

# The Vue Post



## JANDERS DEAN HORIZONS CONFERENCE SYD- NEY 2016

KNOWLEDGE by STEPHEN SANDER - 29 JULY 2016

Over two days this week, Australia's legal knowledge management,



innovation, and technology faithful have gathered at trendy Pier One, under the spectacular Sydney Harbour Bridge, for this year's Janders Dean Horizons Conference down under.

This year I attended as a guest of Janders Dean.



**Stephen Sander**  
@stephensander

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Not a bad spot for a conference!

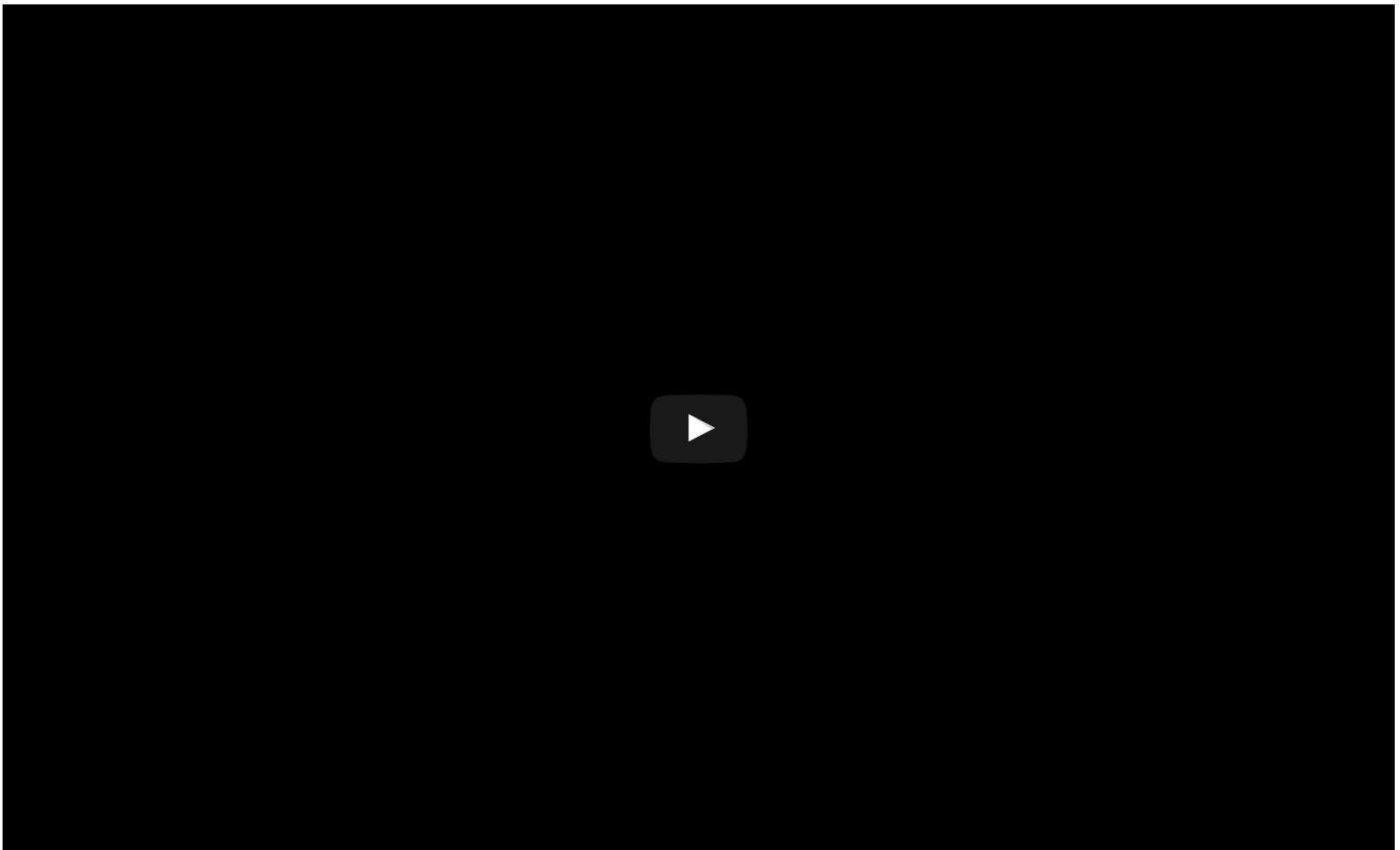
Nice pick [#JDHorizons](#) – [#LegalTech](#) & [#LegalInnovation](#) meets [#Sydney](#) [#HarbourLife](#) ...

6:23 PM - 26 Jul 2016

  5  4

It is a well-known fact that I admire Janders Dean's work, and if I had to give a single reason for my strong affinity, it would have to be what I see as their 'cynical realism'.

Janders Dean does not fall for trends and buzzwords. They march to the beat of their own drum. They are analytical and critical. Everything they do is founded on observable, factual information and logic. Logic paired with conviction and passion.



Justin North demonstrates Janders Dean's passionate but refreshingly factual and logical approach

The 2016 Sydney Horizons Conference was a worthy follow-up to the London and Chicago events earlier this year.

As I predicted in my #HashtagAttendee reviews of the two previous conferences, there is a clear emergence of universal themes affecting

the legal industry across the globe, from *changing market* conditions, to the importance of *listening*, increasing client *service delivery* expectations, including the expectation on lawyers to deliver *solutions*, an ongoing, and accelerating, *technological revolution*, and the overall transformation of the entire industry which demands continuous *innovation* by law firms.

**WERE YOU AT THE SYDNEY HORIZONS CONFERENCE? DO YOU HAVE INSIGHTS WHICH YOU WOULD LIKE TO SHARE? PLEASE LEAVE YOUR COMMENT BELOW!**



**Janders Dean**  
@jandersdean

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Is the law going to drastically change? [#JDHorizons](#) [#AI](#) [#legalTech](#)  
[#Law](#) [#LegalIt](#)

10:29 PM - 26 Jul 2016



Change – get used to it

Science and technology – a given

AI – it's coming to get you!

Blockchain and smart contracts – they're also coming to get you!

Document automation

The rise of the legal engineer

Legal education – also ... changing

Project management

Client focus and service design

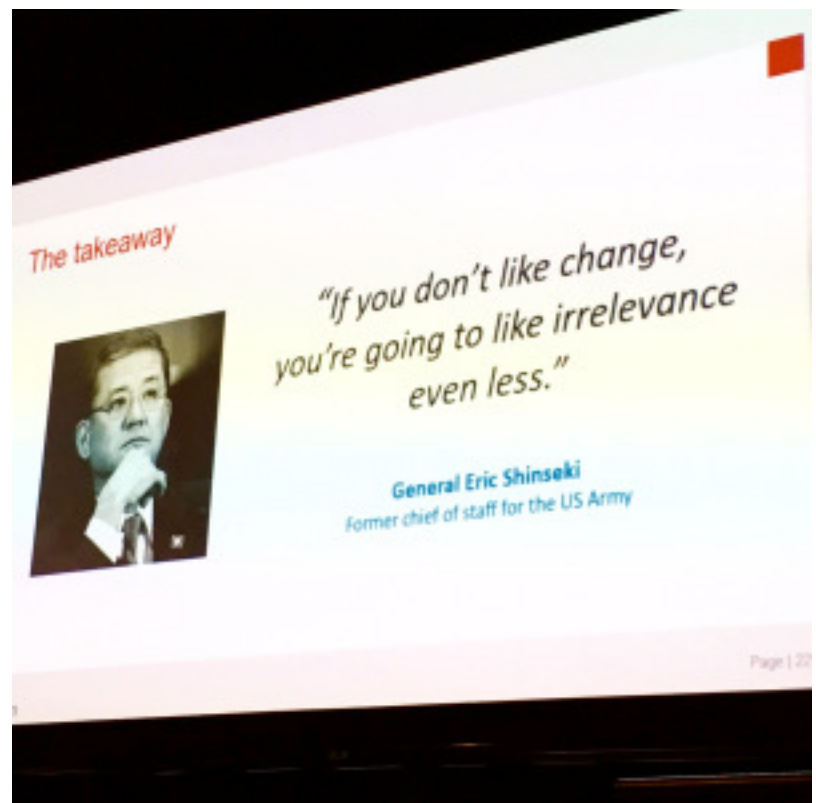
## CHANGE – GET USED TO IT

If you don't like 'change', you might as well pack your bags and go home, because change is a part of life. And I really don't know why you are so surprised to hear this, since change has always been around.

And always will be.

Change and progress are as natural to humanity as breathing, yet so many seem constantly surprised, even annoyed, by it.

What made you think you would be that one special person, or would find that one magic profession or industry, immune to change?





**I'VE ALWAYS ADMIRED YOUR TART HONESTY  
AND ABILITY TO BE PERSONALLY OFFENDED  
BY BROAD SOCIAL TRENDS.**

**PRINCIPAL SEYMOUR SKINNER TO EDNA KRABAPPEL,  
THE SIMPSONS, GRADE SCHOOL CONFIDENTIAL,  
EPISODE 19, SEASON 8**

Talking of change, this year the format of the Janders Dean Horizons Conferences had ... changed. This year the conference offered a larger number of speakers, 33 speakers over two days to be exact, but briefer presentations, most running between 20 to 30 minutes.

It should also be noted that 21 of the 33 speakers were women – an arguably unprecedented, and much welcome, representation at a law and technology themed conference!



**Janders Dean**

@jandersdean

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The [#JDHorizons](#) Sydney conference brings you 60% [#womeninlaw](#) speaking faculty [#changetheratio](#) [#TransformLaw](#) [@3percentconf](#)

10:23 PM - 24 Jul 2016



1



4



**Janders Dean**

@jandersdean

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Why do so many [#LegalIT](#) & [#Law](#) events ignore the role of [#womeninlaw](#) when building their conference agenda?  
[#JDHorizons](#) aims to address

1:07 AM - 26 Jul 2016

   1

Given the format change, my review also needs to adapt due to the high number of speakers, and tweets, this year. Rather than a speaker-by-speaker breakdown of the event, I will focus on the major themes instead.

While on the subject of change, here is the single biggest takeaway message from the conference: 'Change – get used to it!'

Adjust, adapt, or be swept away ...



**Bill Tanner**

@witanner

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Legal services market is like a 35 year old Twinkie in a box.... It hasn't changed [@erikaconcetta](#) [#JDHorizons](#)

12:26 AM - 28 Jul 2016

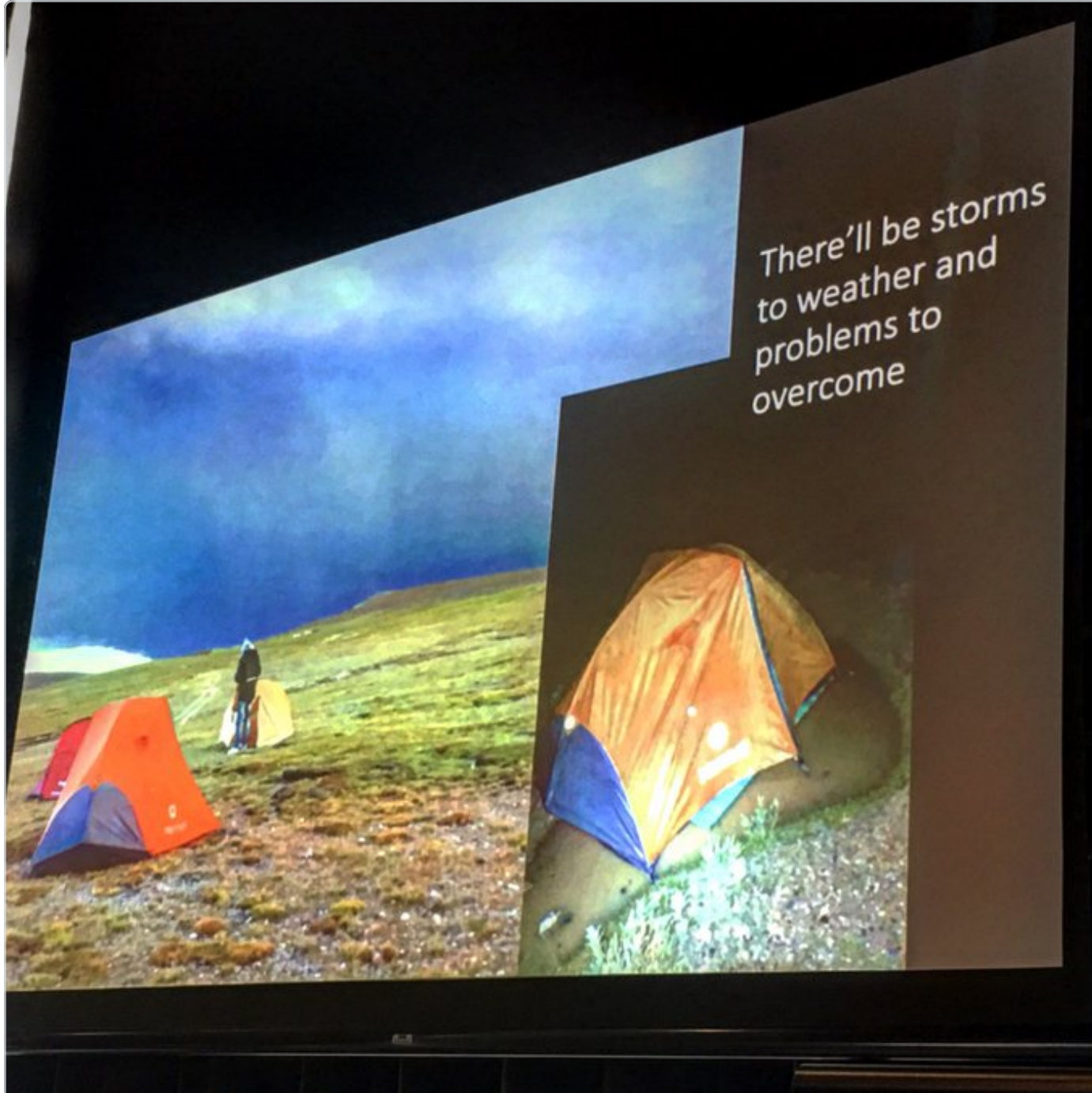
  5  6

Grim? Perhaps.

Realistic? Yes!

Is it hard? Bloody oath!





**Stephen Sander**

@stephensander



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[#ChangeManagement](#) at [#LawFirms](#) be like ... a 6-month Asian overland journey, Alison Laird, [@DLA\\_Piper\\_Aus](#) [#JDHorizons](#)

9:42 PM - 27 Jul 2016



1

Alison Laird, Legal Project Management Lead at DLA Piper Australia, noted that change management at law firms can be an arduous process that requires a combination of perseverance, patience, and knowing when to walk away and be a gracious 'loser'. To affect change, planning is essential, so is the preparation for a long journey and inevitable distractions along the way that will have to be over-

come.



experience  
trust  
expertise

**Janders Dean**

@jandersdean

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How to make change successful in [#law](#) [#JDHorizons](#)

8:04 PM - 26 Jul 2016



The first keynote speaker was Tony Harrington, Chief Executive of Minter Ellison. Tony is one of a very rare breed. A law firm chief executive who is a ... non-lawyer! Gasp!

The very essence of his keynote was the inevitability of change, and the need for the legal industry to accept the existence of change, and embrace the opportunities that change inevitably brings.

Change always has been there, always will be there ...  
there are always smart people who work out how to  
make things faster, better, and cheaper.

We talk about front-end and back-end lawyers, but how  
about lawyers in the middle – where life happens,  
where business solutions are needed?

Clients want solutions, partners need to work together,  
adapt and deliver. Kill the processes, just get things  
done ...

Tony Harrington #JDHorizons



**Stephen Sander**  
@stephensander

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That was quite a kick up the backside for [#LawFirms](#) by Tony  
Harrington of [@MinterEllison](#) at [#JDHorizons](#) ...

7:50 PM - 26 Jul 2016

  4  3

Tony identified what he calls the '3 Ps of partnership inertia':

1. 'product artisans,' whereby partners *love* the law, but clients want *solutions* – the law put into context;
2. 'partner silos,' in that some partners often fiercely protect their



skills, insights, and clients, which slows the ability of the profession to adapt to change; and

**3.** ‘process overload,’ where firms suffer from over-engineered internal procedures, and have developed committees into an art form.



**Stephen Sander**  
@stephensander

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I love Tony Harrington's hate of 'Committee Land'!

Did Michelangelo 'committee' his David? [#JDHorizons](#)

8:07 PM - 26 Jul 2016

  3  3



Tony asserted that law firms need to learn to *listen* to their clients and ***get things done ... not absolutely perfect each and every time.***



**Erika Pagano**

@erikaconchetta

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"Use your ears in the proportion in which you've been given them,"  
[@minterellison](#) CEO Tony Harrington on importance of listening  
[#jdhorizons](#)

7:52 PM - 26 Jul 2016

  2  2



**JT Murfey**

@JTMurfey

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It's about ... "Getting stuff done" says Tony Harrington. Sound  
familiar [@SCPera](#) [#jdhorizons](#)

7:39 PM - 26 Jul 2016

  1  1

While exploring Tony's mind, you might also be interested in an article in Lawyers Weekly, titled "Minters head warns: 'You can't shrink to greatness'," where Tony serves up one of his usual truth-trains to the legal profession, arguing firms are mistaken if they believe in narrowing their focus to survive. Survival should not be the game – its growth or bust.

Later in the day, Stewart Rasmussen of HighQ also had a go at 'the existence of silos' at law firms, and the need to break those barriers down. Not just the 'partner silos' Tony Harrington referred to, but the silos lawyers build around themselves to the exclusion of so-called 'non-lawyers' ...



**Stephen Sander**  
@stephensander

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Speakers are really hating on silos at [#JDHorizons](#) today!

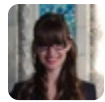
Down with silos! Get out, communicate, and collaborate!

10:37 PM - 26 Jul 2016

  2 

The need for lawyers to get over their resistance, and sometimes downright snobbery, to working with 'non-lawyers' was also drawn out by Sam Nickless, the Chief Operating Officer of Gilbert+Tobin in his closing address to the conference, and David Rennick, Partner and Head of Pinsent Masons Australia earlier on the second day of

the conference.



**Hannah Glass**

@Hannah\_Glass

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apparently lawyers should work w nonlawyers... [#scary](#)  
[@jandersdean](#) [@gtlaw](#) [@samnickless](#) [#JDHorizons](#)

3:15 AM - 28 Jul 2016

  9  13



**JT Murfey**

@JTMurfey

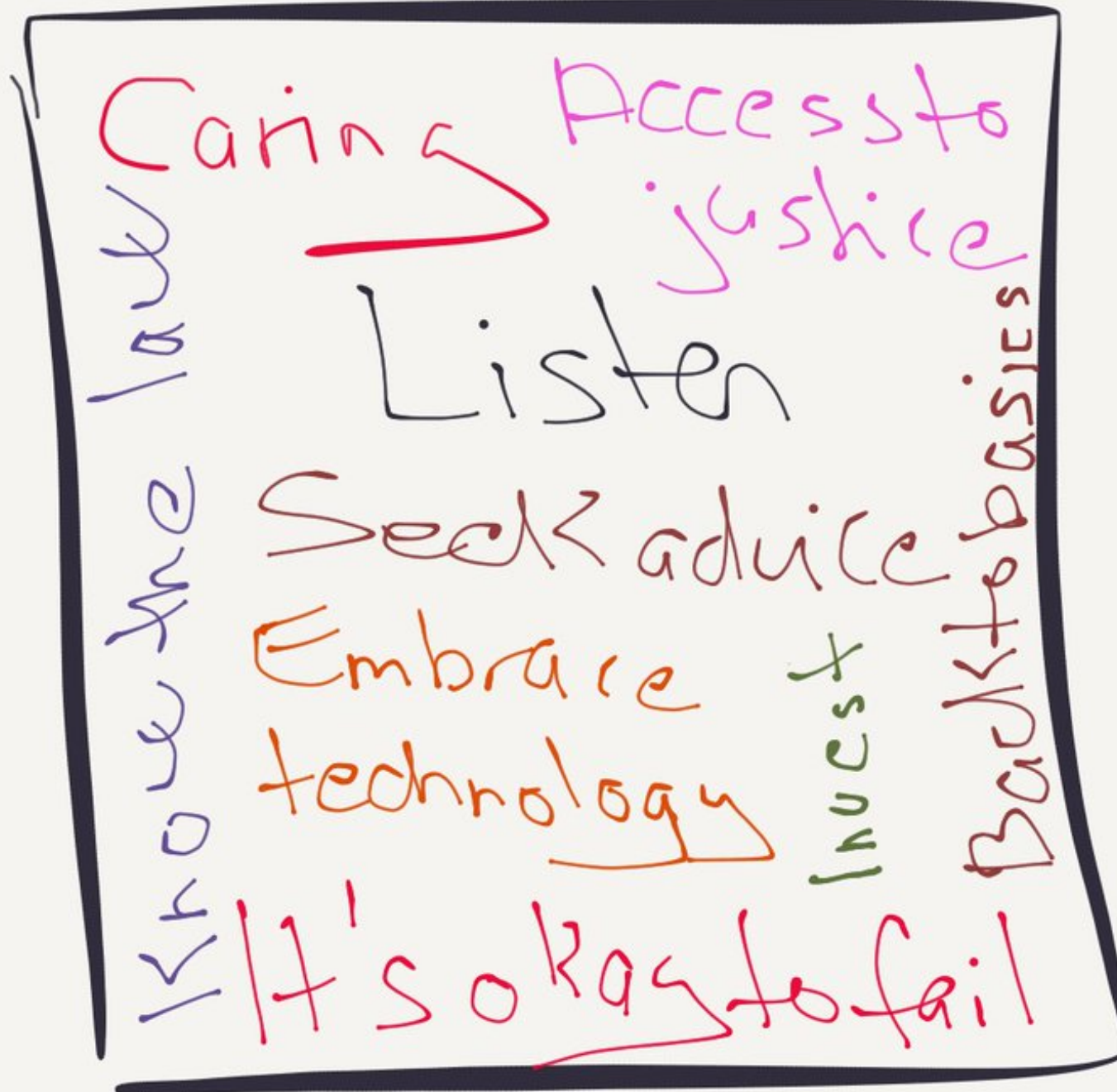
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[#JDHorizons](#) Many law firms significantly under value contributions from non lawyers & professional support teams in their business - Renniick

8:47 PM - 27 Jul 2016

  7  6

Jane Hall from Seyfarth Shaw argued that while sometimes change can feel overwhelming, we can stay grounded knowing the underlying fundamentals often remain the same: knowing the law, caring, and *listening*.



**Stephen Sander**  
@stephensander

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Jane Hall from [@seyfarthshawLLP](#) at [#JDHorizons](#) on timeless concepts in law: old, new, and old that's new again ...

9:29 PM - 26 Jul 2016

6 3

Another interesting take on change came from Chris Eigeland, a young social entrepreneur, who demonstrated the boundless possibilities of harnessing change, and the importance of offering cause and purpose if we wish to engage, and get the best out of, millennials.



# The Millennial Workforce

## 50%

Would take a lower paying job  
if they were working towards  
a cause they believed in



**Stephen Sander**  
@stephensander

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Want to get the best out of [#millennials](#)?

Find a cause & purpose with [#SocialImpact](#) they can believe in  
[#JDHorizons](#)

9:56 PM - 26 Jul 2016

5 3

In his closing keynote address Sam Nickless reminded us that progress in the digital world is not linear, it's exponential – this should be food for thought when considering the pace of technological changes yet to come, and planning for the future of legal practice:



**Hannah Glass**

@Hannah\_Glass

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Don't forget progress isn't linear in the [#digital](#) realm [@samnickless](#)  
[@gtlaw](#) [@jandersdean](#) [#JDHorizons](#)

3:05 AM - 28 Jul 2016

  3  2

Sam also presented the conference with his predictions for the changes that are coming over the next few years, ranging from more law being done by fewer lawyers with the assistance of non-lawyers, in a more technology-based and *solution* oriented legal service industry, where capital flows that support technological investments may lead to an increased corporatisation of the sector ...

## For future ridicule (or now if you want)

More law  
(fewer lawyers)

Capital and  
corporatisation

A new type of team

Solutions companies

Hourly billing is an AFA

Technology non-  
negotiable



GILBERT  
+ TOBIN

SYDNEY | MELBOURNE | PERTH

17

But, despite the challenges, Sam retains a healthy dose of optimism for the future of the legal profession and the legal services industry.



**Hannah Glass**

@Hannah\_Glass

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The future is in good shape - @samnickless @gtlaw saying #millennials aren't so bad @jandersdean #JDHorizons

2:55 AM - 28 Jul 2016



2



2

## SCIENCE AND TECHNOLOGY – A GIVEN

Yes, technology is another thing you just have to get used to. Sorry!



**Justine Woodford**

@Wonka3

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Lawyers need to embrace technology and change. Technology needs to intuitive for lawyers to embrace/use it [#JDHorizons](#)

10:37 PM - 26 Jul 2016

  4  5

## AI – IT'S COMING TO GET YOU!

Admittedly an exaggeration, but it sums up the panic created by the proliferation of so-called 'AI' tools and 'experts.'

Dan Katz, Professor at the Chicago-Kent College of Law in the United States, a real expert, who I think has the perfect name to become the first academic rapper or DJ, laid down some serious science beats at the conference.

Professor Katz's presentation focused on what he called the victory of 'data-driven AI', over 'rules/knowledge/logic-based AI' and concluded that cheap and plentiful data handed the victory to data-driven AI (setting aside for a moment the arguably logical assertion that 'rules/knowledge/logic-based AI' is not AI at all).

In any event, when we are talking of 'AI' in the context of what's currently available to the market, we are using the concept completely wrong.



There is no AI available yet in the strict sense of what 'AI' means. Not even what we term 'data-driven AI' is artificial intelligence in the strictest sense of the concept, because our current AI technology is not capable of self-learning, or self-improvement. All current 'AI' is capable of is to analyse vast amounts of data, admittedly much faster and better than humans could, and present result based on the data processed, according to predetermined parameters.

Any 'decision' that must flow from those results still have to be made by a human – our 'AI' tools are not yet capable of making a 'decision.'

So, no, AI is not coming to get your job ... yet. But lawyers will need to up their game because there are, and will be, *many* things that AI, even at its current level of development, is simply better at performing than humans.

If you feel targeted by AI, I have news for you. Other industries, such as agriculture and health, are already far more affected by the technology. This is due to scale – the legal industry is a far smaller prize than the large agricultural and health industries, so capital is flowing into AI tools for such industries at a higher rate than the legal industry – for now.

But the technology is coming, and lawyers have to accept, embrace, and utilise the rise of legal analytics, and the evolving AI tools. These tools will improve efficiency, enable productivity, reduce costs, speed up service and improve service delivery – all the components you need to remain competitive and profitable.

As Dan Katz noted though, future legal leaders need not be experts, and fully understand *all* technology, but need to accept and appreci-

ate the relevance of technology to law, and surround themselves with the right advisers and experts on technology.

The Professor also made it clear that a data strategy is no longer optional. Every organisation needs to have one, and needs to leverage the data it has at its disposal to better understand its clients and its own processes, and to utilise the learning from data analysis to improve those processes, and the way it delivers services to clients.



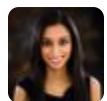
**Stephen Sander**  
@stephensander

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'Every organisation needs a [#data #strategy](#),' says Professor Dan Katz of [@ChicagoKentLaw](#) at [#JDHorizons#DataScience #BigData #DataStrategy](#)

7:42 PM - 27 Jul 2016

  2  4



**Saran Kaur**  
@Saran\_\_Kaur

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Data strategy is key - auto cleansing of data - data structures - utilise data [#JDHorizons](#) Dan Katz

7:52 PM - 27 Jul 2016

  1  2

The key to AI in the legal industry is the same as the key to any other technology or business tool: learn about it, understand it, use it to the best of its capabilities to get better at what you do, derive as much competitive advantage from it as you can, and free yourself up to focus on things machines are not capable of doing – *listening* to clients and building and improving relationships with them.



**Stephen Sander**

@stephensander

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Crowdsource and benchmark your internal and external experts to get the best results when it comes to the prediction game ...

[#JDHorizons](#)

7:33 PM - 27 Jul 2016

  1  1

## **BLOCKCHAIN AND SMART CONTRACTS – THEY’RE ALSO COMING TO GET YOU!**

Okay, I admit that header is a little bit ‘click-bait-ish’, because at the end of the day blockchain and ‘smart contracts’ are just extra technological tools that will become part of a lawyer’s toolkit to be used in servicing clients where appropriate.

Blockchain is not a mysterious beast, it is nothing more or less than a decentralised, distributed electronic ledger.

## Blockchain

- A blockchain is an **immutable**, **transparent**, **decentralised**, **distributed** digital ledger.

- Plain English translation:

Blockchain is a chain of information, organised in blocks and recorded on a public ledger.



**Stephen Sander**

@stephensander

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#Blockchain in plain English ... by @MissDiorSheree at #JDHorizons #FinTech #LegalTech #technology #tech

1:23 AM - 28 Jul 2016

  5  6

Nevertheless, it is a significant technological advance because it enables parties to a transaction or series of transactions to maintain a cloud-based, realtime record of all transactions with high level of security, accessibility, and reliability.

Sheree Ip of Certus Consulting and Claire Wivell Plater of The Fold Le-



gal spoke to the conference about blockchain and smart contracts and demystified the concepts in the process.



experience  
trust  
expertise

**Janders Dean**

@jandersdean

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About to further demystify [#Blockchain](#) some more with [@missdiorsheree](#) at [#JDHorizons](#) Sydney

1:16 AM - 28 Jul 2016

  7  8

We are at a point in the development and adoption of these technologies where *all* lawyers should make an effort to have a basic understanding of how these technologies work and can be applied to their area of the law.

## DOCUMENT AUTOMATION

No, there is no end to your technology pain if you are a technophobe. There is also document automation, and Saran Kaur of Lin-klaters and Justine Woodford of Allens told us that in the past 18 months there has been a significant cultural shift in the acceptance of this technology..



**Janders Dean**

@jandersdean

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A huge cultural shift in past 18 months to better leverage automation - [@Saran\\_\\_Kaur](#) [@LinklatersLLP](#) [#JDHorizons](#) Sydney

9:57 PM - 27 Jul 2016

1 1

As Justine Woodford of Allens explained, automation is driven by external client pressures to be more efficient, predictable, and costs conscious, internal pressures to be more competitive and profitable, and market pressures with competitors adopting new technologies.

In return, automation offers undeniable opportunities by improving workflows, increasing consistency, quality, and reliability, assisting in entering, or re-entering, previously unprofitable segments of the market, and reducing risks by streamlining contract management.



**Luke Morey**

@LukeBMorey

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[@Saran\\_\\_Kaur](#) of [@LinklatersLLP](#): Document automation is relevant for any firm of any size. Increases quality, reduces risk. [#JDHorizons](#)

9:59 PM - 27 Jul 2016 · Sydney, New South Wales, Australia

4 4

However, as Saran Kaur of Linklaters pointed out, engagement, trust, and continuous training at all user levels are essential to a successful rollout and maintenance of automation.



**Luke Morey**  
@LukeBMorey

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@Saran\_\_Kaur of @LinklatersLLP With document automation, you are always building trust, it must be continuous. #JDHorizons

10:05 PM - 27 Jul 2016 · Dawes Point, Sydney, Australia

  1  1

## THE RISE OF THE LEGAL ENGINEER

With the rise and increasing importance of technology in the legal services industry, comes the rise of what's being termed as the 'legal engineer,' the person who brings together the law and technology, such as automation, blockchain, smart contracts, and related AI-based tools.



**Stephen Sander**

@stephensander

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Rise of the [#legal](#) [#engineer](#) | [#law](#) [#LegalTech](#) [#LegalInnovation](#) [#LegalIT](#) [#NewLaw](#) [#FutureLaw](#) [#FutureOfLaw](#) | @HighQ:  
[blog.highq.com/enterprise-col...](http://blog.highq.com/enterprise-col...)

4:34 PM - 27 Jul 2016



### **The rise of the legal engineer**

The legal industry has reached a tipping point. To stay competitive, firms need to optimise existing processes to make them much more efficient

[blog.highq.com](http://blog.highq.com)

7 11

The term has given rise to much consternation in legal circles. It is often sensationally interpreted as the 'end of lawyers,' or that lawyers will be all put to the rack, Game of Thrones style, until they learn to code ...





**Stephen Sander**

@stephensander

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Claire Wivell Plater, [@TheFoldLegal](#): blockchain won't end lawyers, we won't become coders – it's a new way to deliver services ...

[#JDHorizons](#)

12:10 AM - 27 Jul 2016

  5  3

That's not quite the case. As Claire Wivell Plater pointed out, there is no reason to think that blockchain or smart contracts would 'replace' lawyers or that suddenly they would have to become 'coders'.

The technology will simply offer lawyers a new way of managing and delivering certain transactions to clients, and will require lawyers to work together with those dreaded 'non-lawyers' such as technical experts, who will bring their coding skills to the party.

Of course, some more technologically minded lawyers may choose to become legal engineers, by learning to code and becoming skilled in delivering on blockchain and smart contracts without third-party assistance, while others will prefer to deliver such services with the use of multidisciplinary teams, lawyers and technical experts, working together.

*[Back to the Table of Contents](#)*

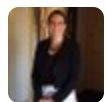
## **LEGAL EDUCATION – ALSO ... CHANGING**

If you are thinking that you have read just about enough on change, here is some more ...

Legal education is also changing, because the skills required of

young lawyers in the evolving legal services industry is changing. Training in black-letter law is no longer sufficient. Law firms need well-rounded graduates with more than just knowledge of the law. Graduates now need cross-disciplinary, cultural, interpersonal, and technological competencies.

Carolyn Evans, Dean of the School of Law at Melbourne University, emphasised the importance of real-world experience by law students. Acknowledging that lawyers won't need to become coders, she did highlight the need for law schools to help law students understand technology, and give them the cross-disciplinary and technological skills they will require to survive in a complex and demanding legal environment, while embracing the human and social elements of practising law.



**Catherine Roberts**

@mrstuple

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Carolyn Evans Dean of [@MelbLawSchool](#) on the key to future proofing legal ed: technology + humanity [#auslaw](#) [#JDHorizons](#) [#TRTakeovers](#)

9:33 PM - 26 Jul 2016

  1  2



**Stephanie Abbott**

@StephJandersD

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Yes! Carolyn Evans UniMelb developing skills for cross disciplinary competence in law grads [#JDHorizons](#) importance of companions

9:37 PM - 26 Jul 2016

  2  4

## To Thrive in the Future

- Deeply intellectually engaged
- Comfortable with technology and with people
- Internationally and outwardly focused
- Able to work in partnerships with those who are from different cultures, disciplines, countries
- Able to re-invent themselves to face unpredictable futures
- Resilient and able to avoid catastrophising



**Stephen Sander**  
@stephensander

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This excellent list from Carolyn Evans of [@MelbLawSchool](#) shows [#legal](#) [#educators](#) have a big job ahead ... [#JDHorizons](#)

9:44 PM - 26 Jul 2016

  7  5

The theme of cross-cultural and disciplinary competency was also picked up by Erika Concetta Pagano, Law Lecturer at the University of Miami and Associate Director of [LawWithoutWalls](#), a unique program created for law students recognising that 'successful lawyers and law schools of tomorrow must be creative problem solvers, leaders with a high risk tolerance and business mindset that can use

technology, social media, and teaming and communication skills to overcome the walls of law.'



**OVER FOUR MONTHS, STUDENT/MENTOR TEAMS MUST IDENTIFY A PROBLEM IN LEGAL EDUCATION OR PRACTICE AND CREATE A PROJECT OF WORTH—A PROTOTYPE AND BUSINESS PLAN FOR A LEGAL START-UP THAT SOLVES THE IDENTIFIED PROBLEM. THIS PROJECT OF WORTH COULD INCLUDE A BUSINESS PLAN FOR A NEW STARTUP OR DESIGNS FOR NEW METHODS OF ARBITRATION ENFORCEMENT. HOWEVER, THE PROJECT OF WORTH IS MUCH MORE THAN A PAPER, PRESENTATION, OR IDEA—IT IS A REAL SOLUTION TO A REAL PROBLEM FACING THE LEGAL MARKETPLACE.**

Samantha Fernando, Director of Organisational Development at PricewaterhouseCoopers, who spoke briefly on identifying and developing new talent also made some interesting observations, in particular about the need for authenticity when searching for talent, agility and aspiration being the key, and the relationship between 'high performance' and 'high potential,' and the qualities of leadership.





**Janders Dean**

@jandersdean

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Learning. Agility. Aspiration - lessons from @SamFernando01 at @PwC\_AU at #JDHorizons Sydney

10:06 PM - 26 Jul 2016

   1



**Stephen Sander**

@stephensander

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My takeaway from Samantha Fernando of @PwC\_AU: 'high performance' is not an end to all, 'high potential' is also an essential ... #JDHorizons

10:12 PM - 26 Jul 2016

  1  1



**JT Murfey**

@JTMurfey

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#JDHorizons If there ain't no one behind you, you ain't leading - Samantha Fernando

10:12 PM - 26 Jul 2016

  1  1

Using a 'taking two frozen chickens out of the freezer and then putting them back in' metaphor, she also spoke of the mistake, and its potentially disastrous consequences, made by many organisations when they select a couple of people from a team to train and develop, who are then placed back into an environment where no one else had been trained, or has a desire for disrupting the status quo, and expecting the 'now thawed chickens' to affect change – sadly, change doesn't work that way.



**Luke Morey**  
@LukeBMorey

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Investing in [#frozenchicken](#)'s development, sending to INSEAD then putting back in freezer = salmonella. [@SamFernando01](#) gold @ [#JDHorizons](#)

10:21 PM - 26 Jul 2016 · Sydney, New South Wales, Australia

  1  1



**Stephen Sander**  
@stephensander

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I want to be a free range chicken, not a frozen chicken!

Too cryptic?!

You had to be at [#JDHorizons](#) ...

10:27 PM - 26 Jul 2016

  1  1

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## PROJECT MANAGEMENT

Project management, in particular agile and lean, were discussed in

some detail on the first day, which is a reflection of both a growing expectation by clients, and a trend at law firms, to introduce project management processes to legal matters to increase efficiency, reduce costs, and make clients happier in the process.

Anthony Wright, Principal of Lexvoco, started by advocating that lawyers be taught process improvement techniques such as agile and lean to be able to manage their matters better, and achieve improved client service outcomes.



**Bill Tanner**  
@witanner

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Anthony [@lexvoco](#) teach lawyers process improvement techniques such as lean and utilise agile concepts. [#JDHorizons](#)

12:30 AM - 27 Jul 2016

  2  3



**Stephanie Abbott**  
@StephJandersD

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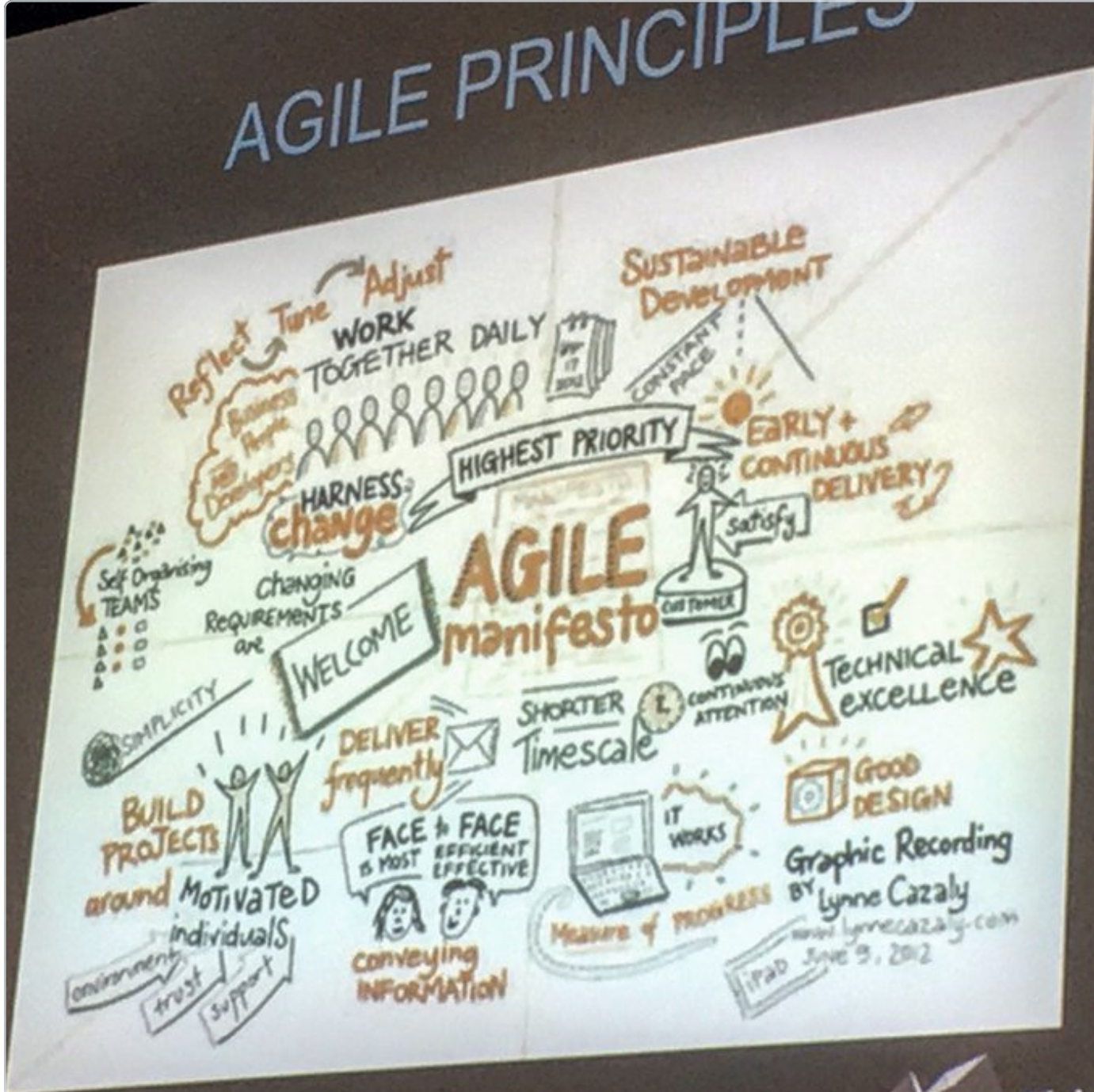
[@lexvoco](#) Anthony Wright successful Agile and Lean adoption drives/requires true client-centred thinking, lip service not enough [#JDHorizons](#)

12:53 AM - 27 Jul 2016

  3  4

Jaci Langford, Corporate Lawyer, devoted her presentation to the real-world application of agile practices at Lonely Planet.





**Stephen Sander**

@stephensander

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Agile is the word this afternoon at [#JDHorizons](#) ...[#efficiency](#)  
[#productivity](#) [#workflow](#) [#ServiceDelivery](#)

2:13 AM - 27 Jul 2016

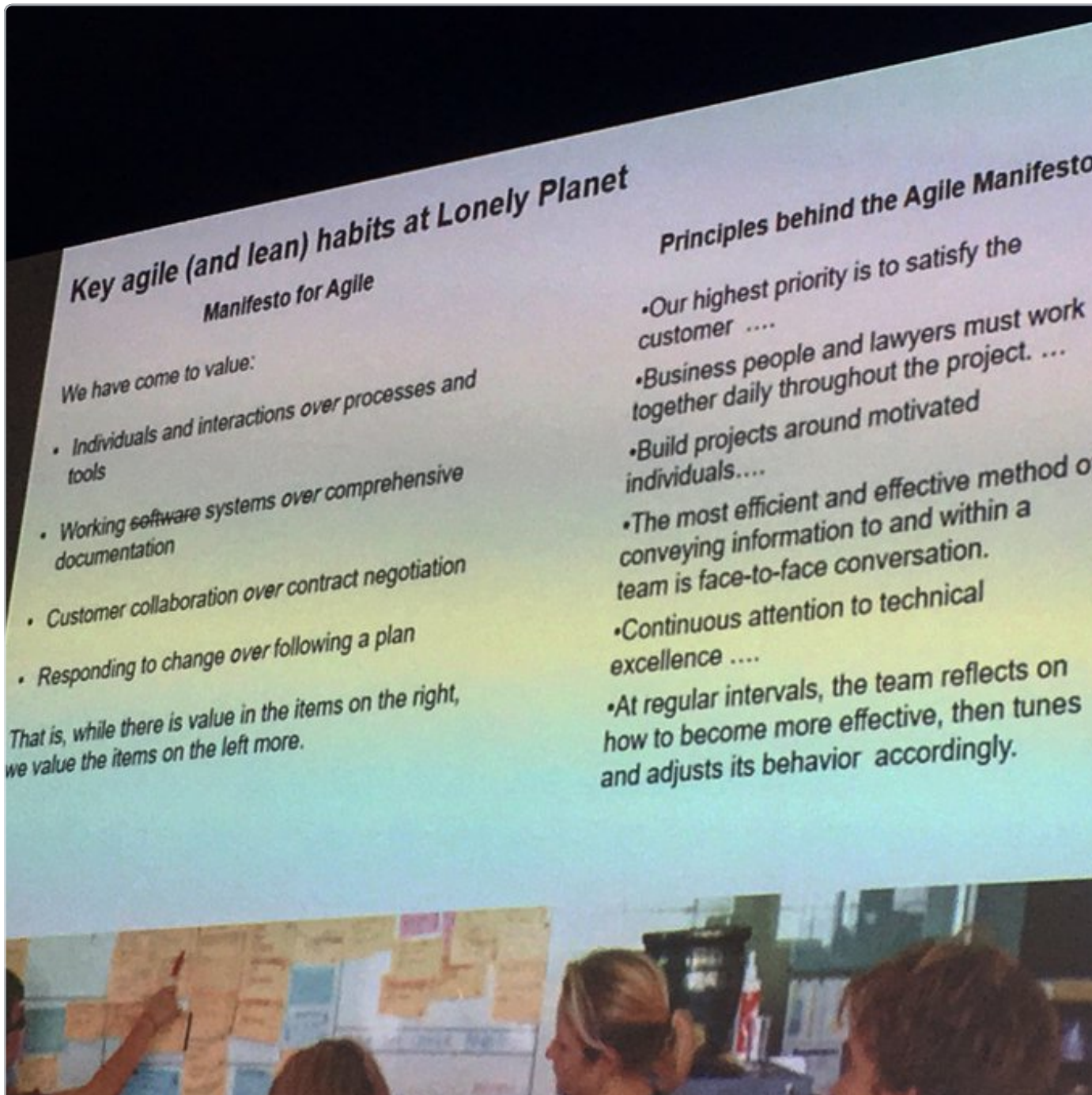
[↩](#) [↻](#) 4 [❤](#) 9

Agile helps the small and very busy legal team to manage its workload, and deliver legal services as efficiently and speedily as possible within the confines of their limited resources.

Given the Lonely Planet legal team consists of only four staff, agile provided them with the ability to successfully leverage those limited

resources.

The Lonely Planet legal team's practical experience with agile highlights the flexibility and scalability of the project management practice.



**Stephen Sander**

@stephensander

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Loving the presentation on [#agile](#) and [#lean](#) work practices at [@LonelyPlanet](#) from Jaci Langford ...[#JDHorizons](#)

1:44 AM - 27 Jul 2016

  1  3



Jasna Bratic, Director and Principal Solicitor at Think Agile Pty Ltd, also highlighted the benefits that can flow from agile: improved organisational efficiencies and the creation of value propositions to clients through better planning, visibility, transparency, accountability, and communications.



**Bill Tanner**  
@witanner

Follow

Successful implementation of agile requires buy in. Otherwise it won't work. Commit to it > 3 months [#JDHorizons](#)

2:17 AM - 27 Jul 2016

1 1

Horia Slusanschi of Westpac rounded off the agile contingency of the conference by positioning agile as a 'team sport' that can help you find joy in your work and delight your clients at the same time, because if you won't delight your clients, someone else will ...



**Janders Dean**

@jandersdean

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Agile is a team sport - not about finding a hero, but creating the right team - @KiwiHoria #JDHorizons Sydney

2:27 AM - 27 Jul 2016



4



1





**Stephen Sander**

@stephensander

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‘Agile, a state of mind it is.’

[in the voice of Yoda] [#JDHorizons](#)

2:49 AM - 27 Jul 2016



5



4



**Janders Dean**

@jandersdean

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Agile is a state of mind - a journey not a location [#JDHorizons](#)  
Sydney with [@KiwiHoria](#)

2:47 AM - 27 Jul 2016

  2  3

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## CLIENT FOCUS AND SERVICE DESIGN

Dan Cootes, Head of Legal in Australasia for BT, noted the increasing demand by users of legal services for strong client focus, in particular service delivery tailored to their needs.

Dan encouraged lawyers to 'get to know their clients' and based on that knowledge develop innovative and creative service bundles. Dan acknowledged that clients often expect their lawyers to 'read their minds,' but this may not be as impossible as it seems if you get to know your client.



**Erika Pagano**

@erikaconcetta

 Follow

Providers with specific, thoughtful, creative bundled solutions = win, says Dan Cootes @bt\_uk on in-house perspective #jdhorizons

1:03 AM - 27 Jul 2016

  1  1

Dan also highlighted that in-house teams are focusing on increased efficiencies and reduced costs, and they are looking to technology, such as automation and data analysis, and project management methods to achieve those goals.



**Erika Pagano**

@erikaconcetta

 Follow

Providers need to "read the client's mind": understand how the client works and work the same way @bt\_uk Dan Cootes #jdhorizons

1:04 AM - 27 Jul 2016

  1  2

Valeska Bloch, Managing Associate at Allens, also emphasised the importance of putting clients and *solutions* at the forefront of legal work.



**Stephen Sander**

@stephensander

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A good lawyer, service provider, has insight and empathy, & a nuance to detect complexity and identify solutions, @ValeskaBloch #JDHorizons

1:01 AM - 28 Jul 2016

  7  11

When it comes to *listening* to clients and finding and delivering *solutions*, Lisa Leong, the Diminutive Disruptor of Herbert Smith Freehills, certainly delivered ... a song and a dance that is!

First, Lisa made what was arguably the best entrance of the conference:



**Stephen Sander**  
@stephensander

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Best entrance of [#JDHorizons](#) yet by [@LisaLeong](#) ... a little bit of disco, a little bit fabulous, a lot unbeatable ... [youtu.be/h5EofwRzit0](https://youtu.be/h5EofwRzit0)

11:54 PM - 27 Jul 2016

  3  3

Then, she also delivered the goods by emphasising the need to *listen, listen, and listen* some more when it comes to our clients. Because if we *listen* to our clients, and *mindfully explore* what they are trying to tell us, only then will we be able to find the *solution* they need.





**Stephen Sander**

@stephensander

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Ask.

Listen.

Be present.

Observe.

Listen.

Listen.

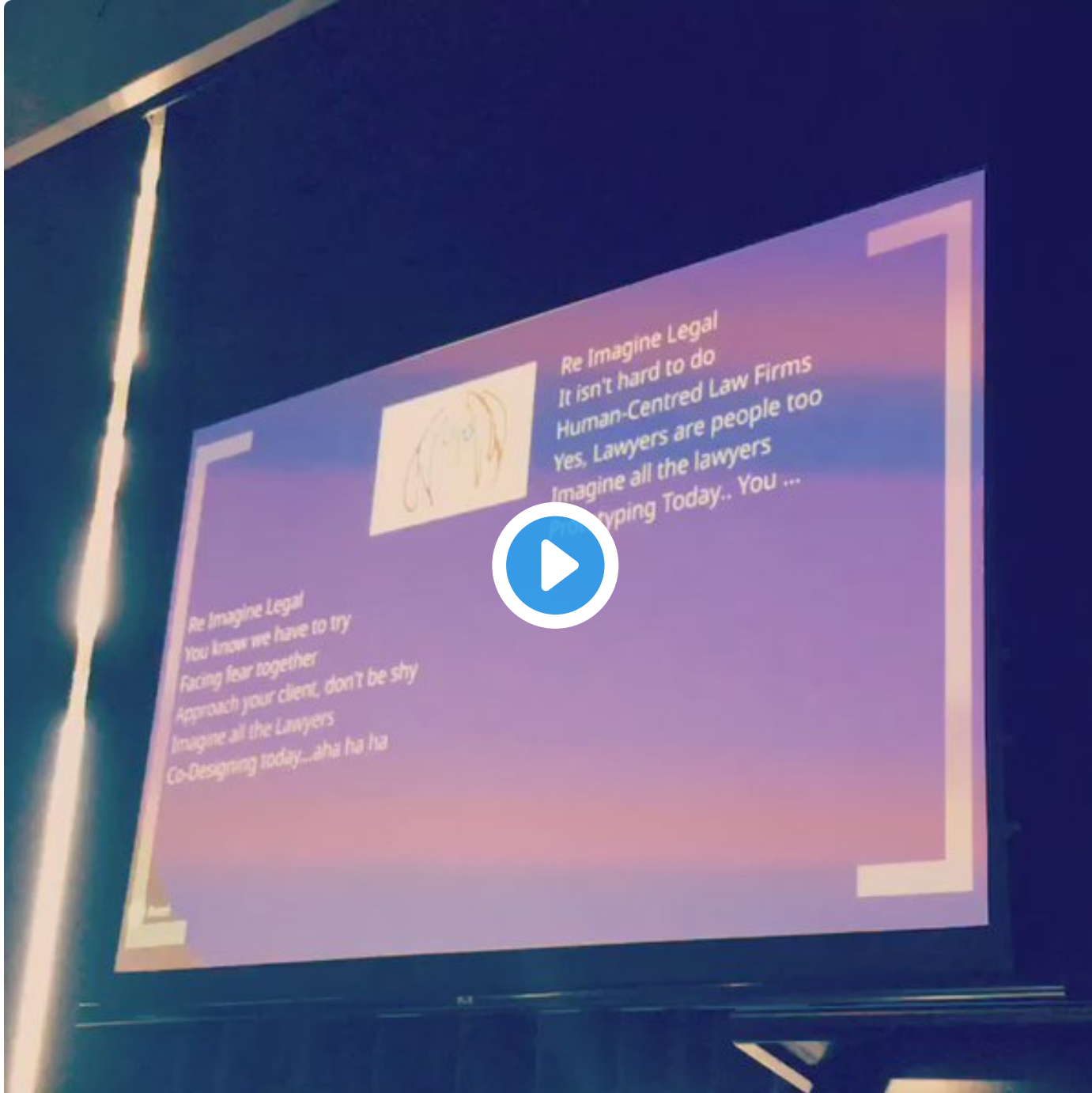
Listen more ...

A solution will present itself. [@lisasleong](#) at [#JDHorizons](#)

12:08 AM - 28 Jul 2016

  2  4

And of course there was that song and dance I mentioned ...



**Stephen Sander**

@stephensander



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Well, @lisasleong proved at #JDHorizons that you can bring down the house, even if you lost your voice ... #trooper

12:42 AM - 28 Jul 2016

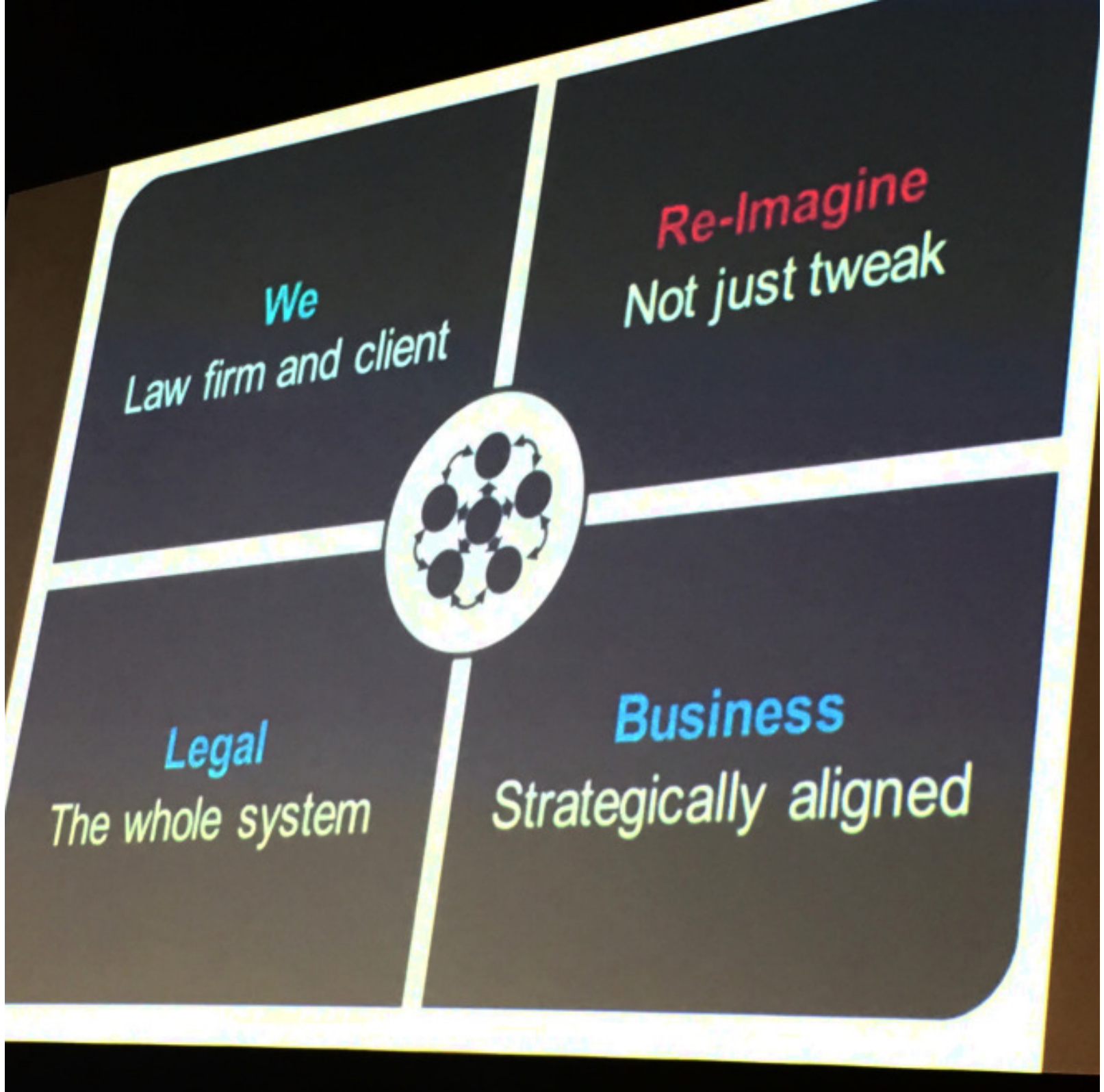


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6

But, the song and dance weren't a mere gimmick. The song served to highlight the key message of the need to listen to, and collaborate with, clients to re-imagine, not just tweak, the legal services we are providing, and the importance of ensuring that those services align with clients' strategic needs.



When it comes to service design and user experience, Kate Linton, User Experience Principal at ThoughtWorks, presented a true insight into the importance of user experience design, and design thinking as a cultural component.



**Janders Dean**

@jandersdean

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Design and experience are the great differentiators [#JDHorizons](#)  
Sydney [@k8linton](#)

2:28 AM - 28 Jul 2016

  2  2



**Janders Dean**

@jandersdean

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Always design for the customer - not yourself [@k8linton](#)  
[#JDHorizons](#) Sydney

2:29 AM - 28 Jul 2016

  1 



**Stephen Sander**

@stephensander

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Getting a truly informative, and much needed, introduction to  
[#UserExperience](#) [#design](#) from Kate Linton of [@ThoughtWorks](#) at  
[#JDHorizons](#) ...

2:29 AM - 28 Jul 2016

  2  7

Kate highlighted the risks of bad service delivery design and the potentially high financial cost of 'failure demand' that inevitably results. Bad service delivery design, beyond the costs of managing the resulting 'failure demand,' also risks damaging client relationships by causing annoyance and inconvenience.





**Stephanie Abbott**

@StephJandersD

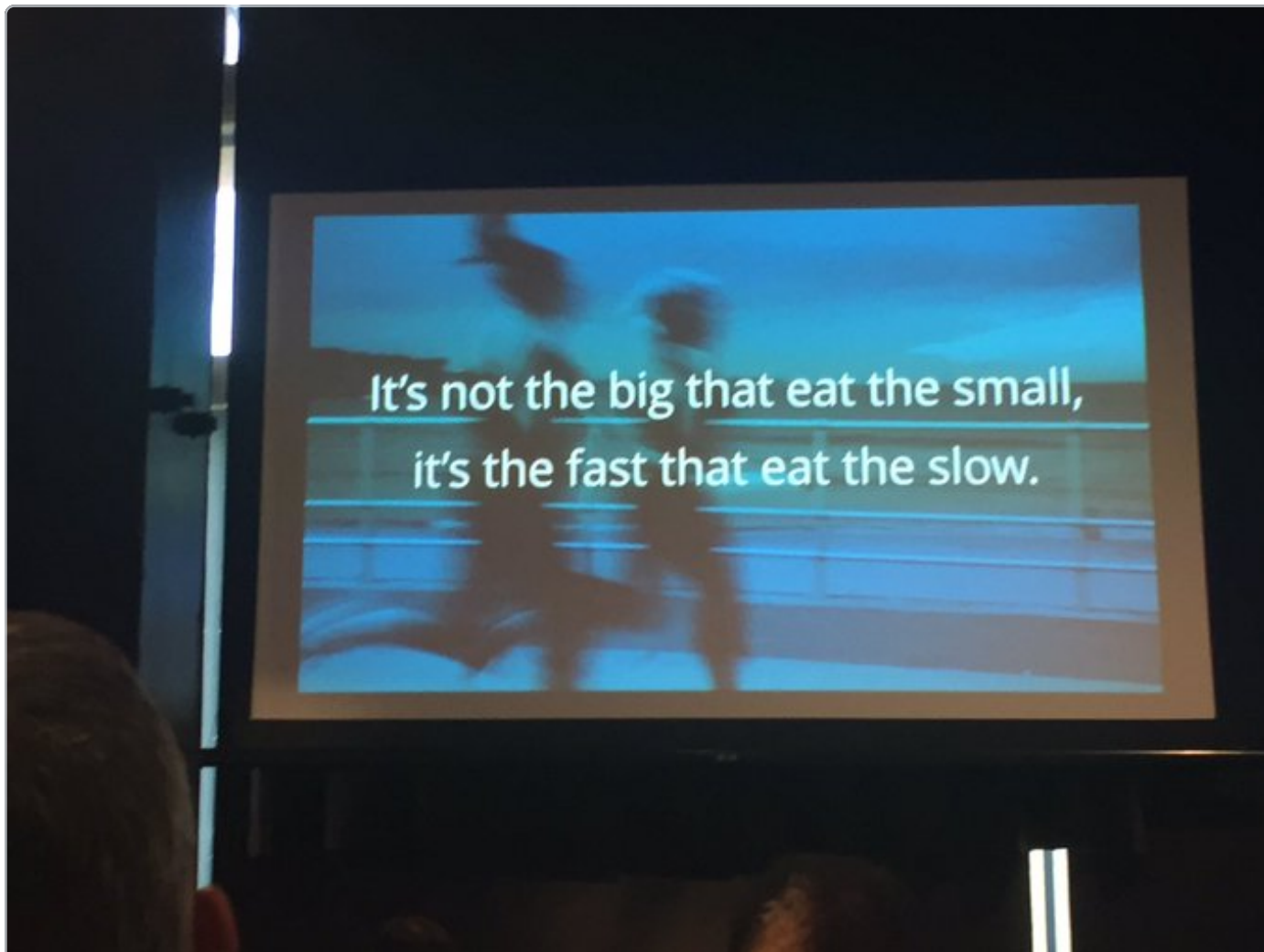
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@k8linton Thoughtworks: Design thinking culture - everyone in your organisation is responsible for understanding the customer

#JDHorizons

2:46 AM - 28 Jul 2016

  3  4



**Hannah Glass**

@Hannah\_Glass

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A culture of design creates consumer centred thinking @k8linton @jandersdean #JDHorizons

2:47 AM - 28 Jul 2016

  4  3

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**INNOVATION**

Last, but not least, the concept of innovation is embedded into everything we do now.

It's universal and ubiquitous.

The legal industry is a hotbed of innovation right now, from the range of new technologies that are being deployed and the wholesale re-innovation of internal processes designed to improve client service, and increase efficiency and productivity, to the revolution in legal education, and service design and delivery.

I should perhaps backtrack on my earlier statement. Some sections of the legal industry are a hotbed of innovation.

New law startups are reinventing the practice of law with new operating models and an immersion in technology, and some established players are evolving, while others are undergoing more of an internal 'revolution' to remain relevant.

But there are still some who are taking the 'head in the sand approach' to the changes sweeping the legal industry globally.



**Stephen Sander**  
@stephensander

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Biggest worry of Ken Jagger of [@AdventBalance](#) was that [#BigLaw](#) would try to 'destroy' them.

Instead they were just ignored ... [#JDHorizons](#)

9:19 PM - 27 Jul 2016

  1 



**Stephen Sander**

@stephensander

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A great example of a somewhat typical 'head in the sand' attitude exhibited by many in the [#legal](#) industry to [#NewLaw](#) and change [#JDHorizons](#)

9:21 PM - 27 Jul 2016

   2

Melissa Sinopoli of MacDonnells Law noted that something as simple as accepting that a growing number of clients search for a lawyer via Google can lead to innovative methods being used by law firms to reach new clients.



**Janders Dean**

@jandersdean

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50% people google for a lawyer [@Mel\\_Sinopoli\\_](#) [#JDHorizons](#)

12:11 AM - 27 Jul 2016

  3  2



**Janders Dean**

@jandersdean

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Consumer behaviour drives [#TransformLaw](#) behaviours - [@Mel\\_Sinopoli\\_](#) [#JDHorizons](#) Sydney

12:14 AM - 27 Jul 2016

  1 



**Erika Pagano**

@erikaconcetta

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"You must have a culture that facilitates innovation in order to compete," @Mel\_Sinopoli\_ speaks our language

@LawWithoutWalls #JDHorizons

12:22 AM - 27 Jul 2016

  3  4

David Rennick, Partner and Head at Pinsent Masons Australia, also reminded the conference that innovation has to be embedded into culture – it cannot sit in a hub, or done in committee, or once a month.



**Stephen Sander**

@stephensander

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#Innovation doesn't sit in a hub, it's not something done in a team, or once a month, says David Rennick of @PinsentMasons at #JDHorizons

8:01 PM - 27 Jul 2016

  10  5



**Simon Gilchrist**

@sgilchrist

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innovation in law is not about having an innovation hub or monthly meetings. Has to be part of your DNA. @davidrennick #JDHorizons

8:03 PM - 27 Jul 2016

  11  17



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Mindset is fundamental in creating an innovative culture in an organisation - David Rennick [#JDHorizons](#) [@PinsentMasons](#)

8:05 PM - 27 Jul 2016

↩️ ↗️ 1 ❤️ 2

David also highlighted the capability of young lawyers to be much better innovators than partners, and the importance of keeping them curious and inquisitive, and putting them in positions of opportunity and responsibility when it comes to contributing to business development and innovation.



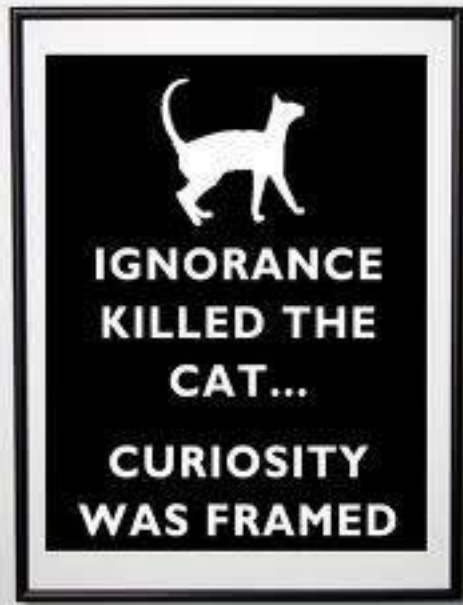
**JT Murfey**  
[@JTMurfey](#)

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[#JDHorizons](#) Be curious about the future and not be afraid to ask questions - always take action. David Rennick

8:09 PM - 27 Jul 2016

↩️ ↗️ 2 ❤️ 1



**Janders Dean**

@jandersdean



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Curiosity is critical says [@davidrennick](#) of [@PinsentMasons](#) at [#JDHorizons](#) Sydney

8:09 PM - 27 Jul 2016



1



1

However, he also emphasised that a no-blame culture, which can be alien to lawyers and law firms, is an essential component of an innovation culture.



**Carolyn Austin**

@carolynaustin



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Leadership has to be energetic, consistently. Create a no-blame environment - David Rennick [#JDHorizons](#)

8:13 PM - 27 Jul 2016 · Sydney, New South Wales, Australia



1



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**Erika Pagano**

@erikaconcetta

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Importance of eradicating blame + valuing failure in facilitating/creating culture of innovation @davidrennick @PinsentMasons #jdhorizons

8:14 PM - 27 Jul 2016

  2  2

On the subject of innovation, that concept was echoed by Valeska Bloch of Allens, where the 'Accelerate' program, designed to assist startups, offers early opportunities for junior lawyers to develop client interaction skills, and exercise both legal and commercial judgment in real-world situations.



**Janders Dean**

@jandersdean

 Follow

Staff retention tool - trust, empowerment, license to innovate, license to fail @valeskabloch @AllensLegal at #JDHorizons Sydney

1:00 AM - 28 Jul 2016

***And remember, not all innovation is technological!***

You can innovate by *improving processes*, usually by simplifying them, or 'killing' those which are unnecessary.

You can innovate by *reducing your committees*, resulting in speedier decision-making.

As Priyanka Ashraf of Dowson Turco Lawyers highlighted, you can in-

novate by being a *cultural or social entrepreneur*, and disrupt the practice of law and service delivery without the use of technology.



Vide

@videlwow2016



Matters that have a social focus - clients are members of a minority group [#JDHorizons](#) [@DowsonTurcoLAW](#) [#womeninlaw](#)


11:37 PM - 26 Jul 2016



 2


 4

And sometimes all you need is a bright mind, as illustrated by Jack North, the co-founder of Legalcitor.



Stephen Sander


@stephensander





Love the presentation by Jack North of Legalcitor ([legalcitor.org](#)) at [#JDHorizons](#)!

Practical [#innovation](#), with a social angle ...

11:02 PM - 27 Jul 2016



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