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## Change management in the legal professions.

Change is a constant in the professional world, and the legal sector is not an exception. Its management is a discipline that studies how to manage organizational changes effectively.

This generally includes:

- understand what changes are needed in each context,
- how the effects of the changes can be managed and implemented,
- It also means knowing how changes can be leveraged to improve productivity and outcomes.

If these three points are considered and deepened, this discipline confirms something key to the success of any organization, since it can lead to new opportunities and improvements of:

- People
- Processes
- Results

Of course, this type of management today is a fundamental part of the legal profession and it is important that professionals are prepared to face the challenges that come with it. In the legal field, all this refers in particular to the ability of legal professionals to adapt to the new realities of their specific environment, to new laws and regulations, to new technological and AI tools and to what is happening in the business environment. This means that lawyers must, as always, be aware of changes in legislation, but they must also be prepared to apply them to concrete and entirely new situations.

This also means being prepared to carry out a variety of tasks related to changes in the environment, such as the development of new legal strategies and the analysis of the effects of changes in the business environment.

In addition, these professionals must have developed useful tools to guide clients through the most urgent developments and ensure that they are aware of all the changes in the rules that influence their lives and, in general, the reality around them.

To deal with all this, it is important that lawyers are provided with the opportunity to train on issues related to change management.

This may include regular updates, as well as the opportunity to participate in seminars and conferences on topics related to:

- Soft skills, such as flexibility, resilience, acceptance, leadership, and many others,
- Digital skills, which help them manage and even take advantage of technological innovations.
- Change management.

This will help them keep up to date and allow them to make the most of new developments in their profession.

As a result of all this, increasingly, clients, whether individuals or rather companies, are looking for a professional capable of advising and guiding them, especially in the field of new technologies (as civil, commercial and criminal), new forms of economy and international trade.

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The judicial phase involves time and costs, most of the time unacceptable to clients. The time factor in business is fundamental and companies, as a rule, prefer to agree with the counterparty, than embark on a long judgment and uncertain results.

What is required of these professionals, because of all this, is a great capacity to prevent litigation, through mediation and conciliation tools. In this sense, we cannot do without relational, business and communication skills.

We are talking about a profession that never shone for its speed and flexibility, in the face of changes in the environment and that, even before the pandemic, suffered from a strong identity crisis.

Most law firms were waiting to return to "normal" and only 20% covered the new modalities of work.

In this context, it is essential to take seriously into account the development of a range of personal skills, applicable to the professional part, which transform these professionals into more agile, flexible consultants and up to date with the times.

**Ilaria Salonna**, Co-founder of META Unconventionto Management Valence