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Design Institute, Spring 2018

GRADUATION PROJECT

How to design user-centric digital law.

How to design user-centric digital law.

Lahti University of Applied Sciences

Institute of Design and Fine Arts

Degree Programme in Design

Product Design

Emma Hertzberg

Graduation Project

65 pages

Spring 2018

Abstract

In my thesis I will first introduce you to the reasons why I have chosen “how to design user-centric digital law” as my thesis topic. I will then introduce you to the most interesting concept of ‘legal design’. What it is, who does it and why it is so important. I search answers to the question where has legal design emerged and is it in fact as new concept as we might think. I continue on to the topic of user-centeredness, and linger a moment with a question; why are designers so good at thinking user centric solutions. And what can designers offer to the field of law and to digital services.

User-centeredness in law is lot about communicating information, offering services and help in the most engaging, easy and understandable way for the user. If we want to succeed in this, we need to have the means in alliance with the end purpose. So in the next chapter of my thesis I will talk a little bit about my studies in visual thinking as a comprehensive tool. As a designer, who is leaping into a new field, it is extremely important to listen and cooperate with the professionals from that field. You can't expect to do everything on your own and either should you. Often the most valuable data a designer can offer isn't purely his or hers own. In my thesis I shortly open the possibilities and importance of a trust in teams. Shortly after that I exhibit some case examples from the field of

legal design and different companies who have succeeded to digitize for the users. One of these examples is the Ministry of Justice's AIPA initiative which offers the backgrounds and the user data for my design problem. The second half of this thesis is the design process. My design process started at Legal Design Summit and Brainfactory 2017 where I was introduced to the challenges which legal practise today is facing and the changes that are needed in courts. Second part of my design process started in the beginning of the year 2018 when I started to work on my thesis more intensively. Legal design process is at its structure very close to strategic design processes. In this thesis I define the problem and the users and through different stages goes from ideating and validating the ideas, all the way to the final concept and prototype done, based on my findings.

I hope my graduation project leaves you with the basic knowledge of what is ‘legal design’ and what can designer offer to the practice of law and in the search of legal innovations.

Disposition

Abstract

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Legal Design lab
Dot. legal design consultancy

User-centeredness in digitalisation

Google
Air bnb
Doug Dietz MRI machine

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People don't often pursue justice because they think it is complicated and difficult.

- **Riikka Koulu**, Associate, Professor of law and digitalization, University of Helsinki

Introduction

I am doing my graduation project about Legal Design. More specifically I am giving and searching a designers point of view when digitizing and renewing legal processes. It is evident that the current legal practices should be revalued. The current legal practice needs to be thought through to make it answer to the real human needs and the needs of legal professionals. Big part of achieving this means digitizing systems, making more sensible documents, explaining and communicating the processes more visually, adapting new technological innovations to law and unifying the common court practices. I must say, it is a lot of work and considering that the laws and processes vary in every country, it is globally even bigger mountain to climb. But we have to start from somewhere.

I started my Thesis with a great passion to Legal Design and I haven't lost that excitement on the way. I am not claiming to be an expert in legal design, but what I am is a motivated and eager to start my journey among the matter. So you are welcome to start it with me. Legal Design feels truly to be the next big thing when we are talking about meaningful design. It also makes us look further into the future of design. In the last decade design has spread outside the business areas it used to operate in and it continues to spread even more in the future. I find this extremely a

good thing, because in design it is not what you do, it is how you do it. For example, it is not that service design invented the customer service business or the online order possibilities. What it did, and what it continues on doing, is evaluating and testing the user experiences with the users and by this it keeps providing a better solutions for users and organisations. And that aspect of *how* to do things is where we designers can help to improve numerous of practices. Design will evolve and spread the word of how to work meaningfully and how to listen and test before doing. Design puts the human in the centre of the action. This is a value in multiple ways and for multiple areas of business and life.

Design brings user-centeredness, empathy, fresh perspective and the idea of embracing uncertainty to the field of law. Uncertainty sounds probably a bad thing if you are a lawyer who might be used to the current status quo, right answers and order. But for a designer it sounds exciting. Uncertainty means disruption and disruption is a possibility for new innovations. It makes the way and demands the re-organizing of the status quo and the old institutional structures. As human beings we are all wired to be creative and to think various and creative solutions to the problems we face. It is natural for all of us to try to make uncertain certain again. We yearn for stability and structures that brings us peace.

A lot of this is what designers keep practicing their whole lives and do intently. Big part of this creative problem solving, which we call ‘design thinking’ is empathy and about being able to see various perspectives even to the most complexed problems. And there’s never one correct answer, but we get close by testing and evolving other people (the users) to the projects. As a legal professional, fostered by law school, one might be wired in a different way. In a law school all the answers can be found from the books or from one’s own knowledge of the problem. And you can in fact, find a one right answer. Lawyer must trust his/hers own brains and knowledge of the matter, which he/she then communicates to others. Legal design infuses these two worlds, law and design, and brings change by combining the best practices of both.

It seems quite clear how law can benefit from design, but what does design get from this matrimony? Quite a lot, one could argue. For one, designers have wanted to be involved earlier and more thoroughly in the projects they are working on, to have the seat at the table, so to say. Design professionals have been breaking many glass ceilings during the last seventy years of design. We are finally in the position of decision making and we are to be trusted more than ‘making it prettier’. But with the trust comes the responsibilities. Responsibility of seeing more than our own expertise, or at least seeing our own expertise in the right context with a bigger perspective. Seeing where your ideas and efforts are needed, harness our expertise in the seek of better tomorrow. Because we are all part of something.

We have to be as good as one’s word, or in this case one’s efforts. Legal design is a perfect opportunity for this. And secondly what is design if not helping and improving? As materials develop and we keep stretching the very limits of our world, there is certainly a need for more traditional design knowledge to be able to make better, less harmful and longer lasting products. But our world develops faster than we can sometimes even comprehend and the population keeps on growing, so we have to keep up. If the help is needed somewhere unfamiliar we as designer conform and we step up.

Objective & definition

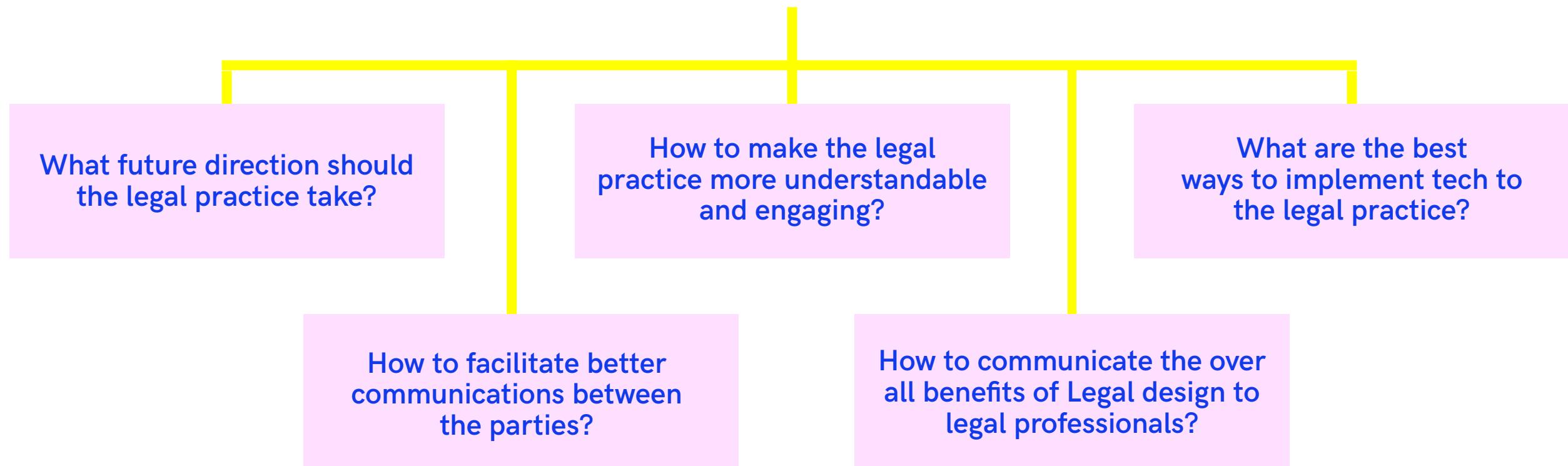
My objective is to introduce the changes needed in the world of law to myself and to everyone reading my thesis. Being able to understand the problems as clearly as possible we will be able to start co-creating possible solutions for the problems. I will try to present the still abstract concept of 'legal design' to the readers and to my colleagues (both from the field of design as well as from the field of law) in an understandable way. And because of that I try to concentrate on the backgrounds and defining legal design and legal tech in today's context.

When we use terms like 'legal practice' or 'legal process', we are referring to a wide and complexed concepts which vary quite a lot from each other and can be hard to define. It is absolutely impossible to address all point of views needed. Thus in this thesis I will be concentrating the topic of human, a civil person, in the middle of legal institution. Still even this is quite a vague definition. Because of this in my design process I will be concentrating on a single extreme user. In this case: a single mom with two children with a dual nationality. Her second language is Finnish and she has very little experience with law. I will be addressing some of the basic human needs and connecting the dots to the legal process. I will also address how are these needs concretized and what can we do to make it better.



3. Niels, www.unsplash.com

I set some personal goals for my graduation project



Key words & terms

Legal Design

a concept that brings human-centered approach and design principles to the legal practice

Legal professional

someone who obtains a law degree or some other form of legal education

Design tools

a creative toolbox of methods, exercises, programmes etc. to use in design

Design thinking

a creative problem solving process used to create new and innovative ideas, not limited to a specific area of expertise

User profile

a specific individual user profile that helps to understand and improve the individual customer experience

Legal technology

or legal tech refers to technology or software used to provide legal services

Digitizing

a process of converting information, products or services into a digital form

User-centric approach

a design process that focuses on the user experience; it puts the users need and wants first

Touchpoints

refers to all of the contact points between the customer and the service provider which involve interaction

MoJ

Finnish Ministry of Justice

Extreme user

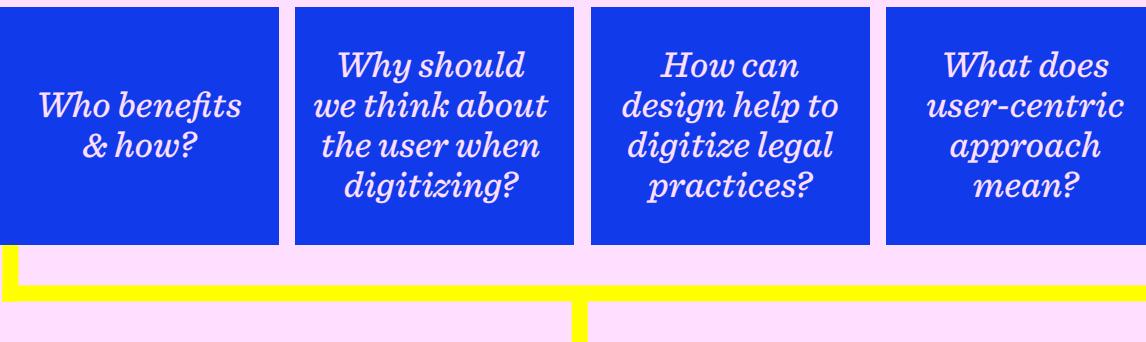
A user with more specific and clear needs than the average user.

Customer journey map

tool that helps to break down the customer experience into smaller fractions that helps to analyze and study the customers needs more closely

Process

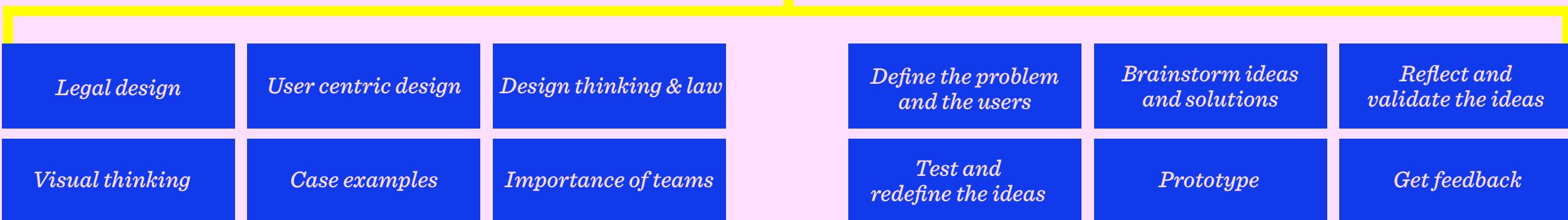
Main questions in my thesis



How to design user-centric digital law

Backgrounds

Design process





Legal Design

Design has always played a role in how people understand and implement rules and laws.

What is legal design?

Legal Design is about making law more accessible, usable and engaging, by using design thinking as a tool to help solve legal problems and to create legal products. Lot of it is about creating legal services and products by concentrating on the user experience. Legal design thinking has been defined by Visual Contracts in Netherlands as following; “[Legal design thinking is] *understanding the context and needs of people interacting with law and being able to apply improvement based on these insights to make justice accessible for everyone*” (www.visualcontracts.com 2018).

And the current situation hasn't been validated in a long time. Like Meera Sivanathan from Dot. Legal Design Consultancy puts it in The Legal Forecast article: “*Presently, contracts are mainly drafted by lawyers for lawyers, our court systems are not easily navigable, terms & conditions and privacy policies are incomprehensible for most consumers and company internal policies and legal obligations are often little understood by staff. This has resulted in a large disconnect between the law, lawyers, companies and the end users of legal information and services.*” (Sivanathan, M. 2017). So as I mentioned in the intro of this thesis, law needs design thinking and it needs it now. We need to redesign the legal education, visual law, court processes and rethink the accessibility to justice.

To be able to redesign law, we need to team up. If we want to be able to offer a service or a product that has any true value there are in my opinion three question to answer: what, how and why? What is it, how do we do it and most importantly why do we do it? Designers answer to the question

of why. Why are we creating an application that guides you through your legal process? Why do we design a legal document with a pictures on it? Why does a certain thing make the user feel more on ease than another thing? Legal professionals on the other hand are responsible for answering to the question of what. What is it that we are creating? Are we designing improvements to courtroom or in laws? Is it an contract? What is the legal need for it? The technical experts answer to the question of how. How should we code it? Is it feasible? How long will it take to do? If we take one of the team members off the team we can find ourselves unsuccessful in creating new value. This being said it is also possible to re-assign the question answering and work with a different combination of knowledgeable professionals. Here's an idea of a successful legal design team;

Idea on how to distribute responsibilities in legal design team

Why	How	What
Designers	Tech	Legal pro's
<i>Why is it needed and who will use it and why?</i>	<i>How it is done and is it feasible?</i>	<i>What is it that we are designing or re-creating?</i>

Quite a long time now lawyers have operated in a completely different world than the rest of us. In law there are lot of specific rules and guides, and on top of this a very complicated vocabulary. Nevertheless it is a customer business and there are users from different levels of understanding. But it can be hard sometimes to see clearly the problems one's work or day-to-day life might have. Especially if the problems are very close and have always been there - even before you. Legal design can help to re-evaluate and improve the legal professionals processes and the working methods alongside with the customer experience. So in legal design there isn't just one customer or one side that benefits.

The term legal design, or law by design, is quite new as well as the form that it is now taking. The idea of individual in the centre of an old governmental institution or a process like a trial process is a new one. But design itself has always played a role in how people understand and implement rules and laws. For example: if you think about the beeping sound your car makes if one of the passengers is not having the seatbelt on. Or the sign that says no smoking inside the bar when you're having a night out. These are both examples of how design is affecting on how people follow and obey laws. So the union of law and design is quite old. Let's say the sign that prohibits smoking would be a one page long doc-

ument that you'd have to ask from the counter of a bar? How likely it is that people would have the time to read the document through or even know what they need to ask from the bar counter in the first place? This is quite the case with many sectors of legal practise today – We haven't managed to optimize most sectors of it at all.

You can divide legal design roughly into two camps: Private and public. The private, corporate law is working to improve the legal practises, documents and understanding of the laws attached to operating corporations and businesses. It designs understandable products, meaningful relationships and understanding of legal issues between different private parties. The public camp is more about studying and improving the access to justice and the court processes. In my thesis I am focussing on the public sector and trying to find ways to improve the legal processes from the users perspective. These two camps, so to say, are working for the same cause and have the same processes, but for a slightly different audience and from different point of view.

Why do we need to understand the user?

Everything we digitize will have someone using the service or a product. That someone is often a customer or an indirect customer. So basically everything we digitize is done for the individual or a group of individuals. So do we, or can we, know what are that customers needs and motivations? Or what is his or hers level of knowledge on the matter? Can we presume that all of the users will be the same kind? We simply cannot. User-centeredness is a matter of putting yourself in someone else shoes and being able to emphasize others and to proceed to solutions and tests with that knowledge or tests that are made.

When approaching issues with a user centric view we try to do exactly what was described earlier. We try to empathize and understand the user, even beyond the users own understanding. For example: If I would ask you directly what kind of a spouse you want to be with you might list several features. But when you would be introduced to this person of your dreams you could find it to be a mismatch. This dream spouse might lack the very essence what makes us human, the imperfection. But no one would list features they hate, even if this would be necessary to find perfect balanced spouse. Even more interesting is that you might not even know what you want. You just feel that it is right when you confront it.

A design example of this similar effect is the Starbucks logo that we are all familiar with. Starbucks had created the perfect logo that had all the

wanted features and looks, but it just didn't work. The beautiful woman in the logo wasn't beautiful, she looked creepy. She was done perfectly to the last detail and because of this the end looks of her astonished the creative team. They puzzled around the issue when they suddenly realised that she was *too perfect*, too symmetric. She lacked the humanity. So they reduced the size of her left eye, added more shadow to the right side of her face and made her nose come slightly lower from the left side. Now she was (im)perfect! (Mark Wilson www.fastcodesign.com 17.1.2018).



5. Lippincott, www.fastcodesign.com / 90157014, 2018

These examples here are to be understood not as examples of a user-centeredness in design, but as examples of the users – humans. Humans and their perceptions on things and how doing perfect isn't always the same as doing it right.

How does one then exactly empathize and understand a group of different complexed individuals? And what can legal design gain from it? It starts by simply getting familiar with the subject in its right context. When one knows the playground well enough, one is ready to notice and identify the problems it has. Identifying the problem is maybe the most important part of user-centric design and in the matter of a fact, in all design. If we can't understand the problem well enough, how can we find the right target group? Or how do we even know what questions to ask? Where do we start? To be able to boil down the problem and to find its essence, the specific things we are focussing on, it is extremely important to be smart about your context. This understanding of the context is how we get a good scope and a realistic project goals.

Now you have a problem, a scope and a good understanding of the topic. Next comes the target group. Who should you study? Who are the users? Often it is good to focus on the extreme users. That way we get well

refined solutions that also serve other users without having to create a different service for every user. There are hundreds of ways to get insight from a user. One popular way is through a participatory workshop. Whatever designer does, it is important to listen and to be curious. Not trying to be the expert of anything. Ask questions, observe and listen the answers. There is absolutely no room for criticism at this point, we have time for that later. One could think a designer like a dry sponge who only soaks in the knowledge of the users like water.

Now we are in a phase where we have actual data from the users, and, if all is done accordingly, it should be quite reliable. Our focus is now on analysing the data and using it with our best knowledge. So rather than guessing and trusting yourself to have all the answers and carrying on with it, it could be more efficient, reliable and smarter to use designer approach and go talk to the users. This way we can avoid some of the mistakes and assumptions and gain new information that creates value to our services or products so that the users actually want and know how to use.

There are also quite a few technophiles working on the digitalization of services, which is a good thing. But technology should never be the end

result, it should always be the means to an end. This is something that we might forget if we are too caught up on all the possibilities and the winds of change that technology brings. There are still (or at least 'for now') people as the users of technology, and not the other way around. Mr. Tapiwa Chiwewe states in his Ted talk conference (February 2018) that '*it is typical for computer engineers and technical experts to jump into solutions before understanding the whole problem in the first place*'. This leads to, in the worst case scenario, to the point where we have amazing technical solutions to problems that we did not have (or that no one wants to use).



***“Creating technology
is the easy part.”***

***“Designing it so that people
will and want to use it
is the hard part.”***

Dave Kearns (Networkworld 9.4.2010)

Human needs

I decided not to address the fundamental human needs too broadly in my thesis for there are plenty of information about the topic everywhere. But I will briefly reflect my topic to 'Max Neef's book Human Scale Development: Application and Further Reflections' (1991).

The fundamental human needs based on Max Neef in his book 'Human Scale Development: Conception, Application and Further Reflections' (1991) are the need to be safe, the need to love and be loved, need to belong, need to understand and be free, need to have personal identity and carry out one's identity, need to be creative, need to have shelter, food and leisure. These needs has been studied a lot and we have different literature and studies about the topic. Content is more or less the same, but the used terms may vary.

What I appreciate from designers point of view is that the needs truly are extremely fundamental, well argued, global and are not related to time or state of the affairs. We can project almost any questions to these needs and we can find quite a lot answers from them too.

If we take the example of need for 'protection', or like I put it above 'the need to be safe'. It presents itself in human qualities in a form of caring and being adaptive to changes. It can be concretised in the things we have: security, health systems, job or income – all that gives us the feeling of safety. In everyday life 'being safe' can mean different actions like

co-operating, making plans, taking care of yourself or loved ones and helping out. In human interaction or in 'settings' as Max Neef puts it the feeling of safety comes from one's social environment and dwelling (home, accommodation).

Fundamental human need:

Protection

Being (qualities)	Having (things)	Doing (actions)	Interacting (settings)
In life:			
Care, adaptability	Security, health system, work	Co-operation, planning, caring, helping	Social environment, dwelling (home)
In law:			
Being able to adapt to new situation	Cared for in the judicial system	Knowing where to be, what to do and when	Treated with dignity and respect at all times and by everyone

Idea of how we can project the basic human needs to legal design projects.

Now that we have established the basic understanding of the fundamental human needs we can project them more precisely to human experience of legal processes. Basically what people want to know and they care about in their legal process are in this trinity:

1. Am I safe?

– Protection: trust in the system. Trust that you won't be wrongly convicted. Have the right to your privacy.

2. What do I need to do?

– Practicalities: where to be and when and what happens if you don't do what you are expected to. Help with your legal problem. Understanding of the process.

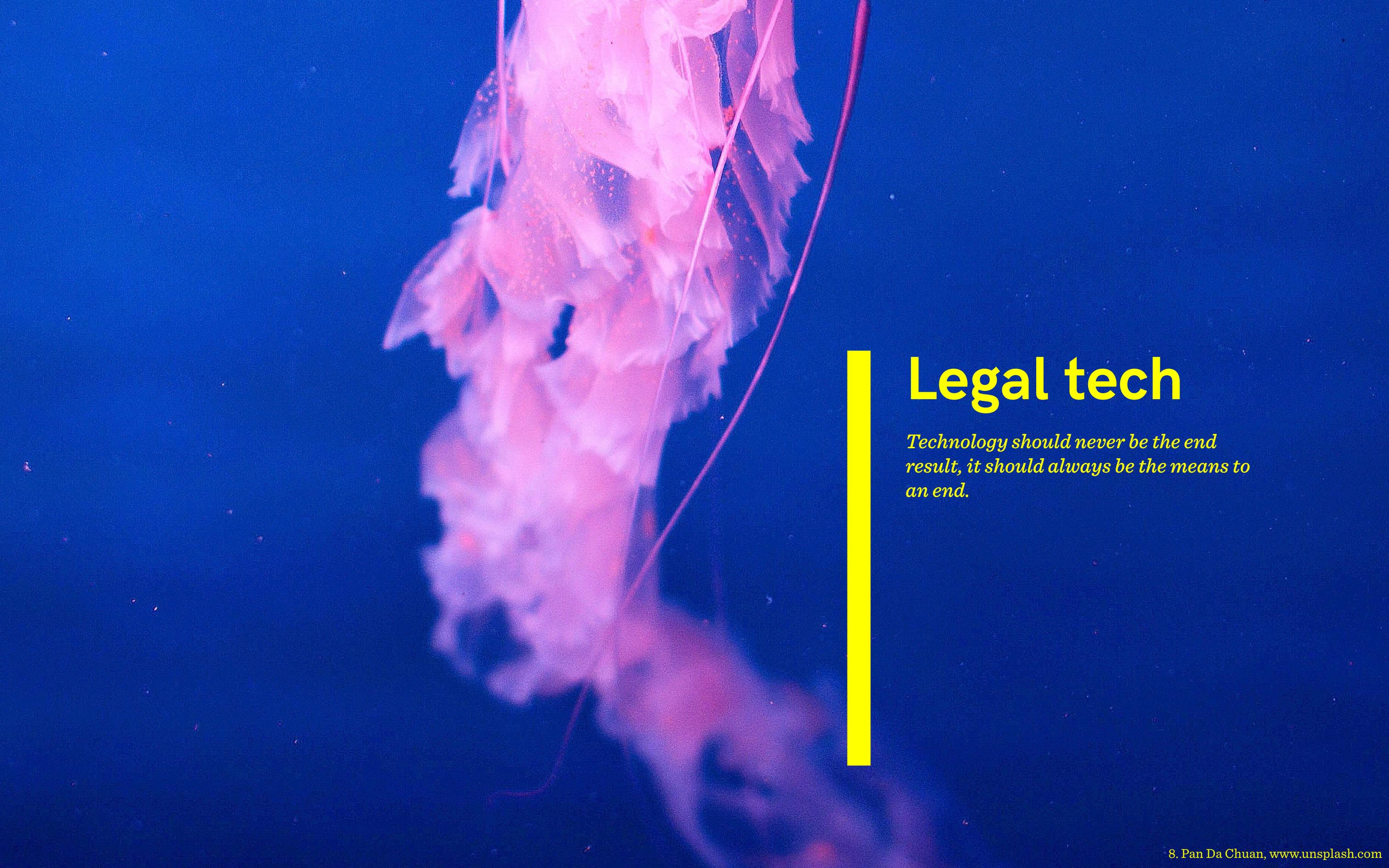
3. Why this happens?

– Rationalization: need to understand the cause and effect.

Being in court is a once in a lifetime thing for many people. It is always time consuming and takes lot of emotional energy. Depending on the case, one might be in shock or unable to follow the process.

I will try to keep these three things in mind, when proceeding further with my design process.





Legal tech

Technology should never be the end result, it should always be the means to an end.

Legal technology - A usable tool

As mentioned earlier in this thesis, the use of technology or ‘digitization’ should never be a value on its own. It is simply a tool. When it is used correctly it can help, improve and pace up the processes for the users. But, it can easily carry us away with all of its exciting features and possibilities. If you are a tech expert it’s probably a good thing. The excitement and passion you have will help you to achieve better results. You should still make sure that there is someone who questions and tests the innovations from the need based and user-centered view. We designers are excellent at this.

When working in teams you get more broader aspect and quicker answers to problems. I will argue that there are six rule to consider when doing legal design. The first rule when digitizing legal practices is to have motivated team with different skills set. Second rule is to always put the user first. Just do it. Do you think the user has unfeasible ideas? Or at least not as good as yours? It doesn’t matter. Still do it. You are not designing anything for yourself, not even legal services. Try to find what is the rough diamond behind the users or professionals answers. Third rule is to get smart, question and analyse the users points and ideas. Validate them in a context and ask more if needed. Fourth I would urge to test early. Never to go too far, too soon with the first prototype or an idea. Find a way to demonstrate it, so that the users can test it and give feedback. And do not fail to react to the feedback you get. Fifth tip is to

ask yourself when you are making decisions “why is this needed?”. This helps you to cut down excess information and actions. It helps you to make everything more simple and usable for the user. Rule number six is to make sure whatever you co-create is legally sound. Legal design will soon turn on itself if it is not legally solid.

When talking about user-centeredness in technology and digitization you need to consider the cost-effectiveness alongside with the usability. One might wonder this, but I have one example that will clear this out slightly; the rivalry between VHS and Betamax. When these two products came to market many agreed that Betamax is in fact better and more durable than VHS. But VHS won the race by miles because it was cheaper and easier to use. Who even remembers Betamax anymore? So in a nutshell this is what design has to offer to technology. It brings tech out from the lab and into the world for people to use.

This is one of the reason why technology companies that have committed design as a strategy have and will overrun the ones that do not pay as much attention to design. Based on Bruce Carlsob’s article (www.genengnews.com Nov. 10 2016) the same is currently happening in gene editing tools. There are exciting new technology, applications and innovations out there, but the ones taking over the market are the ones that pay most attention to usability and cost-efficiency.

1. 2. 3. 4. 5. 6.

Team with
different set of
skills



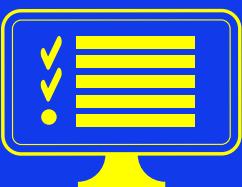
Always putting
the users needs
first



Getting smart
about your
playground



Testing
early



Questioning and
always asking if it
is really helping
the user



Making
it legally
sound



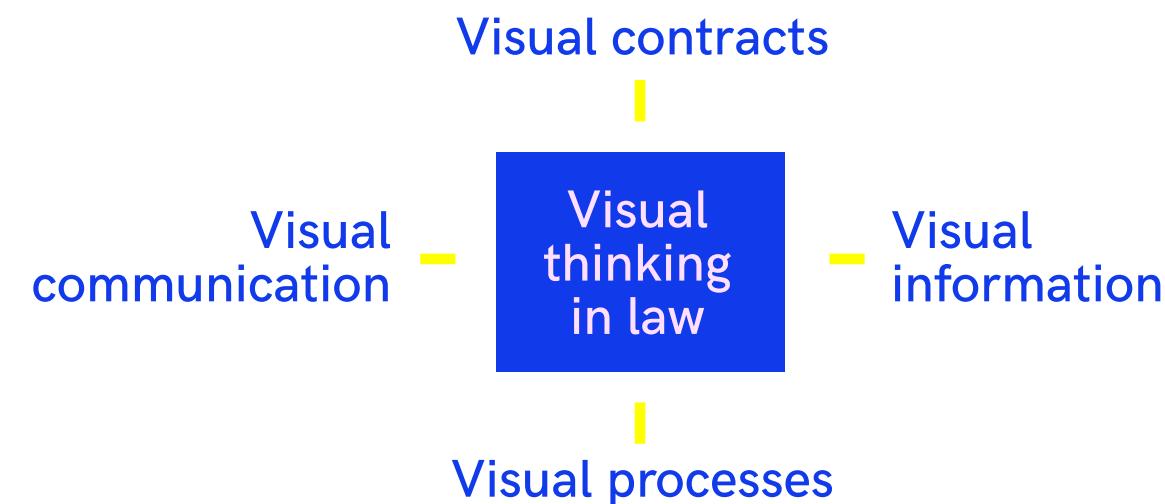
Visual thinking - A comprehensive tool

Legal design is a relatively new term and it is being interpreted in several different ways depending on people's point of view to it. Someone could say that legal design is simply a matter of visual thinking or that it's a match between technology and law. I would like to see more broader concept of legal design coming together, where one could or should specialize in some areas. I don't want to talk about legal visual thinking separately from legal visual thinking when digitizing. The principles are the same if it's digitized or not. Only the tools differ. Both aim to make everything more understandable for the user.

Unarguably visual thinking is a big part of legal design. It is a comprehensive tool with what one can communicate more visually and make difficult legal issues and processes more understandable by structuring the information differently and by using visual learning as a method when communicating a lot of information. But when designing visual communications it is all about the content. Designing this content smart and in its most understandable form is called visual thinking. So even here "making it pretty" doesn't quite do the trick. Beautiful pictures, visuals and layouts can even be harmful, if the message they're sending is not clear and aligned with the content. In the worst case scenario visuals can lead the user on to wrong tracks and even cause more confusion. This is one of the reasons why it is wise to have at least two different per-

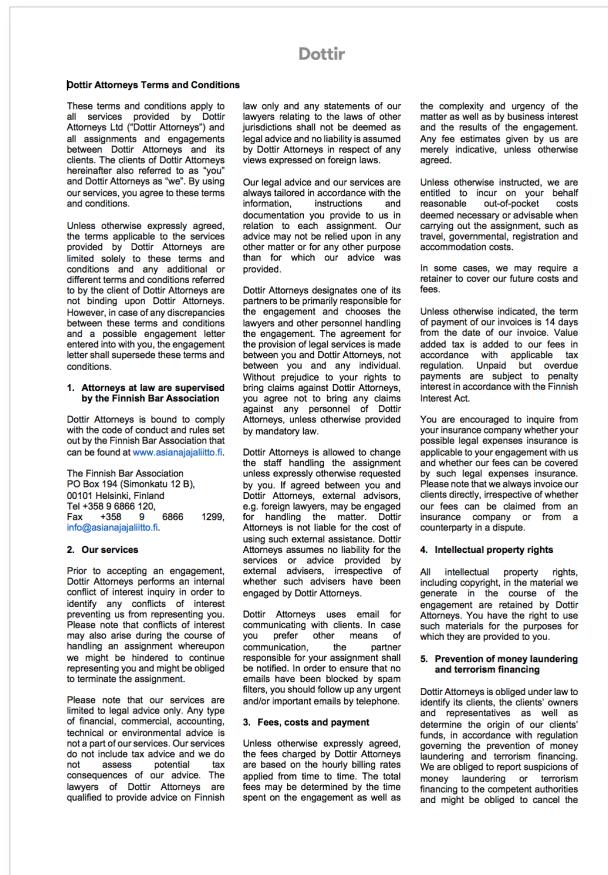
spectives to every project. One can tell how it is and what are the most important points (the lawyer) and the other can question why it is like it is and could it possibly be any other way (the designer) and they can switch. By this law-design cross-examination you'll have better chances to get the right message to the user.

Well branded documents, contracts and platforms create trust and stability. When something is thought and executed well it is more professional and it cannot be changed as easily. It also tells a story that all the users are equal because the materials, documents and platforms are the same for all.



Example of visual thinking in a legal design project

Dottir Attorneys Terms and Conditions redesigned by Dot. legal design in February 2018.



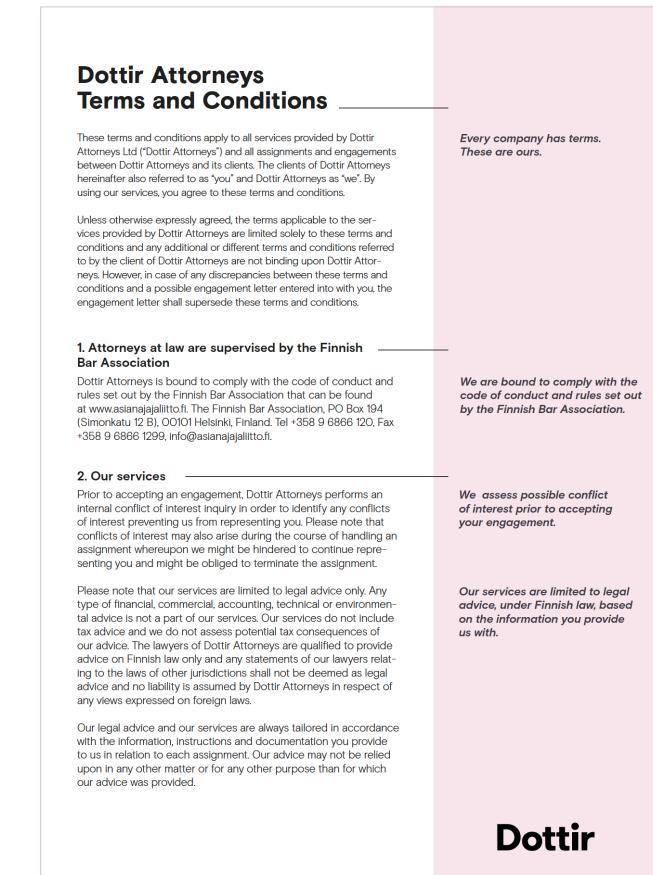
before

Long unapproachable document and full of intensive information.

Looks like someone could add or delete paragraphs or change it depending on the client.

Hard to understand: everything is valued the same, even something is more important than other.

9. Dottir Attorneys, www.dot.legal, 2018



after

Easier to approach for its humane features, colour, brand, easier to read type.

Well designed and branded documents creates trust: client can believe that the document is the same for all clients and that it won't be changed.

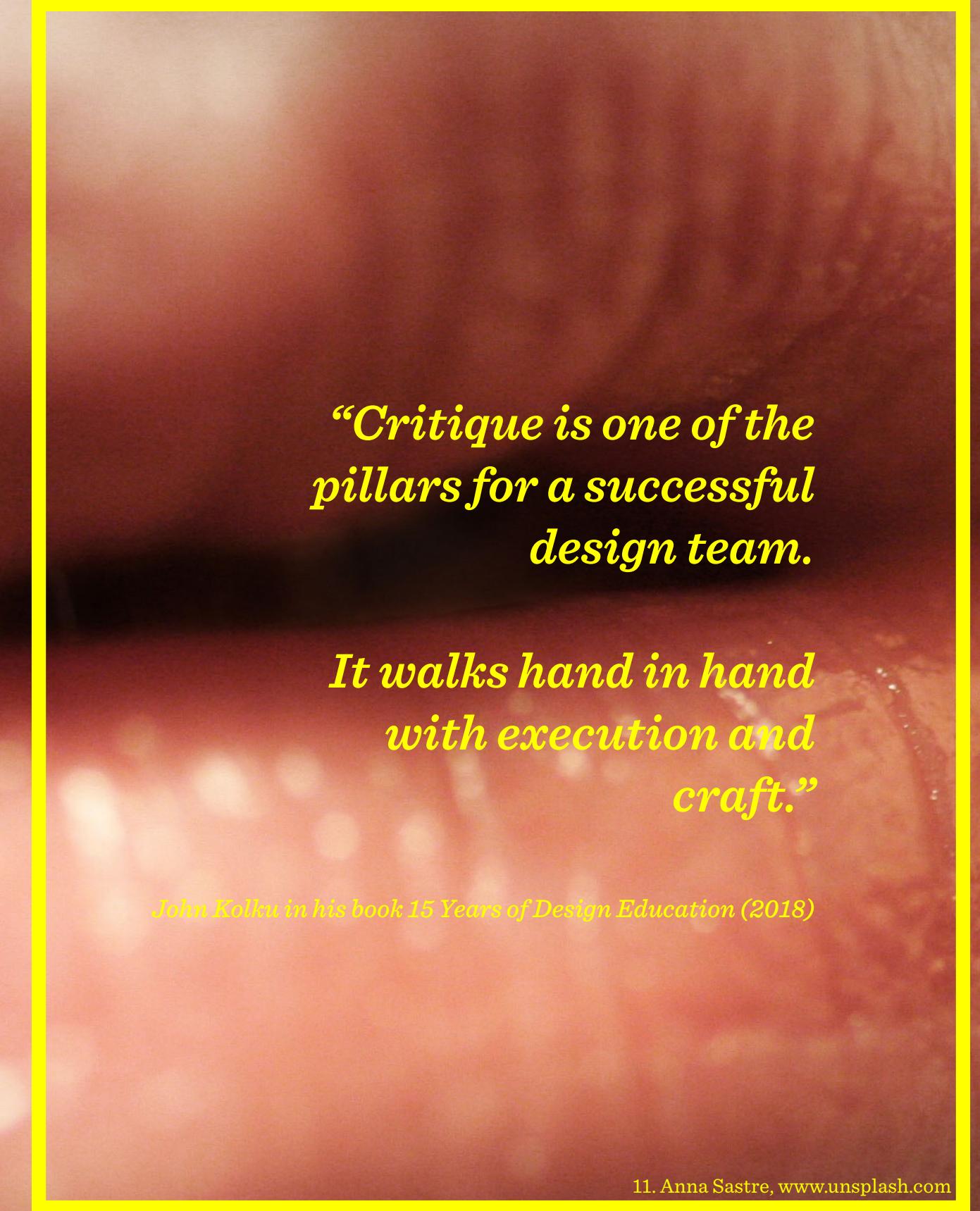
Brand voice in the right column explains the key points of the documents left column.

10. Dottir Attorneys, www.dot.legal, 2018

Importance of trust in teams

Design has now in 2018 established a seat at the table in many companies strategic and administrative teams, and the practice of law will not be an exception very long. Design is starting to be seen as the core competency in a growing amount of companies and organizations across the industries. When design becomes an in-house asset there are people from different backgrounds working with, or working as a designer delivering creative ideas and challenging the used processes. It is important to have a healthy culture of critique. And to be clear: critique and criticism are two different things. So when it is time to improve and validate the creative ideas there is a safe place to be open and give critique. This demands that the company and teams know how to give critique to creative work. They have to have a culture and a language for this.

Jon Kolku states in his book "How I teach – 15 years of Design Education" (2017) that 'Critique is one of the pillars for a successful design team. It walks hand in hand with execution and craft. And it is a evidence of high performing team, because it externalises one of the most important parts of creative execution: Trust.' It is a moment of complete trust and honesty. One must externalize the trust one has to the design to other team members. To have trust that even the most negative critique is submitted with the best intentions. Otherwise the team can't validate and improve ideas properly and the work suffers. The designer must be confident enough and the legal design team bold enough to critique frequently and right.



"Critique is one of the pillars for a successful design team."

It walks hand in hand with execution and craft."

John Kolku in his book 15 Years of Design Education (2018)



Case studies

To understand better what is happening in the field of legal design and digitalization I collected few positive and well executed examples from the field of legal design and secondly few examples from the user centric point of view.

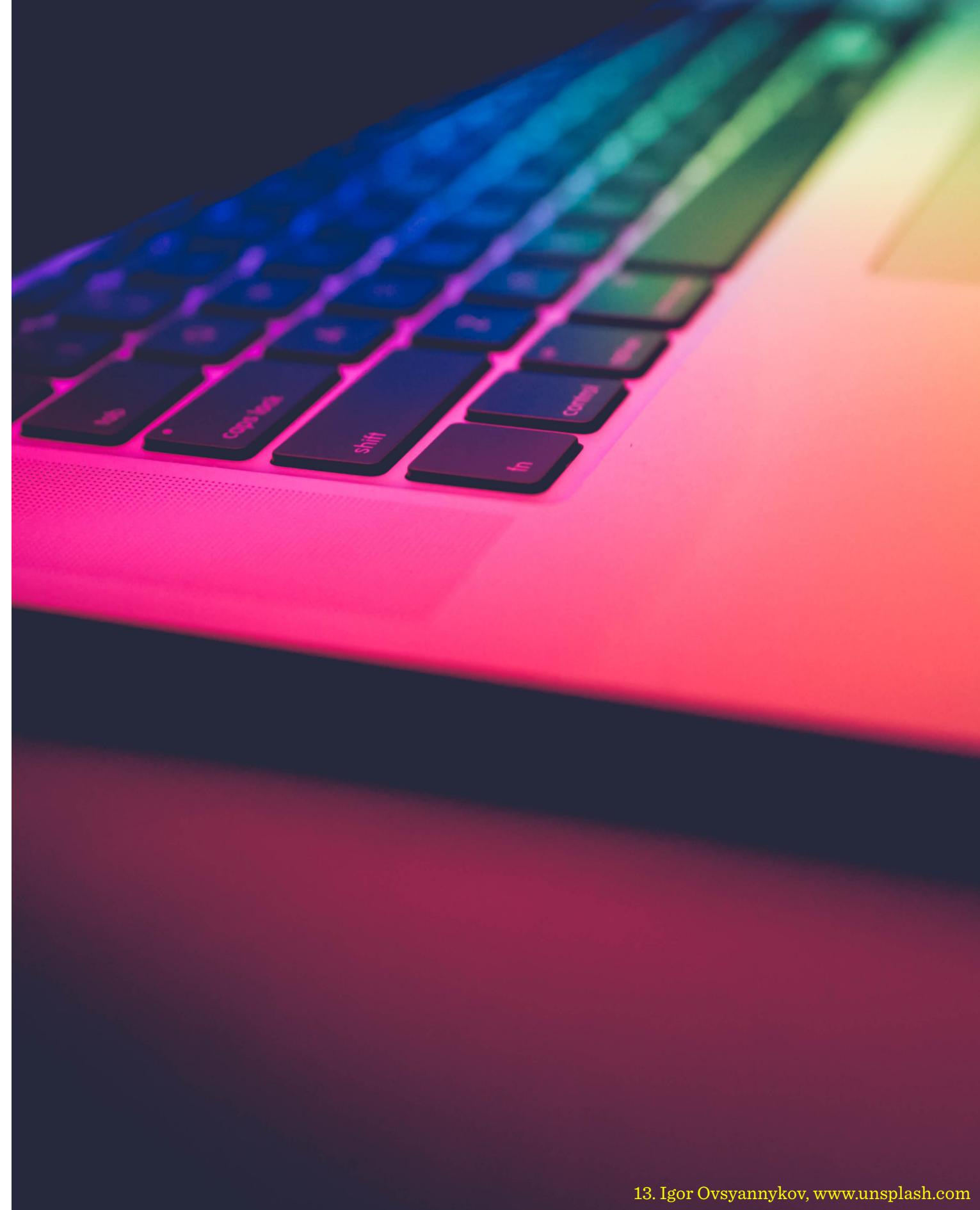
Legal Design AIPA initiative

Ministry of Justice AIPA initiative

One domestic example of legal design case is the MoJ's AIPA -initiative which is 'the digital data bank project'. It initially started in 2010 and it aims to develop the working methods of the District Attorney's office and the District Court of Finland. It is on a mission to digitize the justice system and to increase the cooperation with other interest groups to make the court processes digital and paperless. This reform will have a great positive effects on how legal proceedings are conducted in the Finnish court. MoJ has used outside help and organized interest groups and workshops as a part of the project. The project will be launched this year (2018).

I chose this example here because it presents very well three key points important in this kind of legal design project:

1. There is a true need identified by all the parties in Finnish courts for this
2. It has now been ongoing for eight years, this shows true dedication to execute properly and shows lot of governmental support
3. Goals are set high: they aim to truly revolutionize the courts in Finland



Legal Design

Legal Design lab

Stanford D. School

The Stanford University's Law school and the d.school have started working together. They founded the Legal Design Lab that is, by their own words, "An interdisciplinary team based at Stanford Law School & d.school, working at the intersection of human-centered design, technology & law to build a new generation of legal products & services." They tackle the most challenging legal problems and try to find more creative and user-centric ways to approach it.

They teach and train in workshops and in classes on how design and tech can solve the problems in the world of law. They build new legal products and concepts, based on research results. They also publish their research findings as a goal to build a stronger community around innovation in legal services.

I chose this example to present more academic side to legal design. Change starts from people and what would be a better way to spread the gospel than throughout motivated new students who are soon going to operate all across different professional fields.



Legal Design

Dot. legal

DOT. legal design consultancy

Dot. is a group of pioneers of Legal Design. A legal design consultancy established 2018 and based in Helsinki and Paris. Dot. aims to revolutionize the way law is done by combining design thinking, legal expertise and new technology. They design useful, usable and engaging legal services based on human needs and strategies. They are one of a kind and on a mission to revolutionize the entire practice of law.

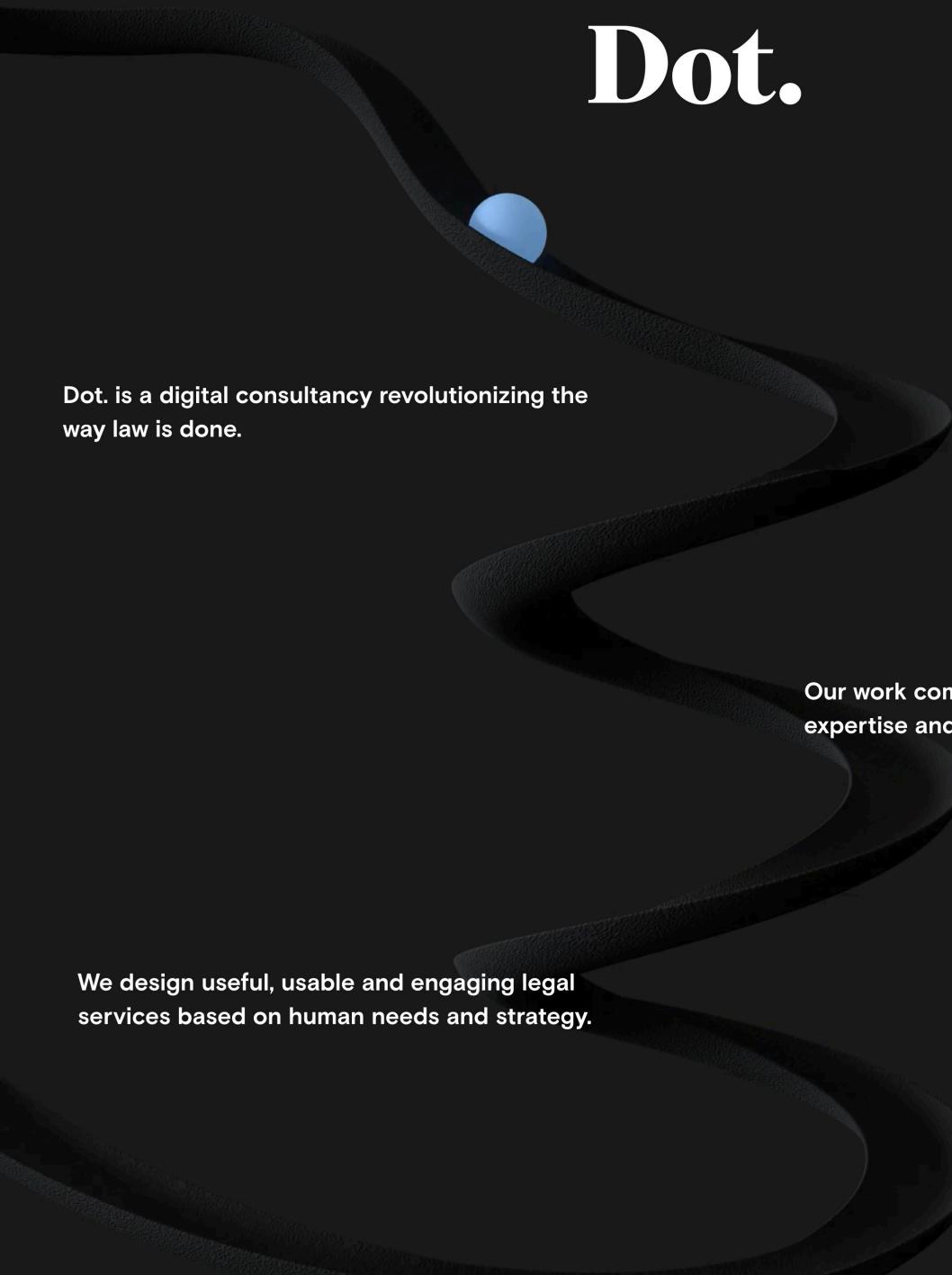
I chose this example here because for one I have the personal pleasure to be working here at Dot. Legal Design so I see from the grass-root level the impact Dot. has in the legal field. Furthermore we need the change to start now. Dot. is agile and efficient legal design consultancy tackling the the legal design challenges at this very moment and in global scale. Dot. also shares the best practices with one goal in mind: to create better judicial system for all the stakeholders.

Dot. is a digital consultancy revolutionizing the way law is done.

Our work combines design thinking, legal expertise and new technologies.

We design useful, usable and engaging legal services based on human needs and strategy.

Dot.



User centric technology

Google

Google digital products

Google is a great example of user-centric way to digitize technological services. The complexity behind the services and products are made easy and understandable to use. All of the interfaces and products follow the same principles and the help is always near if something unexpected happens. Visual-wise it is approachable and reminds people from simple everyday objects that has been used before the technological innovation of the product or service. For example Gmail and it's icon, the envelope. Google simplifies complicated technology so that we all understand and can use it.

I chose this example here because even though Google is huge player with great assets in product development they have succeeded to create products and services that we all can and want to use. Sounds simple, because this is how it should always be, but if you compare let's say Google Slides and Powerpoint, there's a huge differences when it comes to user-friendliness.



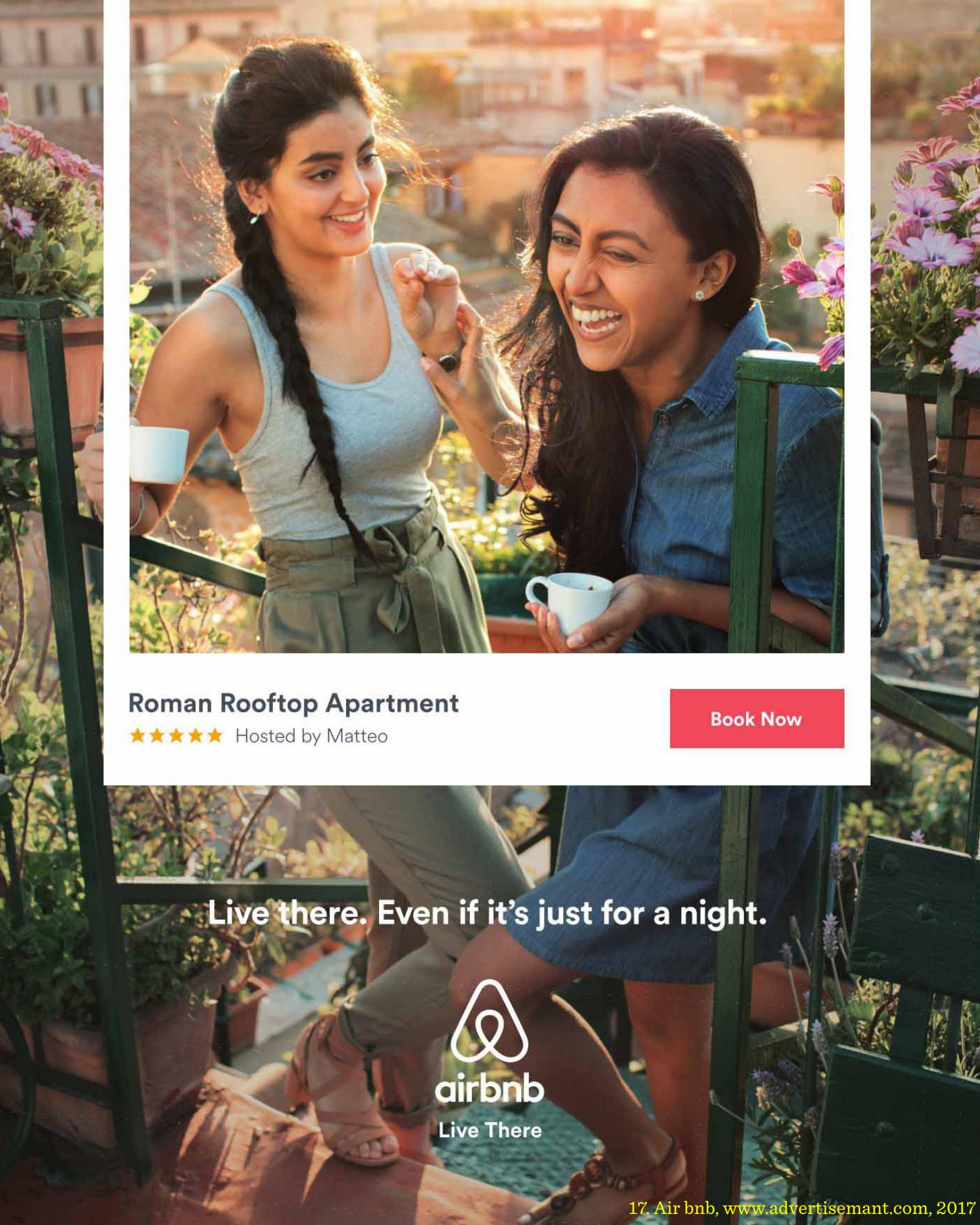
User centric technology

Airbnb

Air bnb application

Second example of this user-centric approach in technology is airbnb. The service has multiple functions and lot of data, but it is still convenient enough to be operated throughout peoples touch screens. This means they have cut down the actions happening on the screen at once, to make it more comprehensible. All the information needs to be structured very carefully, in smaller fractions, to make it easy to use. Air bnb has managed to do just that. It really feels like your nights stay abroad is just a click away.

I chose this example because I think it is one one the best digital services ever created. Of course Air bnb has been recognized from their service design and UX design quite widely. It just works.



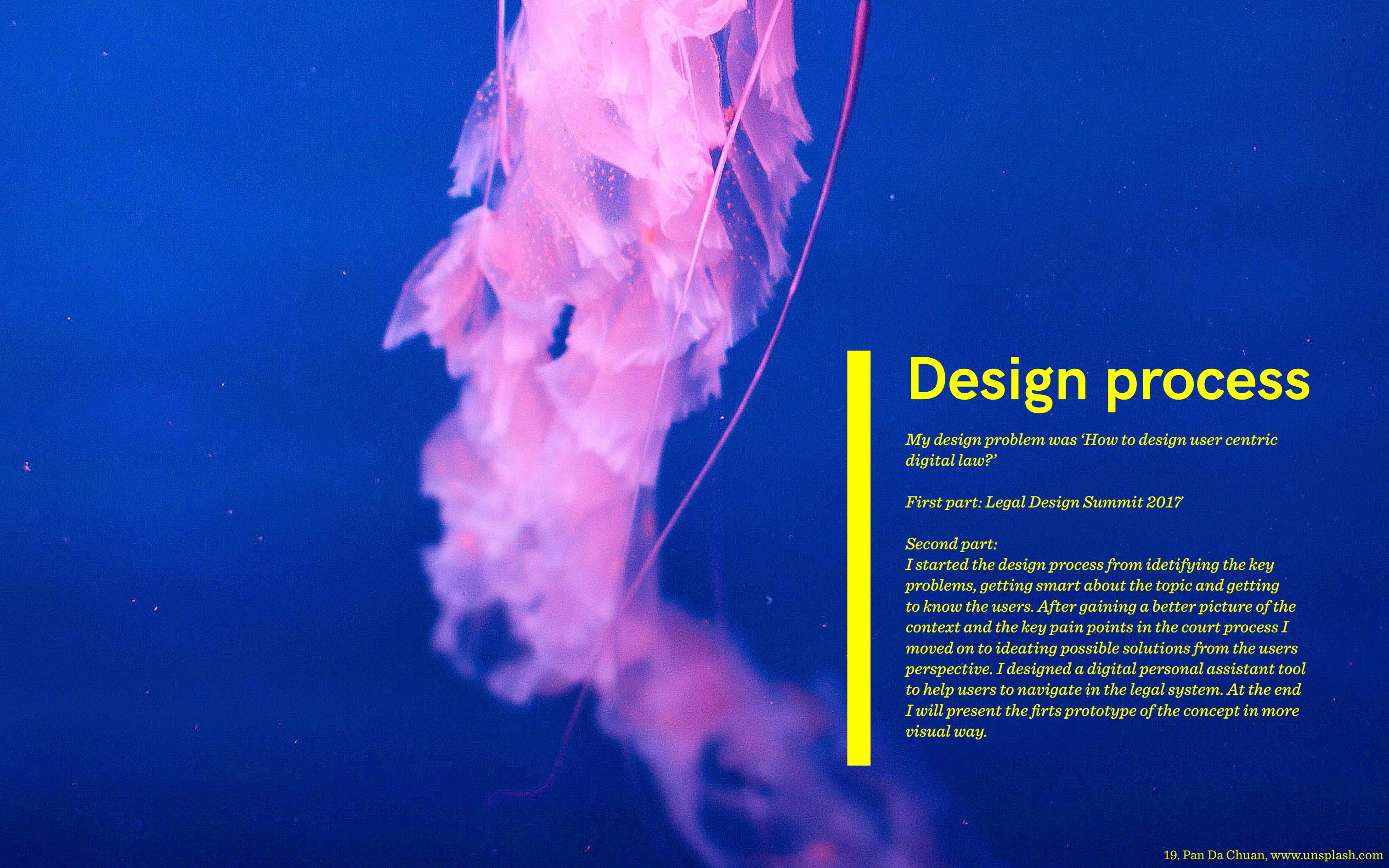
User centric technology

MRI

Dough Dietz MRI machine

Everyone who has read Tom and David Kelley's book "Creative Confidence" (2013, IDEO) remembers the example of the MRI machine. It is an excellent example of a user-centric approach when designing technology. What makes it even better is that it has the complete success through failure -story in it. In a nutshell Doug Dietz was assigned to design innovative MRI scanner that would be used in hospitals all over the world. He did a wonderful job, got rewards and it looked like everyone was pleased. Except that *everyone* wasn't pleased. When he first went to see his creation in operation he noticed that the patients, who were mostly kids, were distressed. The whole experience was frightening to them and the machine was scary looking. They did not want to go in. They often had to call the children's psychiatrist there and it could take hours to persuade the children in. So clearly it was a bad deal for anyone. Doug was astonished, but wanted to do something about it. He completely re-created the experience in to an exciting adventures. Like the ones you can see in the picture.





Design process

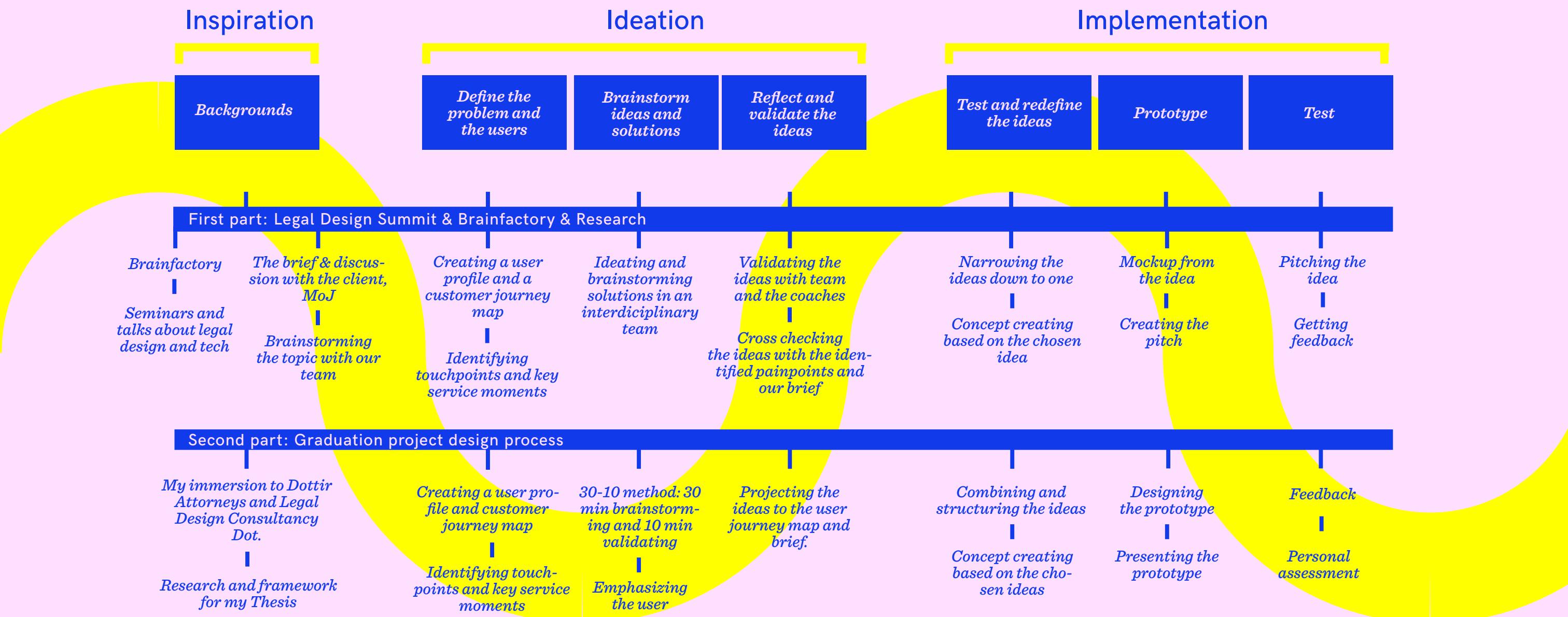
My design problem was ‘How to design user centric digital law?’

First part: Legal Design Summit 2017

Second part:

I started the design process from identifying the key problems, getting smart about the topic and getting to know the users. After gaining a better picture of the context and the key pain points in the court process I moved on to ideating possible solutions from the users perspective. I designed a digital personal assistant tool to help users to navigate in the legal system. At the end I will present the first prototype of the concept in more visual way.

Process map



1st part of my design process

Legal Design Summit, November 2017

I started my thesis project in last November, when I attended the Dottir Attorneys and service design agency Hellon's three day long intensive Legal Design Brainfactory and the Legal Design Summit that followed. When I was applying to the Brainfactory my goal was to learn more about legal design and the field of law, which for me was a completely new world.

The Legal Design Summit is the largest Legal Design event in the world and its organizers are pioneers in pushing Legal Design forward. The Brainfactory partnered with several well-known organizations in Finland to create interesting case studies to us attendees. Brainfactory's end goal was to use design thinking as a tool to re-design better legal services for each of the clients case. Every team had one case, and ours was the MoJ AIPA initiative. There were ten amazing coaches to guide us through the whole weekend and a great established jury to evaluate our end pitches. The teams were randomly formed, but in a way that every team would have a design and legal perspective. I had the most amazing team of four, three with legal education and me.



Fact sheet

Legal Design Summit, November 2017

the client

The Ministry of Justice, Finland

the team

Emma Hertzberg, Anna Haipola,
Emily Albon, Kalle Pusa

our challenge in the workshop

Legal Design Brainfactory 2017: Can we redesign the trial process in a user centric way to make it easier for parties to get access to justice?

our teams outcome

Reilumeno application simplifies and equalises the court processes, by providing tools for communication and understanding between the parties.



Day 1.

The day one we had speeches and discussions about Legal Design and the clients introduced their cases to us. We teamed up and got familiar with our expertise and interests. We started on brainstorming the topics in a way that we would all get to know the framework and scope of the cases. Before the end of the day we all had a good understanding of our case, about the client and of each other as a members of the team.



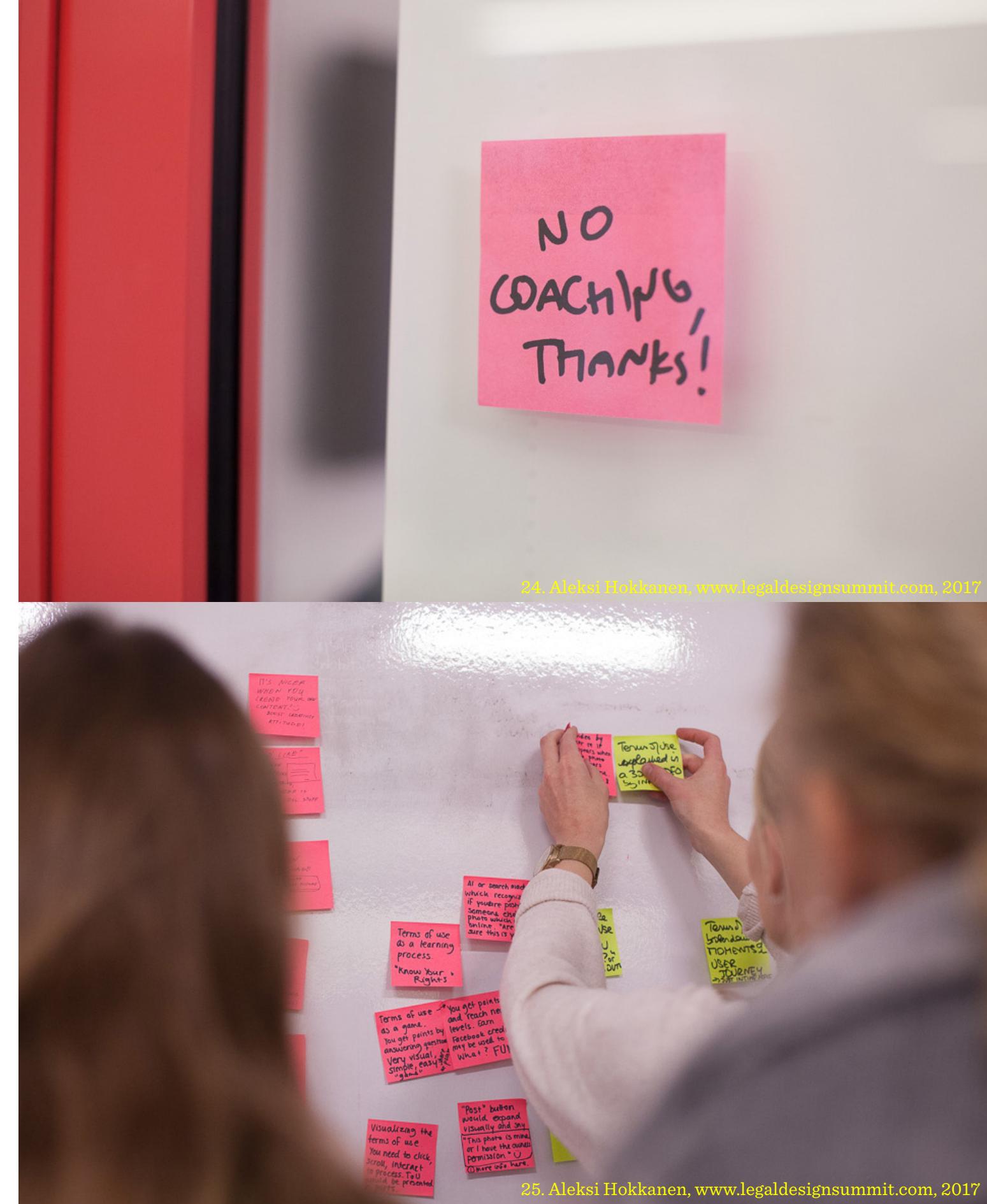
22. Aleksi Hokkanen, www.legaldesignsummit.com, 2017



23. Aleksi Hokkanen, www.legaldesignsummit.com, 2017

Day 2.

Day two started with pitches from organizations and projects currently doing legal design and about their paths to the business. We learned about how legal design can or has changed the legal practice and what is yet to come. In the afternoon we got our assignments for the rest of the day. We were asked to think about the users and choose one average user and to create a customer profile of that person. After that we created a user journey map based on our customer profile. In the customer journey map we identified the touchpoints and key service moments. The coaches were touring around the Hellon office, which was our fortress for the weekend, and helped with different problem areas. At the end of the day two we had established a customer profile, user journey map and a good knowledge of the problem areas in our case. We also had two hours to ideate and brainstorm solutions together. With few different brainstorming tools we had quite a pile of ideas from super AI-humanoid to simple humane warm welcome in the courtroom.



24. Aleksi Hokkanen, www.legaldesignsummit.com, 2017

25. Aleksi Hokkanen, www.legaldesignsummit.com, 2017

Day 3.

Day three started off with validating the created ideas. We had few methods in use to do this. First we allocated the similar ideas together and created an “umbrella concepts”. This meant the concept that were maybe implemented differently, but had the same idea behind. We cross checked these concepts with the brief and to our scope and tested if the ideas helped to improve the identified pain points in the court process with our team. We came to the conclusion that the most important factor to keep in mind when designing the solutions is that it reinforces the user and gives him/her the feel of control back. No matter if we are talking about person in trial or a legal professional, like a judge. Why is the feeling of control is important? Well, when a person feels in a control they feel safe. When a person feels safe they tend to use their energy more to possibly more essential things. So we focussed on the things that reinforces this feeling of control.



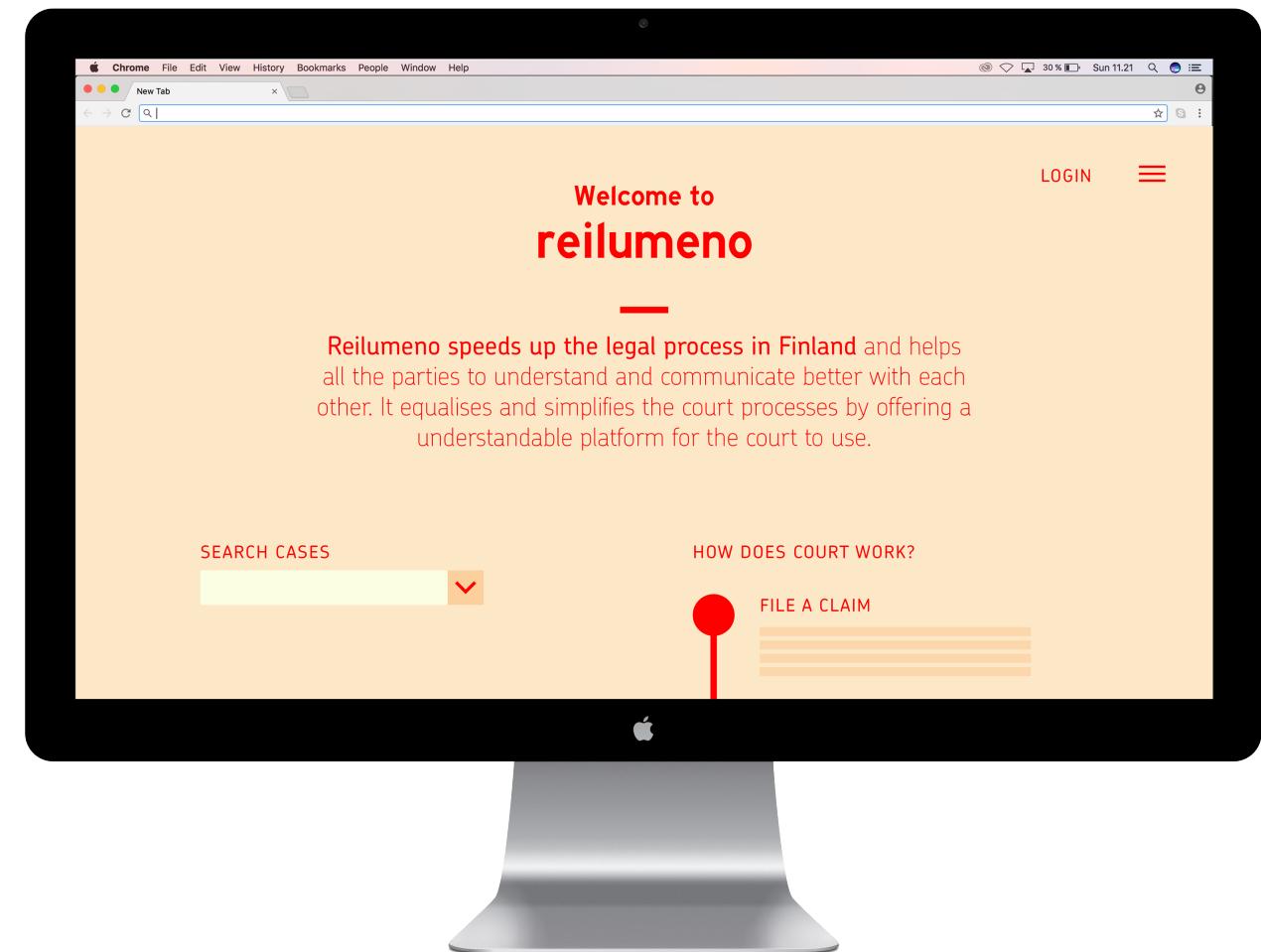
26. Aleksi Hokkanen, www.legaldesignsummit.com, 2017



27. Aleksi Hokkanen, www.legaldesignsummit.com, 2017

Our final concept

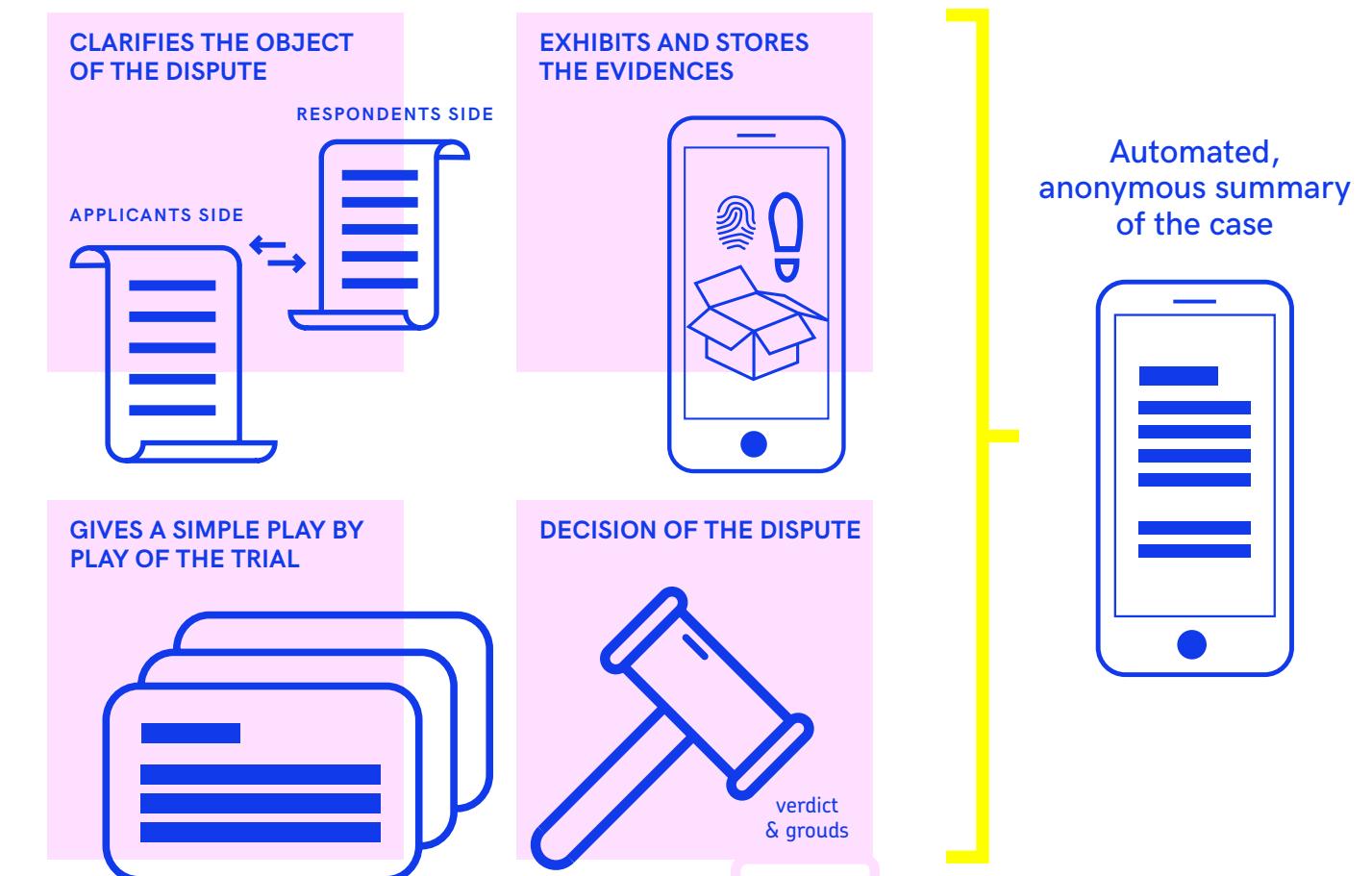
Our end result was a court application called Reilumeno. Reilumeno guides users through the whole legal process. The platform appears differently based on your user profile. If you are a lawyer it presents the case from your side, if you are a judge you see the things essential to you. For a person in trial it has the most essential information and aid for him/her. There is a timeline of the whole process that shows where the case is at the moment and the essential dates and times when his/hers effort needed. There is also the possibility to download and view the evidences next to the other party's evidences. At the end of the trial it gives you the play by play of the whole process and tells users what was the verdict and on what grounds. It also stores the case file in anonymous way for other people to search previous cases to help them with theirs.



Platform functions

During our Brainfactory workshop we came to the conclusion that Finland is digitizing the court system to save time and clarify the current court process. We wanted to learn which acts take the most time and effort and redesign them better, more simple and more engaging.

We only had time to create an extremely raw concept. First action we pinpointed that was time consuming and extremely manual to every stakeholder was the “object of the dispute”. It is often very difficult for the judge to clarify and to make sense based on only the two word documents he/she receives. Next we tackled the evidences. Presenting and storing the documents digitally, so that both parties and the judge can evaluate them simultaneously and from one place. At the moment there isn’t only one channel for this. Thirdly: people in court are often not able to follow their legal processes when they are in one and this affects on how just they feel the verdict is. So the platform gives simple play by play of the trial. At the end of the trial you will get a clear verdict and a plain language explanation about what was decided and on what grounds. At the moment this is not very clear.



2nd part of my design process

Further studies in the spring 2018

Second part of my design process took place in my Graduation project.

My objective is to design a user-centered digital tool to assist a party to understand, participate in and follow the trial processes.

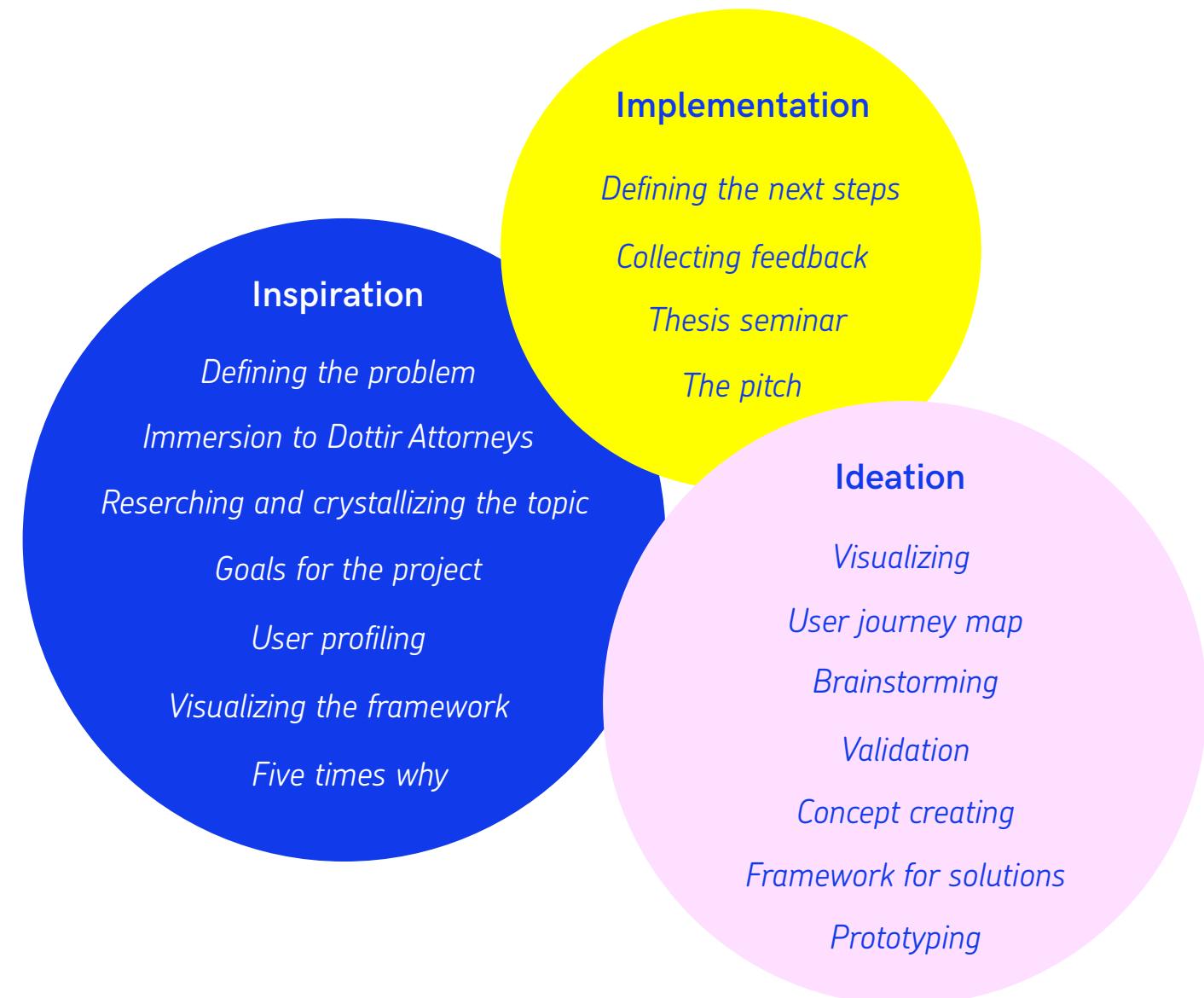
In my background studies I found that it is often helpful to design for the extreme users with a simplicity which all users will understand. This way we can get very close to find solutions best suitable for the process.



Design methods and tools I have used

During the project I used different design tools to help me proceed. Some helped me to emphasize and understand the users and other to structure and validate the process and solutions.

I will tell more about the used tools further in my thesis when they are more topical and there are examples to project on to.



Backgrounds for the design process

The backgrounds from my topic can be found from the earlier chapters of this thesis where I am talking about the problems that legal industry is now facing and change that is needed in the field of law. This is visual map to crystallize the key issues in which my thesis is trying to find an answer to through design.

Law needs to change to answer the needs of today

Law lacks usability, engagement and accessibility

New legal tech is being developed in a vast pace

Legal profession lacks diverse, creative thinking

Defining the design problem

People are surprisingly often interested mainly in the things that are happening to them directly. When it comes to law they do not necessarily feel that it is important to change and improve everything. Users aren't always demanding the most innovative or technical solution. Usually they are demanding improvements to very practical and simple things that require an effort from their side. For example 'where do I have to be and when', 'who do I turn to with questions?', 'does it cost something, how long it takes' and so on.



User profile

Creating a user profile is an extremely helpful tool when you are trying to emphasize with the users. It helps your imagination and makes abstract things more concrete.

I chose an extreme user to reflect the user journey with. Olga is an extreme user in a way that Finnish is her second language and she has no legal experience, so it is even more crucial that the whole process is simple and easy to understand. I projected Olga to real life person to get as realistic user as possible.

User journey map

In the inspiration phase I started off with a few design tools that would help me to understand and emphasize with the users. I tried to keep my focus on my thesis scope and every time I had second thoughts I went back to it and reflected my ideas to the original question. Five times why method was very helpful in achieving this. Five times why helped me to dig deeper by asking a question and writing the answer to a paper, then asking the question why and answering to that. By repeating this five times you already start to have quite solid answers.



Olga Suominen

Age:	44
Profession:	Baker
Education:	Secondary School
City:	Lappeenranta, Finland
Status:	Divorced with two kids
Home:	Rented 2 bedroom apartment

"I was so young, I wasn't even scared of moving alone to another country which language I couldn't speak. I just new I wanted something more from life."

Habits

- Hard worker
- Listening to gossips
- Parenting 24/7
- Excessive walker
- Egae sales shopper
- Skypes to family in Russia daily
- Soap opera TV -series

Motivations

- To secure the future of her kids
- Being safe
- Proving herself as a single mom

Values

- Family
- Nature
- Rationality

Technological engagements

- Uses internet explorer
- Skypes daily, but needs help with updates
- Touch screen phone without internet

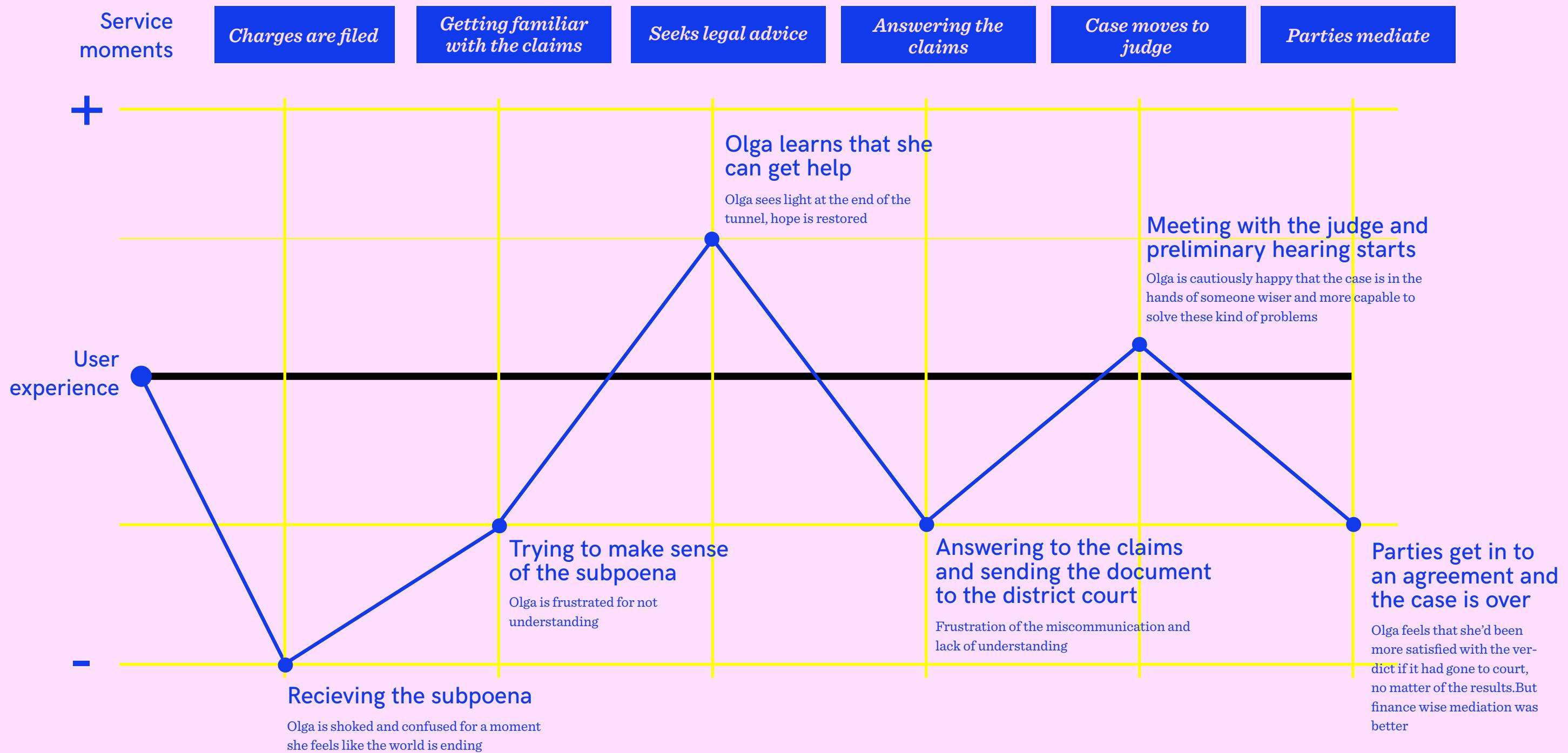
Prior legal engagements

- Inherited property
- A dual citizenship

User journey map

Service moments	<i>Charges are filed</i>	<i>Getting familiar with the claims</i>	<i>Seeks legal advice</i>	<i>Answering to the claims</i>	<i>Case moves to judge</i>	<i>Parties mediate</i>
Description of the service moment	The bailiff serves the subpoena to Olga	Olga learns from the subpoena that her previous boss is suing her for copyright violation and contract violation	Olga weighs her options Olga doesn't know how to proceed so she decides to hire a lawyer	She now answers to the claims according to her best knowledge in a form of a word document; she knows how serious law is so she tries to be as accurate as she can. She explains everything from the day she applied for the job to this day that she is sued.	The statements from the parties do not make a lot of sense to district court and there seems to be very little that the parties are agreeing on	Based on what is presented to the judge, the judge finds grounds for mediation
Customer intents	Olga does not want to be summoned to court	Olga wants simple answers to why and how this is happening and what she has to do now.	Olga knows she has options, but she doesn't know how to decide the next steps. She hopes that she could see her options more clearly and understand.	She should have asked her lawyer to clarify the situation more, but she didn't want to appear stupid and bother this important person	Olga wants to get this behind her ASAP and stop using her holiday savings for legal expenses	Olga feels that she'd been more satisfied with the verdict if it had gone to court, no matter of the results. But finance wise mediation was better option for her.
Touchpoints	Receiving the subpoena	Reading and trying to understand the subpoena	Google Ministry of Justice and oikeus.fi and attorneys office websites	Sending the document to the district court via post, because she feels insecure to use the email	Meeting with the judge and preliminary hearing starts	Parties get in an agreement and the case is over

User journey map



Brainstorming ideas



- Audio hotspots
- Personal assistant application**
- Case bank
- Education videos
- Legal game
- Chatbot
- light "court"
- Mock trial
- Simplifier app**
- Digital help centre
- Visual process**
- Direct chat**
- Educational videos
- The safe place
- Improved legal education for all
- Free legal consultant
- Shoulder to lean on to
- My case app**
- Siri for legal advice

Validating the ideas

I continued the process by cross comparing the ideas to my brief and by listing the pros and cons of each idea.

idea	“Siri” for legal advice	Visual process map	Direct chat	Personal assistant	Simplifier app	My case
what	You ask, Siri answers!	A visual process map from your personal legal process	Legal help chat room	An application that guides user step by step through the legal process	You can take a picture of any kind of legal text or form and the app simplifies it to you with plain language in real time	An app that stores and exhibits your personal case materials and files.
pros	Helps in various cases, concreed, no need for help centre Almost everyone understands words	Gives the user clear picture and helps with the most essentials Easy to understand and adapt to different cases	You get detailed and personalised answers to your specific question Low threshold to ask help Requires minimum effort	It could truly help the individual to regain the feeling of control and access to justice by being there for the individual	Self-explanatory and simple to use and understand what it is for and how it helps	Good to have all the materials sorted and saved Makes it easier to understand the case because of the apps simple structure
cons	Expensive to build and to maintain	Answers only to a very specific need of understanding the process	Answers only to very specific need and don't help you with your case files.	Unclear who would be the stakeholder For it may not seem beneficial enough for MoJ to pursue further if its main user is the person in trial and not the judicial system	Answers only to very specific need Still no guarantee that anyone will understand the simplified text either	Takes lot of effort to build and maintain because of the complexity of different legal cases.

Two chosen concepts

After I found the idea best suited for my brief I started to borrow the best from other ideas to combine with it.

I wanted to keep my focus on the digitized legal services and the civil user behind it all. I was trying to find a solution for the lack of understanding as well as the feeling of control questions.

In the validation phase it came down to two very similar ideas just with different angles to the problem. I wanted to combine the best from both and continue to concept further.

Personal assistant toolbox

An application that guides you through the legal process

It could truly help the individual to regain the feeling of control and access to justice by making information visual and understandable

Unclear who would be the stakeholder

For it may not seem beneficial enough for MoJ to pursue further if its main user is the person in trial and not the judicial system

My case platform

An app that stores and exhibits your personal case materials and files.

Makes it easier to understand the case because of the apps simple structure

The materials are sorted and saved for pro's and civils

It can become only a cloud service in which case it would still be useful, but not to its full potential



End result

My thesis end result is My Case Platform. A personal assistant for one's legal processes. I will present you the first prototype of My Case and guide you through the digital tools and functions it has.

My goal was to concentrate on the end user and that I have tried to do. In execution wise there are lot of question marks on how to code and who will be the one monitoring and updating the service. I intentionally left that for the future so that I can concentrate to find best solutions instead of worrying why is it not going to work.

Management tool

A platform to assist users in their legal processes

A personal management tool that would interact with the ongoing MoJ's AIPA initiative. The AIPA initiative feels like it is more help to the legal professionals than the civil user, so I decided to focus on that side of the legal process. The platform of digital products helps civil users to navigate, understand and engage with our judicial system.

It is an online service platform that operates under the Finnish Ministry of Justice. User can use it online or from their mobile device. To secure full privacy and users personal data the platform acquires secured sign in with users e-ID.

FOR WHO

- Mainly for the civil person engaging with the judicial system. Secondary users are the legal professionals hence the inbox and communications and the Ministry of Justice who get data from the service.

VALUE

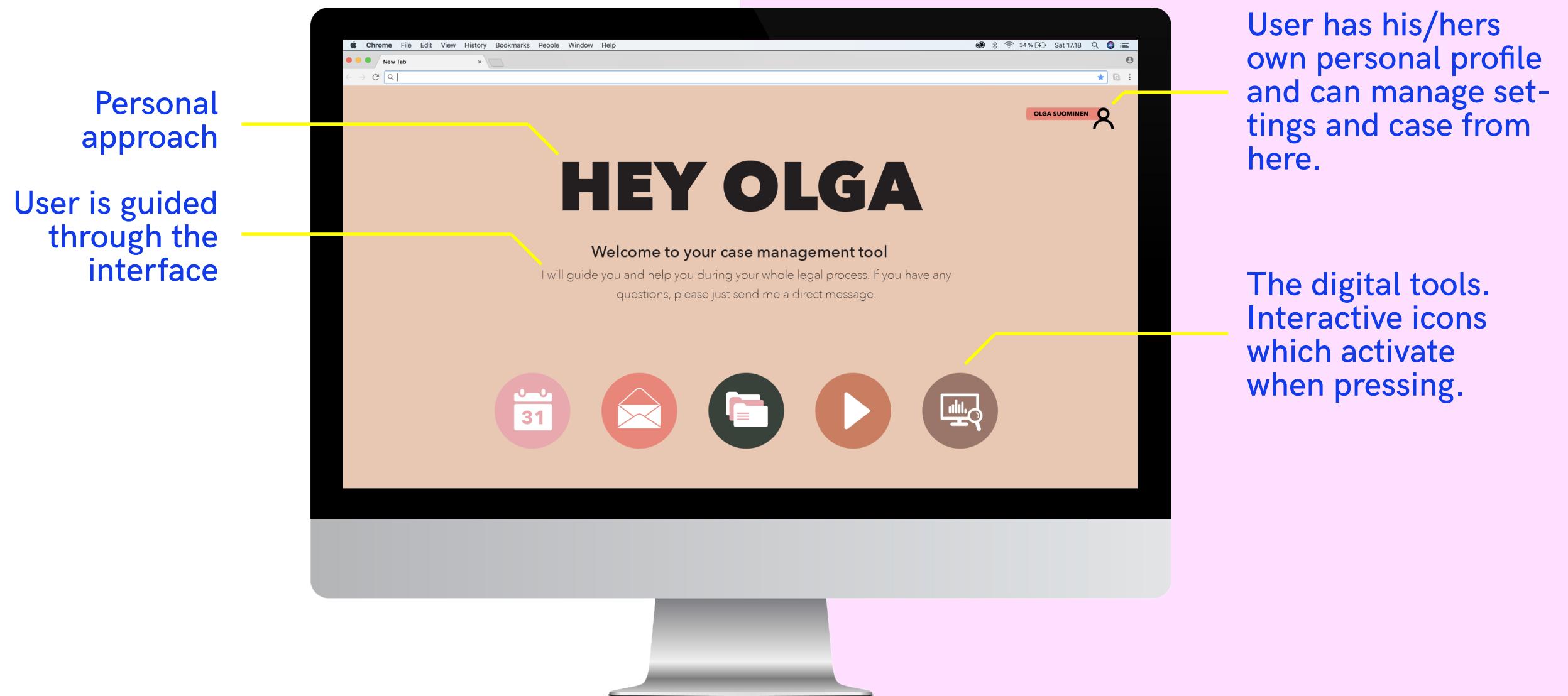
● CIVIL

- Transparency
- Increases trust in the system
- Lowers the legal costs, by eliminating excess labour and potentially decreases the no-show witnesses because of better communications and direct notifications
- Levels the playing field between the judicial system and the citizens
- Has an educational value
- Increases the feeling of control in the process
- Time saving
- Convenient
- Easy to follow up
- Always up do date

● LEGAL PROS

- Collects user data
- Positive branding through transparency
- Trust in governmental organizations
- Improves communications and understanding of the user
- Time saving
- Convenient

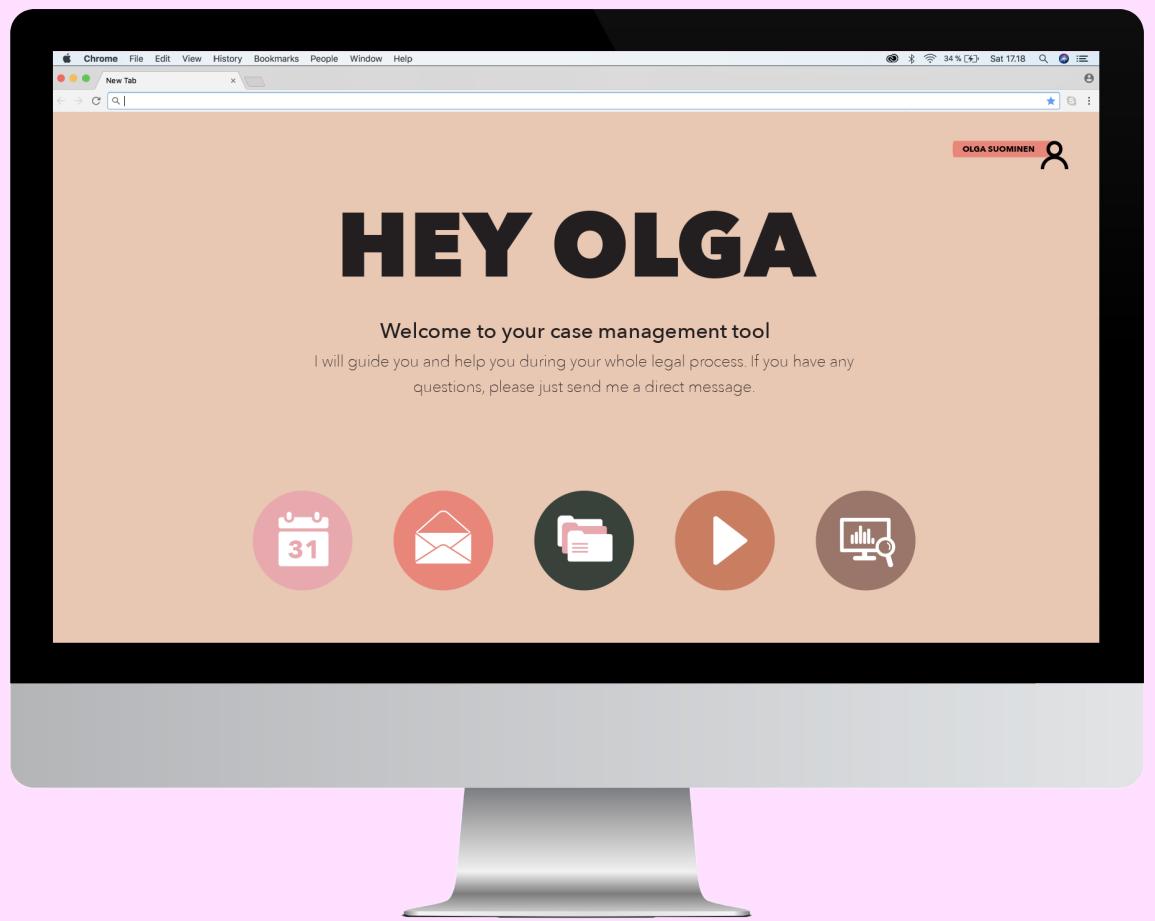
Landing page



Platform visuality

When designing the end result mockup I tried to pay attention to how to make it as easy to understand and use for the user by using simple infographics and friendly warm visual appearance. I wanted to bring balance to the intimidating legal process. The platform is after all, your personal tool here to help and not the one to judge. I went through a lot of different icons, but ended up using extremely basic ones. I tried to think what icon is most used in each context. For example: when wanting to communicate that 'click here to get to your inbox' – I went with an icon of open letter. This is globally the most used icon when communicating inbox or email. I did this because I wanted everyone from young to old to be able to use and understand the platform.

When I was doing the first prototype of this I chose the colours to communicate a friendly and welcoming atmosphere. In the future I would like to test the chosen colours with users and try to figure whether these are the most suited ones.



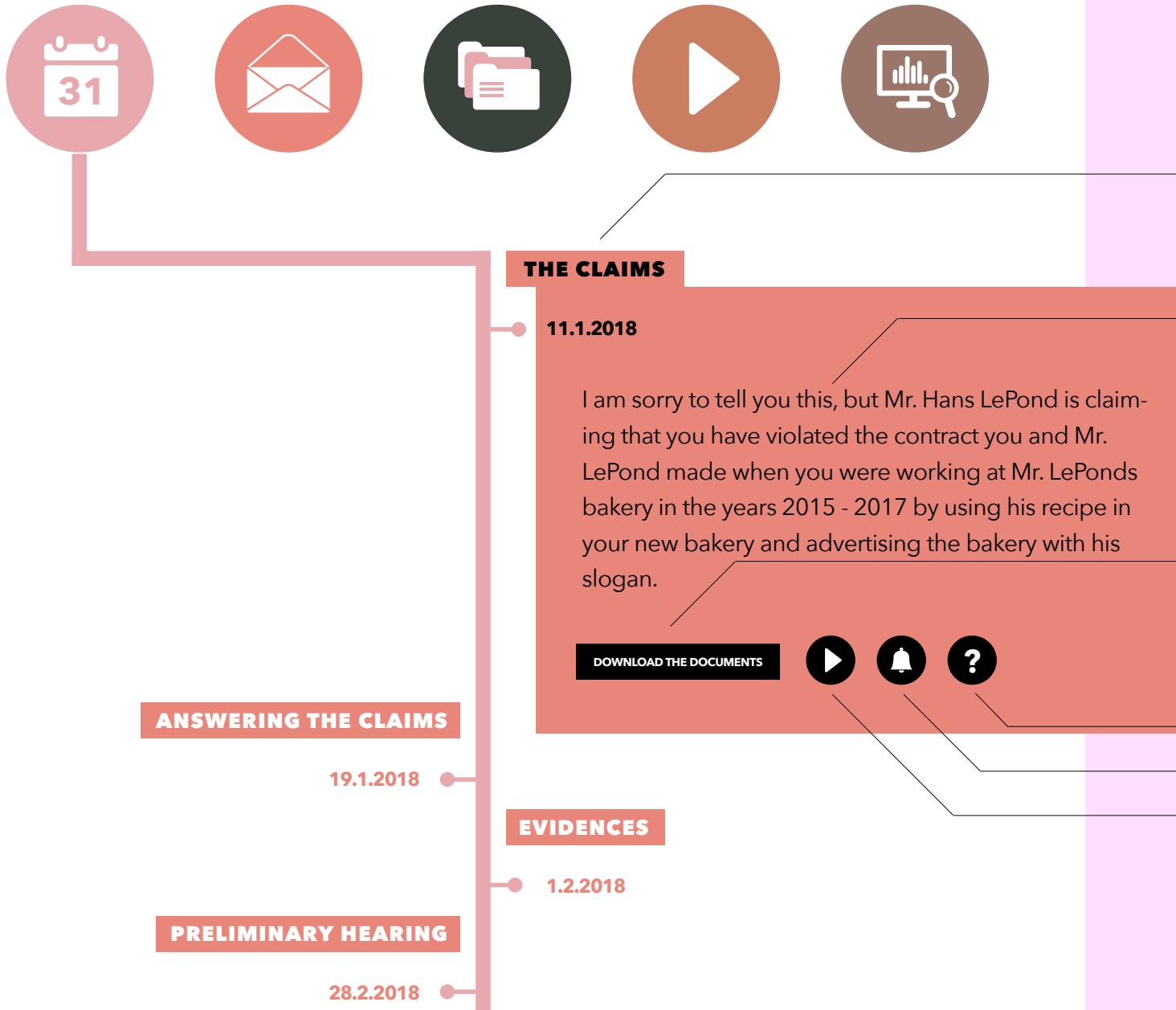
The platforms digital products

Sometimes we may find the answers more close than expected and we can establish great improvements with simple changes, but during my Thesis I have found that the complexity and depth of our judicial system requires more. More time and more complexed solutions. In my project I have constantly ran into comments from the legal professionals that even they are lost in the system from time to time. So based on the knowledge I have acquired during my thesis I would say that a simple brochure might not do the trick.

I wanted to optimize the digital products to cover quite many of the user needs at this point of the concept. I feel we must go miles because we can always stretch back in the implementation phase. Some limitations will arise eventually, so I don't want to dismiss ideas yet for reasons that are still speculations. For example the financing or the governmental support to the issue.

WHAT	WHY
	TIMELINE <ul style="list-style-type: none">- Increases control of own legal process- Enables planning life ahead because you can see the whole picture and will be assisted where to be and when
	INBOX <ul style="list-style-type: none">- Lowers the barriers to ask help, because it requires minimal effort and way of communicating is familiar way of inbox chatting
	NOTIFICATIONS <ul style="list-style-type: none">- Gives freedom because the user can trust to be notified whenever his/her effort is needed
	VIDEOS <ul style="list-style-type: none">- User can comprehend more data and require better memory trace with videos than text
	DATA COLLECTING <ul style="list-style-type: none">- Ministry of Justice and the Government are able to improve the customer service, standards and services based on the collected data from the platform
	MY CASE FILE <ul style="list-style-type: none">- Helps to understand the whole picture,to see the decisions made, actions that are being taken and all the evidences

MY CASE CALENDAR



Calendar which notifies the user from upcoming meetings or case deadlines. User can get clear picture of the case and when and where his /hers effort is needed.

Clicking from the headline of the event in the calendar will open more specific description.

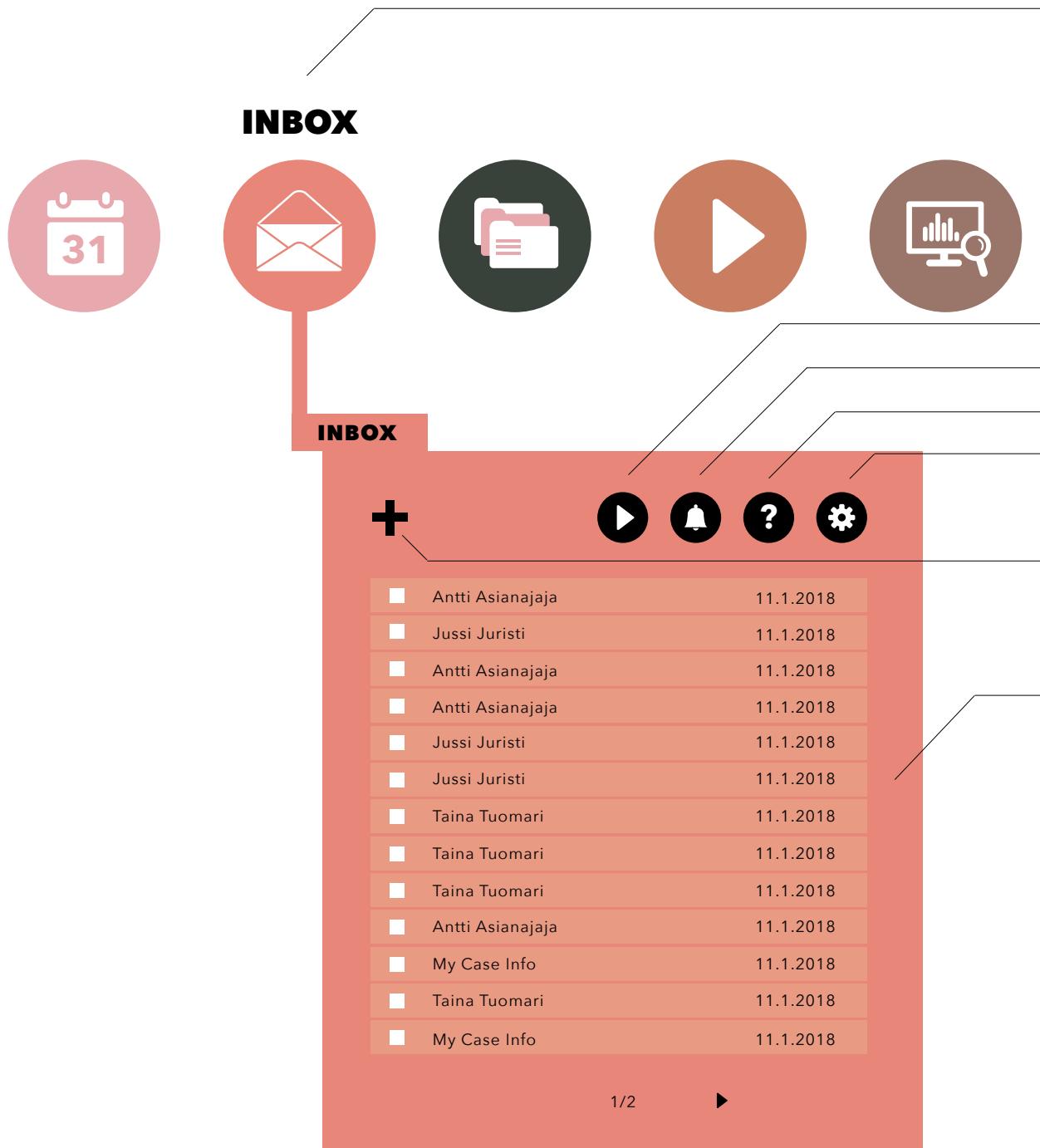
The description written in a form of personal message to equal the playing field and lower the barriers to ask questions.

User can explore or download the documents presenting the claims on their full length, if preferring to do so.

Click for help and more information.

Click to block any notifications to your device regarding this event.

Click to see a video about this My Case Calendar



Simple inbox. A tool for communications between the stakeholders. The user can keep in touch, create and participate to events created on the platform his/hers with lawyer or the case judge.

Click for videos about this.

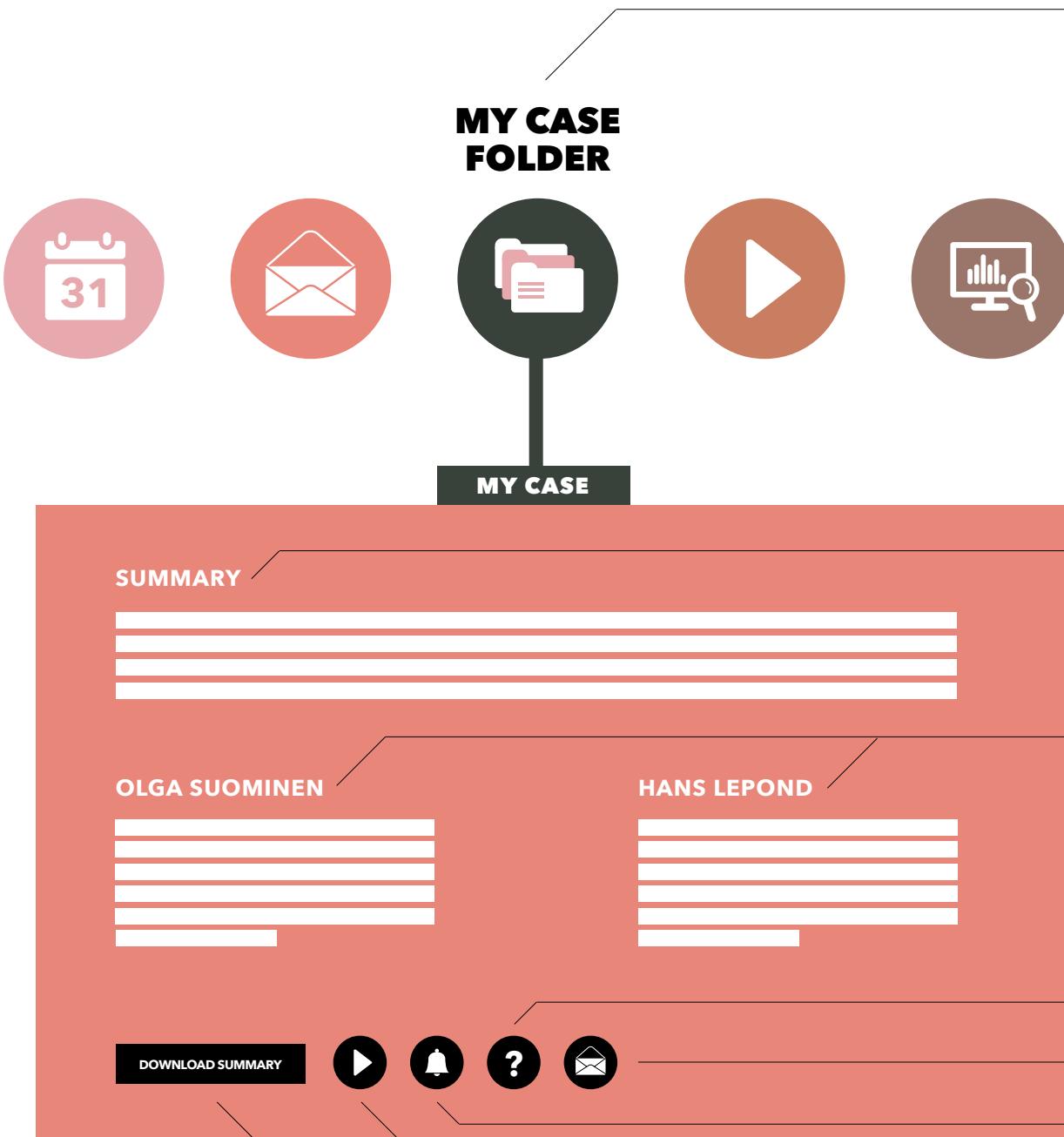
Click to block any notifications regarding this event.

Click for help and more information.

Click to get ti inbox settings.

Click here to write new messages, send documents and evidences to your attorney or the judge.

Your old messages.



Personal casefile exhibits and stores the case in a simple and visual way. You can find your claims, evidences, statements and the case progress from here.

SUMMARY

Simple summary of the case. What is it about, what are the parties agreeing on and who are involved. This summary is updated in change of events during the case.

OLGA SUOMINEN

HANS LEPOND

Simple summary of the defendants and accusers statements to the case.

DOWNLOAD SUMMARY



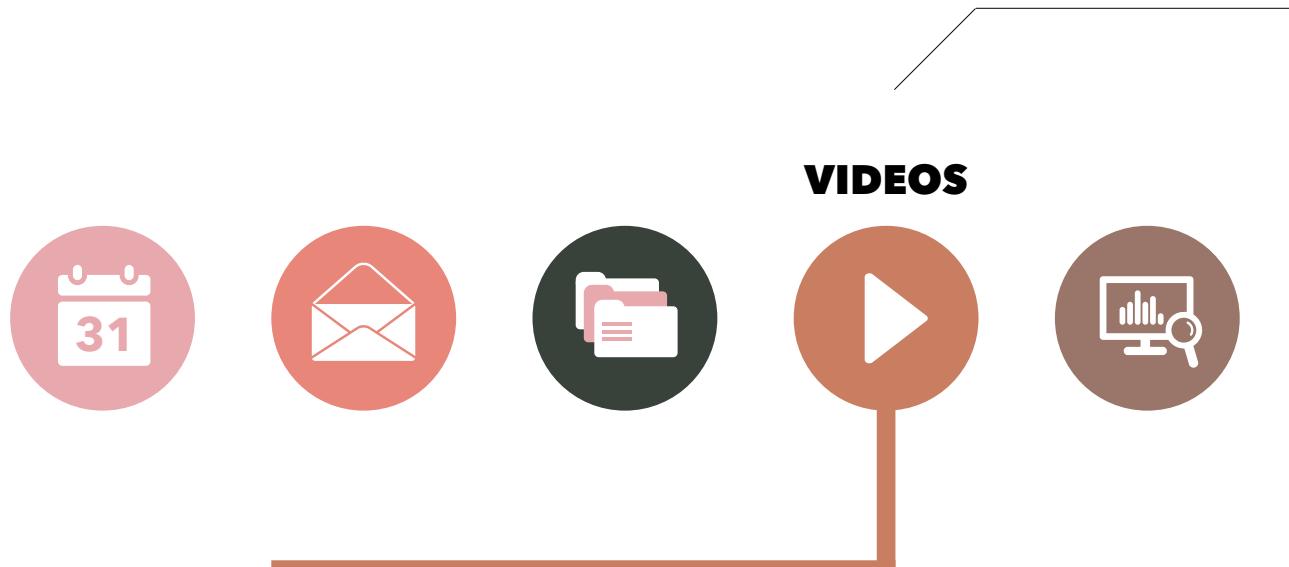
Click for help or more information.

Click to get inbox and send evidence and ask questions / help.

Click to block any notifications to your device regarding this event.

Click to see videos about this.

User can explore or download the documents presenting the case, if preferring to do so.



VIDEOS

VIDEOS

SAVED

DISCOVER

search



WHAT TO DO WHEN YOU RECEIVE CLAIMS?

This video will walk you through how to...



HOW TO ANSWER TO CLAIMS?

This video will walk you through how to...



WHAT IS MEDIATION AND WHEN I SHOULD DO IT?

This video will walk you through how to...



WHY MY CASE PLATFORM COLLECTS MY DATA?

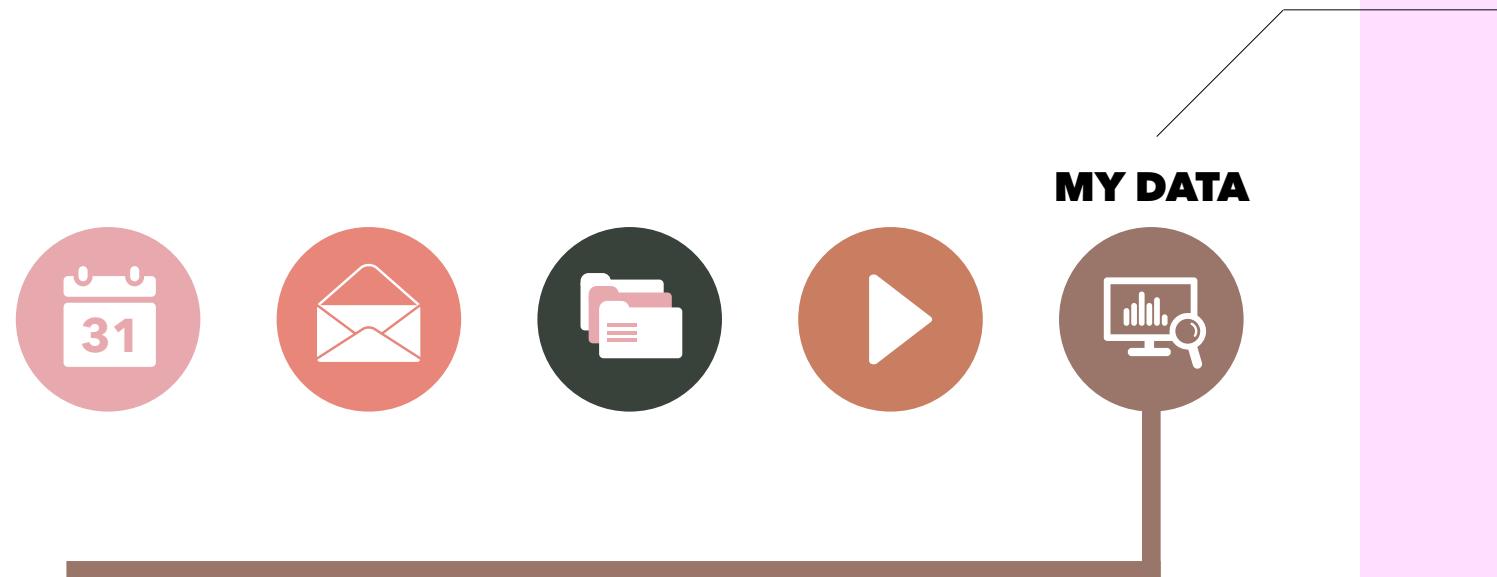
This video will walk you through how to...

Here you can find educational videos about how legal processes works, how to navigate in the legal system and practical help with this platform and actions your legal process requires from you.

Here you can save educational videos concerning your case.

Here you can discover helpful videos about your legal case.

Click the video to see or save it.



MY DATA

MY DATA

MY DATA FOLDER



WHAT DATA OF MINE IS COLLECTED



WHY IS 'MY CASE' COLLECTING MY USER DATA?



HOW CAN I MANAGE MY DATA?



The service provider collects and stores the case and user data according to the data protection laws. From here you can study and control what data the platform collects and how much of it you are willing to share.

Structured information about the platform provider uses your personal data.

Click to read more about the headlines.

Personal assessment

At the start of my thesis I thought I had chosen a topic which will teach me a thing or two about the legal practice, but that most of all I would spend my three months on innovating amazing new improvements to the current problems of court processes. Sounds very realistic right? Yes, well not only that I had to study legal processes and law to the extend I did not anticipate, but I had to tackle into third area of expertise which I had not prepared myself for - the world of technology. I did not master these three areas. I still don't. I tried to study and ask comments and help to educate myself, but it goes without saying that I had only time to scratch the surface when it comes to tech and law. No matter what I learned I wanted to know more about it. I felt I need to know more, but I also knew there wasn't enough time.

My goal at the beginning of my thesis was to spend these three months learning and studying the wide spectrum of legal design. To think ways in which design can help to digitize law and improve the legal practice. I did succeed in this relatively okay. Considering that this profession is still very much in the making.

During my thesis process I tried to reflect my progress to my initial scope, but I must admit that it was difficult at times. It is often with time that I see and understand the whole process clearly and am able

to reflect it better. Time, which is hard to find. It has not been an easy project that I think is safe to say. Having very little background knowledge of legal practice and having to scratch information from multiple different information sources and try to form a clear picture has made me think that I am over my head here. But like I stated in the beginning of my thesis, we all have to start from somewhere, if we wish to improve something.

In retrospect, I should have concentrated more on some areas. This was where I struggled: to see the essentials in a package so wide and deep. I should have studied the user experience. I should have conducted a focus group study or a workshop. It was hard to find people who are, or have recently been, in court to participate. And giving the thesis timeframe I did not have the time to follow someone's legal process from start to end. This being said, it is something I should have done. Not only to rely on the information provided me by the Brainfactory, Legal Design Summit, Ministry of Justice and other information sources (for example: www.oikeus.fi).

At the end of my thesis, I am happy with my choice of topic. I have learned so much and increased my know-how a lot during these past three months. But there are always things that you would do differently.

Having to start the process all over today I would probably choose even more tighter scope and topic and I would try to find someone with different expertise than me to pair up with. I did structure my process very clearly and was able to follow the original process timetable I made. I would have liked to develop the platform prototype further and test the concept with users in the thesis timeframe, but this was something that I knew is probably not going to happen.

Legal design will keep finding its shape and form in the world of law and design and it is here to stay. It is somewhat a buzzword at the moment which is a good position to be at: the momentum on our side. But even when the dust settles there is still the mountain to climb. So with committed professionals, their persistent attitudes and passions we will step by step get closer to the top.

We can't stay still or go back –the change is inevitable.



32. Muhammed Kara, www.unsplash.com

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thanks to;

*The Legal Design Summit & Brainfactory 2017 organizers,
my great team in Brainfactory; Kalle, Anna and Emily,
everyone who is working towards better juridical system,
my professors at the Lahti Design Institute,
my co-students and colleagues,
Dottir Attorneys & Dot. legal design consultancy
my family,
and Aleksandr.*

*Thank you all for your help, support and
education .*



Emma Alina Hertzbeg

Lahti University of Applied Sciences

Design Institute, Spring 2018

Legal design will change
the practice of law

EVERYTHING