

HBR Consulting's Legal Lab is an annual gathering of select industry leaders who collaborate and share ideas on how to pursue innovation and drive changes that support the law firm and corporate client relationship.

ALIGNMENT + COLLABORATION: Creating Lasting Value for Law Departments and Law Firms

1 Shifting market trends...

- **Increasingly competitive market for law firms**
 - ALSPs gaining market share; more work brought in house; outside counsel convergence
- **Data-driven decisions**
 - Investment in analytics and AI to capture, interpret and communicate data and measure accountability
- **Talent challenges**
 - Must move the needle faster on diversity and inclusion, key talent retention

“While there’s compression in the market, there’s also lots of opportunity.”

2 ...provide opportunities for law department and law firm alignment and collaboration...



ALIGNMENT WITH:

- **Organization’s purpose / strategy** within the market
- **Clients’ strategy, mission and value**
- **Culture** → organization, department and team
- **Resources and operations**



COLLABORATION AMONG:

- **Clients and outside counsel, other law firms, ALSPs**
- **Departments and specialists** → technical, financial, etc.
- **All levels of resources and allied professionals**
- **Diverse teams**
- **Law schools**

“The fact is, analytics have changed some practices and, in some firms, how they operate.”

3 ...to support an agile, value-centric and tech-enabled model for legal service delivery.

“Transparency and collaboration are the most important things we’ve learned.”



AGILE TALENT

- The **right mix of resources** for the right work
- **Talent pipeline** for the business of law:
 - Law school curricula aligned with industry evolution
 - Lawyers partnered with allied professionals
- **Culture** that promotes employee engagement, fosters diversity and inclusion and drives higher performance expectations



VALUE-FOCUSED SERVICE DELIVERY

- Focus on **what clients value**
- **Holistic solutions** to clients' problems:
 - Specific recommendations vs. lengthy legal analysis
 - Information packaged for quick risk assessment and decision making
 - Self-service options where appropriate
- Environment for **change and innovation**; qualitative and quantitative **KPIs**



ENABLING TECHNOLOGY

- **Analytics value continuum**
 - historic reporting to future prediction
- Analytics models developed with **legal and tech expertise**
- Data leveraged to **support**, not replace, **legal judgment/decision making**
- Use of law firm data to **productize tools**