

# Briefing LIVE 2025

## Thursday 20 March, Underwood Lofts



*Draft day shape, subject to change*

<p><b>09:00 - 09:30</b></p>	<p><b>BREAKFAST AND NETWORKING</b> Grab a coffee and croissant, and connect with your peers!</p>
<p><b>09:30 – 09:40</b></p>	<p><b>WELCOME</b> <i>Richard Brent, head of content, Briefing</i> <i>Co-chair: Barbara Hamilton-Bruce, legal operations director, Simmons &amp; Simmons</i></p>
<p><b>09:40 – 10:10</b></p>	<p><b>ICE BREAKER</b> The fun starts here with a quick ice-breaker session designed to get you in the mood to collaborate, share and learn!</p>
<p><b>10.10 - 10:40</b></p>	<p><b>OPENING KEYNOTE: 2025 – AN ECONOMIC OVERVIEW OF A VUCA WORLD</b> The shifting world order of geopolitical fragmentation, regional wars and unpredictable leaders in the White House and the Kremlin adds up to a deeply volatile environment. How will these factors impact global trade flows, the UK economy and the wider risk landscape? Our expert speaker will help decode the challenges and opportunities for law firms as they navigate a highly uncertain world. <i>Anna Leach, chief economist, The Institute of Directors</i></p>
<p><b>10:45 – 11:30</b></p>	<p><b>DISCUSSION SESSION: Change transformation – building tomorrow’s world today</b> Change management is part project management, part social art, with transformation - through digitalization, organisational restructuring and adopting innovative practices—impacting different management functions in unique ways. <b>Join one of our focused discussions on the following topics (Chatham House rules apply!)</b></p> <ol style="list-style-type: none"> <li><b>1. Routes and roadmaps to create considered change:</b> <ul style="list-style-type: none"> <li>- What does transformation looks like at <i>your</i> firm – and what are your objectives in terms of client impact?</li> <li>- How to align leadership with expert opinions?</li> <li>- Reality check: explore real world examples of successful and failed change implementation</li> </ul> </li> <li><b>2. Stick or carrot? Overcoming cultural obstacles and changing engrained behaviours and resistance to change</b> <ul style="list-style-type: none"> <li>- Delivering transformation to a multi-generational and multi-cultural workforce</li> <li>- What works – and what doesn’t - in a hybrid workplace?</li> <li>- Can change be fun?</li> <li>- Sharing examples where change has helped</li> </ul> </li> <li><b>3. The role for sustainability in law firm transformation</b> <ul style="list-style-type: none"> <li>- Navigating changing mindsets on ESG and DEI</li> <li>- Aligning client advisory with firm practice</li> <li>- Balancing the challenges of a hybrid workforce with business needs</li> <li>- How are firms mitigating the impact of increased use of tech on sustainability efforts?</li> </ul> </li> <li><b>4. Harnessing tech to streamline efficiency and productivity</b> <ul style="list-style-type: none"> <li>- Figuring out what your tech stack should look like</li> <li>- Success stories: early adopters, training and champions</li> <li>- Deciding what tech you can outsource - and when</li> </ul> </li> </ol>

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	<p><b>5. Selling the change: winning hearts and minds by leveraging the power of communications &amp; PR</b></p> <ul style="list-style-type: none"> <li>- Engaging employees through knowledge and information</li> <li>- Channels and tools – what works for different cohorts?</li> <li>- Incentives and rewards that work</li> </ul> <p><b>6. Building effective teams</b></p> <ul style="list-style-type: none"> <li>- Identifying the mix of skillsets for an adaptable, multi-skilled workforce</li> <li>- Talent acquisition and retention in a competitive market</li> <li>- Managing shifts in employee expectations</li> </ul> <p><b>7. Pricing and profitability in the spotlight</b></p> <ul style="list-style-type: none"> <li>- Balancing investment in tech with profitability</li> <li>- Alternative fee arrangements – how is AI impacting your clients’ interest in value pricing?</li> <li>- Giving lawyers the confidence to price by value</li> </ul> <p><b>8. People versus tech</b></p> <ul style="list-style-type: none"> <li>- The human role in building trust</li> <li>- Balancing technology with a personalised client experience</li> <li>- How can tech underpin a deeper understanding of client needs?</li> </ul> <p><b>9. Re-thinking risk</b></p> <ul style="list-style-type: none"> <li>- Staying ahead of regulatory changes while embracing new technologies</li> <li>- Approaches to business planning in a volatile and uncertain environment</li> <li>- Cyber risk considerations</li> </ul>
<p><b>11:30 – 11:50</b></p>	<p><b>COFFEE BREAK</b></p>
<p><b>11:50 – 12:20</b></p>	<p><b>DISCUSSION SESSION QUICKFIRE FEEDBACK: CHANGE TRANSFORMATION</b></p>
<p><b>12:20 – 12:50</b></p>	<p><b>KEYNOTE: REINVENTION ON THE EDGE OF TOMORROW - THE AI PLAYBOOK FOR INNOVATION AND GROWTH</b></p> <p>As Generative AI evolves at an unprecedented pace, it presents both challenges and opportunities for leaders in the legal sector. How can law firms strategically position themselves to harness these opportunities for reinvention and value creation? What impact will this have on the workforce, and how are client expectations likely to change? In this keynote address, our expert speaker will draw on the latest research and real-world examples of best practices from other industries. Discover actionable insights and strategies that law firms can adopt to drive growth and mitigate the risks of disruption.</p> <p><i>Rob McCargow, technology impact leader, PwC</i></p>
<p><b>12:50 – 13:40</b></p>	<p><b>LUNCH BREAK</b></p>
<p><b>13:40 – 14:10</b></p>	<p><b>SUCCESS STUDY: Transforming our core to drive growth, efficiency, and compliance</b></p> <p>Join us to explore DLA's transformative journey towards modernizing its operational landscape to navigate the complexities of modern law firms in today’s challenging climate and address opportunities for improvement like</p>

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	<p>removing standalone systems and manual inter-office billing. DLA undertook a 12-month upgrade to a future-ready platform, leveraging Fulcrum GT's digital legal business platform as the catalyst to this program. This session will walk through the strategic vision, key milestones, stakeholder engagement strategies, and lessons learned — all while showcasing the tangible business benefits achieved post-implementation.</p> <p><i>Jo Dickinson, Programme Lead - Business Engagement, DLA Piper Fulcrum (speaker tbc)</i></p>
14:10 – 14:40	<p><b>CASE STUDY: Software Success - Overcoming Implementation Challenges and Unlocking Future Opportunities</b></p> <ul style="list-style-type: none"> <li>- Implementation challenges and key learnings</li> <li>- Looking ahead: identifying opportunities to leverage existing software for new use cases</li> </ul> <p><i>Grace Cordell, director of knowledge, Clifford Chance</i> <i>Emma Wiseman, account director Litera,</i></p>
14:40 - 15:00	<p><b>COFFEE BREAK</b></p>
15:00 – 15:45	<p><b>PANEL: Shaping teams and functions for cross functional legal firms of the future</b></p> <p>Cross functional teams are becoming vital as firms embrace technological change while navigating increasingly complex, global client needs, and can drive profitability through closer client partnerships. What will the optimum cross-functional team look like in five years' time? What are the functions and skillsets needed to adapt to a new world of business? How will all this impact workplace culture and the next generation of law firm leaders?</p> <ul style="list-style-type: none"> <li>- Collaboration – they key to cross functional teams?</li> <li>- The impact of technology and AI on wider teams beyond fee-earners</li> <li>- The multidisciplinary workforce – now and next?</li> <li>- The impact of hybrid working on culture, collaboration and Gen Z</li> <li>- How do other industries put together multi-functional teams?</li> </ul> <p><i>Claire Stripp, head of knowledge and learning, Browne Jacobson</i> <i>Emma Dowden, chief operating officer, Burges Salmon</i> <i>Jeff Westcott, director of practice technology and AI innovation, Akin Gump</i> <i>Ruj Dev, chief financial officer, Mills &amp; Reeve</i> <i>Chair: Liz Quinn, global account director, Peppermint Technology</i></p>
15:45 – 16:15	<p><b>CLOSING KEYNOTE:</b></p> <p>Sarah Furness spent 20 years as an RAF helicopter pilot. As a Squadron Leader she led on operational combat tours in Iraq and Afghanistan and was the first female helicopter pilot to fly and lead UK Special Forces missions in Iraq. Through her experiences as a combat operational commander, helicopter pilot and qualified mindfulness practitioner/coach Sarah has developed a unique formula to train the mind to embrace the mistakes we all make, leverage a growth mindset culture and be a Jedi master under pressure.</p> <p><i>Sarah Furness, former RAF combat helicopter pilot and motivational speaker</i></p>

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16:15 - 16:25	<b>CLOSING AND THANKS</b> <i>Richard Brent, head of content, Briefing</i> <i>Co-host: Barbara Hamilton-Bruce, legal operations director, Simmons &amp; Simmons</i>
16:30 onwards	<b>DRINKS RECEPTION</b>