



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[®] ENTERPRISE SOLUTIONS  
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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 - 08:35	WELCOME <i>Richard Brent, head of content, Briefing</i>			
08:35 - 08:40	A WELCOME FROM OUR HOSTS <i>Rod Harrington, chief operating officer, Norton Rose Fulbright</i>			
08:40 - 09:10	OPENING KEYNOTE: Navigating risk The continued long-term geo-political turbulence makes it more important than ever for law firms to take a proactive approach to risk if they are to grow and meet their targets. COOs need to understand the impact of global risk on their business, and strategically innovate and invest to mitigate, and capitalise on opportunities. Our expert speaker – lead author of a key global annual risk report – will assess the risk landscape, and consider what practical steps professional service firms can take. <i>Alisa Voznaya, partner, head of risk consulting, BDO UK</i>			
09:10 - 09:55	LEADERS INSIGHT: A view from the top - Seeking profitable growth amid strong industry competition, global uncertainty and the AI revolution - Is PE the answer? How PE impacts law firm operating models and people - 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>Axel Koelsch, chief operating officer, Lawfront</i> <i>Lucy Johnson, chief operating officer, HGF</i> <i>Rod Harrington, chief operating officer, Norton Rose Fulbright</i> <i>Chair: Richard Brent, head of content, Briefing</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 process management	Integrating people and systems to enhance client service



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10:40 – 10:55	COFFEE BREAK
10:55 – 11:10	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!
11:10 – 11:45	Digging into data: moving to a new era of data management - Integrating fragmented data systems to drive insight and profitability - Preparing for the new risks associated with AI integration and getting ahead of legislation - Using data and technology to work smarter and unlock business opportunities <i>David Wood, head of legal and data engineering, and Wavelength portfolio management, Simmons & Simmons</i> <i>Jason Ly, senior manager of AI acceleration, Cleary Gottlieb Steen & Hamilton</i> <i>Rachel Barnes, director of transformation, Irwin Mitchell</i> <i>Chair: Richard Brent, head of content, Briefing</i>
11:45 – 12:30	PANEL: The evolving hybrid working model - 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 - Designing effective workplaces and predicting the impact of genAI on the future workspace <i>Jacinta Murphy, head of commercial and legal operations, Kingsley Napley</i> <i>Miranda Pammenter, director of premises and operations, Michelmores</i> <i>Steven O'Leary, transformation director, Paragon Workplace Solutions</i> <i>Chair: Andreea Dulgheru, editor, Briefing</i>
12:30 – 12:55	CLOSING KEYNOTE: Leadership and organisational change – managing risk and opportunity - The implications of demographic shifts in our employee, consumer and market base - Understanding and maximising our intergenerational business strategy and opportunity - Connecting culture to collaborative and competitive advantage - The leadership mindset and skillsets needed for the fast-changing law firm of the future <i>Rebecca Robins, adviser and author, leadership, culture and intergenerational workforce</i>
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



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