

CHARLES UNIVERSITY

Faculty of Law

Bc. Lucie Šoukalová

**Legal Design in Legal Services:
Mapping Applications, Opportunities,
and Challenges**

Master's Thesis

Master's Thesis Supervisor: JUDr. Mgr. Michal Urban, Ph.D.

Department: Department of Politology and Sociology

Date of Completion (manuscript closure): 9. 4. 2025

UNIVERZITA KARLOVA

Právnická fakulta

Bc. Lucie Šoukalová

**Legal Design v právních službách:
mapování využití, příležitostí a výzev**

Diplomová práce

Vedoucí diplomové práce: JUDr. Mgr. Michal Urban, Ph.D.

Katedra: Katedra politologie a sociologie

Datum vypracování práce (uzavření rukopisu): 9. 4. 2025

Declaration

I hereby declare that I have written this master's thesis independently, that all sources have been properly cited, and that this thesis has not been submitted for the award of any other or the same academic degree.

I further declare that the body of this thesis, including footnotes, contains 153 484 characters including spaces.

Prohlášení

Prohlašuji, že jsem předkládanou diplomovou práci vypracovala samostatně, že všechny použité zdroje byly řádně uvedeny a že práce nebyla využita k získání jiného nebo stejného titulu.

Dále prohlašuji, že vlastní text této práce včetně poznámek pod čarou má 153 484 znaků včetně mezer.

In Prague on / V Praze dne 9. 4. 2025

Bc. Lucie Šoukalová

Acknowledgements

I would like to express my sincere gratitude to my thesis supervisor, JUDr. Mgr. Michal Urban, Ph.D., for his invaluable guidance, support, and encouragement throughout the process of writing this thesis. His thoughtful organization of regular group consultations, insightful suggestions, and professional advice have made a significant difference and brought a great deal of inspiration to this work.

Table of Contents

INTRODUCTION	6
1. BACKGROUND, OBJECTIVES AND METHODOLOGY OF THE THESIS	7
1.1. LEGAL DESIGN AND ITS RELEVANCE.....	7
1.2. OBJECTIVES AND FOCUS	8
1.3. METHODOLOGY	9
2. THEORETICAL FOUNDATIONS OF LEGAL DESIGN.....	10
2.1. DEFINITION AND PRINCIPLES OF LEGAL DESIGN	10
2.2. EVOLUTION OF LEGAL DESIGN	12
2.3. DESIGN THINKING AS A METHODOLOGY	14
2.4. WHY LEGAL DESIGN MATTERS FOR LEGAL SERVICES	20
3. MAPPING LEGAL DESIGN IN LEGAL SERVICES	23
3.1. GOALS OF LEGAL SERVICES	23
3.2. LEGAL TECHNOLOGY AND LEGAL DESIGN	25
3.3. KEY AREAS AND APPLICATIONS OF LEGAL DESIGN	26
3.3.1. Contracting	27
3.3.2. Privacy and Digital Compliance	37
3.3.3. Corporate Governance.....	42
3.3.4. Litigation	45
4. OPPORTUNITIES AND CHALLENGES IN LEGAL DESIGN.....	47
4.1. OPPORTUNITIES IN LEGAL DESIGN	47
4.2. CHALLENGES IN LEGAL DESIGN	49
5. RECOMMENDATIONS FOR LAW FIRMS AND LEGAL PROFESSIONALS	53
5.1. STRATEGIES FOR IMPLEMENTING LEGAL DESIGN	53
5.2. ROLE OF ACADEMIA AND INDUSTRY BODIES.....	59
6. KEY FINDINGS AND THEIR IMPACT	62
6.1. SUMMARY OF FINDINGS.....	62
6.2. IMPLICATIONS FOR LEGAL PRACTICE	66
6.3. SUGGESTIONS FOR FUTURE RESEARCH.....	67
CONCLUSION.....	68
BIBLIOGRAPHY	69
LIST OF FIGURES	79
ABSTRACT	80
ABSTRAKT	81

Introduction

Legal services are undergoing a period of gradual but undeniable transformation. While law has long been characterized by its formality and risk-averse culture, the 21st century has brought new expectations.¹ Clients increasingly demand legal services that are not only technically correct but also transparent, user-friendly, and aligned with practical realities of modern life.² This shift, driven by evolving client needs, technological advancements, and broader societal change, calls for a rethinking of how legal professionals communicate, collaborate, and deliver value.

In this context, Legal Design has emerged as a promising – yet still evolving – approach. Rooted in design thinking and human-centered methodology, Legal Design offers tools and mindsets that can help legal professionals better understand users’ needs, develop creative and functional legal solutions, and enhance clarity, usability, and accessibility of legal information. While Legal Design has gained momentum in recent years and is supported by a growing body of academic and practical work, there remains a gap in synthesizing these insights into actionable guidance – particularly for law firms seeking to understand where to begin, how to implement it effectively, and what it can mean for their day-to-day practice.

The aim of this thesis is to investigate whether – and how – Legal Design can be effectively integrated into legal service delivery. The first part of this thesis provides a theoretical foundation for understanding Legal Design, outlining its development, core principles, and the design thinking methodology as applied in the legal context. Rather than positioning Legal Design as a one-size-fits-all solution, the thesis further explores its practical relevance, strategic potential, and structural limitations – highlighting contracting, privacy and digital compliance, corporate governance, and litigation as areas where its application appears most promising based on current developments and research findings. Through mapping current initiatives, identifying areas of opportunity, and critically analyzing challenges, this research provides a grounded overview of the Legal Design landscape as it stands today.

Methodologically, the thesis combines academic research with practice-oriented inquiry, drawing from the work of leading Legal Design practitioners, legal tech innovators, and interdisciplinary research labs. It also reflects personal engagement with the Legal Design community, including interviews, events, and direct exploration of real-world examples. This exploratory approach aims to balance theory with practice, offering actionable insights that are relevant not only for large law firms, but also for smaller practices and solo practitioners interested in making a change.

Ultimately, this thesis seeks to contribute to a deeper understanding of Legal Design as a developing field – and to reflect on its potential to shape the legal profession in a way that is more human, responsive, and future-ready.

¹ Jasmine Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*, vol. 2024 (Independently Published, n.d.).

² “Future Trends for Legal Services,” Deloitte., accessed February 5, 2025, <https://www.deloitte.com/an/en/services/legal/research/deloitte-future-trends-for-legal-services.html>.

1. Background, Objectives and Methodology of the Thesis

This chapter outlines the evolving demands of the 21st century in the legal sector and introduces Legal Design as one possible approach to addressing these challenges. It establishes the scope of the thesis by defining the research areas and questions, followed by a description of the methodology used to conduct the analysis.

1.1. Legal Design and Its Relevance

The world is changing exponentially, with technological advancements transforming industries³ and creating new challenges and opportunities for the legal profession⁴. Emerging technologies, digitalization, and the use of artificial intelligence have created a need not only for entirely new legislation to regulate these markets but also for lawyers to navigate this “*new world*”, facing pressure to leverage available technology effectively.⁵ More than ever before, the law should be both accessible and clear to everyone. However, the architecture of the legal system does not inherently support this goal.⁶

Studies indicate a significant gap in meeting legal needs: over 60% of individuals seeking legal advice in Australia⁷ and the United Kingdom⁸ report that their needs remain unmet, with the legal support they receive often inadequate. Furthermore, research⁹ by World Commerce & Contracting (WorldCC) reveals that 90% of business professionals find contracts “*hard or impossible to understand*”. Similarly, the Purpose of Contracts Report¹⁰, conducted by WorldCC and Deloitte, finds that contracts often fall short of their potential: only 39% of professionals believe they support successful business outcomes, and just 16% are satisfied with negotiations. Key issues include a lack of clarity – 69% of respondents cite contracts as overly lengthy and complex – and the absence of clear ownership in the contracting process, which leads to accountability challenges. These findings highlight a need for simpler, clearer, and more adaptable legal services.

³ Rapid advancements like computing power and communication technologies significantly impact global dynamics: Max Roser, Hannah Ritchie, and Edouard Mathieu, “Technological Change,” *Our World in Data*, April 25, 2023, <https://ourworldindata.org/technological-change>; *The Impact of Rapid Technological Change on Sustainable Development*, 2020, https://unctad.org/system/files/official-document/dtlstict2019d10_en.pdf.

⁴ E.g. artificial intelligence, blockchain, smart contracts: London School of Economics and Political Science, “AI in Law & The Legal Profession, a Student-Led Report,” London School of Economics and Political Science, accessed March 23, 2025, <https://www.lse.ac.uk/law/news/2024/ai-rep.aspx>.

⁵ “Law Firms Leveraging AI: Maximizing Benefits and Addressing Challenges,” *Harvard Journal of Law & Technology*, November 20, 2023, <https://jolt.law.harvard.edu/digest/law-firms-leveraging-ai-maximizing-benefits-and-addressing-challenges>.

⁶ Rossana Ducato and Alain Strowel, eds., *Legal Design Perspectives : Theoretical and Practical Insights from the Field*, 2021st ed. (Milano: Ledizioni, 2021), <https://directory.doabooks.org/handle/20.500.12854/78491>.

⁷ “The Public Understanding of Law Survey (PULS) Volume 3: A New Perspective on Legal Need and Legal Capability | The Public Understanding of Law Survey | Victoria Law Foundation,” accessed September 26, 2024, <https://www.victorialawfoundation.org.au/research-publications/puls-volume-3>.

⁸ “Find out What Your Clients Need, with the Results of Our Legal Needs Survey,” accessed September 26, 2024, <https://www.lawsociety.org.uk/topics/research/find-out-what-your-clients-need-with-the-results-of-our-legal-needs-survey>.

⁹ “Contract Design and Simplification,” World Commerce & Contracting, 2015, <https://www.worldcc.com/Research/Contract-Design-Simplification>.

¹⁰ “Purpose of Contracts,” World Commerce & Contracting, 2024, <https://info.worldcc.com/purpose-of-contracts>.

To address the persistent gaps in how people’s legal needs are met, it may be time to critically examine some of the legal system’s existing structures and assumptions. While a full-scale transformation may not be immediately feasible, exploring potential changes – ranging from judiciary to legal education – can open the door to more inclusive and effective legal services. This is where the growing field of Legal Design becomes particularly relevant. Legal Design applies human-centered design principles to the law, with the aim of making legal systems and services more accessible, understandable, and responsive. Drawing from design thinking¹¹, it emphasizes participatory public engagement, focuses on people’s lived experiences and outcomes, embraces experimentation with technology and communication, and encourages creative problem-solving¹². Legal Design presents an opportunity not only to respond to current challenges but also to shape the future of law more proactively – ensuring it evolves in ways that meet the needs of users and remain adaptable to a changing society.¹³

The literature¹⁴ often refers to the need for changes in both the “*front-end*” and the “*back-end*” of the legal system. The former refers to better legal communication through measures such as restructuring policies, legislative acts, and court rulings. While the latter focuses on improving legal aid, enhancing contracting and negotiation processes, and prototyping in policy making.

Changes in the legal system are increasingly being prompted by external pressures, including technological advancements, shifting user expectations, and the growing demand for efficiency and accessibility. These developments are reshaping the legal landscape and prompting reflection on traditional legal practices.¹⁵ Innovative approaches such as Legal Design are gaining relevant across legal professions and within legal education itself. This thesis focuses on the provision of legal services, exploring how legal professionals can apply Legal Design principles to better meet the evolving demands of the 21st century.

1.2. Objectives and Focus

To explore how the concept of Legal Design is already transforming and can further transform the provision of legal services, this thesis adopts a practical focus. However, a strong theoretical foundation is necessary to understand both the principles of Legal Design and the overarching goals of legal practice. Since Legal Design is rooted in interdisciplinarity, the thesis also draws on theoretical concepts from related fields such as design, technology, psychology. As a result, this work combines theory with practical insights to provide a comprehensive perspective.

The thesis provides a global overview of Legal Design projects implemented in legal practice, mapping key initiatives and innovations in Section 3.3. To ensure meaningful conclusions, cultural differences are also considered in Section 6.1.

¹¹ Ducato and Strowel, *Legal Design Perspectives*.

¹² Margaret Hagan, Marcelo Corrales Compagnucci, and Helena Haapio, “A New Attitude to Law’s Empire: The Potentialities of Legal Design,” in *Legal Design* (United Kingdom: Edward Elgar Publishing Limited, 2021).

¹³ Erika Concetta Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice,” in *Design in Legal Education* (Routledge, 2022).

¹⁴ Ducato and Strowel, *Legal Design Perspectives*.

¹⁵ PricewaterhouseCoopers, “The New Global Imperative to Modernise Justice Systems,” PwC, accessed March 23, 2025, <https://www.pwc.com/gx/en/industries/government-public-services/public-sector-research-centre/global-imperative-modernise-justice-systems.html>.

The research focuses on addressing the following overarching question:

What opportunities and challenges arise from the implementation of Legal Design in the provision of legal services?

To explore this main question, the thesis explores three key research areas:

- 1) Mapping Legal Design initiatives relevant to legal practice (Section 3.3)
 - **What are the key Legal Design initiatives that engage with legal practice?**
- 2) Exploring areas of legal work most suitable for Legal Design (Section 3.3)
 - **What areas of legal practice are most suitable for Legal Design?**
- 3) Identifying opportunities and challenges in adopting Legal Design (Chapter 4)
 - **What are the main challenges and opportunities for Legal Design in the provision of legal services?**

By addressing these questions, the thesis aims to contribute to a more grounded understanding of how Legal Design can enhance the accessibility, clarity, and usability of legal services, while identifying key conditions and barriers to its adoption.

1.3. Methodology

This research takes an exploratory and practice-oriented approach, reflecting the dynamic and evolving nature of Legal Design. Since the field is still emerging and largely driven by industry pioneers, the methodology integrates academic research with real-world industry practices.

A key part of the research involved identifying and analyzing leading innovators and practitioners in Legal Design. This included studying their academic publications, blogs, and social media posts, as well as attending webinars, listening to podcasts, and following industry conferences, either live or through recordings. As a result, the research was shaped by an ongoing engagement with practical initiatives and the broader Legal Design community.

Since Legal Design is multidisciplinary and application-driven, this research focused on mapping industry trends and reviewing concrete examples of how professionals apply design methods in legal services. This involved analyzing academic papers, industry reports, and empirical studies on legal innovation.

Moreover, the research methodology remained adaptive, recognizing the value of exploration and inspiration as key components in understanding Legal Design's impact. This involved actively tracking new initiatives, following industry discussions, and examining how various stakeholders integrate Legal Design into their work.

Finally, given my personal engagement with the topic, some insights stem from informal discussions and independent exploration. These reflections are included in Chapter 6, where personal perspective and broader observations on the findings are presented.

2. Theoretical Foundations of Legal Design

This chapter provides an in-depth exploration of Legal Design, outlining its fundamental principles and tracing its evolution. Given that Legal Design is rooted in design thinking, the chapter further examines this methodology, breaking down its key steps and illustrating its application in the legal field. Finally, it considers the evolving needs of the legal services industry, analyzing why Legal Design is gaining relevance and what practical solutions it can offer to address current challenges.

2.1. Definition and Principles of Legal Design

At its core, Legal Design aims to make the law more human-centered, accessible, and functional by integrating the principles of design thinking into legal practice. This multidisciplinary approach prioritizes the needs and experiences of users – clients, businesses, and society – rather than focusing solely on the technicalities of legal processes. The ultimate goal of Legal Design is to create a legal system that is user-focused, usable, and satisfying.¹⁶

A common misconception about Legal Design is that it is primarily about aesthetics or making legal documents visually appealing. While visual harmony and clarity play an important role, Legal Design is fundamentally a problem-solving methodology that seeks to improve how legal services are delivered, understood, and experienced. It is not merely a form, but a process and a strategy – a holistic approach that considers not only the appearance of legal outputs but also the underlying systems and interactions that shape their use.¹⁷ In this sense, legal designers actively question “*whether a thing (a contract, a court process, a law degree) is really working for its intended users in the best way it can*”.¹⁸ Erika Concetta Pagano¹⁹ highlights this distinction, emphasizing that focusing solely on appearance is akin to “*putting a plaster on a water tank leak*” – a cosmetic solution that fails to address underlying issues. Legal Design, instead, is about creating holistic, long-term value by reshaping legal systems to better serve their users.²⁰ For instance, this can involve transforming governance materials (such as bylaws and policies) into educational and operational tools, as explored in Subsection 3.3.3.

Legal Design integrates principles of **design thinking** into the legal field. IDEO, a global pioneer in design thinking, defines the methodology as a human-centered approach that encourages organizations to focus on the people they are designing for, which leads to better products, services, and processes.²¹ In essence, it is a way of identifying human needs and

¹⁶ Margaret Hagan, “1. Legal Design,” Law By Design, January 26, 2015, <https://lawbydesign.co/legal-design/>.

¹⁷ Emily Allbon and Amanda Perry-Kessaris, “What Can Design Do for Legal Education?,” in *Design in Legal Education* (Routledge, 2022).

¹⁸ Marcelo Corrales Compagnucci, *Legal Design: Integrating Business, Design and Legal Thinking with Technology* (Cheltenham, England ; Edward Elgar Publishing, 2021). p. xi

¹⁹ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.” p. 220

²⁰ Ibid.

²¹ “IDEO Design Thinking,” IDEO | Design Thinking, accessed January 24, 2025, <https://designthinking.ideo.com>.

developing innovative solutions through creative methodologies.²² The design thinking process is discussed in greater detail in Section 2.3.

Terms like “*design*” and “*creativity*” are often associated with Legal Design, which may lead to the assumption that it is suitable only for inherently *creative* individuals. However, research and literature suggest otherwise: “*anyone can approach the world like a designer*”.²³ David Kelley, founder of IDEO, introduces the concept of “*creative confidence*”, which is the belief that everyone possesses creativity. He emphasizes that creativity is not limited to artistic abilities but represents a way of understanding and solving problems in the world.²⁴

Legal Design is grounded in three essential principles: **empathy**, **collaboration**, and **experimentation**.²⁵ These principles form the foundation of the methodology, enabling legal professionals to create solutions that are user-centered, innovative, and adaptable to changing needs.²⁶

Empathy is at the heart of Legal Design, requiring legal professionals to deeply understand the needs, frustrations, and goals of the end users of legal services. Active listening and observation are essential to uncover genuine user pain points, emphasizing “*asking, not assuming*”.²⁷ Engaging directly with users – whether through conversations, observation, or putting oneself in their position – is fundamental. However, legal professionals often struggle with this approach due to traditional practices that prioritize swift solutions over exploring underlying issues. Legal Design challenges this mindset, encouraging lawyers to revisit the root of problems and align solutions with users’ actual needs.²⁸ One example of a tool that can support this shift in perspective is the Legal Information Design Canvas (see Figure 9), which helps structure the discovery process and guide legal professionals toward more user-centered insights.

Collaboration emphasizes multidisciplinary teamwork to address complex legal challenges. Legal Design is inherently a collective process that relies on contributions from individuals with varied expertise. Erika Concetta Pagano underscores that when done right, Legal Design is “*the collective product of a diverse set of mindsets, skillsets, and perspectives*”.²⁹ For instance, Legal Design projects at Simmons & Simmons law firm³⁰ – where Pagano works – bring together lawyers, stakeholders from client’s business units, formally trained designers, accessibility experts, proven innovators, and more. What unites these participants is a shared set of characteristics: curiosity, a growth mindset, creativity, active listening, and a willingness

²² Tom Kelley and David Kelley, *Creative Confidence: Unleashing the Creative Potential within Us All* (London: William Collins, 2015).

²³ “IDEO Design Thinking.”

²⁴ Kelley and Kelley, *Creative Confidence*.

²⁵ “Designs on the Law,” Harvard Law School Center on the Legal Profession, accessed January 24, 2025, <https://clp.law.harvard.edu/article/designs-on-the-law/>.

²⁶ “Designs on the Law.”

²⁷ Centre for Legal Innovation. *Episode 9 - Design Thinking - Much Needed Mindsets in Challenging Times*, 2020, https://www.youtube.com/watch?v=dt4S93f_dpA.

²⁸ Centre for Legal Innovation. *Episode 1 - An Introduction to Legal Design Thinking and Doing*, 2019, <https://www.youtube.com/watch?v=6msY8IdIPUs>.

²⁹ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.” p. 224

³⁰ “Legal Design,” Simmons & Simmons, accessed January 27, 2025, <https://www.simmons-simmons.com/en/expertise/service/wavelength/wavelength-legal-design>.

to iterate. Moreover, an appreciation for the unique skills of others is key to fostering a productive and innovative environment.³¹

Legal Design collaboration goes beyond traditional legal expertise, incorporating professionals from entirely different disciplines, such as design, human resources, business development, and technology. By engaging non-legal perspectives, it fosters innovative, user-centered solutions. For example, HR professionals provide insights into workplace dynamics, designers enhance visual accessibility, and business experts ensure strategic alignment.³² This multidisciplinary collaboration combines unique “superpowers” to create results that surpass what any single discipline could achieve alone.³³

Experimentation drives Legal Design by encouraging iterative problem-solving and embracing failure as a learning opportunity. This principle represents a notable shift from the traditional risk-averse mindset of the legal profession. Instead of aiming for immediate perfection, Legal Design emphasizes prototyping, testing, and refining solutions to better meet user needs.³⁴ Prototypes – whether simple sketches, digital mockups, or interactive tools – play a crucial role in exploring ideas, identifying potential flaws, and refining solutions.³⁵ The practical examples presented in Section 3.3 represent the outcomes of such iterative development. While the final results appear polished, they are typically the product of ongoing experimentation, feedback, and refinement. This process enables legal professionals to navigate ambiguity, explore creative approaches, and ultimately develop solutions that are both functional and user-friendly.³⁶

When implemented effectively, Legal Design is interactive, collaborative, user-centered, and grounded in scientific methods. It fosters confidence, empowerment, accessibility, understanding, and navigability while aligning legal solutions with branding, values, goals, and culture.³⁷

These theoretical insights into the transformative potential of Legal Design provide a strong foundation for this thesis. The following sections build on this framework, presenting practical examples, detailed analysis, and actionable recommendations for its application in legal services.

2.2. Evolution of Legal Design

Legal Design is often seen as a recent innovation, but its principles – such as accessibility, efficiency, and user-centricity – have existed for centuries but were not widely recognized as integral to legal practice.³⁸ Historical examples, such as Emperor Justinian’s legal codification in 528 CE, illustrate early efforts to simplify and systematize complex legal

³¹ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

³² Centre for Legal Innovation. *Episode 1 - An Introduction to Legal Design Thinking and Doing*.

³³ “Cat Moon: A Curious Lawyer Who Speaks, Facilitates, and Coaches,” Cat Moon: a curious lawyer who speaks, facilitates, and coaches, accessed January 27, 2025, <https://www.acuriouslawyer.com/>.

³⁴ Centre for Legal Innovation. *Episode 1 - An Introduction to Legal Design Thinking and Doing*.

³⁵ “Designs on the Law.”

³⁶ Kelley and Kelley, *Creative Confidence*.

³⁷ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

³⁸ Centre for Legal Innovation. *Episode 1 - An Introduction to Legal Design Thinking and Doing*.

frameworks, reflecting values that Legal Design continues to develop today.³⁹ Rather than introducing an entirely new framework, Legal Design represents a shift in mindset and values – moving away from rigid, complex systems toward more intuitive and practical solutions. This transition has gained momentum as lawyers, businesses, and policymakers recognize the need for simplified, user-friendly legal services in an increasingly digitalized world.⁴⁰

Legal Design builds upon the **proactive law** movement, which emerged in Scandinavia in the late 1990s to improve the contracting process in business dealings.⁴¹ Unlike the traditional preventive approach, which focuses on risks mitigation, regulatory compliance, and preventing disputes, proactive law prioritizes fostering sustainable relationships, helping stakeholders to achieve their goals, and creating value for businesses, individuals, and society as a whole.⁴² This approach has gained interdisciplinary interest, extending beyond law and regulation to fields such as information technology, economics, strategy, marketing, communication, and contract management, thereby broadening its scope and application.

In 2009, the European Economic and Social Committee (EESC) endorsed the proactive law approach, publishing an opinion titled “*The proactive law approach: a further step towards better regulation at EU level*” in the Official Journal of the European Union.⁴³ This endorsement underscores the increasing recognition of proactive law as a means of improving regulation and governance within the EU.

This legal evolution lays a critical foundation for integrating Legal Design, which further incorporates design thinking methodologies to create more user-centered and effective legal services. The first major application of Legal Design in commercial legal services emerged in 2016 when Telstra’s⁴⁴ in-house legal team in Australia applied design thinking methodologies to enhance legal services delivery. They implemented structured response systems, contract visualization, and user-friendly legal tools, demonstrating how Legal Design improves efficiency and accessibility.⁴⁵ Australia remains a key hub for Legal Design initiatives, and the following chapters will explore these developments further.

By 2020, leading international firms like Linklaters⁴⁶ and Gilbert & Tobin⁴⁷ began embedding Legal Design into their core operations. Some firms introduce design thinking training for

³⁹ Ilze Luttig Hattingh, “Nothing New under the Sun (and Legal Design Is No Different),” *Novation Consulting* (blog), October 5, 2023, <https://novcon.co.za/2023/10/05/nothing-new-under-the-sun-and-legal-design-is-no-different/>.

⁴⁰ Mohinur Bakhramova et al., “Legal Services 4.0: Digital Transformation for Increased Fairness and Efficiency,” *International Journal of Cyber Law* 1, no. 4 (June 27, 2023), <https://doi.org/10.59022/ijcl.48>.

⁴¹ Gerlinde Berger-Walliser, “The Past and Future of Proactive Law: An Overview of the Proactive Law Movement,” in *Proactive Law in a Business Environment* (DJØF Publishing, 2012).

⁴² Helena Haapio, *Next Generation Contracts: A Paradigm Shift* (Helsinki: Lexpert, 2013).

⁴³ “Opinion of the European Economic and Social Committee on The Proactive Law Approach: A Further Step towards Better Regulation at EU Level” (2008), https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=oj:JOC_2009_175_R_0026_01.

⁴⁴ “Telstra: Broadband Internet, NBN, 5G, TV & Mobile Phone Services,” Telstra.com, accessed January 28, 2025, <https://telstra.com.au/content/tcom>.

⁴⁵ Reena SenGupta, “How ‘Design-Thinking’ Can Help Lawyers Do a Better Job,” *Financial Times*, February 11, 2021, sec. Law, <https://www.ft.com/content/25480beb-0e15-41e9-b2f4-1fa84302308c>.

⁴⁶ Home | Linklaters | Global Law Firm | Global Lawyers. In: *Linklaters.com* [cit. 28.01.2025]. Dostupné z: <https://www.linklaters.com/en>

⁴⁷ Gilbert + Tobin, “Gilbert + Tobin,” December 2, 2024, <https://www.gtlaw.com.au>.

lawyers to cultivate more client-centric mindsets, while others integrate Legal Design principles into contract drafting, dispute resolution, and compliance frameworks.⁴⁸

This shift represents a departure from traditional legal models, replacing dense, text-heavy documents with visual, structured, and interactive solutions that enhance usability and engagement.⁴⁹ Legal Design continues to evolve, expanding beyond contracts and service design to influence how laws are drafted, interpreted, and implemented. By encouraging user-centered methodologies, data-driven decision-making, and interdisciplinary collaboration, Legal Design is progressively shaping the future of legal practice.⁵⁰

2.3. Design Thinking as a Methodology

In Section 2.1, Legal Design was introduced as an approach that integrates design thinking principles into legal practice to enhance usability, accessibility, and user-centered problem-solving. This section builds upon that foundation by examining design thinking as a methodology, outlining its core phases, and analyzing its practical applications in legal services.

While design thinking originated in fields such as product development and service design, its adaptability has led to its integration into legal practice, where it serves as a framework for modernizing legal service delivery.⁵¹

Design thinking process is best described metaphorically as “*a system of spaces rather than a predefined series of orderly steps*”.⁵² These spaces represent different types of related activities that together form a continuum of innovation.⁵³ This metaphor suggests that design thinking operates within a flexible framework where different phases and activities (such as ideation and prototyping) are interconnected and can be revisited as needed, allowing for continuous iteration and refinement.

For those unfamiliar with design thinking, the process may initially seem chaotic – lacking the linear, milestone-based structure typical of traditional or business activities. However, as projects evolve, participants come to recognize that this flexible architecture leads to tangible, user-driven outcomes.⁵⁴

The *Stanford d.school*⁵⁵ framework – one of the most widely recognized design thinking models – presents a five-step iterative process (see Figure 1). This framework serves as a guiding structure, allowing to move fluidly between phases and refine solutions based on iterative feedback. This section examines each phase of the framework while integrating legal-

⁴⁸ SenGupta, “How ‘Design-Thinking’ Can Help Lawyers Do a Better Job,” February 11, 2021.

⁴⁹ Haapio, *Next Generation Contracts*, 2013.

⁵⁰ Hagan, Corrales Compagnucci, and Haapio, “A New Attitude to Law’s Empire.”

⁵¹ Rochael Adranly, “How Design Taught Me to Be a Human-Centered Lawyer,” Ideo.com, accessed January 28, 2025, <https://www.ideo.com/journal/how-design-taught-me-to-be-a-human-centered-lawyer>.

⁵² Tim Brown, “Design Thinking,” in *HBR’s 10 Must Reads on Design Thinking (with Featured Article “Design Thinking” By Tim Brown)* (United States: Harvard Business Review Press, 2020).

⁵³ Brown.

⁵⁴ Brown.

⁵⁵ “An Introduction to Design Thinking PROCESS GUIDE,” d.school, Hasso Plattner Institute of Design at Stanford, accessed January 28, 2025, <https://web.stanford.edu/~mshanks/MichaelShanks/files/509554.pdf>.

specific methodologies from organizations such as *Aclara Design*⁵⁶ and *Legal Design Sandbox*⁵⁷.

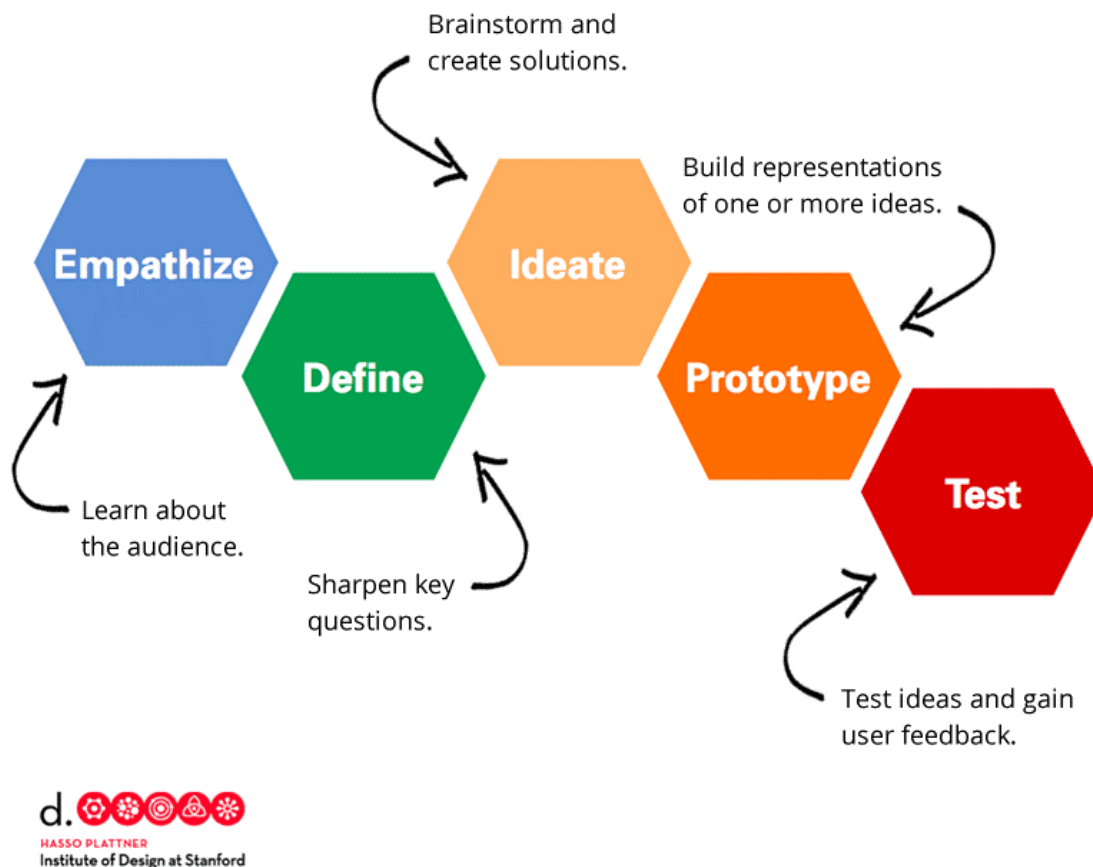


Figure 1 – Design Thinking Process⁵⁸

Step 1: Empathize – Understanding the User and Their Needs

Empathy is the foundation of design thinking. In legal practice, this means deeply engaging with clients, stakeholders, and end-users to identify their pain points and legal needs.⁵⁹

Engaging with users through interviews, observations, and surveys often reveals insights that even the users themselves were not fully aware of. People’s stated behaviors and beliefs may not always align with their actual actions, but both provide valuable data.⁶⁰

A critical aspect of this phase is defining the audience. A legal service or document is rarely for a generic “client”; rather, it serves a specific user group with distinct needs. Legal designers

⁵⁶ “My Legal Information Design Process Step-by-Step,” *Aclara Legal Design* (blog), December 14, 2021, <https://www.aclaradesign.nl/2021/12/14/my-legal-information-design-process-step-by-step/>.

⁵⁷ “The Design Thinking FUNdamentals - Legal Design FUNdamentals,” accessed January 28, 2025, <https://legaldesignsandbox.com/learn/legal-design-fundamentals/#/lessons/SwrCSFmqCuoEvYSRY-09mO2ri-1ixitv>.

⁵⁸ “Design Thinking in Organizations,” Ben Ronning, August 23, 2018, <http://www.benronning.com/writing/2018/8/23/design-thinking-in-organizations>.

⁵⁹ “My Legal Information Design Process Step-by-Step.”

⁶⁰ “An Introduction to Design Thinking PROCESS GUIDE.”

employ techniques such as user personas – fictional but research-based profiles representing different types of users – to refine their understanding.⁶¹

Example: When redesigning a compliance document, the legal team first identifies who will use it – employees, executives, regulators – rather than treating it as a general legal requirement. By observing and engaging with the defined users, they gather insights into how users interact with compliance materials and what barriers prevent engagement.

Step 2: Define – Reframing the Legal Problem

After gathering user insights in the *Empathize* phase, the *Define* stage focuses on structuring these findings into a clear and actionable problem statement. This phase ensures that legal designers are solving the right problem, rather than merely addressing surface-level inefficiencies or symptoms.⁶²

A crucial part of this process is synthesizing information to distill key themes. To make sense of diverse insights, it is helpful to capture user data visually – through personas, journey maps, or post-its featuring direct user quotes. This helps to identify recurring pain points and motivations.⁶³

A well-defined problem statement is central to effective problem-solving. The d.school methodology⁶⁴ refers to this as a Point-of-View (POV), which serves as a guiding principle throughout the design process. The POV defines the right challenge to address, bringing clarity and focus. Crafting a POV involves:

- 1) **Defining the user** – Identifying the type of person for whom you are designing.
- 2) **Identifying key needs** – Selecting a focused set of needs that are crucial to fulfill.
- 3) **Uncovering key insights** – Synthesizing patterns, behaviors, and motivations that emerged during the *Empathize* phase.
- 4) **Formulating an actionable problem statement** – Combining these three elements (user, need, insight) to guide the design work.

Defining the right problem is as critical as solving it. Various tools⁶⁵ exist to facilitate problem reframing; however, they should be viewed as guidance rather than a rigid “diagnostic” checklist, which could hinder actual thinking. One key recommendation from Wedell-Wedellsborg⁶⁶ is to incorporate external perspectives by “*bringing outsiders into the discussion*”.

In the legal profession, problem definition is often left solely to lawyers, under the assumption that they are best equipped to identify core legal issues.⁶⁷ However, Legal Design encourages

⁶¹ “My Legal Information Design Process Step-by-Step.”

⁶² “An Introduction to Design Thinking PROCESS GUIDE.”

⁶³ “An Introduction to Design Thinking PROCESS GUIDE.”

⁶⁴ “An Introduction to Design Thinking PROCESS GUIDE.”

⁶⁵ Thomas Wedell-Wedellsborg, “Are You Solving the Right Problems?,” *Harvard Business Review*, January 1, 2017, <https://hbr.org/2017/01/are-you-solving-the-right-problems>.

⁶⁶ Wedell-Wedellsborg.

⁶⁷ “My Legal Information Design Process Step-by-Step.”

a multidisciplinary approach, integrating insights from business strategists, designers, and end-users to challenge legal assumptions and reframe problems more effectively.⁶⁸ External perspectives foster creativity, reveal hidden inefficiencies, and ensure that solutions align with user needs.⁶⁹

Example: To gain a clear understanding of what the client aims to achieve, what actions need to be taken, and what information is required at each stage⁷⁰, it can be useful to create a journey map – a step-by-step visualization of the client’s experience (see Figure 2). This tool not only helps pinpoint the core problem with greater clarity but also supports the development of more tailored and holistic solutions. Additionally, it offers valuable insights into the structure of the legal service itself, highlighting opportunities to enhance the overall client experience.⁷¹

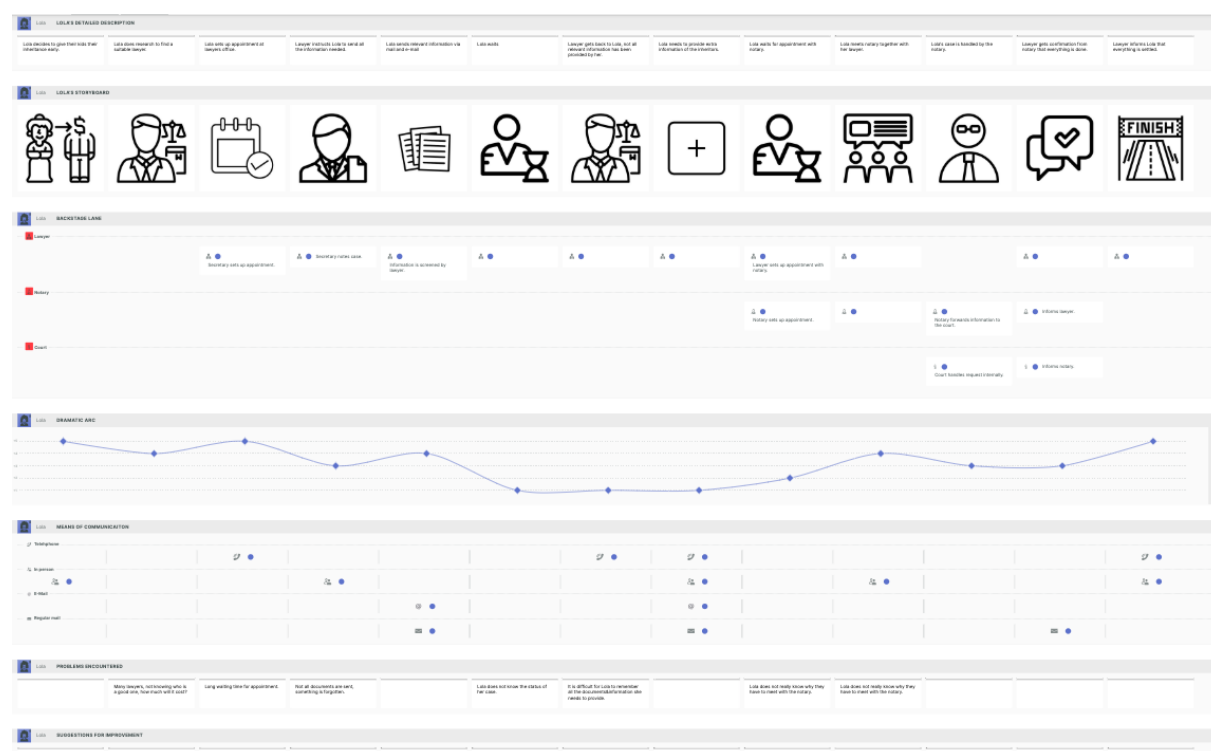


Figure 2 – Journey Map⁷²

Step 3: Ideate – Generating Multiple Solutions

The *Ideate* phase builds upon the problem definition established in the *Define* stage by generating a broad range of potential solutions. Rather than focusing on identifying a single “correct” answer, this phase emphasizes divergent thinking, encouraging creativity and exploration of multiple possibilities before any evaluation takes place.⁷³

⁶⁸ Margaret Hagan, “2: Design Mindsets,” Law By Design, May 7, 2015, <https://lawbydesign.co/design-mindsets/>.

⁶⁹ Wedell-Wedellsborg, “Are You Solving the Right Problems?”

⁷⁰ “My Legal Information Design Process Step-by-Step.”

⁷¹ “Legal Design & Journey Mapping | Smaply Blog,” accessed March 23, 2025, <https://www.smaply.com/blog/legal-service-design>.

⁷² “Legal Design & Journey Mapping | Smaply Blog.”

⁷³ “An Introduction to Design Thinking PROCESS GUIDE.”

A key principle of the ideation process is to defer judgement – the evaluation of ideas should be separated from their generation. This approach fosters an open, imaginative space where unconventional and innovative solutions can emerge. Bold ideas that may not seem viable at first might later develop into effective solutions.⁷⁴

Various techniques support the ideation process, including brainstorming, mind-mapping, sketching, and prototyping as a means of conceptualizing ideas quickly.⁷⁵ Ideating with others is highly effective, as it fosters idea-building and encourages more innovative solutions, particularly when incorporating perspectives from outside the legal field.⁷⁶

Example: LEGO® Serious Play⁷⁷ is an innovative ideation method where, for instance, an attorney and client might sit together to build metaphorical models of the legal issue using LEGO® elements. The client constructs a model to represent their perspective or desired outcome, while the lawyer builds one to illustrate the legal context or challenges. By explaining their models to each other and then building a shared version, they create a tangible, visual representation of the problem and potential solutions. This playful yet structured process fosters deeper mutual understanding⁷⁸, encourages creative thinking, and supports more collaborative and user-centered legal problem-solving.⁷⁹

Step 4: Prototype – Developing and Testing Solutions

Following the *Ideate* phase, in which multiple potential solutions are generated, the next step is to transition into prototyping. At this stage, the objective is not to immediately identify the single best solution but to bring multiple ideas forward for further exploration. Teams may find it useful to establish multiple selection criteria, such as “*the most user-friendly*”, “*the most innovative*”, or “*the most practical*” to ensure a diverse range of ideas are carried into the prototyping phase.⁸⁰

Prototyping in design thinking involves creating low-resolution, inexpensive models that allow for quick experimentation and iteration. These prototypes should be tangible and interactive – ranging from simple paper sketches, post-it note layouts, and wireframes to role-playing exercises or digital mockups.⁸¹

A core principle of prototyping is that building fosters understanding. The process of constructing a model – whether through sketching, structuring, or physically assembling – helps designers identify limitations, refine ideas, and uncover unexpected connections. This

⁷⁴ “An Introduction to Design Thinking PROCESS GUIDE.”

⁷⁵ “An Introduction to Design Thinking PROCESS GUIDE.”

⁷⁶ “The Design Thinking FUNdamentals - Legal Design FUNdamentals.”

⁷⁷ “What Is LEGO® SERIOUS PLAY®? | Official LEGO® Shop CC | Official LEGO® Shop GB,” accessed January 31, 2025, <https://www.lego.com/en-gb/themes/serious-play/background>.

⁷⁸ Marton Ribary and Antony Starza-Allen, “Legal Problem Solving with LEGO®,” *The Law Teacher* 58, no. 3 (July 2, 2024): 428–32, <https://doi.org/10.1080/03069400.2024.2355793>.

⁷⁹ “Unlocking Problem Solving with LEGO® Serious Play®,” *PWC* (blog), December 13, 2024, <https://blog.pwc.lu/unlocking-problem-solving-with-lego-serious-play/>.

⁸⁰ “An Introduction to Design Thinking PROCESS GUIDE.”

⁸¹ “An Introduction to Design Thinking PROCESS GUIDE.”

hands-on approach prevents solutions from remaining in abstract discussions and instead grounds them in practical, testable forms.⁸²

To enhance the effectiveness of prototyping, each prototype should be designed with a specific question in mind, such as “*What aspect of the idea is being tested?*”, or “*What user behavior is anticipated?*” Clearly defining these objectives ensures that the subsequent testing phase yields meaningful and actionable feedback.⁸³

Example: Legal documents can be transformed into more accessible, structure, and user-friendly formats when following these steps⁸⁴:

- 1) Identifying design constraints – Determining whether the final document will be in a digital or printed format, considering accessibility and readability requirements.*
- 2) Structuring information architecture – Mapping the logical flow of content using mind-maps, lists, or digital whiteboarding tools like Miro or Mural to co-create a structured document, while engaging with the client.*
- 3) Iterating text and visuals simultaneously – Combining clear, simplified legal language with visual elements such as icons, flowcharts, or interactive design features.*

Prototyping in Legal Design does not aim for perfection but rather for rapid iteration and user-driven learning.⁸⁵

Step 5: Test – Refining Based on User Feedback

Testing is a critical phase in the design thinking process, allowing legal professionals to evaluate how users interact with a solution, uncover potential flaws, and refine prototypes based on real-world feedback. Unlike the initial *Empathize* phase, where the goal is to explore user needs, testing is more focused – it provides an opportunity to assess whether the framing of the problem was accurate and whether the proposed solutions effectively address user challenges.⁸⁶

A fundamental principle of testing is to prototype as if you are right, but test as if you know you are wrong. A prototype may seem well-structured, but testing often reveals unforeseen usability issues, missing elements, or even the need to reframe the original problem statement entirely.⁸⁷

To gather meaningful feedback, prototypes should be tested in the hands of real users, ideally in the environment where they will be used. Instead of explaining how the prototype works, legal designers should observe how users naturally interact with it – whether they misunderstand certain elements, struggle with navigation, or use the prototype in unexpected

⁸² HAGAN, Margaret. 2: *Design Mindsets*.

⁸³ “An Introduction to Design Thinking PROCESS GUIDE.”

⁸⁴ “My Legal Information Design Process Step-by-Step.”

⁸⁵ HAGAN, Margaret. 2: *Design Mindsets*.

⁸⁶ “An Introduction to Design Thinking PROCESS GUIDE.”

⁸⁷ “An Introduction to Design Thinking PROCESS GUIDE.”

ways. Multiple versions should be tested simultaneously to allow users to compare and articulate preferences, often revealing latent needs that may not have been considered initially.⁸⁸

Testing can be particularly challenging for legal professionals, as it requires a shift away from the traditional expectation of perfection and expertise. In legal practice, iterative testing encourages a mindset of continuous improvement – acknowledging that first drafts are rarely final solutions.⁸⁹

Example: When testing a redesigned contract, legal teams should present it to the actual users defined throughout the process. For an employment contract, this means gathering feedback from employees; for a sales contract, involving sales representatives. Observing how these users engage with the document – where they hesitate, seek clarification, or struggle with terminology – helps refine its structure and language to ensure clarity and usability.

Fundamental Iteration

Iteration is central to design thinking, requiring continuous cycles of refinement – both across the process and within individual steps, such as testing multiple prototypes or brainstorming variations with different user groups.⁹⁰ However, merely following structured steps is insufficient. To fully embrace design thinking, legal professionals should adopt a “*Beginner’s Mindset*” – deferring to users as experts in their own experiences and remaining open to unexpected insights.⁹¹

For lawyers, this shift requires stepping out of the expert role and seeing the legal system from the perspective of non-lawyers. Legal frameworks can be complex, intimidating, and inaccessible to those without legal training. By temporarily setting aside their expertise and approaching problems with curiosity, lawyers can uncover deeper, less obvious needs that traditional approaches might overlook.⁹²

Ultimately, the success of design thinking in law depends not just on following a methodology but on transforming how lawyers engage with users, identify challenges, and create solutions. A user-centered perspective helps uncover new opportunities, improve legal services, and foster stronger connections with clients and stakeholders.

2.4. Why Legal Design Matters for Legal Services

Recent research by Deloitte Legal⁹³ highlights the evolving expectations of legal services providers. One in three clients now seeks legal services providers who offer not only legal expertise but also industry-specific, commercial, and technological knowledge – an expectation

⁸⁸ “An Introduction to Design Thinking PROCESS GUIDE.”

⁸⁹ HAGAN, Margaret. 2: *Design Mindsets*.

⁹⁰ “An Introduction to Design Thinking PROCESS GUIDE.”

⁹¹ HAGAN, Margaret. 2: *Design Mindsets*.

⁹² Hagan.

⁹³ “Future Trends for Legal Services.”

that many law firms currently fail to meet. Furthermore, clients increasingly demand the integration of digital tools and platforms to enhance efficiency and accessibility.⁹⁴

In general, legal work products and communications are not known for their clarity or usability. Clients often require summaries, annotations, checklists, and other tools to help them understand the content and practical implications of legal documents. However, lawyers rarely consider that clients must actually work with these documents daily, which is a surprising oversight in a client service profession.⁹⁵ Mitchell⁹⁶ encourages legal professionals to reconsider their work-product as an actual product. Additionally, while various regulatory authorities have established fairness standards, legal services purchasers increasingly recognize that clear communication is not just a marketing advantage – it is essential for mitigating reputational, legal, and financial risks.⁹⁷

As technology continues to reshape industries, client expectations in the legal sector are evolving in parallel. Clients demand greater efficiency, transparency, predictability, and value. In response, law firms and legal professionals are increasingly expected to adapt their services – or risk falling behind.⁹⁸ Given that lawyers are often described as having a distinct mindset – such as being compared to cats⁹⁹ or scoring below average in emotional intelligence¹⁰⁰ – Legal Design offers a valuable opportunity for skill development. It fosters collaboration, problem identification and resolution, user-centric thinking, and ideation, while also enhancing business intelligence¹⁰¹ to better align with the client expectations outlined above.

Legal Design has the potential to reshape legal services to better meet the demands of the 21st century. Three key areas illustrate how Legal Design can improve accessibility and usability. Firstly, research shows that 65% of people are visual learners, meaning they process information more effectively through spatial techniques such as shapes, diagrams, color coding, and maps.¹⁰² Secondly, global initiatives advocate for simplifying legal language to match lower reading ages – for instance, targeting ages 12 and 14 in the US¹⁰³, and 9 in the UK¹⁰⁴. However, while lawyers are trained to use sophisticated vocabulary and craft analytical arguments, they are not traditionally taught to communicate in ways that ensure clients fully

⁹⁴ “Future Trends for Legal Services.”

⁹⁵ Jay A. Mitchell, “Putting Some Product into Work-Product: Corporate Lawyers Learning from Designers,” SSRN Scholarly Paper (Rochester, NY: Social Science Research Network, September 22, 2013), <https://doi.org/10.2139/ssrn.2325683>.

⁹⁶ Mitchell.

⁹⁷ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

⁹⁸ GAVIGAN, Jasmine. *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*. Independently Published, 2024.

⁹⁹ “Managing lawyers is like herding cats – or is it?,” Bucerius Law School, March 6, 2019, <https://www.law-school.de/news-artikel/managing-lawyers-is-like-herding-cats-or-is-it>.

¹⁰⁰ The Unique Psychological World of Lawyers | Law People. In: *Law People* [cit. 05.02.2025]. Dostupné z: <https://www.lawpeopleblog.com/2011/01/the-unique-psychological-world-of-lawyers/>

¹⁰¹ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

¹⁰² How to Spot Visual-, Auditory-, and Kinesthetic-Learning Executives. In: *Inc.* [cit. 05.02.2025]. Dostupné z: <https://www.inc.com/molly-reynolds/how-to-spot-visual-auditory-and-kinesthetic-learni.html>

¹⁰³ “30 Key Child Literacy Stats Parents Need To Be Aware Of – Literacy Project Foundation,” February 14, 2019, <https://literacyproj.org/2019/02/14/30-key-child-literacy-stats-parents-need-to-be-aware-of/>.

¹⁰⁴ “Content Design: Planning, Writing and Managing Content - Writing for GOV.UK - Guidance - GOV.UK,” accessed February 5, 2025, <https://www.gov.uk/guidance/content-design/writing-for-gov-uk>.

understand, trust, and act upon their advice.¹⁰⁵ Last but not least, Legal Design can enhance accessibility by addressing inclusivity challenges, such as color blindness. One of the most common forms of color blindness difficulty distinguishing red from green¹⁰⁶, which is problematic when legal documents rely on color coding. Using universally recognized symbols – such as a red “X” for rejection and a green “✓” for approval– improves accessibility. Similarly, Legal Design should account for cultural differences to ensure clarity across diverse audiences.¹⁰⁷

These examples illustrate how Legal Design applies scientific insights to make legal services more user-friendly, inclusive, and accessible. Ultimately, good Legal Design helps achieve three key objectives: 1) better communication with businesses, clients, and the broader community; 2) improved culture creation that fosters client engagement and empowerment while adding business value; and 3) empowered information, which integrates Legal Design with data science to enhance decision-making and drive better outcomes.¹⁰⁸

Implementing these principles provides law firms with a competitive advantage in client retention as it demonstrates their true commitment to solving legal problems in ways that prioritize clarity, accessibility, and user empowerment.¹⁰⁹

¹⁰⁵ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

¹⁰⁶ “Colour Vision Deficiency (Colour Blindness),” nhs.uk, October 18, 2017, <https://www.nhs.uk/conditions/colour-vision-deficiency/>.

¹⁰⁷ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

¹⁰⁸ Pagano.

¹⁰⁹ Anna Posthumus Meyjes, “How Legal Design Can Get Your Clients to Love Reading Your Contracts,” *Aclara Legal Design* (blog), November 21, 2022, <https://www.aclaradesign.nl/2022/11/21/how-legal-design-can-get-your-clients-to-love-reading-your-contracts/>.

3. Mapping Legal Design in Legal Services

To fully understand the specific needs and characteristics of legal services, this chapter examines their primary goals and underlying business models. It also explores the role of legal technology, demonstrating how digital transformation supports design-driven legal innovation. The core of this chapter focuses on key areas and applications of Legal Design, analyzing its impact across various legal domains such as contracting, privacy and compliance, corporate governance, and litigation. By identifying industry-specific challenges and showcasing real-world initiatives, this chapter bridges theory with practice, offering insights and inspiration for the implementation of Legal Design in legal services.

3.1. Goals of Legal Services

Traditionally, legal services have been centered around ensuring justice, compliance, and risk mitigation for clients.¹¹⁰ However, client expectations are evolving, requiring lawyers to expand beyond these conventional roles. As discussed in Section 2.4, research by Deloitte Legal¹¹¹ indicates that clients increasingly expect legal professionals to complement their expertise with business insight, industry knowledge, and innovative problem-solving approaches.

Clients no longer expect lawyers to merely issue warnings about risks and prohibitions. Instead, they want legal professionals to present alternative solutions, evaluate potential risks, and guide decision-making in a way that encourages innovation rather than simply avoiding liability. This shift has prompted law firms to market themselves as strategic advisors.¹¹²

While the shift toward more strategic and client-centered legal services is progressing, its implementation often varies depending on a firm's size, client base, and internal structure.¹¹³ Larger firms working with corporate clients tend to have greater resources, broader expertise, and centralized systems that support innovation. In contrast, smaller firms – particularly those serving individuals or small businesses – may face greater financial and staffing constraints.¹¹⁴ Nonetheless, Legal Design is adaptable to context; it does not rely on a fixed formula. Its essence lies in enhancing the legal experience across all types of practices, regardless of scale.¹¹⁵

The conventional legal service model often follows a linear and siloed approach: a client instructs a lawyer, who then completes the work independently, with limited collaboration beyond intermittent updates and revisions. This model lacks ongoing client

¹¹⁰ Martha F. Davis, “What Is Essential: Legal Design and Client Stories” (Northeastern University School of Law Research Paper No. 401-2021: 13 *Elon Law Journal* 39, February 10, 2021), <https://papers.ssrn.com/abstract=3783471>.

¹¹¹ “Future Trends for Legal Services.”

¹¹² DAVIS, Martha F. *What Is Essential: Legal Design and Client Stories*.

¹¹³ Marina Nehme and Felicity Bell, “The Future of Legal Service Delivery – Sources of Innovation in the Legal Profession,” Report (Law Society, 2021), <https://doi.org/10.26190/unsworks/28251>.

¹¹⁴ Mari Sako et al., “Technology and Innovation in Legal Services: Final Report for the Solicitors Regulation Authority,” *University of Oxford*. 2021.

¹¹⁵ “Myths & Realities in Legal Design,” accessed March 23, 2025, <https://www.legalcreatives.com/blog/myths-realities-in-legal-design>.

engagement throughout the process.¹¹⁶ Legal Design challenges this approach by fostering a more interactive relationship between lawyers and clients, emphasizing continuous dialogue, co-creation, and tailored solutions that align with business objectives.¹¹⁷

Another fundamental objective of legal services is recognizing that law is not merely a search for precedent and reliability – it is also an exercise in persuasion. Law is not a fixed set of rules, but a dynamic framework shaped by interpretation and advocacy. Therefore, legal professionals must focus not only on past rulings but also on the validity of solutions in specific contexts. Lawyers are, at their core, persuasive communicators, tasked with navigating complexity and crafting clear, compelling legal narratives that influence decisions. Effective legal services must not only be technically correct but also strategically crafted to persuade decision-makers and achieve practical results.¹¹⁸

A significant challenge in the legal services industry is the billable hour model – a traditional pricing structure in which lawyers charge clients based on the amount of time spent on a task, typically measured in hourly increments.¹¹⁹ While this model is intended to reflect the value of a lawyer’s time and effort, it can incentivize complexity over efficiency. In most industries, greater productivity leads to higher profitability. However, for law firms operating under the billable hour, increased efficiency often results in fewer billable hours and lower revenue. This creates a disincentive for legal professionals to adopt new technologies or streamlined workflows that reduce the time spent on a task – unless they can transition toward value-based billing models.¹²⁰

This tension between efficiency and profitability is particularly problematic in an era of rising client expectations. Law firms that remain overly dependent on billable hours may struggle to align with market demands, while those that innovate and rethink service delivery can gain a competitive advantage.¹²¹ Legal Design provides an avenue to address this issue by helping lawyers focus on solutions that prioritize long-term value creation over short-term billable work.¹²² Hence, a truly client-centered legal service prioritizes transparency, accessibility, and measurable value.

Building on the discussion in Section 2.4, legal work-products are often not designed with the user in mind. As Mitchell¹²³ suggests, lawyers should critically assess whether their documents, contracts, and legal materials are optimally structured for those who rely on them. Given the high costs associated with legal services, should lawyers not explore better design techniques to enhance client engagement and usability?

¹¹⁶ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

¹¹⁷ DAVIS, Martha F. *What Is Essential: Legal Design and Client Stories*.

¹¹⁸ Mark Szabo, “Design Thinking in Legal Practice Management,” *Design Management Review* 21, no. 3 (2010): 44–46, <https://doi.org/10.1111/j.1948-7169.2010.00078.x>.

¹¹⁹ Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*.

¹²⁰ Gavigan.

¹²¹ Gavigan.

¹²² Antti Innanen, “ARE WE REALLY SOLVING ANYTHING?,” Post, *LinkedIn*, 2024, https://www.linkedin.com/posts/anttiinnanen_legaldesign-ai-legaltech-activity-7250058680706957314-yq_x?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iThLGZSFo.

¹²³ Mitchell, “Putting Some Product into Work-Product.”

This notion of treating legal work as a product¹²⁴ – rather than merely as an output – directly connects to Section 3.3, which explores how Legal Design translates these principles into practical applications across different legal service areas.

3.2. Legal Technology and Legal Design

Legal technology (legal tech) refers to software and digital tools designed to streamline legal processes, enhance efficiency, and improve access to legal services. Traditionally, legal work has been labor-intensive, relying on manual document drafting, version control, administrative tasks. Legal tech automates many of these repetitive functions, allowing lawyers to focus on delivering strategic value rather than routine paperwork.¹²⁵

Bues and Matthaei¹²⁶ categorize legal tech into three primary streams:

- 1) *Enabler Technologies* – Cloud storage, cybersecurity, and secure communication tools that facilitate data management and accessibility.
- 2) *Process Optimization Tools* – Software that automates administrative tasks like client management, billing, and workflow tracking.
- 3) *Legal Task Automation* – AI-powered tools for contract automation, legal research, document review, and online dispute resolution.

According to research by Clio¹²⁷, up to 74% of a law firm’s billable tasks, including data analysis, document review, and legal research, can be automated by AI. Additionally, younger clients are increasingly open to AI-assisted legal services, with 81% of Gen Z and 75% of Millennials expressing preference for tech-enabled legal solutions. Law firms that embrace these technologies position themselves for competitive advantage by enhancing efficiency, and client experience.¹²⁸

Legal tech and Legal Design are interconnected. Legal tech can support Legal Design by automating processes and improving accessibility, but Legal Design also plays a crucial role in the development of legal tech solutions.¹²⁹ A user-centered approach is essential to ensure that legal technology products are intuitive, accessible, and truly address user needs. Without

¹²⁴ Mitchell.

¹²⁵ Hannele Korhonen, “How to Use Legal Design to Find the Right Legal Tech for Your Business,” *Lawyers Design School* (blog), October 7, 2021, <https://lawyersdesignschool.com/digital-transformation-legal-tech-lawyers/>.

¹²⁶ Micha-Manuel Bues and Emilio Matthaei, “LegalTech on the Rise: Technology Changes Legal Work Behaviours, But Does Not Replace Its Profession,” in *Liquid Legal*, Management for Professionals (Switzerland: Springer International Publishing AG, 2017), 89–109, https://doi.org/10.1007/978-3-319-45868-7_7.

¹²⁷ “The 2024 Legal Trends Report,” Clio, accessed February 6, 2025, <https://www.clio.com/wp-content/uploads/2024/10/NA-2024-Legal-Trends-Report-Full-Publication.pdf>.

¹²⁸ “The 2024 Wolters Kluwer Future Ready Lawyer Report,” Wolters Kluwer, accessed February 6, 2025, <https://www.wolterskluwer.com/en/know/future-ready-lawyer-2024>.

¹²⁹ Anna Posthumus Meyjes, “How Legal Design Unlocks the True Potential of Legal Tech,” *Aclara Legal Design* (blog), March 13, 2024, <https://www.aclaradesign.nl/2024/03/13/how-legal-design-unlocks-the-true-potential-of-legal-tech/>.

Legal Design principles, legal tech risks failing into solutionism – introducing tools that fail to enhance the user experience effectively.¹³⁰

Legal tech is transforming the industry across various domains. Key applications include: document management and creation; legal practice management software; legal research; contract automations and smart contracts; cybersecurity and compliance tools; tools for online meetings; virtual legal assistants.¹³¹

Despite its benefits, legal tech adoption faces hurdles, particularly the billable hour model, which often discourages efficiency. Many firms still struggle to shift toward value-based pricing that aligns with tech-driven productivity gains. However, forward-thinking firms are leveraging legal tech not just for efficiency, but to innovate service delivery and create new revenue models.¹³²

By integrating legal tech with Legal Design, law firms can make legal services more intuitive, accessible, and aligned with modern client expectations.¹³³

3.3. Key Areas and Applications of Legal Design

This section addresses the first research question: **What are the key Legal Design initiatives that engage with legal practice?** It also provides insights into the second research question: **What areas of legal practice are most suitable for Legal Design?**

Through my research, it became evident that certain legal areas frequently emerge in connection with Legal Design. The following subsections explore these key areas by providing an overview of the topic, highlighting existing challenges, and presenting real-world examples, demonstrating how theoretical concepts of Legal Design can be effectively translated into practical applications.

However, it is essential to approach these examples not as ready-made templates but as sources of inspiration. Legal Design is inherently user-centered, requiring each solution to be tailored to specific client needs rather than applied as a one-size-fits-all model. To be successful, legal professionals must continuously monitor and adapt to evolving client expectations, ensuring that their solutions remain relevant and effective.¹³⁴

Thus, the following examples should be read with an open mindset, recognizing that true innovation in legal services comes from deeply understanding clients and designing solutions that best serve their unique needs.

¹³⁰ Siddharth Peter de Souza, “The Spread of Legal Tech Solutionism and the Need for Legal Design,” *European Journal of Risk Regulation* 13, no. 3 (September 2022): 373–88, <https://doi.org/10.1017/err.2022.4>.

¹³¹ Korhonen, “How to Use Legal Design to Find the Right Legal Tech for Your Business.”

¹³² Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*.

¹³³ Korhonen, “How to Use Legal Design to Find the Right Legal Tech for Your Business.”

¹³⁴ “Legal Design and the Future of Law,” *Columbia Journal of Transnational Law*, April 12, 2021, <https://www.jtl.columbia.edu/bulletin-blog/legal-design-and-the-future-of-law>.

3.3.1. Contracting

When it comes to Legal Design in practice, contracting is one of the most extensively researched areas, with numerous academic papers and industry studies highlighting its significance – particularly in commercial contracting. This reflects not only the relevance of the topic but also the growing recognition that contracts and contracting processes require substantial redesign to better serve businesses and individuals.

A contract has two fundamental meanings: 1) an agreement between parties; and 2) the document that formalizes that agreement.¹³⁵ However, there is often a significant gap between the “*real deal*” – the actual business relationship – and the “*paper deal*” – the written contract.¹³⁶ Many managers view contracts primarily as formal legal instruments, often dictated by corporate bureaucracy and consulted only when disputes arise. Meanwhile, lawyers are traditionally trained to draft contracts with litigation in mind, focusing on enforceability in court rather than usability in day-to-day business operations.¹³⁷ Yet, contracts should function as active business and management tools that guide operational decision-making, structure responsibilities, and facilitate collaboration throughout the business relationship.¹³⁸ The Shell Contract Marine Redesign (see Figure 5) demonstrates how contract design can facilitate trade, using structured layouts and visual elements, making complex legal content more accessible for daily reference.

The conventional approach to contracting overwhelmingly prioritizes legal risk management over practical functionality. Contracts are frequently drafted using complex, outdated language, often copied and modified from previous versions without thorough review. This cycle leads to contracts that are unnecessarily long, repetitive, and difficult to navigate, ultimately hindering their effectiveness as business tools.¹³⁹ A report by the WorldCC¹⁴⁰ further highlights the issue: only 39% of legal and contract practitioners believe that contracts support successful business outcomes, with the lowest effectiveness perceived in communication (35%), operational guidance (30%), and reflecting brand, corporate values (19%). Key areas identified for improvement include clarity, flexibility, efficiency, automation, and collaboration.

The demand for change is increasing. Businesses are beginning to question the traditional contract model, as lengthy and complex contracts consume excessive time and resources

¹³⁵ Stewart Macaulay, “Non-Contractual Relations in Business: A Preliminary Study,” *American Sociological Review* 28, no. 1 (1963): 55–67, <https://doi.org/10.2307/2090458>.

¹³⁶ Margaret Hagan, Marcelo Corrales Compagnucci, and Helena Haapio, “Better Commercial Contracts with the Application of Functional Contracting and Legal Design,” in *Legal Design* (United Kingdom: Edward Elgar Publishing Limited, 2021).

¹³⁷ Helena Haapio, *Next Generation Contracts: A Paradigm Shift* (Helsinki: Lexpert, 2013).

¹³⁸ Helena Haapio, “Visualisation in Contract Education and Practice,” in *Design in Legal Education* (Routledge, 2022).

¹³⁹ Katri Nousiainen, “Legal Design in Commercial Contracting and Business Sustainability New Legal Quality Metrics Standards,” *Journal of Strategic Contracting and Negotiation* 6, no. 2 (June 1, 2022): 137–58, <https://doi.org/10.1177/20555636221138972>.

¹⁴⁰ “Purpose of Contracts.”

without necessarily enhancing business efficiency.¹⁴¹ Companies¹⁴², governments¹⁴³, and legislation¹⁴⁴ are prompting a shift toward more user-friendly contracting models. This shift moves beyond viewing contracts merely as legal safeguards and toward making them functional tools that facilitate business operations.

Legal Design offers a framework to address these challenges by aligning contracting processes with business objectives and user needs. As discussed in Section 2.2 on proactive law, contracts should be designed with a clear understanding of their business rationale, intended users, and purpose.¹⁴⁵ This means rethinking not just contract language but also the overall structure, visualization, and user experience.¹⁴⁶ Applying principles of information design – such as icons, tables, and structured layouts – can improve comprehension, making contracts easier to navigate and act upon. Importantly, the goal is not merely to create aesthetically pleasing contracts but to tailor them to the needs and context of users, ensuring that contracts are practical, efficient, and actionable.¹⁴⁷

Beyond usability, Legal Design also enhances contracting processes outside the courtroom.¹⁴⁸ By fostering collaboration and using visualization techniques, contracts can become tools for managing relationships rather than mere legal instruments.¹⁴⁹ This shift encourages proactive problem-solving and reduces risk of disputes about interpretation.¹⁵⁰ Research suggests that integrating visualization and structured design into contracting increases engagement, comprehension, and recall, ultimately improving the efficiency and effectiveness of business transactions.¹⁵¹

With these changes, contracting is evolving beyond a purely legal function into a multidisciplinary practice that blends law, design, and business strategy. The following examples illustrate how these principles can be implemented in practice.

¹⁴¹ Haapio, “Visualisation in Contract Education and Practice.”

¹⁴² See e.g. Shell: Reena SenGupta, “How ‘Design-Thinking’ Can Help Lawyers Do a Better Job,” *Financial Times*, February 11, 2021, sec. Law, <https://www.ft.com/content/25480beb-0e15-41e9-b2f4-1fa84302308c>.

¹⁴³ See e.g. UK government: “Contractual Terms and Privacy Policies: How to Improve Consumer Understanding,” GOV.UK, accessed February 7, 2025, <https://www.gov.uk/government/publications/contractual-terms-and-privacy-policies-how-to-improve-consumer-understanding>.

¹⁴⁴ See e.g. *Recital 58*, “Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the Protection of Natural Persons with Regard to the Processing of Personal Data and on the Free Movement of Such Data, and Repealing Directive 95/46/EC (General Data Protection Regulation),” Pub. L. No. 2016/679 (n.d.).

¹⁴⁵ Haapio, *Next Generation Contracts*, 2013.

¹⁴⁶ Stefania Passera, Helena Haapio, and Thomas Barton, “Innovating Contract Practices: Merging Contract Design with Information Design,” *California Western School of Law | Faculty Scholarship*, January 1, 2013, <https://scholarlycommons.law.cwsl.edu/fs/73>.

¹⁴⁷ Nousiainen, “Legal Design in Commercial Contracting and Business Sustainability New Legal Quality Metrics Standards.”

¹⁴⁸ Stefania Passera, Helena Haapio, and Michael Curtotti, “Making the Meaning of Contracts Visible – Automating Contract Visualization” (Wien: Erich Schweighofer et al. (Eds.) Transparency, February 20, 2014), <https://papers.ssrn.com/abstract=2630609>.

¹⁴⁹ Thomas Barton, Helena Haapio, and Tatiana Borisova, “Flexibility and Stability in Contracts,” *California Western School of Law | Faculty Scholarship*, January 1, 2015, <https://scholarlycommons.law.cwsl.edu/fs/308>.

¹⁵⁰ Haapio, *Next Generation Contracts*, 2013.

¹⁵¹ Stefania Passera and Helena Haapio, “Transforming Contracts from Legal Rules to User-Centered Communication Tools: A Human-Information Interaction Challenge,” *Communication Design Quarterly Review* 1, no. 3 (2013): 38–45, <https://doi.org/10.1145/2466489.2466498>.

WorldCC: Setting Standards for Better Contracting

The WorldCC¹⁵² plays a significant role in advancing contract usability by conducting research and developing practical tools for legal professionals, such as:

- **Contracting Principles**¹⁵³ – A structured set of guidelines that assist in drafting applicable contract clauses and negotiating terms between customers and suppliers (see Figure 3).

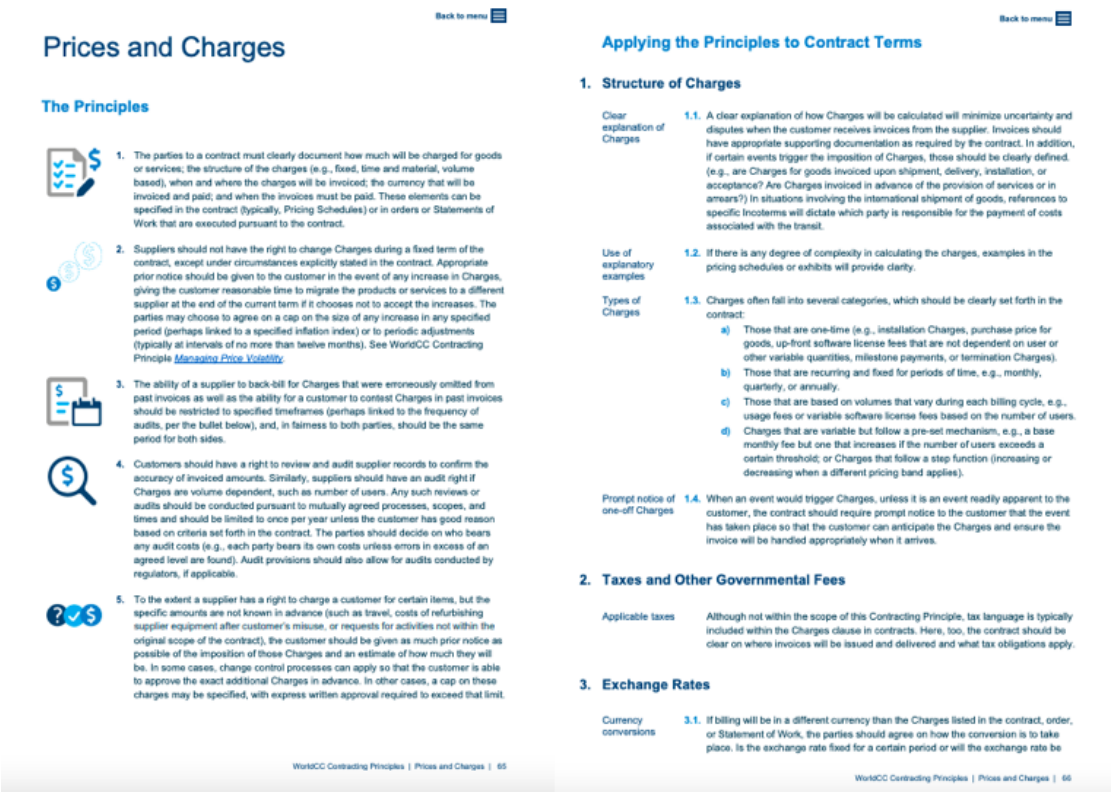


Figure 3 – WorldCC Contracting Principles¹⁵⁴

¹⁵² “About World Commerce and Contracting | WorldCC,” accessed February 8, 2025, <https://www.worldcc.com/About>.

¹⁵³ “Contracting Principles | Download Our Contract Guidelines Booklet,” accessed February 8, 2025, <https://www.worldcc.com/Resources/Tools/Contracting-Principles>.

¹⁵⁴ “Contracting Principles | Download Our Contract Guidelines Booklet.”

- **Contract Design Pattern Library**¹⁵⁵ – A practical guide to contract visualization, providing different design patterns, explanations of their functions, recommendations on when and how to use them, and examples (see Figure 4).

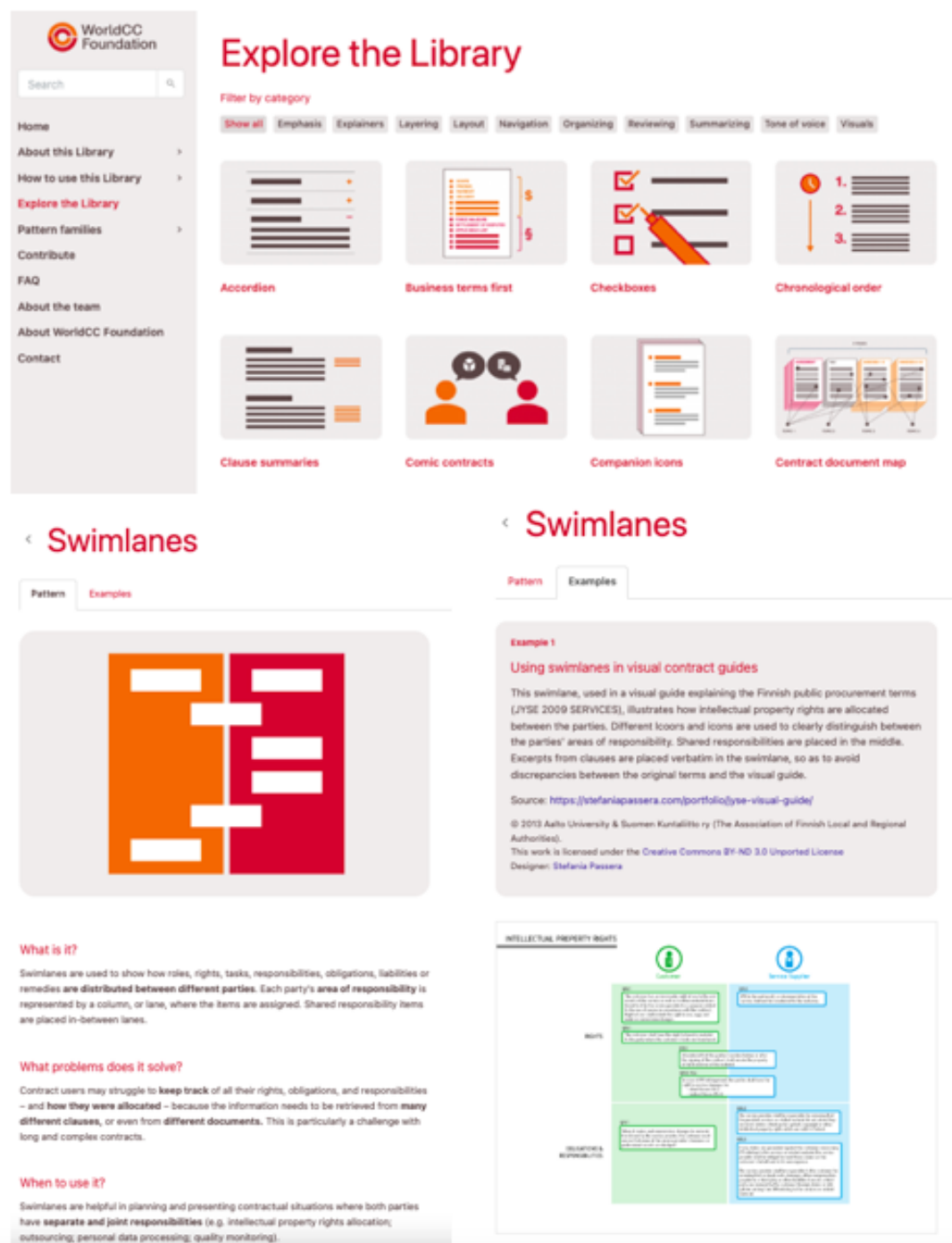


Figure 4 – WorldCC Contract Design Pattern Library¹⁵⁶

¹⁵⁵ “WorldCC Contract Design Pattern Library | Home,” WorldCC Contract Design Pattern Library, accessed February 8, 2025, <https://contract-design.worldcc.foundation>.

¹⁵⁶ “WorldCC Contract Design Pattern Library | Home.”

Shell: Visualizing Commercial Contracts

Shell¹⁵⁷ has pioneered the use of visual contracts in commercial agreements, particularly in supplier relationships. Their approach shifts away from traditional, text-heavy contracts toward interactive, user-friendly documents. Fraser Hill, former General Manager of Digital and Process Transformation at Shell, emphasized this shift: “*Most lawyers create contracts with a view to settling disputes, but contracts should really be about facilitating trade.*”¹⁵⁸ For instance, **Shell Marine Contract Redesign** incorporates visuals to guide suppliers on how to ship machine engine oil in compliance with Shell’s process standards (see Figure 5).

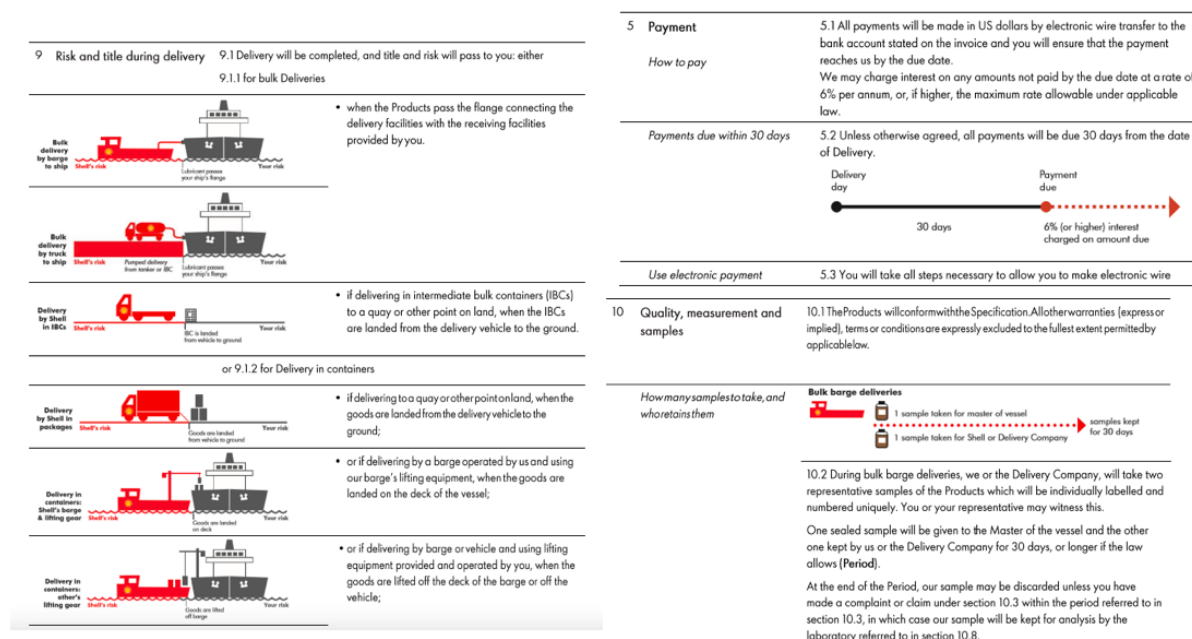


Figure 5 – Shell Marine Contract Redesign¹⁵⁹

¹⁵⁷ “Shell Global,” accessed February 8, 2025, <https://www.shell.com/>.

¹⁵⁸ SenGupta, “How ‘Design-Thinking’ Can Help Lawyers Do a Better Job,” February 11, 2021.

¹⁵⁹ “Marine Lubricants General Terms & Conditions | Shell Global,” accessed February 8, 2025, <https://www.shell.com/business-customers/marine/port-network-and-services-guide/lubricants.html>.

Majoto: Simplifying B2B Agreements

Majoto¹⁶⁰, a British company specializing in contract automation and simplification, has developed various approaches to designing agreements. A compelling example is the redesign of a **Consultancy Services Agreement and Service Terms** (see Figure 6), transforming a traditionally dense contract into a streamlined, accessible, and user-friendly document.

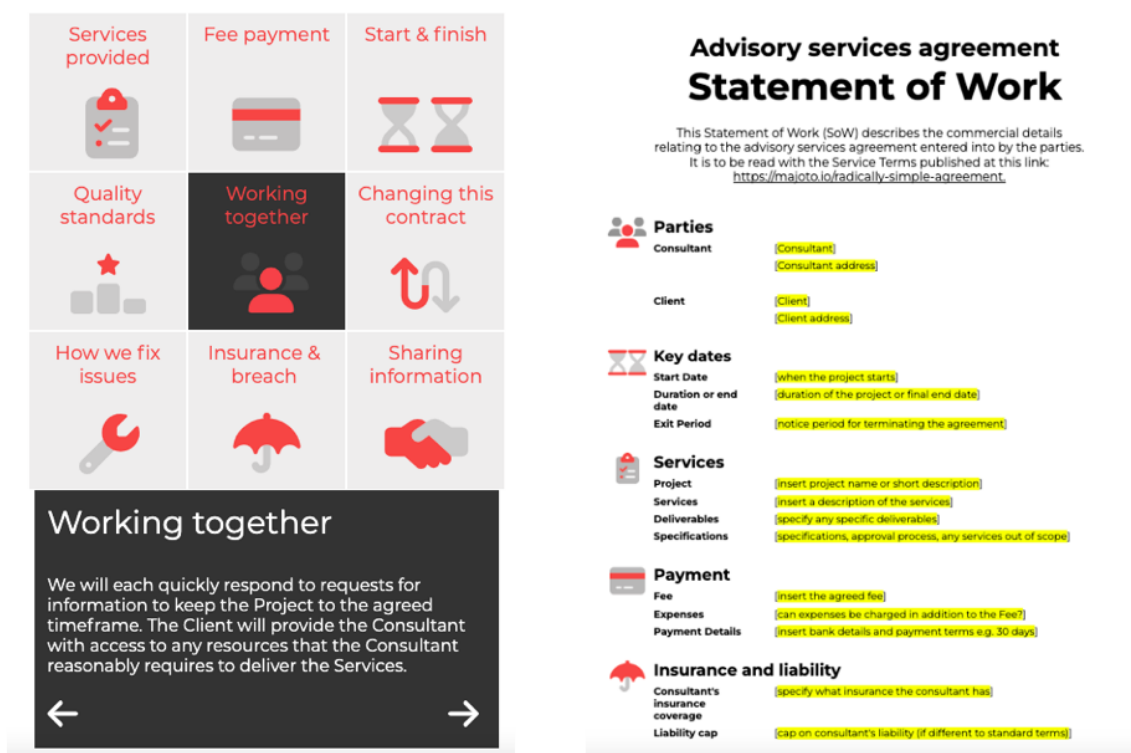


Figure 6 – Majoto Consultancy Services Agreement and Service Terms Redesign¹⁶¹

¹⁶⁰ “Majoto,” Majoto, accessed February 8, 2025, <https://majoto.io>.

¹⁶¹ “Community Workstreams - Radically Simple Project,” Majoto, accessed February 8, 2025, <https://majoto.io/community-workstreams/radically-simple>.

Creative Contracts: Comic Contracts for Employment Agreements

South African Creative Contracts¹⁶² developed the first comic contract for Indigo Fruit, a farming business. Fruit pickers were issued **Comic-Style** Employment Agreements (see Figure 7), which dramatically improved the contract comprehension process, resulting in reduced time from four hours to just 40 minutes, and enhanced worker engagement and understanding of their rights and obligations.¹⁶³ Such a bold move significantly improved the perception of the company.¹⁶⁴

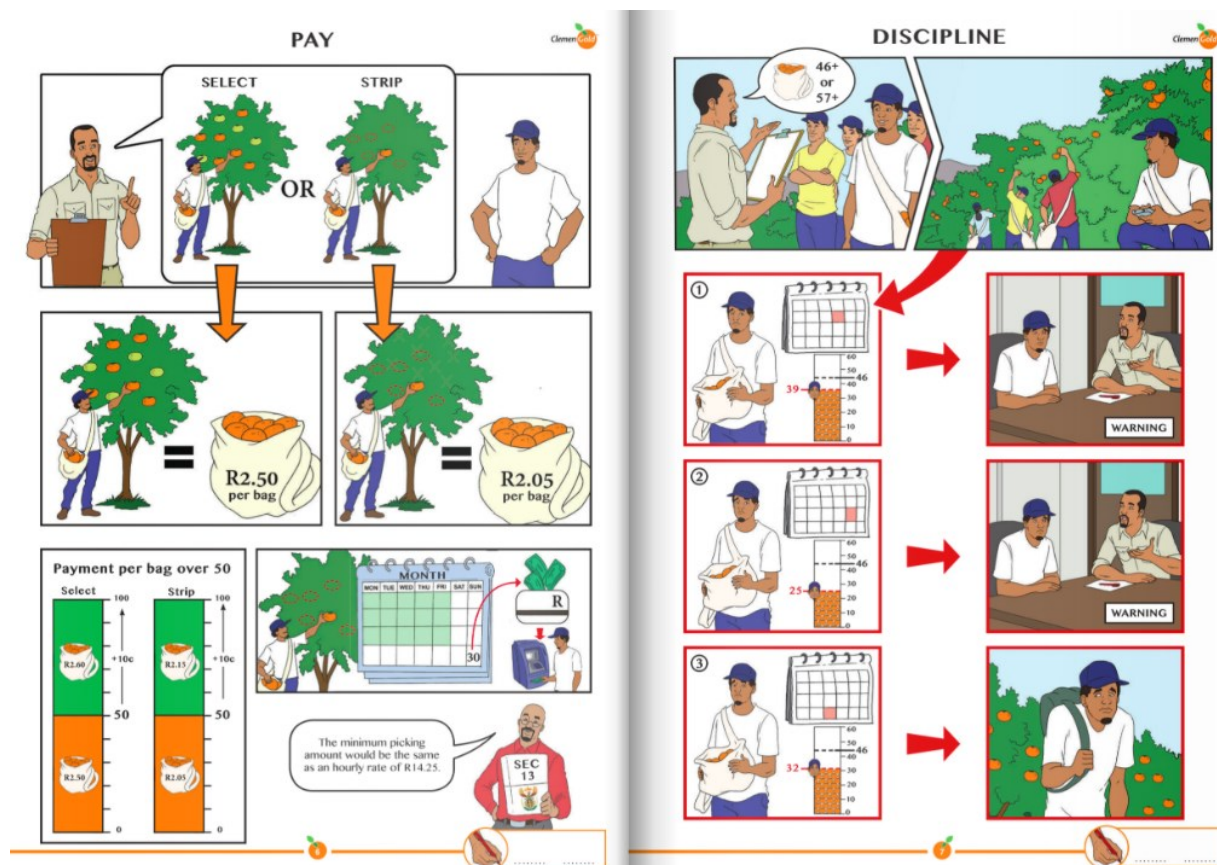


Figure 7 – Indigo Fruit Comic-Style Employment Agreement¹⁶⁵

¹⁶² “Creative Contracts | Comic Contracts Everyone Can Understand,” accessed February 8, 2025, <https://creative-contracts.com/>.

¹⁶³ “ClemenGold Comic Contract,” *Creative Contracts* (blog), accessed February 8, 2025, <https://creative-contracts.com/clemengold/>.

¹⁶⁴ Camilla Baasch Andersen and Robert de Rooy, “Employment Agreements in Comic Book Form - What a Difference Cartoons Make,” in *Research Handbook on Contract Design* (United Kingdom: Edward Elgar Publishing Limited, 2022).

¹⁶⁵ “ClemenGold Comic Contract.”

Česká spořitelna: Legal Design in Banking

Banking is a highly regulated industry, which often leads to the use of complex legal language and excessive legal reference in customer-facing documents.¹⁶⁶ However, many banks are increasingly recognizing that the way legal information is communicated is an integral part of the overall customer experience. Česká spořitelna¹⁶⁷, a major Czech bank, exemplifies this shift. Drawing on insights from internal interviews and my personal experience within the institution, the bank has been actively revising its legal documents in line with Legal Design principles to enhance clarity, accessibility, and client trust. One such example is the **Agreement on a Long-Term Investment Product** (see Figure 8), which demonstrates how visual elements, clear structure, intuitive headings, and the omission of dense legal citations can make a contract more user-friendly. This approach reflects the bank's branding and values of supporting clients' financial health – including helping them understand the legal implications of their financial decisions.¹⁶⁸

ČESKÁ spořitelna

Smlouva o dlouhodobém investičním produktu

Česká spořitelna, a.s., Praha 4, Olbrachtova 1929/62, PSČ 140 00, IČO: 45244782
zapsaná v obchodním rejstříku vedeném Městským soudem v Praze, spisová značka B 1171

Právní jméno:
Trvalý pobyt:
IČO (datum narození):

Dlouhodobý investiční produkt
Váš Dlouhodobý investiční produkt („Produkt“) je tvořen penězi a cennými papíry evidovanými na účtech, které pro Vás vedeme na základě této smlouvy. Číslo Vašeho Produktu je: **123456**.
Ceny za naše služby a úroková sazba na peněžním účtu jsou uvedeny v našem ceníku.

Daňové zvýhodnění

Daňová podpora
Své příspěvky do Produktu můžete každý rok odečíst od svého daňového základu při výpočtu daně z příjmů, a to až do výše stanovené zákonem. Podmínkou pro odečet je dodržení minimální doby trvání smlouvy.

Minimální doba trvání smlouvy
Minimální doba trvání smlouvy je 120 kalendářních měsíců a skončí nejříve v kalendářním roce, ve kterém oslažete 60 let věku (tuto dobu může změnit zákon). Do uplynutí minimální doby trvání smlouvy nemůžete převést svůj majetek z Produktu, avšak můžete smlouvu vypovědět.
V případě předčasné výpovědi budete povinni vrátit státu daňovou podporu. Rádi Vám poskytneme informace o výjimečných stanovených zákonem, kdy lze majetek převést z Produktu bez povinnosti vrátit daňovou podporu.

Účty a investování

Majetkové účty
Otevřeme a povedeme pro Vás majetkové účty pod číslem **123456**, na kterých budeme evidovat cenné papíry, až jich pro Vás nakoupíme nebo které pro Vás dříve na základě této smlouvy. Na majetkové účty nejste povinni přimout cenné papíry, se kterými neobchodujeme, nebo které nemohou být podle zákona součástí Produktu.
Vše zahraniční cenné papíry budeme spravovat v rozsahu uvedeném v našich obchodních podmínkách.

Peněžní účet
Ke dni uzavření smlouvy Vám zřídíme peněžní účet v českých korunách s číslem: **12345678901000**. Peněžní účet není platebním účtem a můžete na něj převádět jen peníze, které chcete vložit do Produktu.
Na peněžní účet budeme převádět výnosy z cenných papírů, které jsou součástí Produktu, včetně výnosů z jejich prodeje.
Platby na účet a z účtu v cizích měnách přepočteme podle kurzů uvedených v našem kurzovním listu.

Investování
Na základě Vašich pokynů budeme nakupovat a prodávat cenné papíry na trzích, kde obchodujeme, nebo cenné papíry, které máme v naší nabídce. Váš pokyn můžeme provést také tak, že Vám cenný papír prodáme z našeho majetku, nebo ho od Vás odkoupíme.

Výpisy
Po každé transakci Vám zašleme výpis o přehledu obchodů. Pokud pravidelně investujete do investičních fondů, výpis o přehledu obchodů Vám zašleme jednou za šest měsíců. Každé čtvrtletí Vám zašleme výpis o Produktu spolu s výpisem z peněžního účtu. Výpisy Vám budeme zasílat do internetového bankovníctví.

Další podmínky

Ukončení smlouvy
Smlouvu můžete Vy i my ukončit výpovědí, která se stane účinnou ke dni, kdy na účtech vedených podle této smlouvy nebude žádný majetek. My však smlouvu nemůžeme vypovědět před uplynutím minimální doby trvání smlouvy. Smlouva skončí také v případě, že na účtech vedených podle této smlouvy nebyl evidován žádný majetek po dobu 5 let a neexistují žádné Vaše pokyny, které ještě nebyly provedeny nebo vypořádány.

Vaše souhlasy
Uzavřením této smlouvy souhlasíte s našimi pravidly provádění pokynů a s prováděním pokynů mimo obchodní systémy. Souhlasíte také s tím, že informace o nás, o námi poskytovaných investičních službách a o cenných papírech (např. statuty fondů kolektivního investování, sdělení klíčových informací o investičních fondech), které jsou požadovány zákonem, Vám poskytneme na internetových stránkách www.csas.cz nebo www.investicnioncentrum.cz.

Obchodní podmínky
Podmínky zde neupravené se řídí Všeobecnými obchodními podmínkami České spořitelny, a.s., Obchodními podmínkami České spořitelny, a.s. pro poskytování investičních služeb a našim ceníkem. Potvrzujete, že jste si tyto dokumenty poskytl s dostatečným předstihem, že jste se seznámil s jejich obsahem a souhlasíte s nimi. Pokud se v obchodních podmínkách mluví o smlouvě o investičních službách, rozumí se tím také tato smlouva.

Sdělení klíčových informací
Pokud nepožádáte o jiný způsob poskytnutí sdělení klíčových informací o strukturovaném investičním produktu, poskytneme Vám je v listinné podobě před zadáním pokynu k nákupu cenného papíru v naší pobočce nebo elektronicky v internetovém bankovníctví před zadáním pokynu k nákupu cenných papírů prostřednictvím internetového bankovníctví.

Dne 14. 3. 2024

Česká spořitelna, a.s.
Podpis:
Jméno a příjmení:
Funkce:

Klient
Podpis:
Jméno a příjmení:
Druh a číslo průkazu totožnosti:

Figure 8 – Česká spořitelna Agreement on a Long-Term Investment Product

¹⁶⁶ “Designing for Clarity: Balancing Legal Requirements and User Experience in Banking,” Collaboration Better The World, accessed April 3, 2025, <https://collaborationbettertheworld.com/insights/designing-for-clarity-balancing-legal-requirements-and-user-experience-in-banking>.

¹⁶⁷ “Who We Are,” accessed April 3, 2025, <https://www.csas.cz/en/about-us/who-we-are>.

¹⁶⁸ Česká spořitelna, “Pomůžeme vám být finančně zdravější,” accessed April 3, 2025, <https://financnezdravejsi.csas.cz/cs/web>.

Legal Information Design Canvas: A Tool for Legal Designers

For legal professionals looking to integrate Legal Design into their contracting processes, the Legal Information Design Canvas – created by Tessa Manuello from the Legal Creatives¹⁶⁹ – serves as a practical **framework** (see Figure 9). This tool provides structured guidance on applying Legal Design methodologies to contracts and other legal documents, ensuring they are clear, accessible, and tailored to user needs.

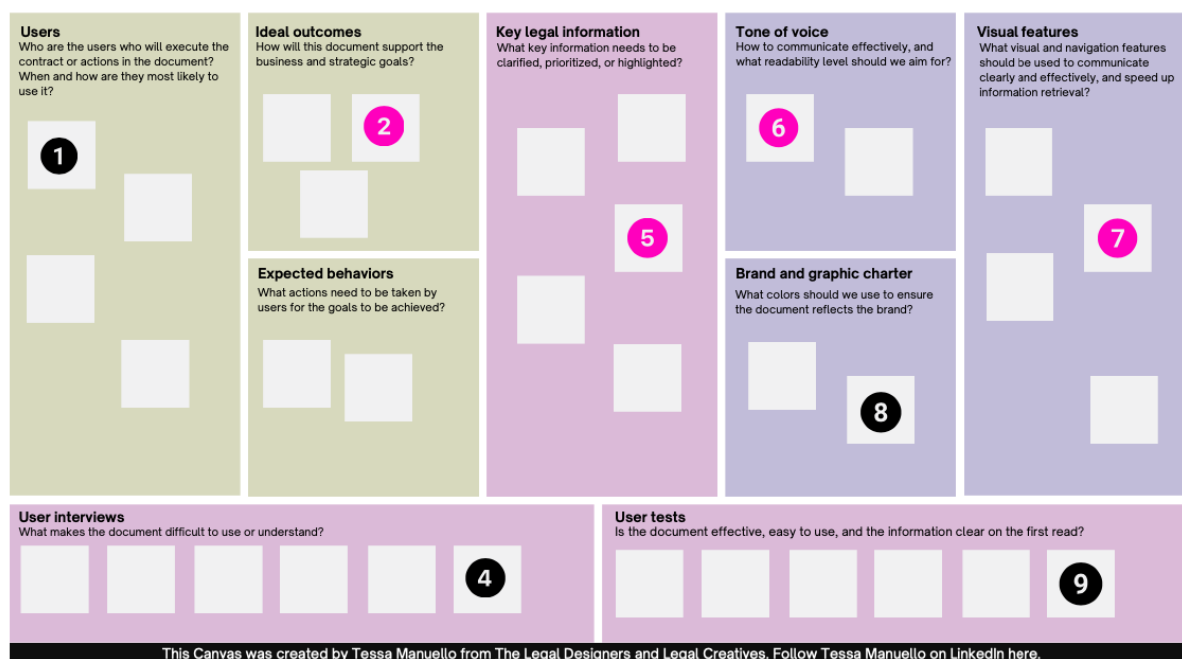


Figure 9 – Legal Information Design Canvas¹⁷⁰

¹⁶⁹ “Welcome to Legal Creatives!,” accessed February 8, 2025, <https://www.legalcreatives.com>.

¹⁷⁰ Tessa Manuello, “Contract Design 60-Mins Workshop” (online, December 11, 2024).

Australian National University: Contract Visualization Tool

The **Contract Visualization Tool**, developed by Curtotti and McCreath¹⁷¹, offers an innovative approach to contract drafting by transforming selected clauses into visual representations. The tool allows users to input key contract details into an intuitive form, which then generates both a visual representation and a text-based version of the clause tailored to the specific use case (see Figure 10).¹⁷²

Term

This Agreement commences on 2025-02-09 and remains in effect for a minimum period of 2 years. After the end of the minimum period, this Agreement automatically renews for further periods of 2 years, unless terminated by 60 days notice in writing before the renewal date.

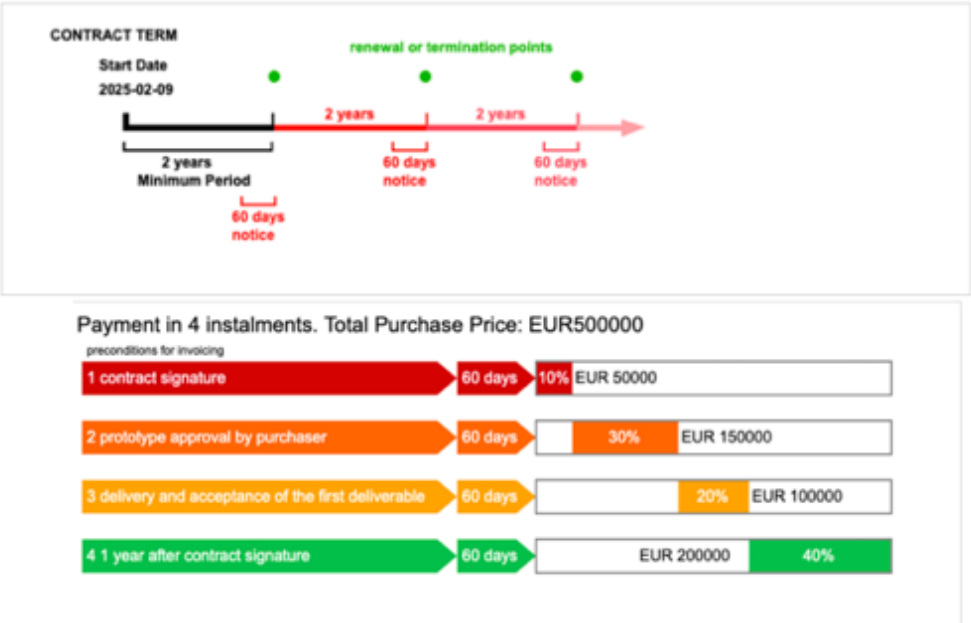


Figure 10 – Contract Visualization Tool¹⁷³

¹⁷¹ “Michael Curtotti Research School of Computer Science,” accessed February 9, 2025, <https://users.cecs.anu.edu.au/~Michael.Curtotti/tools.htm>.

¹⁷² The tool can be accessed here: “Visual Contract Drafting,” accessed February 9, 2025, <https://users.cecs.anu.edu.au/~Michael.Curtotti/visualcontracting/>.

¹⁷³ “Visual Contract Drafting.”

3.3.2. Privacy and Digital Compliance

The shift towards a digital society has transformed how users access information and services. Public and private entities increasingly rely on digital platforms to communicate essential (legal) information.¹⁷⁴ However, this digital transition has also introduced challenges in ensuring that users can effectively understand and engage with critical compliance documents.

Legal frameworks such as Directive (EU) 2016/2102¹⁷⁵ and the General Data Protection Regulation (GDPR)¹⁷⁶ explicitly emphasize the importance of accessible, user-friendly legal communication. Directive (EU) 2016/2102 focuses on the accessibility of websites and mobile applications of public sector bodies, ensuring that individuals – especially those with disabilities – can easily access essential digital services. Meanwhile, the GDPR is a comprehensive data protection regulation that applies to any organization offering services or goods to individuals in the EU, mandating clear communication regarding processing, collection, and use of personal data.

Recital 58 of the GDPR underscores that information should be concise, easily accessible, and easy to understand, advocating for the use of plain language and visualization where appropriate. Article 12 (7) of the GDPR supports the incorporation of standardized icons to enhance comprehension. These regulatory mandates reflect a growing recognition that legal disclosures often fail to serve their intended purpose.¹⁷⁷

Privacy and service policies are largely ineffective at informing users. Studies indicate that most individuals do not read privacy policies, and those who do struggle to comprehend language and potential risks involved.¹⁷⁸ The Article 29 Working Party guidelines¹⁷⁹ stress the need for a user-centric approach, advocating for legal communication that aligns with human cognition and behavior rather than merely fulfilling formal compliance obligations.¹⁸⁰

A major issue is that privacy notices are often presented as an undifferentiated “wall of text”, making them visually impenetrable and cognitively overwhelming.¹⁸¹ Users tend to skim such documents rather than reading them word-for-word, seeking only the most relevant

¹⁷⁴ Recital 1, “Directive (EU) 2016/2102 of the European Parliament and of the Council of 26 October 2016 on the Accessibility of the Websites and Mobile Applications of Public Sector Bodies,” Pub. L. No. 2016/2102 (n.d.).

¹⁷⁵ Directive (EU) 2016/2102 of the European Parliament and of the Council of 26 October 2016 on the accessibility of the websites and mobile applications of public sector bodies.

¹⁷⁶ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).

¹⁷⁷ Woodrow Hartzog, “Website Design as Contract,” *American University Law Review* 60 (January 1, 2011): 1635.

¹⁷⁸ Arianna Rossi and Monica Palmirani, “What’s in an Icon? Promises and Pitfalls of Data Protection Iconography,” in *Data Protection and Privacy: Data Protection and Democracy*, 2020.

¹⁷⁹ “Article 29 Working Party Guidelines on Transparency under Regulation 2016/679,” Pub. L. No. WP260 rev.01 (n.d.).

¹⁸⁰ Arianna Rossi and Monica Palmirani, “Can Visual Design Provide Legal Transparency? The Challenges for Successful Implementation of Icons for Data Protection,” *Design Issues* | MIT Press, 2020.

¹⁸¹ Stefania Passera, “Beyond the Wall of Text: How Information Design Can Make Contracts User-Friendly,” in *Design, User Experience, and Usability: Users and Interactions*, Lecture Notes in Computer Science (Cham: Springer International Publishing, 2015), 341–52, https://doi.org/10.1007/978-3-319-20898-5_33.

information. However, without a clear structure or visual hierarchy, they struggle to extract meaningful insights. The absence of effective design elements weakens comprehension, undermining the very purpose of transparency obligations.¹⁸²

In this context, Legal Design is not merely an enhancement but a necessity to meet regulatory transparency standards. Law firms and legal professionals should integrate design thinking into digital compliance documents to ensure accessibility, comprehension, and usability. This can be achieved by applying key information design principles, such as logical content segmentation and clear headings, to create policies that users can navigate intuitively. Additionally, incorporating icons, diagrams, and infographics can help illustrate key concepts in a more digestible way. Finally, validating the effectiveness of these documents through user feedback ensures that they are truly user-friendly.¹⁸³ Digital technologies further support this approach by enabling interactive, click-through policies and tracking user interactions to identify areas for improvement.

The following section explores real-world examples of these principles can be applied in practice, particularly in the e-commerce sector for privacy and service policies.

August: Visual Privacy Policy

The Australian creative agency August¹⁸⁴ demonstrates an innovative approach to privacy policies by incorporating interactive visuals and **movement** to enhance user engagement and comprehension. Users can choose between two formats: a visually guided version, led by the character Fish Fernando (see Figure 11), or a plain-language text-based alternative.¹⁸⁵ This dual-option approach ensures accessibility while making the information both engaging and easy to understand.



Figure 11 – August Privacy Policy¹⁸⁶

¹⁸² Rossi and Palmirani, “What’s in an Icon? Promises and Pitfalls of Data Protection Iconography.”

¹⁸³ Arianna Rossi et al., “Legal Design Patterns: Towards A New Language for Legal Information Design,” in *Nternet of Things. Proceedings of the 22nd International Legal Infomatics Symposium IRIS 2019.*, 2019.

¹⁸⁴ “August,” accessed February 9, 2025, <https://www.august.com.au/>.

¹⁸⁵ August Pty Ltd, “We Care about Your Data | Privacy Policy,” August, accessed February 9, 2025, <https://privacy.august.com.au/>.

¹⁸⁶ August Pty Ltd.

Juro: Privacy Policy

Juro¹⁸⁷, a British contract automation platform, exemplifies best practices in the legal industry by integrating **visual** elements into its privacy policy¹⁸⁸ (see Figure 12). Through intuitive design and clear visualizations, Juro effectively communicates how and when user data is collected, setting a standard for transparency and clarity in digital legal documents.

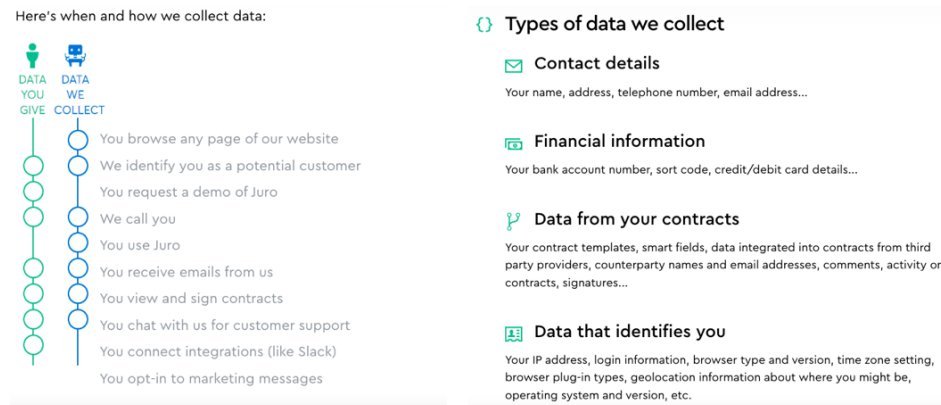


Figure 12 – Juro Privacy Policy¹⁸⁹

DataLit: Data Protection Icons Graphic Guidelines

DataLit¹⁹⁰, a Finnish organization focused on ethical data utilization in health, social, and welfare sectors, has developed Data Protection Icons **Graphic Guidelines**¹⁹¹ (see Figure 13) aligned with GDPR requirements. Their approach not only incorporates standardized icons but also strategically applies color psychology to enhance comprehension.

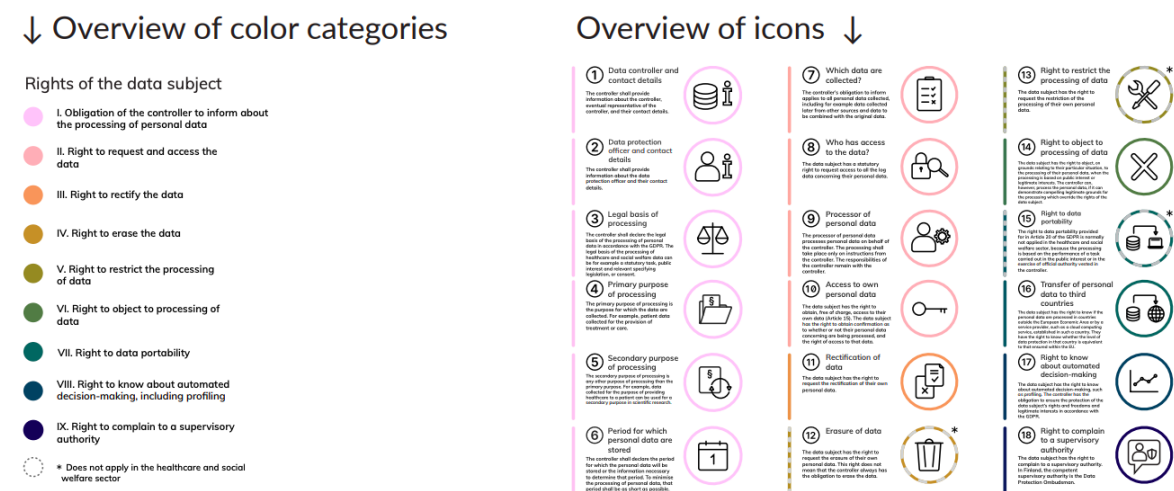


Figure 13 – Data Protection Icons Graphic Guidelines¹⁹²

¹⁸⁷ “Juro | Intelligent Contract Automation,” accessed February 9, 2025, <https://juro.com/>.

¹⁸⁸ “Juro | Privacy Policy,” accessed February 9, 2025, <https://juro.com/privacy>.

¹⁸⁹ “Juro | Privacy Policy.”

¹⁹⁰ “What Is DataLit?,” Dataliteracy, accessed February 9, 2025, <https://www.datalit.fi/?lang=en>.

¹⁹¹ “Data Protection Icons Graphic Guidelines,” accessed February 9, 2025, <https://www.datalit.fi/wp-content/uploads/2024/01/English-GDPR-Data-protection-icons-graphic-guidelines-1-2024.pdf>.

¹⁹² “Data Protection Icons Graphic Guidelines.”

DAY1: Privacy Policy and General Terms and Conditions

A Czech law firm¹⁹³ known for its focus on transforming legal services into a more user-friendly experience designed legal documents that align with client's branding and communication style. For DAY1¹⁹⁴, a wellness, fitness, and longevity club, the law firm developed a **Privacy Policy**¹⁹⁵ and **General Terms and Conditions**¹⁹⁶ that go beyond fulfilling legal obligations – they form an integral part of the brand's user experience. Prioritizing clarity and comprehensibility, the documents use visual elements to explain the company's legal structure, key terms, and consumer rights (see Figure 14). In particular, the data processing section is presented through information design approach, incorporating icons, a structured layout, and a simplified table format to enhance transparency and user understanding (see Figure 15).

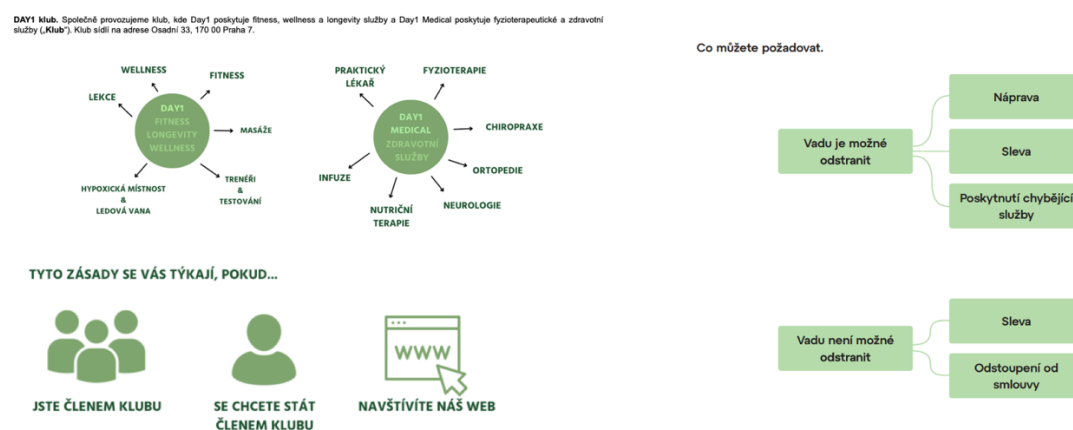


Figure 14 –DAY1 Privacy Policy and General Terms and Conditions Visuals

Jaký je právní základ pro zpracování dle GDPR?	Proč vaše údaje zpracováváme?	Jak dlouho je budeme zpracovávat?	Jaké konkrétní údaje pro tento účel zpracováváme?	Kdo má k údajům přístup?
SMLOUVA plnění povinností ze smlouvy čl. 6 odst. 1 písm. b) GDPR	Abychom s vámi mohli uzavřít smlouvu a plnit povinnosti z ní	Po dobu trvání členství, tedy smlouvy, nebo do doby zániku všech práv a povinností ze smlouvy	Kontaktní údaje Identifikační údaje Fakturační a bankovní údaje Informace z naší komunikace Informace obsažené ve smlouvě Informace ze zdravotní dokumentace Tyto zvláštní kategorie osobních údajů můžeme zpracovávat na základě čl. 9 odst. 2 písm. h) GDPR	Day1 a Day1 Medical K informacím ze zdravotní dokumentace má přístup pouze Day1 Medical
OPRÁVNĚNÝ ZÁJEM je to v našem oprávněném zájmu čl. 6 odst. 1 písm. f) GDPR	Abychom mohli chránit a vymáhat své nároky Abychom mohli zlepšovat naše služby a provádět průzkumy vaší spokojenosti s našimi službami	Po dobu až 16 let. To odpovídá nejdelší možné promlčecí lhůtě stanovené právními předpisy a dále jednomu roku navíc, ve kterém nám může být případně doručena žaloba či jiné podání Po dobu, kdy jste členem Klubu	Kontaktní údaje Identifikační údaje Fakturační a bankovní údaje Informace z naší komunikace Informace obsažené ve smlouvě Kontaktní údaje Informace z naší komunikace Informace obsažené ve smlouvě	Day1 a Day1 Medical Day1 a Day1 Medical

Figure 15 – DAY1 Privacy Policy table

¹⁹³ The name of the law firm has been withheld due to a non-disclosure agreement protecting client confidentiality.

¹⁹⁴ Day1.cz, “O Day1 | Day1,” accessed April 5, 2025, <https://www.day1.cz/cs/o-day-one>.

¹⁹⁵ Day1.cz, “Zásady zpracování osobních údajů,” accessed April 5, 2025, <https://www.day1.cz/storage/media/2025/01/28/zasady-zpracovani-osobnich-udaju.pdf>.

¹⁹⁶ Day1.cz, “Všeobecné obchodní podmínky pro služby,” accessed April 5, 2025, <https://www.day1.cz/storage/media/2025/04/02/345ad9bd-6466-4db3-9c07-e972ebd8539b.pdf>.

Loomland: Terms of Use

British Loomland reimagines terms and conditions¹⁹⁷ as an **extension of client service**, rather than merely a legal necessity. By applying simple but effective elements of information design, such as icons and structured content (see Figure 16), they significantly improve readability and accessibility, illustrating how even minor design enhancements can transform user experience.



Figure 16 – Loomland Terms¹⁹⁸

¹⁹⁷ “Terms,” loomland.com, accessed February 9, 2025, <http://loomland.com/terms/>.

¹⁹⁸ “Http.”

3.3.3. Corporate Governance

Unlike contracting or privacy and digital compliance, the application of Legal Design in corporate governance materials remains largely unexplored in academic research. Despite this, I see a significant potential to improve the usability, clarity, and functionality of governance documents through Legal Design principles. Governance materials, such as bylaws, policies, and board charters, serve not only as legal documents but also as educational and operational tools. They guide organizations – particularly nonprofits and corporations – by outlining procedures, compliance requirements, and internal structures. Given their diverse readership, ranging from legal professionals to board members and volunteers, ensuring accessibility and readability is crucial.¹⁹⁹

Governance documents are often lengthy, dense, and structured in a way that prioritizes legal precision over practical usability. Traditionally drafted “*by lawyers for lawyers*”, they tend to be complex, making it difficult for non-legal professionals to navigate and apply them effectively. Moreover, the static nature of these documents presents challenges, as organizations evolve, and regulatory requirements shift over time. Excessive detail, including direct recitations of statutory provisions, not only makes them harder to use but also increases the risk of frequent amendments.²⁰⁰

Stanford Law School’s Transactions Clinic²⁰¹ explored how **governance documents** could be restructured to be more functional and user-friendly (see Figure 17). Their research highlights the need to move beyond legal formalities and treat these materials as both operational and educational tools. By simplifying language, reducing unnecessary complexity, and structuring information in a clear and accessible way, governance documents can better serve their intended audience. Their work suggests strategies such as shortening documents to limit the need for frequent amendments, restructuring board committee charters into concise, one-page formats, and implementing visual elements to enhance readability. These approaches help governance materials evolve from static legal texts into dynamic tools that effectively support decision-making and compliance.²⁰²

¹⁹⁹ Mitchell, “Putting Some Product into Work-Product.”

²⁰⁰ Mitchell.

²⁰¹ Stanford Law School, “Organizations and Transactions Clinic,” Stanford Law School, accessed February 9, 2025, <https://law.stanford.edu/organizations-and-transactions-clinic/>.

²⁰² Mitchell, “Putting Some Product into Work-Product.”

After:



Dutch Aclara Legal Design²⁰⁴ agency has redesigned corporate governance documents to enhance clarity, usability, and engagement. Their work includes Litigation Funder's **Governance Playbooks**²⁰⁵ for senior management (see Figure 18), and Aldemore's Corporate Governance Playbooks²⁰⁶ for board and executive committees (see Figure 19). These materials prioritize plain language, practical guidance, and intuitive navigation, demonstrating how Legal Design can transform traditionally dense corporate governance documents into more effective and user-friendly resources.

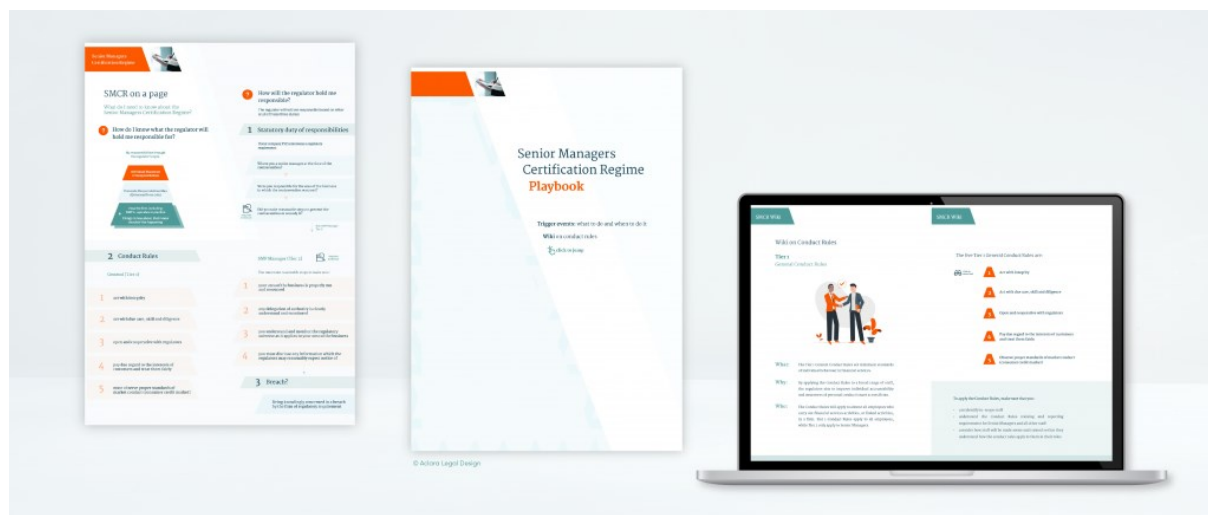


Figure 18 – Litigation Funder's Governance Playbooks ²⁰⁷

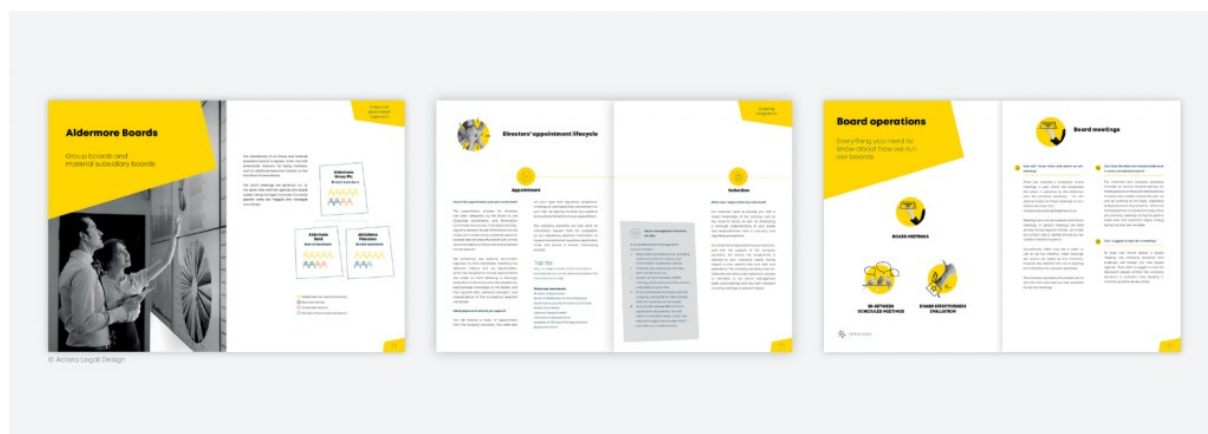


Figure 19 – Aldemore's Corporate Governance Playbooks ²⁰⁸

²⁰⁴ “We Bring Together Legal Expertise + Information Design,” Aclara Legal Design, accessed February 9, 2025, <https://www.aclaradesign.nl/>.

²⁰⁵ “Litigation Funder’s Governance Playbooks,” *Aclara Legal Design* (blog), accessed February 9, 2025, <https://www.aclaradesign.nl/showcase/augustas-governance-playbooks/>.

²⁰⁶ “Aldemore’s Corporate Governance Playbooks,” *Aclara Legal Design* (blog), accessed February 9, 2025, <https://www.aclaradesign.nl/showcase/aldermores-corporate-governance-playbooks/>.

²⁰⁷ “Litigation Funder’s Governance Playbooks.”

²⁰⁸ “Aldemore’s Corporate Governance Playbooks.”

3.3.4. Litigation

The application of Legal Design in litigation is still emerging. While some lawyers and law firms²⁰⁹ have begun integrating design principles into litigation strategies, there are currently few academic papers on the topic, and publicly available examples remain limited. One key reason for this is the confidentiality of court proceedings. Additionally, since litigation is inherently adversarial, legal professionals may be reluctant to disclose how they use design in court, as it could provide a strategic advantage to opposing parties.

One of the biggest challenges in litigation is the complexity of legal language and procedural documents. Studies show that many litigants find legal jargon opaque and court processes difficult to navigate. For example, a study conducted in 2021 by the French Consumer Science & Analytics Institute²¹⁰ revealed that 67% of respondents considered the justice system too opaque. Similarly, a 2016 survey by Belgium's High Council of Justice²¹¹ revealed that 86% of respondents found judicial language insufficiently clear. Strikingly, the issue was not limited to the general public – 68,8% of lawyers and corporate legal professionals and 66,5% of judges also considered judicial language overly complex, underscoring the widespread need for greater clarity in legal communication. Legal Design has the potential to address these concerns by introducing visual and structural improvements to litigation documents and hearings, making legal processes more transparent and accessible.²¹²

In practice, Legal Design in litigation can take several forms. Visualization techniques – such as timelines, situation maps, and structure case overviews – help lawyers present arguments more clearly and persuasively in court.²¹³ Judges often appreciate visual aids that distill complex information into digestible formats, as they improve comprehension and reduce reading time.²¹⁴ Some law firms²¹⁵ already experiment with large-format visual materials, interactive case maps, and digital tools to present their arguments more effectively. Practical considerations, such as whether courts have screens or whiteboards available for use, are recommended to be accounted for in advance.²¹⁶

Legal Design is also valuable in lawyer-client communication. In litigation, it is crucial for lawyers and clients to be aligned on case strategy. Clear, structured documents that outline case

²⁰⁹ See e.g. Lexence and Aclara: Anna Posthumus Meyjes, “Innovating Legal Communication: Law Firm Lexence’s Approach to Legal Design,” *Aclara Legal Design* (blog), July 19, 2024, <https://www.aclaradesign.nl/2024/07/19/innovating-legal-communication-law-firm-lexences-approach-to-legal-design/>.

²¹⁰ “Rapport du Comité des États généraux de la justice oct 2021 avril 2022 | vie-publique.fr,” July 8, 2022, <https://www.vie-publique.fr/rapport/285620-rapport-du-comite-des-etats-generaux-de-la-justice-oct-2021-avril-2022>.

²¹¹ “Projet épices,” accessed February 10, 2025, <https://csj.be/fr/publications/2018/projet-epices>.

²¹² Oriane Dreue, “Legal Design, a promising tool for a challenged justice system,” *Assas Legal Innovation* (blog), January 12, 2025, <https://assaslegalinnovation.com/2025/01/12/legal-design-a-promising-tool-for-a-challenged-justice-system/>.

²¹³ Kerri L. Ruttenberg, *Images with Impact: Design and Use of Winning Trial Visuals* (Chicago, Illinois: American Bar Association, Solo, Small Firm and General Practice Division, 2017).

²¹⁴ “Visualization in Court with Anna Posthumus Meyjes - Aclara Legal Design,” *Lawyers Design School* (blog), accessed February 10, 2025, <https://lawyersdesignschool.com/visualization-in-court-with-anna-posthumus-meyjes-aclara-legal-design/>.

²¹⁵ See e.g. Lexence: Posthumus Meyjes, “Innovating Legal Communication.”

²¹⁶ “Visualization in Court with Anna Posthumus Meyjes - Aclara Legal Design.”

timelines, key arguments, and procedural steps can help clients better understand their position and make informed decisions. The use of plain language, structured layouts, and interactive elements can bridge the gap between legal expertise and client comprehension, ensuring that clients remain engaged and confident throughout the legal process.²¹⁷

While Legal Design in litigation is still in its early stages, its potential to enhance clarity and efficiency in legal proceedings is increasingly recognized. A compelling example is the work of Aclara Legal Design²¹⁸, which demonstrates how **infographics** can be effectively integrated into summary proceedings. Their visual set (see Figure 20) included timelines, overviews of relevant parties and legal relationships, graphs and organizational charts, strategically used in multiple ways: embedded within the statement of defense, attached as exhibits, and presented as printed materials during the hearing.²¹⁹

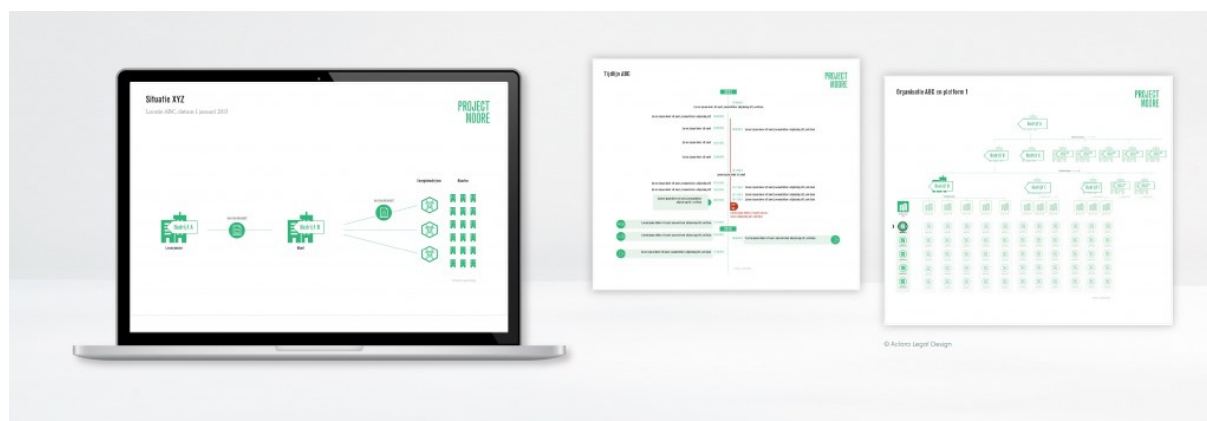


Figure 20 – Project Moore Litigation Infographics ²²⁰

²¹⁷ “Visualization in Court with Anna Posthumus Meyjes - Aclara Legal Design.”

²¹⁸ “We Bring Together Legal Expertise + Information Design.”

²¹⁹ “Project Moore Litigation Graphics,” *Aclara Legal Design* (blog), accessed February 10, 2025, <https://www.aclaradesign.nl/showcase/project-moore-litigation-graphics/>.

²²⁰ “Project Moore Litigation Graphics.”

4. Opportunities and Challenges in Legal Design

This chapter addresses the third research question: **What are the main challenges and opportunities for Legal Design in the provision of legal services?** It provides a structured and objective analysis of both the benefits and obstacles associated with implementing Legal Design. By examining its potential to enhance legal services alongside the practical barriers to adoption, this chapter offers a balanced perspective on the realities of integrating Legal Design into practice.

4.1. Opportunities in Legal Design

Legal Design presents a significant opportunity for law firms to enhance client experience, streamline processes, and position themselves as innovation leaders. As clients demand more accessible, efficient, and user-friendly legal services²²¹, law firms that embrace Legal Design can gain a competitive advantage. This section explores the key opportunities Legal Design offers to legal professionals and law firms.

1) Enhancing Client Experience and Satisfaction

Legal services have traditionally focused on legal accuracy, often overlooking the client experience. However, in most industries, customer experience is a core business strategy, and the legal field is now catching up.²²² Studies show that Legal Design improves comprehension, reduces reading time, and increases client satisfaction.²²³ By simplifying complex legal documents, using plain language, and incorporating visuals, law firms can make legal information more accessible and engaging for clients.²²⁴

2) Strengthening Lawyer-Client Relationships

Legal Design fosters collaboration between lawyers and clients. Understanding client needs and co-designing solutions leads to better engagement and trust. Integration of co-creation sessions, workshops, and design sprints into legal service delivery makes legal processes more transparent and aligned with client goals.²²⁵

3) Legal Design as a Business Strategy

Many forward-thinking law firms now view Legal Design as a central part of their innovation

²²¹ Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*.

²²² Hannele Korhonen, “5 Powerful Legal Design Trends Disrupting the Legal Industry in 2022,” *Lawyers Design School* (blog), accessed February 10, 2025, <https://lawyersdesignschool.com/5-powerful-legal-design-trends-disrupting-the-legal-industry-in-2022/>.

²²³ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

²²⁴ Lena Haffner, “The Power of Legal Design Thinking,” *Passle*, April 26, 2023, <https://connections.nortonrosefulbright.com/post/102iddl/the-power-of-legal-design-thinking>.

²²⁵ Margaret Hagan, “Design for Law Firm Innovation | A Case Study of the Innovation in Motion Awards in Baker McKenzie,” *RChD: Creación y Pensamiento* 6, no. 11 (November 29, 2021): 1–18, <https://doi.org/10.5354/0719-837X.2021.65494>.

strategy.²²⁶ Firms like Dot.²²⁷, Faegre Drinker²²⁸, Hive²²⁹, Seyfarth Shaw²³⁰, and Simmons & Simmons²³¹ have integrated Legal Design into their processes, creating specialized design labs and innovation teams. Legal Design not only improves service delivery but also differentiates law firms in a competitive market.²³²

4) Meeting the Innovation Expectations of Clients

In-house legal teams have been early adopters of Legal Design, driven by the need to maximize efficiency and add strategic value to their organizations.²³³ This trend influences law firms, as corporate clients now expect their legal advisors to offer innovative and practical solutions. By integrating Legal Design and fostering a culture of innovation, law firms can align with these expectations and remain competitive.²³⁴

5) Boosting Business Development and Sales

Legal Design enables law firms to identify additional client needs beyond the immediate legal issue. A more detailed understanding of client problems allows lawyers to offer holistic solutions, naturally increasing client retention and sales.²³⁵

6) Future-Proof Legal Practice

As technology evolves, firms must balance innovation with skills that cannot be automated. Legal Design strengthens critical skills like problem-solving, creativity, and collaboration – making lawyers more adaptable and valuable in a rapidly changing market. Employers are increasingly seeking professionals with human-centric skills and business mindset, and Legal Design provides an excellent opportunity for current students, future lawyers, to gain competitive advantage.²³⁶

7) Driving Internal Innovation and Efficiency

Legal Design is not just about client-facing services; it also improves internal law firm

²²⁶ Hagan.

²²⁷ “About Dot. | The Original Legal Design Company Since 2018,” Dot., accessed February 10, 2025, <https://www.dot.legal>.

²²⁸ “Faegre Drinker Biddle & Reath LLP,” accessed February 10, 2025, <https://www.faegredrinker.com/en/>.

²²⁹ “Hive Legal | HiveThinkP,” accessed February 10, 2025, <https://www.hivelegal.com.au/hivethinkp>.

²³⁰ “Legal Service Design for In-House Teams,” Seyfarth Shaw - Legal Service Design for In-House Teams, accessed February 10, 2025, <https://www.seyfarth.com/news-insights/legal-service-design-for-inhouse-teams.html>.

²³¹ “Simmons Wavelength | Simmons & Simmons,” accessed February 10, 2025, <https://www.simmons-simmons.com/en/expertise/service/wavelength>.

²³² Haffner, “The Power of Legal Design Thinking.”

²³³ “Why Legal Design Is the next Big ‘Skill of the Future’ | Bond University | Gold Coast, Queensland, Australia,” accessed February 10, 2025, <https://bond.edu.au/blog/why-legal-design-next-big-skill-of-future>.

²³⁴ *Law Firms: Master Your Business through Legal Design*, 2022, <https://www.youtube.com/watch?v=IkkKNT4DfAA>.

²³⁵ *Law Firms*.

²³⁶ “Why Legal Design Is the next Big ‘Skill of the Future’ | Bond University | Gold Coast, Queensland, Australia.”

operations.²³⁷ For instance, Hogan Lovells²³⁸ applied design thinking to revamp its associate evaluation process, making feedback more effective and structured. Law firms can use similar strategies to streamline workflows, enhance team collaboration, and foster an innovation-driven culture.²³⁹

8) Legal Design for All Law Firms Sizes

While large firms have led the adoption of Legal Design, smaller firms and solo practitioners can also benefit. Simple design improvements, such as restructuring legal documents or creating a more client-friendly office environment, can enhance client relations and service delivery. Legal Design is a flexible tool that can be adapted to any firm size or practice area.²⁴⁰

A New Standard for Legal Practice

Legal Design is more than a trend – it is a strategic tool that helps law firms enhance client engagement, improve business development, and future-proof their services. Whether applied to client interactions, business strategy, or internal processes, Legal Design empowers lawyers to create clearer, more efficient, and more user-friendly legal solutions.²⁴¹

4.2. Challenges in Legal Design

While Legal Design offers significant opportunities, its adoption in the legal industry is not without challenges. Resistance to change, institutional constraints, and practical limitations continue to hinder its widespread implementation. This section explores the key barriers to Legal Design and the factors contributing to its slow adoption in the legal practice.

1) Resistance to Change

The legal profession is historically rooted in precedent, emphasizing continuity and stability. This deeply ingrained culture fosters skepticism toward new tools and methodologies. Lawyers are trained to be risk-averse, prioritizing established rules and procedures over experimentation. This caution extends to new technologies and design methodologies that challenge conventional legal workflows. The hierarchical structure of many law firms further exacerbates this resistance, as senior partners – who have built their careers on traditional methods – often hold decision-making power and view innovation with skepticism.²⁴² Younger lawyers, who may be

²³⁷ “Law by Design: What the Legal Profession Can Learn from Design Thinking,” The Law Society of Singapore, accessed February 10, 2025, <https://www.lawsociety.org.sg/publication/design-thinking-for-the-legal-profession/>.

²³⁸ “Hogan Lovells - Global Law Firm Operating at the Intersection of Business and Government,” www.hoganlovells.com, accessed February 10, 2025, <https://www.hoganlovells.com/>.

²³⁹ “Legal Design Thinking: Guide for Law Firms & Departments,” Cimphony, accessed February 10, 2025, <https://www.cimphony.ai/insights/legal-design-thinking-guide-for-law-firms-and-departments>.

²⁴⁰ “Law by Design: What the Legal Profession Can Learn from Design Thinking.”

²⁴¹ “Legal Design Thinking: Guide for Law Firms & Departments.”

²⁴² Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*.

more open to change, lack the authority to implement the new practices, creating a generation divide.²⁴³

2) The Billable Hour Model and Lack of Incentives for Innovation

One of the primary obstacles to Legal Design is the dominance of the billable hour model. Established in the 1950s, this system incentivizes long hours over efficiency and discourages process improvements. Many lawyers associate high billable hours with success, making it difficult to shift toward alternative pricing structures that reward streamlined, user-centric approaches.²⁴⁴ Antti Innanen²⁴⁵, the founder of Dot. Legal Design²⁴⁶ agency, highlights that the billable hour is a gamified system within the legal profession, fostering competition among colleagues and serving as a measurable indicator of effort and success. While this model provides motivation, it also contributes to burnout, pushing lawyers to chase hours rather than focus on value. Some law firms have experimented with alternative billing structures but transitioning away from the billable hour requires rethinking how lawyers define productivity, evaluate performance, and recognize professional achievement.²⁴⁷

3) Mindset and Skill Gaps

Legal Design challenges the traditional lawyer mindset. The legal profession values predictability, precision, and meticulous planning, whereas design thinking embraces iteration, flexibility, and uncertainty. Lawyers are taught to avoid risk, while design thinking requires embracing trial and error to find innovative solutions.²⁴⁸ Furthermore, many legal professionals lack the necessary design skills or confidence to create visualizations and user-friendly documents. Although hiring designers could bridge this gap, it also adds complexity and costs to legal service delivery.²⁴⁹

4) Costs and Resource Investments

Adopting Legal Design requires financial and time investments, whether through training legal professionals or hiring experts with hybrid Legal Design skills. While Legal Design remains a relatively new discipline, professionals with expertise in both law and design are in high demand, making recruitment challenging.²⁵⁰ Additionally, the 2024 Wolters Kluwer Future

²⁴³ Hagan, “Design for Law Firm Innovation | A Case Study of the Innovation in Motion Awards in Baker McKenzie.”

²⁴⁴ Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*.

²⁴⁵ Antti Innanen, “BILLABLE HOURS: THE GAME LAWYERS CAN’T STOP PLAYING,” Post, *LinkedIn*, 2024, https://www.linkedin.com/posts/anttiinnanen_legaldesign-legalinnovation-rainmaking-activity-7254067969910001665-ASe0?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iT hLGZSFo.

²⁴⁶ “About Dot. | The Original Legal Design Company Since 2018.”

²⁴⁷ Innanen, “BILLABLE HOURS: THE GAME LAWYERS CAN’T STOP PLAYING.”

²⁴⁸ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

²⁴⁹ Passera and Haapio, “Transforming Contracts from Legal Rules to User-Centered Communication Tools.”

²⁵⁰ Dreue, “Legal Design, a promising tool for a challenged justice system.”

Ready Lawyer Survey²⁵¹ highlights the necessity for law firms to allocate more resources to leadership development, team management, and emotional intelligence training. These investments are essential for maintaining a competitive edge, managing high-performing legal professionals in demanding environments, and ensuring they can effectively adapt to innovation while delivering high-quality legal services.²⁵²

While there is currently limited academic research assessing the direct cost impacts of Legal Design, some legal professionals have reported that well-implemented Legal Design practices have helped reduce transaction costs, streamline workflows, and minimize the need for follow-up clarification.²⁵³ When applied thoughtfully, Legal Design can support lawyers in working more efficiently, delivering clearer communication, and ultimately increasing the perceived value of their services.²⁵⁴

The shift toward Legal Design does not need to begin with large-scale restructuring or expensive training programs. Small, incremental changes – such as redesigning a single document or experimenting with clearer layouts – can already have a noticeable impact (see, for instance, the Czech law firm and their work in Figure 14 and Figure 15). These early steps require minimal investment and allow firms to gradually explore the benefits of Legal Design while managing risk and resource demands.

5) Risk of Oversimplification

Legal Design aims to simplify legal information, but excessive simplification may introduce risks. Lawyers worry that visual elements might fail to capture legal nuances or, in cases of dispute, create ambiguities that could be exploited. While solutions such as assigning textual precedence in case of inconsistencies exist, visual contracts and design-enhanced legal documents are not yet mainstream, leaving a certain level of uncertainty about their enforceability in court.²⁵⁵ Some lawyers also fear that making legal documents too transparent could expose trade secrets or proprietary information, necessitating careful consideration of what to visualize and how.²⁵⁶

6) Limited Impact and Fragmentation

Despite the growing interest in Legal Design, many initiatives remain fragmented.²⁵⁷ Innovation labs and research projects frequently develop one-off solutions without a broader

²⁵¹ “2024 Future Ready Lawyer Survey Report. Legal Innovation: Seizing the Future or Falling Behind?,” Wolters Kluwer, accessed February 11, 2025, <https://www.wolterskluwer.com/en/know/future-ready-lawyer-2024>.

²⁵² “2024 Future Ready Lawyer Survey Report. Legal Innovation: Seizing the Future or Falling Behind?”

²⁵³ “What Is Legal Design | Benefits of Legal Design | Legal Services,” accessed April 5, 2025, <https://www.korumlegal.com/blog/legal-design-im-convinced-thoughts-from-a-non-lawyer...-working-in-newlaw>.

²⁵⁴ Hannele Korhonen, “What Is Legal Design and Why You Should Care,” *Lawyers Design School* (blog), June 22, 2020, <https://lawyersdesignschool.com/what-is-legal-design-and-why-you-should-care/>.

²⁵⁵ Passera and Haapio, “Transforming Contracts from Legal Rules to User-Centered Communication Tools.”

²⁵⁶ Passera and Haapio.

²⁵⁷ See e.g. overview by Amurabi: “Legal Design Around the World,” accessed February 11, 2025, <https://amurabi.eu/wp-content/uploads/Data-Viz-Legal-Design-Around-the-World.pdf>.

strategy for scaling and integration. Margaret Hagan²⁵⁸ highlights that many legal innovation efforts start from scratch rather than building upon previous advancements, leading to inefficiencies and missed opportunities for widespread adoption. A coordinated approach focusing on long-term impact rather than isolated projects is necessary to maximize the benefits of Legal Design.²⁵⁹

Overcoming the Barriers

While the challenges facing Legal Design are substantial, they are not insurmountable. Resistance to change, fear of obsolescence, and institutional constraints are natural obstacles in any profession undergoing transformation.²⁶⁰ However, as more legal professionals recognize the value of user-centered approaches, the adoption of Legal Design will likely accelerate. By fostering interdisciplinary collaboration, rethinking outdated business models, and embracing incremental change, the legal industry can gradually integrate Legal Design into its core practices. Rather than replacing traditional expertise, Legal Design should be seen as a tool to enhance legal service delivery, making law more accessible, efficient, and aligned with the needs of modern clients.²⁶¹

²⁵⁸ Margaret Hagan, *Director of Legal Design Lab, Stanford Law School*, 2019, https://www.youtube.com/watch?v=C_M2_-OYMTw.

²⁵⁹ Margaret Hagan.

²⁶⁰ Gavigan, *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*.

²⁶¹ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

5. Recommendations for Law Firms and Legal Professionals

This chapter builds upon the findings of the previous chapters, synthesizing key insights from the Legal Design community and industry research to present practical recommendations.

It compiles recurring best practices among legal designers and provides actionable strategies that legal professionals can adopt as first steps toward integrating Legal Design into their practice. Furthermore, it considers the wider ecosystem, exploring how academia, legal education, and industry bodies contribute to shaping the adoption and development of Legal Design.

5.1. Strategies for Implementing Legal Design

Legal Design is not just about making legal documents visually appealing; it is a fully developed discipline that requires commitment, strategic planning, and organizational change.²⁶² For law firms and legal professionals to successfully implement Legal Design, they must adopt a structured approach that includes cultural transformation, practical methodologies, and long-term strategies. This section provides concrete recommendations and best practices for integrating Legal Design into legal practice.

Shaping a Legal Design Culture

A fundamental step in implementing Legal Design is cultivating a culture of innovation. Legal professionals should treat their colleagues as end users by identifying their pain points and needs, just as they would with clients. Change takes time, and legal professionals must invest in discussions, education, and engagement strategies beyond webinars and email announcements. Legal Design should become an organic part of legal service delivery, not just a side project.²⁶³ While firm-wide adoption is ideal, Legal Design does not always require top-down implementation. Even individual legal professionals can initiate change by experimenting with small improvements in their own work, such as restructuring documents for better clarity.

Law firms can start building multidisciplinary teams, incorporating professionals such as strategists, product managers, service designers, UX experts, and visual designers. Traditional law firm structures create intellectual echo chambers, limiting creativity. Bringing in individuals from diverse backgrounds ensures cognitive diversity and more effective problem-solving.²⁶⁴

Moreover, design challenges can help lawyers develop creative confidence.²⁶⁵ Simmons & Simmons²⁶⁶, for instance, introduced a weekly Legal Design Challenge, featuring six-minute exercises on need-finding, journey mapping, and redesigning contract clauses.

²⁶² Pagano.

²⁶³ Pagano.

²⁶⁴ Rae Morgan, “Lawyers Are Still Lawyers. Except When They’re Not,” in *Design in Legal Education* (Routledge, 2022).

²⁶⁵ Kelley and Kelley, *Creative Confidence*.

²⁶⁶ “Together, We Deliver Smarter Solutions | Simmons & Simmons,” accessed January 27, 2025, <https://www.simmons-simmons.com/>.

These small, structured activities not only engaged legal professionals but also helped them realize their own creative potential.²⁶⁷ Early successes in such challenges often shift lawyers' perceptions of themselves, encouraging them to embrace innovation with greater confidence.²⁶⁸ By fostering an environment where experimentation is encouraged, law firms can build a culture of continuous learning and problem-solving.²⁶⁹

Building a Legal Design Mindset

Legal Design requires a shift in thinking, encouraging lawyers to embrace iteration, flexibility, and experimentation – qualities that often challenge traditional legal training.²⁷⁰ Lawyers must learn to deconstruct “*truths*” by challenging long-standing legal assumptions and asking: “*Why does it need to work like that?*”, or “*What if that was not true?*”²⁷¹ Recognizing that many legal procedures are shaped by precedent rather than necessity can unlock new, more effective way of working.²⁷²

Additionally, lawyers should analyze businesses within a broader context. Understanding clients' ecosystems, competitive landscapes, decision-making processes, and cultural influences is essential for crafting solutions that align with their real needs. Legal professionals should also monitor emerging trends outside the legal industry, such as remote work and digital transformation, to anticipate evolving client expectations and needs.²⁷³

Structuring Legal Design within Law Firms

Successful implementation requires intentional team-building and structured collaboration. Law firms should start with a small, enthusiastic group to build momentum, gradually expanding involvement. In smaller practices or firms, where Legal Design is not yet a strategic focus, these early efforts may come from individuals rather than leadership. Solo practitioners or junior team members can still integrate Legal Design principles into their daily work, gradually becoming internal advocates for a more user-centered approach within their organization. Sharing successes internally – through office displays, intranet updates, and word-of-mouth advocacy – helps foster organizational buy-in.²⁷⁴

As lawyers are naturally skeptical and more convinced by data and real-world examples rather than theoretical arguments²⁷⁵, evidence-based persuasion is crucial. Demonstrating the impact of Legal Design through testimonials, surveys, and before-and-after comparisons can effectively demonstrate its value and drive broader adoption.²⁷⁶

²⁶⁷ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

²⁶⁸ Kelley and Kelley, *Creative Confidence*.

²⁶⁹ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

²⁷⁰ Pagano.

²⁷¹ Morgan, “Lawyers Are Still Lawyers. Except When They’re Not.”

²⁷² Morgan.

²⁷³ Morgan.

²⁷⁴ Posthumus Meyjes, “Innovating Legal Communication.”

²⁷⁵ Richard E. Susskind, *Tomorrow’s Lawyers: An Introduction to Your Future*, Third edition. (New York, New York ; Oxford University Press, 2023).

²⁷⁶ Margaret Hagan.

To further establish Legal Design as an integral part of a firm’s identity, firms should embed it into their branding and public presence. For instance, Lexence²⁷⁷ law firm actively promotes Legal Design-driven content on social media (see Figure 21).

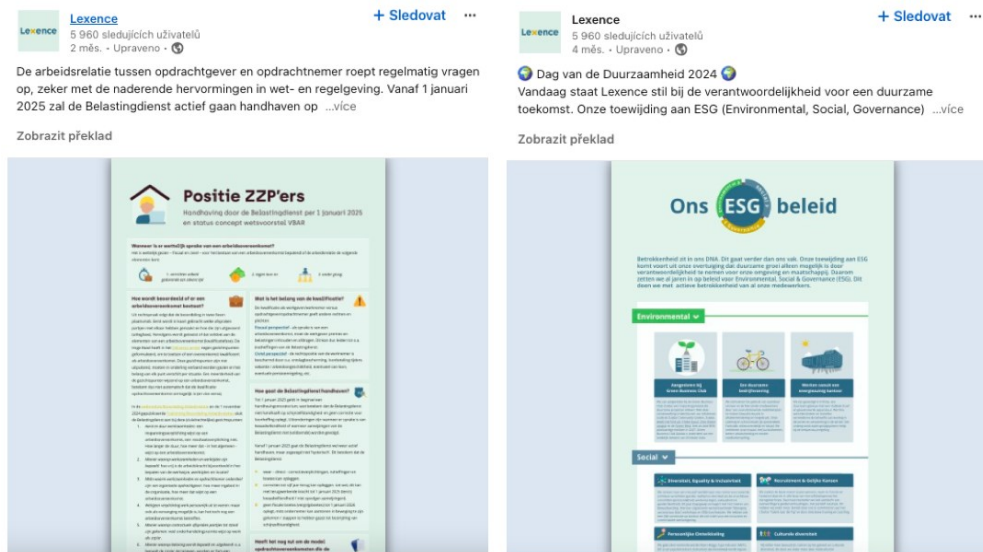


Figure 21 – Lexence LinkedIn posts ²⁷⁸

Additionally, some law firms have positioned Legal Design as a distinct service offering. Hive Legal²⁷⁹, for example, has developed HiveThink, a dedicated Legal Design framework that integrates design thinking into legal service delivery (see Figure 22).

Why you'll love the HiveThink^P framework

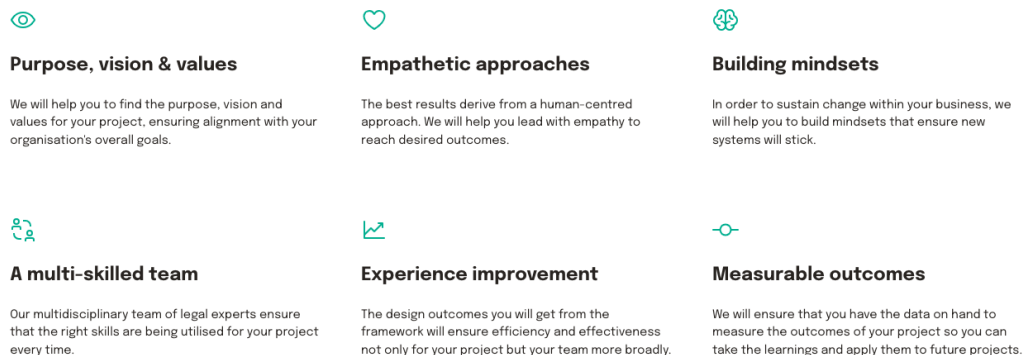


Figure 22 – HiveThink framework by Hive Legal ²⁸⁰

²⁷⁷ Lexence, “Home | Lexence .Ter Zake,” Lexence, accessed February 11, 2025, <https://www.lexence.com/en/>.

²⁷⁸ Lexence, “Positie ZZP’ers,” Post, *LinkedIn*, 2024, [https://www.linkedin.com/posts/lexence-n-v-_esg-infosheet-activity-7250071323882700800-7xKr/?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iT hLGZSFo](https://www.linkedin.com/posts/lexence-n-v-_infosheet-positie-zzpers-activity-7266733553420267521-H8RI/?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iT hLGZSFo; Lexence, “Dag van de Duurzaamheid 2024,” Post, <i>LinkedIn</i>, 2024, <a href=).

²⁷⁹ “Hive Legal | HiveThinkP.”

²⁸⁰ “Hive Legal | HiveThinkP.”

Similarly, Simmons & Simmons²⁸¹ operates Simmons Wavelength, leveraging data science to develop design-driven legal solutions (see Figure 23).

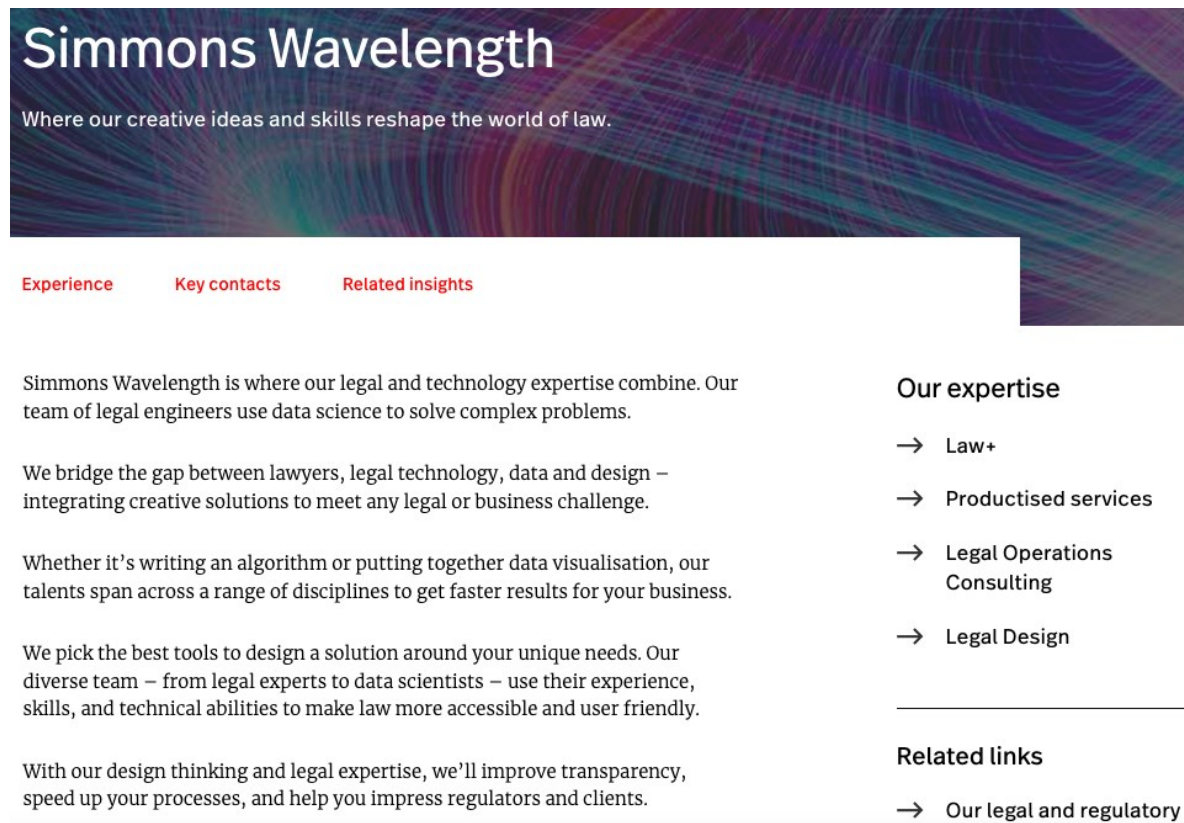


Figure 23 – Simmons Wavelength by Simmons & Simmons²⁸²

For law firms struggling with collaboration, restructuring compensation models may be necessary. Traditional billable hour structures often discourage teamwork, as sharing work means sharing revenue.²⁸³ To address this, some law firms, such as Exemplar²⁸⁴, have transitioned to value-based billing, fostering cross-functional collaboration and innovation.²⁸⁵

Practical Steps: Where to Start

Lawyers can integrate Legal Design into their practice by making small, actionable changes.

A practical starting point is restructuring contracts. *Hybrid contracts* separate negotiable terms (e.g., service scope, delivery, pricing) from fixed legal provisions, reducing unnecessary renegotiation and streamlining discussions.²⁸⁶ One variation of this approach is the “Reverse

²⁸¹ “Simmons Wavelength | Simmons & Simmons.”

²⁸² “Simmons Wavelength | Simmons & Simmons.”

²⁸³ Szabo, “Design Thinking in Legal Practice Management.”

²⁸⁴ “Empowering Game-Changers, Revolutionaries & Impact Businesses,” Exemplar Companies, accessed February 22, 2025, <https://exemplarcompanies.com/>.

²⁸⁵ Szabo, “Design Thinking in Legal Practice Management.”

²⁸⁶ Antti Innanen, “HYBRID CONTRACT,” Post, *LinkedIn*, 2024, https://www.linkedin.com/posts/anttiinnanen_legaldesign-legalinnovation-activity-7236649709354799104-HTT1/?utm_source=share&utm_medium=member_desktop.

*Sandwich Contract*²⁸⁷, where dynamic, frequently updated details are placed at the beginning (e.g., key terms table) and end (e.g., schedule), standardized legal terms remain in the middle (see Figure 24).

PAGE 1

MUTUAL CONFIDENTIALITY AGREEMENT

The purpose of this Agreement is:

COUNTERPARTIES

Party	
Address	
Contact Person	

PURPOSE

Party	
Contact Person	

KEY DETAILS

Confidentiality Period	
Approved Purpose	
Confidentiality Information	
Special Conditions	

EXHIBITIONS

Exhibition A: Special Conditions	
Exhibition B: Special Conditions	

PAGE 2

1. INTRODUCTION

1.1. The purpose of this Agreement is to establish the terms and conditions of the Confidentiality Agreement between the parties.

1.2. The parties agree to maintain the confidentiality of the Confidential Information for the purpose of providing the respective services to the Confidential Information and to address the purpose of these services, including the Confidential Information, in accordance with the terms of this Agreement.

2. CONFIDENTIALITY

2.1. The Confidential Information is defined as any information, including but not limited to, trade secrets, know-how, patents, inventions, processes, methods, algorithms, software, data, and other confidential information, which is disclosed by one party to the other party in confidence.

2.2. The Confidential Information shall remain confidential and shall not be disclosed to any third party without the prior written consent of the disclosing party.

2.3. The Confidential Information shall be protected with the same degree of care as the Confidential Information of the disclosing party, but in no event less than reasonable care.

2.4. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2.5. The Confidential Information shall not be disclosed to any third party without the prior written consent of the disclosing party.

2.6. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2.7. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2.8. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2.9. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2.10. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

3. SIGNATURES

3.1. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.2. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.3. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.4. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.5. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.6. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.7. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.8. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.9. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

3.10. The parties agree to sign this Agreement in two (2) copies, each signed by a duly authorized representative of the party.

PAGE 3

SCHEDULE A: SPECIAL CONDITIONS

The following special conditions of this Agreement apply to the Confidential Information of the disclosing party:

1. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

3. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

4. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

5. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

6. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

7. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

8. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

9. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

10. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

PAGE 4

SCHEDULE A: SPECIAL CONDITIONS

The following special conditions of this Agreement apply to the Confidential Information of the disclosing party:

1. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

2. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

3. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

4. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

5. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

6. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

7. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

8. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

9. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

10. The Confidential Information shall not be used for any purpose other than the purpose for which it was disclosed, except as may be required by law or by the Confidential Information of the disclosing party.

Figure 24 – Reverse Sandwich Contract²⁸⁸

Another effective approach is *horizontal contracts*, which visualize agreements as “if-then” narratives (see Figure 25). This story-like structure enhances readability, facilitates quick comprehension of interconnected clauses, and reduces the cognitive load for both lawyers and clients. Additionally, such structuring helps lawyers with efficient contract management, making updates and modifications easier to navigate.²⁸⁹

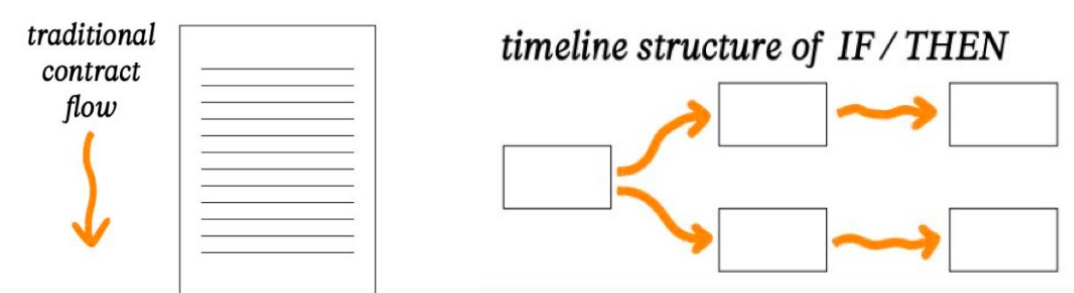


Figure 25 – Horizontal Contract²⁹⁰

²⁸⁷ “How to Write a (Productive) Contract,” Checklist Legal, accessed February 22, 2025, <https://www.checklistlegal.com/blog/2017/04/secrets-of-contract-productivity-write-paperless-contracts-and-optimise-documents-for-automation>.

²⁸⁸ “How to Write a (Productive) Contract.”

²⁸⁹ Antti Innanen, “HORIZONTAL CONTRACTS,” Post, *LinkedIn*, 2024, https://www.linkedin.com/posts/anttiinnanen_legaldesign-legalinnovation-activity-7231233668378185728-2FnB/?utm_source=share&utm_medium=member_desktop.

²⁹⁰ Innanen.

Importantly, many of these steps require minimal resources and can be adopted even by lawyers without access to large multidisciplinary teams. Smaller firms often have the advantage of agility, allowing them to experiment and implement feedback more quickly.

Furthermore, AI-powered tools can enhance quality of legal documents and free time for more strategic, design-driven legal work. For instance, WorldCC Contracting Principles (referenced in Subsection 3.3.1) can be integrated into AI knowledge bases like ChatGPT or Perplexity, allowing AI to analyze contracts against these standards. Additionally, legal tech solutions such as Kira²⁹¹ for contract analysis, Neota²⁹² for automation, or Reynen Court²⁹³ as a marketplace for legal tech enable legal professionals to save time and focus more on user-centered legal services.

Beyond technology, a shift in mindset is crucial. Lawyers should cultivate creative confidence by challenging traditional assumptions, embracing iteration, and recognizing the value of user-centered legal solutions.²⁹⁴ Books like *Creative Confidence*²⁹⁵ and *The Legal Design Book*²⁹⁶ provide valuable guidance on this transformation. Additionally, staying updated with leading legal designers on LinkedIn – such as Stefania Passera, Tessa Manuello, Antti Innanen, Anna Posthumus Meyjes, Lieke Beelen, and Barbora Obračajová – helps legal professionals gain inspiration and stay informed on emerging trends in the field.

Legal Design as a Long-Term Strategy

Legal Design should not be treated as a one-off innovation but as a holistic approach to client service. Looking beyond isolated pain points to consider the entire client journey allows law firms to offer comprehensive solutions rather than quick fixes.²⁹⁷ Hence, it requires commitment, cross-functional collaboration, and a balance of analytical and creative thinking. Lawyers should embrace failure as learning and rely on evidence-based methods (such as reduced page counts, increased comprehension, and improved client engagement) rather than intuition.²⁹⁸ By adopting a test-and-learn mentality and integrating structured validation methods, law firms can ensure that Legal Design enhances both usability and legal accuracy, making it a sustainable, strategic advantage rather than a fleeting trend.

²⁹¹ “Machine Learning Contract Search, Review and Analysis Software,” accessed February 22, 2025, <https://kirasystems.com/>.

²⁹² “Law Firm Innovation Leads,” Neota, accessed February 22, 2025, <https://neota.com/role/law-firm-innovation-leads/>.

²⁹³ “Single Platform for Legal Technology | Reynen Court,” accessed February 22, 2025, <https://www.reynencourt.com/>.

²⁹⁴ *Episode 3 - Using Design Thinking to Change Mindsets*, 2019, <https://www.youtube.com/watch?v=iV1ZyFuCaT0>.

²⁹⁵ Kelley and Kelley, *Creative Confidence*.

²⁹⁶ Astrid Kohlmeier and Meera Klemola, *The Legal Design Book* (Meera Klemola and Astrid Kohlmeier, 2021).

²⁹⁷ Margaret Hagan.

²⁹⁸ Pagano, “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.”

5.2. Role of Academia and Industry Bodies

The integration of Legal Design into legal practice is facilitated by support from industry bodies and academia. These institutions play a crucial role in educating legal professionals, fostering innovation, and encouraging collaboration across disciplines. By creating opportunities for learning and experimentation, they help drive the evolution of user-centered legal services.

Education

Legal education plays a crucial role in shaping the future of the legal profession. Continuing legal education (CLE) is a standard requirement in the United States, where state bars and other industry bodies mandate ongoing professional development for attorneys.²⁹⁹ In Europe, the requirements vary: in some countries, CLE for practicing lawyers is mandatory (e.g., Finland, France, the Netherlands, Sweden), while in others, it is voluntary (e.g., the Czech Republic, Greece).³⁰⁰ Some jurisdictions only impose a general “duty of competence” (e.g., Portugal, Slovakia).³⁰¹ Where CLE systems are in place, they present a key opportunity to integrate Legal Design into professional development, ensuring lawyers stay updated with the latest methodologies and innovations.

The major players in Legal Design education are universities. Stanford d.school³⁰² and the Stanford Legal Design Lab³⁰³ have been at the forefront of legal innovation, inspiring similar initiatives worldwide. Law schools at institutions such as Harvard University³⁰⁴, Northeastern University³⁰⁵, Queen Mary University of London³⁰⁶, or Singapore Management University³⁰⁷ have integrated Legal Design into their curricula. Furthermore, law school-based incubators, such as the University of Helsinki’s Legal Tech Lab³⁰⁸, University of Amsterdam’s Law Hub³⁰⁹,

²⁹⁹ Mike Robinson, “Everything You Need to Know About CLE Requirements (With Examples!),” Clio, November 16, 2023, <https://www.clio.com/blog/cle-requirements/>.

³⁰⁰ “ERA – Academy of European Law > Continuing Professional Development (CPD),” accessed February 22, 2025, https://www.era.int/cgi-bin/cms?_SID=84a9b6e627031172986690c4a1a9075a0b7bf87c01126141409928&_sprache=en&_bereich=artikel&_aktion=detail&_persistant_variant=%2FAbout%20ERA%2FTarget%20groups%2FLawyers%20in%20private%20practice%2FContinuing%20Professional%20Development&_template_variant3=Continuing%20Professional%20Development&idartikel=127523.

³⁰¹ “The Map of Continuing Legal Education in Europe,” ECCLE, accessed February 22, 2025, <http://www.eccle.eu/european-center-for-continuing-legal-education/>.

³⁰² “Stanford d.School,” Stanford d.school, accessed February 22, 2025, <https://dschool.stanford.edu/>.

³⁰³ “Stanford Legal Design Lab,” Legal Design Lab, April 4, 2018, <https://www.legaltechdesign.com/>.

³⁰⁴ “Legal Innovation Through Design Thinking,” Harvard Law School, accessed February 22, 2025, <https://hls.harvard.edu/courses/legal-innovation-through-design-thinking-3/>.

³⁰⁵ “JD x Graduate Certificate in Legal Design,” *Northeastern University School of Law* (blog), accessed February 22, 2025, <https://law.northeastern.edu/academics/programs/jd/jdx-certificates/legal-design/>.

³⁰⁶ “Legal Design - Queen Mary University of London,” accessed February 22, 2025, <https://www.qmul.ac.uk/modules/items/solm308-legal-design.html>.

³⁰⁷ “Legal Design | SMU-X,” Singapore Management University, accessed February 22, 2025, <https://x.smu.edu.sg/courses/legal-design-0>.

³⁰⁸ “Legal Tech Lab | University of Helsinki,” University of Helsinki, accessed February 22, 2025, <https://www.helsinki.fi/en/networks/legal-tech-lab>.

³⁰⁹ “Amsterdam Law Hub,” Amsterdam Law Hub - University of Amsterdam, November 7, 2024, <https://www.amsterdamlawhub.nl/en>.

and Brigham Young University's Legal Design Lab³¹⁰, provide students with spaces to experiment with Legal Design methodologies, bridging the gap between theory and practice at an early stage.

Interdisciplinary collaboration is also important in academia. A great example is the Legal Design scene in the Netherlands, where the Center for Law, Design, and AI operates as a joint initiative of the Technical University Delft and Erasmus University Rotterdam. By combining their academic strengths – technology, law, and human-centered design – they strive to redefine legal practices for the digital age.³¹¹

Beyond traditional academic institutions, publicly accessible Legal Design academies are also shaping the field. Platforms like Legal Design School³¹² and Legal Creatives³¹³ offer online interactive courses, making Legal Design education more accessible to legal professionals worldwide.

Industry Collaboration

Legal Design thrives when industry stakeholders collaborate to identify problem areas and co-create solutions. Several legal and consulting firms have taken the lead in organizing Legal Design Challenges to improve legal service delivery. For instance, DWF, Lex Open Source, Radiant Law, and Wavelength Law have facilitated an industry-wide initiative where in-house legal teams, law firms, procurement specialists, and design experts collaborated to enhance contract usability and efficiency.³¹⁴ The findings from these initiatives are shared openly, fostering an industry-wide shift toward more user-friendly legal services (see Figure 26).

³¹⁰ “Legal Design Clinic | BYU Law School,” BYU Law School, accessed February 22, 2025, <https://law.byu.edu/explore/resources/centers-clinics/legal-design-clinic#2>.

³¹¹ “Convergence - Law Design and AI,” Center for Law, Design, and AI, accessed February 22, 2025, <https://www.lawdesignandai.com/>.

³¹² “Legal Design School: Innovative Legal Education,” Legal Design School, accessed February 22, 2025, <https://www.legaldesignschool.com>.

³¹³ “Unlock the Power of Legal Design,” Legal Creatives, accessed February 22, 2025, <https://www.legalcreatives.com/certification>.

³¹⁴ “Legal Design Challenge,” DWF, accessed February 22, 2025, <https://dwfgroup.com/en/news-and-insights/insights/2019/4/legal-design-challenge>.

The Legal Design Challenge

In March 2019, inspired by the idea of using collaboration and design principles to improve contracting, DWF, Lex Open Source, Radiant Law and Wavelength Law hosted a Legal Design Challenge.

Attendees from a wide range of in-house legal teams, law firms and legal service providers came together alongside procurement, contract management, innovation and design experts to identify problem areas and share their ideas on potential solutions.

As part of a commitment to making this know-how open source, this publication is our way of sharing the findings.

The outputs are designed to be a starting point that can hopefully kick start a wider range of activity, which utilises the value of collaboration and design principles to improve contracting in the industry.

Anyone can take these outputs away to use in their organisation, either as they are or as a basis that can be tailored or improved further. Equally anyone is free to discard the outputs but use the design approach and tools to create something different.

All that we ask in return is for people to build on the momentum that has been created, carry on the conversation about the value of design and keep collaborating to improve contracting.



“The outputs are designed to be a starting point that can hopefully kick start a wider range of activity...”

Six scenarios to re-design contracting

We asked six diverse teams to think about the key challenges in contracting and identify areas to re-design, here are the scenarios they came up with.

- 1 Making sure the right information is available to the right people at the right time.

2 10x improvement in the time it takes to close the contracting process.
- 3 Making sure business owners find it easy to implement the contract roadmap post signature.

4 Educating key teams in the business to ensure they have a simple and clear articulation of the ongoing obligations.
- 5 Making sure there are clearly understood rules and more frictionless interactions.

6 Making it easier to manage the contract by tracking the data.

First things first

To kick start the challenge we gave a sample contracting lifecycle to each of the six teams. The lifecycle aimed to cover the major activities from end to end and the teams were asked to review and add their comments, thoughts and additions.

Contracting Lifecycle			
Contract strategy and selection	Contract creation and execution	Implementation and management	Exit/renewal
Strategy/business plan	Contract request/authorising	Systemise and monitor obligations and performance	Variations
Market analysis	Review and approval	Risk and dispute management	Termination plan
Commercial position including redlines	Negotiation of contract and commercial terms	Manage changes, renewals and improvements	Renewal process
Vendor selection	Award	Governance	

- Pricing and risk decisions run through the lifecycle

With multiple owners and stages, corporate memory is an important element
- In reality governance runs along the lifecycle

It's important to consider specific external regulation input which can drive elements of the process and differ from industry to industry
- The management of documents, data capture and monitoring are important throughout the process

It's important to consider the different stakeholders and what they want to achieve from the contracting process eg. finance, business team, data, compliance, IT, security

The Workbook

With all the teams agreed on what the base contracting lifecycle should look like and include, the challenge moved on to applying design principles and a sequence of tools.

- The aim was to identify areas across the contracting lifecycle that could be improved and suggest practical ways to do it.
- This section recreates the workbooks that each of the teams used on the day for the design process. The outputs are unedited and unvarnished, with the aim of showing how the tools were used and the wide range of outputs that came up across the teams.



Figure 26 – Outputs from the Legal Design Challenge³¹⁵

Documenting and disseminating insights from such collaborations is essential. By writing down findings and making outputs publicly available, industry leaders can establish best practices, and encourage broader adoption of Legal Design.³¹⁶ These efforts not only contribute to ongoing discussions about the value of design in legal practice but also create a sustainable ecosystem of continuous improvement and innovation.

³¹⁵ “Legal Design Challenge.”

³¹⁶ “Legal Design Challenge.”

6. Key Findings and Their Impact

This chapter brings together the key findings of the thesis and provides clear answers to the research questions. It highlights the most prominent Legal Design initiatives, identifies the legal areas where Legal Design is most applied, and reflects on the main opportunities and challenges of its implementation. Alongside summarizing the research, it also includes my personal insights from working in a law firm and engaging with professionals through events, conversations, and seminars. This chapter further outlines practical implications for legal practice and concludes with suggestions for future research that could deepen understanding of Legal Design and its potential.

6.1. Summary of Findings

The thesis explored the central research question: **What opportunities and challenges arise from the implementation of Legal Design in the provision of legal services?**

To answer this question, three research areas were examined:

1) Mapping Legal Design initiatives within legal services (Section 3.3)

What are the key Legal Design initiatives that engage with legal practice?

The research identified that specialized Legal Design agencies – such as Aclara Legal Design³¹⁷, Dot.³¹⁸, Legal Creatives³¹⁹, Majoto³²⁰, and Patroon³²¹ – are among the most prominent actors in the field. These agencies actively share best practices, host seminars, and engage with broader audiences through platforms like LinkedIn. For many legal professionals, these agencies serve as an accessible starting point on their Legal Design journey, offering inspiration through public resources and online events, often free of charge. This can be especially useful for those looking to explore Legal Design independently, without immediate support from firm leadership. While some law firms do hire Legal Design agencies for training or document redesign, based on my personal conversations with legal designers, it seems that their main clients are in-house legal teams rather than law firms. This suggests that Legal Design agencies are primarily business-oriented, offering services that align with corporate communication and contract management needs.

In terms of education, the leading academic institution is the Stanford Legal Design Lab³²², which plays a pioneering role in researching Legal Design and applying it to access-to-justice challenges. The lab brings together multidisciplinary student teams to address systemic legal

³¹⁷ “About Aclara Legal Design,” *Aclara Legal Design* (blog), accessed April 8, 2025, <https://www.aclaradesign.nl/about/>.

³¹⁸ “Dot. | Innovative Legal Design Work with Top Brands Since 2017,” Dot., accessed April 8, 2025, <https://www.dot.legal/work>.

³¹⁹ “Creativity Meets Law: Unleash the Power of Visuals To Make Legal Clear, Effective & Persuasive.,” Legal Creatives, accessed April 8, 2025, <https://www.legalcreatives.com>.

³²⁰ “Majoto Solutions,” Majoto, accessed April 8, 2025, <https://majoto.io/solutions-2>.

³²¹ “Making Law Clear,” Patroon, accessed April 8, 2025, <https://www.patroon.nl/en/about/>.

³²² “Legal Design Lab,” Stanford Law School, accessed April 8, 2025, <https://law.stanford.edu/legal-design-lab/>.

problems and serves as a valuable knowledge base for law firms seeking to build on existing work rather than starting from scratch.

Another key player is the non-profit organization WorldCC³²³, which provides widely recognized standards, contract design pattern libraries, and practical guidelines. Their efforts help shape the global discourse around Legal Design in contracting and foster a community of professionals through training, certification, and research.

While law firms themselves rarely share internal Legal Design outputs – due to confidentiality or competitive concerns – they remain important sources of innovation. Firms such as Hive Legal, with their HiveThink framework³²⁴, or Simmons & Simmons, through Wavelength³²⁵, show how Legal Design can be embedded into a firm’s strategy. Although these examples are limited, they offer insight into what Legal Design can look like when fully integrated.

Cultural differences also emerged as a relevant consideration. According to a mapping by Amurabi Legal Design Agency³²⁶, Legal Design is more established in regions such as the United States, Australia, the Netherlands, and Finland (see Figure 27). These regions may have client expectations and legal market conditions more conducive to Legal Design practices.

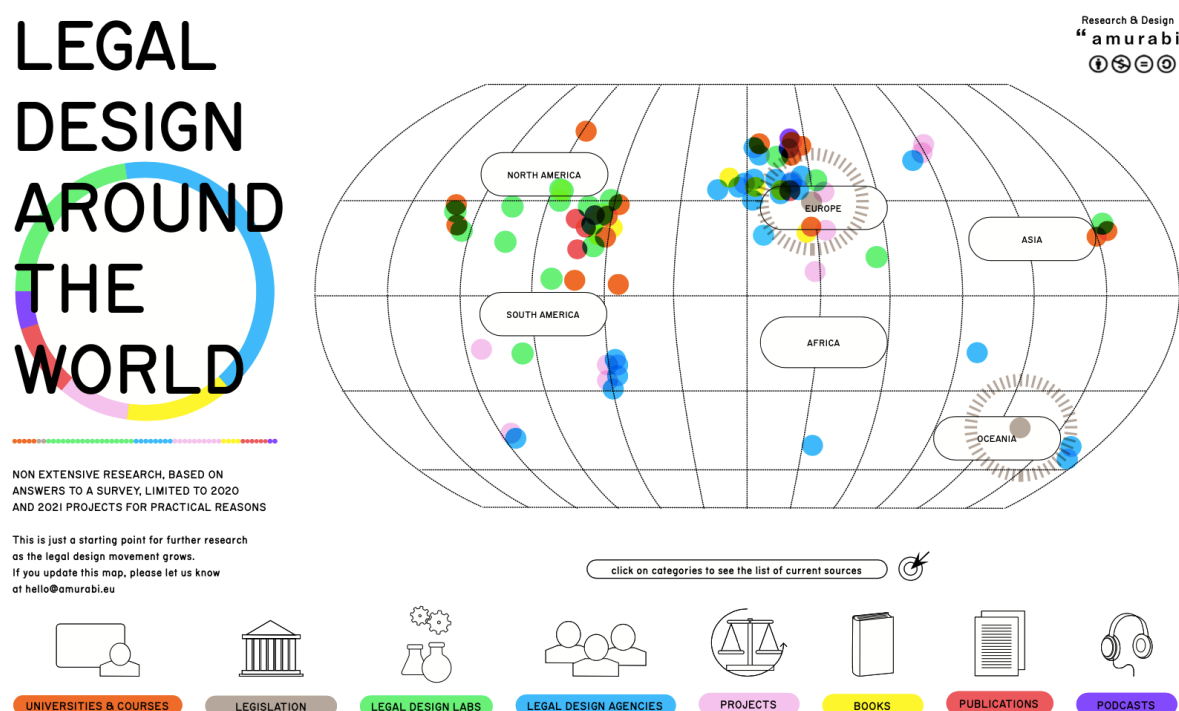


Figure 27 – Mapping of Legal Design around the world³²⁷

³²³ “Our Strategy | World Commerce and Contracting Vision & Mission,” World Commerce and Contracting, accessed April 8, 2025, <https://www.worldcc.com/About/Our-Strategy>.

³²⁴ “Hive Legal | HiveThinkP,” accessed April 8, 2025, <https://www.hivelegal.com.au/hivethinkp>.

³²⁵ “Simmons Wavelength | Simmons & Simmons,” Simmons & Simmons, accessed April 8, 2025, <https://www.simmons-simmons.com/en/expertise/service/wavelength>.

³²⁶ “Build a Trust Relationship with Law Users,” Amurabi - Legal Design Agency, accessed April 8, 2025, <https://amurabi.eu/en/>.

³²⁷ “Legal Design Around the World.”

In contrast, in countries where Legal Design is only beginning to emerge – such as the Czech Republic – initial reactions can be more cautious. In my view, this underlines the importance of adopting a design thinking mindset: rather than copying solutions from more mature markets, legal professionals should focus on understanding what works for their specific context and user base. Sometimes that may mean visual contracts with icons and charts; other times, it may be a well-structured but traditional text-based document. Legal Design is not about form's sake – it is about fit for purpose.

2) Exploring areas of legal work most suitable for Legal Design (Section 3.3)

What areas of legal practice are most suitable for Legal Design?

Among all application areas, contracting emerged as the most explored and arguably most suitable domain for Legal Design. Contracts are not only legal instruments but also communication tools often used by non-lawyers, such as employees or customers. This intersection creates a strong case for clarity, usability, and design-driven innovation. From a business perspective, contracts also contribute to customer experience, making their redesign a strategic opportunity. The initiative by Česká spořitelna (see Figure 8) exemplifies this shift toward client-centric contracts. Based on these findings, I personally consider contracting to be a high-potential entry point for introducing Legal Design in practice – though I recognize that concerns about enforceability may still create hesitation among lawyers and clients alike.

Privacy and digital compliance are also promising areas, driven in part by regulatory requirements to communicate legal information transparently. These documents – such as privacy policies and terms and conditions – are often publicly displayed online and offer space to experiment with visual design, movement and branding. In my opinion, this makes them especially suitable for Legal Design interventions. They offer a distinct value proposition and can be developed as “productized” services that lawyers offer to clients.

Corporate governance materials, while less frequently mentioned in the Legal Design discourse, also present a meaningful opportunity. These materials are often seen as formalities, but they play an important role in shaping daily decision-making for executives and boards. From my personal experience working in a law firm, many corporate governance documents are minimally adapted templates. I see great potential in revisiting these documents through a Legal Design lens – turning them into genuinely useful operational and educational tools, while also creating a reusable asset that adds value for clients.

Finally, the use of Legal Design in litigation remains underexplored but noteworthy. Litigation documents are among the most complex and least user-friendly forms of legal communication. There is room for improvement in both written submissions and courtroom presentations. I have personally spoken with judges who welcomed design improvements that make arguments easier to follow – though others may resist change. In this area, I believe lawyers should proceed with care, tailoring their approach to the specific audience and court context.

3) Identifying opportunities and challenges in adopting Legal Design (Chapter 4)

What are the main challenges and opportunities for Legal Design in the provision of legal services?

The thesis identified client experience and service differentiation as the most significant opportunities Legal Design offers law firms. Legal Design enables more human-centered, understandable, and collaborative legal services, which can improve satisfaction and client retention. Through interviews and my informal research, it became clear that many clients find legal services overly rigid and transactional. Clients often feel lawyers tell them what they cannot do, rather than guiding them toward legally viable solutions. Legal Design offers a framework to change this narrative and make legal services more human-centered. That said, lawyers must balance usability with legal rigor – clear communication should never compromise enforceability.

On the strategic level, Legal Design also provides an opportunity for law firms to rethink their value proposition. In a competitive market, where client expectations are evolving, Legal Design aligns with the demand for practical, efficient, and innovative legal services. However, internal barriers – particularly the billable hour model and lack of incentives – present significant obstacles. From my own experience, I have seen enthusiasm for innovation stall due to compensation structures that reward billable output over experimentation. Unless this structural issue is addressed, even well-intentioned innovation efforts may fail to scale.

Initial investments in Legal Design – whether in training, redesign, or hiring – can be another hurdle, especially for smaller firms. Yet examples included in this thesis show that small steps can have an outsized impact, and that Legal Design is above all a mindset shift. Many improvements can be made using existing tools and knowledge. Encouraging internal experimentation and allocating even minimal time to redesigning templates or workflows can already generate value.

The thesis also found that Legal Design is not limited to large law firms. While larger firms may benefit from innovation departments or design resources, smaller firms and solo practitioners can implement Legal Design principles just as effectively – particularly if they maintain a clear focus on client needs. Ultimately, the success of Legal Design depends less on firm size or technology and more on mindset, openness to feedback, and willingness to iterate.

In summary, the findings support the conclusion that Legal Design is a growing and relevant field. There is both academic interest and real-world demand for more user-friendly legal services. Legal Design agencies, law firms, and organizations are already experimenting with different approaches, and the examples presented throughout this thesis offer practical guidance for legal professionals looking to do the same. For those getting started, areas like privacy policies, terms and conditions, and contracts are well-suited. The key opportunity lies in using Legal Design to gain a competitive edge – by creating legal services that add value not only to clients, but to their end users as well.

6.2. Implications for Legal Practice

The findings of this thesis demonstrate that Legal Design has the potential to reshape legal practice by fostering a more user-friendly, efficient, and accessible legal service experience. It presents not only a method for improving clarity and usability of legal documents, but also a strategic opportunity to enhance client satisfaction, support innovation, and differentiate service offerings in a competitive legal market.

One of the most practical implications is the ability of Legal Design to improve lawyer-client communication. By applying user-centered methodologies, legal professionals can better align their services with the expectations and needs of clients. This becomes particularly valuable in areas such as contracting and digital compliance, where legal information directly intersects with user experience. In these domains, Legal Design can serve as a bridge between legal precision and client understanding, ultimately contributing to stronger relationships and improved outcomes.

The thesis also highlights that Legal Design is not solely relevant to large law firms with extensive resources. Smaller firms and solo practitioners can implement many Legal Design principles without significant investment. In fact, the ability to start small – by experimenting with document layout, structure, or language – makes Legal Design an accessible tool for professionals across the legal sector. From a practical standpoint, many of the most impactful changes can be made with tools lawyers already use, such as Microsoft Word or Powerpoint.

However, structural barriers such as the billable hour model and lack of innovation incentives continue to hinder more widespread adoption. Internal change is needed for Legal Design to take root – particularly in traditional law firms where compensation models do not currently support experimentation or cross-functional collaboration. From my own experience in a law firm, I have observed that although there is growing interest in innovation, genuine implementation often remains limited unless leadership actively supports such initiatives.

Furthermore, Legal Design presents an opportunity to rethink legal services as part of broader customer experience strategies. In a changing legal market where clients increasingly expect clarity, efficiency, and tailored service, Legal Design can help law firms remain competitive and responsive. At the same time, it is crucial to maintain legal rigor and ensure that any simplification or redesign continues to meet the standards of legal validity and enforceability.

Overall, Legal Design offers a compelling direction for legal professionals seeking to align their work more closely with modern expectations. The findings suggest that while Legal Design can bring meaningful benefits, its success will depend on a cultural shift within the legal profession – one that embraces interdisciplinary thinking, values experimentation, and prioritizes user needs alongside legal expertise.

6.3. Suggestions for Future Research

The thesis has primarily focused on the application of Legal Design in legal practice, particularly in relation to client-facing services. However, there are several other areas that would benefit from further academic and practical exploration.

Firstly, future research could examine the internal functioning of law firms, and how Legal Design might support innovation and more collaborative, efficient work environments. Given the recurring references to the billable hour model throughout the thesis, it would be valuable to analyze alternative business models in more detail. This includes assessing their potential to foster innovation and examining what structural or motivational elements – possibly a new kind of a gamified metric – could serve as a meaningful replacement for billable hours in encouraging performance and creativity.

Secondly, while this thesis has briefly touched upon cultural differences, further research could explore how Legal Design is received and perceived in different jurisdictions. For instance, countries where Legal Design is more established – such as the Netherlands or Finland – could be compared with countries where it is only beginning to emerge – such as the Czech Republic. This line of inquiry could help clarify whether legal culture influences user preferences or acceptance of Legal Design-driven documents, or whether preferences are relatively universal regardless of local legal traditions.

Finally, future studies might also focus on in-house legal departments. Understanding how Legal Design supports these teams in areas such as compliance, risk management, and internal communication could generate valuable insights not only for improving in-house legal operations but also for law firms. Since in-house departments frequently collaborate with or outsource services to external counsel, enhancing Legal Design practices within in-house teams may have a ripple effect, influencing how legal services are delivered more broadly across the industry.

Conclusion

This thesis set out to explore the implementation of Legal Design in the provision of legal services, aiming to understand its potential, practical application, and the challenges that accompany it. As legal systems face increasing demands for clarity, accessibility, and user-centered delivery, Legal Design offers a promising response – bridging the gap between legal expertise and the needs of those who interact with the law.

The research mapped out key initiatives within the field, showing that the Legal Design landscape is shaped by specialized Legal Design agencies, innovation-driven law firms, and academic institutions. These actors not only expand the boundaries of what legal services can look like, but also provide practical frameworks and examples that others can learn from. Importantly, it became clear that while Legal Design is evolving globally, it is far more established in certain countries – the United States, Australia, the Netherlands, and Finland.

The analysis of legal practice areas revealed that contracting is currently the most developed and widely adopted field for Legal Design. However, privacy policies, digital compliance, corporate governance, and even litigation present further opportunities for user-centered innovation. Each of these areas could benefit from a broader shift in legal thinking – from formality and complexity toward usability, communication, and value creation.

The thesis also identified structural and cultural challenges that slow down the adoption of Legal Design. These include the persistence of the billable hour model, the lack of internal incentives for innovation, and mindset gaps stemming from traditional legal education and practice. Nevertheless, the research demonstrates that Legal Design is accessible even to small firms and solo practitioners. What matters most is not the size of the firm or the extent of its resources, but the willingness to experiment, collaborate, and rethink how legal services are delivered.

Importantly, the potential of Legal Design reaches beyond current legal practice and into the future of legal education. As the demands on legal professionals evolve, there is a need to prepare future lawyers not only to navigate complexity, but also to communicate it clearly. Embedding Legal Design principles – such as empathy, collaboration, and experimentation – into legal education could help foster a new generation of legal professionals: more attuned to the needs of users, more confident working across disciplines, and more open to change.

Throughout both the theoretical and practical sections of this thesis, the importance of multidisciplinary and collaboration has been consistently emphasized. Being open to new perspectives, seeking inspiration outside the legal field, and sharing one's own experience with others are all crucial to embedding Legal Design more deeply into the culture of legal work.

Ultimately, Legal Design is not a passing trend or an aesthetic upgrade. It represents a deeper shift toward a more inclusive effective, and empathetic legal practice. Whether through clearer contracts, more engaging privacy policies, or redesigned legal processes, Legal Design empowers legal professionals to deliver services that are not only legally sound, but also meaningful and usable for their end users. This thesis contributes to the growing body of knowledge in this field and invites further academic and practical exploration of how law can better serve people – by design.

Bibliography

- “30 Key Child Literacy Stats Parents Need To Be Aware Of – Literacy Project Foundation,” February 14, 2019. <https://literacyproj.org/2019/02/14/30-key-child-literacy-stats-parents-need-to-be-aware-of/>.
- “About World Commerce and Contracting | WorldCC.” Accessed February 8, 2025. <https://www.worldcc.com/About>.
- Aclara Legal Design. “About Aclara Legal Design.” Accessed April 8, 2025. <https://www.aclaradesign.nl/about/>.
- Aclara Legal Design. “Aldermore’s Corporate Governance Playbooks.” Accessed February 9, 2025. <https://www.aclaradesign.nl/showcase/aldermores-corporate-governance-playbooks/>.
- Aclara Legal Design. “Litigation Funder’s Governance Playbooks.” Accessed February 9, 2025. <https://www.aclaradesign.nl/showcase/augustas-governance-playbooks/>.
- Aclara Legal Design. “My Legal Information Design Process Step-by-Step,” December 14, 2021. <https://www.aclaradesign.nl/2021/12/14/my-legal-information-design-process-step-by-step/>.
- Aclara Legal Design. “Project Moore Litigation Graphics.” Accessed February 10, 2025. <https://www.aclaradesign.nl/showcase/project-moore-litigation-graphics/>.
- Aclara Legal Design. “We Bring Together Legal Expertise + Information Design.” Accessed February 9, 2025. <https://www.aclaradesign.nl/>.
- Adranly, Rochael. “How Design Taught Me to Be a Human-Centered Lawyer.” Ideo.com. Accessed January 28, 2025. <https://www.ideo.com/journal/how-design-taught-me-to-be-a-human-centered-lawyer>.
- Allbon, Emily, and Amanda Perry-Kessaris. “What Can Design Do for Legal Education?” In *Design in Legal Education*. Routledge, 2022.
- Amsterdam Law Hub - University of Amsterdam. “Amsterdam Law Hub,” November 7, 2024. <https://www.amsterdamlawhub.nl/en>.
- Amurabi - Legal Design Agency. “Build a Trust Relationship with Law Users.” Accessed April 8, 2025. <https://amurabi.eu/en/>.
- Article 29 Working Party Guidelines on transparency under Regulation 2016/679, Pub. L. No. WP260 rev.01 (n.d.).
- “August.” Accessed February 9, 2025. <https://www.august.com.au/>.
- Baasch Andersen, Camilla, and Robert de Rooy. “Employment Agreements in Comic Book Form - What a Difference Cartoons Make.” In *Research Handbook on Contract Design*. United Kingdom: Edward Elgar Publishing Limited, 2022.
- Bakhramova, Mohinur, Kan Ekaterina, Odył Khazratkulov, and Ruziev Rustam. “Legal Services 4.0: Digital Transformation for Increased Fairness and Efficiency.” *International Journal of Cyber Law* 1, no. 4 (June 27, 2023). <https://doi.org/10.59022/ijcl.48>.
- Barton, Thomas, Helena Haapio, and Tatiana Borisova. “Flexibility and Stability in Contracts.” *California Western School of Law | Faculty Scholarship*, January 1, 2015. <https://scholarlycommons.law.cwsl.edu/fs/308>.
- Ben Ronning. “Design Thinking in Organizations,” August 23, 2018. <http://www.benronning.com/writing/2018/8/23/design-thinking-in-organizations>.
- Berger-Walliser, Gerlinde. “The Past and Future of Proactive Law: An Overview of the Proactive Law Movement.” In *Proactive Law in a Business Environment*. DJØF Publishing, 2012.

- Brown, Tim. "Design Thinking." In *HBR's 10 Must Reads on Design Thinking (with Featured Article "Design Thinking" By Tim Brown)*. United States: Harvard Business Review Press, 2020.
- Bucerius Law School. "Managing lawyers is like herding cats – or is it?," March 6, 2019. <https://www.law-school.de/news-artikel/managing-lawyers-is-like-herding-cats-or-is-it>.
- Bues, Micha-Manuel, and Emilio Matthaei. "LegalTech on the Rise: Technology Changes Legal Work Behaviours, But Does Not Replace Its Profession." In *Liquid Legal*, 89–109. Management for Professionals. Switzerland: Springer International Publishing AG, 2017. https://doi.org/10.1007/978-3-319-45868-7_7.
- BYU Law School. "Legal Design Clinic | BYU Law School." Accessed February 22, 2025. <https://law.byu.edu/explore/resources/centers-clinics/legal-design-clinic#2>.
- Cat Moon: a curious lawyer who speaks, facilitates, and coaches. "Cat Moon: A Curious Lawyer Who Speaks, Facilitates, and Coaches." Accessed January 27, 2025. <https://www.acuriouslawyer.com/>.
- Center for Law, Design, and AI. "Convergence - Law Design and AI." Accessed February 22, 2025. <https://www.lawdesignandai.com/>.
- Česká spořitelna. "Pomůžeme vám být finančně zdravější." Accessed April 3, 2025. <https://financnezdravejsi.csas.cz/cs/web>.
- Checklist Legal. "How to Write a (Productive) Contract." Accessed February 22, 2025. <https://www.checklistlegal.com/blog/2017/04/secrets-of-contract-productivity-write-paperless-contracts-and-optimize-documents-for-automation>.
- Cimphony. "Legal Design Thinking: Guide for Law Firms & Departments." Accessed February 10, 2025. <https://www.cimphony.ai/insights/legal-design-thinking-guide-for-law-firms-and-departments>.
- Clio. "The 2024 Legal Trends Report." Accessed February 6, 2025. <https://www.clio.com/wp-content/uploads/2024/10/NA-2024-Legal-Trends-Report-Full-Publication.pdf>.
- Collaboration Better the World. "Designing for Clarity: Balancing Legal Requirements and User Experience in Banking." Accessed April 3, 2025. <https://collaborationbettertheworld.com/insights/designing-for-clarity-balancing-legal-requirements-and-user-experience-in-banking>.
- Columbia Journal of Transnational Law. "Legal Design and the Future of Law," April 12, 2021. <https://www.jtl.columbia.edu/bulletin-blog/legal-design-and-the-future-of-law>.
- "Content Design: Planning, Writing and Managing Content - Writing for GOV.UK - Guidance - GOV.UK." Accessed February 5, 2025. <https://www.gov.uk/guidance/content-design/writing-for-gov-uk>.
- "Contracting Principles | Download Our Contract Guidelines Booklet." Accessed February 8, 2025. <https://www.worldcc.com/Resources/Tools/Contracting-Principles>.
- Corrales Compagnucci, Marcelo. *Legal Design: Integrating Business, Design and Legal Thinking with Technology*. Cheltenham, England ; Edward Elgar Publishing, 2021.
- Creative Contracts. "ClemenGold Comic Contract." Accessed February 8, 2025. <https://creative-contracts.com/clemengold/>.
- "Creative Contracts | Comic Contracts Everyone Can Understand." Accessed February 8, 2025. <https://creative-contracts.com/>.
- "Data Protection Icons Graphic Guidelines." Accessed February 9, 2025. <https://www.datalit.fi/wp-content/uploads/2024/01/English-GDPR-Data-protection-icons-graphic-guidelines-1-2024.pdf>.
- Dataliteracy. "What Is DataLit?" Accessed February 9, 2025. <https://www.datalit.fi/?lang=en>.

- Davis, Martha F. "What Is Essential: Legal Design and Client Stories." Northeastern University School of Law Research Paper No. 401-2021: 13 *Elon Law Journal* 39, February 10, 2021. <https://papers.ssrn.com/abstract=3783471>.
- Day1.cz. "O Day1 | Day1." Accessed April 5, 2025. <https://www.day1.cz/cs/o-day-one>.
- . "Všeobecné obchodní podmínky pro služby." Accessed April 5, 2025. <https://www.day1.cz/storage/media/2025/04/02/345ad9bd-6466-4db3-9c07-e972ebd8539b.pdf>.
- . "Zásady zpracování osobních údajů." Accessed April 5, 2025. <https://www.day1.cz/storage/media/2025/01/28/zasady-zpracovani-osobnich-udaju.pdf>.
- Deloitte. "Future Trends for Legal Services." Accessed February 5, 2025. <https://www.deloitte.com/an/en/services/legal/research/deloitte-future-trends-for-legal-services.html>.
- Directive (EU) 2016/2102 of the European Parliament and of the Council of 26 October 2016 on the accessibility of the websites and mobile applications of public sector bodies, Pub. L. No. 2016/2102 (n.d.).
- Dot. "About Dot. | The Original Legal Design Company Since 2018." Accessed February 10, 2025. <https://www.dot.legal>.
- Dot. "Dot. | Innovative Legal Design Work with Top Brands Since 2017." Accessed April 8, 2025. <https://www.dot.legal/work>.
- Dreue, Oriane. "Legal Design, a promising tool for a challenged justice system." *Assas Legal Innovation* (blog), January 12, 2025. <https://assaslegalinnovation.com/2025/01/12/legal-design-a-promising-tool-for-a-challenged-justice-system/>.
- d.school, Hasso Plattner Institute of Design at Stanford. "An Introduction to Design Thinking PROCESS GUIDE." Accessed January 28, 2025. <https://web.stanford.edu/~mshanks/MichaelShanks/files/509554.pdf>.
- Ducato, Rossana, and Alain Strowel, eds. *Legal Design Perspectives : Theoretical and Practical Insights from the Field*. 2021st ed. Milano: Ledizioni, 2021. <https://directory.doabooks.org/handle/20.500.12854/78491>.
- DWF. "Legal Design Challenge." Accessed February 22, 2025. <https://dwfgroup.com/en/news-and-insights/insights/2019/4/legal-design-challenge>.
- ECCLE. "The Map of Continuing Legal Education in Europe." Accessed February 22, 2025. <http://www.eccle.eu/european-center-for-continuing-legal-education/>.
- Episode 1 - An Introduction to Legal Design Thinking and Doing*, 2019. <https://www.youtube.com/watch?v=6msY8IdIPUs>.
- Episode 3 - Using Design Thinking to Change Mindsets*, 2019. <https://www.youtube.com/watch?v=iV1ZyFuCaT0>.
- Episode 9 - Design Thinking - Much Needed Mindsets in Challenging Times*, 2020. https://www.youtube.com/watch?v=dt4S93f_dpA.
- "ERA – Academy of European Law > Continuing Professional Development (CPD)." Accessed February 22, 2025. https://www.era.int/cgi-bin/cms?_SID=84a9b6e627031172986690c4a1a9075a0b7bf87c01126141409928&_sprache=en&_bereich=artikel&_aktion=detail&_persistant_variant=%2FAbout%20ERA%2FTarget%20groups%2FLawyers%20in%20private%20practic%2FContinuing%20Professional%20Development&_template_variant3=Continuing%20Professional%20Development&idartikel=127523.
- Exemplar Companies. "Empowering Game-Changers, Revolutionaries & Impact Businesses." Accessed February 22, 2025. <https://exemplarcompanies.com/>.

- “Faegre Drinker Biddle & Reath LLP.” Accessed February 10, 2025.
<https://www.faegredrinker.com/en/>.
- “Find out What Your Clients Need, with the Results of Our Legal Needs Survey.” Accessed September 26, 2024. <https://www.lawsociety.org.uk/topics/research/find-out-what-your-clients-need-with-the-results-of-our-legal-needs-survey>.
- Gavigan, Jasmine. *The Future-Proof Lawyer: Leveraging Automation and Innovation for Long-Term Growth*. Vol. 2024. Independently Published, n.d.
- GOV.UK. “Contractual Terms and Privacy Policies: How to Improve Consumer Understanding.” Accessed February 7, 2025.
<https://www.gov.uk/government/publications/contractual-terms-and-privacy-policies-how-to-improve-consumer-understanding>.
- Haapio, Helena. *Next Generation Contracts: A Paradigm Shift*. Helsinki: Lexpert, 2013.
- . *Next Generation Contracts: A Paradigm Shift*. Helsinki: Lexpert, 2013.
- . “Visualisation in Contract Education and Practice.” In *Design in Legal Education*. Routledge, 2022.
- Haffner, Lena. “The Power of Legal Design Thinking.” Passle, April 26, 2023.
<https://connections.nortonrosefulbright.com/post/102iddl/the-power-of-legal-design-thinking>.
- Hagan, Margaret. “1. Legal Design.” Law By Design, January 26, 2015.
<https://lawbydesign.co/legal-design/>.
- . “2: Design Mindsets.” Law By Design, May 7, 2015. <https://lawbydesign.co/design-mindsets/>.
- . “Design for Law Firm Innovation | A Case Study of the Innovation in Motion Awards in Baker McKenzie.” *RChD: Creación y Pensamiento* 6, no. 11 (November 29, 2021): 1–18. <https://doi.org/10.5354/0719-837X.2021.65494>.
- Hagan, Margaret, Marcelo Corrales Compagnucci, and Helena Haapio. “A New Attitude to Law’s Empire: The Potentialities of Legal Design.” In *Legal Design*. United Kingdom: Edward Elgar Publishing Limited, 2021.
- . “Better Commercial Contracts with the Application of Functional Contracting and Legal Design.” In *Legal Design*. United Kingdom: Edward Elgar Publishing Limited, 2021.
- Hartzog, Woodrow. “Website Design as Contract.” *American University Law Review* 60 (January 1, 2011): 1635.
- Harvard Journal of Law & Technology. “Law Firms Leveraging AI: Maximizing Benefits and Addressing Challenges,” November 20, 2023. <https://jolt.law.harvard.edu/digest/law-firms-leveraging-ai-maximizing-benefits-and-addressing-challenges>.
- Harvard Law School. “Legal Innovation Through Design Thinking.” Accessed February 22, 2025. <https://hls.harvard.edu/courses/legal-innovation-through-design-thinking-3/>.
- Harvard Law School Center on the Legal Profession. “Designs on the Law.” Accessed January 24, 2025. <https://clp.law.harvard.edu/article/designs-on-the-law/>.
- Hattingh, Ilze Luttig. “Nothing New under the Sun (and Legal Design Is No Different).” *Novation Consulting* (blog), October 5, 2023.
<https://novcon.co.za/2023/10/05/nothing-new-under-the-sun-and-legal-design-is-no-different/>.
- “Hive Legal | HiveThinkP.” Accessed February 10, 2025.
<https://www.hivelegal.com.au/hivethinkp>.
- “Hive Legal | HiveThinkP.” Accessed April 8, 2025.
<https://www.hivelegal.com.au/hivethinkp>.
- “Home | Linklaters | Global Law Firm | Global Lawyers.” Accessed January 28, 2025.
<https://www.linklaters.com/en>.

- “How to Spot Visual-, Auditory-, and Kinesthetic-Learning Executives.” Accessed February 5, 2025. <https://www.inc.com/molly-reynolds/how-to-spot-visual-auditory-and-kinesthetic-learn.html>.
- IDEO | Design Thinking. “IDEO Design Thinking.” Accessed January 24, 2025. <https://designthinking.ideo.com>.
- Innanen, Antti. “ARE WE REALLY SOLVING ANYTHING?” Post. *LinkedIn*, 2024. https://www.linkedin.com/posts/anttiinnanen_legaldesign-ai-legaltech-activity-7250058680706957314-yq_x?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iThLGZSFo.
- . “BILLABLE HOURS: THE GAME LAWYERS CAN’T STOP PLAYING.” Post. *LinkedIn*, 2024. https://www.linkedin.com/posts/anttiinnanen_legaldesign-legalinnovation-rainmaking-activity-7254067969910001665-ASE0?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iThLGZSFo.
- . “HORIZONTAL CONTRACTS.” Post. *LinkedIn*, 2024. https://www.linkedin.com/posts/anttiinnanen_legaldesign-legalinnovation-activity-7231233668378185728-2FnB/?utm_source=share&utm_medium=member_desktop.
- . “HYBRID CONTRACT.” Post. *LinkedIn*, 2024. https://www.linkedin.com/posts/anttiinnanen_legaldesign-legalinnovation-activity-7236649709354799104-HTT1/?utm_source=share&utm_medium=member_desktop.
- “Juro | Intelligent Contract Automation.” Accessed February 9, 2025. <https://juro.com/>.
- “Juro | Privacy Policy.” Accessed February 9, 2025. <https://juro.com/privacy>.
- Kelley, Tom, and David Kelley. *Creative Confidence: Unleashing the Creative Potential within Us All*. London: William Collins, 2015.
- Kohlmeier, Astrid, and Meera Klemola. *The Legal Design Book*. Meera Klemola and Astrid Kohlmeier, 2021.
- Korhonen, Hannele. “5 Powerful Legal Design Trends Disrupting the Legal Industry in 2022.” *Lawyers Design School* (blog). Accessed February 10, 2025. <https://lawyersdesignschool.com/5-powerful-legal-design-trends-disrupting-the-legal-industry-in-2022/>.
- . “How to Use Legal Design to Find the Right Legal Tech for Your Business.” *Lawyers Design School* (blog), October 7, 2021. <https://lawyersdesignschool.com/digital-transformation-legal-tech-lawyers/>.
- . “What Is Legal Design and Why You Should Care.” *Lawyers Design School* (blog), June 22, 2020. <https://lawyersdesignschool.com/what-is-legal-design-and-why-you-should-care/>.
- Law Firms: Master Your Business through Legal Design*, 2022. <https://www.youtube.com/watch?v=IkkKNT4DfAA>.
- Lawyers Design School. “Visualization in Court with Anna Posthumus Meyjes - Aclara Legal Design.” Accessed February 10, 2025. <https://lawyersdesignschool.com/visualization-in-court-with-anna-posthumus-meyjes-aclara-legal-design/>.
- Legal Creatives. “Creativity Meets Law: Unleash the Power of Visuals To Make Legal Clear, Effective & Persuasive.” Accessed April 8, 2025. <https://www.legalcreatives.com>.
- Legal Creatives. “Unlock the Power of Legal Design.” Accessed February 22, 2025. <https://www.legalcreatives.com/certification>.
- “Legal Design & Journey Mapping | Smaply Blog.” Accessed March 23, 2025. <https://www.smaply.com/blog/legal-service-design>.
- “Legal Design - Queen Mary University of London.” Accessed February 22, 2025. <https://www.qmul.ac.uk/modules/items/solm308-legal-design.html>.

- “Legal Design Around the World.” Accessed February 11, 2025. <https://amurabi.eu/wp-content/uploads/Data-Viz-Legal-Design-Around-the-World.pdf>.
- Legal Design Lab. “Stanford Legal Design Lab,” April 4, 2018. <https://www.legaltechdesign.com/>.
- Legal Design School. “Legal Design School: Innovative Legal Education.” Accessed February 22, 2025. <https://www.legaldesignschool.com>.
- Lexence. “Dag van de Duurzaamheid 2024.” Post. *LinkedIn*, 2024. https://www.linkedin.com/posts/lexence-n-v-_esg-infosheet-activity-7250071323882700800-7xKr/?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iThLGZSFo.
- . “Home | Lexence .Ter Zake.” Lexence. Accessed February 11, 2025. <https://www.lexence.com/en/>.
- . “Positie ZZP’ers.” Post. *LinkedIn*, 2024. https://www.linkedin.com/posts/lexence-n-v-_infosheet-positie-zzpers-activity-7266733553420267521-H8Rl/?utm_source=share&utm_medium=member_desktop&rcm=ACoAAETY3wMBdFiEBROSinGynkEaI2iThLGZSFo.
- loomland.com. “Terms.” Accessed February 9, 2025. <http://loomland.com/terms/>.
- Ltd, August Pty. “We Care about Your Data | Privacy Policy.” August. Accessed February 9, 2025. <https://privacy.august.com.au/>.
- Macaulay, Stewart. “Non-Contractual Relations in Business: A Preliminary Study.” *American Sociological Review* 28, no. 1 (1963): 55–67. <https://doi.org/10.2307/2090458>.
- “Machine Learning Contract Search, Review and Analysis Software.” Accessed February 22, 2025. <https://kirasystems.com/>.
- Majoto. “Community Workstreams - Radically Simple Project.” Accessed February 8, 2025. <https://majoto.io/community-workstreams/radically-simple>.
- Majoto. “Majoto.” Accessed February 8, 2025. <https://majoto.io>.
- Majoto. “Majoto Solutions.” Accessed April 8, 2025. <https://majoto.io/solutions-2>.
- Manuello, Tessa. “Contract Design 60-Mins Workshop.” online, December 11, 2024.
- Margaret Hagan, *Director of Legal Design Lab, Stanford Law School*, 2019. https://www.youtube.com/watch?v=C_M2_-OYMTw.
- “Marine Lubricants General Terms & Conditions | Shell Global.” Accessed February 8, 2025. <https://www.shell.com/business-customers/marine/port-network-and-services-guide/lubricants.html>.
- “Michael Curtotti Research School of Computer Science.” Accessed February 9, 2025. <https://users.cecs.anu.edu.au/~Michael.Curtotti/tools.htm>.
- Mitchell, Jay A. “Putting Some Product into Work-Product: Corporate Lawyers Learning from Designers.” SSRN Scholarly Paper. Rochester, NY: Social Science Research Network, September 22, 2013. <https://doi.org/10.2139/ssrn.2325683>.
- Morgan, Rae. “Lawyers Are Still Lawyers. Except When They’re Not.” In *Design in Legal Education*. Routledge, 2022.
- “Myths & Realities in Legal Design.” Accessed March 23, 2025. <https://www.legalcreatives.com/blog/myths-realities-in-legal-design>.
- Nehme, Marina, and Felicity Bell. “The Future of Legal Service Delivery – Sources of Innovation in the Legal Profession.” Report. Law Society, 2021. <https://doi.org/10.26190/unsworks/28251>.
- Neota. “Law Firm Innovation Leads.” Accessed February 22, 2025. <https://neota.com/role/law-firm-innovation-leads/>.
- nhs.uk. “Colour Vision Deficiency (Colour Blindness),” October 18, 2017. <https://www.nhs.uk/conditions/colour-vision-deficiency/>.

- Northeastern University School of Law. “JD x Graduate Certificate in Legal Design.” Accessed February 22, 2025. <https://law.northeastern.edu/academics/programs/jd/jdx-certificates/legal-design/>.
- Nousiainen, Katri. “Legal Design in Commercial Contracting and Business Sustainability New Legal Quality Metrics Standards.” *Journal of Strategic Contracting and Negotiation* 6, no. 2 (June 1, 2022): 137–58. <https://doi.org/10.1177/20555636221138972>.
- Opinion of the European Economic and Social Committee on The proactive law approach: a further step towards better regulation at EU level (2008). https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=oj:JOC_2009_175_R_0026_01.
- Pagano, Erika Concetta. “How Legal Design Is Shaping Satisfaction, Standards and Substance in Legal Practice.” In *Design in Legal Education*. Routledge, 2022.
- Passera, Stefania. “Beyond the Wall of Text: How Information Design Can Make Contracts User-Friendly.” In *Design, User Experience, and Usability: Users and Interactions*, 341–52. Lecture Notes in Computer Science. Cham: Springer International Publishing, 2015. https://doi.org/10.1007/978-3-319-20898-5_33.
- Passera, Stefania, and Helena Haapio. “Transforming Contracts from Legal Rules to User-Centered Communication Tools: A Human-Information Interaction Challenge.” *Communication Design Quarterly Review* 1, no. 3 (2013): 38–45. <https://doi.org/10.1145/2466489.2466498>.
- Passera, Stefania, Helena Haapio, and Thomas Barton. “Innovating Contract Practices: Merging Contract Design with Information Design.” *California Western School of Law | Faculty Scholarship*, January 1, 2013. <https://scholarlycommons.law.cwsl.edu/fs/73>.
- Passera, Stefania, Helena Haapio, and Michael Curtotti. “Making the Meaning of Contracts Visible – Automating Contract Visualization.” Wien: Erich Schweighofer et al. (Eds.) Transparency, February 20, 2014. <https://papers.ssrn.com/abstract=2630609>.
- Patroon. “Making Law Clear.” Accessed April 8, 2025. <https://www.patroon.nl/en/about/>.
- Posthumus Meyjes, Anna. “How Legal Design Can Get Your Clients to Love Reading Your Contracts.” *Aclara Legal Design* (blog), November 21, 2022. <https://www.aclaradesign.nl/2022/11/21/how-legal-design-can-get-your-clients-to-love-reading-your-contracts/>.
- . “How Legal Design Unlocks the True Potential of Legal Tech.” *Aclara Legal Design* (blog), March 13, 2024. <https://www.aclaradesign.nl/2024/03/13/how-legal-design-unlocks-the-true-potential-of-legal-tech/>.
- . “Innovating Legal Communication: Law Firm Lexence’s Approach to Legal Design.” *Aclara Legal Design* (blog), July 19, 2024. <https://www.aclaradesign.nl/2024/07/19/innovating-legal-communication-law-firm-lexences-approach-to-legal-design/>.
- PricewaterhouseCoopers. “The New Global Imperative to Modernise Justice Systems.” PwC. Accessed March 23, 2025. <https://www.pwc.com/gx/en/industries/government-public-services/public-sector-research-centre/global-imperative-modernise-justice-systems.html>.
- “Projet épices.” Accessed February 10, 2025. <https://csj.be/fr/publications/2018/projet-epices>.
- PWC. “Unlocking Problem Solving with LEGO® Serious Play®,” December 13, 2024. <https://blog.pwc.lu/unlocking-problem-solving-with-lego-serious-play/>.
- “Rapport du Comité des États généraux de la justice oct 2021 avril 2022 | vie-publique.fr,” July 8, 2022. <https://www.vie-publique.fr/rapport/285620-rapport-du-comite-des-etats-generaux-de-la-justice-oct-2021-avril-2022>.

- Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), Pub. L. No. 2016/679 (n.d.).
- Ribary, Marton, and Antony Starza-Allen. "Legal Problem Solving with LEGO®." *The Law Teacher* 58, no. 3 (July 2, 2024): 428–32.
<https://doi.org/10.1080/03069400.2024.2355793>.
- Robinson, Mike. "Everything You Need to Know About CLE Requirements (With Examples!)." Clio, November 16, 2023. <https://www.clio.com/blog/cle-requirements/>.
- Roser, Max, Hannah Ritchie, and Edouard Mathieu. "Technological Change." *Our World in Data*, April 25, 2023. <https://ourworldindata.org/technological-change>.
- Rossi, Arianna, Rossana Ducato, Helena Haapio, Stefania Passera, and Monica Palmirani. "Legal Design Patterns: Towards A New Language for Legal Information Design." In *Nternet of Things. Proceedings of the 22nd International Legal Infomatics Symposium IRIS 2019.*, 2019.
- Rossi, Arianna, and Monica Palmirani. "Can Visual Design Provide Legal Transparency? The Challenges for Successful Implementation of Icons for Data Protection." *Design Issues | MIT Press*, 2020.
- . "What's in an Icon? Promises and Pitfalls of Data Protection Iconography." In *Data Protection and Privacy: Data Protection and Democracy*, 2020.
- Ruttenberg, Kerri L. *Images with Impact: Design and Use of Winning Trial Visuals*. Chicago, Illinois: American Bar Association, Solo, Small Firm and General Practice Division, 2017.
- Sako, Mari, Richard Parnham, John Armour, Ian Rodgers, and Matthias Qian. "Technology and Innovation in Legal Services: Final Report for the Solicitors Regulation Authority." *University of Oxford*. 2021 (n.d.).
- School, Stanford Law. "Organizations and Transactions Clinic." Stanford Law School. Accessed February 9, 2025. <https://law.stanford.edu/organizations-and-transactions-clinic/>.
- Science, London School of Economics and Political. "AI in Law & The Legal Profession, a Student-Led Report." London School of Economics and Political Science. Accessed March 23, 2025. <https://www.lse.ac.uk/law/news/2024/ai-rep.aspx>.
- SenGupta, Reena. "How 'Design-Thinking' Can Help Lawyers Do a Better Job." *Financial Times*, February 11, 2021, sec. Law. <https://www.ft.com/content/25480beb-0e15-41e9-b2f4-1fa84302308c>.
- . "How 'Design-Thinking' Can Help Lawyers Do a Better Job." *Financial Times*, February 11, 2021, sec. Law. <https://www.ft.com/content/25480beb-0e15-41e9-b2f4-1fa84302308c>.
- Seyfarth Shaw - Legal Service Design for In-House Teams. "Legal Service Design for In-House Teams." Accessed February 10, 2025. <https://www.seyfarth.com/news-insights/legal-service-design-for-inhouse-teams.html>.
- "Shell Global." Accessed February 8, 2025. <https://www.shell.com/>.
- Simmons & Simmons. "Legal Design." Accessed January 27, 2025. <https://www.simmons-simmons.com/en/expertise/service/wavelength/wavelength-legal-design>.
- Simmons & Simmons. "Simmons Wavelength | Simmons & Simmons." Accessed April 8, 2025. <https://www.simmons-simmons.com/en/expertise/service/wavelength>.
- "Simmons Wavelength | Simmons & Simmons." Accessed February 10, 2025. <https://www.simmons-simmons.com/en/expertise/service/wavelength>.
- Singapore Management University. "Legal Design | SMU-X." Accessed February 22, 2025. <https://x.smu.edu.sg/courses/legal-design-0>.

- “Single Platform for Legal Technology | Reynen Court.” Accessed February 22, 2025.
<https://www.reynencourt.com/>.
- Souza, Siddharth Peter de. “The Spread of Legal Tech Solutionism and the Need for Legal Design.” *European Journal of Risk Regulation* 13, no. 3 (September 2022): 373–88.
<https://doi.org/10.1017/err.2022.4>.
- Stanford d.school. “Stanford d.School.” Accessed February 22, 2025.
<https://dschool.stanford.edu/>.
- Stanford Law School. “Legal Design Lab.” Accessed April 8, 2025.
<https://law.stanford.edu/legal-design-lab/>.
- Susskind, Richard E. *Tomorrow’s Lawyers: An Introduction to Your Future*. Third edition. New York, New York ; Oxford University Press, 2023.
- Szabo, Mark. “Design Thinking in Legal Practice Management.” *Design Management Review* 21, no. 3 (2010): 44–46. <https://doi.org/10.1111/j.1948-7169.2010.00078.x>.
- Telstra.com. “Telstra: Broadband Internet, NBN, 5G, TV & Mobile Phone Services.” Accessed January 28, 2025. <https://telstra.com.au/content/tcom>.
- “The Design Thinking FUNdamentals - Legal Design FUNdamentals.” Accessed January 28, 2025. <https://legaldesignsandbox.com/learn/legal-design-fundamentals/#/lessons/SwrCSFmqCuoEvYSRY-09mO2ri-1ixitv>.
- The Impact of Rapid Technological Change on Sustainable Development*, 2020.
https://unctad.org/system/files/official-document/dtlstict2019d10_en.pdf.
- The Law Society of Singapore. “Law by Design: What the Legal Profession Can Learn from Design Thinking.” Accessed February 10, 2025.
<https://www.lawsociety.org.sg/publication/design-thinking-for-the-legal-profession/>.
- “The Public Understanding of Law Survey (PULS) Volume 3: A New Perspective on Legal Need and Legal Capability | The Public Understanding of Law Survey | Victoria Law Foundation.” Accessed September 26, 2024.
<https://www.victorialawfoundation.org.au/research-publications/puls-volume-3>.
- “The Unique Psychological World of Lawyers | Law People.” Accessed February 5, 2025.
<https://www.lawpeopleblog.com/2011/01/the-unique-psychological-world-of-lawyers/>.
- Tobin, Gilbert +. “Gilbert + Tobin,” December 2, 2024. <https://www.gtlaw.com.au>.
- “Together, We Deliver Smarter Solutions | Simmons & Simmons.” Accessed January 27, 2025. <https://www.simmons-simmons.com/>.
- University of Helsinki. “Legal Tech Lab | University of Helsinki.” Accessed February 22, 2025. <https://www.helsinki.fi/en/networks/legal-tech-lab>.
- “Visual Contract Drafting.” Accessed February 9, 2025.
<https://users.cecs.anu.edu.au/~Michael.Curtotti/visualcontracting/>.
- Wedell-Wedellsborg, Thomas. “Are You Solving the Right Problems?” *Harvard Business Review*, January 1, 2017. <https://hbr.org/2017/01/are-you-solving-the-right-problems>.
- “Welcome to Legal Creatives!” Accessed February 8, 2025. <https://www.legalcreatives.com>.
- “What Is Legal Design | Benefits of Legal Design | Legal Services.” Accessed April 5, 2025.
<https://www.korumlegal.com/blog/legal-design-im-convinced-thoughts-from-a-non-lawyer...-working-in-newlaw>.
- “What Is LEGO® SERIOUS PLAY®? | Official LEGO® Shop CC | Official LEGO® Shop GB.” Accessed January 31, 2025. <https://www.lego.com/en-gb/themes/serious-play/background>.
- “Who We Are.” Accessed April 3, 2025. <https://www.csas.cz/en/about-us/who-we-are>.
- “Why Legal Design Is the next Big ‘Skill of the Future’ | Bond University | Gold Coast, Queensland, Australia.” Accessed February 10, 2025. <https://bond.edu.au/blog/why-legal-design-next-big-skill-of-future>.

- Wolters Kluwer. “2024 Future Ready Lawyer Survey Report. Legal Innovation: Seizing the Future or Falling Behind?” Accessed February 11, 2025.
<https://www.wolterskluwer.com/en/know/future-ready-lawyer-2024>.
- Wolters Kluwer. “The 2024 Wolters Kluwer Future Ready Lawyer Report.” Accessed February 6, 2025. <https://www.wolterskluwer.com/en/know/future-ready-lawyer-2024>.
- World Commerce & Contracting. “Contract Design and Simplification,” 2015.
<https://www.worldcc.com/Research/Contract-Design-Simplification>.
- World Commerce & Contracting. “Purpose of Contracts,” 2024.
<https://info.worldcc.com/purpose-of-contracts>.
- World Commerce and Contracting. “Our Strategy | World Commerce and Contracting Vision & Mission.” Accessed April 8, 2025. <https://www.worldcc.com/About/Our-Strategy>.
- WorldCC Contract Design Pattern Library. “WorldCC Contract Design Pattern Library | Home.” Accessed February 8, 2025. <https://contract-design.worldcc.foundation>.
- www.hoganlovells.com. “Hogan Lovells - Global Law Firm Operating at the Intersection of Business and Government.” Accessed February 10, 2025.
<https://www.hoganlovells.com/>.

List of Figures

Figure 1 – Design Thinking Process	15
Figure 2 – Journey Map	17
Figure 3 – WorldCC Contracting Principles	29
Figure 4 – WorldCC Contract Design Pattern Library	30
Figure 5 – Shell Marine Contract Redesign	31
Figure 6 – Majoto Consultancy Services Agreement and Service Terms Redesign	32
Figure 7 – Indigo Fruit Comic-Style Employment Agreement	33
Figure 8 – Česká spořitelna Agreement on a Long-Term Investment Product.....	34
Figure 9 – Legal Information Design Canvas	35
Figure 10 – Contract Visualization Tool	36
Figure 11 – August Privacy Policy	38
Figure 12 – Juro Privacy Policy	39
Figure 13 – Data Protection Icons Graphic Guidelines	39
Figure 14 – DAY1 Privacy Policy and General Terms and Conditions Visuals.....	40
Figure 15 – DAY1 Privacy Policy table.....	40
Figure 16 – Loomland Terms	41
Figure 17 – Redesign of Governance Materials	43
Figure 18 – Litigation Funder's Governance Playbooks	44
Figure 19 – Aldemore's Corporate Governance Playbooks	44
Figure 20 – Project Moore Litigation Infographics	46
Figure 21 – Lexence LinkedIn posts	55
Figure 22 – HiveThink framework by Hive Legal	55
Figure 23 – Simmons Wavelength by Simmons & Simmons	56
Figure 24 – Reverse Sandwich Contract	57
Figure 25 – Horizontal Contract	57
Figure 26 – Outputs from the Legal Design Challenge	61
Figure 27 – Mapping of Legal Design around the world	63

Legal Design in Legal Services: Mapping Applications, Opportunities, and Challenges

Abstract

The thesis explores the integration of Legal Design into the provision of legal services, focusing on its practical application, strategic potential, and the challenges associated with its implementation. Rooted in human-centered design and design thinking methodology, Legal Design offers legal professionals tools and perspectives to enhance clarity, usability, and overall user experience of legal services.

The theoretical part of the thesis outlines the evolution of Legal Design and positions it within the broader shift toward user-centered legal practice. It explains the core principles of design thinking and how they can be translated into the legal context. Building on this foundation, the research maps key Legal Design initiatives and examines which areas of legal practice are most suitable for its adoption. Contracting, digital compliance, corporate governance, and litigation emerge as the most promising fields, based on both academic literature and practical examples.

The thesis also examines the main opportunities and barriers to adoption, highlighting issues such as the billable hour model, internal incentive structures, and cultural resistance to change. Drawing on academic research, interviews, real-world examples, and personal engagement with the Legal Design community, it provides a practice-informed perspective on the current state of the field.

The findings suggest that while Legal Design is already embraced by specialized agencies and innovation-oriented law firms, it also holds significant potential for smaller law firms and solo practitioners. Ultimately, Legal Design represents not just an aesthetic enhancement but a strategic shift toward legal services that are more transparent, accessible, and responsive to user needs. This thesis aims to support legal professionals seeking to understand where to begin and how to implement Legal Design meaningfully in their work.

Key words: Legal Design, Design Thinking, Innovation in Legal Services, User-Centered Law

Legal Design v právních službách: mapování využití, příležitostí a výzev

Abstrakt

Tato diplomová práce se zabývá uplatněním Legal Designu v oblasti právních služeb, se zaměřením na jeho praktické využití, strategický potenciál a výzvy spojené s jeho zaváděním. Legal Design, vycházející z metodologie design thinking a uživatelsky orientovaného přístupu, nabízí právníkům nástroje a nové perspektivy, jak zvýšit srozumitelnost, přehlednost a celkovou uživatelskou přívětivost právních služeb.

Teoretická část práce představuje vývoj Legal Designu a zasazuje jej do širšího kontextu proměny právní praxe směrem k většímu zaměření na uživatele. Vysvětluje také základní principy metodologie design thinking a jejich speciální uplatnění v právním prostředí. Na tomto základě práce mapuje klíčové Legal Design iniciativy a zkoumá, ve kterých oblastech právní praxe se tento přístup jeví jako nejvhodnější. Na základě odborné literatury i praktických příkladů se jako nejperspektivnější jeví smluvní právo, e-commerce dokumentace, oblast správy a řízení společností a rovněž litigace.

Práce se dále věnuje hlavním příležitostem a překážkám spojeným se zaváděním Legal Designu, a to včetně témat jako je model účtování na základě hodinové sazby, nedostatek interních motivačních mechanismů či obecná odolnost právního prostředí vůči změnám. Na základě odborné literatury, rozhovorů, konkrétních příkladů z praxe a osobního zapojení do Legal Design komunity práce nabízí pohled, který propojuje akademické poznatky s potřebami a realitou právní praxe.

Závěry práce naznačují, že ačkoliv je Legal Design již poměrně aktivně využíván specializovanými agenturami a inovativními advokátními kancelářemi, skýtá zároveň značný potenciál i pro menší advokátní kanceláře a samostatné advokáty. Legal Design tak nepředstavuje pouze vizuální vylepšení právních dokumentů, ale opravdu širší strategický posun směrem k právním službám, které jsou transparentnější, dostupnější a lépe odpovídají potřebám jejich adresátů. Cílem této práce je tak podpořit právníky, kteří hledají cestu, jak s Legal Designem začít a jak jej smysluplně začlenit do své každodenní praxe.

Klíčová slova: Legal Design, design thinking, inovace v právních službách, právo zaměřené na uživatele