

LOD

Building the next in-house legal team

CLONING WON'T CUT IT. PART 1: NEW ROLES, NEW CAPABILITIES, NEW WORKFORCE

TERRI MOTTERSHEAD



We're the original alternative legal services provider, founded in 2007. We've transformed the way in which lawyers, consultants and legal teams work. Today, we're one of the largest and fastest growing legal services businesses, continuing to lead the market we created.

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FOREWORD

Talent Management Strategy. Sounds like something an actor's agent in Beverley Hills might need. In truth, a "TMS" is something that virtually all people-based organisations should have front and centre. It provides the framework and direction for managing your most important assets: people. If you've got a strategy for your financial performance, you should have a strategy for your people.

As we enter the new decade, Terri has authored something that all General Counsel and other heads of legal should read. It answers the basic question: *how do I future proof my team?*

Having a talent management strategy is not a nice-to-have for massive in-house teams, but rather an essential strategy document that all legal departments of all shapes and sizes should have. This report series goes beyond and above the typical and tired calls for a generic talent strategy. Terri walks you through each component of talent management, providing the latest insight and guidance on how to build the right capabilities in your team.

Understanding the latest demands of legal work in this new decade is a key building block for you to get right as you consider either: how to form a high-performing team, or how to develop your own talent. The Covid-19 pandemic has accelerated many of the emerging trends in the nature

of legal work and Terri helpfully walks us through what this means for us now and into the future.

At LOD, people are at the core of what we do. It's something we've not lost sight of since we first began in 2007, and it's something we'll continue to do into this new decade. And while we are convinced of the power of technology and process, we know that fundamentally law is about people.

As the global workforce changes, and the industry responds to new demands and expectations, people will remain our most key assets. How you manage people is therefore a critical pillar to the success of your organisation. We hope this series will help you do that better.

Nat Parbhu
Head of LOD Legal

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OVERVIEW

More than any other group of lawyers, in-house counsel know how much the global market for services and products has changed. As we emerge from the COVID-19 pandemic, in-house lawyers will be again at the forefront of change – more acutely than before. The faster, better, and cheaper mantra of customers will not only continue to impact the products and services their companies deliver, but how, when and where lawyers advise and support them too. The workplace was already becoming increasingly digitised, but as we emerge from the biggest global experiment in rapid deployment of technology, the expectations and demands on and of technology's use will be heightened and different. It will not reset to where it was before.

For many organisations, the changed business landscape has brought into sharp focus their ability to change, on a wide scale and quickly. Legal departments have too. The ability to respond to this change has been now, as in the past, dependant on many things but none as critical as the willingness, creativity and capabilities of people.

Now, as we begin to slowly emerge from that emergency into a “next normal,” knowing we are still on a journey and not near the end, it's time to focus on our people and start asking some important questions like: Did we have the talent to respond and do we have the talent we will need to move forward? Do we have gaps in our capabilities? Can we, and how do we, “bridge” the gaps? How has the in-house legal workforce changed today, tomorrow and beyond?

Does our talent management strategy help us to contribute to and future proof our organisation's business?

Answering these questions will inevitably lead to further questions, but here's what we know right now for sure...the next in-house legal team will not be comprised exclusively of lawyers from law firms. It wasn't before COVID-19 and it certainly won't be now. It has moved, at pace, to a new level of integration, multi-disciplinary collaboration, adaptation and flexibility – one that spans countries and delivers services and products from offices located anywhere, everywhere, just in time and not just in case! The profile of the next in-house legal team is diverse and dispersed, as is the means by which it engages and communicates with its organisation and suppliers. It looks more like a seamless continuum of capabilities from within and outside, drawn into a project when needed. The workforce profile of the next in-house legal department has changed...forever.

Building this in-house legal team will require a strategy that leverages all the talent within organisations (and outside it too) - one that focusses on delivering not just on old, but also on new and emerging needs and expectations. In this four-part series, we examine and discuss this new reality and encourage you to identify where your team fits on the next legal team continuum. We will also provide some practical tools and case studies to assist you in future proofing (and not cloning) the legal department team for today and... tomorrow.

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In this first Part of the series, we'll look at how much the role of in-house counsel has changed and how that's shaping a new workforce – different people with different capabilities. And, if your workforce profile has not changed or is not transforming right now, then the clear but tough to hear conclusion is you risk your team becoming less relevant, and in the worst case, irrelevant.

The Changing Role of In-house Counsel

Before diving into the nitty gritty of new talent management (we'll do that in Part 2 and 3), it's worth pausing, for a moment, and consolidating thoughts about the changing role of in-house counsel, where it has come from and where it is going to. If you're not clear on that, then how can you employ the right people to do the right things, at the right time, in the right way and at the right cost?

Let's start with some indisputable truths that should help guide and lay the foundations for your talent management strategy - they also provide a solid starting point for identifying and analysing what changes you want to prioritise:

1. **The legal industry has changed and it's never going back to how it was before.** How one responds to this statement is as good a measure as any to assess your

journey towards continued relevancy. Those in your organisation developing the products and services know all about this stuff – exceeding customer expectations, change, new, different, adapt, agility – all these words are an integral part of what they do every day. What's also changed for your legal team is that we are currently witnessing a global proof of concept - that lawyers can change; legal systems and processes can change; experiments are possible, necessary and helpful; technology works and even when it doesn't we can fix it or find work-arounds. The legal ecosystem will not reset to zero. The changes we are seeing now are the foundation for a different legal ecosystem, not a patch or band-aid until we return to the status quo.¹ With the world around us changed and continuing to change so rapidly, how can (and why should) the legal world remain relevant at a macro or micro level if it doesn't change too?

2. **The speed at which change is now required demands that you engage with and employ different people with different capabilities** – no matter what you do, you won't be able to upskill in time. That is the new reality. The depth and breadth of change required, and being demanded, is too immediate and too significant to expect your existing team to transform in the time available. We are still only seeing the “tip of the iceberg”

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transformation in the legal industry right now, so if your team is to remain relevant then it needs to have the capabilities to do different things, very differently, not just the same things differently. And definitely not the same things the same way.

3. This means that some of the roles you will create, or work people will take on, will be transitional – the “transition supporting” members of your team will be on the front line of transformation. They will help bridge gaps until everyone can upskill or people arrive at the workplace with most of the right skills or a new team with different capabilities can be assembled. We’re already seeing these people in these roles, for example, Legal Technologists (working with lawyers and IT professionals to implement legaltech in practice). Similarly, we are also seeing the redesign of some roles or entirely new roles/work that evolve from these changes. Some of these new roles have specialist skills too comprehensive to expect any one person to acquire on top of another speciality. And so, in-house legal teams are adding employees who are not lawyers but every bit as integral to delivering their legal services and products. Alternatively, or in addition, these teams are engaging new external providers with these skills. How you find and engage this new talent is new and we’ll chat more about that in Part 2.

4. Lawyer capabilities will look more like the Delta model² (soft skills, technical skills, business acumen described by the creators of the model as Personal Effectiveness Skills; Process, Data and Technology; Legal Knowledge & Skills), than the T-shaped model (technical and some soft skills) and definitely now well beyond the I-shaped model (deep technical skills). Also, the GC’s role will become more facilitative and collaborative – more on that shortly.

5. Consequently, for lawyers (and really everyone) in your team, the non-negotiable capabilities of the future are weighted towards the “soft skills” side of the equation because the hard or technical skills of being a lawyer will be a given – the ticket for entry – but not the market differentiator. To name some of these soft skills, we are talking about (which by the way are not that “soft” or easy): business acumen, project management, people management, empathy, resilience, influencing, persuasion, relationship building, collaboration, curiosity, creativity and an unquenchable thirst for knowledge and continuous improvement.

This reality, even more important now, has placed new and different demands on the role of in-house counsel – while it’s important for in-house lawyers to understand and contribute to the big picture at one end, it’s equally

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important that operational decisions are made smoothly, faster and cheaper without compromising quality, disregarding the law, ignoring regulations or unnecessarily increasing risk (reputational and otherwise). With legal budgets tight³ and increased headcount non-existent or low⁴, what can be automated, must⁵; what work and decisions can be delegated, must; what can be improved, must and continuously; so that solving complex legal problems creatively, effectively and ethically can be prioritised, and is where most of your time is spent⁶.

The future of legal teams is very different from the status quo for many traditional teams – it's different from the ground up and it's not just about what work lawyers do or how they do it but why, when and where they do it. There's no time to wait for outside counsel to upskill and share best practices in this scenario, because best practices are not next practices and so, by the time they get to you, they're already out of date. Also, the next or even best practice may not have been developed by a lawyer or law firm, it may have been developed by a software engineer and best delivered using legaltech.

It's increasingly less about handing on or handing off solutions and more about collaborating to find them together. "This new approach, being open to change,

willing to experiment (opportunistic), taking ownership and accountability, working collaboratively (optimistic) and facilitating all the moving parts on a matter/project is very likely changing the shape of the in-house role capabilities again and this time from a D (Delta) to an O."⁷

So, what does this new in-house workforce look like? Where can in-house counsel source the right people? How will they hit the ground running? How can legal department leaders help future-proof their organisations by providing the services their organisations need and not the services their lawyers want to provide?

“EY research has shown that legal is one of the next functions ripe for automation, so it is critical that the legal function drives this conversation with senior management rather than the other way around.”

Re-imagining the legal function report 2019: How legal functions are approaching a seismic operational shift (EY), p. 25

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The new in-house legal workforce

Much has been written and the hype still prevails about robots taking lawyers' jobs. They will, they should and there is little to lament about it! Lawyers have never demonstrated their value by doing one more document review or any other routinised tasks. Learning by doing repetitive tasks is also outdated. It's often prefaced on the assumption that those tasks will continue to be done the same way today as yesterday but that's no longer true. Augmentation of legal practice with technology is the new normal (and the next normal too!) – so while humans develop, set it up and need to understand how and what legaltech will deliver, humans will not be doing the tasks that tech does better. It's a different way of conceiving and doing these tasks (in part or in whole) and a different set of skills/experience to learn/acquire and pass on. The new in-house workforce knows that and is managing the blending and distribution of work and workload between its digital and human labour, as well as between its lawyers, allied professionals, managers and leaders (inside and outside the organisation).

This new workforce is also predicated on a number of essential truths:

- Not every agreement needs to be referred to the legal department;⁸

- On a cost-benefit analysis, risk can be well managed and minimised through:
 - well drafted, automated documentation, completed by a trained and well informed decision maker who is not a lawyer; or
 - by using bots that provide sufficient information for the departments in the organisation to proceed; or
 - using self-assessment tools or bots that help departments in the organisation know they have an issue that should be referred to legal⁹ (and it also helps legal triage the issue when it gets to them).
- Organisations today need to consult their lawyers more often and bring them into matters earlier – legal cannot be the last stop, it has to be the first and, it can't help with the strategic, complex problems if all of its time is occupied with operational matters! The legal department needs to be known as a group of people who solve business problems and that the organisation wants to go to versus, a “place” that the organisation has to visit knowing it is likely to derail a deal.¹⁰

The in-house legal team today can't deliver legal services that match efficiency and effectiveness expectations without using tech and having increasingly sophisticated tech skills. Lawyers don't need to know how to code but they do need to know how code works. They don't need to

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build the algorithm that does the document review, but they do need to know if the data is clean and whether or not the results will be biased.

The good news is that unlike outside counsel, in-house lawyers have the advantage of ready access to new (that is new to legal, not the rest of the organisation) professional skill sets within their organisation like project managers, data analysts, procurement specialists, operations managers and IT professionals. But like outside counsel, they too need to learn how to collaborate and work with them, speak a common language and deliver dedicated, practical solutions. That's starting to happen, but the trend has still to take hold. Developing that sort of relationship doesn't happen without work and a willingness to experiment, seeing opportunity in partial and not perfect solutions, being open to failure and having a different relationship with risk – these are not the markers of the typical lawyer mindset¹¹ but they are the capabilities required of the new and emerging role of in-house counsel.

The new in-house legal workforce is, therefore, multi-disciplinary – it's also multi-generational, multi-cultural, and diverse. Let's take each of those in turn.

Multi-generational workforce

For Baby Boomers (BBs) it might be difficult to understand

the digital capabilities of a millennial or, increasingly, a Gen Z¹² team member. For Millennials and Gen Zs, a BBs preference for chatting in person versus via email or text may be frustrating and even annoying. You don't all think the same...and, that's a very good thing! You will all make assumptions about each other and many of them will be wrong...that's not a very good thing.

For example, being great with social media and gaming, does not mean you know how to use every business based legaltech tool or platform in the organisation but, it does mean you will probably pick them up faster and have helpful feedback on how they can be customised. Likewise, having practised law for 30 years does not make all of your experience relevant today but, it does make some of it critical, especially the part that relates to institutional knowledge, the relationships, trust and confidence you have built in the organisation and with suppliers.

The point here is simple but strangely not always obvious: identify, work with and leverage the capabilities you actually have, not what you assume you have, and more importantly, find ways and places to collaborate, mentor and reverse mentor (more on this in Part 3). No one knows it all and everyone can learn – so break through any hierarchy that prevents you from assembling a team based on one thing and one thing alone – **capabilities to get the project done.**

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This one guiding principle will prove to be equally relevant and important whether it relates to your internal team or your external service/product providers and advisers – you’ll continue to need that internal/external interface and relationship to be as seamless as possible and likewise, the capabilities within and outside your department will need to be comparable.

Multi-culturalism

With the rise of the gig economy, virtual, flexible teams and multinational organisations, there has been a comparable increase in the war for talent and the opportunity to source talent globally. With a virtual, global workforce comes different expectations around communication, managing the team, and cultural competency.

With COVID-19, we’ve had to develop new ways to virtually manage teams. It’s made us more aware of listening, focussing on meaningful communication and being more inclusive. It’s given us a window into our colleagues’ lives that’s different than before – for many, it’s been more personal and more real. It’s made all of us understand what it’s like to be part of a team but not in the same physical location.

So, here’s two sets of questions to consider as you move forward:

1. How has COVID-19 changed your communications within and with regards to the inclusiveness of your WHOLE team?
 - When you have a choice again, will you continue to communicate via videoconferencing whenever possible so you can see your team members wherever they are located?
 - What difference has the COVID-19 related increase in the level of videoconferencing done for team morale, relationships and productivity? Why?
 - Do your team members now feel more included in day-to-day operations and that they know you better because no one has the “advantage” of physical proximity to you (e.g. being in the office or desk next to you)? Have you asked them? Will you change practices as a result of feedback?
2. Has COVID-19 enhanced your team’s cultural awareness and competency?
 - Does/will your team operate from a multi-national integrated holiday calendar?
 - Are you more conscious about work related practices like not setting up a videoconference call or agreeing a settlement date that falls on a public or religious holiday in another country?

These things matter, they take time to learn but they speak

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volumes about your style as an inclusive leader, manager and colleague¹³ (we'll chat more about leadership in Part 4).

Diversity and Inclusion

Innovation and continuous improvement can't happen in the absence of different approaches, different mindsets, different ways of looking at things and the opportunity for these "differences" to be heard (inclusion). It's that simple and it's that hard.

It's simple because nothing else makes sense, particularly in the contemporary legal workplace. It's hard because the legal industry remains one of the least progressive industries on this front, despite there being no shortage of talent to improve diversity. And an increasing array of research linking e.g. gender diversity on corporate boards with enhanced financial performance of those organisations, has provided independent verification of at least one reason (of many) to change.¹⁴ In-house counsel have long been a change agent in this area. The most recent example being the "General Counsel of Law Firm Diversity" group, writers and signatories to a letter calling for change¹⁵ written in response to the 2018 announcement by law firm Paul Weiss of its eleven - predominantly white male and one woman - promotion to partnership list.¹⁶

In-house counsel have an important and ongoing role in

“What makes a general counsel excel in the eyes of chief executives includes the ability to: frame and embody the company’s mission and values; act as a business partner and management executive to achieve strategic goals; be a thought leader as well as the conscience of the business; and, increasingly, lead the way on diversity and inclusion.”

Reena SenGupta, “The FT Global GC 20: being a great lawyer is the minimum requirement as the job description expands,” FT, 19 June, 2019, Special Report General Counsel

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effecting significant and sustained change here:

- First, to ensure their organisations have the best talent available;
- Second, to support and demand industry change especially in and by the law firms on their panels;
- Third, by continuing to be advocates for change;
- Fourth, reflecting that diversity in their own legal departments; and
- Finally, by collaborating, developing and implementing a sustained means and measure to hold everyone accountable – law firms and themselves alike.

A note on the Mansfield Rule

The 2019 expansion and involvement of more than 70 in-house legal departments in the US based Diversity Lab's (DL) Client Forum for its Mansfield Rule Certified law firms - law firms that have committed to considering a "diverse slate of candidates" for "the promotion, firm leadership roles, committees and activities" in their firms¹⁷ - may prove to be one way to meaningfully advance these discussions. But, DL's Move the Needle initiative¹⁸ - funded research and activities over the next 5 years focussed on creating a more inclusive and diverse legal profession – will do even more. This initiative will undoubtedly find new ways to tackle an old problem within the context and enthusiasm of collaboration, innovation and experimentation. The benefits

will reach well beyond the 25+ GCs, 5 law firms and 12 community leaders who have funded and/or will actively engage in the process.

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With the changed role of in-house counsel in mind, how do you find a framework or strategy to build the next in-house team and develop a new workforce? There's a lot to unpack in that answer because we're talking transformation here, not tinkering at the edges, so we'll get into that in Parts 2 and 3. But, before we do, there are some things worth wrapping up in this Part and having in the back of your mind before you launch into developing your talent management strategy (**TMS**) (that's what we'll be calling the framework) and they're a direct consequence of all the things discussed above:

- 1. The definition of “team” is not what is used to be** – it's wider, deeper, flatter and not completely human! We used to equate “team” with only lawyers, then it included other employees but still in the one organisation, mostly full-time and in one physical place. But now, it has expanded to people we work with outside the organisation too – new specialists (data, IT, tech developers), new businesses like those from the Alternative (or not so alternative these days) Legal Services Provider marketplace, and AI, located anywhere. While lawyers have always worked collaboratively with other professionals, the difference now is that the walls between the professions have broken down. Business issues and solutions now require a more holistic approach and capabilities beyond one specialism.

The “alternative workforce” (contractors, freelance/independent workers, gig and crowd workers)¹⁹ allows us to source specialists where and when we need them. The new in-house legal team does not work in silos. It's fluid, seamless, focussed, and above all else collaborative, and prioritises on time delivery of outputs. Assembling, managing and leading this team calls for a careful scoping and understanding of business needs, utilisation of “just in time” resources, and effective deployment of those resources (human and digital), inside and outside the organisation. This is not the same “team” of old, it's very different.

Leadership and management of this team is likewise very different. It requires a strategic approach to talent that is not just operational (or transactional). It requires a deep understanding of what internal and external capabilities are available and how, when, where and why you need to access them. Also, with so many moving parts, things as basic as work assignments, whether made directly (from one lawyer to another or from one organisation department to a lawyer) or indirectly (from postings on job or project boards inside the legal team),²⁰ or inside the legal department or outside it, can only be efficiently made, and effectively monitored and managed through the use of technology and the analysis of the data it produces.

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For many in-house counsel this approach to people management and the use of tech based systems, and decisions made with the support of data analytics, will be new and requires upskilling on their part. As HR departments embrace the many evolving options in people management technology, how people are managed in teams will increasingly link to individual and organisation wide learning management and performance management systems. These systems will also be more closely aligned so the dots are connected between what people do each day and how the organisation performs.

- 2. Aligning the capabilities of your team with the needs of the business** is going to require that you know the business and industry of your organisation, then undertake a capabilities audit, find your gaps and decide how to bridge them. As your organisation changes its businesses, and we have seen some of those changes recently (for the short and longer term), your team's capabilities may need to change too so this is an ongoing and not a one-off process.

For every existing team member, and those who you may recruit elsewhere, you will need to make one (or several) of four possible decisions – the 4 Rs: retain, retrain, recruit, or retrench. The first two Rs are the

most cost effective because, at the very least, these are people you know, you've tested their capabilities and they know how to navigate your organisation (institutional knowledge) too. The last two Rs are the most expensive because you may have to pay connection or disconnection fees/payments in addition to losing institutional knowledge, and the usual pre-release decline in on-the-job performance and engagement. The mix of Rs is also important – a team of all new employees or a mix of current and new, will take time to settle in and, likewise, a team where some members are retraining (perhaps moving to a different department) and some are leaving, is disruptive and unsettling for the team and everyone who works with it.

Movements in and out of your team need to be carefully planned and managed in conjunction with your organisation's lead people professionals. It's also important to remember that the composition of the wider workforce deployment and engagement group now extends well beyond the traditional and obvious people in HR. It now also includes your organisation's lead on strategy (CEO), operations (COO), innovation (Chief Innovation Officer - CIO), organisational development (who may be part of these other roles or separate), finance and business development (BD), yes, BD too. Because, if you don't manage your Rs properly,

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your entire employer brand²¹ will suffer, not just the reputation of the legal department – social media knows neither bounds nor boundaries! And, people have long memories. Managing people well should be an ongoing priority – just check any recent survey of the C-suite for any organisation and you'll find ready acknowledgement of that fact.

- 3. Customer service, customer experience, innovation, and continuous improvement is pervasive and everyone's responsibility.** Service excellence and change can be led, monitored and managed but they can't be implemented unless every person does their bit. Great ideas come from everyone, all the time. If you are going to transform your team, your team needs to be fully engaged in that process, watching the market, watching the organisation's business and suggesting ways to improve, all the time! And the leaders and managers of the team need to create opportunities for these ideas to be heard and acted on all the time too. This has never been more important than it is now. Embracing your team's intrapreneurs will not only be essential to creating a culture of service excellence with the focus on customer experience, but sustaining it too. And, if you do it right, even when your intrapreneurs leave you and become entrepreneurs in their own businesses, chances are they'll be your biggest marketplace champions or maybe

even your organisation's business partners too!

- 4. The widening capabilities gap between law firms and in-house legal departments.** As organisations transform into digital businesses,²² to meet (and hopefully exceed) client expectations around such things as different product offerings, customisation, convenience and value, every department will need to align and conform. External client expectations become internal client expectations – it's a knock-on effect. And what the organisation expects of its legal department becomes the shopping list for what you expect of outside counsel, ALSPs, legaltech vendors, and the like. If everyone is in sync, people, tech, processes and systems work collaboratively and seamlessly. However, if they don't sync, the opposite is also true. The determining factor here, with technology being the common catalyst and enabler, is to work smoothly and seamlessly. **Everyone needs to be committed to a similar rate of change and deliver on it.**

The legal industry, and lawyers in particular, have been one of the slowest groups to embrace technology.²³ While legaltech is available to all lawyers, many developers have chosen to focus their attention on and collaborate with in-house counsel in preference to lawyers in private practice. This is probably a reflection of the earlier and

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more immediate pressure placed on in-house lawyers by their internal clients to improve efficiencies and embrace automation. This started in earnest around the time of the global financial crisis, but it hasn't stopped there and it's firmly back on top of the priority list now as we emerge from the impact of COVID-19.²⁴

The end result of all of this, and why it matters to talent management, is the emerging gap between the expectation of service and product delivery by in-house counsel and the ability of outside counsel to answer it. For those law firms who have embraced change and focussed on staying in sync with their in-house clients or even been forced to make that change now as a result of the COVID-19 pandemic, their firms will remain a resource for secondees, a source for lateral hires, learning and collaboration. For those law firms who are out of sync or gone into hibernation during the current crisis, the opposite is true. As you reflect on this, it will also continue to be important that you know what capabilities you need and are willing to look beyond law firms to find them e.g. to ALSP, legaltech developers, and other professional service firms to name a few – remember your team is different now, your projects will be resourced differently, the lawyer capabilities are different and, it's also multidisciplinary. Note to self: in-house counsel, choose your human resources as you do your digital resources, carefully and wisely – more on that in Part 2!

Where to Next?

In this Part we've taken a little time to set the scene and get clear on how legal talent management is changing to align with changes to the in-house role, the way legal services are delivered, and organisational business performance goals. We've set the scene for the talent needed to position your in-house department so it remains relevant.

In Part 2, we'll focus on a framework for talent management, a talent management strategy (**TMS**), and those components dealing with acquiring the right talent: recruitment, setting a team up for success and creating a learning culture - one that supports the new legal normal of adaptability and continuous improvement.

Parts 2 to 4 will be released in the coming months and available on **lodlaw.com**.

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TERRI MOTTERSHEAD



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Prior to joining the Centre, Terri was a practising lawyer and subsequently led the in-house talent management departments for firms and associations including Lex Mundi, the Inter-Pacific Bar Association (IPBA) and DLA Piper LLP (US). She has also led or taught on practical legal education initiatives in law schools in Asia, Australia and the US. In 2010, Terri founded Mottershead Consulting in the US, and later expanded it to Australasia, to focus on supporting lawyers, legal business specialists and law firms in identifying, developing and transforming their capabilities and practices to a new way of delivering legal services/products to the market.

Terri is a frequent keynote speaker at legal industry events and contributes regularly to legal industry publications on the future of the legal profession, practical legal education and legal talent management. She acted as the general editor/contributing author for *The Art and Science of Strategic Talent Management in Law Firms* (West, 2010) and for *Innovating Talent Management in Law Firms* (NALP, 2016).

Terri holds an LLB (Honours) and a Graduate Diploma in Legal Practice, both from QIT; an LLM from the University of Queensland; and an MBA (Distinction) from the University of Wales. She is admitted to practice in Queensland, the Australian Capital Territory, the High Court of Australia, England & Wales and Hong Kong.

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Nat is the Head of LOD Legal, bringing over twenty years of top firm and global legal and commercial experience to LOD's newest offering. LOD Legal is a law firm designed for in-house, powered by in-house lawyers. LOD knows that in-house teams need commercial, fast and flexible legal support that works for them. Enter,

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