



simplified  
change  
solutions

# Failure to transform

Business transformation and legal services

# Are law firms ready and able to change?

From developing technologies to new market entrants, the legal market is experiencing change at an increasingly fast rate.

Only those firms capable of transforming the way they operate will move ahead of the rest. How do successful organisations adapt and change?

Research tells us that businesses attempting to change face an uphill struggle. How are law firms performing and could they do better?

Are they ready and able to change?

Curium's survey of 100 c-suite and senior managers included representatives of the UK's top 100 law firms.

The survey discovered that while other sectors are focusing on reducing cost and improving operational efficiency, law firms are prioritising customer experience.

The top four strategic priorities identified by law firm respondents are: improving customer service (19%); revenue growth; improving profitability, and developing people (all 17%).



## Strategic priorities

1. Improving customer service
2. Revenue growth
3. Improving profitability
4. Developing people

For law firms, the four critical factors to achieving lasting and effective change are: strong direction and leadership; buy-in from senior team and managers; organisational culture; and communication (all 21%).

To deliver successful and lasting business transformation, organisations need to be 'change ready'. Everyone involved needs to understand the reason to change and the benefits to them of behaving differently.

**“Our results suggest that law firms lack the capability and experience to do this, and are unlikely to achieve the change they need.”**

Andy Dawson, Founding Director

## Factors most important to achieving lasting and effective change

	0%	10%	20%	30%	40%	50%
Strong direction and leadership			21%			
Buy-in from senior team / managers			21%			
Organisational culture			21%			
Communications			21%			

# Change capability

## Leadership

While three-quarters of respondents agree that change initiatives are aligned with strategy, only 38% think that change initiatives have appropriate sponsors actively involved in their performance.

## Project management

Only a quarter of respondents think that there is an understanding of the role of the project manager and just 25% believe their firm has an effective business transformation team.

In my firm, all change initiatives have appropriate sponsors with active involvement in their performance




## Almost 90% do not believe

their organisation can communicate change effectively

**“25% is a low figure - much lower than in other sectors. This isn't surprising as 'transformation' is a relatively new concept for law firms.”**

Andy Dawson

## Communication

While communication is a leading factor in achieving change, just 12% of law firm respondents agree that communication strategies ensure that the right messages reach the right audiences.

## Risks and return

Half of the survey respondents representing legal services businesses are satisfied that their firms articulate and manage risks and opportunities.

However, none of them are confident in the metrics used to assess the effectiveness and performance of transformation projects.

## Conclusion

Successful law firms don't just have a great strategy – they execute that strategy through their ability to change.

The results of our survey offer a revealing insight into where and why business transformation projects go wrong.

The fact is that transformation projects will always go wrong at some point.

Our study reinforces this view, with respondents identifying failings at every stage of a change project's lifecycle: accountability; capability; communication; culture; and metrics.

Many factors have their part to play in achieving successful and sustainable change, which supports strategic goals.

The real skill is not preventing problems but in knowing how to recover.

For our full report, visit [curiumsolutions.com](http://curiumsolutions.com).



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## About Curium Solutions

Curium simplifies change and empowers individuals and organisations to achieve their personal and business potential. It delivers its solutions through two consultancy practices: Delivery and Capability.

Delivery focuses on helping organisations to deliver key business initiatives like organisational design, digital strategy or transforming front and back office operations.

The Capability practice supports cultural change and helps leaders and teams to perform better.

Curium helps organisations facing change including:

- Improving business performance – increase productivity and innovation, enhance employee engagement, improve customer service, introduce more efficient processes and reduce cost
- Supporting growth – develop skills, leadership and infrastructure to support and sustain rapid growth
- Digital developments – enable organisations to thrive in the digital world by helping them define what digital means to them and how to use digital technologies to achieve their desired outcomes
- M&A implementation – cultural and operational change to support the new organisation

In a sector heavy with jargon and complexity, Curium simplifies change, taking best practice processes, tools, models and frameworks, and boiling them down to their essential and most useful elements.

Curium works with individuals, empowering them to make change sustainable long after the team has left.

Every member of the Curium team has experienced change from the client side and understands the emotional journeys individuals experience when leading or adapting to change.

## Contact

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