

Landscape 2025:

Defining the law firm of tomorrow



EDITED BY EDWARD BOWES

Head of events and books

Leah Derbyshire

Commissioning editor

Laura Slater

Editorial assistant

Edward Bowes

Published by ARK Group:

UK, Europe and Asia office

6–14 Underwood Street

London, N1 7JQ

United Kingdom

Tel: +44(0) 207 566 5792

publishing@ark-group.com

North America office

4408 N. Rockwood Drive, Suite 150

Peoria IL 61614

United States

Tel: +1 (309) 495 2853

publishingna@ark-group.com

www.ark-group.com

Layout by Susie Bell, www.f-12.co.uk

Printed by Canon (UK) Ltd, Cockshot Hill, Reigate, RH2 8BF, United Kingdom

ISBN: 978-1-78358-278-5

A catalogue record for this book is available from the British Library

© 2017 ARK Group

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, except in accordance with the provisions of the Copyright, Designs and Patents Act 1988 or under terms of a licence issued by the Copyright Licensing Agency in respect of photocopying and/or reprographic reproduction. Application for permission for other use of copyright material, including permission to reproduce extracts in other published works, should be made in writing to the publishers. Full acknowledgement of author, publisher, and source must be given.

DISCLAIMER

This publication is intended as a general guide only. The information and opinions it contains are not intended to provide legal advice. The publishers bear no responsibility for any errors or omissions contained herein.

ARK Group is a division of Wilmington plc. The company is registered in England & Wales with company number 2931372 GB

Registered office: 6–14 Underwood Street, London N1 7JQ. VAT Number: GB 899 3725 51.

Contents

Executive summary	0
About the authors	0
Chapter 1: Foretelling the future – The practice of law as it will be	0
<i>By Thomas Berman, senior principal at Berman & Associates</i>	
The bigger picture	0
The challenge of assimilating change	0
Data integration and utilization	0
Information availability and its utilization will define law firms in the next five years	0
Chapter 2: Future structures for law firms	0
<i>By Patricia Wheatley Burt</i>	
Future leadership strategies	0
Does size matter?	0
Segmentation of the legal market	0
Future global structures	0
Expansion drives – Risky if not planned properly	0
Case study 1: A holding group for multiple delivery structures	0
Client benefits of different business models	0
Key take away points	0
Chapter 3: Leading the organization of the future	0
<i>By Bob Murray and Alicia Fortinberry</i>	
What leadership means to humans	0
Leadership styles	0
Attributes and capabilities of a good leader	0

Contents

Are good leaders born or taught?	0
Leadership in a law environment	0
Conclusion	0
.Chapter 4: Compensation – A whole new set of rules	0
<i>By Thomas Berman, principal at Berman & Associates</i>	
The old model	0
Assessing the impact of your compensation program	0
Other issues	0
Recommended program	0
Chapter 5: GENgagement™ with work, the firm, and across generations ..	0
<i>By Phyllis Weiss Haserot, president of Practice Development Counsel</i>	
Focus on the business case	0
Focus on an engaging culture	0
Recommended policies and practices	0
Chapter 6: Design Thinking and the why of BI.....	0
<i>By John Alber, futurist at the International Legal Technology Association</i>	
Change or die	0
But change how?	0
Design thinking discipline	0
Empathy	0
Bringing empathy to BI	0
OMG	0
Beginning with the prosaic	0
Back to the why of BI	0
<i>From Strategic Intelligence (2016)</i>	
Chapter 7: Harmony and analytics – Building the predictive organization ..	0
<i>By Eric Hunter, director of knowledge, technology & innovation strategies at Bradford & Barthel LLP and the executive director of Spherical Models LLC</i>	
Harmony and analytics	0
Social consumer systems, analytics, and reshaping the organization	0
Leveraging organizational change	0
Evolutions in time	0
Time and velocity	0
Divorcing time through velocity billing	0
The Darwinian approach to time	0
Evolving forward in time	0

Future-proofing your business	0
Evolutions in data capture.....	0
Predictive nirvana.....	0
From The Sherlock Syndrome (2014)	
Chapter 8: Embracing the robot revolution	0
<i>By Rohit Talwart, chief executive officer of Fast Future Publishing and Steve Wells, chief executive officer of Informing Choices and operations director of Fast Future Publishing</i>	
Chapter 9: From BI to AI	0
<i>By Joanna Goodman</i>	
BI and big data	0
AI's two-factor authentication.....	0
The AI of BI – and the BI of AI!.....	0
Get the BI right first.....	0
From dashboard to conversation	0
Chapter 10: Reframing the AI question	0
<i>By John Alber</i>	
Chapter 11: Using knowledge management to increase firm profitability and pricing predictability	0
<i>By Jack Bostelman, president of KM/JD Consulting LLC, and Chris Boyd, senior director of professional services, Wilson Sonsini Goodrich & Rosati LLP</i>	
First financial case study – Practice efficiency improvements	0
How KM can increase fee predictability	0
Examples of KM resources	0
Second financial case study – shift work from partners to associates	0
Third financial case study – more efficient partner pitch preparation	0
Conclusion	0
Appendix A – The three financial models	0
Appendix B – How to start/restart a KM practice efficiency program.....	0
Chapter 12: “Intelligent marketing” – Practical marketing activities that really do create visibility	0
<i>By Doug McPherson, director of size 10½ boots</i>	
What is “intelligent marketing”?	0
What is the difference between “intelligent marketing” and “tick-box marketing”?	0

Contents

Ten low-cost/high impact business development strategies that really work.....	0
The proven three-step implementation model – Confidence, focus, action.....	0
Chapter 13: Business development – The GROW Method	0
<i>By Ian H Turvill, chief marketing officer at Freeborn & Peters LLP</i>	
The GROW Method, Part 1 – GOALS	0
The GROW Method, Part 2 – RELATIONSHIPS	0
The GROW Method, Part 3 – ORIGINATIONS	0
The GROW Method, Part 4 – WORK.....	0
<i>From Filling in the Blanks (2016)</i>	