



CBA LEGAL
FUTURES
INITIATIVE

DO LAW DIFFERENTLY

FUTURES FOR YOUNG LAWYERS



THE CANADIAN
BAR ASSOCIATION

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THE ROAD AHEAD

Your Guide to the New Legal
Careers of the 21st Century





JORDAN FURLONG

●
**Lawyer, Consultant,
and Legal Industry Analyst**

“Your generation of lawyers is entering the most challenging and dynamic market the legal profession has ever faced. You’re up for the challenge; all you need are the right tools to help you achieve your goals.”

INTRODUCTION

Look ahead to autumn 2030. In 15 years' time, the law students who today are taking first-year courses at Canadian law schools may be preparing for equity partnership with the same law firms at which they have articulated and served as associates for more than a decade.

That's assuming, of course, that the articling system will still be around when they graduate. Or that law firms will still be hiring more than a small handful of associates in 2020. Or that those firms will still be taking on lawyers as equity partners in 2030. Or that they will still be operating through a partnership model. Or that lawyers will want to own equity in their firms. Or even that "law firms" as we understand them today will still exist in any recognizable form.

Almost everything about career choices and employment options for new lawyers is in flux. The career paths that previous lawyer cohorts reliably anticipated, and profitably enjoyed, for the last several decades have already begun to narrow, or even, in some places, to close completely. This isn't anyone's fault; it's simply that our longstanding system of lawyer training and development has just about run its natural course, and a new one hasn't yet fully developed.

This has enormous implications for what could be the last generation of lawyers to enter the old system. This generation will bear the brunt of blockages and breakdowns that can leave its members disoriented and frustrated. Equally, members of this generation have the opportunity to forge a new system in their own image and after their own preferences and priorities. This generation has both an obligation and an opportunity that its predecessors never experienced. And this generation happens to be yours.

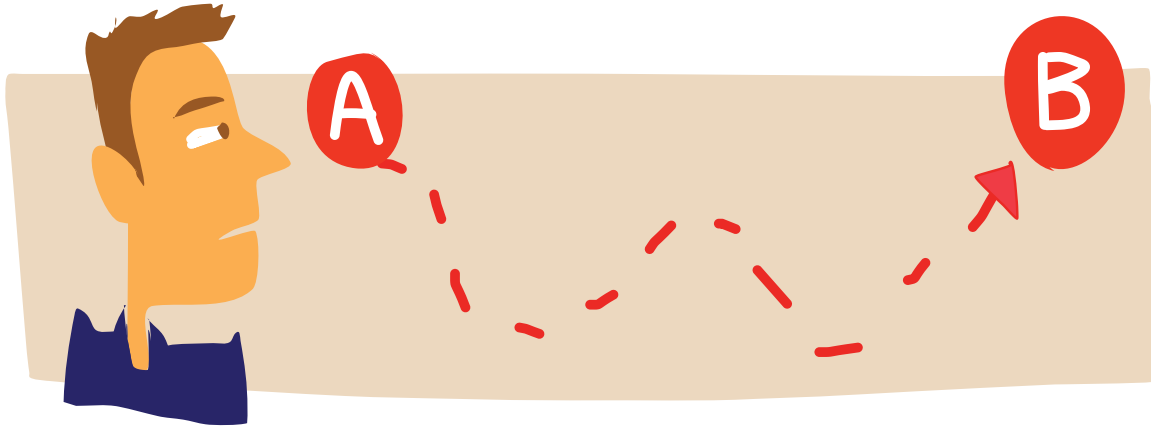
This report, commissioned by CBA Young Lawyers under the auspices of the CBA Legal Futures Initiative, is here to help you build strong new bridges to a successful and lengthy career in law. We describe and explain the changes taking place in the global legal market and how they'll affect the Canadian legal environment over the next 10-15 years.

We identify a host of emerging new legal careers.

We identify the key skills that will be most in demand by purchasers of legal services in the foreseeable future. We interview 25 pioneering innovators in the Canadian legal sector and ask them what they're looking for in new hires. And we provide you with an up-to-the-minute inventory of these "NewLaw" practices — not just here in Canada, but worldwide.

Our aim is to give you the knowledge, perspectives, and leads with which you can begin to adapt to this still largely unknown legal market. We don't have all the answers, but we can tell you which questions to ask, which skills to acquire, and where to look for guidance as you plan and pursue your own legal careers. And we can assure you that your future contributions as members of the legal profession are still valued, still valuable, and very much still needed.

The future will be different from the past. We believe that it's not only going to be different — it's also going to be better.



A. WHAT HAPPENED HERE?

In order to appreciate how much has changed in lawyers' career paths, and how quickly, you need to understand the power and longevity of the default career path of the last several decades.

Today's law firm senior partners cut their teeth as articling students, usually on low-value busywork that sometimes included picking up a partner's dry-cleaning (yes, really). Many of them then moved on to become associates, billing thousands of hours on research, drafting, motions, revisions, discoveries, due diligence and, if they were fortunate, second-chair status on trials or lead responsibility on routine transactions. Then one day, either at their original firm or (as has become increasingly common) at a second or even third subsequent firm, they finally entered the magical realm of equity partnership. Some new partners, however, found this new realm remarkably similar to the associate world they thought they'd left behind: still working long hours, still docketing billable time, but now required to bring in new business as well.

Many lawyers never journeyed that far down the law firm path. Instead, they joined or formed small firms or sole practices, secured positions in-house with corporate or government law departments, or rolled over their LL.B. or J.D. into a second or third degree. A growing number opted out of the legal sector altogether, often alighting upon "alternative career paths" — and found, to their surprise, how intensely interested many of their

former classmates became in what else you could do with a law degree.

This was the legal career environment that existed in Canada, to varying degrees, from approximately the late 1950s to the early 2000s. Lateral movement of equity partners between firms, common today, was virtually unknown early in that period — just as dedicated mentoring of junior lawyers by senior partners, common back then, is virtually unknown today. Because this state of affairs continued uninterrupted for so long, the legal profession began to assume that it was both normal and permanent. As it turned out, it was neither.

The legal career continuum of the past several decades was a moment in time, and that moment is now fading away. Something new is slowly emerging to take its place. You're entering a market that's begun closing down its old career roads, but hasn't yet finished building new ones. There's a chasm between where your law degree left off and where the legal market expects you to reach — and the remaining bridges across that gap are looking more than a little unsteady.



B. CANADIAN LEGAL MARKET 2015-30

Why are legal careers in Canada experiencing such dramatic change? Because the legal market is undergoing a transformation, driven by public needs, client choices, technological developments, and other factors.

The market is now demanding a major reconfiguration in how its legal needs are met, and that's having an enormous impact on the legal profession. Here's a brief summary of the factors driving that transformation:

- Regulatory liberalization:** Longstanding regulatory barriers to entry, which gave lawyers a monopoly in the legal market for decades, have been lowered, most dramatically in Australia and Great Britain, where "non-lawyer" investment in law firms has been authorized and lawyers have lost the historical privilege of self-regulation. In Canada, paralegals are full members of the Ontario law society, and other provinces are examining similar changes. In the U.S., legal technicians have been granted a licence to deliver limited legal services in Washington State, and "non-lawyer" legal service providers are winning court battles against Unauthorized Practice of Law charges in other states. The future legal market will feature many more diverse options than simply lawyers in lawyer-owned law firms.
- Competitive pressures:** These new options (i.e., the paralegals, legal technicians, and legal service providers described above) are changing the behaviour of the purchasers of legal services. Buyers now have lower-cost options for part or all of their legal needs, especially in routine or repetitive work like drafting legal forms, reviewing documents for relevance, and conducting basic legal research. Legal buying patterns were already changed by the global financial crisis and subsequent recession: consumers were forced to seek out affordable "good enough" legal solutions which drove corporate law departments to adopt procurement practices that helped make law firm fees lower and more predictable. All these changes have shifted buyers' expectations in the legal market, likely irreversibly.
- Technological advances:** Internet access has only begun to change the legal sector. It will eventually have its greatest impact in the virtual delivery of legal services and in widespread public access to previously inaccessible legal knowledge. The automation of many routine, straightforward legal tasks is well underway, coupled with systems and process improvements that

reduce the time and effort required to deliver legal services. Data-driven analytics will allow more accurate predictions of legal outcomes, saving clients time, money and many of the heartaches of litigation. Artificial intelligence is rapidly establishing itself through the application of machine learning to tasks previously thought to be solely within a lawyer's capacity to perform. The machines, to borrow a phrase, are rising.

- **Access imperatives:** As the CBA Legal Futures Initiative's 2014 Report (*Futures: Transforming the Delivery of Legal Services in Canada*) and the CBA Access to Justice Committee's 2013 Report (*Reaching Equal Justice: An Invitation to Envision and Act*) made abundantly clear, the long-simmering crisis in access to legal services is building toward its boiling point. The personal delivery model of legal services by professionals in a monopoly environment has driven the price of those services beyond not just the poor, but also the working and middle classes. Only a small percentage of all those with legal needs can afford to have those needs met. This unsustainable state of affairs is finally coming to an end: faced with the legal profession's inability or unwillingness to make its services accessible to people and businesses at prices they can afford, those

buyers are now investing their money and efforts in alternative providers. Most lawyers have yet to realize the perilous implications of this development.

Any of these changes, in isolation, would have had a profound impact on the legal market and on employment opportunities for lawyers. Taken together, that impact is off the scale. Many veteran lawyers are still debating whether these various changes are good or bad. What lawyers need to appreciate, as a profession, is that good or bad, these changes are real, and they're the result of forces well beyond our control. It's time for us to accept the changes and start adapting to them.

What impact will these developments have on your legal job market? Well, for one thing, we won't be calling it the job market much longer. A "job," as we understand the term today, is essentially an industrial-era unit of production that became a foundational element of the post-War economy. When an organization pays someone a pre-set amount to perform a range of tasks with defined responsibility, in a centralized location, during specified hours, that's a job.

What we're witnessing now is the gradual decline of the "lawyer job." Buyers of legal services are calling on fewer full-time salaried lawyers to deliver those services.



They're using more substitutes like contract and project lawyers, managed legal services companies, online dispute resolution, data-driven analytics engines, and increasingly powerful machine-learning software (an inventory of these resources can be found in Part 3 of this report). In particular, large commercial clients have less need for law firm associates, preferring to pay law firms' lofty rates only for the services of the most accomplished senior partners. As their market power increases, clients will continue to use this leverage.

Law firms won't need associates as much, either — partly because clients use associates less, and partly because firms don't feel the need to groom as many future partners, preferring (shortsightedly, in our view) to poach them from competitors through lateral hiring. Clients and firms alike are becoming more interested in cost-saving software solutions and sophisticated process improvement techniques that reduce the demand for hours — and traditionally, hours have been the primary output required of associates. In time, thanks to technology advancements, we'll even see the disappearance of most clerical and transactional legal functions from human hands altogether, bringing a further reduction in the need for junior lawyers.

We don't mean to imply that the articling-associate-partnership track is fully extinct — quite a few lawyers will still wind their way through their legal careers with this route. But not only will there be fewer seats on this bus, the destinations will be different than in the past. There's a good chance, for example, that future articling positions will be poorly paid compared to previous remuneration levels, or even that students might actually pay their firms for the training opportunity. Associateship likely will be reserved only for lawyers considered locks for equity partnership — and partnership itself will confer less independence and more reporting obligations on its holders than in the past.

Law firms of the future will keep a smaller core of full-time, permanent personnel than in the past. The impact of that development on lawyer jobs is predictable. Already, in the U.S., only 60 per cent of recent law school graduates can find long-term, full-time positions that require bar passage. In Canada, the number of graduates

without articling positions keep climbing. With the Canadian economy teetering on the brink of recession, there's no reason to think jobs for lawyers will suddenly become thick on the ground.



C. EMERGING CAREER OPPORTUNITIES

That's the bad news. The good news is that as these grand old doors start to close, many new ones are starting to spring open. While "lawyer jobs" decline, there should be a growing number of "lawyer opportunities."

Legal careers in the 21st century will be more dynamic and more diverse than in the past. In addition to the traditional law firm advancement track — which will still exist, if not to the same degree— your newly developing legal careers will be easier to customize to your own interest and priorities.

We can think of at least seven distinct types of additional or alternative career paths. Some lawyers will fill a number of these roles at various times throughout the course of their careers, sometimes simultaneously. Whereas the previous generation of lawyers had to make

do with two or three career channels, you'll have a veritable Netflix of options available to you. Here are some of the most prominent.

1. Running your own show: Sure, there will still be sole practitioners. Solos are the primordial category of lawyer — if you could go back in time and find the very first lawyer in history, he'd be carving out granite contracts underneath a leopard-skin shingle. But while future solos will share many characteristics with their ancestors — independence, entrepreneurialism, close relationships with clients — there will be clear differenc-

es too. Future solos will be niche specialists rather than broad generalists, collaborators rather than lone wolves, and increasingly virtual rather than bricked-and-mortared. They will draw clients not just from across town, but also across the country. They will practise in conjunction (and in full equity partnership, if they like) with professionals in other disciplines. And there is now a wealth of resources and support to get them up to speed faster than any previous generation of solos.

2. Serving clients institutionally: Among the hottest trends in corporate law departments these days is insourcing: keeping or pulling back in-house work that previously was outsourced to a law firm. Law departments are hiring more lawyers and other professionals, and this will continue across many sectors, including governments and non-profits. One day soon, institutional employment might actually surpass law firm employment as the primary salaried role for lawyers; private practice might cease to be lawyers' natural career choice. Working for one client, or for a small handful of similar clients, would replace working for dozens or hundreds of clients as the default setting for lawyers engaged in the delivery of legal services. If law firm life or sole practice doesn't resonate with you, take heart: institutional lawyer engagement could be the next big thing.

3. Flexing your time: The British legal market is home to several emerging flex-time lawyer agencies, most of them directly affiliated with a traditional law firm and engaging that firm's alumni as its primary source of legal talent. These lawyers work on a project or contract basis, often from home or sometimes from the client's premises, on flexible hours that suit both the buyer and seller of the services. These positions don't come with salaries or benefits, they don't pay top dollar, and they're far from the partnership track, but the lawyers who fill these roles happily trade these advantages for the ability to customize their schedules and choose their specialties, freedom from billable-hour targets, and a chance to access that elusive "work-life balance." Agile lawyer opportunities like these have already begun to appear in Canada.

4. Serving the 85 per cent: What if the clients you'll be serving tomorrow don't yet exist today? Multiple stud-

ies into access to justice problems have revealed that the legal profession serves the potential legal needs of only about 15 per cent of the entire population. The other 85 per cent either muddle through on their own, get help from an inexpensive third party, or don't even realize they have a problem for which a legal remedy might be available. This 85 per cent is the target of an emerging ecosystem of legal tech startups and legal service providers from outside the profession — but lawyers could serve this untapped market, too. Running a streamlined, efficient, low-cost practice of any kind allows a lawyer to charge lower fees and still turn a profit. Maybe this will be the opportunity for you. Or maybe you'll be running one of these innovative technology startups. Or maybe you'll serve this market in a way we haven't considered yet.

5. Training the machines: Artificial intelligence (AI) has already breached the walls of the legal profession, from predictive coding in litigation, to automated due diligence in transactional law, to IBM-Watson-assisted engines of mass data analysis. Advanced technology like this is only going to become faster, more effective and more affordable — and yes, it's going to displace much traditional junior lawyer work. Machines can learn to perform legal tasks and generate value for clients — but they'll still need to be instructed and programmed by humans, and that's where you come in. Study the first generation of expert applications and legal automata, review forecasts of the sectors most vulnerable (or enticing, depending on your perspective) to the next AI incursions, and start acquiring the skills to become legal knowledge, systems, and solutions engineers of the near future.

6. Streamlining the systems: Business process improvement has reshaped almost every industry and profession save one: the law. Lawyering has remained steadfastly resistant to attempts to clearly define and then re-engineer the way in which work is planned, created, processed and delivered. But that's all changing: the wave of legal project management that began sweeping across the profession a few years ago is now being followed by a deeper wave of legal process improvement. Law firms and law departments will soon have great need of process engineers and project managers: trained specialists

who can map out the steps required for a legal matter, study those steps, and identify bottlenecks, redundancies, and other inefficiencies that could be smoothed out to enhance efficiency and effectiveness.

7. Preventive law: Among Richard Susskind's many valuable contributions to the analysis of change in the legal market, the greatest might be his observation that "clients don't want an ambulance at the bottom of the cliff — they want a fence at the top." Among corporate and institutional clients, and soon with consumer clients too, an emphasis on anticipating and avoiding legal risks is becoming paramount. Minimizing a client's potential exposure to legal damage, creating compliance and training systems to improve institutional legal behaviour, or drafting a checklist of "healthy legal choices" — these are all innovative ways in which lawyers can deliver value to clients. Preventive law — proactive rather than reactive legal services — has barely scratched the surface of its potential.

There are some wild-card developments that could drive lawyer employment in unexpectedly positive directions. Aboriginal law will explode in the coming years, as Canada finally starts to rebuild its relationship with its First Nations. Criminal justice, so far mostly resistant to practice innovations and investment capital, could experience government funding breakthroughs that open up huge market possibilities. Online dispute resolution stands a good chance of completely revolutionizing the conduct of litigation, with attendant opportunities for tech-savvy lawyers.

In the new legal marketplace, the future really is wide open. Now all you need is to equip yourself to take the fullest advantage of it.



D. NEW SKILLS AND EXPERTISE

If this is the market that's unfolding, and if these are the functions that lawyers will be called upon to perform, then how well has your legal education and training prepared you thus far for either?

If your answer is “Not spectacularly,” or something even less positive, then you’re not alone. You’re among the vast majority of lawyers who entered law school anytime from 2005 onwards, at a time when the legal industry became a moving target. The good news is that the skills and expertise needed for the new legal market can still be learned.

In addition to teaching and testing knowledge of the law, legal education traditionally has prioritized the development of six skills:

- Analytical ability
- Attention to detail
- Logical reasoning
- Persuasiveness
- Sound judgment
- Written communication

These skills, especially judgment and communication, will grow ever more important in the coming years. But they’re no longer enough. To succeed in the

legal market of the next 15 years lawyers will need to acquire skills that have never previously appeared on a law school syllabus — including skills we may not even be able to imagine now, which may be de rigeur by 2030.

But we’re confident that the following nine proficiencies, already established, will serve you well in the legal market of the future. You don’t need to master all nine — and we’d be a little shocked if you tried. We do, however, believe that you’ll need at least some combination of the following skills to be attractive to employers and valuable to clients in the future legal services sector. Find the ones that interest you, or for which you already have some affinity, and develop them to their fullest strength. In alphabetical order, here they are.

1. Data management: The amount of raw data in the legal sector is staggering. A single law firm generates reams of information about the law, its clients, its finances, and its processes every day. A single corporate client produces far more, and a judicial district far more again. But most of this data is unstructured: generated by and for humans, on paper or in PDFs, resistant or unavailable

to electronic collection and analysis. That will change, and as legal data becomes structured, it will grow into a monumental engine of knowledge that can drive efficiency, effectiveness and optimal outcomes. Lawyers who can design, program and operate these engines, who can sift and leverage this knowledge to improve legal operations and predict client outcomes, will seem like magicians — and will be equally captivating to future employers.

2. Emotional intelligence: Traditional legal education and law practice have both encouraged lawyers to detach themselves emotionally from their clients. That was wrong. Clients need our empathy, perspective and personal commitment in order to feel that we really understand and appreciate what they're going through. Our colleagues need our engagement, respect and understanding in order to try their hardest and help achieve the best outcomes for those we serve. As lawyer work moves farther away from papers, processes and transactions, the human element of who we are and what we do becomes all the more important. Lawyers' highest value in future will hinge upon our better understanding of clients' goals and outcomes, an understanding honed through empathy and emotional intelligence. Study emotional intelligence and begin to practise the arts of empathy and connection.

3. Entrepreneurial spirit: Some people believe entrepreneurialism isn't a skill but a natural characteristic, something inherent like height or speed. We disagree: salaried introverts can flourish into independent businesspeople refreshed by the freedom and flexibility of working by and for themselves. Talk to veteran solos about building and maintaining a law practice, and learn about the hard choices it demands and the unexpected rewards it offers. Cultivate a sense of possibility: what might you do for others, given the opportunity? Take an honest inventory of your strengths — they're more numerous than you think. Many new lawyers avoid the entrepreneurial route because of their debt loads, and that's fair. Recognize the challenges, but don't let them defeat you before you even start trying. You can explore the startup legal communities, design labs and incubators that are now developing within the legal profession. Seek out support structures, or even organize one your-

self.

4. Financial literacy: This is perhaps the most basic skill for future lawyers, and happily, the one easiest to acquire. Too many current lawyers, especially those in large law firms, lack a basic understanding of their own profitability. They shrug and say, "I was never good with numbers," or "They never taught me that in law school." That's not good enough anymore. Balancing a ledger, understanding tax principles, working with statistics, calculating profit margins, explaining the rationale behind fees: no matter what you do or who you do it for in the legal sector, you will be working with money, and you must understand it. Take (and pass) an online accounting course, read a few books about small business, figure out your own profitability margins in whatever your current employment might be. Anyone with a law degree can learn this; everyone with a law degree needs to.

5. Network building: We briefly thought about calling this entry "Business Development." But the problem with business development is that it implicitly encourages relationship-building primarily to generate work. It turns relationships into a means, rather than an end. Networks, by contrast, are inherently interconnected and multi-directional: value runs back, forth and throughout. Use established organizations (the CBA, industry associations, community groups) and new platforms (Twitter, LinkedIn, Facebook) to meet people with whom you share professional interests, values and ambitions. Initiate relationships into which you bring as much value and insight as you intend to derive, preferably more. Be a resource, and people will seek you out. Find your fellow travellers, and as you do, the road that you're all taking together will reveal itself more clearly.

6. Process improvement: You don't need to be a Six Sigma Black Belt to appreciate that how legal services are created and delivered is at least as important as what those services are. Learn to break down the way in which a given legal service is provided, map out the route by which a solution is reached, and figure out a more effective and efficient way to get there. What would maximize the value to the end user? If we hadn't been doing it this way before, how would we design it now? Legal project management and legal process improvement are related

(but not identical) concepts that can be learned, practised and mastered: blogs, books and courses abound on the subjects. They are rapidly becoming essential skills for any serious provider of legal services or designer of legal systems. Become a process and systems aficionado.

7. Professional conduct: We believe there is no characteristic more important to lawyers than integrity, but it doesn't really qualify as a "skill." At a certain level, you either have integrity or you don't. If the latter, your legal career will be a short one. But professional conduct, one of the chief means by which integrity is demonstrated, is a skill, one that can be acquired and improved. Know your code of professional ethics, why we have one and what values it protects and promotes. Understand the roots of professionalism in the concept of service to the community and "for the public good." Conduct yourself with poise and civility, as befits an officer of the court. The legal market you're entering will be flooded with legal service providers who aren't lawyers; living the ideals of the legal profession in your daily work will demonstrate why your status as a lawyer is also a competitive advantage.

8. Strategic thinking: Most lawyers are strong tacticians, good at coming up with individual solutions to individual problems by matching resources to needs and mapping out plans of attack. Fewer lawyers are excellent strategists, able to see the larger picture and to question whether tactics are suitable or even necessary. Strategic advisors understand not only their clients' goals and priorities, but also those of their clients' competitors and collaborators. Negotiations become easier and more productive when you also understand what the other sides want and need. One of the easiest and most enjoyable ways to hone your strategic skills, surprisingly, is to play chess. Download a good chess app onto your tablet and experience what it's like to carry out your own plan of attack while simultaneously detecting and countering your opponent's. That's strategy, and it can be learned and mastered.

9. Technological proficiency: Do you need to learn how to code in order to have a successful legal career? No. But you should know what code is and understand its role in the creation of programs that can perform legal

services. The same reasoning applies to technology of all types: know how it works and roughly why it works, but leave the actual implementation to the experts. Unless, of course, you really enjoy the implementation, in which case you could train to become one of those experts yourself. Otherwise, your job is to know what options technology provides for the effective and efficient performance of legal tasks and figure out how best to deploy it to those ends. Incorporate technology into the systems and processes you rely upon to deliver legal services and advance client goals.

CONCLUSION

Now it's time to start off on your own journey. Gather up all the old maps and travel guides for making your way in the legal profession, roll them up and put them aside — but don't throw them away. There's still wisdom to be gained from the experiences of those who went before you. Then take a blank canvas and start sketching out the emerging roads and the routes that seem to make the most sense for you.

Lawyers are not obsolete. We provide an important service and people will always need us. But how they

need us, what they need us for, and what we can do for them — that is changing, and fast. There's no way to know for certain just what their needs will be, just that the needs will be there.

So throughout the roads ahead, however many you take and wherever they lead you, keep your GPS tuned to the twin channels of “value to clients” and “devotion to professional integrity.” You'll often find yourself on unfamiliar ground during this journey but if you keep these priorities close, we promise that you'll never be lost. ●

Jordan Furlong is a lawyer, consultant, and legal industry analyst who forecasts the impact of the changing legal market on lawyers, clients and legal organizations. He has addressed dozens of law firms, law societies, bar executives, law schools, judges and many others throughout the United States and Canada on the evolution of the legal services market. A principal with global consulting firm Edge International and a Fellow of the College of Law Practice Management, Jordan is the author of Evolutionary Road: A Strategic Guide to Your Law Firm's Future, and serves as Legal Strategist in Residence at Suffolk University Law School in Boston. He lives in Ottawa and writes at [Law21](#).



SURVIVAL TIPS FROM NEWLAW PIONEERS

We wanted guidance, from those living the realities of NewLaw, for prospective law students, current law students, and new lawyers. NewLaw innovators were asked for the following:

A description of the work in which they engage. We asked our innovators: What makes your work innovative, important to the public, or attractive to clients?

The attributes of the next five people they will hire, retain, or collaborate with. We asked our innovators: Who do you want on your team?



MARGARET HAGAN



Legal Designer
Stanford Law School's Center on the Legal Profession

Hi, I'm Margaret! I've been asked, as a NewLaw pioneer, to share some of my insights about how to thrive in this new legal world.

I run a legal design lab at Stanford Law School/d.school, in which we research and develop new kinds of legal service and tools. We're focused on making people's journeys through the legal system more navigable, engaging, and empowering.

I am looking for people who are highly motivated and curious about how things could be better, who are excellent listeners and researchers to understand situations from many different stakeholders' perspectives, and who are thoughtful, creative, and confident in devising new kinds of solutions.

Young lawyers should focus on forming their own points of view — knowing why they are in the world of legal work, and what problems they want to be solving. They should be taking an interdisciplinary mix of classes, so they are literate in technology, information science, design, business management, and beyond.

Start now staking out your territory, building your own pathway — through tweets, blogging, conferences, reaching out to people whose work you find interesting. You can't rely on a single employer to foster your career; you need to do that yourself and build a reputation and portfolio of work that will take you along the career path you want.

Have coffee with everyone — your fellow students, your professors, guests with whom you speak. As you hear about other people's perspectives and their work, you can start defining your own, and also, get more supporters in the form of people whom you can draw into your work and collaborate with down the line. It will help you scout out opportunities where you can make a difference, and build connections to people who will help open doors for you.

I'm thrilled to introduce you to my peers in NewLaw. Read on for their words — accompanied by my images — about what it takes to succeed as a lawyer today. ●



ANNE LEVESQUE

●
**Co-Director of the Law Practice Program,
University of Ottawa**

“Do things that you are genuinely passionate about, and not just because you think they will look good on your résumé. By doing so, you acquire experience that will qualify you for your dream job (even though you may not know what it is just yet).”

Lise Rivet and I are co-directors of the Law Practice Program at the University of Ottawa (known in the French as le Programme de pratique du droit). It offers graduates of Canadian law schools an alternative pathway to the legal profession. With the generous assistance of the over 125 lawyers involved, we have created an innovative curriculum that allows candidates to develop practical skills relevant in today's legal market. During our in-person training component, candidates work in a simulated law firm. They are assigned tasks relating to seven core areas of law, including drafting memos, responding to emails, docketing their time, preparing and presenting oral submissions, and conducting cross-examinations. Candidates receive feedback on every task they complete from lawyers who are experts in their field.

Our broader goal is to promote access to justice for the francophone community by training future lawyers who can offer quality legal services in French. That is why we introduce our candidates to a wide range of francophone community groups and organizations. We hope these will become their future partners in providing holistic legal and non-legal solutions to members of our community.

In building our team at the Law Practice Program, a key attribute we look for in individuals is commitment to community. These individuals tend to bring fresh ideas relating to how we can involve new stakeholders in our program and how we can better train our candidates to serve their community. To me, this is also a sign that a person who works well collaboratively, shows initiative, thinks critically and who is creative, which are also attributes we seek in our team members.

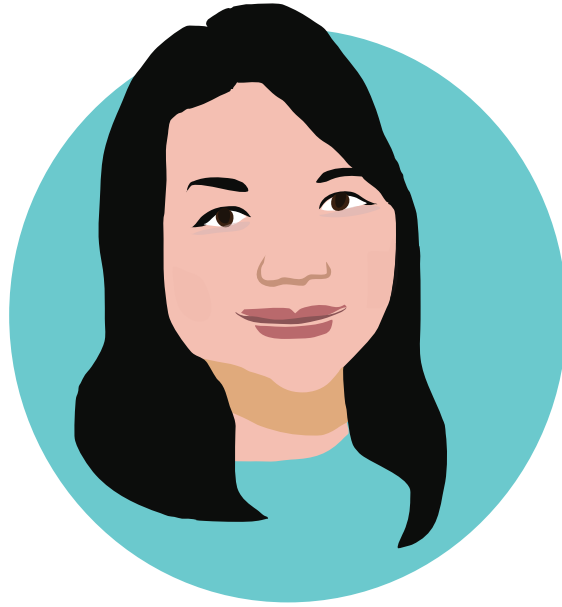
All members of our team are perfectly fluent in French and English. This is particularly crucial for us given that we offer our curriculum in French but often rely on resources and tools in English.

My advice for tomorrow's lawyers: Get involved in your community with a group or organization that inspires you. Not only will this help you develop good people and time management skills, it will make you stand to future employers as someone who is hard working, motivated, engaged, interesting and well-rounded. At the

same time, doing volunteer work is a great way to build a network, access the hidden job market and build referrals for your practice. It is surprising how often these relationships will help you throughout your career. Most importantly, this work will allow you to give back to your community and will remind you every day of why you became a lawyer.

On a more practical level, being bilingual is a huge advantage. Speaking two languages will allow you to increase your scope of potential clients and to better relate to and understand clients from both official language communities. It is also an immense asset when litigating federally or in jurisdictions in which there are two official languages.

AJEFO.ca contains loads of information for law students and lawyers seeking to get involved in the francophone community. They regularly post information about networking, volunteer and job opportunities. The site also houses Jurissource.ca which is a great online tool that contains a wealth of precedents and other legal resources in French. It is a great resource for lawyers who practice in French in a minority setting or francophone and francophiles trying to hone their French legal writing skills. ●



AUDREY JUN



**Clicklaw Program Coordinator,
Courthouse Libraries BC**

“Don’t rely on assumptions and be open to learning from others, even if you disagree with them.”

I manage [Clicklaw](#), a website that helps people access quality public legal education and information resources in British Columbia. Clicklaw represents the first collaborative effort by the numerous public legal education and information organizations in the province, from government to non-profit, to work together to offer their resources through one online space. Contributor organizations add and edit information about their own resources and services directly on Clicklaw. My work is about keeping organizations engaged, finding connections in the public legal education community, training community workers and advocates to use Clicklaw to make effective legal referrals, and improving the experience for users of the website.

I also work on the [Clicklaw Wikibooks](#), a parallel project to which over 50 legal professionals and organizations contribute. It is another effort to increase access to free legal information by providing publications in usable formats: Wikipedia-style, downloadable and printable. Many print-version titles are offered for free to over 240 B.C. public libraries.

We work with stakeholders, front-line workers, developers and users to continuously improve so we can better meet the needs of the public. For example, the number of self-represented litigants in our courts continues to grow. Clicklaw is a resource for people able to use or get help using online resources. This helps self-represented litigants in court and may even help them find alternatives to court.

I encourage lawyers who believe in access to justice to volunteer and join the Clicklaw Wikibooks contributor community. We'd like to collaborate with people and organizations who understand that the justice system exists to serve the public, and who are interested using different technologies to do so.

In terms of new lawyer skills, it is essential to become comfortable with technology that can help you on the job. Whether it's becoming well-versed with online research tools such as CanLII and new experimental tools like LexBox, joining the conversation with other members of the legal community on Twitter, or becoming comfortable with practice management software,

there's an expectation that young lawyers will have an aptitude for keeping on top of what's new. Other legal skills can be developed on the job, through mentorship from senior partners and lawyers.

It's also important to get to know the clients you will be serving, and I'm speaking beyond client identification and verification. Building empathy and taking into consideration the needs and desires of your client at every step of the process can help you become a more effective lawyer and advocate.

One example is improving your plain language writing skills, which can help you better communicate with your client. Effective listening skills can help you identify issues beyond any immediate legal issue. If you are connected to the services offered by organizations in your community — say through the [Clicklaw HelpMap](#) — you can exceed your client's expectations by directing them to helpful services that don't make sense as billables.

Finally, I've found Twitter very helpful, both as a news feed and as a way to stay informed about a variety of topics. It can also be a great way to get in touch: [@audreyyjun](#) ●



CARLA GOLDSTEIN

●
**Director of Strategic Initiatives,
Bank of Montreal**

“Make sure you understand how your client defines value, and then think outside the box to provide them with innovative approaches that meet or exceed their expectations.”

I oversee BMO Financial Group's (BMO) external counsel program. I work with our internal Legal Group team and our law firms to drive efficiencies and find innovative ways to deliver legal services. I also work with all our stakeholders to implement value-based billing. BMO is working to move all of its work off the billable hour pricing structure. I also work with our internal legal team to find ways to deliver our services more efficiently to our business colleagues. This involves process improvement methodologies and exploring how we can use technology to do some of the work historically done by lawyers, so our lawyers can focus on more high-value work.

I always keep my eye open for service providers who have a new approach to delivering their services and bring more efficiency to the practice of law.

As to hires, lawyers who have moved from practising law to software engineer make for a fabulous combination. They understand the subject matter being developed in the technology space and the change management required to get their target audience, practising lawyers, to adopt the change.

If I am hiring a project manager, I'd be looking for someone with skills in applying process improvement techniques, and who is agile and flexible to fit the dynamics of a legal environment.

Lawyers of tomorrow first and foremost must be good lawyers. Then they need to be comfortable with technology and inquisitive about how they can use it to support the delivery of legal services. They need to understand that the number of hours they work does not usually relate to how the client has valued the services. They also need to be comfortable working with clients and proactive about having discussions with them on goals and objectives for a matter and on pricing. Tomorrow's lawyer thinks about the client first.

In the case of the structure of the legal entity of a legal services provider, tomorrow's lawyer should be thinking about a business model that provides the client with quality legal services efficiently, and where the pricing aligns to the value expected by the client, while still enabling the legal services provider to be profitable..

If you want to differentiate yourself, explore all the existing possibilities and discover new ways to provide legal services that will surprise and delight your clients.

Look beyond the traditional law firm and methods of practising law. Find law firms and legal departments that are incorporating technology and process improvement methodologies into their legal practices – and who see their environment as a business. You need to be open to new opportunities, take risks and recognize when you come across people who see things in a different way and who can work with you to implement the changes that help bring your vision to life.

I was lucky to be on the ground floor in the development of SeyfarthLean, a value-driven client service model. One of my inspirations was Lisa Damon, a Seyfarth partner on the executive committee and an important driving force behind the law firm's evolution. We spent a lot of time together visioning, innovating and shooting for the stars. We learned from each other and we never said, "It can't be done." I was then able to take all I learned at Seyfarth and bring it to BMO. ●



CHRISTOPHER FOWLES

●
**Managing Partner of the Legal Services Centre,
Torys LLP**

“A workplace that is supportive, collegial, forward-thinking and focused on your professional development and that reflects your values, interests and strengths is key to your long-term job satisfaction.”

Torys is a full-service international business law firm. The new Torys Legal Services Centre in Halifax is the first operation of its kind in Canada. It provides corporate legal services for a fixed fee per contract or block of contracts, per project, or on a monthly, annual or other periodic basis. It works with other Torys offices on phases of larger projects, such as due diligence for mergers and acquisitions and securities offerings. It also performs discrete projects, such as implementing corporate group reorganizations, and carries out recurring or ongoing client legal work.

The Centre's mandate includes improving how we work, where we work and the tools we use to deliver our services more efficiently and effectively. For example, to improve how we work, we analyze our current work streams in detail and apply project management and process improvement principles to streamline service delivery by planning and executing projects more effectively, eliminating waste, and automating appropriate tasks. Improvements discovered or developed at the Centre are introduced to the entire firm.

The Centre looks for talented lawyers with strong legal abilities and knowledge of the law, who have a strong work ethic and service orientation as well as excellent interpersonal skills, and a willingness to collaborate and share ideas. We also require broad corporate legal experience and corresponding technical skills.

The Legal Services Centre also expressly looks for qualities that don't often appear in traditional legal job descriptions. Centre legal professionals must be flexible and adaptable — comfortable with change and new ways of working, able to tolerate uncertainty and ambiguity, and ready to change gears quickly as client priorities and timelines change. They must also be willing to learn and apply new processes and technologies.

A lawyer who is willing to keep up with business and technological developments as well as legal developments, and who is open to change and able to adapt to a shifting legal landscape, will be well-positioned to work at the Legal Services Centre and other forward-thinking legal services providers.

If you need more guidance, talk to people a few

steps ahead of you on your career path. Or you may have classmates, friends or family members who recently started doing what you would like to do. They are invaluable resources: They know what it's like to be where you are now, and they can tell you what to expect in the early days of your legal career.

Call a senior lawyer in a position that interests you. Most are happy to talk to you if you have a genuine interest in learning more about what they do and how they got there. They have valuable insights and a broader perspective on the longer run.

Contact recruitment professionals. Law firm and in-house recruiters can tell you what they look for in potential candidates. Independent and external recruiters, particularly those who specialize in placing legal professionals, can help you assess your skills and strengths and find a position that is the right fit. ●



CORINNE ZIMMERMAN

●
**General Counsel,
Justice Canada**

“Rise to the challenge, embrace innovation and lead through your dedication to curiosity, creativity and excellence.”

At the federal Justice Department, we are making big-picture changes, for example taking our conversations off email and onto a collaborative platform called JustMe. We are also making changes initiated by our frontline staff. Our employees are the experts in what they do and they often know how to do it better. It's their insights that will produce meaningful results.

At the Aboriginal Affairs portfolio, where I work, we have created a department-wide Aboriginal Law Centre of Expertise to integrate all legal staff who provide Aboriginal law advice. We have introduced some benchmarks, better timekeeping, as well as electronic dashboards to foster business excellence. Standardizing certain litigation and advisory law processes has helped increase our value to our clients, while making the practise of law more meaningful for our legal staff. We are also leveraging the use of technology wherever possible — like using an alternate platform called SharePoint to disseminate information and collaborate in drafting documents across the portfolio. We are delivering training to our client departments, to help them better understand the legal element of business risk. We are also training our own staff by addressing developments in the substantive area of Aboriginal law and by covering topics like 'lean lawyering' methodology and business analytics.

Who do we want on Canada's legal team? The characteristics of 'resilience', 'creative problem-solving' and 'continuous improvement' are three key attributes for us. With resilience comes flexibility and strength. With creative problem-solving comes an analytical approach to lawyering and legal problems — it takes a wide variety of non-legal issues and concerns into account, and then seeks creative solutions to otherwise 'win/lose' scenarios. Finally, with 'continuous improvement' we look for a collaborative approach and commitment to analyzing what we do, and finding ways to do it even better.

Legal professionals and law students should seek legal excellence in substantive areas of the law, as well as skills in areas and topics not traditionally considered important for lawyers. They should acquire knowledge in areas other than law to identify issues, understand concepts, contribute to teams and connect ideas across disciplines. They are the so-called T-shaped legal pro-

professionals described by author Amani Smathers: legal professionals who have the deep legal expertise of their 20th-century colleagues, but who also have basic knowledge and skills in such areas as technology, business and data analytics. Innovation and collaboration are in their nature. ●



DERA J. NEVIN



**Director of eDiscovery Services,
Proskauer Rose LLP**

“Things are changing, no-one really knows where things are going, and that’s an amazing opportunity for this coming generation, particularly if you are prepared to specialize, embrace technology and engage with a community that needs your services.”

I am an eDiscovery and Information Governance Lawyer and I have also held positions managing eDiscovery operations in law firms and corporations. eDiscovery is the process — legal and technological — of obtaining digital records for use in court room and arbitral proceedings and in related legal matters such as regulatory proceedings, internal investigations and transactional matters, including M&A proceedings. Information Governance is the set of policy frameworks by which organizations manage, retrieve, store and dispose of their information assets. These fields converge with other legal areas, including information security, technology, privacy, outsourcing, evidence and conflicts of laws.

When I went to law school, this field barely existed. Now, everyone is walking around with powerful computing in their pockets, and computing connectivity is about to explode as more devices come on-line with the Internet of Things. Many people don't understand they need help with this area until it's too late, and the requirement to manage data is upon them. Clients love to hate to this area, since it's poorly understood and burdensome for them; but that's the opportunity for practitioners in this area. I never worry about running out of things to do, since there are new platforms and channels coming on-line every day, and everyone can generate content.

The people on my team are resilient, courageous, problem-solvers and clear thinkers and have extraordinary attention to detail. They are able to communicate complex topics clearly and deliver excellent customer service. It helps to have a technology background, or a keen interest in computing technology. That being said, all this technology and the law around can be learned, with a little courage to experiment and fail.

Read voraciously in all disciplines, including the STEM areas — science, technology and math. Much of the changes in the world, and consequently, the new areas requiring a thoughtful legal approach, are emerging from developments in science, technology, engineering and math. As a lawyer you don't need to do these things yourself, but you need to be able to engage with the people who do, to spot opportunities and gain their trust. Stay open to new possibilities. Ask questions. Confront the status quo with curiosity. You will not be practic-

ing law the way I started out doing it and that's a good thing. Find strong mentors. I found people who were doing what I was interested in and connected for guidance from them along the way. And finally, don't ever underestimate the value of practice. Find something you are interested in, and practice, practice, practice. ●



FRIEDRICH BLASE



**Global Director of Pangea3,
Thomson Reuters**

“Look at your options broadly, as there are way more career tracks out there in the legal services field than there were five or ten years ago.”

At Thomson Reuters Pangea3 we provide legal managed services. Essentially, we outsource legal services work that used to be handled by expensive lawyers in private law firms or by in-house legal departments. It is now being done by first-class, very bright and well-trained associates of ours in India, who work under the supervision of a lawyer from a law firm or legal department. Work that is best outsourced is process-oriented work that can be subjected to what we call “organized information,” such as document review in litigations and investigations, abstractions of lease contracts for retailers with hundreds of stores, etc.

We now employ over 1,500 people and hire at a rate of 100 lawyers a month. Most associates are hired in India. They come from the best law schools and see working for us as a real career. They are bright, ambitious and diligent, produce excellent quality work, and want to excel at their roles. We struggle to find senior lawyers who can manage large teams, often made up of dozens or hundreds of lawyers. We need legal expertise coupled with strong team, project and people management skills. Sadly, that is a rarity in Canada, the U.S., Europe and elsewhere. But those associates who joined us five or more years ago are starting to qualify for those roles.

We are looking for candidates who are versed in legal issues, passionate about working in the law, and show grit, persistence and a desire for excellence. Diligence is a big plus that will differentiate you once you are inside our organization. Other important traits are the ability to work in teams and understand how to deliver what the other person — the client, a team leader — wants.

I tell law students and young lawyers to stay informed — read blogs, follow some folks on Twitter, etc. You need to know what is out there to find your passion. And then connect with people to find out more, including people you don’t know, by framing interesting questions that make them want to respond. Make it about them, not about you. ●



JOE MILSTONE



Founder, Axiom Cognition
Co-Founder and Owner, Caravel Law

“If you got into law because of the safety, certainty and ability to control success by putting in time, you’re unfortunately too late – that party is over - but fresh opportunity is positively correlated with uncertainty and disruption.”

Ten years ago, Cognition created NewLaw in Canada by establishing the first law firm of senior in-house counsel, dispersed among and within business clients. This enabled the provision of the most practical, operationally knowledgeable legal advice. At the same time, we created an operational framework based on the eradication of non-value adding overhead and the most efficient use of people, processes and technology to normalize the cost of legal products and services.

We typically engage lawyers offering a combination of national firm training with practical senior in-house success amounting to about 10 years of experience. We want team members who have finely tuned legal minds grounded in practical business realities. Our goal and focus on immediate future counsel is to be able to offer clients a full matrix of coverage combining functional legal expertise with business knowledge across all major industries.

We have also recently found a place for more junior associates within our model, to provide non-duplicative assistance on transactional work and, at least perceptively for some clients, a more shape-able and cost-effective resource for embedded in-house needs.

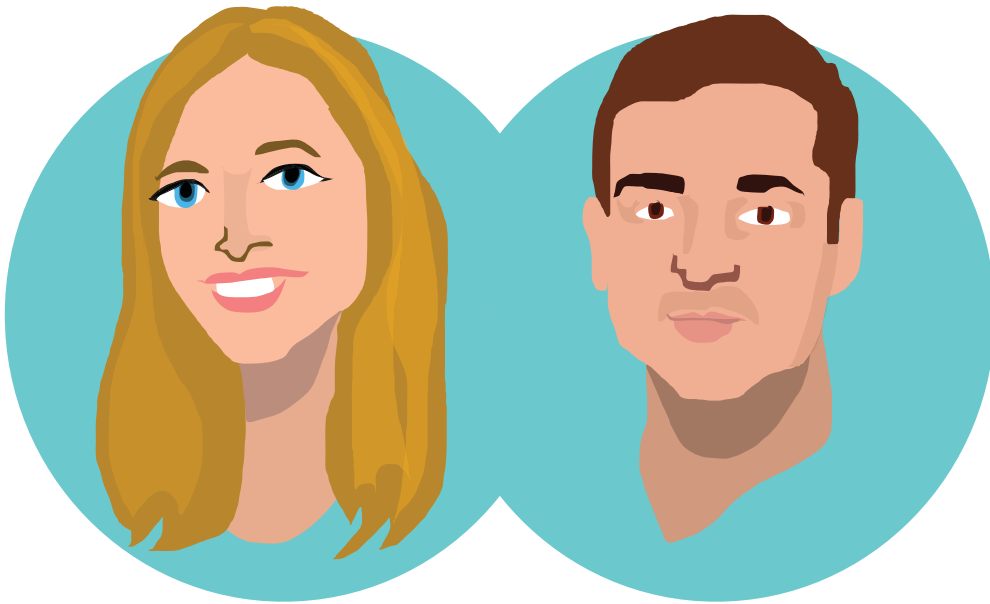
A key premise behind our model is the very deliberate separation of business and legal service delivery functions. To that end, we will look to add central personnel with expertise and focus on technology adoption and development, process improvement, and project and knowledge management. When hiring for these types of roles, we prefer candidates who have a legal background. However, they must also possess the right combination of motivation, work ethic, entrepreneurialism and curiosity.

The days of riding the escalator to the top are over. Long gone is the career of regurgitating what you wrote down in law school to get the best grades, landing a covered job at a respected firm, sweating it out to move up the chain and kicking back as partner.

To succeed in the new market realities, and to be eligible to work with us, one needs to get past the long held legal tenet that putting in hours automatically equates to value or success. That is a scary thought for many, but

the flipside of that fearful reality is vast new opportunity, in particular for young, innovative lawyers, who can use fresh skills, knowledge and perspective to leapfrog the seniority chain and achieve acclamation and success earlier than would otherwise be available to them on the traditional law career assembly line.

The best area to exploit, particularly for young lawyers, is the business of law itself. While the traditional service-based associate role is diminishing, legal-related management opportunities abound in newly formed offshoot industries, such as e-discovery, legal project management, process improvement, and of course new technology offerings. ●



LENA KOKE AND MARK MORRIS

●
**Co-Founders,
Axess Law**

“In the disruptive economy, creativity and the ability to think outside of the box are not just the attributes we want – they are the qualities you will need to survive.”

Axess Law uses best retail practices, including technology, to make law easy, transparent and affordable. In many ways, the legal industry in Canada today is inaccessible, non-transparent, too expensive for the average person, confusing and lacks a strong consumer focus. As a direct result, a majority of Canadians are going with their legal needs unmet.

The Axess solution focuses on the client experience and services clients on their terms. For us, that means convenient hours — we are open seven days a week, including evenings — as well as fixed-price delivery models that include all costs, open and approachable environments and fast, informative and competent service.

At its core, our firm is built on the notion that lawyers should be the ones taking the lead in delivering legal services to an underserved Canadian public. We believe Canadians want to engage with lawyers the way they engage with other professionals — doctors, dentists, accounting firms, optometrists and pharmacists.

We hire collaborative team-players. We have learned from experience that the whole is greater than the sum of its parts when talented people, enabled through cloud-based technologies, can work towards a defined outcome. We look for people who share those goals and who passionately believe in our core mission and delivery model. Of course, being a retail firm, we highly prize people who have a proven aptitude of engaging with the public and who can actively minimize the intimidation many people expect to feel when dealing with lawyers.

New lawyers should understand that the jobs that are around today will be drastically different in 10 years. Entire industries are being disrupted – think Uber for taxis and Google for transport trucking — and lawyers need to be equally innovative. Flat-fee billing and aggressive pricing are the developments our profession faces today. Tomorrow's lawyers will have to deal with supranational firm structures and technologically desirous consumers. The young lawyers who understand that change is upon us and who actively think about what the future will be are the ones who most impress us and who we most want on our team.

Some knowledge about basic business principles is

invaluable. An understanding of basic business concepts, including a minimum competency in financial accounting, financial mathematics and statistics, is essential for properly planning to run any business enterprise, law included. We learned these skills in business school, but these skills are acquirable from any number of sources, including online free seminars and are invaluable to the legal entrepreneur. ●



MARK TAMMINGA

●
**Leader of Innovation Initiatives,
Gowling Lafleur Henderson LLP**

“Law practice is changing rapidly, and your role in your chosen specialty (or the very specialty itself) may not exist in five years, or may be radically different. So do everything you can to equip yourself for a career of ever-accelerating change and disruption.”

My primary practice responsibility is in the debt and mortgage recovery area, working for financial institutions. I help design and implement systems that model, automate and support that practice.

We use databases, document assembly engines and web tools to make the process as efficient as we possibly can. Because this is a high-volume practice, we look to manufacturing rather than law for process inspiration. We are more likely to talk about inventory, quality, consistency and error elimination — all concepts familiar to businesses that build things, but not so familiar in a large law firm — than billable time.

Over the past four years, I have been the Leader, Innovation Initiatives at Gowlings and have been exploring how to take some of the ideas elaborated in my practice and apply them to more complex matters. This holds significant potential for those “story-telling” practices where the facts and strategy in each case are unique. By incorporating a methodology that includes scope analysis and consistent structure to the planning and management of these high-stakes files, we see great potential for adding client-focused efficiency and value to the work we do.

In terms of adding new team members, what lifts someone from the crowd of smart people is entrepreneurial zeal. If I get a sense that a prospective hire understands that this is a business and that there is more to being a lawyer than just the law, I will definitely pay more attention.

My new associate needs to be a quick study. Clients are no longer willing to pay to have junior lawyers riding shotgun on a file just to learn the ropes. Consequently, rookies must be willing to educate themselves — and, yes, often on their own time. We are looking to hire future owners. That means they have to have business sensibilities and business development capabilities right out of the gate.

And the hard reality is that I am probably only going to hire only three people — not five — as we continue to automate, systematize or just not do the work that would have been done by juniors in the past.

Tomorrow’s lawyers should:

- Be able to speak and write clearly. An inability to write simply and to the point is a disqualification.
- Have business experience. Thinking like a lawyer is fine, but that kind of thinking needs to be informed by practical business savvy.
- Have something in your résumé that demonstrates resilience and adaptability. The world is changing and you need to show that you can adapt.
- Learn how to network. To be a young lawyer in private practice you need your own people and must be comfortable with making and keeping connections.

Significant components of law practice will yield to machine learning, expert systems and automation. Learn everything you can about these tools and be ready and eager to demonstrate your mastery. Get ahead of this.

Prospective and new lawyers should seek out meaningful conversations. Ask people knowledgeable in your target area to tell you about themselves. They’ll be flattered. Some of the best lawyers I know are remarkable because they instinctively combine a mastery of the law with practical business solutions. If you are just starting in a firm or have gone in-house, gather up your courage and ask your seniors to tell you their story and the story of the firm or business you are now part of. ●



MARLON HYLTON

**Associate and Head of Discovery Management,
Cassels Brock & Blackwell LLP**

“Remain focused; remain flexible; let go of whatever traditional ideas that you may have about what your practice/career should look like and remain alert for the right opportunity.”

My practice focuses exclusively on e-discovery and information governance issues. We offer strategic, customized and creative solutions for all clients on litigation, audit or regulatory investigation matters — ensuring legal defensibility, efficiency and cost-effectiveness. For outside law firms and other organizations, we provide independent, professional advice on e-discovery and information governance best practices and techniques.

In today's world, our most important information is contained in emails and documents stored on servers and other devices. With the cost of litigation skyrocketing and concerns over data security increasing, there needs to be an understanding of the best practices and technological tools needed to deal with these records when problems occur.

Who do I want on my team? People who understand the intersection between technology and the law and are able to deliver practical, leading-edge services to help our group realize its vision of “being the best, most technologically sophisticated e-discovery/information law group in the country.”

Law firms/lawyers who will survive in the new technology-driven world will require forward-thinking, tech-savvy, entrepreneurial minds that can spot opportunities and use technology to deliver new value to clients. We've just hit the tip of the iceberg in relation to the disruptive change coming to the legal profession.

Because we're operating in a changing world, it is difficult to come up with a concrete list of skills that law students should start acquiring. Law students should think instead about the following basic question: Given the impact technology is having on our profession and the competitiveness of the legal market place, what can I do to deliver, or help my firm/employer to deliver, “new” value to clients? The law students/new lawyers who become obsessed with that questions will likely direct themselves on the right path to taking a meaningful place in the future of law.

If what students are concerned about is their future in law, then paying close attention to the literature in connection with the future of law is a good idea. While one has to be careful with respect to the quality of these

sources, the blogosphere and social media provide a tremendously rich source of information for law students/young lawyers. The most important resource in my experience, however, is other lawyers, particularly once you've identified the “new” value you wish to provide in the legal marketplace. Our profession is by nature a mentoring profession and most lawyers are willing to offer guidance to law students and younger lawyers. But given the changing nature of the profession, it is also wise for law students to look outside of the profession for guidance. ●



MICHELLE GALLAGHER

●
**Co-Founder,
Patriot Law Group**

“You should take charge of your own personal, professional and career development.”

My husband, Ed Gallagher, and I operate a small general practice law firm in a community just outside Edmonton. We operate almost exclusively on the basis of flat-rate and fixed-fee legal services, including in areas that are relatively non-traditional for this approach, such as litigation, and family law. We also offer limited-scope legal services. Offering legal services in this manner gives clients flexible options, predictability, and a sense of control in their legal matters.

There are four important attributes for us for new hires. In no particular order, they are: (1) a reasonable level of technological savvy; (2) a focus on attention to detail; (3) good people skills; and (4) the ability to work effectively in a team.

For our firm, particular credentials or experience are of less importance. We are more interested in the personal qualities discussed above. However, for a general practice, a thorough understanding of the core areas of the law is critical. So, a law school education focused on the core areas and the “basics” would certainly be more appealing than a focus on esoteric or more narrowly applicable areas of the law. With respect to skills, our assessment is that the single most important skill for a new lawyer is the ability to communicate clearly, concisely and in plain language.

For law students or new lawyers needing more guidance, there are so many resources out there that I think it will vary greatly from person to person. In terms of a resource that helped me find my path, that was clearly my husband, Ed Gallagher. I came to the practice of law after a prior career as an officer in the Canadian Armed Forces. I had the chance to observe as an outsider the kind of work that Ed did first as a military lawyer and later as a civilian lawyer. I think that having a realistic assessment of the career certainly helps in determining if the practise of law is right for a person. ●



NATALIE CLIFFORD AND SARAH SHIELS

●
**Co-Founders,
Clifford Shiels Legals**

“Always be honest, do your best work,
and don’t give up.”

Our end-goal has always been to become a boutique firm, offering a one-stop shop for marine, aboriginal and environmental legal clients. We have found that these three areas are often intertwined but there aren't many firms in Canada that share our focus. Being different has thus afforded us with opportunities to market our services across the country.

One of our motivating pillars is improving access to justice. This does not just mean for the least-fortunate among us. An ongoing joke we shared with our colleagues was that we hoped we'd never need to hire a lawyer, because it would be so unaffordable. This seemed like a significant problem for young professionals and small business owners. So we decided to offer competitive rates alongside a strategy to work with our clients — recognizing that our clients were often best-placed to advise on their needs. In practice, we have found this to be especially true with small business owners. Clients will always know their own business better than we do — so why not tap into that knowledge, to provide a personalized service without reinventing the wheel?

Separate from our business interests, we also have strong personal connections to the areas of law we specialize in and we share a desire to make some positive changes for the world. We feel that during the span of our careers there will be a real need for lawyers who understand — for example — the legal aspects of a marine pollution incident affecting a native fishery. This sense of relevance helps us stay motivated.

In building our team, we look for partners, collaborators, and employees who are adaptive, self-motivated, positive, and creative.

Forget what you've been told, it's not all about law school marks in the real world! What we look for in up-and-coming lawyers is an appreciation of the power that lawyers hold, humility, an awareness of what's going on in the world, and a desire to help people. In the mind of the public, your status as a "lawyer" launches you into a position of power, deserving of respect. We want to work with lawyers who acknowledge and respect their implicit fiduciary obligation when dealing with the public.

We work with a comprehensive (and ever-growing)

network of experienced professionals — including other lawyers, business professionals and industry experts — to provide the best possible outcome for our clients. Depending on the size, complexity and nature of a project, our willingness to draw on the expertise of our colleagues helps us stay versatile and keeps our overhead lean.

We've discovered great utility of having a value-driven, professional assistant on staff. There is nothing like good support staff to make a team complete.

In developing your skills, it's important for young lawyers to have interests and experiences outside their specific practice areas. Whether this means getting involved with boards, furthering your hobbies, or running an entirely different business on the side, you must keep up the things that make you an individual. Show employers that you can juggle and stay true to yourself.

Develop an understanding of the business of law. As a lawyer you are part of a very competitive service industry. This means that you need to pay attention to the needs of your clients and deliver cost-effective results. The same is true for your employer. Think about ways you can improve your skill set to offer something that is unique and valuable to your target market.

To start out, we worked with consultants for entrepreneurs, taking part in workshops and attending advisor sessions to best construct and focus the business-side of our practice. We have continued to maintain strong ties to senior lawyers and other industry mentors who provided invaluable input based on their experience. ●



NATALIE MC FARLANE



**Founder, Positive Impact Law Group
& Lawlignment Professional Corporation**

“When you become a practising lawyer,
you will define the practice of law.”

I am the founder of Positive Impact Law Group and Lawlignment Professional Corporation. Through Positive Impact Law Group, I identify the needs and desires of legal service clients/users, conceive of solutions, and collaborate with other professionals to develop solutions to be used in the practise of law. The output of the work currently includes law practice theory, legal products and pricing methodologies. Through Lawlignment.com I work to create a digital law firm interface that uses the solutions that are created through Positive Impact Law Group.

My focus has been on creating a law practice that is sustainable by doing work that is valuable – that’s it. This work is focused on resolving the needs and wants of current (and potential) users of legal services. It then goes a step further by reconsidering the role of law/practice of law and applying it. It is in this space where many of the insights and ideas I capture are found.

My key collaborators so far have been a strategic design facilitator (B.FA. Honours, Music) and a software engineer (B.Sc. Eng.). I reached out to them because I realized they had the complementary skills required to develop the solutions I created. In addition to technical skills, the attributes of the next five people I would want on my team include purpose, integrity, openness, constructive thinking and an ability to collaborate. Ideally, these people would also be licensed lawyers.

For tomorrow’s lawyers to equip themselves, working through the answers to the following questions will be essential: Who are you? What do you want to do? And most importantly, why do you want to do it?

To be marketable to prospective employers or clients, tomorrow’s lawyers will need to have the ability to understand and know a client’s (business) objectives. They will need to be adaptable. And they will need to take a holistic view of a client’s needs and of their practice.

Your biggest resource in the legal marketplace is your own life experiences and/or passions. In the digital space, combining your life experiences and/or passions with your role as a lawyer can be result in identifying a niche market that can sustain your law practice. Also, read the blogs of forward-thinking thought-leaders in

the legal industry. Lastly, I highly recommend reading up and studying resources on business models because the practice of law is a business, and has been so for a very long time. To wrap your head around that is to clarify your thinking about your role of being a practising lawyer. ●



NASIM JAMASBI



**Associate and Director of Legal Marketing,
Aluvion Law**

“Work hard, stay confident and be patient
with your career; it will blossom.”

I am of the view that one of the main drivers of innovation and globalization is advances in technology. At Aluvion, where I work, we're moving away from providing legal services that are one-of-a-kind, tailored and bespoke, to providing legal services to more clients with timeliness, efficiency and scalability in mind. For example, one way that we're "doing legal differently" is that we've hired a full-time senior software developer to write code that we hope will speed up the client retention and drafting processes. We're also committed to providing a better work environment; we believe there is room for improvement in the firm legal model, and we're open and flexible to making changes to the way we work.

We're looking for colleagues who are hardworking, collegial, motivated, organized and proactive.

Hardworking doesn't mean working non-stop around the clock. It means giving it your all when you take on a project, file or task. It means taking time and care with your work, asking questions, communicating clearly and efficiently, and meeting deadlines.

Your work family will be just that, family. You will be spending hours with them working through day-to-day legal challenges and there's nothing better than a colleague who makes the effort to build a friendly, open and helpful environment.

We look for people who are passionate about who they are and what kind of career they want to build. Being organized is a key skill to have in any workplace. And although there are often last minute issues that may arise, it's best to be proactive and foresee problems before they do come up.

You have skills from your undergraduate and law school training, so be confident about what you have to offer.

Experience takes time to build, so be patient. In a world where many of us are used to instant gratification, it's important to know that the legal profession works at a very different pace. It will take years to feel confident in the services you can offer clients and in the work that you do. To start building your experience, keep taking on new projects and files. I've learned something new on nearly every file that I've worked on.

Qualifications, too, take time. Join clubs and associations and show that you are involved with the legal community. Read legal articles and legal blogs and contribute if, and when, you can.

To make yourself marketable, get out there and meet new people. Join teams, clubs, and associations, and show that you're friendly and engaged. Learn how to work with a team and how to build trust within a team.

I would also suggest that every law student or young lawyer actively look for a mentor. Reach out to someone you know or want to get to know on Linked In or by email. Ask to meet over coffee for tips and insights. But be prepared, professional and keep it short. Don't waste anyone's time. ●



NOAH WAISBERG



**Co-Founder and CEO,
Kira Systems**

“Work that can be automated will
be automated.”

At Kira Systems, our software helps lawyers review and analyze contracts faster and more accurately. Corporate, real estate and in-house lawyers spend vast amounts of time extracting information from agreements. When do our agreements expire? What happens if our client gets bought? Does it pledge not to compete with anyone? Our users do this work in 20–90% less time, and make fewer mistakes in the process.

As we grow, we will be working with:

- Experienced lawyers, who can help teach our machine-learning-based software new legal concepts. They will tend to be experts in specific subject areas (like real estate or M&A), and be thorough, knowing that they need to teach our system right for it to help users most.
- Computer programmers, to help build out our system's capabilities. They will be thoughtful, thorough, and program in the language Clojure.
- Systems-focussed technologists, who can make sure that our system stays running and secure. They will be problem-solvers who are also thorough, and know and care deeply about Linux, uptime, and security.
- A product manager for our real estate lease data extraction offering. This person will have had lots of experience capturing and using data from leases, perhaps as a real estate lawyer. They will be very comfortable with technology and be in love with real estate.
- A business development professional, who can help us establish partnerships. They will need to be smart and serious, since potential partners often have more non-standard needs for our system.

I tell young lawyers and law students to really know a niche. Become a subject matter expert! Even if you start small, you can expand from there. We and others are automating parts of law practise. To do this well, we need to replicate the work of people who actually know what they are doing in the first place.

Learn persuasiveness. Convincing people is incredibly important. This applies if you stay as a lawyer (including as a corporate lawyer), but is critical for us too. Not only do we need to convince people that our system

is a better way to review contracts than the status quo, but also every day must convince our teammates of the best ways to solve problems, convince readers of our blog that our views are correct, convince new team members to join us, and much more.

Pay attention to technology. I don't think you need to learn how to code — I can't — but it really helps to recognize that technology is changing how white collar workers like lawyers do their jobs, and try to figure out details of how. Good lawyers are often able to pick up unfamiliar concepts, and technology is understandable if you try.

The most vibrant conversation about the future of law is happening on social media: Twitter and blogs. Mitch Kowalski and Jordan Furlong are great Canadian thought leaders to follow. Ron Friedmann is very comprehensive and more down in the weeds. There are many more. Tweet us at @KiraSystems for lots more Twitter suggestions. ●



NORMAN LETALIK

●
**General Counsel,
Volkswagen Group Canada Inc**

“You have to start acting like a professional and be seen as a problem-solver even now (in law school). Lawyers solve problems and people will only go to those they trust to solve their biggest problems.”

At VW Canada, we import and distribute cars and light trucks in Canada. I support that effort by providing legal advice and managing risk to the enterprise.

Prospective team members have to be critical thinkers, team players with organizational talents and be willing to use technology and improve processes.

I would encourage new lawyers to learn legal project management and stay abreast of technology that can assist them in becoming more efficient in what they do. They should also develop their communications skills: verbal, written and digital. The first two don't require much explanation, but they should also be fluent in all programs in Outlook, especially Word, Excel and PowerPoint and they should also know how to use Adobe.

The legal landscape will change more in the next 10 years than in the previous 50. Create a career plan and goals for yourself (in writing because that makes it more concrete) and create milestones that you must achieve along the way. Don't count on finding mentors to plan your career for you. In any event, good mentors gravitate more to those who are goal-oriented and show that they can take ownership of projects and achieve their goals.

Network with as many prospective clients as possible. At law school, don't just hang around with other law students. Meet business, computer science and engineering students, and others who show potential to become successful, and keep up with them when they enter the workforce. These people will be a 10-15 year investment in your future client base.

Follow the legal business press to stay abreast in what is happening in the legal business. Don't just look at the Canadian legal business press. Most innovation in the business of law occurs first in the U.K. or the U.S. Canada tends to lag five years behind, so if you want to see where the business of law is heading, just look south and across the pond. You may also consider practising in the U.S. or the U.K. The largest common law legal centres are London, New York, Washington and Hong Kong. Canadians who go there perform well as lawyers, but are at a disadvantage in becoming partners because they have fewer contacts who might become clients down the road. So, it is best if you go early in your careers, make a good im-

pression, and when you return to Canada you will have great contacts in a major legal centre who may send you referral work. ●



PASCALE PAGEAU



**Founder and President,
Delegatus**

“Build strong legal skills, ask questions
and find answers.”

At Delegatus, we provide legal services to corporate clients and business people. We provide our services only through talented and efficient lawyers with more than five years of practice (our lawyers have an average of 15 years of practice), which they acquired at major law firms and/or in-house with prominent companies. Most of them also have experience as in-house counsel.

We can truly adapt to our clients' needs. We work from our offices, their offices or anywhere in between. Acting as their "ghost lawyers" or physically joining their team, we can support their overflow, a specific need for a transaction or replace someone on maternity leave.

We have cut all unnecessary expenses to maintain highly competitive rates with no compromise on quality. We have a cozy office in Old-Montreal, but we've stayed away from marble floors and well-furnished corner offices for our lawyers.

Being able to offer excellent legal skills and client service is our first qualification for new team members. We also want them to be entrepreneurs, practical and solution-oriented so that they can partner with our clients and bring value. Lastly, we want to team up with down-to-earth people and stay away from large egos. We have a collaborative/flat organizational culture where everyone is considered for their talent rather than their position in the corporate ladder.

How should tomorrow's lawyers equip themselves? Curiosity, practicality, modesty, empathy and a good business sense are what is needed. We are professionals with the capacity to serve the needs of clients and should always keep that in mind.

Work with your client in mind: What would she or he say if they were looking over your shoulder while you are working on their file? Develop your network, not only with colleagues but outside the legal world. Keep yourself informed about politics — local and international — as well as business, technology and the environment. Looking outside the box — for example, by being curious about other professionals' industries and challenges — is another way to develop new ideas. Or just be a little more critical of the status quo: If you feel that there is a better way to do your work, then there probably is. ●



PETER CARAYIANNIS



**President and Founder,
Conduit Law Professional Corporation**

“Your greatest strengths are youth, energy, adaptability and a willingness to learn – use these strengths to create a competitive advantage for yourself and to add value to first to your clients, then your colleagues and finally to your firm, in that order.”

Conduit Law is a business law firm. What is different is our service model, our fee structure and our client focus.

First, we are a B2B firm and do not dabble in any B2C work. By understanding what we will do, and more importantly, what we won't do, we can direct our energies to servicing the business clients, who appreciate the direct, hands-on, service and cost certainty associated with fixed fees.

About 60% of our engagements are embedded counsel. This puts our lawyers directly with the clients, and allows our lawyers to understand not only the legal issues at play, but the business issues and risk tolerances of our clients.

By embedding counsel, we have drastically reduced our need for fixed cost overhead. We pass these savings on to our clients. However, what clients really appreciate is our willingness to work on a fixed fee, thereby providing clients with budget certainty.

We like to describe our lawyers as being "batteries included", which is another way of saying our lawyers consistently bring a can-do attitude to the job. We have adopted a customer service maxim from Disney. All Disney staff is taught to internalize the idea that "it's not my fault, but it is my problem", and this maxim, when put into action, empowers our lawyers to help solve the problems presented by our clients.

More generally, we look for lawyers with T-shaped skill sets. We like to see a broad set of skills across several different business disciplines, which assists in issue-spotting and being generally in tune with client needs. The lawyer should also be deep in at least one discipline. Highly specialized lawyers with narrow skill sets in esoteric areas of the law don't fit well with the Conduit Law business model.

In terms of skills needed by new lawyers: understand how to use technology for maximum benefit for your business and your client. You need to know more than how to send emails.

Be adaptable. For generations, lawyers could expect to have a full career within a specific discipline. This is

not likely to be the case anymore. Young lawyers need to be open to immediate opportunities and have an eye for "what's next", because there will certainly be a "what's next".

Marketing and business development skills are a necessity. Young lawyers need to understand how to market themselves, their firms, their abilities and to build brands. Brand-building is critical because competition is fierce and only the strongest brands will be able to survive. Nobody told me or my peers this when we were students and young associates, and my interactions with current students suggests that law schools are not emphasizing this critically important detail. ●



ROB MILLER



**Co-Founder,
Miller Titerle + Company LLP**

“Don’t try to change the profession yourself right out of the gate; learn your craft in a firm that you feel aligns with your values and is doing the right things to evolve into the type of firm that will succeed in the future.”

We are business lawyers. Where we innovate is the delivery of the product and how we interact with clients and colleagues.

In terms of delivery of product, we strive to commoditize and automate what we can and knit our products into our clients' DNA, for example by integrating ourselves into our clients' project and management teams in a way that is not cost-prohibitive. We also try to involve our clients in file management, for example by using project management tools to allow clients to collaborate with us on project management.

We have two core beliefs: first, we are accountable for our client's assessment of the value of our work; and second, relationships and shared beliefs are paramount.

We understand it's not all about the billable hour or any alternative billing structures — it's about working with clients up front to understand how they value legal work, what their budgets are, and crafting a retainer that speaks to these issues. It's also about guaranteeing that our clients will feel we delivered value.

We empower our team to turn away clients whose projects don't excite us. If we're going to be happy working long hours to help you get something done, we need to get some personal satisfaction out of the project.

The attributes of the next five people we will hire, retain, or collaborate with? They will have the imagination to tell us how to shake the foundations of traditional law, and the chops to implement our innovation aspirations. They will have the technical skills to handle sophisticated matters, and the communications skills to express sophisticated ideas in plain and digestible language. They will have the strength to hold to their core personal beliefs, and the diplomacy to make those beliefs work harmoniously with those of others in the broader MT+-Co ecosystem. They will have the gravitas to be taken seriously in a hard-hitting negotiation on Friday morning, and the humility to not take themselves seriously at the pub on Friday afternoon.

New lawyers should:

- Achieve technical excellence. You can be as innovative as you want, but you won't survive in the future of law if you aren't capable of delivering a quality product that meets your client's needs.
- Build your networks. Legal work is more mobile than ever, and in-house counsel isn't married to big firms. Start building your networks so that when your contacts go looking for legal services, you're top of mind.
- Master technology. If you understand how to use a handful of legal products that can really drive efficiency or quality, your firm and your clients will love you.
- Be passionate. The leaders of tomorrow will need a killer work ethic. Working hard is painful if you aren't fully invested in what you do, but if you're passionate about your clients and your business, working hard doesn't feel like work at all.
- Execute. Everyone has ideas. Tomorrow's success stories will be written by those who actually implement those ideas, and nothing catches a client's or managing partner's eye like a person who gets things done.

Look for mentors in the business world. Innovation is a hot topic for lawyers worried about the future of our profession, but almost every other industry has faced competition from disruptors for quite some time. All of those lessons can be applied to the business of law, so strive to learn as many of them from others the easy way, as opposed to learning them yourself the hard way. ●



SAMUEL WITHERSPOON

●
Founder and CEO,
Miralaw Inc

“Learn to program.”

At Miralaw Inc. we are building a comprehensive legal analytics platform that empowers lawyers and their clients throughout their legal workflow. We support every step of the process, from intelligent document review to litigation analysis. Our goal is to help all members of the legal marketplace effectively control costs while maximizing the value of their legal spend.

Our ideal hire is a lawyer who is thinking about what legal practice will look like in the next 10 years and is trying to contribute to that vision. To execute on that vision, a degree of software development experience would be helpful. Most importantly, we value creativity, whether it is artistic, technical or legal. We are also constantly collaborating and retaining lawyers for a variety of things. From a traditional legal practice standpoint we hire lawyers to review investment terms and manage negotiations on our behalf. When choosing lawyers in this camp we are looking for best value for money. Value in our mind is a combination of experience and willingness to run a modern practice and collaborate using modern tools.

Everyone should know how to program. We are interested in people who have experience building things with technology, whether it is software or hardware. We are also interested in lawyers who have experience with selling and/or marketing to law firms. Quantifiable sales or marketing metrics are our core hiring criteria for those positions.

We enjoy working with like-minded individuals. Even if you lack technical expertise, sales experience or marketing savvy, we firmly believe that intelligent people with strong critical thinking skills can rapidly develop any of those skills. Graduating from law school demonstrates that you have strong critical thinking skills and are an intelligent person.

Using Twitter effectively is a great resource. Follow thought leaders in the legal space, whether it is Jordan Furlong (@jordan_law21), Colin Lachance (@ColinLachance), Jason Moyses (@jasonmoyses), Aron Solomon (@aronsolomon) or Richard Susskind (@richardsusskind). Those five are a great starting point as they will inevitably lead you to other thought leaders that fit within your area of interest.

Keeping an eye on what the trends are by watching a select group of thought leaders on Twitter is an easy way to keep on top of developments with a very low time cost — let others do the work for you.

If you haven't discovered it already, there are a HUGE number of online tutorials for learning to program. Ruby and Python are two great languages for people to learn to program with.

Finally, at our office we use Massive Open Online Courses to learn everything from probabilistic modelling to new data science techniques. You can take a class from MIT or Stanford for free! ●



SHANNON SALTER

●
**Chair,
Civil Resolution Tribunal**

“Fortune favours the bold, so go after the work or volunteer position that’s a little out of reach. Life will be more interesting and it may lead somewhere great.”

We are building Canada's first online tribunal, the Civil Resolution Tribunal. It will help people resolve everyday civil justice problems where, when, and how they choose, without having to go to court or even leave home. This innovative new part of the justice system will use online dispute resolution to empower and support people to resolve their disputes affordably, using adjudication as a last resort. The Tribunal will use technology to bring alternative dispute resolution to the public, including those without the ability to otherwise access the civil justice system.

A key principle of the Civil Resolution Tribunal is continuous improvement. We are always focussed on how we can better serve the public. For this reason, we need people who are open-minded, solution-oriented, collaborative, and focussed on the public interest, regardless of whether they are tribunal members, facilitators or technology professionals. Our goal is to increase access to justice, and we need people who can think creatively about how to make the legal process simple and understandable.

The legal profession is changing, increasingly requiring skills that aren't emphasized in law school. For example, many new law jobs, including positions at the Tribunal, require lawyers who can solve problems collaboratively, work effectively in an interdisciplinary team, make strategic business decisions, communicate legal concepts clearly and simply, and manage complex projects. Some of these skills can be acquired by volunteering at legal advice clinics, serving on non-profit boards, or taking on workplace projects outside the traditional private practice model. Other hard skills, such as financial and statistical literacy, have also become crucial to successful legal research, analysis and strategy. Young lawyers who can function in a data-driven environment will have more opportunities to meaningfully contribute.

Despite the focus on technology, people are still the most important resource in your career. Find someone whose career you admire and invite them for coffee. Ask thoughtful questions about their priorities, professional choices, and the advantages and disadvantages of work in their field. Bring a résumé and be prepared to answer questions about your own experience and interests. Fol-

low up with a thank-you note and keep in touch. While it can be intimidating to reach out to someone you don't know well, there are benefits in terms of insight, mentorship and even future work opportunities. I really enjoy meeting with law students and new lawyers, and it gives me a chance to pay forward the incredible mentorship I've benefitted from. ●



SHELBY AUSTIN



**Partner in Legal Practice Solutions,
Deloitte Canada**

“Find a job and make it one you love. Be open to the fact that it may not look like the ideal job at the outset, but if you get up excited to go to work and are engaged at work, you are likely in a good spot.”

In my role at Deloitte's, I am in the business of helping consumers of legal services save money. I do this by staffing and managing teams of professionals to assist on large projects in the legal sphere, such as document review and contract review, and also by consulting with in-house legal departments on maximizing cost efficiency.

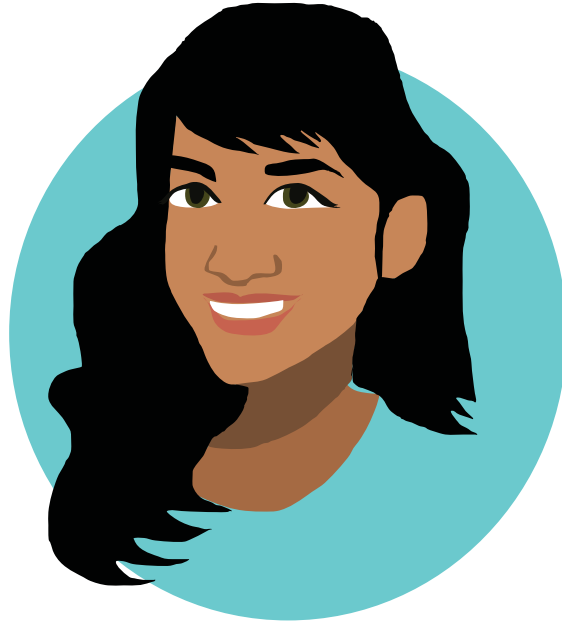
We innovate by harnessing new processes and technology. While this might sound cheeky, I haven't met a single client who is not interested in managing his or her legal spend!

I try to work only with individuals who are smart and eager to learn. I believe that the rest can be taught – which is something I learned from a mentor of mine, Jay Swartz.

I think that a broad range of life experience is what I am looking for. I want my team to demonstrate technical excellence combined with soft skills, such as the ability to communicate effectively with a broad range of stakeholders.

In terms of specific additional learning and growth, I think courses to obtain an understanding of business and technology are a huge asset.

If law students or young lawyers need more guidance, I would refer them to their peers. I think that staying connected with others who work in different parts of the legal sector is the best way to figure out what sounds interesting, and what doesn't! ●



SUPRIYA TANDAN



**Vice President,
Nimonik**

“Be able to communicate
the fundamentals and
your passion for law
to those outside
your profession.”

We build Web and mobile tools for businesses to comply with environmental, health and safety legislation in 65 countries. Nimonik's innovation comes from our integration of accessible content and cutting-edge technology. Our technology automates a number of tasks traditionally done manually by law librarians or lawyers, allowing us to pass along cost savings to our clients. We also leverage great design to help reduce the risk of error and oversight in large organizations when traditional methods are being used to ensure regulatory compliance. Ultimately, our technology and content allow companies to reduce their risk and protect the public interest.

Here's what I would ask of new team members:

Be curious. We intersect with environment, occupational health and safety science and technology on a daily basis. Our employees must have an openness to move outside traditional disciplinary boundaries to see how different knowledge spheres interact.

Be passionate. We need our team to be driven to find their niche and help the company to grow and succeed.

Be caring. Our employees must have a desire to improve the management practices of companies around the world, help them become greener, increase worker safety and reduce risk of quality issues.

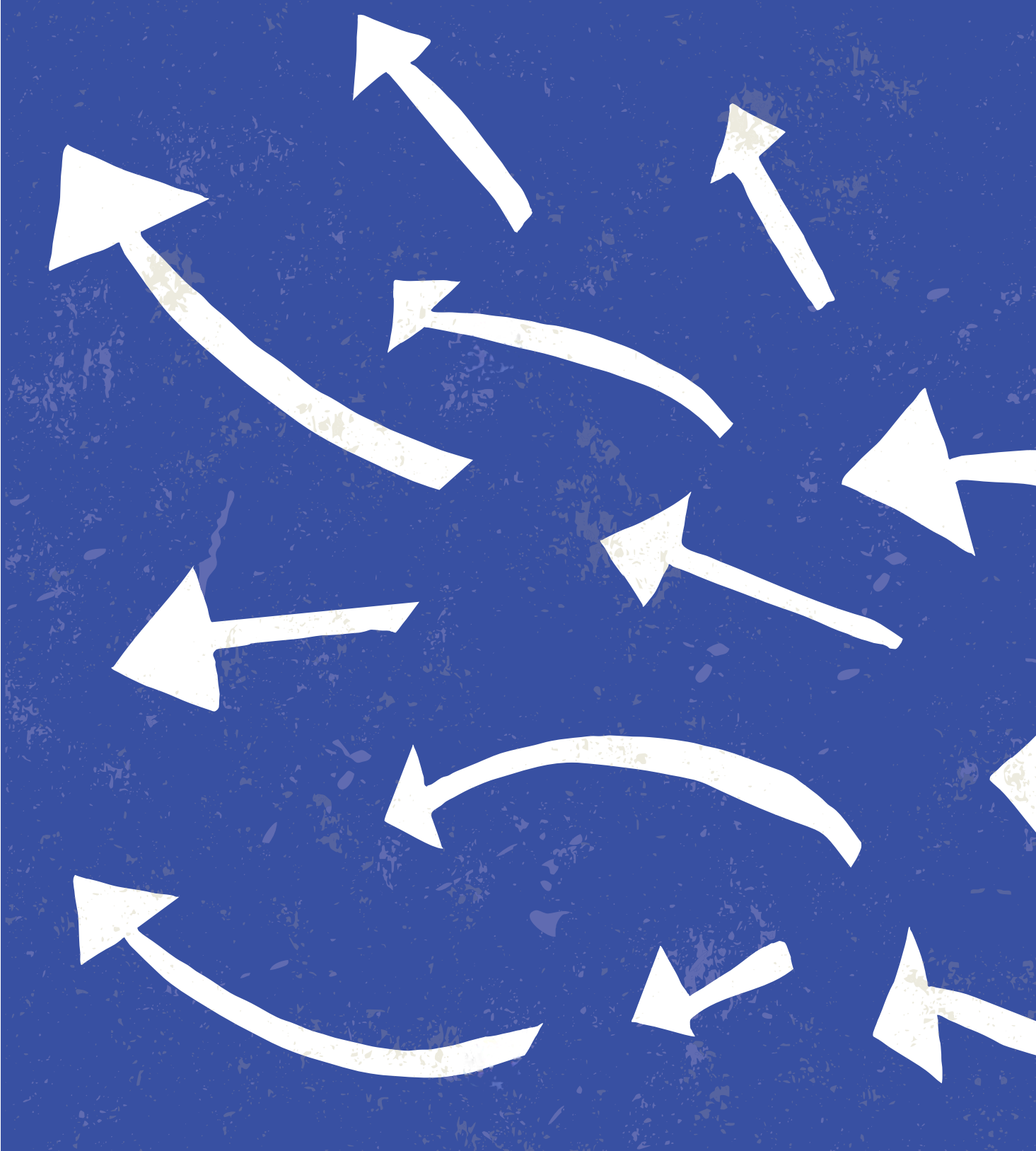
Be tech-savvy. Working in a tech-based company means that we are inundated by programming languages, databases, spreadsheets and matrices. Our employees need to have, at the least, a familiarity and faculty with these concepts.

Be a team player. Nimonik aspires to be a flat organization. Everyone is welcome to participate in our decisions, priorities and projects, there are no silos of knowledge and there is no place for big egos.

I would also advise prospective lawyers to get out of law school. By that I mean, physically visit and talk to students from other departments. Understand how other people interact with the law. Law, as I've learned, is its own language, a language that not many people have the privilege of learning. Understanding different perceptions of law will help you identify opportunities for your own legal career.

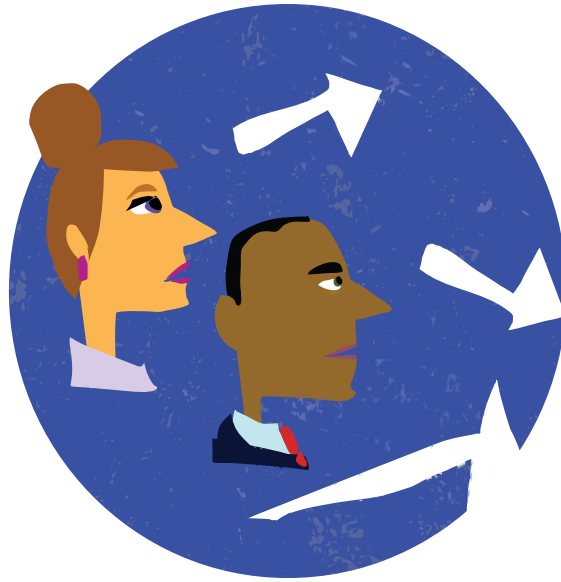
For more guidance, expand your network and find a mentor. The number one resource you have when you're looking for a job is the people you know. Hiring is a time-consuming process that takes me away from my main responsibilities. If I know someone who can vouch for you, I will take a second look.

The biggest resource I had on my path was a mentor — someone who believed in my abilities, and guided and supported me. A great mentor is a valuable source of wisdom and support for any young professional. This is especially true for women and/or minorities. It can be difficult to see the invisible barriers in front of us. A mentor can help you break through to the other side. ●



NEWLAW 2015: 109 NEW WAYS TO DO LAW





Just what is “NewLaw”? There are numerous definitions available, but for our purposes, we use the term to describe any model, process, or tool that represents a significantly different approach to the creation or provision of legal services than what the legal profession traditionally has employed. This encompasses innovative law firms, new legal service providers, and legal technology startups of all kinds.

In this section, you’ll find 109 examples of NewLaw, broken down into two general headings and six sub-categories, as described in their own words, which cover the gamut of innovation in legal services. This list is necessarily a snapshot dated 2016; keep an eye on the companies and services of greatest interest to you, and watch for new entries into this dynamic marketplace.

1. ALIGNING HUMAN TALENT WITH LEGAL TASKS

A. NEW-MODEL LAW FIRMS

Cabinet Coll (France) - “All of Coll’s five offices cooperate in a triage system which directs new clients to the most appropriate of their fixed-price services.”

Cloudigy Law - “A cloud-based intellectual property & technology law firm.” (US)

Co-Op Legal Services - “Our legal team provides confidential help, exactly the level of advice and support you need, with fixed-fee pricing for most services.” (UK)

Éloquence Avocats (France) - “Éloquence’s secure online system allows clients to log on, track progress on their case and even share documents electronically with their lawyer.”

Gunner Cooke - “A boutique corporate law firm with one, clear vision: to challenge, improve and evolve the way legal services are provided.” (UK)

Genus Law - “Established by business leaders and owners who know what they want from a law firm but couldn’t find it commercially available, we offer something different.” (UK)

HiveLegal - “Law firm which improves the experience for our clients, our team and our network.” (Australia)

Hunoval Law - “A premier law firm for default servicing clients. Our dynamic leadership leverages cutting-edge proprietary technologies and Six Sigma process analysis.” (US)

Jacoby & Meyers - “It’s our goal to make the legal system more accessible and more affordable for everyone, and we’ll evaluate your case or legal matter for free.” (US)

Justice Cafe - “We are striving to bridge the justice gap by dishing up affordable legal help in our communities.” (US)

Keystone Law - “A dispersed business model, with senior solicitors working from satellite offices, supported by a central London office.” (UK)

LegalForce - “A modern progressive law firm based in Silicon Valley with over 23,000 clients worldwide.” (US)

M+K - “A growing firm of commercial lawyers and industry advocates, devoted to the needs of businesses and asset owners in the mid-market.” (Australia)

Marque Lawyers - “We started our firm with the desire to practise law in a new and better manner, and in particular to do away with the business of charging for legal services on the basis of the time spent doing it.” (Australia)

Nest Legal: “Online after-hours lawyers for busy Victorians.... We offer fixed-fee services in estates, conveyancing and unbundled coaching for self-represented litigants.” (Australia)

Pod Legal - “An innovative law firm offering expertise in intellectual property, technology law and social media law. We provide fixed fee quotes and we stick to them ... no matter what.” (Australia)

Potomac Law - “We are able to offer clients exactly what they are seeking: sophisticated legal advice from knowledgeable attorneys at attractive rates.” (US)

Quality Solicitors - “A group of modern, progressive law firms spread across the UK, each one chosen because their clients tell us that they deliver great customer service.” (UK)

Riverview Law - “We deliver fixed-fee legal advice for businesses of all sizes. We are changing the way businesses use, measure and buy legal services.” (UK)

Salvos Legal - “We provide quality commercial and property law advice on a paid basis. However, all of our fees fund our ‘legal aid’ sister firm. Both are wholly owned by The Salvation Army.” (Australia)

Seyfarth Shaw - “A distinctive client service model that provides a different way of thinking about and delivering legal services.” (US)

Slater & Gordon - “A leading consumer law firm in Australia with a growing presence in the UK consumer

law market. We employ 1,200 people in 70 locations across Australia and 1,300 people in 18 locations in the UK." (Australia)

Smithline PC – "Law firm focusing exclusively on technology transactions, product legal review and open source advising. We provide our services for a fixed monthly subscription fee." (US)

Summit Law Group – "Summit Law Group rejected the traditional law firm model and started from scratch to design a modern law firm founded on a single principle: customer service." (US)

Valorem Law Group – "We are acknowledged national thought leaders on the use of alternative fees in litigation. With offices in Chicago and Silicon Valley, we have been litigating cases successfully since 2008 under the model we designed." (US)

VLP Law Group – "We provide sophisticated legal advice in a wide range of practice areas, but our overhead is low, our staffing lean, our fees flexible and value-driven." (US)

Winn Solicitors – "We are national road traffic accident specialists. With Winns, you have no excess to pay." (UK)

B. PROJECT/FLEX/DISPERSED LEGAL TALENT PROVIDERS

Advent Balance – "A firm that combines the expertise of outside counsel with the best qualities of a sophisticated in-house team." (Australia)

Avokka Virtual GC – "Virtual counsel. Real results. Shift your thinking about legal counsel. Change the way you do business." (Canada)

Axiom – "A 1,000-person firm, serving nearly half the F100 through 12 offices and 4 centers of excellence globally." (US)

Bespoke Law – "A network of experienced lawyers who are available to provide clients with tailored support without watching the clock." (Australia)

Cognition – "A team of highly experienced and skilled lawyers offering first-class business legal counsel either

on-site or off-site, on a flexible, as-needed basis." (Canada)

Conduit – "We pride ourselves on providing knowledgeable and effective legal counsel to address your needs as they emerge within your business." (Canada)

Custom Counsel – "We are a nationwide collective of over 100 experienced attorneys who provide project-based legal services to other attorneys." (US)

Daily General Counsel – "We come to your place of business for a full day and help you to solve your most pressing legal-related business problems." (US)

Delegatus – "We have reinvented the law firm business model for you." (Canada)

Eversheds Agile – "We meet a demand by clients for temporary, high-quality legal professionals that provide peace of mind and a link to an international law firm." (UK)

FLEX By Fenwick – "FLEX is the only consulting service created by an AmLaw 200 firm that provides custom solutions for interim in-house legal needs." (US)

Fondia – "A strategy that breaks with traditional law firm culture to transform the experience of clients and staff." (Finland)

Halebury Law – "Your external in-house lawyers – offering clients senior ex-in-house lawyers on a flexible basis." (UK)

Intermix Legal – "Experienced freelance attorneys providing project-based legal support services to law firms & solo practitioners." (US)

LawDingo – "We seamlessly integrate live support; matching, communication and payment technologies; and a network of thousands of licensed attorneys, to provide a reliable and hassle-free experience for hiring a lawyer." (US)

Lawyers On Demand – "You can flex the size and capability of your team just when you need to." (UK) (See also Eversheds Agile, Peerpoint, The People Pool and Vario)

Legal Hero – "Experienced attorneys for your business at clear, upfront prices." (US)

Paragon – “We provide embedded attorneys on a project basis to assist with overflow work, hiring gaps, interim backfills and special projects.” (US)

Plexus – “We have unshackled talented lawyers from grey suits, high overheads, billable hours and the costly partnership structure – along with many other anachronisms.” (Australia)

Project Counsel – “We post European, Asia-Pacific and Persian Gulf-based document review, paralegal, forensics, litigation support, project management, compliance, law firm associate, and general counsel positions.” (Belgium)

Proximity – “A leading provider of onsite legal, procurement and work health and safety services to the government sector.” (Australia)

VistaLaw – “A global team of former in-house attorneys with broad experience in providing legal support and advice to international companies.” (UK)

C. MANAGED LEGAL SUPPORT SERVICES

Elevate Legal Services – “A global legal service provider helping law firms and corporate legal departments operate more effectively.” (US)

LeClair Ryan – “We provide a wide range of support services and incorporate best-in-class technology and quality control processes which will be uniquely inte-

grated into the law firm’s litigation and transactional practice areas.” (US)

Novus Law – “We provide legal document management, review and analysis services for lawyers that are measurably more accurate, faster and less expensive.” (US)

Obelisk Legal Support – “We provide flexible, affordable and quality support for in-house legal teams and law firms.” (UK)

Legal OnRamp Bridge to Practice – “We engage junior attorneys to work on complex multinational transactions and provide extensive training in process, technology and contract law.” (US)

Pangea3 – “The global leader in legal outsourcing. Our LPO provides comprehensive legal services to corporate lawyers and law firms.” (US)

Radiant Law – “Outsourcing, IT, commercial contracts from negotiations to disputes. We bring together legal judgement, process and technology.” (UK)

United Lex – “The global leader in legal services outsourcing, provides litigation, contracts and IP services to corporations and law firms.” (US)

United Lex Residency Program - “Recent law graduates will learn to use cutting-edge legal technologies and processes to provide high-quality and efficient legal services to corporate legal departments and top law firms.” (US)

2. APPLYING TECHNOLOGY TO THE PERFORMANCE OF LEGAL TASKS

A. TOOLS TO HELP LAWYERS DO LEGAL WORK DIFFERENTLY

AAA ClauseBuilder – “Designed to assist individuals and organizations develop clear and effective arbitration and mediation agreements.” (US)

AgileLaw – “Make your depositions more productive, proficient, and powerful with our easy-to-use, web-based, paperless deposition solution.” (US)

BrightLeaf – “A technology-driven service that automates the entire process of abstracting information from all your contracts for upload to your CMS or for use with our abstraction analysis tool.” (US)

CaseText – “Judicial opinions and statutes are annotated with analysis by prominent law professors and attorneys at leading firms, giving you unique insight. And everything is 100% free.” (US)

Cyberjustice Laboratory / Laboratoire de cyberjustice (Canada) - The Cyberjustice Laboratory is a hub for thought and creativity that develops technological tools to improve the justice system.

DealStage - “Enables attorneys and transactional professionals to better manage the deal process lifecycle from drafting to closing.” (US)

DocketAlarm - “Docket Alarm can predict a case’s outcome by finding all similar cases and averaging their litigation outcomes together.” (US)

ClearAccess IP - “Serving the patent marketplace by lowering transactions and streamlining data management at the prosecution level.” (US)

Kira Systems - “Technology-enhanced contract review: faster and more accurate.” (Canada)

eBrevia - “eBrevia automates the contract review process by using machine learning technology.” (US)

Fastcase - “Fastcase is the leading next-generation legal research service that puts a comprehensive national law library and smarter and more powerful searching, sorting, and visualization tools at your fingertips.” (US)

FiscalNote - “Prophecy uses data, coupled with machine learning, to determine legislator sentiment and forecast policy outcomes with over 94% accuracy.” (US)

Judicata - “Mapping the legal genome to help you better understand the law.” (US)

Jurify - “We harness the collective genius of legal titans to deliver a complete set of resources on legal topics in one quick search.” (US)

KM Standards - “Our patented software allows you to build model forms from your own agreements, audit entire contract sets, and quickly review incoming contracts.” (US)

Lawyer Metrics - “We help legal service organizations use data to make better decisions.” (US)

Legal Systematics - “We deliver automated document drafting programs and other advanced knowledge tools for making legal work more efficient.” (US)

Lex Machina - “We provide legal analytics to com-

panies and law firms, enabling them to craft successful strategies, win cases, and close business.” (US)

Little CaseSmart - “A case management solution that combines a Littler-developed proprietary technology platform with rigorous quality assurance measures.” (US)

Mootus - “We help law students and lawyers build skills, reputation and knowledge for free through open, online legal argument.” (US)

Neota Logic - “We transform expertise into answers and action.” (US)

Ravel Law - “Data-driven legal research and analytics.” (US)

ROSS - “ROSS is a digital legal expert that helps you power through your legal research.” (Canada)

Sky Analytics - “Helps reduce legal spend, control legal costs and benchmark legal spend.” (US)

TyMetrix - “The leader in bringing advanced technologies to critical dimensions of legal transactions and analytics.” (US)

B. TOOLS TO HELP CLIENTS RESOLVE DISPUTES DIRECTLY

AirHelp - “Air passenger rights weren’t made for airlines to interpret on a whim. AirHelp’s job is to hold airlines to their financial obligations. We fight back in court, through national enforcement bodies and online.” (US)

CleanSplit - “An easy-to-use tool that allows divorcing couples to divide their property without confrontation while saving time and legal fees.” (US)

Fixed - “The easiest way to fix a parking ticket.” (US)

Modria - “The world’s leading Online Dispute Resolution platform.” (US)

Picture It Settled - “Using neural networks to examine the behaviour of negotiators in thousands of cases, we can predict what an opponent will do, thereby saving time and money while optimizing settlements.” (US)

Resolve Your Dispute - “A self-help online tool for consumers to settle disputes with a business.” (Canada)

Rechtwijzer – “Rechtwijzer 1.0 was an appropriate, trustable, legal helping hand that would assist people throughout their conflicts. [Rechtwijzer 2.0] enhances its services from diagnosing and referral into dispute-solving.” (The Netherlands)

Road Traffic Representation – “We provide you free expert advice to help you with your motor offence, from speeding fines to driving without insurance.” (UK)

WeVorce – “Divorce is more than a legal problem... You’ll come out with the necessary legal documents as well as a lifetime of tools, knowledge and agreements as you begin again.” (US)

C. TOOLS TO HELP CLIENTS CONDUCT THEIR OWN LEGAL MATTERS

A2J Author – “A software tool that delivers greater access to justice for self-represented litigants by enabling non-technical authors and website editors to build and implement user-friendly web-based interfaces for document assembly.” (US)

Bridge US – “Our online platform makes the convoluted and expensive immigration process easy and affordable.” (US)

Clearpath Immigration – “Using plain language and insider know-how, Clearpath guides individuals step-by-step through the most requested forms like US citizenship.” (US)

Clerky – “Clerky is a web application that makes it easy for startups to get legal transactions done.” (US)

Clinique Juridique Juripop (Canada) - Juripop is a Quebec legal co-operative that informs the public about legal issues and provides low-cost legal advice for those who do not qualify for legal aid.

Docracy – “The web’s only open collection of legal contracts and the best way to negotiate and sign documents online.” (US)

Epoq – “A suite of legal services that combine to make getting legal matters sorted as straightforward as possible.” (UK)

EverPlans – “We provide guides, resources and a platform to help you create a plan that contains everything your loved ones will need if something happens to you.” (US)

Fair Document – “You get all your necessary estate planning documents completed quickly, and our streamlined process of working with an attorney affords peace of mind.” (US)

Law Help Interactive – “Helps you fill out legal forms. Answer a series of questions and print your legal form. The forms are free and have been created by nonprofit legal aid programs and courts.” (US)

LawDepot – “LawDepot lets you easily customize legal documents. More than 2 million people have used LawDepot to create over 4 million legal documents and save over a billion dollars in legal fees.” (US)

LegalZoom – “LegalZoom is the nation’s leading provider of personalized, online legal solutions and legal documents for small business owners and families.” (US)

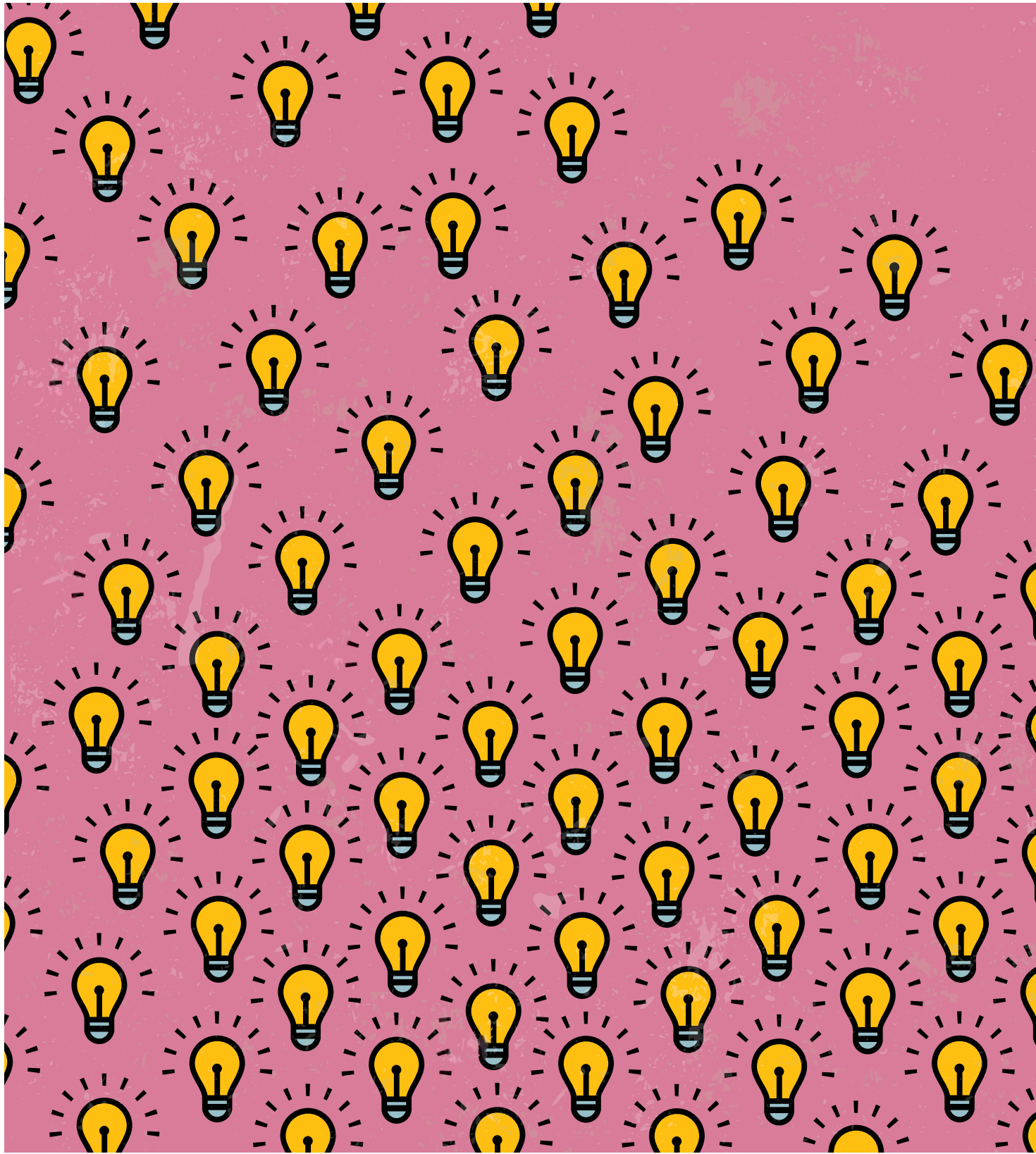
Peppercorn – “Create legal agreements, in multiple languages, in just minutes.” (Italy)

Rocket Lawyer – “We combine free legal documents and free legal information with access to affordable representation by licensed attorneys.” (US)

Shake – “We strive to combine the simplicity, convenience, and collaborative spirit of a handshake with the protection of a legal agreement.” (US)

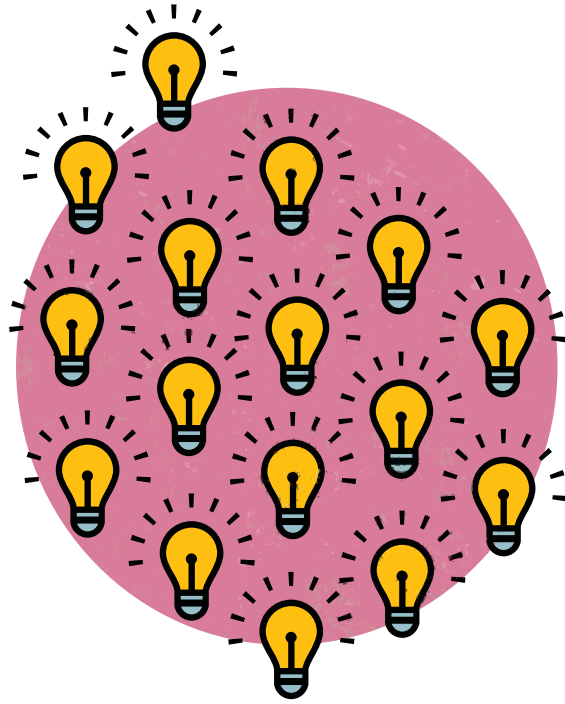
Smart Legal Forms – “Designed for US consumers and small business who want to resolve their legal problems at the lowest possible cost.” (US)

Teleborder – “Our ambition is to build a platform for every service associated with global mobility, from relocation, to tax, to corporate law.” (US)



INDEX OF INNOVATION





Still thirsty for more information about NewLaw? Here are additional resources, as suggested to us by the innovators profiled in this publication.

BOOKS

Avoiding Extinction by Mitch Kowalski - Presents a vision of the future law firm through a fictional narrative.

The Start-Up of You by Reid Hoffman and Ben Casnocha - Encourages you to take control of your career by adopting the same techniques entrepreneurs apply to running start-ups.

Never Eat Alone by Keith Ferrazi - Provides tips on how to build a strong network of business connections.

The New Lawyer by Julie MacFarlane - A fresh perspective on the practice of law.

Tomorrow's Lawyers, The Future of the Professions, and The End of Lawyers? by Richard Susskind - Any student who graduates without a full understanding of British professor Richard Susskind's writings is leaving law school at a disadvantage.

The Innovator's Dilemma by Clayton M. Christensen - A great place to start in understanding business.

Start With Why by Simon Sinek - Explores what makes great leaders great.

Evolutionary Road: A Strategic Guide to Your Law Firm's Future by Jordan Furlong - A clear depiction of what the future holds for lawyers and their firms.

BLOGS

Legal Rebels by the American Bar Association

SeytLines by Kenneth Grady of Seyfarth Shaw

The Legal Whiteboard by Indiana University School of Law professor William Henderson

OTHER CBA LEGAL FUTURES INITIATIVE RESOURCES

Futures: Transforming the Delivery of Legal Services in Canada by the Canadian Bar Association - Offers insights on the changing legal marketplace, the value that lawyers will bring to the future of legal services in

Canada and the opportunities that arise from lawyers choosing to adapt to change.

The Future of Legal Services in Canada: Trends and Issues by The Canadian Bar Association - Identifies the overarching trends and issues that the legal profession will likely face in the future marketplace.

You Can't Argue With 100 Years of Success: Navigating Beyond The Inflection Point by Bruce MacEwen - Bruce MacEwen sums up where the legal profession finds itself south of the border.

Contributing Perspective: Demographic Trends by The Canadian Bar Association - The Futures Initiative looked at the number of students admitted to law school vs available jobs

Contributing Perspective: The Clients' Perspective by The Canadian Bar Association - Individual and business clients from across Canada explain what they expect from lawyers.

Contributing Perspective: Key Trends In The Legal Marketplace by Professor Richard Susskind OBE - Professor Richard Susskind identifies sources of concern and opportunity as the CBA's Legal Futures Initiative moves from research to consultation

The Future of the Legal Profession: Report on the State of Research by The Canadian Bar Association - Change is coming, what are people saying about what needs to be done to adapt.

Innovations in Legal Services: 14 Eye-Opening Case by The Canadian Bar Association - 14 companies that haven't waited for a groundswell of opinion or approval before implementing their innovative ideas.

Voices of Change: Canadian Social Media and Other Writings on the Future of Legal Practice by Simon Fodden - Simon Fodden's study of what Canadians are saying in social media about the future of legal practice.





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