

Table of contents

Introduction

1. The Changing Context

- 1.1 **Macro-economic changes**
 - 1.1.1 Regulatory expansion
 - 1.1.2 Globalization
 - 1.1.3 Risk convergence
- 1.2 **Cost pressures**
- 1.3 **The twin revolutions**
 - 1.3.1 The Innovation Revolution
 - 1.3.2 The Professional Convergence Revolution
 - 1.3.3 The GC as chief executive

Part I: The Hardware

2. Talent and Risk Assessments

- 2.1 **The continuous process**
- 2.2 **Start by thinking**
 - 2.2.1 Why is it so important to spend time thinking?
 - 2.2.2 When is it best to do your initial focused thinking?
 - 2.2.3 Weekly and annual focused thinking
- 2.3 **Develop your foundation**
 - 2.3.1 **Build your foundation – assess the company and your team**
- 2.4 **Stop, look, listen: evaluate your talent**
 - 2.4.1 **On-boarding process**
- 2.5 **Assess your core legal risks**
 - 2.5.1 Secure alignment
 - 2.5.2 Time frame

- 2.5.3 Steps
- 2.5.4 Lessons
- 2.5.5 How to assess risk materiality
- 2.5.6 Mapping your risks
- 2.5.7 Remember to communicate and align
- 2.5.8 The three “golden rules” of risk

3. Designing an Integrated Team Structure

- 3.1 **Appoint specialists and generalists**
 - 3.1.1 Specialists
 - 3.1.2 Generalists
 - 3.1.3 Enabling function lawyers: specialists or generalists?
 - 3.1.4 Who decides: specialists or generalists?
 - 3.1.5 The optimal ration of specialists to generalists
- 3.2 **The rise of the legal operations officer**
 - 3.2.1 Do you need a legal operations team?
 - 3.2.2 Who should the legal COO report to?
- 3.3 **Appoint your legal leadership**
 - 3.3.1 How large should the leadership team be?
 - 3.3.2 Insiders vs. outsiders
 - 3.3.3 Mistakes will be made
 - 3.3.4 Hire the right type of leaders

- 3.4 Map over the rest of your organization**
 - 3.4.1 The matrix
 - 3.4.2 Reporting lines into Legal or the Business – or both?
 - 3.4.3 Who reports to whom?
 - 3.4.4 Flat vs. layered hierarchies
- 3.5 Budget**
 - 3.5.1 The importance of having a unitary budget

4. Law Firms

- 4.1 Disruption in the legal profession**
 - 4.1.1 The Innovation Revolution
 - 4.1.2 Cost pressures
 - 4.1.3 Regulatory reforms
 - 4.1.4 New competitors
 - 4.1.5 The law firm competitive response
- 4.2 Unbundle your work**
 - 4.2.1 Classify your workflow
 - 4.2.2 Identify solutions for different categories of work
 - 4.2.3 Optimize your mix of internal to external resources
- 4.3 Put the right policies in place**
 - 4.3.1 Gatekeeper policy
 - 4.3.2 Billing guidelines policy
 - 4.3.3 Engagement letters
 - 4.3.4 Internal legal department controls

5. Alternative Legal Services Providers

- 5.1 What are ALS providers?**
 - 5.1.1 The origins of ALS
 - 5.1.2 Alternative staffing providers
 - 5.1.3 Legal process outsourcing providers

6. Selecting the Right Partners

- 6.1 Leverage legal procurement professionals**
 - 6.1.1 The benefits of involving procurement
- 6.2 Strategic partnerships**
 - 6.2.1 What it means to be “strategic”
- 6.3 Key performance indicators (KPIs)**
- 6.4 Law firm “panels”**
 - 6.4.1 Are panels the right choice for all legal departments?
- 6.5 How to establish panels**
 - 6.5.1 Select the right work for the RFP
 - 6.5.2 Panel scope
 - 6.5.3 Decide on the right levels of support that you need
 - 6.5.4 Research and identify candidates; gather market intelligence
 - 6.5.5 Diversity
 - 6.5.6 Generate and issue RFPs
 - 6.5.7 Evaluate responses and select finalists
 - 6.5.8 Establish finalist interviews
 - 6.5.9 Set agenda for meetings with the finalists; interview them
 - 6.5.10 Select and announce your panel
- 6.6 Are panels forever?**
- 6.7 Panels for Alternative Legal Services Providers**

7. Technology

- 7.1 Processes before technology**
- 7.2 The evolving technology landscape**

- 7.2.1 The Second Machine Age
- 7.2.2 Moore's Law and the second half of the chessboard
- 7.2.3 The Internet of Things and Big Data
- 7.2.4 Cloud computing
- 7.2.5 Artificial Intelligence (AI)
- 7.2.6 Autonomy and replacement
- 7.3 In-house technology applications**
 - 7.3.1 Communication and collaboration tools
 - 7.3.2 Self help tools
 - 7.3.3 Efficiency tools
 - 7.3.4 Transparency tools
 - 7.3.5 Artificial Intelligence and machine learning
- 7.4 Procurement of technology**
 - 7.4.1 Build or buy?
 - 7.4.2 Off-the-shelf or custom?
- 7.5 Process, technology and risk reduction**

Part II: The Software

8. Culture

- 8.1 What is culture?**
 - 8.1.1 Culture as behaviour
 - 8.1.2 Culture as values and beliefs
 - 8.1.3 Cultures and subcultures
 - 8.1.4 Your subculture must be aligned with your company's culture
 - 8.1.5 Actual culture vs. stated values and beliefs
- 8.2 Why is culture important?**
 - 8.2.1 Culture as a baseline
 - 8.2.2 Culture as an attractant
- 8.3 Can you build a culture from scratch?**

- 8.3.1 Legacy cultures – evolution not revolution
- 8.3.2 Influencing in new cultures
- 8.3.3 Write your culture down
- 8.3.4 Beware of the unwritten rules

8.4 Hack your culture

- 8.4.1 Large-scale hacks
- 8.4.2 Small, iterative hacks

8.5 Making it “sticky”

- 8.5.1 Screening
- 8.5.2 Induction
- 8.5.3 Rituals and reinforcement ceremonies
- 8.5.4 Stories
- 8.5.5 Influencers
- 8.5.6 Sanctions

9. The Generational Context and the Rise of the Millennials

9.1 Millennials, Gen-Xers and Baby Boomers

- 9.1.1 The Baby Boomers
- 9.1.2 The Gen-Xers
- 9.1.3 The Millennials
- 9.1.4 How have these traits shaped the Millennials?
- 9.1.5 What is the problem?
- 9.1.6 How to approach Millennials
- 9.1.7 How to balance interests across the generational divide

10. Leadership Skills

10.1 Professional excellence

10.2 Innate curiosity

- 10.2.1 Constant learners
- 10.2.2 Formal vs. organic learning
- 10.2.3 The Internet vs. books
- 10.2.4 Future literacy
- 10.2.5 Importing and exporting good ideas

10.3 Excellent communicators

10.3.1 Storytelling

10.3.2 Focus on “why”

10.3.3 Clear written communication

10.4 Excellent business judgement

10.4.1 Market visits

10.4.2 The business of the law

10.5 Results driven

10.6 Autonomy

10.6.1 The pros and cons of law firm training

10.6.2 The pros and cons of government training

10.7 Courage

10.7.1 Manipulative business partners

10.8 Flexible leadership style

10.9 Cultural intelligence

10.9.1 Leadership savvy

10.9.2 Disagreement and “face”

10.9.3 High vs. low context cultures

10.9.4 Trust

10.9.5 Reasoning

10.10 Grit

11.1.8 Focus on what you can control; do not worry about the rest

11.1.9 You are in charge of you!

11.1.10 This is the “new normal” – so get used to it!

12. Strategic Direction

12.1 Roadmap principles

12.1.1 Vision

12.1.2 Mission

12.1.3 Strategies and tactics

12.2 Example of strategic priorities

12.2.1 Strategy 1 – Develop our people

12.2.2 Strategy 2 – Provide the right advice at the right time

12.2.3 Strategy 3 – Leverage our global strength

12.3 When and how to execute your strategic direction

12.3.1 When?

12.3.2 How?

Conclusion

Acknowledgements

Index

Bibliography

Footnotes

Part III: Critical Thread

11. Change Management

11.1 Ten lessons about change

11.1.1 Change is the natural state of being

11.1.2 Start with “why”

11.1.3 Change is an inherently emotional process

11.1.4 Regularly track and discuss your team’s emotional state

11.1.5 Do not let your team freeze up

11.1.6 Never look back!

11.1.7 Change can give you the best work of your career