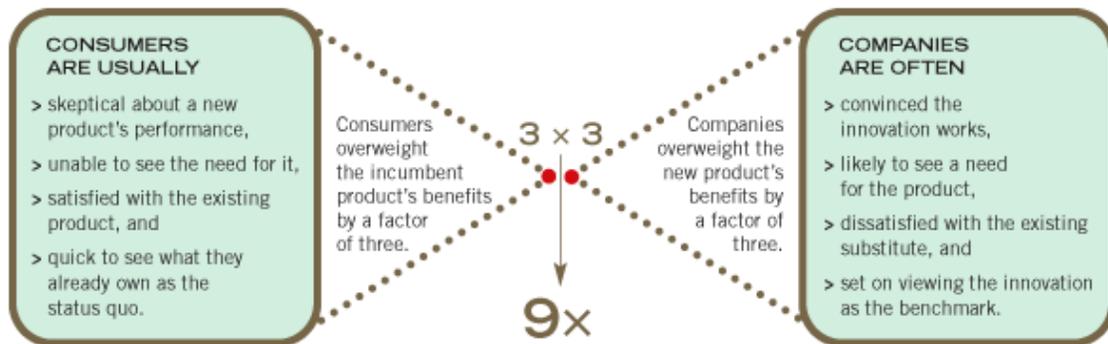


## CHANGE MANAGEMENT CAN INCREASE ADOPTION OF NEW LEGAL TOOLS

**The 9X Effect<sup>1</sup> helps explain why people may be adverse to change.**

The 9X effect describes the effect where consumers (attorneys) register loss of something they have (their current way of doing things) as more valuable than any gain resulting from a new tool or process.



Gourville, John T., Eager Sellers and Stony Buyers: Understanding the Psychology of New-Product Adoption, *Harvard Business Review*, Jun 2006, vol 84 Issues 6, pp. 98-106.

In the case of a new legal tool, the consumer (attorneys) will overweight the benefits of their current product by a factor of 3, and company (tool provider) will overweight the benefits of the new product by a factor of 3. To overcome this mismatch of perception, a new tool must be 9 times better than the existing tool to gain traction with the consumer.

**The Kübler-Ross Model also helps explain why people may be adverse to change.**

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<sup>1</sup> Gourville, John T., Eager Sellers and Stony Buyers: Understanding the Psychology of New-Product Adoption, *Harvard Business Review*, Jun 2006, vol. 84 Issues 6, pp. 98-106.

Many of us are familiar with the Kübler-Ross model used to describe the stages of grief for patients with terminal illness. The stages are:

- Denial,
- Anger,
- Bargaining,
- Depression, and
- Acceptance

A similar model is applicable to stages experienced in response to organizational changes, like introducing a new legal technology tool.

- Denial (They want me to stop the way I have been doing this for 10 years?)
- Anger (This is stupid, you can't tell me what I should be doing.)
- Exploring (Maybe this will reduce error and free me up to do more meaningful work or business development.)
- Acceptance (This tool is great, you should use it too!)

A change management program can guide your attorneys through this emotional roller coaster and the hurdles of the 9X Effect and get them to accept a new tool and may even lead to institutionalized change.

### **What are the basics of change management?**

When you introduce a new tool or process, it helps when you implement a change management protocol. There are degrees, certificates, books, and conventions on change management, so this blog post will not provide a full discourse on change management. Instead, it suggests change management as a solution and provides a high level introduction.

A simple change management protocol could be rolling out a new product and explaining to users that you are switching tools,

explaining what functionalities will remain the same, what functionalities will change, and why the new functionalities are more beneficial.

One of the popular models of change management is John Kotter's 8-step process for implementing change.

These eight steps include:

- (1) Create a Sense of Urgency
- (2) Build a Team
- (3) Form a Vision
- (4) Communicate and Get Buy In
- (5) Empower and Remove Obstacles
- (6) Generate Short Term Wins
- (7) Sustain Momentum
- (8) Make it Stick

When applied properly, these steps can help your attorneys be more open to using new tools and get over the stress and pain associated with change.

### **How can you start using change management at your firm?**

First, you need to learn about change management. There are many available courses and certificates.

At Paul Hastings, we have an internal multi-week course for those responsible for change management that:

- Promotes Empathy
- Educates on Change Models
- Discussed common roadblocks and how to push through

## **Conclusion**

If that cave dweller offered the round wheels in conjunction with a change management program, perhaps the cart-pulling cave dwellers would be more open to using the round wheels. Give it a try.