

**Issue 2**

# Fusing People and Machines

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# Meet the Tech Ambassadors



**Becki Cassia**  
Transparently,  
CEO and Co-Founder



**Sonia Hadjadj**  
Legal Counsel & Legal  
Ops Consultant



**Sam Borrett**  
Legmark,  
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**Nick Cousins**  
Exizent, CEO and Founder



**Suheet Amin**  
(aka Such)  
inCase, CEO and Founder



**James Moore**  
Kulahub, Director



**Dror Levy**  
LegalDrop, CEO and  
Co-Founder



**Martyn Best**  
Document Direct,  
Managing Director



**Jo Liston**  
Wipro, Senior Commercial  
Manager



**Alex Grux**  
Hyperlex, CEO and  
Co-Founder



**Vincent Perrin**  
Salesforce UK,  
Regional Vice President –  
Professional Services



**Chrissie Lightfoot**  
Chair and  
Chief Tech Advisor





## Hi and welcome

back to the fun, controversial and revealing section of the magazine. The flagship Technology in Law Law Land virtual roundtable was exceptionally well received and read by tens of thousands worldwide. We hope you were one of them and enjoyed digesting, learning, discussing and sharing the content. If you missed it, check back on the Modern Law website or my LinkedIn post stream<sup>1</sup> as we springboard from the first issue into this one.

Since our last get together the board has been expanding; meaning our waistlines have been too due to the obligatory alcopops, nibbles and cakes at the roundtable soiree. We were joined in this gathering by newbie Tech Ambassador Martyn Best, CEO of Document Direct, whom you will see as a successful seasoned stalwart and quite the cheeky Scouser chappie who has plenty of candid justified opinion on Law Land.

You will recall that during the “Guilty, m'lud, of Innovation Neglect: Press Here to Reboot Law Land” roundtable gathering and feature, I stated that collectively we believe that the time is now for humans and machines to work together and resiliently climb far beyond the foothills of a much needed ‘human and machine’ renaissance for the improvement of all Mankind, including LawyerKind.

It should come as no surprise therefore that the theme of this issue is “Fusing People and machines”, particularly in light of The Law Society at the beginning of June publishing a dystopian vision of the future with a report<sup>2</sup> envisaging how between 2020 and 2050 more than half of legal services workers will have lost their jobs and those that remain will be forced to take “performance-enhancing medication”. **The Naked Lawyer** was desperate to comment here but I managed to gag her!

If alarm bells are ringing, then take some comfort in the fact that the projected cull is not predicted to be distributed evenly and The Law Society researchers outlined both a “disruptive scenario” for 2050 and a “conservative route”. Under the “conservative route”, the decline in the legal workforce was far more moderate, falling by just under 20% by 2050.<sup>3</sup> Still, a bitter (performance-enhancing) pill to swallow, particularly if you find yourself becoming one of the 20% to 50%!

It appears the consensus is that if you are presently practising, or intend to in the future, you need to be involved in the high value, complex or newest areas of law as they will still require human input

in spite of the machines being highly utilised, efficient and proficient in many legal tasks. ALSO lawyers remaining within the profession must work alongside technology, like it or not; something myself and other legal futurists have been saying, advising and supporting entrepreneurial lawyers with, for the past two decades which has now been backed up by this report stemming from the Future Worlds 2050 project.

BUT, and it's a really BIG BUT, on the huge and exciting plus side, there are reasons for ALL of us to be cheerful and optimistic. The researchers predicted that technology would be “leveraged in creative and socially advantageous ways to democratise access to justice in the legal sphere, tackle environmental degradation and revolutionise health outcomes”. If the predictions run true to form, by 2030 everyone will have a free lawyer at their disposal.<sup>4</sup> WooHoo! Let's pray this comes to pass sooner rather than later.

**One teeny-weeny step for LawyerKind, one gigantic leap for ManKind.**



*\*Whizz-bang\* \*Whoosh\* ... Incoming... **The Naked Lawyer, seated and gagged on her spit bucket, obviously bored with hearing my voice drone on has decided it is time to spark the gathering by hurling a Muse Bomb. I should have tied her up too ...***

1. <https://www.linkedin.com/feed/update/urn:li:activity:6798868883102040064> and <https://www.modernlawmagazine.com/technology-in-law-land/>  
 2. <https://www.lawsociety.org.uk/topics/research/future-worlds-2050-images-of-the-future-worlds-facing-the-legal-profession-2020-2030#report>  
 3. <https://www.legal-futures.co.uk/latest-news/lawyers-fed-performance-enhancing-drugs-in-law-society-dystopia> ; [https://www.lawgazette.co.uk/news/law-society-predicts-savage-reduction-in-legal-jobs-as-ai-takes-over/5108772.article?utm\\_source=gazette\\_newsletter&utm\\_medium=email&utm\\_campaign=AI+takeover%3a+Society+forecasts+%27savage%27+job+cull+%7c+Jail+for+senior+partner+who+stole+%27a3200k+%7c+Future+of+the+office\\_06%2f09%2f2021](https://www.lawgazette.co.uk/news/law-society-predicts-savage-reduction-in-legal-jobs-as-ai-takes-over/5108772.article?utm_source=gazette_newsletter&utm_medium=email&utm_campaign=AI+takeover%3a+Society+forecasts+%27savage%27+job+cull+%7c+Jail+for+senior+partner+who+stole+%27a3200k+%7c+Future+of+the+office_06%2f09%2f2021)  
 4. <https://m.globallegalpost.com/big-stories/by-2030-everyone-will-have-a-free-lawyer-at-their-disposal-93865755/>

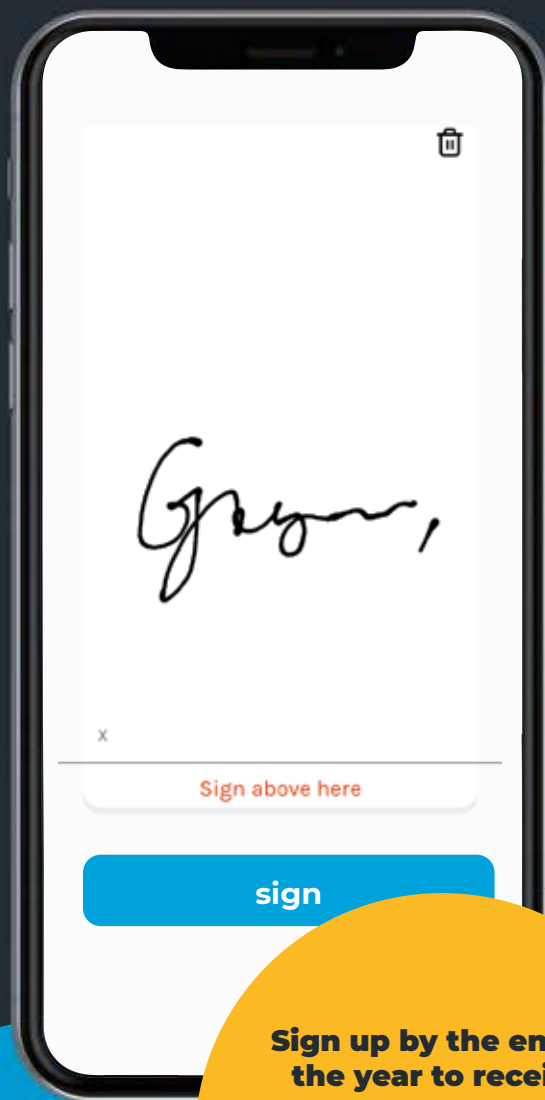






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# Technology is our baby

Continuing with the honour of chairing the roundtable whilst pondering on the myriad of issues that the report raises, I decided to kick-off the meeting by posing this broad question to the Tech Ambassadors: “Are robots / machines (LegalTech and LawTech) friend or foe to the people in Law Land? ‘People’ meaning providers of legal services and buyers of legal advice, services and products – lay / business / professional people – the likes of you and me as suppliers / consumers / clients / customers in need of help.

**Becki:** As a client, I didn’t select my lawyer based upon the technology they were using at the time; it was always an assumption of mine that they were already using the most relevant and up-to-date technology to carry out their role.

**Becki Cassia –**  
Transparently, CEO  
and co-founder



Selecting and using the right technology can have a huge impact on productivity and also means that lawyers have more time to perform high-value legal activities such as strategic thinking; applying their knowledge and expertise to the issue in hand. It also means that as a client, I am paying them for just that; their legal knowledge and contextual understanding.

I am definitely not what my friends and family would describe as a ‘techie’ but I have always been intrigued and interested to see how technology can be applied to the legal profession, especially within family law (it’s personal). I have said this before, but I think it is worth mentioning again; I am an absolute believer that technology is an enabler not a replacement, especially in the legal profession.

Technology is best at helping us to automate low-value, repetitive and well-defined tasks. The role of a legal professional requires judgement, knowledge, creativity and social skills which are difficult to break down and so are less suitable for automation.

In my humble opinion, LegalTech and LawTech are most definitely a friend; they can actually give us the time back to be more ‘human’.”

**James:** “Let’s face it, tech is introduced by humans to improve process and performance, agility, and sustainability. Technology is not reproducing itself or out-thinking humans (currently). So, humans are still in charge! In fact, we’ll stay in charge as long as we have enquiring minds, challenging mindsets and a willingness to explore the ‘art of possible’. To that extent tech is our friend. We’ve created it. And we created it to make our lives easier, more productive and (in business) more profitable. Technology is our baby.



# Survival

James Moore -  
Kulahub, Director



However, following the development analogy (human not digital) along, the baby has grown into an unruly teenager, one full of awesome potential and possibility, but also difficult to manage and uncertain of where the future lies.

There is now so much technology available, you hear stories of technology anxiety (when it goes wrong and you can't put it right again). Costs are so variable that what looks good value one week is vastly overpriced the next, when you find a better, cheaper alternative.

The proliferation of machine learning, SaaS development and automation over the past few years, is creating differentiation in itself. Many businesses have assumed technology at their heart, as they understand the power of digitisation and automation, some are late adopters and grapple with the complexity of choice and cost and others have simply ignored it until it's almost too late.

Kulahub is a CRM and marketing platform (a machine), but we always provide a custom fit for our clients, taking the time to listen to their business needs and making sure the tools and technology will work for their businesses. And we have a human customer service team that actually talk to you (yes really).

That is where tech can be a foe to many businesses. Highly complex platforms that have been developed at significant cost, to scale as quickly as possible means they won't fit your business, you have to fit theirs. You get what you're given. Like it or lump it.

So, I think the questions that really need asking are; is there too much tech and how much of it is really usable? Or are we moving at warp speed towards a tech black hole?"

To the extent that some of us will end up throwing the tech baby out with the tech bathwater, perhaps?

**Martyn:** "The key thing is to remove fear of change from the equation. This is the number one impediment to any successful new activity or project. Humans fundamentally hate change. The original cavemen hated leaving their relatively warm cave – and for good reasons, as outside lay death. However, outside also lay food, and life.

So, whilst it would have been hard to persuade our ancestors that the dinosaurs were a friend, the key would have been in highlighting the benefits that lay ahead – nourishment, full stomachs, a future ...

Robots / machines / LegalTech should be portrayed in the same light. Now clearly, our typical lawyer is not balancing between life and death, but they are balancing between different levels of quality of life; of efficiency, of greater profits, of better client service, and yes, ultimately of survival.

All such aspects will be better served by suitable use of technology and of a positive attitude to embracing it without fear – and as suppliers we should weave that comforting message into our whole offering."



**Such:** “Robots/machines are definitely friends in Law Land. Although I would totally forgive anyone that felt otherwise. However, robots/machines/AI are here and it is only going to continue. Widespread acceptance will propel the direction and influence of LegalTech. In the meantime, suppliers are having to chart the path of tech development which is not always going to be fit for purpose, whether today or tomorrow. So, I would prefer our sector to embrace LegalTech so that the whole profession and its community can contribute to its future.

LegalTech has the opportunity to create space for lawyers to do the work their skills (and hourly rate) demand. Give a lawyer technology-based tools to perform the work (not the output but the platform, there’s a difference) and that lawyer will on average be more efficient, more effective, more proactive, more profitable and more client-focussed.”

Oh so true, Such. Artificial Intelligence (AI) is indeed already here and has been for many years. It’s an absolute no-brainer it will be a game-changer going forward particularly as AI is projected to contribute \$15.7tn to world trade by 2030.

**Vinnie:** “There has been noise from law firms around AI and the burning question is can/will AI replace lawyers?! The short answer is no, one of the many reasons being that the legal system is complex and it’s simply not a yes or a no piece of coding. I recall reading a statement somewhere to the extent that AI will not replace lawyers, but lawyers who ignore AI will get replaced by lawyers using legal AI, in the main due to increased productivity and efficiency. As with most other industries or professions, AI is an enabler and not a replacement. AI can provide insights which otherwise may get overlooked to make employees more productive, provide knowledge and therefore a better client service. It is also not a one-size-fits-all model as it also depends on the Firms stance on ethical use of data and their guiding principles to ensure they are doing right by their clients. For example, A.I models can create further bias/lack of diversity if they are learning from an already biased historical data set.”

And therein lies the rub I reckon, aka, AI will not replace lawyers ENTIRELY, but lawyers who ignore AI will get replaced by lawyers using legal AI.



*\*Whizz-bang\* \*Whoosh\* \*Vroom\* \*Vroom\*... Incoming... The Naked Lawyer Segways into the centre of the boxing ring and demands I remove her gag. She can be VERY persuasive. Reluctantly I acquiesce as she whispers something into my ear ...*



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Amused and now musing on the prospect that technology would be leveraged in creative and socially advantageous ways to democratise access to justice in the legal sphere, whilst reflecting on Boris Johnson's miraculously swift set aside of his CCJ last month (the matter brilliantly tackled by David Allen Green (commentator in the FT) in his various blog posts on this matter btw which I fervently encourage you to read<sup>1</sup>), I do wonder whether introducing more technology into the civil justice system and/or criminal justice system, law firms and/or corporate legal departments, could ensure that the speed of legal services for people is evenly distributed for the many rather than the few? After all, everyone, and I mean EVERYONE, and not just the privileged, are entitled to a legal system that works at the speed it worked for BJ. Agree?

**Sucheet Amin  
(aka Such)**  
inCase, CEO  
and founder



To support my point, in the words of Louis Brandeis (1916), "If we desire respect for the law, we must first make the law respectable."<sup>2</sup> And yet, it is painfully apparent that our various legal systems currently are Orwellian by nature and operation. George Orwell famously wrote in 'Animal Farm': "all animals are created equal, but some are more equal than others."

What do you think guys? ...

**Such:** "Technology in the civil or criminal justice system most certainly has its place. We can't demand and expect firms and lawyers to embrace tech, only to then have to adapt their systems to conform to a justice system that is behind the times. In my law firm it was not that long ago when we were still required to print out reams of documents for a court bundle (several hundreds of pages), number each page with a pen and then place into lever arch files for delivery to the Court. This is despite every document being neatly arranged in our case management system. With a few clicks, this could be carefully arranged digitally into an e-bundle and easily viewable by the Court if they had the capability to do so. That situation is not as common as it was, more so since the pandemic, but there are many scenarios where the justice systems can introduce more tech to improve the delivery of legal services.

Take transcriptions of court hearings, vital when considering an appeal. The process for obtaining a transcription is painful in that a firm has to request this first through the court and then liaise with a transcription provider to pay the necessary fee before waiting weeks for the transcription to arrive...often leaving little time to consider the merits of an appeal within the tight deadlines. This is a great example of where tech can help. inCase has a new feature being released called FaceCase. Using our own video conferencing platform, the host can start and stop recording, but also request that recording be transcribed. Expected delivery times will be within hours given the technology to identify the speaker and what is being said (as opposed to a tape where the transcriber must work out who's voice it is). Although not specifically designed for the courts, you can see how something like FaceCase would be an invaluable tech tool in the right circumstances."

**Vinnie:** "Only if it is done properly and well thought out. I don't think it's a case of introducing more technology, it's putting SOME in place to start with. The amount of paper files and manual work is like nothing I've seen in any other industry. Technology could play a massive part in reducing repetitive admin work to free more time to work cases/have more capacity. It's much easier said than done though!"

Even so, it's encouraging to read of our president of The Law Society's interest and passion on this subject in her comments in the Observer that the Government must invest in the criminal and civil courts as a matter of urgency.<sup>3</sup>

1. <https://davidallengreen.com/2021/05/that-was-the-county-court-judgment-that-was-and-why-everyone-is-entitled-to-a-civil-justice-system-that-works-at-the-speed-it-worked-for-boris-johnson/>

<https://davidallengreen.com/2021/05/the-county-court-judgment-against-boris-johnson-an-explainer/>

2. [https://www.linkedin.com/posts/american-bar-association\\_scutus-activity-6805447928283459584-1aMj](https://www.linkedin.com/posts/american-bar-association_scutus-activity-6805447928283459584-1aMj)

3. <https://amp.theguardian.com/cdn.ampproject.org/c/s/amp.theguardian.com/world/2021/jun/05/catching-up-covid-public-sector>

[https://www.linkedin.com/posts/i-stephanie-boyce-a4757062\\_catching-up-in-britain-experts-assess-the-activity-6807294595576156160-0DFw](https://www.linkedin.com/posts/i-stephanie-boyce-a4757062_catching-up-in-britain-experts-assess-the-activity-6807294595576156160-0DFw)



# Disconnected clients



*\*Whizz-bang\* \*Whoosh\* ... Incoming ... Muse Bomb explodes into the centre of the ring ... Segway into a ruminating and sharing on what do clients really want from the 'people in Law Law Land', and is there a disconnect between them?...*

**Vinnie:** "I think one of the biggest frustrations clients have is "experience" and/or a lack of access to transparency. Not just understanding of the process, outcomes, implications but physically knowing where they are in a process. B2C clients often only deal with Law firms on an ad hoc basis for life events. Buying a home, having an accident, writing a will etc. When buying a house we are constantly calling and emailing our solicitor to be told two days later there was no update. If you have access to the status on a matter you could check yourself and not waste either parties time, this is the norm in many others professions and industries. Another interesting thought here is ethics. I would want 'people' that are utilising AI to use it in an ethical manner. AI has the ability to bring accuracy, efficiency, speed and cost savings to law firms. However, for AI to be trusted, firms need to take into account ethical considerations that flow from the possible use of AI."

**Becki:** "Almost every law firm we have spoken to has said that they value and put their clients' needs first. Many people say that a law firm cannot survive without a client, but the truth is, when it comes to it, a significant number of clients also couldn't survive without a law firm to support and guide them through their issue. The challenge is to get both to understand the needs of the other. Whilst each may have different views to the other at times, there is actually a great deal of commonality between them. I can only speak from my own experience as a client and here are the things that I needed the most;

1. A solution to my problem. I didn't always want and need advice, I needed a resolution to an immediate problem I was experiencing; a job to be 'done'
2. I needed to know what my costs were at all times and more than anything I needed them to be predictable. I didn't want to have to weigh up the severity of a situation, to decide whether it was 'worth' me letting my lawyer know straight away, or waiting until the next time as it was more cost effective for me
3. I wanted my lawyer to talk to me at my 'level'; i.e. in my language. I am a client, not a lawyer
4. I want a choice of options. I want to be involved and I want to understand what the risk levels are. Much like the way my financial advisor proposes my options to me."

**Martyn:** "People don't want a drill, they want a hole in the wall (based on the great Theodore Levitt principle). This has been further adapted by the equally brilliant marketer Seth Godin who extrapolates that they don't want a hole in the wall, nor a place to put the screw in on the wall, nor a picture on which to place the screw – they want to capture the memory and happy times that the picture represents – perhaps the inspiration that the picture can give them, and perhaps the outcome that the inspiration provides. That outcome may be greater wealth, greater freedom and greater happiness – so ultimately you want that drill to provide greater meaning to your life.

If we bear that underlying aim in mind, it is so much easier to highlight the benefits that the technology (ie the drill) can bring, and connect it to the ultimate goal."

**Sam:** "We know legal services are typically a distress purchase, and law firms are therefore in the business of problem solving. Firms would do well to focus on their client communications from the initial touchpoints through the first contact, onboarding process, and the correspondence during the life cycle of the matter.



**Sam Borrett**  
Legmark, CEO  
and founder



There's a lot of emphasis on developing tech that improves operational efficiency and some that are focused on client communications, but in my experience law firms are still not investing sufficiently in the complete customer journey – and this impacts on the bottom line.

As a user of legal services, you just want solutions. Keep things simple, communicate effectively, manage expectations, solve my problem. It's no different from pretty much everything in life!"

**Such:** "Coming up to 10 years ago, I personally conducted research on this very point and the outcomes are still relevant today. In fact, inCase was conceived as the solution to the challenges I uncovered then. Approaching my client base in late 2011, I was able to group the 'needs' of clients into four areas.

(1) Speed – this will always be important and near the top of the list. It is not unique to the legal sector but in any service, even delivery of your latest online purchase (ever notice how you can pay extra postage to have it delivered faster!)

(2) Information – clients want information and to know what is going on and when. However, that information must be easy to consume...no complex legal phrases or long words. They want it clear and simple so they can quickly digest what they are being advised.

(3) Education – clients want to understand the process they are in the middle of. Moreover, they want to understand the possible outcomes no matter how remote. Worse still (depending on your view) they want it in real-time. You can blame Amazon and the likes for this one...real-time updates and information has trained our society to expect this level of detail as standard and the legal profession is no different.

(4) Technology – even back in 2011 my clients were saying we weren't using any technology which frustrated me given we were using all the tech available at our disposal and it was certainly of great benefit to them and us...however my ignorance had blinded me to the fact that my clients could not see, feel or touch that tech. All of it was in-house supporting the work of our lawyers. Nothing was in place to use technology between us and our clients. Step forward inCase!"

So, is there a disconnect between the people i.e. between lawyers and the clients / customers in relation to **actually** catering for the clients/customers wants, needs and desires? If so, how can this disconnect be bridged with humans and/or machines?

**Vinnie:** "MHO, Yes, I think so. I think there is a communication and expectation gap when generalising the needs of the client vs. the lawyer working within the letter of the law, that creates a disconnect and almost can feel like a different language."

**Martyn:** "There is a huge disconnect in many cases. If lawyers truly focussed on understanding what their clients wanted – eg, freedom etc (freedom from a bad marriage / the freedom of a better house / the freedom that a successful business sale gives them), then their approach might be tailored differently. At the very least the relationship with that client would be better.

Tech can help support this philosophy – in at the onset, a good CRM; then good tools to better communicate with clients during a transaction. In that latter point, Such's in-case tool is ideal. I've just had a personal experience of buying a small property, and the communication skills of the local law firm were appalling and added much stress and anxiety throughout a simple process. The net result of that is a distinct unlikelihood of engaging them again."

**Such:** "I certainly feel as though there has been a disconnect between lawyers and their clients although my instinct lends me to believe this is evolving. Historically, it was always that the 'power' and 'control' of a lawyer-client relationship lay with the lawyer (that was certainly how I was trained). I would write and pleasantly demand information from my clients who would respond promptly only for them to patiently wait for days or weeks before I went back to them with any meaningful update (of course I would acknowledge their responses promptly but from a client's point of view, that was of very little value between the letters of real importance).

The 'control' and 'power' lay with the me, the lawyer. Wrongly so. Let's not forget our client has instructed us...they pay our service and they are the ones who should rightly have the 'power' and 'control'. Whether they know it or not, I am seeing clients moving their position, albeit slowly, to one of dominance. The choice of legal representation is now so diverse they can easily afford to control the relationship as they know they can find alternative representation if they don't get what they (reasonably) ask for."

Which then begs the question: "Which 'human elements' and 'machine elements' are vitally important to the customer journey?



*\*Whizz-bang\* \*Whoosh\* ... Incoming ... The Naked Lawyer is in her element now. Another Muse Bomb explodes into the centre of the ring ... Segway into a ruminating and sharing on the customer journey ...*



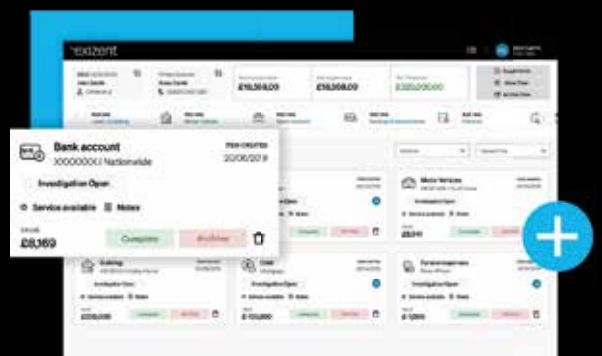
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# The customer journey - BA got it right

**Nick:** “There is an increasingly frantic drive to automate almost every human interaction and remove the need to rely on the expertise (or labour) of another person. There are many areas where machines or the application of software makes sense – removing inefficiency, bringing consistency, increasing speed and quality of outcomes, providing convenience and choice. As consumers, for the vast majority of what we do, this is fine and even welcomed. It’s the remaining 5% of our interactions where, I would contest, the human element is irreplaceable. The 5% where something is at stake, something that really matters, something is painful or difficult to deal with. It’s at these times, when we might be emotionally fragile, stretched or challenged, that the human touch gets us through. Empathy, reassurance, understanding, validation, help – when these responses are required only a human can get it right (for now at least!). Here’s a little personal story to illustrate what I mean.



Many years ago, my wife and I were due to fly up to Glasgow from London for the weekend. On the Thursday night we received a panicked call from a heavily pregnant close family member down south, who thought she had gone into labour early. Her husband was abroad with work and couldn’t get back, so we immediately said we would drive down to her to make sure all was OK, until her husband could get back on Friday evening. We phoned the airline, let’s call them British Airways, explained the situation and asked that our flight to Glasgow was moved to the Saturday. They said this was possible, but that there was a re-booking fee of £120 (because the “machine” said so) that we could pay at the airport. We said fine and didn’t think anything else of it.

On arriving at the airport on Saturday morning, after a stressful 36 hours (the early labour was thankfully a false alarm), we went to the BA ticket desk to get our reissued tickets and pay our rebooking charge. Having introduced ourselves, the lady behind the desk tapped at some keys, looked up and asked “how’s the baby?”.

Slightly stunned we relayed the false alarm and that thankfully everything was OK. She issued our tickets and when I got my card out to pay our fees the next phrase she uttered was “No that’s OK. Spend that on something nice for the baby when it comes”. To this day I get slightly choked up about that response.

BA’s stated purpose at the time was “To Fly. To Serve”. They may not get it right all the time, but I still choose them over others today because a person made a decision at the human level, at a time that mattered to us (supported by a good CRM!).

Perhaps one day machines will be able to empathise with us, read our expressions and correctly interpret the emotions of the person they are interacting with. But I doubt that will be any time soon and I’m pretty sure they will struggle to create that moment of difference when you can capture the trust and loyalty of the person you are here to serve.”

**Vinnie:** “It is the recognition of which point in the client journey can be best satisfied by either a machine, or human interaction - we see for example the success of a first line machine element in industries such as retail, where the increased use of chatbots (or even Live Agents) to answer frequently asked questions or basic demands are becoming more and more commonplace, and helps to increase employee productivity to help focus on the more important





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# people

customer facing tasks or issues. When coupled with giving clients the ability to answer their own questions through well documented knowledge articles and/or access to like-minded communities, we can actually see an increased propensity to self-serve on digital channels that wouldn't be out of place in the legal industry, especially B2C firms.

Another great example of tech benefitting the lawyer and customer/client journey would be to adopt and utilise an omni-channel approach, again this is hugely beneficial to the B2C space, whereby clients can experience a singular cross channel experience with their chosen law firm, who in turn can understand more about the client, and use those engagements and understanding to up-sell/cross-sell additional services."

**James:** "The 'customer journey' starts before a client becomes a client. In an age where digital marketing is now the dominant theme in all marketing and business development, the ability of firms to present and differentiate online, and to create a funnel of new client opportunity is essential. But the internet has to a certain extent levelled the playing field. Prospective clients are less likely to come from 'referrals' and traditional business development methods (thanks COVID!). Websites, social media channels (for better or worse), email marketing, Google. We can now all merrily 'shop around' and make our buying decisions without face-to-face contact. These are the starting points for our customer journeys.

So, what happens when we've done our shopping around and we're ready to 'buy'? How does your marketing reflect that? Are you open for business? Have you made it easy for me to engage with you? And what are your processes for drawing prospects down the funnel and converting them into paying clients?

This is where savvy marketing and business development understands the interaction between the human and machine elements and gets the machine to do the legwork.

Website visitors that don't enquire but do leave a digital footprint. The machines can tell you who visited (friend and foe!), for how long and what they were looking at! Then it's down to the humans to follow that up.

The machines can also classify these visitors according to their online behaviours – where they came from, how many times they visited, what they looked at, and for how long. The machine is assessing intent to buy! Hot/Warm/Cool/Cold. How you use that information is the human bit.

The machines can then automatically put that information into a format the humans can use, via a CRM (customer relationship management) platform. Another machine. Kulahub (CRM) uses these techniques to collate web traffic data and create records in the platform, showing all of these contact points so business development teams can use this information to make contact with those visitors.

Machine and human working together to create more engaging, more seamless customer journeys.

Kulahub can also be used to create automated email campaigns to clients and prospective clients. It can also create data dashboards which react to all data inputs in real time, giving your management teams instant and current management information. How you use it, is of course the human element. Incidentally, the dashboards can be scheduled to be sent to a distribution list whenever you want. Machine.

So, I think there exists an intrinsic link between human and machine that enhances customer journeys. Technology is massively enhancing our ability to discover, engage, report and improve our interactions with humans. Understanding how to use it is the key."



**Sam:** “I’m regularly heard explaining to firms that if a customer is contacting you for an update, that’s a failure on your part to communicate the right information, at the right time, in the right way.

We have two ears and one mouth – so use them in that ratio. How much time is spent listening to customers about their experiences in order that firms can improve the whole customer journey?

In a world of fixed-fee work, customers constantly contacting you will rapidly eat into your profits. This is no more evident than with flight delay compensation where you’re barely making three figures per claim.

So, we put into place a comprehensive onboarding process that include a ‘route map’ of the claim progress with typical timeframes for each stage. This, along with regular email updates, meant that the expectations of clients were comfortably met, even when dealing with 100,000 of them each year with a team of 20!

The takeaways from this are as follows: Listen to what your clients say about your service (the negatives are more important to hear than the positives); improve your processes based on the feedback; rinse and repeat.

How to use positive feedback: Use a trusted third-party review platform such as Feefo or Trustpilot. Feefo is a closed platform so it’s only available to people you upload email addresses for, while Trustpilot is an open platform so anyone can leave a review on your business.

Reply to the reviews! Thank the positive ones, and deal swiftly with the negative ones. A negative review is not necessarily a bad thing if you can response well and show you’ve resolved the issues raised. No-one believes companies get it right 100% of the time but showing that when you have made a mistake, you’ve corrected it, can build confidence with potential customers.

Use the reviews on your website strategically. Don’t use the review platform’s dynamic placements as they can slow your page speed down, but hardcode them into the relevant pages. Select reviews that talk about barriers to sale such as cost and timescales, or that address specific issues your client feedback has determined as important – this all helps your website conversion rates.”

**Such:** “Communication is at the very heart of a lawyer-client relationship. You have a lawyer experienced in the art of their field and typically a lay client involved in a legal matter, sometimes for the first time. In many scenarios, this is what I call a ‘distress-purchase’ for the client...they are in need of a lawyer because they HAVE TO HAVE one, not because they WANT to have one. This distinct difference makes communication all the more important.

When it comes to communication, there is no need to feel irresponsible or lacking by using tech to deliver information. Automation is now a simple way of life when it comes to communication. Clients are used to all sorts of automated communications and they probably feel no offence whatsoever. Consequently, my view is where you can automate any communication you should. Any milestone in a legal process can automatically be delivered. Where there is inactivity on the part of a client, automate prompts through as many channels as possible. This doesn’t need to be overly complicated with lots of AI. These are relatively simple machine tasks and fairly standard in case management systems. The advantage of moving as much as possible to a ‘machine’, is it will unlock time for lawyers to focus on the important areas such as reviewing documents or drafting advice. In time, as the firm adopts more routine elements of automation, the knowledge and experience will grow to develop more complex areas.”

So, does the type of communication i.e. whether it comes from a human or a machine, matter?



# communication

**Vinnie:** "Of course - we have to remember that B2C interactions, around personal legal matters or such elements as a house purchase, are hugely emotive subjects for clients, and the personal touch, and knowledge that a human is on the other end of the communication medium are important. But machine communication can play its part in the first steps of client engagement, allowing fee earners to focus on either qualified opportunities to engage, or those clients that may perhaps be return/repeat business.

**Vincent Perrin  
(aka Vinnie)**

Salesforce UK,  
Regional Vice President -  
Professional Services



It is firms that are able to provide a seamless communication path for prospective and return clients that will be the most successful; as consumers in our day to day lives we are used to the Uber, Amazon type experiences, whereby we rarely have to engage with a human being at point of purchase at all - but should something go wrong, or a specific requirement arises, these brands have clear paths to open up lines of human dialogue which should be easy, intuitive, and reminiscent of the 'digital' experience that has come before it.

A lot is dependent on what you are trying to communicate. As I mentioned if it's a personal matter like a will, probate or family law matter, would a machine really be able to provide the required level of emotional support in the communication? I think it's much like our current circumstances, where most organisations will take a blended approach to home working and office working.

Communications are likely to be a blend of human and machine, mostly down to speed, efficiencies and cost savings. I think the Client should always have the choice, even if the starting point is a machine but there are certain comms which can be automated as part of a 'journey' in relation to certain engagements. Reminders, requests for documents, information etc."

**James:** "This is an interesting question and the answer is yes and no. Machines can be programmed to send communications, they can react to human inputs and respond in kind (think chatbots) and appear to be actual humans. I'm not sure Cybernet has quite invented the ultimate Terminator just yet though (thankfully), because though the communication channel is machine, the communication message is human - pre-written or pre-programmed.

There are certain instances where it is less important to involve the human element due to time and cost constraints. Online engagement can be part machine, part human (not cyborg, yet) where the touchpoints in the customer journey are more 'remote'. For example someone browsing for information or enquiring about a product or service online. The intent to buy is unknown at this point, and therefore human intervention is costly. Instead, this can be managed by the machine using AI devices such as live chat bots, CRM and automated communications.

Engagement can be measured via CRM (machine again) and ratcheted up by human interaction, depending on the value of the intent to buy.

Once the intent to buy is fully established, it must be 'over to you' humans. This is where it absolutely does matter if the communication is human. Trust and empathy cannot be machine-driven."



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# touch

**Such:** “Another area to address when it comes to communication is the method used. It is fairly standard for law firms to use traditional methods such as email, telephone, text and dare I say it, snail-mail (aka post). Clients are used to delivery of communications through digital means, but today businesses are exploiting the benefits of mobile apps. Mobile apps like inCase (declaring my interest here as CEO of inCase) offer a unique communication platform between a lawyer and the client. Mobile apps offer security, efficiency, speed of delivery and document storage. The benefits of these features are obvious but the not so obvious benefit is the opportunity to strengthen the relationship and trust with the client. A mobile app offers a dedicated, private space for a client to handle matters. It offers a number of value-added opportunities such as educating the client on the process, securing online reviews, offering ancillary services and so on.”

**Martyn:** Machines, i.e. LegalTech have a great place in helping with process and consistency. However, the response needs to have been carefully tested, and assessed as to whether the recipient continues to feel ‘loved’ – i.e. the human touch needs to be as key in automated responses as the real ones.

Process is key to driving efficiency and cost – but not at a major expense of client engagement, and dilution of the human touch. To gain a sense of this, just look at two simple examples of automated communication:

Recorded phone response: “Your call is important to us, press 1, press 2, press 3, etc.”

Equates to, “Your call is not that important to us, and as such we have not put the necessary resource to speaking to you the moment you call us.”

Out of office on emails: “We will answer your email with the same priority we answer our post, so that all clients are treated fairly.”

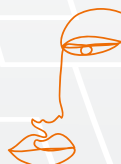
Equates to: “Despite living in the 21st century, we have not progressed our client service responses from the 19th century, and you will continue to receive slow responses from us. Oh, this also confirms we are fairly backward in adopting new technology or understanding how it works, and you might assume we are also not up to date with existing legislation in areas that you look to us for help.”

Whilst arguably trivial examples, they are quite prolific, and if a law firm cannot deal with these basic elements, what hope do they have of any more complex integration of LegalTech, whilst retaining any semblance of client service?

Net point that I’m making – if communication comes from a machine, it needs to look even more like it doesn’t.”

**\*Hammerblow\***

**Martyn Best**  
Document Direct,  
Managing Director



*\*Whizz-bang\* \*Whoosh\* ... Incoming ... The Naked Lawyer flings a Muse Bomb which whacks me on my butt. I get it, pursue this line, Chrissie.*



# Coupling of human and technical expertise

Spurred on by my recent assault, reading and awareness that lawyers who are transitioning back to in-person hearings report being shocked at the inefficiencies of the old ways e.g. long drives, long waits, and long days with little accomplished, I began to ponder and then cajoled the ambassadors into considering: "Is physical presence / contact with a human person / lawyer (or anyone we interact with at work) really necessary nowadays?"

**Vinnie:** "Yes. A recent Forbes study in 2020<sup>1</sup> showed that human capabilities around empathy and creativity continue to be superior to online technology. According to Forbes Insight, 85% of people say they build stronger, more meaningful business relationships during in-person meetings and conferences. While video and conference calls can certainly be convenient, there's no denying the effectiveness of meeting in-person. It focuses on human connection, requires all participants to be fully present, and is free from distractions. I think it also begs the question of comfort vs. affordability. If the machine is much cheaper and the person could afford it, they are likely to be more comfortable with it - as it is a service they may not have been able to have previously."

**Martyn:** "There's physical presence – which as zoom and co have shown us, can be provided in a non-physical way. There's also human interaction, which if not present opens up the means of immense confusion and misinterpretation. It's important to have context. So, yes of course, we can remove humans from very simple, and process driven actions. Just do your testing first and ensure all possible options in that interaction are covered; and quantify the risk."

Fundamentally, I don't think my views will change over time. People want people – people deal with people – and if the pandemic has shown us anything, it is that on so many levels we crave human contact. Whilst it has shown us that we can survive to some degree without it, I don't consider the full ramifications of this have yet unravelled.

For example – how have strong relationships (personal and business) been affected or diluted from the lack of contact? What opportunities have been missed through the loss of idle chitter chatter and banter, most of which throws nuanced ideas out ready to be developed and nurtured? The building of trusted relationships will have stalled, and some areas will not have progressed. Can machines replace this? Unlikely – even if they can maintain elements."

**Becki:** "It is well understood that computers can sort and analyse vast amounts of data much better than you and I, because their accuracy isn't impacted by human factors such as fatigue, distraction or dare I say it, boredom. Machines work non-stop, with no requirement for sleep (or coffee) and as humans we simply cannot 'compete' with that. That all said, a machine is only ever as good as its designer and the people who operate it, who feed it data and who monitor, check or evaluate it. They need us as much as we 'need' them."

When it comes to the client, I believe that it is the quality of the relationship which is key to success. The foundation of successful client relationships are built upon trust, honesty and human contact. All of which take time; time to understand the client, who they are, what they value as a person and understanding their ever-changing needs. Successful delivery of legal services is a coupling of human and technical expertise. Many law firms have standards in relation to how they expect their lawyers should treat clients, but it is impossible to build these 'standards' around the myriad of personalities at play. Nothing is predictable and this is where the strength of human-to-human relationships comes in.

Without stating the obvious, clients will always want more for less. But reducing costs (by replacing a lawyer with technology) doesn't always equate to a better client experience. We are told time and again that clients want to feel valued. They want and need to talk to a human when they are going through a difficult situation. They are happy to use technology to arrange that, but it cannot replace the lawyer."

**James:** "In a post-lockdown world, do we really need to meet face-to-face? Having run my business remotely for 15 months now, with the number of actual F2F meetings I can count on 1 hand, the one obvious answer is no. However, the amount of communication with staff and clients has increased massively. Zoom/Teams/email/Whatsapp groups/telephone. It's non-stop."



Pre-lockdown, I often wondered how much more productive I would be working remotely, without distractions of people stopping by my desk for 'a quick word'. Now I know. But I have missed human interaction. And for certain issues, it is better to look someone in the eye and understand body language, to have a joke or 'a serious word'.

In the services and professional services industry, we can be productive remotely. We can manage all parts of our business processes effectively. But we can't bring people (teams) together effectively, to build and enhance culture, to provide empathy and to encourage creativity. Would I like to be represented by a machine on a contentious matter? Absolutely not. The machine would be programmed to provide a response to a variety of scenarios, but the ability to think laterally and creatively is missing (thank goodness). That cannot be replaced by algorithms. You only get that from a human and the best way to build trust and empathy is by looking someone in the eye."

**In summary, I believe it's fair to say the unanimous answer to that question proffered by a bunch of non-lawyers was a resounding lawyerly "it depends".**

1. <https://www.forbes.com/sites/forbescoachescouncil/2020/07/17/13-times-in-person-communication-is-better-than-electronic-exchanges/?sh=4184d2432eb7>



*\*Whizz-bang\* \*Whoosh\* ... Incoming ... The Naked Lawyer hurls a spray of Muse Bombs into the ring as she Segways playfully in channelling our thinking onto the topic of burn-out, wellness, teams and whether machines can help redress any imbalance pertaining to the long work hours culture and stress associated with the same ...*

# The end of burnout?

There have been many articles and reports on the subject of burnout recently, most notably those by Forbes<sup>1</sup>, the Financial Times<sup>2</sup> and Thomson Reuters<sup>3</sup>.

Professional Services face losing staff to burnout and working remotely makes it much harder for teams to juggle work and personal commitments without getting burnt out. Work can quickly encroach on our downtime when we literally live at the office, which is why it's so important to create a healthy balance in our working life, says Forbes.

Turning to the ambassadors I pose the question: "As it is evident that some lawyers burn out, how, in your opinion and/or experience, can machines help avoid this?"

**Sonia:** "In the sport field, athletes know that the line between high performance and burnout is very thin. When does burnout really occur? It does when one feels overwhelmed and unable to meet constant demands. Lawyers and professional services workers can leverage technology to minimise repetitive and tedious tasks under time pressure delivery. It can allow their teams to manage the work more efficiently and gain time back to spend on more impactful work. It is an opportunity to increase productivity in a more balanced way. It could also increase workplace satisfaction by trusting professionals to use their best talents like strategic, creative thinking, and feel more in control over the demands."

**Martyn:** "I would have said the exact opposite and would have replaced 'harder' with 'easier' – and 'encroach' with 'blend'. It has to be so much easier to put in your 1,000 or 1,500 hours or whatever your target/expectation is, if you're not constrained by needing to be in an office, not having great IT access, not being constrained by a 9 to 5 historic restriction, and not having a flexible, trusting environment. "Machines" in whatever form you view them, need to be fully integrated within this cultural revolution."







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Duly noted guys. But the lexicon of 'non-lawyer' prevails. Should we think of teams now (and in the future) to include people (lawyer and 'non-lawyer' aka everyone who is not a lawyer) AND machines/Robots in order to benefit clients/customers? Yes/No? Why/why not? Should we encourage / embrace a greater diversity and collaboration (lawyer, non-lawyer, machine, client/customer) within teams to enhance productivity and performance to benefit both lawyers and clients? If so, how?

**Sonia:** "Yes — ultimately if collaboration is encouraged within a diverse team, everyone will sharpen their skills by learning from each others strongest skillset, different perspectives, more savvy technologists, para-legals, financial background etc. This is the best way to remain competitive in the delivery of services to clients and in one's career. New innovative leadership is also required to lead these cross domain teams."

How will this affect training / skills / up-skilling of humans etc?

**Sonia:** "Not all tasks we ask lawyers, especially younger lawyers to do, are the right ones. Some tasks should probably be reduced, with delegation to machines or other professionals. This should change the education and long-life training curriculum."

How can teams benefit from a mix of the two i.e. humans and machines working together?

**Sonia:** "For legal departments and law firms, we are already seeing new type of roles emerging: legal operations, legal engineers and analysts for example."

Technology has been used for decades but it has mainly been in the back-office systems. Latest evolutions have seen legal work being transformed by deeper advancements (RPA; Machine Learning etc.). Increased technology embedment in our daily work will require new skill sets in the legal profession. Augmenting our traditional perception of a "lawyer" role will certainly positively enrich our work experience and the quality and speed of delivery of services to clients."

Do lawyers / law firms / corporate legal departments currently make clients / customers aware of the LegalTech at play on their behalf? If not, why not? Should they?

**Sonia:** "In legal departments, the other departments are aware of some LegalTech at play, as they have to interact with it as part of the enterprise workflow processes (e-signature solutions, contract management systems etc.). It can sometimes positively increase the brand of a legal department as being an efficient and modern digitalised function. It also increases the "customer" experience with the legal department when it successfully streamlines the process by removing friction points."

Ultimately a legal counsel's entire focus is on a better delivery of legal solutions to their internal client problems — I would argue that if the clients are not fully aware of the technology it means it works exceptionally well from a UX perspective. They are also expected to be more data driven in their approach, which can only be achieved at scale via leveraging technology tools and retaining new types of talents."

**Martyn:** "In most other business environments, there isn't the distinction between the productive core and the support core. Within the professions, the productive core is turned upside down in that they are either the 'owners' or are certainly regarded as the more important intellectual element."

This can lead to a lesser regard for the support core, and thus, marketing, IT, finance, will not be seen as important or influential. Yet, it will be that latter cohort who would be able to bring technology and more modern delivery and working practices into the business.

So, once again, that cultural element comes to the fore. The firms that will benefit will be those who recognise this."

1. [https://www.forbes.com/sites/janesparrow/2021/04/28/promoting-a-balanced-working-culture-within-your-team/?utm\\_medium=social&utm\\_campaign=socialflowForbesMainLI&utm\\_source=ForbesMainLinkedIn&sh=34d9c0c52db6](https://www.forbes.com/sites/janesparrow/2021/04/28/promoting-a-balanced-working-culture-within-your-team/?utm_medium=social&utm_campaign=socialflowForbesMainLI&utm_source=ForbesMainLinkedIn&sh=34d9c0c52db6)
2. [https://www.ft.com/content/f037991e-4481-4641-8186-0862f1f07c97?utm\\_campaign=One%20Thing%20Newsletter&utm\\_medium=email&\\_hsmi=118004115&\\_hsenc=p2ANqtz-9E2Br05Tra-ZV k\\_82UwMBgbPeB5JlINsPayDQwDiCIBkbDPnxQwFa5tF8qN4m6emXKQqfL1MReqAwY6wlaOE091NGb-TA0VUxheJBhMtoYE1A&utm\\_content=118004115&utm\\_source=hs\\_automation](https://www.ft.com/content/f037991e-4481-4641-8186-0862f1f07c97?utm_campaign=One%20Thing%20Newsletter&utm_medium=email&_hsmi=118004115&_hsenc=p2ANqtz-9E2Br05Tra-ZV k_82UwMBgbPeB5JlINsPayDQwDiCIBkbDPnxQwFa5tF8qN4m6emXKQqfL1MReqAwY6wlaOE091NGb-TA0VUxheJBhMtoYE1A&utm_content=118004115&utm_source=hs_automation)
3. [https://legal.thomsonreuters.com/en/insights/white-papers/work-life-balance-white-paper?cid=9029268&sfidccampaignid=7014000001BP5yQAO&chl=na&utm\\_campaign=Thomson+Reuters&utm\\_medium=email&\\_hsmi=123769342&\\_hsenc=p2ANqtz-9CzmivltHoGN-a3pWbyRIPIU\\_eEPb6smYJ49qPcFbaSY6xvzI03KWOrvOXgCRfzoKcs-pY4qYzGnvSAitEUowVphlEFAo8kHlUlaSygki9PCfe74&utm\\_content=123769342&utm\\_source=hs\\_email](https://legal.thomsonreuters.com/en/insights/white-papers/work-life-balance-white-paper?cid=9029268&sfidccampaignid=7014000001BP5yQAO&chl=na&utm_campaign=Thomson+Reuters&utm_medium=email&_hsmi=123769342&_hsenc=p2ANqtz-9CzmivltHoGN-a3pWbyRIPIU_eEPb6smYJ49qPcFbaSY6xvzI03KWOrvOXgCRfzoKcs-pY4qYzGnvSAitEUowVphlEFAo8kHlUlaSygki9PCfe74&utm_content=123769342&utm_source=hs_email)



*\*Whizz-bang\* \*Whoosh\* \*Zing\* \*Swerve\*  
... The Naked Lawyer comes to a screeching halt in front of the roundtable bringing an inevitable end to that discussion. Obviously agitated - wanting to get out and play on her bike whilst the inclement UK weather is unusually sunny, warm and dry - I swiftly moved on to a final question to pre-empt her causing any further mischief ...*



## Bicentennial Man – fact not fiction?

I Stephanie Boyce, our current president of The Law Society, recently commented: “Science fiction is already becoming a reality<sup>1</sup> ... The legal profession is at a pivotal moment, as is the world in which we live. There are a plethora of forces shifting our collective experience and the business environment. If we’ve learnt anything from 2020, it’s that the future can still catch you unawares.”<sup>2</sup>

I reckon that’s a gross understatement, actually. This is an observation, not a criticism. We were aware. We had been warned. The signs were all there. The experts predicted Covid, just like decades ago the legal profession was warned about the impact of technology on its privileged guarded profession.<sup>3</sup> Science fiction has been a reality and fact for some time. BUT, there is much more shocking disruption in the pipeline imho and there are many advisors, commentators, futurists etc already talking, writing and consulting on such topics ergo we shouldn’t be caught unaware at any point in the future.

Shame on us if we do. Remember, inactivity breeds contempt.

And so I ask the Tech Ambassadors (and you): “Do you think fiction will become fact (and fact could become fiction) in relation to the evolution of machines and people in our workplaces, life, family and leisure?”

For example, in the movie Bicentennial Man (released in the year 2000) a robot starts to develop a heart; it’s a transition from the mechanical to the biological (fiction to fact). Nowadays we are seeing the transition of humans from the biological to the mechanical (fact to fiction) e.g. the transhuman movement; BCIs (brain computer interfaces) and brain implants; enhanced humans. AND we’re witnessing enhanced / high intelligence machines (pre-cursor to quantum machines) and machines with emotions. We’ve also witnessed the world’s first human-monkey embryo stem cell chimera!

We are edging toward a radically superintelligent (and potentially hybrid) civilisation. Think ‘Planet of The Apes’ (fact not fiction) if we’re not careful.

Accordingly:-

- a. If a robot was/is intelligent and/or ‘human’ enough – what tasks / jobs would you like/want/need it to do at work (to free you up) and trust it to do (to the same level of performance, or better and/or faster than you)?
- b. Same question, but replace ‘work’ with ‘home’ / family / leisure life i.e. If a robot was/is intelligent and/or ‘human’ enough – what tasks / jobs would you like/want/need it to do at home / in/with the family / at leisure (to free you up) and trust it to do (to the same level of performance, or better and/or faster than you)?
- c. Is there / should there be a difference between work and home/family/leisure?

**Nick:** “As a HUGE fan of Sci-Fi I am fascinated by this question (if you’ve never read any of the Iain M Banks Culture novels I urge you to do so!). My answer is Yes! Probably, definitely, maybe.

I believe it is inevitable that machines and AI (real AI, not the “AI” that gets thrown about everywhere today as a sexy name for automated decision trees) will become an increasingly relevant and influential part of our working and personal lives. We live in a world full of people capable of working together on extraordinary feats of innovation, engineering and creativity – flying a mini helicopter on Mars, photographing a black hole, creating fully functioning replacement limbs, helping people see, hear and walk again, building quantum computers (still trying to get my head around those), creating vaccines. Those things are happening now. The computing power needed to support many of these innovations is increasingly accessible and may only ever be limited by energy (which we can solve too if we work hard enough).



# future

With those things in mind, it is not hard to envisage a world when many of the things we do to keep things moving at work are done by a machine – paying bills, making choices on services (utilities, telecoms etc.), accounting, IT infrastructure management (cloud etc.), data mining, content creation (remember – loads of music on Spotify is created by AI). If that freed up capacity and capital is used to explore new ideas, create new products, open new markets, then harnessed properly that could be a great thing.

At home, if my wife and I had to spend less time at the weekend on “life admin” would I be glum? No! Have a machine find me the best insurance policy or mobile phone deal, cancel subscriptions I am not using, monitor my health, recommend me a better diet (and get the ingredients delivered to my door in a net zero manner). I would wager that a machine is far better equipped to run through the overwhelming amount of choice we are faced with today, weigh up the options and select the best result far better than I ever will. I’m all for that if it lets me spend more time with my family, saves me money, and improves my well-being.

What’s the cost to society? I don’t know. Will it put people out of work, or will it create different work? I don’t know. Will it lead to us working less and having more leisure time (and is that a good thing)? I don’t know. However, I would say it is indisputable that life today is better for the vast majority than it was fifty years ago by most measures (life expectancy, human rights, education) and if done thoughtfully – and that is the big risk – the increasing involvement of machines in our lives can continue that trend. I’m still waiting for the hoverboards from *Back to the Future II* though!”

Err, I hate to burst your bubble, Nick, but I think they have already been invented.

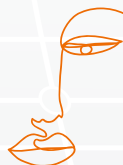
**Martyn:** “Can’t really add much here, as I think this is so far removed from the reality of a law firm that it’s not going to have much impact in the foreseeable future. What will continue to happen is the merging of work and home into ‘life’. That needs trust to become a bigger element of the whole equation – a two-way mutual respect to develop.”

## Brain implants are fact, not fiction

*The Naked Lawyer* flashes me a frown ... Hmmm ... I’d better wrap this up ... fast! I don’t fancy another Muse Bomb hurled at any part of my anatomy, thankyou ...

And so, just to throw the cat amongst the pigeons and leave the Tech Ambassadors with a final thought about the further potential and opportunities in fusing humans with machines I ask: “If you could have a brain implant that turns your thoughts into text, would you have one? Should human lawyers have one?” I ask this because this is where the science and technology currently sits; a new brain implant turns thoughts into text with 90% accuracy.<sup>4</sup>

**Martyn:** “Not entirely sure this would be a great thing for the future growth of Document Direct, so I won’t be urging anyone to have this done.”



*\*Raucous laughter\* \*chuckles\* \*smiles\* then a throaty \*vroom vroom\* ... The Naked Lawyer has left the arena, swapping her sturdy Segway for her shiny lightning road bike ...*

Hope you enjoyed the read. See you next time.

1. <https://m.globallegalpost.com/big-stories/by-2030-everyone-will-have-a-free-lawyer-at-their-disposal-93865755/>

2. <https://www.legalfutures.co.uk/latest-news/lawyers-fed-performance-enhancing-drugs-in-law-society-dystopia>

3. <https://www.linkedin.com/feed/update/urn:li:activity:6739161565007753217> <https://www.linkedin.com/feed/update/urn:li:activity:6755782874886107136>

4. <https://singularityhub.com/2021/05/18/a-new-brain-implant-turns-thoughts-into-text-with-90-percent-accuracy/>

