

Gartner for Legal, Risk & Compliance

Case Study: Address Use Barriers to Improve Employee Tech Adoption

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- Company Name: JLL
- Industry: Corporate Real Estate
- Headquarters: Chicago, Illinois, U.S.
- Revenue: \$20 Billion (2023)
- Employees: 106,000+

Case Overview

Problem

- Legal leaders find that the technology investments made to drive productivity and operate in a cost-conscious environment are not being used to their fullest extent.
- Lawyers may fail to adopt legal technologies for several reasons, not all of which are visible to legal leaders.
- Due to the wide range of reasons some lawyers have for not using technology, legal leaders miss opportunities to increase the organizations' technology adoption.

Action

- Legal leaders must address both reasonable and unacceptable reasons for not using technology. Doing so ensures that the full range of nonusers will adopt technology.
- Legal leaders should develop and institute action plans that address both acceptable and unacceptable reasons for nonuse.

Results

- 80% user technology adoption rates.
- 70% positive user satisfaction with technology solutions in the department.
- 20% decrease in identified pain points by employees in the department.

Problem

Only about 50% of lawyers fully adopt legal technology. ^{1,2} When lawyers do not use legal technology, legal departments miss out on its benefits, including increased speed of service to the business and budget pressure.

Legal leaders misdiagnose the reasons lawyers avoid using technology, making their applied treatments ineffective. Mistreating the reason why users refrain from using technology, or treating the wrong reason for nonuse, can reinforce undesired behaviors.

To more effectively diagnose and treat reasons for nonuse, JLL systematically identifies and diagnoses barriers to use or excuses for nonuse and applies corresponding treatment plans to migrate nonusers into adopters.

Critical Components

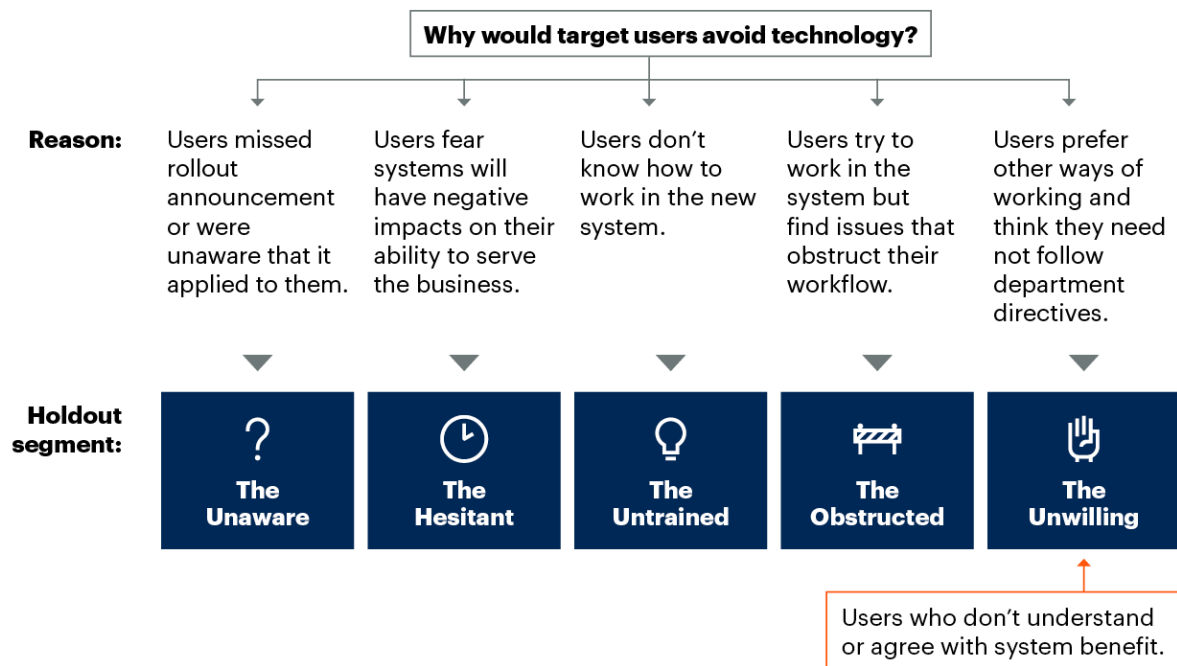
Distinct Profiles to Segment Nonusers

Define specific profiles of why people do not use technology to treat the corresponding root causes for nonuse.

JLL recognizes that the upfront change management work that occurs when introducing technology systems into the department is not sufficient to achieve desired adoption rates. The legal ops team at JLL takes a deeper dive by asking the guiding question, “Why do employees avoid using the technology in the legal department?” The team subsequently identifies a defined set of reasons why people are not using the technology.

Segment Definitions Defined by Avoidance Causes

Segment Definitions Defined by Avoidance Causes



Source: Adapted from JLL
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The legal ops team then creates corresponding nonuser segments based on the reasons why people are avoiding the technology:

- **The unaware** – Nonusers who missed initial launch communications or training, or did not know the new system applied to their work.
- **The hesitant** – Nonusers who fear that technology use will distance them from their business clients, or otherwise negatively affect their workflow.
- **The untrained** – Nonusers who are unfamiliar with how to use the system.
- **The obstructed** – Nonusers who know how to use the technology and know that it exists but encounter an operational roadblock in the system that obstructs their workflows.
- **The unwilling** – Nonusers who know about technology and are comfortable using it; however, they do not want to use it or do not feel that departmental mandates apply to them.

Segmentation in this manner allows JLL to better target the root causes of continued nonuse. With this understanding, JLL develops more effective mitigation plans to migrate nonusers out of their defined segment and into being technology adopters.

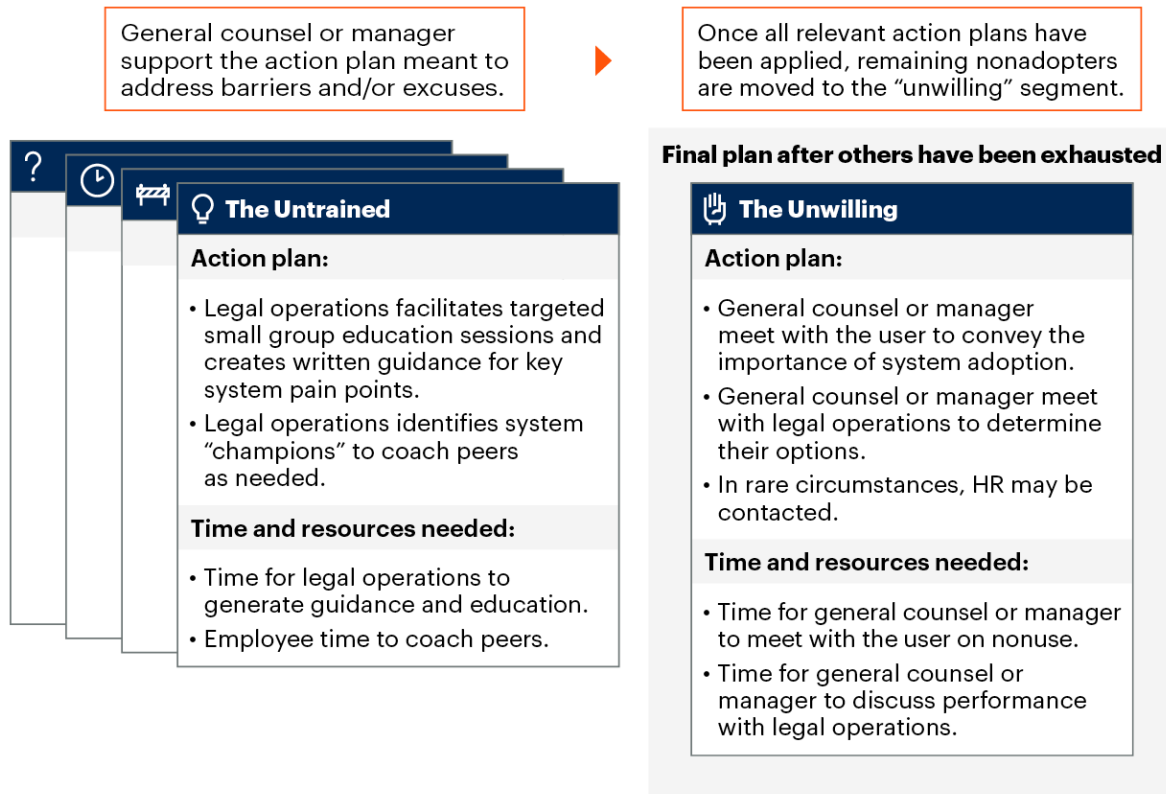
Adoption Plans Aligned to Nonuse Segments

Develop action plans aligned with nonuser segments that target specific reasons for nonuse to migrate nonusers into adopters.

Adoption Plans Mitigate Reasons for Nonuse

Adoption Plans Mitigate Reasons for Nonuse

Illustrative



Source: Adapted from JLL
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JLL’s adoption migration plans include two elements: the specific actions for the nonuser to take, as well as the investment needed to implement the plan. Group general counsel or team managers sign off on the action plans meant to address any concerns or barriers nonusers experience.

While the eventual goal of adoption plans is to migrate nonusers into adopters, they can also be used to move a nonuser from one segment into another. For example, if a nonuser is in the “unaware” segment, the adoption plan aims to make them aware of the system, how it is used in existing workflows and the value it provides. After moving from the “unaware” segment, the employee may face obstacles that prevent them from use, placing them in the “obstructed” segment. If that’s the case, the adoption plan for that segment is applied to the nonuser to migrate them into an adopter.

These plans are not meant to be punitive; adoption plans contain actions nonusers must take to eliminate any remaining excuses for avoiding technology. If all adoption plans are applied and an employee remains a nonuser, they are placed in the “unwilling” segment. The adoption plan for this segment involves heightened consequences in the form of performance conversations with the general counsel and human resources.

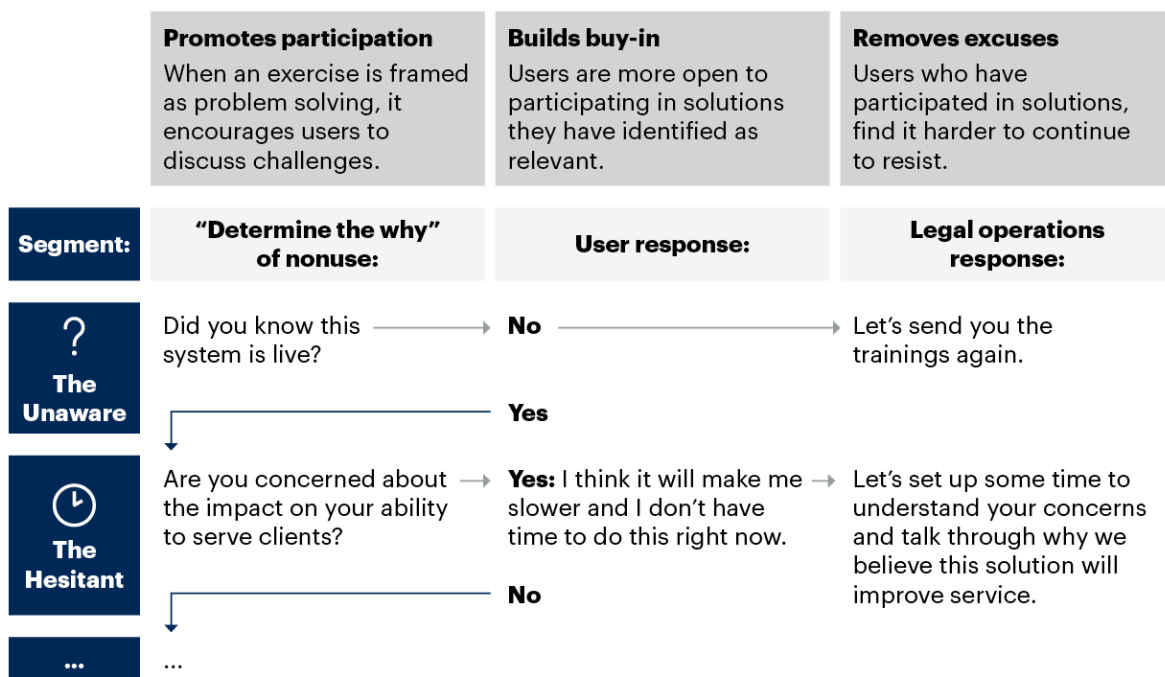
To ensure these adoption plans are effective, and that nonusers become adopters, JLL involves nonusers in the segmentation process to build buy-in.

Self-Segmentation by Nonusers to Drive Plan Effectiveness

Have nonusers self-select into segments to promote participation, build buy-in and remove excuses.

Nonuser Self-Segmentation to Drive Adoption Success

Nonuser Self-Segmentation to Drive Adoption Success



Source: Adapted from JLL
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Centering nonuser engagement in the segmentation processes enables nonusers to identify why there is a problem and how to address it. Self-identification makes nonusers more invested in participating in the solutions that JLL identified as relevant. Self-identification also eliminates excuses for nonusers to continue avoiding technology. Nonusers who have participated in solutions that they raised are unable to cite the same reason for nonuse in the future.

JLL engages nonusers as they work to understand their reasons for holding out. The legal ops team asks specific questions that allow both legal ops and the nonuser to understand why someone is not using technology. These questions indicate to the team which segment a nonuser may belong to.

The first “why” question always focuses on awareness, as none of the other reasons for nonuse are relevant if the nonuser does not know that the solution exists. If a nonuser is aware, further conversation between legal ops and the nonuser follows. Nonusers have the opportunity to vocalize the reason behind their nonuse, enabling JLL to target the true cause of nonuse. To enable nonusers to be comfortable with being honest about why they do not use the system, JLL creates an environment of trust. Legal ops at JLL does this by emphasizing that the conversations are not because a nonuser is in trouble. Rather, the conversation is meant to help legal leaders understand what the legal department could be doing differently to make it easier for the employee to use the system.

Results

Because of its focus on addressing the root causes of technology avoidance, and involving nonusers in the segmentation process, JLL has seen positive results from its digital initiatives:

- 80% user adoption rates.
- 70% positive user satisfaction with technology.
- 20% decrease in pain points surfaced by employees in the department.

Recommendations

To more effectively reduce the number of technology nonusers through self-segmentation, legal leaders should:

- Identify the reasons users would fail to adopt technology, and use these reasons to predefine employee segments.

- Develop adoption plans for each segment to provide a clear path for migrating nonusers to adopters.
- Encourage nonusers to self-select into specific segments to build buy-in for remediation actions and remove their ability to continue avoiding technology.

Evidence


¹ **2024 Gartner Legal Technology Lawyer Panel Survey.** This survey was conducted from January through February 2024 to address how to improve adoption and scale the use of technology in the legal function. The research was conducted online among 68 respondents across multiple regions, including North America (53), Western Europe (10) and Asia/Pacific (5). Qualifying organizations had a minimum revenue of \$250 million in the most recent fiscal year. Further, all respondents were full-time employees in the legal function. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

² Fully adopting legal technology is defined as using the relevant legal technology system or using all the relevant features of the technology system 70% of the time or more for a task where legal leadership would expect it to be used.

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