

Aligning People Strategies to Enable the Law Department and Law Firm of the Future

Legal organizations' teams have been challenged by and been the catalysts for considerable change in recent years. Legal Lab 2022 participants examined ways to align their people strategies by reducing systemic inhibitors and casting visions for the future.

TALENT

1 How can we best develop, engage, and retain our talent?

Minimize inhibitors: Rethink the "up or out" model.

- Allow lawyers to **pivot into new roles** with different opportunities, including law and law-adjacent roles.
- Detail a **transparent, measurable career path** and communicate progress against strategic talent objectives.
- If lawyers choose to leave, **enable them to "leave well."**

“Wouldn't it be cool if we could...”

- ...get better at providing positive, constructive, equitable, and **actionable feedback.**”
- ...**shed light** on problems while employees are still **on the job** instead of during exit interviews.”
- ...acknowledge that **not every attorney aspires to be general counsel or a partner.**”

SERVICE DELIVERY

2 How can we create additional capacity to provide legal services?

Minimize inhibitors: Enable lawyers to focus on the most impactful work.

- Reshape existing roles, such as paralegal and legal assistant roles, to **take some administrative work off lawyers' plates.**
- Train lawyers proactively so they can be **redeployed into higher-value roles** as work is automated.
- Create and refresh **talent development** programs, including **business acumen.**

“Wouldn't it be cool if we could...”

- ...**add more value** to firm/client relationships and evolve law departments to be seen as direct **business value generators.**”
- ...**broaden the definition of 'lawyering'** to include the business of law and not just the practice of law.”
- ...**mine and commoditize** internal **knowledge** + learnings from other organizations.”

TECHNOLOGY

3 How can we leverage technology to support law departments' and law firms' talent strategies?

Minimize inhibitors: Enable talent with technology.

- Fully **leverage existing tools** by providing awareness, access, and education.
- **Simplify the volume** of tech options to drive adoption/engagement.
- Invest in technology that can **automate** tedious, manual, less interesting work and allow lawyers to **work smarter.**

“Wouldn't it be cool if we could...”

- ...**embrace law students learning technology** that they can apply when they start their careers.”
- ...develop a baseline of **digital fluency** so people aren't afraid of technology.”
- ...build a true platform including all the **core technologies** and including an external **collaboration platform.**”