



# FICPI WORLD CONGRESS

## **Change, Strategy and Strategic Thinking**

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# GUESS WHO JUST CALLED?



# WHAT DO THE FOLLOWING HAVE IN COMMON?

- iPod/Conduit Law
- iPhone/Caravel Law
- Facebook/Axiom Law
- Netflix/Riverview Law
- Uber/LegalZoom
- Google / Keystone Law

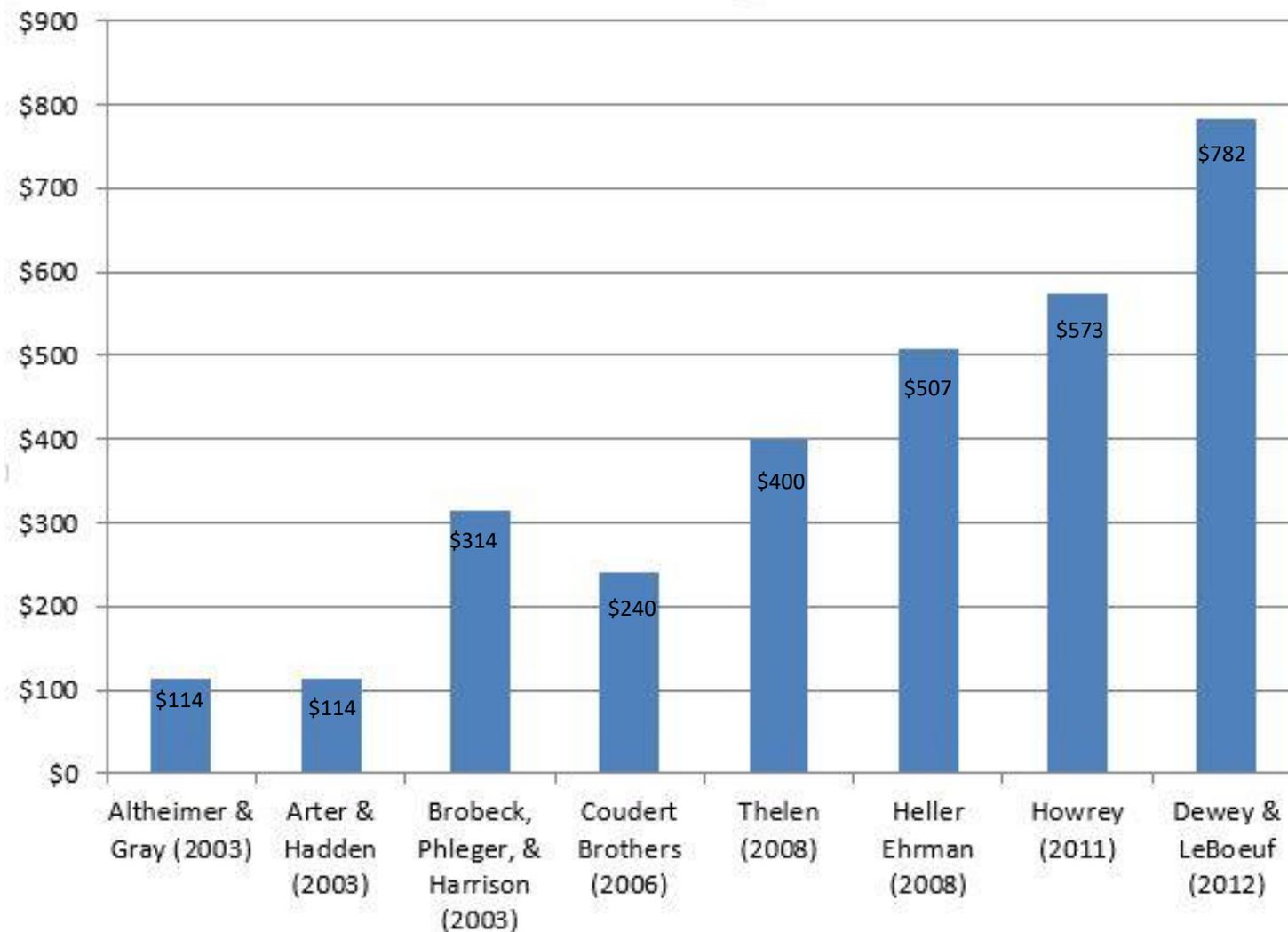
# WHAT IS STRATEGY ABOUT?

**Change**  
**Making Choices**  
**Increasing the odds of success**

# Porter's 5 Competitive Forces That Shape Strategy



# WHAT DO THESE LAW FIRMS HAVE IN COMMON?



Source: Beaton Capital

# WHAT DO THESE COMPANIES HAVE IN COMMON?



Source: CBInsights

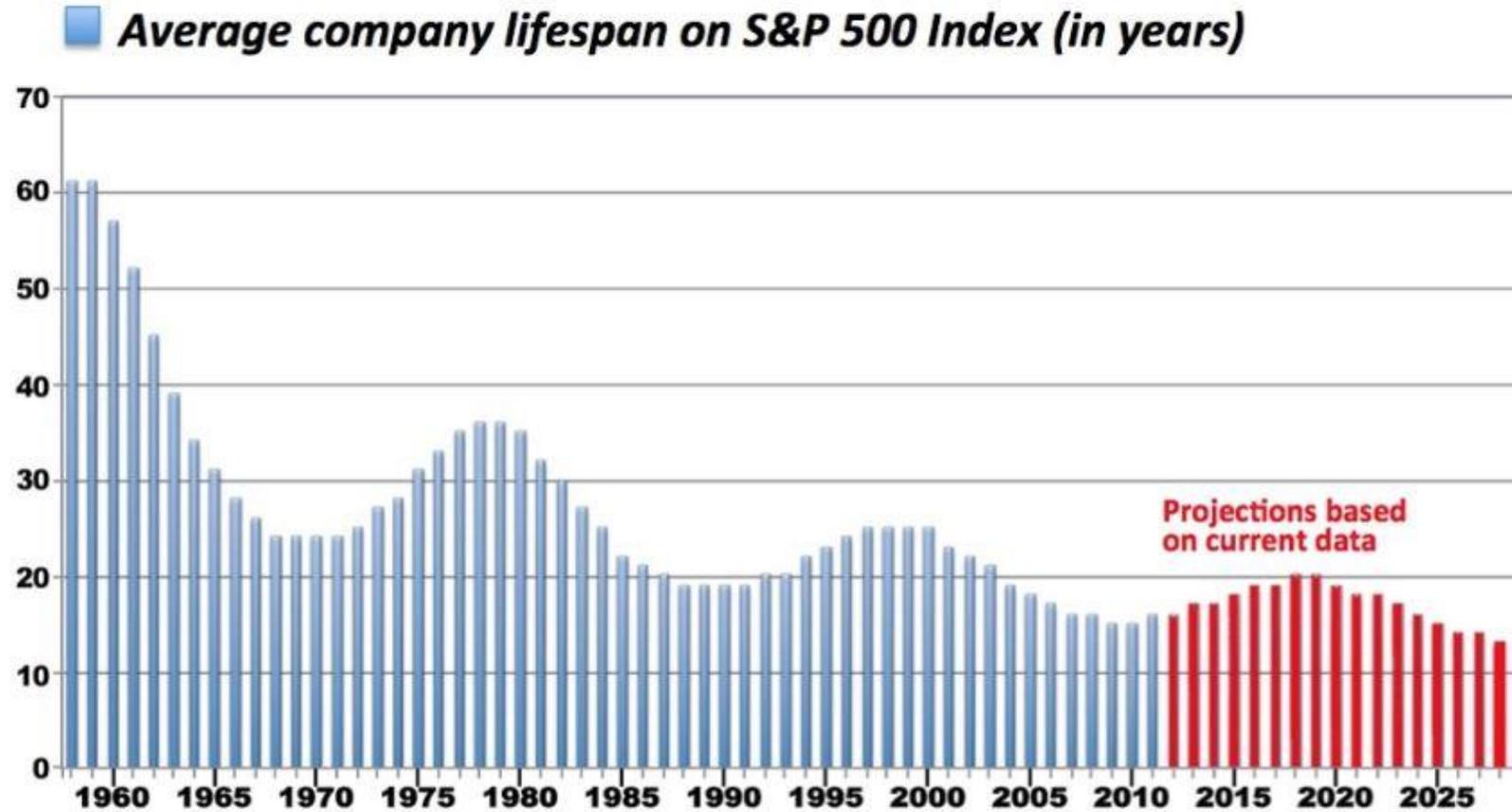
# SO, WHAT DO WE NEED TO KNOW?

The Man Who Invented Management Consulting

“every organization must prepare for the abandonment of everything it does”

Peter Drucker, Consultant

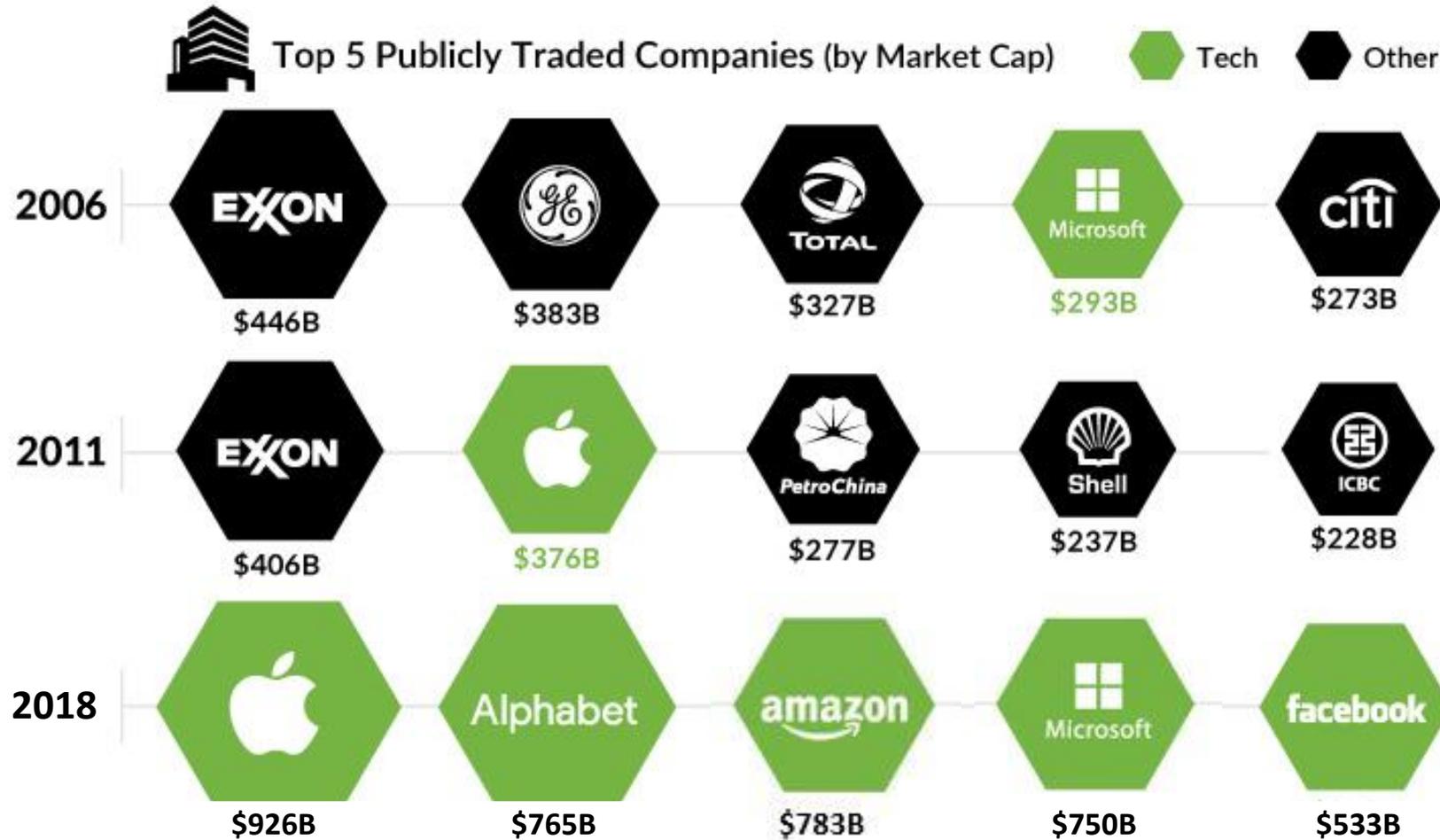
# WHO WOULD HAVE THOUGHT?



*Year (each data point represents a rolling 7-year average of average lifespan)*

DATA: INNOSIGHT/Richard N. Foster/Standard & Poor's

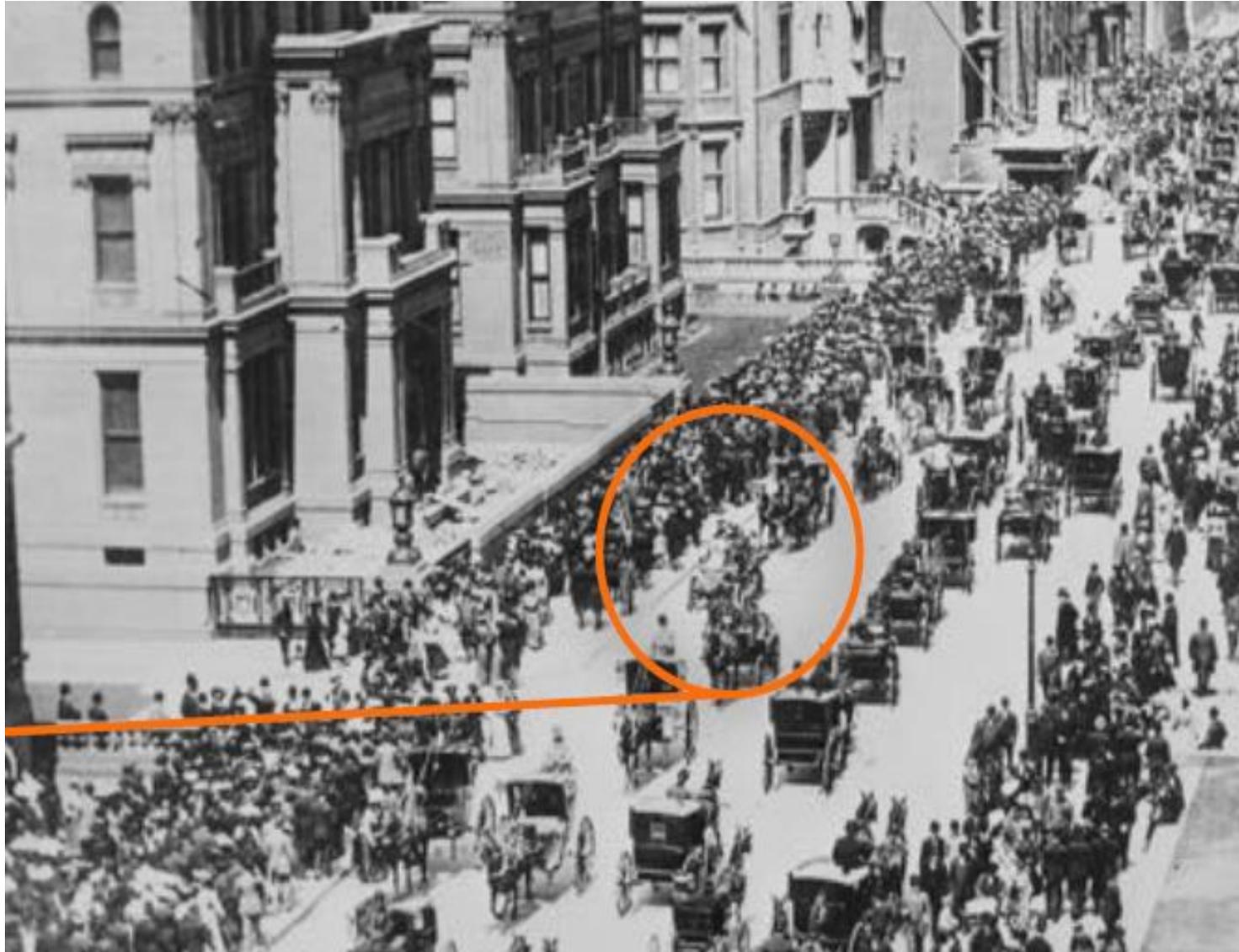
# WHO WOULD HAVE THOUGHT?



“Upstarts will capture new and low-end customers and then gradually move upmarket to pick off higher end customers from incumbents”

Clayton Christensen,  
Harvard Business Review

# WHAT DO YOU SEE INSIDE THE CIRCLE?



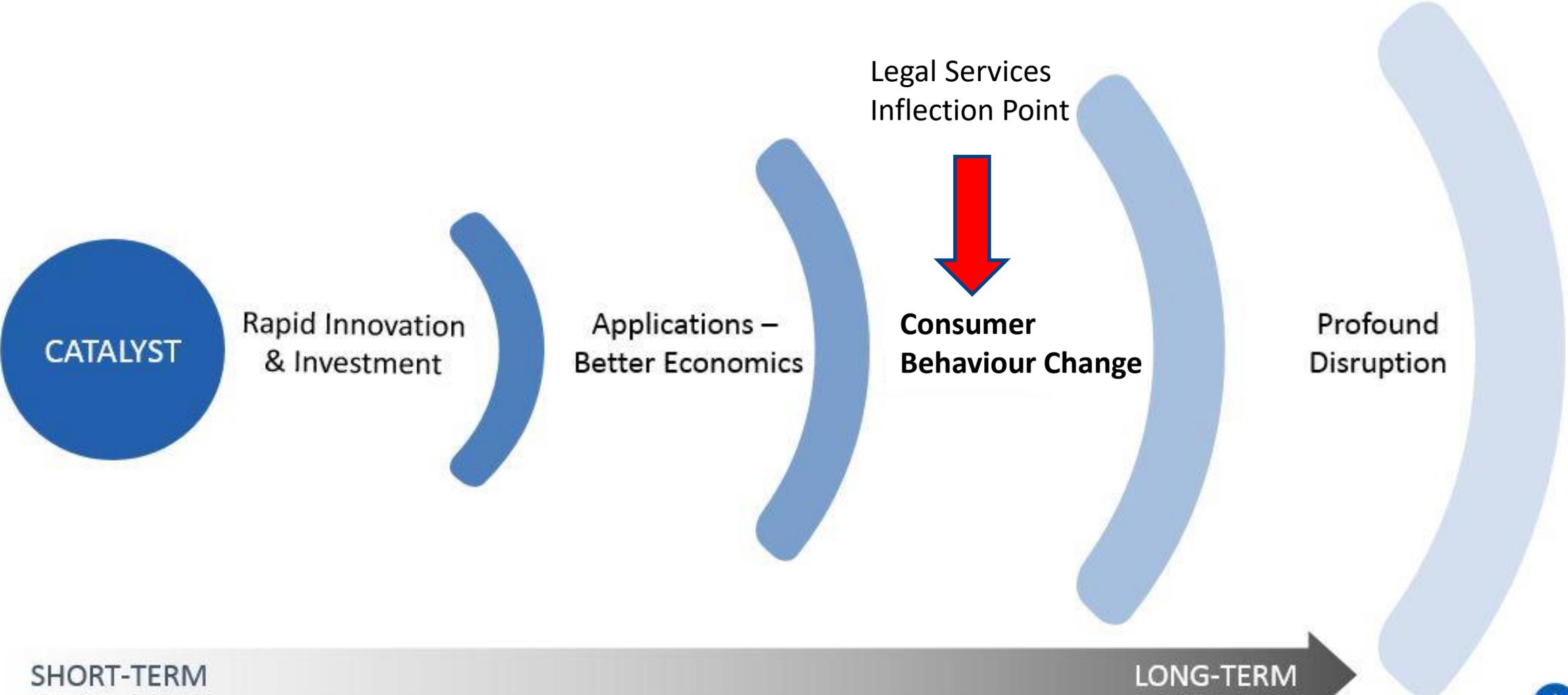
# WHAT DON'T YOU SEE NOW?



# STRUCTURAL CHANGE



# ANATOMY OF INDUSTRY DISRUPTION



“You cannot always control what goes on outside.  
But you can always control what goes on inside”

Dr. Wayne Dyer, Philosopher and Motivational Coach

# EFFICIENCY IS IMPORTANT...BUT?

Efficiency = doing the same things better

Or maybe.....

Your firm should be Running a Different Race

# THIS ISN'T JEOPARDY..OR IS IT?

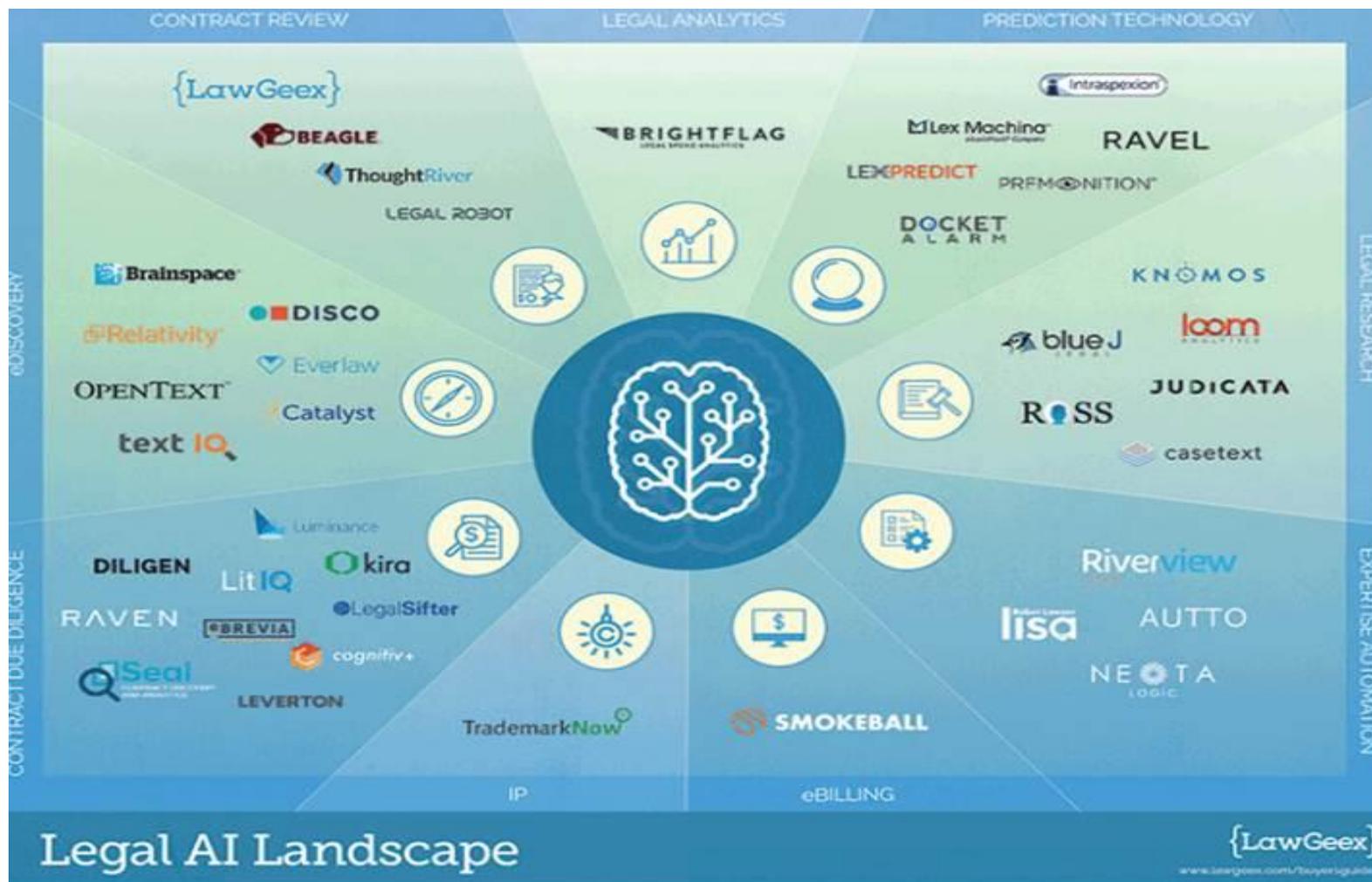
“Watson could pass a multistate bar exam without a second thought”

Robert Weber, GC IBM, 2015

# NEW MODELS OF LEGAL PRACTICE

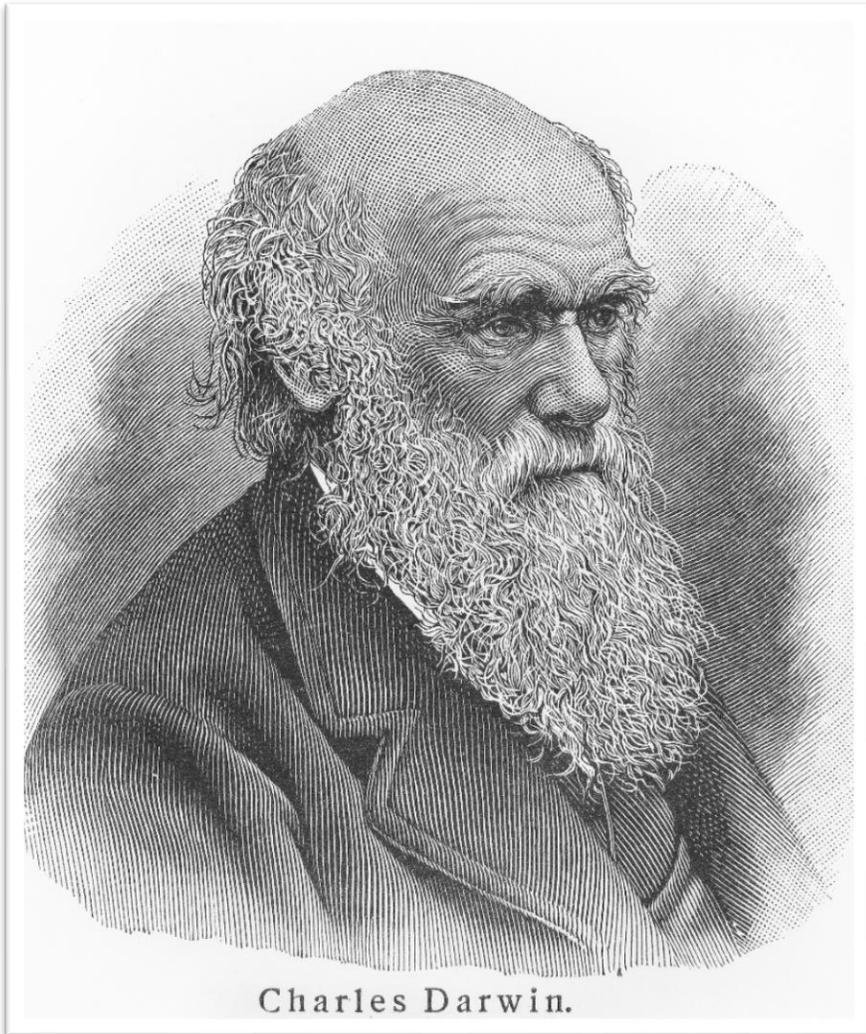
- Secondment Firms
- Law Firm Accordion Companies
- Virtual Law Firms
- Innovative Law Firms

# LEGAL AI LANDSCAPE



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“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

- Charles Darwin -

# TAKEAWAYS – Connect The Dots

- **The Past** worked well – old approaches are NO LONGER WORKING AS WELL
- **The Present** -THREATS that didn't exist before exist now – recognize them before it is too late
- **The Future** - Strategy is about Change - DO OR DO NOT – DRIVE CHANGE IN YOUR FIRM OR BECOME A VICTIM OF IT

"Do... or do not.  
There is no try."





# DISCLOSURE

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