, right)



Briefing



Briefing is the only legal business management title, and is focused exclusively on improving the work and worlds of law firm management leaders. Every issue is packed with relevant insight and lessons from peers and pros.

UPFRONT

06 Roundup PwC picks up a US partner, and law firms look at Europe strategy

07 Lex pop Do business services also need help finding time for innovation?

08 Book review Simon Harper at **LOD** considers the merits of Myths at Work

09 What's on your whiteboard? Fiona Severs, head of community and engagement, **Keystone Law**

OPINION

10 Julie Thomas at **Hogan Lovells** says firms must invest further to make a stronger mark on diversity

FEATURES

12 The big idea Why firms are moving beyond legal for their next phase of business growth

16 Team profile The business services heads at **Moore Blatch** on the meaning of a mass promotion

BRAIN TRAINING

20 Hands on Priya Lele at **Herbert Smith Freehills** on the finer details of managing legal process mapping

INDUSTRY VIEWS

24 Erig Sugden at **Thomson Reuters Elite** makes the case for cloud as the best platform to embark on an innovation journey

28 Catherine Walker at **Invest Newcastle** says the city has talent for the taking

30 Katja Ullrich-North and Sarah Houghton at **Hogan Lovells** on the scope of automation opportunity with **Contract Express** from **Thomson Reuters**

32 Tony Cox at **Peppermint Technology** argues that cloud's day could scarcely be clearer

REAR VIEW

34 **Six of the best** Law firms for LGBT+ inclusion, according to Stonewall

TRANSCRIPTIONSERVICES

from **IntelligentOffice**™

Save money by outsourcing your document production to us.

Visit intelligentofficeuk.com/cost-calculator

 **ROUNDUP**

Border walks



Just as the buildup to the Labour Party conference included (among much else, you may have noticed) a potential probe of the behemoth Big Four, **PwC** was back in the legal business spotlight last month, with a new strategic alliance struck in the US.

PwC UK and **Fragomen, Del Rey, Bernsen and Loewy** are collaborating only with respect to immigration services, as they say more frequent business travel is replacing longer-term moves, raising greater compliance challenges for clients.

11%

The proportion of Hogan Lovells global revenue flowing from the firm's German practice

Julia Onslow-Cole, PwC UK partner and head of its global immigration practice, said in a press release: "Making our respective immigration teams available to clients, particularly in the US, will provide an even deeper level of local insight. The PwC and Fragomen alliance will also facilitate more strategic, global insights on the impact of government policies on both corporate immigration and mobility."

But elsewhere, it was most definitely European strategy making the headlines in September. Intriguingly, for example, **Hogan Lovells** has just created a brand new role of managing partner for Germany. Stefan Schuppert steps up from being office managing partner in Munich for nine years (his replacement Heiko Tschauner), and there's also leadership change in Hamburg, with Christian Stoll taking over from Susanne Karow.

The press release for it declares 'One Germany', with Schuppert commenting: "Our four offices in Germany are hugely successful and strong individually, and even stronger when working together as one team across some of the most

challenging and high-profile matters."

Just a day later, it was the turn of **Clifford Chance** – this time, with news of a new senior partner role for Luxembourg. Christian Kremer has been the founding Luxembourg managing partner since the merger that created the office in January 2000 – and his former shoes are filled by national banking, finance and capital markets co-head Steve Jacoby. CC managing partner Matthew Layton said: "Whether advising corporates and banks on their most critical and complex cross-border matters, or helping our growing roster of funds and investment management clients, for which Luxembourg is a key hub, the office plays a vital role."

And finally – certainly no stranger to an announcement of this nature – **Fieldfisher** just managed to squeeze in the news of its merger with leading Spanish law firm **JAUSAS**. Structured as a Swiss Verein, offices in Barcelona and Madrid will be rebranded **Fieldfisher JAUSAS**, and notably the corporate/commercial practice there includes a specialist China desk.

Managing partner Michael Chissick said: "Spain has one of the fastest growing economies in Europe and is the fourth largest economy in the Eurozone. It's where an increasing number of our clients are doing business, and where we have for some time been looking to establish offices in line with our strategy to be in all the major commercial centres of Europe."

The firm has already introduced new offices in Frankfurt, Luxembourg and Belfast in the course of 2018 – and in August it announced a third China office in Guangzhou. It has a licence from China's Ministry of Justice to advise on both contentious and non-contentious work in the country, and said at the time that China was one of the firm's fastest growing jurisdictions. 

"Our four offices in Germany are hugely successful and strong individually, and even stronger when working together as one team across some of the most challenging and high-profile matters."



PAUL ORCHARD
Head of innovation, Stephenson Harwood

Business services have a fundamental role to play in developing and delivering innovation – it should be regarded as core to their roles. To add incentives over and above existing methods of reward implies it is something extra. But it's not – it's the 'day job'. The same is not true of lawyers (most of whom consider their role to be revenue generating) who are often incentivised with the mechanism of billable hours target. For now, tweaks to the lawyer incentive model like 'innovation hours' make a lot of sense.



JANE STEWART
Head of innovation, Slaughter and May

Yes. Our people are our most valuable asset and we value their ability to shape our innovation agenda and activities. Our collegiate culture means that everyone shares the desire to innovate in the way we work and deliver advice to our clients. Unlike many firms, we do not have billable hours targets or other targets linked to work volumes. This means we have an opportunity to align incentives and seek equal contributions from our fee earners and business services teams.



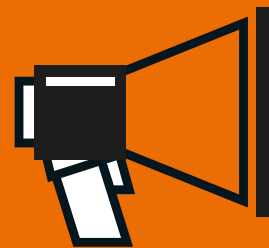
NIGEL EMMERSON
UK head of innovation, Womble Bond Dickinson

We believe innovation comes from the ability to see things from a different perspective and our support services teams help us do that. Everyone has a part to play, and every part is important. Individuals from business development and knowledge management through to HR sit on our innovation group so we have a breadth of ideas to help us remain competitive, relevant and progressive. Initiatives like our innovation week and innovate BD competition ensure everyone can get involved in driving innovation.

LEX POP

Hour time

As some law firms embrace the idea of 'innovation hours' contributing to fee earners' billable-hour targets, we ask: "Should business services talent also be incentivised to contribute to innovation?"



LUCY DILLON
Chief knowledge officer, Reed Smith

'Incentivise' isn't the right word. Fee earners are given innovation hours in the context of giving up time (their most valuable currency) to the development of new ways of working or products. Time recording doesn't represent the same challenge for business services. However, innovation is not just for lawyers. Arguably, ideas can't be realised without business services. Members of these teams should be given the time and recognition to work on innovation with fee earners, one another or external organisations. Innovation that benefits the firm and clients is one of our core values and plays a part in our appraisal process.



MIKE POLSON
Co-head of innovation, Ashurst

I don't think this is a prerequisite for success. The dynamic here is different from that of the lawyer world, where the billable hour largely remains the key currency in many measurement systems and other activity needs to be given a similar billable hour value to encourage contributions. Business services contributions can be measured through goal setting and outcomes and it is therefore straightforward and important to include contributions to innovation in a list of key performance indicators for business services staff. Additional incentives would, of course, help to prioritise innovation contributions ahead of other, shorter-term activities.

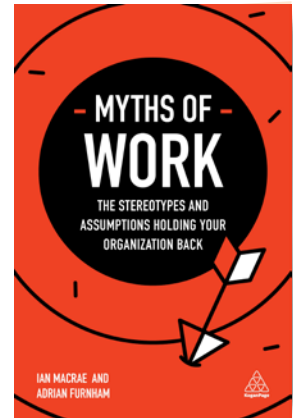


Do you have a view? Or an issue that we ought to debate?
Have your say in Lex Pop – tweet us @Briefinglegal or email andrewm@briefing.co.uk any time

READING LIST

Myth dimension

Simon Harper, co-founder of LOD, says *Myths of Work*, by Ian MacRae and Adrian Furnham, was a surprisingly easy summer read that exceeded expectations – and also managed to challenge some management assumptions



Any bestsellers list in the business book genre tells us the lure of the simple answer is huge. If we just ‘believe in our intuition’, ‘find our purpose’ or ‘stick to our core’, this could be the silver bullet for all our leadership woes. But the bullet on offer is usually clear from two minutes with the cover blurb and chapter headings. Read the accompanying Harvard Business Review article and your work is done. Thanks to a beautifully designed cover and buzzwordy title, these books seem to get the press coverage and the airport bookshop shelves.

Myths of Work is not like this. It turned out to be a great read – one of the best in my summer pile – but I wasn’t expecting that. It sat there for weeks, until I engineered it to be the only book I had on a short-haul flight. A look through the chapter headings didn’t inspire – 27 ‘myths of work’ debunked, without obvious themes. And neither book nor cover could be said to be any triumph of design.

And yet, as I turned the pages, I was quickly won over. The way the book tackles each myth succinctly and thoughtfully is hugely refreshing. It’s not burdened by long case studies or rambling anecdotes, and it quickly gets to a conclusion, a useful nugget. Not just one – 27 of them.

Even better, brevity doesn’t mean over-simplicity. There’s a sense the authors know their topics well, writing with authority. The endnotes from each chapter are well chosen and useful

reference points for any reader who wants to go deeper.

The book’s breadth makes it hard to give a sense of content succinctly. Perhaps best to give some examples that especially resonate. I’d suggest:

- **Myth 11** – It’s better to have high self-esteem at work. The authors’ nuanced answer to this won’t surprise those who work in law firms, and who too often see too little modesty, humility and self-awareness in their leaders. Food for thought about how we choose future leaders!
- **Myth 17** – Perfectionists make the best employees. As the book points out, and most lawyers know to their cost, “there is a dark side to perfectionism”. One to bear in mind in reviews and appraisals.
- **Myth 21** – Millennials are changing the workplace. Here’s one that challenged my thinking. I’m not sure I agree with the conclusion (that they are not), but it’s a reminder that the most-heard theory is not necessarily the most accurate one.

One joy of *Myths of Work* is that it doesn’t shy away from the complexities of the workplace. And, to use the authors’ own words, they “accept ambiguity”. Sometimes, the truths we need to work with in every organisation are fuzzy and nuanced – arguably, that’s what makes management interesting. MacRae and Furnham should be applauded for being unafraid to step away from the simple answer and give a succinct and thoughtful perspective on how to make the most of our workplaces. ▴

Publisher: Kogan Page
Publication date: October 2017
Price: £14.99 (paperback)
OFFER: 20% off – visit website www.koganpage.com and enter code BRIEFING20

Sometimes, the truths we need to work with in every organisation are fuzzy and nuanced – arguably, that’s what makes management interesting



WHAT'S ON YOUR WHITEBOARD?



Fiona Severs, head of community and engagement at Keystone Law, talks cultivating culture and onboarding lawyers effectively in an agile law firm

Q How has Keystone Law's model influenced your approach to shaping culture?

A Unlike some firms, where the culture is pushed down from the top, the culture at Keystone is intrinsic to the model. It comes from the fact that we don't operate using a traditional partnership structure or a lawyer hierarchy. All of our lawyers join as equals and receive the same remuneration package. We encourage collegiality by rewarding internal cross-referrals. Unlike in a traditional model, where you might try to keep a good client for yourself, at Keystone you want to share your clients as much as possible, because you are financially rewarded. There's a complete absence of the jostling and politics that you can find in a more traditional firm. The culture develops naturally from there.

Q Has Keystone's recent rapid growth presented any challenges?

A Each lawyer is unique, so the onboarding process is tailored to them and starts with a bespoke two-day induction that differs depending on that lawyer's needs. Directors spend face time with the lawyer to ensure that they understand the services and support on offer from Keystone. One challenge is ensuring that we have enough time to individually meet everyone and give them the focus and attention they need to get started.

Q How has technology helped with these challenges?

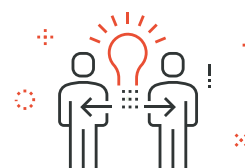
A It's allowing us to streamline the onboarding process. As with most things at Keystone, everything is bespoke. We've designed our own IT system that allows us to automate onboarding admin as much as possible. This minimises the pressure-points lawyers have and allows us to do the heavy lifting for them. This also frees up time for directors to meet them in person.

Q How have you promoted a cohesive culture when people are based across so many different places?

A There's definitely a perception that a firm like ours is a disparate collection of individuals, but this couldn't be further from the truth. Keystone is made up of like-minded people who are sociable and want to get together. An awful lot of what I do is spotting synergies between lawyers. For example, they may be in different practice groups, but have similar clients or needs. So, I create opportunities for them to connect and make the most out of doing so.

Q How do you connect your lawyers?

A We have over 50 social events each year and, even though it's no longer compulsory, we run continued professional development



(CPD) sessions. Although lawyers can roll their eyes at the concept of CPD, it's really important to us. It's something that many of our lawyers look forward to because they're interesting, engaging and we try to make them fun. We do two hours every month followed by drinks and networking, meaning sessions are always well attended. This is really important to us because the social aspect of CPD is crucial in creating a genuine sense of belonging. So, although our lawyers are located across the country and further afield, there's a continuous focus at least once a month that brings them together. Our rate of growth also means, even if you think you know everyone, a month or two later there'll be so many fresh faces that you'll want to come through and meet them.

Q What does it really mean to 'belong' in a law firm?

A That's a really interesting choice of words. There were definitely times I was a trainee or junior associate where it felt like the firm owned my time, my life, even my soul. For me, belonging in a firm is about working with like-minded, kindred spirits that share my values and where there's mutual respect. ▀

SPEAK UP

Inclusion fusion

Diversity and inclusion (D&I) has been on the agenda for over a decade, with considerable research demonstrating that a diverse workforce and an inclusive environment improves business performance – and both clients and graduates looking for responsible and inclusive businesses. We've seen positive movements in recent years, such as the introduction of gender targets, gender pay gap reporting and support from organisations such as the 30% Club and Stonewall. Yet a Law Society report in 2017 showed that less than 20% of women and just over 20% of ethnic minorities make it to senior levels in firms.

With so many initiatives in place, why does progress remain slow? The answer is inevitably multi-faceted. Leadership is key. D&I has historically been seen as an HR-led activity. And while this has enabled activity, it has sometimes prevented a clear relationship between the business strategy and the D&I strategy. Only when D&I is truly embedded in the firm's culture and leadership behaviours do we begin to see sustainable improvement.

We also know that inclusive leaders cast a long shadow. Having a CEO who leads from the front – as is the case at Hogan Lovells – is critical. However, it's also important to focus on the development of leaders at all levels to

ensure D&I is built into the culture, while supported (but not owned) by HR.

Resource and budget is another challenge. Most firms have a stated objective to achieve better outcomes for diverse people, but they also need to have the means of driving this change. D&I responsibility is often coupled with another 'day job'. Investment in tools to support leaders is critical, and it needs to be regularly refreshed, not a one-off.

Conversely, initiative overload can also be a risk – plenty of activity but with little measurement of the impact or effect. To increase their effectiveness, many firms are now looking beyond D&I as a series of separate strands (gender, sexual orientation, ethnicity) to more multi-dimensional solutions, with an integrated approach that leverages talent across diverse groups.

But there is also now a sense of urgency. Perhaps because we've been having this conversation for a decade, there hasn't been the imperative for change. That time is now. The rise of the #MeToo and #TimesUp movements have been a catalyst, and the industry is responding. While still valuable and important, interventions are extending beyond celebrations of Black History Month or International Women's Day, to more targeted efforts that bring firms and clients together to share best practice to effect change faster in the sector. ▴



Julie Thomas
Global head of diversity, inclusion and wellbeing
Hogan Lovells

🐦 @juliethomas4

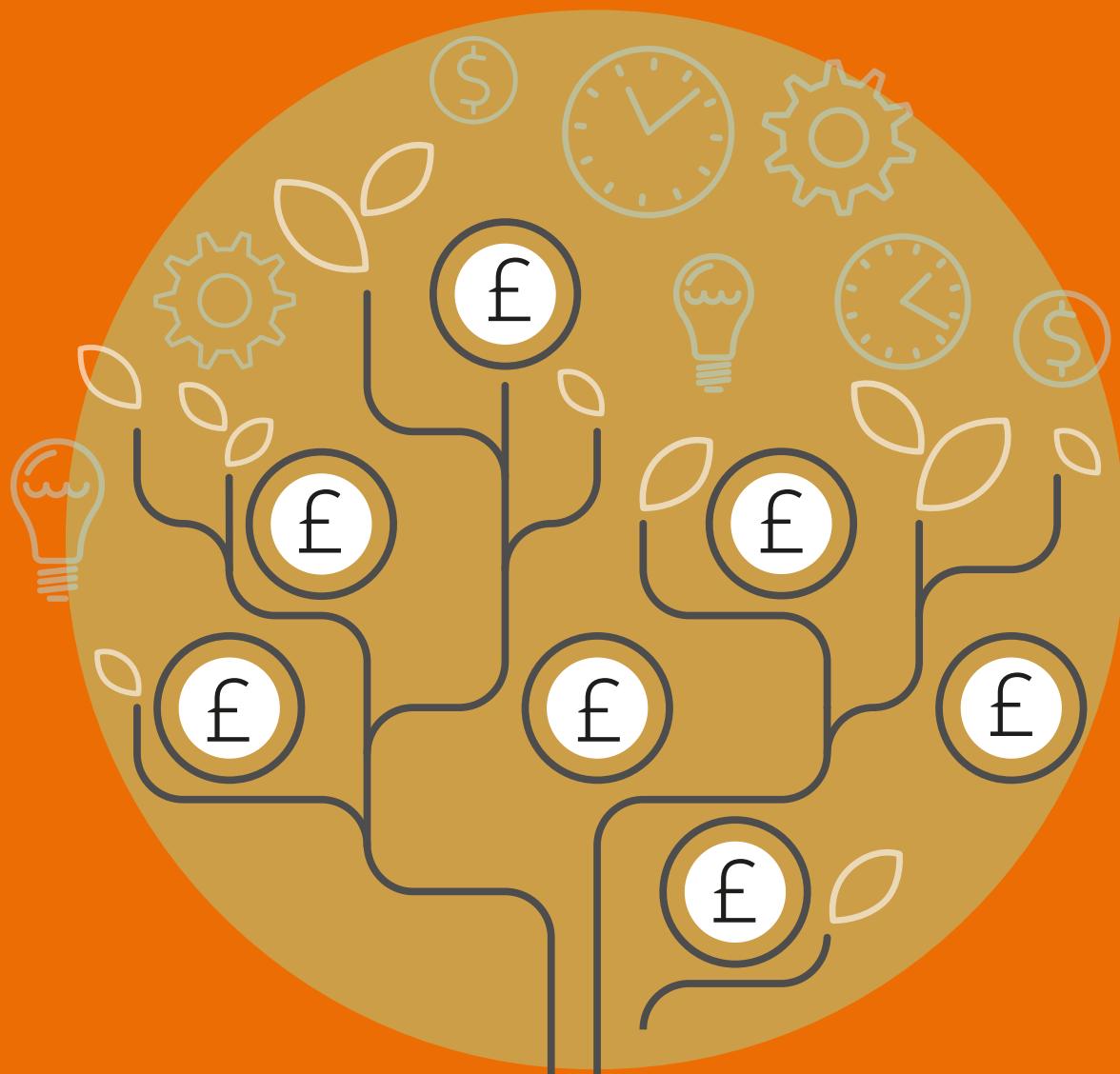
D&I has historically been seen as an HR-led activity. And while this has enabled activity, it has sometimes prevented a clear relationship between the business strategy and the D&I strategy

Do you need a next day delivery that's guaranteed?

Your documents are sensitive, urgent and business critical. Our tracked services provide delivery reports, online tracking in real-time, and with next-day delivery by 9am as standard.

For more information email exchange@thedx.co.uk or visit dxdelivery.com/exchange





Features

12

The new look

More law firms are diversifying by offering services aside from legal. Kayli Olson reports

16

Briefing people

The business services team at **Moore Blatch** on their top projects post-promotion

THE BIG IDEA

The new look

Legal is spinning out ever more services – consultancies in diversity and inclusion, innovation and cybersecurity are just a few to pop up to play. Are law firms now anybody's business? Kayli Olson reports

Y

ou can't be a law firm these days, it seems, and only advise on legal matters.

"Regulatory changes by the Solicitors Regulation Authority have paved the way for law firms to diversify their revenue streams into other markets. And it allows law firms to better compete with other professional services firms, who are making their own forays into the legal services market," says Daniel Avener, CEO at Mishcon de Reya's new offering MDR Brand Management.

More importantly, he says, it helps to address a growing demand from clients for their law firms to provide more 'commercial' advice, stretching beyond technical legal knowledge to encompass wider business management skills.

But even before changes to the regulatory environment, firms had been offering alternative services, added-value or otherwise. And it only continues to snowball.

Client connection

In Summer 2017, Pinsent Masons announced its acquisition of Brook Graham, a diversity and inclusion consultancy.

Linda Jones, partner and head of employment at Pinsent Masons, led the firm's acquisition of Brook Graham and continues to work with Stuart Affleck, appointed director of the arm, and its founders Lesley Brook and Jacey Graham.

"We had been using Brook Graham ourselves on

an initiative I introduced back in 2013. Project sky was our programme to get better gender balance in our partnership and senior leadership and we had brought in some external support," she says.

The firm had heard of Brook Graham through one of its clients and it was brought in to make project sky more effective, she says. Pinsent Masons senior partner Richard Foley had also been asked to speak at one of the consultancy's mentoring programmes at the Law Society.

Jones says that at the end of 2016 the founders approached Pinsent Masons to say they wanted to sell their business to move on to a bigger platform. "They had been made a couple of offers, but wondered if we would be interested. We had been interested in trying to grow our own diversity and inclusion consultancy for our clients.

"They were a good fit as our client bases were very similar and we shared the same vision."



The recent story of DWF Consulting's partnership with Ideas Centre Group (ICG), announced in August 2018, hums a similar tune.

Co-founder and principal consultant for innovation at DWF Consulting Jason Dunning recalls sitting in one of ICG's seminars for the first time at the beginning of the Connected Services journey.

"'Creativity and innovation', the apparent buzzwords at the moment, were being bounded around within organisations. I wanted to give this approach a go and see what all the fuss was about. By the end of the session I was genuinely blown away."

The method was a completely different approach to tried and tested improvement methods around problem solving. Dunning says, there was an opportunity to leverage that narrative and give Dr Dave Hall and the ICG scale

internationally.

He says: "To produce novel or new thinking is something that people are generally rubbish at doing. It's the, 'I've never thought of that before' factor we want to generate through the tools and techniques we use."

Ed Hunt, also co-founder and principal consultant at DWF Consulting, adds that the firm wants to be able to create more value from existing resources in new ways for its clients.

And Karl Hopkins, partner and global chief security officer at Dentons, says the firm's new intelligence and strategic services practice, formally launched in September 2018, was "just a logical connection and continuation of a lot of the things that we were already doing"

The new practice, also chaired by Hopkins, includes a mixed team of legal, business intelligence and security professionals – he says it

aims to break the silos of the firm and approach matters more holistically.

“There’s a lot of fatigue in the risk space. It’s no longer about awareness – the dialogue is starting to shift to resilience and risk management. So, we’ve developed assessment tools and products to help clients through that.

“Where are they on the risk scale, how can they allocate resources and what needs more attention or maintenance? Just giving some advice on a nice piece of paper isn’t going to solve the problem. We try to work in a more results-oriented way and be practical. Clients need solutions.”

Avenier says MDR Brand Management also pulls together the firm’s business services teams and people across IP, reputation protection and MDR Cyber (another non-legal service).

“The new service was created because of the growing overlap between creative, commercial, regulatory, digital and legal considerations.”

Diversifying delivery

So, top-100 UK law firms are on track to diversifying their services, but how does that actually play a part in the firm’s business?

It’s a bit of a bumpy ride, and there are different models. Brook Graham was, of course, an acquisition of an existing business. Jones says Pinsent Masons tested it as a limited company and also bought shares in it.

MDR Brand Management is the fourth non-legal business within the Mishcon de Reya Group, sitting alongside MDR Cyber, MDR Discover and Mayfair Private. It was created. It’s structured as a limited liability partnership (overseen by Avenier, who was previously senior vice president of global brands at CAA/GBG). Whereas DWF licensed ICG’s intellectual property in an exclusive deal with Dr Hall. The now combined proposition works on fixed fee and clients pay for modules of work either in a lump sum upfront or in phases of delivery.

“It’s important to put power back into the hands of the client and generate trust. And we’re not lawyers by trade, we’re both from the banking sector so we have a diversity of skills and approach,” says Dunning.

At the moment the ICG workshops run across



“We want our clients to be self-sustaining and then they can come to us for the complex matters, but we’re there at the start to help them on their feet.”

*Ed Hunt, principal consultant,
DWF Consulting*

the UK, but in 2019 DWF Consulting is looking to branch out to Australia and potentially North America and Europe, he adds.

Masterclasses are open to anyone interested in the theory side, with the option to then attend a techniques workshops – membership is £3500 for a year. It’s limited to eight companies in any one Idea Centre and they meet six times a year.

Hunt says: “The Idea Centres hold the germs of ideas. They need incubation. Then DWF Consulting can offer training and prototype services – to put meat on the bones of innovation.

“We want our clients to be self-sustaining and then they can come to us for the complex matters, but we’re there at the start to help them on their feet.”

Dentons rolled out the intelligence and strategic services practice in the US to start – unofficially it had been doing this work for a while, and the announcement acts as a more formal aggregation of the firm’s talent around the world.

“We’ll grow quickly as we continue to identify talent from cybersecurity, privacy, white collar, data analytics and investigative practice. It’s been a mix of leveraging internal resources and bringing in outside expertise,” says Hopkins.

“We do this to build up our incident response, communication and cyberforensic teams to work on multidisciplinary problems for clients.”

Happy tummies

Hunt at DWF Consulting says one of the age-old questions is: ‘You’re a fantastic law firm but what else can you do?’ “Having an answer to that will help firms further differentiate themselves.”

The new Dentons practice came about from

listening to clients and following them into the areas they want to go, says Hopkins.

“The world has grown smaller and faster, but not necessarily safer. As this happens, clients are having a hard time getting actionable advice and outcomes because they are using too many advisers. The lines between legal, cybersecurity, business intelligence and geopolitical advice are blurring.”

He says firms need to be able to solve tomorrow’s problems, think more strategically and help clients through that process as well. This will only happen by offering a wider range of services.

There’s definitely appetite in the market for D&I services, says Jones at Pinsent Masons. “We were helping a lot of clients with their gender pay gap reporting. Having Brook Graham with us only strengthens our proposition.”

Being a law firm today means not only being there for your client’s legal issues but creating a better working environment, she adds – improving their productivity and making both businesses more attractive as employers really deepens the client and law firm relationship and means you can add more value to them in the future.

Kate Wolstenholme, partner, business services sector, at PwC, says she sees many law firms seeking to train lawyers as broader business advisers and thinking more widely about the services they can provide.

“Most will have an eye on where growth opportunities lie, and with what is a fairly saturated market for legal services, particularly in the UK, it’s not surprising to see firms exploring consulting opportunities. Many already have incubators for new technologies and there may be consulting opportunities spinning out from those.

“I think for most it’s likely to remain fairly niche, and it may be challenging for firms to attract big hitters if they don’t have the consulting brand in the market,” she says.

Space exploration

The legal market is probably the busiest it’s ever been – with the advent of innovation hubs and incubators, alternative business models, revenue streams and pricing, it’s not just about being a law firm any more.

Hopkins says offering non-legal services is an

absolute must. “The issues that clients are facing are changing, and if you don’t adapt to be able to provide the service the client needs, then you are going to get marginalised by some technology.

“I’m very bullish on law – there’s a huge opportunity for law firms to work more closely with clients. Particularly for large firms, there’s opportunity to move into spaces where they historically haven’t been.”

He adds that we’ll continue to see new types of partnerships between law firms and other companies as law firms become advisers and do more project management.

“We’re trying to create as much innovation in the business as possible. For example, our innovation hub and things we do internally encourage our people to come up with ideas. These can be assessed and the firm can decide whether or not we think one is a runner,” says Jones at Pinsent Masons.

It’s certainly been an interesting journey with Brook Graham, she says – trying to marry up an unregulated consultancy into a large regulated law firm has been a bit of a learning curve.

“There are quite a lot of specialist services needed to run a consultancy that aren’t necessarily available in a law firm. Firms should be prepared to invest, and there must be a degree of flexibility and willingness to learn along the way.

“Another important aspect is, of course, culture. It just won’t work if the culture isn’t right – you can fix the operational issues,” she says.

The learning curve is indeed steep, as law firms are moving into areas before unseen and untouched in the sector. The good news is clients are on board, and the question becomes: what services are next? ▴

“The lines between legal, cybersecurity, business intelligence and geopolitical advice are blurring.”

Karl Hopkins, partner and global chief security officer, Dentons





Support's stars

Moore Blatch recently tipped into the largest 100 UK law firms by revenue for the first time – and its business services team also looks to be in the ascendant, finds Richard Brent

One of Moore Blatch's brand strap lines is 'Moore clarity' – and in 2018 that has been a principle underpinning a few internal changes as much as the firm's communication to clients.

Briefing was quick to spot that when the firm announced 17 promotions back in May 2018, this number included four heads of business services – Lee Jarvis to head of finance, Chris Ake becoming commercial director, Nikki Gowers to head of HR and Ross Sergeant to IT director.

And these changes are tied to another transition – the arrival of new managing partner Ed Whittington, says Ake. "It's not a huge business reorganisation – each of us had been head of a representative team. However, formalising things a little more allows us to make that much more of a stamp on the organisation, and so provides stronger support around Ed and the strategy.

"My own role has changed most – from finance to commercial director – but even this is largely about improving clarity for everyone, minimising

any confusion about who to go to for what."

Perhaps surprisingly, IT director was an entirely new role for the firm in October 2017 – so Sergeant has plenty on his plate. "Overall, I'm in a process of aligning IT strategy with the business strategy to enhance both efficient working and client service," he says.

"In the last year we've seen a head office relocation, a couple of acquisitions, and a huge IT refresh – so I'd say my biggest project is now a stabilisation of the entire network and environment."

That promotion sounds well deserved, then – although Jarvis is quick to add that, while "title and hierarchy unquestionably do matter in some law firms, that's less the case here. We find that if you do your job well, people will listen."

Profit and prosper

Nevertheless, clarity returns to the conversation as a big theme. Ake explains: "One priority for all of us is driving as much transparency as possible in everything the firm does. The more understanding

 FIRM FACTS

Moore Blatch
 Offices: 4
 Countries: 1
 Revenue: £27m
 Headcount: 322
 Ratio, fee earners to business services staff: 5.5:4.5

FROM LEFT TO RIGHT: Ross Sergeant, IT director; Nikki Gowers, head of HR; Lee Jarvis, head of finance (standing); Chris Ake, commercial director, Moore Blatch

that lawyers and others in the business have, the more responsibility all individuals take, and that leads to improved business outcomes.

“We’re also working on a specific pricing initiative, seeking to improve how we price all matters, both individual and within the wider picture of the client. We’re putting more focus behind improving profitability and realisation of work in progress than creating greater revenue and growth.”

Sergeant adds: “With the change of managing partner, we’re right in the middle of a broader strategic review before the partners’ conference this autumn.” That’s top-down from the board and team-led bottom-up, he says. “For example, what do our people see themselves doing in three years’ time, and how does that then translate into specific goals?”

“Another aspect of that review is active consideration and identification of the types of clients we work with best – and vice versa.”

Collaborate on that

With the move into a new building at firm ‘HQ’ in Southampton, collaboration has also received a boost – not just among our quartet, but also within their respective departments. Ake explains: “There’s a sense of moving toward much more collaborative working on projects over the last year or so – involving everyone more regularly, and not being in a position where something’s pushed through without enough challenge.”

Gowers adds that employees were previously split across several sites. “Merging the two Southampton offices has definitely had a positive impact on our culture. There is a feeling of being one team at work, which is great to see.”

Organisational culture is inevitably always a work in progress to some extent, but there has been a concerted push at Moore Blatch – coinciding with its recent entry into the top-100 firms by revenue size.

“A lot of work had begun before I arrived – but we’ve now set up a work stream dedicated to the people and culture experience,” says Gowers. “It explores initiatives we could adopt to build on

progress and become an even greater place to work.”

Jarvis adds: “We’re only just inside the top 100, but we’re determined not to lose the strong culture we had outside it. A larger firm might become something very different – we don’t want to change what we were.”


Meanwhile, the firm has also become known for its collaboration with some other businesses. For example, the triple joint venture Escalate (with Bermans and accountants PKF Littlejohn) has already claimed a clutch of awards, including innovation of the year at the 2017 British Accountancy Awards.

Ake explains: “It’s a dispute resolution service for SME firms that find the typical process as it stands too expensive or time-consuming. Our lawyers will do nothing upfront except support the accountant, leaving it instead to the accountants to try to find a quick deal. It only comes through to lawyers if they can’t – ourselves or Bermans – but the direct link lets that happen more quickly.

“Firms normally don’t want to hand a business opportunity to competitors – they’re very protective – so this is quite an unusual collaboration.

Sergeant adds: “One aspect of my next six to twelve months will be about streamlining and automating as much of the process as possible, so lawyers can focus on the legal work rather than any admin and ensure clients see full value.”

Moore Blatch also has a joint venture with the spinal injury charity Aspire. Aspire Law was, in fact, an early alternative business structure on the market. The charity receives half of all the profits from the practice to reinvest in some related areas of support, such as specialist housing and equipment. Jarvis says: “The firm is really quite proud of it as a shining example of good corporate social responsibility.”

So, here we ought to have a team with plenty of exposure to effective business partnerships at work. There are no doubt some lessons for their own clearly collaborative efforts, as they support the Moore Blatch partnership’s next strategic chapter under its new leader. 

TRANSFORM YOUR CAREER TODAY



- Find your role in legal business services
- Register for new job alerts
- Upload your CV

VISIT
www.lsn.co.uk/jobs



Brain training

20

Mind the map

Priya Lele, legal project management lead, corporate, at **Herbert Smith Freehills**, distils the power of the process map



HANDS ON

Mind the map

Priya Lele, legal project management lead, corporate, at Herbert Smith Freehills, breaks down the increasingly in-demand art (but not martial art) of legal process mapping



We recently made a short video about the legal process improvement offering at Herbert Smith Freehills for internal consumption. As I was directing and editing the video, it made me realise that we've not only successfully adapted process improvement principles from the Lean Six Sigma methodology, but also combined elements from other disciplines, like agile project management and design thinking, into the way we design legal processes and projects to enhance the delivery of legal services to our clients.

Given that we have eight certifications in Lean, agile, PRINCE2 and design thinking (see box, right – jargon busting), and cumulative legal experience of more than 60 years in the team, that's hardly a surprise! For instance, I have a green belt in Lean Six Sigma and organisation development and am a certified scrum master (in agile project management). I often joke how these make me

appear to be a cool martial arts guru, but they are simply industry-recognised certifications in process improvement and project management methodologies.

Boring as that may then make them sound, each has had a profound impact on how we've come to adapt these different methodologies in their application to our world of legal processes. Recently, some of the team members and I also completed certifications in design thinking, which has further enhanced our ability to build client-centric solutions to complex problems.

The legal process mapping concept

At Herbert Smith Freehills we look at legal processes in a workshop environment – getting everyone involved in a room together with big pieces of paper divided into 'swim lanes', each dedicated to a role or function involved in the process (for example, partner through to trainee, as well as client teams and other third parties), plus lots

of colourful post-it notes. However, our mapping workshops are people-centred and jargon-free – with a focus on ‘who’ does ‘what’, and ‘when’. This enables the legal teams to engage in process improvement without the need for prior training.

We use process mapping as a means to an end and not as an end in itself. It’s a great way to break down a legal process (matter or project) into its component parts, which enables us to design the best way to perform these by identifying the right resources to do the right things in the right order and while using the right tools/solutions to improve processes. These include knowhow solutions and project management tools as well as technology solutions, which help us to increase the efficiency and efficacy of our legal service delivery while enhancing our clients’ experience.

How does it work?

Breaking down the process of legal process mapping (no pun intended), the first step is to identify what to map and the people to involve in the exercise. Next is a facilitated mapping workshop, and finally you couple the outputs of the workshop with follow-up actions to bring the new process to life.

Identifying what to map

As a team, we’ve facilitated hundreds of workshops (with lawyers and clients, and sometimes clients’ other advisers) and the wide variety of subjects mapped have ranged from a one-off, highly complex

JARGON BUSTING IN PROCESS

- **Lean** is focused on reducing or eliminating ‘waste’ (that is, wasteful steps or activities that don’t add value to a process) and introducing new steps that add more value to a process. The Lean methodology originated in the car manufacturing industry, and is also known as ‘Lean manufacturing’.
- **Six Sigma** is focused on reducing deviations in a process and eliminating defects to ensure consistent quality at every stage of the production process. Like Lean, Six Sigma also originated in the car manufacturing industry, and it is a data-driven approach to ensuring quality control in manufacturing processes.
- **Lean Six Sigma** (the combination) supports a culture of continuous improvement in an organisation, focusing on the reduction or elimination of wasteful activities and minimising variations in manufacturing processes. Although originating in manufacturing, over the years they’ve been adapted and successfully applied in other industries, including finance and law, to enhance efficiency of service delivery and establish a culture of continuous improvement.
- **Agile** is an umbrella framework that groups a number of flexible project management methods, including scrum, dynamic systems development method (DSDM), Lean development and feature-driven development, which are typically used to

manage IT/software development projects. Agile is best suited to projects with uncertain and ever-changing scope (like legal matters), and is based around iterative and incremental delivery, with constant feedback from end users in short bursts – or ‘sprints’ – of time. Although originating in the software industry, agile methodologies have been successfully adapted and applied to other industries, including finance – and, of course, law.

- **PRINCE2** (Projects In Controlled Environments – version 2) is another leading project management methodology. It’s predominantly used in the public sector, but is also popular in the private sector in the UK and globally. It involves a very formal, document-heavy and structured approach to planning, monitoring and controlling pretty much every aspect of a project to ensure the result is achieved on time and within budget.
- **Design thinking** is a human-centered and creative approach for developing and delivering innovative ideas/solutions to problems. It picks up tools originally used by product designers, such as ethnographic research, insight building, empathy and experimentation, to develop end-user-focused designs. Developed by the design and consulting firm IDEO, it involves five stages of ‘problem solving’ – observe, define (the problem), ideate, prototype and test.

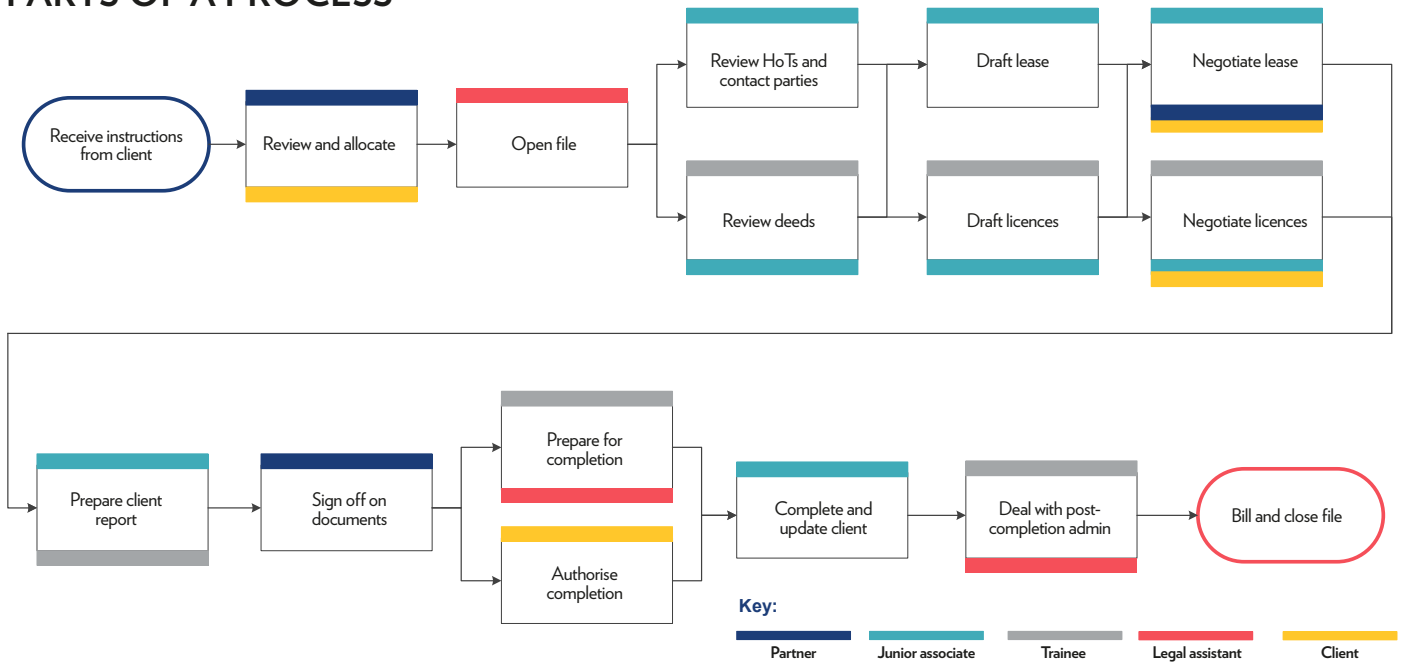
and strategic project with the C-suite of a Fortune-50 client, through to mapping low-complexity, highly repeatable work types (for example, lease renewal agreements) and everything in between.

Essentially, you can apply process mapping to anything from a one-off legal project through to a repeat work type. Therefore, identifying what to map depends on your key stakeholders, their key objectives and how you can help them to achieve these objectives. For instance, if you’re looking to help a team identify opportunities for

automation, you should consider volume and non-complex work and focus on activities that take up a substantial part of their time. On the other hand, if you’re looking to help a team deepen their relationship with a certain client it might be best to look at mapping and co-designing a legal project or work type along with the client.

Once you have decided the process to map, you then need to identify who to involve in the mapping exercise. Ideally, this will extend to everyone who’s going to ‘roll up their sleeves’, but it should certainly involve

PARTS OF A PROCESS



someone who could represent each key function or role.

Work of the workshop

At the workshop, working with our swim lanes and post-it notes, we map the agreed process, end to end, with our lawyers and others. The mapping activity allows us to break down the process, at a high level, into various steps and both identify the non-value-adding steps to avoid or remove, and focus our energies on adding more value and enhancing the process for everyone involved.

During this exercise, we look to optimise resourcing, think about different ways of promoting effective collaboration (internally and externally), consider appropriate intervention points for technology solutions and opportunities for automation, and identify any other efficiencies that will enable us to enhance the overall process. From time to time, we challenge current norms and introduce different ways of doing things (breaking the mould) – for

instance, using an online collaboration platform to transmit documents, assign tasks, receive sign-offs and track progress of work and costs instead of relying on traditional ways of communicating via emails and clogging inboxes. We will also share experiences from other workshops and teams that have benefited from trying out new ways of working and using new techniques and tools.

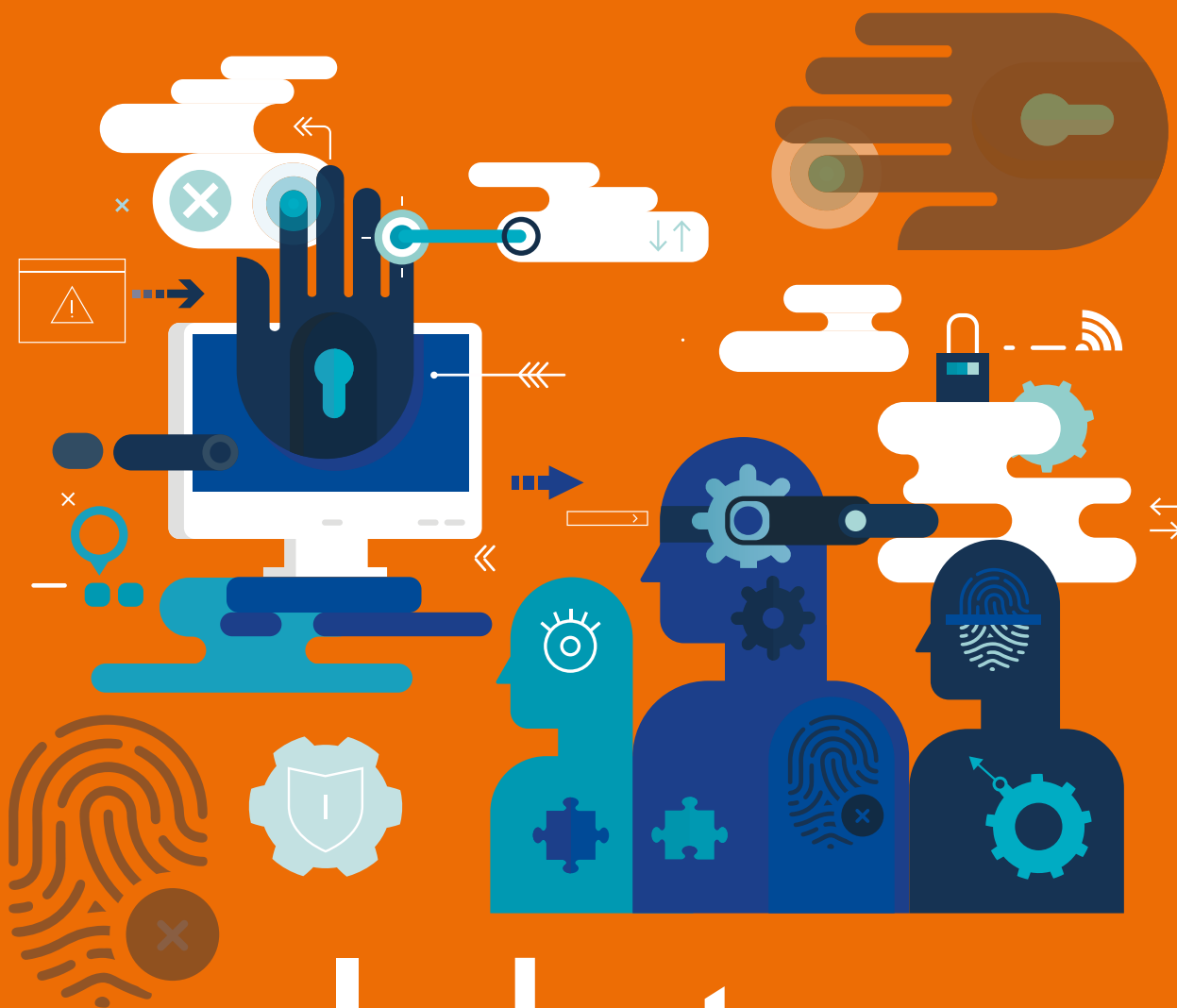
In general, we put ourselves in the shoes of our clients and other key stakeholders to build a better understanding of their problems, to articulate their needs and to look at a legal process from their perspective – truly empathising with the end user. Our primary focus is to design processes that will enhance client experience, but which often make the lives of both lawyers and clients easier. Contrary to popular belief, this often involves simplifying the process and identifying better ways of collaborating and communicating, rather than designing or applying cutting-edge technology solutions.

Process mapping
example – real
estate: asset
management
transaction.
© Herbert Smith
Freehills 2018

Operation output

Following the workshop we produce a map (example above) that clearly shows the separate stages in a legal process, which roles the legal team (at all levels) and others perform, and how they interact with one another, with the client and with other third parties. The map shows the process as a series of tasks from start to finish (from scoping to post-completion).

Often, the new, enhanced process design will require further investigation into resourcing options or technology solutions, producing new knowhow tools or training programmes, and so on. We note these in a report that captures the ideas discussed at the workshop and provides a starting point for implementation. Working with the legal and other teams involved, we can then support implementation by producing an action plan with identified enhancements to be achieved within boxed timeframes, to iteratively and incrementally bring the new process to life. ▀



Industry views

Issue sponsor:

THOMSON REUTERS
ELITE™

24 *The real cloud deal*

Eric Sugden at **Thomson Reuters Elite** says it's time to get real about exactly what cloud can do for building the legal business of tomorrow

28 *Invest in tech*
Catherine Walker, inward investment director at **Invest Newcastle**, says the city is a sweet spot for law firm talent

30 *Express checkout* Katja Ullrich-North and Sarah Houghton at **Hogan Lovells** relive their automation journey with **Contract Express** from **Thomson Reuters**

32 *It's cloud's day* Tony Cox at **Peppermint Technology** says firms really need to learn to buy their software smarter

INDUSTRY ANALYSIS

The real cloud deal

Cloud technology offers an important opportunity for firms looking to boost data security, while simultaneously increasing enterprise performance and return on IT investment. But many remain wary of embracing cloud solutions often due to key misunderstandings of reality, says Eric Sugden at Thomson Reuters Elite

The legal services sector has changed enormously in recent years – not least the way that technology has given insights and enabled the delivery of services that have never before been available. However, one area where the legal industry is still playing catch-up is in the adoption of cloud technology.

When evaluating cloud technology, the primary focus of legal IT teams is naturally the question of data security. The very nature of legal work means that firms are the custodians of an immense amount of highly confidential and sensitive data. The fear of data breach sits firmly in the mind of every chief information security officer, and indeed of every managing partner. The pressures to ensure comprehensive data security grow by the day, and recent high-profile cyberattacks at firms have further raised awareness of both the reputational

and commercial impact of a data breach.

Cloud culture

It should perhaps come as no surprise to learn that some within the legal industry are apprehensive of the cloud. Generally, law firms are inherently risk-averse enterprises, with deeply established methods of working and decision-making structures. Against this backdrop, the prospect of moving to the cloud can seem daunting.

Embracing cloud technology is therefore as much a cultural step for firms as it is a strategic or technical one. This was reflected in a recent Thomson Reuters Elite survey, where 80% of respondents felt the strengths of cloud technology (not least its security credentials) are only “partly understood” by the legal IT community.

Some of this reticence might be chalked up to simple fear of the unknown – as many in the legal



IT community feel more comfortable with a physical server in close proximity. Interestingly, an overwhelming majority of respondents believe there is a prevailing attitude in the legal IT community as a whole that on-premise data storage is inherently safer than cloud technology, with over half feeling this to be at least “partly” true, and more than 30% believing it to be “largely” or “very much” the case.

Law firms have traditionally felt confident maintaining their established approach to information storage – utilising large scale, often highly customised, on-premises servers that can be conveniently managed by in-house teams with access at their fingertips.

Every cloud has a silver lining

While many law firms still naturally lean toward physical hardware, the reality is that cloud technology presents an enormous opportunity for firms looking to enhance their data security, while simultaneously improving performance and boosting return on investment in IT. Massive amounts of data are often being transmitted at too high a velocity to allow traditional security measures to prevent risk adequately. With collaboration and big data at the core of the cloud revolution, it has become crucial that enterprises invest in cloud technology that ensures utmost data integrity while supporting business as usual.

Cloud systems have incredibly sophisticated



For more information, visit:
www.elite.com

Instead of viewing cloud as a security risk, the legal sector should adopt cloud technology as the next generation of cyber resilience.

*Eric Sugden, chief technology officer,
Thomson Reuters Elite*

security mechanisms built in from day one. For example, Microsoft spends over \$1bn a year on security research and development, and has a massive team devoted to network security. A single law firm operating its own onsite system can't come close to meeting that level of investment in security, with many data security centres built to withstand both cyberattacks and natural disasters.

But even then, the major providers don't just assume any aspect of their cloud platform is safe. So they don't stop at threat modelling to secure customers. Microsoft employs a tactic called 'Assume Breach' at every layer of cloud defences. This means how the layer was breached is less important than how you stop the breach from penetrating the next layer. In addition, Microsoft has teams of thousands of technicians that play 'War Games', taking it in turns to try defending the platform as well as penetrating the defences.

A layer of separation

In addition to the cloud provider, the technology provider also has a duty to make sure it has done everything possible to ensure security. This includes encrypting all data in transit, all the way from browser to the app server and into the database. All communications in the cloud are also encrypted, including when the data is at rest, and sometimes at multiple levels.

Another large element is managing security keys. The law firm security keys are kept in a security vault, to which only the technology provider has access. That gives law firms more comfort in that there is an extra layer of security and their data is safely stored in a way such that it's impossible for the cloud provider to access.

Interestingly, some people may not realise the different permutations that can exist in a cloud-

based system, such as when organisations store their data offsite on a third-party vendor's server. For example, there is the possibility of co-location, where a server is located off-premises, which some people might not consider to be cloud storage.

Simplicity in a complex system

The cloud also reduces IT complexity by equipping enterprises with more flexible skillsets and offering a wide range of expertise across a variety of functions. In future, we can expect to see the makeup and function of IT departments evolve to better reflect the changing IT landscape.

Cloud technology has the potential to drive innovation at law firms at a pace never seen before, and it's making a difference to how firms build their teams and serve clients. Cloud projects, project management and technology leadership are important – but without engineers with the skills, knowledge and initiative to research and recommend products at cloud services, many ideas can't be successfully implemented.

And the innovative benefits cloud makes possible for firms are more profound, moving quickly into even more futuristic and fantastic possibilities. By more fully integrating cloud technology with artificial intelligence, voice commands, new personal tech hardware and embedded cognitive services, the cloud can link a firm's technology to the rapidly advancing world of customer and professional networks through third-party apps – while also enabling virtual offices where employees can work remotely, but collaboratively, with each other and with clients.

Confidence boost

While historically there has been some resistance to cloud technology, attitudes are changing. This is reflected in a number of positive responses to the recent TRE cloud security survey, with 43.8% of respondents saying it would "partly improve" the firm's cybersecurity, and a further 12.5% saying it would bring "significant improvements".

And these findings echo sentiments expressed across the market. Recent research conducted by Clutch shows almost two-thirds (64%) of US businesses consider cloud infrastructure to be a more secure alternative to on-premises legacy



systems. The growing confidence in the security of cloud technology is further reflected in the fact that more than two-thirds (69%) of firms are intending to move more IT systems to the cloud (either for the first time, or as an ongoing process of cloud migration) over the next five years.

Attitudes across the industry have begun to shift, with growing confidence across the legal IT community. A clear roadmap is developing toward deeper and broader adoption of cloud technology, across different law firm systems and processes. Although the transition may take years, there is already a strong calling, particularly among medium-sized firms.

Add to that the continual evolution of tech hardware, especially handheld or wearable mobile devices that allow for easy, full-range access from anywhere – the lawyer of the future may one day be speaking into a watch, accessing all casework and research from the cloud, while working collaboratively in a virtual, cloud-hosted office with other lawyers across the globe. Indeed, this combination of the cloud, AI, voice-command capabilities, cutting-edge hardware and other technologies has only scratched the surface of how the cloud can further drive legal innovation.

A clear roadmap is developing toward deeper and broader adoption of cloud technology, across different law firm systems and processes.

*Eric Sugden, chief technology officer,
Thomson Reuters Elite*

Instead of viewing cloud as a security risk, the legal sector should adopt cloud technology as the next generation of cyber resilience. It should be operated full-time, at the forefront of data security technology, and staffed by large teams of specialists well versed in identifying and deploying state-of-the-art data encryption tools and strategies. Cloud providers offer a level of data protection that typical onsite data centres – staffed by relatively small in-house teams – can rarely match.

There is a responsibility on legal technology providers to help generate greater understanding of cloud cybersecurity credentials in the legal marketplace, and encourage swifter adoption by law firms. ▴



INDUSTRY INTERVIEW

Invest in tech

For top-tier law firms looking to technology and data to deliver innovation projects, Newcastle is the place to be, says Catherine Walker, inward investment director at Invest Newcastle

Servicing global clients can be a big challenge for even the farthest-reaching law firms. The pressure to keep fees low, create efficiencies, maintain profit and deliver an on-demand quality service only continues to clench its fist around the legal sector.

They're having to innovate in different ways, and that is leading to a culture change as law firms move away from traditional ways of working, says Catherine Walker, inward investment director at Invest Newcastle.

"Newcastle is in a relatively unique place because there's not only a strong reputation for law, but it has one of the fastest growing tech

communities outside of London. Over the past couple of years we've seen significant growth within the legal sector, who see this as a big advantage."

She adds that it's the firms that are really looking to accelerate innovation and processes that are choosing to move their hubs to Newcastle.

Tech talent

Newcastle is home to more than 3,000 solicitors, she says, which makes it eighth in England and Wales for legal talent, according to research by recruitment agency Nigel Wright. And the local universities produce high-quality graduates with both legal and technology-related skills.

PHOTO CREDIT: CHRISTOPHER BOOTH

For more information, visit:
www.investnewcastle.com/legal

Walker says students are actively looking for opportunities to stay in the region and universities have taken the initiative to partner with law firms for internship and sponsorship programmes.

“For example, firms are offering sponsorship programmes linked to their internships so that it can identify high-level graduates that could enter their business.”

However, it’s impossible not to recognise the demand for new skills and role types finding themselves nestled in legal business innovation.

“What we’re finding is that firms aren’t just looking for traditional qualified lawyers with so many years PQE, they’re looking at our computer science graduates as well,” Walker says.

Durham University and Northumbria University are both renowned for law. And Northumbria is particularly strong in areas such as cyber security and artificial intelligence – which are big topics for legal at the moment – and Newcastle University is number one for research impact within computer sciences, she adds.

“Norton Rose Fulbright set up a legal process hub in Newcastle last year to trial and implement new technologies. It really tapped into the strong pool of talent coming out of our universities, not just skilled paralegals and lawyers but legal technologists and process designers.”

The power of partnerships

The firms that come to Newcastle want to trial, implement or develop new innovation practices

“Newcastle is in a relatively unique place because there’s not only a strong reputation for law but it has one of the fastest growing tech communities outside of London.”

Catherine Walker, inward investment director, Invest Newcastle

Walker’s top-five for a move to Newcastle

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 Newcastle has one of the fastest-growing tech communities outside London.</p> <p>2 More than 100 law firms call Newcastle home.</p> <p>3 There are 21 law-related university courses offered by Newcastle University and Northumbria University – both</p> | <p>situated in the centre of Newcastle.</p> <p>4 Eighth in England and Wales for legal talent, with 3,000 solicitors based in Newcastle.</p> <p>5 Newcastle is home to the £30m National Innovation Centre for Data, allowing businesses to engage with data scientists and academics.</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

and services, she says – and with that they’re looking to build up their resources, through partnerships with other businesses, academics and networks.

“We’ve got a really strong and vibrant tech startup community here, which has grown by about 154% over the last five years,” Walker says.

And, she says, that many of these companies are actively looking for collaboration opportunities with larger businesses – this is proving to be a nice fit for law firms looking to innovate. “Newcastle’s tech community has a number of networks that facilitate activity for innovation and problem solving, such as Dynamo and Digital Union.

“These networks put on programmes for collaboration across many sectors and address industry-specific challenges. There’s probably a tech or industry-related event happening every day to get involved in.”

But the tech community isn’t the only advantage for law firms, Newcastle is also home to the National Innovation Centre for Data.

“Clifford Chance has entered the region via an acquisition and we were able to introduce them to the National Innovation Centre for Data. This facility provides a real advantage for legal firms, with experts in big data presenting a significant opportunity to collaborate with academics on new and emerging disciplines that support innovation and growth in the sector.”

Firms are really getting to grips with how data and technology can drive strategy, create efficiencies and address the challenges they face. They’re transforming, Walker says, digitally and through their culture – and Newcastle is the place to be to make that happen. ▀



INDUSTRY CASE STUDY

Express checkout

Katja Ullrich-North, global head of knowledge management, and Sarah Houghton, document automation manager, explain how Contract Express from Thomson Reuters has boosted efficiency at Hogan Lovells

When Katja Ullrich-North, global head of knowledge, and Sarah Houghton, document automation manager, joined Hogan Lovells in 2017, document automation wasn't being used to its maximum potential, they say. But, using Contract Express from Thomson Reuters, they were quickly able to get their lawyers up to speed, making more use of automation and seeing some measurable impacts.

"One of our core objectives as a firm is to provide our clients with consistent quality of service, delivered in a timely and cost-effective manner," Ullrich-North says. "With a focus on automation, we knew that we could help deliver on this while also influencing a number of internal efficiency drivers. Sarah joined the firm shortly after me, and we immediately implemented the

structures, processes and systems required for a successful document automation function. We initially concentrated on London, simply because we had lawyers who already understood the value proposition. We then rapidly expanded the offering to our European and US offices."

Auto-mates

Once the duo had decided on a drive to increase document automation, they needed to get the lawyers on board and use the platform. Luckily, the decision around what software to use was a straightforward one.

Ullrich-North says: "Contract Express was already used at the firm to some extent. Given the product's position in the market and our desire to make a rapid impact with automation, we didn't



For more information, visit:
www.contractexpress.com

see a need to select a different provider. It was of limited value to focus our efforts on automating documents that fell outside core legal work, so the first step was to promote automation in the practice groups where it could provide most value.” The uptake of document automation by the lawyers was partly achieved due to the simplicity of the interface, they say. Lawyers only have to fill in details using a questionnaire tool, which then automatically populates documents with the necessary information.

Houghton explains: “Our lawyers find Contract Express intuitive to use. We tell people that if they can shop online, they’ll be able to answer a Contract Express questionnaire. It is important we use tools that don’t require in-depth training so we can increase adoption throughout the firm. Our lawyers are extremely busy and, as we promote the time-saving benefits of automation, it’s essential we have a platform that is easy for them to use.”

Ways of work

Once that initial buy-in has been achieved, responsibility for improving efficiency passes into the hands of the lawyers – they have to really use it. So, has the push for more document automation resulted in tangible benefits?

Ullrich-North says that Contract Express has had a deep impact on how lawyers get work done: “Document automation has contributed to the transformative way in which we work at Hogan Lovells. Adoption rates are high, and our return on investment has been validated.”

But what does this actually look like? Houghton says, “It significantly reduces drafting time, so our lawyers can focus on bespoke drafting and value-added services rather than the administrative elements of their documents. Our lawyers didn’t train to be removing or adding plurals, or changing buyer to seller throughout an agreement. These are elements which can easily be automated for them. We promote document automation by saying that we can take out the boring bits, which helps get buy-in as well.”

And not only does it reduce drafting time, she says. It also addresses the potential risk of inaccurate documents.

“I’ve spoken to partners who have been spending time correcting minor errors and double checking party details in signature blocks. Once

these documents are automated, these issues are no longer a concern, because the partner knows that every first draft will be consistent. So document automation reduces the risk of errors and creates a standardised approach to drafting.”

Documenting change

Of course, it’s not all about the lawyers (this is **Briefing**, after all). Contract Express has also been able to make Houghton’s own team more efficient.

“There’s such an extensive list of author functions that we rarely find something we can’t do. The automation team is always discovering new features. The error-checking functionalities such as ‘usage analysis’ and ‘highlight mark’ are extremely useful. They enable the team to locate errors quickly, which really saves time and allows us to get the questionnaires live to our lawyers in a timely fashion.”

This functionality has led to measurable results, as the team monitors usage and time saved.

Houghton explains: “The time saved per document varies. With our biggest suites of documents, we estimate around 90 minutes per draft; on our smaller documents about 18 minutes. But if they are documents that we produce frequently, 18 minutes can still have a huge impact on the overall time saved.”

Ullrich-North adds: “The automation team are then able to take these results to the practice groups to demonstrate how automation can enhance efficiency. The ability to report on usage means that we can easily understand the value that document automation brings to the firm, which in turn justifies further investment. These types of metrics also help to promote the benefits to those practice areas that we are yet to engage with. However, few lawyers at Hogan Lovells need convincing of the benefits, and demand is high.”

Ullrich-North concludes: “Our journey with automation has evolved as we continue to work closely with our clients in this area and layer different technologies to provide more end-to-end client solutions.”

The team at Hogan Lovells seem to see no end to the opportunities Contract Express offers for more efficient working. With clients soon to join their lawyers and business services alike in seeing the benefits, we at **Briefing** await the day it’s offering to write our articles for us. ▀



INDUSTRY INTERVIEW

It's cloud's day

Tony Cox, chief sales officer of Peppermint Technology, says law firms need to get with the programme when it comes to public cloud

It's all change at cloud-service specialist Peppermint Technology. In April 2018, Gary Young succeeded Arlene Adams as CEO (Adams staying on as an NED), and in September 2018 chief finance officer Nicki Grundy joined from digital healthcare solutions business Exco in Touch.

Sandwiched between these arrivals, chief sales officer Tony Cox makes three – and although he's been responsible for over £100m of cloud and professional services at a large multi-channel cloud contact centre service, he is new to being quite so close to the management foibles of law firms.

Briefing is always interested in the first impressions of newcomers – so what has Cox found? “I'm surprised how little attention appears

to be paid to the direction enterprise technology is taking in the wider world. Innovation is essential, but this needs to be underpinned by modernisation as well. I've worked with large government departments in the past, which aren't perceived as being particularly cutting edge – and yet if you turned up to a meeting recommending an on-premises solution as part of a modernisation or innovation project, you wouldn't get past first base.

“Companies such as Amazon, Google and Microsoft are effectively pulling up the on-premises drawbridge, and it looks like it might be a shock to some law firms when that movement is complete. While I appreciate a few firms still have privacy concerns, the risk of security breaches with on-premises solutions is materially higher. That's

PHOTO CREDIT: SIMON BRANDON

For more information, visit:
www.pepperminttechnology.co.uk

what would keep me awake at night. Some firms' recently selected on-premises systems will need to be purchased all over again in just a few years, because they're uneconomic to maintain."

Countdown to one

However, he says that this also represents a market opportunity for Peppermint – hence what appears to be something of a new chapter. "Our current business metrics here look very positive – but more than that, we believe that a product set with an architecture that is cloud-ready and cloud-native will be critical for firms that are serious about innovating to stay competitive."

The Peppermint solution set is, of course, built on Microsoft Dynamics, potentially locating all of a firm's key technology needs – from practice management to case, risk, reporting and client relationship management – in the same place.

Cox says: "Any law firm I've come across is heavily invested in Microsoft already. They use those products through and through, and every day.

"With Peppermint, that in turn means not having multiple integrations between providers to manage – a way of life that incurs huge costs. Outside legal, you don't find any organisations with 10 core applications that are looking to double that number. They want to cut down from 10 to five – and then down to two.

"The cost of maintaining lots of integrations also makes firms sluggish at a time when they need to invest in becoming much more agile – not just as the legal landscape changes, but as their clients do. Agility in a multi-vendor environment is tough. But in the Microsoft world – configuring new workflows, instead of building new applications – changes can take days instead of months.

"At the same time, the vast majority of other industries also base themselves on Microsoft working. Clients and GCs want to collaborate digitally and more effectively with their professional services providers. The ability to integrate back with them natively will give a competitive edge."

Qualification criteria

Comparatively straightforward as both Microsoft and cloud-based working may be, Cox says Peppermint is committed to making its own clients' lives even easier. "Not only are we investing

in core product and ensuring clients get maximum functionality from their investment; we're also making the product easier to consume. There's a lot of focus on the deployment experience, hopefully accelerating return on investment, as well as de-risking for them with a more modular approach. In the past, it was usually a case of 'big bang'. Now we need to be more flexible to customers' specific circumstances."

The proviso, he says, is that this more gradual approach is with the goal of moving toward that single platform and dataset the cloud can provide. A brand new CRM-based business development solution for legal is the very latest addition to its menu – and, like the others, already accessible via the Microsoft app store.

But Cox has also been working on another change of sorts. "We recently refreshed our qualification criteria. We're making it quite clear to clients that we pick them as much as they choose us. If somebody contacts us for a demonstration, we now explain we want to understand their strategic goals first. We're instigating much fuller conversations about business outcomes.

"As a result, firms we work with are very thoughtful about moving forward with genuine transformation of the business model – driving down costs to make themselves more efficient, releasing staff from more mundane work, and redeploying them to more value-added work. They recognise they need a future-proof platform to achieve such change."

Firms can also potentially benefit from Microsoft's investment in the incremental efficiencies of advances in machine learning.

Cox says: "AI brings great power to bear on some of those really repetitive, inefficient tasks – but you need access to it." The world of native Microsoft simplifies that, he argues. "We've just participated in a hackathon with Microsoft, where we applied some of its AI capability to matter budgeting, producing a tool in just a few days."

As for the security question – that receives short shrift indeed. "You don't get many more internationally attacked organisations than the CIA, or HM Revenue & Customs – where I've worked in the past.

"These workplaces bought into the case for cloud working because of the significant security benefits, not in spite of them." ▴

SIX OF THE BEST

Law firms for LGBT+

Every year, LGBT equality charity Stonewall announces its Top Global Employers. In 2018, it singled out 13 businesses for their efforts to create inclusive workplaces and advance equality – and remarkably, just under half of those were law firms. They are listed in no particular order, but **Briefing** caught up with each for a few words about their work in the area



1 PINSENT MASON
Kate Fergusson, head of responsible business:
 “To understand what an inclusive workplace looks like, we’ve engaged with a range of organisations, as well as our own people. We’ve worked hard to embed that learning into our culture, from looking at our policies and processes to influencing the wider community to drive change. Stonewall plays a crucial role in driving progress across a range of diversity and inclusion challenges, and we’ll continue to do our best to be a part of that.”

TOP LAW FIRM IN THE STONEWALL WORKPLACE EQUALITY INDEX 2018



2 BAKER MCKENZIE
Harry Small, partner, global LGBT+ business resource group chair:
 “We’re delighted to be recognised for building an LGBT+ friendly workplace. Offering all our people and clients a safe space to be able to bring their whole selves to work, unashamedly advocating for LGBT+ rights and being #notneutral are all fundamental parts of our organisational culture.”

WINNER OF THE 2018 STONEWALL GLOBAL LGBT NETWORK AWARD



HERBERT SMITH FREEHILLS

3 HERBERT SMITH FREEHILLS
Adam McCann, diversity and inclusion manager, UK, US and EMEA:
 “This is great recognition for our efforts to create a diverse and inclusive culture across our global network, including the work of our IRIS (LGBT+) network. Diversity and inclusion sit at the heart of our Beyond 2020 strategy, ensuring that everyone can thrive both professionally and personally at the firm.”



4 SIMMONS & SIMMONS
Deian Rhys, partner, chair of international LGBT network:
 “I am delighted that the firm has been ranked a Stonewall Top Global Employer for the third consecutive year. We can all too easily take a safe, inclusive work environment for granted in countries in which LGBT rights are recognised and protected. I’m proud of the steps partners and other colleagues have taken in the past year to help create that same environment for all of our LGBT people, regardless of the jurisdiction in which they work.”

Simmons & Simmons



5 ALLEN & OVERY
Wim Dejonghe, senior partner:
 “We are proud of the inclusive culture fostered at A&O and are thrilled to be recognised for our LGBT+ efforts in this way. A&Out, our global LGBT+ network, has over 100 members and 700 allies, and we remain committed to continuing to make progress on this important issue.”

ALLEN & OVERY



6 DENTONS
Nick Mott, global LGBT+ chair:
 “We’re honoured to be recognised by Stonewall as a top global employer. Setting up our global LGBT+ network, as well as undertaking a number of other major initiatives across our regions in recent months, has really helped drive forward our commitment to inclusivity and ensure Dentons is a place where all people feel welcome and supported.”

DENTONS



Do you need a next day delivery that's guaranteed?

**Your documents are sensitive,
urgent and business critical.**

Our tracked services provide
delivery reports, online tracking
in real-time, and with next-day
delivery by 9am as standard.

For more information
email exchange@thedx.co.uk
or visit dxdelivery.com/exchange



Want to improve the document management operation in your firm?

We deliver document and information management services. We are trusted by law firms to help increase the visibility and accountability of their back-office spend, whilst **reducing cost and delivering service excellence.**



On-site
services



Document
production



PreDiscovery



Print room
management



Mailroom
management



Business
administration



Records
management



24/7 off-site
facility



TUPE



Change
management

Talk to us to see how we can help your firm.

email us mdm@mitie.com

call us **+44 (0)7958 906407**

www.mitie.com/services/document-management