



REPORT ON **THE**
EMERGING
LEGAL
PROFESSIONS
SURVEY

JUNE 2018

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INTRODUCTION

The legal profession is in transition. The changes have been identified in a growing number of blogs, articles, books, and commentary from all corners of the legal industry: academics, practitioners, clients, consultants, and so the list goes on. This discourse has been important and necessary. It also means we can identify with certainty the drivers of change: technology and AI; client demands; globalisation; diversity and inclusion; and the need for continuous improvement. We still have much to learn about the depth and breadth of the changes or to accept that change is the industry's new constant.

We know now that traditional lawyer work (done exclusively by lawyers) is decreasing and legal work (done by other professionals and not necessarily lawyers)¹ is increasing. Everything about work is changing for everyone in every industry, but we need to better understand how it applies to each of us, our law firms, legal departments and legal organisations. We need to share experiences, stories, successes and failures. And we need to collaborate and innovate if we are to part of the solution that keeps us relevant and competitive.

The need for more empirical research to guide individuals and organisations as they navigate this transformation was identified in a number of recent law society and bar association reports, such as those from the UK, Canada, US and NSW.² Of the many issues requiring further investigation we identified one which we believe is pivotal but attracting less attention than the changing role of lawyers - the emerging role of the "other" professionals working in the legal industry. In this report, we refer to this talented group of generalists and specialists as legal business professionals.

From the ground-breaking work of Richard Susskind,³ we have known for some time that law firms and legal departments are now operating in a new and different legal marketplace. We likewise knew from the work of David Maister⁴ that the leadership and management of law firms has changed. The global financial crisis provided a perfect storm for a more professional and more corporate executive team of new C(Chief)-suite professionals we know now as COOs and CEOs to evolve. As the storm unfolded and the complexity of the new legal marketplace was revealed, new roles with different responsibilities emerged. The C-suite has now expanded and been joined by a D (Director) and M (Manger)-suite in functional areas like IT, privacy, data security, innovation, digital communication, talent management, HR, finance, marketing and business development, diversity and inclusion, data analytics, legal operations, change management, organisational development and pro bono.

Different times call for new and different capabilities and not those we would have typically identified with lawyers. So what does this new legal workforce look like? Do all law firms have the same roles? Are the people in these roles recognised for the capabilities they bring to a firm? Do these professionals have a career path? How do law firms determine the best candidates for these roles? And are law firms just talking about new capabilities, or have they developed teams with multi-disciplinary skills to deliver the next best practices to clients?

In January and February 2018, the Australasian Legal Practice Management Association (ALPMA) and the Centre for Legal Innovation at The College of Law (CLI) conducted The Emerging Legal Professions Survey to understand the context for, and seek answers to, these questions.

We believe this is the first comprehensive online survey on the emerging professions within the legal industry. The invitation to participate was sent to law firms and legal departments of varying size, location and profile. Individuals were asked to respond to the survey on behalf of their organisations as well as to provide their own perspective on different topics. Responses were received from 188 people comprising a representative cross-section of the legal industry, mostly in Australia.⁵ This report summarizes the views expressed by the respondents. It also highlights those areas which we believe warrant further investigation.

This report is a snapshot in time. It helps us understand how far law firms and legal departments have progressed and how much further they still have to go to future-proof themselves in the only way they can, through the people they employ.

This report is not the end of what we all need to know. It's the beginning of our work in this area. It is intended to provoke discussion and discourse and will initially raise more questions than answers. We believe if the legal profession acts collaboratively, thoughtfully and with intention, like ALPMA and the CLI have in partnering on this report, then answers will be found that bring about sustained change.

Our sincere thanks to those of you who responded to the survey – we could not have done this without you. A special thank you also to Thoughtbroker who crunched the numbers for us. We look forward to engaging with all our readers in the months ahead. We welcome your contribution as feedback on this report or as part of the other surveys, workshops, events, webinars, podcasts that will follow.

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FOR CENTRE FOR LEGAL INNOVATION

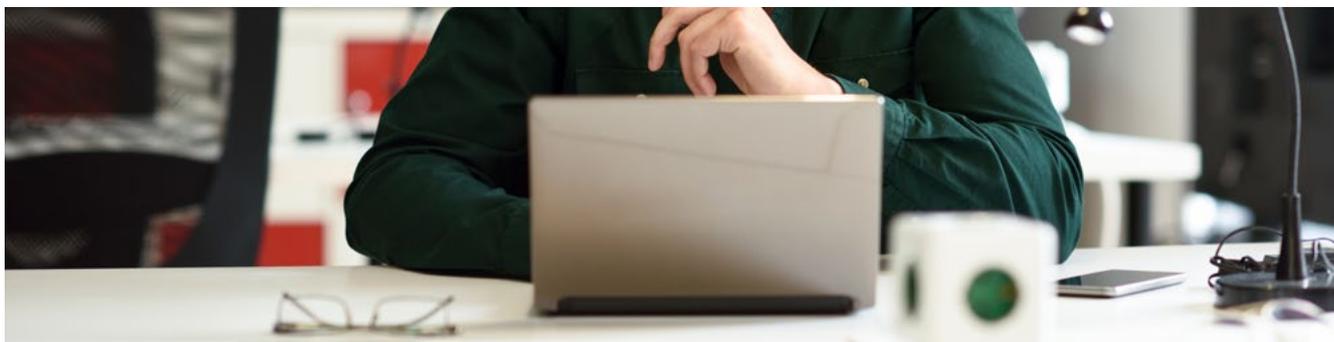
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WHAT WE LEARNT – KEY TAKEAWAYS



- The depth and breadth of change taking place in the legal industry is significant and impacting everything and everyone – firms large and small, in-house counsel, alternative service providers, lawyers, and all other legal professionals.
- The division of lawyer and legal work is changing but most law firms are underprepared for it. Law firm talent management strategies remain focused mostly on lawyers and not equally on the emerging, multi-disciplinary group of legal business professionals.
- In the past five years, there has been less of a focus on people management issues generally, although this is changing.
- The use of competency frameworks to support and guide professional development and career progression are common in law firms, although the focus is on developing the capabilities of lawyers, rather than legal business professionals.
- In the last five years law firms and legal departments have employed people to fill roles in business development/ marketing, C-suite positions, office management, IT/ innovation and HR/Talent Management. However, they do not anticipate increasing the headcount in these areas in the next three years. In the same periods they have employed more lawyers and anticipate this continuing.
- In the last three years, half of all people employed in the legal industry have had their work changed by disruption, technology or innovation. However, forty percent also reported no change.
- Most people believed the changes to the way they work have been for the better and made their jobs easier.
- The impact of changes to work were felt most acutely by people in international firms. Women experienced a greater impact on their roles than men. Mid-career professionals were the most impacted by the changes.
- Senior management – or the C-level team – were the group most likely to have had their job functions reinvented during the last three years.
- The higher the education level of the person in a law firm, the more likely they were to have had their job function changed in the last three years.
- While lawyers and legal business professionals work together to service the needs of clients, they do not necessarily share the same employment status. Lawyers are more likely to be employed on a full-time basis than legal business professionals in law firms.
- More than half of the law firms and legal departments (51 per cent) anticipate outsourcing more of the work done by legal business professionals in the next three years. Almost one-quarter (24 per cent), also indicated they will insource more of this work. If these trends hold true then legal business professionals are poised to have a larger influence on the way legal work is delivered, working either inside organisations or outside with alternative service providers.
- Most respondents felt industry standards help in the recruiting process. Respondents considered academic qualifications for lawyers most important when hiring but used a much wider criteria for legal business professionals including experience, team compatibility, flexibility, ability to learn, ability to use technology, referees, referrals and positive recommendations.
- The respondents supported the development of industry standards for both lawyers and legal business professionals, with some common and different areas of priority. The responsibility to demonstrate proficiency with technology was viewed as important for all. However, the use of tech tools and augmentation of technology into practice was viewed as a higher priority for the legal business professionals. Leadership was identified as a significantly higher priority for lawyers than legal business professionals. These priorities reflect a more traditional view of the work and role of lawyers and legal business professionals in the legal industry.
- Legal professional associations (like ALPMA) and state law societies, topped the list of organisations that respondents felt should develop, monitor, manage and provide certifications for any new legal industry standards.

IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

“*Disruption has certainly had a positive impact. It makes lawyers analyse what they do for their hourly rate more than they ever have before. That can only be a good thing for the profession and clients. They have to work quicker and smarter.*”

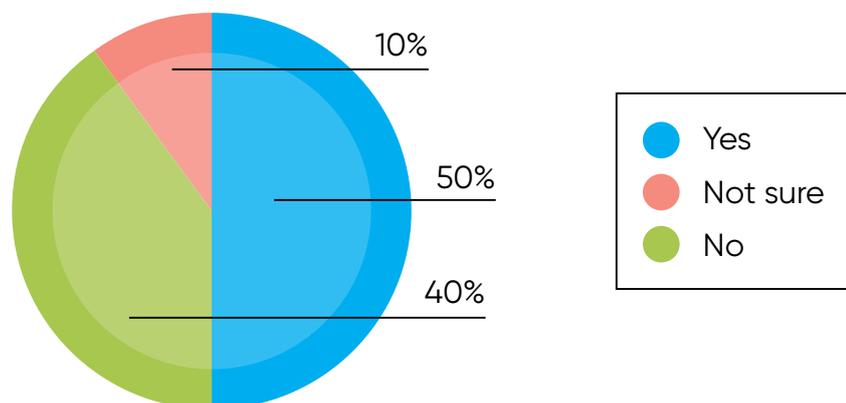
Legal Profession Management Consultant

To give the survey context, we sought views and general information about changes in the legal industry brought about by technology, innovation or disruption. We investigated whether responses differed according to location, gender, level of education or job function. Input was also requested on whether the impact was viewed as positive or negative.

IMPACT ON THE PERSON'S ROLE

Half of all respondents identified technology, innovation or disruption as directly impacting the changes to their role in the last three years. Forty percent indicated their role had not changed and another ten percent were unsure.

FIGURE 1: In the last three years, has your role changed due to the impact of technology, innovation or disruption in the legal industry?



IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

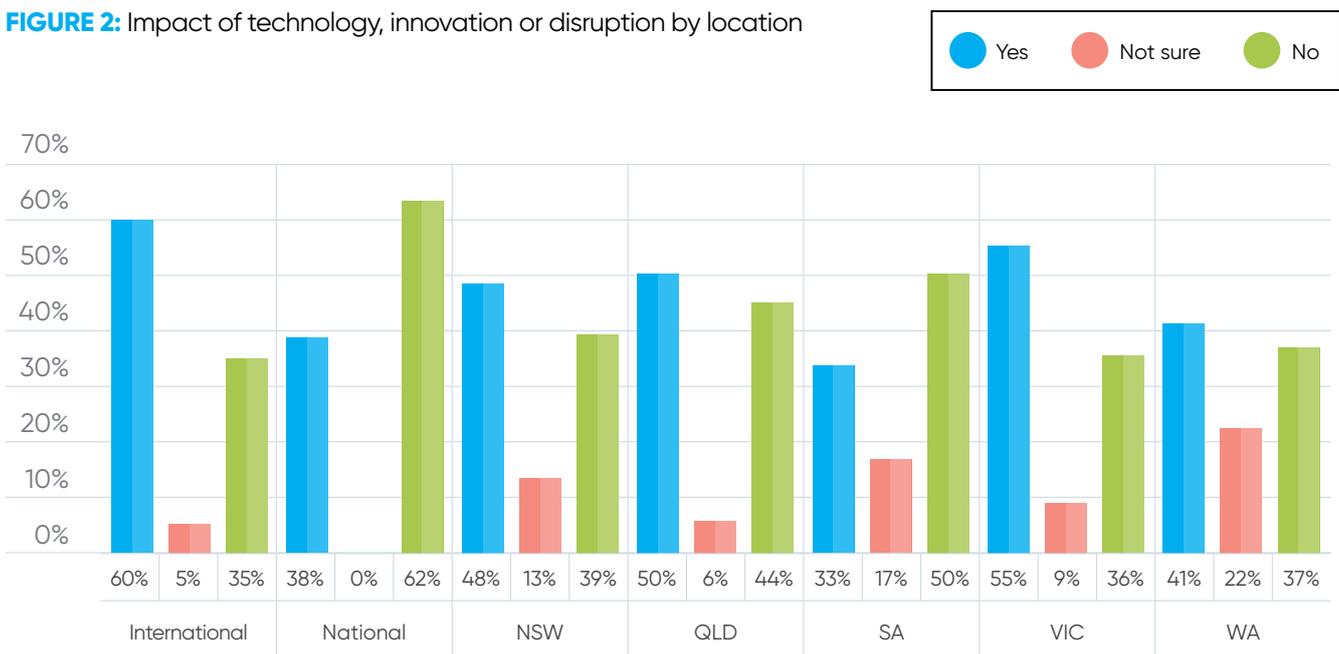
This raises some key challenges for legal industry employers and talent management professionals in developing their business and talent management strategies:

- How are firms discussing and connecting the dots between the future of work and their business and staffing models?
- If forty per cent of respondents have not had their role impacted by technology, innovation or disruption, what does this say about the speed of change within the legal industry versus other professions and industries? Is the legal industry falling behind?
- If law firms are not changing – or not changing fast enough – are comparisons or ratings within the industry (between peers) accurate or unreliable?
- How have firms changed their recruitment practices to accommodate the need for new capabilities?
- How is the existing workforce being upskilled for the changes to, or elimination of, their roles?
- Have talent management strategies linked the development of new capabilities to performance reviews and succession planning?
- Have career paths evolved, changed, or come to an end because of role changes? Do job descriptions reflect these changes?
- Have learning opportunities like online and “just in time” training courses evolved internally to accommodate the depth and breadth of learning required?
- Have mentoring and coaching programs been made available to employees to support their role transition?
- How are employers helping their employees navigate the consequences of these changes, such as the likely increase in anxiety or stress?
- What role does data, data analytics and predictive analytics play in identifying, closing and anticipating capability gaps?

“We had a Supreme Court trial recently that had 18,000 documents to review. So we used an e-discovery firm because we estimated it would cost more than half a million dollars to get a lawyer to review everything.”

Senior litigator

FIGURE 2: Impact of technology, innovation or disruption by location



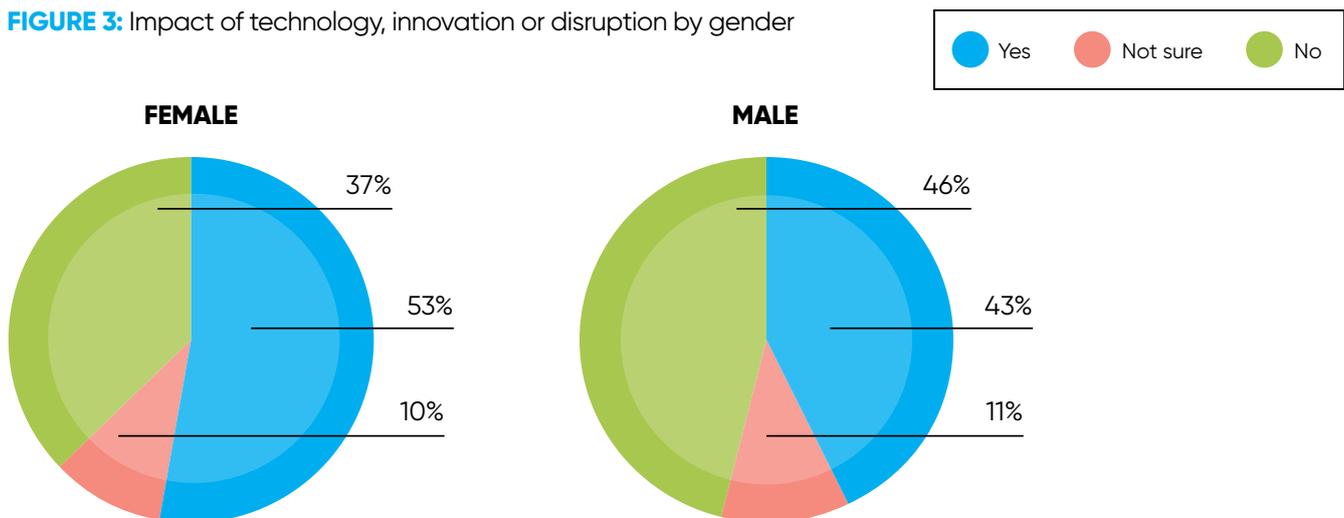
IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

The impact of technology, innovation or disruption varied depending on where people were located. Respondents in South Australia were the least likely to feel their role had changed (33 per cent) while those in Victoria were the most likely (55 per cent). There was also a significant variation between national law firms and international firms. Only 38 per cent of respondents in national firms (those operating in more than one Australian state) felt their role had changed in the last three years. This contrasted with the 60 per cent of respondents working in international firms.

This again raises a series of key considerations for law firms:

- If international firms are changing more rapidly, does it follow that they will be more competitive and better able to anticipate or meet client expectations when they open offices in Australia?
- Is it enough for Australian firms to compare themselves to the best in the Australian market? Or does this form of local peer to peer assessment fall short of global best practices?
- Assuming the change in technology, innovation or disruption equates to higher levels of efficiency and effectiveness in the delivery of legal services, how long will clients be satisfied with different levels of service between their local, national, regional and international legal advisors?

FIGURE 3: Impact of technology, innovation or disruption by gender

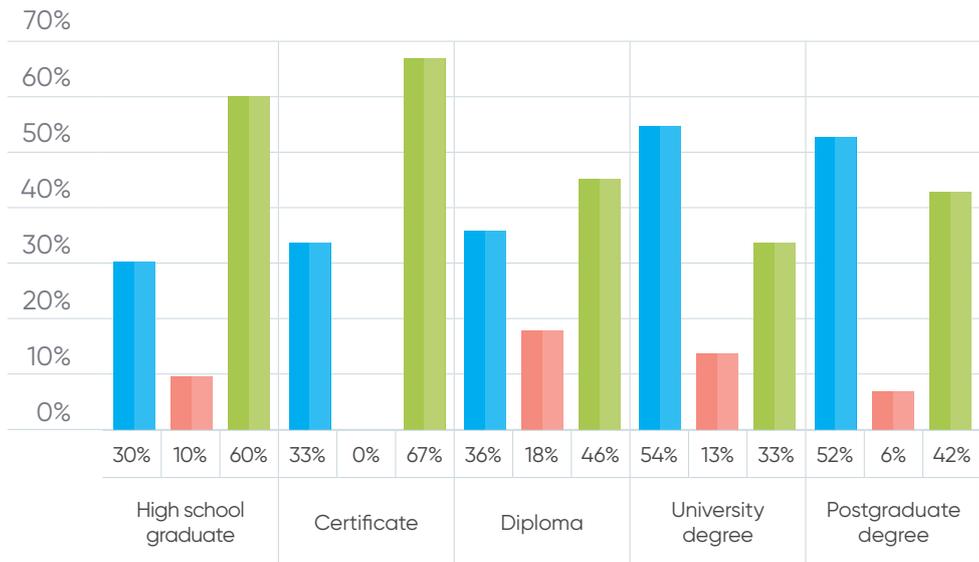


The percentage of female respondents whose roles have changed was 10 per cent higher than male respondents. A majority (53 per cent) of women have seen their roles impacted by technology, innovation or disruption while a minority (43 per cent) of men held this view. This could have implications for recruitment and within and beyond for the legal industry:

- Does this indicate that women are more adaptable to change than men?
- If women are more adaptable to change and as there are significantly fewer of them in law firm leadership roles, will that impede the ability of law firms to innovate?
- Are more women challenging traditional roles, or the way they are performed, than men?
- Are the changes brought about by technology, innovation and disruption somehow linked to the increased number of women in the legal profession and/or diversity and inclusion, or vice versa?

IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

FIGURE 4: Impact of technology, innovation or disruption by education level



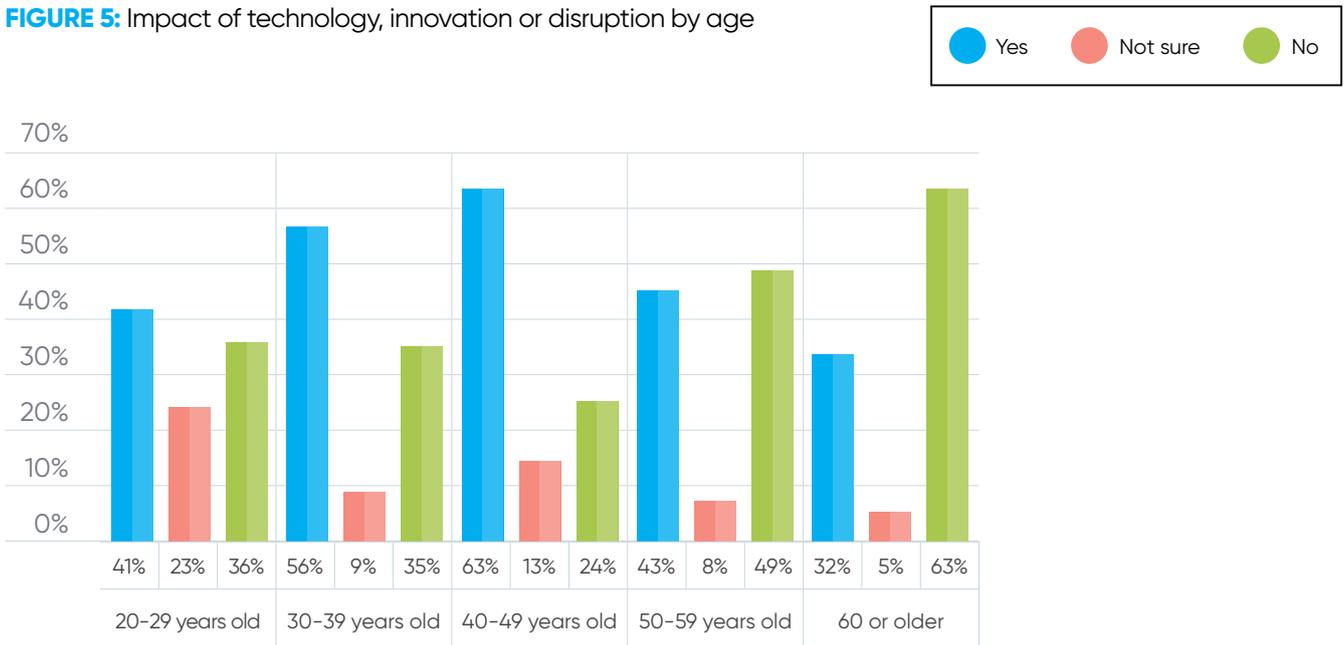
The survey found the higher their level of education of a respondent, the more likely they were to have experienced change in their role. For example, 52 per cent of respondents with a postgraduate degree and 54 per cent with a university degree had their role impacted by technology, innovation or disruption, whereas 60 per cent of respondents with a high school education had seen no change in their job function.

Assuming the work currently undertaken by respondents with a high school education is routinised and commoditised, then this work may not be changing because it remains more cost effective for humans to continue to do it the same way. Alternatively, the human aspect may have already been eliminated with legaltech or AI now performing these tasks.

Assuming the work undertaken by those with tertiary qualifications was more complex, then these roles may have been impacted more because the unbundling of legal services has led to components of lawyer work being removed from these workers and automated, or undertaken by other legal professionals (legal process outsourcing, alternative legal providers, etc.), or done a different way through the integration of legaltech and AI.

IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

FIGURE 5: Impact of technology, innovation or disruption by age



I have a colleague in his early twenties who does everything on a tablet. His devices are all synced together, and he works like this instinctively. It would take me a lot longer to get my head around leveraging this technology.

Lawyer in a small law firm

The survey found changes to a person's job are most likely to occur mid-career. Among respondents in the 40-49 year age group, 63 per cent have seen their roles change in the last three years while only 24 per cent indicated there was no change. The group whose jobs were least affected by technology, innovation or disruption were the over-60's (63 per cent) followed by the 50-59 year age group (49 per cent) and then 20-29s (36 per cent).

I'm 35 and Generation Y. When I started my career in a big law firm, I had to be taught how to use pen and paper and tapes for a dictaphone. I had one partner who insisted I would be more productive dictating than typing. He couldn't believe a lawyer could type because I wasn't a secretary. It drove me nuts!

Legalpreneur and former corporate lawyer

IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

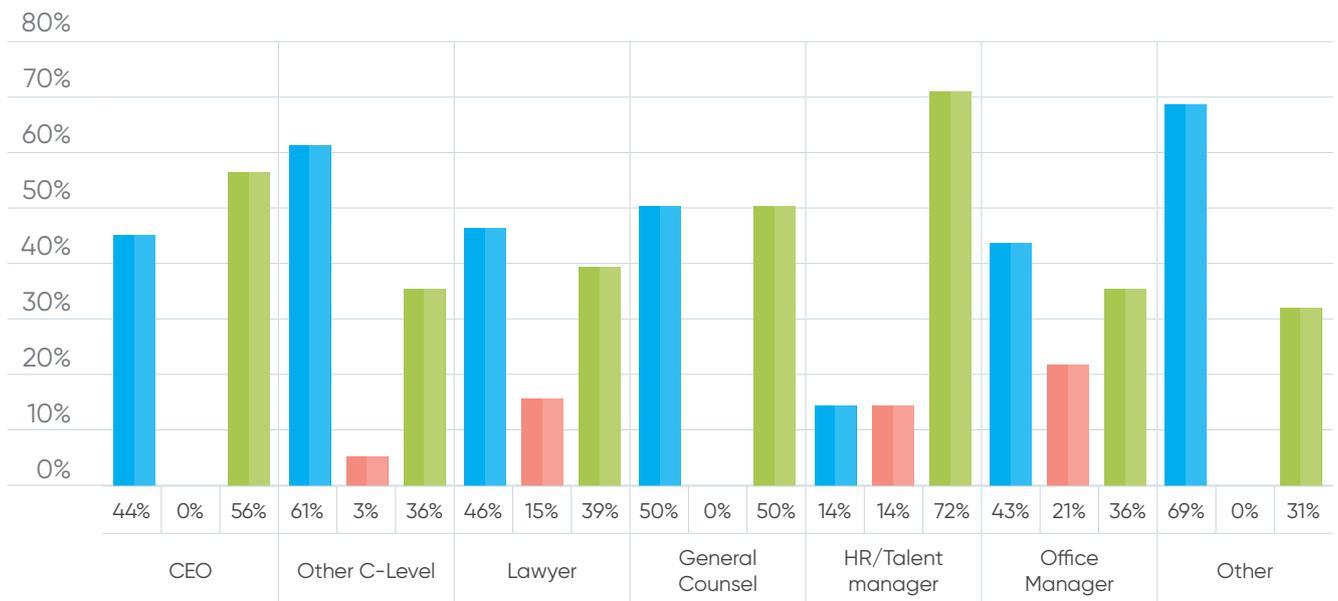
Those who have worked in the legal industry for some time are navigating most of the change. Some of the reasons that could explain this include:

- Younger people joining the industry have more tech skills and can adapt to the technologies used in practice more readily than those with less exposure. They are also more accustomed to the changes identified with NewLaw such as mobility, flexible work arrangements, remote/virtual workplaces, portfolio versus linear careers, collaborative work practises, working in multi-disciplinary teams, etc. They are therefore less impacted by these changes in the legal workplace.
- The most experienced workers could be less likely to be impacted by change because their clients do not require it, and/or they are outsourcing or delegating work to others and avoiding the need to change.
- The junior and most experienced workers are opposite ends of the pole, while the middle group is having change forced upon them due to the different demands and expectations of clients, or as a result of their move into leadership and management roles where they are required to champion change.

“The younger we are the more exposure we have to technology in our daily lives, so we take to it easier and accept it more.”

Millennial generation lawyer

FIGURE 6: Impact of technology, innovation or disruption by job function



IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

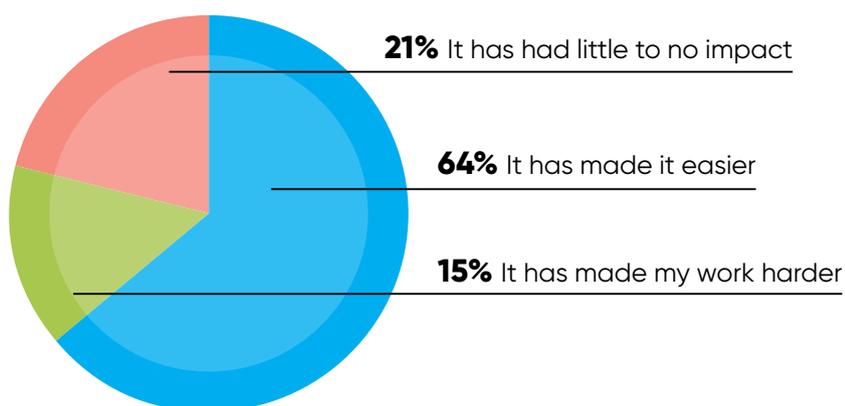
While all job functions have changed in the last three years, the more traditional or more defined job functions in firms and legal departments seem to have experienced less change. A significant number of CEOs (56 per cent), lawyers (39 per cent), office managers (36 per cent) and HR/Talent Manager (72 per cent) experienced no change. However, within the sub-sets of these groups there were noteworthy differences.

“Now that law firms can be incorporated, you’ve got directors’ duties to shareholders, as well as duties to the court and to the client. So legal business professional management opens up new possibilities for law firms. Those that can build better businesses and processes are the ones who are going to succeed.”

Litigator in a small firm

Excluding the CEO, 61 per cent of C-suite job functions had changed. This most likely reflects the new and emerging roles within law firms in key areas like marketing and business development, IT, innovation, data security and privacy. Within the lawyer groups, general counsel (50 per cent) experienced a higher level of job function change compared with lawyers in private practice (46 per cent). The four per cent difference may be accounted for by the changing role of corporate counsel, from legal advisor to business partner in their organisations.⁸ This should sound a cautionary warning for law firms working closely with corporate legal departments, best expressed by Jack Welch: “If the rate of change on the outside exceeds the rate of change on the inside the end is in sight.”

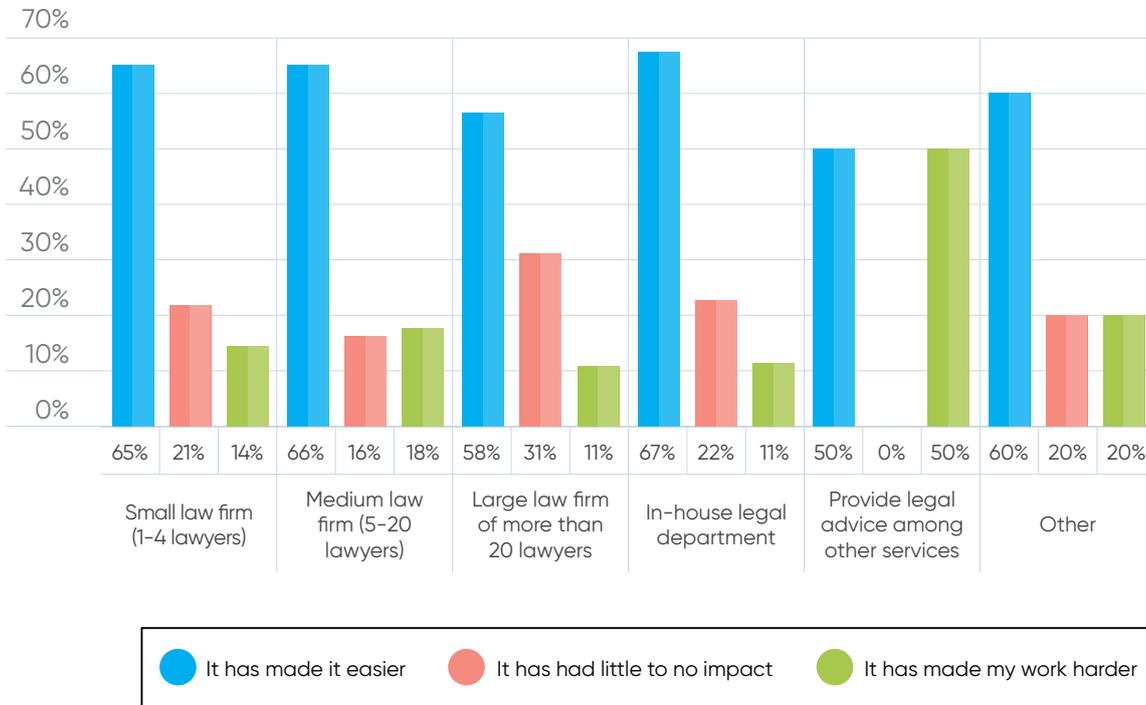
FIGURE 7: Benefits of technology, innovation or disruption



Despite the different levels of impact on different groups within the legal industry, most respondents viewed the changes as positive, with 64 per cent indicating their work had been made easier. There were, however, differences apparent in the size of law firms and between the lawyer groups.

IMPACT OF TECHNOLOGY, INNOVATION AND DISRUPTION

FIGURE 8: Benefits of technology, innovation or disruption by firm size



The technology is there and if you are proficient in it, you can make big savings through streamlined processes. But we are a small firm so we are a little bit like an ostrich – every now and then we pull our head up and have a little run.

Office manager with a New Zealand law firm

Respondents from small (65 percent) and medium (66 percent) law firms and in-house counsel (67 percent), thought the impact of technology, innovation and disruption made their jobs easier compared with 58 percent of large law firms. The negative impact, making work harder, was felt more in small (14 percent) and medium (18 percent) sized firms than large firms (11 percent) and in-house counsel (11 percent). Larger firms (31 percent), smaller firms (21 percent) and in-house counsel (22 percent) indicated they felt no impact at all compared with medium firms (16 percent) being the most impacted.

These results are indicative of the following trends:

- All firms and in-house counsel, no matter what their size, are navigating change and working in an industry in transition. While these changes are taking place, work may be viewed as harder.
- Medium law firms are experiencing the variances of these changes more acutely. As a result, they may be transitioning into organisations that are more adaptable and comfortable with continuous improvement and the ongoing changes in the legal marketplace.
- Smaller firms with a dedicated, long-standing client base may be under less immediate pressure from clients to change.

THE CHANGING LEGAL WORKFORCE

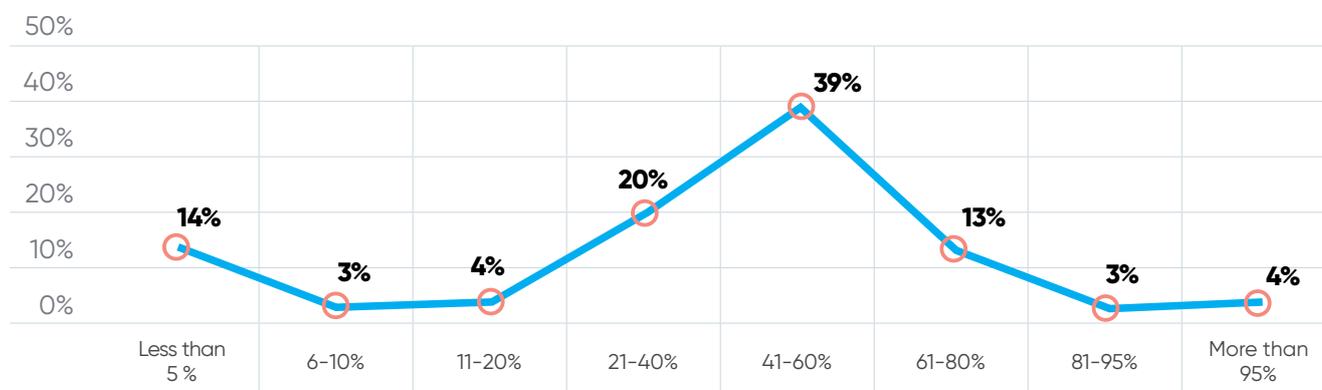
“The rise of [legal business professionals] is going to have a huge impact. It will take a lot of people by surprise. The ones who will be most surprised are the ones who say they are innovative and that they use technology, but they have no clue.”

Legalpreneur and former corporate lawyer

In the previous section we discussed how C-suite roles have changed but we wanted to understand how wide spread these changes were in law firms and legal departments. Did they go beyond the C-suite? Were they more prominent in different sized firms? Were the changes impacting more on full-time, part-time or casual employment? Was the workforce in NewLaw more multi-skilled and multi-disciplinary? And how ready were law firms for any of these changes?

We began by asking respondents to provide a general description of their workforce. We found that in a fifth of all law firms or legal departments, between 21 - 40 per cent of employees were not lawyers.

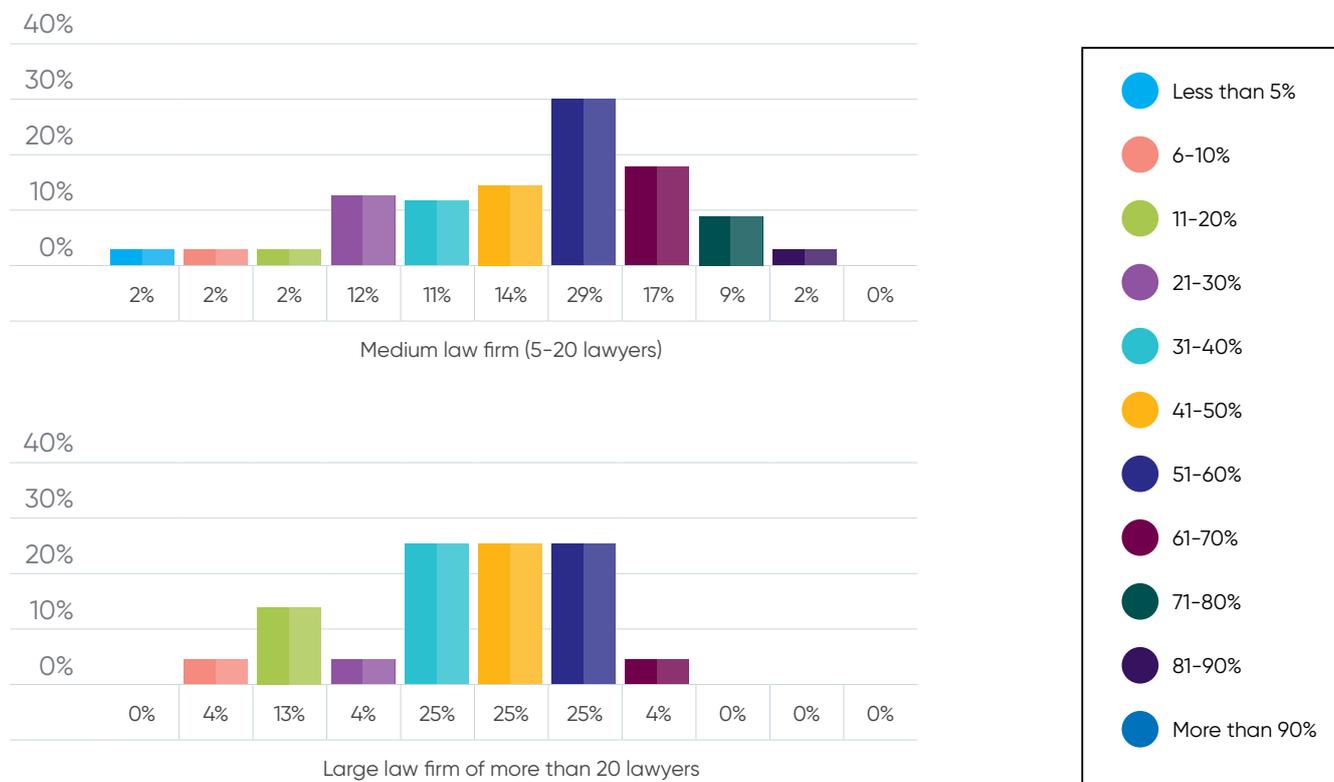
FIGURE 9: What percentage of your staff are not lawyers or training to become lawyers?



However, and focussing specifically on law firms, the workforce differed depending on the size of the firm.

THE CHANGING LEGAL WORKFORCE

FIGURE 10: Percentage of legal business professionals by law firm size



The largest proportion of legal business professionals were employed in medium-sized law firms – with legal business professionals comprising 51 per cent or more of the workforce in 57 per cent of firms. In large law firms the proportion was 29 per cent. This is likely to be indicative of several different trends:

- A trend in large law firms to unbundle legal services and outsource work to alternative service providers and/or use legaltech tools to enhance efficiency and effectiveness where possible. It likely also reflects the focussed effort by large firms to decrease legal business professionals in secretarial support roles.
- A trend in NewLaw firms using tech-based platforms and tech tools which enable a lawyer to work on his/her own with "assistance" being provided by these technologies.
- A trend in medium-sized firms to rely more heavily for now on human output (versus legaltech tools) but to also focus on matching lawyer and legal business professional skills to a matter so services can be delivered as efficiently and effectively as possible. As the range of legaltech tools and AI options increase and become cheaper, we anticipate medium-sized firms will decrease

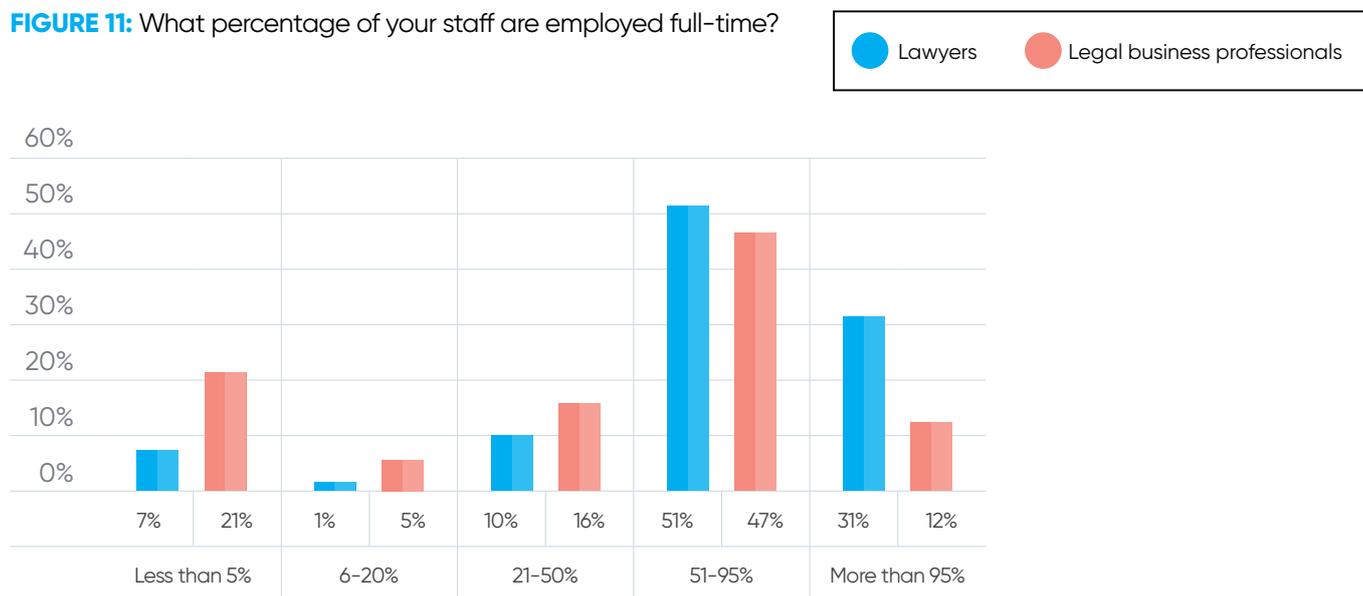
their reliance on human output and use technology instead, so their legal business professional workforce will likewise decrease to more closely resemble that of larger law firms.

It is important to again reiterate here that the profile of the legal business professional workforce has changed. Where these positions were once in "support" of lawyers and mostly clerical or administrative in nature, they are becoming more sophisticated and new specialisms have also emerged. This has changed the composition of client teams. It has also redefined who is or is not a revenue generator in a law firm.

While lawyers and legal business professionals continue to work together to service the needs of clients, they do not necessarily share the same employment status or opportunities. The survey identified a difference between the percentage of lawyers employed on a full-time basis compared with legal business professionals.

THE CHANGING LEGAL WORKFORCE

FIGURE 11: What percentage of your staff are employed full-time?



In 31 per cent of firms, more than 95 per cent of the lawyers were employed full-time. In contrast, only 12 per cent of firms employed 95 per cent or more of their legal business professionals on a full-time basis. In 21 per cent of firms, fewer than five per cent of the legal business professionals were employed full-time. Only seven per cent of law firms employ fewer than five per cent of their lawyers on a full-time basis. For most firms, full-time employment for both lawyers and legal business professionals was still favoured, but we anticipate this is likely to change significantly for legal business professionals soon.

These results point to several trends consistent with the transformation taking place in the global workforce:⁹

- Law firms are employing people on other than a full-time basis, but these tend to be legal business professionals rather than lawyers.
- The global gig economy¹⁰ has been built on a workforce comprised of casual and part-time labour. In law firms, that workforce is more prevalent today in the legal business professional population.
- Legal business professionals generally have less job security than lawyers in the same work environment.

“About 40 per cent of our staff would be [legal business professionals]. From finance and accounting, administration to customer service. Other professionals play an incredibly important role because it means lawyers can concentrate on doing the law. But if you get the balance wrong they will create work and actually divert the lawyer away from what they want to be doing.

Legal educator and technology expert

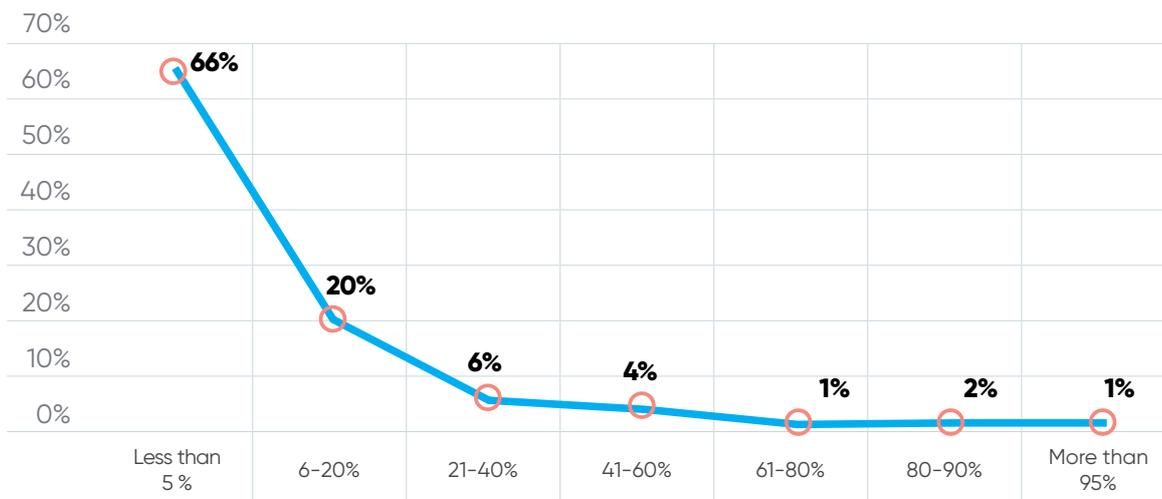
OUTSOURCING

“Outsourcing is only going to go up. People are getting to a stage in their career where they say enough is enough, I’m going to do things my way. They are going out on their own and being very creative.”

Legalpreneur and former corporate lawyer

With so much discussion in the legal industry about the unbundling of legal services, the rise of legaltech¹¹, and a lower rate of full-time employment among the legal business professional workforce, we wanted to understand if law firms and legal departments would look to third parties as an alternative means of accessing the capabilities they need. The survey results indicted a resounding “yes,” but not right now!

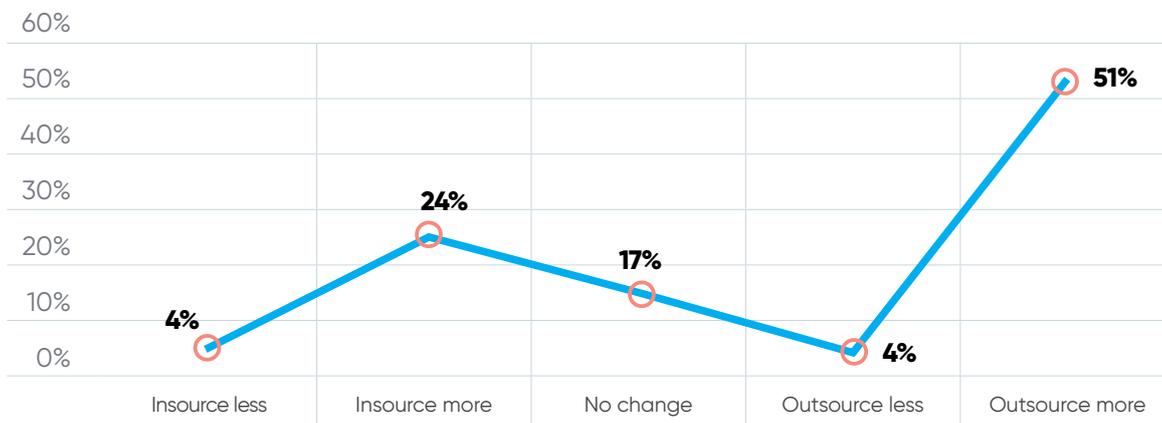
FIGURE 12: What percentage of client work undertaken by legal business professionals in your organisation is outsourced?



In two thirds (66 per cent) of firms and legal departments surveyed, less than five per cent of the legal business professional work was outsourced. However, more than half of all firms and legal departments indicated they expected a greater percentage of legal business professional work will be outsourced in the next three years.

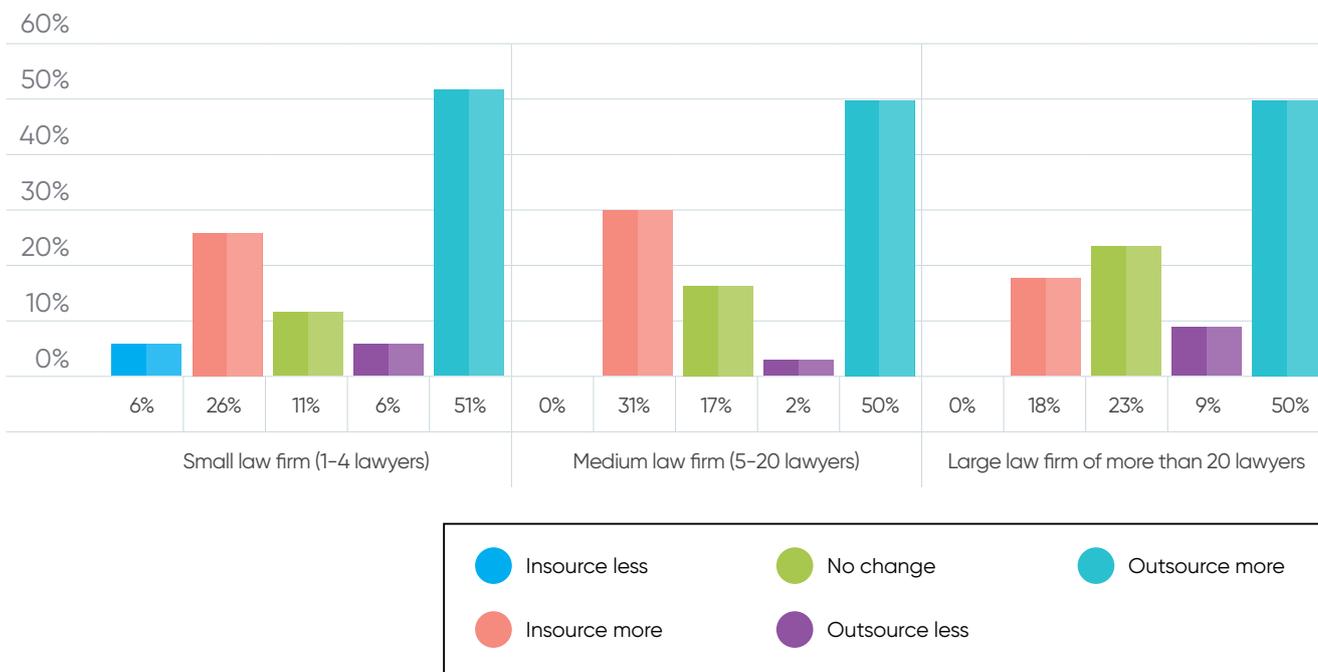
OUTSOURCING

FIGURE 13: In the next three years, do you anticipate your organisation will outsource or insource client work performed by legal business professionals?



The anticipated trend towards more outsourcing of work undertaken by legal business professionals occurred across law firms of all sizes and at a comparable rate. Half of all small, medium and large firms intended to outsource more of their client work in the next few years.

FIGURE 14: Outsourcing by firm size



OUTSOURCING

We expect this move towards more outsourcing to be sustained for the following reasons:

- Firms are under pressure to find greater efficiencies and cost savings to compete in a legal market that has moved to fixed-fee agreements and value billing.
- We have all seen the press about skills shortages¹² – there are not enough legaltech specialists to fill the demand for their skills in law firms.
- There are credible and skilled third parties that can undertake the outsourced work. The growing number of legaltech start-ups, meetups, demonstrations and legaltech hackathons are a clear sign that this part of the legal industry is expanding exponentially.

- Professional associations have formed to raise the profile and advance the interests of the emerging specialist legal business professionals like the Corporate Legal Operations Consortium (CLOC - for legal operations professionals)¹³, Australian Legal Technology Association (ALTA - for Australian legal tech-start-ups)¹⁴ and Blockchain for Law (for those interested in the impact of blockchain in the law)¹⁵.

The survey points to a future where legalpreneurs and other disruptors will have an increasing influence on the way legal work is delivered to clients and may ultimately reverse the growth in number of legal business professionals employed in law firms and legal departments.

“Within three to five years outsourcing will explode. Bringing people in to work in an office is becoming more expensive. We can get the same job done by outsourcing at a cheaper rate.

Legal Profession Management Consultant

COMPETENCY FRAMEWORKS

“Competency frameworks are very effective. They should be documented so people have something to strive for – or a document which scares them. Most of the firms that I am involved with do that.”

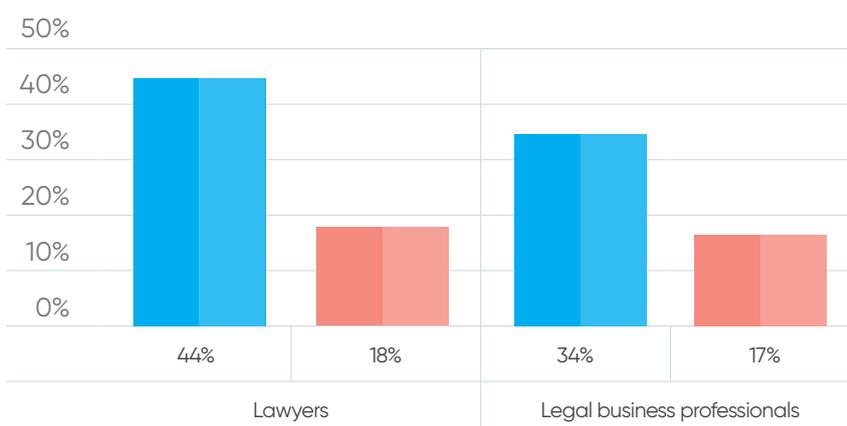
Legal Profession Management Consultant

Given the difference in employment status and workforce profile discussed earlier, we wanted to understand the extent to which the legal industry was preparing for the future of work and the anticipated changes in the composition of the workforce. How were roles being defined within law firms? How were staff being prepared? What capabilities were going to be needed? What was being used to guide and support the focussed development of these capabilities for those who would be undertaking the tasks? Did everyone have a career path and was that even relevant anymore?

Career paths are generally defined by competency frameworks. These tend to identify areas of knowledge, experience, skills and behaviours that an employee should be able to demonstrate as they progress in their job. This is not to suggest people do not progress without these frameworks. However, performance assessments and career counselling may be more subjective if not guided by a framework. And, there also tends to be less transparency, an increased likelihood of mismatched expectations, and feedback is often less focussed.¹⁶

The survey found most firms either had, or are developing, competency frameworks for their employees and these were more likely to have been developed for lawyers. Currently 44 per cent of firms had a competency framework for their lawyers while only 34 per cent had them for legal business professionals.

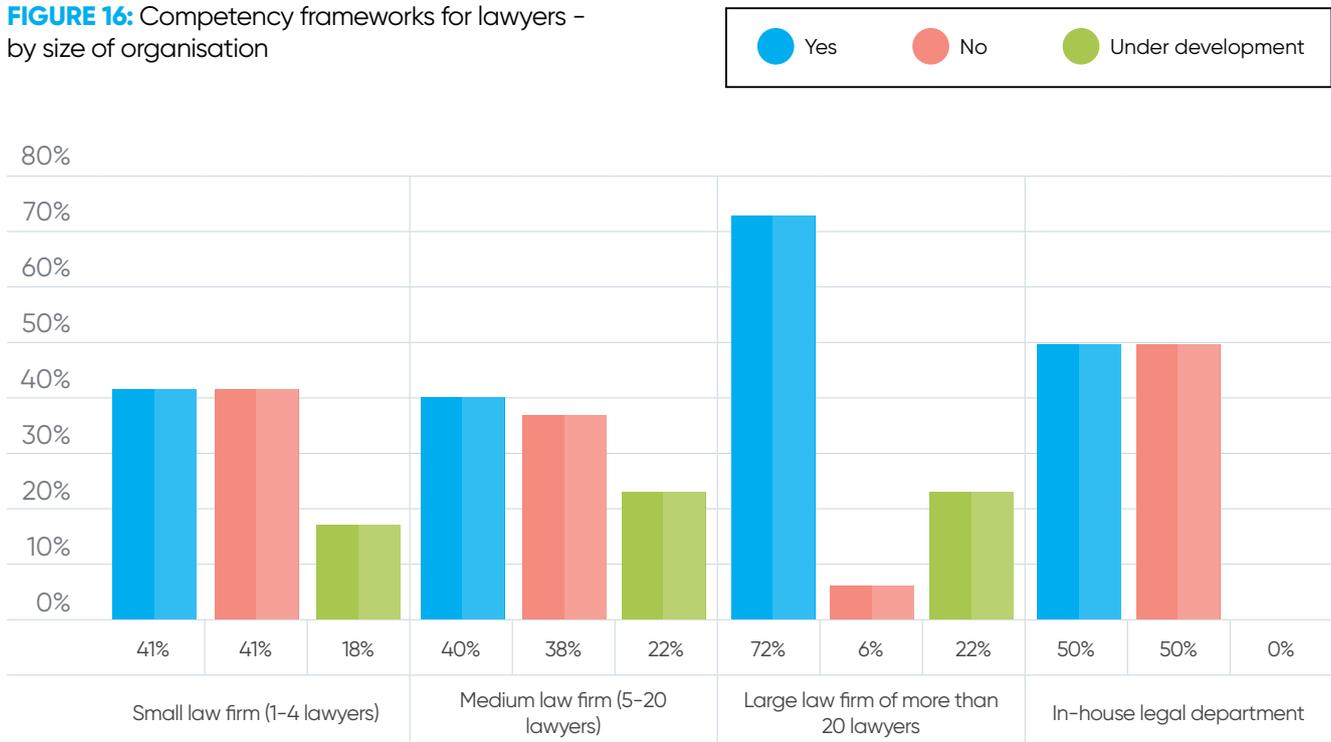
FIGURE 15: Do you have a competency framework for lawyers and/or legal business professionals?



Within the lawyer population in law firms and legal departments, competency frameworks had not been developed at the same rate. Large firms were leading the way in having developed lawyer competency frameworks (72 per cent), with in-house counsel following (50 per cent) and small (41 per cent) and medium firms (40 per cent) almost equally last. Small (18 per cent), mid-sized (22 per cent) and large firms (22 per cent) all had the development of their lawyer competencies well under way.

COMPETENCY FRAMEWORKS

FIGURE 16: Competency frameworks for lawyers - by size of organisation

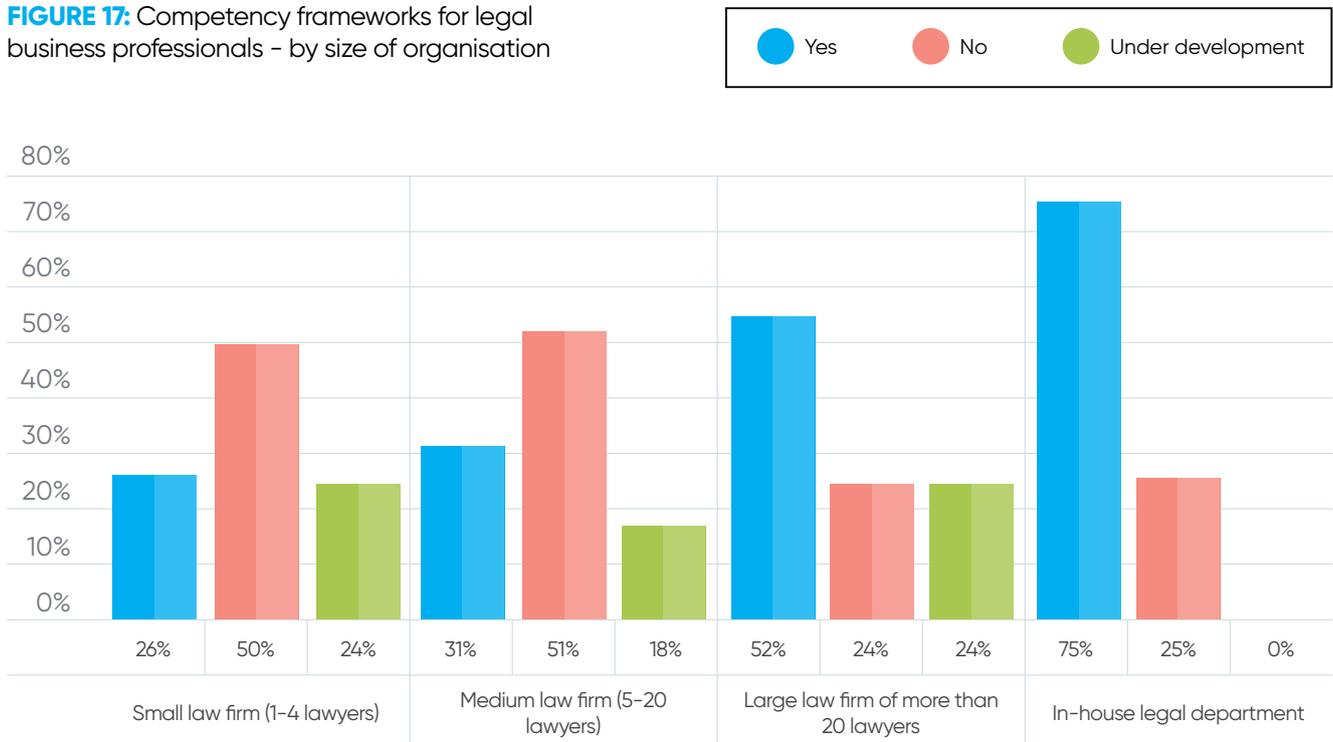


It may be that the greater emphasis on competency frameworks in large law firms and legal departments has been influenced by human resources/talent management professionals who are skilled in people management and understand the importance of competency frameworks. The unbundling of legal services, the gig economy (full-time versus part-time versus casual employment) and the increasing emphasis on outsourcing, may also have played a part in the focus on competency development in all legal organisations. This combination of factors has caused job functions to change, required different capabilities and necessitated a higher degree of clarity in who does what, where, when and how.

The difference in organisational workforce composition and the growing emphasis on multi-disciplinary teams is reflected in the incidence of competency frameworks for legal business professionals in legal organisations. Legal departments lead the way in having developed legal business professional competency frameworks (75 per cent), with large firms following behind (52 per cent) and medium (31 per cent) and small firms (26 per cent) again almost equally last. All firms were working on improving this situation, and in almost equal measure.

COMPETENCY FRAMEWORKS

FIGURE 17: Competency frameworks for legal business professionals – by size of organisation



The higher incidence of competency frameworks for legal business professionals in legal departments, likely reflects the multi-disciplinary nature of those organisations. Corporations employ different professionals to undertake different roles, and each would need to be assessed on their development within their role. It stands to reason there would be competency frameworks developed or under development for these other roles. It also follows that large law firms that employ senior legal business professionals and which are likely to be employing people in new and emerging specialisms, would also have developed or be developing their legal business professional competencies, while medium and small firms are still catching up.

We expect competency frameworks to continue to guide the personal and career development of both lawyers and legal business professionals in the workforce.

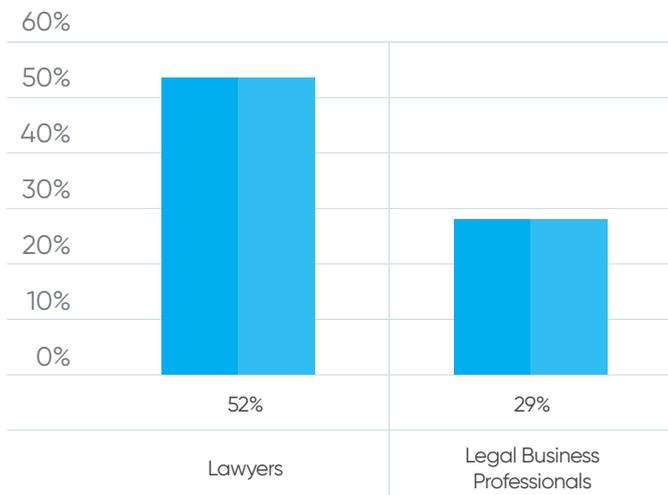
CAREER PATHS

“As a lawyer in a law firm you definitely have a more structured career path compared to people working in other roles.

In-house counsel with multinational firm

Consistent with the responses about competency frameworks, the survey results also indicated a difference in the career paths and opportunities for lawyers and legal business professionals in law firms, with the lawyers generally faring better.

FIGURE 18: Percentage of firms that have a career path for lawyers and legal business professionals in your firm



“What I’ve seen in places I have worked is that [legal business professionals’] employment is much more tenuous. The higher you are up the chain the more tenured you are. There is a view that people who are not lawyers are taken for granted.

In-house counsel with multinational firm

Most law firms (52 per cent) had defined career paths for lawyers but only 29 per cent had comparable opportunities for legal business professionals.

Given the changing roles in law firms discussed earlier and the myopic focus of law firms on competency frameworks and career development paths for lawyers, this could create significant issues in the war for talent for law firms going forward. Consider the following possible scenarios:

- If law firms continue to evolve into multi-disciplinary workplaces, will they be unable to attract legal business professional talent if there is no career path for these people?
- Will specialist legal business professionals view employment in a law firm as a career limiting move?
- If there is no career path for specialist legal business professionals, so no opportunity for career progression and less people taking up these roles, will lateral hiring of experienced professionals heat up and will their salaries follow suit?
- Will the absence of a career path in law firms create more opportunities for alternative service providers to bridge the gaps?
- If alternative service providers bridge the gaps, will their services also become more expensive?
- Will in-house counsel be increasingly better placed to undertake more of the legal work for their organisations when that requires the expertise of a multi-disciplinary team? Their organisations employ specialist business professionals anyway, and they would be readily available to work with the in-house legal team.

EXPECTATIONS VERSUS REALITY

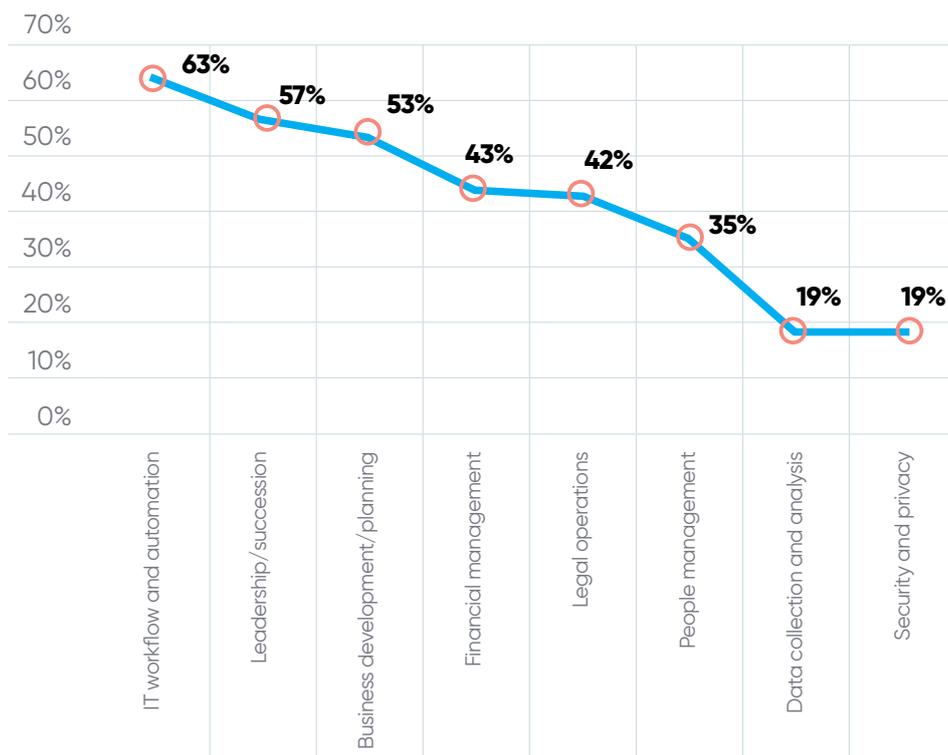
“Everyone can say we are open to new ideas, and we are going to try them, but they are not devoting any resources to it.”

Millennial generation lawyer

Leading and managing any organisation is difficult. Doing that in a marketplace in transition is harder. As law firms and legal departments now find themselves in that situation, we wanted to understand how they prioritised their focus areas as well as their limited time and resources. And, arising out of the same exploration, where did the legal industry see its next best practices emerging from?

We started by going back in time and asked respondents to nominate which focus areas had emerged as priorities during the last five years.

FIGURE 19: Which of the following have become priority areas of focus for your organisation in the last 5 years?



EXPECTATIONS VERSUS REALITY

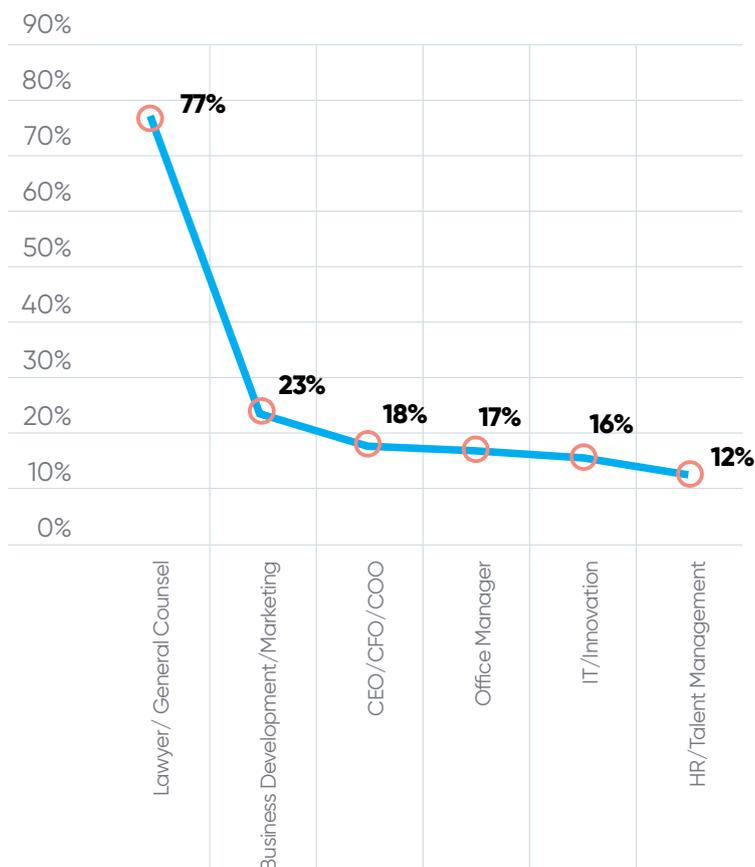
Not surprisingly, technology and its impact on things like workflow and automation topped the list (63 per cent). The related but different areas of data collection and analysis (19 per cent) as well as cyber security and privacy (19 per cent) were at the opposite end of the scale in seventh and eighth place respectively. Leadership and succession (57 per cent) with the related areas of business development and planning (53 per cent) came in at second and third.

We view the top three priorities as being interconnected. While technology has become a pervasive driving force for change in all law firms and legal departments, it has occurred at a time of the “changing of the guard” in leadership from the Baby Boomer population to Generation X and the Millennials. The leadership qualities and styles exhibited by leaders in 2018, are different in many ways from those of leaders in 2013.¹⁷ How many law firm leaders anticipated in 2013 that their firm’s digital strategy would be rated as high, if not higher, than any other?

As Baby Boomers retire, perhaps a little later than expected because of the global financial crisis, relationships inside and outside a firm or legal department may be in jeopardy. Law firms that have spent too little time planning for the transition of clients to new partners, capturing institutional knowledge in old (video) and new (automated expertise) ways, or focussing on new areas of importance like legal operations, are in danger of underperforming and being left behind. All these areas were identified as important by the respondents to the survey.

However, these priorities were not reflected in the hiring patterns of firms during the last five years and/or in the specialist roles employed to lead and manage these areas of priority.

FIGURE 20: Which of the following positions have you created or employed people to fill in your organisation in the last 5 years?



EXPECTATIONS VERSUS REALITY

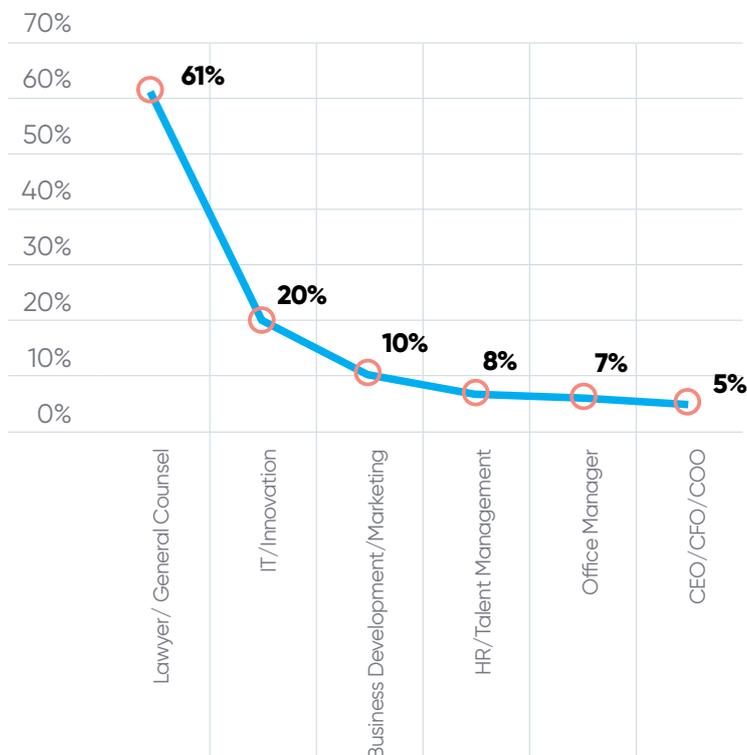
Most law firms and legal departments employed more lawyers and legal counsel. Only 16 per cent of law firms and legal departments created or employed people in IT and innovation roles. There seems to be a clear disparity between what firms and legal departments identified as a priority and who they employed to lead or manage it.

Similarly, only 12 per cent hired additional people in HR or talent management roles. So it seems the professionals most skilled in supporting leadership development and succession planning are not being employed to do it. In contrast, the hiring of business development and marketing professionals, most closely aligned to the comparably identified priority. It is likely this was also reflective of the broader changes in the legal marketplace - the movement of work from law firms to expanded in-house legal departments, the convergence of lawyer panels, and the increase in alternative service providers - all leading to a greater and in some cases urgent need to focus more time and resources on client retention.

So, with the benefit of hindsight and considering the ongoing changes in the legal marketplace, we were curious to know if law firms and legal departments intended to change their hiring patterns in the next three years. Some interesting differences emerged:

- The rate at which new lawyers/general counsel are employed will slow.
- IT/Innovation hires moved into second place from fifth, clearly indicating a belief that these were specialist areas and of increasing importance.
- Administrative roles like office manager, CEO/CFO/COO and marketing/business development moved down the list perhaps because these roles are now well established and viewed as senior management roles which were consequently unlikely to turn over in the next three years.

FIGURE 21: Which of the following positions will you create or employ people to fill in your organisation in the next 3 years?



INDUSTRY STANDARDS

“It is one thing to talk to someone’s referees. It is another to know they have actually gone through a course of study and you know what they have done within that.”

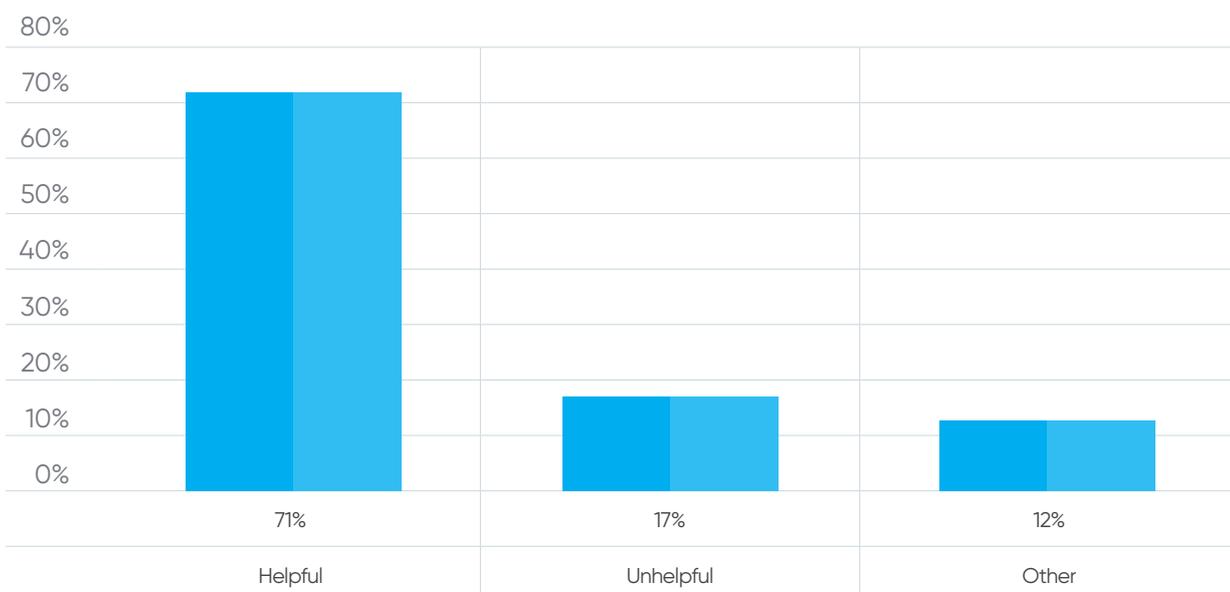
Legal educator and technology expert

Anticipating that respondents would represent many different professions in the legal industry, we wanted to understand whether industry standards might support the establishment of specialisms and emerging professions within the legal industry. We also enquired as to whether these standards might assist with recruitment and support the development of legal business professional competency frameworks. We wondered if the changing role of lawyers and the consequent need for new and developing capabilities should also be captured in additional qualifications.

If a law firm or legal department wanted to employ someone for a legal innovation position, how would they identify the skills? Should law firms increase the number of essential lawyer competencies? How would law firms know if a lawyer was, for example, a qualified legal project manager? As law firms developed their legal business professional competencies, could they cut and paste something already developed or did they need to start from scratch? Was there value in creating some consistent industry standards that employers and employees could use? What should be the components of that standard? Who would manage, monitor and certify people for the standards?

Respondents to the survey felt that industry standards were generally helpful (71 per cent) but not the only thing employers referred to in the recruiting process.

FIGURE 22: Are industry standards helpful or unhelpful in a recruiting process?



INDUSTRY STANDARDS

What respondents considered important when hiring also differed for lawyers and legal business professionals. For most survey respondents, academic qualifications were the paramount concern when making recruitment decisions about lawyers. However, when hiring for legal business professional roles, a much wider range of qualities and characteristics were sought, the most common being:

- Experience in the role
- Industry experience
- Positive recommendation by a recruitment agency
- Referees and referrals
- Compatibility with the team
- An ability to learn
- Flexibility
- The ability to use technology

“We look for the fit of the person. We are looking if they person will turn up to work. Are they going to give a good effort? Have they got the nous to do the job? What is their attitude like? Are they good at mixing with people? The only difference when we are looking for a lawyer is their qualifications.”

Manager of a small law firm

The survey enquired as to the priority that should be given to the development of new and more relevant industry standards for both lawyers and legal business professionals. Some similarities and differences emerged.

INDUSTRY STANDARDS

FIGURE 23A: What industry standards are most needed for lawyers?

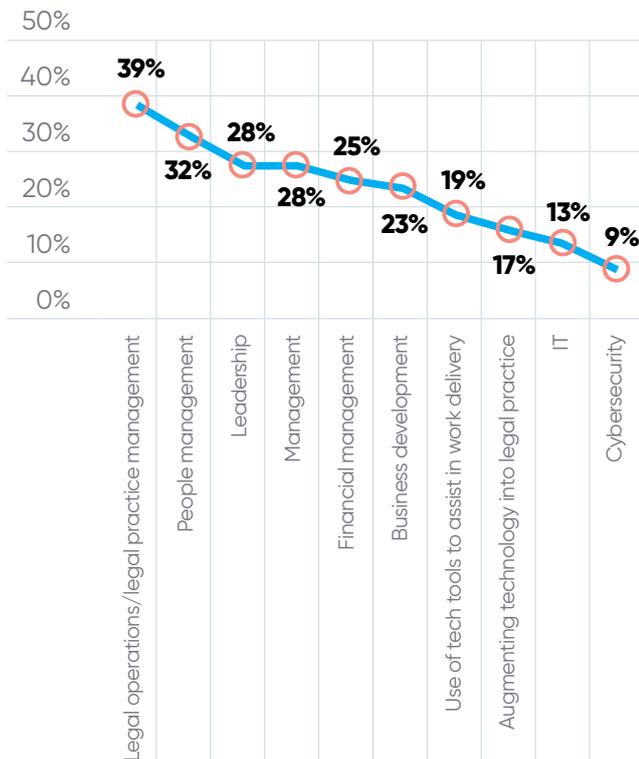
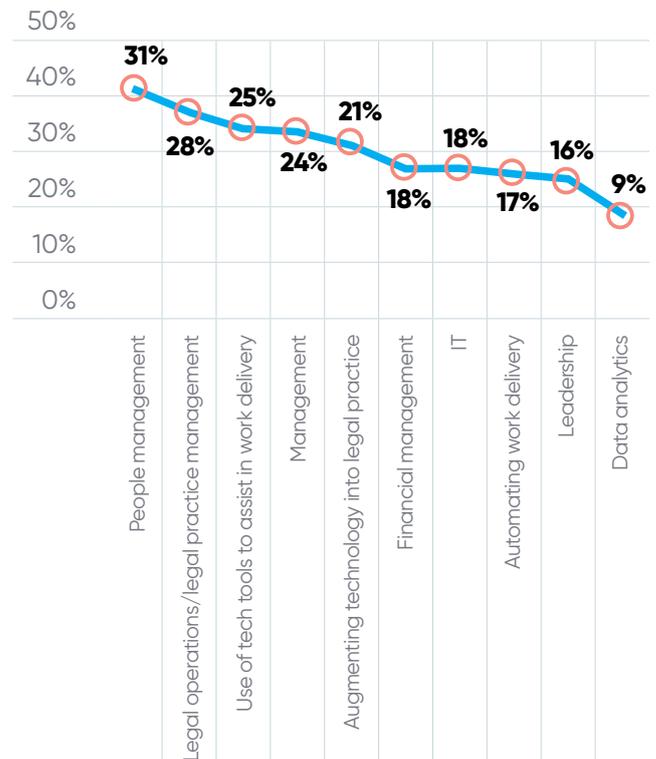


FIGURE 23B: What industry standards are most needed for legal business professionals working in the legal profession?



For lawyers and legal business professionals, respondents indicated that industry standards in people management and legal operations/legal practice management were high priorities. Thereafter the emphasis in lawyer standards was focused more on leadership and management compared with that of legal business professionals where the emphasis was on the use of technology. Standards in financial management also featured prominently for both groups.

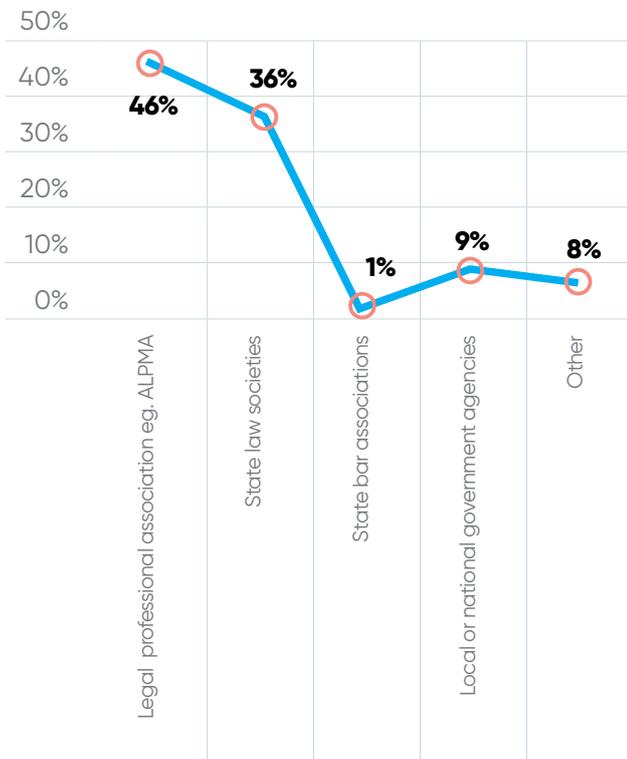
These responses also provided an interesting comparison between skill sets respondents identifying with these different roles:

- The responsibility to demonstrate proficiency with technology was important for all, but the ability to use tech tools and augmentation of technology into practice was a higher priority for legal business professionals.
- Leadership was identified more as a lawyer standard than for legal business professionals.

Having identified the priority areas, the survey asked which organisation was best placed to develop them. There were two clear preferences: 46 per cent nominated an existing legal professional body, (such as ALPMA) followed by 36 per cent who nominated the state law societies.

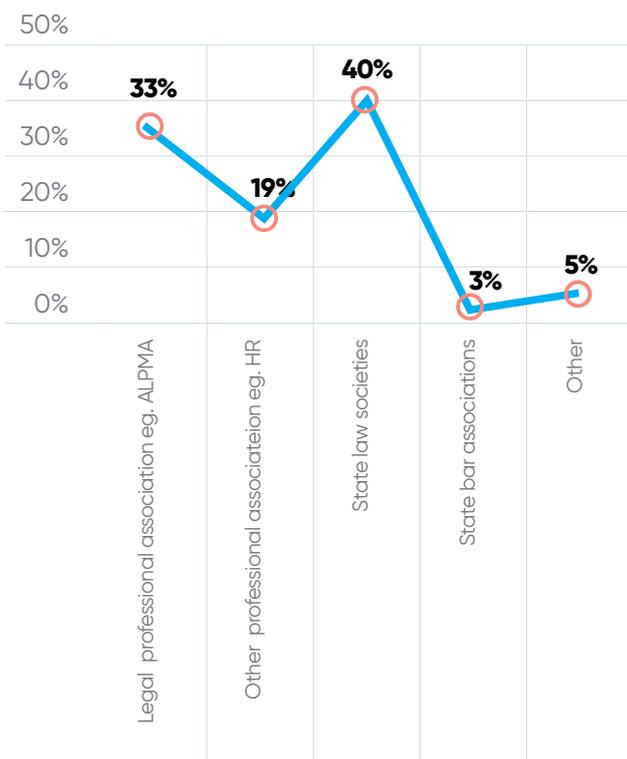
INDUSTRY STANDARDS

FIGURE 24: Which body should develop these industry standards?



The final question put to respondents sought their views on which organisation should manage, monitor and determine compliance with industry standards and, in so doing, act as the certifying body. Again, two clear preferences emerged: 40 percent nominated the state law societies followed by 33 per cent nominating a legal professional association (such as ALPMA).

FIGURE 25: Which body should be the certifying body for the new standards?



These responses raise several interesting and important questions for legal educators:

- What is the relationship or balance of academic (theoretical) education versus applied (practical) education for lawyers?
- Should more emphasis be placed in law school on those areas identified as priority areas for standards for lawyers?
- To what extent can or should industry standards from other industries be recognised or serve as standards for roles in the legal industry? For example, is a certification in project management sufficient for legal project management too?
- To what extent should industry standards substitute for or inform competency frameworks inside law firms and legal departments?
- What is the role of micro-credentialing leading to industry certifications in legal practice?
- Who is the appropriate organisation to manage, monitor and certify industry standards?

WHERE DO WE GO FROM HERE?

“Lawyers tend to think we can pick things up. A lawyer might do a three-day project management course and think they are a project manager, but they are not. And it is a problem when the lawyers are doing the marketing, or the client development. If it is left to the lawyers to do everything, then who is doing the law?”

Litigator in a small firm

Some broad themes emerged from the survey which we have identified as significant and worthy of further consideration by the legal industry. To us, they are the stumbling blocks or sticky issues that could, if managed well, bring about positive tipping points in the industry. Many are not new, but the survey has brought them back into focus and provided empirical support for the pressing need to tackle these soon:

1. Technology and AI are change enablers in the legal industry, not innovation.

Legaltech and AI are not going away and will continue to dominate and change lawyer and legal work. Technology and AI are not IT problems, they are a strategic and operational reality for the entire firm or legal department. Law firms and legal departments have tended to adopt a reactive strategy to the advances in technology and need to change this approach. There are real opportunities for lawyers, law firms and legal departments that are willing to work proactively and collaboratively with legaltech start-ups, developers and each other. If lawyers don't engage, they will be increasingly displaced.

This is not to suggest all lawyers should become techies, but rather they will need to understand enough to work with techies and other legal professionals to develop new products that meet client demands. Lawyers also need to understand how technology and AI works and operates in their businesses and be able to interrogate, question or query its operation for client matters.

Developing and setting industry standards to focus learning on, and assessment of, these capabilities for all legal professionals might act as a useful catalyst here. This would go beyond the more passive CPD requirements that are emerging for lawyers in this area in some jurisdictions.¹⁸

2. Work in law firms and legal departments has changed - and will keep on changing.

The survey supports what we already knew: that the traditional work of lawyers is decreasing and the legal work for legal business professionals and alternative service providers is increasing.

This need not signal the demise of lawyers, but it does require thoughtful and strategic workforce planning that is intricately connected to the legal business, market, client demands and expectations.

Firms identified the need to focus on technology, leadership, succession planning, business development, legal operations and talent management but much less on data analysis, security and privacy. This raises some critical issues for law firms:

- It is important that law firms move quickly away from just identifying the need to change to implementation. While incremental implementation may be the best way forward for many law firms in the face of resistance, it is important that it does not obfuscate the need for urgency.
- Similarly, the depth of change will require law firms and legal departments to go way beyond examining or re-examining known hot-button issues to quickly working through others they are only just now identifying. The time-lapse between identifying and working through issues has changed – it is shorter, and the market is less tolerant, particularly in the face of the growing number of alternative choices. Those alternative choices also continue to expand their product offerings and market share.

WHERE DO WE GO FROM HERE?

- The change in work in the legal industry is all encompassing. It is impacting everything and everyone but especially those working in small and mid-sized firms who are currently mid-career. Developing new capabilities has become the responsibility of every employer and employee, and they should feel a sense of urgency about it. The future of legal work will not be found in cloning the current legal workforce or doing more the same way!

3. Law firms are multi-disciplinary workplaces requiring diverse teams of talented specialists to collaborate to deliver work product.

While this is not new, the range and level of skill needed to deliver legal services that meet client expectations today, is new. Consequently, the expectations of a more diverse, experienced and/or educated workforce, and for equality of opportunity at work, is different and new. If those opportunities are not available in law firms, then that talent will move on. And when professionals move on, they usually become more expensive when you need to hire them back! This is going to be a game changer for law firms.

Lawyers have never been, and increasingly will not be, the only income producers in a law firm. Work needs to be distributed to whoever can do it most effectively and efficiently inside (insourcing) or outside (outsourcing) the firm. Those firms that recognise these legal business professional skills and provide equal opportunities for their lawyers and all other legal professionals, will retain great people. Those that do not, will lose them. There are an increasing number of choices where talented professionals can pursue their careers in the legal industry - in legal departments, legal start-ups or alternative service providers - and these employers often offer work environments that are more inclusive, creative, innovative, less hierarchical and bureaucratic and more flexible than law firms.

“The increased use of [legal business professionals] is a good thing because it drives better and more cost-effective results for clients.”

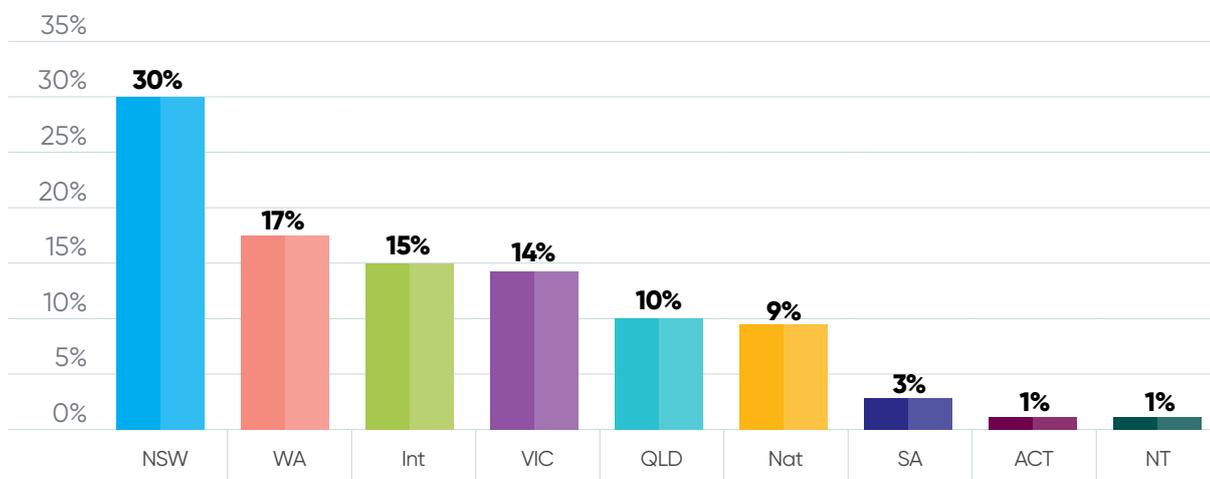
Lawyer in a small firm

APPENDIX 1: PROFILE OF RESPONDENTS

LOCATION

While the target group for the survey was primarily Australian firms and legal departments, a significant number of responses were received from international firms, including those based in New Zealand. For the purposes of this survey, national firms were defined as those with operations in more than one Australian capital city. International firms included those that had operations in Australia and overseas.

FIGURE 26: Location of respondents

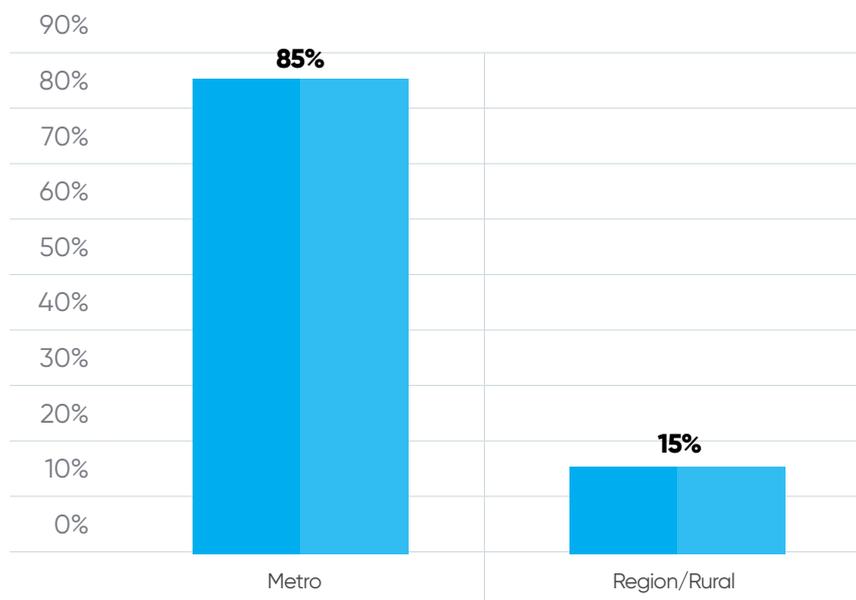


Most of the respondents were from New South Wales (30 per cent), with Western Australia (17 per cent) and international firms (15 per cent) rounding out the top three. Several international firms were global practices with offices in most Australian cities. Almost without exception, the international firms had offices in both Sydney and Melbourne.

National firms operated in two or more Australian states but had no international offices. Several had offices in every major city as well as larger regional locations. Others had two offices in separate cities in Australia. Like international firms, most national firms had representation in Sydney, while many had offices in both Sydney and Melbourne.

APPENDIX 1: PROFILE OF RESPONDENTS

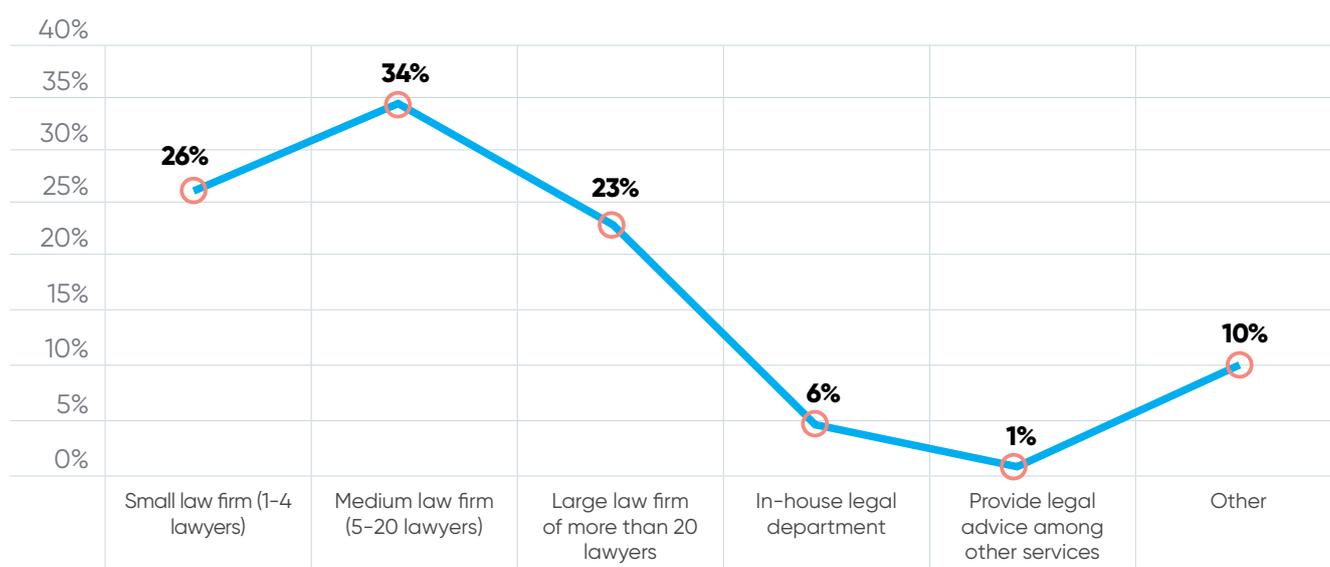
FIGURE 27: Metropolitan v Region/Rural



Most respondents were headquartered in metropolitan locations¹. Fifteen per cent of respondents were in regional or rural locations.

SIZE AND FUNCTION OF ORGANISATIONS

FIGURE 28: Size and function of respondents' organisations



¹ For international and national firms, an assumption was made that the firm's headquarters is located within one of its metropolitan locations.

APPENDIX 1: PROFILE OF RESPONDENTS

Eighty-three per cent of responses came from law firms, while six per cent were submitted on behalf of in-house legal departments of companies or government agencies. One in 10 responses came from organisations that were neither law firms nor in-house legal departments. These respondents represented a broad cross section of the legal industry and included alternative dispute resolution companies, community legal centres as well as legal education providers. Only one percent of respondents were from multi-disciplinary organisations, such as consulting or accounting firms that provided legal advice in addition to other services.

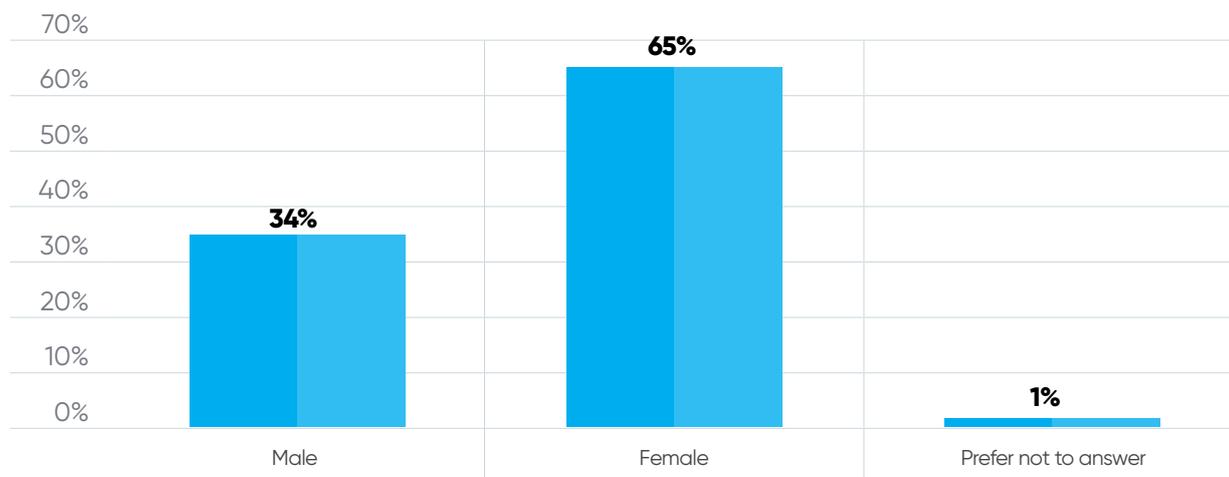
Mid-sized firms were the most common respondent group, defined as having between 5-20 lawyers. Nearly a quarter of the law firms that responded were large and employed more than 20 lawyers. Another quarter of respondents were from small firms which included sole practitioners.

The categorisation of law firms was based on the traditional metric of the number of lawyers employed and not the total number of employees (i.e., lawyers and legal business professionals).

PERSONAL PROFILE OF RESPONDENTS

Respondents were asked to provide background information about themselves, so comparisons could be made between responses based on gender, education, age and job function.

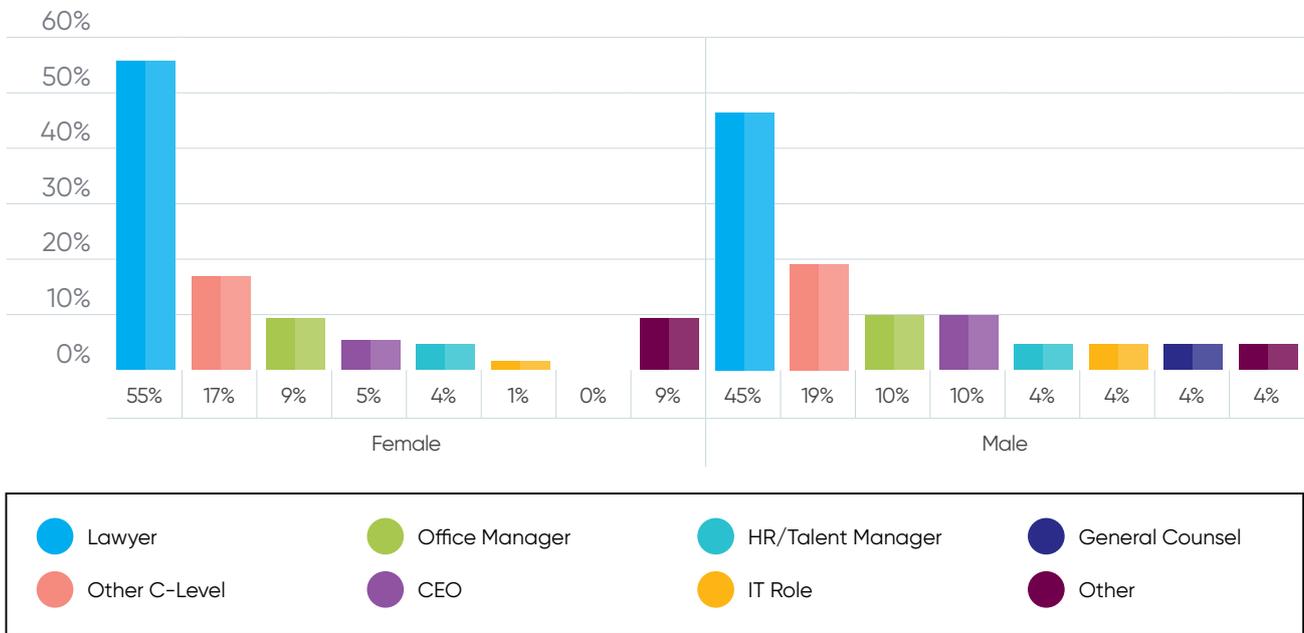
FIGURE 29: Gender of respondents



Women respondents to the survey outnumbered men approximately two to one.

APPENDIX 1: PROFILE OF RESPONDENTS

FIGURE 30: Job function by gender

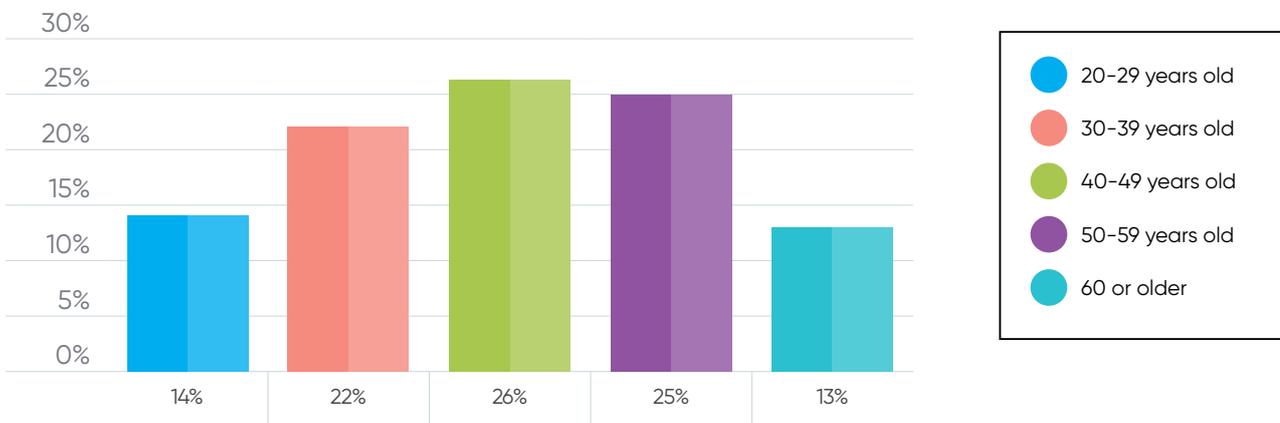


There were noticeable differences in the roles the male and female respondents undertook within their organisations. The percentage of women who were CEOs was five per cent compared with 10 per cent for male respondents. A further 19 per cent of men identified themselves as C-level executives, compared to 17 per cent of female respondents.

Men were four times more likely to be engaged in an IT role than women. This contrasts with the number of women in technology in Australia where men outnumber women two to one.²

The survey found 55 per cent of female respondents worked as lawyers/general counsel, compared to 49 per cent of males. This is consistent with the growing number of women working as lawyers/general counsel in Australia.

FIGURE 31: Age of respondents

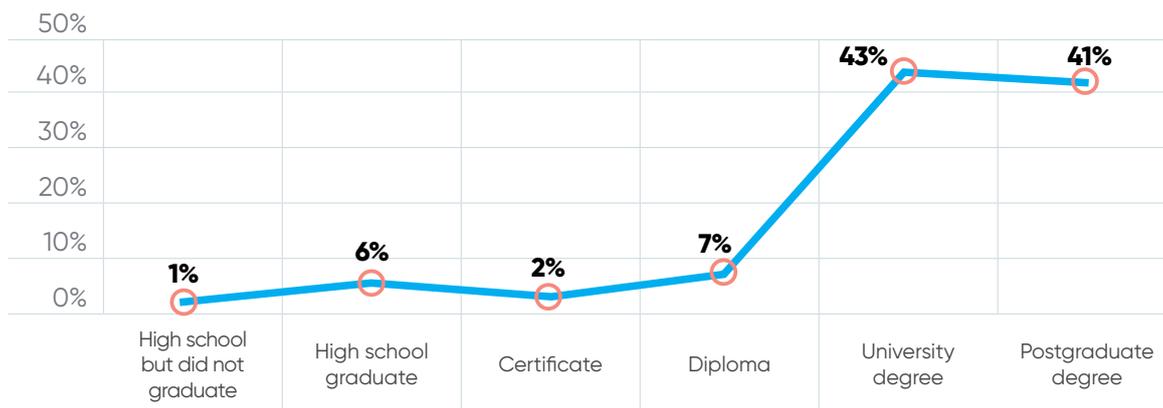


² See Davidson Technology Diversity Report 2016, Press Release at: http://www.wit.org.au/resources/Documents/Davidson%20Technology%20Releases%20Diversity%20Report_JUNE2016.pdf

APPENDIX 1: PROFILE OF RESPONDENTS

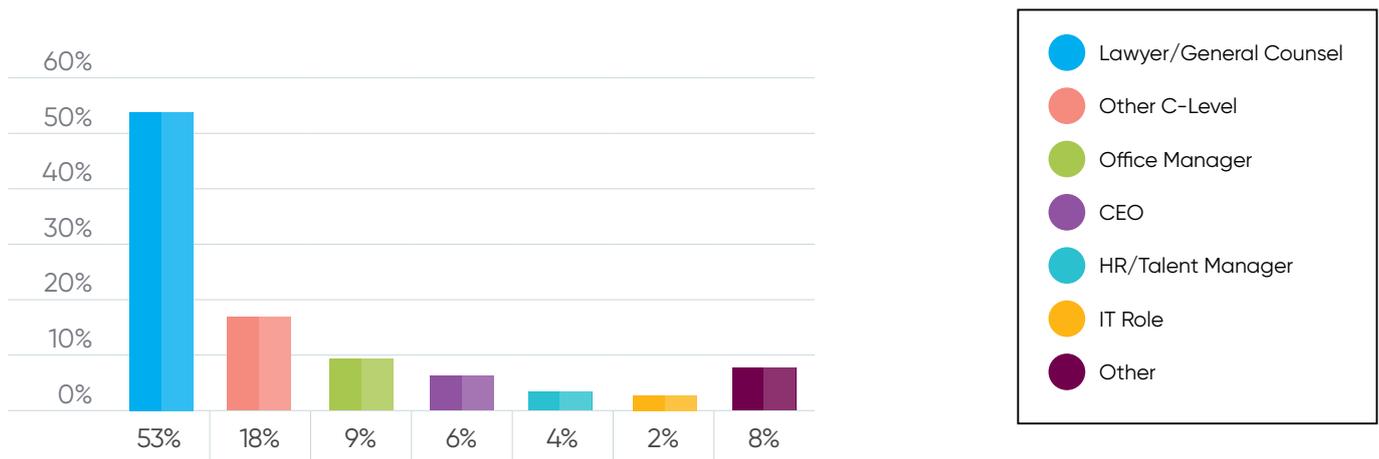
The survey respondents were drawn from a broad cross section of ages, generations and career stages. Mid-career professionals – aged between 30-49 (48 per cent) and experienced professionals – aged 50 – 59 years (25 per cent), represented most of the respondents. Respondents aged 20-29 years (14 per cent) and 60 years or older (13 per cent) were represented in similar numbers.

FIGURE 32: Education level of respondents



Those respondents with a tertiary level education dominated the survey with 84 per cent holding either a university degree or post graduate qualification.

FIGURE 33: Role of respondents



Most of the respondents were lawyers (53 per cent) with another 39 per cent working in an administrative role. A large proportion of respondents were in C-Suite management roles – such as CEO, CFO, and COO. The eight per cent of respondents that identified as “Other” were employed in a wide range of roles including lecturers, compliance officers, policy officers, marketing executives and dispute resolution practitioners.

ACKNOWLEDGMENTS

ABOUT ALPMA

The Australasian Legal Practice Management Association (ALPMA), is the peak body representing managers and lawyers with a legal practice management role. ALPMA provides an authoritative voice on issues relevant to legal practice management. Members of ALPMA provide professional management services to legal practices in areas of financial management, strategic management, technology, human resources, facilities and operational management, marketing and information services and technology.

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ABOUT THE CENTRE FOR LEGAL INNOVATION

The Centre for Legal Innovation (CLI) was established by The College of Law in 2016. The objective of the CLI is to act as an incubator for approaches to the digital transformation of legal practice. The Centre undertakes practice related research, provides opportunities for the professions to discuss and debate the changes taking place in the legal industry, share experiences, and find solutions that best support them in remaining relevant and competitive in a new and evolving legal marketplace.

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As the Director for the Centre of Legal Innovation (Australia, New Zealand and Asia) at The College of Law, Terri works internationally with leaders of law firms, legal associations, law schools, and lawyers, supporting their transition to, and building a pipeline of exceptional talent for, new law. She has been a thought leader and innovator in legal strategic talent management and development for more than 20 years.

Prior to joining the Centre, Terri was a practising lawyer and subsequently led the in-house talent management departments for law firms and legal associations in Asia and the 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 specialists and law firms in identifying, developing and transitioning their capabilities and practices to the "new normal" legal services market.

ACKNOWLEDGMENTS

Fiona Croswell

Fiona is the Learning & Development Manager at ALPMA and is responsible for the oversight and management of education programs that will support Practice Managers and Law Firm leaders in their roles. Fiona develops learning and development strategy and programs for face-to-face and online delivery to ALPMA members.

Prior to joining ALPMA, Fiona held senior Learning and Organisational Development roles with top-tier national and international law firms. Over the past 15 years Fiona has been responsible for the strategy, design and delivery of talent management, organisational and learning and development programs across many roles and levels of experience within law firms.

Thought Broker

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We work with professional associations to ensure decision-makers hear their voices and to help them influence debate. We also work with researchers, universities and publishers to broaden awareness of their output.

Endnotes

1 This distinction between lawyer and legal work was identified by Jordan Furlong, *The New World of Legal Work: The Changing Rules of the 21st Century* (Lawyers On Demand, 2014), http://www.lodlaw.com/media/pdfs/The_New_World_Of_Legal_Digital_Download.pdf.

2 For Canada: CBA Legal Futures Initiative, *The Future of Legal Services in Canada: Trends and Issues* (Ottawa: Canadian Bar Association, 2013) at: <http://www.cba.org/CBA-Legal-Futures-Initiative/Reports/The-Future-of-Legal-Services-in-Canada-Trends-and-Issues>; CBA Legal Futures Initiative, *Futures: Transforming the Delivery of Legal Services in Canada* (Ottawa: Canadian Bar Association, 2014) at: <http://www.cba.org/CBA-Legal-Futures-Initiative/Reports/Futures-Transforming-the-Delivery-of-Legal-Services>; For the UK: The Law Society of England & Wales, *The Future of Legal Services*, January 2016 at: <http://www.lawsociety.org.uk/news/stories/future-of-legalservices/>; For the US: American Bar Association Commission on the Future of Legal Services, *Report on the Future of Legal Services in the United States*, ABA, August 2016 at: https://www.americanbar.org/groups/centers_commissions/commission-on-the-future-of-legal-services.html; For NSW: NSW Law Society, *The Future of Law and Innovation in the Profession* at: <https://lawsociety.cld.bz/online-flip-report/>.

3 Richard Susskind, *Tomorrow's Lawyers: An Introduction to Your Future*, 2nd ed., (Oxford University Press, 2017) and Richard Susskind and Daniel Susskind, *The Future of the Professions: How Technology Will Transform the Work of Human Experts* (Oxford University Press, 2016).

4 David Maister, et al., *Managing the Professional Service Firm*, (Free Press: 1997).

5 Details about the respondents can be found in Appendix 1: Profile of Respondents.

6 See discussion in Katie Walsh, "Glacial pace: one third of new law firm partners are women," *Financial Review*, 29 June 2017 at: <http://www.afr.com/news/glacial-pace-one-third-of-new-law-firm-partners-are-women-20170217-guf6y1>.

7 See discussion in Tom Lodewyke, "Women outnumber men in legal profession," *Lawyers Weekly*, 20 July 2017 at: <https://www.lawyersweekly.com.au/careers/21525-women-outnumber-men-in-legal-profession>.

8 See discussion in ACC Australia, *Benchmarks and Leading Practices Report 2017* at: <https://acla.acc.com/resources/2017-benchmarking-report>.

9 Deloitte, *Global Human Capital Trends 2016* at: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2016.html>.

10 Ibid.

11 LawGeex, *The In-House Counsel's LegalTech 2018 Buyers Guide*, p. 9 at: <https://www.lawgeex.com/buyersguide/>.

12 See for example the discussion about the shortage of cybersecurity specialists in Phil Kernick, "Overcoming Australia's chronic shortage of cyber security specialists," *Computerworld*, 19 December 2017 at: <https://www.computerworld.com.au/article/631392/overcoming-australia-chronic-shortage-cyber-security-specialists/>.

13 See the CLOC website at: <https://cloc.org/>.

14 See the ALTA website at: <http://alta.law/>.

15 See Blockchain for Law website: <https://medium.com/blockchain-for-law>.

16 Susan Manch, Chapter 4 - Competencies and Competency Models - An Overview in Terri Mottershead (ed), *The Art and Science of Strategic Talent Management in Law Firms* (West, 2010).

17 Ludo Van der Heyden, "11 Leadership Guidelines for the Digital Age," *Insead Knowledge* at: <https://knowledge.insead.edu/leadership-organisations/11-leadership-guidelines-for-the-digital-age-5516>.

18 See for example the Florida Bar CPD requirement for technology related CPD (Rule 6-10.3 (b)) that came into effect on 1 January 2017 at: <https://www.floridabar.org/member/cle/>.