

Introduction

This book is written to inspire lawyers and legal professionals to embrace innovation practices, even if their business model isn't "broken." In the process of innovating, lawyers hone the mindsets, skills, and habits that clients desire—and, in the future, that clients will require. The book is divided into three parts and each part can be read on its own.

Part I: Why Lawyers Should Hone the Mindset, Skill Set, and Behaviors of Innovators

Part I details what is at stake and why all lawyers should adopt the mindset, skill set, and behaviors of innovators even if their business model is not broken. Informed by extensive interviews with more than 105 general counsels and chief executives, heads of innovation at law firms, and law firm partners from around the world, this part describes the upheaval in the legal marketplace—the explosion of innovation that is occurring in the law marketplace and is changing the needs of clients. It explores the gaps that exist between what clients say they want from their lawyers and what lawyers are delivering. It concludes by demonstrating that the New Value Equation in Law is innovation. In the process of innovating, lawyers adopt new attitudes and behaviors and create new cultures that transform the relationships between lawyers and clients and how they collaborate to solve problems. The bonus: this kind of collaboration (toward innovation that adds value) is a client leadership edge opportunity.

Part II: The Three Rules of Engagement: Creating a Culture of Creativity, Collaboration, and Innovation

Part II describes how lawyers can approach the upheaval in the legal marketplace. It provides Three Rules of Engagement for creating a culture of creativity, collaboration, and innovation for lawyers: having an Open Mind, an Open Heart, and an Open Door. These rules are important to learn even if—or especially if—you are a lawyer leader and you yourself do not want to innovate. They are important because the only way to lead this type of culture creation among your team, department, or firm is by exemplification. Moreover, the focus is changing from what lawyers do to how they do it. Thus, following these Three Rules of Engagement will

help you change how you collaborate with others, especially clients. In turn, this new collaborative way of providing service will help you build stronger and more durable relationships.

Part III: The Innovation Possible: Putting Together the Theory, Practice, and Proof

Part III takes innovation from concept to action by putting together the theory (the frameworks of innovation) with the practice (a method of innovation for lawyers) and the proof (this innovation method works for lawyers). It is designed to help make innovation possible regardless of the size or location of your firm or legal department. It introduces the Seven Essential Experiences that all lawyers must master to achieve innovation and the 3-4-5 Method of Innovation for Lawyers, designed specifically for lawyers who want to transform how they collaborate with clients and create innovative solutions to problems at the intersection of law, technology, and business. This part concludes by mapping out a journey of a lawyer-led team through an innovation cycle to provide proof that these experiences combined with this method work.

This book is for anyone invested in changing the future of legal services, be it someone tasked with transforming his/her practice, someone looking to approach his/her work in a new way, someone looking for a fresh approach to client relations to garner competitive advantage, or someone new to the field interested in a forecast of the world to come. As such, each chapter concludes with points of reflection designed to help you determine the best approaches for your team, department, or firm. Exercises for each chapter are included in my forthcoming book: *The 3-4-5 Method of Innovation for Lawyers: A Handbook of Exercises and Best Practices*.