

LEGAL OPERATORS

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UNVEILING THE IMPACT OF INTERPERSONAL TRAUMA WITHIN THE WORK ENVIRONMENT BY MARIA PARKER

CAREER
DIVERSIFICATION AND
WHY THAT MATTERS

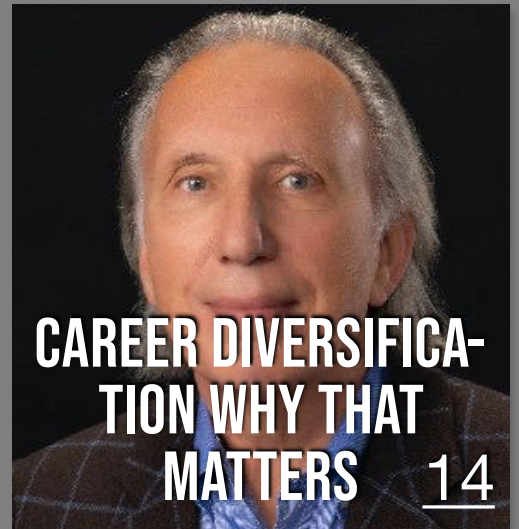
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A special thanks goes out to Maria Parker, Mark A. Cohen, Anne Grau, Fatima Hussain, Peter Connor, Ari Kaplan, Greg Coates, Kennan Samman and Jeff Kruse

EDITORIAL

Welcome to the second issue of 2023. In this magazine we share insights, information and knowledge from experts, thought leaders and connoisseurs from around the world.

This issue

In this issue, Maria Parker talks about the impact of interpersonal trauma within the work environment. She understands that in the demanding world of legal professionals, the weight of trauma can be an unseen burden that can affect well-being. Mark Cohen contributes an excellent piece on Career Diversification, why it matters, and where to look for guidance. The female impact on innovation is described by Anne Grau and Fatima Hussain, and Peter Connor talks about a new vision for corporate lawyers, and in particular the T-Shaped Lawyer, and shares all of this in his new book that is available for the readers of this magazine. Industry Analyst Ari Kaplan speaks with Greg Coates and Kennan Samman about using generative AI to provide greater client value, and Jeff Kruse takes you on his journey from lawyer to legal operations expert. And last but not least we asked our own ChatGPT to write an article about the differences between the business of law & Legal Operations, CLO & GC, and Lawyers & in-house lawyers.

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The Community

If you're interested to learn more about Legal Operations I'd like to invite you to join the **Legal Operators community**. In this community you can connect with your peers across the legal industry, discover innovative solutions, learn about upcoming events, etc.

Furthermore your feedback, suggestions, and ideas are warmly welcomed as we build specials and future editions of the magazine that are tailored to the topics and people you want to read about. Please send me a message at **colin@legaloperators.com** to let me know what you think.

I hope you enjoy this third edition!

In community spirit,
Kind Regards,
Colin McCarthy, CEO



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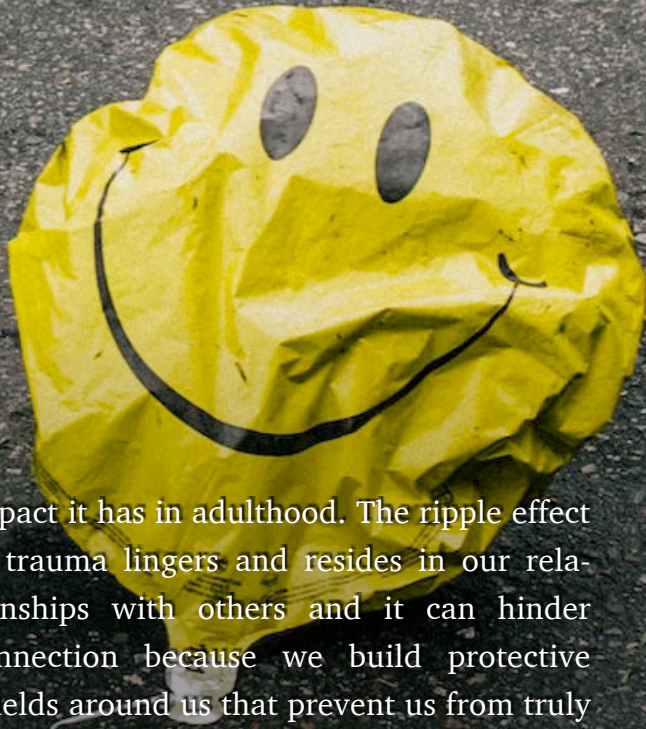
UNVEILING THE IMPACT OF INTERPERSONAL TRAUMA WITHIN THE WORK ENVIRONMENT

By Maria Parker



The natural healing force within each one of us is the greatest force in getting well - Hippocrates

I believe that trauma underpins some of the deepest wounds and issues experienced within our society today. Mental illness, physical illness, addiction, violence, injustice and suicide can all be inextricably linked back to unresolved trauma. Whilst we are firefighting the results and outcomes of trauma we are completely missing the opportunity to fundamentally change and heal our society as a whole. I am going to focus on interpersonal trauma and attachment relationships and the



impact it has in adulthood. The ripple effect of trauma lingers and resides in our relationships with others and it can hinder connection because we build protective shields around us that prevent us from truly knowing ourselves or connecting with others. These intertwined elements have a profound influence on our well-being, shaping our experiences in the workplace and beyond. By unravelling that which connects trauma and attachment, we gain insights into the root causes of many issues that manifest in work environments.

Interpersonal trauma encompasses experiences that interrupt our sense of safety, trust, and connection with ourselves and others. It can range from overt forms of abuse and neglect to more subtle forms of emotional and psychological harm. Bessel Van der Kolk, a renowned trauma expert, highlights how trauma affects not only our psychological well-being but also our brain and body physiology. Attachment theory on the other hand provides a framework for understanding how early relationships with caregivers shape our patterns of relating to

others throughout our lives. The quality of our early attachments influences how we navigate trust, intimacy, and vulnerability in work settings. The attachment patterns we develop can impact our communication styles, ability to form meaningful connections, and overall well-being in the workplace. Exploring attachment theory, and examining the intricate interplay between trauma and attachment, we begin to uncover the hidden dynamics that contribute to work-related challenges. Understanding the root causes of these issues opens the door to healing and growth, both for individuals and organizations. I am all about root cause!

In this article, we will delve deeper into the profound impact of interpersonal trauma and attachment relationships particularly in the workplace. We will explore the insights provided by the Internal Family Systems model, the transformative power of Polyvagal Theory, and the importance of trauma-informed care as part of the solution. The aim is to foster a conversational and empathetic understanding of these complex issues, offering hope for a

future where workplaces become nurturing environments that promote healing, connection, and resilience instead of a place that thrives, celebrates and rewards dysfunction.

Gabor Maté states that ‘trauma is not what happens to you...it is what happens inside of you as a result of what happened to you’. This is a powerful statement. If a child does not have an adult to support them make sense of what has happened, they are then left in the dark to construct scenarios, unconsciously, that help them make sense of the event or events but ultimately to feel safe and remain connected to their caregivers. Above the surface things appear okay but beneath maladaptive ways of coping get established. It could have been a one-time traumatic event or maybe it was due to the pervasive occurrence of unmet needs, that the protective layers were constructed. The important thing here is that it was perceived by the individual as traumatic, the body felt and experienced this trauma and without expression it was suppressed and subsequently repressed thereafter. Trauma doesn’t just impact us psychologically however and the physiological impact of trauma is best described by Van der Kolk's research, where he highlights the amygdala's hypersensitivity, leading to heightened fear and stress responses. The hippocampus, responsible for memory, can be impaired, affecting recall and contextualizing trauma. The prefrontal cortex, in-

involved in decision-making and emotional regulation, can be compromised, impacting impulse control and relationships. Trauma also disrupts neurochemical balance, resulting in persistent hypervigilance and anxiety. Van der Kolk's research underscores that trauma's effects extend beyond the psychology of the mind, affecting the brain's structure and function. Recognizing these physiological mechanisms promotes validation, reduces stigma, and informs trauma-informed approaches for healing and well-being. It also supports a deeper empathy and a more comprehensive approach to healing and fostering well-being in the work environment. Due to the imprint trauma leaves on and within us, it is vital that we work with it in a compassionate, intentional and safe pace.

Our inner landscape holds a profound impact on our well-being, especially in the context of healing from trauma. Most of us however don’t take the opportunity to slow down for introspection. Sometimes it just does not feel safe to slow down, I understand that too. However, by delving into the depths of the self, or at the very least being curious about it to begin, allows us unravel the complex internal parts that have been shaped by traumatic experiences. The Internal Family Systems (IFS) approach provides a framework for understanding and nurturing our inner worlds. By exploring our internal parts and their roles, we can cultivate self-compassion and integration,

unlocking the healing power of self-discovery. Embracing these transformative processes enables us to navigate the complexities of trauma and foster a sense of wholeness and well-being in our lives. IFS is one of the most transformative, non-pathologizing and healing modalities of therapy around today and it is the foundation of all the work I do.

Understanding Polyvagal theory however brings another fundamental layer to the work and what connection is all about. It sheds light on how our nervous system shapes responses to trauma. Imagine a mother holding her newborn baby in her arms. The baby, sensing safety and connection, feels soothed and calm. As the mother gazes into her baby's eyes, her facial expressions and tone of voice communicate love and care. In this intimate moment, a beautiful dance of connection unfolds between them. The baby's nervous system detects safety signals from the mother, triggering a state of relaxation and trust. The mother, attuned to her baby's needs, responds with warmth and nurturing gestures, co-regulating the baby's emotional state. Through this delicate feedback system, the mother and baby establish a resilient bond, providing a foundation for the baby's future relationships. Now imagine what may happen when the newborn does not have their needs met? Polyvagal Theory helps us understand the intricate dynamics at play in this mother-baby relationship,

emphasizing the role of safety, connection, and co-regulation in fostering healthy connections and resilience. During therapy with clients I ensure that my nervous system is regulated so that I can provide that secure and calm base for my clients. I intentionally slow down, check in with my body, speak slower and be that anchor of safety that is needed. My nervous system communicates with theirs to promote co-regulation and more often than not when I wonder at the end of a session how they are doing they will most likely say 'more relaxed' or 'less anxious'. Polyvagal Theory demystifies the intricate workings of our autonomic nervous system, revealing how it influences our reactions. By understanding the importance of safety, connection, and co-regulation, we can create nurturing and supportive relationships in the workplace. Cultivating empathy and understanding becomes essential in fostering trust and healing, as we recognize the impact of trauma on individuals' experiences. This path leads us towards building resilient connections, where compassion and empathy thrive, fostering a work environment that promotes well-being and growth.

Learning to expand our window of tolerance and embracing trauma-informed care will help with this. Within each of us lies a window of tolerance, a range within which we can effectively regulate our emotions and respond to stress. Trauma, however, narrows this window, making it challenging

to navigate daily experiences without feeling overwhelmed or shutting down. Understanding the window of tolerance is essential in recognizing the impact of trauma on individuals' emotional well-being in the workplace. Our window can also change dramatically during the different development life stages. To create an environment that supports healing and growth, organizations must embrace Trauma-Informed Care. This transformative approach acknowledges the prevalence of trauma and its far-reaching effects. It involves shifting organizational culture to one that prioritizes safety, trust, and empathy. By empowering employees with knowledge about trauma and its impact, organizations can foster a sense of safety and create spaces for open dialogue. Trauma-Informed Care encourages practices that promote emotional regulation, resilience, and self-care. It emphasizes the importance of trauma-sensitive policies, supportive supervision, and ongoing training.

The road to healing is a profound and transformative one that should offer hope and resilience. A nuanced approach is needed and it is why I have offered many ways of looking at and healing trauma above. Obviously there are also many more modalities and options out there but it begins with embracing a path of self-compassion and growth, recognizing that healing is a process that takes time and patience. By fostering a supportive work environment,

organizations can become beacons of hope, offering resources, training, and safe spaces for individuals who embark on their healing journeys.

Central to this process is the acknowledgment and validation of individuals' experiences, creating a culture of empathy and understanding. The only thing that matters to me when I meet a client for the first time is that they know I will validate and take seriously anything from their lives they believe was traumatic for them. There is healing within that alone. I don't have to 'fix' anyone, each of us have the answers we are looking for, we may need guides along that journey however. By integrating trauma-informed practices, organizations can create environments that prioritize psychological safety and emotional well-being. Building resilience becomes a key focus in this journey. Through cultivating individual and collective well-being, organizations can equip their employees with the tools to navigate challenges and setbacks. This involves promoting self-care, stress management techniques, and fostering healthy coping mechanisms. Providing access to the correct trauma-informed specific therapy and counselling services can be instrumental in supporting individuals on their healing paths. By recognizing the complex interplay between trauma and work issues, organizations can address underlying emotional wounds and promote holistic well-being. Nurturing hope and resilience requires ongoing commitment and investment.

It entails creating a work culture that encourages open communication, destigmatizes mental health, and celebrates vulnerability. By fostering a sense of community and collective healing, organizations can become agents of positive change, inspiring individuals to reclaim their power and thrive beyond the impact of trauma.

In the demanding world of legal professionals, the weight of trauma can be an unseen burden which can affect wellbeing, mental health and relationships. If nothing else I would like for you to take away hope in the knowledge that you do not have to live in the shadow of what happened to you or what is currently showing up. You can empower yourself by learning to understand how your system operates, looking at the experiences that conditioned you and then working on a plan to unlearn the false narrative you grew up with. Dispelling the negative stories you had to construct in order to feel safe and connected. The outcome will be exceptionally life changing, and you will have the choice to show up as the authentic beautiful self you were born to be and achieve your true potential. As we embark on this road to healing, let us remember that it is through compassion, understanding, and resilience that we can transform workplaces into spaces of growth, hope, and shared well-being. Healing ensures that the generations that follow will be gifted new insights and healthier ways of being through expression and liv-

ing on purpose. Let us transcend shame, connect with our identities and live our purpose together.

An Anonymous Letter

In response to an anonymous letter submitted by a lawyer to the Lawyers Depression Project I wrote the following response. I hope it is insightful and that it sheds light on much of what the article above speaks about, but most importantly I want it to offer hope. Be kind to yourself. You matter very much.

A Response

Dear Good Lawyer

I can hear you. I can hear how much you loved your role within your firm. I can hear how hard you worked and how conscientious you were on a daily basis. I can hear that you accepted the failures alongside the wins, not everyone can do this. Fail, fail again, fail better. Your firm saw this too.

I am struck by your internal protective manager parts, they are being very hard on you but no parts are bad, their intention is to look after you. We all have strong manager parts within us. Those parts told you that you had a dirty little secret, that you were weak, and potentially a liability. They protected you by ensuring you played the game, stayed in line and colluded with hiding your

true self. Our managers are pretty cool like that, sadly though they can inadvertently completely distance us from our true selves and instead we must keep up the charade. This becomes exhausting and unconsciously all feelings and emotions outside of this must be suppressed and repressed for our own good. Feelings have energy though and they remain boiling below the surface, your 'happy warrior' can relate to this I am sure. Your firm accepted and rewarded this conditioned version of you so it was very difficult to show up in any other way. That is not your fault.

Other individuals' medication jokes are a mass projection from a society that just does not understand. I won't let them off that lightly though, they have chosen not to understand and that is worse.

I am sorry that the friend you tried to confide in was unable to meet you exactly where you were. I am sorry for that friend and all like him that struggle with their own emotions as well as those around them. We need to do better. We need to support everyone to understand that emotions are what make us human, they are what connects us. They are our inner compass to what is going on in the world around us and they are vital if we want to live authentically without the constraints of the false self that emerges from pushing them away.

I am sorry that for you this culminated in a

severe depression alongside feelings of isolation and fear. I cannot imagine the loneliness, confusion, deep sadness and overwhelm you must have felt throughout this time. I hate that it is called a 'disability' when it is the way our society is constructed that has led to you, a human, being unable manage their unrealistic robotic expectations. Words have power. Their compassion for humanity is what is disabled.

The firms 'unconscious' way of going around you and bringing you in to that review was a tactic and a deeply disturbing one that I know is utilised widely. My stomach dropped when your protector Spy was caught. How deeply sad. I imagine that part of you dissociated during that meeting, it had to happen because the reality was so surreal.

I believe that rejection is a redirection. I want for your parts to be curious about trusting in that too. Remember it was not safe for you to show who you were, your inner system recognized this very clearly and heard the message loudly. Us humans have the most amazing antennae and its working away even when we don't realise it. Fear protected you from something worse.

So what now? We don't want to get rid of these lovely protective parts in order to connect with our true selves but we do need to look at decommissioning them, they have worked long and hard and are ready for a rest. If they can step back a little, it will allow

you to unburden from all that has happened. You will breathe easy again and most profoundly you will connect with your true self that is waiting within, our true essence never leaves. It's there at birth and will be until our last breath. It just needs to be rediscovered and you now have the redirection you need to be able to do this too.

Self-compassion is key. Lean into it will all you have. Breathe.

You ARE a good lawyer. Present not past tense.

Books used for purpose of article and recommended:

- *Childhood Disrupted* by Donna Jackson Nakazawa
- *Polyvagal Exercises for Safety and Connection* by Deb Dana
- *Waking the Tiger Healing Trauma* by Peter A. Levine

- *No Bad Parts* by Dr Richard Schwartz
 - *The Myth of Normal* by Gabor Maté
 - *The Compassionate Mind* by Paul Gilbert
-

About the Author

Maria is a psychotherapist dedicated to guiding individuals on their healing journeys. With a deep understanding of the human psyche and a genuine passion for helping others, she is committed to supporting clients in their pursuit of self-discovery and growth. Through a safe and non-judgmental space, Maria empowers individuals to explore the root causes of their struggles and uncover their inner strengths. With evidence-based interventions, empathetic listening, and collaborative dialogue, Maria fosters resilience and facilitates transformative change. Join her on the path to healing, where you can rediscover your true potential and embrace a renewed sense of well-being.

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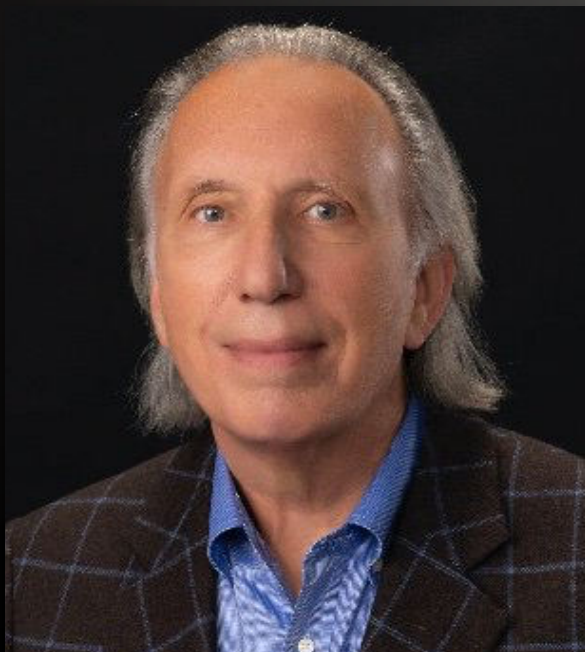
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THE LEGAL INDUSTRY IS NOT PREPARED FOR CAREER DIVERSIFICATION

Why That Matters And Where To Look For Guidance

By Mark A. Cohen



“It is not the strongest of the species that survives, not the most intelligent that survives. It is the one that is the most adaptable to change.”
— Charles Darwin

Macroeconomic and geopolitical shifts, [digital transformation](#), technological advances, and new enterprise risks are among a growing list of forces transforming business, the workforce, and careers. The speed, breadth, and interconnectivity of change requires business to reimagine its organizational structure, economic model, technology, processes, talent, strategic partners, and supply chain from the customer perspective.



This is an ongoing, real-time journey essential to enterprise competitiveness and sustainability.

The convergent forces buffeting business are altering jobs, the workforce, and careers. Digital jobs will have a shorter shelf life as a result of business adapting to multiple change elements. Many positions will be altered or eliminated, replaced by roles that require talent with different skills, mindsets, experience, and agility. In the digital world, it is essential that individual talent and skills are accompanied by a team-orientation. That is what it takes to solve the complex problems, inter-

connected challenges confronting business.

The “one-firm approach,” is a term often applied to high-performing organizations like Goldman Sachs and McKinsey that have a highly-collaborative, team-oriented culture and operational model. They gang-tackle challenging problems by working fluidly and cross-functionally. Their institutional loyalty and high degree of collaboration contribute significantly to their enterprise success. [McKinsey](#) studied 2,000 companies across industries and found that “one-team” organizations were 2.3 times more likely to be in the top quartile of high performers.

Concomitant with the one-firm approach among leading enterprises is their high degree of “digital dexterity,” a concept introduced by [Gartner](#). It describes organizations that have fluid, tech-savvy workforces that are empowered by easy-to-use technology. That enables them to pivot quickly and to make creative use of technology to design new ways for working more effectively, agilely, and impactfully. The digitally dexterous workforce is highly analytical, collaborative, and nimble. Gartner found that employees and organizations with a high degree of digital dexterity are [three times](#) more likely to launch, complete, and succeed in digital initiatives. They are adaptable, high performers for whom change is an opportunity to improve the status quo.

The one-firm and digital dexterity findings make clear that digital transformation is more than technology; human adaptation, creativity, and considered, data-backed experimentation are also essential elements. Old ways of working are quickly being replaced by new ones that demand [social intelligence \(EQ\)](#) as much as cognitive agility. The speed of change demands a [learning-for-life mindset](#). The complexity of business challenges requires teamwork, cross-functional collaboration, and the fluidity—both intellectual and social—to move quickly from one challenge to another.

Technological advances are accelerating the speed and breadth of change and heighten-

ing the importance of adaptation for individuals, the broader workforce, business, and society. To borrow from Ferris Bueller, “life moves pretty fast.” It’s about to accelerate. Goldman Sachs issued a report projecting generative AI has the potential to affect 25% of all current jobs globally. That’s a staggering 300M total.

A recent [McKinsey report](#) on the future of work found that more than 100M workers across eight economies studied may have to switch occupations by the end of this decade. These and other findings confirm that the workforce—and that includes [legal professionals](#)—must start preparing for new roles and career diversification.

Career Diversification Is About Human Adaptation, Not Tech

Career diversification involves leveraging skills from one job, acquiring new ones, then synthesizing and applying them across different roles throughout one’s career. It is a byproduct of [digital transformation](#), a seismic shift in how we live, work, and exchange goods and services. Technology enables digital transformation; human adaptation determines its outcome.

Many in today’s workforce will engage in roles that do not presently exist. How does one prepare for that? There’s a temptation to invoke Wayne Gretzky’s famous quote so often cited by business leadership: “Skate to

where the puck will be, not to where it has been.” Gretzky was a unicorn— what do the rest of us do? Short answer: learn to adapt.

For the workforce, adaptation to changing roles and careers involves [upskilling](#), [collaboration](#), [humanity](#), [tech and data-literacy](#), authenticity, a [“we”](#) more than “me mindset,” inquisitiveness, agency, initiative, and life-long learning. Individuals that hone these skills will be well positioned to transition to new roles, sectors and diversified careers.

Enterprise adaptation is a process that begins with an end-to-end, no-holds-barred examination of the enterprise from the customer perspective. What is the enterprise now and what should it be? It then engages in a journey “from here to there.” That process involves, among other things, re-imagining the current organizational structure, economic model, existing and prospective product and service lines, delivery model, technologies, data mastery, processes, brand, market differentiation, *and the talent required to drive it now and in the future.*

The digital journey requires adaptation not only from leadership but also from the workforce. Enterprise talent strategy cannot rely on old paradigms to meet its needs. The workforce, likewise, cannot rely on legacy paradigms to meet theirs. Talent is not a static term; its elements are fluid and contextual. That applies equally to the supply and demand sides.

The workforce is directly affected by enter-

prise challenges and the fluidity of the marketplace. The ability to satisfactorily perform one’s current role no longer assures long-term job security. Leadership and workforce talent must demonstrate resilience, agility, team orientation, curiosity, and moxie to adapt to changes in their current role(s) and functions. They must also be able to transition quickly to new roles demanding different skills when called upon. Data and technology proficiency are important components of that process, but humanity and social intelligence (EQ) are seminal.

Career diversification is not unique to any role, function, sector, or profession. As existing jobs disappear and new ones emerge, anticipation, adaptation, and agility are key assets. The World Economic Forum [Future of Jobs Report](#) cited critical thinking, problem solving, emotional intelligence (EQ), creativity, cognitive flexibility, and collaboration as core digital competencies. These qualities are ideally suited for cross-functional collaboration as well as transitioning from linear to diversified careers.

The speed and complexity of business demands teamwork. That’s why social skills—cultural and social awareness, empathy, collaboration, and openness to differing views and perspectives—are so important. Paradoxically, the pervasive use and profound impact of technology elevates-not diminishes- the importance of humanity. The human element of digital transformation-alignment

of purpose, a diverse workforce committed to shared core cultural values, concern for others' well-being, and mutual respect is essential to digital success on the individual and enterprise levels.

The elevation of teamwork and collectivism has become an important criterion for talent evaluation and performance. Talent is no longer assessed solely on individual performance. Digital organizations also consider an individual's impact on the team, enterprise and customers. Collectivism, collaboration, and cross-functional engagement advance the success of the enterprise as well as its [digital talent](#). Team-orientation is embedded into the culture and mindset of mature digital enterprises, and it is also an important hiring criterion.

Digital business is [moving away](#) from the traditional job-based talent management approach to organization design and management models. The focus has shifted from creating job descriptions to the competencies and capabilities required to execute a business strategy. The new paradigm requires collaborative, innovative, purpose and outcome-driven talent that sees its role and function as part of a larger integrated enterprise whole focused on customers.

The corporate move from jobs to competencies and capabilities signals a dramatic change in enterprise talent strategy. Talent is top-of-mind for the C-Suite because of its

impact on success. [PwC's 18th Annual Global CEO Survey](#) found that 61% of CEOs identify retention of skills and talent as a key issue over the next five years. The [ability to acquire and manage talent](#) is the second most cited critical capability for tomorrow's CEO's.

The connective tissue linking talent and the enterprise is a shared purpose, mission, and culture. Alignment on these core precepts is reinforced by a long-term mutual investment between enterprise and talent. Richard Branson captured that duality well: "Train employees well enough so they can leave, but treat them well enough so they don't want to."

Is the legal industry prepared for career diversification and the adaptation it requires?

Legal Careers Are No Longer Linear and Predictable

Career diversification is new to the legal industry. That's because generations of lawyers have had insular, predictable, secure, remunerative, and linear careers. Most spent their professional lives practicing law with other lawyers in law firms. There was a world of "lawyers and 'non-lawyers.'"

Lawyers honed their practice skills across careers, performing a similar role even as they worked their way up the hierarchical ladder. [Careers were often spent at one firm.](#)

In 1980, for example, 85% of law firm partners had spent their entire careers at the same firm. While that percentage has declined in recent decades, a 2019 National Association for Law Placement (NALP) [study](#) found that 59% of firm partners had one-stop careers. When lawyers left a firm, they typically transitioned to another with similar work, structure, and culture. Change and adaptation were not elements of most legal careers.

Legal culture, education, indoctrination, financial success, client acquiescence, and hubris have bred insularity and a false sense of change immunity. [Bloomberg Law's 2021 Legal Operations Survey](#) provides a stunning example of the persistence of legal myopia. Among the 429 law firm and in-house lawyers at various career stages surveyed, 82% believe multidisciplinary teams can consist solely of licensed attorneys. Different practice areas, seniority levels, and firms are a “multidisciplinary” team for them. That is not a mindset well-suited for adapting to change, cross-functional collaboration, and the agility to transition to new roles quickly and seamlessly.

Digital business requires much more from the legal function than generalized legal knowledge. Business acumen, tech and data agility, proactive risk detection and mitigation, process and project management, and other capabilities are now essential components of legal delivery. That is [not what law schools](#)

[teach](#) or [what most law firms sell](#). Law schools and firms are no longer the arbiters of fit-for-purpose legal talent—business is, and it is voting with its coffers. The effects are already visible in the marketplace.

The rapid growth of [law companies \(a/k/a ALSP's\)](#), [legal analytics](#), the [migration of work from firms to corporate legal teams](#), and the erosion of law firm market share presage more profound market change. Demand is shifting from legacy providers to those with [different organizational structures](#), economic models, technology, data agility, multidisciplinary talent, mindset, teamwork, strategic partners, capital, and customer-centricity. That talent now, increasingly, is being taken in-house. It is not just licensed attorney talent, either.

Many [in-house legal teams](#), for example, now have an equal balance of licensed attorneys and allied legal professionals. That balance may soon be tipped in favor of [allied legal professionals](#) as generative AI and other technologies replace “lawyer” jobs with new ones requiring different skillsets.

The divide separating law firms and in-house teams continues to widen. Corporate teams function as business units, collaborating cross-functionally across the enterprise. Their remit extends well beyond traditional legal practice boundaries. The legal function must be more than law if it is to meet the needs of digital business.

Chief legal officers (CLO's) and general counsel (GC's) are the prototypes of the [digital lawyer](#). To be successful, they must be leaders, [learners-for-life](#), creative, cognitively agile, emotionally intelligent, and bring out the best in others. They recognize that their role cannot be static in a digital business; they and their teams must be proactive, agile, and poised to respond to challenges and opportunities quickly and collaboratively.

CLO's are also cultural stewards charged with ensuring that core enterprise values are shared within a diverse group of individuals that form a team. Digital talent, as the foregoing suggests, elevates the importance of [humanity](#), social skills, and team orientation. Those qualities have been undervalued by legacy legal stakeholders.

Growth, Change, Adaptation, And Diverse Careers

The [US Bureau of Labor Statistics](#) projects a strong outlook for legal job growth from 2021-2031. The sector is expected to expand by 10%—well above-average among all occupational categories. That's good news for the industry, but not for those that see growth as a green light for business as usual, job security, and a ten-year reprieve from career change.

The legal sector growth projection is a *net number*; it does not reflect the number of

current legal jobs that will be lost and replaced by new ones. Put another way: don't expect the projected legal growth to resemble prior spurts where law firm headcount was the primary beneficiary. This time, many legacy legal jobs will be altered or eliminated, replaced by new ones filled by individuals with talent better suited to digital business than the [legal guild](#).

[Fewer lawyers will have pure practice careers](#). Exceptions are lawyers with: (1) superior judgment, experience, expertise (trusted advisors; a small segment of the legal population); (2) specialized expertise in high-value matters; (3) expertise in high-value new legal areas (e.g. cybersecurity, data privacy and protection, generative artificial intelligence, and related “bleeding edge” technologies and/or new sectors).

Most lawyers will engage in a mix of practice, business of law jobs/gigs, and new positions/areas, many of which will be spun off by technological advances. They will have [multiple positions](#) and/or [gigs](#) during their careers, underscoring the importance of adaptation. The new, more fluid legal careers will recast long-held notions of [what it means to be a lawyer](#). More importantly, new career roles and paths could restore a sense of purpose for many legal professionals as well as revive public trust and confidence in the legal sector.

[Generative AI](#), [data analytics](#), [blockchain](#),

[quantum computing](#), and other technological advances are already impacting legal tasks, jobs, and careers. While clickbait headlines focus on the number of jobs tech will eliminate, a wealth of studies point to their positive effect on the economy and job creation. For example, a recent Goldman Sachs [study](#) projects “as AI tools using advances in natural language processing work their way into businesses and society, they could drive a 7% (or almost \$7 trillion) increase in global GDP and lift productivity growth by 1.5 percentage points over a 10-year period.”

Productivity growth will mean further erosion of existing jobs accompanied by the creation of new ones. One cannot engage in specific training for functions that do not presently exist; however, individuals and enterprises with digital dexterity will be at the front of the queue to fill them.

What are some of the new legal career opportunities for qualified candidates? A partial list includes: crisis manager, legal process designer, data analyst, supply chain expert, enterprise risk manager, legal talent design manager, legal process and project management, knowledge management engineer, legal coder/no coder, and legal technology designer. The speed, depth, and breadth of change, especially in technology, will expand this list and open up a legion of new areas and opportunities.[1] The explosive growth of generative AI has already

spawned “chat prompters” (data scientists trained to write input prompts that optimize AI responses) , as a new role. Many more will follow.

Conclusion

Law is not unique, although most lawyers think it is. The enterprise digital transformation journey is an excellent transition guide for the legal industry. The core skills of [digital talent](#) can be applied across a wide range of roles, sectors and career paths-law included. Legal professionals that acquire them will have a wide range of opportunities and be poised to reap the many benefits of a diversified career.

Notes

1. Richard Susskind’s *Tomorrow’s Lawyers*, (updated Third Edition) provides an insightful, engaging, and highly-recommended analysis of how lawyers and legal professionals will function in the coming years.

About the Author

Mark Cohen is CEO of Legal Mosaic, a legal business consultancy. He serves as Executive Chairman of the Digital Legal Exchange, a global not-for-profit organization created to teach, apply, and scale digital principles to the legal function, and as the Singapore Academy of Law LIFTED Catalyst-in-Residence. Mark has held Distinguished Fellow and Distinguished Lecturer

appointments at Northwestern University Pritzker School of Law, and Georgetown Law as well as at numerous foreign law schools including IE (Spain), Bucerius (Germany), and the College of Law (Australia).

The first thirty years of his professional career were spent as a "bet the company" civil trial lawyer--decorated Assistant U.S. Attorney, BigLaw partner, founder/managing partner of a multi-city litigation boutique, outside General Counsel, and federally-appointed Receiver of an international company conducting business across four continents. He pivoted from the representation of clients to 'the business of law' approxi-

mately fifteen years ago. Mark co-founded and managed Clearspire, a groundbreaking 'two-company model' law firm and service company. The Clearspire model and lessons learned from it are the foundation upon which my current activities are fused with the practice portion of my career. And Last but not least: Marc is a renowned speaker and shares his insights in the Global Legal Market.

Legal Operators thanks Mark for his inspiring contributions. Follow Mark on [Twitter](#) or [LinkedIn](#), or visit his [website](#) Legal Mosaic

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THE FEMALE IMPACT ON LEGAL INNOVATION

By Anne Grau (r) and Fatima Hussain (l)





All too often, legal departments are still perceived as cost generators rather than enablers. However, they have the potential to develop solutions and processes that make other areas of the company considerably easier and thus also have a positive financial impact on the company. In order to be perceived as enablers within the company, legal departments must become more innovative and question outdated structures. This can only succeed if the challenges of the status quo are rethought with diverse approaches - especially involving women. There are a few simple things legal departments can do to achieve quick results.

Innovation is more than legal tech

Innovation in the legal department means

many things: the use of tech tools, new processes and structures, and ways to provide legal advice faster and more efficiently. But diversity and empowerment also count as innovation today.

Because one of the most important insights of the last few years is that the legal department has to be diversified in order to be truly innovative. This means in particular that outdated structures have to be rethought and rebuilt from scratch. Innovation can only come about if people actively talk about their own ideas and different views. This requires not only a dialogue between young and old, but also between women and men. Only new ways of thinking and unusual ideas can ensure that

the legal sector does not lag behind others and miss the opportunity to implement innovations.

Innovation must become female

For a long time, women were not or not sufficiently involved in processes to develop innovations. Challenges were often discussed in homogeneous groups, mostly consisting of white men, and thus did not take many aspects into account. Yet the involvement of women is a catalyst for innovation. They bring their own perspectives, new approaches and a view of challenges that their male colleagues do not have. This is because women face different challenges in society based solely on their gender. For example, male board members will not have a vested interest in ensuring that maternity protection regulations also apply to board members. It is precisely at this point that women and men together can paint a holistic picture of the areas that need innovation.

In the legal sector, this includes in particular structures and processes that systematically disadvantage women and therefore lead to situations in which there is a strong imbalance, for example, between male and female colleagues at management level. A glance at the number of female partners in large law firms or female chief legal officers or female general counsels shows that there are still some places where innovative structures provide more opportunities for women.

"A woman with a voice is, by definition, a strong woman."

Developing a voice and actively going public is a difficult step, especially for many young women. This is partly because visibility of women is often perceived more negatively than that of their male counterparts. For example, women are more quickly written off as "emotional" when the same behavior in men is described as "passionate". This often means that the negative perception and resulting differential treatment of women in legal innovation leads to underrepresentation. For example, at many events there is a strong imbalance between male and female experts. We need more women to visibly shape the future of the legal field. Concerns about criticism, negative reactions from colleagues or being called an imposter (imposter syndrome) lead to a continuation of this trend. However, these concerns will be allayed if there is a stronger representation of women in legal innovation and the visibility of women is also perceived differently in society.

Legal departments can take many measures to promote female empowerment. Among others, the representation of women in leadership positions can be an elementary component. By actively promoting and filling important positions with women, other female colleagues are encouraged by these "role models" to take an active role themselves. Another measure could be to actively encourage women to become more visible by having the legal department propose women as representatives of the legal department at conferences. This gives legal departments a significant competitive advantage: they integrate the whole team and thus

multiply the approaches to their challenges.

Here are three tips to promote Female Impact in the legal department:

- Motivate your female employees to become more visible.
- Support your female staff by creating structures that do not discriminate against women.
- Actively address the challenges they face and the solutions they propose.

Diverse teams are innovative because issues are looked at from different angles. By actively involving women in legal departments, especially in future issues, we also create a self-image for the next generation: Your voice is important - your vision is interesting!

About the Authors

Anne Graue is a freelance lawyer & innovation advisor, besides working as Legal Counsel at a German car manufacturer. Previously, she was

Associate General Counsel at TIER Mobility SE - a hyper-growth start-up in the field of e-mobility, where she drove the digitalization & development of the legal department. Prior to this role, she worked as Legal Counsel at AUDI AG, where she was responsible for litigation in APAC and advised on e-mobility product safety issues. Her previous experience includes working as a criminal judge and associate at Clifford Chance.

Fatima Hussain, LL.M. is a licensed attorney. She worked as in-house counsel at Tesla Manufacturing Brandenburg SE and AUDI AG. During her time at AUDI AG, her responsibilities included providing legal advice on product liability and safety issues in Germany and international markets, such as the US and Canada, and conducting national and international litigation. Before joining AUDI AG, she worked as a legal assistant in the Dispute Resolution team at Freshfields Bruckhaus Deringer and in the Banking & Capital Markets team at Clifford Chance LLP in Frankfurt am Main.



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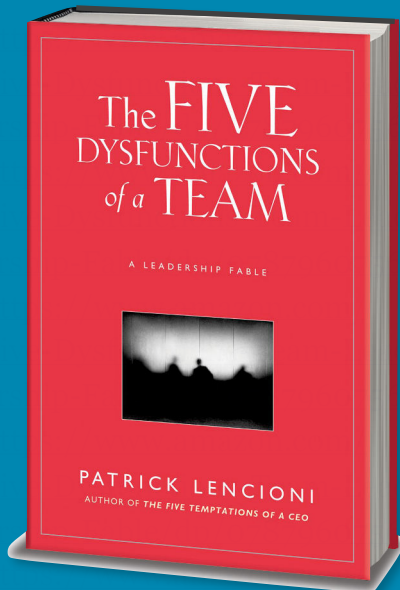


Harnessing the Power of Data



Optimizing Your Tech Stack

Book Tip: The Five Dysfunctions of a Team



Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. Will she succeed? Will she be fired? Will the company fail? Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight.

Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones-often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.



DIVERSITY & INCLUSION

For Legal Operators diversity and inclusion are important topics. Luckily we see a lot of organizations prioritizing these topics and starting to roll-out dedicated programs.

However there is still a lot to learn, and why not learn from each other?

Therefore we welcome everybody who is willing to share their experience, programs, what works - what not, challenges and more in an article published in Legal Operators eZine.

Feel free to send your article, article outline, or idea to [Colin McCarthy](#).



A NEW VISION FOR CORPORATE LAWYERS

PART 1 THE T-SHAPED LAWYER

By Peter Connor



‘This book is primarily for those who are interested in taking change in the legal industry to a new level. However, it is also written for those who may be oblivious to the changes happening in the industry and have not given much thought to why they might want, or need, to change and what they can change.

The focus of the book is on human transformation. By that I mean making significant changes in the work that lawyers do and in their capabilities to do this new work. It might not attract the headlines of digital transformation, but it is at least, if not more, important for lawyers, legal departments, firms and especially clients.



In order to transform, not just improve, yourself and your work you need a clear picture of what that work could look like and understand why it might be in your interest to change. This book paints that picture in some detail for all corporate lawyers, legal departments, and firms.

I know from my work on transformation with lawyers all over the world that, for some, the proposed vision will be alarming and uncomfortable. For others it may seem like something that they already do. In fact, the vision calls out and spells out something that a few lawyers do sometimes on the side so that all lawyers can

do it on a regular basis as a core component of their work.

For individuals this new vision offers a way to flourish and to reimagine your work so that it is more interesting and more valued by your clients. For legal departments and firms, it offers the promise of completely reimagining your offerings to clients and the way you organise and operate. If there is sufficient interest in the first book, I propose to publish follow up books in the series that provide more detail on how individuals, legal departments and firms can turn this vision into reality.' *Peter Connor*

How it started

The highlight of my 25-year career working as a lawyer was receiving the 2003 Sun Microsystems Business Leadership Award. I was one of six people, and the only lawyer, in the company to receive this award from the CEO, Scott McNealy. To receive this sort of recognition as a lawyer is rare and extremely satisfying especially because there was a prize of some Sun shares. Sadly, the shares never became worth that much soon after the dotcom crash!

However, there was an even better reward, although I did not appreciate it immediately. Going through a process of being interviewed for the award by members of the company's executive committee, made me think a lot more about what work I was doing and how I was doing it. I was told by these executives that what I was doing was different to what they expected from a lawyer and that it had significant impact for the company. Spoiler alert - this work that I was being recognised for was not legal analysis or contract drafting. In fact, it was not legal work at all!

The more I thought about it, the more I realised that:

- I thought of myself as a businessperson not just a lawyer
- doing different kinds of work - not just 'legal work' - was more fulfilling for me
- my 'clients' valued this 'other' work more than they valued my legal work much of

work that many corporate lawyers do is not that fulfilling for them and is often not recognised as impactful from the perspective of their clients

- having discovered this alternative way of working, more by accident than by design, there is almost no theory to guide lawyers how they could work to have a greater impact on their client's business nor how they need to change to achieve this outcome.

After my career as a lawyer, I formed AlternatelyLegal and distilled my experiences into a range of theories, programs and frameworks designed to fill this void. I have shared these in workshops with thousands of lawyers working in legal departments and law firms all over the world over the last eight years.

In the course of my work, I discovered that almost all lawyers are interested in becoming better lawyers and they engage in various levels of professional development to enhance their legal knowledge and skills. However, when it comes to real change in ways of working - and by that, I mean what work they do and how they do it - lawyers tend to fall into one of three broad categories:

- those who have no interest whatsoever in changing their way or working. That may be because they are largely unaware of the changes happening in the legal/business world or because they are simply content with continuing their current way of working

- those who may not be well informed about all the changes happening but who know, and care, enough about these changes to feel that maybe they should change more than they are currently doing. Alternatively, they may not be completely content with their current way of working and are interested in exploring how they could change
- those who are aware of many of the changes happening, are enthusiastic about changing and are hungry for guidance on how to change.

This book will be of interest to anyone in the second or third category. It may not be of interest to those in the first category unless they are leaders of firms or departments with lawyers who fall into the second or third category.

The book is intended to provide a perspective on the following questions:

- why should a corporate lawyer want, or need, to change their way of working?
- is incremental improvement/change sufficient or is something more required?
- is it necessary for corporate lawyers to have a new vision?
- what new vision is compelling for corporate lawyers, legal departments, and firms?

Focus on human transformation not just digital transformation

These are crucial questions to be considered if you are interested in human trans-

formation. By that I mean how individual lawyers can fundamentally change themselves and their capabilities so that they can work on different things and in different ways. To do that lawyers need to change many things beyond just skills and knowledge.

Most changes made by legal departments and firms do not necessarily result in significant changes to people but rather involve changes to something like a process or a system. Digital transformation and process improvement can be important, and these are the primary focus areas of discussion and action on change in the legal industry. Typically, process and technology change primarily benefit the department or firm and the impact on clients is often minimal. By contrast, focusing on people - human transformation - has the potential for significant impact for clients and, at the same time, for lawyers as we shall explore in more detail later in the book.

Historically, the professional development of lawyers has primarily focussed on legal knowledge and skills. Recently there has been an increasing recognition that lawyers should develop non-legal skills, often referred to as 'soft skills'. However, when this is done it is usually in a highly random fashion and without a clear vision for how lawyers might use these new skills. As a result, these lawyers may have a few new skills but, in general, they do not use these

skills to do different work or to work in fundamentally different ways.

The T-Shaped Lawyer series is intended to address this problem. The first book proposes a new vision for corporate lawyers and subsequent books in the series will suggest frameworks for how individual lawyers, legal departments and firms might implement this new vision in a structured way.

Ideally a new vision for corporate lawyers should not just apply to one part of the corporate legal ecosystem. It should be capable of application to all key stakeholders at an individual and team level. It should apply to junior and senior lawyers and to lawyers in specialist and generalist roles irrespective of their primary practice area. This is precisely what the vision proposed in this book offers to corporate lawyers.

This book is not about the law itself. Rather it is about the practice of law or, as I prefer to call it, the way of working for lawyers. There are no quick fixes, surveys, case studies or pretty pictures. Instead, it attempts to translate my experience and thinking into theories written in a practical way designed to help lawyers readily understand this new vision. The underlying theories and the factual claims are based on the very best kind of empirical evidence: my own experience as a global corporate lawyer and from the many in-person and remote interactions in

my workshops with thousands of lawyers all over the world.

The first two chapters of this book focus on ‘the why’ and chapters 3-7 focus on ‘the what’. Assuming there is sufficient interest in this book, then I plan to write a series of follow-on books to share my views on how to achieve this new vision through my frameworks:

- Part 2: The T-Shaped Lawyer Framework – for individual lawyers
- Part 3: The T-Shaped Legal Department – for legal departments
- Part 4: The T-Shaped Law Firm – for law firms and other legal service providers.

My aim in writing this book is to share more broadly than I can through my workshops, the first instalment of some key insights that have helped me and my AlternativelyLegal clients to have more fulfilling careers and to grow professionally. Whether you are a general counsel, a law firm partner, or someone who works as a lawyer in a department or firm, I hope that this book provides the inspiration and guidance for you to adopt this new vision and to adapt it to your unique situation.

Editors Note

Since Legal Operators is also read by a lot of lawyers, in-house lawyers and CLO's we thought it would be interesting to share more about this book and its author with our readers. Besides this group the concept of the

t-shaped lawyer is also worthwhile knowing for all professionals that are involved with legal operations. And last but not least, as a legal operators eZine reader you can download this book for free, or read it online!

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TURNING THE VISION INTO REALITY

ABOUT THE AUTHOR



USING GENERATIVE AI TO PROVIDE GREATER CLIENT VALUE

Ari Kaplan speaks with Greg Coates (l) and Kennan Samman (r), the Vice President for Generative AI and the Vice President for Global Product Sales, respectively, at Litera, a software company that provides document lifecycle, deal management, and firm intelligence solutions to the legal profession.



Ari Kaplan

Greg, tell us about your background and why Litera created the new role of Vice President for Generative AI.

Greg Coates

I joined Litera six weeks ago and previously sat on the board of the business as a principal at Hg, the private equity firm that invested in Litera, among other legal tech companies. Along with spending a long time in legal tech learning about many businesses, I have a long history with Litera and understand how it has evolved over the last four years. In our effort to create a dedicated team that has room to think about its future trajectory, including disrupting the business, if necessary, and evaluate the potential of gen-

erative AI for each component of the entire company prompted the creation of this role. My goal is to accelerate and execute on what we want to achieve.

Ari Kaplan

Kennan, tell us about your background and how Litera is integrating AI into the company's portfolio of products?

Kennan Samman

I've been in legal tech for over 10 years and eight of them has been in AI. My career in legal and enterprise technology began at Practical Law Company, where I advised major US and global law firms on the acquisition of legal know-how and how-to solutions. In early 2015, I joined a Toronto-based AI startup called Diligence

Engine, which rebranded to Kira Systems, where I helped develop and take to market the global sales and customer success. In 2021, Litera acquired Kira and I now lead a team of professionals, who focus on equipping law firms, professional services organizations, and corporations with a suite of firm intelligence, governance, finance, talent, and workflow products across all segments, verticals, and jurisdictions. There is unique potential for generative AI and large language models to enhance the UI and UX of our current portfolio of tools so we are evaluating ways that these technologies can add value to our already established offerings. Of course, Kira was the first AI product in the contract analysis legal tech category and we are continuing to invest in that space, but it is not just about dropping a chatbot into a platform and pausing. Our solutions are enterprise grade and tested heavily for scalability to handle the volume of documents and data our customers manage. Given our user-centered approach to innovation, we conduct rigorous testing and our legal and object knowledge engineering team, as well as our outside team of lawyers ensure the highest quality before we go to market and launch anything. Litera firmly believes that AI will augment and enhance the quality of work that legal and business professionals do daily.

Ari Kaplan

Greg, how does AI serve as a resource to give lawyers the chance to provide more value to their clients?

Greg Coates

Legal work often falls into one of two buckets. Things that clients want done quicker and things that clients would like done better. For example, clients want an NDA review done faster and by association cheaper. When negotiating a term sheet with a tricky founder, they want that job done better and would rather take time to get the best legal advice in a situation that has high stakes. AI can help you get that first draft quicker, amend it faster, and perform due diligence more rapidly. Clients are paying for the knowledge and intelligence of the firms they hire, but knowledge and intelligence tends to reside haphazardly with individuals and not in a structured, accessible repository. Generative AI has the potential to finally solve that knowledge management problem and allow lawyers to leverage the value of their firm's intellectual property to be better advisors.

Ari Kaplan

Kennan, where is AI best deployed in legal and what are its limitations?

Kennan Samman

This is an ever-evolving landscape. Technology's advancing faster than ever before and any output that AI provides depends on the data that it analyzes and interprets. Without solutions in place to collect the data that you are interested in understanding, it would be tremendously difficult to extract and generate meaningful insights. AI will allow firms to amplify and unlock

the value of their legal expertise, but it needs to be fit for purpose. AI is less about time savings or billable hours, and more about giving top value lawyers resources to provide better service to clients or enabling them to work smarter, better, and faster. AI is a tool to augment tasks and make you better. AI will not replace lawyers. Rather, it will make them better. So the ones who embrace this faster will understand and realize the value quicker. We have found that human plus AI is better than human or AI alone.

Ari Kaplan

Greg, what steps should law firms and their leaders take to prepare for increased usage of AI?

Greg Coates

Customers seem really excited about using AI based on their firm's knowledge to draft content like a second-year associate, while firms need to balance the ethics and security of doing so because law firms need to examine how clients feel about their work product training an algorithm. To prepare, law firms should consider three factors. First, firms that have embraced and migrated to the cloud are in a better position to move quickly with AI. Second, AI is only as good as the context you put into it so having the right metadata and knowledge taxonomies are critical to producing the most accurate results. Third, adoption is the biggest headache for every innovation leader

so law firms with the strongest adoption processes and quickest approval protocols will move quicker.

Ari Kaplan

Kennan, where do you see the use of generative AI headed?

Kennan Samman

A large language model is an AI model trained on an immense amount of text and data. Generative AI refers to AI algorithms that can generate new and original content. So large language models and generative AI represent a massive leap in natural language processing, which can be a very powerful tool in the legal space if used correctly. The potential use cases may include extracting and classifying concepts, among other data, from contracts for due diligence or other types of contract review, research or case law specific queries, producing citations, generating memos, reading depositions, drafting contracts, and summarizing or translating documents. They can also compare terms in policies and playbooks, as well as generate edits and capture deal points. Ultimately, the purpose of AI depends on the use case and business priorities.

About the Author

Ari Kaplan (<http://www.AriKaplanAdvisors.com>) regularly interviews leaders in the legal industry and in the broader profes-

services community to share perspectives, highlight transformative change, and introduce new technology at <http://www.ReinventingProfessionals.com>.

Listen to the podcast

Listen to his conversation with Greg Coates and Kennan Samman here:

<https://www.reinventingprofessionals.com/using-generative-ai-to-provide-greater-client-value/>

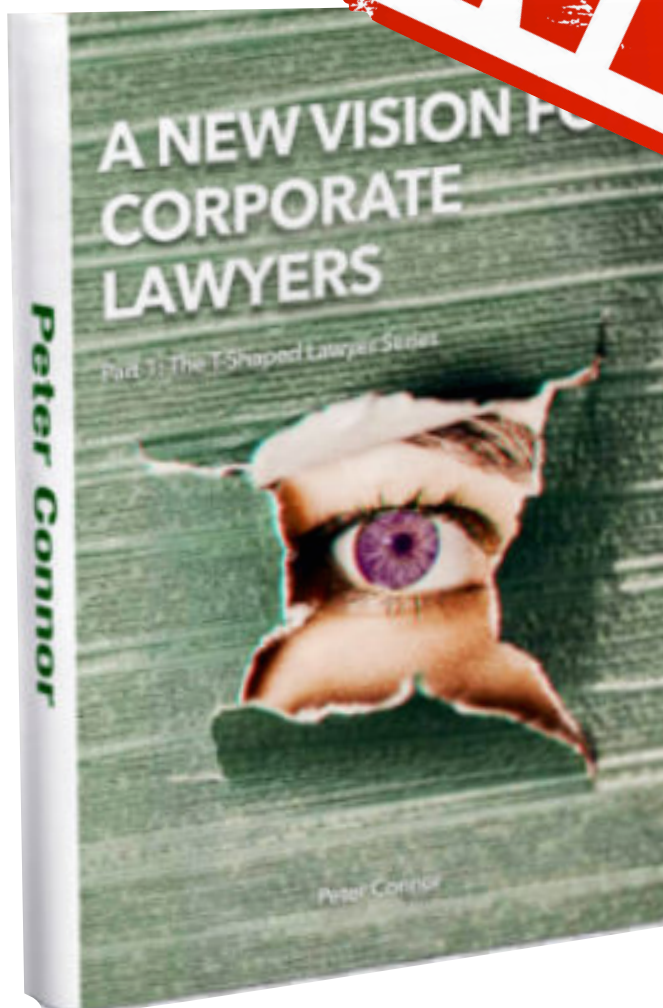


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A NEW VISION FOR CORPORATE LAWYERS BY THOUGHT LEADER PETER CONNOR

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A Journey to Legal Operations

COMPANY CULTURE CHANGED MY CAREER

By Jeff Kruse



Company culture changed my career.

When I first went in-house as Senior Counsel for a large medical device company, I swore to my law firm colleagues that I would not change. I would not engage in “corporate speak.” I would not adopt the behaviors and mindsets of the company.

I was the litigator the company hired to manage the largest litigation, regulatory, government investigation, and public relations crisis the company had faced. I saw no need to change.



As Senior Counsel, in addition to managing litigations and government investigations, I also supported the subsidiary's business functions. I supported Regulatory, Compliance, Marketing, Corporate Communications, R&D, the Warranty group, and the Customer Support team. Plus I answered to the Finance team about legal spend, budgets, reductions, and reporting.

Like any new in-house lawyer supporting business functions, I attended the business function meetings to get to know the

people, what they did, and how I could help them. I learned their languages, I saw how they operated, and slowly but surely, I began adopting their culture.

At the time, I did not realize the company had brainwashed me. I was working for a medical device company where continued commercial success meant that each subsequent generation of the devices we made had to be better than the last. They had to last longer, have more functionality, and be more innovative than the competition.

The company truly had a culture of continuous improvement that pervaded every business function. The Marketing Department came to me seeking permission to make changes to improve operations. The Regulatory, Quality, and R&D teams also sought guidance for improvements. Every group with which I interacted looked for ways to improve.

Resistance was futile. The company culture of continuous improvement assimilated me.

There was no incredible epiphany. I just started waking up in the mornings and wondering if my legal team could do certain activities more efficiently or if we could change the way we operated to save the company money. My team then ran incredible projects and made remarkable changes to improve our operations. They were amazing and won awards for the great improvements they made.

As a result of my assimilation, I became passionate about legal operations and helping legal professionals find better, easier, more efficient, and more productive ways to do their jobs so they can serve their clients better.

The company culture changed my passion from litigation to legal operations, and I could not be happier.

About the Author

Jeff Kruse is the Founder of Key Legal Operations Consulting LLC, where he consults with legal departments and law firms to help them operate more efficiently through process improvements, technology implementation, and outsourced legal operations management to help them improve their bottom lines.

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CORPORATE LEGAL OPERATIONS COMPENSATION SURVEY

March 21, 2023

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ASK LEGELOPS OPEN AI

Write an Article about the Differences between: the business of law & Legal Operations, CLO & GC, and Lawyers & in-house lawyers

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What is the Business of Law?

The business of law refers to the field of law that deals with the management and operation of law firms. It involves the business side of legal practice, including marketing, finance, human resources, technology, and client relations.


Law firms operate as businesses, and as such, they must meet the challenges associated with managing a successful business. Law firms must attract and retain clients, balance their budget, manage their workforce, keep up with rapidly changing technology, and adapt to an evolving legal landscape.

Increasingly, law firms are turning to

technology to improve their operations and enhance their client services. These include tools such as legal practice management software, client relationship management systems, billing software, and e-discovery tools.

Law firms must be proficient in marketing their services to attract new clients and retain existing ones. This involves identifying target markets, building brand awareness, and engaging with clients through digital marketing channels such as social media, email marketing, and content marketing.

The business of law also involves managing a team of legal professionals, including



attorneys, paralegals, and administrative staff. Law firms must recruit, retain, and train skilled professionals to provide high-quality legal services to their clients.

Overall, the business of law is a complex and dynamic field that requires a deep understanding of both the legal profession and the business world. Successful law firms must balance the demands of both to remain competitive and achieve long-term success.

What is the difference between Legal Operations and the Business of Law?

The business of law is primarily concerned with the management and administration of law firms, including business strategy, finance, mar-

keting, human resources, and technology. The business of law focuses on the overall management and profitability of the law firm, and its goal is to improve its operational efficiency and provide high-quality legal services to clients.

On the other hand, legal operations refer to the management of legal processes and workflows within an organization. Legal operations professionals work closely with lawyers, staff, and vendors to streamline legal operations, improve efficiencies, reduce costs, and enhance the strategic value of the legal function to the organization.

Legal operations cover a wide range of activities, including legal technology implementation,

process automation, legal project management, billing and finance, vendor management, compliance, risk management, and knowledge management.

One key difference between the business of law and legal operations is their focus. The business of law is concerned with the management of a law firm as a business, while legal operations focus on the management of legal processes within an organization.

Overall, both the business of law and legal operations aim to improve operational efficiency, reduce costs, and enhance client services, but legal operations primarily focus on internal legal department operations, whereas the business of law focuses on managing the business of a law firm.

What is a Chief Legal Officer (CLO)?

A Chief Legal Officer (CLO) is the most senior executive responsible for the management of an organization's legal affairs. The CLO acts as the organization's top legal advisor and is responsible for overseeing all legal matters, including regulatory compliance, litigation, contracts, negotiation, and other legal issues.

The CLO is typically a member of the senior management team and reports directly to the CEO or the Board of Directors. The CLO's primary role is to provide strategic legal guidance and advice to the organization's

executive team and ensure that the organization is operating in compliance with applicable laws and regulations.

The CLO is also responsible for managing the organization's legal department, providing leadership, and ensuring the department's efficiency and effectiveness. As part of this role, the CLO hires and manages lawyers and support staff, develops and manages the department's budget, and coordinates legal activities across the organization.

Overall, the CLO is a critical function within any organization, acting as a strategic business partner who helps manage risk, ensure compliance, and help guide the organization towards its goals while minimizing legal exposure.

Is a CLO the same as a General Counsel?

While both Chief Legal Officer (CLO) and General Counsel are senior legal positions in a company, there are some key differences in their roles and responsibilities.

The General Counsel (GC) is the company's top lawyer and is responsible for providing legal advice and guidance across all functional areas of the company. The GC's primary responsibility is to advise the executive team and board of directors on legal matters such as corporate governance, regulatory compliance, contracts, and litigation.

The CLO also provides legal advice to the company's executive team but has a broader role in managing the entire legal department's operations. In addition to providing legal guidance and advice, the CLO has a strategic role in managing legal risk, overseeing the legal budget, and managing the company's legal team and outside legal counsel. The CLO often acts as a strategic business partner, working closely with the CEO and senior management to address legal issues that may impact the company's overall strategy, operations, or objectives.

Another difference between the two positions is the level of involvement in day-to-day legal affairs. The General Counsel may have a more hands-on role in managing the company's legal matters, while the CLO may have a more strategic role in managing the company's legal department.

In summary, while both positions are senior legal positions, the General Counsel primarily focuses on providing legal advice and guidance to the executive team and board of directors, while the CLO has a broader role in managing the legal department's operations and overall legal risk.

What's the difference between an in-house lawyer and a lawyer?

A lawyer and an in-house lawyer are both legal professionals, but they have different roles and responsibilities.

A lawyer typically works in a law firm or other legal practice and provides legal services to clients on a wide range of legal matters. Lawyers in private practice usually specialize in specific practice areas, such as corporate law, litigation, or intellectual property. They work with clients to identify and solve legal problems, negotiate contracts, and represent clients in court.

On the other hand, an in-house lawyer is a legal professional who works directly for a company or organization. In-house lawyers provide legal advice and representation to the company and its employees, serving as the company's legal department. They provide legal advice and guidance on a wide range of legal matters, such as contracts, employment law, corporate governance, and regulatory compliance.

In-house lawyers work closely with the company's executives, management team, and other staff members to help manage legal risks, identify legal issues, and develop strategies to address them. They also work to ensure that the company is operating in compliance with applicable laws and regulations.

Another key difference between a lawyer and an in-house lawyer is their billing structure. Lawyers in private practice typically bill clients by the hour for their legal services, while in-house lawyers are salaried

employees of the company and are not typically compensated for individual legal services.

Overall, while both lawyers and in-house lawyers are legal professionals, an in-house lawyer has a unique role in providing legal advice and representation directly to a company and its employees, focusing on the legal needs and risks of the organization.



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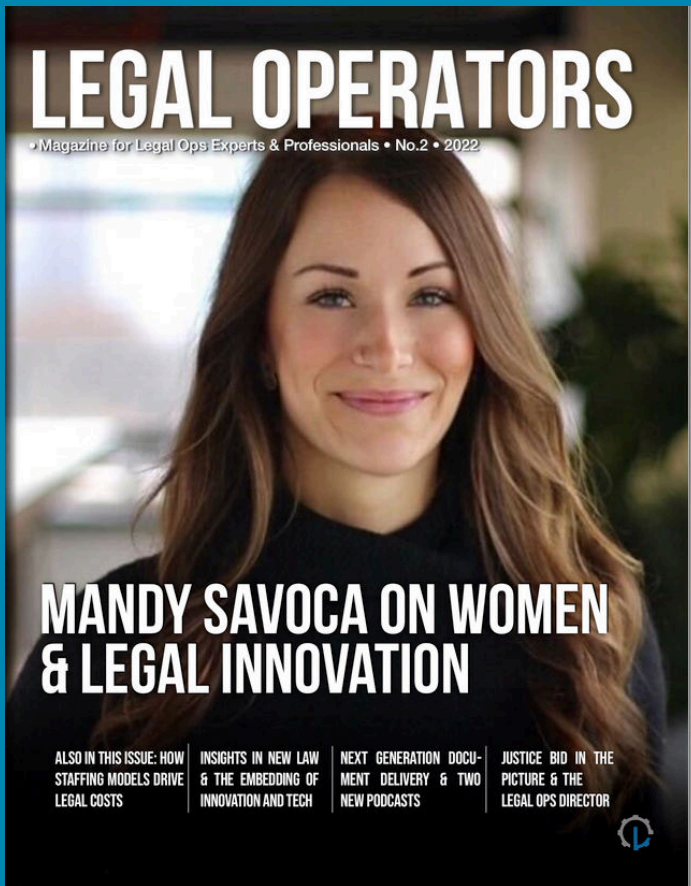
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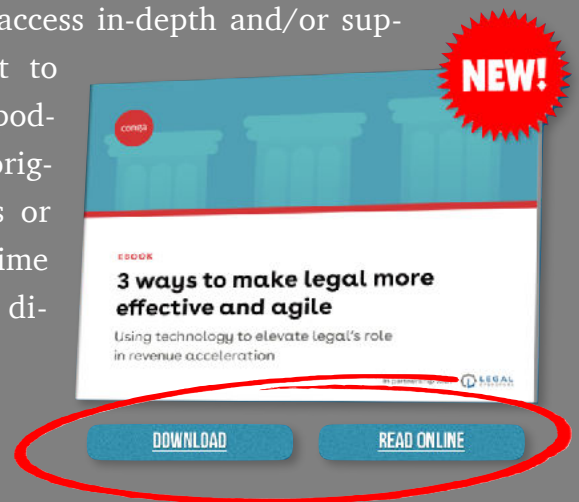
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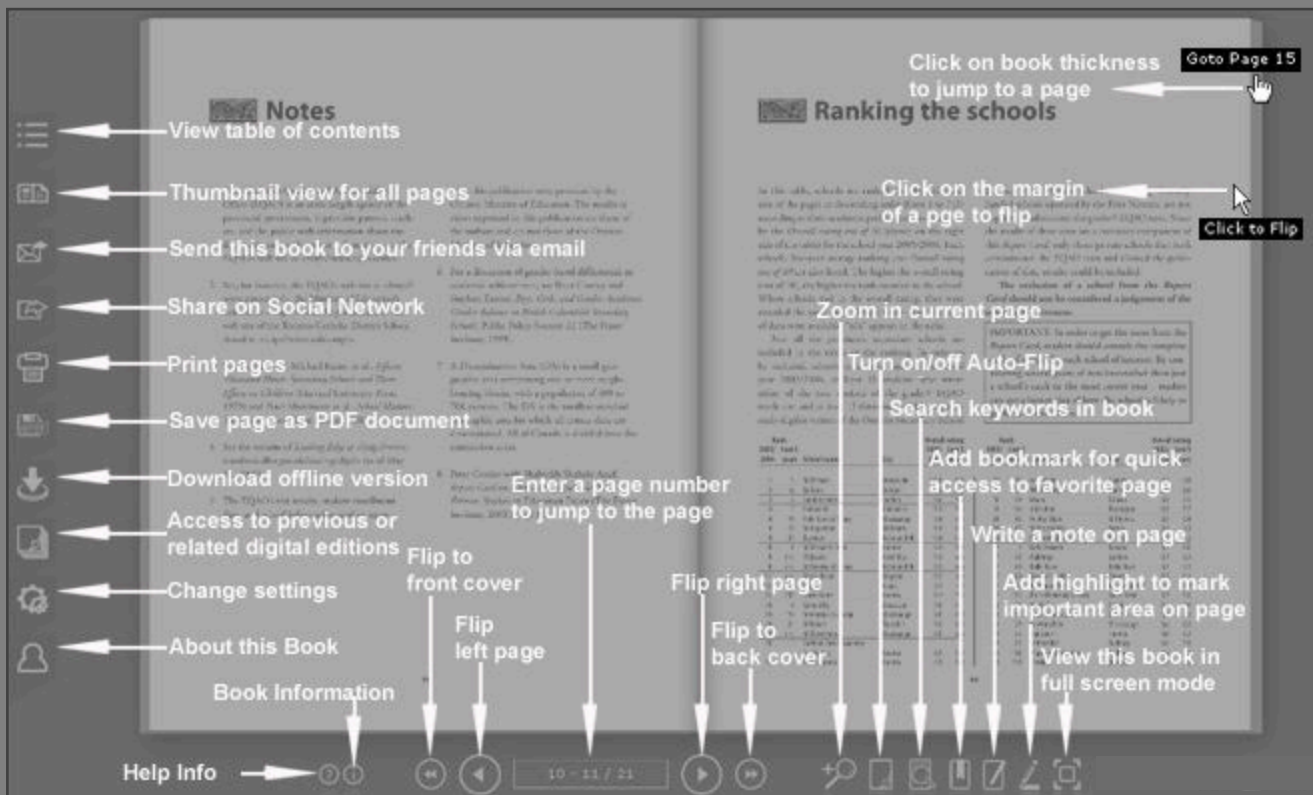
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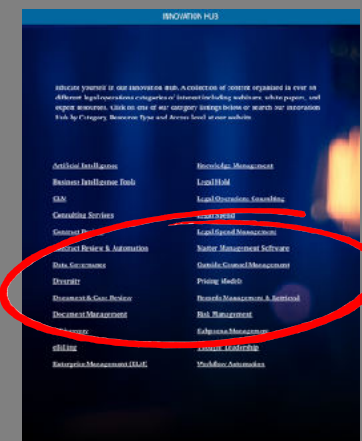


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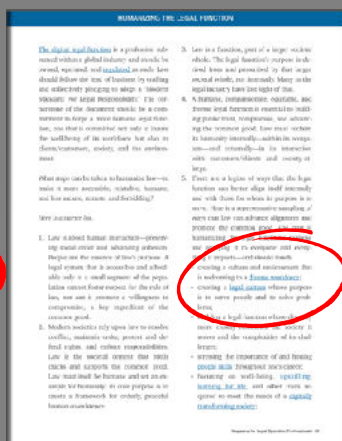
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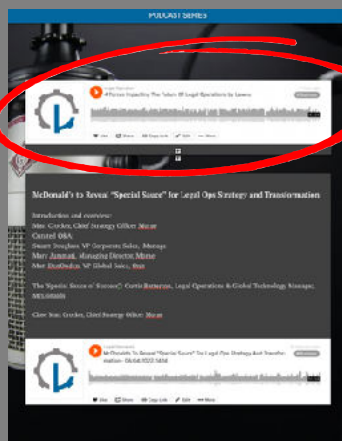
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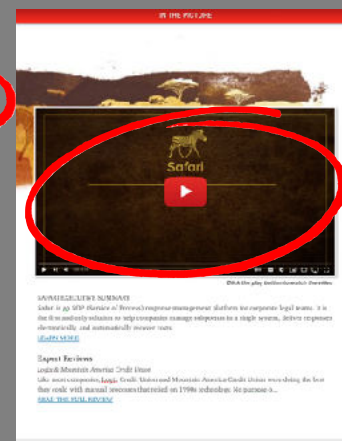
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