

Legal Sector Breakfast Briefing

27 January 2021

Legal Sector Breakfast Briefing

Welcome

Stuart Simmers, Relationship Director
RBS

Legal Sector Breakfast Briefing

Introduction

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Armstrong Watson

Legal Sector Breakfast Briefing

- 10:00 - Welcome
- 10:05 - Briefing
- 11:00 - Q & A
- 11:30 - Close

The logo consists of the letters 'JH' in a white, serif font, with a horizontal line underneath the 'H'.

JH

Jeremy Hyman Associates

The background of the slide is a photograph of a cable-stayed bridge, viewed from a low angle looking up at the concrete piers and the steel cables against a bright sky. The image has a teal color overlay.

Planning for the Future

How to make better technology decisions that move your firm forward

My Background



Helen Daly
Senior Associate

'Helen has over 10 years experience advising professionals on resources, processes and technology.'

- Law graduate from the University of Sydney
- Trained with EY in Corporate Tax Advisory
- Resourced senior leadership roles in Tax and Finance
- Worked with some of the world's leading technology providers
- Now advises professional services firms on IT strategy and how to deliver value from technology.


Today

- ✓ **Planning post-pandemic**
- ✓ **Why have a plan?**
- ✓ **How to build your IT roadmap**
- ✓ **How to successfully execute your plan**
- ✓ **How to move forward**



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What has been the effect of COVID-19 on your
firm's IT operations?

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What areas of IT/technology is your firm focusing on now?

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Planning post-pandemic



“In the midst of every crisis, lies great opportunity”

Albert Einstein

“A crisis is a terrible thing to waste”

Paul Romer

- COVID as a catalyst for change
- Change as an opportunity
- How to harness that momentum and take it forward



Why have a plan?

- A plan sets expectations for direction and progress.
- Instils confidence, certainty and trust in leadership.
- Without a plan you can expend the same budget and effort but have no net gain.
- Appropriate IT planning sets a firm up to operate in the event of the unexpected.
- A plan doesn't mean you are not agile!
- You can have as your strategic plan, no plan – just the intention to be agile.
- Don't commit to things that preclude agility.



What is an IT Roadmap?

- A plan for what we are doing and when we are doing it
- Must be aligned with commercial strategy/business objectives
- Timing of projects according to priority, budget, and resource availability
- Includes budget and resource requirements
- Approved and endorsed by the business
- Communicated to the firm in terms that they understand
- Incorporate project and change management.



Why are we doing something?

- The role of IT strategy is to align IT to support and deliver the business objectives
- Important not to buy technology for technology's sake – it needs to address a business problem
- Understand the business problem you are looking to solve
- Be rigorous and stay focused
- Consistent framework for requests and acceptance of new projects
- Establish what the outcomes are going to be
- Use those outcomes to specify what you want done, and as measures of success.



Qualifying IT projects

How to evaluate competing demands for limited resource and budget?

We use a series of five qualifying metrics:

1. Necessity
2. Clients
3. People
4. Time
5. Quality

If a project doesn't satisfy any of the above metrics...
...why are we even doing it?



Necessity

Why is this important?

- Something that just has to be done
- Forced change due to COVID-19
- Change in law or regulation
- Product going end of life
- Diminishing expertise.

What is important:

- Compliance
- Agility
- Foundational changes
- Awareness and planning.



Clients

Why is this important?

- Clients are essential to a firm: If you don't have clients you don't have a business!
- Clients have increased choice in the market
- Hard to attract and retain
- Clients vote with their feet.

Projects might relate to:

- Client experience
- Responsiveness and proactivity
- Perceived value for money
- Frictionless interaction
- Communication
- Leadership.



People

Why is this important?

- Staff are expensive to recruit and hard to retain
- Impact of COVID.

Projects might relate to:

- User experience of tech
- Mobility
- Flexibility
- Training
- Performance & Rewards.



Time

Why is this important?

- Time is finite. Once it's gone you can't get it back!

Projects might relate to:

- Efficiency
- Productivity
- Automation
- Headcount reduction
- Workload management
- Prioritisation of work



Quality

Why is this important?

- Quality is what differentiates your firm from others
- Perception of value.

Projects might relate to:

- Presentation that is clear and comprehensible
- Easy and assisted access to knowledge resources
- Leveraging high quality data to drive activity
- Using tools appropriately.




Review current projects



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Which of the following are true for your firm:

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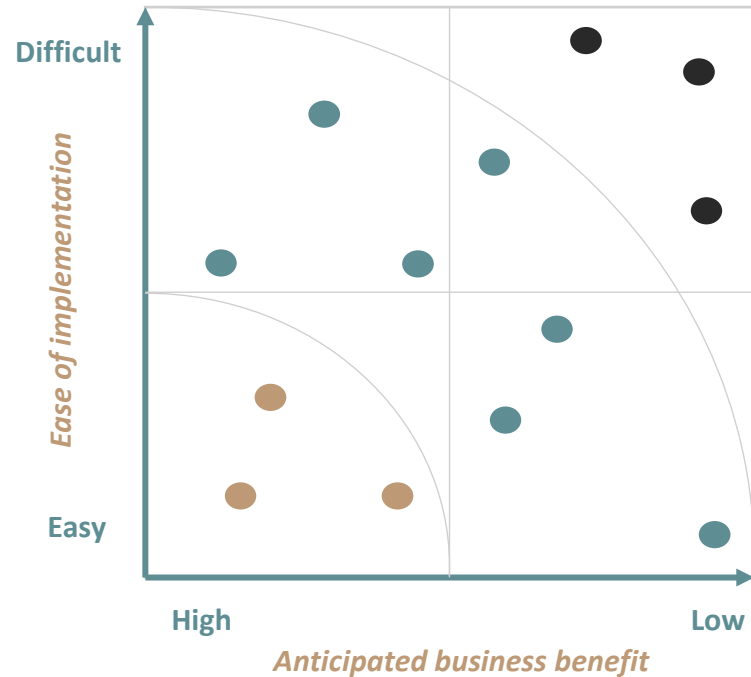
Prioritising projects

Consider:

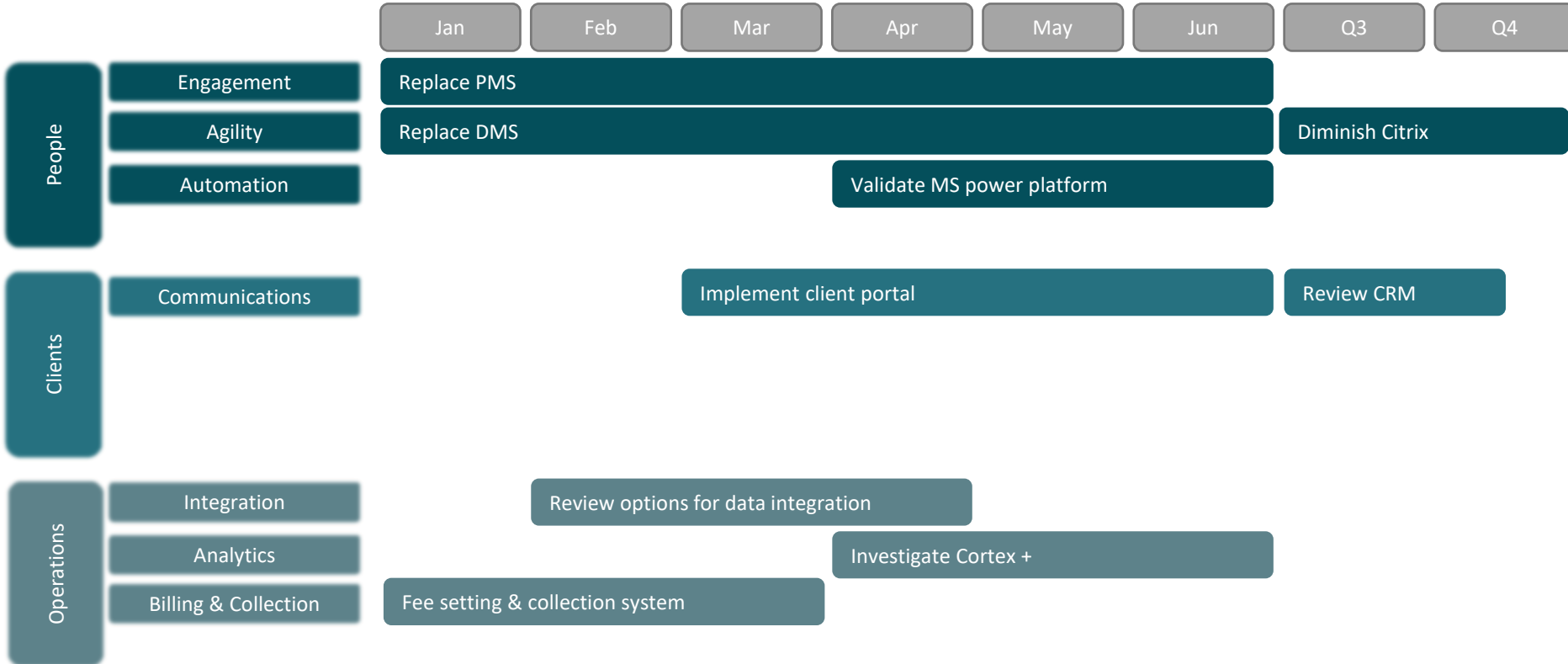
- Expected timeframe
- Resource requirement
- Deadline for delivery

Score:

Necessity	0/5
Clients	2/5
People	4/5
Time	3/5
Quality	1/5
Total Score	10/25



Roadmap 2021



Resourcing projects

- ✓ **Project Management**
- ✓ **Change Management**
- ✓ **Business Analysis**

- **These are skillsets that are essential for effective project delivery**
- **Recruit, upskill existing staff, or buy in external expertise?**
- **Need someone who bridges the gap between operational needs and the technology available.**

Engagement and Adoption

- Spend enough on change management and training
- The measure of success is user adoption
- Communicate to everyone appropriately
- Be transparent
- Engage with users, clients and the business
- Build a strong pipeline of ideas
- Lead from the top
- Start small
- Show real proof.



How to move forward

“That’s all really easy, I already knew all that.”

“We think we know what we are doing but we would appreciate some external validation of our plans.”

“We aspire to do all this but its all too hard and we don’t have time.”

Talk to us.





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Jeremy Hyman Associates

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Questions and Conclusion

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