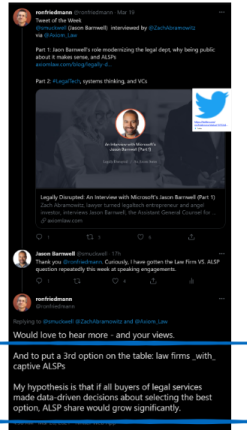


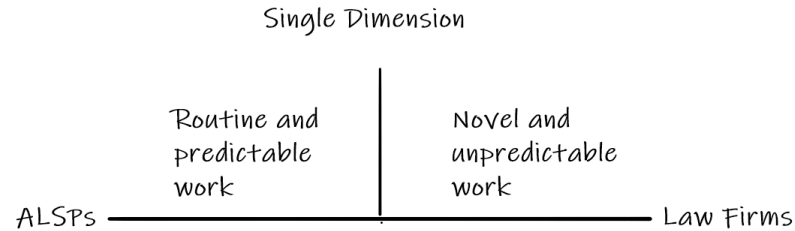


# Jason's Whiteboard: As a Buyer of Legal Services How Should I Think About Legal Services Providers?



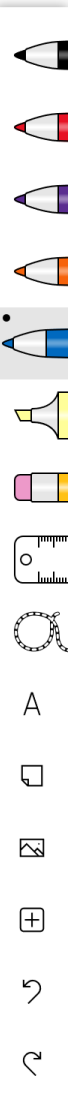
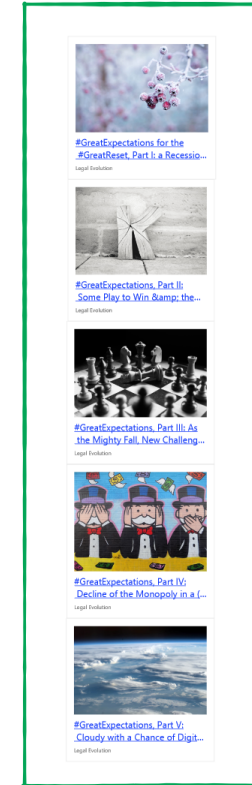
TL;DR: Jae Um already answered the question.

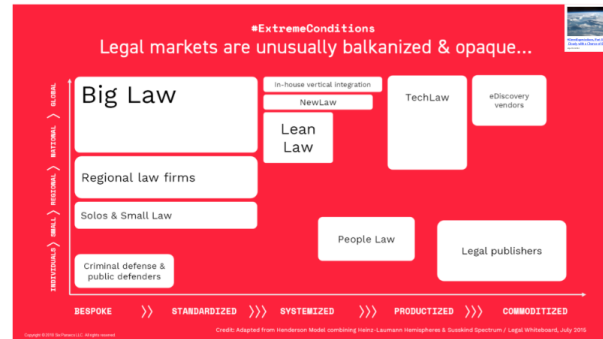
It is tempting to classify ALSPs and Law Firms as separate categories of provider that we prefer based upon work type.



But does this prepare us for the future state? Does it accurately reflect the current state? Jae Um describes something more complex and nuanced. And she articulates the problem that will shape our investment, partnership, and buying behaviors of the organizations that are willing to embrace the revolution and industrialize work using emerging capabilities:

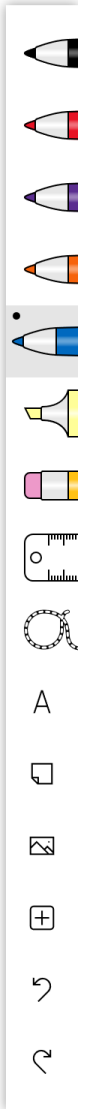
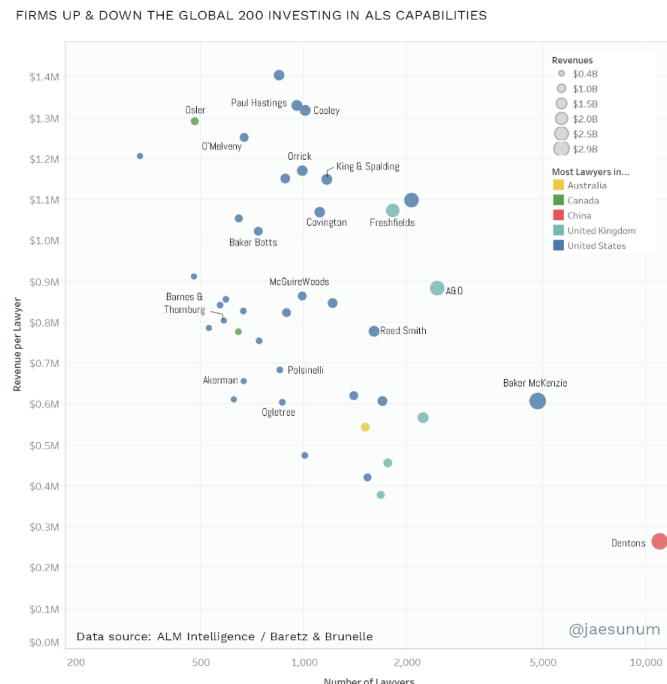
"The primary reason for my belief that ALSPs will hit the tipping point soon is because they must. Corporate clients face a problem of scale, not efficiency. This is a problem that requires collaborative investment in complex human systems rather than ad hoc accommodations to disparate pain points."





Law Firms are observing the need and making investments. Again, Jae Um gives us data highlighting law firm investments to gain new capabilities in response to emerging customer demand.

### Jury still out... but don't sleep on BigLaw innovation

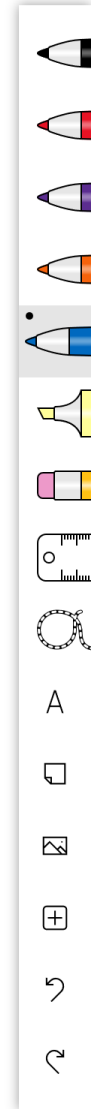
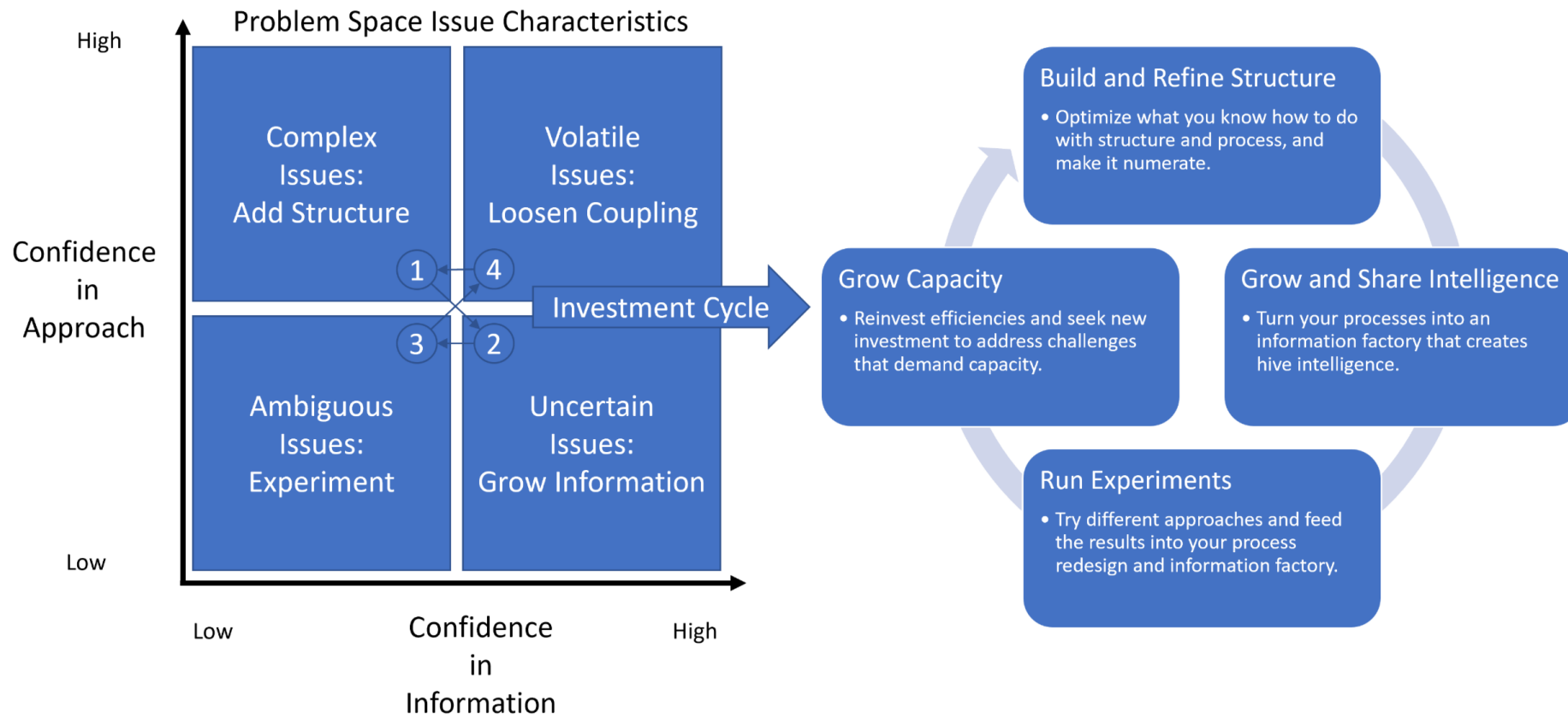




But as a customer, imagine what you really need as a system to service both novelty and scale. Perhaps identifying and handling new issues looks like this?



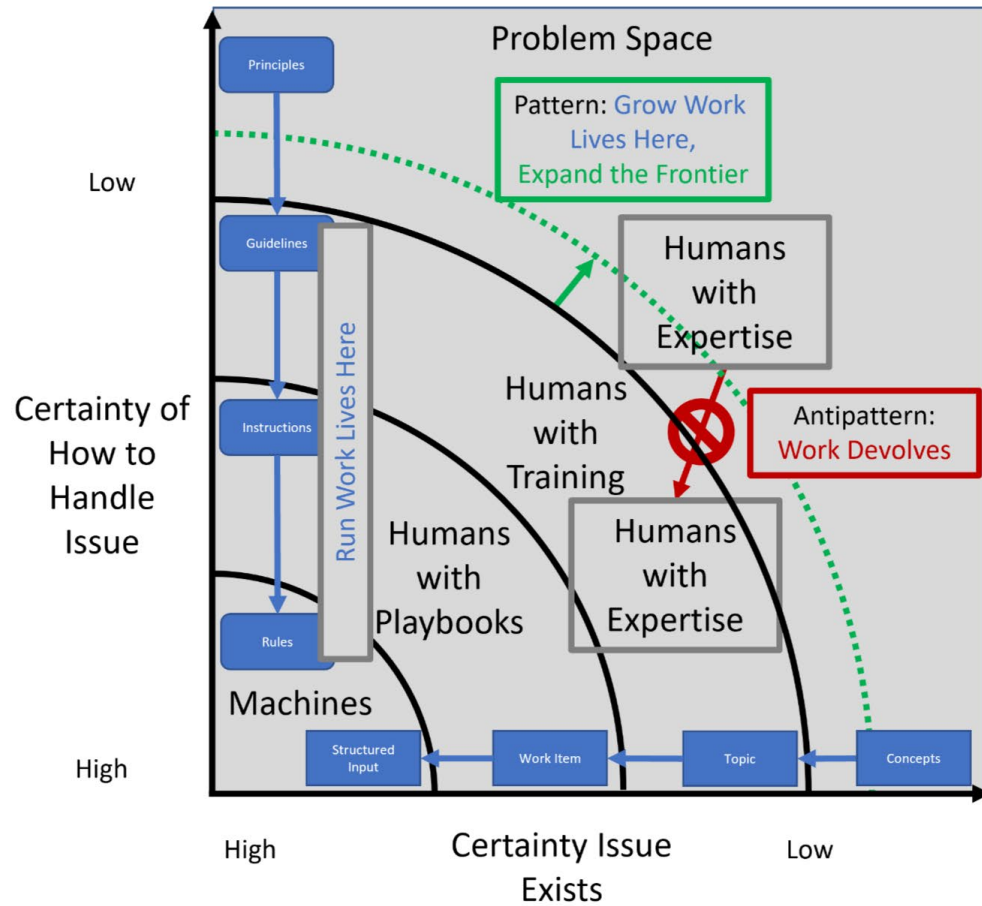
### Adaptation Investment Framework for Legal Services



And perhaps it fits into a larger operational framework that looks like this?



## Scaling Legal Work with Systematic Adaptation



Goal: Achieve scaled excellence in new work opportunity recognition and run work execution.

Constraint: Skilled human attention is the scarcest resource. Lost opportunity may result when humans are applied to a work valence below their full potential contribution.

Pattern Prototype: Adaptive scale is the systematic advancement of regime frontiers that push more work to resources with less scarce capabilities. This promotes investment of more expertise to unknown-unknowns (UU) and known-unknowns (KU). The supply of UU and KU grows with systemic VUCA.

Value Hypothesis: Optimize resources to share knowledge in ways that remove duplication of exploration and work efforts and optimizes the execution of work effort with best practices informed by the highest expertise valence.





Clients do not have the capacity to do the issue understanding and processing for all of the work they have. So they hire the help they need. Often in pieces.

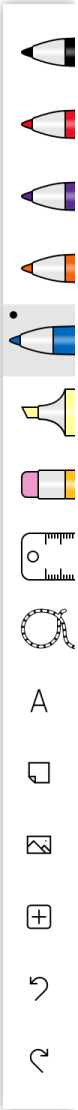
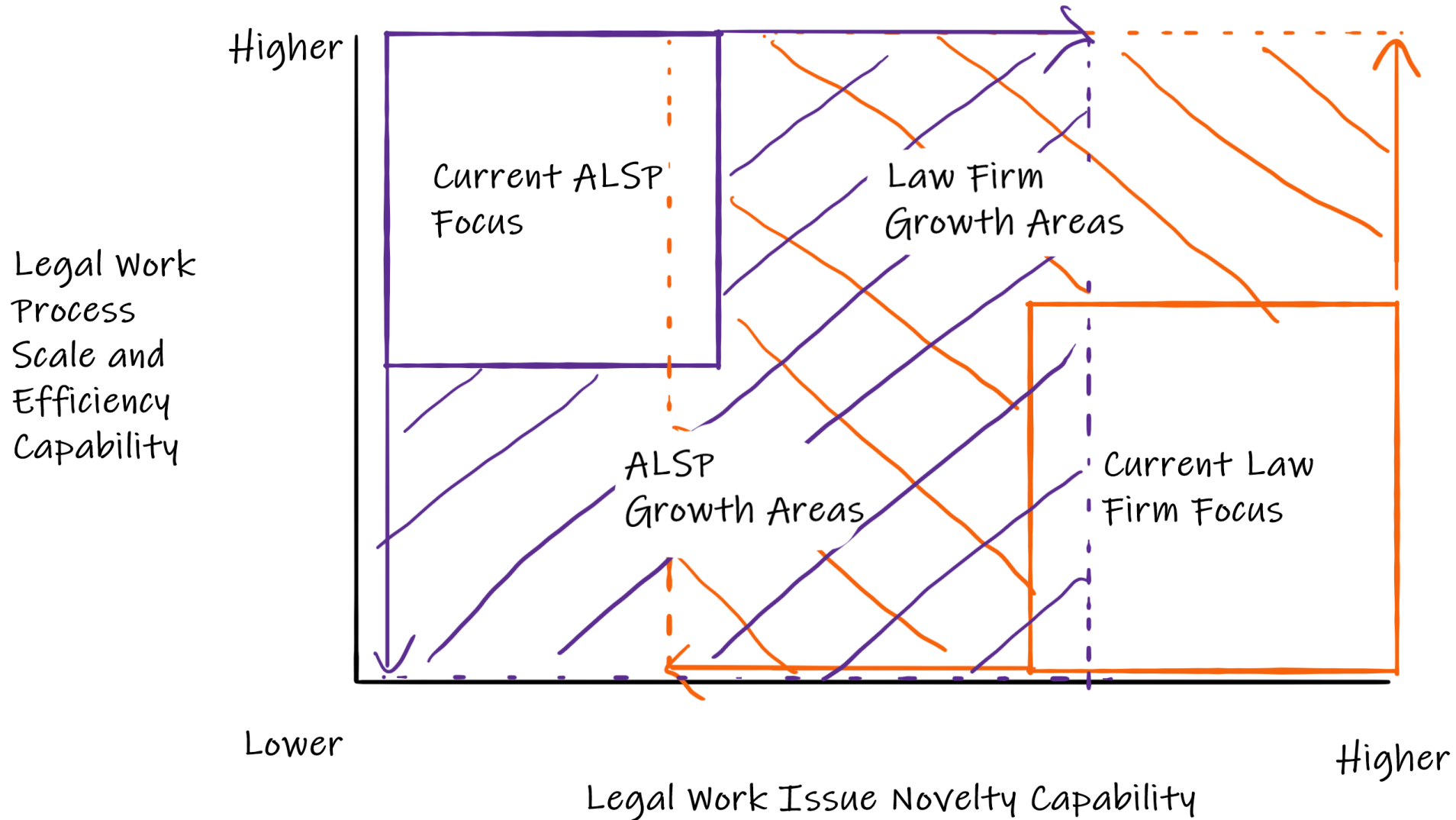
Clients do not want to be the glue that integrates different capabilities spread across partners. But we often do because we have to. We prefer to consume solutions that someone else brings together. This lets us focus on identifying new signal to bring into that system that becomes productive work (strategic work).







What if we split the ALSP vs. Law Firm into two dimensions. Ability to address complex issues and ability to convert handling issue processes to scale?



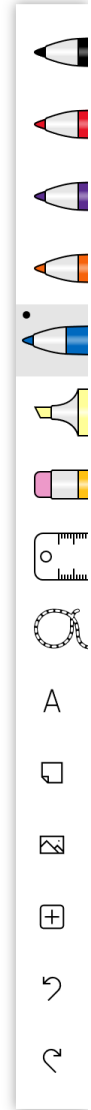
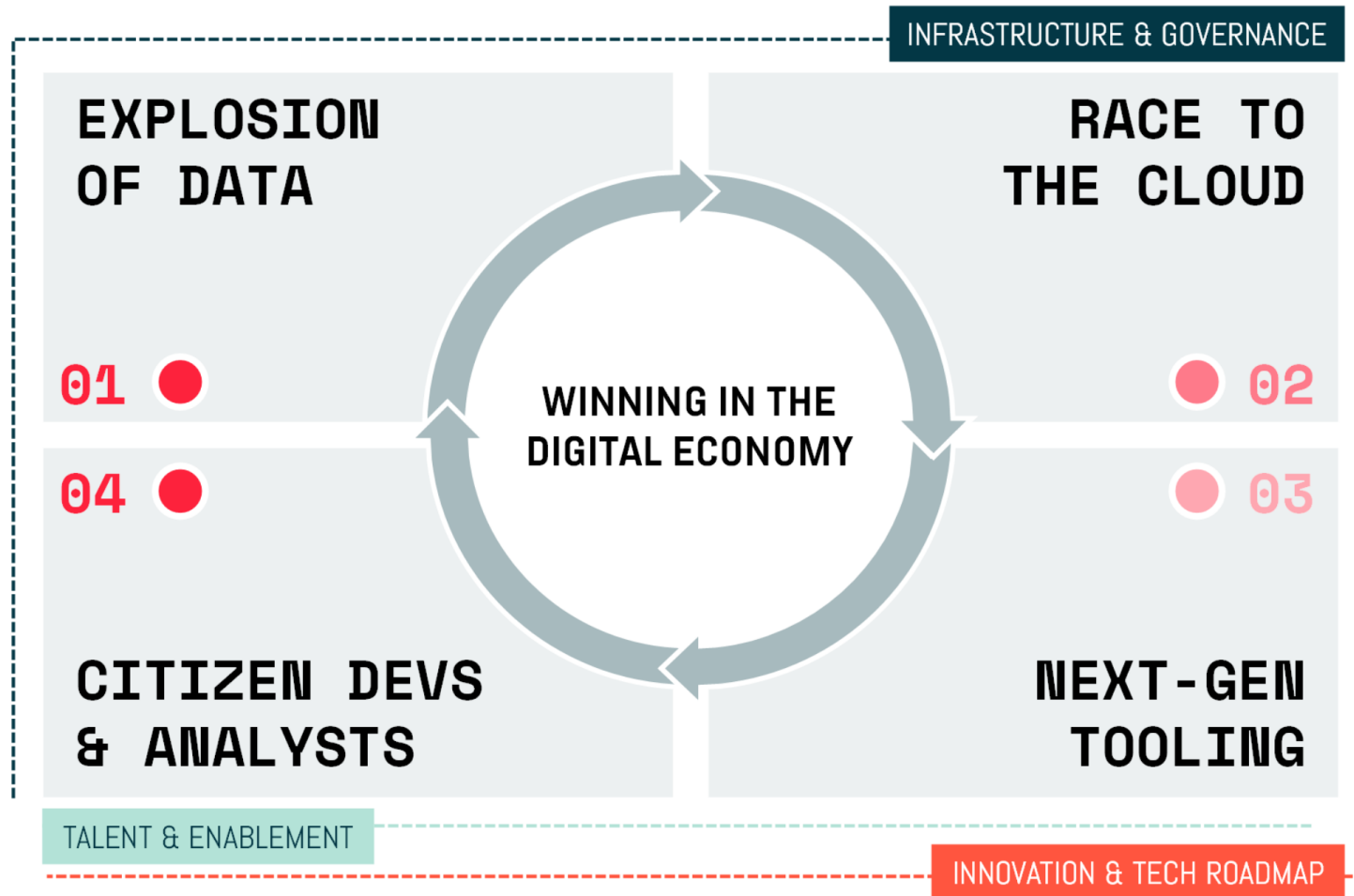




# Great Reset: Winners will lead on 4 interconnected fronts



IMPLICATIONS FOR LEGAL BUSINESS ARE TRANSFORMATIVE, BUT THE BARRIERS ARE REAL

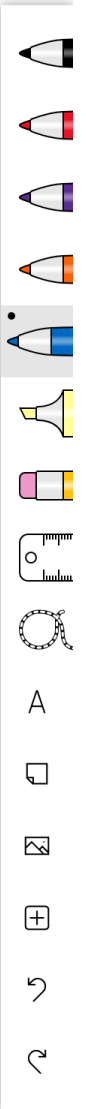
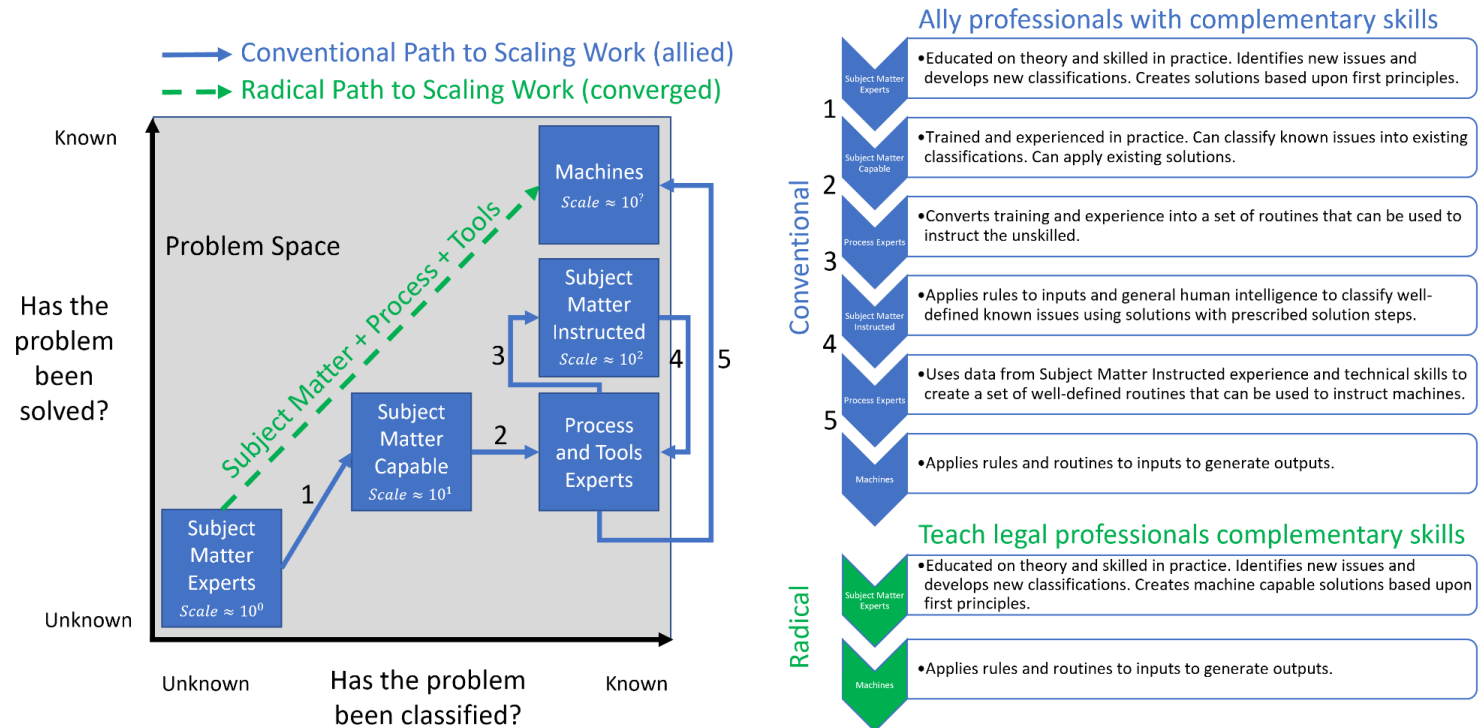


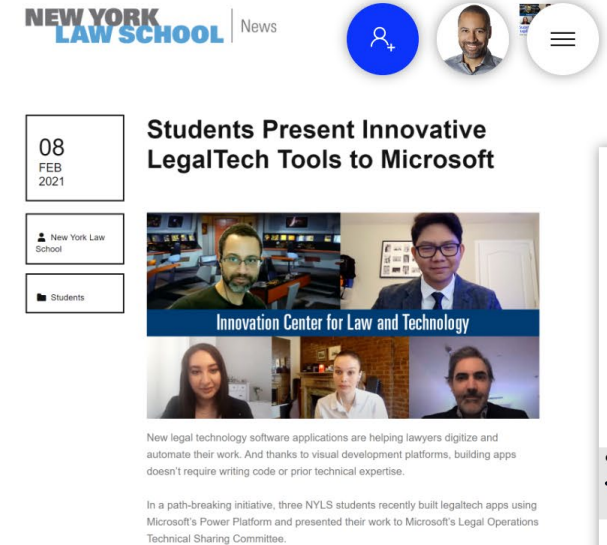
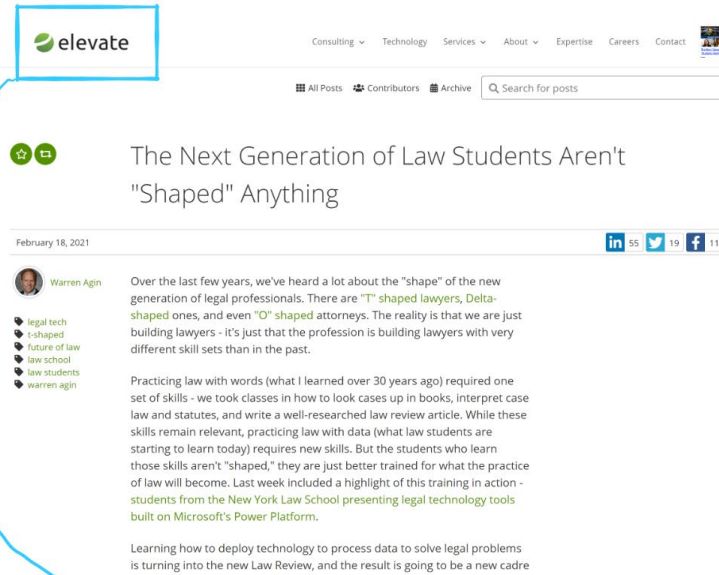
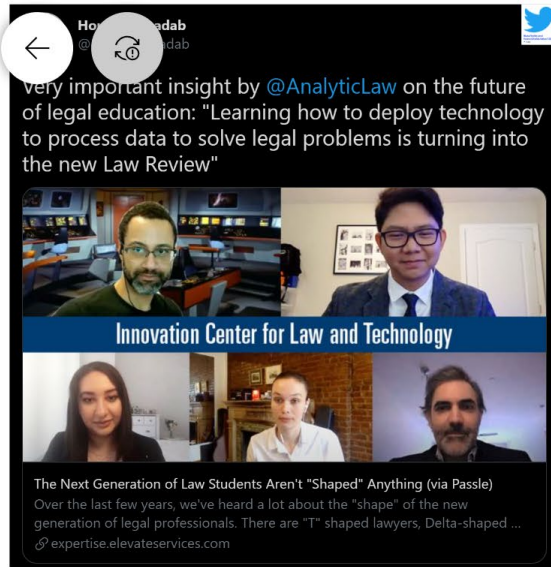




We understand the combination of capabilities and practices that produce the convergence we need to adapt and scale.

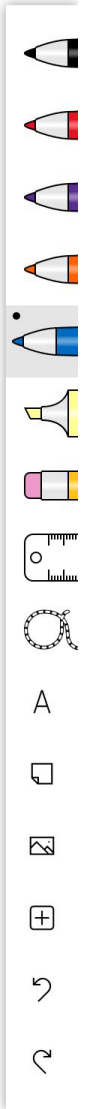
### Scaling Legal Work with Scarce Expertise

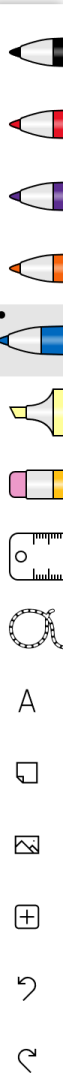
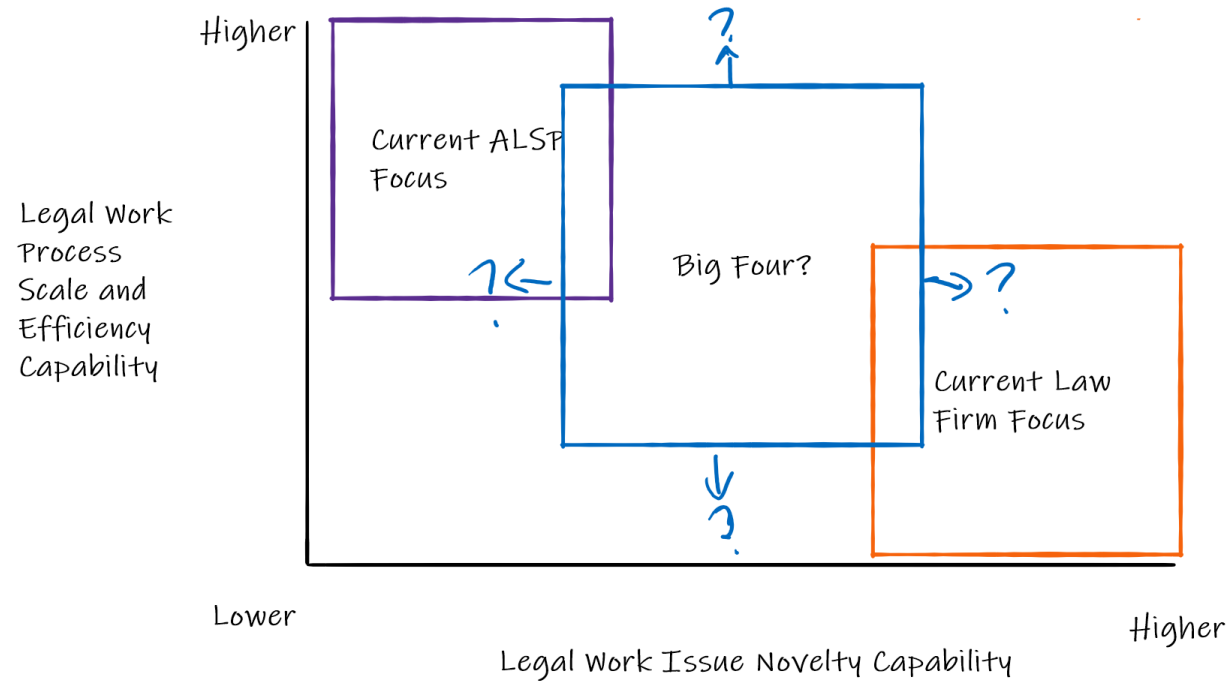




And clearly **some ALSPs** are thinking about the future state now.

But we should we ignore **other market players** who seem to be making investments, have compelling capabilities, start from a different place, and are willing to play a long game?





Rather than focusing on rigidly classifying market players into current categories, should we try to understand current and likely future market need, and current and developing capabilities of suppliers to inform our purchase, partnership, and investment decisions?