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INTERNATIONAL BAR ASSOCIATION CONFERENCE 2026

A conference presented by the IBA Law Firm Management Committee

Building the Law Firm of the Future

26 November 2026, Fishmongers' Hall, London, England

Working programme and list of participants

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All speaker materials and biographies can be found at **www.ibanet.org/conference-details/conf2846**

Conference Co-Chairs
Anne Macdonald *Harper Macleod, Glasgow; Co-Chair, IBA Law Firm Management Committee*
David Patient *AGRD Partners, London; Co-Vice Chair, IBA Law Firm Management Committee*
Tiziana Sucharitkul *Tilleke & Gibbins, Bangkok; Co-Chair, IBA Law Firm Management Committee*

Thursday 26 November

Working sessions will be held in the Banqueting Hall
Refreshment breaks and lunch will be held in the Court Dining Room

0800 – 1700 **Registration**

0800 – 0900 **Welcome tea/coffee**

0900 – 0915 **Welcome remarks**

Speakers
Ian Jeffery *Chief Executive, The Law Society of England and Wales, London*
Anne Macdonald *Harper Macleod, Glasgow; Co-Chair, IBA Law Firm Management Committee*

0915 – 0945 **The law firm of the future is already here — just not in most firms**

The legal market is not on the cusp of change. It has already changed. Three forces are now converging: AI that compresses input costs and expands the addressable market; capital that is rewriting what a law firm can build and how fast; and a gathering talent war that firms without a compelling equity story will struggle to win. Pour AI into a law firm built for a pre-AI world and it disappears without trace. The firms pulling away are the ones rethinking all three together. Crispin Passmore – who helped design the ABS framework in England and Wales, advised the Arizona Supreme Court on its landmark reforms, and now advises investors and law firms in the UK, US, and across the world – opens the conference by mapping what is actually happening in the global legal market, and what every firm needs to decide before someone else decides for them.

Keynote speaker
Crispin Passmore *Founder and Chair, Passmore & Oliver Partners, London*

0945 – 1100 **'Look up, look out, look forward' – law firm management in an age of change, disruption and innovation**

The panel of experienced law firm leaders will share their thoughts on law firm leadership in an age of change, disruption and innovation, covering issues such as personal leadership style and skills, their approach to key issues such as culture, strategy and clients, and preparing the next generation of law firm leaders.

Moderator
Matt Meyer *Kingsley Napley, London*

Speakers
Gabrielle Dannberg *Dittmar & Indrenius, Helsinki*
Stephen Holst *McCann Fitzgerald, Dublin*
Stefania Radoccia *BIP Law & Tax, Milan*
Antony Sassi *RPC, London*

1100 – 1130 **Coffee/tea break**

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Thursday 26 November

1130 – 1245 **The rise of the machines – as technology reshapes lawyers and law firms, is this the best or worst time ever to be a lawyer? What will the law firm of the future look like and what impact will this have on our people? How we train the lawyers of the future?**

As AI and legal tech changes the ways in which we work, this panel will look at the implications for how we develop the lawyers of the future, and the importance of human skills in a tech-driven world.

Moderator
Jo Farmer *Lewis Silkin, London*

Speakers
Kristóf Ferenczi *Kinstellar, Budapest*
George Hannah *Founder & Editor, Best Practice, London*
Kelsey Ippolito *Legal Engineering Manager, EMEA, Harvey, London*
Clementine Phillips *Private Credit Reporter, 9fin, London*
Mark Smith *Director of Strategic Markets, LexisNexis, London*

1245 – 1300 **An update on the IBA Law Firm Management Committee for 2027**

Speaker
Tiziana Sucharitkul *Tilleke & Gibbins, Bangkok; Co-Chair, IBA Law Firm Management Committee*

1300 – 1400 **Lunch**

1400 – 1430 **Pricing legal services in the law firm of the future – is the end of the billable hour nigh?**

The panel will consider whether the economic model of law firms is under threat as clients' expectations on billing evolve

Moderator
Boko Inyundo *Virtual Pricing Director, Aderant, London*

Speakers
Sarah Barnard *Linklaters, London*
Dr Inka Luhrs *Bayes Business School, St Gallen*

1430 – 1530 **Private equity and the law – a threat or an opportunity?**

The panel will look at how external capital may change the law firm landscape in the coming years.

Moderator
Corinne Staves *CM Murray, London*

Speakers
Robert Dillarstone *CEO, Greenwoods, London*
Michael Estill *Partner, Kindleworth, London*
Will Evans *Managing Director, Guggenheim Securities, London*
Maria-Pia *Hope CEO, AGRD Partners, Stockholm*

1530 – 1545 **Coffee/tea break**

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1545 – 1645 **The in-house perspective – the client speaks!**

Moderator
John Matson Arthur Cox, Dublin

Speakers
James Kachel *General Counsel, Compass Group, London*
Jennifer Organ *General Counsel, Greenergy, London*
Matt Powrie *Head of Legal, August Equity, London*

1645 – 1700 **Closing remarks**
Anne Macdonald *Harper Macleod, Glasgow; Co-Chair, IBA Law Firm Management Committee*

1700 – 1800 **Conference reception**

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