

# 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></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><i>Join one of our focused discussions on the following topics (Chatham House rules apply!)</i></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 how does it impact your clients?</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>- 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> </ul> </li> <li><b>4. Streamlining efficiency and production</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 to outsource and when</li> </ul> </li> <li><b>5. Selling the change: winning hearts and minds by leveraging the power of communications &amp; PR</b> <ul style="list-style-type: none"> <li>- Engaging employees through knowledge and information</li> <li>- Channels and tools – what works for different cohorts?</li> </ul> </li> </ol>

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	<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: USING AI AND TECH TO DELIVER COMMERCIAL VALUE</b></p> <p>As AI and tech increasingly frees up lawyers to focus on more complex and strategic work, there is a growing client pressure for firms to pass on savings and align pricing to value delivered, rather than hours worked. How, then, can firms balance the benefits of AI and tech to drive commercial value and what are the pricing models that will deliver this? Our expert speaker will consider all this, plus how parallel industries have achieved commercial value, and what law firms can learn from them.</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: A real-world example of implementing game-changing technology</b></p>
<p><b>14:10 – 14:40</b></p>	<p><b>SUCCESS STUDY: Delivering transformation in a law firm</b></p>
<p><b>14:40 - 15:00</b></p>	<p><b>COFFEE BREAK</b></p>

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<b>15:00 – 15:45</b>	<b>PANEL: Shaping teams and functions for cross functional legal firms of the future</b> Cross functional teams are becoming vital as firms navigate 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 law firm culture and the next generation of lawyers? <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> <i>Claire Stripp, head of talent and knowledge, Browne Jacobson</i>
<b>15:45 – 16:15</b>	<b>CLOSING KEYNOTE:</b> 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. <i>Sarah Furness, former RAF combat helicopter pilot and motivational speaker</i>
<b>16:15 - 16:25</b>	<b>CLOSING AND THANKS</b> <i>Richard Brent, head of content, Briefing</i>
<b>16:30 onwards</b>	<b>DRINKS RECEPTION</b>