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Workforce of the future and law firms

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9 March 2017

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A man in a dark suit and yellow tie is smiling and writing on a flipchart with a green marker. The background shows an office environment with glass partitions and plants.

1. The world is changing

2. Workplaces are changing

3. Legal market is changing

4. Winning in the legal market?



The world is changing

Digital decade



2006

Launch of
Twitter

Google became
a verb



2007

Apple launched
iPhone

Facebook
became
mainstream



2008

Airbnb
launched

Lehman
Brothers filed
for bankruptcy



2009

Launch of Uber
Urban dwellers
became majority
of earth's
population

Google
prototype of
driverless car



2010

China overtook
US as largest
manufacturing
nation



2011

Global
population
passed 7 billion
Borders
bookstores shut
up shop

Digital decade



2012

Kodak files for bankruptcy



2013

More mobile devices and connections than people on the earth

Blockbuster closed for good



2014

64 billion WhatsApp messages sent in a single day



2015

Amazon and Alibaba rule e-commerce



2016

Personal data, psychology and bots influence voting in elections

Google's DeepMind beats 'Go' champion



2017

Facebook goes to war on 'fake news'

314 million search results for 'Future of work'

Who wins?

The image shows the Netflix logo, which consists of the word "NETFLIX" in a bold, white, sans-serif font. The letters are set against a solid red rectangular background. Each letter has a subtle 3D effect with a dark shadow cast to its right and slightly downwards.

Five global megatrends



Technological breakthroughs

Rapid advances in technological innovation



Demographic shifts

The changing size, distribution and age profile of the world's population



Shifts in global economic power

Power shifting between developed and developing countries



Rapid urbanisation

Significant increase in the world's population moving to live in cities

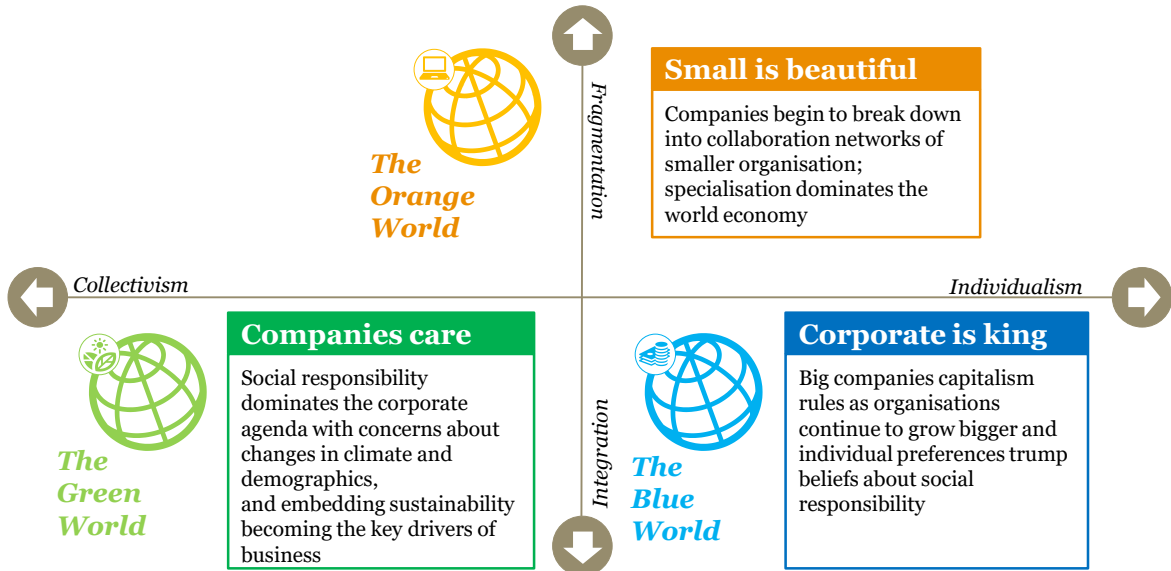


Resource scarcity and climate change

Depleted fossil fuels, extreme weather, rising sea levels and water shortages



Three worlds of work





Workforces are changing

Workforces are changing

Purpose
Ageing
Soft skills
Flexibility
Diversity
Generations
Global
Discretionary effort
Brains+bots
Talent mix
Work/life



The legal market is changing

Law firms – a time of change?

Trends



Excess capacity



Commoditisation of legal services



Increasing availability of substitutes and alternatives



Technology and AI

Consequences

Increasing financial controls on in-house departments

“Do more with less”

Greater demand for “value” from clients

Market demand for value

Clients want lawyers who are business-minded, problem solvers

“A clearer focus on commercial realities”

“Advice that is concise and focused”

“Seamless cross-border coverage”

“Joined-up across different areas of business”

Helping clients create sustainable, long term value

What are the key talent challenges?



The culture and integration impact of new locations and mergers



Hard to retain the best talent in high competition disciplines



Partner succession blocked



Clients won't pay for 'inefficiency'





Winning in the legal market?

Who wins?

Billable hours are still key to survival today....

...But focus on the future

A clear view of
the forces
driving the
future - and
how they
collide

Really
understanding
the technology
options - and
how they add
client value

Protecting the
brand - but
evolving what it
stands for

Bravery to
cannibalise your
existing
business

Creating the
right culture to
succeed

Five no-regrets moves on talent

1 *Rethink and redesign the employer offer*

2 *Get succession planning right*

3 *Review skills for a fast-automating world*

4 *Right focus on people analytics*

5 *Build the right HR function to deliver*

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