AGENDA

08.30   Chair's opening address

Rupert Collins-White, editor-in-chief, Briefing

The world for law firms in 2017 and beyond

08.40   The rise of the millennials, agile working and changing work habits

- How do you demonstrate and deliver career routes that engage and incentivise the best new talent, not necessarily bought into partnership and other traditional career routes?
- What should you be doing to maintain the attention of both senior partners and millennials?

Carol Stubbings, joint global leader, people and organisation, PwC

09.00   Brexit and other key macro drivers affecting the market

James Sproule, chief economist and director of policy, Institute of Directors

09.20   Perspectives from client markets, gaining insights from data

Andy Easton, associate director, Opinium

09.40   Q&A

10.00   Keynote panel: Technological disruptors, artificial intelligence and automation

- Smart investments: the rate of change in technology and the need to innovate vs rising costs and shrinking margins
- Machine learning: what is going to be affected?
- Automatic document creation and electronic due diligence
- How much work can be semi-automated and pushed from the front office further back?
- What is the impact on people of AI in terms of jobs and job functions?
  - What will the roles of the future be?

- o   Will junior roles be put at risk and if so, which ones?
- To what extent and when will the technology move from searching to producing analysis and usable conclusions?
- Beyond fee-earning and knowledge, which business areas of legal might benefit most from AI?
- How do you justify spend and quantify the returns?
- The role of technology in collaborative working

Ben McGuire, COO, innovation group, Simmons & Simmons
Stephen Allen, global head of legal service delivery, Hogan Lovells
Christina Blacklaws, COO, Cripps
Stuart Whittle, IS and operations, director and partner, Weightmans
Moderator: Jochen Leidner, director, research, Thomson Reuters

10.45   Coffee

STREAMED SESSIONS UNTIL LUNCH – delegates may choose any sessions to attend

Stream A

11.15   Turning data into profitable revenue: MI, business intelligence and pricing

- What are change-making businesses doing with their data?
  - o   How they're capturing it
  - o   How they're cleaning data and ensuring data relevance and quality
  - o   How are they using data as a value-added service?
- How can law firms leverage the data they have more intelligently?
- Can you outsource 'big data' for better results?
- Closing the loop between data capture and modelling: realistic time capture and demonstrating transparency to clients during the billing process
- How intelligent data usage helps the knowledge function as it moves from a support service into a profit centre

Barry Talbot, managing director, Informance

12.00   Nearshoring and offshoring

- How real are the operational pressures facing firms today and to what extent is onshoring creating genuine efficiencies?
- What was the rationale behind this firm's move, what activities took place when developing the strategy and what lessons can be learned from the initial planning phase?
- How did the move impact on operating strategy?
- The impact of Brexit

Fireside chat, facilitated by Richard Brent, editor, Briefing

Mike Polson, co-head of innovation, Ashurst
Darren Mitchell, deputy COO, Hogan Lovells

Stream B

11.15 Future-proofing the working environment in the era of agile working

- How should the space in the modern office be reconfigured?
  - How will people use office space as the trend towards agile working increases?
  - Can collegiality be maintained in a hot-desking environment, and what impact will this have on office dynamics?
  - How do we accommodate increasing numbers of people who want to work a non-standard working week?
- How to develop the right infrastructure to support a mobile workforce
  - To what extent is the existing technology sufficiently mature and what investments in telephony, servers, CRM and other technologies should you be making?
  - What is the role of paper and paper files in an agile working environment?
- How to effectively manage the mobile workforce
  - What does a 'virtual workforce' really mean, and how does it impact on managing client relationships?
  - How to reassure while monitoring and assessing productivity

Michelle Pattison, Occupier Advisory Client Solutions, CBRE

12.00 Panel: Operational management across multiple locations: Finding the right match, the right structure, for the right reasons

- What are the practical challenges faced?
- How to overcome the cultural differences and balance the needs of developing a global strategy while maintaining bespoke services where appropriate?
- The tensions of delivering short-term performance while delivering change in terms of major programmes that need to be delivered globally
- How to take advantage of economies of scale and ensure the firm is fit for the future and agile enough to take the steps to grow to the next level

Kevin Hogarth, global director of people and culture, Norton Rose Fulbright
Gavin Frost, head of commercial finance, Eversheds Sutherland
Justin Young, COO, Holman Fenwick Willan
Moderator: David Espley, UK technology director, LexisNexis

12.45 Lunch

Early afternoon session

13.45 Panel: The view from the client: The OLIL in-house panel

- Value of firms' operational function working with in-house in areas such as creating negotiating models; working closer with law firm project management, and so on
- The role clients are playing in redesigning processes in procurement and fee transparency
  - The role procurement is playing in supporting in-house decision making
  - The transition from buying time to buying deliverables
  - Utilising competitive bidding to compare matter specific proposals
- Importance of cyber security in RFPs – how often should your firms be tested and should clients have a direct input in when and how this happens?
- Where is the mismatch between client actions and expectations and law firm offerings?
- How should firms respond to client demands for more for less?
- Why, unlike the majority of the rest of the world, are the vast majority of in-house lawyers and private practitioners still interested in, managed by and generally centred on time recording-based billing?
  - Does billing by time give the impression no one has an idea of what is going to happen on a transaction or during a dispute?
  - What impediments exist to stop the usage of ERP systems that incorporate estimation, project management, resource planning and so on that are used by most other professional knowledge workers?

David Bateson, senior vice president legal, intellectual property and sustainability, Canon Europe
David Symonds, VP and regional general counsel EMEA, Johnson Controls (Tyco)
Richard Tapp, company secretary and director of legal services, Carillion
Richard Keenan, chief counsel, major transactions team, BT Group
Mohammed Ajaz, group head of legal operational excellence, National Grid
Facilitated by: Richard Brent, editor, Briefing magazine

FACILITATED INTERACTIVE SESSIONS

14.35 Interactive sessions, round one

Delegates may attend one of the following:

COOs and corporate C-suite models: how far are they changing the way law firms are now managed?

This highly interactive session will take a close look at just how far the adaptation of corporate executive management structures and roles is – and will in the future – disrupt the conventional law firm business model. We will cover a wide range of questions, including:

- Charting the rise of law firm COOs
- How are Managing Partner roles evolving and beginning to be unbundled?
- What are the business trends and issues pushing the law firm C-suite into a central strategic role?
- Hiring top executive talent into law: legal industry insider or corporate 'cleanskin'?
- Riding shotgun – is there an optimal COO/Managing Partner relationship?
- Re-evaluating the non-lawyer executive as a primary driver of change
- Applying operational management and best practice to legal practice groups
- How to achieve better collaboration across the organisation
- What skills will our next generation of legal business leaders need (and how do we ensure they get them)?
- The role of Shared Service Centres in the next generation of law firm operations

Chris Bull, executive director, Kingsmead Square

Design Thinking: An innovative approach fit for changing times

- How the approach used by many of the world's most consistently innovative companies including Apple, Google, P&G and others can help law firms adapt and succeed in times of rapid change
- The practical process, tools and mindsets for creating a culture of continuous innovation
- Using the creative tools of design to anticipate emerging needs and develop better, more innovative solutions to client-facing as well as internal challenges
- Accelerating the pace at which new services, processes, products and strategies are prototyped, tested, and launched

Abigail Hunt, consultant, facilitator and coach, Treehouse Innovation and Møller PSF Group

Millennials v baby boomers how can we facilitate them to work in harmony?

- How can we succession plan with the changing attitudes towards partnership
- What other processes need to be adapted to attract the cream of the millennials to your firm whilst retaining the status quo
- How work patterns need to adapt to meet the requirements of both parties
- How can the diversity be harnessed for the optimal performance of the firm

Joanna Lorimer, director of administration, Hunton & Williams

15.15   Coffee

15.45 Interactive sessions, round two

Workshops from round one repeated, delegates to attend a second workshop from the three options above

16.25 Interactive panel to the group

A round-up from the experiences and discussions delegates have exchanged in the interactive sessions, and discussion of the key points by the panel

Panel facilitated by Chris Bull, executive director, Kingsmead Square

16.50 The COO: Lost in the matrix

What is a COO? What are the different roles he/she can play in an organisation? Stories from personal experience that highlight the different dimensions of a matrix organisation - primarily those of: Sectors, Geographies, Practice Groups, Operations, Clients/Fee earners/Support, Culture and Time-zones; and draw out the pitfalls and lessons of how to use the matrix as a network to get things done rather than let it be a web you get caught up in.

Andrew Darwin, COO, DLA Piper

17.25 Chair's closing remarks

17.30 Close of conference