

# LEGAL OPERATORS

• Magazine for Legal Ops Experts & Professionals • No.1 • 2023

## THE MOMENT TO LEAD IS NOW BY ANASTASIA BOYKO

FLEXIBLE TALENT TO  
OPTIMIZE LEGAL  
DEPT. PERFORMANCE

GENERATIVE AI AND  
TOOLS & THE EXPAND-  
ING ROLE OF TECH

WHY DEI IS ONLY PART  
OF THE PIE & NEW ADVI-  
SORY BOARD MEMBERS

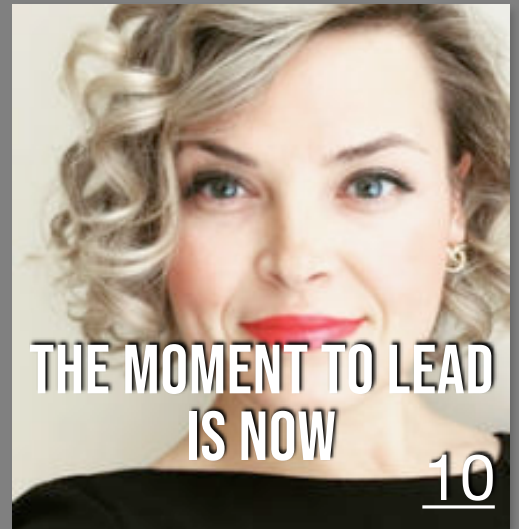
CHATGPT IN THE LEGAL  
MARKET; A SURVEY  
AND AN EXAMPLE



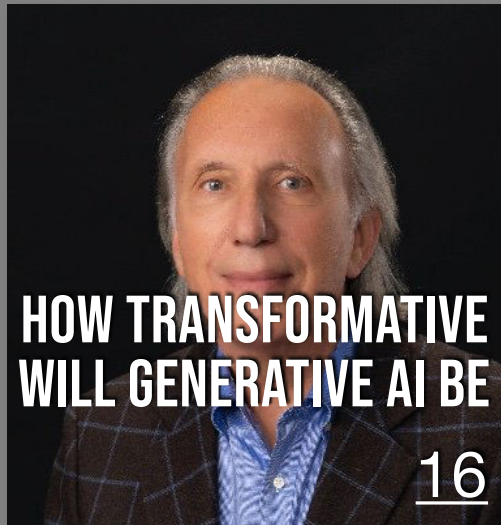
# THIS ISSUE



**OPTIMIZE  
LEGAL DEPARTMENT  
PERFORMANCE** 06



**THE MOMENT TO LEAD  
IS NOW** 10



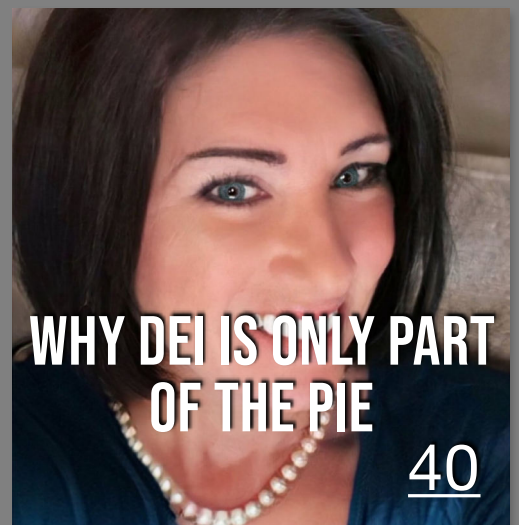
**HOW TRANSFORMATIVE  
WILL GENERATIVE AI BE** 16



**EXPANDING ROLE OF  
TECHNOLOGY** 24



**NEW ADVISORY BOARD  
MEMBERS** 38



**WHY DEI IS ONLY PART  
OF THE PIE** 40

*...AND MORE*

Five Ways to Use Flexible Talent to Unlock Optimal Legal Department Performance, Andrew Cary and Megan Grossman	06
The Moment to Lead is Now, Anastasia Boyko	10
How Transformative Will Generative AI And Other Tools Be For The Legal Industry? Mark A. Cohen	16
The expanding role of technology in the law firm business model, Kenneth Jones	24
Erik W. Perez and Alexandra Guajardo, New Advisory Board Member of Legal Operators	38
Why DEI is Only Part of the Pie, Susan Freeman	40
Usage of A generative pre-trained transformer in the legal market, Lex van North & Editorial dept	48
The Legal OperatorsTech Directory, Legal Ops Editorial Dept.	58
The Legal Operators Innovation Hub, Legal Ops Editorial Dept.	62
eZine usage; users manual, Legal Ops Editorial Dept.	64

*A special thanks goes out to Û Andrew Cary and Megan Grossman, Anastasia Boyko, Mark A. Cohen, Kenneth Jones, Erik W. Perez and Alexandra Guajardo, Susan Freeman, Lex van North for their excellent contributions.*

# EDITORIAL

This is the first 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, Andrew Cary and Megan Grossman show how working with flex talent can improve your performance. Anastasia Boyko, talks about new leadership that is necessary because the demands of legal work have changed and the attitude towards the workplace has shifted. GPT-3, ChatGPT and the upcoming GPT-4 are real game changers in the industry. Mark Cohen takes you with him on how transformative generative AI and other tools will be for the legal industry, our editorial department held a virtual roundtable on GPT-3 use amongst students, and you'll see an impressive AI-generated newsletter from Penn University. Kenneth Jones talks about the expanding role of technology in the law firm business model, and power woman Susan Freeman shows why diversity, equity, and inclusion (DEI) are only part of the pie. Last but not least we are honored to announce two new advisory board members.

## **Become a household name in the industry**

With its backbone in the Legal Operators Community, the magazine is a perfect medium to share your expertise, claim leadership, and increase your brand awareness throughout the industry. Make yourself heard, increase engagement and let us help you to share your message thru eZines, eBooks Whitepapers, Webinars, and events.

---

Management  
Legal Operators  
Mr. Colin McCarthy

Editorial/Publisher  
Chief Publishing J.Peters  
LBW Editorial Dept.

## 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](mailto: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

*Colin McCarthy*

 OpenAI

POWERED

---

### Content Inquiries

[colin@legaloperators.com](mailto:colin@legaloperators.com)

[jpeters@legalbusinessworld.com](mailto:jpeters@legalbusinessworld.com)

### Design & Layout

LateNight studio's

International

### Photography

Pexels & Unsplash

© Legal Operators™

# FIVE WAYS TO USE FLEXIBLE TALENT TO UNLOCK OPTIMAL LEGAL DEPARTMENT PERFORMANCE

*By Andrew Cary and Megan Grossman*



As the U.S. economic climate remains uncertain, many American businesses are feeling pressure to cut spending; in just the past few months, numerous notable companies have announced layoffs while many others have implemented hiring freezes. For a legal team, uncertainty often means more demands yet fewer resources. This amplifies the need for legal department leaders to adopt innovative staffing solutions that enhance budget efficiency and optimize team performance.

More traditional solutions for addressing increasing demands on the legal team, such as outsourcing in-house overflow work to outside law firm counsel or adding new permanent headcount, are frequently not an option when companies are facing market uncertainty. Paying law firm rates for in-house work is usually a last resort even when times are good, and few companies prefer to add new fixed costs when they are trying to become leaner and more flexible. The use of law firm secondments can sometimes make sense for relieving pressure on a legal team without adding long-term,

fixed-cost expenses, but using law firm associate or counsel secondees is often suboptimal for the legal team, the law firm, and the secondee for numerous reasons, including cost.

Flexible legal talent – such as contract attorneys, paralegals, and legal operations professionals – offers a cost-effective solution that not only promotes team efficiency but also enhances overall well-being and performance. This approach is gaining recognition as a preferred method, particularly in today's uncertain market conditions where demand for nimble solutions has only increased.

## 5 WAYS FLEXIBLE TALENT CAN OPTIMIZE LEGAL DEPARTMENT PERFORMANCE

A December 2022 survey of legal operations professionals by the Blickstein Group reported that just over 45 percent of legal departments surveyed have increased their usage of alternative legal staffing providers (ALSPs) over the past year and 30 percent expect further increases over the

next year. Notably, no survey participants expect ALSP usage to decrease.

With an array of service options, from self-service platforms to full-service talent partners, legal departments now have more access to different types of flexible legal talent than ever before. The key to filling in the gaps and maximizing team performance is to consider important fit factors unique to the situation at hand.

### ***1. Provide Surge Capacity***

Multiple scenarios can lead to a sudden uptick in team workload, for example, a complex transaction, sudden increase in litigation, or the departure of a key team member. Bringing on an experienced in-house counsel to provide additional support through periods of high demand can help the team avoid dropping balls and push through crunch times.

### ***2. Prevent Employee Burnout***

An [Attorney Workload and Hours Survey](#) conducted by Bloomberg Law in the latter half of 2021 reported that surveyed attorneys felt burnout in their jobs 52 percent of the time. Today, in an uncertain climate and when employers can least afford under-performing teams, employees are at greater risk of burnout. Engaging attorneys who have the sophisticated experience to seamlessly integrate with the team and shoulder some of the workload can provide much-needed relief to overburdened team mem-

bers, combatting burnout, reducing attrition, and preserving team performance.

### ***3. Augment the Team During a Hiring Freeze***

Many legal departments already use high-end contract attorneys during hiring freezes when they do not have approval to fill a vacancy (or a much-needed new position) with a permanent hire. Since many legal departments utilize their outside counsel spend to engage contract counsel, this is often an immediate solution which achieves the company's objectives of avoiding both new fixed costs and having to paying law firm rates to get in-house counsel work done.

### ***4. Bring In Subject Matter Expertise***

There are many Big Law and in-house pedigreed legal professionals with highly specialized experience in even the most niche practice areas. Bringing specialized expertise in-house on a contract basis can enable the legal department to gain that expertise on a more cost-effective basis, assess the team's need for that position on the team, or fill in a gap that may only require part-time focus each week.

### ***5. Minimize Disruption Through Organizational Restructure or Transition***

Legal departments must adapt to changing circumstances, and in periods of transition may require additional support, whether that be to cover work tasks until a merger



or business acquisition is completed or to temporarily manage a project while team roles and responsibilities are restructured.

## CONCLUSION

As highlighted in the 2017 [report](#) from the National Task Force on Lawyer Well-Being, chronic negative stressors that are unpredictable or beyond an individual's control can have a detrimental impact on attorneys' health and cognitive capabilities, including concentration, problem-solving, and establishing strong relationships with coworkers and clients.

At a time when uncertainty is increasing demands on legal departments, and employers can least afford team burnout and disengagement, employee stress and burnout are at even greater risk.

There are many ways to use flexible talent to increase productivity, cost efficiency, and team performance. When applied effectively, flexible legal talent can be a distinguishing characteristic between high- and low-performing teams.

---

### About The Authors

[Andrew Cary](#) and [Megan Grossman](#) are Partners at [Latitude](#), a legal services company that specializes in providing former Big Law and in-house attorneys for contract

engagements and permanent positions nationwide. They work closely with legal department and law firm decision makers to provide peer-level legal talent for sophisticated contract and permanent roles.

Prior to leading Latitude's San Francisco office, Andrew was a Partner at an Am Law 100 firm in San Francisco, where he worked for more than 20 years representing businesses in a broad range of complex litigation matters.

Before leading Latitude's Philadelphia office, Megan was a Partner at Am Law 100 firm in Philadelphia where she was Vice-Chair of the Life Sciences Practice Group.

Contact Andrew at [acary@latitudelegal.com](mailto:acary@latitudelegal.com). Contact Megan at [mgrossman@latitudelegal.com](mailto:mgrossman@latitudelegal.com). Visit [latitudelegal.com](http://latitudelegal.com) to learn more.

\*\*\*\*\*

#### WEBINARS

### Building a Proactive eDiscovery Plan

e-Discovery

WATCH NOW →



# THE MOMENT TO LEAD IS NOW


*By Anastasia Boyko*



What did you think when you read that headline? Did it make you anxious? Stressed? Tired? All three, maybe?

One thing that law school doesn't tell you often enough is that you will be leading a lot as a lawyer, whether you are in private practice, in the government, working for a nonprofit, in the judiciary, within legal academia, or in a non-legal role. Although more and more schools are accepting that lawyers are leaders, they spend far less time on the why and how of leadership.

Lawyers, whether they give themselves credit for it or not, have a unique capacity for leadership because a legal education is an education



in problem solving. It is a thinking degree, and those without a law degree know lawyers think differently. When I was building the Tsai Leadership Program at Yale, I spoke to hundreds of alumni, in every professional sector. Some were still practicing lawyers, and some were in non-legal roles. All of them agreed that a legal education gave them a unique lens through which to solve problems and think differently.

Now let's preface the remainder of the discussion by saying that leadership can come in many forms. I'm not only referring to the small frame of leadership as that which is formal, appointed and denotes command over others. If you are interacting with others, you have an opportunity to lead just by the way you show up. Let's also clarify that the act of leading doesn't imply a value judgment about good or bad leadership. There are lawyers who lead poorly just as there are lawyers who lead well, but the

agency is yours to take the initiative to lead given the unique leadership skillset that legal training affords us.

### Why Now?

If lawyers are leading every day, why am I making a call to action that the time to lead is now? Because the demands of legal work have changed and the attitude towards the workplace have shifted.

- The demands of the profession have changed and increased. Even prior to the pandemic, technology and globalism have shifted how we do our work. Lawyers are now available 24/7 and clients are all over the world. The pandemic further magnified these demands and made them more acute by removing the old framework within which we worked and learned. It is obvious now that the way we used to train law students and develop and support lawyers is

no longer adequate for the current demands of our clients and our work.

- The shift in attitudes towards work has opened an opportunity to upgrade how we lead in the law. Diversity and inclusion efforts, the ESG movement, and a greater awareness of the importance of lawyer wellbeing have all reframed how we think of the many dimensions of working and leading in the law. A younger generation of law students and young lawyers have agitated for positive change in a way that has reminded all of us that what they seek from their professional experience should be the baseline for a profession that is looked upon to lead. The shift in attitudes towards work in the legal profession has become even more pronounced during the pandemic, and employers seem to finally be taking these issues more seriously as the talent market gets tighter.

### How can lawyers be better leaders?

It's clear that we need our legal institutions and organizations to step up. For the past four years I have been asking the question, "how can lawyers be better leaders?" As the inaugural dean of the Tsai Leadership Program at Yale, I was in conversation with lawyers and students about what they believed was needed for better, more successful, more ethical leaders inside and outside the law, and what role did legal education play in helping lawyers become better lead-

ers? As I gathered feedback, I was looking at the topic of lawyer leadership from the perspective of my own experiences: as a confused law student with no professionals in my family, as a practicing attorney who began to see the gaps in how we train and develop lawyers, as an operator in a startup who worked with hundreds of lawyers and legal professionals to address the gaps in how we help lawyers be practice-ready, as a business strategist who helped lawyers build client relationships and shape their books of business, as a recruiter and manager of in-house talent that had to fit into any legal department on a day's notice, as a yoga teacher who could see the impact of the profession on wellbeing, as a woman who has worked in a traditionally male-dominated profession, and as an immigrant who had to make sense of the hierarchies and norms of a very unique guild. I was analyzing the feedback of students and lawyers from every perspective I could imagine, both lived and imagined, and I was designing a leadership program framework to support all those varied experiences.

From these conversations, I took away some fundamentals of how lawyers can step up and lead more effectively from wherever they are.

- ***Approach with compassion and empathy:*** We are all tired. The pressures have increased exponentially on all of us. Lean-

ing into empathy and compassion with those around you is a free and immediate step we can all take to lead better. If you become frustrated at the pace or work product of those you are working with, ask yourself what you would need if you were in their place right now. Would you want to have permission to reset expectations? Would you like the freedom to ask more questions? Would you like more guidance? As lawyers, we are taught to live on implicit assumptions and hard conclusions, but when we are working with other people, we rarely verify our assumptions about others, causing us to come to erroneous conclusions. When something isn't going how you expect it to, take a beat, and ask yourself how you can make some space in the situation for everyone to work well together

- ***Iterate towards your long-term objective:*** Solutions that worked before may not work now, because you, the people around you and the situations have all shifted. One of the things that I loved most about working in startups is the constant demand to pivot our solutioning. We may have had one plan for a project at the start, but a week into that project we would have to shift. Instead of holding on stubbornly to the first plan (like many of us did when we were lawyers), we adapted and came up with a new solution that fit the current cir-

cumstances and the updated set of facts. Recently, the legal profession had to adapt to working remotely, and many workplaces took this as an opportunity to leverage or upgrade their technological infrastructure. Some managers saw a new opportunity to change the way they supervise those on their teams, the way they set expectations, and review performance. Keeping that innovative mindset to problem solving is an immediate leadership upgrade. Does the current plan fit your objective and the current circumstances? Iterate accordingly

- ***Check the mirror often:*** as a leader, especially as a lawyer leader, you are both performing and managing, meaning that you are simultaneously delivering your subject matter expertise, and managing how others deliver that expertise and how others consume that expertise. When you are trying to juggle such complexity, you are likely not pausing to regularly reflect on and assess what is working and what is not working, both in your approach to your work and in the bigger team dynamic. I recommend in the back of your mind, or in a work journal, tracking what is working, what isn't working and what can be changed to improve the situation. Do this assessment with everything. Do it with your team dynamics. Do it with your direct reports. Do it with your client relationships. Do it with your organizational

structure. And don't forget to run this assessment reflection on yourself. Ask lots of questions about why you and those around you do what they do. The more curious you get about the dynamics around you and the more invested you become in thinking about how you can improve the situation, the less likely you will be caught off guard by emergency problems.

As the demands of the legal profession continue to increase, lawyers must upgrade the skills necessary to lead effectively. The current moment is an opportunity to approach the demands of talent development and client management with a fresh perspective. Those who take on the challenge with a growth mindset will differentiate themselves as leaders who others are eager to follow.

firms to create holistic leadership development programs.

Anastasia was most recently the inaugural dean of the Tsai Leadership Program at Yale Law School, where she built an innovative leadership development program with curricular, programmatic, and career pathing components. Prior to her work at Yale, Anastasia held a variety of business operating roles in growth companies and professional service firms after beginning her career in private legal practice.

Anastasia earned her law degree at Yale Law School and her undergraduate degree at the University of Utah.

*This article is also published by the University of Pennsylvania: <https://www.law.upenn.edu/futureprofessioninitiative>*

---

### About the Author

Anastasia Boyko is an independent consultant working with law schools and law

\*\*\*\*\*

<p>WEBINARS </p> <p><b>How to Address Rogue Contracting in a Remote-First World</b></p> <p>Contract Management</p> <p><a href="#">WATCH NOW →</a></p>	<p>WEBINARS </p> <p><b>Is your GC your friend? Foe? or MIA?</b></p> <p>Legal Operations Consulting</p> <p><a href="#">WATCH NOW →</a></p>	<p>ARTICLES</p> <p><b>Law Firm Staffing Models Drive Legal Costs by Cliff Dutton</b></p> <p>Legal Spend Management</p> <p><a href="#">READ NOW →</a></p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------

TOP EVENT

REGISTER NOW!

The Second Annual

# SUMMIT BY THE SEA



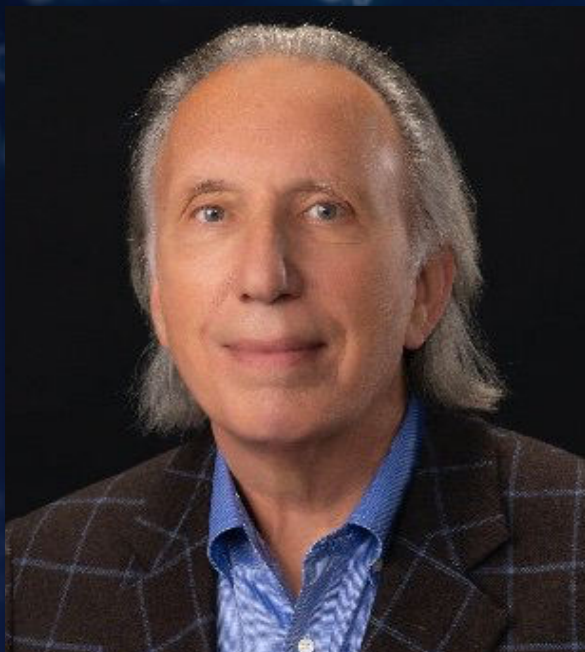
Presented By



**LEGAL**  
OPERATORS

# HOW TRANSFORMATIVE WILL GENERATIVE AI AND OTHER TOOLS BE FOR THE LEGAL INDUSTRY?

By Mark A. Cohen



As the legal industry continues to evolve at a rapid pace, it's becoming increasingly clear that generative AI will play a transformative role in how legal services are delivered. From streamlining the contract review process to automating document discovery, generative AI is already being used to improve efficiency and reduce costs in the legal profession. However, this is just the tip of the iceberg when it comes to the potential impact of this technology. As AI continues to advance, it has the potential to revolutionize the way lawyers work and fundamentally change the legal landscape.





Those are not my words; they are [ChatGPT](#)'s response to the prompt:

*'Write the opening paragraph for an article about how transformative generative AI will be for the legal industry in the style of Mark A. Cohen, Forbes Contributor.'*

ChatGPT's answer was rendered in seconds, but its impact will linger for a long time. No doubt, this is a common response among those who have tinkered with OpenAI's ChatGPT, [DALI- 2](#), or other generative AI tools. And this is just the beginning....

Sam Altman, OpenAI CEO, regards the current version of GPT as a work in progress. He recently [tweeted](#): "ChatGPT is incredibly limited, but good enough at some things to create a misleading impression of greatness. it's a mistake to be relying on it for anything important right now. it's a preview of progress; we have lots of work to do on robustness and truthfulness."

Perhaps Mr. Altman's "curb your enthusiasm" message to users is a reminder that ChatGPT is a prototype and that he is well aware of flaws that include occasional factual inaccuracies and gibberish. Or maybe it

stems from his knowledge that GPT-4 is slated to be released soon and promises to be a much improved version.

Rob Toews, a Forbes contributor focused on AI wrote: “As manic as the recent hype around ChatGPT has been, it will be a mere prelude to the public reaction when GPT-4 is released. Buckle up.” Toews predicts that the new version may be multimodal—able to work with images, videos and other data modalities in addition to text. That would mean that a text prompt as input could produce an image or take a video as input and answer questions about it in text format.

AI technology advances are not limited to generative AI. In the related field of machine learning, for example, where predictive and decision-based models are developed from running training algorithms across multiple, large datasets, technologies such as [RegulAITion’s AIR Platform](#) are now coming to market. AIR enables multi-company collaboration across large datasets to build more powerful AI models faster. Traditional hurdles of privacy, traceability, trust and security are addressed through decentralized peer-to-peer computing combined with blockchain and smart contracting features. This enables data owners to share insights from their data without it moving or leaving their custody and control.

### **What’s Behind All The Buzz?**

ChatGPT is causing a stir for many reasons. It makes AI accessible, practical, easy to use, and versatile for nontechnical users. It provides detailed, intelligent answers (see above) across a wide array of knowledge domains. It is remarkably fast, erudite, fluid, thoughtful, and capable of providing nuanced responses to complex questions. Its mastery of content is rivaled by its ability, when directed, to respond in a specific artistic style or literary voice.

Unlike search engines like Google that produce a list of sources to sift through, review for relevance, and synthesize, ChatGPT curates, integrates, synthesizes, and produces a grammatically correct, well-written, and cross-disciplinary work product—in seconds.

There is a more visceral reason why ChatGPT has generated such a stir. It is a tool that propels the capability of technology into the realm of human creativity. It blurs the lines separating machine from human. Engagement does not require an ability to code or a technological background. It can engage in “conversation” that can be as wide or in-depth as the prompts. Most of all, its response has a human quality.

ChatGPT has taken us by surprise. In a world where change has become increasingly rapid and constant, ChatGPT stands out for its range, speed, and intelligence. Its eerily human quality is the real mind-blower.

such a mix of awe, dread and excitement.

### ChatGPT Is Front Page News

Since its November 30, 2022 prototype launch by San Francisco based Open AI, ChatGPT has spread like wildfire. It had 1M users within five days of its release and has grown so quickly that users often encounter access delays caused by excessive server demand. That's not the half of it.

The New York Times [reported](#) Google CEO Sundar Pichai issued a “code red” in response to the threat ChatGPT poses to Google's search business. A Financial Times article reported Microsoft, which had already invested \$3B in OpenAI, is in discussions to invest another \$10B. When tech Goliaths respond this way, business—and the rest of the world—takes notice.

A Fast Company article by Danica Lo provides a helpful primer on generative AI's capabilities and uses. For example, besides its ability to answer complex questions across a wide range of knowledge domains, it can integrate those knowledge bases. The correct prompt enables it to “connect the dots,” a coveted human quality in today's marketplace. It can write and debug computer programs, compose music, write and grade student essays (causing alarm among [school systems and academics](#)), and write poetry. Scientists used an earlier version of GPT to create novel protein sequences. One more time with feeling: this is just the beginning.....

McKinsey, among a growing list of leading consultancies, has [proclaimed](#) that generative AI tools like GPT and other technological advances could fundamentally change business. They have identified a wide array of use cases including: marketing and sales, operations IT/engineering, risk and legal, HR, and streamlining customer service. But the power of machines alone will not solve humanity's wicked problems. Humans beings will play a key role, too. This requires adaptation, a key but often underestimated component of [digital transformation](#).

Generative AI and other tools like robotics and data-insight enabling platforms have the potential to improve business as well as the human experience. To realize that potential requires investment in human beings— change management, cultural adaptation, lifetime learning, diversity, reevaluating hiring criteria, up-skilling, cross-functional workforces, and integration of the supply chain to cite a few.

The accelerating pace of technological change has heightened the importance and urgency of these human directives. Big business is investing significantly in the human aspect of digital transformation. It knows the success of the digital journey depends not only upon technology and data analytics but also upon human adaptation, creativity, inquisitiveness, agility collaboration, and teamwork. The legal function has a significant role to play in this process.

It should lead, not lag. But will it?

### How Will The Legal Industry Respond To Tools Like GPT?

The legal industry seldom coalesces. [Its resistance to change](#) is an exception. Law’s legacy stakeholders—tenured academics, law firm partners, senior corporate counsel, judges, and regulators— are united in their opposition to material change. Each has its own style of parry; all pay lip service to “innovation” while staunchly defending the status quo. The incremental change they acquiesce to seldom benefits end-users or the public at large.

Law is one of the [last artisanal industries in a digital world](#). Erosion of public trust in lawyers; the opaque, torturously slow, protracted, costly, lawyer-centric, unpredictable judicial process; the many failings of legal education —to produce [economically healthy and fit-for-the marketplace grads](#) among them; the [access to justice crisis](#); the [erosion of the rule of law](#); and the [assault on democracy](#) are among the consequences of law’s stasis. Yet the legal industry stays its precarious course.

The legal market is a tale of two discrete segments: “people law” (individuals and SME’s) and “corporate law” (large companies and the wealthy). In the short-term, ChatGPT will affect each differently. This is particularly so in people law, especially if tools like ChatGPT remain accessible and affordable. They have the potential to de-

mocratize the delivery of legal services, change the role of lawyers, and transform the archaic judicial system.

Richard Susskind, the pre-eminent [“legal futurist”](#) and a good friend, offered: *“we are seeing here the makings of a solution to the global access to justice problem - the emergence of tools that will empower people with no legal knowledge to understand and enforce their legal entitlements; systems that will enable people to draft their own documents, secure legal guidance without lawyers, and assess their own legal risks. We are still at the foothills but the road ahead is clear.”*

ChatGPT builds and expands upon the seminal work of “people law” companies like Legal Zoom, Rocket Lawyer, [and DoNotPay](#), each of whom has leveraged technology to enable millions to secure fast, affordable, and lawyer-vetted but lawyer-lite assistance. ChatGPT provides a powerful tool into the hands of users, one that does not require tech fluency. It can help them cut through the opacity and expense of retaining counsel. It can also help to demystify legal process, procedures, and [language](#).

While the public may embrace ChatGPT with open laptops, don’t expect such a widely enthusiastic response from the corporate sector, especially law firms.

The corporate segment is principally comprised of law firms and [corporate legal teams \(“in-house”\)](#). There is a growing

divide between the two as to purpose, mindset, relationship with the client and its customers, success metrics, and economics, among other things. Corporate legal teams are generally better acquainted with the enterprise, its leadership, risk profile, supply chain, business strategy, economics, products/services, and other risk factors than their outside counsel.

Corporate legal teams, especially at the senior level, increasingly operate as [business leaders](#) with legal backgrounds, not as “lawyers” in the narrow, traditional sense. They speak the language of business, operate cross-functionally, have developed relationships with the C-Suite and key business managers, and operate in a corporate structure, not a partnership one. “Partnering with clients” is not a catch-phrase for them; it is a reality. So too are words like “[alignment](#),” “[teamwork](#),” “[value creation](#),” “[digital transformation](#),” “[up-skilling](#),” and “[agility](#).”

Most corporate legal teams will cautiously and curiously relegate ChatGPT and other tools to “first draft” tasks, at least initially. The top ones, like the [DXC legal team](#) led by Bill Deckelman, have long recognized the importance of early adoption of digital technology and principles by lawyers and contracting professionals. Deckelman enthusiastically embraces generative AI’s emergence and what it portends for the legal function. He shared: “ChatGPT repre-

sents a paradigm shift in AI, and even more advanced models will be appearing very soon. New applications applying generative AI technology will have the potential to [disrupt traditional modes of law practice](#).” Most law firms will regard ChatGPT and tools like it as billable hour killers and an end to client-subsidized junior lawyer training by observing. They will resort to “scare tactics” with clients, warning them of the unpredictability, inaccuracy, and risk of relying on new, relatively untested technology instead of focusing on use cases. Such short-sighted, self-interested, and defensive behavior will likely cause some corporate legal teams to narrowly restrict the universe of generative AI use cases and insist that “lawyer oversight” is required. That is a variation on law firms’ response to emails, e-discovery, and digital transformation more broadly.

One managing partner confided: “Adoption comes only when big firms are forced to do so. Just about everything else is [window dressing](#) to entice a client in without really making the investments to deliver on the implied promise.” There are many reasons for this purposefully short-sighted view that is all-too-common among law firms. It will continue until clients exert more pressure to change and/or [asymmetric competition enters the legal marketplace](#) (see below).

This presents an opportunity for firms to differentiate themselves to talent, clients,

and the corporate world. They can do this by:

- investing in the creation of new practice areas (such as generative AI, data agility, and other burgeoning fields);
- [attracting top talent](#) from multiple disciplines by offering an opportunity to work at the “bleeding edge” of law, business, and technology;
- providing a sense of purpose;
- liberating lawyers from “drudge work” that generative AI can do faster, more efficiently, and arguably more reliably and better; and
- investing in agility training and upskilling to identify and prepare for new opportunities;
- creating client-oriented solutions that advance business objectives and elevate customer experience rather than produce “legal work” alone.

Joe Andrew, the Global Chairman of the [world’s largest global law firm](#) has said frequently, “When big law firms embrace new technology, they not only provide better service to clients, they are more likely to attract the best talent to their firm by lessening the drudgery of the more commoditized components of law. The future of every law firm is literally the talent it attracts and retains.”

[The Big Four](#) and tech Goliaths like Amazon, Microsoft, and Google will, increasing-

ly, become key players in a discussion of legal industry transformation. [EY](#) made headlines recently by spinning off its consulting practice from the audit function and announcing that consulting intends to morph from a partnership to corporate model. Look for one or more of the other Big Four enterprises to follow suit. They are well positioned to help large enterprises (as well as collaborate with the tech giants) leverage generative AI and other platforms to align the legal function with the enterprise, its workforce, customers, supply chain, and advance enterprise [ESG/DEI](#) and other initiatives.

The tech giants may well elect to leverage their technological muscle to expand their existing footprint in the legal industry. They have the brand, capital, data, customer base, war chest, expertise, talent, vision, and transformational experience to fundamentally change the entire legal landscape and to reshape law as we know it. This column has suggested that prospect [previously](#). The emergence of new technologies impacting business and law heightens the probability of Big Tech’s entry into the legal sector. This will not eliminate lawyers but it will certainly change their roles, tasks, organizational and economic models, backgrounds, training, and customer orientation.

## Conclusion

Generative AI, data analytics, robotics, the

metaverse, and other platforms are business and social tools, not “legal tech.” They will quickly become a widely utilized, accepted, and integral part of business and society. This will put pressure on the legal function to shift from defense to offense. Rather than creating reasons to restrict their use, legal will be constrained by business, Government, and social advocates to focus on leveraging them to help create scalable solutions to a wide array of challenges. This will happen sooner than most lawyers think. It’s good news for business and society, and it will help unlock the [latent potential of the legal function](#) if lawyers don’t stand in the way.

---

### 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. He 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' approximately 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

*All Articles by Mark are also published at Forbes*

\*\*\*\*\*

# THE EXPANDING ROLE OF TECHNOLOGY IN THE LAW FIRM BUSINESS MODEL

*By Kenneth Jones*



Legal technology is slowly becoming core to the legal business. It's time to commit to a cross-functional team approach.

In the legal profession, attorneys with specialized subject matter expertise (e.g., discovery, trial work, corporate transactions, appellate, regulatory, and many others) provide tremendous value to their clients. Similarly, technologists supporting the legal profession typically include accomplished programmers, skilled engineers, application experts, integration specialists, security ninjas, and the like. In both disciplines, specialized expertise is incredibly valuable.





The premise of this post is that individual capabilities and excellence (either legal or technical) standing alone are not enough to ensure long-term, sustainable success. No superstar technologist or lawyer is equipped to do it all, as there are too many specialties and functional roles which need to be led. Rather, a better approach is to construct team-based, cross-functional units that offer greater operational efficiency while building in layers of redundancy that reduce the potential for surprises, errors, or disruption. (P McKenna [“rules of engagement” for high-performing legal teams](#)).

When it comes to complex legal matters, lawyers readily accept the cross-functional team approach. This is because they know enough about the problem at hand to understand that different substantial legal experts are necessary to get the best possible results for clients.

In this post, I make the case that legal technology is headed down the exact same road, thus requiring planning, strategy, and leadership that operates in parallel, and in support of, outstanding legal work performed by

lawyers. In this post, I'll start by answering the most important threshold question, "why is this important?" After that, additional topics include:

- Breaking down legal technology into its component areas (primarily people and roles)
- Getting the right technology to enable digital workflows
- Tip-building tips, including fractional resources and the use of non-IT talent, which is abundant in law firms.
- When the cross-functional approach doesn't apply Persuading the skeptic who is wedded to the superstar approach.

### Why this is important?

Why does a post focused on technology belong in Legal Evolution? Increasingly, client value is dependent upon the integration of law with technology. Below are four reasons why legal organizations need to look at technology, and a cross-functional approach, as something integral to long-term success.

1. ***Expertise and innovation Increasingly, law firms need to demonstrate expertise in technology, improving productivity, tightening client connections, and safeguarding data.***

There's also more requirements for lawyers to secure tech-related CLE, from which one should infer increased impor-

tance. ([See Anusia Gillespie discussing evolution in this area](#)). Similarly, leveraging technology is one of the primary areas used by clients to evaluate their outside service providers. See, e.g., Cassandra Coyer, "[Legal Tech Knowledge Lags Despite Outside Counsel's Growing Expectations](#)," Legal Tech News, Sept 22, 2022 (quoting Wolters Kluwer VP of Legal & Regulatory, Adam Crutchfield, "technology has gone from a mere consideration to a major criterion when evaluating firms"). Perhaps most the compelling reason, however, is that the next generation of legal professionals is reframing the concept of legal teams. One is Adam Curphey, a UK-trained solicitor who worked as an associate at White & Cases before embarking on a career in legal technology and innovation in legal education and other U.S.-based global law firms. Curphey's recent book, [The Legal Team Of The Future](#) (2022), discusses a Law+ model for the future building competencies in four discrete segments: Law+People, Law+Business, Law+Change and Law+Technology. The mere presence of so many "pluses" communicates the increasing importance of cross-functional collaboration in our profession.

### ***Team-based work***

Yes, legal tech is pervasive in the legal profession, but the same is true for a

team-based approach performed by lawyers and other adjacent professionals. Law firms increasingly require a wide variety of skills over and above outstanding client-facing legal practitioners (in functions such as business development, finance, and operational excellence) to maximize success. The level of sophistication in legal is on the uptick. Throughout my career, I've seen how bringing together lawyers, legal assistants, and clients to develop functional requirements for systems managing large batches of matters that can provide data-based outcomes for clients, provide, as this is a core part of resolution counsel work in the mass torts and products liability space. This is not possible without collaboration, exchanges of disparate ideas, and the interaction of practitioners spanning functions to pull together for the common good.

### **1. Resisting the “go-to” mentality**

Those in professional services understand the go-to mentality — one person who, like magic, handles a difficult, complex problem so the rest of us don't have to worry about it. That's not a bad thing. Superstars are paid well for a reason, and we rightly find comfort in knowing “the best” are working on our issues. That's completely understandable, great people are the lifeblood of organizational success.

Of course, any deep technologist (or lawyer) who combines functional excellence with “the complete player mentality” are exceptionally valuable. But those individuals are hard to find. Further, relying upon them to serve in multiple roles, and solve multiple types of problems, raises issues of sustainability. It may also be a sign that the organization is lacking in mentorship and failing to give opportunities to a wider range of employees who have the potential for excellence in specific niche areas. The latter approach offers a viable way to build crucial redundancy in any system.

Here's an example encompassing the many facets of our profession. On legal-oriented mass tort matter management projects (an area I've coordinated), the integration of those with financial and business backgrounds (in addition to lawyers and technologists) helps systems add bottom-line value; likewise, the inclusion of specialists in software testing and quality made technology more reliable. Everyone wins when diverse resources sit at the table.

Similarly, in most organizations, there are simply not enough FTEs to fill every role. As a result, those in technology may also be serving as project managers or customer success representatives. In legal, it's folks like attorneys who spend time in their workday to address issues beyond purely legal (e.g. matter

budgeting, timelines, teambuilding, mentoring). These are the hallmarks of strong team players.

## 2. *A practical example: data security*

To drive home the importance of a cross-functional team approach in legal technology, I offer the example of data security, which is mission-critical to every law firm. The truth is, no matter how impressive one's internal program is, an additional third-party review process adds value, not unlike how auditors benefit public corporations in preparing financial statements. Those additional sets of eyes and perspectives in reviewing security practices are a worthy investment of time and money. This is because any mistake on data security threatens the clients' interests and the reputation and viability of the firm.

Michael Argast, CEO of Kobalt.io and a technologist with a long and successful career in cybersecurity, recently noted that the perceived cybersecurity talent shortage is due to several misconceptions that result in overreliance on degrees and certification, giving too much weight to years of experience, and overvaluing formal (and impressive-sounding) titles. (See Argast, "[The Cybersecurity Skills Gap: Dispelling Misconceptions](#)," ISACA Now Blog, Oct 17, 2022.)

Argast notes:

The reality is that an organization-wide security culture and leverage of skillsets

of a diverse team with diverse experiences is critical to addressing security in the modern organization. Any attempt to silo it off in IT, compliance or some small corner of the organization is doomed to failure, and the desire to be rescued by an uber-technical security savior is likewise doomed.

Fortunately, Argast's recommendations are within any organization's reach: (a) recognize everyone has something to contribute, (b) youth and diversity have value, and (c) coaching and mentoring are key. Perhaps this is obvious when applied to lawyers working in a law firm. But I am making the additional point that it applies with equal force to the legal technology functions.

In sum, the broadening of resource pools delivers multiple elements of value, and in turn, increases the overall effectiveness of legal teams.

## **Component areas**

What are some ways we "tech people" (or those partners or law firm chief operating officers charged with managing these resources) can raise the bar on the service we deliver in the legal profession? Here are some areas.

### 1. *Project planning*

Just like a legal matter, it's important to understand the engagement and objectives.

Strong practices includes:

- Denying scope
- Writing clear business requirements that stakeholders readily comprehend
- Setting solid budgets
- Monitoring against plan milestones
- Ensuring consistency with an organization's tech stack and vision
- Retaining the flexibility to inject resources to avoid bottlenecks In many ways, this is actually quite similar to strong practices managing legal matters (planning, budgeting, resource management).

Doing all of this “takes a village,” but the benefits offered by the collective of talents providing these services (writing, financial, planning) include the ability to keep up with best-in-class clients and competitors.

## 2. *Testing and quality assurance (QA)*

This is a time-honored process in legal, as drafts written by associates are routinely reviewed by supervising partners. The same principle applies in technology, with the same goal of “getting it right the first time” (meaning, before others see the end product).

Not unlike legal, it takes workers with a certain mindset to work on quality assurance (e.g. some people like proofreading and wordsmithing, while others don't). Similarly

in tech, those skilled in programming or engineering aren't usually terribly interested in executing detailed QA tests.

But that does not mean the function is not important. To tackle that, end users in testing can be a great idea. For example, when Legal Assistants who are actually going to use a system are asked to review functionality, they probably do so with more interest and engagement. In addition to operational failure, they are also interested in how the technology will add value to the workflow. This an excellent illustration of how diverse talents (in this instance non-IT legal workers) enhance work product.

## 3. *Sustainability*

In tech, this is often achieved via project documentation and teamwork. We all understand that sustainability is important—cities can't survive dumping chemicals into their rivers, small businesses can't work the staff seven days a week, and in a law firm, on both the tech and attorney fronts, client service is imperiled when essential knowledge is possessed by a scant few individuals. Resource backlogging and succession planning, especially in high-demand professions like technology, are considerations leaders should keep top of mind.

Additional sustainability practices include:

- Creating resource pools

- The use of code management systems for tech code (the legal tech analog to document management systems for legal documents)
- Integration of process and documentation as required components of the service model

In addition to improving sustainability, these practices also make internal workflows more supportable. Thus, in the short to medium term, they also incrementally improve the experiences of everyone in the organizations.

### 3. *Teamwork*

I'm no organizational behavior specialist, but from what I gather from those who are, teams benefit from a diverse set of ideas, often in unanticipated ways. Cf Yvonne Nath & Evan Parker "[discussing and documenting the relationship between diversity and law firm profitability](#)"; Randy Kiser "[presenting evidence that diverse trial teams achieve better results](#)"; Evan Parker "[reviewing the literature on the performance of diverse teams and perspectives](#)."

Following this line of thinking, deputizing members of the legal group (e.g. legal assistants, attorneys) into legal tech teams is an awesome strategy for building out diverse capabilities and tightening the connection between legal and tech also. We are all

products of our individual life experiences, and our varying perspectives offer different, valuable viewpoints on topics. The inclusion of more frames of reference both reduces risk and enhances delivered value. Moreover, these powerful benefits are available by utilizing homegrown talent. Cf [Husch Blackwell building world-class solution in toxic tort area by utilizing technology and business professionals with decades of experience in the firm](#).

### 4. *Client-facing benefits of a cross-functional approach*

Briefly pivoting back to the original premise of “why is this important,” IT practices:

- Help maintain client relationships
- Contribute to attracting clients.
- Is a significant risk factor for losing clients.

Clients are, of course, the lifeblood of professional services firms, so hopefully, the linkage back between technology and the client service model highlights the importance of creating highly efficient work teams.

What lessons are learned here? Individuals with a range of functional knowledge—and those with the vision and management skills who are capable of building such a consortium comprised of complementary professionals with broad-based skill sets—are setting a new (and high) bar for what legal teams can accomplish.

## Getting the right technology to enable digital workflows

It's not all about the hiring and training of people. Sometimes new technology can assist in the creation of well-functioning work teams. Digital workflows are an obvious example of how tech can help on that front.

Let's begin by defining "digital workflows." To me, it is something like the following: *The automation of a company's processes and the internal steps needed to get its business done, and the routing of tasks to appropriate teams or individuals in support of existing and established workflows.*

What are some examples of this in legal?

- Matter management platforms, which help legal operations groups to define optimal workflows for litigation tasks
- Document automation platforms, which shorten document assembly timelines
- Technology designed to more easily capture time entries
- Applications to automate and validate electronic billing.

[Legal Technology Hub](#), the legal technology search engine and research tool created by industry experts [Nikki Shaver and Jeroen Plink](#), is an outstanding resource for anyone wanting to learn more about these and many more legal technologies.

One function digital workflow tools have in common is the routing of tasks to the approved sets of workers (sometimes a group, sometimes an individual). What's a good example of this in the legal function?

Consider the automated processing of court notices. In the "olden days" (I hope), notices owed to an individual, who would have the sole responsibility to act on and file them. Perhaps that process had oversight, perhaps not.

Today, the infusion of workflow automation offers functionality to electronically route notices to track the status of each notice and ultimately electronically inject the notice into the appropriate repository (such as a document management system). Easy to understand how technology like this adds more depth and transactional documentation to a process, thus creating cost-effective redundancy and sustainability for an entire organization.

To sum up, as it relates to the basic premise of this post, digital workflow systems integrate multiple workers and functional groups into a task, versus reliance on total ownership by a single, superstar legal professional. Hopefully, the days of one person owning a process from soup to nuts is a thing of the past, as the stakes are getting too high and matter too complex to ignore.

### Team building tips

Shifting back to human dynamics, what are some tips on building strong teams? Let's consider an example in the legal field with a technology slant, building out litigation groups. As most readers know, this generally involves hiring e-discovery experts, reviewing attorneys, and securing the services of subject matter experts for trial presentation or war room support.

#### 1. *Fractional resources*

Fractional resource strategies with an eye on continuity—meaning using specialists in these roles but striving for repetitive engagements to build institutional knowledge vis-à-vis pure transitory, temporary engagements—help build layers of expertise and human knowledge redundancy into key processes.

In “my world” of legal tech, good examples purely within tech include hiring an external Help Desk or technology support group to support the firm outside of working hours.

A final, and very important word, on this topic: I use the term “fractional resources,” but these professionals are, of course, actual humans also. Taking the time to treat these individuals as you should everyone else—with warmth, collegiality, and a personal touch—pays huge dividends in terms of commitment and productivity. It is not much

of a cost to allocate 30 seconds a call for a touch of empathy and light banter, which sometimes can make all the difference in the world.

In addition to building a broader support base, fractional support strategies are often cost-effective and an excellent way to gain access to specific expertise difficult to attract within organizations (especially medium and smaller-sized law firms that, for obvious reasons, need to hire generalists).

#### 2. *Leveraging other employees outside of IT*

Another idea: reach out to organization members outside of IT. Virtually every legal service organization has employees interested in technology and interested in learning. Integrating traditional legal professionals into technology functions like testing, documentation, support, vendor management, or gathering business requirements are win-win both for your projects and organization.

To support this effort, consider engaging with your HR group to help to broaden the set of competencies all team members have. One actionable item on this front might be a DISC Assessment program, or other activities designed to help employees understand their strengths and weaknesses, such that they may work to maximize their strengths and work on their areas of opportunity, all of



which will strengthen teams in the long run.

Taking time to focus on human capital—in addition to pure IT technical skill and teamwork concepts—will also help with the sustainability and overall effectiveness of legal technology/operations initiatives.

### **Counterpoint: when the cross-functional approach doesn't apply**

*Of course, any good argument deserves a counterpoint. Here is mine:* In instances when projects are mission-critical in nature, I believe going “all in” with your best people makes good business sense. For example, in my career, there was a time we worked to open an office in weeks rather than months and an all-hands-on-deck approach was the only way to accomplish that. Other times, the goal line was defined as the completion of a new software release on a particular date. When the ask is tough, that's a good time to shorten your bench. But that should be the exception rather than the norm.

### **For the skeptical high performers**

To those who are used to working independently, be they a technologist or a lawyer, it's understandable for them to conclude that they are existing—heck, they're actually even thriving—in an environment where total ownership with limited institutional sharing is the norm. Thus, it's reasonable to ask, “why change?”

The answer is somewhat self-serving but also very true. Even if one does not believe that teamwork protects the enterprise, I believe “total owners” often, probably inadvertently, are actually constructing a fairly low ceiling above their own heads. Traits like teamwork, collaboration, and communication are crucial elements to gaining trust and access to roles in executive technology management. Succession is also an important consideration—it's less likely for an excellent performer to move up the proverbial food chain when management is quivering in fear at the thought of that individual exiting their hands-on responsibilities.

From a career management perspective, often times those who think they are winning the battle with respect to “total ownership” often are, in actuality, losing the war relating to upward mobility. It is fairly clear that both for the organization and the individual, the assembly of solid project teams is vastly more important than actually completing said projects, however counter-intuitive that might sound. This is because great enterprises are much more than the sum of their individual pieces.

---

*This article is also published in Legal Evolution an online publication that focuses on the changing legal industry. <https://www.legalevolution.org/2022/11/the-expanding-role-of-legal-technology-338/>*

**About the Author**

Kenneth Jones is the Chief Operating Officer of Xerdict, a wholly owned subsidiary of Tanenbaum Keale LLP that offers technology-based services to the firm.

Kenneth Jones is the Chief Operating Officer of Xerdict, a wholly owned subsidiary of Tanenbaum Keale LLP that offers technology-based services to the firm.

Jones was previously Chief Technologist at

Tanenbaum Keale and led efforts to support the firm’s computing environment and infrastructure, one that features a strategy of professionally protecting and processing client data in the Cloud with highly skilled and respected leading-edge business partners in the technology space.

Additionally, Mr. Jones helped lead and support various firm programs in the areas of security, compliance, business continuity and firm administration.

\*\*\*\*\*

WHITE PAPERS

**Is Your Response Delivery Stuck in the 20th Century?**

Subpoena Management

READ NOW →


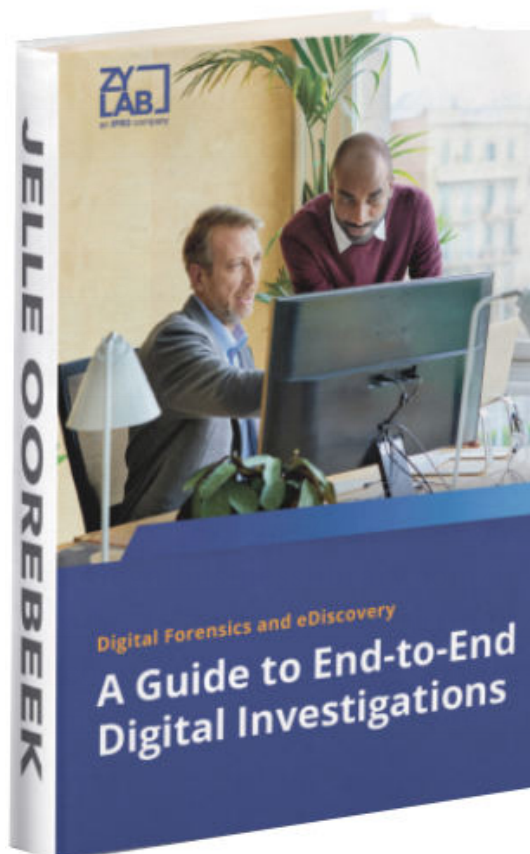


EBOOKS

**"I just want to know what's in my Contracts"**

Contract Review & Automation

READ NOW →

*Read the 2023 Corporate Legal Operations Compensation Survey by brightflag and Legal Operators and see what +400 respondents from 29 countries and 34 states have to say about their compensation*

# CORPORATE LEGAL OPERATIONS COMPENSATION SURVEY

March 21, 2023

**brightflag**



REGISTER

The Second

# SUMMIT

## BY THE

ROUNDTABLE



Budgeting



Building and Scaling  
Legal Teams



Mental Health  
Being

ER NOW!

nd Annual

# MIT THE SEA

## TOPICS 2023



h and Well  
g



Data Analytics



Building Your  
Technology Roadmap

# ERIK W. PEREZ

## New Advisory Board Member of Legal Operators



We're honored to announce that Erik Perez entered the advisory board of Legal Operators.

Experienced Legal Operations and Intellectual Property leader with a demonstrated history of working in the oil & energy and chemical industries. Erik is Central Legal Operations Officer at Shell. He is a strong operations professional with a Executive Masters of Business Administration from Saint Joseph's University - Erivan K. Haub School of Business and a Ph.D. in Analytical Chemistry from The University of Alabama

We welcome Erik and are looking forward to a valuable and fruitful cooperation.

# ALEXANDRA GUAJARDO

## New Advisory Board Member of Legal Operators



We're honored to announce that Alexandra Guajardo entered the advisory board of Legal Operators.

Alexandra is an experienced professional with 20 year history of working in the legal industry. She is Pricing & Analytics Officer at Shell and an expert in the field of Legal Operations. She is co-chair at the Legal Value Network Conference and Pursuit's Customer Advisory Board Member. Alexandra holds an MBA from Texas Woman's University.

We welcome Alexandra and are looking forward to a valuable and fruitful cooperation.

*Read more about Alexandra in our Dec. 2022 eZine*

# Why DEI is Only Part of the Pie

*By Susan Freeman, Founder of Conscious Inclusion Company*



## **Why DEI is Only Part of the Pie**

With some companies and firms announcing their commitment to diversity, equity, and inclusion (DEI), regulatory organizations are now mandating DEI obligations and requiring proof the companies they oversee are following through. That's a good start, but it isn't the whole solution.

After all, companies can hire based on DEI, but if the company's culture isn't inclusive, diverse employees might not be





considered for promotions or raises. They won't be engaged in meaningful projects or given responsibilities. Their contributions will be devalued, and they won't feel as though they belong. Their hiring becomes performative, not meaningful.

Having diverse employees is a start, but there are other necessary measures that must be

considered when examining a company's overall commitment to DEI. These include the company culture, employee collaboration, engagement, retention, experience, and well-being. Failure to analyze these critical variables leaves DEI as nothing more than a check-the-box issue for many organizations.

Until DEI is taken more seriously through

data-driven analysis of all employee engagement, interaction, and inclusion, meaningful change cannot occur. Diverse employees will be hired but will still face challenges, feeling left out and undervalued as nothing more than a parameter that must be met, a box that must be checked. Moreover, these organizations fail to capitalize on the full potential employees have to offer when their creativity and intellect are hindered.

### **Regulatory Agencies and Companies: Steps Taken**

#### ***Nasdaq***

In December 2020, Nasdaq filed a proposal with the US Securities and Exchange Commission (SEC) to adopt new rules that would require companies listed on Nasdaq's US exchange to disclose diversity statistics regarding their board of directors. Most companies listed on Nasdaq would have to either have at least two diverse directors—one who self-identifies as female and one who self-identifies as an underrepresented minority or LGBTQIA+—or explain why they don't have two such board members.

There is flexibility for foreign companies and smaller companies. Additionally, although reporting is due within one year of the SEC's approval of the proposal, companies have varied timelines to fill the diverse directors' role (Source: <https://www.nasdaq.com/press-release/nasdaq-to-advance-diversity-through-new-proposed-listing-requirements-2020-12-01>)

#### ***SEC***

Meanwhile, the SEC announced new requirements for public companies to disclose the number of employees and a description of human capital resources, if material to the business or a segment of the business, and any human capital measures or objectives, if material.

In a report on early filers, PWC noted that 46% disclosed DEI information (including gender, sexual orientation, ethnicity, veteran status, culture, strategy, age, and religion), though many did not include any measures or objectives related to the management level. (Source: <https://www.pwc.com/us/en/cfodirect/publications/in-the-loop/sec-new-human-capital-disclosure-rules.html?ts=1614364869452>)

The SEC did not include a definition of "human capital" in its rules, nor did it include a list of required measures to disclose, reasoning that the disclosures would be specific to each company's business or industry and that the disclosures would evolve based on changes to the company.

The steps taken by NASDAQ and the SEC are important, says Dan Udoutch, CEO, President, and co-founder of Rsquared.ai, and could lead to bigger changes.

*“The SEC and NASDAQ should be applauded for these steps,”* Udoutch says. *“I’m hopeful for*

*continuing to require deeper and more meaningful metrics and standards.”*



Dan Udoutch

### **Companies also issuing DEI rules**

It's not just Nasdaq and the SEC that are issuing guidelines for DEI. In January 2021, the Coca-Cola Company announced its diversity standards. Under those standards, at least 30% of the lawyers working on its cases must be diverse, and, of those, at least half must be Black. Additionally, any law firm working with the company must provide quarterly reports regarding the diversity of teams working on Coca-Cola matters and explain how those lawyers receive origination credit. (Source: <https://www.law.com/corpcounsel/2021/02/09/the-coca-cola-effect-new-diversity-guidelines-intrigue-in-house-leaders/?sreturn=20210216192827>)

Likewise, Goldman Sachs announced in 2019

that it was advancing diversity and inclusion, working toward increased representation of diverse employees. It has since announced that it aims to achieve greater representation in its vice president population by 2025. (Source: <https://www.goldmansachs.com/media-relations/press-releases/archived/2019/announcement-18-march-2019.html> and <https://www.goldmansachs.com/media-relations/press-releases/current/update-on-inclusion-and-diversity.html>)

### **Mansfield Rule**

At least some law firms are also taking a look at their diversity, equity, and inclusivity. More than 100 major law firms have signed on to participate in the Mansfield Rule, a way of grounding law firm leadership diversity in behavioral science research. The Mansfield Rule measures whether law firms have considered at least 30 percent women, lawyers of color, LGBTQ+, and people with disabilities for leadership roles, promotions, pitch opportunities, and senior lateral positions. (Source: <https://www.diversitylab.com/mansfield-rule-4-0/>)

In other words, the Mansfield Rule is concerned with broadening the candidate pool for leadership positions in law firms.

Law firms that signed onto the Mansfield Rule reported a wide variety of outcomes:

- 94% reported increased diversity in their pitch team candidate pool;
- 79% reported increased diversity in their lat-

- lateral partner hiring pool; and
- 76% reported increased diversity in their equity partner positions.

### **Role of human capital**

Although it would be ideal if companies hired diverse employees because it's the right thing to do, many companies still won't make a change unless there's a financial reason to do so.

McKinsey's 2020 report, "Diversity wins: How Inclusion Matters," found that companies in the top quartile for gender diversity on executive teams were 25% more likely to have above average profitability than companies in the fourth quartile. The percentage of outperforming companies grew with more than 30 women executives.

Meanwhile, companies in the top quartile for ethnic and cultural diversity outperformed those in the fourth quartile in profitability by 36%. (Source: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>)

"We know DEI matters from a moral and ethical standpoint," Susan Freeman, Chief Executive Officer for Conscious Inclusion Company, says. "It's become increasingly clear that DEI makes sense from a business standpoint as well. Research shows that companies that embrace diversity are more likely to have financial returns above their national industry medians.

*Companies that don't are statistically less likely to achieve above-average returns. Diversity, Equity, and Inclusion serve as a competitive differentiator that shifts market share toward more diverse companies. In turn, these companies bring a competitive advantage, attracting and retaining such diverse talent and allowing them to thrive."*

### **Employee engagement**

While hiring based on diversity is a first step and a way to ensure diverse employees have access to jobs, it isn't the end of the story. It's vital that companies measure how employees are treated once they're hired. Are they given opportunities to work on highly valued projects? Are they given a chance to share their ideas or opinions in the same way as other employees? Do they have the same opportunities for mentorship and growth?

Likewise, investors should have insight and transparency into an organization's "people health" when they make investing decisions.

When DEI is simply a compliance issue—where employees are hired so companies can say they have met regulatory requirements—it can easily lead to disengaged employees and a toxic work environment, both of which put a business at risk of poor outcomes.

As McKinsey notes, "Hiring diverse talent isn't enough—it's the workplace experience that shapes whether people remain and thrive."

(Source: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>)

### How can we measure engagement?

Too often, measurements of diversity and inclusivity in the workplace are superficial. For example, a company can simply state that 30% of its workforce is diverse based on people self-identifying in certain marginalized groups. But that doesn't give a complete picture.

It doesn't tell what positions these employees have—are they mainly entry-level, for example. It doesn't show how engaged people are in their role or how colleagues treat them. It doesn't show how inclusive a company is—only that it's willing to hire diverse workers. Diverse and inclusive are not the same things.

To measure inclusivity, in-depth data must be collected and analyzed. Not just self-reported information as is often found in employee surveys or workshops, but hard data collected from company reports, interactions, messages, and emails.

By examining interactions, analysts can explore sentiment, responsiveness, and collaboration to get a complete picture of a company's culture and its true perspective on diversity. From there, the company can make data-informed decisions about its workforce and its culture.

Among the questions that can be asked about individuals:

- With whom do people communicate?
- To whom do they speak the most?
- To whom do they speak the least?
- What is the risk of attrition?
- What is the level of employee engagement?
- What is their tone when they communicate?
- Does that tone change based on the person with whom they communicate?
- With whom do they collaborate?

Additionally, analysts can find hidden high performers—those workers who contribute at a high level but whose efforts often go unnoticed by management.

Data analytics make the process more transparent, which increases the likelihood of equity and fairness—whether a company's promotions, pay, or hiring criteria are being evaluated. Companies can work towards taking bias out of those processes when they have hard data that shows bias is occurring and how it occurs, even when it is unconscious.

### Compare measures over time

Simply taking a measurement once gives you information about your organization's situation at that specific time. Setting goals, collecting data consistently and examining the change over time tells you what direction your company is moving, whether your initiatives are working, and offers information to revise your strategies.

*“Many organizations have good intentions regarding DEI programs,” Freeman says. “However, the extremely difficult task of measuring and addressing inclusive behaviors has been a significant barrier. Only by applying AI/NLP can the qualitative content of communications be truly understood. Diving more deeply can answer such questions as, ‘Which managers are the most inclusive?’ or ‘Where are toxic communications impacting productivity and driving away disillusioned employees?’ Measuring these elements provides unbiased data insights to drive DEI initiatives. With proper analysis and comparison with demographics, the data collected through AI/NLP can be used to measure inclusivity and document incremental progress in achieving behavioral change. This has never before been done.”*

The bottom line is that all employees need to be engaged and collaborated with and need to feel they belong. Although it would be great if companies engaged in meaningful DEI because it's the right thing to do, the truth is that doing so also often leads to better business results.

If your organization seeks evidence-based initiatives that increase Diversity, Equity & Inclusion in the workplace, contact Susan Freeman, CEO & Founder of Conscious Inclusion Company at [susan@ConsciousInclusionCompany.com](mailto:susan@ConsciousInclusionCompany.com).

---

#### **About the author:**

Susan Freeman, B.A., M.A., Ph.D. Scholar  
Chief Executive Officer & Founder

Susan is a leader in the fight for equity in the workplace. She draws on her experiences as a CEO, academic, trainer, author, sales executive, and business owner. Susan's passion for equity in business drives her fight for the underrepresented to get a seat at the table, and once there, to be heard and respected.

Susan oversees all J.E.D.I. (justice, equity, diversity, and inclusion) partnerships and governance and creates, leads, manages, and implements J.E.D.I. strategies for clients. She works with clients on systemic changes at the 4P-level (policies, practices, pay, and pipeline), creating a roadmap for change. Everything she does starts with metrics of where the client is and then benchmarking progress.

Susan is a Ph.D. scholar in the University of California, Merced School of Engineering in Management of Complex Systems. She graduated with honors with a Master of Arts degree in Communication with a focus on Communication Theory. She wrote her still-relevant thesis: “A Study of The Importance of Client-Centric Communication in Business Development Within a Law Firm Setting: Transitioning from a Practice of Law to a Business of Law.” Susan also graduated with a Bachelor of Arts degree in Political Science and another in Journalism with a minor in Marketing. In addition, Susan studied negotiations with G. Richard Shell, Chair of the Wharton School's Legal Studies and Business Ethics Department. She also completed Cornell University's certificate program,

Institute for Women’s Entrepreneurship program and Stanford University’s Executive certificate program, Leverage Diversity, and Inclusion for Organizational Excellence.

Susan is currently studying how arrangements of people, organizations, information, technology, and the natural world give rise to complex adaptive phenomena that pose difficult challenges to society, identifying and executing management strategies that seek balance and alignment among social justice, environmental resources, and economic welfare — i.e., toward the long-term sustainability of people,

planet, and profit (PPP). Her focus is studying evidence-based strategies for recruiting and retaining demographically diverse talent in organizations. Susan is certified in inclusive teaching practices in STEM and certified in the social and behavioral responsible conduct of research.

Susan often writes for Legal Business World and American Lawyer Media.

Susan is based in Southern California with offices in Riverside, California, the Central Valley, California and Honolulu, Hawaii.

## Where is Your Company on This Scale?

<b>Undeveloped</b>	Little or nothing has been done to increase or integrate EDI goals with organizational goals. To the extent that there is a focus, it is on compliance only.
<b>Beginning</b>	We try to maintain compliance but have made a few efforts at EDI and thinking about how EDI helps to position our organization in the marketplace.
<b>Intermediate</b>	We have deployed several different EDI initiatives piecemeal. It is viewed as moderately important, but we do not spend a lot of time measuring success.
<b>Advanced</b>	We have a strategic framework that has multiple pillars aligned with the organizational goals. Our EDI efforts include metrics and setting annual goals for improvement, and we closely follow EDI at leadership levels.
<b>Expert</b>	EDI is embedded in our culture and our MP makes it a priority. Ownership of EDI initiatives is at the senior leadership level. We use analytics to address recruiting, succession planning and other talent-related issues, and our managers are assessed based on EDI goals. EDI initiatives are strategic and contribute to the achievement of organizational goals.

EDI = DEI



# USAGE OF A GENERATIVE PRE-TRAINED TRANSFORMER IN THE LEGAL MARKET

By Lex van North & Editorial dept.

AI and GPT-3 (and 4) is growing at a fast pace. Acceptance of the tools and results in the legal market is increasing by the day. To learn more about its usage, the pro's and cons Legal Operators organized a virtual roundtable for 'Law/Legal' students. As they are the legal professionals of the future and are known to accept new technology in an earlier stage we were eager to learn how they perceive these new developments.

They we're all briefed about the basics so the starting point was the same.

## For the record; What is GPT

GPT-1: was launched in 2018 by OpenAI.

Trained on an enormous BooksCorpus dataset, this generative language model was able to learn large range dependencies and acquire vast knowledge on a diverse corpus of contiguous text and long stretches.

GPT-2: is trained on Much Larger Data set than GPT-1. GPT-2 has no major architecture changes compared with GPT-1

GPT-3: GPT-2 is primarily used for document summarization while GPT-3 is designed to aid more robust analytics like question answering and language translation. GPT-3 is an autoregressive language model released in 2020 that uses deep learning to produce human-



like text. When given a prompt, it will generate text that continues the prompt.

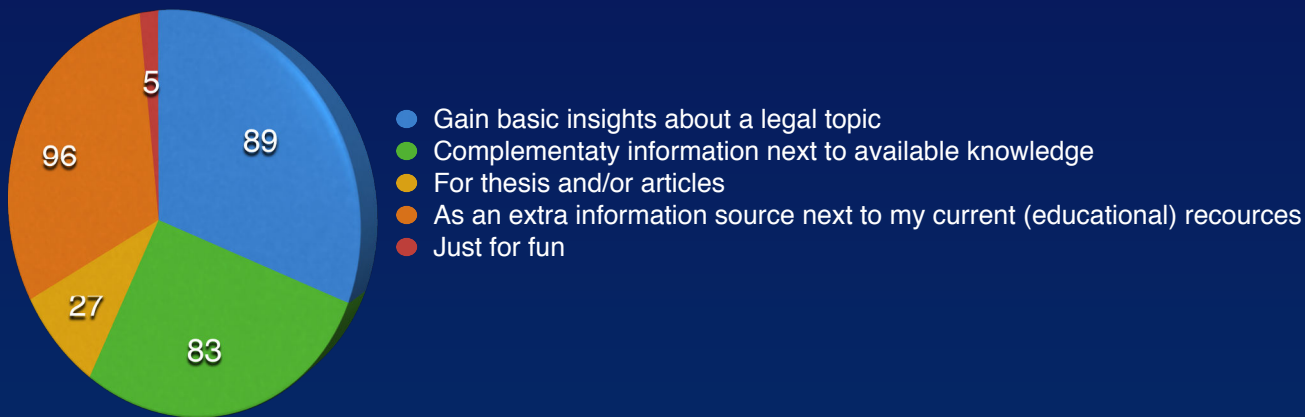
GPT-4: In essence, GPT-4 is the same as its predecessor GPT-3. However, there are some new features that boost the software's abilities. Mainly, GPT-4 includes the ability to drastically increase the number of words that can be used in an input up to 25,000, 8 times as many as the original ChatGPT model. It was released on March 14, 2023, and has been made publicly available in a limited form via ChatGPT Plus, with access to its commercial API being provided via a waitlist.

#### **A Newsletter written by ChatGPT**

Besides a summary of the result of the roundtable we also included a newsletter that was published by Penn Carey Law's Future of the Profession Initiative. They used ChatGPT, to help them write this blog post. The blog post is about the usage of GPT and the implications for legal education, law firms, and clients. Interesting to see is that the outcome of the roundtable similar is to the outcome as presented in the generated newsletter.

*Roundtable: 96 students participated in the roundtable session. (Full Report will Follow)*

For what or when do you use GPT tools and its results in general. (related to legal topics, legal profession, and/or your curriculum)



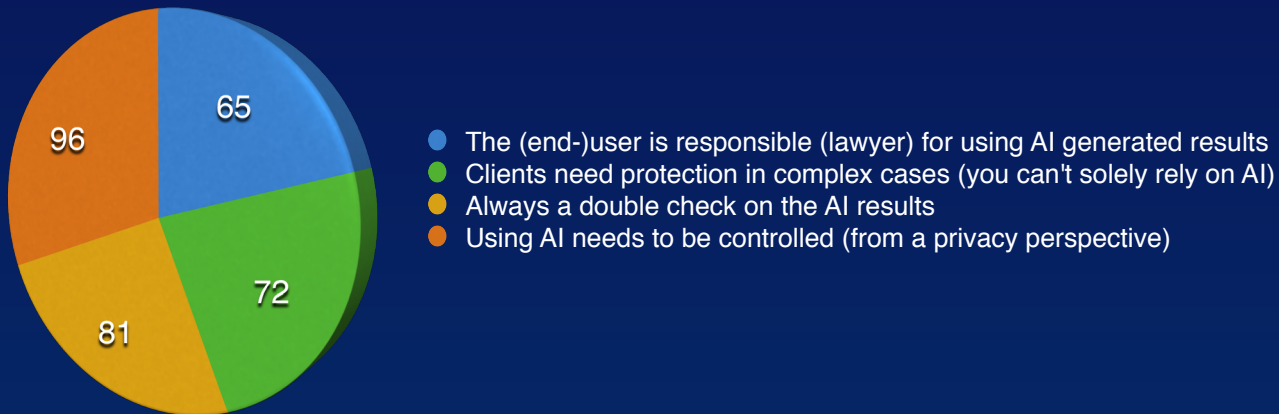
Can you name some benefits of using GPT tools



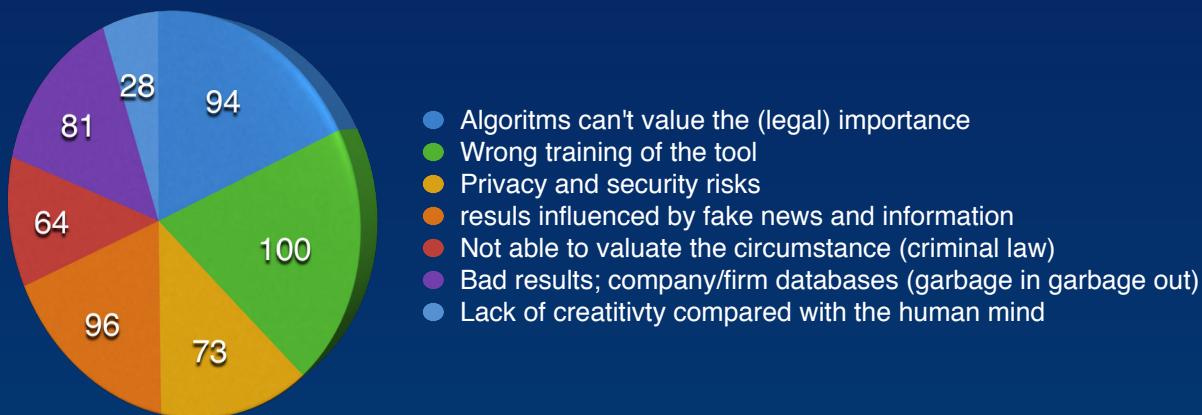
In what or which processes do you think GPT tools add direct value



What do we have to take into account when using AI in Legal Processes



Do you see risks or draw backs using GPT tools in the legal profession



Vision for the near future



# ChatGPT Writes Our FPI Newsletter Blog Post

February 20, 2023



*For our February 2023 FPI Newsletter, we used ChatGPT, the advanced chatbot, to help us write this blog post. Below, our prompts are in bold, with ChatGPT responses following.*

## **Write the introduction to a newsletter focused on the legal implications of ChatGPT. Include implications for legal education, law firms, and clients.**

Dear Readers,

Welcome to the first edition of our newsletter, focused on the legal implications of ChatGPT. As artificial intelligence continues to advance, it's important to consider the ways in which this technology will impact the legal industry. In this newsletter, we'll explore the ways in which ChatGPT is poised to revolutionize legal education, law firms, and clients. From streamlining legal research to enhancing client communication, the benefits of ChatGPT are vast and far-reaching. But, with this new technology also comes a range of legal considerations, from privacy concerns to ethical questions. We'll examine these challenges and more, offering insights and practical advice for navigating this rapidly-evolving landscape. So, whether you're a legal professional, student, or simply curious about the future of law and technology, this newsletter is for you.

## **What are the pros and cons of ChatGPT for law students?**

Pros of ChatGPT for law students:

1. **Improved research efficiency:** ChatGPT can quickly search and analyze vast amounts of legal information, allowing students to save time and get the information they need faster.
2. **Personalized study assistance:** ChatGPT can provide individualized support for students based on their specific needs and learning style, helping them to better understand complex legal concepts.
3. **Enhanced writing skills:** ChatGPT can provide instant feedback on legal writing, helping students to refine their skills and produce better-written assignments.

Cons of ChatGPT for law students:

1. **Dependence on technology:** Overreliance on ChatGPT may hinder students' critical thinking and independent problem-solving skills.
2. **Bias and inaccuracies:** Like any AI model, ChatGPT is trained on a data set and may reflect biases and inaccuracies within that data.
3. **Lack of human interaction:** While ChatGPT can provide instant feedback, it can't replace the value of personal interaction and feedback from a professor or mentor.
4. **Ethical considerations:** The use of ChatGPT raises ethical questions about the role of technology in the legal field, including privacy concerns and the impact on jobs and the job market.



*For their February 2023 FPI Newsletter, Penn Carey Law's Future of the Profession Initiative used ChatGPT, to help them write this blog post. Below, the prompts are in bold, with ChatGPT responses following.*

---

**Write the introduction to a newsletter focused on the legal implications of ChatGPT. Include implications for legal education, law firms, and clients.**

Dear Readers,

Welcome to the first edition of our newsletter, focused on the legal implications of ChatGPT. As artificial intelligence continues to advance, it's important to consider the ways in which this technology will impact the legal industry. In this newsletter, we'll explore the ways in which ChatGPT is poised to revolutionize legal education, law firms, and clients. From streamlining legal research to enhancing client communication, the benefits of ChatGPT are vast and far-reaching. But, with this new technology also comes a range of legal considerations, from privacy concerns to ethical questions. We'll examine these challenges and more, offering insights and practical advice for navigating this rapidly-evolving landscape. So, whether you're a legal professional, student, or simply curious about the future of law and technology, this newsletter is for you.

**What are the pros and cons of ChatGPT for law students?**

*Pros of ChatGPT for law students:*

- Improved research efficiency: ChatGPT can quickly search and analyze vast amounts of legal information, allowing students to save time and get the information they need faster.
- Personalized study assistance: ChatGPT can provide individualized support for students based on their specific needs and learning style, helping them to better understand complex legal concepts.
- Enhanced writing skills: ChatGPT can provide instant feedback on legal writing, helping students to refine their skills and produce better-written assignments.

*Cons of ChatGPT for law students:*

- Dependence on technology: Overreliance on ChatGPT may hinder students' critical thinking and independent problem-solving skills.
- Bias and inaccuracies: Like any AI model, ChatGPT is trained on a data set and may reflect biases, inaccuracies within that data.
- Lack of human interaction: While ChatGPT can provide instant feedback, it can't replace the value of personal interaction and feedback from a professor or mentor.
- Ethical considerations: The use of ChatGPT raises ethical questions about the role of technology in the legal field, privacy concerns, the impact on jobs and job market.

## What are the pros and cons of ChatGPT for law professors?

### *Pros of ChatGPT for law professors:*

- **Improved research efficiency:** ChatGPT can quickly search and analyze vast amounts of legal information, allowing professors to save time and focus on higher-level tasks.
- **Personalized student assistance:** ChatGPT can provide individualized support for students based on their specific needs and learning style, helping them to better understand complex legal concepts.
- **Enhanced writing skills:** ChatGPT can provide instant feedback on legal writing, helping students to refine their skills and produce better-written assignments.

### *Cons of ChatGPT for law professors:*

- **Dependence on technology:** Overreliance on ChatGPT may hinder students' critical thinking and independent problem-solving skills, as well as limit the creativity and flexibility of professors in their teaching approach.
- **Bias and inaccuracies:** Like any AI model, ChatGPT is trained on a data set and may reflect biases and inaccuracies within that data.
- **Lack of human interaction:** While ChatGPT can provide instant feedback, it can't replace the value of personal interaction and feedback from a professor.
- **Ethical considerations:** The use of ChatGPT

raises ethical questions about the role of technology in legal education and the impact on the job market and the delivery of legal services.

## What are the pros and cons of ChatGPT for law firms?

### *Pros of ChatGPT for law firms:*

- **Increased efficiency:** ChatGPT can automate routine tasks such as document review, legal research, and drafting, allowing lawyers to focus on higher-level tasks and improve productivity.
- **Cost savings:** By automating routine tasks, ChatGPT can help law firms reduce the need for support staff and lower operating costs.
- **Improved accuracy:** ChatGPT's ability to analyze vast amounts of data and information can lead to more accurate and comprehensive legal analysis, reducing the risk of errors.
- **Enhanced client communication:** ChatGPT can be used to quickly answer client questions, provide legal advice, and improve the overall client experience.

### *Cons of ChatGPT for law firms:*

- **Dependence on technology:** Firms may become overly reliant on ChatGPT, potentially hindering their ability to adapt to changing legal scenarios and provide customized solutions.

- **Privacy and security risks:** The use of ChatGPT raises concerns about the security of sensitive client information and the risk of data breaches.
- **Ethical considerations:** The use of ChatGPT raises questions about the role of technology in the legal profession and the impact on the job market and the delivery of legal services.
- **Initial cost and implementation challenges:** Implementing ChatGPT may require significant upfront investment, as well as a significant effort to train and integrate the technology into existing systems and processes.
- **Bias and inaccuracies:** Like any AI model, ChatGPT is trained on a data set and may reflect biases and inaccuracies within that data. This could lead to incorrect or incomplete advice.
- **Lack of human interaction:** While ChatGPT can provide instant feedback, it can't replace the value of personal interaction and guidance from a human attorney.
- **Privacy and security risks:** The use of ChatGPT raises concerns about the security of sensitive client information and the risk of data breaches.
- **Limitations of AI:** ChatGPT can only provide advice based on its training data and may not be able to handle complex or unusual legal scenarios. Clients may still need to seek the assistance of a human attorney in these cases.

### **What are the pros and cons of ChatGPT for legal clients?**

#### *Pros of ChatGPT for legal clients:*

- **Improved accessibility to legal information:** ChatGPT can provide quick and easy answers to legal questions, making legal information more accessible to a wider audience.
- **Cost savings:** ChatGPT can provide legal advice at a lower cost than a traditional attorney, making legal services more affordable for clients.
- **Enhanced communication with lawyers:** ChatGPT can be used to quickly answer client questions, provide legal advice, and improve the overall client experience.

#### *Cons of ChatGPT for legal clients:*

### **Write the conclusion to a newsletter focused on the pros and cons of ChatGPT for legal education, law firms, and clients.**

In conclusion, ChatGPT has the potential to revolutionize the legal industry by providing improved efficiency, cost savings, and increased accessibility to legal information. However, its implementation also raises important ethical, privacy, and accuracy concerns. As with any technology, it is important for stakeholders in the legal industry to carefully weigh the pros and cons and consider how ChatGPT can best be integrated into existing systems and processes to deliver the most benefits. Whether used

by law students, law firms, or legal clients, ChatGPT has the potential to significantly improve the delivery of legal services and bring the legal industry into the 21st century. It is up to us to determine how best to harness its power and ensure that it is used in a responsible and ethical manner.

An impressive result as it is quite similar to the result of our roundtable.

### About the Author

Penn Carey Law's Future of the Profession Initiative leads interdisciplinary and forward-focused conversations about the dynamic forces driving change in the legal profession to meet the evolving needs of society.

You can learn more about their initiatives:

<https://www.law.upenn.edu/futureprofessioninitiative/>

\*\*\*\*\*

**LEGAL OPERATORS**

OpenAI's New ChatGPT

Matt Patel      Josh Kubicki      Colin Levy

**From Automation to Innovation:  
Leveraging ChatGPT with CLM**

**April 20th - 11AM PST | 1PM CST | 2PM EST**

Powered by **MALBEK**  
CONTRACTS REIMAGINED

[MORE INFO](#)



# Getting (More of) What You Want:

## *How the Secrets of Economics and Psychology Can Help You Negotiate Anything, in Business*

Do you know what you want? How can you make sure you get it? Or rather, how can you convince others to give it to you? Almost every interaction involves negotiation, yet we often miss the cues that would allow us to make the most of these exchanges.



In *Getting (More of) What You Want*, Margaret Neale and Thomas Lys draw on the latest advances in psychology and behavioral economics to provide new strategies for negotiation that take into account people's irrational biases as well as their rational behaviors. Whether you're shopping for a car, lobbying for a raise, or simply haggling over who takes out the trash, *Getting (More of) What You Want* shows how negotiations regularly leave significant value on the table-and how you can claim it.

Available at  
**amazon**


























# THE LEGAL OPERATORS TECH DIRECTORY



**BROWSE TECH DIRECTORY**

Explore industry leading product and service offering images and videos, reviews by experts, marketing and sales collateral, company website and contact information for each listing.

[Search the entire Tech Directory](#) or click on one of our category listings below.

 Artificial Intelligence	 Business Intelligence Tools	 Compliance Software
 Contract Review & Automation	Diversity Tech	 Document & Case Review
 eBilling	 eDiscovery	 Enterprise Management (ELM)
 IP Management	 Legal Hold	 Legal Operations Consulting
 Managed Services	 Matter Management Software	 Outside Counsel Management
 RFP Platforms	 Risk Management	 Secretarial Services
 Subpoena Management	 Workflow Automation	 Contract Management (CLM)
 Document Management	 Legal Spend Management	 Specialized Legal Advice
 Invoice / Bill Review Services	 Privacy Consulting	



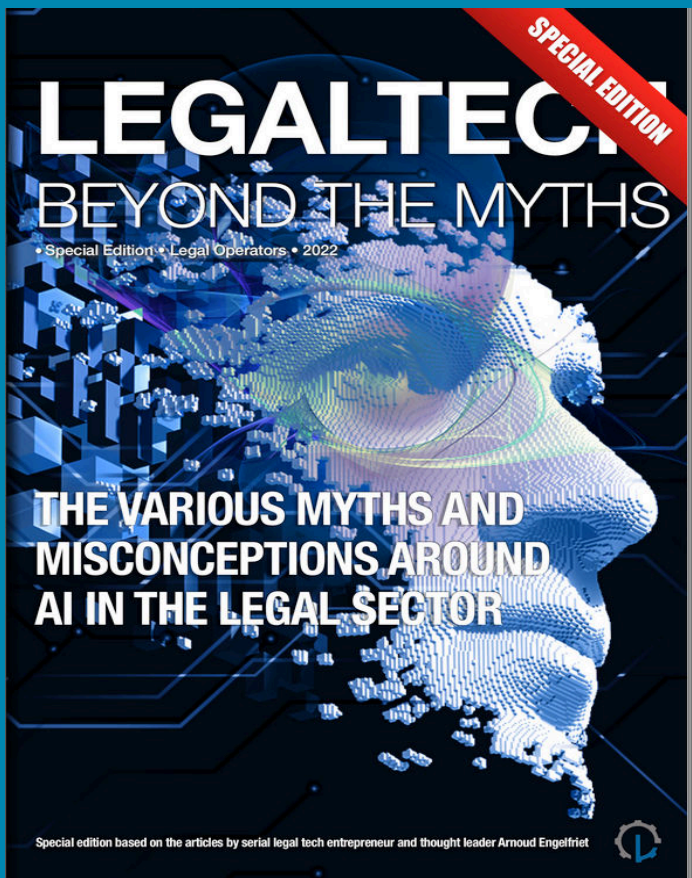
*SCAN ME*



*SCAN ME*



*SCAN ME*



*SCAN ME*



# THE LEGAL OPERATORS INNOVATION HUB

Educate yourself in our [Innovation Hub](#). A collection of content organized in over 38 different legal operations categories of interest including webinars, white papers, and expert resources. Click on one of our category listings below or search our Innovation Hub by Category, Resource Type and Access level at our website.

[Artificial Intelligence](#)

[Knowledge Management](#)

[Business Intelligence Tools](#)

[Legal Hold](#)

[CLM](#)

[Legal Operations Consulting](#)

[Consulting Services](#)

[Legal Spend](#)

[Contract Review](#)

[Legal Spend Management](#)

[Contract Review & Automation](#)

[Matter Management Software](#)

[Data Governance](#)

[Outside Counsel Management](#)

[Diversity](#)

[Pricing Models](#)

[Document & Case Review](#)

[Records Management & Retrieval](#)

[Document Management](#)

[Risk Management](#)

[e-Discovery](#)

[Subpoena Management](#)

[eBilling](#)

[Thought Leadership](#)

[Enterprise Management \(ELM\)](#)

[Workflow Automation](#) (and more)

# ENRAGE

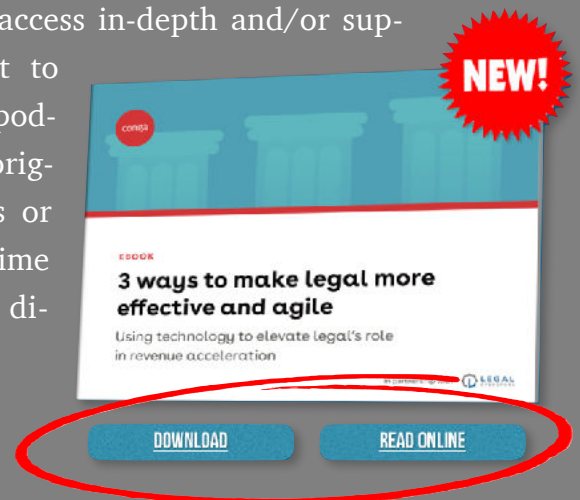
## For all devices

Legal Operators is a responsive designed magazine. Responsive design means that design and development respond to the user's behavior and environment based on screen size, device/platform and orientation. Besides a responsive flip book version the magazine is also published as a downloadable PDF.



## Enrichment & Linking

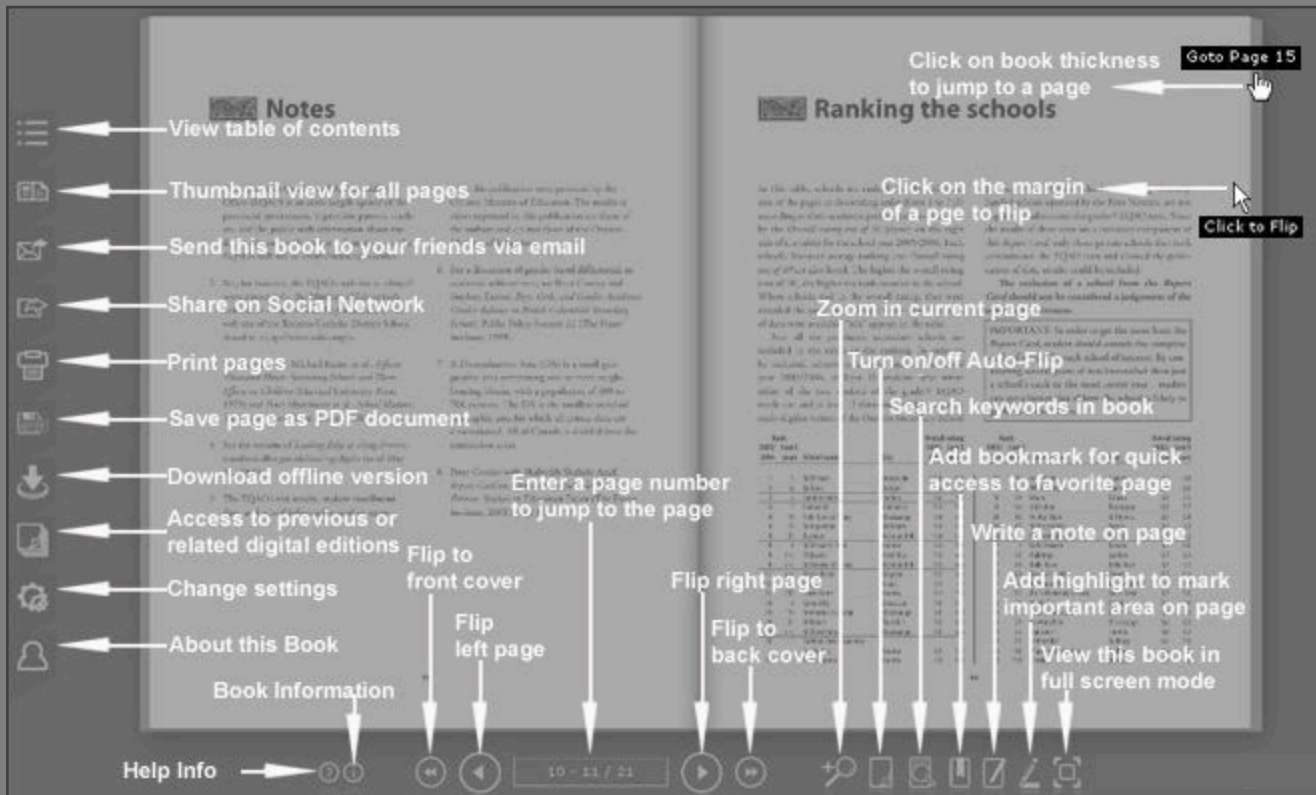
To increase content value the magazine is enriched with meta data and linking to a variety of outside resources. Meaning that you are able to access in-depth and/or supporting information next to the articles. Video's and podcasts are linked to their original sources, and eBooks or eZines are most of the time just one click away, and directly accessible.



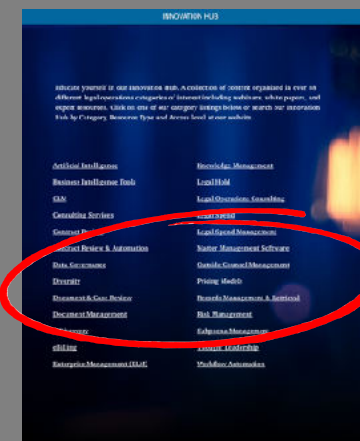


## The Flipbook functions (online reader version)

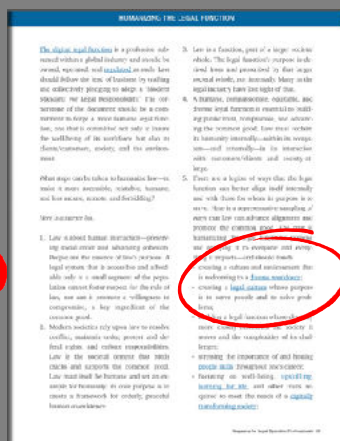
The following image shows all the features of this magazine. You may not see some of the features, (or are disable) due to the digital rights, device, or used browser.



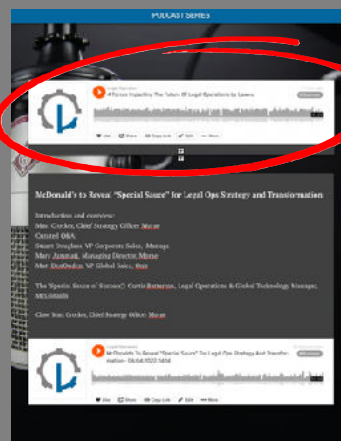
## Some linking examples



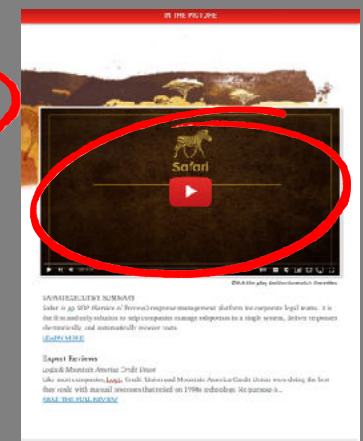
Jump to the category



Links in Articles



Play Podcast



Play Video

# SHARE YOUR WHITEPAPER WITH 250K READERS

-A UNIQUE CONTENT MARKETING SOLUTION BY LEGAL OPERATORS-

## WE'LL MAKE A PROFESSIONAL EBOOK FROM YOUR WHITEPAPER AND SHARE IT WITH 250K PROFESSIONALS IN THE LEGAL INDUSTRY



EXAMPLE

ALL OUR PRODUCTS ARE RESPONSIVE. MEANING THAT THEY SCALE AUTOMATICALLY TO THE DEVICE USED (PHONE, TABLET, EBOOK, KINDLE, DESKTOP, LAPTOP ETC.)

