



2020

# Still waiting for disruption: Final report

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# STILL WAITING FOR DISRUPTION



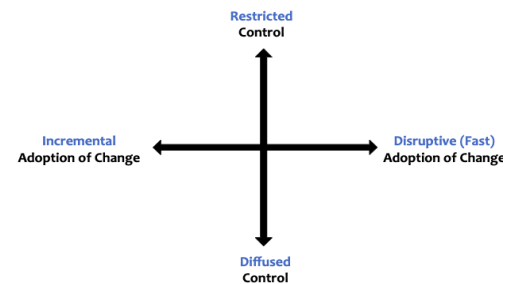
## Shaping the future of A2J tech

### FRAMEWORK FOR DRIVING TOWARDS POSITIVE DISRUPTION

*“We envision (a future where) people are equitably supported (able) to prevent, avert and resolve conflicts equitably/fairly.”*

Without adjustment to our services and systems, we know that the justice system’s probable future is as an extension of our current state where many people are excluded, intimidated and seeking resolution outside the formal justice system.

Two of the powerful factors that dictate where we are and where we could be are **our collective pace of change** and the **concentration of control** of justice systems. Society, public expectations and technological opportunities are adapting at breakneck speed compared to legal culture. When restricted to the large institutions, the avenues for innovation, disruption and variation are highly controlled.



Framing the challenge of A2J disruption (and the user-centered benefits that flow from that) within this grid, we can map a path to accelerate the pace of change and diffuse control. Moving the justice system to a place of moderate risk taking with room for innovative solutions means amplifying the trends that increase the pace of change and share control and concentration of decision making.

#### Trends to amplify

- Better integration with an **increasingly digital life**
- Increase avenues for **digital advocacy and activism**
- Improve **portability and mobility**
- Modernize infrastructure \***
- Support for a more **open legal profession**
- Increase **tech capacity & comfort \***
- Reduce the **app divide**
- Increase **digital equity \***
- Decrease the **IT poverty loop**
- Increase **access to data**

\*pandemic jumpstart

# STILL WAITING FOR DISRUPTION

There are also trends that are evident in both our current state and on the path to a more accessible tech future. These help to assess the risks of new initiatives to avoid harm.

## Trends to track

More and more inclusive visions of **equality**  
Global responses to **climate migration**  
**Precarious employment**  
**Government cutbacks**

**Eroding institutional trust**  
Addressed the **wealth of online information**  
Use of **artificial intelligence (AI)**

## Pandemic Disruption

Shifting the pace of change and the concentration of control is currently being tested in an unexpected, and dramatic real-world challenge. The current pandemic has accelerated the willingness to change. Individuals, institutions and systems that have, for years, or even decades, resisted digital service models are now offering full service dispute resolution, with procedural protections, online. Problem-solving these pandemic-era solutions has been a shared responsibility, relying on professional ethics and a common commitment to the rule of law and meaningful resolution.

Even more significant than system change, has been the change in mentality. People across the justice system have shifted from a mindset rooted in maintaining traditions to a problem-solving mindset, focused on meeting people's needs. Justice sector leaders are espousing their eagerness to change - and their self-perception as a leader of that change.

The challenge to A2J innovation is to harness this mindset shift and come out of this global disruption with *new* ways to solve users' issues. And quickly, before people slide back to the status quo.

*Still Waiting for Disruption* has developed nine tools that can be used across the sector to ensure that new initiatives, funding, research and projects drive toward the preferred future environment. Designed for use by tech innovators, legal professionals, funders and investors and legal institutions and regulators. These tools are designed to make it easier to incorporate concrete steps into existing operations, design efforts and decision making. The tools fit together by emphasizing common actions, modified to each context:

Align 

Build 

Data 









Share 

Tell 

Assess 

Implement 

# STILL WAITING FOR DISRUPTION

Tool	Description	Primary A2J Actors	Secondary A2J Actors	Action
<b>Framework</b>	Identifies the key trends and the analysis supporting A2J innovation	<ul style="list-style-type: none"> <li>• Legal professionals</li> <li>• Funders / Investors</li> <li>• Tech Innovators</li> <li>• Institutions</li> </ul>		
<b>Roadmap</b>	Concrete steps to drive A2J tech mapping steps on a collective path	<ul style="list-style-type: none"> <li>• Legal professionals</li> <li>• Funders / Investors</li> <li>• Tech Innovators</li> <li>• Institutions</li> </ul>		
<b>xA2J Metrics</b>	Standardized A2J metrics based on international and domestic models	<ul style="list-style-type: none"> <li>• Institutions</li> <li>• Funders / Investors</li> <li>• Tech Innovators</li> </ul>	<ul style="list-style-type: none"> <li>• Legal professionals</li> </ul>	
<b>Project Evaluation Criteria</b>	Criteria of initiatives that drive towards A2J, as a basis for decision-making	<ul style="list-style-type: none"> <li>• Institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Funders / Investors</li> </ul>	
<b>Impact Matrix</b>	A fillable tool to assess the A2J impact	<ul style="list-style-type: none"> <li>• Tech Innovators</li> </ul>	<ul style="list-style-type: none"> <li>• Legal professionals</li> <li>• Funders / Investors</li> </ul>	
<b>Risk Matrix</b>	A fillable tool to assess the A2J risks of new initiatives	<ul style="list-style-type: none"> <li>• Tech Innovators</li> </ul>	<ul style="list-style-type: none"> <li>• Funders / Investors</li> </ul>	
<b>Valuation</b>	A2J valuation to complement financial valuation	<ul style="list-style-type: none"> <li>• Funders / Investors</li> </ul>	<ul style="list-style-type: none"> <li>• Tech Innovators</li> </ul>	
<b>Journey Map</b>	Levers of change mapped onto the user journey in personal plight law	<ul style="list-style-type: none"> <li>• Tech Innovators</li> <li>• Legal Professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Funders / Investors</li> <li>• Institutions</li> </ul>	
<b>Reading List</b>	Academic and sector research and resources that support A2J tech	<ul style="list-style-type: none"> <li>• Institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Tech Innovators</li> <li>• Legal professionals</li> </ul>	