

Foreword	13	Law firms	111
Acknowledgements	15	Disruption in the legal profession	
About the author	19	Competitive responses by general counsel	
Part A: Setting the scene		Alternative legal services providers	139
Introduction	23	What are ALS providers?	
The changing context	31	The origins of ALS providers	
Macroeconomic changes		The rise of ALS in the United Kingdom	
Cost pressures		ALS staffing issues	
The twin revolutions		Summary	
Part B: The hardware		Selecting the right partners	155
Talent and risk assessments	53	Leveraging legal procurement professionals	
A continual process		The benefits of involving procurement professionals	
Start by thinking		Strategic partnerships	
Developing your foundation		Ensuring good choices are made	
Your own on-boarding process		The law firm panel creation process	
Assessing your team		Panels for alternative legal services providers	
Assessing your core legal risks			
Designing an integrated team structure	81	Technology	181
Appointing specialists and generalists		Processes ahead of technology	
Appointing your legal leadership team		The evolving technology landscape	
Mapping your team's organisation		In-house technology applications	
Budgeting for the legal team		The procurement of technology	
		Process, technology and risk reduction	

Part C: The software

Culture 205

- What is culture?
- Cultures and subcultures
- Why is culture important?
- Building a culture
- Culture hacking
- Making cultural beliefs stick

The generational context and the rise of the millennials 235

- Millennials, gen-Xers and baby boomers
- The millennials in more detail
- What's the problem?
- How to attract millennials
- Balancing interests across the generational divide

Leadership skills 253

- Professional excellence
- Other essential leadership skills

Part D: Critical threads

Change management 285

- Change is the natural state of being
- Start with why change is necessary
- Change is an inherently emotional process

- Regularly track your team's emotional state
- Do not let your team freeze up
- Never look back
- Change can give you the best work of your career
- Focus on what you can control; don't worry about the rest
- You* are in charge of you
- This is the 'new normal'
- Summary

Strategic direction 303

- Roadmap principles
- Examples of strategic priorities
- When and how to execute your strategic direction

Part E: Conclusion

Concluding remarks 319

- The basic model being proposed
- Looking forward

Chapter notes 323

Further reference material 337

Index 349