

LEGAL **BUSINESS** WORLD

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Legal Coaching the new fish in the pond

By Geertje Tutschka

Including contributions from: Patrick McKenna, Lisa Unwin, James Côté, Aileen Schultz, Richard G. Stock, Emma Heuston, Sara Sánchez, Ari Kaplan, Isabella Galeano, Mauricio Duarte, Elizabeth Ortega, Edo Bar-Gil, Esther Dediashvili, Susan C. Freeman, Itzik Amiel, Rich Robinson, Cash Butler and James Johnson

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Dear Reader,

We're honored that in this issue 17 legal industry experts share their knowledge and insights on innovation, education, professional and business development, legal tech and more interest areas in the business of law.

A special thanks goes out Thought Leader Patrick McKenna who was so kind to publish his new eBook at Legal Business World Publications. 'When It Comes Time To Instigate Change' is a 'must read' for everybody who's interested in sustainable growth and understands that success is based on a joint effort of all stakeholders.

And, don't forget; when your planning to visit our partner event Lexpo'19 be aware! There are only a few tickets left.

On behalf of The Legal Business World Publications team,

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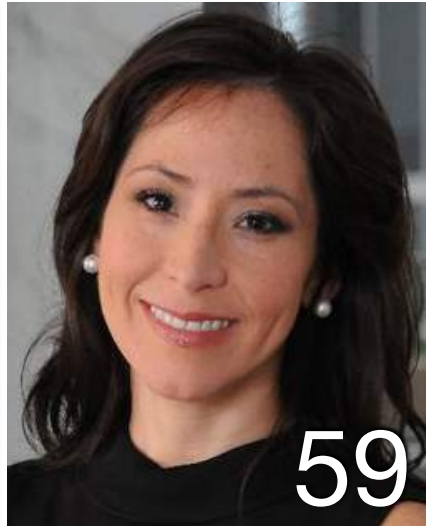
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Brazil – Belo Horizonte
Easy Legal
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Legal Coaching the new fish in the pond

By Geertje Tutschka, Managing Partner CLP

Legal coaching is the accompaniment and support of the client by an experienced lawyer or attorney in contrast to purely legal professional advice. With a focus on the interests and needs of the client, it increases the lawyer's competence in communication skills and conflict management and thus relies on soft skills. Unlike the additional training in mediation, the decisive advantage is that the lawyer does not lose his partiality and thus not his mandate and that it can be applied both as a complete coaching process and selectively in the mandate. But: Professional training in Le-

gal Coaching should be mandatory and should also meet the quality standards developed by the professional associations for coaching.

Today coaching is an integral part of personal and professional development. The coach supports and accompanies difficult phases in training or during demanding projects, the (re-) entry into professional life, the preparation of the next career jump or salary negotiations. In crisis situations, it is easier for people with a trustworthy partner at their side to concentrate on the essential things, to keep an

eye on the goal and to go their way in a focused and continuous manner. In addition to this individual work, a coach can also be called in by the company management to accompany and support changes in the company - the introduction of new processes or structures, outplacement or teambuilding. The latter is reminiscent of the job description of a lawyer, who also sees himself as a confidante and partner of his client. In both cases, the client remains the master of the situation and the lawyer/coach is solely responsible to the client.

However, while the lawyer primarily makes his legal expertise available and thus accompanies the client in disputes, negotiations or court proceedings, the coach offers a form of professional communication and process management, which offers the client a protected framework for development and own decisions.

Today, the business model of legal advice is in a dilemma.

Hardly anyone comes to the firm today for pure knowledge transfer, advice. Thanks to globalization and the Internet, information on every topic and every legal question can now be accessed free of charge and comprehensibly at any time and anywhere. When the client comes to the firm today, he is well-informed and expects to find a trustworthy partner who will accompany him through a crisis situation and help him shape a change in his living conditions, if you like. The pure consulting, which used to be the core competence of lawyers, is receding into the background and instead competences in crisis management, conflict resolution, empathy, communication and ne-

gotiation skills, strategic and systemic understanding are playing an increasing role. "The future of the legal profession will become female" was the title of the study forecast by the German Bar Association (DAV) as early as 2013 and meant that the classic competencies for the legal profession such as assertiveness, analytical thinking, pragmatic solutions were rather "typically male"; however, in future the industry would demand "typically female" qualities.

That's nothing new. Other classic consulting professions have also developed in this direction in recent years because the market has demanded it. The consulting industry is becoming increasingly more accessible, more humane and therefore less interchangeable. Not becoming interchangeable can be achieved in particular through a unique combination of different professional skills, professional and life experience. If legal expertise meets communication and crisis competence and combines this in legal coaching, the lawyer reacts to modern client expectations, because this coaching lawyer can pick up and understand his client much better in his current situation.

Legal Coaching - the rising star for legal super power

You will agree with me when I say that pure legal advice is not - perhaps never has been - our core business. In any case, however, it will no longer be in the future. Lawyers should be able to do anything as "eierlegende Wollmilch-sau" – a German saying and oxymoron for an „eggs laying and milk and wool giving – all inclusive - pig“. An attorney should be good as crisis manager, conflict coach, companion in

change processes and of course THE legal expert. The challenges in the advisory mandate have always been manifold and complex and went far beyond pure legal advice. What is new, however, is that this "escort service" has advanced to become a core competence in times of Legal Tech.

In the classic consulting mandate, the lawyer asks the client for his legal request in order to then gather the necessary facts together with him. If they are then unable to support the legal request, advice is given on possible alternative solutions. The client alone decides which solution should be sought and which is the right one for him. This is too much for many clients. And what remains is an unsatisfied client with an unsatisfactory solution for him.

The knowledge monopoly of academic education has long prevented legal service providers from having to deal with this dilemma. Today, digitalization is causing the knowledge monopoly of the consulting industry to waver massively and is scratching the consulting business. Thanks to the Internet, knowledge can now be called up anywhere and at any time, free of charge. Consultants have to rethink and develop a new service culture in which the customer finally takes centre stage again. However, the client has never actually gone to the firm solely for informative advice. He has always been interested in finding and implementing a solution. Today, however, in most client meetings the information of the pre-informed client is reduced to a minimum, namely to the part that is not generally available: the information tailored to the individual situation of the client.

Now most lawyers understand the individual

situation of the client as a "factual situation". Objectivity and distance are basic principles in classical legal advice - and in the entire legal sector: the cataloguing of mandate files, the traditional impressive meeting rooms in law firms (with its culture of appointment and presence), the legal and judicial robes, even the interior architecture of the courtrooms and the procedural rules were developed solely for this purpose.

Based on the factual situation, the legal request is defined (objectively and subjectively) and the lawyer begins with the appropriate assessment and information of the client.

As a rule, the following are not taken into account at all

- the client's emotional state and the stage of the crisis or change process,
- which legal solution pays for the client's value system and life goal, and
- The basis of every mandate is how the relationship of trust required for the mandate can be established as quickly and sustainably as possible.

A widespread paradigm in legal advice in this context is: "Legal advice is only professional and serious if the problem is approached and solved analytically and objectively".

You don't want to be too human. Finally, emotional distance from the client helps to keep a cool head. And indeed: The objectification of the conflict situation, in which the parties in the vast majority of cases were already hotly debating their heads, is one of the core values of the law business.

But: The objective consulting mandate can in principle be replaced by technical solutions.

And does this also apply in the relationship to the client? How can the best legal solution for the client be found and individual advice provided if the client is not perceived as a human being? The lawyer working in this way today offers little more than a technology-based solution - and rightly fears being replaced soon!

A thorough understanding of change and communication processes is essential for successful legal practice. This not only guarantees satisfied clients, but also professional and thus efficient mandate management. However, as this is not included in the training of lawyers nor is business know-how included, it remains the task of the legal profession to reproduce this post graduate.

Today, clients come to the lawyer's office pre-informed - or no longer come personally -, but are in a personal crisis situation as ever, in the midst of their change process (be it a dismissal by the employer, a penalty notice from the tax authorities, an impending insolvency). That scares them. This takes away the voluntary nature of the visit (similar to a visit to the dentist). No wonder lawyers don't necessarily have the best reputation, as they are regularly associated with all these negative situations and feelings.

According to the different basic models for crisis situations and changes, various stages are always passed through, always all of them and always one after the other. Without going into too much detail here:

For mandate processing, it makes a difference whether the client

- is in the "first shock" (e.g. he has just received the termination), when he comes into the office or
- is already in the phase of crisis (e.g. he has already held talks) or
- in the stage of acceptance (e.g. he has already reoriented himself).

In the first case, he is usually not in a position to provide all relevant facts. The displacement phase prevents him from doing so. The deep crisis has not yet bottomed out. If the lawyer does not respond to this and does not provide more confidence-building measures than he demands facts, the crisis situation is quickly projected onto the lawyer, who is declared a "scapegoat". For the client this can even mean that he remains in the crisis situation and moves back to the event/shock in a "feedback loop". He remains trapped in the process, with no chance of resolving the conflict. No legal solution will satisfy him.

If, on the other hand, the client only comes "when the child has fallen into the well" and he is already in the phase where he has come to terms with the sudden change, he will be able to support the lawyer much more easily and with greater commitment in the preparation of the mandate. Uncontrolled emotional outbursts are not (any longer) to be expected. These clients are the dearest ones to many colleagues. They lean back in a relaxed manner and concentrate on their actual work; then they are surprised to discover that the client is "gone" again at the first opportunity. The colleague failed to recognise that the client was

no longer as open and grateful for an intensive customer relationship as he had been at the acute crisis point. Now the lawyer quickly becomes "interchangeable" and "arbitrary", if he does not invest quite specifically, for example with holistic services and actively in the development of the client relationship. If it is to become a regular customer and not remain a flash in the pan, client loyalty must be sustained here.

All this can be learned and saves a lot of self-experiments. Communication and crisis training is therefore an ideal post-graduate training for lawyers in any field of law. Unfortunately, these are still not regularly integrated into vocational training as "soft skills". The legal education focuses exclusively on legal training: in the course of studies but also in the specialist legal professions in some countries. In addition, in the vast majority of cases the obligation to provide professional training consumes the annual time and financial budgets of continuing vocational education and training.

That's a shame. After all, as lawyers we know from our own experience that it is not our legal knowledge but the trusting mandate that secures our income.

Mediation – an alternative way?

Hardly anything has changed the basis of negotiations in recent years as sustainably influenced as mediation. And the number of attorneys who have Mediator training continues to grow. Although the price of the loss of the partiality as a lawyer for increasing his negotiating competence is high: The lawyer who accompanies the dispute entrusted to him as

mediator is liable as follows a lawyer, but loses his legal mandate and can no longer act as a lawyer in this case.

In most countries, mediation is now recognised as an alternative to judicial dispute resolution and is also regulated by law. At the same time, mediation is not necessarily only a business field for lawyers, so that in addition to the loss of the mandate and thus to the loss of the lawyer's settlement with non-lawyers, lawyers are actually competing on price. In the vast majority of cases, this low price cannot be offset by the possibility of a lawyer's fee agreement. In addition, in many countries, at least in the case of a dispute pending before a court, a court fee is also charged for out-of-court settlement of a dispute.

Finally, there is one not insignificant detail to consider: mediation training is not only costly but also very long and intensive. This is no coincidence - it is not only a matter of conveying a great deal of knowledge about human communication processes, conflict situations and psychology, but also of training future mediators in self-management.

As objective, fair moderators, they should navigate the parties through conflict resolution. Lawyers have to learn to disregard their partiality. Lawyer and mediator do not work in the same mandate, so it is prohibited by law. For most people, however, it does not work either to work as a lawyer or as a mediator in different mandates on the same day. It requires a changed attitude, the colleagues report a completely different mentality.

Most lawyers are therefore only complete

mediators once a month or once a week on one single day - and this is more a matter of the heart than for economic reasons, as we have seen. Mediation - as the overwhelming majority of lawyers trained as mediators report - therefore actually only has the status of a "hobby" or "honorary office" for the legal profession and is otherwise more useful as background knowledge in the consulting business.

Negotiation - an evergreen in legal consulting?

Negotiation is a term used by lawyers from American or English-speaking jurisdictions mostly to refer to the so-called Harvard concept. This method was developed at the renowned American Harvard Law School in the so-called Harvard Negotiation Project. In doing so, out-of-court settlements of disputes should be deliberately worked on, which nei-

ther seek confrontation nor "lazy" compromises, but rather a win-win with peaceful means in order to burden the relationship between the parties as little as possible. In the German-speaking area, but also in many other European countries, negotiation simply stands for conducting negotiations - a synonym that does not match to the understanding in the English-speaking world.

Unfortunately, the Harvard concept and its potential are still underestimated in today's legal education.

There is still no professional training in this field; the courses and workshops offered are of very different quality and hardly do honor the concept - not only is there a lack of certification for the trainers, but above all there is a lack of good practical training for the partici-



Geertje Tutschka

pants and the subsequent continuous monitoring of the conduct of negotiations according to the Harvard concept.

In commercial law and also in family law, the two top areas of application of mediation, a new form of out-of-court settlement by negotiation has established itself in order to avoid the disadvantages of mediation:

Mediation without a mediator, but with two lawyers.

In contrast to classical mediation:

- no one actually plays the role of mediator in the process
- both parties are represented by a lawyer and
- ideally, at least one of the lawyers is a trained mediator

This form of out-of-court dispute resolution has its advantages, since from a legal point of view classical mediation sometimes leads to unbearable results, because non-legal consultants work on legal effects which they do not understand.

However, experience has shown that the lack of a professional mediator to conduct the case is hardly replaceable, so that it generally amounts to a simple "out-of-court settlement" of the dispute between the parties represented by the lawyer.

A termination, by the way, which is quite desirable in the vast majority of legal systems and which is particularly rewarded by a special settlement fee for the lawyers, as it relieves the courts and is often sustainable in the long term.

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Collaborative Law - Agile conflict resolution in legal consulting mandates

Like mediation, CL focuses on cooperation instead of confrontation - and aims for an out-of-court settlement of disputes. What is new is that the conflict parties are represented by lawyers as well as other experts like change consultant, coach, family therapist, crisis manager. The top priority is to find the optimal solution for all parties.

All participants work consistently and jointly towards conflict resolution. Through the intensive and open debate, the conflict parties become conflict partners who leave their rigid positions and move on to define their common interests. At the end of the procedure there shall be an agreement between the parties which shall be binding, and which shall be independent and consensual. If, in exceptional cases, no amicable result is reached, the conflict can still be settled in court. But like in mediation the CL lawyers are not allowed to represent the parties to the conflict in court.

Through the cooperation in these interdisciplinary teams and the exchange of experience, mutual trust is strengthened and joint competence for conflict resolution is increased. The problem with this new method of legal conflict resolution with agile teams could be that both the team leadership and the process moderation are often not precisely defined and therefore many discussions simply have to take place at many different levels. This costs time that cannot be billed as a lawyer. But it also leads to legally viable and sustainable solutions.

Whether this fits the business model of the respective lawyer and corresponds to his nature, each one may decide for himself.

A method like Legal Coaching, which simply lets the lawyer be a lawyer, namely a partisan, trustworthy partner for every crisis situation from the beginning to the end of this and every other mandate, thus still corresponds best to the legal professional understanding and nature of most legal professionals.

Legal Coaching can describe both: a complete coaching process and the selective situation-related application of coaching techniques in the mandate.

How do you learn coaching?

Years ago, the opinion was that academic expertise was the only thing that mattered and that it was not important whether you taught as a professor at university, advised as a lawyer, treated as a psychologist or coached. Today we know that these are very different methods used to achieve different goals.

Thus, one becomes a coach through a professional coaching training, which corresponds to the quality standards of the leading professional associations for coaches (like the International Coach Association, ICF). After successful completion of this training, a certification process follows regularly, in which the coach proves his practical experience and his ability (comparable with studies and legal clerkship or the theoretical and practical part in the specialist lawyer training). The certification of the coach ensures, independent of the training in professional practice, that the

coach is regularly trained further, follows the ethical guidelines and that his coaching is of unadulterated quality even after many years.

These are the quality requirements of professional associations for professional coaches, which are increasingly also stored in the coach profiles by the current online platforms for the placement of coaches.

But what is the benefit of such training for lawyers?

1. It pays off in his business, because his clients are satisfied with his services.
2. It pays off for him personally because he is happier himself.
3. It pays off in his office because the employees are more satisfied.

As a trained coach, the lawyer can not only understand the client's crisis from a legal but also from a human perspective, determine its stage and select the appropriate methods to lead the client out. These are not primarily legal steps, but communication that addresses the client's need for security. The client feels understood and the lawyer can better classify and understand the client's information, but also coordinate strategy and tactics as well as client management. This leads to a trusting and sustainable client relationship, but also to the right legal solution for the client. Business is revived. The lawyer can really help on a human level and feels fulfilled and meaningful in his work.

The coaching training has provided the lawyer with an understanding of human relationship systems, needs, communication patterns and

paradigms. He will be able to better understand his client, but above all himself. To become a good coach, you first have to work on yourself. Self-reflection, self-management, mindfulness, change of perspective, setting and achieving goals, distinguish him. In his coaching training he has therefore dealt with his own strengths and weaknesses, fears, triggers and beliefs. This is intensive and not easy and usually leads to a different self-image and relationship to oneself. This lawyer no longer slips easily into burn-out or a deep crisis in his life. It has grown and matured personally.

Such a reflective and self-contained boss will prefer a leadership style based on mutual respect and esteem, but also on clarity, transparency and trust. He knows what he and his firm stand for and what they are there for and which employees fit in with his firm and the firm team. However, he also knows the needs of his employees and is therefore involved in personnel and team development. Structures and processes should support and not hinder the personal responsibility of the employees. It can mediate in team conflicts. Difficult issues are not ignored, but approached sensitively. The employees like to come to the office and identify with their work, so that the entire team pulls together, which ensures a healthy working atmosphere.

At present, the CLP-Academy (www.CLP-Academy.com) alone offers complete professional training for lawyers and similar professions in Legal Coaching that meets the quality standards of coaching professional associations. The training was developed by Dr. Geertje Tutschka, an attorney with 25 years of experience in Germany, Austria and the USA,

who has been President of the German Chapter of the ICF (www.coachfederation.org) since 2016 and who stands for internationally quality standards in coaching and solid, client-centered legal consultancy. The courses take place 1-2 times a year in small groups exclusively for lawyers, comprise approx. 100 hours, of which one attendance week and one attendance weekend. The aim is to provide the lawyers with basic coaching training as well as all the necessary practice units and aids for practical implementation in everyday work. Further methodical additional training can be easily saddled on. An international certification by the ICF is aimed at in any case.

CLP - Consulting for Legal Professionals offers since almost 10 years coaching, training and counseling for career and law firm development for attorneys and law firms around the globe. CLP – because we love lawyers.

Literature

- Book "Kanzleigründung und Kanzleimanagement" (Law Firm Development) DeGruyter May 2018
- Article "Legal Coaching - a Hybrid" NJW 30/2018 - 19.07.2018
- Article "Whats legal Coaching" in The family Law Coach - Blog 09.12.2017
- Article "Agile Leadership in a digital world" in the Legal Revolutionary 01.08.2018

About the Author

[Dr. Geertje Tutschka](#) has 25 years of professional legal experience in Germany, the USA and Austria as a lawyer, in-house counsel and author of legal literature. She is a certified Coach (International Coach Federation) and

Trainer (Intercultural Trainer/Mental Trainer) and have been supporting their colleagues in the development of their law firms and careers with her company [CLP - Consulting for Legal Professionals](#) for almost 10 years. For the CLP Academy she has developed the training in Legal Coaching, a course directly tailored to everyday legal work. As President (Past) of the German chapter of the largest professional association of professional coaches worldwide, the International Coach Federation, she has stood for international quality standards in coaching since 2016. She is the author of numerous articles and specialist books on leadership, strategy and the development of law firms, the future of the legal profession and a career as a lawyer, as well as a lecturer at the Fernuniversität Hagen. Dr. Tutschka has three daughters, lives with her family in Salzburg and works worldwide. In her spare time you find her outside with her Australian Shepherd - in summer in the Alps or on one of the long-distance hiking trails and in winter with the sled dogs.

"I live for the support and training of my lawyer colleagues on their individual way to success. That is why I founded CLP, my management consultancy specialising in law firms and lawyers: CLP - we love lawyers."



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Could “Career Break” Lawyers hold the key to firms hitting their diversity targets

By Lisa Unwin, co-founder of the Reignite Academy

Last month, more than 170 general counsels and chief legal officers at major companies across America penned a letter presenting an ultimatum to law firms to hire, retain and promote diverse associates or risk losing their in-house clients' business. As in so many other sectors, lawyers are being urged by their clients to fix what is becoming an increasingly obvious and measurable problem.

The lack of diversity is not going unnoticed elsewhere and neither is it simply a client issue. In the UK, two thirds of law students are women and figures from the Law Society in England and Wales indicate that 60% of newly qualified lawyers are female. And yet a 2017 report by PwC found that this drops to 18% of partners in the top 10 UK firms 19% in the next 15 firms.

Women leave the profession for various reasons, including the difficulty in balancing the demands of a city law career with personal ambitions and commitments. Nor is this problem peculiar to law. Research undertaken by She's Back in the UK, reaching over 1,300 women who had taken career breaks from sectors including banking, insurance, consulting, advertising and law, found that a lack of flexibility was a key driver for people stepping back from their careers.

The same research found that 84% did want to return to work but found that they faced a number of obstacles, including barriers put up, often unconsciously, by the recruiters who reject CVs that do not follow a linear career track or contain a career gap of some kind.

It is for this reason that organisations in many sectors have begun to establish formal return

to work programmes. They began in 2008 when Brenda Barnes, CEO of Sara Lee, established a four to six month internship programme for people who had been out of the workforce for three to five years. Barnes was inspired by her own experience of taking time out from a senior role at Pepsico North America to look after her three children.

Since then, "returnships" as they came to be known (the term was coined by Goldman Sachs) slowly started to become more popular as organisations realised they were missing out on a huge untapped talent pool.

They are now prevalent in investment banking, professional services, telecomms, energy and many other sectors, in North America, Europe and the Far East. Firms who now run annual programmes include Barclays, Morgan Stanley, Credit Suisse, Deloitte, PwC, Shell, Virgin Money and many others.

Whilst not exclusive to women or an age-set, such programmes have been very successful in supporting female returners who have paused their careers to start a family or take on caring responsibilities.

With the exception of a very small number of schemes - many of which simply offer a two week period of training and work experience - return to work programmes have not yet been widely embraced by the legal sector. Whilst effective, they require a significant amount of time, effort and expertise, with many organisations having a separate team dedicated to the programme: a significant commitment for any firm working alone.

Recognising this issue, the founders of the

[Reignite Academy](#) in London set about creating a membership organisation to offer a return to work programme for participating city firms.

The inspiration came from a combination of three female led organisations: XX Advantage, where founder Melinda Wallman has established a well respected network for female lawyers; [Inclusivity Partners](#), set up by Stephanie Dillon, which runs returner programmes for clients in other sectors including Shell and Virgin Money; and [She's Back](#), which supports women who are ready to reclaim their careers.

The Academy is open to both women and men and uses a tailored assessment process which looks for potential, acknowledges the full breadth of a candidate's experience and accepts that breaks should not be career limiting. Successful candidates are offered

- A six month paid placement in one of the participating law firms, who have opportunities in a variety of areas including corporate, banking and finance, real estate, tax, employment law and commercial/IP
- A rigorous training, onboarding and induction process, including support to regain practising certificates, if necessary
- One to one coaching from specialist coaches

A tailored programme of induction and training, where participants are taught how to create their own 90 day plan helps ensure that returners are adequately prepared for the transition back to work. Whilst participants eventually complete their work experience at different firms, they conduct the initial induction as a cohort and are encouraged to support

each other during the period of the programme.

The provision of a coach and support network, and the ability to be part of a cohort of people going through a similar experience has been proven to help people be ready to transition to permanent roles at the end of the programme.

The first cohort of Reignite Associates began work in London in January 2019. Those returning - and in this cohort they are all women - range in experience from one year PQE to over 20; they cover disciplines including corporate, banking and finance, regulatory, tax, commercial, employment and real estate. Whilst they are a very diverse group, they do have something in common: grit, determination and ambition; they are raring to go. For all of them, the Reignite Academy is a chance to get their careers back on track.

Manjit began her career as a TV presenter before training as a lawyer with a city firm. She worked as in house counsel for a music company and for a large telco, covering IP, commercial, consumer regulations, branding and advertising, amassing four years' PQE prior to taking what would become a 10 year break from the law. A professional with a busy brain and lots of experience, she spent some of this time working on property development and is now eager to get her city career back on track.

Two of the more experienced candidates each have eight and twenty-plus years' PQE. One is a banking and finance lawyer, who left a city career to go in house with two international investment banks, before working on a self-employed basis. The other is a commercial lawyer with a Masters in Communications and

Computer Law. Her experience includes working for city firms and as in house counsel, focusing primarily on technology and telecoms.

At the other end of the spectrum, Elizabeth had two years' post qualification experience, working as a corporate lawyer for a magic circle firm, including a stint in Brussels. After an 11 year break, Elizabeth was ready to pick up her corporate law career and began to do freelance work.

Annabel had just one year of post qualification experience, working for private equity fund clients. Despite her 14 year break, the partner who interviewed her made an offer on the spot, impressed with her commercial acumen, knowledge of the law and obvious personal drive.

Whilst the Reignite Academy is focusing on the London market, in the US Caren Ulrich Stacy established the [OnRamp Fellowship](#) three years ago, serving not only law firms but also in house legal departments

Both programmes provide returning lawyers with an opportunity to demonstrate their value in the marketplace while also increasing their experience, skills, and contacts. And in doing so, they enable participating firms to replenish their talent pipelines with experienced women and other lawyers who have the potential and the desire to advance into leadership roles.

The Reignite Academy began as a six month pilot. My co-founders and I had no idea how quickly it would take off. We shouldn't have been surprised. The lawyers were the very same graduates who were hand picked to join city firms in the first place. They received the

very best training and development and were exposed to fabulous opportunities to grow and develop. They parted company with a career track that didn't work for them at a point in time.

Now, they are ready to return and retain their passion for the law. Selling the idea in to potential member firms is no longer an issue. All we need to do is tell the story and introduce them to the women involved. They are inspiration enough. If you've had a break from a city law career and might be considering returning, please give us your input as to why and what support you might need by completing this very short [survey](#).

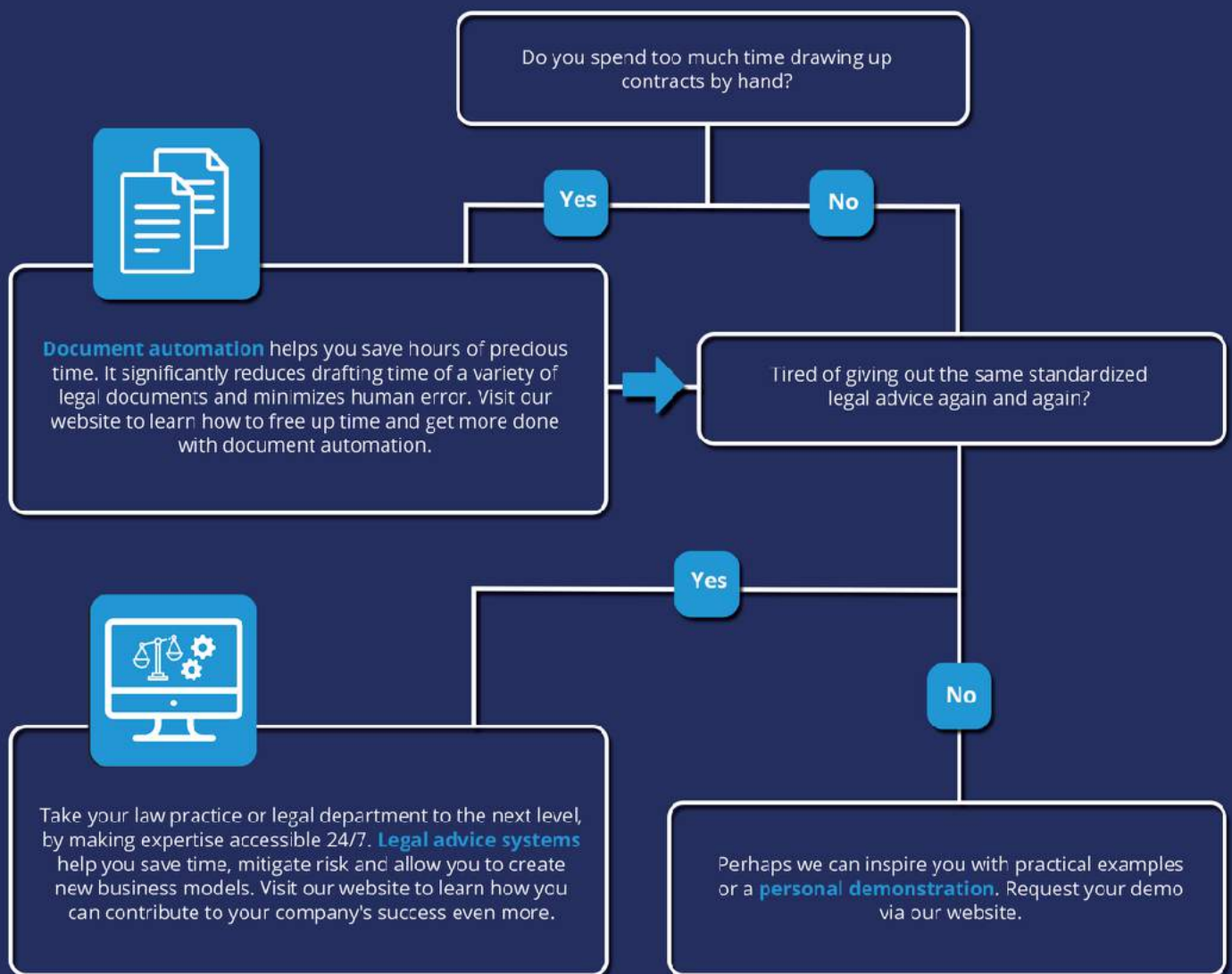
About the Author

Lisa Unwin is co-founder of the Reignite Academy and author of [She's Back: Your Guide to Returning to Work](#), - an essential guide for anyone who has ambitions beyond motherhood. The book is full of practical advice for anyone ready to return after a break or who wants to get their career back on track.

She's Back promotes women by campaigning on their behalf and by connecting them with each other and with organisations and people who can support them. They offer training and coaching to help women navigate the messy middle phase of their career and for organisations who want to retain, recruit and promote more women. Lisa regularly speaks at events and on podcasts and writes for various publications and blogs.

A former partner with Arthur Andersen Business Consulting and Director of Brand and Communication at Deloitte, Lisa had a 20 year career in professional services prior to setting up She's Back.

Automating knowledge adds value.



Dear Legal Innovators: This is Normal.

By James Côté, Legal Technology and Innovation Specialist, Bennett Jones SLP

Whenever I tell my friends that I work on bringing law into the present day, they all say “well, it can’t be as bad as {my profession}”. I know this is purely anecdotal, but they *all* say it. It doesn’t matter the industry: the latest technology is not being used, the business models are out-dated, and nobody is willing to take ownership over making a change. These sentiments are so ubiquitous that casting aspersions on the legal profession as if it’s “so far behind” is not only counter-productive, it’s inaccurate. The so-called laggardness of law is not an industry-specific problem. It is a common challenge of human nature.



The legal industry is not facing something unique. Countless industries have gone through technology-influenced upheavals. They have faced disruption. Great companies have fallen. This is business. This is normal.

These challenges are new to everyone involved; so how about we all take a slice of humble pie. It is the too easy and too unproductive to label those who don’t see your vision as “not getting it”. The notion that legal innovation is only difficult “because lawyers” is not merely unhelpful, it assumes that legal innovators hold all the answers. One always goes from unconscious incompetence, through conscious incompetence, before arriving at conscious competence. [1]

So given the relatively new existence of serious legal innovation, we're probably entering the conscious incompetence phase. [2] Yes, certain aspects common to the stereotypical lawyer can be deemed counterproductive to innovation. But there are just too many examples of professionals in other industries behaving the same as lawyers to (1) say that struggling in changing marketplaces is a law-specific problem and (2) blame lawyers for said struggle. Are you telling me that *accountants* – who are presently crushing lawyers at their own game – are inherently more innovative and risk tolerant?

Our ignorance regarding technology and business causes us to mistakenly assess our ability as being greater than it is. As regulations and technology open up the legal profession to those with ruthless business acumen, lawyers must not only own the fact that they are running businesses, but stare down a stark reality: that there can be wholly distinct levels to competition – levels so distinct that what's being played is in essence a whole different game.[3] Such a skill gap might seem hyperbolic, so allow me to try to illustrate the point:

I have a friend named Charlie. By amateur standards, he is mediocre at squash. But to his fellow law students who had never played before, he was unstoppable. Instead of recognizing their own incompetence, these students assumed Charlie must be some kind of squash phenom. "You should play against Jack," they told him. Charlie, knowing that Jack was a former varsity squash player and that even stepping onto the court with him would be obscene, tried to explain how there was no point to him

playing Jack. But these students were not good enough at squash to perceive the skill gap between Charlie and Jack, so they continued to insist the two play each other.

The whole "you need to be better" aspersions must be incredibly frustrating for lawyers who genuinely care and who, by the way, typically have zero prior business experience. In a short amount of time, they went from total self-regulation to being constantly compared to those who have spent their entire careers focused on business skills.

It's hard to blame partners for tuning out. Why, Mr. Susskind, should we be running around to tell a roomful of millionaires that their business model is wrong? [4] You could consider that, in 2018, 59% of law firms are still not feeling economic pressure to change. [5] Would millionaires of any profession be willing to listen to little-old-me poke holes in the thing they've slaved away at for twenty-five years? Before even coming to grips with the responsibility they've inherited, and that the ground is shifting under their feet, partners are already being told they're doing it wrong. The way to virtually guarantee some one will *not* change is to flat out tell them they're wrong.

Beyond lawyers struggling to develop newly-demanded business skills, the legal market is undergoing changes that *any* business leader would find difficult to navigate. In fact, Clayton Christensen provides a long list of industries – from excavators to motorcycles, from hard drives to printers – wherein disruption toppled virtually all of the leading companies.

Navigating disruption is really, really hard. These industries *all* made the textbook mistakes that, at the time, didn't feel like mistakes: (i) kept current practices until their top customers outgrew them, (ii) inaccurately assessed emerging markets and disruptive competitors, (iii) painted themselves into corners of "focus on high value", and (iv) didn't understand the threats their businesses were facing. [6]

In a nutshell, the usual answers to companies' problems - planning better, working harder, becoming more customer-driving, and taking the longer-term perspective - all exacerbate the problem. [7] Furthermore, waiting to see how a market disruption goes makes you too late to do anything about it. Still, we can look to industries where disruption has occurred and learn from the winners and losers.

The criticism of lawyers as somehow uniquely change resistant or technologically stunted is misplaced, and prevents people from learning the lessons from the other industries. So far, much of the legal profession's response to disruption is utterly typical – and that is a bad thing if you want your firm to stick around. If more law firms fall it won't be for lack of examples we could have learned from. We just need to stop looking for an easy explanation on why change is so difficult, accept that it is difficult, and go from there.

"The impediment to action advances action. What stands in the way becomes the way." - Marcus Aurelius

Notes

- [1] "Dunning-Kruger effect https://en.wikipedia.org/wiki/Dunning%E2%80%93Kruger_effect
- [2] The only exception I can think of is if they successfully managed a company through an industry that underwent similar changes to law before transitioning to the legal industry.
- [3] Wallace, David Foster. "The String Theory" <https://www.esquire.com/sports/a5151/the-string-theory-david-foster-wallace/>
- [4] Brown, Jennifer. "Susskind on Tomorrow's Lawyers" <https://www.canadianlawyermag.com/legalfeeds/author/jennifer-brown/susskind-on-tomorrows-lawyers-surely-our-generation-will-redefine-the-way-that-law-is-practised-7429/>
- [5] Altman Weil, "Law Firms in Transition 2018" http://www.altmanweil.com//dir_docs/resource/45F5B3DD-5889-4BA3-9D05-C8F86CDB8223_document.pdf
- [6] Christensen, Clayton. The Innovator's Dilemma.
- [7] Christensen, xviii

About the Author

[James Côté](#) is a Legal Technology and Innovation Specialist at Bennett Jones LLP. He combines technology and innovation with business strategy to navigate the changing legal landscape. Before law, he worked as a journalist, entrepreneur, engineer, and farmer.

Views and opinions expressed in my articles are my own.

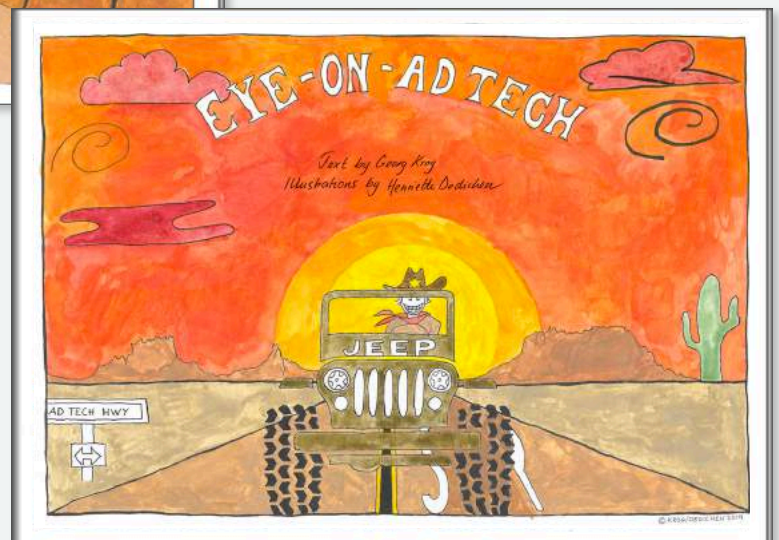
A cartoon in two parts on how advertising technology is able to influence and change behaviour

By Georg Philip Krog and Henriette Dedichen



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TECHNOBREW

A Series about Emerging Technologies
& Global Systems

Policy, Governance, Legislation, Whose Role is it Any Way?

By Aileen Schultz, Founder & President World Legal Summit, Principle, Fractal Scale Inc.,
Co-Founder, Global Legal Hackathon

New entities and mandates for the research and development of emerging technologies are springing up globally on a regular basis. In addition, new bodies for researching and developing the necessary policies and regulations for these technologies too are launched regularly worldwide. It seems every organization, government, academic institution, association, law firm, thinktank and more, has some degree of attentiveness to these topics. While this is certainly a positive trend, there is a glaring issue. While every entity and its uncle is paying attention to these incredibly salient problem areas, it's being done in a tribalistic fashion, rather than in the unified and systematic way it needs to be done to allow for global sustainability.

Overview of the Role Different Categories are Playing

Many of you are probably now accustomed to reading the headlines about the global race to be



the leader in AI, a grueling race that the world's largest countries are determined to win. Typing "who will win the global AI race?" into Google, comes up with no shortage of perspectives with a handful of leading countries frequently mentioned. Governments are grappling with the realities of the impact "winning AI" will have. Countries that lead will reap the benefits of security, economic growth, social improvement, and more; or to put it as [candidly as Vladimir Putin](#) has, "whoever becomes the leader of this sphere will become the ruler of the world." With statements like Putin's, the race is evidently not unwarranted. Countries have a duty to protect and serve their citizens, and as such this race at a government level is probably inevitable.

Leaders outside of government in academic and think tank organizations are taking a different approach. They are calling for global frameworks and collaboration. There are heavily controversial areas of emerging technologies that would greatly benefit from the relatively non-political contributions of these organizations to policy and regulation. For example, the [CRISPR twins](#) purportedly born last year have been a source of global outrage. These developments have lead geneticists from seven countries to call for an international governance framework before any further heritable gene editing is done. While the twins "creation" was a violation of a Chinese health ministry guideline, and the science ministry banned the continuation of work by the scientist involved, it does not amount to a legal violation. This could be an indication that these organizations have the knowledge and expertise to drive meaningful recommendations, but may lack the abilities to translate this into enforceable legislation.

Universities though are certainly rich hubs of research and development around these topics. They are cultivating the minds to manage these areas, and have robust resources to progress meaningful research. Just last month (February 28th) it was announced that a \$55 million grant would create the [largest AI and policy centre in the United States](#), based out of Georgetown University. Though it's important to note that often these mandates are involved at a government level, for example the Georgetown centre states on their release, "it will deliver nonpartisan analysis and advice to the U.S....".

Naturally, law firms and related associations also play a role in guiding policy and legislative transformation for emerging technologies. Bar associations have an interesting angle to play actually, as they are guiding parties to the business and practice of law in their respective jurisdictions. Bar associations do not have the same competitive and commercial interest that firms might have in advising legislative transformation. For example, the International Bar Association (IBA) has a [technology law committee](#) that consists of its members from different firms worldwide, and it is tasked with building global insights around these topics built from a diversity of legal perspectives.

Consortia and similar organizations can operate in a uniquely global frame of reference as they are not jurisdictionally confined. As such they can take in and build recommendations from a geographically and interest diverse group of members. For example, the [Partnership on AI](#), is led by leading AI researchers from across the globe and is now in 13 countries with 80+ partner organizations.

However, these organizations are often led by a collective of groups with distinct interests of their own. The Partnership on AI, for example, is led by Big Tech firms that are currently under quite a bit of legal heat for a whole host of legal violations related to data breaches. Facebook in particular is [under investigation](#) for its “data deals” with over 150 leading technology companies, including Amazon, Apple, and Microsoft, all of which are founding members of the Partnership on AI.

Are we being blinded by Tribalism?

There seems to be a common thread here, an emphasis on [tribalism](#). In origin, human beings are social creatures and need to have a feeling of belongingness. Tribalism however is a specific form of social groupings in which the group is loyal to the “tribe” above all else, meaning that right and wrong could play less of a role in decision making and actions. Because of this tight affinity, it's easy for these groups to cultivate hostility and aggression toward other tribes. This hostility is often caused by an actual or perceived zero-sum system, in which the gain and loss of utility of one participating tribe is directly balanced against the gains and losses of the other participating tribes.

There seems to be a perception globally that we are operating in a zero-sum system in which “ruling emerging tech” is the gain and that it can only come at the cost of the other participants loss. The way in which government and various types of organizations are approaching research and development of regulation highlights this case quite clearly. The thing is, this is a fabricated scarcity. In actuality, the benefits technological advancement can bring are *limitless* and really could

enable global systems that benefit us all, if they're regulated correctly that is, and with the benefit of all in mind.

Who are we kidding....no one really knows anything

The real scarcity, is in knowledge. There's no real way of understanding what the rapid evolution of technology is going to bring. Point blank. Our future, and what technological evolution will bring is a vast mystery to us all, and we don't have nearly enough knowledge of these technologies to uncover this grand mystery. In fact, there's material to suggest that we're in a global [AI skills crisis](#), and perhaps this very point is the root of our tendencies toward tribalism. Governments, universities, institutions of all kinds are setting up competitive programs to attract the world's best AI talent. After all, without the knowledge the skills can't be trained, and without the skills the knowledge can't be gained.

Everyone has a role to play

It's a wonder then that this shared mystery is not igniting in us a unity, a global collaboration in understanding, rather than tribalism. While we have seen above that there are those calling for international collaborative frameworks, there seems to be an overwhelming tendency toward a nationalistic approach to something that, I would argue, *demands* in its essence for multinational collaboration. Evolution is about progression. The evolution of technology should be about our progression toward means of unifying toward common progress. Instead, we are now tangled in this incredibly dangerous race to see who can develop the technology quicker. This approach neglects the matched expedience of the legal and governance systems necessary to manage

these developments, and the result could be devastating.

Everyone is a stakeholder in this race. Each group involved offers their own expertise and resources. Yes, there are definitely experts, and they need to be at the head of the table in their domains, and shaping the dialogue. Though this should not be at the neglect of understanding and ensuring the benefit these technologies can bring to all of us. There is opportunity now like never before to build systems that enable structured input from all

stakeholders, in such a way that the various expertise and resources available to these different stakeholders come together in a cohesive and universally beneficial output.

About the Author:

[Aileen Schultz](#) is a Toronto based award winning growth and innovation strategist with a global footprint, and a passion for creating better exponential systems. She works with SME's across several sectors with a focus in legal and blockchain technology.

Everything you want to know about the upcoming International Legal Innovation Event Lexpo



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Beyond the Basics

By Richard G. Stock, M.A., FCIS, CMC, Partner with Catalyst Consulting

This is the tenth in a series of articles about how corporate and government law departments can improve their performance and add measurable value to the organizations.

Most legal software companies and specialty consulting firms populating the legal services universe will release white papers from time to time to raise their profiles and to announce new products and services. Quovant (formerly Legal Bill) is a Nashville-based company offering software solutions, data analytics and advisory services to both law firms and corporate law departments.

Their most recent white paper, entitled “Legal Spend and Matter Management” is worth downloading from their website. Authors Christopher Seezen, Alicia Hunter, and Emily Rhode sum up the paper as “four practical tips to avoid confusion and expensive surprises when managing outside counsel legal spend.” Like the authors, I consider the four “ideas” to be part of the basics. Some help reduce spend, while others provide greater visibility and data. There are a number of additional measures that move beyond the basics which a company and every law department should master.

The first idea consists of timekeeper authorizations to build greater accountability into the company’s relationships with its law firms. However, some surveys reveal that clients have no appetite or time to develop relationships with their law firm timekeepers. It is simply too time-consuming and impractical in a fast-paced business world. That is not to say that law firm relationship partners should not be professional and business-like in their dealings with clients. But imagine the number of relationships needed for 1 000 legal matters in six legal specializations supported by 15 law firms in 9 countries.

Quovant’s approach to timekeeper authorizations seems tilted toward hiring individual

lawyers and, with some exceptions, trying to control their individual hourly rates and hours – “rates should be set individually or by position.” I find the authors’ third question to be the most thought provoking: “how much control will you have over staffing?” Advice to keep the process of timekeeper approvals simple does not help to manage or reduce external legal spend. Most progressive and effective law firms now have professional staff on board that are certified in legal project planning and budgeting. Clients should require legal project budgets with planning assumptions and probability estimate by phase and task for all matters likely to consume more than 50 hours. Some set the threshold for budget plans as low as 25 hours. Such plans should be specific about the staffing distributions for the matter. It is a choice between proper planning with clear up-front communications or conducting autopsies on invoices. I have seen too many companies commit to formal protocols for legal project planning and budgeting, and then default within a few months to more informal e-mail exchanges and phone calls. Inhouse counsel should themselves be trained in matter budgeting and legal economics if they are expected to meet targets for reducing or managing external legal spend.

Quovant’s second idea concerns the use of billing guidelines. Most companies have had guidelines in place for 40 years. Basic reference is made to communication standards, billing formats, and the non-admissibility of administrative tasks for billing. Moving beyond the basics of billing guidelines to more comprehensive terms of engagement requires that companies and firms agree on a system of Records of Instruction (ROIs) whereby uniform technology-enabled requests for legal services become the norm regardless of the

scope of the matter. Terms of engagement should also require detailed matter plans and budgets together with provisions for change orders. Together, ROIs and matter plans introduce predictability and shared accountability for legal spend.

I found Quovant's third "idea" – the one dealing with alternative fee arrangements – to be the one with the greatest potential for controlling external legal spend. The advantages of AFAs over hourly rates are well laid out in the white paper. Yet Quovant's response to the question "when should you use AFAs?" is tentative in that the conditions proposed for use are quite limited. My position is quite different because I believe that some variation of non-hourly fees can and should always be used provided ROIs and a legal project plan and budget are in place. Popular hybrid AFAs combine capped or fixed fees by phase with a component for performance, success or innovation. Law firms are far less risk-averse to AFAs than are their clients. Companies need to up their game.

Quovant's last idea is for objective and subjective reviews of invoices. Few clients want to spend time on forensic work. Moreover, they find that asking for adjustments to billings to be distasteful and a waste of time. Better instead to use the ROIs and legal project management and budgets as preventive measures. Let the law firms ask for change orders and exceptions before the work is done, shifting the administrative burden to the firm.

Working with firms that have the tools, the professionals and the experience to use them is essential for companies that want to move beyond the basics of managing external legal spend.

About the Author

[Richard G. Stock](#), M.A., FCIS, CMC is a partner with [Catalyst Consulting](#). The firm has advised more than 150 corporate and government law departments across North America and abroad over the last 25 years. For legal department management advice and RFPs that work, Richard can be contacted at (416) 367-4447 or at rstock@catalystlegal.com. See www.catalystlegal.com

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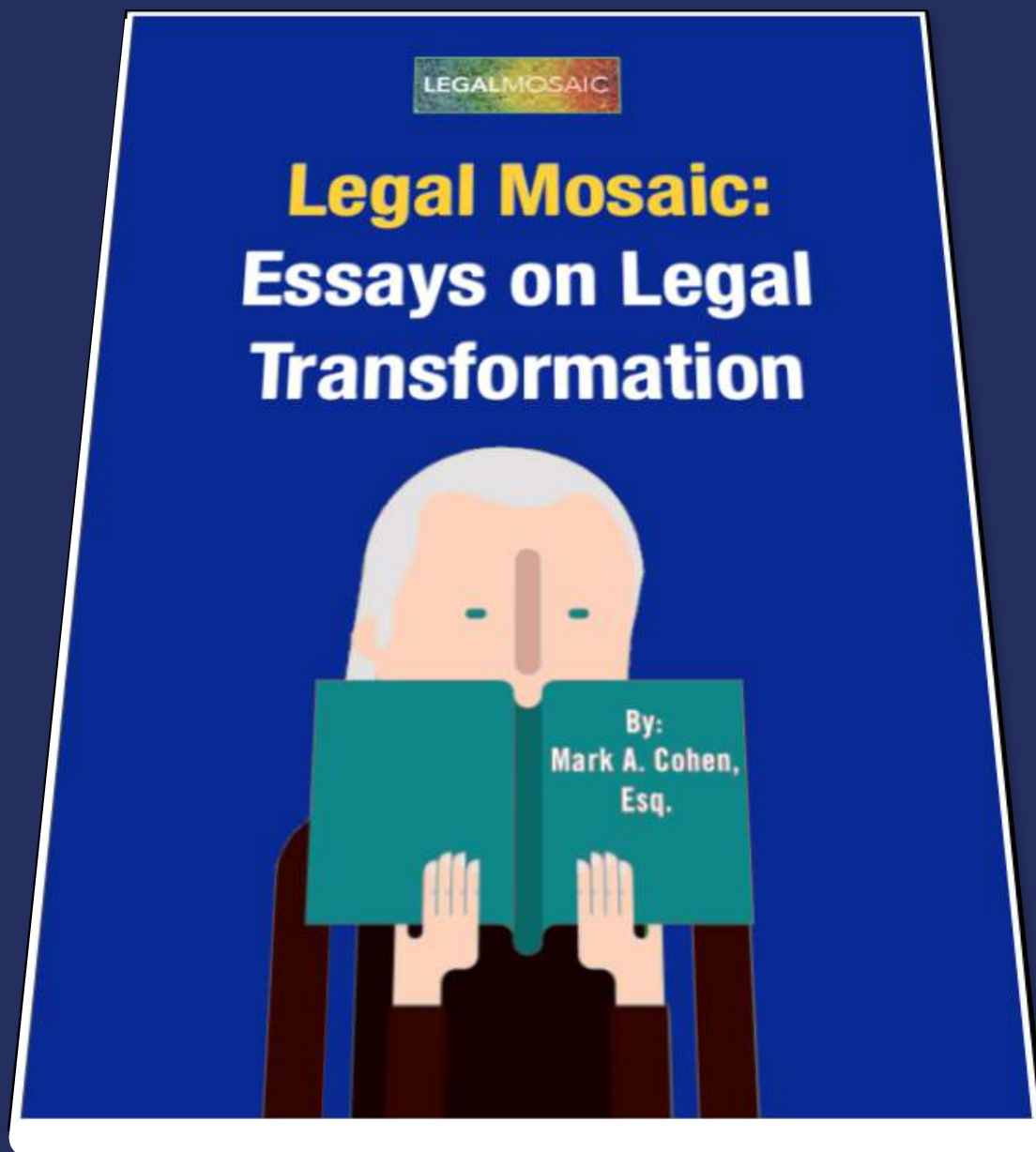
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A portrait of Emma Heuston, a woman with blonde, wavy hair, wearing glasses and a black top. She is looking directly at the camera with a slight smile.

The case for distributed teams in law firms

By Emma Heuston, Principal at The Remote Expert

What if I told you there was a way your legal firm could cut overheads, keep clients happy and grow? There is a way, but it will require you to:

- think outside the box;
- trust your team; and
- embrace technology.

The solution is to implement a wholly or hybrid distributed team. The incorporation of a distributed workforce into your firm would allow you to employ from a national (or international) talent pool without increasing the need for additional real estate to house them in.

Provided the structure of your firm, its workflow and document management procedures permit it and the metrics of the employee (such as seniority and the ability to work autonomously) meet your requirements, there is a strong case for employing a distributed team. Recent advances in technology have removed the barriers that caused us to gather collectively in offices and allow for more communication by video, chat and other features.

Below, I look at the key features of distributed teams and how they can benefit your firm or in-house legal team.

What is a distributed team?

- A *distributed team* is any team that does not work in the same place.
- A *hybrid distributed team* is a team where some of the team work from a head office and other team members work from different locations, such as a branch office and other remote locations like home.

- A *wholly distributed team* does not have a central office and all team members work from independent locations.

Which is the correct term – remote or distributed?

In my work in the flexible space I have seen the word “distributed” used in favour of “remote” to describe disbursed teams in recent times. This is because the word “remote” can imply that the team members who do not work in the central (or head) office are seen as different to the team members working at head office. I am of the view that, while it might seem like semantics at first blush, this is an important distinction to make to ensure all team members are seen as equal to one another.

Having worked as a Practice Leader (Partner equivalent) in a law firm for 4 years remotely in Australia for LegalVision Australia I know first hand the importance of ensuring the “remote” team feel included in the day to day running of the firm. A distributed team must feel that they are as valued to the organisation as their head office counterparts.

The benefits of a distributed team

A distributed team can increase your talent pool, increase employee engagement and retention, improve your employee’s lives and cut your overheads. It’s an impressive claim to make and one that deserves a much deeper dive.

Increasing your talent pool

What are the chances that the best lawyers for your firm all live within an easily commutable radius of your head office? To put it bluntly, the chances of coming across a pink sparkly

unicorn in the woods near your home are better!

By increasing the reach and considering candidates who may live in regional areas or even another State or country, you are increasing the talent pool your firm can hire. In practical terms, this translates to a workforce can be more diversified, more experienced and a great cultural match for your organisation.

The benefit of the distributed team is that law firms can offer niche areas of practice that would otherwise be out of reach in a traditional bricks and mortar office.

Greater employee retention and engagement

Replacing staff that leave an organisation can cost well into the thousands of dollars. Not only is a new recruiting process required, there are also on boarding and training costs.

Working flexibly or as a location independent lawyer can drastically improve the quality of life for lawyers *and* increase employee retention for law firms. For example, if housing prices are high, such as in Vancouver (Canada), Sydney (Australia) or New York (United States of America), moving out of the metropolitan area allows more affordable housing for your staff and means they can keep their job and you keep your experienced staff.

There is also the added benefit of greater employee engagement and loyalty. If you trust your employees enough to work from home (or a co-working space close by to their home), they will reward you with loyalty and be more engaged with their work.

More over, there is also a productivity benefit. Based on a 1 hour commute each way each day on a 5 day week, you are giving your employee back 10 hours a week in which they can exercise, spend family time or relax. A happy employee will mean a more engaged employee and, I would argue, a more productive employee.

The return on investment from a happy, engaged and productive employee for an organisation is priceless.

Improving the lives of your lawyers

Our current work patterns in the western world were adopted at the time of the industrial revolution. However, we don't live a 9am to 5pm workday anymore. Technology has evolved so that we are constantly on call and asked to be available after hours. Working flexibly helps re-adjust the way we work around this change in accessibility. A distributed team is part of the solution to the accessibility conundrum we find ourselves in.

The autonomy provided to a distributed team member to choose when and how to work means that they will likely be available at odd hours, but also be free to take time out during the day for a family event or to run errands. The net effect is the same, the work gets done, but it gets done in a way that your employee has more control over and which is tailored to your client, noting clients also have different hours of availability in modern times and may require a more tailored solution.

More control makes employees happier and less likely to want to look for greener pastures or establish their own firm. The reason I know this is that I have worked remotely for 4 years,

choosing in 2013 to move my young family to a seaside town near Byron Bay, Australia. The benefits to my life were so life changing that in May 2018, I published a book, [The Tracksuit Economy: How to work productively and effectively from home](#). In my book I set out the numerous ways in which my life improved working remotely, allowing me to live near the beach in a regional area but work for a firm based in Sydney, Australia. However, the key benefit has been working autonomously and ensuring I control how my day runs (subject to client deadlines). Part of my autonomous daily routine is the conscious decision to keep things local within my community.

I am not alone in my choice to work remotely. Cara Austen, APAC Group General Counsel for Allegis Group (Allegis) relocated from Sydney to Grafton in far northern New South Wales in 2017 whilst retaining her role at Allegis. Other members of Cara's team are spread across the globe and Cara has undertaken 2 years working in Sydney with a global team and 2 years working in regional Australia with the same team dynamics.

Cara reflected on the outcome of almost 4 years of working as part of a distributed team, *"I manage a team of legal professionals based in 4 jurisdictions (India, Mainland China, Hong Kong and Australia) that provide legal and compliance support from Delhi to Wellington. I can effectively manage this team from anywhere, although for my own convenience I'd prefer somewhere where the time zones overlap! As the team has grown we have focused on building relationships amongst the team members. Culturally, this presents some challenges but they are all on board and I love seeing the cross-pollination*

and teamwork happen despite the physical distances."

Results based metrics

The autonomy that I outline above is achieved through a Results Only Work Environment (**ROWE**), a human resource management strategy developed by Jody Thompson and Cali Ressler and set out in their 2008 book, "Why Work Sucks and How to Fix It". A ROWE arrangement measures results (or output) and not presence in the workplace. Given much legal work can be value based and fixed fee (rather than measured on an hourly rate) there is much scope for legal firms to adopt this way of doing things, especially as organisations become more global in their outlook.

Allegis is an example of a global outlook. As set out above, Cara Austen's team is global so it does not matter if she is in Sydney, regional Australia or Bangalore – all of the team are never going to be in one place. Therefore it makes sense that Cara be permitted to work in the location of her choice.

Cutting your overheads

As rents and other business costs increase, you can be left running a firm with very high overheads. Colouring outside the lines and employing a wholly or hybrid distributed team (including part time or contracted staff) can allow you to operate from smaller premises (or even a co-working space) yet compete in the crowded legal market.

Take a moment to pause and think what you would do with the extra funds you save each month on high rental or other fixed office costs. The benefit could be substantial.

The future is a distributed team

When looking at the above points, it is clear that a distributed team is worth considering. It might only be one or two trusted team members, depending on your structure, but the experience and loyalty distributed team members can bring to your organisation is immeasurable.

About the Author

Emma Heuston is principal lawyer at "[The Remote Expert](#)".

A lawyer with over 19 years experience, Emma started her own business in early 2019 practising solely in the remote work niche, helping businesses who hire remote team members or want to hire remote team members. Having

been a remote worker herself for over 4 years as a partner equivalent in a law firm just prior to forging her own path, Emma has hands on experience managing a remote team and understands the documentation and systems a business needs to make a distributed team work.

Emma has a proven track record in the remote and distributed work space, having been named a finalist in the 2018 Lawyers Weekly Partner of the Year Awards and winning Thought Leader of the Year at the 2018 Lawyers Weekly Women in Law Awards for her work in the remote work space.

If you would like to read more from Emma, she writes a regular blog available at www.theremoteexpert.com or order her book, "[The Tracksuit Economy - how to work productively and effectively from home](#)".



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Legal Clinics and Transactional Lawyering in Spain

By Sara Sánchez, Assistant Professor at IE University and Co-director of the IE Legal Clinic

1. The awakening of clinical legal education in Spain

As it is well-known, Jerome Frank's article "Why not a clinical-lawyer school?" revolutionized the way law was taught at law school in the US from then on. [1] The author challenged the traditional education purely based on the "law on the books" and claimed that, as in medical schools, future lawyers need to learn by having hands on experience. Any theoretical approach must be complemented with practice.

Clinical education soon expanded in US. Currently, almost all law schools have more than one legal clinic. [2] In fact, the teaching of law is not anymore conceivable without legal clinics. The phenomenon rapidly crossed borders and clinical methodology was also adopted by law schools in other Anglo-Saxon jurisdictions, in Asia, Latino America and Eastern Europe. The exception has been for many decades Western Europe (the "last holdout", in the words of Professor Wilson). [3]

In the last few years, however, the situation

has apparently changed in many –albeit not all- [4] Western European countries, among which Spain. Over 17 legal clinics are at present operating at Spanish law schools. The awakening of the phenomenon seems to be related to the so-called Bologna Process, [5] which has deeply impacted teaching methodologies in Europe. As a result, many institutions have incorporated clinical legal education as part of their curriculum, yet following different models which depend on the particularities of each law school. The focus is however on transactional lawyering.

Moreover, the parallel expansion of pro bono practice in Spain in the last years has also contributed to the rise of many legal clinics. [6] The synergies between both are confirmed by practice, as further explained below.

2. Transactional legal clinics: models and goals

As elsewhere in Western Europe, legal clinics in Spain have developed closely intertwined with the features of each institution, in terms of expertise of the law school and students profile. [7] This *ad hoc* approach is in principle positive for all players involved: the scope of the work is better designed, students are more engaged, and, as a result, the social impact attained is greater.

The IE Legal Clinic case, in which I am involved, clearly illustrates the point. In spite of being born as a business school, IE has transformed into a multidisciplinary institution while retaining its entrepreneurial spirit. In this context, undergraduate programs follow a comparative law methodology and, according-

ly, law students have an international profile. The approach followed in clinical legal education is consistent with these elements: a transactional legal clinic focused on social entrepreneurs and non-profits, mainly involved in multi-jurisdictional cases. The students are supervised by professors and/or by practicing lawyers at law firms, which partially channel their pro bono practice through legal clinics, among which IE's.

Transactional legal clinics seek to achieve two main types of goals. On the one hand, they have a pedagogical objective in the broadest sense. Indeed, as mentioned above, the initial introduction of legal clinics in Spain is linked to such pedagogical dimension as experimental learning methodology.

Firstly, clinical legal education is of course deployed to teach substantive law. The students learn to apply their theoretical knowledge to a real case. In IE Legal Clinic case, students often deal with cross-border cases, where they have the opportunity to put into practice the comparative approach followed in their program. Nevertheless this is not the main value of legal clinics but rather to expose students to different situations, which teach them a whole set of soft skills, essential to any lawyer. In our experience, one of the most relevant lessons refers to the relationship with the client. As a starting point, the students work together with their supervisors in translating the client's needs into legal terms. Particularly, when the client is not a sophisticated player, this requires the ability to define the scope of the work and frame the question from the legal perspective.

In addition, the proximity with the client, typically an entrepreneur with a disruptive approach to its area of activity, helps opening students' minds. [8] Where innovation plays a relevant role, the students learn how to do things in a different way and get familiar with a whole different world of possibilities for future jobs –and not just becoming practitioner at a big law firm-.

Finally, students learn the importance of pro bono. Only a decade ago, pro bono practice was still emerging at law firms in Spain and rather absent among the interests and concerns of law students. The rise of pro bono practice has contributed to the widespread of legal clinics in Spain, which in turn has enhanced the law students' awareness in this regard.

On the other hand, transactional legal clinics seek to have a social impact. This is an objective that has recently been questioned by certain clinicians involved in transactional legal clinics. [9] However, in our opinion, social entrepreneurs as well as non-profits are also drivers of social change both for the way in which they do things and because of the kind of activities in which they engage. Thus the activity of a legal clinic supporting their needs have a positive social impact.

3. From the general to the specific

Any discussion regarding legal clinics is benefited by specific examples. The following two serve to illustrate the above issues.

One of IE Legal Clinic's clients last year was an innovative start-up, whose main goal is fight-

ing against fake news. Their main activity consists of verifying the information and disclosing the existence of fake news, if any. In this context, the client was interested in understanding the legal framework for fake news in Spain, in terms of liability arising thereof, and the differences in the regulation in the US, UK and France. Once again this illustrates how a legal clinic and the cases covered by it match the profile of the institution and students, here by benefiting from a comparative approach.

Another example, in which the students' task was different, is the case of a social entrepreneur which runs an on-line incubation software for entrepreneurs to develop their business together with a mentor. Based on the information that entrepreneurs provide in their application, they are matched -taking into account language, interests, and expertise- with one of their mentors who provides insight and feedback throughout the business development process.

According to the client, geography is the largest barrier for entrepreneurs not located in major innovation hubs. The client bridges such gap by providing an online incubator that connects early-stage start-ups with training and mentors at an affordable price. Therefore the driving force under the project was to democratize access to entrepreneurial resources. Ultimately this would impact each of the entrepreneur's communities.

In this case, the students were involved in contract review, in particular of the mentorship agreement. Given the international reach of the Internet, the client's project had of course many cross-border implications. The students

drafted a report on dispute resolution, data protection and applicable law aspects, considering a number of jurisdictions to which the activity is most closely connected.

Notes:

[1] Frank Jerome, 'Why not a clinical-lawyer school?', [1933] 81 *University of Pennsylvania Law Review*, 907.

[2] Richard J. Wilson, 'Legal Aid and Clinical Legal Education in Europe and the USA: Are they Compatible?' in O. Halvorsen Ronning and O. Hammerslev (eds.), *Outsourcing Legal Aid in the Nordic Welfare States*, (Palgrave McMillan, 2018), 280.

[3] Richard J. Wilson, 'Western Europe: Last holdout in the worldwide acceptance of clinical legal education', [2009] *German Law Review*, 10, 823.

[4] See the example of Nordic States where clinical education does not seem to be integrated, Olaf Halvorsen Ronning and Olev Hammerslev, 'Outsourcing Legal Aid in the Nordic Welfare States' in O. Halvorsen Ronning and O. Hammerslev (eds.), *Outsourcing Legal Aid in the Nordic Welfare States* (Palgrave McMillan, 2018), 321

[5] Maria Marquès i Banqué, 'Spain: The Environmental Law Clinic' in A. Alemanno and L. Khadar (eds.) in *Reinventing Legal Education. How Clinical Education is Reforming the Teaching and Practice of Law in Europe* (Cambridge University Press, 2018), 96 et seq.

[6] Maria Marquès i Banqué (n. 5), 98

[7] Wilson (n. 2), 282.

[8] See in the same vein Janet Thompson Jackson and Susan R. Jones, 'Law & Entrepreneurship in Global Legal Education', [2018] 25 *International Journal of Clinical Legal Education* N° 3, 85, 92-93.

[9] See Thompson Jackson and. Jones (n. 8), 107, with further references.

About the Author:

[Sara Sánchez](#) is Assistant Professor at IE University and Co-director of the IE Legal Clinic at IE Law School. Her fields of expertise are corporate law, capital markets and insolvency law from a conflict of laws perspective..





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DISRUPTIVE INNOVATION FOR TARGET COMPANIES IN M&A DEALS

Cybersecurity and data-protection in M&A using Blockchain

by Mauricio Duarte, Associate at QIL + 4 Abogados



INTRODUCTION

As the digital environment continues to grow rapidly, it is time to acknowledge that in any effort to complete a successful M&A transaction, privacy and data security due diligence of the target company is needed. In a world hurtling through one technological breakthrough after another, we are entering into an exciting-yet dangerous-new era. Privacy and data security, once overlooked in many corporate transactions, is now taking center stage. The increasing wave of cyberattacks, without appropriate safeguards, has caused governments around the globe to scramble for new ways to secure records and data from theft, damage or alteration. Nevertheless, there is one exceptional enhanced form of technology, known as “*blockchain*”, that might be useful to secure data from the target company before any type of merger or acquisition.

CURRENT SITUATION

Most target companies are dependent on digital data and network systems. Currently, all of a target company’s data is created, used, and stored in digital formats using internet and computer technology. This has provided companies with remarkable economic benefits, including significantly reduced costs and increased productivity. However, the resulting dependence on digital records creates significant cybersecurity vulnerabilities that can result in major harm to a company and possible future M&A transactions.

Recent security incidents have made clear that no company is immune from cyberattacks. Verizon's acquisition of Yahoo in 2017 provides a recent and high-profile example. Yahoo was sold to Verizon for a consideration of \$4.48 billion in cash. However, the deal was nearly derailed by the late disclosure of security breaches in which Yahoo's digital data was stolen by *hackers*, and they were capable of obtaining names, birth dates, phone numbers and passwords from users, in large part, because the central security protocol was too easy to decipher. Verizon ultimately decided to move forward with the acquisition. Nonetheless, \$350 million were reduced from Verizon's original consideration. [1]

Some experts have questioned whether Verizon would have uncovered Yahoo's data breaches if it had done more robust due diligence. However, the question should be if the security breach would have happened with Yahoo's **use of a more sophisticated and robust form of technology.**

Furthermore, the recent Equifax cyber security scandal [2] that shocked the world in September, 2017 involved the breach of sensitive information including names, Social Security numbers, birth dates, addresses, driver's licenses, and credit card numbers of consumers' personal data.

As a result of recent cybersecurity scandals, the New York Department of Financial Services [3] ("NYDFS") issued a new regulation addressing cybersecurity risks and "*the ever-growing threat posed to information and financial systems by nation-states, terrorist organizations and independent criminal actors.*"

Furthermore, the recent European Union's General Data Protection Regulation [4] provides that data must not be transferred outside of the European Economic Area unless the European Commission deems that an **adequate level of data protection is in place, or that another compliant data transfer mechanism is available.**

The tools and techniques by which the target companies collect, store, use and transfer personal data has become instrumental in understanding the valuation and risks associated with a transaction, as non-compliance could lead to additional risks. For instance, a cybersecurity incident may result in a wide range of losses, including: (a) out-of-pocket expenses for legal advice and forensic investigators; (b) regulatory penalties imposed by authorities; (c) potential damages awarded in civil claims from consumers; and, (d) damages to market reputation and goodwill. [5]

To mitigate potential risks to the transaction, it has become usual for the buyer to include broad reps and warranties, specific indemnities, closing conditions, and pre-closing covenants concerning the areas of data privacy and cybersecurity. However, the best remedy for target companies, to avoid security breaches and broad contractual conditions in a transaction, is the adoption of *blockchain*.

THE ADOPTION OF BLOCKCHAIN TO PROTECT SENSITIVE DATA FROM THE TARGET COMPANY

Blockchain can be described as a distributed and immutable ledger that stores information, known as blocks. These blocks are structured in the form of a 'chain' sequence, stored on various nodes ("computers"), which ensure

that no single person or entity can manipulate the ledger without everyone else knowing. [6]

The potential effect of *blockchain* extends far beyond its potential use in payments, finance, and smart contracts. Now, *blockchain* is serving as a tamper-resistant and resilient repository for data, to modernize and increasingly secure critical data from target companies.

Blockchain operates differently than earlier forms of databases. *Blockchains* blend together several existing concepts including *peer-to-peer* networks, public-private key, cryptography, and consensus mechanism, to create a highly resilient and tamper-resistant database. This new technology has enabled the transfer of digital currencies, the management of valuable assets, and—perhaps most profoundly—facilitating the protection of sensitive records and information. [7]

Blockchain's unique structure provides cybersecurity capabilities not present in traditional ledgers and other internet technologies. The following characteristics [8] of the *blockchain* architecture provide an enhanced security features that could be used by target companies:

A) Disintermediation: No single party controls a *blockchain*, and *blockchains* do not rely on one centralized party for their operation. The distributed architecture of a *blockchain* increases the resiliency of the overall network from being exposed to compromise from a single access point or point of failure. Hackers generally prefer to target a centralized database that, once compromised, would infect and destabilize the system as a whole. A distributed network structure, however, provides inherent operational resilience. With the risk

dispersed among various *nodes* (i.e. computers), an attack on one or a small number of participants would not compromise the data stored in the system.

B) Consensus mechanisms: A consensus mechanism requires a prescribed number of nodes to reach a consensus on whether a new block of data is valid and suitable for inclusion in the shared ledger. Consensus mechanism makes it possible for a distributed network of peers to record information and data without the need to rely on any centralized operator. Thus, consensus among network participants is a prerequisite to validating new blocks of data, not allowing a hacker to corrupt or manipulate the ledger.

C) Resiliency and Tamper Resistance: The technological design of *blockchain* makes it materially impossible to change or delete information. No single party has the power to modify or roll back stored data.

D) Transparent and Nonrepudiable Data: Information maintained on a *blockchain* is authenticated and the use of digital signatures serves as evidence that an account has allowed the operation. *Blockchain* also provides participants with enhanced transparency, making it much more difficult to corrupt *blockchains* through malware or any type of manipulative action.

E) Public-Private Key Encryption and Digital Signatures: Blockchain employs multiple forms of encryption at different points, providing multilayered protections against cybersecurity threats. Participant access rights are secured through asymmetric-key cryptography or public/private key

encryption. The linked lists or blocks are also encrypted by a combination of cryptographic hashing and digital signatures.

As the worldwide web and technology continues to develop, more data gets produced and more hackers will attempt to steal or corrupt that data. However, by implementing rigorous encryption and data distribution protocols on blockchain, target companies can ensure that their information will remain safely intact and out of the reach from *hackers*.

PRACTICAL APPROACH

Buyers need to assess cyber security carefully during the due diligence phase because the contingencies can be significant and, materially affect the valuation of the target company. However, the target company should adopt enhanced forms of technology to reduce massive liabilities such as expensive consumer class action litigation, intrusive government investigations, hefty remediation costs and other expenses, even before a transaction is concluded.

Cybersecurity principles and controls from existing laws, regulations, and industry guidance are critical components to an effective cybersecurity program using blockchain. For example, the United States National Institute of Standards and Technology (“NIST”) published a Framework for Improving Critical Infrastructure Cybersecurity [9], which was updated in December 2017.

The Framework describes five broad functions – identify, protect, detect, respond, and recover – that define the high-level goals of any cybersecurity risk management program. In

most instances, *blockchain* will facilitate the goals and activities specific in the functions and categories. For instance, the ability to create strong encryption protocols for a blockchain is consistent with the Framework’s emphasis on protective technology solutions that are designed to ensure the security and resilience of data stored.

For example, it was recently announced that General Electric Ventures, the investment branch of General Electric, invested in Xage [10], a blockchain security startup based in Silicon Valley. Now, the start-up is valued at about US\$35,000,000.00 [11]. Xage provides an example of how blockchain detects anomalies in cybersecurity and that signal will be shared through the distributed system, preventing a hacker from spreading through the network.

The use of a centralized architecture and simple logins, passwords, and *captcha* systems are the big weakness of conventional systems. No matter how much money an organization throws in cybersecurity, all these efforts go in vain if there is one single point of access that is easy to decipher. However, with blockchain, the security system provides each device with a specific private key instead of a password, which makes it virtually impossible for attackers to use fake accounts.

HOW BLOCKCHAIN COULD WORK FOR CYBERSECURITY IN M&A

Blockchain is designed in a way that if someone who is not the owner of the data in the “block” (such as a *hacker*), attempts to tamper with a block, the entire system examines each and every data block to locate the one that

differs from the rest and is an obstacle for a complete, accurate and validated chain. If this type of block is located by the system, it simply excludes the block from the chain, recognizing it as false.

Furthermore, every data entry, transaction, or block added to a blockchain is timestamped and signed digitally. This means that target companies can verify what happened at a particular time period and locate what, when and who attempted to compromise the system. This blockchain's functionality increases the system's reliability as every transaction is associated to a user at a given period of time.

According to a recent article by the U.S. Chamber of Commerce, "*Cybersecurity poses a threat to all businesses, but it is particularly challenging for small businesses*"[12]. This means that plenty of target companies are susceptible to a cybersecurity breach. Many target companies do not have the resources, infrastructure, or knowledge to install an enhanced fortress of software and security protocols. Furthermore, no target company is "*too big to fail*" when it comes to cybersecurity. This creates a serious problem for M&A transactions because many of the deals generally happen between large and small privately held companies.

However, if target companies engage in the active the use of blockchain for cybersecurity purposes the target company could secure their data with the following seven steps:

1. The target company recollects the data which is sharded by the system. [13]
2. The data that has been sharded is duplicated for the user's node.
3. The data is encrypted. [14]

4. The data is distributed around the nodes of the *peer-to-peer* network (i.e. blockchain), for validation.
5. Then, participants of the blockchain validate the information by *hashing* [15] *the block*.
6. The data is finally recorded in the blockchain, rendering the record tamper-proof.

BENEFITS OF BLOCKCHAIN FOR CYBERSECURITY IN TARGET COMPANIES

Target companies should embrace blockchain for data storage and cybersecurity, which could have tangible results on the company. In first place, distributed storage is much economical than maintaining servers, hardware and expensive equipment. Furthermore, the use of blockchain is cheaper than using a cloud storage solution such as the ones provided by Amazon, Microsoft, and Google.

Secondly, using sharding and encryption to distribute pieces of data across nodes, makes stealing and compromising the data more difficult. That means that, even if a hacker gains access to a single node, they will only have a piece of data and will be more complicated, time-consuming, and expensive than hacking into a centralized database.

Thirdly, it is important for target companies to experiment blockchain-based data storage, to avoid broad reps and warranties, specific indemnities, closing conditions, and pre-closing covenants concerning the areas of data privacy and cybersecurity imposed by the seller.

CONCLUSION

In general, blockchain technology today focuses mainly on *cryptocurrency* and *fintech*. Yet, target companies need to look beyond that, and realize how businesses can take advantage of this technology for cybersecurity purposes.

With everything from democratic elections to Yahoo email accounts being targeted by *hackers*; it makes sense to improve cybersecurity for target companies with an enhanced form of technology. While no technology is completely secure, target companies have not given blockchain a chance. For blockchain technology's early adopters and evangelists, it feels a lot like the *internet frenzy* in the early 1990s. However, blockchain's practical applications are limited only by the imagination and effort of dreamers who will use this technology to transform their companies and better protect future mergers or acquisitions.

Technology is no longer a luxury; it is increasingly becoming a necessity. The pace of technological change is accelerating, the innovations cycles are getting shorter, and new technologies are adopted at lightning speed. Target companies require a reorientation of perspectives along with the adoption of blockchain technology. New technologies can ease transaction costs in any merger or acquisition, generating opportunities for better deals. However, in order to improve M&A deals, a tradition of innovation has to be embraced.

Notes

[1] Fiegerman, Seth. *Verizon cuts Yahoo deal price by \$350 million*, February 21, 2017, available at: [[https://money.cnn.com/](https://money.cnn.com/2017/02/21/technology/yahoo-verizon-deal/index.html)

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[12] U.S. Chamber of Commerce, *Majority of Small Businesses Concerned about Cybersecurity Threats*, August 23, 2017, available at: [<https://www.uschamber.com/press-release/majority-small-businesses-concerned-about-cybersecurity-threats>]

[13] Sharding is the process of cutting down horizontal fractions of data.

[14] Encryption is the process of encoding a message or information in such a way that only authorized parties can access it if they have access to a decryption key.

[15] Hashing is the process of taking an input of any length and turning it into a cryptographic fixed output through a mathematical algorithm.

About the Author

[Mauricio Duarte](#) is an Attorney from Guatemala City, with a J.D. from Universidad Francisco Marroquín and an LL.M. Degree in U.S. Law. As a young associate of QIL +4 Abogados, Mr. Duarte has worked in cases involving international investment for energy infrastructure, international arbitrations, and other complex international matters.

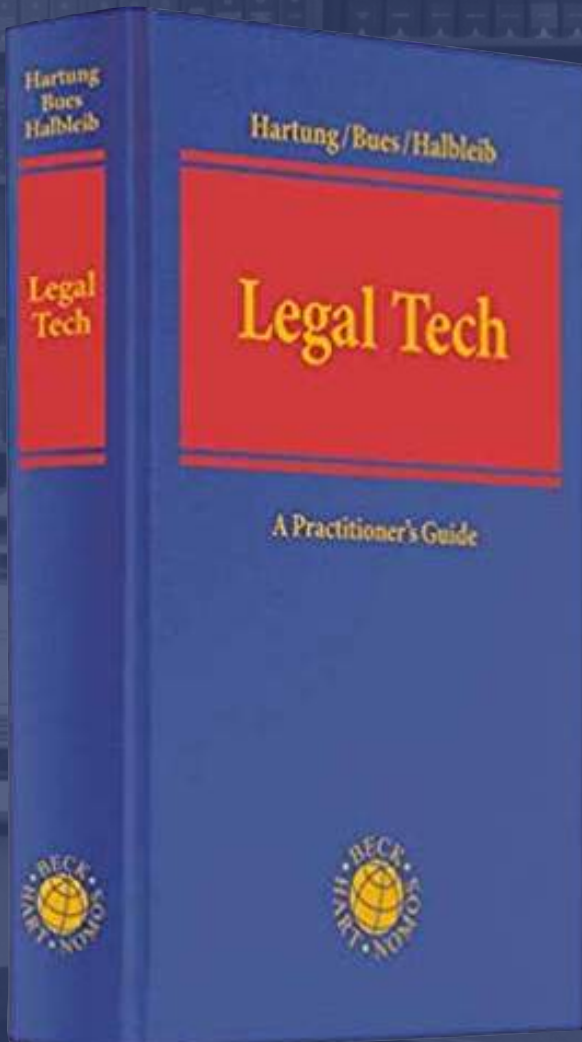
Mr. Duarte currently serves as a Professor and an active coach in International Moot Court

Competitions. He has been an active proponent of the use of technology, especially Blockchain, in the legal industry and is a member of the [TAG Alliances Blockchain & Cryptocurrency Specialty Group Members](#).

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What's in a song?

By Elizabeth Ortega, Principal of ECO Strategic Communications

Lawyers are said to be risk averse. We know why we expect our lawyers to be cautious, but in today's competitive market, we also want them to be innovative. We demand outside-the-box thinkers who know when it's time to throw the three pointer or pass the ball--most often, a split-second decision. How can we merge two incongruent personality traits? Let's focus on how we can infuse thoughtfulness with creativity.



The music effect.

Think of the moment you hear your favorite tune, the song that rocks your world and catapults you to greatness. Writer Emily Holland's [piece](#) on how music affects athletic performance cites a study that found "listen-

ing to motivational music did encourage people to take more risks." Listening is a key factor in any communication strategy and it all starts with you. It's entirely possible that leadership coaching is effective because the coach serves as the sounding board to the leader and the process becomes a mirror that reflects back. So, a song is an intimate dialogue with yourself.

This inner concert can pull you out, up, or simply help you release your inherent creative being.

Listen to your inner child.

My young son is working on basketball skills. He's got the first step down: Practice, practice and more practice. He's working hard to

ramp up his game and in doing so, he includes music. He throws shots and dribbles and jams to his “it” song. Watching him reminds me that children are pure and simple. As he moves, squeals and chants, he knows his “go-to” song, “I Believe I Can Fly,” will motivate him to jump higher: “If I can see it/Then I can do it./If I just believe it/There’s nothing to it.”

Push self-awareness.

Holland’s piece found “tasks that require high skills, as was the case in our study, may be less malleable by external influences,” according to researcher Paul Elvers of Goldsmiths, University of London, and the University of Hamburg. Thus, it would not be optimal to rock out to your favorite beat while framing a legal strategy or organizing key evidence. With this basic understanding, we know that while we cannot chew and talk at once, we can take a break to reach higher heights. We can push our limits outside of our professional tasks by removing ourselves from the daily grind.

Keep on growing and growing.

Next time you’re preparing to exercise your legal powers, shake it up a bit. Start by re-

membering what you enjoyed doing when you were a kid. I suspect just thinking about it brings a smile to your face. Think of that era and let that sound permeate your space at some point during your routine. No one has to know you sang your heart out in the shower. You can even vocalize hip-hop lyrics quietly (getting arrested isn’t part of the plan) as you run. And if you’re lucky, you may whip up a meal while channeling your favorite tune -- right before you tackle your next case.

About the Author

Elizabeth Ortega is principal of [ECO Strategic Communications](#), A Miami-based marketing agency that focuses on achieving lawyers and law firm’s leadership goals in competitive markets around the world. Consistent with her leadership counsel to lawyers and in unison with clients, she recently co-founded [The International Academy of Financial Crime Litigators](#), a collaboration of experienced public- and private-litigation professionals working with the Basel Institute on Governance to expand worldwide access to solutions in economic crime cases.



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Legal Operations: Getting More from In-House Legal Departments and Their Outside Counsel

[Download \(PDF\)](#)

A portrait of Adv. Edo Bar-Gil, a man with a shaved head and a light beard, smiling. He is wearing a dark blue suit jacket over a white collared shirt. The background is a blurred indoor setting with warm lighting.

The Fascinating Future Of In-House Legal Departments

By Adv. Edo Bar-Gil, Head of Legal Operations Solutions at LawFlex

Over the past several years, unprecedented disruptions have been dramatically changing the face of the legal sector and specifically, in-house legal departments.

Any attorney who has ever worked in a corporate legal department knows this to be true. The title “in-house counsel” takes on a new meaning of late. The in-house legal counsel no longer needs to be solely focused on the law, but rather the focus is also on other non-

legal tasks and on making sure that all these tasks are done, whilst simultaneously improving the legal processes and making the service more productive and cost-efficient.

Economic environments, globalization, mergers, governance concerns and business competition influence the way the legal function is seen, utilized and led. Accordingly, aside from the different areas of the law, an in-house counsel needs to deal with - and to be an

expert in a long list of issues, such as:

- Cost effectiveness and ROI (Return on Investment)
- Data and knowledge management (including BigData)
- Reporting and analytics systems and metrics
- Security of information and data
- New (legal) technology / LegalTech
- Effective human resources management
- Legal project management
- And becoming a trusted business partner in the company, alongside the entire management team - board of directors and leaders of major functions and operations throughout the enterprise.

What Will An In-House Legal Department Look Like Over The Next Few Years?

After looking at the trends and rapid changes affecting in-house attorneys and general counsels, it is clear that many factors are influencing their position and capacity.

Here is a glance at the factors that will effect in-house departments:

- **Technology** - like other corporate functions, such as procurement, operations, HR and finance, legal departments are experiencing technology disruption. Such disruption will likely shape the future legal department and will deal with the following issues:

- Automation and digitizing of processes, information and data (including e-billing, digital signatures and e-processes);
- Artificial intelligence (AI) and machine learning (in simple or routine negotiations/redline processes);

- Analytics of data (Big Data), processes and performance;
- Using current and future technologies to predict or prevent exposures and risks (instead of dealing with the retrospectively).

- **Provision of “legal services” and sharing “legal” knowledge** – the current changes in the business world, including the globalization, sourcing/outsourcing of services, accessibility of “legal knowledge” on the internet, the growing demand for saving costs and providing “professional legal advice” in many areas of the law without spending resources and time on outside counsels and internal legal professional needs will dramatically change the structure of the legal department and its operations.

- Although local jurisdictional knowledge is required for particular legal matters, legal services can be delivered effectively across the globe (subject to applicable laws and regulations). In addition, the demand for expertise in many areas of the law is rapidly growing, among others due to cross-border business transactions - while one can easily find access to “legal information” on the net.
- We already see a shift to lower-cost legal services providers and alternative legal solutions, as well as strategic use of outside counsels for specific and unique legal matters. There is also a move towards insourcing more legal work where possible and to explore opportunities to centralize knowledge and internal functions in shared service centers (crowdsourcing).
- As in-house counsels become a real business partner in the company, more and more legal departments (and even law schools) are focusing on training lawyers in areas beyond

traditional law, such as business, finance, process and program management. Legal departments are also beginning to focus on efficiency, productivity and cost saving, and at the same time - still protecting and defending the company from risk and liability.

- **Operations** – it seems like the most transformative change will be in this area. In-house counsels become aware of, and understand the increasing need for, the reliance on legal operations. The evolving role of legal operations professionals, the changing role of the traditional in-house legal counsel to a business partner and the increased demand for knowledge management, transparency and analytics of the legal services, are just a few examples of such a trend.

- Not only can one easily see more legal operations professionals than ever before - both internal and external - but there is also growing focus on the overall legal sector as it relates to legal operations.
- With the growing demand of legal operations professionals and expectations relating to their knowledge and skills, the face of the legal operations profession is also changing. The “new legal operations professional” should not only understand the traditional issues, such as processes, cost saving and internal communications - but also have a deep knowledge in the emerging legal technology (LegalTech) and have a deep understanding of the “legal aspects, risks and profession”. Only by doing so, the legal operations professional can help legal to better understand the business and to help the business better understand legal.
- The demand for knowledge management is evolving and growing. The legal counsel is

no longer the only person who understands the “legal language” and the “potential risks” in a specific issue, but rather the entire management team would like to understand such issues and to be able to make the right decisions. In addition, there is a growing demand to “measure” the legal department like any other business unit and make sure that it is a true business partner. Besides such internal purposes and communications, there is a growing demand to learn and communicate both with other internal corporate functions and outside organizations - and their legal departments. Among others, there are plenty of lessons learned, practices and operational aspects that can be gained from other corporate functions or even other (similar) companies.

Mission Impossible? How Can A Legal Department / In-House Legal Counsel Achieve Progress - Without Affecting The Quality Of The Legal Advice

As anyone can easily see, there is a constant demand to deal with all the “non-legal” issues, while dealing with all the legal issues. Simultaneously, there is a growing demand for “handling as much as possible” internally with no additional legal costs. Such demands make this mission (almost) impossible.

Accordingly, legal departments and their managers will have to find a solution to overcome and deal with all these challenges.

This is exactly where Legal Operations comes to the rescue!

In a nutshell, Legal Operations (LO) it is the set of business processes, activities and

experts that optimizes the delivery of legal services to an organization and maximizes an in-house legal team's ability to protect and grow the company. Each solution is customized and will vary depending on the size of the company and legal team, their strategy and needs.

Legal Operations is working by focusing on different legal and non-legal aspects, such as: financial and vendor management (including alternative support models), data management, analytics, legal tech / new technology, communications (internal and cross-departmental), strategic planning, team development and mentoring.

By doing so, legal operations enable in-house counsels / departments to do what they do best: practice law. In addition and as a “side effect”, they make the legal team a trusted adviser to their business clients, reduce unnecessary pressure on the in-house counsel (specifically with respect to “non-legal” issues) and make sure that at any point the legal department uses minimum costs in order to provide maximum services.

While there is a growing trend to recruit in-house legal operations professionals, this author thinks that it might become a catch 22 situation.

In order for the legal operations professional to point out “problematic” issues and to solve them, one needs to be free of any constraints and influences and be unbiased. In some cases, such “problematic” issues relate directly to the way the legal department and/or the organization is managed.

In such cases, it would be (almost) impossible for the professional to point out such issues, and take the risk of losing him/her own position, therefore they might “think twice” before pointing out critical issues. Needless to say, that an outside legal operations professional will have no such constraints and will be able to provide unbiased advice and solutions.

To sum it up, legal departments and their managers can determine if and how they choose to embrace new technologies, new models for provision of services and operational efficiencies. However, in order to stay relevant and successful, “ignoring” such trends and disruptions and continuing to “operate” in the same way is simply not an option in today’s legal-business climate. Accordingly, and this is a warm recommendation, legal departments and their managers will need to start forming a strategy today for how to get to the future.

About the Author

Adv. Edo Bar-Gil is head of the Legal Ops department at LawFlex – an international legal operations solutions company <https://www.lawflex.com/>.

Prior to this position, Edo was General Counsel of AppsFlyer, Chief Legal Counsel for SundaySky, Legal Counsel at Orange and attorney at the Israeli law firms of Tadmor Yuval Levy & Co. and Pearl Cohen, specializing in Hi-Tech, M&A, Multi National and Complex Transactions, Cross – Cultural Negotiations and Commercial Law.

A Start-Up Nation

Embracing Legal Innovation

Interview with Ms. Esther Dediashvili, Adv., Legal Knowledge Manager and Head of Legal Technology Implementation at Fischer Behar Chen Well Orion & Co (FBC & Co)

Recent developments in the legal sector in Israel, a country famous throughout the world as the 'Start-up Nation' having the world's record of lawyers per-capita, show promising prospects for the future of the local legaltech industry and legal innovation in Israel. Israel's legaltech pioneer, Adv. [Esther Dediashvili](#), the initiator and organizer of [Israel Legal Hackathon](#) as part of the Global Legal Hackathon initiative, who is also a Legal Knowledge Manager and Head of Legal Technology Implementation at [FBC & Co](#), one of the largest law firms in Israel, discusses championing innovation in Israel's legal sector, hosting Israel Legal Hackathon for the second year in Tel Aviv and empowering women in legaltech around the world as Israel's ambassador for the GROWL initiative.

In recent years, Israel has emerged as a global influencer in legal innovation world-wide. What professional role do you play in Israel's legal industry?

I'm a Legal Knowledge Manager and Head of Legal Technology Implementation at [Fischer Behar Chen Well Orion & Co](#) (FBC & Co), one



of the largest law firms in Israel, which has been at the forefront of legal innovation in Israel and is regarded pioneer in the field of legal knowledge management and innovative legal technology in the Israeli legal arena. As part of my role at FBC & Co I'm responsible for the firm's collective knowledge and professional expertise management, as well as legal technology implementation. Prior to this, I practiced securities and corporate law for seven years in two leading law firms in Israel.

Legal knowledge management as a concrete discipline is hardly existent in Israel, and the mere existence of a Legal Knowledge Manager's position in a major Israeli law firm, combining both legal and technological aspects, embodies innovation in and of itself in the local legal market. Not everyone understands that technology is an integral part of knowledge management in an organization. In fact, technological solutions serve as knowledge management enablers in general, and in the context of legal knowledge management in particular, technology can allow lawyers to concentrate more on what is important to the clients and to deliver better service. Fortunately, I work at a law firm that not only understands this, but is leading fundamental transformation in the local legal industry, with myself being the only legal professional in Israel whose role is entirely dedicated to the integration of knowledge management and technology in the Israeli legal practice.

I'm also the initiator and organizer of [Israel Legal Hackathon](#) hosted for the second consecutive year by our firm FBC & Co in collabo-

ration with Tech&Law Israel as part of the Global Legal Hackathon (GLH), which has grown to become one of the largest legal innovation initiatives around the world, reaching over 6,000 participants across 46 cities in 24 countries, with the aim of improving the business of law and facilitating access to justice by leveraging technology.

Hosting Israel Legal Hackathon as part of GLH2018 and GLH2019, as well as joining the Global Legal Blockchain Consortium as the first law firm representing Israel, is a true testament to FBC & Co's continued commitment to bringing innovation into Israel's legal industry.

Once again Israel was the first country to kick off the Global Legal Hackathon in February 2019. I'm thrilled that Israel known throughout the world as both the 'Start-up Nation' and the 'Land of Lawyers' thanks to its vibrant and innovative technological ecosystem and the highest number of lawyers per-capita in the world, has participated in a global legal innovation initiative of this magnitude for a second year in a row.

It's safe to say that Israel Legal Hackathon remained the main legal innovation event in Israel in 2019, and created a one-of-a-kind opportunity to combine the tremendous experience and entrepreneurship of the local hi-tech community and the leading legal minds in the country, thereby enabling the development of innovative legal solutions to further improve the legal service delivery in Israel.

You've been actively engaged in the development of the legaltech ecosystem in Israel. How has the legal industry in Israel evolved since you have been involved?

I'm an experienced attorney who feels very passionate about the immense positive impact that the integration of the law and technology can generate. This is why after having practiced securities and corporate law for seven years in two leading law firms in Israel, I became a Legal Knowledge Manager and Head of Legal Technology Implementation at FBC & Co which has been leading the way for the future of legal innovation in Israel.

The legal industry is in many ways a backward-looking profession primarily built on past precedents, which doesn't necessarily encourage innovation in general, let alone adoption of disruptive technology. In fact, for a profession that is traditionally risk averse,

innovation naturally pushes lawyers out of their comfort zones. In my opinion, in a world where a pace of change is so fast, innovation should be viewed as an opportunity rather than a threat and the legal industry should be more open to experimenting with innovative initiatives, including new technologies, and adopt a mindset that supports an innovation-friendly environment.

I believe that incorporation of knowledge management and technology within the legal practice will undoubtedly accelerate the pace of legal innovation and the transformation of the global legal industry towards a more efficient and improved legal service delivery, and I've been actively working towards raising awareness in the Israeli legal industry about the importance and the potential benefits of integrating legal knowledge management and technology within the local legal sector.



Adv. Amir Chen, Managing Partner at FBC & Co and Adv. Eran Yaniv, Partner and Co-Head of the Hi-Tech Practice at FBC & Co.

As a leading legal technology professional in Israel, I regularly write and speak on the subject of the fundamental transformation the global legal industry is undergoing because of innovative methods for legal service delivery, including technology and knowledge management, and how these shifts will shape the future of the legal profession.

While the Israeli legaltech industry is still in its relative infancy, it seems that the realization that change is inevitable and will happen faster than expected is starting to penetrate the Israeli legal scene. A rising awareness has recently emerged in the local legal sphere as to the benefits of technology assistance in legal practice. For instance, three years ago, the first legaltech community gathering in Israel took place in Tel Aviv, and a year after that I appeared as a keynote speaker at Israel's second legaltech meet-up which has attracted more

than 300 participants.

Two years ago, I attended a legal innovation conference in Europe, where I heard an interesting expression that 'Change has never happened this fast before, and will never happen this slowly again.' It made me think about the local legal industry in Israel, which has traditionally been slow to adopt technological advances compared to other countries worldwide where legaltech is progressing at an accelerated pace. This phrase inspired me to get involved in the Global Legal Hackathon initiative and organize the first legal hackathon in the country. So with the hopes of boosting the local legaltech ecosystem I initiated and organized Israel Legal Hackathon, first a year ago in February 2018 and a year later in February 2019, hosted for the second consecutive year by our firm FBC & Co in collaboration with Tech&Law Israel as part of the Global Legal Hackathon, the largest legal hackathon in



Adv. Ron Sitton, Partner at FBC & Co, Adv. Eran Yaniv and Raz Tepper, Partners and Co-Heads of the Hi-Tech Practice at FBC & Co, Cori Gouchaux, Global Legal Hackathon



Ms. Esther Dediashvili, Adv. Israel Legal Hackathon organizer and Judge



Participants Israel Legal Hackathon 2019 | GLH2019

history that took place in cities and countries all over the world, bringing the legal industry together with tech and innovation, world-wide, with one purpose: rapid development of solutions for improving the legal industry world-wide.

By doing so I strived to bring about change in the local legal sphere on several levels – a) adoption of technology by law firms to enhance legal service delivery; b) incorporation of technology into the education of future lawyers to equip law students with skills needed to be successful in the 21st century; c) leveraging technology to facilitate public access to justice; and d) empower women in the legal-tech industry. The solutions that were created as a result of Israel Legal Hackathon during both years generated great projects with public, private, academic and social legal benefits.

When I initiated Israel Legal Hackathon last year, I was hoping to encourage the development of the legaltech ecosystem in Israel, and the results were beyond my wildest expectations! Israel Legal Hackathon has become the main legal innovation initiative in Israel; it has certainly spurred interest in the legaltech field within the local legal scene in Israel and marked a new chapter in its development. To me this is a personal highlight of my professional accomplishments. I hope that the innovative solutions generated by Israel Legal Hackathon will help shape the future of Israel's legal industry.

Since last year I've received numerous requests to advise and mentor teams and startups in the legaltech space from all around the

world – from Singapore, to Australia and the United States and of course in Israel. I'm honored to be able to help with my vast experience as a lawyer as well as expertise in the legaltech field and assist these teams on their path to changing the global legal industry.

As the organizer of Israel's 1st Legal Hackathon and a judge in the first round of GLH2018, last year I've had the honor of being selected to serve as a judge on the final Global Judging Panel at the GLH2018 finals in New York alongside world-renowned legal and technology experts, and I've been granted with the honor of announcing the top six runner-up teams of GLH2018 Finals.

I'm proud to represent 'Start-up Nation' in a remarkable global legal innovation initiative such as Global Legal Hackathon, and I'm honored to have been selected as Israel's ambassador for the Global Rise Of Women in Legal-Tech (GROWL) initiative aimed to support up-and-coming women leaders in legal innovation around the world. In this capacity, I've established the first GROWL award to the best women-led team at Israel Legal Hackathon 2019 and served as a GROWL mentor to international women-led teams participating in GLH2019.

I'm humbled to have been selected to serve as a GROWL judge alongside a distinguished group of leading women in the global legal technology industry entrusted with the important task of determining which of the 22 international women-led teams will have a chance to compete at the [GLH2019](#) finals in New York.

The Global Legal Hackathon had a tremendous influence on Israel's legal scene, and has helped in positioning Israel on the global legal innovation map, and I hope this initiative will continue to open doors for Israel's legaltech sector.

Two years ago I was the first representative from Israel who was interviewed by Legal-BusinessWorld, and when asked what's on the horizon for the legal technology sector in 'Start-up Nation', I predicted that it is simply a matter of time until the local legaltech market catches up. Given the huge success of Israel Legal Hackathon in the past two years, I'm glad to say that I wasn't wrong and Israeli legaltech sector is indeed making progress. In a country where innovation and entrepreneurship are native languages, coupled with the fact that Israel is also a world leader in the number of lawyers per-capita, it is only natural that the Israeli legaltech market will start living up to its 'Start-up Nation' legacy. There's a feeling that the wind of change has come and that's very exciting, and I envision positive prospects for the further development in this area in the future.

You brought the Global Legal Hackathon to Israel, how did the second year go compared to the first year?

Last year, the worldwide hackathon kicked off with Israel's 1st Legal Hackathon in Tel Aviv, and has signaled a [new chapter](#) in Israel's legaltech sector. The hackathon was the first legal hackathon in Israel, emphasizing the historical significance of this event. So far, several teams that participated in the local hackathon last year have already launched their projects, while others have reached considerable

progress and started gaining traction. I couldn't be happier that some of the teams are already paving their way outside of Israel!

I was fortunate to organize Israel Legal Hackathon for the second year in a row and this year it was even bigger and better – its attendance has doubled since last year with many innovative ideas coming to the competition. Nearly 150 people participated in Israel Legal Hackathon in February 2019 and it's been an amazing experience of incredible teamwork, creative ideas and solutions with potential impact on the global legal industry. Over 100 contestants from all over the country took part in the event, including start-ups, entrepreneurs, technologists, legal professionals, academics and students, as well as mentors and judges comprising of leading legal, technology and academic experts. Thanks to our contestants, mentors, judges, technology partners and supporting organizations Israel Legal Hackathon was a great success and has become the main legal innovation event in Israel!

I still find it hard to hide the tremendous excitement when I think about the unique phenomenon I've experienced during the two days of the hackathon: in less than 48 hours I was privileged to wear quite a few hats at the hackathon – I was the organizer and the host of the event, a mentor, and a judge. While this is quite a challenge, preceded by weeks of feverish preparations with quite a few all-nighters, I do it gladly and with genuine care. The connection between law and technology is very dear to me and when I initiated the hackathon a year ago I wanted to stimulate the development of this field in Israel. Fortunately, our firm supports the initiative of building

a local legaltech community and this is the second year that we're hosting the hackathon at FBC & Co offices in Tel Aviv.

With a multitude of enhancements being introduced at Israel Legal Hackathon this year I had many surprises in store for our hackathon participants and added innovative tracks: we had something for everyone – private, public, academic and women empowerment challenges in the legal industry, so that each participant would be able to identify with and choose to focus on the fields of personal interest.

We were fortunate to have supporting organizations comprising of major local and international, legal, technology and financial organizations, including Israel's Ministry of Justice, Microsoft, LawGeex, iManage, PwC, KPMG and others. Some of the leading technology and legal experts were part of our esteemed group of mentors providing professional assistance to Israel Legal Hackathon participants. We had an all-star panel of judges and I believe this year we broke the world record for the number of judges with 15(!) judges from diverse backgrounds representing the main judges panel, and designated public benefit, academic and women in legaltech judges panels.

Israel Legal Hackathon is gaining huge momentum on both international and local levels, and it has been featured on some of the main legal and technology news sources in Israel and beyond, prompting subsequent discussions on the subject of legal technology showcasing the local hackathon. I was also excited about the fact that Israel's reputation as a world-renowned hub of innovation attracted

much interest in the local hackathon on a global level, and we were fortunate to have Global Legal Hackathon representative from the United States visit us in Tel Aviv for the local pitching session and award ceremony to witness firsthand legal innovation in the 'Start-up Nation'.

The legal industry is in the midst of profound transformation, and Israel Legal Hackathon has been an opportunity for everybody in the local industry, no matter how seasoned or junior, tech-savvy or novice, to roll up their sleeves and join with co-workers, clients, law firms, technology companies, start-up entrepreneurs and academics to fully immerse themselves in the cutting edge of legal technology innovation. As last year, Israel Legal Hackathon was the main legal innovation event in Israel, with many of the country's legal and technology professionals coming together to collaborate on creating innovative solutions to overcome legal challenges by leveraging technology.

Right after the overview I gave at the beginning of the hackathon about the latest developments in the legaltech field around the world, I noticed the inspired faces of those present in the room that I believe I was able to infect with my enthusiasm. I saw that the applications of advanced technologies I mentioned, such as artificial intelligence, automation and blockchain, ignited the imagination of the participants and already at the preliminary stage of short pitches when most people are usually hesitant to appear on the stage, dozens of contestants approached willingly and presented their ideas to the audience in an attempt to attract additional team members. I couldn't believe it was happening, it



Winners of Israel Legal Hackathon 2019 - Team 'Legal Force'



The best Woman-led Team 'Weaid!'

was truly inspiring! The contestants were motivated and really embraced the hackathon, and it was clear that they enjoyed the process.

It was inspiring to observe the electrifying atmosphere of innovation and cooperation that prevailed at the hackathon. As Steve Jobs put it, 'Great things in business are never done by one person. They're done by a team of people', and this was evident at the hackathon, with competing teams helping each other along the process. The level of involvement of the firm's personnel was also no less than impressive, starting with the partners and lawyers from FBC & Co's various departments who served as mentors and contributed their extensive experience to many hackathon participants, also supported by the many interns and members of the administrative staff.

Over the course of the hackathon, it was fascinating to witness how collaboration among technologists and legal professionals around a common social and business objective can fuel real innovation within a short period of time, and produce working solutions to real problems within the legal sector. It was a learning experience of teamwork and cooperation and that is, in my opinion, the secret of the hackathon's success.

The results of this year's hackathon exceeded all of my expectations and we had a 'celebration of legal innovation' that included impressive solutions from a wide range of different sectors. It's incredible to see what creative solutions the collaboration among lawyers and technologists can generate and I can't wait to see them come to fruition. I believe that it is this collaborative effort of all participants that

makes GLH a true celebration of global legal innovation.

And on a more personal level – Global Legal Hackathon had such an immense impact on me, it is my honor to be GLH partner and friend, and I remained committed to making this year's Israel Legal Hackathon an incredible legal innovation experience, and to top it all – this extraordinary event took place on my birthday for the second year in a row – I couldn't have asked for a better present!

Can you tell us about the applications that were presented this year by the participants in Israel Legal Hackathon and who are the winners?

Eight groups of lawyers and technologists presented their innovative solutions at Israel Legal Hackathon 2019, with the aim to overcome private, public, academic and women empowerment challenges in the legal industry.

The winner of the 1st place and of the Best Public Benefit Solution Award on behalf of the Israeli Ministry of Justice is team 'Legal Force', which developed an improved contract drafting and internal negotiation system for in-house lawyers. 2nd place and winner of the Best Academic Solution Award is team 'Litvisor', which created a legal research and academic marketplace for legal aid. 3rd place was awarded to team 'QnA', which came up with a virtual classroom app helping lecturers manage students' questions. Team 'Weaid!' received the Best Women-led Team Solution Award for an AI and ML based application empowering underrepresented consumers to assert their legal rights.

The winners of Israel Legal Hackathon 2019 and the Best Women-led Team will receive an opportunity to participate in the global winners awards Gala and Finals in New York City on May 4, 2019, and additional special prizes, besides the newly made friends, boost of energy and the beautiful memories.

Other groups participating in the hackathon demonstrated mature thinking and a deep understanding of the needs of the legal market, and attempted to implement advanced technological tools ranging from big data analytics and entity extraction from text, a system making public information in the capital market more accessible, an online dispute resolution platform handling cases that generally don't reach conventional courts, to electronic bills of exchange in the form of smart contracts based on the blockchain technology.

Beyond the fascinating process of creating innovation, participants at Israel Legal Hackathon had plenty of opportunities of quality networking with legaltech enthusiasts and leading experts and potential investors, and were globally publicized about their innovative solutions for the legal industry.

I'm proud of the movement that was started with Israel Legal Hackathon, and hope that the developed solutions will continue their paths toward implementing successful legal innovations in Israel and beyond. I can't wait to see what the next year's hackathon has in store.

We look forward to collaborating with GLH on this one-of-a-kind global legal innovation endeavor next year and expect the next Israel

Legal Hackathon to attract even more people from diverse backgrounds.

You've been actively supporting diversity in the global legaltech industry. Tell us about your involvement in the Global Rise of Women in LegalTech (GROWL) initiative, and what role do you think the initiative will play in getting more Israeli women involved in legaltech?

As a leading female legal technology professional in Israel, with numerous international publications and appearances on the global and Israeli legaltech markets, and experience in serving on judges' panels of diverse start-up competitions, including the Global Legal Hackathon and MassChallenge (the most globally-connected accelerator in Israel), I'm honored to have been selected as Israel's ambassador for the GROWL Initiative dedicated to empowering women in legaltech world-wide and to serve as a judge at the GROWL panel of judges comprising of leading female legaltech experts from around the world determining the best international women-led teams who will have a chance to compete at GLH2019 finals in New York.

As the organizer and host of Israel Legal Hackathon it's been my honor to establish the first GROWL award to the best women-led team at Israel Legal Hackathon 2019, and serve as a GROWL mentor to international women-led teams participating in GLH2019. As GROWL's ambassador in Israel I've reached out to several prominent female professionals in the legal and technology space in Israel and encouraged them to serve as GROWL mentors.

Being the only female professional in the Israeli legal scene whose role is entirely dedicated to the integration of knowledge management and technology in the Israeli legal practice, I hope to encourage more women to get involved in the legaltech community worldwide, and I'm looking forward to working with GROWL on this important mission. We need more girl power in the global legal industry!

Coming from a firm with uniquely diverse personnel, with over 50% of lawyers at FBC & Co being females – an unusual percentage in the legal world, in most Israeli law firms women are still underrepresented in leadership roles. The legal and technology worlds have traditionally been dominated by men, and this recent example illustrates the problem in a staggering manner. When German Chancellor Angela Merkel recently visited Israel she probably didn't expect it to turn her into a feminist icon. But when Prime Minister Benjamin Netanyahu hosted her at a meeting with Israeli innovators last October, Merkel who was pictured surrounded by 30 men in suits, pointed out something that should have been obvious to everyone: that it would be better if next time there was a woman among all those hopeful pioneers of the future. This photo went viral in Israel and Germany.

Israel is famous throughout the world as the 'Start-up Nation' for being the country with the highest concentration of start-ups, but has struggled with the same gender gap that has plagued other tech hubs such as Silicon Valley. Only 8% of technological ventures in Israel are led by women, similar to the situation in the world. Nevertheless, women are not invisible in Israel's hi-tech industry. In fact, they represent [a quarter](#) of the country's hi-tech workforce. Fortunately, times are changing in the local technology industry, and the all-male meeting

combined with Merkel's response sent a wakeup call to the Israeli government that they need to encourage women entrepreneurs of Israel to make themselves seen and heard more prominently. It was recently announced that Israel Innovation Authority is launching a special support track for start-ups established by women. Within the framework of the program, the Authority will provide an R&D grant to start-up enterprises owned by women entrepreneurs, with up to 75% financing in the R&D cost in the first two years, amounting to a budget of up to NIS 2.5-4.5 million per each project. Hopefully this new route will help increase the women-led entrepreneurship in Israel and double the number of initiatives supported by the Authority in the near future.

By being Israel's ambassador for the GROWL initiative aimed to support up-and-coming women leaders in legal innovation around the world, I hope to encourage women in general, and in the legal technology ecosystem in particular, to follow their dreams and do what they feel passionate about, and I'm confident that when you love what you do and put your heart and soul in it, it shows in your work and success will inevitably follow. Trust me – I'm a living proof of that!

I'm proud and humbled to be part of the biggest legal innovation endeavors in the world – Global Legal Hackathon and the GROWL initiative, and lead the way in Israeli legaltech. We are on the right track of changing the global legal industry for the better!

To sum up, I will repeat the sentence with which I opened Israel Legal Hackathon this year – the global legal industry is undergoing a fundamental transformation by technological developments, and those who look only to the

past or present are certain to miss the future. Israel Legal Hackathon demonstrated in a way that leaves no doubt that not only we don't intend to miss our future, but the opposite is true. Israel has all the conditions to succeed – we are the 'Start-up Nation' with a highly developed hi-tech ecosystem alongside our vast legal experience as a 'Land of Lawyers' with the highest ratio of lawyers per population in the world. The hackathon has proved once again that the connection between these two worlds creates innovative solutions that can lead the local legal sector forward. Israel's legal industry is ripe for change and as Theodor Herzl, a visionary of modern Zionism, proclaimed: 'If you will it, it is no dream.'

About the Author

Adv. [Esther Dediashvili](#) is a Legal Knowledge Manager and Head of Legal Technology Implementation at [Fischer Behar Chen Well Orion & Co](#) (FBC & Co), one of Israel's premier full service law firms. Prior to this, she practiced securities and corporate law for seven years in two leading law firms in Israel.

Esther is the organizer of Israel's 1st Legal Hackathon as part of the Global Legal Hackathon (GLH), the largest legal innovation initiative in history spanning over 40 cities around the world. She also served as a judge

and mentor in the first round of GLH2018 and represented Israel as a judge on the final Global Judging Panel at the GLH2018 finals in New York. Esther organized and hosted Israel Legal Hackathon for the second consecutive year as part of GLH2019. As a leading female legal technology professional in Israel, Esther was selected to be Israel's ambassador for the Global Rise Of Women in LegalTech – the GROWL initiative aimed to support up-and-coming women leaders in legal innovation around the world, and to serve as a GROWL judge alongside a distinguished group of leading women in the global legal technology industry. Esther also served as a GROWL mentor to international women-led teams participating in GLH2019.

Esther writes and speaks regularly on the subject of law and technology in various Israeli and international publications and venues. Esther can be contacted via email at estherd@fbclawyers.com and via [LinkedIn](#) or [Twitter](#).

More on Esther Dediashvili, Adv.: <http://www.fbclawyers.com/logistic/esther-dediashvili-adv/>

More on FBC & Co: <http://www.fbclawyers.com/>

More on Israel Legal Hackathon: <https://www.israellegalthackathon.co.il/>





Time for fun and birthday cake, Israel Legal Hackathon 2019 | GLH2019



Participants at work, Israel Legal Hackathon 2019 | GLH2019



Global Legal HACKATHON

Meet the First Round Winners

Argentina – City of Buenos Aires

MODELEX

MODELEX is a tool that seeks to automate the generation of legal documents. Users will be able to start from all types of model writings and complete them faster, without errors and with content and format required by each jurisdiction either from the web or from a mobile device.

Australia – Adelaide

StreamLegal

Streamlining the legal journey and triangulating technologies to provide visual and realistic expectations of the justice system.

Australia – Melbourne

Classify

Classify builds a profile of each class member through an intuitive interface and empowers members through update content produced jointly with the representative law firm. The second is improve the individualised distribution of damages to plaintiffs. Finally to reduce time spent by experts and lawyers in this process through the aid of natural language processing, and machine learning.

Brazil – Balneário Camboriú

Easy Legal

Easy Legal helps lawyers organize and keep track of the legal cases they are involved in and helps clients to follow the progress on the cases altogether. This will not only increase trust between lawyer and clients but also democratizing justice by means of translating juridical expressions and also help lawyers to optimize their time.

Brazil – Belo Horizonte

RevisePrev

Platform for reviewing social security benefits, enabling any citizen to verify the values received, finding some anomaly the system connects the citizen to the lawyer.

Promoting the citizen easy access to justice and to the lawyer automation of calculations and creation of all the documents necessary to start the legal process and professional visibility.

Brazil – Curitiba

DR.RUI

Platform to extract the testimony of sexually abused children and adolescents, with the accompaniment of professionals of the protection network.

Brazil – Florianópolis

Time 501

e-Defensoria is a Web and mobile platform, where citizens register their needs, through texts, audio, and photos of documents. We will have a record of the complaint with the Public Defender, monitor progress of the case in real time. The solution has a toolbox so the Defender can track the arrival of requests, perform sorting, manage their activity queues, scheduling, and resolved cases.

Brazil – Jaraguá do Sul – SC

Laway

We are trying to solve the lack of alternatives and attractive methods of law practice from the student or legal professional. Through gamification, we create a game with steps that simulate the legal process from the beginning to the end of the case. And step by step, through trial and error, the player receives feedbacks from his decisions.

Brazil – Manaus

YouSolve

A platform to solve consumer problems. For the consumer: Educates consumers about their rights, indicates possible ways to solve their problems and help to pursue their rights quickly and easily. For the lawyer: It connects the lawyer with cases that match his specialty. For the judiciary: Reduces the number of cases that need legal proceedings. For companies: Reduces cost by resolving conflicts before they become lawsuits.

Brazil – Porto Alegre

Sibi

Sibi is a gamified platform that trains its users in the abilities needed to become great negotiators and mediators. Sibi was born to make it easier, funnier, faster and cheaper to acquire these 21st century skills. As the user learns answering to practice-centered questions, more features and levels become available for use or purchase, including solving real-time case studies with other users around the world through videocalls.

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Brazil – Recife

Spider

Spider is an algorithm capable of processing the data coming from the DJE by

classifying them in various types of procedural acts, leaving the data accessible through a very intuitive platform where it will have some tools like Filters and several options of downloads each documents in any type the user wants to.

China – Hong Kong

Access our Community

Access Our Community is a pro bono case matching platform. Currently legal services NGOs and pro bono clearinghouses use email to distribute their case list to their own network of pro bono lawyers. Our solution puts all the cases into one place so individual lawyers can easily identify the pro bono opportunities that match with their expertise, interest and availability in real-time.

China – Shanghai

Rigel

ReLeX is a NLP-based lawyer recommendation system that allows users to express their legal needs in plain Chinese and receives quality recommendation of experienced lawyers in the most salient fields for their legal enquiry. Our system utilises AI-powered technology to analyse the meaning of user queries and extract lawyer specialties and winning rates from publicly-available resources such as the official verdict documents.

China – Wuan

Panda Run

Panda Run is an intelligent litigation case management system, including legal document writing, lawyer file management, lawyer workflow control and so on. The goal is to reduce 30% of lawyers' time spent on repetitive and supportive work, increase customer satisfaction and improve lawyers' well-being.

Germany – Berlin

viz.law

Visualize legal document search results not as a list, but as a network. Goal is to work on publicly available databases, but also on your own data collections (e.g. if you have thousands of related documents from the same field).

Germany – Frankfurt

Uthority

People experience difficulties to comprehend legal language in the letters they receive from the authorities. Solution: An app allowing to take a picture of the letter with OCR functionality, giving a quick summary of the most relevant information in “normal” language and suggesting next steps. The app enables people to understand what the authority wants from them and suggests next possible steps and as such facilitates them to realize their rights.

Germany – Hamburg

Goettinger 7

Chatbot for resolving GDPR questions raised by financial end customer business.

Hungary – Budapest

PHOR

QuickPact is a revolutionary online contract drafting platform with smart contract solutions. By prompting users to enter information about their desired deal via intuitive flashcards, QuickPact provides customised solutions to each unique situation. QuickPact also enables users to automatise the delivery and effect of certain contractual elements, thus is able to provide services to users even beyond the drafting phase, throughout the entire lifespan of their deal.

India – Delhi

E-Barristers

A complaint redressal forum where, quite simply a user could go to the website, fill a form based on the kind of complaint they had (Insurance reimbursement related, banking sector, legal, finance, government-related, consumer-related) and a ticket would be generated for the same. The inbound team would work on addressing the complaint while the legal team would draft the documents required to submit to the consumer forum at a very economical cost making the entire process seamless for the client.

Israel – Tel Aviv

Legal Force

Legal Force is a lean, simple and yet a powerful collaboration tool. Legal Force collates comments from colleagues, as well as internal and external stakeholders all into one working document.

Italy – Milan

CLEVIUS

The translation of a contract or a judicial decision is a repetitive and time-consuming activity, subject to frequent errors. CLEVIUS is a tool which supports professionals operating in law firms, public administrations, and judicial offices in the translation process. Upon drafting of the contract, CLEVIUS suggests contextualized translations through a machine learning system. It is based on decisions of the European Courts, which are translated into 24 languages, a legal glossary, the *acquis communautaire*, and last but not least, on the law firm's archive of documents.

Kenya – Nairobi
Wakili Companion

An interactive digital legal assistant and researcher with case tracking capabilities via a live causerlist.

Netherlands – Amsterdam
Hyarchis Content Services

Legal Professionals need to be on top of their business (even directly after a vacation). For that they use a lot of different paid and public sources and that's a lot to manage. We provide the right information when it's essential. Not by another platform or databank but directly in the document while the legal professional is drafting it. We do this by using a MS Word Plug-in that classifies the document realtime by an AI suite and it gives you the information from public and paid sources that's essential for the document.

Nigeria – Jos
Betta-Law

Betta-Law is an AI interactive platform, created to provide immediate information on legal rights in several local languages. It is a user friendly platform that provides legal services, especially to the less privileged, persons living with disabilities, minors, illiterates, persons living in rural areas and regions where internet access is unavailable by providing USSD code and special features like voice over to enable the physically challenged access the platform.

Poland – Warsaw
InteliLex

InteliLex helps lawyers find the content they already created any time in the past within seconds by directly integrating with Microsoft Word and by using Machine Learning algorithms. InteliLex suggests relevant parts of text while a document, such as a contract, is being written.

Romania – Bucharest
Legal Shapers

Lawrelai addresses most common legal issues that tourists traveling abroad might encounter. It uses NLP and AI to match and respond automatically in realtime.

Singapore – Singapore
AcidFyre

Clausebot is a smart knowledge assistant that provides lawyers a fast and easy

way to find relevant clauses and contracts by tracking regulatory and case law changes, as well as internal policies, and updating a firm or company's contracts database.

South Africa – Johannesburg

Kagiso

Kagiso, meaning “Peace”, is an online mediation platform that is designed to provide a cost effect alternative to expensive and time consuming civil court actions; matches disputes to an appropriate mediator and uses blockchain technology to provide encrypted and unforgettable documents; and works on any physical or digital platform.

Spain – Madrid

Hack Attack

We are creating a personal legal assistant. It will gather all legal information for a person, such as: a penalty fee, the renewal of the ID card, taxes verification, and so on. The user will be provided with contacts with various law firms to get legal help.

United Kingdom – London

Freshfields

Clausana aggregates comparative terms and conditions within industries, enabling consumers to choose goods and services on the basis of terms and conditions that are favorable to them personally. It has the power to create new benchmarks, and a new era of consumer awareness.

United Kingdom – Manchester

Claimbot

Claimbot is an online B2C chatbot, powered by machine learning, which analyses claims, predicts the probability of success, prepares key forms and links users with lawyers. Claimbot facilitates simple, customized and tailored access to justice and eases the burden on the lower courts in England & Wales.

USA – Chicago

Python Party

IntelliWHY helps law firms navigate the inherent tension between old law and new law. It works within the existing law firm structure to provide a solution that allows law firm leaders to address the needs of millennial lawyers without disrupting the existing law firm business model.

USA – Chicago Riverwoods

WeCAIR

1CAIR combines an alerting feature with AI-empowered contract review to immediately surface areas of potential risk exposure triggered by external events. It can also be invoked to surface potential risks in business transactions, such as mergers & acquisitions or corporate restructuring.

USA – Houston

K L McKinney

We are developing a tool called Visualytics that will assist lawyers in visualizing eDiscovery data, combined with the information used to manage the movement of that data through the EDRM process.

USA – New York

Classify -New York

Classify allows consumers to use their purchase history from vendors like Chase and Amazon to help see if any of their purchases qualify for compensation from class action law suits.

USA – Philadelphia

Eviction Safe Philly

Providing knowledge and guidance to underserved tenants in the eviction process and streamlining intake for legal aid providers.

USA – Phoenix

DevilDocs

Clients and attorneys are having trouble keeping track of and managing important documents. DevilDocs solves this issue by using a decentralized way to distribute and manage encrypted documents.

USA – Provo

SoloSuit OCR

Allows users to take photos of court documents, tells them what the document is, what response is required, and what the deadline is. It offers an automated form, attorney review, and filing for a fee.

USA – San Francisco

OurTerms

OurTerms is a platform that helps to bring contracts to life by operationalizing and automating contract terms, removing the need to invest time and money into understanding the document, and presenting users with easy ways to take action.

USA – St. Louis

Freecog

A mobile app to replace the cash bail system. Using GPS tracking, facial recognition software, and speech to text voice authentication, criminal defendants would check in daily on mobile devices, rather than posting a cash bond or paying a bondsman.

USA – University Park

Penn State Law

Blockchain based E-discovery solution. We propose a solution to authenticate electronic evidence that is used during trial by storing a hash of the electronic evidence on a blockchain.

What happens next?

- March 15, 2019, first-round winners will submit their solutions as a video demonstration to the second-round judging panel.
- March 25, 2019, winners from the first round are announced. These finalists will move to the final round to present their winning ideas.
- May 4, 2019. Round-two finalists will be invited to demonstrate their technological solutions to a live panel of judges. Location of the Gala will be determined soon.
- June, A special Winners Edition in Cooperation with Legal Business World Publications will be published and distributed.





Global Legal HACKATHON

Finals Gala in **New York City**

Ten teams will advance from the virtual semi-finals to the Finals Gala on May 4, 2019.

Access
to Justice



4 Teams

Improving the
Business of Law



4 Teams

GROWL



2 Teams

Coming soon

What People say

This book addresses a critical need for women associates. In the Legal sector, it is more important than ever to market yourself and create business development opportunities. If you own your own business - you get to dictate your professional careers and the earlier you can start on this path the better. For a variety of macro and micro reasons, women associates are less likely to have the information to be a successful business developer. No more, Susan Freeman and Ross Fishman lay out in plain English steps that can lead to women associates becoming more visible and better marketers. *Sheila Murphy, CEO, WOMN, LLC, Former Fortune 50 General Counsel*

I have long subscribed to the simple but powerful notion that “all good things begin with a list!” I can’t think of a single tool that would be more valuable to an aspiring female associate, striving to navigate her environs and successfully sow the seeds of personal investment in brand, career, and community, than the thoughtful and competent compass she’ll find in the principles set forth by Susan and Ross. *Lisa Kremer Brown, Managing Director, Starbucks Law and Corporate Affairs*

I wish I’d had the benefit of this kind of guide to help me understand and navigate different conversational styles and marketing best practices early in my career. *Liam Brown, Founder and Executive Chairman, Elevate*

Communication skills are essential to good lawyering. This guide outlines an excellent approach to business development—centered on the client. As a client, I love it when outside counsel focus on the needs of my business and express genuine interest in my company. This guide will teach you how to do that and more. It should be required reading for all associates. *Susan Alker, Chief Operating Officer and General Counsel, Crescent Cove Capital Management, LLC*

The single most
valuable tool
for aspiring
female associates.

Lisa K. Brown
Managing Director
Starbucks

This should be
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Susan Alker
COO and GC
Crescent Cove
Capital Mgmt

I wish I'd had
this book
early in my career.

Liam Brown
Exec. Chairman
Elevate

The *Ultimate* **Woman Associate's Law Firm Marketing Checklist**

The Renowned Step-By-Step,
Year-By-Year Process For Lawyers
Who Want To Develop Clients.

ROSS FISHMAN, J.D.

With Susan Freeman, M.A.

The Art and Science of Persuasion



By Susan C. Freeman, CEO Freeman Means Business

Persuasion in the Law Firm

What I see today that's different from years ago, is that clients don't just ask lawyers, "What should I do?" They also ask, "Why should I do it?" This is where persuasion comes into play. It's often perceived as a form of manipulation or deception or for deal closing. But persuasion is NOT manipulation but instead is a negotiating process and learning opportunity, affording participants a path to shared solutions. It's important for people to understand persuasion for what it is -- not manipulating but negotiating.

According to Harvard Business Review, "Credibility grows out of two sources: expertise and relationships. If you have a history of well informed, sound judgment, your clients and colleagues will trust your expertise. If you've demonstrated you can work in the best interest of others, they will have confidence in your relationships."

I profess knowing as much or more about the business and industry as your client does is what truly differentiates you from

other lawyers and will ensure you make the transition from vendor of legal services to trusted advisor. Clients want to work with people they know, like and trust. Make it easy for them to see you as such. Harvard Business Review also advises:

If you are weak on the expertise side, bolster your position by learning more through formal and informal education—for examples:

- *Have conversations with in-house experts (like the marketing and BD professionals or “revenue enablers,” as the great folks at Calibrate-Legal call them),*
- *hire recognized outside experts, and*
- *launch pilot projects (like client feedback or “voice of the client” programs).*

To fill in the relationship gap, try meeting one-on-one with key people or involving like-minded partners who have good rapport with your clients. Stop building silos and start building bridges.

- *Tangibly, describe the clients’ benefits of your position. The fastest way to get a child to the grocery store is to point out the lollipops by the cash register. That is not deception – it is persuasion. Focus on shared advantages between you and your client. When no shared advantages are apparent, adjust your own position.*
- *Show meaningful evidence. Ordinary evidence won’t do. Make numerical data more compelling with examples, stories, and metaphors that have an*

emotional impact. You should have both quantitative and qualitative data to support your case.

- *Adjust your own emotional tone to match each audience’s ability to receive your message. Learn how your others have interpreted past events and sense how they will probably interpret your proposal. Test key individuals’ possible reactions.*

In my work with lawyers, I have seen many litigators fail miserably at persuasion in the business development setting, because they often use the same tactics that work well in the courtroom, in the boardroom – that won’t work. Here are a few common mistakes:

Positional bargaining. They strongly state their position upfront, and then through a process of persistence and logic they try to push their case as though a zero-sum game was the only option. In reality, setting out a strong position at the start of a persuasion effort gives potential opponents something to grab onto – and fight against. It’s far better to present your position with the finesse and reserve.

Resisting compromise. Too many lawyers see compromise as a weakness, but it is essential to constructive persuasion – and being a trusted advisor. Before agreeing to partner with any outside counsel, they want to see that the lawyer is flexible enough to respond to their concerns, understand their needs, and truly know their business and industry. The “Challenger Sale” model promotes knowing as much or

more about the prospect's business and industry as they do. This makes it easier for a lawyer to communicate as a trusted advisor rather than a pushy sales person. To persuade meaningfully, we must not only listen to others but also incorporate their perspectives into ours. That's why knowing what is most important to your client (which may not always be winning a case) is hugely valuable.

Presenting great arguments. In persuading people to change their minds, great arguments matter. No doubt. But arguments are only one part of the equation. Other factors matter just as much, such as the lawyer's credibility and his ability to create a mutually beneficial frame for a position, connect on the right emotional level, and communicate through compelling narratives that make shared solutions come alive. Asking meaningful questions helps to facilitate this process.

Is Persuasion an Art or Science?

The reality is, persuasion is not one versus the other. Persuasion is in fact -- both. The art of persuasion is a concept that often mystifies lawyers. It is so complex -- and so dangerous when mishandled -- that many would rather just avoid it altogether. However, persuasion can be a force for enormous good, galvanizing change, pulling people together, forging constructive solutions and moving ideas forward. Persuasion is not convincing but is instead, learning and negotiating. Furthermore, persuasion requires practice, especially as today's "business of law" contingencies demanded by clients make persuasion more necessary than ever.

The science of persuasion is just as compelling. According to Robert Cialdini, Ph.D.,

"Researchers have been studying the factors that influence us to say "yes" to the requests of others for over 60 years." It would be nice if people considered all the available information in and engage in critical thinking, but they don't. In the face of information overloaded, we need shortcuts to guide our decision-making. [Cialdini's research](#) in his classic work on "Influence and Persuasion," has identified six of these shortcuts as universals that guide human behavior, they are:

- Reciprocity,
- Scarcity,
- Authority,
- Consistency,
- Likability, and
- Consensus.

Six scientifically validated Principles of Persuasion that provide for small practical, often costless changes that can lead to big differences in your ability to influence and persuade others in an entirely ethical way. They are the secrets from the science of persuasion. Understanding these shortcuts and employing them in an ethical manner can significantly increase the chances that someone will be persuaded by your request.

Impact of Personality

Personality type has a lot to do with one's comfort level in communicating effectively -- but less with one's ability. We cannot change our temperament, but we can change our communication style. It's a choice, really. Those who remain lawyer-centric or firm-centric will fail -- and those who become client-centric will succeed.

"Customer feedback is a technique B2C companies have used for decades in order to

engage and learn from their consumers about what they like, what they don't like and of course, to get ideas about how to evolve their product lines. Law firms are not comfortable with this type of client interaction because they cannot sufficiently control the outcome," states Jennifer Smuts, CMO at Connolly Gallagher LLP in Wilmington, Delaware. "Having been in the legal marketing industry for nearly two decades, I have only seen relationship success grow via the client interview process." When "sales" is the name of the game it truly is a choice to engage or not engage.

Most practicing lawyers are "thinkers." They often fall under the personality of ISTJ, meaning Introversion, Sensing, Thinking, Judging. ISTJ is an abbreviation used in the publications of the [Myers-Briggs Type Indicator](#) (MBTI) to refer to one of sixteen [personality types](#). The MBTI assessment was developed from the work of prominent psychiatrist [Carl G. Jung](#) in his book [Psychological Types](#). Jung proposed a [psychological typology](#) based on the theories of cognitive functions that he developed through his clinical observations.

From Jung's work, others developed psychological typologies. Jungian [personality assessments](#) include the MBTI assessment, developed by [Isabel Briggs Myers](#) and her daughter, Katharine Cook Briggs, and the [Keirsey Temperament Sorter](#), developed by [David Keirsey](#). Keirsey is the test I use when working with lawyers.

Keirsey refers to ISTJs as [Inspectors](#), one of the four types belonging to the temperament he called, [Guardians](#). ISTJs account for about 10–14% of the population in general -- and the

majority population of lawyers. Most CEOs, however, are ENTJs or [Field Marshals](#), one of the four types belonging to the temperament called, [Rationals](#). If your listeners are saying, "But our clients are GCs..." Remember, GCs are not law practitioners – they are business people who have a law degree. They are living their daily lives with their eye on the corporate vision, mission, and strategy...not the ever-changing law or bigger regulatory landscape -- and they report directly to the CEO.

According to the Keirsey Personality Sorter, the practicing lawyer or "Inspector" personality traits are as follows:

- 1. Reliable - Inspectors are characterized by decisiveness in practical affairs. They are the guardians of institutions, and can best be described as being steadfast, dedicated, and consistent. They can be counted on to follow through—to get the job done in a precise and thorough manner. Inspectors are rock solid dependable—responsible and trustworthy—standing as honorable men and women of great character. In all matters, their highest commitment is to be diligent in keeping their duties.*
- 2. Straightforward - A promise made is a promise kept. For Inspectors, they naturally communicate a message of trustworthiness and stability, which can make them successful. More often than not, they are conservative. Their home and work environments are kept neat, orderly, and simple.*
- 3. Institutional - Inspectors are likely to be involved in community service organizations that transmit traditional values.*

Whether it is donating their time or their financial resources, they invest for future returns that benefit society. They understand and appreciate the contributions these institutions make in preserving cultural values, and national pride. At work, Inspectors are patient with established institutional procedures.

4. *Inspecting - Inspectors are careful examiners, always attentive in their scrutinizing. They must ensure that all is certified as right and proper. They pay close attention to the details, so that no irregularities or discrepancies are permitted. When it comes to the due diligence required, they do not cut corners or take any shortcuts—nothing escapes their inspecting eyes. They are issue spotters. When they uncover errors or inconsistencies, they are eager to bring about correction, and are not afraid to confront those who have missed the mark – as I am sure many of your listeners know.*
5. *Standardizing - Inspectors quietly see to it that uniform quality of product is maintained, and that those around them uphold certain standards of attitude and conduct. They are most comfortable when people know their duties, follow the guidelines, and operate within the rules. Rules are there to be followed, they say, not meant to be worked around for any reason.*
6. *Conservative - Inspectors are firm and consistent; they make the rules of the game clear and expect them to be followed. They do not tolerate rebelliousness, nonconformity, waywardness, creativity or even innovation. When there is work to*

be done, there is no time for fun and games—play must be earned through hard work. This correlates to the high stress levels, divorce and suicide rates of lawyers, as well.

It should be noted that lawyers spend most of their lives with other lawyers (professionally: at the firm, in social settings, in court, in professional associations, and even personally: as they often have parents who were lawyers or are even married to other lawyers) so they live in a personal and professional bubble where they may not realize that the majority of others do know have the same personality temperament and may not communicate the same as they do -- and thus, they sometimes see the others as wrong.

Communication Tips

If you are a practicing lawyer, I would advise that you get to know everything you can about your client from a business perspective: industry, company, person, competitor, for examples -- as well as legal perspective -- before you meet with him or her. Your law librarian, marketing professional and business development executives can help you find this information. After that, directly ask the client the [meaningful questions](#) that remain unanswered. Clients expect this and respect this! Listen to your clients as they are telling you how to partner with them – not sell to them.

The challenge is, ISTJs, men especially, disdain asking questions for fear they may appear ignorant. In law school they do now teach students how to interview a client or assess prospect needs – only how to depose a witness. This makes business development a really big challenge for lawyers.

Remember in being a trusted advisor to clients, consultative selling is about pulling, creating attraction to you. Lawyers cannot, and should not, push legal services. Think about it, “You cannot push a rope.” However, you can, and should, create a comfortable place where the client will buy legal services from you. Clients want to do business with lawyers they know, like and trust. Be that lawyer.

If you are a law firm business development and marketing professional, remember that your personality will likely not readily align with that of the lawyers to whom you must report. This may be a struggle for you. Understand your own personality type as well as that of the lawyer with whom you are working and adjust your communication style accordingly. If you can find the lawyers who actively listen to their clients, you can make great strides in helping them succeed, which is your mission.

Knowing the job title or position of the client who buys from your firm, will help you greatly in your mission. Most lawyers do not take the time to learn the client’s business and industry inside-out as they should much less the client’s likely temperament. But you can. Just knowing the person’s job title will give you clues. Then ensure the lawyers ask clients meaningful questions...questions that validate that which they think is true or reveal that which they do not know – and even still, that unveil latent needs the client may not even recognize he or she has.

And remember, feedback is a sign of respect. Be courageous! Ask your lawyers to provide

feedback on your efforts -- and then absolutely remind them to do the same with their clients.

Jenn Smuts:

“Customer feedback is a technique B2C companies have used for decades in order to engage and learn from their consumers about what they like, what they don’t like and of course, to get ideas about how to evolve their product lines. Law firms are not comfortable having this type of client interaction due to the fact that they can not sufficiently control the outcome.” states Jennifer Smuts, CMO at Connolly Gallagher LLP in Wilmington, Delaware. “Having been in the legal marketing industry for nearly two decades I have only seen relationship success grow via the client interview process.” When sales is the name of the game it truly is a choice to engage or not engage.

Jenn Smuts is the Chief Marketing Officer for ILN member firm, Connolly Gallagher LLP. With nearly 20 years of experience in law firm strategic planning; marketing and business development; individual coaching; budgeting; and team leadership, Jenn is a seasoned legal marketing professional. She has a history of building consensus within a department, among attorneys and across functional lines. Jenn also has experience as a law school guest lecturer on various concepts of the business of law, including attorney marketing, business development and professional development. She most recently joined [2020 Women on Boards](#)– a national campaign dedicated to increasing the percentage of women on corporate boards to 20% by 2020.

About the Author:

Susan's goal is to help women in business communicate effectively with the world -- and to help men communicate effectively with women in business!

Susan's training draws on her experiences as a sales executive in the financial services industry, her business development and leadership training in the legal industry, and her graduate-level studies in Communication.

Susan's passion for helping women succeed is long-standing. She co-founded "Women's Business Connection" in Massachusetts and "Girl Power" with over 6,000 followers. She also teaches "Girls in Politics," a program created to introduce girls to politics, policy, and the branches of government. Susan is currently enrolled in Cornell University's "Institute for Women's Entrepreneurship." Her enthusiasm for the benefits of building meaningful relationships has made her a great connector and as such, she has over 15,000 followers on social media. As an ENFJ, she excels at building relationships and teaching others to do the same. She helps professionals communicate effectively in order to develop new business. She trains professionals to use client-centric insights to assess needs and identify solutions that meet strategic goals.

Susan has worked with some of the most prestigious law firms and financial services institutions in the world. She was graduated with honors from Hawaii Pacific University with a Master of Arts degree in Communication and she was graduated from Louisiana State University with a Bachelor of Arts degree in both Political Science and Journalism, with a minor

in Marketing. She also studied Marketing at Northeastern University in Boston. Susan has lived in Louisiana, Switzerland, Italy, Massachusetts, Hawaii, and now, California.

A vertical banner for the World Legal Summit 2019. The background is a dark blue gradient with a bright light source at the bottom, creating a lens flare effect. The text is white and yellow. At the top, "World Legal Summit" is written in a large, bold, sans-serif font. Below that, "#WLS2019" is in a smaller, bold, sans-serif font inside a light blue rectangular box. In the center, "Informed Development for a Globally Sustainable Future" is written in a smaller, bold, sans-serif font. At the bottom, "Learn More" is written in a bold, sans-serif font inside a yellow rectangular box.

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“STAND OUT”

9 Mistakes your should avoid while Building Your Authority

Series on building your personal brand, becoming the go-to expert and authority in your field
by Itzik Amiel

Ready to become the sought-after expert your clients will want to work with and be willing to pay a premium to do so? Do you want to know how you are unique to your clients & how you can stand out in the sea of competitors? Are you the "best kept secret in your market?" If you want to know the shortcuts to build your personal brand and become the go-to expert and the authority in your field, DO NOT MISS this series by advocate Itzik Amiel, bestselling author and international speaker and the global authority on personal branding for professionals.

When it comes to building your authority, some lawyers ask the wrong questions.

One of the most frequent questions I hear from lawyers who are interested to stand out and build their authority (as I strongly recommend every lawyer to do) is:

“Shall I publish a book or start with a series of videos?”

This is absolutely the WRONG question to ask.

Why? Because they are focused on tactics and not strategy.

Many lawyers that I met in the last few years still (arrogantly) assume that they are considered an authority in their field, so clients will beat on their door wanting to work with them.

I do not blame them.

Many years ago I believed the same.

But guess what... no client was beating on my practice door.

So I followed other lawyers' advice and went to networking events.

But again, I found myself frustrated. While other professionals left the event with possible clients, I found myself getting nothing.

What did they do, that I did not know?
How can I learn it?
How can I become better?

Many questions were running through my head.

For a while, I tried to imitate the other successful lawyers, by trying to become a better 'sales' person....

But that was a mistake.

I learned it the hard way. I was interested in building genuine relationships with other people and not in selling.

In fact, I don't particularly enjoy selling.

So, I knew I needed to find ways of standing out by helping others and giving attention (rather than getting attention), things that I like doing anyway, and by that build my go-to expert position.

So here, based on my personal experience and experience of thousands of other professionals I helped in the last years, are the top **9 Mistakes you should avoid while Building Your Authority.**

Hopefully, you'll find them useful and you'll be able to avoid the same pitfalls I fell into :)

Mistake #1: It is not for me

Whether you own your law firm, are a partner of a large law firm, a junior that started her legal career or somewhere in between, personal branding and building your authority has a place in helping you grow your practice or take your career to the next level.

Building your authority is all about knowing who you are and what makes you unique and distinguished in a crowded market place.

Personal branding is all about marketing and distinguishing yourself -- and showcasing that (offline & online). It's about taking control of your offline and online exposure to help you achieve your goals.

If you're a junior lawyer, your goal may be to land a great job or gain acceptance in the law firm you are working at. If you're a partner in a law firm, then you might be looking to grow your business, earn more clients, or switch your existing relationships to more referrals and results.

Whichever path you're on, your authority positioning can either make or break you! So, don't make the mistake of thinking personal branding doesn't pertain to you.

Mistake #2: I am not interested to be a celebrity

This is a big mistake I used to make and I assume you, dear reader, do the same.

Let's make it clear - becoming an authority in your field isn't equal to being a celebrity.

While a celebrity positioning is about self-promotion, gaining a lot of visibility everywhere and fame, building an authority position is the opposite.

Becoming an authority is about focusing on a very defined group of targeted people you want to be known to and become an authority for.

And obviously, you want them to be the ideal clients you'd be interested to work with.

Becoming an authority is about the act of giving genuine attention to this specific group of people and not about constant self-promotion and seeking how to get more attention.

I am sure you can see the difference now.

Mistake #3: I cannot fake it

Building an authority, especially in the professional world, can NOT be based on a weak thought as – “fake it, until you make it”.

To build the right authority, to attract the right

people to join your tribe, to be able to help the right people – you need to be authentic.

It is about selectively choosing to share your positive side and share your knowledge and knowhow with the right group of people.

Authenticity is key, for building your authority and personal brand. Don't make the mistake of pretending to be someone you're not.

...and by the way there is nobody that can be a better YOU than you, guaranteed!

Mistake #4: I do not know the right tactics

Lots of lawyers who are considered authorities in their respected field have written books. But does writing a book make you an authority?

Lots of lawyers write their own blogs packed with valuable information. But does writing the blog make you an authority?

Lots of lawyers speak on stages or participate in panels in legal and industry events. But does speaking in public make you an authority?

The answer to all these questions is – Not really.

Check for yourself – how many books have been written in your field?

How many lawyers spoke at events in your field?

How many of those authors who wrote these books or speakers, who spoke on these stages, are seen as authorities in your field?

You see – the tactics themselves will not make you an authority. Your unique experience, your expertise, your distinctive ideas and insights do.

Remark: of course tactics can help boost and share your authority, with no doubt, but tactics by themselves do not build the authority (as some consultants make you, falsely, believe!).

Mistake #5: I need to be an authority now.

By now I trust you understand that building your authority is a process that takes time and consistent actions.

Building and maintaining your authority is about providing people with real value, again and again. It's about distinguishing yourself from your competition and making yourself top-of-mind and memorable for you tribe, i.e. the people you want to connect and build relationships with.

Building an authority, with no doubt, (significantly) shortens your time to reach success, but it still takes time.

Mistake #6: I am willing to try it once

If that's what you want, I have sad news for you - It doesn't work like that.

Building Authority is NOT a One-Off Event

You need to accept the fact that authority is built over time.

Of course, some people will see you as an authority in the first interaction with you, after

all love at first sight does happen.

But when you build your authority, your grow it overtime.

If you follow me or are part of my inner circle relations list, you know that I share my knowledge offline and online, on a regular basis.

Many times, I get a message from a lawyer who wanted to be mentored by me or wants to find out how he can engage me to mentor a member of his firm.

Now, I am asking you – do you think it is my last email or my last post on LinkedIn, maybe my keynote speaking or one of my videos that made them want to buy?

Of course not...it is all of it together.

Building Authority is NOT a One-Off Event

By adding value again and again and again... and communicating with my tribe, I build and establish myself, on a regular basis, as an authority.

What action did you take to build your authority today?

Mistake #7: I cannot pretend to be her/him

Let me say it loud and clear – you can only build your authority and personal brand on authenticity.

Authenticity is key; so don't make the mistake

of pretending to be someone you're not.

There is no need to fake it and it actually creates the wrong effect. You will attract the wrong people; you will communicate with the wrong clients and at the end only damage your own personal brand.

There are people in your industry that are looking for a leader and expert they can resonate with and trust.

So you have to be yourself because this is what sets you apart. Be true to yourself, your skills, and your expertise.

Authenticity in business is an invisible, but powerful force when used strategically, especially in building your authority.

Mistake #8: I am too normal to be an authority

I have always been quoted saying – “successful people are approachable people”.

In the past, leaders were people we could not approach; they always had distance from us.

Nowadays, social media got us to get closer to the people we admire. We actually expect to be closer to the people we look up to.

The same applies when you build your authority. People expect you to be approachable. They want to be able to relate to you. They want to know, first hand, that your experience and expertise is relevant to them and their lives.

The interesting thing is that to be an authority

you do not need to be the best-known expert in your field. You only need to be two or three steps ahead of the people you want to help and serve.

Otherwise, if you will not be ‘normal’ like them, they will not trust you. They will believe that you do not understand them. Thus, cannot solve their problems. And as a result they will look for another expert who can help them.

Mistake #9: I can do it by myself

Please do not underestimate the importance of involving other people.

To build your authority you need to get feedback and support from friends, family, or other professional who have already done it.

After all, you're not building your authority for yourself; you're creating an authority in a specific field for other people who need your knowledge and expertise.

So, I assume you agree, that it is very difficult to see yourself clearly from your own perspective.

A good discussion and reflection on your authority building process with someone else can help you see different perspective than the narrative you already hold in your own head.

A little outside perspective goes a long way and can save you a lot of mistakes.

It's the same reason we pay real estate experts and marriage counselors -- and personal branding experts -- for their advice and perspective.

A way of Life.

These are the top **9 Mistakes you should avoid while Building Your Authority.**

As you can see, there is a direct link between all these mistakes: building an authority is not a tactic, it is a way of life.

You want to build your authority, so you can share the best advice you can in your area of expertise.

You want to build your authority, so you can share your ideas and help more people.

You want to build your authority, so you can be found by more people that sincerely need your help.

You cannot fake it. Wanting to help other people has to be part of your life and business goals. Otherwise, being an authority isn't for you.

Want to discover what it **really** takes to become an authority in your field – and build your roadmap for getting there? Attend our next free training session on Building your authority position or [schedule a strategy call here.](#)

You've got to want to be an authority, not just want what authority brings you. Is it worth it?

Absolutely. If it's right for you.

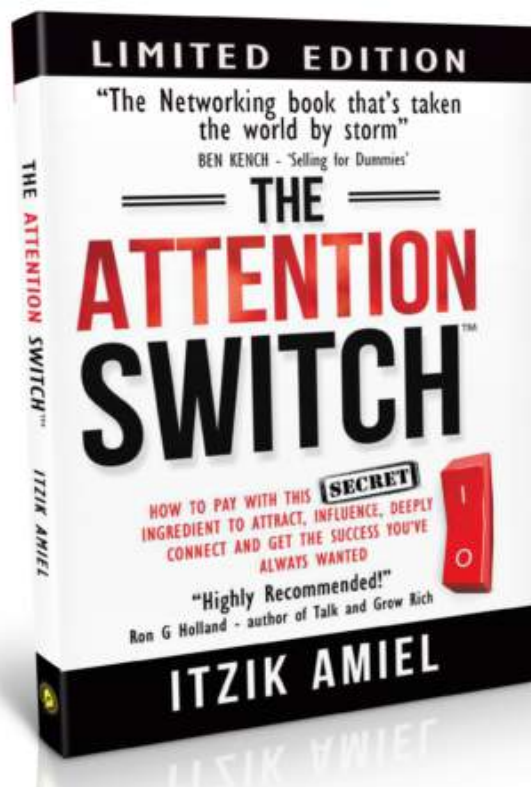
If you have any specific question with regards to building your authority position and your personal brand, [please send us an e-mail](#) and share it with us. I may include it in one of the upcoming articles.

Until next month, keep **STANDING OUT!**

About the Author

[Itzik Amiel](#) is considered the global leading authority on Business Development, Business Networking & Personal Branding. He is a sought-after international speaker, trainer, business mentor, & attorney-at-law. He is also the bestselling author of "[The Attention Switch](#)" & Founder of [THE SWITCH®](#), the global community for professionals to grow their practice. Itzik teaches Lawyers and other professionals to attract and win their ideal clients by becoming seen as authorities in their field and to SWITCH their relations to Referrals+Revenue+Results.

See more information: itzikamiel.com or connect with Itzik via: info@itzikamiel.com



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The Value Series

A ClariLegal interview with Rich Robinson, E-Discovery and Information Manager for JCPenney

By Cash Butler, founder of ClariLegal and James Johnson, principal attorney of First Venture Legal.

We recently had the pleasure of interviewing Rich Robinson, E-Discovery and Information Manager for JCPenney. In his role, Rich is responsible for managing e-discovery during company litigation. Rich also implements and maintains the company's record retention policies and schedules and assists with selection of vendors for e-discovery and in-house legal technology as well as with the management of legal operations and information governance. Previously, Rich has worked in other law firms in roles focused on e-discovery. Rich has also been on the vendor side, having worked for an e-discovery vendor, but moved back into the client-side in the legal and litigation support and management role.

We asked Rich about the work he does at JCPenney. Rich describes his current role as more about translation than about technology. Rich says much of JCPenney's legal work, as a national retailer, involves labor and employment, corporate securities, ethics and compliance, intellectual property, and real estate matters.

Rich notes how in recent years JCPenney's legal department has been shifting from relying solely on in-house resources to outsourcing more legal work; Rich notes that in years prior, "we [JCPenney] relied on in-house resources to do legal work". Rich also states that, for JCPenney's legal department, e-discovery has been at the forefront of that trend in generally being outsourced, noting that "we've never owned our own software 'behind the firewall'...we've always outsourced". Rich also notes his efforts to pro-

mote employing analytics to become more "metrics-driven" in the company's selection process for outside counsel. Finally, Rich notes that his role "tends to be more about translation and communication than it is about technology".

On the primary question of what value means to him, Rich states he focuses on trying to find the best value, typically in the areas of technology and service offerings, for the spend, noting how JCPenney strives to eliminate unnecessary spend. Rich notes how he remains cognizant of the maxim that sometimes "one needs to spend to save", and states that, when hiring outside vendors, he looks to "reduce my overall resource spend while still reducing my overall budget spend". Rich emphasizes how using tools to reduce costs and internal resource commitments is often a win/win situation. Rich notes JCPenney is beginning to adopt this view on value, pointing out that, as a historic company, JCPenney used to have the mentality of "this is the way things have been done", without much regard to whether the way things have been done is the best or most efficient way. However, Rich sees the company's leadership overcoming that mentality and instead now striving to find the most efficient solution, which he feels is a consequence of the general massive disruptions in the brick-and-mortar retail industry.

We asked Rich how he measures how outside vendors meet JCPenney's sought-after value. Rich believes the process by which the legal department at JCPenney evaluates its vendors is slowly evolving. Rich sees JCPenney moving towards a "matter-management

model that encourages the use of metrics that will help us then...tell [vendors and counsel] how they are or are not meeting our needs”. Rich cites his policy of being open and honest with the outside counsel and legal service vendors he works with as a means of measuring value.

We next asked Rich how he perceives the communication of value within the legal industry. Rich believes value is not well-communicated, though “the potential is there, and the industry is starting to change”. Rich perceives a “veil of secrecy” (lack of transparency) around corporate legal vendor management, despite the growing “on-demand” and “public” nature of vendor selection and management. To Rich, legal vendors and outside counsel fail to communicate to clients the value that the vendor or firm brings to the table; instead, vendors and outside counsel focus on emphasizing whatever they think the client or customer wants to hear. But Rich believes this becomes less of an issue for those law firms who recognize themselves as businesses and can articulate their value proposition(s) and what they need from the client to be a healthy business partner with the client. Rich also notes that tools the company is currently implementing will give it the analytics and metrics necessary to understand what is the best option – whether it is an in-house resource or outside vendor, or which outside vendor – for a project.

Finally, we opened the floor to get Rich’s last thoughts about value, value propositions, and the value exchange. Rich started off by noting how the landscape of legal services is changing – he specifically cites the concern among legal

professionals over the impact of artificial intelligence and automation on the legal industry. However, Rich believes that changes to the legal industry also present opportunities for both vendors and clients to utilize developments in technology for improvements to service offerings.

Disclaimer: The statements of the interviewees in the Value Article Series are opinions and observations of a personal nature and do not necessarily reflect the opinions and policies of their respective employers.

About

James Johnson is principal attorney of **First Venture Legal**, a Cambridge, Massachusetts-based law practice focused on corporate and transactional law for very-early-stage startups. James assists entrepreneurs and small business owners with corporate formation and structuring, contracts, commercial law, matters, and early-stage fundraising. His practice utilizes alternative fee structures to deliver value-based service to early-stage ventures.

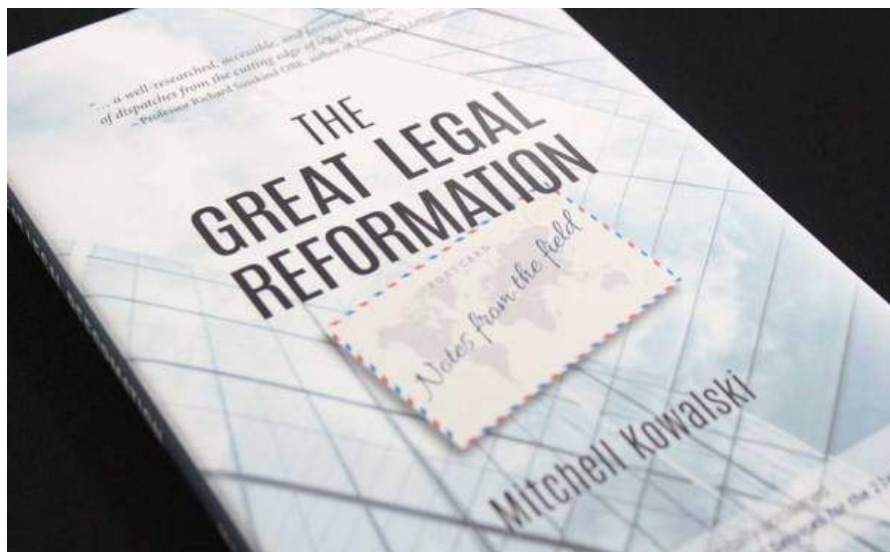


In addition to practicing law, James works with ClariLegal, focusing on building out its innovative platform and spreading the word of ClariLegal's mission to reduce cost and complexity in legal vendor selection and management for law firms and corporations.

[Cash Butler](#) is the founder of ClariLegal. A seasoned legal technology innovator, Cash has over 18 years of experience in the legal vertical market, primarily working in eDiscovery, litigation & compliance. Cash is an expert in legal vendor, pricing and project management.

[ClariLegal](#) is a preferred vendor management platform for legal services that improves business outcomes. Made for legal by legal experts. We match corporations and law firms with preferred vendors to manage the work through a fast and complete RFP and bidding process. ClariLegal's platform allows all internal client

segments to improve business outcomes across the board – predictability, time and money. [Learn more](#)



The Great Legal Reformation
It's the dawning of a new era of legal services as a team sport.

Meet Mitch Kowalski at Lexpo 2019



(Global Rise Of Women in LegalTech)

What is GROWL?

As part of the 2019 Global Legal Hackathon is launching Global Rise Of Women in LegalTech (“GROWL”) initiative to support up-and-coming women leaders in legal innovation around the world. GROWL will be fully integrated with this year’s Global Legal Hackathon, providing an enhanced track for women-led teams.

Why is GROWL important?

Extensive research has shown that women tend to approach problem solving differently than men, typically in a more collaborative and social way, talking through the problem, discussing the situation in detail, and collaborating effectively with a complex array of stakeholders. As the legal industry evolves to become more responsive to client requirements for innovation and value, women are ideally suited to lead the legal innovation movement around the world.

How does GROWL work?

A globally located panel of senior women leaders in the legal industry drawn from The Americas, Europe, Asia, and Africa, will support the hundreds of women-led teams expected to participate in #GLH2019 with an unprecedented global network of mentors, tools, and resources to accelerate and amplify their efforts to evolve and improve the world’s legal industry. Participation is voluntary, and there is no cost.

How can your organization get involved in the GROWL initiative?

Be a Mentor

Recommend senior women in your organization as potential mentors. GROWL will curate the recommendations and invite the selected women to be mentors. If selected, the time commitment for the mentor is 4 hours only (at a time slot of their convenience), to provide guidance to women led teams during the Global Legal Hackathon (February 22-24, 2019).

Appoint a Coordinator

Identify a coordinator in your organization who will be the single point of contact with the GLH and GROWL teams to identify additional women from the firm (and from clients and vendors) to participate in the hackathon, sign up to a member of GROWL, share tools and resources



provided by with the GLH team and host local events and webcasts. The expected time commitment for the coordinator from now until the hackathon is approximately 10 hours.

Host the Global Legal Hackathon in one or more cities

If your organization would like to play a more prominent role in the Global Legal Hackathon, you can host one or more venues of the hackathon and serve as the organizer for the legal community in cities where your organization has a significant presence. Hosting provides a unique opportunity to engage with typically 75-150 legal industry leaders in each city for an entire weekend and gain exposure throughout the world.

Invite ambitious women in your organization to lead teams during the Global Legal Hackathon

The Global Legal Hackathon is the largest legal technology innovation event in the world, and GROWL was created to maximize the participation and impact of women leaders. Identify and invite women in your organization to form and lead teams to participate in the hackathon. GROWL will work with your organization to help to prepare pre-identified women leaders for maximum success during the hackathon.

Invite women all across your organization to participate in the Global Legal Hackathon

Encourage female professionals to register for the hackathon at a location that is most convenient.

Join the the GROWL community

Have women register to be a member of the GROWL community. Members will get invited to local events, webcasts, and receive newsletters and updates.

Learn more and/or register

[Organizational Participation](#)

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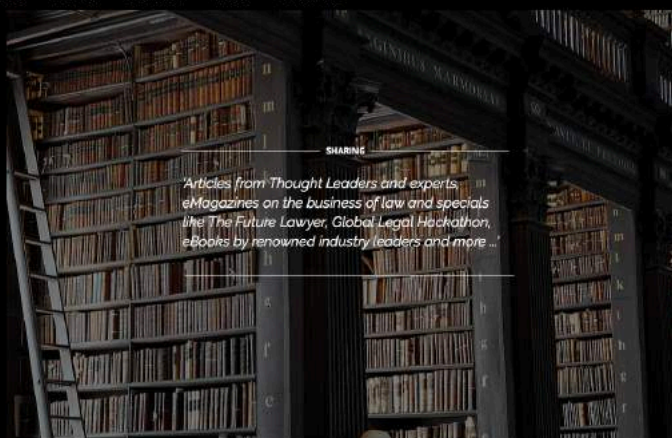
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Your Weekly Lawtomatic Digest

February 28, 2019 | By Gabe Teninbaum

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Open Internet, really all that sensible?

February 28, 2019 | By Aileen Schultz

Last month I touched on the upswing in access to justice that the rise in internet using populations would seemingly create. Stemming from this consideration is a topic more core to the conversation, and one that has seen the recent front lines of the headlines; net ne...

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Leadership Series | Strategy

When Your Strategic Plan Needs To Get Implemented

February 27, 2019 | By Patrick J. McKenna

Whenever I think about the effort that is required to go into implementing your firm's strategic plan, I'm reminded of a particular business book title that grabbed my attention when I first saw it... Hope is Not A Strategy!

To effectively transform your best inten...

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Business Development

Does your law firm need an innovation team?

February 26, 2019 | By Jessica Lim

There's a lot of hype out there about innovation, innovation-related roles, teams and events are on the rise as are articles, conferences and education programs. But is this really necessary? If you don't have an innovation group, should you create one? If you have one...

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Business Development

The Master's Conference: Vendor Management and the Alignment of Legal Service Delivery

February 25, 2019 | By Editorial Department (Press Release)

Vendor Management and the Alignment of Legal Service Delivery February 28, 2019 Dallas, Texas Please register: [here](#)

Moderator: Cash Butler

Cash Butler is the founder of [ClariLegal](#). A seasoned legal technology innovator, Cash has over 18 years of experience in the legal ver...

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Improvement for Law Departments

Business Development

The Global Legal Organization in the Future

February 25, 2019 | By Richard G. Steck

This is the eighth in a series of articles about how corporate and government law departments can improve their performance and add measurable value to the organizations I recently re-read Ben Hallemann's The Inside Counsel Revolution. As the former General Counsel for G...

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General | Events | **Legal Tech**

THE GLOBAL LEGAL HACKATHON 2019 ANNOUNCES THE GROWL MENTOR PANEL

February 21, 2019 | By Editorial Department (Press Release)

The Global Legal Hackathon has announced the 2019 GROWL mentor panel, consisting of a global network of senior women leaders from around the world. GROWL mentors will be providing GLH2019 participants with an unprecedented global network of mentors, tools and resource...

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Business Development

How to tap into your creative potential to deliver a better legal experience?

February 22, 2019 | By Tessa Manuella

Reimagining the customer journey in the legal world. Business today is all about the user experience, and yet the legal industry remains behind the curve. The user experience is the overall experience of a person using a product or a service that encompasses all aspec...

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Legal Tech

Legal Tech Scene in Malaysia

February 19, 2019 | By June Low

Introduction

The legal sector, which argues for betterment with certainty as its crux, now braces against the forthcoming and now presence of legal technology. With the potential of easing said burden through the use of Artificial Intelligence (AI), Malaysia is keen on...

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Legal Issues | Strategy

Clients Need Legal Services But Not Necessarily Lawyers

February 21, 2019 | By Mark A. Cohen

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About the Author
James is a General Practice Lawyer aka (JK)**which stands for innovative Counsel a new breed of lawyer [refer article]. He has a wide-range of legal experience, having worked for established boutique property, finan...

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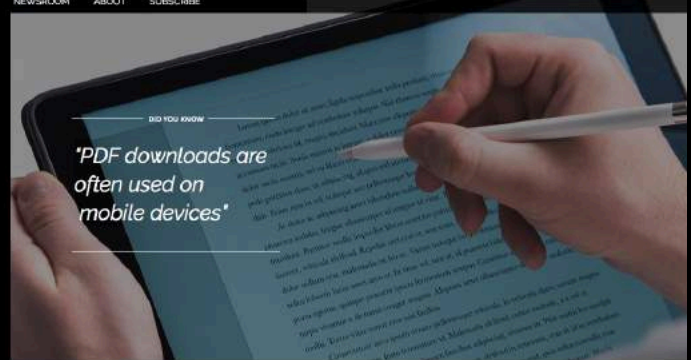
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