

NOVEMBER 2019

LPM

LEGAL PRACTICE MANAGEMENT

THE ONLY
MAGAZINE
FOR LAW FIRM
MANAGERS

EXPERT
COLUMNISTS
AND ADVICE
FROM PRACTICE
MANAGEMENT

LAW FIRM PROFILE

*Hear about Simons
Muirhead & Burton's office
move and growth*

The End?

That's not all, folks

*Retirement is not necessarily the end credits to a law
firm's working relationship with its people - and careful
succession planning can ensure a sequel*

NEW COLUMNIST

*Alan Barrett, head of IT at
TWM Solicitors, tells tales
from his IT upbringing*

BUSINESS INFORMATION FOR EVERYONE IN PRACTICE MANAGEMENT



It's essential firms strategically choose the few technologies they believe will have the greatest impact on their business



Chasing change

NICK HAYNE, THE DATA MASTER

Back in 2013, renowned marketer Scott Brinker described how he believed that the leading challenge faced by management teams was created by the concept that, while the pace of technological change is exponential, organisations only change logarithmically.

In simple terms, technology emerges and develops at a pace faster than organisations can keep up with. He dubbed this problem 'Martec's Law', believing it typically applied to marketing technology only. Accepting Moore's Law describes that technology changes at an exponential rate, Brinker opines that, as we know organisations do not change quickly, particularly larger, more established or traditional businesses like law firms, adopting and absorbing new technology is tough for them. It can feel like herding cats.

Every law firm knows it takes time and effort to establish changes in behaviour and culture. Only so many changes in people, processes, approach and technology can be productively integrated at any one time, all while the business operates smoothly for its clients.

The question for those guiding the future direction of their firms is: how do you manage a relatively slow-changing business in an environment of rapidly changing technology? It's not an easy question to answer.

And it's even tougher, given that we're promised new innovations on an almost weekly basis, as virtual, augmented and mixed reality, the internet of things, conversational interfaces, robotics, artificial intelligence and more become hot topics in every boardroom, everywhere.

It's easy to see how the next three years are likely to see more technological change than the previous three. The desire to close the gap and chase technological change can lead to rash decisions, shaped more by the perception

of the need than the reality.

Accept you will never catch up. The first step in managing Martec's Law is to understand that very few, if any, organisations will ever keep up with every technological advancement. Change now feels like it comes as a steadily climbing ramp, rather than in the distinct steps from the past.

The solution is all about the journey and how you manage that, rather than the ultimate destination. For management teams, the decision is which technology changes to adopt and which to ignore. You cannot chase them all and hope to exploit them all to their fullest potential. That way madness lies.

It's essential firms strategically choose the few technologies they believe will have the greatest impact on their business. And critically, let the others pass by. Chasing every new technology and trying to change too much will disrupt the business-as-usual activities and cause serious problems.

Following the decisions made by others can also be a problem and management teams must ruthlessly pursue only those changes that best align with their strategy and move them forwards on their journey of digital transformation. Firms can also attempt large leaps up the curve of technological change by adopting a whole raft of changes all at once.

This should really address the 'if we started today, what would our business look like' question, or might involve creating an internal startup without the legacy baggage – but be careful of the ensuing disruption.

Finally, ensuring your firm becomes more agile and is more able to improve the rate at which it can recognise and adopt the technology that will deliver beneficial changes for the business will create the slight edge your business needs to outperform your competitors. **LPM**

Quiss
Business support solutions
for small to mid-tier law
firms
Contact:
01827 265 000
www.quiss.co.uk
[@QuissTechPLC](https://twitter.com/QuissTechPLC)

Quiss
Excellence through experience

MANAGED IT THE WAY LAW FIRMS WANT IT

With more than 50% of our managed service clients in the legal sector, no one knows how to address the challenges you face like we do.

Experience measured in decades

For more than 30 years Quiss has helped clients adopt and implement digital technologies to maximise business opportunities and improve efficiency

Quiss benefits

- ✓ Deep knowledge of all legal sector independent software vendors
- ✓ Experience deploying sector specific critical applications
- ✓ Comprehensive 24/7/365 support with nationwide coverage

£14m

OUR REVENUE

Solid stable business with strategic plan delivering double-digit growth, year on year



OUR PEOPLE

More than 135 dedicated qualified professionals available with just one call



OUR SUPPORT

Helpdesk with 45 technicians, 24/7/365 support available and 40 mobile engineers

Azure Practice

Over the last few years Quiss Technology has invested significantly in the development of an in-house Microsoft Azure Practice – and we are now helping numerous professional services business transition parts or all of their environment to the public cloud.

If you are looking for advice or support on evaluating the options please contact us for more details.

 **0333 222 4334**

 **www.quiss.co.uk**

 **enquiries@quiss.co.uk**