
**New Women, New Men, New Economy: How Creativity,
Diversity and Equity are Driving Prosperity Now**

Hooper, Genoff & Pettifer

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Reviewed by Rebecca Crawford

The conversation being had, in our own industry as in others, about the future of work in light of the likely increasing impact of artificial intelligence, automation and other game-changing technologies is both unsettling and exciting. Add to this a generation of young practitioners who often want very different things from their careers than the traditional model offers.

The authors of this book say that a new capitalism is arising, in which power will no longer be tightly held by the traditional players, but will be open, participatory and fast-changing. If organisations are to adapt and succeed in the new economy, they must create the conditions where talent flourishes and new forms of knowledge and ideas can flow.

Part 1 of the book introduces an operating "CODE" for organisations seeking to ready themselves for the new economy:

Creativity	Operating conditions and mindsets that promote curiosity and experimentation. This is about removing fear and allowing people the time and space to think with imagination.
Openness	A willingness to share information, understand other perspectives and be transparent. It includes taking power away from the top and putting it to work at the edges.
Diversity	Valuing and respecting difference, including uncovering and addressing unconscious bias. There is a particular focus on gender equality and facilitating the rise of women to leadership roles.
Equity	Being fair to employees, customers and the community. The evidence is that in the workplace and the marketplace, organisations that prize fairness perform better, get more out of their employees and build social capital.

Part 2 of the book unpacks each dimension of the CODE and makes the moral and business case. There are a great number of case studies on the leaders who have driven change and the rewards which have flowed to their organisations as a result. I am a person who is already sold on, and benefits greatly from, workplace openness, inclusiveness and flexibility; to me these things are self-evident.

Part 3 provides the meat. Here the authors set out the tools for actually bringing about this type of change. The four dimensions of the CODE are put to work in the three main levers of organisational life: intelligence (the generation and sharing of knowledge), systems (how the work is done) and behaviours (the individual, collective and organisational actions of employees and managers). In quite some detail and across what are said to be the five stages of CODE maturity,

the part provides the questions to ask in order to audit an organisation, identify the gaps and make an action plan for improvement.

It seems to me that the rise of the so-called NewLaw, including virtual practices, franchise firms, the highly skilled "legal supertemp" and other flexible practices which operate more like consultancies and offer collaborative service delivery models, illustrates the application of a CODE-type thinking in our industry.

They're big ideas. But we're entering a time of big challenges, in which it will be necessary for organisations, including law firms, to be positioned to activate 100 per cent of their talent.