Legatics

Barriers to Legal Technology Adoption
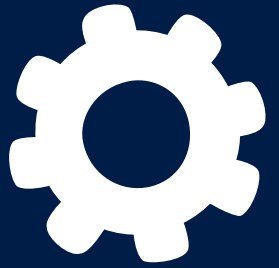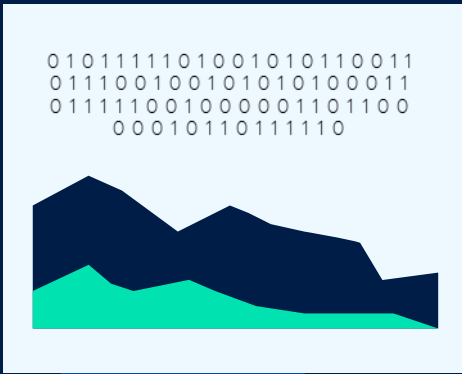
Contents

Limitations

The project is aimed to be representative of UK based transactional lawyers, primarily within banking and finance practices. Whilst participation predominately was from UK based transactional lawyers, Legatics circulated the Survey through LinkedIn and subsequently the results may include some responses from lawyers outside the UK or from different practice areas. Furthermore, workshops were attended by trainees whose experience with LegalTech may be reflective of a previous non-transactional trainee seat. Furthermore, individual participation in the project was optional meaning interviewees were more likely to value innovation given their motivation to participate in the project. Consequently, the sample may not have captured all existing negative perspectives on LegalTech. Conscious of this potential limitation, Legatics asked law firms to encourage a variety of lawyers to participate in the project, including detractors of LegalTech. Legatics were also aware of the potential for junior lawyers' candour to be impacted by more senior lawyers. To mitigate this and to maximise openness, workshops were primarily role specific, and all answers anonymised.

Overview

Legatics was awarded funding from Innovate UK, the UK's innovation agency, to collaborate with leading UK law firms, as well as academics in the field of machine learning and behavioural science for a two-year project. The purpose of the funding was to increase legal technology ("LegalTech") adoption rates in the UK legal and high-value services sectors through the use of AI microservices and behavioural change science. LegalTech is used to describe technologies that aim to support, supplement or replace traditional methods for delivering legal services. Specific areas of LegalTech are defined in Appendix 1. This research project allowed Legatics to better support law firms through the cultural changes required to adopt LegalTech.

This report is focused on the behavioural change aspect of the research project. It aims to understand perspectives about LegalTech within UK law firms, identify common barriers to the adoption of LegalTech and suggest recommendations to circumvent these barriers and drive adoption. Between August 2019 and April 2021, Legatics conducted virtual and in-person workshops with over 100 junior lawyers (trainees and associates) and held 60 one-to-one interviews with partners and senior stakeholders from 6 participating law firms: overall project partners Herbert Smith Freehills and DLA Piper, together with Pinsent Masons, Osborne Clarke, Reed Smith and Eversheds Sutherland. Participants were drawn from transactional departments, primarily within the banking & finance departments of each firm. Throughout the project Legatics applied best practice models and frameworks from the disciplines of behavioural science and organisational change management.

The report refers to a survey that was released to trainees and associates from all participating firms and to others in our wider network (the "Survey"). The Survey was answered anonymously by 133 lawyers across at least 10 leading law firms meaning a total of 200 lawyers contributed to the findings in this report. The full results of the Survey are repeated at Appendix 2. Additionally, quantitative figures have also been provided by grouping all data into themes and quantifying responses (e.g., 1 in 3 trainees and associates referred to better knowledge sharing in their response).

Executive Summary

The key pain points highlighted in the study are set out below
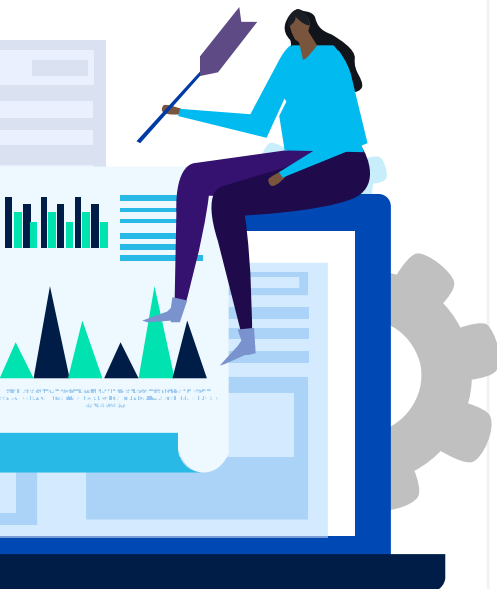
Limited prioritisation;

Lack of knowledge;

Inadequate training

Limited active role models

By implementing these changes, UK Law Firms can expect to enable and encourage lawyers to invest more time into learning about and using LegalTech.

A detailed analysis of the barriers to adoption and recommendations are detailed below and organised according to the COM-B framework and the McKinsey influence model (behavioural change frameworks used to structure the workshops and each explained in Appendix 2).

As Such, Our Key Recommendations To UK Law Firms Are:

1. Communicate the need to prioritise LegalTech in day-to-day work. Support this initiative with, incentives, best practice guidance and clear, targeted communication campaigns.

2. Develop and clearly communicate a centralised location that contains all the information regarding benefits, availability, best practice, support, accessibility and success stories of LegalTech.

3. Offer flexible training in new LegalTech, both by relying on vendors but also by developing internal training capability.

4. Engage senior stakeholders in the procurement and implementation of new LegalTech.

1. Issues identified

1.1
Understanding and conviction

1 in 4 partners interviewed referred to unclear messaging
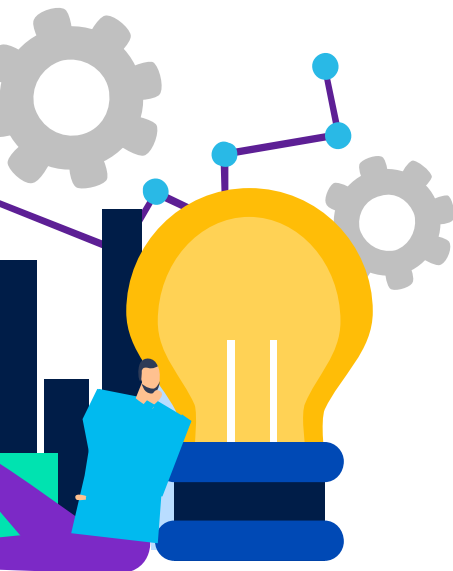
1.1.1 Valuable but not prioritised

There was an overwhelming appreciation from participants across all levels of seniority that LegalTech is crucial for the future success of a law firm. 95% of all trainees and associates in the Survey agreed with the statement 'I believe that it is important to implement and use new legal technology" and 75% of partners proactively indicated that the adoption of new LegalTech was important for the future of their firm. Respondents were able to clearly articulate, with evidence, the specific benefits of LegalTech, including efficiencies, improved client service, data analysis, consistency, time and cost savings. As one partner mentioned, "legal technology is something we absolutely have to embrace", another commented that LegalTech is "very valuable and important for our future success and competitive edge". Across all firms, numerous respondents pointed to strategic decisions their senior management had made as evidence of the value placed on innovation at their firm. Such decisions included: investment into dedicated technology teams, firmwide objectives and programmes, modernising office spaces, new hardware and software procured and in-house technology team.

Whilst the value of LegalTech was recognised, it was also clear that lawyers did not actively seek to work more innovatively in their day-to-day practice. A key reason for this was that, as argued by an overwhelming majority of respondents, "conviction was lagging". Often this lack of conviction was born from a general feeling that time devoted to learning new working methods was a lesser priority than chargeable work. One respondent noted, spending "time on learning and implementing tech rather than billable legal work will impact promotion", and commented "lawyers bill for time not ideas, so if you are going to spend time understanding technology that is effectively money down the drain". This was widely felt across the firms: 40% of trainees and associates chose "concern over loss of billable hours due to time spent on tech" as a reason to hold them back from adopting tools.

Currently, there appears to be a disconnect between the message from senior management to prioritise innovation and the prioritisation of its practical implementation. Interviews with partners further highlighted this disrupted communication: 1 in 4 partners interviewed referred to unclear messaging
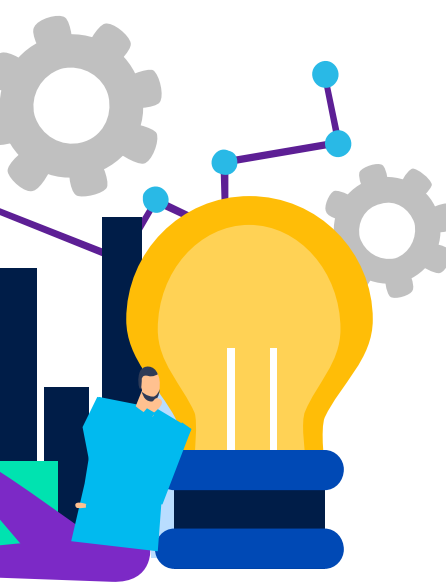
about how they were expected to practically innovate and that this held them back from adopting new tools. As one partner explained, to be successful LegalTech actively "needs to be built into people's targets and objectives".

1.1.2 Limited but growing experience

The study suggested that use of LegalTech is growing in the UK. All trainees and associates in the Survey claimed to have used at least one form of LegalTech: 60% had experienced legal research tools, 45% drafting software,36% eBilling and 36% transaction management software. It was mentioned by associates and partners that the use of LegalTech was "significantly increasing". This research project occurred between 2019 - 2021, across the period of the COVID-19 pandemic. Consequently, lawyers interviewed towards the end of the project tended to be more familiar with technology due to a necessity to adopt more LegalTech as part of the need to work remotely in response to the pandemic. Numerous respondents referred to a "culture shift" that had occurred as a result of the pandemic. As one partner mentioned "COVID-19 offered an opportunity to learn more about remote working". Similarly, an associate mentioned "it took Covid for us to get used to Teams, iManage and DocuSign".

Despite the increase in proliferation of technology, it was clear from the study that experience in using LegalTech is still limited, especially for partners. During one-to-one interviews, numerous partners referred to no experience of legal technology tools. One partner described themselves as "enthusiastic, but not a very prolific user". Some respondents were able to explain examples of the successful use of technology: a trainee commented on the "significant time saving from using contract drafting", others pointed to the "hours of time saved by using DocuSign" and the "time and resource saved by using a data extraction tool". However, these stories were limited. As one associate mentioned "I am yet to see very many concrete success stories". Instead, there was a theme that technology was still in its infancy and best practice guidance is yet to be established.

1.1.3 Lack of trust in tools

There was a frequent lack of trust in the proposed benefits of LegalTech. When asked what held them back from adopting new tools, 1 in 3 trainees and associates chose "lack of trust in the product's proposed benefits". This was felt across all levels of seniority: as one partner explained "you want to be able to easily see and touch the benefits, unfortunately I've had lots of experiences where this hasn't happened. One time I lost a newly drafted contract".

60% had experienced legal research tools, 45% drafting software,36% eBilling and 36% transaction management software.

Another partner referred to their "terrible experience" using a piece of software and that they were unlikely to retry the tool.

This lack of trust became clear when asking lawyers about the benefits and drawbacks of LegalTech. Although respondents spoke freely about the benefits of LegalTech, they also were able to provide significant drawbacks with concrete examples. Participants referred to the time wasted attending training for a tool that "no one uses" or spending time implementing a new tool that "overcomplicated" the process. Furthermore, a trainee commented on the "duplication of work" that occurred when their team used a tool internally.

1.2
Developing talent and skills

1.2.1 Lack of time

A key issue highlighted by respondents in relation to developing talent and skills, was simply how little time was available to learn new technology in an industry that is typically very time poor. As LegalTech can take "a significant amount of time to get up to speed" the lack of availability can impact usage. When asked what held them back from using new LegalTech, 50% of trainees and associates and 35% of partners chose "lack of time" as the primary reason. As one partner stated, "the idea can be great, but there is a very real fear of the time it will take you to learn and implement the tech".

Indeed, numerous participants commented that time pressure and lack of availability and familiarity meant that it was easier to carry on working in the traditional way that is "tried and tested". However there did appear to be a split in seniority - trainees appeared the most proficient with LegalTech tools as they were most frequently able to provide examples of use, so it is likely that, as well as breaking down any barriers to adoption, the use of LegalTech will organically grow over time as trainees become more senior at their firm and the time cost becomes less dramatic.

1.2.2 Lack of knowledge

One consequence of the limited time and experience with LegalTech means that respondents frequently referred to a lack of knowledge around tools. This was especially prevalent within junior lawyers: 50% of trainees and associates chose "lack of awareness/visibility of available tools" as holding them back from adopting new technology. As one associate mentioned "it's difficult to get help when you get stuck or the tech doesn't work.", another commented "the inability to locate legal technology is a real problem". When asked what their firm could do to support them to adopt more tools, 1 in 3 trainees and associates referred to better knowledge sharing

> " If you want something to get lost put it on the intranet.

in their response. Answers included "make me more aware of what is available", "introduce a central hub of resources", "create a single webpage where all the legal technology is listed with links to training and guides". Whilst this was felt more keenly in junior lawyers, the knowledge issue was commented on by partners too, as one partner explained "availability and ease of access" held them back from using new tools.

Firms had different strategies for communicating technology and many put resources onto the intranet, however there is a question as to the effectiveness of that strategy. During a workshop, one associate jokingly commented "if you want something to get lost put it on the intranet". Another associate from a different firm complained that "often the information about technology is in an obscure part of the intranet". Generally, the study highlighted that whilst resources around availability, access, relevancy and support do often exist, they aren't widely acknowledged and need to be both streamlined and better communicated to fee earners.

1.2.3 Ineffective training

A consistently highlighted barrier to adoption was ineffective training. The majority of respondents called for a change to the way training in new tools is offered at their firm. Requests were varied, with respondents asking for a higher volume of sessions organised on a repeating schedule as well as different and more flexible training, including training that was more easily "digestible." This perception was consistent across all levels of seniority, with multiple partners from different firms describing training as inadequate. Prioritisation and lack of time also reoccurred as specific issues related to training. As one associate explained "it's seen as a low priority compared to doing the actual job". Respondents often commented on being "too busy to attend" and multiple junior lawyers described difficulty getting approval to attend training and mentioned that "it has to be compulsory" in order to be able to attend. Inadequate and low prioritised training can directly cause the lack of knowledge and lack of trust described in points above. Indeed, a partner who described their "awful" experience with a particular tool commented that "evidently the people working on my deal didn't have the … skills" to use the tool properly.

1.3
Aligned systems and structures

> "Legal technology needs to be built into people's targets and objectives.
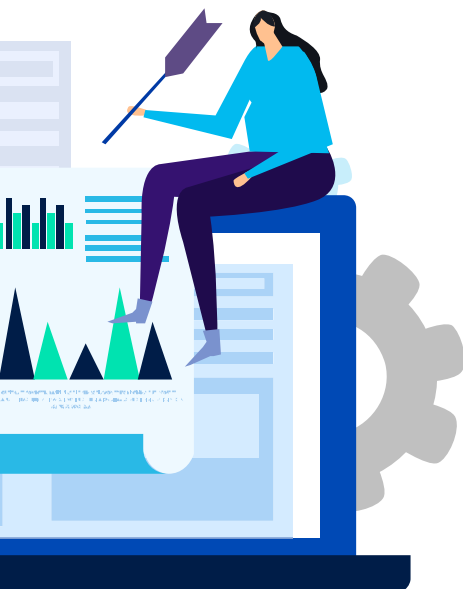
1.3.1 Limited incentives

Participants highlighted a lack of incentives to adopt new LegalTech. As one partner mentioned "the key motivation to use technology is to make the job easier, the second is to look good in performance reviews". However, given the lack of trust in LegalTech mentioned already, the motivation to use technology purely to experience the benefits is currently weak, so internal motivations like career progression become more important.

It was clear that certain firms have started introducing incentives such as "innovation hours" for lawyers to adopt new LegalTech. Nevertheless, 40% of trainees and associates chose lack of incentives to adopt LegalTech as holding them back from adopting new tools. Primarily lawyers were motivated by billable hour targets: 40% of trainees and associates chose concern over loss of billable hours as holding them back from adopting new tools. A trainee with experience of innovation hours, mentioned that "the innovation hours are there but it still needs to be encouraged by partners. As another trainee commented, there is often "no formal obligation" to use LegalTech. Partners understood this pressure commenting that "legal technology needs to be built into people's targets and objectives" and numerous lawyers requested that their firms "mandate the use of legal technology".

1.3.2 Disengaged third parties

A frequently mentioned barrier to adoption was reluctant third parties. This was especially prevalent in partners. As one partner explained, "the biggest barrier is client adoption" and certain partners pointed to concrete examples where they had suggested using new technology and their clients or counterparties refused to engage. As an example, lawyers at one firm proposed e-signing to their clients but the banks denied its use. Partners referred to security issues and a preference for legacy methods when describing reasons behind the concerns. Whilst client engagement was commented on most heavily by partners when describing barriers to LegalTech adoption, junior lawyers also understood client engagement as a barrier; associates discussed how "clients may be hesitant about whether they want to use it" and multiple trainees referred to the challenge of "reluctant third parties".
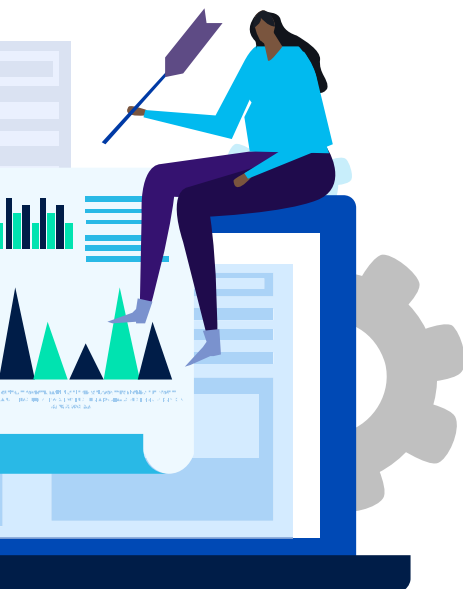
1.3.3 Perceived poor product

Workshops and interviews highlighted that certain lawyers were dissatisfied by the product offering available at their firm. LegalTech was perceived to be "unsuitable", "inadequate", "overcomplicated" "unreliable" or simply "not available". The issues highlighted fell into three broad categories: irrelevant use cases, lack of reliability and unintuitive.

1.3.3.1 Irrelevant use cases

Numerous lawyers were dissatisfied with the products available at their firm, as often they were not relevant to their day-to-day practice. As one associate mentioned, a crucial problem is "that the people who make the product often haven't talked to the people who actually do the work". Another explained their frustration over a piece of software that was designed to support lawyers to create due diligence reports but forced the user to create a report in a particular manner. They commented that "specialised software can be inflexible and not let you do your job".

1.3.3.2 Unreliable technology

Another concern around LegalTech referred to the unreliable nature of technology. Numerous respondents commented on "inaccuracies" or network issues when asked about the drawbacks of LegalTech. One partner described the c50% "error rate" that their team encountered when using a newly procured, market leading solution. It's worth noting however that, while respondents mentioned examples where technology had "glitched" or "broken", often the fear described was unfounded, or user error had caused the problem (reinforcing the issues around knowledge and training above).

1.3.3.3 Unintuitive

Multiple participants commented on a concern regarding the "complexity" of certain LegalTech tools. When describing experiences with LegalTech, one partner explained "it's not user friendly" and another commented "it's not intuitive or easy to use". This perspective was widespread: one trainee explained that LegalTech often "overcomplicates simple tasks".

> " Specialised software can be inflexible and not let you do your job.

1.4
Role modelling

> " We are good at talking about it, but we don't use it.

1.4.1 Weak role modelling

The project highlighted that law firms would benefit from increased day-to-day, active role models for using LegalTech. As described in paragraph 1.1.1, the majority of participants believed their group and senior management thought innovation was important. However, whilst there was some differentiation between law firms, often the perception was that this message was not implemented and there were few senior role models for using LegalTech. Trainees and associates did comment on "certain progressive partners" who do encourage the use of LegalTech but these were viewed as the minority - only 40% of associates and trainees agreed with the statement "senior stakeholders within the group act as role models for the use of legal technology".

There were frequent examples of the powerful impact partners can have. It can be hugely beneficial: one associate mentioned the dramatically positive impact on adoption of senior partners deciding to go "paper light" and encourage the use of iPads. But it can also be negative: a common refrain, articulated by one associate was of "multiple instances where I have been aware of good technology, but the partners have been unwilling to try it out".

When asked what their firm could do more to support the adoption of new LegalTech, associates and trainees proactively referred to increased partner support. Answers included "engage partners", "more buy-in from the senior level" and "better partner acceptance". As one associate commented "we have team calls every day, but we are never asked to use LegalTech". Partners tended to comment more positively on role modelling of LegalTech at their firm. One partner mentioned that there is "lots of talk about LegalTech at a senior level" another commented "we do role modelling of new technology well". However, partners too recognised that this role modelling involved lots of talking rather than doing and "day-to-day role modelling could be improved". As one partner explained, "we are good at talking about it, but we don't use it".

2. Recommendations

2.1
Understanding and conviction

2.1.1 Create and communicate a digital agenda

Law firms in the project are clearly doing well at communicating that "innovation" is important. However, often this message does not feel applicable in lawyers' day-to-day work. As one associate explained "my firm is very good at marketing LegalTech and saying they think it's really important, but this doesn't filter down to the soldiers on the ground". If law firms want their lawyers to prioritise innovation they should develop a digital strategy that is clearly and repeatedly communicated to the firm. However, this strategy must be supported with practical initiatives to enable successful execution. Some possible suggestions are set out below.

Clear, targeted, and prominent communications would help to alert lawyers of what tools are available, but these communications must be benefit-led, with specific use cases and the corresponding benefits clearly laid out. These communications should occur prior to providing access to the product. This should ensure that technology is correctly used, appears valuable and has credibility.

Successful case studies should be widely publicised by senior stakeholders and partners to show people the benefits of using LegalTech. Senior employees championing LegalTech is a powerful way to overcome distrust and fear in using a product.

Partners should encourage lawyers to prioritise learning and support them to find or make time. Law firms must also clearly communicate that time spent learning new working methods is valuable, for example by making training mandatory or incentivising the use of technology by including it in lawyers' targets and objectives (more detail in 2.3.1 below).

Invest in hiring a dedicated innovation team, responsible for procuring suitable products, developing best practice and proactively encouraging and supporting lawyers to adopt suitable technology.

Organize small group sessions between advocates and detractors to provide for exchanges of views and hopefully an eventual understanding of the utility of the software.

2.2
Developing talent and skills

2.2.1 Communicate clearly

The study highlighted a confusion around availability, relevancy, best practice, access and benefits around the firms' current LegalTech offerings. Law firms should ensure that existing suite of LegalTech is clearly signposted in a centralised online location and easily accessible. As is covered in the recommendations above, communications should detail the following:

- available suite of technology at the firm
- benefits
- success stories
- example use cases
- access information
- support
- infirm case studies

This will enable lawyers to feel more equipped in understanding the available tools and empower lawyers to know where to find information. One possible suggestion is a technology specific application that is preloaded onto employee work devices and contains all the information regarding technology. However, firms must ensure that they market the resource widely and repeatedly to ensure that all employees are aware of its existence.

2.2.2 Upskill appropriately

Across all firms, most lawyers requested more flexible and "digestible" training. We suggest the initiatives below and recommend that law firms approach their vendors to ascertain how much support can be provided with videos and training.

When a new tool is implemented, develop a coordinated and aligned training schedule which is mandated, focused on initial users, easily accessible and practical. Communicate to partners that they must actively encourage their teams to attend.

Supplement the in-depth training with shorter "demo" sessions for senior lawyers and partners. Schedule these during pre-existing meetings to ensure maximum attendance and minimum disruption for senior stakeholders. This way, partners and senior lawyers will be aware of the technology, alive to its benefits but won't be required to join a longer training session.

Build internal knowledge, or create a support network or drop-in session, where ad hoc queries can be asked by new users.

Ensure that training sessions are supplemented with physical videos, case studies, guides and support.

2.3
# Aligned systems and skills

2.3.1 Correctly incentivise

Workshops and interviews revealed that most lawyers do not feel incentivised to explore and adopt new LegalTech. Some possible suggestions to encourage use are set out below.

- As is already in place with many firms, provide dedicated "innovation hours". These would count towards billable hour targets and would allow lawyers to view time spent learning new skills as beneficial.

- Where appropriate, mandate the use of certain tools on particular legal processes. In these cases, users should be obliged to attend training and educated on the firm's best practice in adopting these tools.

- Introduce innovation awards for specific users, deal teams and practice groups for their use of LegalTech.

- Both routinely and organically, encourage partners to praise team members publicly for innovative behaviour, including the use of new LegalTech. Encourage innovative use of technology to be a frequent topic in practice group meetings.

- Build innovation targets into appraisals and ensure that innovation hours and other initiatives are included as part of the appraisal process.

2.3.2 Engage third parties

The study highlighted that reluctant third parties (including clients, law firm counterparties and other transaction participants) is a barrier for LegalTech adoption. This is a key area, and some suggestions for increased engagement are set out below.

- When pitching new tools to third parties, highlight the holistic benefits of new tools including service delivery, higher quality and overall improved experience rather than just pure efficiency savings, to reflect the full scale of improved service that the firm will provide.

- Proactively reach out to regular third parties ahead of deals to explain the technology, its benefits and security issues to resolve any questions ahead of a deal.

- Ensure you have identifiable and easily accessible client-specific resources.

- Where appropriate, involve vendors in client discussions. Vendors will often be happy to demonstrate their product on behalf of customers or speak to their own security measures/or experiences with other clients.
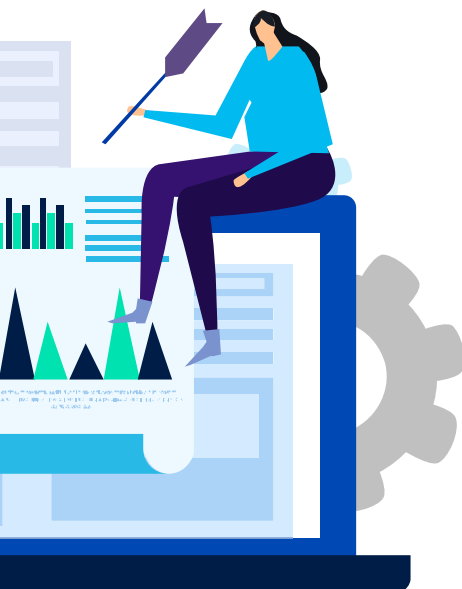
2.3.3. Solution-led procurement

Some lawyers suggested that certain LegalTech tools on the market would be beneficial for their practice but weren't currently available at their firm. This may be due to a lack of awareness of the full suite of tools (and therefore the recommendations about tool availability and communication will be relevant), however the firm should also spend more time identifying key "pain points" experienced by lawyers and finding solutions that address these specific issues. This would promote adoption, by ensuring that technology is solution-led and lawyers are involved at the beginning of establishing potential use cases, and would also mean the benefits of technology are clearly seen and promoted from the start. Activities to help this could include:

Running a bi-yearly survey asking lawyers to identify pain points and highlight inefficient manual processes.

Having an open forum on the intranet page or anonymous request page whereby lawyers can request specific LegalTech or comment on specific challenges.

Both of these would also circumvent any feeling that products are procured in a "backward" manner, beginning with the tool rather than the need.

2.4
Role modelling

2.4.1 Facilitate active role modelling

This study highlighted the importance of partner support in the adoption of LegalTech and that currently, such support is limited. For initiatives to be successful, partners must play a leading role in actioning and promoting LegalTech during day-to-day work. Law firms should therefore ensure partners and senior lawyers are brought into procurement processes, informed of newly acquired technology that is relevant for their team and are made aware of their responsibility to ensure a successful roll out. Separately, partners should be encouraged to ask their team to think innovatively about their day-to-day work. Innovation and efficiency targets should be included in partner yearly targets. This study highlighted that junior lawyers were occasionally prevented from attending training and can feel bound by traditional working methods and do not always feel it is "appropriate" to suggest new tools. Partners must demonstrate that it is positive to suggest new working methods and encourage their team to do so.

Appendix 1

Defining LegalTech

Throughout the report, LegalTech is defined using The Law Society's 2019 definition as "technologies that aim to support, supplement or replace traditional methods for delivering legal service".

For the purposes of this report, this includes the following kinds of technologies:

- Legal Research
- Drafting
- eBilling
- Legal, Matter and/or Transaction Management
- eDiscovery
- Contract Due Diligence
- Contract Review

- Contract Management
- Expertise Automation
- Litigation Management & Analytics
- Legal Analytics

Appendix 2

The Survey

McKinsey influence poll

I understand what legal technology is available to me and know how to access it

I believe that it is important to implement and use new legal technology

My group thinks it is important to implement and use new legal technology

There is ample training available to me to learn how to use legal technology

I feel like have ample opportunity to use legal technology in my day to day work

Senior stakeholders within the group act as role models for the use of legal technology

■ Strongly agree   ■ Agree   ■ Neutral   ■ Disagree   ■ Strongly disagree
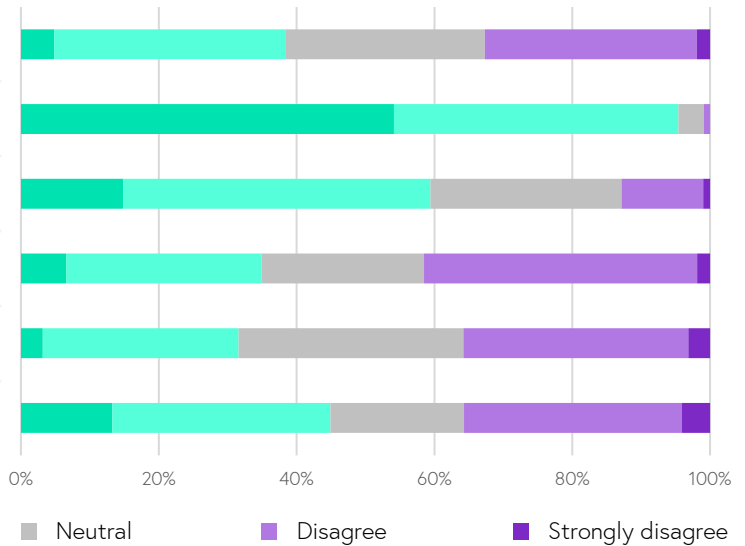
Which of the following kinds of legal technology have you used?

What holds you back from using LegalTech?

Bar chart showing responses to "What holds you back from using LegalTech?"

Response	Approx. %
Lack of time to invest in training and learning	45%
Lack of awareness/visibility of available tools	45%
Lack of incentives to adopt legal technology	39%
Concern over a loss of billable hours due to time spent in training, implementing or learning new tools	39%
Not convinced of the benefits/lack of trust in the product's proposed benefits	34%
No explanation for how tools are relevant for my day-to-day role	31%
Lack of internal infrastructure and support	31%
Senior stakeholder push back	23%
There is no need to adapt or implement new tools, existing methods are sufficient	20%
Firm does not have tools that are relevant for me	15%
Lack of training opportunities	13%
Concern that adopting legal technology will hinder my understanding of technical legal work and ability to carry out my job	6%
Other	5%
Nothing holds me back	2%

Appendix 3

The COM-B framework
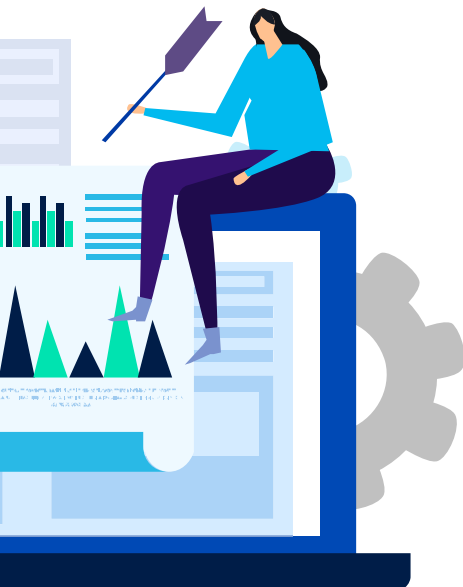
Underpinning COM-B is the premise that our ability to change our behaviour ('B') is determined by our capability to perform the new behaviour ('C'), the opportunity to carry out the new behaviour ('O') and the extent to which we are motivated to change ('M').

Target behaviour

Lawyers using new LegalTech

Capacity issues: how to change?

- Users may lack knowledge and/or skills required to change behaviour.
- E.g. a user doesn't know how to use the software.
- Solution: Training on software functionality.

Opportunity issues: what do I change?

- Social, interpersonal and environmental factors can affect rate of behaviour change.
- E.g. Tools aren't approved for use by IT teams.
- Solution: improve infosec procedures and responses

Motivation issues: why should I change?

- People may not consider it worth spending effort to change.
- E.g. a lawyer doesn't believe there is value in a new way of working or that it will involve too much effort.
- Solution: workshops with deal teams

Michie et al. Implementation Science 2011, 6:42; Legatics analysis.

The McKinsey Influence model

Model identifies four key actions that influences employee mind-sets and behaviour. All levers of change must be pulled simultaneously to effect a real change in behaviour.

I will change my behavior if...

Role Modelling

People mimic individuals and groups surrounding them, sometimes consciously, sometimes unconsciously

e.g. clear buy-in from senior leadership. Encouragement by partners in teams for using legal technology. Pioneer users/ product evangelists.
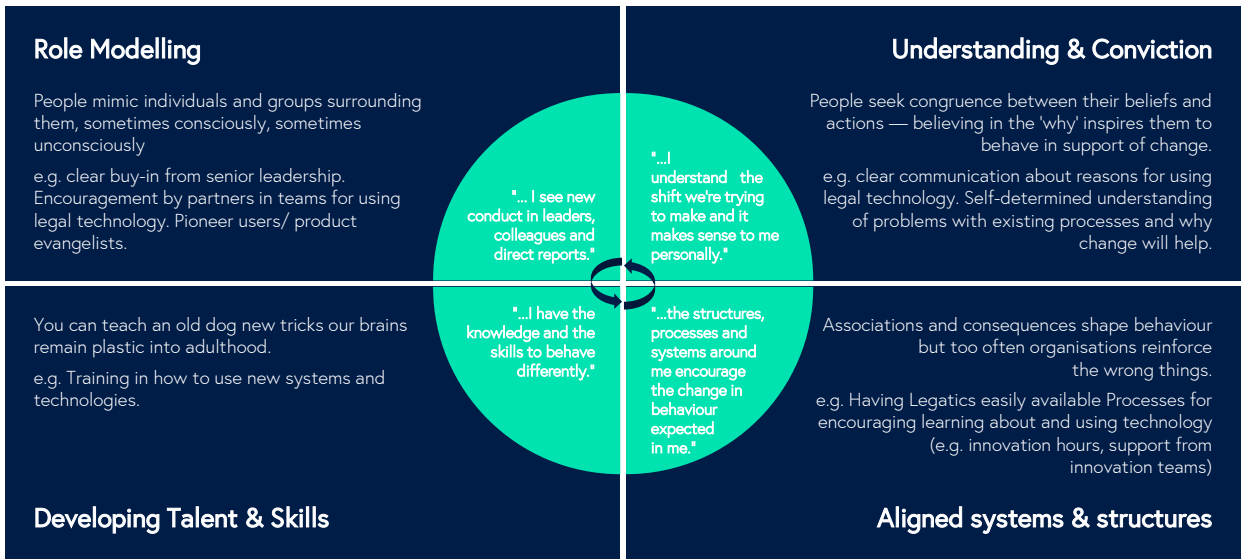
"... I see new conduct in leaders, colleagues and direct reports."

"...I understand the shift we're trying to make and it makes sense to me personally."

Understanding & Conviction

People seek congruence between their beliefs and actions — believing in the 'why' inspires them to behave in support of change.

e.g. clear communication about reasons for using legal technology. Self-determined understanding of problems with existing processes and why change will help.

You can teach an old dog new tricks our brains remain plastic into adulthood.

e.g. Training in how to use new systems and technologies.

"...I have the knowledge and the skills to behave differently."

"...the structures, processes and systems around me encourage the change in behaviour expected in me."

Associations and consequences shape behaviour but too often organisations reinforce the wrong things.

e.g. Having Legatics easily available Processes for encouraging learning about and using technology (e.g. innovation hours, support from innovation teams)

Developing Talent & Skills

Aligned systems & structures

levers of change must be pulled simultaneously to effect a real change in behaviour.

E. Lawson and C. Price, 'The Psychology of Change Management', The McKinsey Quarterly, 2003, Number 2, Special Edition: Organisation; Legatics analysis.

Legatics Engagement team

Our Engagement team, informed by our behavior change research, work with our customers to identify and overcome common adoption barriers. We help firms to develop a usage strategy and ensure their lawyers supercharge their use of Legatics and get maximum value from our platform.
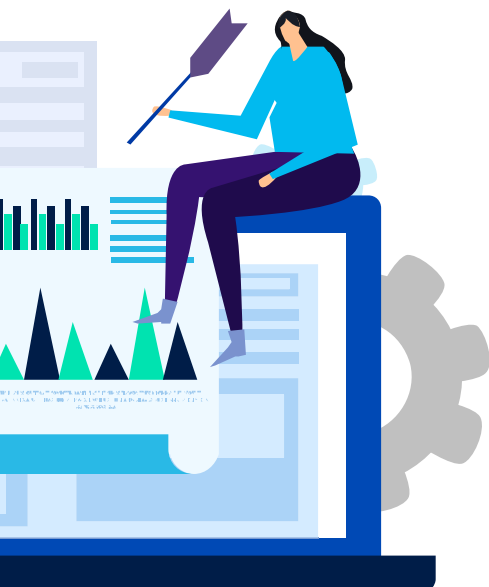
If you'd like to discuss anything you've read with our team, please get in touch.

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Legatics

Legatics is an intuitive, intelligent deal platform that simplifies and automates traditional legal processes. Designed by lawyers to improve legacy working methods and solve practical transactional issues, it increases collaboration, efficiency and transparency. Legatics transforms legal transactions, providing a better deal experience for all parties, and freeing lawyers from unnecessary administrative tasks.

Innovate UK

Innovate UK is the United Kingdom's innovation agency, a non-departmental public body, part of the United Kingdom Research and Innovation organisation. Innovate UK helps businesses develop new products, services, and processes they need to grow through innovation.