



Briefing Operations Leaders

Thursday 20 November 2025

Norton Rose Fulbright, 3 More London Place, London SE1 2AQ

Platinum partner



Paragon
Works

Workplace Solutions

Event partners



LexisNexis®



Draft day shape, subject to change

08:00 - 08:30	BREAKFAST AND NETWORKING Grab a coffee and croissant, and connect with your peers!			
08:30 - 08:40	WELCOME <i>Richard Brent, head of content, Briefing</i>			
08:40 - 09:10	KEYNOTE: Business leaders in all sectors are grappling with unprecedented levels of uncertainty, fuelled by geopolitical conflicts, escalating trade wars and financial and market volatility. Our expert speaker will assess the economic impact, what that means for client firms, and how law firm leaders can navigate a volatile environment to maintain profitability.			
09:10 – 09:55	LEADERS PANEL: - Seeking profitable growth amid strong industry competition and global uncertainty - Responding to the shifting business model and the pricing challenge raised by AI - Creating a data-led business fit for the AI-enabled law firm - Understanding the impact of evolving client work models and needs <i>Rod Harrington, chief operating officer, Norton Rose Fulbright</i>			
09:55 - 10:40	ROUNDTABLE: Technology, process and people Choose a table and share your perspective on the strategic challenges around business transformation.			
	Addressing the challenge of firm-wide training and adoption of AI tools and other tech	Digital transformation – streamlining and automating for agility	Meeting client needs: the growing importance of legal operations and project management	Integrating people and systems to enhance client service
10:40 – 10:55	COFFEE BREAK			
10:55 – 11:15	ROUNDTABLE QUICKFIRE FEEDBACK A quickfire session to share the key points that have emerged from each table's topic discussions. Feedback needs to be short, concise and succinct – it's a timed exercise!			



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11:15 – 11:45	Digging into data: moving to a new era of data management • Utilising data management to drive insight and profitability • Integrating fragmented data systems and the role of the cloud • Getting ahead of data legislation • Understanding and preparing for the new risks associated with AI integration • Creating a firm-wide ‘data-hygiene’ culture, and eliminating human error
11:45 – 12:30	PANEL: The evolving hybrid working model: • Designing effective workplaces and predicting the impact of genAI on the future workspace • Balancing flexibility, empowering collaboration and creating new working environments to meet cross-generational expectations and needs • Training the hybrid workforce • Harnessing data-driven decisions to support workplace transformation and profitability
12:30 – 12:55	CLOSING KEYNOTE: Leadership and organisational change • Shaping culture to maintain resilience in a disruptive world • What does it take to lead in the fast-changing law firm of the future? • Values, emotional intelligence and critical thinking – the skillsets of the future?
12:55 – 13:00	CLOSING REMARKS <i>Richard Brent, head of content, Briefing</i>
13:00 - 13:45	LUNCH Join us for a light lunch before you head back to your office